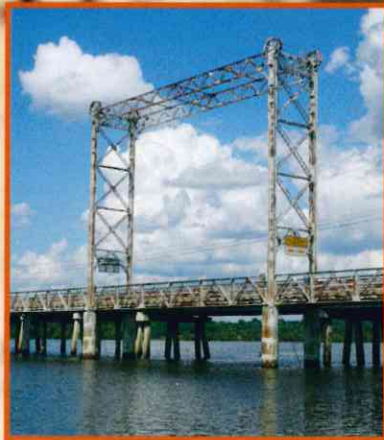


THE PARISH OF
CADDO
Louisiana



ADOPTED ANNUAL OPERATING
AND CAPITAL IMPROVEMENT BUDGET

2017

PARISH OF CADDO, LOUISIANA

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

January 1, 2017 – December 31, 2017

**DR. WOODROW WILSON, JR
ADMINISTRATOR & CEO**

**ERICA R. BRYANT
DIRECTOR OF FINANCE & HUMAN RESOURCES**

COMMISSION MEMBERS

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Lyndon B. Johnson	District 2
Steven Jackson	District 3
Matthew Linn	District 4
Jerald Bowman	District 5
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Kenneth “Ken” Epperson	District 12





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Caddo Parish Commission
Louisiana**

For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Parish of Caddo for its annual budget for the fiscal year beginning January 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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2017 BUDGET MESSAGE



2017 BUDGET MESSAGE

TO: The Caddo Parish Commission and the Citizens of Caddo Parish:

In compliance with Article VI, Section 6.02 of the Caddo Parish Home Rule Charter, the Parish Administration is pleased to submit its proposed 2017 budget document for consideration and adoption by the Caddo Parish Commission. The annual Parish budget represents one of the most important policy documents that the Commission will enact during the course of a year, and it reflects the resources, strategies and goals of the Parish in the delivery of public services to our citizens.

The accounting and budgeting format is designed to afford you an easy, readable and understandable budget with a detailed breakdown of the expenditures for the various departments and funds. As it is our practice, this budget we present to you represents a balanced budget for 2017 – reflective of prudent and sound financial management, and the optimization of taxpayers' dollars, which they are investing towards the operation of our Parish government. You will find that this budget addresses our most urgent operational needs, capital improvement initiatives, support of Parish agencies, economic development and social programs. We are presenting you with a conservative budget for 2017 and one that preserves funding for essential services upon which our citizens rely.

The Caddo Parish Commission and the Administration are committed to the provision of a quality service delivery program, and to that end, are proposing to continue existing programs and services at the present level. A review of the proposed budget clearly illustrates the Parish's commitment to provide those fundamental public services that are highly valued by our citizens, such as public safety, road infrastructure improvements, maintaining Parish facilities, and recreational programs. The Parish Administration will continue to work with our local, State, and Federal partners in an effort to bring additional resources to our Parish and its citizens.

In order to accomplish the successful completion of the 2017 capital improvements projects, we propose utilizing a combination of funding mechanisms, which includes the following funding sources: General Fund and fund balances from each of the funds used to operate parish government. This funding approach would allow us to accomplish approximately \$3.1 million in essential capital projects. This approach is being recommended, because there are no other sources available to fund capital projects. Although, we do have Oil and Gas Trust Funds, the royalty funds have been steadily declining to market demands. As a result, I recommend that we continue the funding strategy that utilize Oil and Gas funds as a "tipping mechanism" for economic development opportunities, which is still a wise approach to investing in the Parish's future. We will continue to explore alternative funding mechanisms and only address capital needs that impair the delivery of services for funded agencies.

The Caddo Parish Commission remains in good financial condition and having adequate fund balances speak to the financial strength of an organization. The Juvenile Services Fund will continue to be far below what we consider to be a healthy fund balance until another long-term sustainable funding mechanism is put in place. I am pleased to inform our citizens that the organization has, again, garnered the Government Finance Officers Association's (GFOA) Budget Presentation Award for the 2016 accounting year. Our organization also received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for 2015. We are pleased to report that the organization's 2015 financial audit resulted in a very favorable report with no management findings, which in itself, is quite an accomplishment for an organization of our size. Our exceptional 2015 financial audit is indicative of our efforts in achieving excellence in Government Financial Accounting Standards.

The Caddo Parish Commission is also to be commended for investing in the expansion of academic programs, such as funding the expansion of the Airframe and Power Plant Maintenance Technology Program at Southern University-Shreveport. This investment will prepare program graduates for immediate employment, right here in Caddo Parish, to meet the growing industry demands for certified

2017 BUDGET MESSAGE

aircraft mechanics. The Administration will continue to exercise sound fiscal management across all departments' budgets to ensure that we are prepared to rapidly respond to changing service demands while utilizing our existing resources. The overall spending forecast is projected to be consistent with priorities and needs.

Issues Impacting the 2017 Budget

The 2017 Budget represents a sustainable Work Plan that positions us to better achieve our mission and priorities, while being ever mindful of the potentially changing economic conditions locally and across the nation. Below are three areas that comprise the development of our resource allocations:

- **Local Economy:** The economy of Northwest Louisiana continues to be an important factor in the State's economic health and the Caddo Parish Commission will unduly continue to be a vital player in the economic development equation. The expansion of the Global Strike Command and establishment of a Four-Star Command position will have a positive impact on the economy of the region. We are also very pleased to report that we have expanded our partnership with the North Louisiana Economic Partnership to include a full-time Economic Development staff person dedicated to expanding economic development opportunities for the Parish of Caddo.
- **Prudent Fiscal Management:** Department Heads and their teams have continued to work diligently to effectively administer their respective budgets and deliver quality services to their customers. Through continuous budget reviews by Department Heads, the Director of Finance, the Parish Administrator's Office and the Caddo Parish Commission, the estimated year-end General Fund balance for the 2017 Budget has been determined to be approximately \$17 million, which represents 154% of General Fund expenditures.
- **2017 Parish-wide Initiatives:** The budget has been developed to address the following challenges that were identified by the Caddo Parish Commission and Staff:
 - Estimated \$3.5 million deficit within the Juvenile Justice Fund
 - Increasing operational and inmate medical expenses at the Caddo Correctional Center (CCC)
 - Infestation of Giant Salvinia Plants in area lakes
 - Economic Development Initiatives
 - Completion and execution of a Caddo Parish I-49 North Corridor Master Plan

Budget Organization

This budget document is divided into several sections with the four major sections being: Narratives, Budget Overview, Capital Budget, and Fund Budgets. The Narratives section includes a description of each department and all Parish-funded agencies. Most departments provided a list of accomplishments for 2016, as well as, goals and objectives for the upcoming budget year. The Budget Overview section provides the reader with a "snapshot" of the Parish's 2017 budget. The Capital Budget section represents the Parish's Capital Improvement Plan for the 2017 budget year, and provides a detail of the planned projects for the year. Line-item appropriation details are included in the Fund Budgets section.

2017 BUDGET MESSAGE

Budget Overview

The 2017 Budget is balanced in that revenues and fund balance reserves meet total 2017 expenditures. Fund balances are appropriated only to the extent that appropriations exceed estimated revenues. The recommendations included in the budget are guided by key principles of sound financial practices. For example, ongoing revenues are used for ongoing expenditures, while one-time revenues support one-time expenditures.

Revenue Forecast — Projections for our most important revenues, property and sales taxes, are based on estimates of future economic conditions. The economic outlook for the coming year affects revenue estimates, which determine the amount of funds available for spending. Our economic outlook is stable and most economists predict static economic growth for North Louisiana with slight revenue increases. Accordingly, the following revenue forecasts are based on projected economic trends.

- **Ad Valorem “Property” Taxes** – The 2017 budget includes a modest 1.5% increase in property tax revenues from the budget of \$45.2 million in 2016 to \$45.9 million for 2017. Although property tax revenue is expected to increase from 2016 to 2017, the estimated 2017 property tax revenue is expected to be .4% less than the actual 2015 property tax revenue. The decrease is the result of lower assessment values due to a decline in oil and gas related assessments and a reduction in values for homes and businesses affected by the 2015 flood. Property tax assessments experienced significant growth since 2011 but the overall assessment decreased .5% from 2015 to 2016. As properties affected by the flood are revalued, assessments should increase.
- **Sales Taxes** – Sales taxes are budgeted at \$8.8 million for 2017 compared to \$10.5 million in 2016, a 16% decrease. Actual 2016 sales tax revenues are expected to be 19% less than the budget. Sales tax revenue has been significantly impacted by the decline in the oil and gas industry, specifically a decline in Haynesville Shale activity. Sales tax revenues fluctuate widely with large upswings and downswings. We have conservatively estimated sales taxes given the unpredictable nature of this revenue source.
- **Other Revenue** – The Parish has conservatively estimated \$250,000 for its oil and gas revenue for 2017 because of the uncertainty of this revenue source and the substantial decline in oil and gas leasing activity. The majority of the Parish’s other revenue sources, such as gaming and state-shared revenues are expected to remain stable for 2017.

Fund Balance Reserves – One of the most important elements of a sound, comprehensive budget is to evaluate the impact of projected revenue and appropriations on fund balance reserves. Fund balances are an important mechanism to meet unanticipated expenditure requirements, major revenue shortfall, or a major emergency such as a natural disaster. The fund balance for 2017 is expected to decrease \$8.2 million from an estimated beginning fund balance of \$147 million by year’s end. The majority of the decrease is associated with the funding of capital projects. The Parish issued \$30 million in general obligation bonds from 2007 to 2009 to acquire, equip, construct or improve major capital facilities. All of the bond proceeds have been allocated to capital projects with only the interest off of the proceeds available for appropriation. Capital projects decreased from \$17.7 million in 2016 to \$14.6 million in 2017. Interest off the bond proceeds will be used to fund \$.45 million of the capital projects. Capital improvements comprise 20% of the Parish’s budget. The five-year Capital Improvement Plan identifies the future capital needs of the Parish. The majority of the capital improvements are related to roads, bridges, and building renovations.

2017 BUDGET MESSAGE

Expenditures – The Parish’s 2017 proposed expenditures is \$73,426,739, a decrease of 4.8% over the 2016 budget. A summary of each fund’s budget is detailed on **A-5**.

The following items address the factors associated with the decrease:

- **Salaries** – Increases in operating expenses are typically associated with changes in compensation, benefits, and staffing levels. The 2017 budget provides for a 3% pay adjustment. Total budgeted positions, including parish-funded agencies, is 430, a net increase of two positions. The North Camp has eliminated two positions and Solid Waste has added four positions for the new compactor site.
- **Health Insurance** – The premiums for the group medical program are projected to increase by 7%. This is attributable to the increase in health care costs. Claim payments for 2016 were estimated at \$4.5 million, and the 2017 proposed budget is \$4.9 million. In 2017, we will continue to analyze our health insurance program to determine methods to reduce costs while providing affordable benefits. The 7% increase in premiums affects both the employees and the Parish.
- **Retirement** – The Parish’s contribution for the Parochial Employees Retirement System (PERS) and the Caddo Parish Employees’ Retirement System (CPERS) will decrease from 13% to 12.5% of salaries, a savings of nearly \$82,000 compared to 2016. This is the fourth, consecutive year in which the PERS and CPERS contribution has declined. The CPERS rate is established based on the rate established for PERS by the PERS board of directors. The retirement contribution reached a high of 16.75% in 2013. The majority of State retirement plans in Louisiana are increasing employer contributions, not decreasing; this is a testament to the strength of the retirement system for Parish employees.
- **Juvenile Justice** – Revenues in the Juvenile Justice Fund are anticipated to be \$4.3 million with expenditures of \$7.8 million, resulting in appropriations exceeding revenues by \$3.5 million. The Criminal Justice Fund will provide an operating subsidy totaling \$3.4 million to offset this deficit. The rededication of the Public Works property tax millage has allowed the Parish to allocate more funds to the Criminal Justice Fund, thereby increasing the operating subsidy to the Juvenile Justice Fund, which allows for a balanced budget in the Juvenile Justice Fund. The Juvenile Justice Fund has improved significantly as a result of the rededication of funds from Public Works. We anticipate the Juvenile Justice Fund to continue to improve now that we have a source of funding for the criminal justice costs.
- **Prison Operations** – Expenditures related to the operations of the Caddo Correctional Center (CCC) are estimated to increase by 4.5%. The increase is the result of an increase in costs for prisoner medical care, especially costs associated with prescription drugs.
- **Sanitation** – Expenditures related to sanitation are expected to increase 8.4% because of an increase in employees and increased costs for waste disposal and contract hauling.
- **Capital Improvements** – The Parish has decreased the Capital Outlay Program by \$3.1 million in 2017 versus 2016. The decrease in the Capital Outlay Program includes a decrease in the Road Treatment Program of \$2 million and a decrease in drainage projects by \$1.1 million. There is an ongoing need for capital projects but there are limited revenues to allocate for these projects. The current mechanism of funding capital projects utilizing operating fund reserve balance and General Fund is not the preferred way of funding capital needs which over the long term could possibly have an adverse impact on the overall

2017 BUDGET MESSAGE

financial wellness of all parish fund balances. It is highly suggested that we find another funding mechanism to fund capital projects over the long term.

PARISH OPERATING FUNDS

	<u>2016</u> <u>Budget</u>	<u>2017</u> <u>Budget</u>	<u>Percent</u> <u>Change</u>
General Fund	\$ 11,444,090	\$ 11,544,978	0.9 %
Special Revenue Funds			
Public Works	8,262,524	8,184,382	(0.9)%
Building Maintenance	4,222,533	4,362,060	3.3 %
Detention Facilities	9,086,575	9,226,021	1.5 %
Parks and Recreation	1,333,693	1,373,037	3.0 %
Solid Waste	3,138,943	3,402,804	8.4 %
Juvenile Justice	7,570,300	7,796,962	3.0 %
Health Tax	3,591,715	3,491,080	(2.8)%
Biomedical	3,311,268	2,909,626	(12.1)%
Riverboat	1,617,109	1,186,126	(26.7)%
Criminal Justice	341,781	327,996	(4.0)%
Oil and Gas	40,368	41,063	1.7 %
Economic Development	1,867,035	1,261,095	(32.5)%
Law Officers Witness	25,373	26,761	5.5 %
Reserve Trust	411,965	363,025	(11.9)%
	<u>44,821,182</u>	<u>43,952,038</u>	<u>(1.9)%</u>
Capital Project Funds			
Library Bond Fund	751,078	867,245	15.5 %
Capital Improvement	33,205	35,106	5.7 %
Capital Improvement II	-	-	-
Capital Outlay	17,678,820	14,619,799	(17.3)%
	<u>18,463,103</u>	<u>15,522,150</u>	<u>(15.9)%</u>
Debt Service Fund	<u>2,420,809</u>	<u>2,407,573</u>	<u>(0.5)%</u>
 Total All Funds	<u>\$ 77,149,184</u>	<u>\$ 73,426,739</u>	<u>(4.8)%</u>

Future Outlook

We believe that the future outlook for the Parish is very promising and we anticipate that Northwest Louisiana will continue to experience business growth and development at a slower rate due to the down turn in the oil and gas industry. There are some exciting things going on in our Parish with the development of the Biomedical Research Foundation's Entrepreneurial Acceleration Program, which promises to enhance the development of new business opportunities coming out of the medical research field. According to the Louisiana Department of Transportation, the remaining portion of the Northern Corridor of Interstate 49 is forecasted to be completed totally by 2017 which will open many possibilities

2017 BUDGET MESSAGE

for community and economic development. To make the most of the Northern Corridor of Interstate 49 and its potential, we have developed a Master Plan for the I-49 corridor plan, which will plan for the future development of the I-49 corridor. Finally, I remain optimistic that we will continue to use the Parish's resources wisely to build our economy, encourage business development and expansion, and promote technological advancement by pursuing businesses that help us transform our community in a positive way.

Acknowledgments

The preparation of any organization's budget is usually an enormous task and this budget is of no exception! It took the entire organization, agencies that we fund, and the Caddo Parish Commission to pull this budget process together. On every team, there are "stand-out performers" who lead the way and are instrumental in getting things done. It is ever so befitting that I extend my heartfelt appreciation to Mrs. Erica R. Bryant, Director, Finance/Human Resources, and Mrs. Hayley B. Barnett, Assistant Director, Finance/Human Resources, along with their team members, for the exceptional manner in which they have managed our finances which resulted in a balanced budget for 2017! In addition, the Department Directors are to be commended for their ability to prioritize our most urgent infrastructure capital needs.

Conclusion

The Parish of Caddo is financially sound and continues to practice prudent financial management. The 2017 budget reflects the Commission's financial discipline to ensure that funds are available for current and future community needs. Your leadership has allowed us to better align our resources toward those most important priorities.

Thank you for your continued support of our efforts to effectively serve our community.



Dr. Woodrow Wilson, Jr.
Administrator & CEO



Erica R. Bryant
Director of Finance/Human Resources

2017 Goals and Objectives

The Parish of Caddo understands it has an awesome responsibility as trustee of public funds. We realize we must utilize our resources wisely in order to provide quality services for our citizens and to build and maintain infrastructure which will meet present and future needs. To achieve this mission we have developed goals and objectives to guide us during the budget process. These goals respond to the needs and concerns of the citizens of Caddo Parish.

Fiscal Health

To strengthen policies to provide for a balanced budget which meets the needs of the citizens to ensure resources are available to meet future needs and allow for continuity of services while also maintaining sound financial practices.

- Continue to discuss and evaluate options to generate additional revenues.
- Address future revenue and expenditure imbalances through the reduction of costs and increased efficiency.

Public Works

Maintain and develop adequate infrastructure and solid waste facilities which address the priorities for the safety and welfare of the citizens.

- Develop a capital planning policy to address the priority needs of the Parish in relation to the road treatment program.
- Continue to provide maintenance for our roads and drainage systems to ensure our infrastructure is safe.

Animal Services and Mosquito Control

To promote and maintain a safe environment for the citizens through adequate maintenance of domestic and wild animals and mosquito control which address the underlying issues affecting health and the quality of life.

- Continue to develop programs that increase the public's awareness relating to responsible pet ownership by implementing a spay and neuter program.
- Continue to improve programs to combat the spread of mosquito-related viruses, primarily the West Nile Virus.

Parks and Recreation

To meet the recreational needs of the Parish through adequate maintenance of parks and playgrounds and through the development of new parks, recreational activities, cultural activities, and other leisure-time activities.

- Continue to develop partnerships with other organizations to provide recreational activities the Parish could not otherwise provide without additional financial resources.

2017 Goals and Objectives

- Continue to develop new parks in accordance with the recreational needs of the Parish. A Master Plan has been developed to provide an assessment of the Parish's recreational needs and priorities.
- Work to educate the citizens of Caddo Parish about the Giant Salvinia problem as well as continue to fight the problem in area lakes.

Public Buildings

To provide safe and secure Parish facilities in which the citizens can feel comfortable while conducting transactions with Parish personnel.

- Increase assessment ratings of the overall services provided by the Facilities and Maintenance personnel.
- Complete building improvement projects within the allocated time frame and achieve cost savings whenever possible.

Criminal Justice

To provide the necessary services for the Caddo Correctional Center, Juvenile Justice, District Court, and District Attorney by addressing the challenge of funding criminal justice expenditures.

- Develop a funding solution for Juvenile Justice through the collaborative efforts of the Juvenile Judges and the Caddo Parish Commission.

Outside Agencies

The Parish has several agencies that provide services to its citizens and are included in the Parish budget but do not come under the direct control of the Caddo Parish Commission. The Parish's goal in relation to these agencies is to strengthen Parish operations by developing collaborative goals based upon common interests to optimize the use of Parish resources and the delivery of services.

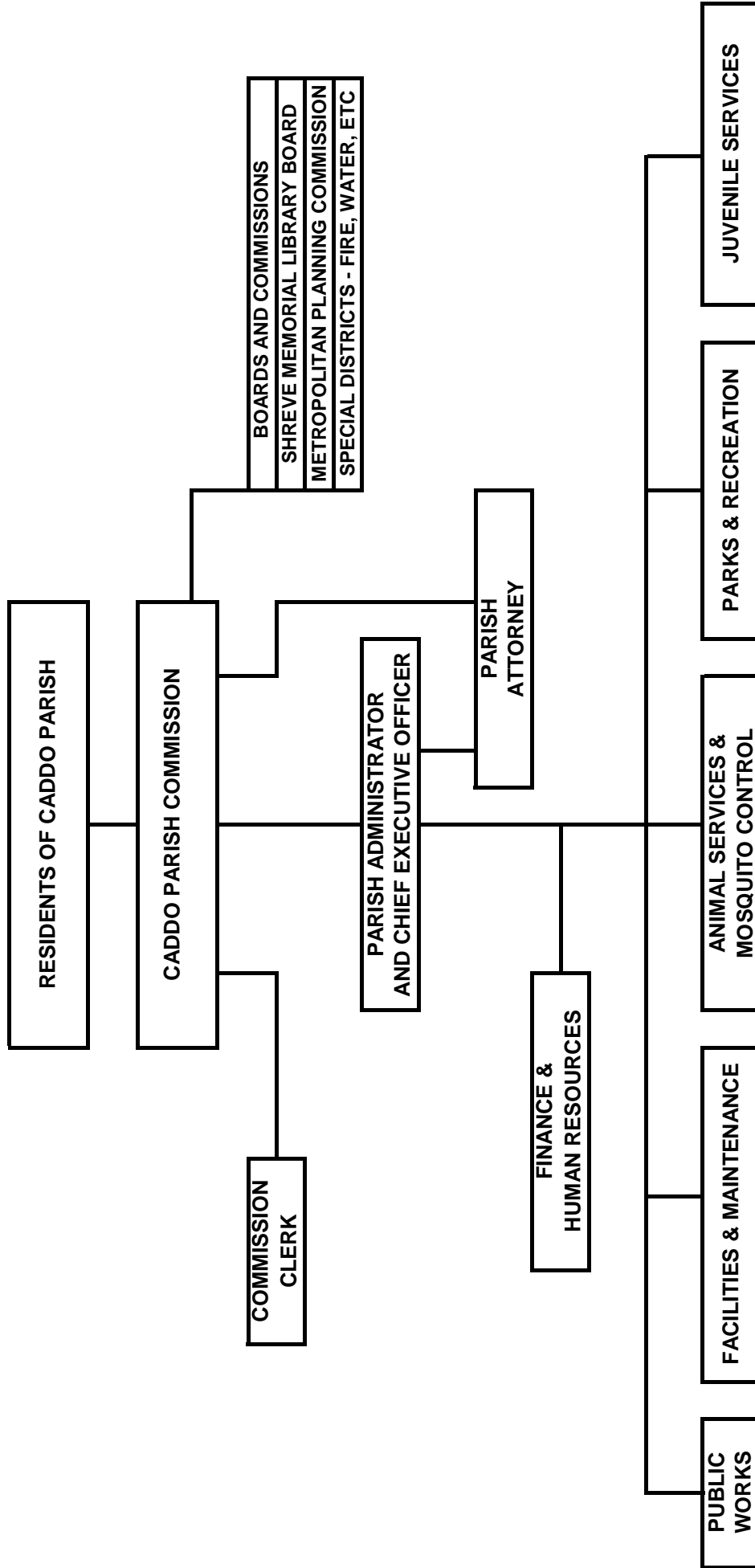
Organizational Support

To ensure the Parish of Caddo has the organizational structure and staff who are trained to achieve the current and future goals of the Parish.

- Develop a process for workforce training and development to increase efficiency and reduce costs.
- Continue to analyze the Parish's obligation towards its employees. Adequate revenues must be available to support Parish services and the employees who provide them.

ORGANIZATION CHART

CADDO PARISH COMMISSION SHREVEPORT, LOUISIANA





2017 ANNUAL CALENDAR

2017 ANNUAL CALENDAR

PARISH OF CADDO

<i>JANUARY</i>	<i>FEBRUARY</i>
<p>ANNUAL EMPLOYEE PERFORMANCE REVIEWS & EVALUATIONS</p> <p>CADDO PARISH EMPLOYEE APPRECIATION DAY- JANUARY 13</p> <p>JUNIOR NATURALIST ORNITHOLOGY WORKSHOP - JANUARY 16, PARKS & RECREATION</p> <p>PROJECT LEARNING TREE EDUCATOR WORKSHOP - JANUARY 31, PARKS & RECREATION</p> <p>WINTER TREE ID WORKSHOP - JANUARY 9, PARKS & RECREATION</p> <p>EMPLOYEE WELLNESS - CVT HEALTH SCREENING</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>LA GFOA WINTER CONFERENCE - FEBRUARY 22-23, BATON ROUGE, LA</p> <p>NACo LEGISLATIVE CONFERENCE - FEBRUARY 20-24, WASHINGTON, DC</p> <p>OWL NIGHT OPEN HOUSE - FEBRUARY 13, PARKS & RECREATION</p> <p>LOUISIANA CODE OF ETHICS ONSITE TRAINING</p> <p>ANNUAL POLICE JURY ASSOC. CONVENTION</p>
<i>MAY</i>	<i>JUNE</i>
<p>LA GFOA SPRING CONFERENCE - MAY 3-5, LAKE CHARLES</p> <p>GFOA 111TH ANNUAL CONFERENCE - MAY 21-24 DENVER, COLORADO</p> <p>LOUISIANA FLOODPLAIN MGMT ASSOCIATION - BATON ROUGE</p> <p>JUNIOR NATURALIST BOTANY WORKSHOP - MAY 20, PARKS & RECREATION</p> <p>TYLER TECHNOLOGIES CONFERENCE MAY 7-10, SAN ANTONIO</p> <p>SUMMER YOUTH PROGRAM BEGINS - MAY 29</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>GOVERNMENT FLEET CONFERENCE JUNE 12-15, SAN ANTONIO, TX</p> <p>SUPERVISOR TRAINING</p> <p>NEW EMPLOYEE ORIENTATION</p> <p>COMMISSION SELECTS OFFICIAL JOURNAL</p> <p>COMPREHENSIVE ANNUAL FINANCIAL REPORT ISSUED</p> <p>GET HOOKED ON FISHING DAY - PARKS & RECREATION</p> <p>BUTTERFLY CELEBRATION - PARKS & RECREATION</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>
<i>SEPTEMBER</i>	<i>OCTOBER</i>
<p>NEW EMPLOYEE ORIENTATION - SEPTEMBER 27</p> <p>EMPLOYEE WELLNESS - FREE FLU SHOT CLINIC</p> <p>JUNIOR NATURALIST ENTOMOLOGY WORKSHOP - SEPTEMBER 9, PARKS & RECREATION</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>LA GFOA FALL CONFERENCE - OCTOBER 4-6, BATON ROUGE, LA</p> <p>SUPPLEMENTAL BENEFIT PLAN ENROLLMENT</p> <p>BUGS, BATS, & BONES FESTIVAL - OCTOBER 28, PARKS & RECREATION</p> <p>LOUISIANA CODE OF ETHICS ONSITE TRAINING</p>

2017 ANNUAL CALENDAR

PARISH OF CADDO

<i>MARCH</i>	<i>APRIL</i>
<p>NEW EMPLOYEE ORIENTATION</p> <p>MUNICIPAL PRIMARIES - MARCH 25</p> <p>OPAO CONFERENCE</p> <p>JUNIOR NATURALIST HERPETOLOGY WORKSHOP - MARCH 11, PARKS & RECREATION</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>ADMINISTRATIVE PROFESSIONALS TRAINING</p> <p>MUNICIPAL GENERAL ELECTION - APRIL 29</p> <p>FAIRY HOUSE AND GNOMES HOMES - APRIL 22 PARKS AND RECREATION</p> <p>CADDO PARISH RETIREE APPRECIATION EVENT</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>
<i>JULY</i>	<i>AUGUST</i>
<p>MID-YEAR EMPLOYEE PERFORMANCE REVIEWS & EVALUATIONS</p> <p>NACo ANNUAL CONFERENCE - JULY 21-24, COLUMBUS, OH</p> <p>JUNIOR NATURALIST MAMMALOLGY WORKSHOP - JULY 15, PARKS & RECREATION</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>2018 BUDGET PROCESS BEGINS</p> <p>LOUISIANA CODE OF ETHICS ONSITE TRAINING</p> <p>SUMMER YOUTH PROGRAM ENDS - AUGUST 4</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>
<i>NOVEMBER</i>	<i>DECEMBER</i>
<p>GENERAL ELECTION DAY- NOVEMBER 18</p> <p>PUBLIC HEARING 2018 BUDGET</p> <p>GROUP BENEFIT PLAN OPEN ENROLLMENT</p> <p>ART IN THE PARK- NOVEMBER 4, PARKS & RECREATION</p> <p>JUNIOR NATURALIST ECOLOGY WORKSHOP - NOVEMBER 19, PARKS & RECREATION</p> <p>LASIE CONFERENCE</p> <p>ARCHAEOLOGY DAY - NOVEMBER 11</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>	<p>COMMISSION ADOPTS 2018 BUDGET</p> <p>SUPERVISOR TRAINING</p> <p>NEW EMPLOYEE ORIENTATION</p> <p>ANNUAL LA MOSQUITO CONTROL ASSOCIATION MEETING</p> <p>CHRISTMAS ON CADDO FIREWORKS FESTIVAL - DECEMBER 2, PARKS & RECREATION</p> <p>NATURE CHRISTMAS ORNAMENTS WORKSHOP - DECEMBER 9, PARKS & RECREATION</p> <p>EMPLOYEE PROFESSIONAL DEVELOPMENT TRAINING</p>



**PARISH DEPARTMENTS
AND
FUNDED AGENCIES**

NARRATIVES, ACCOMPLISHMENTS AND GOALS



PARISH DEPARTMENTS



OFFICE OF THE PARISH ATTORNEY

NARRATIVE

The Office of the Parish Attorney was created and established pursuant to Section 5.07 of the Home Rule Charter of the Parish of Caddo. The Parish Attorney serves as the chief legal advisor to the Caddo Parish Commission, the Parish Administrator, and all offices, departments, boards and agencies of the governmental unit of the Parish of Caddo.

MAJOR ACCOMPLISHMENTS IN 2016

Ordinances & Resolutions

- Drafted and finalized approximately 45 ordinances and resolutions for the Caddo Parish Commission, the Parish Administration, and other departments and agencies of the Parish of Caddo

Contracts

- Drafted and finalized over 90 contracts, amendments to contracts, hold harmless agreements, intergovernmental agreements, cooperative endeavor agreements, and leases on behalf of the Parish of Caddo
- Approximately 80 non-governmental organization agreements were drafted and finalized concerning the Parish's riverboat and economic development funding. In-depth reviews of applications and reports were also conducted throughout the year

Garnishments

- Drafted appropriate responses to garnishment/bankruptcy petitions

Litigation

- Obtained several dismissals, settlements, and favorable verdicts
- Continued to vigorously defend the Parish in all pending litigation matters

Public Records

- Researched, responded to, and made legal determinations regarding all public records requests submitted to the Parish

We are hopeful that the citizens of the Parish of Caddo, all parish officials, administrators, employees and all other persons interested in improving our parish government will continue to inform us when we can assist them in their own public efforts.

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

The Department of Finance and Human Resources supports all Parish departments and certain outside agencies by providing centralized financial, personnel, and data processing functions. The Department consists of four divisions: human resources, accounting, purchasing and information systems. All divisions work closely together to provide the Parish with effective and efficient financial, personnel, and technological services.

Human Resources

The human resources division provides comprehensive support services for approximately 351 employees of the Parish of Caddo and additional benefit services for approximately 150 employees of various other agencies funded wholly or partly by the Parish. The division provides services in the area of employee recruitment and selection, classification and compensation, organizational development, employee training, career development, supervisory support, workers' compensation, benefits administration and risk management. Human resources is committed to work with all employees to create an environment that will enhance career development, recognize talent and achievement, and expand the scope of individual and team contributions to achieve quality results.

Accounting

The accounting division is responsible for providing financial related services to the Parish including accounts payable, payroll, revenue collection, record-keeping and financial reporting. Approximately \$85,000,000 in revenues is collected annually. The division also manages the Parish's investment portfolio of \$125,000,000, provides debt and records management, maintains the project accounting system, and controls general fixed asset records. The general fixed asset system is used to maintain and control the acquisition, transfer and disposal of Parish assets including Parish buildings, equipment, land and vehicles.

In addition to providing financial services and information to the Parish, the accounting division also generates revenue for the Parish by performing accounting services for other outside agencies. The accounting division also provides accounting functions for the Section 8 Housing program, the Local Law Enforcement Block Grant programs and the Louisiana Community Development Block Grant programs.

Purchasing

The purchasing division is responsible for maintaining a centralized purchasing system where all requisitions are evaluated and processed in order to ensure the Parish receives the best product for the best price. This division also coordinates the awarding and letting of bids in accordance with State law. The purchasing division works closely with the legal department in the preparation of updated requests for proposals (RFP's) and bid packages. One of the division's major goals is maintaining a good working relationship with vendors.

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

Information Systems

Information Systems is responsible for maintaining the Parish's computer network and providing technology assistance to all Parish departments as necessary. An information systems team has been established to analyze the needs and requirements of the Parish's computer system and address any technological concerns that the Parish is presently facing or may face in the future.

Other Functions

In addition to the functions described above, the Department of Finance and Human Resources is also responsible for certain other functions of the Parish including: the preparation and coordination of the annual operating budget, coordination of the annual audit of the Parish's general purpose financial statements and maintenance of a centralized mailroom.

MAJOR ACCOMPLISHMENTS IN 2016

- Maintained Standard and Poor's Bond rating of AAA
- Earned the GFOA Distinguished Budget Presentation Award
- Earned the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2015 CAFR
- Migrated our production systems to updated virtualized environment, including full offsite redundancy
- Consolidated the majority of our licensing for efficiency in management and reduction in cost
- Continued our focus on security, including outsourcing a security assessment to discover any vulnerabilities
- Implemented a new applicant tracking and performance management system
- Enriched leadership training by implementing a quarterly professional development series for supervisors
- Performed a total compensation benchmark study
- Hosted monthly professional development workshops for all employees focusing on issues related to customer service, communication skills, public speaking, organizational skills and other skills essential for success in the workplace
- Reviewed proposals and select a Third Party Administrator for Workers

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

- Compensation and General Liability claims administration
- Printed updated Policy and Procedures manual
- Increased Small and Emerging Business (SEB) participation by 5%
- Increase Small and Emerging Business vendor listing with 15 businesses
- Promoted the Parish's Caddo Advantage Initiative at local and state wide events
- Consolidated janitorial services and lawn services resulting in cost savings
- Improved reliability and redundancy by upgrading our virtual environment and further integrating cloud storage and services
- Installed an onsite email archive system to complement our hosted option
- Refreshed the administration conference room for a more professional look and ease of operation

GOALS FOR 2017

- Continue to provide analysis and reports to the Parish Administrator and Commissioners as necessary
- Prepare the Operating and Capital Improvement Budget and continue to earn the GFOA Distinguished Budget Presentation Award
- Prepare the Comprehensive Annual Financial Report and continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Conduct additional internal reviews of Parish departments that will result in improved efficiency
- Continue to promote the Parish's SEB initiative, Advantage Caddo
- Improve spend and contract visibility and deliver savings
- Promote work-life balance initiatives which provide employees with benefits and programs that create a better balance between the demands of the job and the healthy management and enjoyment of life outside work
- Develop procedures for identifying and documenting cost savings
- Document and track cost savings and energy efficiency saving indicators resulting from energy performance contracts

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

- Increase our SEB Vendor certification by 10%
- Refresh our website, Caddo.org, for a more modern look with a better user experience
- Continue working with other departments to better understand their work process and offer IS related improvements
- Review our security, including security audit / network assessment

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

PERFORMANCE MEASURES

WORKLOAD INDICATORS	2015 Actual	2016 Projected	2017 Estimate
Employees in Department	16	16	16
Vendor transactions processed	8,195	7,651	8,000
Payroll transactions processed	10,800	10,910	9,800
Pay Periods processed	38	30	26
Bank Statements reconciled	60	60	60
Funds Administered	36	35	35
Purchase Orders issued	523	570	550
Requirement Contracts issued	364	104	120
Occupational Licenses issued	537	540	540
Insurance Licenses issued	525	515	520
Beer & Liquor Licenses issued	112	115	110
Amusement Device Licenses issued	287	300	300
Special Event Permits	1	1	1
Private Party Permits	7	7	5
Cost per Hire	\$341	\$341	\$341
Pre-disciplinary Conferences	14	12	11
Section 125 Participation	160	136	143
Percent of Employees Enrolled in Health Plan	60%	57%	60%
Turnover	12%	10%	10%
Applications Accepted	501	1,172	1,200
Work-related Accidents	43	40	36
EFFICIENCY INDICATORS			
Investment transaction per month/1 employee	70	72	75
Purchase Order transaction per month/2 employees	24	26	26

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

EXPENDITURE SUMMARY

	2015 Actual	2016 Budget	2016 Estimated	2017 Budget
General Fund (100)				
Human Resources (132)				
Salaries & Benefits	\$ 268,341	\$ 273,647	\$ 270,857	\$ 280,423
Materials & Supplies	6,248	11,800	9,538	10,300
Education, Training & Travel	13,378	19,000	15,524	20,000
Utilities	1,920	1,450	2,667	3,000
Contract Services	40,315	48,000	57,451	52,700
Internal Charges	(197,526)	(201,002)	(201,002)	(214,441)
Capital Outlay	619	2,500	2,710	3,500
Other Expenses	6,512	7,550	7,738	8,550
	<u>139,807</u>	<u>162,945</u>	<u>165,483</u>	<u>164,032</u>
Accounting/Purchasing (133)				
Salaries & Benefits	\$ 813,738	\$ 934,153	\$ 839,918	\$ 965,112
Materials & Supplies	24,605	34,025	28,188	32,000
Education, Training & Travel	40,094	45,000	41,631	44,000
Utilities	4,577	4,800	4,540	4,800
Contract Services	36,951	31,500	34,588	33,700
Internal Charges	(553,538)	(551,843)	(551,843)	(583,417)
Capital Outlay	3,579	8,500	7,579	8,500
Other Expenses	5,401	8,700	6,913	7,200
Reimbursements	(45,232)	(40,000)	(20,144)	(5,450)
	<u>330,176</u>	<u>474,835</u>	<u>391,370</u>	<u>506,445</u>
Information Systems (136)				
Salaries & Benefits	\$ 243,038	\$ 245,228	\$ 248,925	\$ 256,484
Materials & Supplies	267	2,400	2,012	2,400
Education, Training & Travel	4,790	12,000	5,193	9,000
Utilities	9,459	8,000	19,210	20,000
Repairs & Maintenance	-	1,500	1,115	1,500
Contract Services	199,760	184,555	188,866	189,555
Internal Charges	(275,452)	(289,492)	(289,492)	(305,532)
Capital Outlay	1,525	20,000	7,581	15,000
Other Expenses	-	200	178	200
	<u>183,387</u>	<u>184,391</u>	<u>183,588</u>	<u>188,607</u>

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

The Department of Public Works is responsible for the design and construction of the Parish road, bridge, and drainage system, as well the collection and disposal of solid waste. The department also manages engineering, subdivision plan review/approval, property standards violations, the adjudicated property program, the leasing of Parish oil & gas mineral rights, and the building permits office. The day to day maintenance of the Parish road and drainage system is handled by the North District Camp in Vivian and the South District Camp in Springridge. Our Bridge Crew conducts repairs and regular maintenance to all bridges in the Parish bridge system. Fleet Service is responsible for all Parish vehicles and heavy equipment. The Traffic Engineering/Sign Shop provides traffic control and road signage for safe travel throughout Caddo Parish. The Commercial Vehicle Enforcement Unit assists in controlling overweight and oversized vehicles on Parish roads and bridges.

The Department of Public Works continues to face the challenge of maintaining Caddo Parish's growing and maturing road, bridge, and drainage infrastructure. The department continues to utilize best management practices and improved technology to overcome the large increase in costs due mainly to the ever increasing cost of oil and construction materials. We are committed to seeking innovative ways to improve our efficiency by leveraging technology into our work methods and practices. All of our equipment purchases have multiple uses and require less manpower to operate. We have been good stewards over financial resources by being very aggressive in negotiating the best prices on construction projects, which reduced project costs and saved taxpayers' dollars.

Solid Waste Division:

The Solid Waste Division of Public Works remains one of the most heavily utilized services within the Parish. Over the past four years, storage capacity has doubled at our compactor sites in Blanchard, Keithville, and Springridge, as these are the three most heavily used sites in the Parish. This past year, the Solid Waste Division collected and disposed of 15,695.44 tons of solid waste from 17 compactor sites located throughout the Parish. Through recycling of scrap metal, aluminum cans, and used appliances, the Solid Waste Division has generated \$71,919.10 in additional revenue. The department also recycled 461.76 tons of paper, which generated \$12,758.12 in additional revenue, and saved the Parish an additional \$15,408.93 in landfill tipping fees by not throwing that paper away. Completed in August of 2016, Solid Waste installed plastic recycling bins at all 17 compactor sites. In addition, the Department has collected 4,822 tires to be recycled and has partnered with the Caddo Parish Sheriff's Department in collecting 73,735 pounds of trash from 294.94 miles of Parish roads.

Industrial Development:

Public Works has continued to focus on opportunities to make improvements to the Parish's industrial development where possible. We work closely with the North Louisiana Economic Partnership (NLEP) to attract business by marketing Parish-owned land as possible sites for companies. Public Works received numerous requests for information concerning Parish-owned property located in the West Shreveport Industrial Park, North Shreveport Industrial Park, and the Caddo Industrial Park. We also work together with the Ward II Industrial Development

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

Corporation to support the Ward II Industrial Park, located South of Vivian. Public Works will continue to promote and market Parish-owned property to prospective businesses to allow for industrial expansion and more jobs for Caddo Parish. In the North Shreveport Industrial Park, we were recently successful in selling approximately seven acres to HCC-High Capacity Coil, L.L.C. to build an oil field supply business. We also assisted WSP Chemicals & Technology, L.L.C. in its purchase of the old Kemira Chemical plant located on 8.117 acres in the Park and are currently working with Solvay USA Inc., the parent company of WSP, to purchase an additional 30.56 acres adjoining their property for plant expansion.

Construction/Building Permits:

During the First Extraordinary Session of 2005, the Louisiana Legislature passed Act 12 creating the Louisiana State Uniform Construction Code. Effective January 1st, 2006, this Uniform Construction Code (UCC) provided for the mandatory enforcement by Parishes and Municipalities of certain construction and building codes. Lacking permit/inspection infrastructure and staffing, Caddo Parish entered into a Cooperative Endeavor Agreement with the City of Shreveport. The City of Shreveport now processes all Caddo Parish building permits and code inspections. Caddo Parish continues to issue addresses, utility and driveway permits, and flood zone determinations. Thus far in 2016 the Public Works Permit Section has issued 144 municipal addresses; a total of 1,235 municipal addresses have been issued to date. In 2016 a total of 64 Culvert Permits have been issued; a total of 450 culverts permits have been issued and installed to date. This is another good example of Caddo Parish and the City of Shreveport working together to benefit their citizens. This cooperative endeavor has continued to exceed all expectations of both the Parish and the City.

Floodplain Management:

Caddo Parish participates in the National Floodplain Insurance Program (NFIP), which means a discount on flood insurance policies within Caddo Parish. Under this program, Caddo Parish enrolled in the Community Rating System (CRS) Program that allows a community to obtain a percentage discount on all flood policies written. Caddo's current classification rating is Class 8; this means that the citizens of Caddo Parish receive a 10% discount on their flood insurance policy. As of September 2016, Caddo Parish and several municipalities have 5,462 policies in effect with a combined coverage of over \$1,238,037,900. Total premiums paid is \$3,655,159. Total amount paid out in insurance claims since 1978 are 2,290 with a total of \$37,904,632. The efforts of the Public Works and Engineering Departments are working toward moving to a Class 7 rating; this would mean a 15% discount on policies at renewal and initial application. Caddo continues to advance in flood prevention and outreach to the citizens of Caddo Parish. Outreach efforts are to explain and educate citizens on the need for flood insurance and show proven efforts by the Parish and citizens that will reduce flood risk.

The Parish continues to pursue federal grants to help citizens that have experienced more than two flooding events within a ten year period. These grants are to elevate, relocate or acquire the property, return it to open space, or some other project that will benefit the public. The Parish has applied for disaster funding under DR-45228-LA; one of the latest flooding events in Caddo. Since

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

entering the National Floodplain Insurance Program, Caddo Parish has helped to elevate one house by obtaining a federal grant of \$89,000, acquired ten houses in the amount of \$1,320,500 from 2000 to 2005. In 2010-2011, using federal grant money, the Parish has purchased three more homes for \$1,046,000. In 2012 – 2013, again using federal grant money, the Parish purchased three homes for \$769,000. The only Severe Repetitive Loss (SRL) property (flooded six or more times) in Caddo Parish was purchased for approximately \$200,000. The efforts of the Public Works/Engineering Department has resulted in Caddo Parish being rated a “Storm Ready Parish” for 2012 – 2015.

Storm Water Management:

The Public Works Department continues to focus on Storm Water Management through conducting site inspections to ensure compliance with State and Federal laws. In addition, the Parish has established regional flood zones basins to control flood management in new developments. The new flood control basins will be incorporated into the major revision of the subdivision ordinance, which was completed in 2007. Many warnings were issued on storm water pollution violations.

Capital Projects:

The “Road Treatment Program” is the department’s largest capital project consisting of 76 road repair projects covering 59.0 miles throughout the Parish. The program funding was maintained to accelerate improvements, reduce repair cycle, and cover increasing material costs. Also, the principals of value engineering are used to extract maximum use of taxpayers' dollars and stay within budget. Value engineering resulted in better prices and has afforded the department more funds for overlay and rehabilitation of roads. Public Works incorporated other capital projects into the Road Treatment Program and eliminated additional fees by staying with the design requirements and working within the existing right-of-way.

Some of the other large capital projects during 2016 consist of the Parish-wide right-of-way tree trimming, construction of Roy “Hoppy” Hopkins Road extension to Ward II Industrial Park, construction of Buncombe Road bridge replacement, construction of two bridges on Woolworth Road, construction of two bridges on Blanchard Furrh Road, and the designs for bridge replacements on Woolworth Road and Blanchard Furrh Road.

Adjudicated Properties:

This very successful program is in its 10th year of existence and continues to allow the governmental body that has jurisdiction over the property to sell the property that has been seized due to property taxes not being paid. Properties adjudicated to the Parish are being addressed with the intention of restoring them to the property tax rolls. Citizens, non-profit organizations, and local investors are making good use of this program. It continues to return delinquent property back to the tax rolls, and that benefits the entire community. This past year, 2016, the program sold 112 properties which represents \$205,535 in sales revenues for the local taxing authorities.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

To date, the Public Works Department has processed over 2,550 applications for the sale of adjudicated property. In all, over 1,313 parcels have been sold and returned the property to the tax rolls. In 2016, an additional 14 parcels have been redeemed resulting in the collection of over \$50,735 in past due taxes.

The Public Works Department also sets up payment plans on adjudicated properties for which there are no applications to purchase or donate. In 2016, Public Works collected \$12,421 in down payments and \$3,345 in monthly installment payments on the repayment of \$114,132 in delinquent taxes. To date, this has resulted in the collection of \$118,700 in down payments and \$38,173 in monthly installment payments on the repayment of \$1,054,971 in delinquent taxes.

Growing Concern on the Availability of Drinking Water:

The Public Works Department is very concerned about the area's main ground water source, which is called the Wilcox Aquifer, as a reliable water source of potable water. Our concern is that this water source is rapidly being depleted and not being replenished according to geological reports. Public Works, in conjunction with Louisiana State University at Shreveport, is partnering on a joint venture to install ten test wells throughout the Parish to track water levels, quality, and to collect data on the Wilcox Aquifer system. The data collected will be used by community leaders to develop an action plan to ensure that the community has adequate water in the future. In the meantime, the Parish has launched a public awareness campaign on this subject and requests that citizens do what they can to conserve and limit water use.

Phase I of this project was completed in 2008. Five test wells were drilled and completed including geophysical logging, well pumps and monitoring systems. These wells will be monitored for quantity and water level on a monthly basis, and the water quality will be sampled quarterly. Phase II of this project, the drilling and completion of the remaining five test wells, was completed in 2010. In 2011, the area suffered a severe drought and in September of 2011 State of Louisiana Department of Natural Resources declared a ground water emergency for two areas of Caddo Parish. Data from our monitoring wells was extremely important to the State. The Department of Natural Resources ordered conservation measures and water use restrictions. While the ground water emergency is still in effect, the water use restrictions ended in July of 2014.

Leasing Parish Oil and Gas Mineral Rights:

The Department of Public Works administers all of the leasing of oil and gas mineral rights for the Parish. During 2008, these mineral rights became very valuable with the discovery of the Haynesville Shale natural gas field. This natural gas field, which is located under a large portion of Caddo Parish, has been called the fourth largest gas field in the world. In cooperation with the Natural Resources Committee and Caddo Parish's Legal Department, the Public Works Department has also been involved with the creation of an ordinance regulating certain areas of oil and gas drilling within the Parish.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

Property Standards:

The problem of Property Standards within Caddo Parish is an ongoing concern. The Caddo Parish Commissioners and the Department of Public Works and Engineering have received an increasing number of complaints concerning property standards. In response, the Public Works Department has budgeted for the removal of old dilapidated and abandoned buildings within the Parish. There have been over 800 formal complaints made. Of these complaints, 700 have been cleared by the property owners after first or second notifications. The cases presented to the Parish Property Standards Board have resulted in approximately 80 different structures being removed (demolished) and citizens' concerns being addressed.

Currently less than 5% of all property standards cases have to be presented to the Property Standards Board. This result is in conjunction with the parish ordinance passed in 2010. Under Code Enforcement, the Parish now has the authority to address Property Standards issues for property that is currently occupied. This ordinance is a direct result of citizens requesting something be done to help with health and safety issues within Caddo Parish. This ordinance also addresses their concerns about property values in their neighborhoods.

Commercial Vehicle Enforcement Unit:

The Commercial Vehicle Enforcement Unit (CVEU) is the newest branch of the Public Works Department under the Parish Permit Office. This unit came into effect on January 1, 2011 with a Public Works Analyst and an Enforcement Officer. The primary function of this unit is to protect health and safety on Parish roads due to the increased volume of traffic. The Enforcement Officer writes citations for vehicles that have not obtained the necessary permits related to vehicle weights and size to haul items within the boundaries of Caddo Parish.

Since its creation in October 2010, the CVEU section has issued 21,913 hauling permits and 410 citations. As of September 2016 this Section has issued 2,450 Permits and 14 Citations this year. Citation revenues are split between the Public Works Department and the Caddo Sheriff's Office. The CVEU's mission is to make commercial vehicles more aware of the weight and safety standards of the Caddo Parish road system, resulting in less damage to roads and bridges, a longer life for these assets, and a safe and secure travel environment for the citizens of Caddo Parish.

Department of Fleet Service:

Fleet Service returned as a division of the Public Works Department in 2011. The Department of Fleet Service's mission is to provide customer satisfaction through courteous, safe and professional services, while protecting the environment and citizens of Caddo Parish.

The Fleet Department along with the other departments of Public Works were responsible for making and handing out over 30,000 sand bags during the rising water of the Flood of 2016 while maintaining their regular mission.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

The Maintenance Shop is responsible for maintaining and refueling over 340 Parish vehicles and 100 pieces of heavy equipment. Over 1,300 repair orders have been completed in 2016. Many departmental improvements have been made in the last year to improve working conditions and update departmental procedures. Parish wide equipment utilization program has been able to reduce under-utilized equipment to less than 28%. An automated sand bagging machine has been added to the department and a concrete pad has been added for the sand bagging operation. Fleet Service has maintained its recognition by the National Institute for Automotive Excellence and their Blue Seal of Excellence status.

The Traffic Engineering/Sign Shop plays an important part in insuring the citizens of Caddo Parish have safe roads to travel on. This division also provides quality signing for outside governmental agencies and some non-profit organizations throughout Caddo Parish. Over 1,600 signs have been fabricated, installed, or replaced in 2016. The sign shop has added a new 52 inch cutter/plotter for greater effectiveness. The Sign Shop Foreman continues to maintain his certification from the International Municipal Signal Association for work zone safety and sign markings.

MAJOR ACCOMPLISHMENTS IN 2016

- Road Treatment Program treated 76 roads, totaling 59 miles
- Penetration Roads – 2.8 Miles, 3 Roads
- Road Striping – 14.4 miles
- Drainage Improvements - Gilliam Scott Slough Road, Mailhes Road, Greenwood Heights Street, Walden Ferry Road, and Vivian Atlanta Road
- Bridges replacement design completed for Buncombe Road, Blanchard Furrh, and Woolworth Road
- Bridge replacement construction completed for Buncombe Road, Blanchard Furrh, and Woolworth Road
- Roy “Hoppy” Hopkins Road extension from Ward II Industrial Park to LA Hwy 170
- Adjudicated Property – Collection, Sale and Donation
- Assisted with the Household Hazardous Waste Collection Day along with the City of Shreveport
- Assisted all Parish Departments in achieving under 40% in equipment under-utilization
- Completed over 1,300 repair orders on heavy equipment, vehicles, and buses

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

- Installed, fabricated, or replaced over 1,600 traffic notification or other agency signs
- The Solid Waste Department, through recycling scrap metal and used appliances, brought in \$71,919.10 in extra revenue and generated \$12,758.12 in additional revenue through recycling 461.76 tons of paper. This saved the Parish more than \$15,758.12 in landfill tipping fees
- The Solid Waste Department, through the Parish Work Release Program, collected litter and trash pick-up along 294.94 miles of road and removed 73,735 pounds of trash. This program has significantly contributed to the “Keep Louisiana State Clean” Initiative
- The Solid Waste Department collected, transported, and disposed of approximately 15,695.44 tons of solid waste from 17 compactor sites

GOALS FOR 2017

- Aggressively work towards greater improvements in our infrastructure maintenance program of:
 - Parish roads and drainage systems
 - Solid waste services
 - Procuring equipment with multiple functions
- Continue monitoring the Storm Water Management program
- Continue employee training and development
- Continue work related to Adjudicated Property
- Implement new Property Standard ordinance
- Implement new ordinance regulating oil & gas drilling
- Continue enforcement of vehicle weight regulations
- Continue exploring opportunities to obtain grant money for Public Works related projects and programs

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	2015 Actual	2016 Budget	2016 Estimated	2017 Budget
Public Works Fund (200)				
Road Administration (411)				
Salaries & Benefits	\$ 1,201,022	\$ 1,219,024	\$ 1,209,408	\$ 1,254,670
Materials & Supplies	29,346	41,000	29,886	39,000
Education, Training & Travel	29,917	32,000	29,876	35,000
Utilities	7,959	16,000	9,959	14,000
Repairs & Maintenance	7,053	8,000	6,579	8,500
Contract Services	226,085	205,048	201,882	219,048
Statutory Charges	697	2,500	985	2,500
Internal Charges	194,922	173,585	173,585	193,956
Capital Outlay	2,514	20,000	10,158	25,000
Other Expenses	12,044	21,000	14,269	21,500
	1,711,557	1,738,157	1,686,587	1,813,174
Fleet Services (431)				
Salaries & Benefits	529,796	529,991	538,654	560,299
Materials & Supplies	(536,827)	(350,500)	(530,132)	(473,000)
Education, Training, & Travel	1,930	5,000	3,874	6,000
Utilities	28,093	37,500	30,596	40,000
Repairs & Maintenance	459,541	415,000	390,584	465,000
Contract Services	1,708	10,311	6,991	9,811
Internal Charges	(2,792)	(1,366)	(7,511)	(12,149)
	481,449	645,936	433,056	595,961
Road Maintenance (Drainage) (441-30)				
Materials & Supplies	13,322	25,000	19,543	25,000
Contract Services	465,493	494,825	493,150	511,825
Statutory Charges	284	500	298	500
Internal Charges	156,140	159,673	159,673	163,572
	635,239	679,998	672,664	700,897
Road Maintenance (Capital Improvements) (441-31)				
Materials & Supplies	6,799	20,000	8,978	20,000
Contract Services	82,072	94,965	89,140	89,965
Internal Charges	102,737	104,589	104,589	107,768
Capital Outlay	-	2,500	1,884	2,500
	191,608	222,054	204,591	220,233

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	2015 Actual	2016 Budget	2016 Estimated	2017 Budget
Road Maintenance (North) (441-51)				
Salaries & Benefits	1,275,659	1,294,323	1,140,256	1,181,662
Materials & Supplies	309,071	492,000	372,405	460,000
Education, Training & Travel	895	4,000	1,543	4,000
Utilities	36,850	43,500	41,586	47,300
Repairs & Maintenance	222,335	222,500	218,326	225,000
Contract Services	71,582	158,500	135,076	158,500
Internal Charges	32,193	32,193	32,193	32,633
	<u>1,948,585</u>	<u>2,247,016</u>	<u>1,941,385</u>	<u>2,109,095</u>
Road Maintenance (South) (441-52)				
Salaries & Benefits	1,433,416	1,429,026	1,446,225	1,487,252
Materials & Supplies	329,407	601,500	458,297	562,000
Education, Training & Travel	2,300	4,000	2,456	4,000
Utilities	40,344	53,500	45,912	56,500
Repairs & Maintenance	230,114	270,000	240,664	270,000
Contract Services	69,113	170,700	137,074	160,700
Internal Charges	34,042	34,042	34,042	34,482
	<u>2,138,736</u>	<u>2,562,768</u>	<u>2,364,670</u>	<u>2,574,934</u>
Commercial Vehicle Enforcement Unit (441-53)				
Salaries & Benefits	115,492	120,095	119,675	124,088
Materials	6,490	17,000	9,766	15,000
Education, Training, & Travel	1,480	6,000	3,215	5,000
Utilities	2,327	3,500	2,745	4,000
Repairs & Maintenance	4,814	7,500	6,356	9,500
Contract Services	9,390	12,500	9,825	12,500
	<u>139,993</u>	<u>166,595</u>	<u>151,582</u>	<u>170,088</u>
	<u>7,247,167</u>	<u>8,262,524</u>	<u>7,454,535</u>	<u>8,184,382</u>
Solid Waste Fund (240)				
Compactor System Operations (423)				
Salaries & Benefits	1,178,499	1,222,933	1,221,586	1,305,812
Materials & Supplies	92,175	140,000	102,001	138,000
Education, Training & Travel	170	2,000	950	2,000
Utilities	47,414	58,000	53,691	60,500
Repairs & Maintenance	74,328	115,000	90,245	120,000
Contract Services	800,496	922,425	872,311	970,325
Internal Charges	223,252	247,863	247,832	256,165

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Capital Outlay	3,164	7,500	4,567	15,000
Other Expenses	25,068	70,000	23,456	60,000
	<u>2,444,566</u>	<u>2,785,721</u>	<u>2,616,639</u>	<u>2,927,802</u>
Code Enforcement (424)				
Salries & Benefits	36,791	37,722	37,725	39,002
Materials & Supplies	-	12,000	8,155	10,000
Education, Training, & Travel	426	3,500	1,231	5,000
Contract Services	115,265	300,000	299,876	421,000
	<u>152,482</u>	<u>353,222</u>	<u>346,987</u>	<u>475,002</u>
	<u>2,597,047</u>	<u>3,138,943</u>	<u>2,963,626</u>	<u>3,402,804</u>
Total Expenditures	<u>\$ 9,844,214</u>	<u>\$11,401,467</u>	<u>\$ 10,418,161</u>	<u>\$ 11,587,186</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

The Department of Facilities and Maintenance has the sole responsibility for daily operations and maintenance of all Parish facilities. The dedicated professionals of the Facilities and Maintenance Department oversee an array of facility support functions such as:

Facility Maintenance Department

The Facility Maintenance Department has the unique challenge of maintaining all Parish facilities. In caring for Parish facilities, this department completes on average ten thousand work orders each year. What is noteworthy about this is that it is done with a talented work force that is half the size of most Parishes of comparative size.

Facility Renovation

The Department utilizes its in-house workforce and outside resources to accomplish needed facility renovations that are necessary to keep pace with ever changing facility use and functions. Due to the ages of our facilities, it requires a considerable amount of resources to maintain facilities that are safe for public use. Annually we successfully complete approximately twenty capital projects that bring about significant improvements in the facility operations, while enhancing the quality of life for the citizens, tenants, and employees of the Parish of Caddo.

Construction Management

The Department oversees all facility construction projects for the Caddo Parish Commission. To carry out this objective, the department puts together all requests for proposals based on facility use requirements and utilizes the Louisiana bid law procedures in selecting a contracting firm to accomplish the project. In addition, we oversee the daily progress of all work to be performed within the scope of the project to ensure that all work done meets approved engineering standards, quality, and cost effectiveness.

Security

Providing security is another primary function of the department. The Commission contracts security with the Caddo Parish Sheriff's Office. The Caddo Sheriff's Office staffs security checkpoints with armed Sheriff's Department Security Officers. In addition, both Milam Street and Texas Street entrances of the Caddo Parish Courthouse are open to better serve our citizens. This further enhanced security has provided safer surroundings for all employees and citizens in the Courthouse. The goal of our security efforts is embodied in the concept of providing a safe environment for our citizens who conduct business in Parish facilities and to protect citizens, employees, and Parish assets from those who may want to disrupt operations or damage assets.

Environmental Services Facility Care

The Environmental Services workforce is among the "Unsung Heroes" of the Facilities and Maintenance Department. They work behind the scenes in providing facility care at a level that has made the Parish facilities a "showcase" among state owned facilities. Annually this workforce

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

removes tons of trash and mops, strips, and waxes thousands of linear feet of floor space. We also take pride in our recycling program by annually contributing over a ton of paper products to local recycling centers.

Voting Polling Locations

The Department of Facilities and Maintenance works closely with the Caddo Parish Commission and the Registrar of Voters in establishing polling locations for the citizens of Caddo. The Department has the responsibility of ensuring that 90 polling locations comply with the Americans with Disabilities Act facility requirements.

Noteworthy Accomplishments

Over the course of this past year, the men and women of the department have again raised the performance bar and the results were impressive. The department had a very productive year in all areas of our operations. For example, the department was able to accomplish several in-house projects utilizing parish personnel, which saved the taxpayers of Caddo Parish thousands of dollars in capital project money. Through astute negotiations with local contractors, twenty-two were completed at a cost savings of approximately \$205,000 below the 2016 capital budget appropriations.

Secondly, the Department of Facilities and Maintenance continued to focus on reducing the overall energy usage throughout the Parish. This initiative involved the continued replacement of less efficient facility light fixtures with new LED light fixtures. In addition to lowering the energy use to light facilities, we closely examined ways to reduce our demands for natural gas by fine tuning the operations of the mechanical systems thus providing more energy efficient equipment and utility savings. The overall assessment of Parish facilities is excellent and the department is totally committed to managing, maintaining, and providing facility services that are second to none. We encourage the citizens of Caddo Parish to utilize Parish facilities. In addition, group tours of the Caddo Parish Courthouse are available by calling (318) 226-6801 to schedule a tour.

MAJOR ACCOMPLISHMENTS IN 2016

- Upgraded the camera and security systems at the Caddo Parish Courthouse, Juvenile Justice Complex, and Caddo Correctional Center
- Completed the replacement of the main AHU at the Heath Unit
- Completed the replacement of the Trane chiller at the Caddo Parish Courthouse
- Completed the replacement of the domestic hot water heaters at the Caddo Correctional Center

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

PRODUCTIVITY GOALS FOR 2017

- Improve overall customer satisfaction by maintaining a rating for the year of 90% on the customer survey responses received
- Improve customer satisfaction rating of 75% of the customer surveys received in the housekeeping areas
- Execute 90% of all capital projects within the current calendar year
- Look for ways to reduce annual operating budget by 5%
- Execute all capital improvement projects in a timely manner and under budgeted amount

MAJOR GOALS FOR 2017

- Complete the construction of the new the community building at David Raines Community Center
- Complete the remodel of the exterior buildings at David Raines Community Center
- Begin phase one of the cleaning and resealing of the Caddo Parish Courthouse
- Replace two aging AHU's at the Juvenile Justice Complex

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
General Fund (100)				
Coroner Building (161-63)				
Utilities	\$ 26,203	\$ 31,700	\$ 33,338	\$ 34,500
Repairs & Maintenance	13,136	12,000	11,892	12,000
Contract Services	17,100	20,000	22,014	23,000
Internal Charges	3,268	3,396	3,396	3,420
	<u>59,707</u>	<u>67,096</u>	<u>70,640</u>	<u>72,920</u>
LSU Extension Building (161-64)				
Utilities	6,830	8,850	7,558	8,900
Repairs & Maintenance	7,230	7,000	6,714	7,000
Contract Services	10,634	13,050	9,865	12,050
Internal Charges	6,026	7,481	7,106	7,505
	<u>30,719</u>	<u>36,381</u>	<u>31,243</u>	<u>35,455</u>
Archives (161-65)				
Contract Services	<u>74,860</u>	<u>76,000</u>	<u>76,000</u>	<u>76,000</u>
David Raines Comm Center (161-69)				
Salaries & Benefits	4,200	5,770	5,770	5,770
Utilities	47,352	52,500	49,364	53,000
Repairs & Maintenance	30,292	25,500	28,753	30,000
Contract Services	20,534	29,700	26,436	32,700
Internal Charges	11,803	13,870	14,155	14,441
Reimbursements	(70,434)	(63,390)	(66,291)	(65,390)
	<u>43,747</u>	<u>63,950</u>	<u>58,187</u>	<u>70,521</u>
	<u>209,033</u>	<u>243,427</u>	<u>236,070</u>	<u>254,896</u>
Building Maintenance Fund (210)				
Courthouse (161-61)				
Salaries & Benefits	2,208,465	2,223,505	2,224,508	2,311,350
Materials & Supplies	87,333	167,450	116,091	155,450
Education, Training, & Travel	19,240	20,000	24,762	30,000
Utilities	583,021	665,000	697,768	735,000
Repairs & Maintenance	273,326	252,000	207,369	250,000
Contract Services	406,398	412,587	379,592	407,787
Statutory Charges	647	1,000	755	1,000
Internal Charges	59,295	78,805	54,586	66,834
Capital Outlay	5,705	8,000	7,455	8,000
Other Expenses	19,118	24,000	24,853	26,000
Reimbursements	(7,695)	(8,200)	(7,345)	(8,200)
	<u>3,654,853</u>	<u>3,844,147</u>	<u>3,730,394</u>	<u>3,983,221</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Francis Bickham Building (161-66)				
Utilities	53,615	89,500	58,527	76,000
Repairs & Maintenance	36,112	35,000	28,965	35,000
Contract Services	2,840	4,800	2,807	4,800
Internal Charges	17,840	18,479	18,479	18,722
	<u>110,408</u>	<u>147,779</u>	<u>108,778</u>	<u>134,522</u>
Government Plaza (161-68)				
Utilities	92,984	94,500	101,097	105,000
Repairs & Maintenance	29,548	28,000	27,854	28,000
Contract Services	43,832	50,000	44,776	50,000
Internal Charges	28,011	29,107	29,107	29,317
	<u>194,374</u>	<u>201,607</u>	<u>202,834</u>	<u>212,317</u>
Veterans Affairs Building (161-75)				
Utilities	9,418	11,000	12,340	13,500
Repairs & Maintenance	2,843	3,000	3,285	3,500
Contract Services	14,001	15,000	4,680	15,000
	<u>26,262</u>	<u>29,000</u>	<u>20,305</u>	<u>32,000</u>
	<u>3,985,897</u>	<u>4,222,533</u>	<u>4,062,311</u>	<u>4,362,060</u>
Detention Facilities Fund (225)				
Caddo Correctional Center (161-67)				
Salaries & Benefits	1,145,015	1,197,459	1,128,809	1,164,830
Materials & Supplies	185,487	258,000	230,943	251,000
Education, Training, & Travel	5,664	5,000	4,296	5,500
Utilities	829,875	925,000	916,553	955,000
Repairs & Maintenance	244,399	234,000	239,831	244,000
Contract Services	246,816	279,982	262,023	277,982
Statutory Charges	1,256	2,200	1,537	2,200
Internal Charges	595,288	607,284	605,854	623,134
Capital Outlay	15,738	15,000	9,939	13,000
Other Expenses	-	7,200	1,215	2,000
	<u>3,269,538</u>	<u>3,531,125</u>	<u>3,401,000</u>	<u>3,538,646</u>
Juvenile Justice Fund (260)				
Juvenile Justice Buildings (161-62)				
Salaries & Benefits	108,358	118,380	111,409	114,434
Materials & Supplies	5,298	4,000	3,840	4,100
Utilities	172,941	228,000	201,753	215,000
Repairs & Maintenance	98,413	87,000	70,416	87,000

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Contract Services	51,544	55,350	54,042	61,050
Internal Charges	28,002	36,968	30,374	37,099
Capital Outlay	2,490	2,500	2,347	2,500
	<u>467,045</u>	<u>532,198</u>	<u>474,181</u>	<u>521,183</u>
Health Tax Fund (270)				
Shreveport Regional Lab (161-11)				
Salaries & Benefits	5,202	49,776	1,178	1,237
Materials & Supplies	1,733	3,750	2,004	3,750
Utilities	8,642	37,800	16,410	21,800
Repairs & Maintenance	23,378	19,500	16,534	19,500
Contract Services	1,066	1,400	1,127	1,400
Internal Charges	12,716	13,173	13,173	13,261
Capital Outlay	-	800	621	800
	<u>52,737</u>	<u>126,199</u>	<u>51,047</u>	<u>61,748</u>
Highland Health Unit Complex (161-14)				
Salaries & Benefits	344,504	360,865	343,790	352,506
Materials & Supplies	7,256	22,000	7,980	22,000
Utilities	115,430	127,000	108,513	128,000
Repairs & Maintenance	34,399	47,000	30,737	40,000
Contract Services	8,963	15,849	9,936	15,849
Statutory Charges	476	800	692	800
Internal Charges	110,910	114,937	112,956	118,144
Capital Outlay	-	500	497	500
	<u>621,938</u>	<u>688,951</u>	<u>615,101</u>	<u>677,799</u>
Vivian Health Unit (161-15)				
Salaries & Benefits	26,309	36,753	42,682	45,154
Materials & Supplies	68	350	350	350
Utilities	12,966	20,500	14,089	18,700
Repairs & Maintenance	3,128	6,000	3,439	6,000
Contract Services	870	1,050	840	1,050
Internal Charges	2,751	4,388	3,920	4,405
Capital Outlay	200	200	179	200
	<u>46,292</u>	<u>69,241</u>	<u>65,499</u>	<u>75,859</u>
David Raines (161-69)				
Repairs & Maintenance	33,390	33,390	33,390	33,390
	<u>754,357</u>	<u>917,781</u>	<u>765,037</u>	<u>848,796</u>
Total Expenditures	<u>\$ 8,685,870</u>	<u>\$ 9,447,064</u>	<u>\$ 8,938,599</u>	<u>\$ 9,459,581</u>

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

The Parks and Recreation Staff is committed to providing quality facilities, recreational programs, and other leisure time activities for the enjoyment, health, and benefit of the residents of Caddo Parish. In carrying out this responsibility, the department provides clean, safe park facilities throughout the Parish and a variety of recreational programs to ensure a positive experience for all of our visitors.

2016 has been a year of recovery. After the major flooding in our area, we have been at the task of replacing and enhancing our damaged facilities. On the brighter side, our educational programs have seen a large increase in participants. The Education Coordinator has done a great job using social media to publicize our events. Our annual Bugs, Bats and Bones program had over a 1,000 people in attendance. With the addition of the Athletic Coordinator, we now have monthly athletic programs throughout the year.

In 2017 we will open a souvenir store at Walter B. Jacob Nature Park. We will also be expanding the recreational opportunities at Richard Fleming Park by adding a basketball court and walking trail to the park. The Village of Gilliam and our department are working on a plan to improvement the village park.

MAJOR ACCOMPLISHMENTS IN 2016

- Facilitated the event Bugs, Bats & Bones. Over 1,000 people attended the event
- Helped facilitate Christmas on Caddo at Earl G. Williamson Park for the approximately 1,000 people who attended/viewed the event
- Hosted the Christmas Helping Hands Basketball Tournament which provided fruit baskets for local nursing homes
- Hosted 180 participants for the Trail Run held at Eddie Jones Park
- Hosted 518 attendees for Owl Night Open House
- Helped assist SPAR with the Annual Martin Luther King Basketball Tournament
- Provided bleachers for thousands of visitors that attended the Red Bud Festival in Vivian, LA
- Provided stage and sound for thousands of visitors at Earl Williamson Park during Oil City's Gusher Day Festival
- The Butterfly Festival, was completely planned, organized, and hosted by the staff. The event was very successful and well attended

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Provided supervision for one ShrevCORPS team for nine weeks over the summer
- Facilitated Seniors Day in partnership with Caddo Council on Aging at Earl Williamson Park for approximately 100 seniors and helpers
- As booth chairman, staff served thousands of people during for the Good Times Rolls Festival
- Facilitated Earth Camp, a nine week program, in partnership with Shreveport Green at Walter Jacobs Nature Park for hundreds of children and several counselors/helpers from 18 sites
- Provided a Summer Outreach Athletic Program through partnerships with Bright Star Baptist Church, Morning Star Baptist Church, Turner Elementary and Queensborough Elementary School. Provided additional Summer Outreach Programs for hundreds of participants at 12 different sites
- Helped facilitate Young Pastor Backpack Giveaways at Caddo Middle Magnet and the Super Safe Saturday Family Fun Day and Pool Party at Southern Hills Community Center
- Facilitated Walking for A Better Life at Pinchback Park

GOALS FOR 2017

- Develop, promote, and enhance mentoring opportunities for the children of Caddo Parish
- Continue development of community parks in Caddo Parish
- Provide a minimum of one training opportunity for each employee of the department
- Provide quality outdoor environmental education and interpretation experiences for a diverse group of participants throughout the region
- Cultivate and expand partnerships with other public and private groups to increase recreational opportunities throughout the Parish
- Develop more departmental events and programs during the year
- Add lighting at several parks
- Build a basketball court and walking trail at Richard Fleming Park

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Update Earl Williamson Park by building a new office area, camp host areas, and developing an extended-stay camping area

PERFORMANCE MEASURES

<u>WORKLOAD INDICATORS</u>	<u>2015 Actual</u>	<u>2016 Projected</u>	<u>2017 Estimated</u>
Park safety inspections	58	59	59
Park improvement projects completed	17	17	17
Special park events held	71	102	129
Number of schools served by nature park	114	74	74
Number of classes served by nature park	329	352	352
Groups other than schools, served by nature park staff	135	167	167
Workshops provided/facilitated by nature park staff	2	18	18
Offsite speaking engagements, interpretive programs and special events	116	125	125
Visitors/Outreach Contacts - Walter B. Jacobs Park Staff	32,349	26,898	26,898
Naturalist calls for professional assistance	275	267	272
Camping Receipts in Earl Williamson Park	\$25,680	\$27,350	\$28,390
Hold Harmless Agreements Signed to Use Parks	35	38	41
Work orders completed	380	402	402

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

EXPENDITURE SUMMARY—PARKS & RECREATION FUND (230-511)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Salaries & Benefits	\$ 871,311	\$ 938,983	\$ 944,270	\$ 965,495
Materials & Supplies	45,995	65,000	41,900	56,000
Education, Training & Travel	22,797	22,500	17,500	22,500
Utilities	66,790	69,200	58,590	72,200
Repairs & Maintenance	72,143	56,000	49,797	56,000
Contract Services	22,434	34,219	26,298	29,219
Statutory Charges	202	525	335	525
Internal Charges	97,750	105,966	100,115	109,798
Capital Outlay	3,240	3,500	3,400	3,500
Other Expenses	12,629	22,800	19,128	27,800
Total Expenditures	<u><u>\$ 1,215,290</u></u>	<u><u>\$ 1,318,693</u></u>	<u><u>\$ 1,261,333</u></u>	<u><u>\$ 1,343,037</u></u>

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

The mission of the Department of Juvenile Services for Caddo Parish is to enhance the protection of the community by enforcing the Orders of the Court, to ensure the restoration of victims by imposing accountability for offenses committed, and to equip juvenile offenders with the required competencies to live productively and responsibly in the community.

The philosophy at the Department of Juvenile Services begins by holding each child accountable for their misconduct. Thereafter we focus on rehabilitation, education, and family engagement. The majority of this rehabilitative work is done here in the local community using Parish resources and community programs.

The Parish is continuing to collaborate between the Caddo Parish School System and the Caddo Parish District Attorney's Office to address truancy and school misconduct. The programs have added additional services for elementary school aged children and more diversion programs for all ages. These efforts are made more effective by bringing in some private business partners from the community, such as Willis Knighton. Together we are expanding the truancy program in Caddo to keep more children in school. It is proving to be more effective – both in outcomes for the children and families, and also for the taxpayers.

Juvenile Detention Center:

The Caddo Juvenile Detention Center is a 24-hour a day (three-shift) operation with 24 beds that manage youth between the ages of 10-17. These youth are accused of committing delinquent acts and are awaiting hearings to determine their disposition, or have been convicted of delinquent acts and are awaiting transfer to another placement or facility. Approximately 800 children are held each year in Caddo Juvenile Detention Center. The Juvenile Detention staff of 37 provides security, food, education, and programming services for children in the detention center. The Detention Center has a manager, a supervisor, five shift supervisors, a licensed professional counselor, a full-time nurse, one administrative staff, 16 security officers, and seven food service employees.

Probation Division:

The Probation division supervises approximately 1,000 children each year who have been adjudicated delinquent or children in need of supervision. In addition to ensuring compliance with the conditions of probation (curfew, home and school behavior, etc.), the probation officers strive to install support programs for the children in particular focus areas: health, safety, education/vocation, and familial and community relationships.

Caddo Parish has three Juvenile Judges; thus, there are three sections of court. The Court also has a Juvenile Drug Court Program, a Family Preservation Court (which deals with adults with substance abuse issues from all areas of Court), a Truancy Court, a Mental Health Court, and a specialized unit to address human trafficking. The Probation Division has a manager, three section supervisors, nine probation officers, five intensive probation officers, four Juvenile Drug Court staff, and one staff member in Family Preservation Court. The Truancy Court staff has been contracted through a local non-profit agency.

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

MAJOR ACCOMPLISHMENTS IN 2016

- The population in the detention center has remained below the capacity of 24 without compromising public safety
- The Parish of Caddo, City of Shreveport, Caddo School System, and Caddo District Attorney's Office have expanded their partnership to address truancy and misdemeanor crimes committed by juveniles, overcoming statewide funding cuts
- The Probation Department received a national award from the National Association of County Officials for its work on human trafficking

GOALS FOR 2017

- To continue to work with the Caddo School System to expand wrap-around services for children and families at no cost to taxpayers
- To prepare for the introduction of 17 year olds into the Juvenile Justice System
- To enhance the membership and effectiveness of the Caddo Parish Children and Youth Planning Board

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

EXPENDITURE SUMMARY – JUVENILE SERVICES (260)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Probation Operations (122-22)				
Salaries & Benefits	\$ 2,063,589	\$ 2,223,747	\$ 2,243,819	\$ 2,278,902
Materials & Supplies	64,729	85,000	56,012	80,000
Education, Training & Travel	61,652	43,000	30,977	43,000
Utilities	56,517	60,000	53,397	62,500
Repairs & Maintenance	17,624	22,000	16,643	20,000
Contract Services	215,449	254,431	253,759	244,431
Statutory Charges	470	1,100	321	1,100
Internal Charges	192,472	194,969	194,969	202,904
Capital Outlay	5,905	8,000	5,246	7,000
Allocations to Other Entities	28,770	15,000	20,692	15,000
Other Expenses	132,699	130,000	114,375	204,000
Grant Programs	405,094	340,479	363,715	386,414
	<u>3,244,972</u>	<u>3,377,726</u>	<u>3,353,925</u>	<u>3,545,251</u>
Juvenile Detention (122-32)				
Salaries & Benefits	\$ 2,122,820	\$ 2,238,460	\$ 2,228,500	\$ 2,311,550
Materials & Supplies	17,603	27,000	22,542	24,000
Education, Training & Travel	31,461	39,000	26,212	40,000
Repairs & Maintenance	1,367	4,000	2,797	4,000
Prison Operations	209,974	229,000	180,786	236,500
Contract Services	70,528	65,798	54,584	70,798
Internal Charges	152,483	155,359	155,359	163,861
Capital Outlay	6,748	5,500	3,857	5,500
Allocations to Other Entities	40,700	50,000	27,467	45,000
Other Expenses	15,503	15,500	8,951	18,000
Grant Programs	109,749	140,000	101,071	132,777
	<u>2,778,936</u>	<u>2,969,617</u>	<u>2,812,126</u>	<u>3,051,986</u>
Total Expenditures	<u>\$6,023,907</u>	<u>\$ 6,347,343</u>	<u>\$6,166,051</u>	<u>\$6,597,237</u>

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

The Department of Animal Services and Mosquito Control (ASMC) core business continues to be public health and safety. The Department's mission is to provide a high level of service to the citizens of the Parish of Caddo by effectively and humanely enforcing the Parish of Caddo Ordinances and Louisiana State Laws as they pertain to animal control and the public's health, safety and welfare. We serve the citizens of the Parish of Caddo by enforcing those ordinances and laws and educating the public concerning the ordinances, their importance to the parish and animals, and not to punish or assume the responsibility of the court system. We also operate and maintain a clean, humane, and community oriented animal shelter and provide high quality mosquito control services to the citizens of the Parish of Caddo by effectively applying professional mosquito control techniques. Unlike private shelters that have limitations on the number of pets they accept, we accept all animals. At ASMC, none are turned away and each year the shelter impounds on an average of 8,000 dogs and cats. Our goal is to reunite lost pets with their owners and find life-long homes for as many animals as possible while providing proper care for them while they're at the shelter.

During 2016, The Caddo Parish Animal Shelter (CPAS) provided humane care, food, and temporary shelter for around 8,000 homeless animals. The staff provided medical treatment for the animals as prescribed by our contract veterinarians and humanely euthanize animals not adopted, rescued, or claimed by their owners. The Animal Shelter is open to the public Monday through Friday, at which time each day, the CPAS staff will interact with approximately 30 – 60 citizens in person, handle 100 – 150 phone inquiries, and initiate approximately 5 – 10 adoptions or redemptions. We are also open Saturdays from 10:00am till 2:00pm to adopt animals out to the public and take in any stray animals.

In conjunction with KTBS-3 and the Shreveport Times, the department continues to display adoptable animals weekly. As a result, citizens are more aware of the availability of pets for adoption from Animal Services. Citizens can log onto www.caddo.org to find out the latest information regarding pets available for adoption. CPAS also partnered with local humane groups to provide 500 doses of free rabies shots for the citizens of the Parish of Caddo to make sure that domestic pets received rabies vaccinations.

MAJOR ACCOMPLISHMENTS IN 2016

- Investigated and responded to over 13,200 citizen complaints
- Humane Education Coordinator taught over 320 children about pet safety
- Completed over 550 spay and neuter surgeries
- Assisted Shreveport Police Department, Property Standards, and Code Enforcement in six Operation T-Bone sweeps
- Achieved a high level of professionalism, competency, humane care, and conservatism thus, creating a positive impact on the overall operations

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

- Utilized team building and moral programs to improve public relations
- Provided mosquito control spraying operations to combat the West Nile Virus and aggressively responded to all complaints. Educated citizens on the Zika Virus
- Continued to monitor causes of diseases and viruses related to mosquitoes and rodents
- Continued weekly pet adoption segment on KTBS channel 3 “Paws to Help” program
- Maintained a vast network of Rescue groups that helped decrease the amount of euthanized animals
- Improved Public Safety by providing increased enforcement of the Animal Code of Ordinances
- Continuously realigned field staff to provide an improved call response time to assist in providing improved resolutions of animal complaint investigations

GOALS FOR 2017

- Strengthen relationships with every non-profit organization currently working with ASMC
- Continue outreach advertising programs to inform citizens of adoptions, spay/neuter initiatives, and laws concerning companion animals and mosquito concerns
- Increase community awareness on animal safety through positive proactive education
- Continue to incorporate technology into our daily operations
- Continue to follow the master plan to update and remodel the shelter facility
- Work on methods to facilitate a reduction in euthanasia numbers for the year 2017
- Recruit, develop, retain, and promote a highly effective and diverse staff
- Continue to update existing policies and procedures to comply with national standards
- Provide services which aid in containing stray animals to prevent human injuries and the spread of various diseases
- Provide services which help prevent animals from becoming nuisances to the community or a burden to its citizens

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

- To provide public information and education programs that will assist the members of our communities in becoming more responsible pet owners

EXPENDITURE SUMMARY—HEALTH TAX FUND (270)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Animal Services (312)				
Salaries & Benefits	\$ 1,448,911	\$ 1,533,043	\$ 1,409,556	\$ 1,506,051
Materials & Supplies	130,436	175,350	172,483	185,650
Education, Training, & Travel	21,325	32,000	29,987	30,000
Utilities	54,095	67,000	65,294	66,000
Repairs & Maintenance	45,727	65,000	62,710	63,000
Contract Services	97,717	108,624	108,935	125,124
Internal Charges	129,267	133,103	132,906	139,321
Capital Outlay	12,144	14,000	10,377	12,000
Other Expenses	120	2,000	1,375	1,500
	<u>1,939,742</u>	<u>2,130,120</u>	<u>1,993,623</u>	<u>2,128,646</u>
Mosquito Control (313)				
Salaries & Benefits	274,687	307,158	244,248	268,988
Materials & Supplies	156,345	164,750	164,202	169,950
Education, Training, & Travel	874	4,000	3,233	4,000
Repairs & Maintenance	9,429	14,000	13,576	14,000
Contract Services	1,015	1,274	1,190	1,274
Internal Charges	46,347	47,382	47,382	50,176
Capital Outlay	1,218	5,250	4,839	5,250
	<u>489,914</u>	<u>543,814</u>	<u>478,670</u>	<u>513,638</u>
Total Expenditures	<u><u>\$ 2,429,656</u></u>	<u><u>\$ 2,673,934</u></u>	<u><u>\$ 2,472,293</u></u>	<u><u>\$ 2,642,284</u></u>



PARISH FUNDED AGENCIES

(Caddo Parish agencies are funded in the operating budget for Caddo Parish but are independent agencies with their own boards and administrative operations.)



FIRST JUDICIAL DISTRICT COURT

NARRATIVE

The First Judicial District Court, which covers Caddo Parish, is the Court of primary jurisdiction for the Parish. It is divided into three divisions: Civil, Criminal, and Family Law. The Civil Division, manned by three judges, handles all district level civil cases, while the Criminal Division, manned by five judges, handles all district level criminal matters. The Family Law Division, manned by three judges, handles divorce, paternity, custody, support, and all civil mental commitment matters. This Division is assisted in paternity and support cases by the Family Law Hearing Officer.

MAJOR ACCOMPLISHMENTS IN 2016

Courtrooms for the First Judicial District Court are located on the 4th floor, 2nd floor, and basement of the Caddo Parish Courthouse. To conserve costs and increase efficiency, the Court schedules multiple juries in all jury weeks. The number of juries each jury week varies from two to six. The total number of juries scheduled for 2016 was 96 with approximately 12,400 jurors summoned.

Due to these juries, a large number of Caddo Parish citizens are exposed to the Caddo Parish Courthouse and the judicial system. Even though jury duty is a civic responsibility, efforts are made to furnish Caddo Parish citizens with nice accommodations and a professional and efficient judicial system. Many jurors actually comment after the trial that they were pleasantly surprised and appreciated the opportunity to serve.

With the help of the Parish Commission, the courthouse building now has wireless internet throughout and is available to the public as necessary. We are also in the ongoing process of installing the audio visual upgrades that the Parish Commission was kind enough to fund in the various courtrooms.

The Court has also integrated the new responsibility for hearing a large number of Protective Order requests pursuant to new State law, without requesting any additional funding or incurring additional expense for the Parish.

GOALS FOR 2017

The Court earnestly desires to continue good service to the Commission and the citizens of Caddo Parish. We actually compete with surrounding courts, because much litigation can be filed in more than one parish or in either District or City Court. These filings are what generate revenue to the system and we strive to be competitive. The courtroom audio/visual upgrades will bring us up to the level of some of the surrounding courts that have passed us by in this area in the past.

Revenues have been seriously impacted by the Legislature reducing permissible fines on first offense marijuana possession by 40% and, further, by reducing jail exposure from six months to fifteen days. With there is less jail time exposure, fewer fines are paid. This is further negatively affected by the diversion of criminal charges by the District Attorney's Office, which elects in many cases to collect diversion fees rather than fines and court costs. To address this falling

FIRST JUDICIAL DISTRICT COURT

NARRATIVE

revenue, which has been significant in 2016 and will be more so in the year to come, the Court is working with the Clerk and Sheriff to improve the collection process in order to up the collection of fines and court costs imposed.

EXPENDITURE SUMMARY—GENERAL FUND (100-120-21)

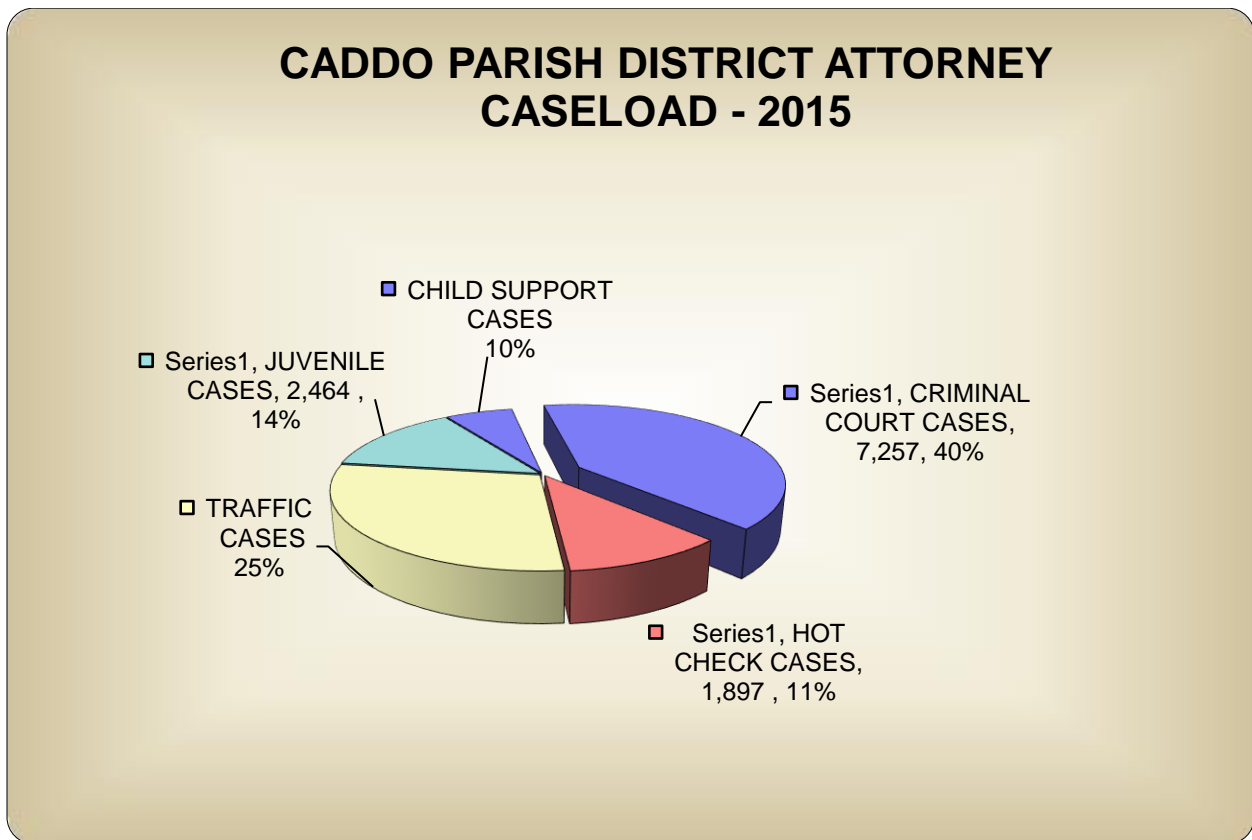
	2015	2016	2016	2017
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 1,641,139	\$ 1,663,667	\$ 1,666,513	\$ 1,704,905
Materials & Supplies	74,568	77,200	69,534	77,200
Utilities	16,389	18,000	16,846	18,000
Internal Charges	31,569	31,569	31,569	31,569
Capital Outlay	11,512	30,000	15,868	30,000
Other Expenses	14,344	15,500	15,198	15,500
Grant Programs	318,619	285,000	295,620	295,000
Reimbursements	(218,048)	(250,000)	(250,000)	(250,000)
Total Expenditures	\$ 1,890,092	\$ 1,870,936	\$ 1,861,148	\$ 1,922,174

CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

The Louisiana Constitution of 1974, Article V., Section 14 created the judicial districts of the State, among them is the First Judicial District. Article V., Section 26 created the office of the District Attorney for each of the Judicial Districts and sets forth the duties of the office. LSA-R.S. 16:1 established a district attorney for each of the Judicial District Attorney's offices. The First Judicial District Attorney exists and operates in accordance with the authorities cited.

As provided by Article V, Section 26 of the Louisiana Constitution of 1974 the District Attorney has charge of every criminal prosecution by the state in his district, is the representative of the state before the grand jury in his district, and is the legal advisor to the grand jury. The District Attorney's office prosecutes all felony and misdemeanor offenses that come to the district and juvenile courts of the district. The office also prosecutes cases against absent parents who are not providing financial support to their children. The office has a Hot Check Division that handles the investigation and collection of hot checks and forgery cases. The office also has a Victim's Advocate Section, a Pretrial Diversion Section, and a Sex Crimes Screening Unit.



CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

Workload:

(Caseloads are 2015)

- Opened 7,257 new criminal cases with 8,118 defendants
- Opened 5,055 new traffic cases
- Filed 2,160 child support cases & established child support of \$2,319,851 on behalf of dependent children
- Opened 1,897 new hot check cases & collected \$619,467 for merchants
- Opened 1,101 cases in Pretrial Diversion and collected \$47,645 for victims
- Opened 2,464 juvenile court defendants

Financial:

(2015)

- Revenues of \$8,118,571:
 - Parish - \$4,537,931
 - DA - \$2,093,720
 - State - \$1,486,920
- Expenditures of \$8,210,560

Summary:

An ongoing and growing trend for this office is the rising percentage of our cases that are complex to handle and require an experienced prosecutor, secretary, and investigator. Additionally, the duties of this office keep expanding due to a shrinking state role in certain areas, legislative mandates, and expectations of services for victims. It is impractical to expect to operate this office without professional, experienced attorneys and a well-trained support staff. The number of employees in this office has increased very nominally over the past five years and we continue to work to find ways to make this office more efficient. We will continue to work with the Clerk of Court and the Caddo Sheriff to find ways to streamline our work and find efficiencies where we can.

This office will continue to do its part in keeping the law abiding citizens of Caddo Parish safe. We will do so in the most efficient and responsible way possible while still achieving this goal.

CADDO PARISH DISTRICT ATTORNEY’S OFFICE

NARRATIVE

EXPENDITURE SUMMARY—GENERAL FUND (100-120-23)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Salaries & Benefits	\$ 22,518	\$ 23,644	\$ 23,644	\$ 24,826
Statutory Charges	<u>4,507,879</u>	<u>4,758,194</u>	<u>4,758,194</u>	<u>5,020,000</u>
Total Expenditures	<u><u>\$ 4,530,397</u></u>	<u><u>\$ 4,781,838</u></u>	<u><u>\$ 4,781,838</u></u>	<u><u>\$ 5,044,826</u></u>

CADDO PARISH CORONER'S OFFICE

NARRATIVE

The Office of the Coroner provides investigations concerning the manner and cause of any deaths that are sudden, unexpected or resulted from violence or accident, or under suspicious or unusual circumstances and other deaths pursuant to LA RS 13:5713. The Coroner is legally mandated by LA R.S. 28:53 to perform psychiatric examinations of individuals within 72 hours of admission who are hospitalized under a Physician's Emergency Certificate (PEC) and/or Order of Protective Custody (OPC) in Caddo Parish. The Coroner also is mandated by the LA R.S. 13:5713(F) to examine all alleged victims of rape, carnal knowledge, sexual battery, incest, and crime against nature when such cases are under police investigation.

The staff consists of: the Coroner, Chief Investigator, six full-time Death Investigators, an Administrator, and two Administrative Assistants. The Coroner and his investigative staff are certified through the American Board of Medicolegal Death Investigation (the newest investigators are in the process of certification). The office maintains a contractual agreement with one Deputy Coroner-Medical, four Deputy Coroner-Psychiatry, two Transporters, one Public Information Officer, and Forensic Nurse Examiners of Louisiana. All staff performs coroner functions on an on-call basis in their respective areas.

The support from the Caddo Parish Commission and the City of Shreveport is necessary to operate the Office of the Coroner for the year 2016. All expenses are certified by the Coroner as "necessary or unavoidable" for the operation of the office.

Public Services

The Caddo Parish Coroner preformed the following services for the citizens of the Parish of Caddo:

- Investigated deaths, authorized autopsies on deaths at his discretion;
- Issued orders of protective custody and emergency certificates on those who were in need of immediate medical treatment because he/she was a danger to self and/or others or was considered gravely disabled;
- Investigated and collected evidence on all sexual assaults reported to local law enforcement agencies. Upon request the Coroner has signed concurrence request for Continued Tutorship.

There is a continued increase of persons with persistent psychiatric distress as well as a statewide deficiency of long-term treatment centers for persons in need of continuous psychiatric services. As awareness is being promoted in the community, more victims of sexual assaults are reporting these violations. The services provided by the coroner are anticipated to continue to increase incrementally each year. The following statistical table categorizes and reflects the workload for the Coroner's Office for the past five years 2011-2015 as well as current statistics through August 2016:

CADDO PARISH CORONER'S OFFICE

NARRATIVE

Workload Statistics

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>Jan-Aug 2016</u>
Death Investigations:	2793	2965	3033	3092	3092	2043
Natural Deaths	2013	2040	1900	1885	1879	1247
Accidents	118	81	111	117	125	74
Suicides	34	27	21	39	35	21
Homicides	17	23	31	34	36	31
Undetermined	11	3	13	5	18	4
Pending	-	-	-	-	-	10
Out of Parish	189	235	313	332	331	176
Not a Coroner' s Case	411	556	644	670	668	480
 Sanity Investigations:	 6263	 5650	 6286	 6470	 6328	 4290
 Forensic Investigations:	 110	 140	 82	 104	 110	 87
 Continued Tutorship:	 3	 5	 1	 4	 4	 0
 TOTAL INVESTIGATIONS:	 9169	 8760	 9402	 9670	 9534	 6420
 * Autopsies	 203	 148	 164	 200	 210	 143

Capital Purchases

The Office of the Coroner does not anticipate any capital expenses to be incurred in the 2017 budget year that will impact the allocations from the Parish of Caddo and the City of Shreveport.

Expenditure Changes

The total operating and capital budget for 2017 is \$1,314,200. The annual allocations for Parish of Caddo will remain \$155,100 and City of Shreveport's \$860,650 annual allocation will remain the same. The allocation for the operation of the Coroner's Office received from each municipality has not incurred an increase. For the eighth year in a row, the Coroner has opted to utilize unrestricted funds to absorb any increase in expenditures. The funds are primarily generated from psychiatric services that are performed by our Deputy Coroner-Psychiatrist. These funds are not guaranteed and may vary from year to year.

CADDO PARISH CORONER'S OFFICE

NARRATIVE

Summary

The Office of the Coroner is very pleased to submit a budget for 2017 in the total amount of \$1,314,200 which for the seventh year in a row reflects no increase in the allocated support from the Parish of Caddo and City of Shreveport. Although the expenses to operate the office are expected to increase slightly in 2016, the office will utilize its unrestricted reserved funds to offset this increase.

At the end of 2016, the Office of the Coroner will assess the surplus of income to determine if a continued absorption of the increase in budgetary expenditures can be afforded without an increase in the allocation received from the Parish of Caddo and the City of Shreveport. In the future the coroner may or may not have this viable option and an increase in entity allocations may be necessary. Those expenses reflected on the attached budget are certified by the Coroner as "necessary and/or unavoidable" for the operation of the office.

EXPENDITURE SUMMARY—GENERAL FUND (100-120-25)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Statutory Charges	<u>220,805</u>	<u>232,100</u>	<u>220,862</u>	<u>232,100</u>
	<u>\$ 220,805</u>	<u>\$ 232,100</u>	<u>\$ 220,862</u>	<u>\$ 232,100</u>

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

The Presidential, U.S. Senate, and U.S. Congressional election on November 8, 2016 has certainly drawn voters' interests and participation. The Caddo Parish Registrar of Voters office's preparation for the election began months ago with planning for Early Voting and the mailing of a record number of Absentee by Mail ballots to voters in the 65-year-old and disabled programs. The Caddo Commission's funding of temporary employees for the mail-out section of the Registrar's office as well as the temporaries that assist during Early Voting contribute to a successful Early Voting period and election in Caddo Parish. With having only seven full-time employees managing and maintaining records on more than 165,000 voters, the Registrar's office is still Louisiana's most understaffed major jurisdiction.

Projections for Early Voting for the November 8, 2016 election seem to indicate that it may exceed the 8,808 early votes that were in 2012. Voter registration has remained steady with numbers from the 2012 registration. The recent elections in 2014 and 2015, though not as high in turnout as anticipated, showed vigorous crowds for Early Voting. Also, Early Voting remains a popular means for voters to participate. The current projection is for Presidential Early Voting to range between 8,000 and 10,000 voters.

The Presidential Election Day on November 8 and Early Voting for the general election starts thirteen business days later on November 26. The 13 days includes three state holidays - Veterans Day, Thanksgiving Day, and Acadian Day - but the Registrar's staff will only observe Thanksgiving Day and will work the other two holidays. That gives the Registrar's office 12 days to complete the following work:

- Preparing the Presidential provisional ballots for counting by the Board of Elections Supervisors (in previous Presidential elections, this has exceeded 1,000 provisional ballots)
- Updating voter records to record who voted during the Presidential election
- Processing paperwork received from the polls on Election Day, per state legislation
- Processing applications that were submitted from the close of the Presidential election registration to the close of registration for the general election
- Submitting ballot and machine requirements to the Secretary of State's office
- Packing the records from the Presidential election for storage
- Processing applications for those voters wishing to receive an absentee-by-mail ballot for the general election (in previous Presidential elections, this has exceeded 500 applications)
- Receiving the shipment of absentee-by-mail ballots from the Secretary of State's office
- Assembling, labeling, packing, coding, and mailing the absentee-by-mail ballots to those voters on the absentee-by-mail program

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- Preparing the office and staff for Early Voting for the general election
- Handling calls and inquiries from voters, candidates, and the media

Important dates for the 2016 Elections:

- Presidential Election Day is Tuesday, November 8, 2016. Polls are open from 6:00 a.m. to 8:00 p.m.
 - Early Voting for the November 8 election will be held Tuesday, October 25 - Tuesday, November 1, 2016 (closed Sunday, October 30). Early Voting hours are 8:30 a.m. to 6:00 p.m.
- General Election Day is Saturday, December 10, 2016. Polls are open from 7:00 a.m. to 8:00 p.m.
 - Early Voting for the December 10 election will be held Saturday, November 26 - Saturday, December 3, 2016. (Closed Sunday, November 27). Early Voting hours are 8:30 a.m. to 6:00 p.m.

Important dates for the 2017 Elections:

- Spring Primary Election: March 25, 2017
- Spring General Election: April 29, 2017
- Fall Primary Election: October 14, 2017
- Fall General Election: November 18, 2017

Important dates for the 2018 Elections:

- Spring Primary Election: March 24, 2018
- Spring General Election: May 5, 2018
- Fall Primary Election: November 6, 2018
- Fall General Election: December 8, 2018

Fall 2018 elections include scheduled elections for U.S. Representative, School Board members, Shreveport Mayor and City Council members, and municipal offices for Belcher, Blanchard, Gilliam, Mooringsport, and Vivian.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

Chief Deputy Becomes Nationally Certified

Caddo's Chief Deputy Registrar of Voters, Monica Pels, completed her national certification training this July and graduated in August from the Election Center's Certified Elections/Registration Administrator (CERA) program. She has been Chief Deputy since June 2014 and began her coursework in August 2014.

2016 Voter Registration at the Shreve Memorial Libraries

The Caddo Registrar of Voters office decided that the 2016 Presidential year would be a "throwback, old-school year" for mobile voter registration. In conjunction with the Shreve Memorial Library system, 102 stops at libraries for voter registration were conducted in January, May, July, August, and September. January's drive was in preparation for the Presidential Preference Primary, May was in conjunction with the statewide Louisiana Voter Registration and Education Week, and the final three months were in preparation for the fall's Presidential election. The Registrar's office provided voter registration services, answered questions about voting, and advised citizens on absentee ballot and Early Voting and opportunities. The office also provided information about the website and the link to register to vote using the caddovoter.org website. Access, convenience for citizens, and direct service for citizens who may not have transportation or internet service accentuated a successful series of voter registration activities.

High School Voter Registration Day

Robert Jackson's congressionally commended, all volunteer effort in Caddo Parish continues to provide voter registration opportunities for Caddo's high school students. It is offered to every high school in our parish and over 700 students signed up this year in Caddo. No other parish in Louisiana has such a program.

Registrar's Website Proves to be a 24/7 Information Center

Voters do not have to wait for information relating to voting since the debut of the Caddo Registrar's website, caddovoter.org, which is funded through the Caddo Commission. Voters have made positive comments about the website, as checking their registration information, learning about upcoming elections, and finding forms for mail-in and online voter services are accessible any time, day or night. The website's layout is easy to follow with the most frequently asked questions provided as clickable buttons leading to answers. The written updates are produced by the Registrar's staff and the website is updated in-office, allowing for the speedy delivery of important information to the constituents of the Commission.

The Registrar's office also produces short videos to be used on the website that emphasize the last day to register, Early Voting dates and times, what offices and propositions will be on the ballot, and information for Election Day. Video information about registering to vote, upcoming events and deadlines, and using the caddovoter.org website are also provided. In a world driven by digital news and updates, the caddovoter.org version of videos has proven informative and accepted by

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

election information seekers. It has also been beneficial to voters who may have sight or reading disabilities who need information presented verbally instead of in writing.

Geauxvote Smartphone App Available

For poll commissioners, campaign workers, and voters alike, the GeauxVote smartphone app is an essential tool and is available for download through the caddovoter.org website. The link directs users to the Secretary of State's secure website for information on obtaining this free app developed at the request of Registrars and Clerks in Louisiana. The app has assisted voters and poll commissioners on identifying voter precincts and polling places on Election Day.

About 15% of the Caddo Presidential Vote may be Through the Registrar's Office

During Early Voting in the Presidential election of 2012, the Caddo Registrar of Voters office had a total 8,808 in-person voters. It is expected that during this year's seven-day run of Early Voting, the Registrar's office may see 10,000 voters. If Early Voting brings those numbers and the mailout voters total 5,000+, then the Registrar's office could be providing service to nearly 15,000 Caddo voters. Coupled with a 65% turnout of 165,000 Caddo voters, then services directly funded by the Caddo Parish Commission through the Registrar of Voters office could account for almost 15% of the turnout in the Presidential election in Caddo Parish in 2016.

4,200+ Mailout Ballots this Year in Caddo

The Absentee-by-Mail program continues to attract voters for the over 65-years-old and disabled programs. The convenience of this program cannot be topped. As of September the number of voters already on the program was about 4,200. The Registrar of Voters office expects the total number of mailouts to increase to about 5,000 ballots, as students away at college, voters with out of town work assignments, and those still signing up for program will continue to submit applications. The support of the Caddo Commission makes this program possible. For the last several elections Caddo Parish has led the state in the number of ballots mailed out and, for this year's election, no other parish expects to exceed Caddo in mailouts. It is an example of service to many voters who might find it difficult to vote any other way. It also demonstrates the success of a program that started right here in Caddo Parish.

Voters Receive New Voter Information Cards

The Caddo Commission approved polling place changes for voters within Precincts 047 and 083 earlier this year from Ford Park Baptist Church to Western Hills Baptist Church after flood damage and renovations made it unavailable. The Registrar of Voters office sent updated voter information cards in September so that voters who may not have voted earlier this year or who had forgotten about the change will be notified in advance of the fall's Presidential election. Those who have registered, plan to register, or have made changes to their voter records before the last day to register will receive voter information cards to identify their precincts and polling places.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

Mandated Duties Completed by the Registrar's Office

The Registrar's office conducted the annual canvass of addresses, as specified in state law, in January 2016. Following the canvass, the 300 or less/2,200 or more Precinct Review was completed in conjunction with the Caddo Commission. The suspension of felons is done as reports are received from the courts. The removal of deceased voters are completed each day, based on local obituaries, information that family members provide, and official records provided through the Secretary of State's office. The Registrar's office also receives information from other Louisiana jurisdictions and out of state elections offices to remove voters from the rolls after they have moved to other parishes or states. Online and paper voter applications from the Office of Motor Vehicles, social services agencies, schools, voter registration drives, community organizations, and individual applicants are processed daily, with about 5,500 processed through August 31, 2016. Voters also submit changes of name, address, and party for their voter records, and about 10,000 were processed through August 31, 2016.

Caddo Remains the Lowest-Staffed Major Jurisdiction in Louisiana

- The Louisiana Legislature sets the staffing for the Registrar of Voters offices
- 1976 Registrar of Voters Staff: 7 full-time employees – 96,000 voters
- 1995 Registrar of Voters Staff: 7 full-time employees – 119,000 voters
 - Motor Voter law is passed and mail-in registration starts
- 2007 Registrar of Voters Staff: 7 full-time employees – 155,000+ voters
 - Legislature starts “No excuse” Early Voting in 2007 with no additional staffing from the state
- 2010 Registrar of Voters Staff: 7 full-time employees – 163,000+ voters
 - Online voter registration debuts, major by-mail voting changes for military and overseas voters
- To-date, the Registrar of Voters Staff maintains 23,000+ voters per staff member; Workload exceeds 41,250+ voters for each clerical staffer
- Absentee by mail voting increases from 1,000 in 1990s to 3,500 in 2008 Presidential election and 4,200+ in 2016 Presidential election
- Early Voting increases to 5,000+ in person voters in the 2008 Presidential Election, 8,800+ in person voters in the 2012 Presidential Election, and anticipated 10,000+ in 2016 Presidential Election.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

State Continues Transferring Cost of Equipment to Parishes

As the Secretary of State's office faces continuing budgetary problems, the cost of some equipment used in Registrar's offices is being transferred to the parishes. In Caddo's situation, only one scanner has been provided per clerical employee for daily use. Additional scanners are being purchased for additional workspaces as the scanners ceased working. Computers purchased years ago have begun to stop working, meaning new ones have to be ordered to replace those lost.

Overcrowding at Some Polling Places will be Examined

Voters and poll commissioners at some of the polling places in Caddo Parish, such as Grace Community United Methodist Church and University Elementary School, have stated that the polling places are too crowded with voters, the lines to check in for different precincts are too close together, and that parking lots are overcrowded. In 2016, the Caddo Registrar of Voters office met with the Clerk of Court's office and the Caddo Parish Facilities and Maintenance staff to examine the polling places, numbers of voters, and possible solutions for implementation in 2017. It was decided not to move polling places prior to the Presidential election, as it may cause voter confusion on Election Day, but some possible solutions were discussed. Additional meetings will be held in 2017 to rectify the problems. Any polling places with such congestion should be reported to the Facilities and Maintenance staff for examination at future meetings.

Summary:

Due to the incredible demand on each full-time staff member on the Registrar's staff, it is essential that temporary employees be utilized. This will necessitate additional costs for temporary employees, as the various registration points have increased and public service during major election seasons has been extended through in-person early voting and mail-out voting. The Registrar's office will continue the established practice of granting merit compensation to its staff members and to the Registrar in the amount of three hundred dollars per month as in previous years. Since experienced staff members are critical in such an understaffed situation, it is imperative that such a policy be maintained.

The Caddo Parish Registrar of Voters office looks forward to another year of working with the Caddo Parish Commission. The cooperation between the Registrar of Voters office and assistance of the valued staff of the Commission and the Parish Commissioners was cited as a model by The Times (Shreveport) newspaper in an editorial that appeared during Louisiana Voter Registration Week four years ago. The Registrar's office always appreciates the support of the Caddo Parish Commission, and we hope to count on their support during the coming year.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

EXPENDITURE SUMMARY—GENERAL FUND (100-170-71)

	2015	2016	2016	2017
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 369,465	\$ 561,984	\$ 395,647	\$ 420,208
Materials & Supplies	52,997	99,100	64,302	92,100
Education, Training, & Travel	12,574	23,800	13,362	23,800
Utilities	2,393	7,800	3,369	7,000
Repairs & Maintenance	111	4,200	3,314	4,200
Contract Services	47,504	61,600	56,942	59,200
Statutory Charges	-	1,500	1,182	1,500
Internal Charges	5,302	5,302	5,302	5,302
Capital Outlay	1,000	10,500	9,019	10,500
Other Expenses	16,507	18,400	17,339	18,900
Total Expenditures	\$ 507,853	\$ 794,186	\$ 569,778	\$ 642,710

LSU EXTENSION SERVICE

NARRATIVE

The Caddo Parish Cooperative Extension Service is the educational branch of the LSU AgCenter and operates in cooperation with the Caddo Parish Commission, the Caddo Parish School Board and the City of Shreveport. The Caddo Parish Commission, through a “Memorandum of Understanding,” provides office space and associated support and equipment, plus salary contributions to the Extension staff. The Caddo Extension Office, located at 2408 East 70th Street, is one of the more modern Extension facilities in the state. This is the result of cooperative efforts with the Caddo Parish Commission, the LSU AgCenter, and private contributions.

The present staff of the Caddo Extension Office consists of a 4-H Youth Development/Parish Chair Extension Agent, a 4-H Youth Development Extension Agent, a 4-H Extension Associate, a Parents Preparing for Success Educator, and an Agriculture and Natural Resources Agent. The office has one part-time administrative assistant.

In addition to this staff, Caddo residents are served by an Extension Agent/Area Nutrition Agent and two Nutrition Educators who work with low-income families in the Expanded Food and Nutrition Education Program (EFNEP). The Caddo EFNEP Office has one Administrative Coordinator to provide clerical assistance. Other individuals with multi-parish responsibilities who assist in Caddo Parish include a horticulturist, a forester, and a community garden coordinator.

Our staff is grateful for the support given by the Caddo Parish Commission. Without this support, we would not have been able to make the many educational contacts we made in 2015-16. The continued support of the Commission will help us to provide the educational services needed and expected by the citizens of Caddo Parish.

MAJOR ACCOMPLISHMENTS IN 2016

Agriculture and Natural Resources

- Hosted the annual Crop Production Meeting with 45 producers in attendance. These producers represented 83% of the agricultural land being farmed in Caddo Parish
- Fielded approximately 1,415 calls relating from pest and rodent control to lawn and turf problems. Horticulture, urban forestry, and small at-home gardens were also a large portion of these calls
- Assisted Caddo Parish Beef Producers with forage production, beef cattle marketing, pasture weed management, and nutrition to insure maximum profitability
- Provided test site and testing for approximately 12 new private pesticide applicator recipients
- Held nine Worker Protection Standard (WPS) trainings, which certified 44 Caddo and Bossier Parish producers

LSU EXTENSION SERVICE

NARRATIVE

- Attended numerous ARK-LA-TEX Ag Council meetings to help insure a positive Jr. Livestock Show and Sale in conjunction with the State Fair of Louisiana
- Served as host and Beef Show manager for the Northwest District Livestock Show
- Held three private pesticide applicator training meetings which re-certified 63 producers in Caddo Parish
- Provided an opportunity to sell the 2016 First Bale of Cotton produced in Caddo Parish. This sale promotes agriculture in the region and offers the producers a “bonus” in that the first bale of cotton will sell for approximately 10 times its retail value
- Caddo Parish farmers participated in a cotton demonstration plot that will provide research data for future improvements to the crop
- Assisted in hosting a Four States Cattle Conference in Texarkana, AR where producers learned the latest news and techniques in beef cattle production
- Initiated a new Tri-Parish Fair with Caddo, Bossier, and Desoto Parishes for Livestock show

Family and Consumer Sciences

- An educator provided “Healthy Beginnings for Your Baby” classes for females who were pregnant or had a child 12 months of age or younger. Participants were required to attend 6-three hour sessions on parenting skills and budgeting/financing to receive public assistance. Caddo Parish had 21 clients to participate in the program and 9 to complete the program this year
- Expanded Food and Nutrition Education Programs (EFNEP), program year 2014-2015:
 - EENEP programing was conducted by one nutrition educator who assisted the 100 families, consisting of 573 persons, who participated in the program
 - Participants showed increases in knowledge and frequency of positive diet and health behaviors. Evaluation results showed that participants increased their consumption of whole grains, fruits, and vegetables. Food records documented a decrease in calories from solid fats and added sugars. Furthermore, approximately 40% of the participants reported an increase in their daily physical activity
- A Nutrition Agent provided information to citizens who requested information through phone calls on topics such as food safety, consumer shopping, food preservation and food preparation

LSU EXTENSION SERVICE

NARRATIVE

4-H Club Program, Power of Youth (Nutrition):

For the second year, the Caddo 4-H Agents presented monthly educational programs related to nutrition to club members. Lesson materials were supported by the 4-H Food Smart Families Program, ConAgra Grant. Programming for the year included "What's the Normal Size", "Picking Proteins", "Think Your Drink", "Let's Play Inside", "Let Your Taste Buds Decide", and "Media Mania". Youth learned how to recognize "portion distortion" by participating in a measuring activity, how to differentiate between animal and plant protein sources, how to choose drinks that had less sugars, learned that physical activity is an important part of staying healthy, conducted a taste test consisting of samples of sweet potato chips and different types of dried fruit, and developed a commercial aimed at choosing healthy fruits and vegetables.

Organizational leaders and youth both commented on how well they liked the programming and how much fun they had in the 4-H club meetings. The following are results of youth responses to the surveys:

- 86% would eat fruit for a snack
- 45% would eat vegetables for a snack
- 63% would choose water instead of soda pop or punch when thirsty
- 53% would drink 1% or skim milk instead of 2% or whole milk
- 60% would choose a small instead of a large order of french fries
- 53% would eat smaller servings of high fat foods like french fries, chips, snack cakes, cookies, or ice cream
- 64% would eat a low-fat snack like pretzels instead of chips
- 93% stated that being active is fun and 91% stated that it is good for them
- 63% strongly agree that they learned why it is important for to eat a healthy diet
- 59% strongly agree that they learned how to make healthy food choices

Service Learning:

In May 2015, organizational leaders and 4-H members had the opportunity to vote on their selection for the 2015-2016 service-learning focus. As a result of the voting process, "animals" were chosen as the topic for the upcoming year. Club members and leaders participated in a variety of service experiences related to animals. Some experiences included:

- Seventh-nine youth making posters on being a responsible pet owner. Posters were shared with 2,864 people at their school and in the community
- 156 youth and 224 adults collecting cat and dog food as well as other pet items that were later given to local shelters and rescues
- Patty Hunsicker bringing Delilah the Dog to talk about therapy dogs

LSU EXTENSION SERVICE

NARRATIVE

- Making dog treats to be given to a local shelter
- 79 youth collecting 140 items such as pretzels and sugar-free Jell-O for more than 200 chimps at Chimp Haven
- Hearing speakers from Chimp Haven, Pet Savers, and a local shelter during club meetings
- Collaborating with Shreveport/Bossier Animal Rescue, Chimp Haven, Pet Savers, Woody's Veterans Home, Northwest Louisiana Veterans Home, Northwest Louisiana Food Bank, Salvation Army, Jump Rope for Heart, and Robinson's Rescue

Youth celebrated their service by attending the end of the year "Moovin' and Groovin' the 4-H Way" event, participating in ice cream parties, taking a trip to the Dallas Zoo, and being recognized during the Caddo awards program. As a result of their service experiences, 4-H youth said that they gained leadership skills to spearhead projects and shared their new knowledge of responsible pet ownership with their school bodies.

Camping and State Opportunities

- Twenty middle school club members and one high school counselor attended Challenge Camp that was held in February 2016. The youth practice teamwork, leadership, and problem solving during this camp
- Forty-three youth from Caddo Parish attended 4-H Camp at Grant Walker Educational Center in Pollock, Louisiana in July 2016. Four high school youth served as camp counselors and we had three adult volunteers. 4-H camp strives to develop a variety of life skills related to Head, Heart, Hands, and Health. One of the most important skills children learn from camp is self-sufficiency. Seventeen youth were sponsored by the CYFAR grant, the Chancellor's Scholarship Program, and the Caddo 4-H Foundation
- Four youth attended the Science, Engineering and Technology Camp in August 2016 at Camp Grant Walker
- Twenty-one youth attended state 4-H University this summer. Six youth were recognized for being in the top 10 in Louisiana receiving blue ribbons
- Twenty-one Caddo 4-H'ers submitted 4-H portfolios for state competition - Three youth were state winners and were awarded all-expense paid trips to National 4-H Congress and the Louisiana 4-H Educational trip; Eight youth were recognized in the blue ribbon group
- One parent and a 4-H member attended the Food and Fitness Family Camp in March 2016

LSU EXTENSION SERVICE

NARRATIVE

Volunteer Development

- Caddo 4-H reported 1,946 hours that youth and adult volunteers contributed to the parish 4-H program. The current value of volunteer time is \$23.56; Their time value computed to \$45,847.76
- The Caddo 4-H Foundation board held its 2nd Louisiana product fundraiser in the Fall 2015. Citrus fruit, fruit trees, a variety of pecan products, and many other products were sold. Profits from this fundraiser helped offset the expense for Caddo Parish 4-H'ers to be involved in local and state activities
- Eight 4-H club leaders attended parish volunteer leader training in Fall 2015 to discuss their roles and responsibilities as organizational club leaders as well as learn the importance and implementation of a parish wide service learning project
- Six adult volunteers and three youth attended the Area Leader Training in the Summer 2016 to further their education on positive youth development and the impact 4-H has on youth. These leaders gained valuable resources to better their 4-H clubs and programs
- The Caddo 4-H program hosted a principal's breakfast in cooperation with the Caddo Parish School Board during a parish-wide principal meeting. Four 4-H members from three state boards were present. Ashlyn Tullis, State Executive Board, spoke to the group on the impact of 4-H has had on her life and the impact it has on a school

Leadership

- 4-H Officer Training: 22 4-H members and four organizational leaders attended. An ice breaker game/get acquainted game was conducted, each officer's duties/responsibilities were reviewed, and a mock 4-H meeting was conducted so that youth understood their duties as officers
- A Caddo 4-H member was selected to attend the 2017 Presidential Inauguration with the Louisiana 4-H Club
- Four Caddo youth currently serve on state boards with Louisiana 4-H: Two serve on the Science, Engineering, and Technology Board (SET); two serve as State Shooting Sports Ambassadors; and one serves on the State Fashion Board
- The Twin Cities Leadership Club was established for Caddo and Bossier Parish teens. The club met monthly to conduct leadership and service projects. Last year, the club volunteered at the Providence House, the HUB, and Common Ground. Throughout the year, teens also served in a variety of leadership roles throughout the parishes.

LSU EXTENSION SERVICE

NARRATIVE

Livestock

- There were 29 Caddo Parish 4-H Livestock exhibitors who participated in parish, regional, state, and national livestock events. Species included chickens, rabbits, horses, goats, lambs, pigs, pigmy goats, and cattle

Healthy Living

- “Smart Bodies”, an educational program to help students learn the skills and choices for a healthy lifestyle was presented at Barrett Elementary. Twelve teachers and 300 in grades kindergarten through 5th grade learned about the importance of good nutrition and being physically active through interactive activities. Ten teen volunteers from the Caddo Career Center provided educational programs during the Body Walk experience
- A 4-H agent in cooperation with a teacher provided monthly resources and educational programs related to nutrition as a part of the “Food for Thought Club” at Caddo Middle Magnet
- A parish-wide cookery “Culinary Arts Competition” was conducted with 13 youth entering 30 dishes containing beef, egg, pecans, poultry, and seafood. They worked with seven volunteers who were judges of the event
- Caddo’s Chef’s Club was established as a means for 4-H members to learn about the cuisine of other countries and how to incorporate fruits and vegetables into the daily diet. Eleven youth participated in a monthly after-school program that was held in October 2015 until April 2016. Youth served as “chef of the evening” and prepared dishes from different countries as well as brought an unusual fruit or vegetable for everyone to taste
- In the Annual Caddo Parish Fair Bake-off, 14 4-H members entered 29 dishes in the categories of cakes, breads, and cookies
- Six 4-H members with eight dishes competed in the 2016 Area Culinary Arts Competition
- 4-H youth, volunteers, parents, and alumni participated in the Clover 5K and Fun Run held at LSU-Shreveport in March 2016. The Caddo 4-H Foundation collaborated with Sportspectrum to handle the logistics of the race. It was a family and community event ending with AgCenter resources, information, and games provided by 4-H clubs at the conclusion of the race. Through donations, awards were presented and food and drinks were served to race participants

LSU EXTENSION SERVICE

NARRATIVE

Performing and Visual Arts

- Five 4-H members entered the Parish talent show and, of the five, four went on to compete at the State Fair of Louisiana talent show
- Seventy 4-H members entered in the annual pumpkin decorating contest. Categories included 4-H spirit, scariest, and silliest. Awards were given to winners in each category in three different age divisions

Nutrition and Gardening

- A school garden was built at Fairfield Elementary Magnet during the 2015-2016 school year. Funding for the garden was provided by a grant from ConAgra
- The Allendale Kids of Hope received ongoing after-school gardening and nutrition programming. The youth planned and conducted the activities related to preparing healthy snacks at home
- The Caddo Parish Extension office was awarded a five year USDA grant to help build “Healthy YOUTH...Strong Communities” in three Shreveport neighborhoods with SPAR community centers serving as the hub. Through youth programming, volunteer development, and community development, communities will have the resources for sustainable community change. Youth programming began the summer of 2015 and focused around gardening, nutrition, and leadership in the communities of David Raines, Hollywood Heights, and AB Palmer. Ongoing after-school and summer programming for youth and adults were conducted during the 2015-2016 school year and continued during Summer 2016

Environment/Energy

- Nine 7th-12th graders attended “Survivor Camp” and 11 4th-8th graders attended “Roughin’ It” Camp at Lake Bistineau State Park last spring. The goal of the camps was to help youth to better understand how to develop and manage our state’s natural resources. Youth learned outdoor safety, first aid, fire building, outdoor cooking, and camping basics; other activities include fishing and canoeing
- Forty teachers received free Youth Wetlands Week curriculum and supplies to teach lessons that reached 5,471 students last school year
- 4-H agents provided energy and biology related educational programs to Woodlawn High School Biology class where 180 youth received monthly hands-on learning opportunities during their class time

LSU EXTENSION SERVICE

NARRATIVE

Photography

- Thirty-eight youth entered 68 pictures into the 4-H Photo Contest. Photos categories were animals, agriculture, people and 4-H spirit

Outdoor Skills: Shooting Sports

- This year, the Caddo 4-H program offered three disciplines for shooting sports: archery, rifle, and shotgun. The purpose of the program was to teach marksmanship, the safe and responsible use of firearms, the principles of hunting and archery, and much more. The activities of the program and the support of caring adult leaders provided young people with opportunities to develop life skills, self-worth, and conservation ethics. This year, nine new volunteers were trained to become certified instructors and several of the 110 youth that participated in the Caddo 4-H program participated in the regional shoot

GOALS FOR 2017

- For the Caddo Parish Extension Office to continue to serve the residents of Caddo Parish as one of the premiere educational organizations for continuing education in Caddo Parish
- To help the people of Caddo Parish improve their lives through an educational process which uses research-based knowledge focused on needs and issues
- To continue providing information to local farmers and homeowners on crops, animals, gardens, wildlife, and environmental regulations
- To continue assisting clientele and at-risk families with information on health and nutrition, food safety and preservation, parenting skills and management of resources
- For 4-H youth to be actively engaged in learning and given the opportunity for the development of good character and life skills through educational programs in the club program
- For 4-H adults and youth gain knowledge and skills associated with personal, organization, and community leadership
- To continue providing quality programming for 4-H youth in Caddo Parish to develop life skills, leadership, and citizenship and to build positive self-esteem
- To continue upgrading the teaching tools and equipment of the Caddo Extension Office to assist agents in meeting the educational needs of families in Caddo Parish

LSU EXTENSION SERVICE

NARRATIVE

EXPENDITURE SUMMARY—GENERAL FUND (100-611)

	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>
Salaries & Benefits	\$ 61,500	\$ 63,000	\$ 63,000	\$ 63,000
Materials & Supplies	5,867	8,100	5,660	8,100
Education	-	500	421	500
Repairs & Maintenance	1,091	2,000	1,116	2,000
Capital Outlay	-	500	422	500
Total Expenditures	<u><u>\$ 68,457</u></u>	<u><u>\$ 74,100</u></u>	<u><u>\$ 70,619</u></u>	<u><u>\$ 74,100</u></u>

CADDO PARISH JUVENILE COURT

NARRATIVE

The Juvenile Court for Caddo Parish (JCCP) is one of four special juvenile courts (Caddo, Orleans, Jefferson, and East Baton Rouge Parish) in Louisiana that has exclusive original juvenile jurisdiction. The Court hears juvenile delinquency matters, Family in Need of Services (FINS) - when children are ungovernable, truant, or runaways - and Child in Need of Care (CINC) - cases when a child has been abused, neglected or abandoned. Although the Court must consider the “best interest of the child” in determining what dispositions would have a positive impact on the youth’s behavior and welfare, JCCP has to balance its decisions with the concern for public safety. Additionally, the Court has domestic violence jurisdiction if there is a child involved and has jurisdiction for child support and adoptions. JCCP has four specialty courts and provides oversight for the management of these programs- Juvenile Drug Court, Family Preservation Court, Mental Health Court, and Truancy Court.

MAJOR ACCOMPLISHMENTS IN 2016

- The Louisiana Supreme Court Drug Court Program has continued funding for the Family Preservation Court. This program uses progressive phases and includes intensive outpatient and inpatient substance abuse treatment, drug testing, weekly court appearances, and comprehensive “wrap around” education services, parenting skills training, anger management, domestic violence victim counseling, and mental health assessment. Contracted with Volunteers for Youth Justice to provide a comprehensive substance abuse screening program.
- Aggressively continued to reduce the juvenile population in the detention center by working closely with Caddo Parish Juvenile Services and the Louisiana Office of Juvenile Justice through utilization of the Juvenile Detention Alternative Initiative (JDAI) national model. The average daily population has been reduced by 25 juveniles with a continued emphasis on public safety.
- In a collaborative effort with the Caddo Parish School Board, Caddo Juvenile Services, the Caddo Parish District Attorney’s Office, Volunteers for Youth Justice, Rutherford House Truancy Center, City of Shreveport, and Caddo Parish Commission, JCCP has been able to expand the Truancy Court. This expansion is due to the efforts of the Caddo Parish District Attorney’s Office to secure funding from Willis-Knighton. This initiative has had a tremendous impact in reducing the truancy rate in the Caddo Parish public school system.
- The Court continued to contract with Goodwill Industries of Northwest Louisiana to provide employment counseling and placement services for unemployed men and women who are court-ordered to pay child support. The “Good Support” program has attributed to a high child support collection rate and is the only program of its kind in Louisiana as well as one of the few programs of its kind nationally. The Good Support program has been expanded by adding a second employment counselor that assists in securing employment for unemployed court-ordered child support payors.

CADDO PARISH JUVENILE COURT

NARRATIVE

- The new managed care system, known as Louisiana Behavioral Health Partnership (LBHP), has been implemented providing services to families and children served by Office of Behavioral Health (OBH), Office of Juvenile Justice (OJJ), Department of Children and Family Services (DCFS), and Department of Education (DOE). The Court is working closely with these departments to ensure that the new mandated managed care system provides quality services to youth and families involved in the juvenile justice system.

GOALS FOR 2017

- Continue the collaborative effort with Caddo Parish Commission, the District Attorney's Office, City of Shreveport, and the Caddo Parish School Board to reduce truancy
- Provide training and close assistance with the Shreveport Police Department and Caddo Sheriff's Office in handling domestic violence situations, and continue to provide domestic violence prevention training at the Shreveport Police Regional Training Academy and the Caddo Parish Sheriff's Training Academy
- Continue to request that the Louisiana Supreme Court provide adequate funding for the Family Preservation Court and the Juvenile Drug Court programs
- Request adequate funding for the Juvenile Mental Health Court from the Louisiana Supreme Court
- Continue to utilize the Juvenile Detention Alternative Initiative (JDAI) to maintain an appropriate detention population
- To aggressively participate in the State's Coordinated System of Care (CSoC) program for at-risk youth with significant behavioral health issues and co-occurring disorders. The CSoC is an evidence-based approach that is a part of a national movement to develop family driven and youth-guided care, keep children at home, in school, and out of the child welfare and juvenile justice system. An important CSoC goal that is strongly endorsed by JCCP is the reduction of costly, highly restrictive out of home placements through the creation and maintenance of coordinated and effective community based services
- Create Family Preservation Court II that will address the substance abuse issues of adults who are in Child Support, Domestic Violence (protective orders), and Family In Need of Services (FINS)
- In partnership with the Caddo Parish District Attorney's Office, the Caddo Parish Juvenile Court will continue to provide the citizens of Caddo Parish an expanded "wrap around program" to significantly reduce the school truancy rate

CADDO PARISH JUVENILE COURT

NARRATIVE

- Continue to provide a location and supervision for adult community service workers from Shreveport City Court. This program has helped reduce the cost of litter abatement on the Court’s grounds and the workers have improved the appearance on the adjoining roads and streets. The Court has additionally partnered with the Mayor of Shreveport’s anti-litter campaign to provide juvenile community service workers

EXPENDITURE SUMMARY—JUVENILE JUSTICE FUND (260-121)

	2015 Actual	2016 Budget	2016 Estimated	2017 Budget
Salaries & Benefits	\$ 746,427	\$ 830,345	\$ 793,345	\$ 818,128
Materials & Supplies	39,499	41,000	41,643	41,000
Education, Training, & Travel	4,527	7,500	6,501	7,500
Contract Services	50,597	95,000	85,836	95,000
Internal Charges	14,914	14,914	14,914	14,914
Other Charges	2,482	2,000	2,580	2,000
Reimbursements	(275,000)	(300,000)	(300,000)	(300,000)
Total Expenditures	\$ 583,446	\$ 690,759	\$ 644,819	\$ 678,542

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

In the 1980's, civic and government leaders in Shreveport and Bossier City sought avenues to diversify and strengthen the regional economy by developing industries that would remain viable for decades to come. Therefore, in 1986, the Biomedical Research Foundation of Northwest Louisiana (BRF) was established as an independent, not-for-profit, 501(c)(3) technology-based economic development and research organization.

Since 1986, the BRF has leveraged over \$346 million in funding with only 14 percent coming from Caddo Parish Property Tax Millage – a 6:1 return on local public investment.

In 2013, the BRF formed a wholly-owned subsidiary, BRFHH (DBA) University Health System, as owner and operator of north Louisiana safety-net hospitals in Shreveport and Monroe. The BRF does not use the funds from the Caddo Parish property tax millage to support the operations of BRFHH/University Health.

The BRF is managed by a volunteer board of directors and, excluding University Health, employs 64 personnel; holds \$96 million worth of land, buildings and equipment at original cost and is valued over \$150 million; and manages 14 facilities in Shreveport, excluding University Health Hospitals, with over 370,400 square footage and 88 percent occupied. The Foundation estimates that expenses funded by the tax millage will represent 17 percent of the total operating expense, excluding University Health, in 2016.

Mission

The Foundation's mission is to pioneer a knowledge-based regional economy. In fulfilling this mission, the Foundation:

- Advances the InterTech Science Park in Shreveport, an 800-acre urban Brownfield, Smart growth initiative located in the aging industrial core of Shreveport. The resident companies represent pharmaceutical, digital and entertainment media, drug discovery, venture capital support, and environmental industries
- Manages, since October 1, 2013, the former LSU Health Shreveport and E.A. Conway (Monroe, LA) public hospitals under the nonprofit BRF umbrella as University Health System, thereby retaining \$834 million in regional economic impact and 3,200 jobs. Distinguished programs include: the region's only Level I Trauma Center for Adults, Children and Burn Patients, Centers of Excellence including Feist-Weiller Cancer Center and the Center for Arthritis and Rheumatology, and one of only six hospitals in the nation affiliated with St. Jude Children's Research Hospital
- Established the Center for Molecular Imaging and Therapy (CMIT) in 2013. CMIT provides PET/CT imaging capabilities to diagnose and treat disease, produce and distribute radiopharmaceuticals to the region, conduct clinical trials, and offer research opportunities and expertise for area researchers and institutions

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Established the Digital Media Institute at InterTech (DMII) in 2014. DMII is a center for training in animation, visual effects and interactive content, gaming, web and mobile programming, 3D printing, and industrial design to meet increasing demand regionally and nationally for talent and expertise
- Launched the Entrepreneurial Acceleration Program (EAP) in 2014. EAP is a suite of services and initiatives to grow the regional innovation ecosystem, including mentoring, business planning, due diligence and entrepreneur development programs
- Created the BRF Office for Research Development and Administration (ORDA) in 2015. ORDA pursues strategic initiatives and provides support to conduct clinical trials and translational research towards new treatments and diagnostics, improvement of patient care and economic development of North Louisiana
- Champions STEM education and technology-based workforce development through six programs serving 4,000 students in Caddo, Bossier, and DeSoto parishes each year

MAJOR ACCOMPLISHMENTS IN 2016

Center for Molecular Imaging and Therapy

The Center for Molecular Imaging and Therapy (CMIT) provides PET/CT imaging capabilities to diagnose and treat disease in patients, produces and distributes radiopharmaceuticals to the region, conducts clinical trials, and offers research opportunities for area scientists and institutions. CMIT, formerly the PET Imaging Center, was established as the first positron emission tomography imaging center in Louisiana.

- Provided more than 1,750 clinical scans to patients in the community to assist physicians in diagnosing, staging and treating disease
- Achieved renewal of Nuclear/PET re-accreditation by the Intersocietal Accreditation Commission, demonstrating excellence in the field
- Successfully passed FDA inspections of CMIT Shreveport manufacturing facility (Southern Isotopes-Shreveport)
- Dispensed more than 9,800 doses of radiopharmaceuticals for use at CMIT and other PET scanning centers in the regions
- Initiated a new clinical trial in breast cancer imaging and therapy and began screening patients

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Expanded the scope of CMIT research beyond oncology focus and made advancements in new imaging and therapy clinical trials
- Received approval to participate in “IDEAS Study,” a multi-center trial led by the Alzheimer’s Association which aims to recruit more than 18,000 Alzheimer’s disease patients for PET imaging worldwide
- Launched new website, CMITLA.org

University Health System

The BRF saved North Louisiana’s two safety net hospitals in Shreveport and Monroe from potential shut-down in 2013. Since then, under the operation of the BRF wholly-owned subsidiary, University Health System, significant progress has been made in delivering on the public purpose outlined in the Cooperative Endeavor Agreement between LSU A&M, State of Louisiana Department of Administration, and the BRF. No funds from the Caddo Parish property tax millage are used for University Health; we include this information since it is one of the BRF’s business units and provides vital health and economic benefits for our community.

- Awarded 3 year accreditation from The Joint Commission, the premier healthcare quality improvement and accrediting body in the nation
- Awarded Advanced Certification as Primary Stroke Center from The Joint Commission, the first hospital in north Louisiana to receive this designation
- Supported LSU Health Shreveport with \$92 million in payments for services and rent, as of July 31, 2016. Since 2014, University Health has provided LSU Health with over \$385 million for services and rent
- Opened a new urgent care center in the Provenance subdivision for South Caddo Parish and North DeSoto Parish residents
- Implemented new decision support software systems to improve quality of care for patients
- Installed new technology to include:
 - Versa Linear Accelerator
 - Minimally invasive cranial surgery unit
 - Minimally invasive robotic surgical unit for children
 - Robotic UV room sterilization units
 - Cardiac cath lab with state of the art 3D mapping

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Remodeled and expanded the following:
 - labor and delivery units
 - walk-in clinic
 - two operating rooms
 - new virology lab
- Received federal and private grants for projects totaling over \$1 million to:
 - Provide healthcare access to more than 500,000 rural Louisianans in 21 parishes with a new telemedicine infrastructure.
 - Increase infant and mother health through breastfeeding and neo-natal counseling programs, and pursuing the Baby-Friendly Hospital designation.

InterTech Science Park

BRF maintains and promotes the InterTech Science Park, an 800-acre urban Brownfields, Smart Growth initiative located in the Kings Highway/Mansfield Road area of Shreveport. The resident companies represent pharmaceutical, digital entertainment media, drug discovery, venture capital support, and environmental industries. Initiated in 1997 by community leaders to provide specialized facilities with laboratory, cleanroom manufacturing and office space for high tech companies, the InterTech Science Park has grown to include more than 24 tenants in 14 facilities.

- Provided support services for 24 InterTech Science Park tenants, who employ over 3,100 individuals with a total annual payroll of \$161.4 million. The average salary for these employees is nearly \$52,000, compared to the average per capita income of \$24,202 for Shreveport. Other BRF-operated facilities are University Health Conway with 675 employees and Southern Isotopes Baton Rouge with four employees
- Owned, operated and/or maintained 14 facilities with 366,000 square feet, 88% occupied and 70% of space specialized for research or technology purposes. In addition, the BRF operated 25 University Health Shreveport facilities with 1,464,909 square feet
- Welcomed two new startups in 2015-16: Lagniappe Labs and Segue Therapeutics
- Worked with the City of Shreveport, Louisiana Department of Environmental Quality and the Environmental Protection Agency on remediation of three properties to prepare for redevelopment as part of the Brownfields Environmental Remediation of the InterTech area
- Acquired the old and abandoned El Chico's property on Greenwood Road. This 27.5-acre Brownfields property bounded by Greenwood Road, I-20, Kings Highway, and Mansfield Road is planned for redevelopment

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Completed a master facilities plan for University Health Shreveport, to include reorganization of patient space for single occupancy rooms, patient and employee parking, and the reorganization of services

Entrepreneurial Acceleration Program (EAP)

The Entrepreneurial Accelerator Program (EAP), an initiative of BRF, is a public/private partnership among BRF, the Caddo Parish Commission, and the City of Shreveport to diversify the regional economy, create jobs, and expand the area's tax base by providing services to innovative startups that have high growth potential.

EAP analyzes the viability of ideas and products, matches them with informed investors, and nurtures them through the critical steps toward market. EAP provides a suite of services to build sustainable and profitable companies in Northwest Louisiana while stimulating economic development and enhancing the regional innovation entrepreneurial ecosystem.

- Secured \$500,000 from the Caddo Parish Commission and \$150,000 from the City of Shreveport for year 3 EAP operations
- Screened applications from 326 start-up companies or concepts since 2014 and successfully met with all to discuss their needs, business plan, and vision. The requests are evaluated by EAP staff and angel investors for viability and market potential. These projects span numerous industries
- EAP is currently working with 110 projects and has provided support to 75 companies as of June 30, 2016. Companies that have received EAP support have created 76 jobs in Caddo Parish. Sixteen companies have secured over \$40 million in total investment from sources across the nation:
 - Embera NeuroTherapeutics – Clinical stage pharmaceuticals company focused on smoking cessation, cocaine dependence and other addictions
 - Swaybox Studios – Film and TV media technology studio that specializes in puppetry
 - Innolyzer – Science technology company offering a “lab on a chip” concept that measures hydrogen sulfide
 - Mainspree – E-commerce platform for small retailers using social media
 - CyberReef Solutions – Technology company that makes machine-to-machine communication more secure
 - Highly Favored Creations – Pet product company specializing in pet health and longevity
 - Lagniappe Labs – Research company that takes the guess work out of determining the value of privately held companies
 - Endopro Solutions – Medical technology company fighting obesity
 - RNventions – Biomedical device company

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- SkyCoach – Software company aiding coaches in capturing and analyzing plays
- Segue Therapeutics – Biotechnology company discovering and commercializing repurposed drugs for human medical conditions
- Planet Aqua Group – Development of a Shreveport entertainment activity
- Red River Brewery – Local downtown brewery
- Prospective Intelligence – Law enforcement software company
- Grock – Shreveport based rock climbing wall project
- CheKt – Security Company

- Education Programs and Events in 2016:
 - Supported the Louisiana Startup Prize competition
 - Supported the Louisiana tech Top Dawg student startup competition
 - Supported the Bossier and Shreveport chamber of commerce entrepreneurial collaboration education program
 - Participated in Cohab’s Bossier & Shreveport EPIC entrepreneur education sessions
 - Selected a graduate intern for a 10-week learning experience with EAP, start-ups, and investors. The intern selected is a MBA candidate at LSU Shreveport.
 - Dedicate the Entrepreneurial Wall of Achievement at InterTech1 to recognize the innovation startups in Caddo Parish

Digital Media Institute at InterTech (DMII)

Digital Media Institute at InterTech (DMII) offers digital media education and training in industry-grade hardware and software. The Institute offers two intensive model certificate programs at an accelerated speed taught by leaders in the industry.

- Hosted a candidate visit and achieved status as a Candidate School with the Council on Occupational Education. This is a key milestone toward qualifying for Title IV student aid. (The Digital Media Institute at InterTech is a Candidate for Accreditation by the Commission of the Council on Occupational Education, 7840 Roswell Road, Building 300, Suite 325, Atlanta, GA 30350, Telephone: 770-396-3898, FAX: 770-396-3790, www.council.org.)
- Exceeded goals for course completion (83% with 60% required) and job placement (92% placed with 70% required)
- Initiated a second program in Interactive Software Development (Game Development), hired trainers, and enrolled the first class group
- Expanded DMII staff to include a full time Student Recruiter
- Worked collaboratively with EAP to enhance the work and funding of several start-ups

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Increased ongoing partnerships with local companies to enhance student job placement and paid internships for DMII graduates
- Participated in several community and regional events, which reach thousands of locals including: SB Comic Con, Animae Con, Geek'd Con, and the annual Digi-Fest Bossier, Fan Expo Dallas, and the International Game Developers Conference in San Francisco, CA

Office for Research Development and Administration (ORDA)

The Office for Research Development and Administration (ORDA) was created in 2015 with the goal to foster new research initiatives and provide support for the implementation of translational and clinical research with University Health, LSU Health Shreveport and other research institutions. After one full year of operation, ORDA has begun to lay the groundwork for promoting North Louisiana as a bioscience research hub.

- Fostered University Health Shreveport research operations and collaborations with LSU Health Shreveport and developed research processes, including review of new protocols and compliance for the conduct of clinical trials at University Health
- Promoted existing and new relationships with pharmaceutical companies, startup companies and contract research organizations, physician investigators and research scientists
- Initiated first clinical trial with an oncology physician practice, sponsored by a large pharmaceutical company, and provided services for personnel training and setup required for the trial
- Launched a Seed Funding Program with an initial focus on Neuroscience/Neuroengineering and Aging, available to North Louisiana higher education faculty and researchers, funding three to four projects up to \$50,000 each
- Sponsored the 32nd National Southern Biomedical Research Conference (SBEC 2016), organized by Louisiana Tech University and LSU Health Shreveport, with more than 150 scientists and students from 20+ universities participating with poster and oral presentations
- Assisted an EAP startup company with the exhibit of its product at University Health's nursing departments and Wound Fair and subsequent product survey and analysis of results
- Hired a research intern from Louisiana Tech University for training in clinical research and image data analysis in collaboration with BRF's CMIT

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Organized a site visit for the School of Pharmacy of University of Louisiana Monroe at BRF (meetings with ORDA, CMIT, EAP), and at Nestlé Health Science/Red River Pharma for future research collaborations

Science and Technology Education- EdVentures

One of BRF's goals has been to pioneer a knowledge-based economy and workforce. Since its inception, BRF has supported education initiatives (EdVentures) that place students in real world research environments and put STEM (science, technology, engineering and math) programs within their reach. BRF raises funds and secures grants to ensure these education programs are available to area students, preparing them to be tomorrow's leaders in science and technology.

- Celebrated 20 years of the SMART (Science and Medicine Academic Research Training) program. More than 200 local seniors have gone through SMART, an 11-month intensive research immersion training program in which students are paired with LSU Health scientists during their senior year in high school
- Applauded the Biotechnology Magnet Academy Biostart 2016 graduating seniors who earned \$500,208 in scholarships to pursue higher education. The magnet program within Southwood High School in Shreveport was formed in 2006 by BRF, Caddo Parish Schools, LSU Health Shreveport, LSU Shreveport, and participating biotech companies to expose students to a rigorous curriculum in biotechnology as freshmen
- Continued support of the Biotechnology Magnet Academy, with 136 freshmen enrolled in 2015-2016. The inaugural program enrolled 25 students in 2006
- Partnered with Community Foundation of North Louisiana on Give for Good Day, a national day of philanthropic giving, to raise \$3,000 from generous donors to support SMART students

GOALS FOR 2016

Center for Molecular Imaging and Therapy (CMIT)

- Design and build new multi-purpose facility to house expanded CMIT operations
- Acquire and install a new cyclotron in the new multi-purpose facility
- Promote radiopharmaceutical distribution and radiochemistry research capabilities regionally and nationally

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Continue to expand use of the PET Imaging Center for both clinical and medical research applications
- Assist area research institutions and clinical centers in advancing drug development activities using molecular imaging technology, thereby increasing their research portfolio through collaborations

InterTech Science Park

- Advance InterTech's Master Plan through the recruitment of technology-based businesses and working with existing Science Park tenants through the Foundation's incubator services
- Continue the acquisition and construction of facilities to meet the demands of the regional knowledge-based industries
- Continue demolition and clearance of blighted buildings on properties acquired by the Foundation
- Work with the City of Shreveport to complete the Kings Highway Corridor Plan and to upgrade the sewer system and storm drainage in the InterTech area

University Health System

To fulfill the public purpose of the Cooperative Endeavor Agreement with the State of Louisiana and LSU Board of Supervisors by:

- Assuring access to Safety Net Services to all citizens of the State, including its Medically Indigent, high risk Medicaid and State inmate populations
- Focusing on and supporting the academic medical center by working in collaboration and in a manner consistent with a sustainable business model

Entrepreneurial Acceleration Program (EAP)

- Continue to provide services to entrepreneurs
- Continue to support the development of the entrepreneurial ecosystem
- Continue to work with regional higher education institutions to increase entrepreneurial programs, technology transfer, and large scale multi-institutional research

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Seek opportunities to leverage investment by the Caddo Parish Commission and the City of Shreveport

Digital Media Institute at InterTech (DMII)

- Achieve accreditation by the Council on Occupational Education, a national accreditation body
- Become eligible to receive federal Title IV financial aid for DMII students - a major milestone in delivering on the investment made by the CPC, and opening up ongoing accessibility for all the residents of Caddo Parish
- Work to establish Veterans Administration benefits and TOPS Tech Support for students in 2017
- Continue developing commercial partnerships with a FlexLab to allow direct job creation
- Expand DMII's reach into other regional markets through satellite operations
- Diversify DMII offerings with new technology-based programs after achieving accreditation and becoming eligible for Title IV financial aid
- Continue to provide support and digital media resources to the community, BRF units and EAP companies

Office for Research Development and Administration (ORDA)

- Expand clinical research capabilities and opportunities for BRF's business units
- Recruit and train employees and interns on conducting clinical research; create new job opportunities in this field for North Louisiana
- Initiate partnerships with community physicians, start-up companies and the biomedical industry
- Establish strategic partnerships with regional and national academic institutions
- Continue the seed fund to support proof-of-concept projects of clinical translational potential to generate preliminary data for competitive extramural grant applications
- Continue to support University Health in their research endeavors with LSU Health Shreveport

**BIOMEDICAL RESEARCH FOUNDATION
OF NORTHWEST LOUISIANA**

NARRATIVE

- Promote partnership opportunities with LSU Health Shreveport faculty and administration to advance innovative research and clinical technology
- Sponsor regional and/or national scientific conferences to showcase the research achievements and potential of North Louisiana

Science and Technology Education- EdVentures

- Maintain and expand partnerships and programs for science and technology K-12 and higher education programs

EXPENDITURE SUMMARY—BIOMEDICAL FUND (280-319)

	2015 Actual	2016 Budget	2016 Estimated	2017 Budget
Salaries & Benefits	\$ 86,776	\$ 86,890	\$ 84,740	\$ 86,300
Contract Services	3,114,258	3,202,856	3,202,458	2,802,580
Statutory Charges	89,275	750	522	750
Internal Charges	13,584	13,772	13,772	14,996
Other Expenses	4,149	7,000	4,870	5,000
Total Expenditures	\$ 3,308,042	\$ 3,311,268	\$ 3,306,362	\$ 2,909,626

BUDGET AND ORGANIZATION OVERVIEW

* **BUDGET SUMMARY**

* **BUDGET PREPARATION AND REVIEW PROCESS**

* **BUDGETARY POLICIES AND ASSUMPTIONS**

* **SCHEDULE OF AD VALOREM ASSESSMENTS, MILLAGE
RATES AND TAX REVENUE**

* **COMBINED PERSONNEL ROSTER**

* **SALARIES BY FUND AND FUNCTION**

* **MISCELLANEOUS STATISTICS**

* **AREA MAP**



PARISH OF CADDO

Summary of 2017 Budget Governmental Funds

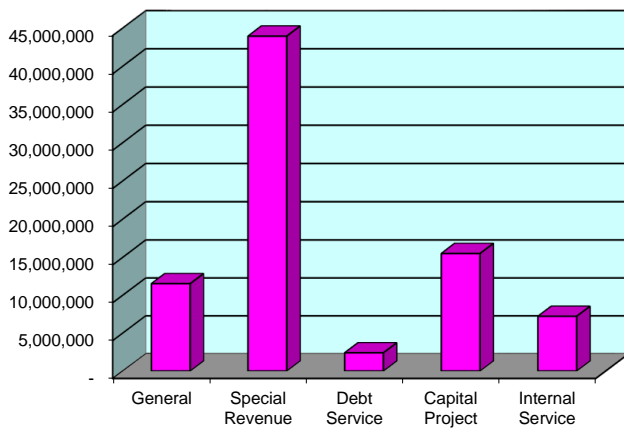
	<u>Fund Type</u>				
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Project</u>	<u>Total</u>
<u>Revenues</u>					
Ad Valorem Taxes	\$ 6,798,460	36,475,360	2,608,190	-	45,882,010
Sales Taxes	-	8,775,000	-	-	8,775,000
Licenses and Permits	732,100	364,000	-	-	1,096,100
Intergovernmental	1,575,500	3,475,014	-	-	5,050,514
Gaming	-	1,740,000	-	-	1,740,000
Oil and Gas	-	250,000	-	-	250,000
Charges for Services	225,000	440,300	-	-	665,300
Fines and Forfeitures	-	15,000	-	-	15,000
Rents and Interest Earned	75,000	830,800	3,000	754,499	1,663,299
Other Revenues	34,000	261,600	-	-	295,600
Total Revenues	9,440,060	52,627,074	2,611,190	754,499	65,432,823
<u>Expenditures</u>					
Parish Commission	708,764	-	-	-	708,764
District Court	1,922,174	-	-	-	1,922,174
District Attorney	5,044,826	-	-	70,000	5,114,826
Coroner	232,100	-	-	-	232,100
Administration and Legal	740,205	-	-	353,000	1,093,205
Human Resources	164,032	-	-	-	164,032
Finance	506,445	-	-	-	506,445
Information Systems	188,607	-	-	98,000	286,607
Registrar of Voters/Elections	805,710	-	-	-	805,710
LSU Extension Service	74,100	-	-	-	74,100
Public Works	-	8,184,382	-	9,685,000	17,869,382
Public Building Maintenance	254,896	4,883,243	-	1,439,500	6,577,639
Caddo Correctional Center	-	9,023,646	-	455,000	9,478,646
Parks and Recreation	-	1,373,037	-	105,000	1,478,037
Solid Waste Disposal	-	3,402,804	-	1,700,000	5,102,804
Juvenile Court	-	678,542	-	345,000	1,023,542
Juvenile Probation Operations	-	3,545,251	-	-	3,545,251
Juvenile Detention	-	3,051,986	-	-	3,051,986
Parish Health Unit	-	848,796	-	160,000	1,008,796
Animal Services and Mosquito Control	-	2,642,284	-	126,000	2,768,284
Economic Development	-	4,170,721	-	-	4,170,721
Debt Service	202,375	202,375	2,407,573	-	2,812,323
All Other	700,744	1,944,971	-	985,650	3,631,365
Total Expenditures	11,544,978	43,952,038	2,407,573	15,522,150	73,426,739
Excess (Deficiency) of Revenues Over Expenditures	(2,104,918)	8,675,036	203,617	(14,767,651)	(7,993,916)
Other Financing Sources (Uses)					
Operating and Capital Transfers In	2,000,000	4,425,000	-	14,536,500	20,961,500
Operating and Capital Transfers Out	(773,000)	(19,488,500)	-	(700,000)	(20,961,500)
Total Other Financing Sources (Uses)	1,227,000	(15,063,500)	-	13,836,500	-
Net Change in Fund Balances	(877,918)	(6,388,464)	203,617	(931,151)	(7,993,916)
Fund Balance at Beginning of Year	17,907,349	116,504,350	3,319,690	9,768,196	147,499,585
Fund Balance at End of Year	\$ 17,029,431	110,115,886	3,523,307	8,837,045	139,505,669

PARISH OF CADDO

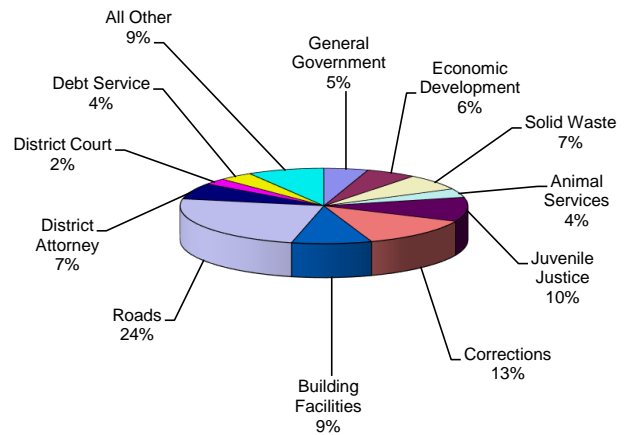
Summary of 2017 Budget Internal Service Funds

<u>Operating Revenues</u>	<u>Group Insurance</u>	<u>General Insurance</u>	<u>Total</u>
Employer Group Insurance Contributions	\$ 3,525,315	-	3,525,315
Employee Group Insurance Contributions	1,224,200	-	1,224,200
Retired Employee Group Insurance Contributions	231,696	-	231,696
Employer Retired Group Insurance Contributions	696,495	-	696,495
Casualty Insurance Premiums	-	839,000	839,000
Workers Compensation Insurance Premiums	-	402,000	402,000
Total Operating Revenues	5,677,706	1,241,000	6,918,706
 <u>Operating Expenses</u>			
Employee Group Insurance Program	5,976,465	-	5,976,465
Casualty Insurance Program	-	872,174	872,174
Workers Compensation Insurance Program	-	386,472	386,472
Total Operating Expenses	5,976,465	1,258,646	7,235,111
Operating Income	(298,759)	(17,646)	(316,405)
 Non-Operating Revenue (Expense)			
Interest Earned	20,000	15,000	35,000
Interest Expense	-	-	-
Total Non-Operating Income (Expense)	20,000	15,000	35,000
Change in Net Assets	(278,759)	(2,646)	(281,405)
Net Position at Beginning of Year	2,390,185	3,032,272	5,422,457
Net Position at End of Year	\$ 2,111,426	3,029,626	5,141,052

Expenditures by Fund Type - All Funds



Expenditures - Governmental Funds



BUDGET PREPARATION AND REVIEW PROCESS

Budget Adoption

The Parish Administrator is responsible for development and submission of the proposed operating and capital improvement budget. The development process is initiated through the effort of a Budget Team consisting of the Parish's administrative and financial staff as well as heads of operating departments and representatives of the independent agencies funded in the Parish budget. Each department and agency prepares a budget request, which is reviewed by the entire Budget Team. Capital project priorities are determined based upon the needs of the entire parish entity. When the Budget Team completes its development process the final budget document is then assembled for submission to the Parish Commission. The Home Rule Charter requires the proposed budget to be submitted by November 1st and the budget to be finally adopted by December 27th.

The Commission calls for a public hearing to obtain taxpayer comments on the proposed budget prior to beginning a formal review. After the public hearing, a special meeting is scheduled for review and adoption of the budget.

The budget ordinance is structured such that revenues are budgeted by source, and appropriations are budgeted by department (function) or program expenditures. The Home Rule Charter provides that expenditures may not legally exceed appropriations on a functional (departmental or program) basis. Expenditures approved on a functional level are detailed by object account by the Parish Administrator and Finance Director.

Budget Amendments

The Parish Administrator may present a supplemental budget for appropriation of any excess revenues over those estimated in the original budget. The Commission, by ordinance, may make supplemental appropriations for the year.

Revisions to the budget as enacted at the department (function) or program level require Commission action. Revisions at the object level can be approved by the Parish Administrator without seeking approval of the Commission.

No appropriation for debt service may be reduced or transferred and no appropriation may be reduced below any amount required by law.

Lapse of Appropriations

Every appropriation, except an appropriation for a capital expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

Budgetary Basis

Budgets for all governmental funds are prepared on the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recorded when measurable and

BUDGET PREPARATION AND REVIEW PROCESS

available, and expenditures are recognized when the related fund liability is incurred.

Budgets for the internal service funds are prepared on the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when obligated to the Parish and expenses are recognized when a commitment is made.

All budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP).

Budget Calendar

The following timetable was utilized for development of this budget:

Departments and agencies completed comprehensive review of year-to-date status of 2016 budget	August 15, 2016
Budget Team convened to begin initial discussion of overall goals and priorities	August 25, 2016
Budget Team sets capital outlay priorities	August 25, 2016
Budget Team received and reviewed first draft of funding proposals	August 30, 2016
Submission deadline for final departmental and agency funding requests	September 06, 2016
Budget Team made final determination of proposed operating and capital budgets	September 23, 2016
Budget presented to Parish Commission at special meeting	October 27, 2016
Parish Commission holds Public Hearing on proposed budget	November 17, 2016
Parish Commission adopts final budget at special meeting	December 06, 2016

Fund Structure

The financial transactions of the Parish are budgeted and recorded in individual funds. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. The fund structure of the Parish conforms to generally accepted accounting principles (GAAP) as applicable to governmental units. The various funds are described by type in the individual fund sections within this budget document. The following funds are included in this budget:

BUDGET PREPARATION AND REVIEW PROCESS

General Fund

The General Fund is the general operating fund for the Parish and is used to account for operations traditionally associated with a Parish which are not required to be accounted for in another fund. This fund is used to account for the activities of elected officials, general administrations, finance, criminal justice, planning and elections.

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources which by law are designated to finance particular functions or activities of government.

Special Revenue Funds contained in the budget are:

- Public Works Fund
- Building Maintenance Fund
- Detention Facilities Fund
- Parks and Recreation Fund
- Solid Waste Disposal Fund
- Juvenile Justice Fund
- Health Tax Fund
- Biomedical Fund
- Riverboat Fund
- Criminal Justice Fund
- Oil and Gas Fund
- Economic Development Fund
- Law Officers Witness Fund
- Reserve Trust Fund

Debt Service Fund

Debt Service Funds account for the accumulation of resources for, and the payment of, general governmental long-term debt principal and interest. These funds are funded principally from property taxes.

Capital Projects Funds

The Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities/infrastructure. The annual Capital Improvement Program is published in a separate document and more fully details the funds' activities.

Capital Project Funds contained in the budget are:

BUDGET PREPARATION AND REVIEW PROCESS

- Capital Outlay Fund
- Library Bond Fund
- Capital Improvement Fund
- Capital Improvement Fund II

Internal Service Funds

Internal Service Funds are used to account for the cost of goods or services provided by one department to the other departments.

The Internal Service Funds contained in this budget are:

- Group Insurance Fund
- General Insurance Fund

Non-appropriated Funds

There are certain Special Revenue Funds that are not included in the annual operating budget but are reported in the annual audited financial statements. An annual operating budget was not prepared for the Section 8 Housing Fund and the Federal Grants Fund. Section 8 Housing prepares its budget on a grant entitlement basis rather than an annual basis. The budget is not readily convertible to an annual operating budget and thus not included in this budget document. The Federal Grants Fund was established to account for transactions involving federal funds received by the Parish and passed through to the Caddo Community Action Agency (CCAA) which is a separate legal entity. CCAA determines the manner in which these funds are spent; consequently the Parish does not adopt a budget for the Federal Grants Fund.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

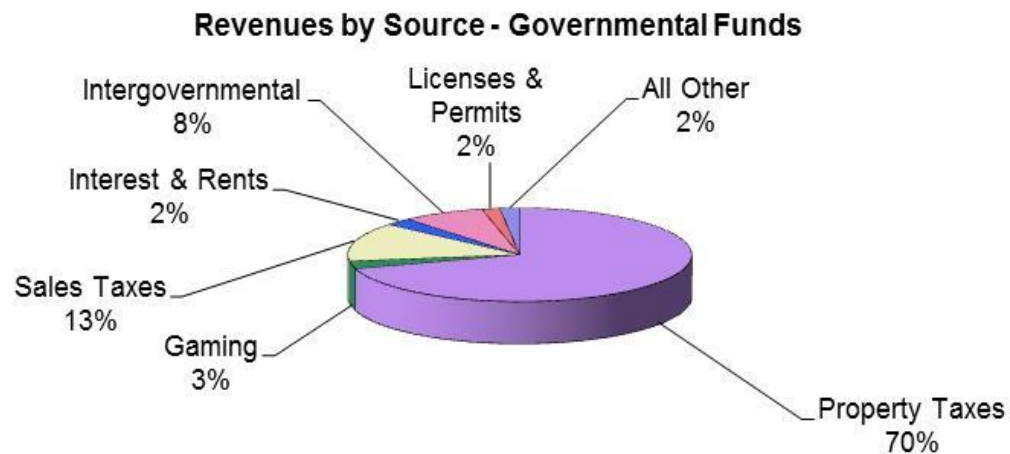
The development of this budget is governed by various legal requirements contained in the Louisiana Local Government Budget Act and the Home Rule Charter for Caddo Parish. In addition, parish management sets generalized budgetary policies and goals. Budgetary development practices recognize that a budget presents a forecast of future financial events and certain rational assumptions must be incorporated in order for the various components of the budget to be developed on a logical and consistent basis. The more significant of such concerns are detailed as follows:

Balanced Budget:

Louisiana law requires the Parish to adopt a balanced budget for the General Fund, certain Special Revenue Funds and Capital Project Funds. In accordance with Louisiana law, the Parish's budget is considered balanced when expenditures do not exceed total available revenues and beginning fund balance. The Parish cannot report a deficit fund balance in those funds that are legally required to have an adopted budget.

Revenues:

Revenues are estimated at conservative levels to guard against unanticipated economic downturns, an unexpected decrease in state revenues, or decreases in collection levels. The Department of Finance prepares revenue estimates for each fund. Many of the projections are developed from information derived from the various departments. The major sources of revenues for the Parish are taxes, intergovernmental revenues, oil and gas, and gaming.



Ad Valorem Taxes

Ad Valorem Taxes represent the major source of funding for Caddo Parish. This is consistent with Louisiana statutes providing that parish governments may, with voter authorization, levy special property tax millages of up to ten mills for any purpose legally within their scope of jurisdiction. Caddo Parish levies a number of such special millages as detailed on page C-16. All these levies are legally dedicated for a

**FINANCIAL POLICIES,
MAJOR REVENUE ASSUMPTIONS AND TRENDS**

specific purpose as decided by the voters of Caddo Parish. This means that, by law, the Parish can only use the revenue derived from the millages for the specified purpose. Taxes are levied in accordance with the following schedule:

Assessment date	January 1 (current year)
Levy date	Not later than June 1
Tax bills mailed	On or about November 25
Taxes due	December 31
Penalties and interest added	January 1 (subsequent year)
Lien date	January 1 (subsequent year)
Tax sale	On or about May 25 (subsequent year)

In 2017, ad valorem taxes are estimated to generate \$45.9 million or 70% of the Parish's total revenues. Ad valorem taxes are included in the General Fund, certain Special Revenue Funds and the Debt Service Fund. The Parish experienced steady and consistent growth in ad valorem revenue since 2008 as a result of new residential and commercial construction. Ad valorem revenue is expected to decline in 2016 due to a decrease in overall assessments.

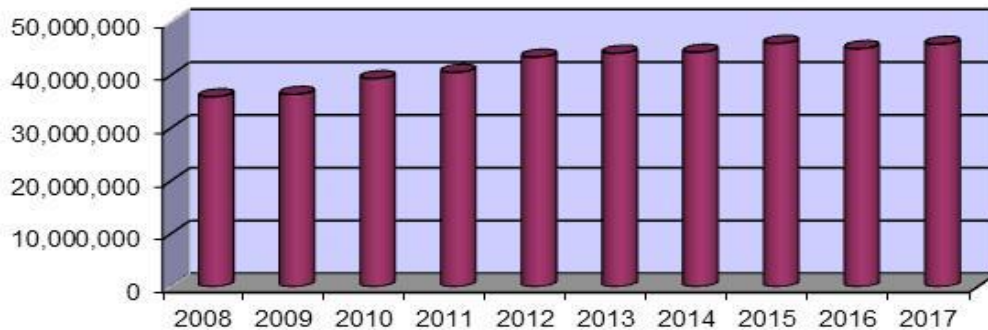
It is the Parish's policy to not roll-forward ad valorem taxes. Roll-forward is the process to increase ad valorem revenue as a result of the reassessment of property values. Since the Parish does not roll-forward, increases in ad valorem taxes are the result of new properties being added to the tax rolls. Completed commercial and residential construction projects resulted in a 28% increase in property tax assessments since 2008. In accordance with revenue recognition principles, it is the Parish's policy to record ad valorem revenue as current revenue to the extent collected within 60 days after year-end.

The tax roll for the current year is not available by the budget submission date, therefore; the Parish's policy is to require that a revenue estimate be prepared for the current year as well as the subsequent year. A projection for the 2016 taxable valuation was obtained from the Parish Assessor and was considered reliable based upon his extensive knowledge of year-to-date changes in assessment values. This estimate was utilized to project 2017 tax revenues. The taxable valuation for 2017 was projected to increase by approximately 1.8% from the assessor's estimate for 2016 which decreased .5% from the 2015 assessment.

An estimate of uncollectible taxes is based upon recent experience. This estimate includes subsequent reductions in the taxable valuations that are granted by the Louisiana Tax Commission. For 2017, the estimate for these items was 3% and the budgeted tax revenues were thus adjusted.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

Ad Valorem Taxes - 10 Year History



Sales Taxes

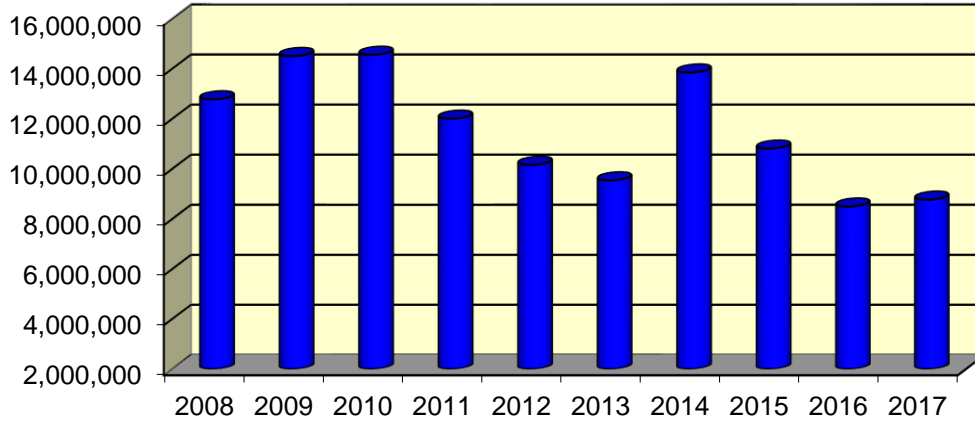
It is the Parish's policy to calculate conservative estimates for sales tax revenue given the volatile nature of this economically sensitive revenue source. Sales taxes are levied outside of the cities of Shreveport and Vivian. Revenue from this source is extremely difficult to project since these tax collections are heavily influenced by the level of commercial construction and equipment acquisitions. Consumer retail sales take place primarily within the City of Shreveport. In addition, annexations by either Shreveport or Vivian have the effect of reducing the tax base for the Parish levies.

Sales taxes represent approximately 13% of the Parish's total revenues for 2017. Sales taxes are included in the Solid Waste Disposal Fund and the Public Works Fund. Sales tax revenue has varied widely since 2008 with significant upswings and downswings which demonstrates the volatility of sales tax revenue and substantiates the Parish's position to budget conservatively for sales taxes.

Various new construction projects and the effect of the Haynesville Shale resulted in significant sales tax collections from 2008 to 2010, more than 50% above the 2007 collections. Sales tax revenues have decreased steadily since 2010 but had a short rebound in 2014 with a 45% increase from 2013 to 2014. The increase was the result of an increase in commercial construction as a result of the \$900 million Benteler construction project at the Port of Caddo-Bossier. Based on past collection trends, the substantial completion of the Benteler project, and a decline in the oil and gas industry, 2016 sales tax revenue is expected to decline 21% over 2015. For 2017, the Parish is projecting a 3% increase from the estimated 2016 sales tax collections. This increase will mainly result from the new commercial construction.

**FINANCIAL POLICIES,
MAJOR REVENUE ASSUMPTIONS AND TRENDS**

Sales Taxes - 10 Year History



Intergovernmental Revenues

Intergovernmental Revenues represent approximately 8% of total revenues for 2017. Intergovernmental Revenues are received primarily from the State of Louisiana and include state revenue sharing, state severance taxes, state transportation funds, state shared royalties and state grants. The majority of the intergovernmental revenues are included in the Special Revenue Funds and the Capital Project Funds.

Intergovernmental Revenues can vary widely from year to year given the nature of state grants received for the year. The State of Louisiana is in the middle of a serious budget shortfall and has enforced cuts to all levels of State and local government. The 2017 budget has been prepared anticipating a decrease in some State funds. Accordingly, the 2017 budget reflects a decrease in intergovernmental revenues because of a reduction in grant revenue from the State.

Since the State operates on a July 1 through June 30 fiscal year, revenue estimates for the first half of 2017 are relatively certain. Revenues for the remainder of 2017 are projected at the same level until more information is received from the State.

Gaming Revenues

Gaming revenues represent approximately 2.6% of total revenue for 2017. Gaming revenues consist of a share of the proceeds from two riverboat casinos and video poker machines operated within the unincorporated areas of the Parish. Gaming revenues are included primarily in the Riverboat Fund with a small percentage, video poker, in the Economic Development Fund. Gaming revenues grew steadily since the first gaming revenues were received in 1994; however, beginning in 2004 the Parish experienced a significant decline in gaming revenue as a result of increased competition from other gaming outlets and a decrease in tourism. Gaming revenues

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

have declined 18% since 2004 when they reached a high of \$2.5 million. This source of revenue is highly vulnerable given that the amount of revenues depends primarily on total revenues earned by the casinos.

Gaming receipts vary monthly and revenue budgets are calculated based upon the trend established during the previous twelve months. Gaming revenue is expected to decrease slightly for 2017 because of the effects of increased competition from other gaming outlets. The Parish's policy is to only use gaming revenues for non-recurring expenses such as capital projects and various appropriations for non-governmental organizations.

Oil and Gas

The Parish has received over \$40 million since 2008 in oil and gas revenue from the leasing of Parish property for oil and gas mineral leases related to the Haynesville Shale which is the fourth largest natural gas deposit in the world. This revenue source was a huge financial gain for the Parish but has declined substantially in the last few years. The Parish established the Oil and Gas Fund to set aside the oil and gas revenue to use for worthy community investment projects and capital purchases. These monies are not used for routine, operational expenditures. The Parish has conservatively estimated \$250,000 for its oil and gas revenue for 2017 because of the uncertainty of this revenue source and the leasing activity has declined significantly. This revenue will primarily result from royalty revenue earned through the production of natural gas from the leased property.

One-Time Revenues

The Parish will limit the use of one-time revenues which cannot be relied on in future budget periods to non-recurring expenditures. One-time revenues are mainly from non-recurring grants but can come from other areas. The majority of one-time revenues are accounted for in the General Fund; however, a few other departments, such as Animal Services, and Parks and Recreation have received one-time revenues.

Operational Expenditures

The Parish will maintain a level of expenditures that will provide for the well-being and safety of the residents of the community. All expenditures made shall be for a public purpose, and no expenditures will be made which are prohibited by administrative directives, local ordinances, or federal and state statutes. The Parish will comply with the Public Bid Law in the procurement of goods and services. It is a general policy to only budget 97% of revenues for operational expenditures. Fund balance reserves can be used to fund capital expenditures.

Capital Expenditures:

The Parish maintains a five-year capital improvement program, updates it annually and

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

makes substantially all capital improvements in accordance with the plan.

The Parish issued \$30 million in bonds from 2007 to 2009 to cover capital expenditures. \$.45 million of the bond proceeds will be used for 2017 capital projects. The remainder of the capital expenditures will be funded from fund balance reserves.

The Parish maintains all its physical assets at a level adequate to protect the Parish's capital investment and minimize future maintenance and replacement costs. Maintenance and replacement costs are generally budgeted from current revenues where possible.

Fund Balances:

Appropriate fund balance levels vary widely among individual funds. The primary consideration is the fund revenue structure. Long-range plans and anticipated requirements for new services or capital expenditures are also important. It is a general policy to maintain a fund balance of 25% in those funds that rely heavily upon ad valorem tax revenues. A fund balance of 10% is considered adequate for funds with sales taxes or other revenue sources that are collected evenly during the year. Fund balances will be used to fund non-recurring, one-time expenditures. The Parish Commission has established a policy to maintain a fund balance of \$1,000,000 for the General Fund. The 2017 projected fund balance for the General Fund is over \$17 million which far exceeds the level established by Parish policy.

Cash Management and Investments:

All Parish cash is invested daily through an investment account at the fiscal agent bank. The Parish also invests idle funds on a short-term basis through the Louisiana Asset Management Pool (LAMP). This pool consists of short-term U.S. Treasury and Agency securities and is required to maintain an average maturity of 90 days or less. LAMP deposits are credited with interest on a daily basis. In addition, the Parish purchases U.S. Treasury and Agency securities, requiring delivery of these securities prior to payment. Maturities of such investments are matched to cash flow needs and rarely exceed one year. Interest earned on investments is allocated to the funds monthly based upon balances maintained.

Debt Service:

The Parish will keep the level of indebtedness within available resources and debt limitations established by state law. In this regard, the Parish acts very conservatively and has issued very little debt. Prior to the issuance of debt, an extensive evaluation of debt capacity will be conducted based on current financial capacity, projected future capacity, statutory and constitutional limitations, and bond covenants. The balance of the Parish's long-term debt is relatively low in comparison to other entities of its size. The amount of ad valorem taxes that must be levied to service this debt has declined from 6 mills to 1.5 mills. The Parish's goal is to maintain this levy and have sufficient funds on hand to meet the last year's debt service requirement. It is the policy of the Parish to not

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

issue debt to finance current operations.

Outstanding debt issues are detailed on page **E-60**. State law allows a maximum debt limit equal to 35% of the total assessed valuation for the Parish. At December 31, 2016, the total bonded debt of \$23,250,000 will represent approximately 4% of the debt ceiling of \$587,722,499. Principal and interest on long-term debt are serviced by a special ad valorem tax millage, which the state constitution requires to be levied at a rate sufficient to fund these obligations. This millage is adjusted annually for changes in debt service requirements. It is the Parish's policy to hold a minimum of one year's debt service in reserve. The Debt Service millage rate remained at 1.5 mills for 2017. This rate may be reduced as the outstanding balance is lowered through principal maturities.

Budgetary Controls:

The Parish maintains a system of budgetary controls, the objective of which is to ensure compliance with the annual appropriated budget. Activities of the General Fund, certain Special Revenue Funds, Debt Service Fund and Internal Service Funds are included in the annual appropriated budget. Project-length budgets are adopted for the Capital Projects Funds. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is on a functional basis. The Parish also maintains an encumbrance accounting system as one technique of accomplishing budgetary control. Purchase orders which would result in the material overrun of a departmental budget are rejected by the accounting system and are not processed until additional funding is available. Monthly budget reports are prepared for management's use in monitoring and control of the approved budget.

Risk Management:

The Parish maintains limited risk management programs for general liability and workers' compensation. As part of this plan, workers are trained in accident prevention and hazard avoidance techniques. Third party coverage is maintained for general liability claims above \$150,000. The limit of coverage on the general liability policy is \$1,000,000 per occurrence and \$3,000,000 in the aggregate. The excess liability policy contains an additional aggregate limit of \$1,000,000 for general liability claims. Stop-loss coverage is maintained for workers' compensation cases above \$300,000. In addition to the revenues collected in the General Insurance Fund, resources are provided from the General Fund for payment of potential claims. Settlements have not exceeded insurance coverage for each of the past three fiscal years, and there have been no reductions in insurance coverage.

Pension Plans:

PERS

Substantially all Parish employees are members of the cost-sharing, multiple-employer public employee statewide plan administered by the Parochial Employees' Retirement

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

System (PERS) of Louisiana. All classified Parish employees who work at least 28 hours per week and are under 60 years of age are required to become members of the plan on the date of employment. Employee payroll deductions are 9.5% of gross pay, which is matched by the Parish at a rate of 12.5% (beginning 01/01/17) of gross wages. The employer and employee contribution obligations are established and may be amended by Louisiana State Statute. All deducted and matched funds are remitted to the retirement system. Retirement benefits are administered by the statewide plan and are not guaranteed by the Parish.

CPERS

Twenty-five unclassified employees of the Parish are covered by the Caddo Parish Employees Retirement System (CPERS), a deferred compensation plan administered by a third party administrator. CPERS is a tax qualified plan under Section 401 (a) of the Internal Revenue Code and all contributions by or on behalf of employees are tax deferred until time of withdrawal. The CPERS plan document specifies plan provisions, including the employee and employer contribution rates for those qualified personnel who elect to participate. Each member must select a percentage between 5% and 9.5% to contribute to CPERS with the Parish's contribution allocated on a pro-rata basis up to the amount that would otherwise be contributed for PERS which is a maximum of 12.5% for 2017.

Financial Reporting:

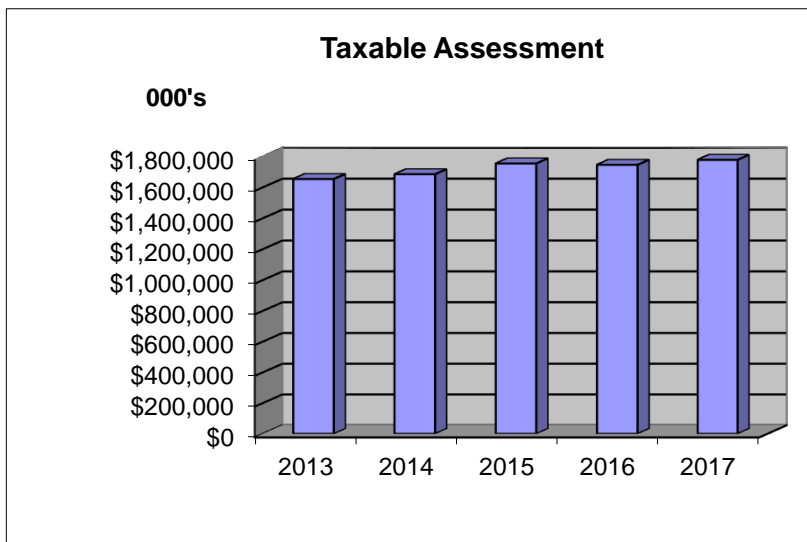
The Home Rule Charter requires the Parish to provide for an annual independent audit of all accounts and financial transactions of the Parish. The Parish produces annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).

PARISH OF CADDO

Taxable Assessment
2013 through 2017

Geographical Component	Actual per Assessment Roll			Projected	
	2013	2014	2015	2016 (1)	2017
Exempt Municipalities:					
Shreveport	1,185,394,428	1,197,789,849	1,226,088,956	1,219,958,511	1,244,357,681
Vivian	10,274,855	10,470,146	10,468,523	10,416,180	10,572,423
Bossier City	6,624,510	6,351,190	6,549,080	6,516,335	6,581,498
	1,202,293,793	1,214,611,185	1,243,106,559	1,236,891,026	1,261,511,602
Remainder of Parish	451,471,360	470,103,780	511,301,191	508,744,685	516,375,855
Total	1,653,765,153	1,684,714,965	1,754,407,750	1,745,635,711	1,777,887,458

Growth Projection		
	2016 (1)	2017
Shreveport	-0.50%	2.00%
Vivian	-0.50%	1.50%
Bossier City	-0.50%	1.00%
Remainder of Parish	-0.50%	1.50%
Total Assessment	-0.50%	1.80%



(1) As adjusted by reappraisal/reassessment

PARISH OF CADDO

Schedule of Millage Rates
2013-2017

Millage Purpose	Authorized Through	Millage Rate					Proposed 2017
		Levied					
		2013	2014	2015	2016 (1)		
General Fund:							
Exempt Municipalities	Continuous	3.07	3.07	3.07	3.02	3.02	3.02
Remainder of Parish	Continuous	6.15	6.15	6.15	6.05	6.05	6.05
Public Works:							
Road and Bridge	2023	2.72	2.95	2.95	2.76	2.86	2.86
Solid Waste Disposal	2023	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2023	0.99	0.99	0.99	0.92	0.92	0.92
		3.71	3.94	3.94	3.68	3.78	3.78
Public Facilities:							
Road and Bridge	2018	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Disposal	2018	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2018	0.00	0.00	0.00	0.00	0.00	0.00
Parks and Recreation	2018	0.81	0.81	0.81	0.83	0.83	0.83
		0.81	0.81	0.81	0.83	0.83	0.83
Courthouse Maintenance	2021	2.60	2.60	2.60	2.72	2.72	2.72
Detention Facilities	2023	5.04	5.04	5.04	5.01	5.01	5.01
Juvenile Court	2021	1.89	1.89	1.89	1.97	1.97	1.97
Public Health:	2023	1.07	1.07	1.07	1.15	1.15	1.15
	2021	0.84	0.84	0.84	0.78	0.78	0.78
		1.91	1.91	1.91	1.93	1.93	1.93
Biomedical Center	2032	1.671	1.671	1.671	1.64	1.64	1.64
Criminal Justice System:	2023	3.230	3.000	3.000	3.20	3.10	3.10
	2032	0.069	0.069	0.069	0.07	0.07	0.07
		3.299	3.069	3.069	3.27	3.17	3.17
Debt Service	Bond Term	1.75	1.75	1.75	1.50	1.50	1.50
Total - Exempt Municipalities		25.75	25.75	25.75	25.57	25.57	25.57
Total Remainder of Parish		28.83	28.83	28.83	28.60	28.60	28.60

(1) Reflecting adjustment per revaluation of 2015 Assessment Roll.

PARISH OF CADDO

2016 Ad Valorem Revenue Projection

Millage	Gross Revenue	Estimated Uncollectible Taxes 3.00%	Payments In Lieu of Taxes	Estimated Prior Year Taxes	Net Revenue	Retirement Contrib from Taxes 2.96%
General Fund:						
Exempt Municipalities	\$3,735,410	(112,060)	42,500	20,150	3,686,000	110,560
Remainder of Parish	3,077,910	(92,340)	0	9,680	2,995,250	91,100
	6,813,320	(204,400)	42,500	29,830	6,681,250	201,660
Public Works:						
Road and Bridge	4,817,950	(144,540)	0	36,570	4,709,980	142,610
Solid Waste Disposal	0	0	0	1,820	1,820	0
Drainage	1,605,980	(48,180)	0	8,710	1,566,510	47,540
	6,423,930	(192,720)	0	47,100	6,278,310	190,150
Public Facilities:						
Road and Bridge	0	0	0	0	0	0
Solid Waste Disposal	0	0	0	0	0	0
Drainage	0	0	0	0	0	0
Parks and Recreation	1,448,880	(43,470)	0	7,141	1,412,551	42,890
	1,448,880	(43,470)	0	7,141	1,412,551	42,890
Building Maintenance	4,748,130	(142,440)	0	21,450	4,627,140	140,540
Detention Facilities	8,745,630	(262,370)	0	46,230	8,529,490	258,860
Juvenile Justice	3,438,900	(103,170)	0	14,150	3,349,880	101,790
Public Health:						
Original	2,007,480	(60,220)	0	10,125	1,957,385	59,420
Supplemental	1,361,600	(40,850)	0	7,290	1,328,040	40,300
	3,369,080	(101,070)	0	17,415	3,285,425	99,720
Biomedical Center	2,862,840	(85,890)	0	12,880	2,789,830	84,740
Criminal Justice	5,708,230	(171,250)	0	5,480	5,542,460	168,960
Debt Service	2,618,450	(78,550)	0	21,150	2,561,050	77,500
Total	\$46,177,390	(1,385,330)	42,500	222,826	45,057,386	1,366,810

PARISH OF CADDO

2017 Ad Valorem Revenue Projection

Millage	Gross Revenue	Estimated Uncollectible Taxes 3.00%	Payments In Lieu of Taxes	Estimated Prior Year Taxes	Net Revenue	Retirement Contrib from Taxes 2.96%
General Fund:						
Exempt Municipalities	\$3,809,770	(114,290)	42,500	20,350	3,758,330	112,770
Remainder of Parish	3,124,070	(93,720)	0	9,780	3,040,130	92,470
	6,933,840	(208,010)	42,500	30,130	6,798,460	205,240
Public Works:						
Road and Bridge	5,084,760	(152,540)	0	36,940	4,969,160	150,500
Solid Waste Disposal	0	0	0	1,840	1,840	0
Drainage	1,635,660	(49,070)	0	8,800	1,595,390	48,410
	6,720,420	(201,610)	0	47,580	6,566,390	198,910
Public Facilities:						
Road and Bridge	0	0	0	0	0	0
Solid Waste Disposal	0	0	0	0	0	0
Drainage	0	0	0	0	0	0
Parks and Recreation	1,475,650	(44,270)	0	7,210	1,438,590	43,680
	1,475,650	(44,270)	0	7,210	1,438,590	43,680
Building Maintenance	4,835,850	(145,080)	0	21,660	4,712,430	143,140
Detention Facilities	8,907,220	(267,220)	0	46,690	8,686,690	263,640
Juvenile Justice	3,502,440	(105,070)	0	14,290	3,411,660	103,670
Public Health:						
Original	2,044,570	(61,340)	0	10,230	1,993,460	60,520
Supplemental	1,386,750	(41,600)	0	7,360	1,352,510	41,050
	3,431,320	(102,940)	0	17,590	3,345,970	101,570
Biomedical Center	2,915,740	(87,470)	0	13,010	2,841,280	86,300
Criminal Justice	5,635,900	(169,080)	0	5,530	5,472,350	166,820
Debt Service	2,666,830	(80,000)	0	21,360	2,608,190	78,940
Total	\$47,025,210	(1,410,750)	42,500	225,050	45,882,010	1,391,910

PARISH OF CADDO

**Combined Personnel Roster
2015 - 2017**

Budget Component	Number of Employees			
	2015 Actual	2016 Budget	2016 Actual	2017 Budget
Parish Commission Operations:				
Public Works:				
Administration	13	13	13	13
North Camp	19	20	18	18
South Camp	23	24	24	24
Solid Waste Disposal	56	55	56	60
	111	112	111	115
Facilities and Maintenance				
Courthouse Maintenance	45	45	45	45
Juvenile Justice Buildings	2	2	2	2
Shreveport Regional Lab	0	1	0	0
Highland Health Unit	5	5	5	5
Vivian Health Unit	1	1	1	1
Caddo Correctional Center	16	17	17	17
	69	71	70	70
Administration:				
Administration and Legal	8	9	9	9
Finance	11	13	11	13
Human Resources	4	4	4	4
Information Services	3	3	3	3
	26	29	27	29
Animal Services and Mosquito Control	37	38	37	38
Parks and Recreation	16	16	16	16
Fleet Services	10	9	9	9
Juvenile Services				
Probation	32	32	32	32
Detention	38	38	38	38
	70	70	70	70
Commission Clerk	2	3	2	3
Total Parish Commission	341	348	342	350
Parish Funded Agency Operations:				
District Court	19	19	19	19
Juvenile Court	9	9	9	9
Registrar of Voters	32	32	32	32
Ward Courts	20	20	20	20
Total Funded Agency	80	80	80	80
Total Parish Budget	421	428	422	430

PARISH OF CADDO

Total Salaries and Related Benefits By Fund and Function

	2016	2017
	<u>Budget</u>	<u>Budget</u>
General:		
Parish Commission	\$ 613,437	\$ 518,419
District Court	1,663,667	1,800,405
Ward Courts (Constables & JPs)	58,139	59,000
Administration and Legal	1,047,889	1,110,183
Human Resources	273,647	280,423
Finance	934,153	985,112
Information Services	245,228	256,484
Registrar of Voters	561,984	420,208
David Raines Community Center	5,770	5,770
LSU Extension Service	63,000	63,000
Other	205,760	205,240
Public Works:		
Administration	1,219,024	1,254,670
Fleet Services	529,990	560,299
North Camp	1,294,323	1,181,662
South Camp	1,429,026	1,487,252
Commercial Vehicle Enforcement Unit	120,095	124,088
Building Maintenance:		
Courthouse	2,223,505	2,311,350
Detention Facilities:		
Caddo Correctional Center	1,197,459	1,164,830
Parks and Recreation	938,983	921,815
Solid Waste Disposal:		
Compactor System Operations	1,222,933	1,305,812
Code Enforcement	37,722	39,002
Juvenile Justice:		
Court	765,345	818,128
Probation	2,223,747	2,527,902
Detention	2,238,460	2,356,550
Building Maintenance	118,380	114,434
Riverboat	123,797	139,945
Health Tax:		
Shreveport Regional Lab	49,776	1,237
Highland Health Unit	360,865	352,506
Vivian Health Unit	36,753	45,154
Animal Services	1,533,043	1,506,051
Mosquito Control	307,158	268,988
Biomedical	86,890	86,300
Criminal Justice	171,550	166,820
	<u>\$ 23,901,498</u>	<u>\$ 24,439,039</u>

PARISH OF CADDO

Miscellaneous Statistics

Historical Facts:

- In 1838, Caddo Parish was created from Natchitoches Parish, taking its name from the indigenous Caddo Indians.
- Caddo's first parish seat was at the Wallace family home situated along Wallace Lake, but it eventually moved to Shreveport.
- By 1860, Caddo Parish was the leading producer of cotton in the state (with Carroll Parish following closely behind).
- In 1873, the state was still suffering from the effects of the Reconstruction government. Caddo, Bossier, and DeSoto Parishes found the situation intolerable and attempted to break away from Louisiana to join Texas. For this to happen, Louisiana's legislature would have had to approve; the carpetbaggers serving as members would not allow it.
- In 1901, oil was discovered near White Castle, Louisiana. In May of 1905, five barrels of oil were produced in the Caddo-Pine Island Field. By 1911, the Gulf Refining Company had successfully drilled oil on Caddo Lake; this was the first off-shore drilling in the nation.

Source: www.caddo.org

Location and Size:

The Parish of Caddo is located in the Northwest corner of Louisiana. It covers 852 square miles with its borders being, Texas to the West, Arkansas to the North, the Red River to the East and DeSoto Parish to the South with a small section at the Southeastern corner adjoining Red River Parish.

The Parish contains eleven municipalities: Belcher, Blanchard, Gilliam, Greenwood, Hosston, Ida, Mooringsport, Oil City, Rodessa, Shreveport and Vivian, each of which adds its own local color to the spectrum of delights that Caddo Parish has to offer. The largest metropolitan area within the Parish is the City of Shreveport, which serves as the Parish seat.

Government:

The Caddo Parish Commission (the "Commission") is the governing authority for the Parish of Caddo and is a political subdivision of the State of Louisiana. The Commission consists of twelve members called commissioners who are elected to four-year terms from single member districts. The Commission was established December 10, 1984 after voter approval of the Home Rule Charter for Caddo Parish on April 7, 1984. The Commission replaced the Caddo Parish Police Jury which was established January 18, 1838. Under the Home Rule Charter form of government, an elected commission serves as the legislative branch and the Parish Administrator is the chief executive officer and head of the executive branch of parish government.

PARISH OF CADDO

Miscellaneous Statistics

Parish Service Data: Number of Parish Employees – 430

Square Footage of Major Buildings:

Parish Courthouse	205,500
Government Plaza (Parish portion)	38,462
Parish Commission Building	44,385
Parish Health Unit	46,056
Juvenile Court	57,244
Animal Control Center	13,700
Caddo Correctional Center	311,000
Forcht Wade	148,000

Roads and Bridges:

Miles of Parish Roads	783
Number of Bridges Maintained	166

Parks and Recreation:

Parks – Number of Acres	1,228
Number of Playgrounds	12
Number of Picnic Areas	14
Number of Boat Launching Ramps	7
Miles of Trails	25

Sanitation:

Number of Collection Compactors	17
Tons of Solid Waste Collected	15,024

Independent Fire, Water and Sewer Districts:

The Commission creates and approves board members for eight Caddo Parish Fire Districts, three Waterworks Districts and three Sewer Districts. Fire, Water and Sewer Districts operate independently and create their own funding sources. The districts service mostly rural areas in the parish. Volunteers and full-time staff provide fire protection for citizens in the independent districts.

Major Agricultural Commodities: beef cattle, cotton, and soybeans, feed grains, and timber

Major Industries: manufacturing, health care, public utilities, and gaming

PARISH OF CADDO

Miscellaneous Statistics

Major Caddo Parish Employers (Estimated as of December 31, 2015)

Rank	Employer	Number of Employees
1	Barksdale Air Force Base	9,950
2	State of Louisiana	6,520
3	Willis Knighton Health System	6,500
4	Caddo Parish School Board	6,200
5	City of Shreveport	3,000
6	Bossier Parish School Board	2,926
7	Harrah's Casino and Hotel	2,532
8	LSU Health Science Center	2,127
9	Wal-Mart	2,000
10	Christus Schumpert Health System	1,930
Total		43,685

Top Ten Taxpayers in Caddo Parish (as of December 31, 2015)

Rank	Name	Type of Business	Assessed Value
1	Swepco / AEP	Utility	\$89,522,670
2	Chesapeake Operating	Natural Gas Exploration	\$33,175,120
3	Calumet	Refinery	\$22,696,140
4	Bell South	Utility	\$16,673,510
5	Universal Oil Products	Natural Gas Exploration	\$15,698,520
6	BHP Billiton Petro Co	Natural Gas Exploration	\$12,768,340
7	Union Pacific Railroad Co.	Railroad	\$12,054,590
8	J-W Operating Company	Natural Gas Exploration	\$11,811,610
9	Gulf Crossing Pipeline Company	Natural Gas Exploration	\$11,642,490
10	Wal-Mart	Retail	\$11,249,203

Caddo Parish Demographic Summary (as of December 31, 2010)

Ethnic Group	Population
White	121,969
Black	119,697
American Indian	976
Asian	2653
Pacific Islander	118
Hispanic	6,129
Other	246
Two or More Races	3,181

PARISH OF CADDO

Miscellaneous Statistics

Demographic and Economic Statistics (Last Ten Fiscal Years)

Fiscal Year	Caddo Parish Population	Caddo Parish Personal Income (in thousands)	Caddo Parish per Capita Personal Income	Parish Unemployment Rate
2006	251,309	\$ 8,128,201	\$32,309	3.80%
2007	253,118	\$ 8,387,644	\$33,190	4.70%
2008	254,099	\$ 8,501,158	\$33,653	5.70%
2009	255,115	\$10,337,630	\$40,760	7.80%
2010	254,969	\$ 9,804,879	\$38,358	7.40%
2011	255,613	\$10,490,161	\$40,810	7.20%
2012	256,014	\$11,351,511	\$44,153	6.20%
2013	254,887	\$12,629,651	\$49,550	5.60%
2014	252,405	\$11,091,583	\$43,909	6.80%
2015	252,405	(1)	(1)	6.60%

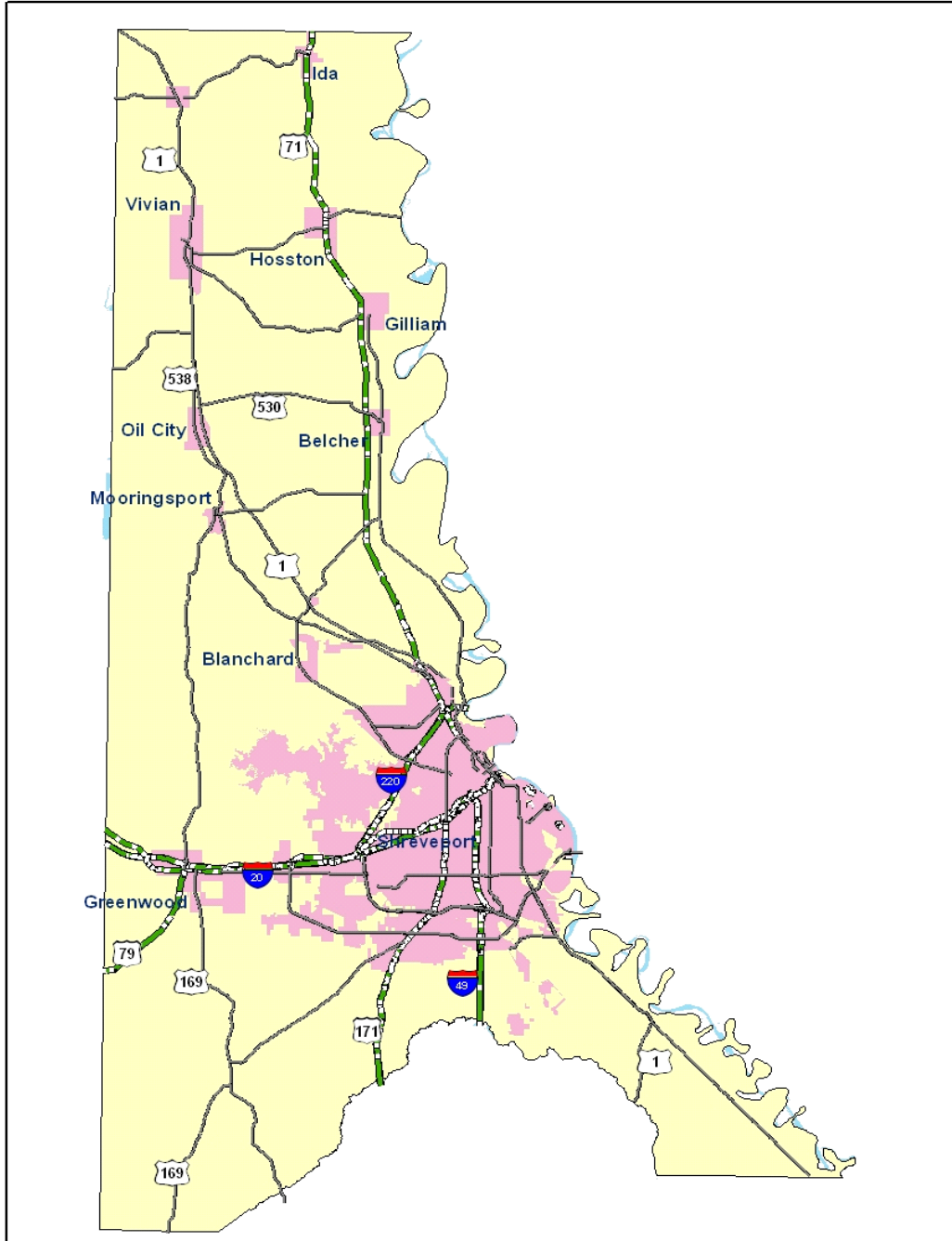
Note: (1) 2015 Data not available.

Additional Demographic Data

Year	Median Age	School Enrollment
2006	34.4	44,127
2007	34.4	45,139
2008	35.6	43,419
2009	36.0	42,977
2010	36.8	42,000
2011	36.4	41,000
2012	36.4	40,442
2013	36.1	41,728
2014	36.2	40,769
2015	36.4	39,621

PARISH OF CADDO

Area Map





CAPITAL OUTLAY FUND

The Capital Outlay Fund budget is the Parish's financial plan of capital outlay and capital project expenditures.

Capital expenditures are defined as follows:

- a) expenditure of \$4,000 or more for improvement at any one facility,
- b) results in the acquisition of an equipment item with a unit cost of greater than \$2,500,
- c) is a purchase of real property other than right-of-way,
- d) provides a new facility or an expansion of floor space at an existing facility, and
- e) is other than a routine repair of maintenance expenditure costing \$2,500 or less.

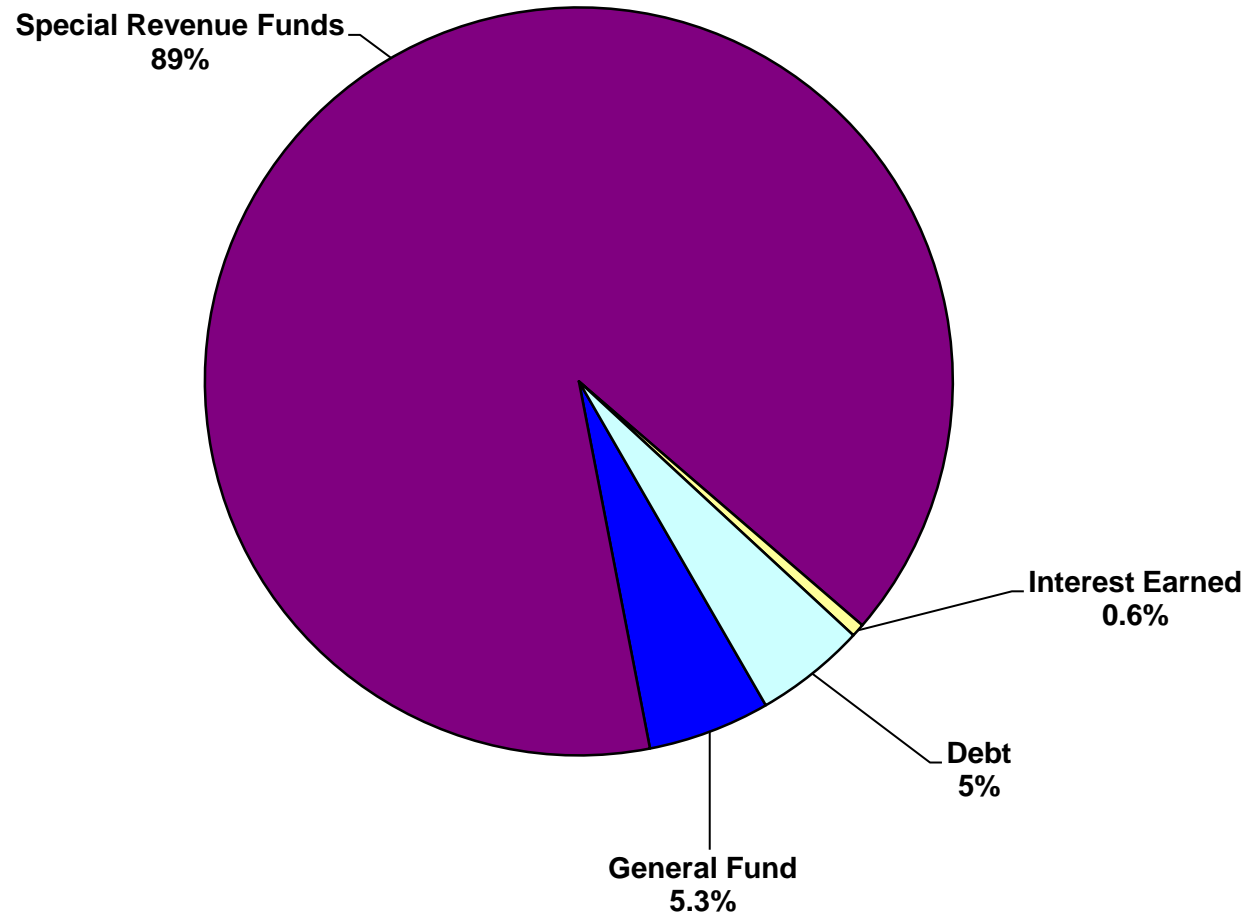
The capital portion of the budget is distinct from the operating budget for several reasons. First, capital outlay reflects non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. We also fund capital projects with riverboat revenues. Public Works capital projects are mostly funded from the Public Works Fund.

Determination of the need for a capital project rests primarily with each department. This need is expressed as a part of the department's capital plan. Projects are identified and discussed and given a priority during the staff budget retreat. At this time the project list is revised to only list those projects that the entire staff, including the Administrator, believes should be funded with the current revenues available.

Every project that is approved by the Administrator is then presented to the Commission.

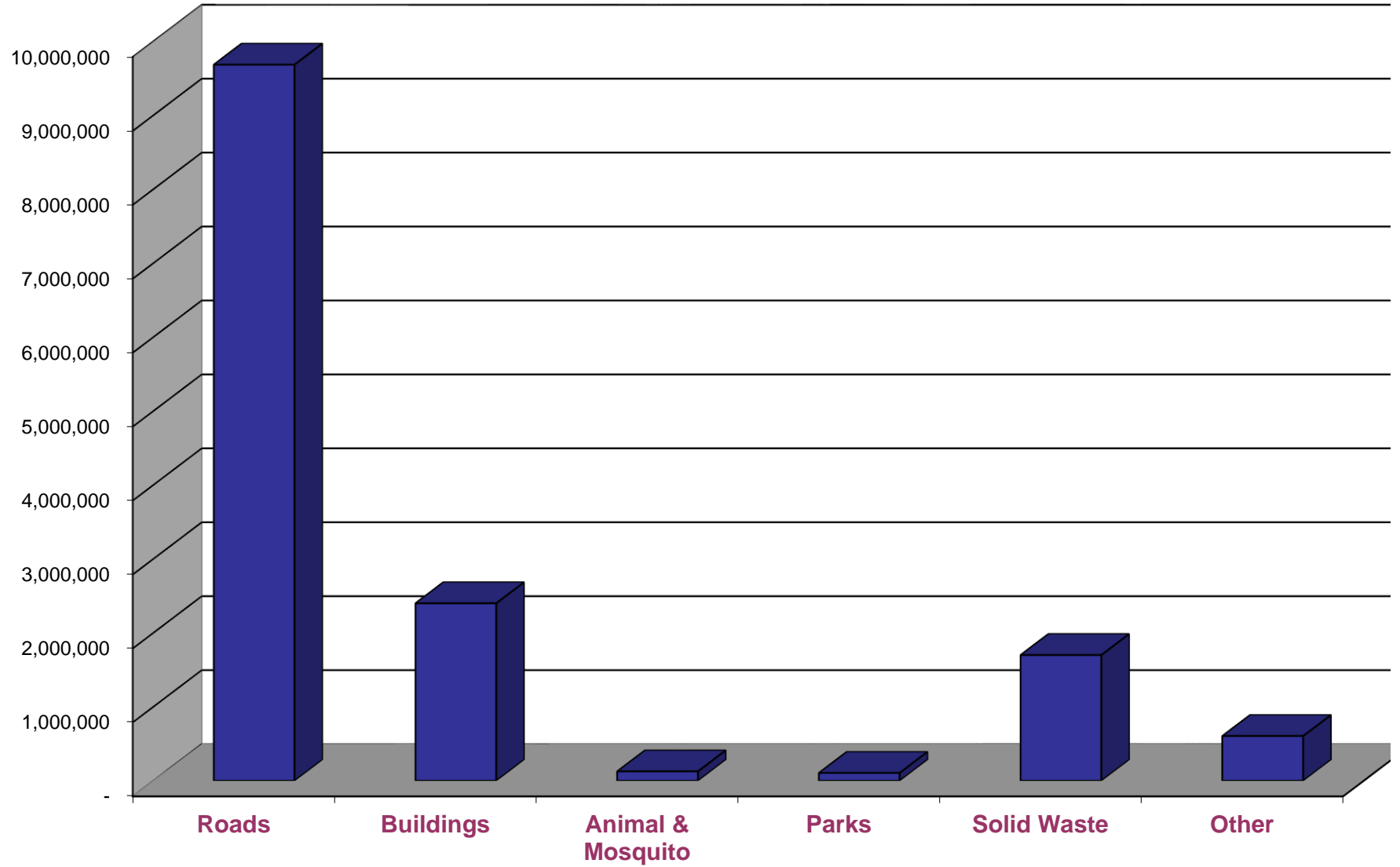


Capital Outlay Program - Sources of Funding



Capital Outlay Program - Expenditures by Major Function

D-2



Capital Outlay Fund

Budget Summary 2017 Capital Expenditure Program

Function	Amount
Administration	353,000
District Attorney	70,000
Information Systems	98,000
Highland Health Unit	160,000
Vivian Health Unit	150,000
Caddo Community Action Agency	120,000
Parish Courthouse	497,500
Juvenile Court Buildings	345,000
Coroners Building	75,000
Government Plaza	372,000
David Raines Center	100,000
Francis Bickham Building	125,000
Caddo Correctional Center	455,000
Animal Services and Mosquito Control	126,000
Solid Waste	1,700,000
Roads and Drainage	9,685,000
Parks and Recreation	105,000
Program Administration	83,299
Total	\$ 14,619,799

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Revenues:	
3610 Interest Earned	\$ 83,299
Total Revenues	83,299
Expenditures:	
120 Criminal Justice:	
23 District Attorney:	
4740 Vehicle Purchases: Three Replacement Vehicles	70,000
Total District Attorney	70,000
131 Administration:	
4524 Feasibility Studies: Feasibility Study	20,000
4739 Building Renovations: Caddo Common	333,000
Total Administration	353,000
136 Information Systems:	
4745 Computer Hardware and Software Purchases:	
Microsoft Enterprise Agreement	31,000
Server Upgrades	15,000
Workstation Replacement	22,000
Server Room Upgrades	12,000
Network Infrastructure Improvement	18,000
Total Information Systems	98,000
161 Facilities and Maintenance:	
14 Highland Health Unit:	
4739 Building Renovations: Replace Cooling Tower	150,000
Security Upgrades	10,000
Total Expenditures	160,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
15 Vivian Health Unit		
4739 Building Renovations:		
Replace Roof with Metal Roof		150,000
60 Caddo Community Action Agency:		
4739 Building Renovations:		
Security Upgrades-Phase I		50,000
Replace Ceiling Tiles		10,000
Clean, Seal and Paint Buildings		50,000
LED Lighting Upgrades		10,000
		120,000
61 Courthouse:		
4739 Building Renovations:		
Carpet Replacement - Clerk of Court		20,000
Carpet Replacement - CSI		20,000
7th Floor Windows		137,500
LED Lighting Upgrades		20,000
Multi-Media Upgrades		60,000
Security Upgrade		20,000
Clean and Reseal Courthouse - Phase I		200,000
General Renovations - Tax Assessor and 7th Floor		20,000
		497,500
62 Juvenile Court Buildings:		
4739 Building Renovations:		
Control Room Upgrades		50,000
Security Upgrade		100,000
LED Lighting Upgrade		10,000
I-CON System and Fixtures		185,000
		345,000
63 Coroner's Office:		
4739 Building Renovations:		
Replace Card Reader System		75,000
68 Government Plaza:		
4739 Building Renovations:		
Chamber Upgrades		30,000
LED Lighting Upgrade		20,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Sound Proofing Ceiling Tile	10,000
Computer Room Mini Split	12,000
Elevator Upgrade	300,000
	372,000
69 David Raines Center:	
4739 Building Renovations:	
Drainage Improvements	100,000
66 Francis Bickham Building:	
4739 Building Renovations:	
Electrical Upgrade	100,000
Security Upgrade	15,000
LED Lighting Upgrade	10,000
	125,000
67 Caddo Correctional Center:	
4739 Building Renovations:	
New Sewer Chewer (Exchange Program)	30,000
Domestic Water Booster Pump	90,000
Men Mental Health Door/Hatch Replacement	110,000
LED Perimeter Lighting Replacement	55,000
LED Inside Lighting Retrofit Phase II	60,000
	345,000
4743 Equipment Purchases:	
Duke Food Carousel (Roller and Channel Replacement)	10,000
Dryer Replacement	20,000
Replace Clothes Rack System	80,000
	110,000
	455,000
Total Facilities and Maintenance	2,399,500
312 Animal Services and Mosquito Control:	
4739 Building Renovations:	
Remodel and Create Puppy Intake Isolation Room	26,000
Replace 5 Metal Doors and Frames throughout Shelter	10,000
Lighting Upgrades	15,000
	51,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
4740 Vehicle Purchases: 26' Mobile Adoption Unit/Van-Phase I	75,000
Total Animal Services and Mosquito Control	126,000
423 Solid Waste Disposal:	
4723 Solid Waste Projects:	
Land Purchase - 5 Acre Lot	150,000
Compactor Site Upgrades/Concrete	500,000
Woolworth Road Bridge Construction	800,000
New Blanchard Site	200,000
	1,650,000
4741 Heavy Equipment:	
Stake Bed Truck	50,000
Total Solid Waste Disposal	1,700,000
441 Public Works:	
30 Drainage Capital Improvements:	
4722 Drainage Projects:	
Contract Drainage Maintenance	100,000
Culvert Conversions	100,000
Linwood Avenue Bridge Replacement	2,000,000
Providence Road Bridge Replacement	700,000
	2,900,000
4741 Heavy Equipment:	
Tractor Replacement (North Camp)	50,000
4740 Vehicle Purchases:	
Replacement Pickup Truck (South Camp)	30,000
	2,980,000
31 Road Capital Improvements:	
4721 Road Construction Projects:	
Overlay and Rehabilitation	4,600,000
Overlay and Rehabilitation - Parish Transportation Fund	1,400,000
Striping Program	75,000
Bridge Program	75,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Chip Seal Program	75,000
Guard Rail Replacement	75,000
	6,300,000
4741 Heavy Equipment:	
2 - 6 CY Dump Truck Replacement (North Camp)	190,000
Water Truck Replacement (South Camp)	90,000
	280,000
4745 Computer Equipment Purchases:	
GIS	60,000
	6,640,000
431 Fleet Services:	
4743 Equipment Purchases:	
Sign Shop Computer	5,000
4739 Building Renovations:	
Building Improvements	60,000
	65,000
Total Roads, Bridges, Drainage and Fleet	9,685,000
511 Parks and Recreation:	
4739 Construction and Improvements:	
Park Development	75,000
4740 Vehicle Purchases:	
Replacement F250 Pickup	30,000
Total Parks and Recreation	105,000
131 Fund Administration:	
4321 Legal and Audit	3,888
4361 General Fund Administration	79,411
Total Fund Administration	83,299
Total Expenditures	14,619,799

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Excess (Deficiency) of Revenues Over Expenditures	(14,536,500)
Other Financing Sources (Uses):	
3837 Transfer From General Fund	773,000
3838 Transfer From Building Maintenance Fund	497,500
3841 Transfer From Parks and Recreation Fund	105,000
3842 Transfer From Solid Waste Disposal Fund	1,700,000
3847 Transfer From Public Works Fund	9,685,000
3845 Transfer From Health Tax Fund	286,000
3844 Transfer From Juvenile Justice Fund	285,000
3849 Transfer From Oil and Gas Fund	300,000
3862 Transfer From Detention Facilities Fund	205,000
3854 Transfer From Capital Improvement Fund	450,000
3854 Transfer From Capital Improvement Fund II	250,000
Total Other Financing Sources (Uses)	14,536,500
Excess of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	\$ -



DEPARTMENT OF PUBLIC WORKS

5 YEAR

CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2017

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Old Mooringsport Latex Road
 - Mailbox Road
 - Self Road
 - Mayo Road
 - Sparks Davis Road
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Woolworth Road Bridge Replacement
- Linwood Avenue Bridge Replacement
- Providence Road Bridge Replacement

SOLID WASTE

- Compactor Site Upgrades

2018

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Cope Drive
 - Misty Circle
 - Bethany Stateline
 - Wallace Lake Road
 - Vivian Atlanta Road
- Overlay & Road Treatment
- Striping Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Guard Rail Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Bledsoe Extension Construction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Pine Hill Road Bridge Replacement
- Providence Road Bridge Replacement
- Keithville-Springridge Road Bridge Replacement

SOLID WASTE

- Compactor Site Upgrades

2019

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Watts Road
 - Ratcliff Road
 - Simpson Road
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Bledsoe Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Misc. Bridge Replacements/Improvements

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

SOLID WASTE

- Compactor Site Upgrades

2020

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment – Roads TBD
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Kimberly Road Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Misc. Bridge Replacements/Improvements

SOLID WASTE

- Compactor Site Upgrades

2021

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment – Roads TBD
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Road Patching Program
- Kimberly Road Extension Engineering
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Misc. Bridge Replacements/Improvements

SOLID WASTE

- Compactor Site Upgrades

**DEPARTMENT OF
FACILITIES AND MAINTENANCE**

5 YEAR

CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

CADDO PARISH COURTHOUSE

2017

- 7th Floor Windows
- LED Lighting Upgrades
- Multi-Media Upgrades
- Security Upgrade
- Replace 2nd Floor AHU – Phase II
- Replace AHU 4th Floor
- Clean & Reseal Exterior of Courthouse
- Security System Upgrade
- Replace Card Reader System
- General Renovations to Tax Assessor & 7th Floor
- Carpet Replacement – Clerk of Court Request
- Carpet Replacement – Sheriff, CSI Request

2018

- Replace AHU 5th & 6th Floor
- Replace York Chiller
- Upgrade Phone System

2019

- Replace Marley Cooling Tower
- Replace York AHU

2020

- Replace Roof
- Replace 2 Liebert Units

2021

- Replace 7th Floor AHU

FRANCIS BICKHAM BUILDING

2017

- Electrical Upgrade
- LED Lighting Upgrades
- Security Upgrade

2018

- Replace Card Reader System

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2019

- Replace 1st Floor Windows

2020

- Emergency Generator

2021

- Replace Computer Room AC

CADDO CORRECTIONAL CENTER

2017

- New Sewer Chewer through exchange program
- Domestic Water Booster Pump
- Men Mental Health Door/Hatch Replacement
- LED Perimeter Lighting Replacement
- LED Inside Lighting Retrofit – Phase II
- Duke Food Carrousel (Roller & Channel Replacement)
- Dryer Replacement
- South East Ambulance Entrance Gate Replacement
- Replace Clothes Rack System
- Air Handler Unit Replacement – Phase I
- Fire Sprinkler System Replacement – Phase I
- Replacement of all Cell Door Lock – Sheriff Request

2018

- Fire Sprinkler System Replacement – Phase II
- Air Handler Unit Replacement – Phase II
- LED Inside Lighting Retrofit – Phase III
- Replace Fire Alarm System

2019

- Air Handler Unit Replacement – Phase III
- Door Control Upgrades
- Replace 2 Washing Machines
- LED Inside Lighting Retrofit – Phase IV
- Replace Exhaust Fans – Phase II

2020

- Soundproofing in Pods
- Replace Exhaust Fans Phase – II
- Lighting Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2021

- Reseal Building
- Soundproofing in Pods
- Lighting Upgrade

CCAA

2017

- LED Lighting Upgrades
- Security Upgrades – Agency Request
- Replace all Windows with Energy Efficient Windows – Agency Request
- Clean, Seal, and Paint Buildings – Agency Request
- Replace Ceiling Tile – Agency Request

2018

- Replace Roof Auditorium

2019

- Replace Roof Educational Building

2020

- Replace Split System AC – Phase I

2021

- Replace split system AC – Phase II

GOVERNMENT PLAZA

2017

- LED Lighting Upgrade
- Sound Proofing Ceiling Tile

2018

- Security Upgrade

2019

- Lighting Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

REGIONAL LAB

2018

- Replace Chiller

2019

- Replace AHU

HIGHLAND HEALTH UNIT

2017

- Replace Cooling Tower
- Replace Mixing Boxes
- LED Lighting Upgrades
- Security Upgrades

2018

- Replace Pneumatic Compressor

2019

- Clean and Seal Building

2020

- Replace 140-Ton Chiller

2021

- Replace 140-Ton Chiller

DAVID RAINES CENTER

2017

- Drainage Improvements
- LED Lighting Upgrades
- Electrical Upgrade – Phase I
- Replace 2 RTU's

2018

- Electrical Upgrade – Phase II
- Replace 2 RTU's

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2019

- Electrical Upgrade – Phase III
- Replace 2 RTU's

2020

- Electrical Upgrade – Phase IV
- Replace 2 RTU's

2021

- Electrical Upgrade – Phase V
- Replace 2 RTU's

VIVIAN HEALTH UNIT

2017

- Replace Roof with Metal

CORONER'S OFFICE

2017

- Remodel Front Office Area
- Install Card Reader System

2018

- Clean & Reseal Building

ANIMAL SERVICES & MOSQUITO CONTROL

2017

- Lighting Upgrade

2018

- Electrical Upgrade – Phase I

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

JUVENILE COURT

2017

- Security Upgrades
- I-CON System and Fixtures
- LED Lighting Upgrades
- Repair Brick Fence at Detention
- General Renovations Annex
- Replace Boiler in Annex
- Replace Two AHU in Detention
- PTB Replacement

2018

- Replace HVAC Pumps in Court Building
- Replace 2 AHU's in Detention

2019

- Replace JUV DA Roof

2020

- Replace 120-Ton Chiller

2021

- Replace 120-Ton Chiller

DEPARTMENT OF PARKS AND RECREATION

5 YEAR

CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2017

EARL WILLIAMSON PARK

- Expand and Repair Camping Area
- Improve Lighting in Cabin Area
- Match Grant Funds for Pavilion

EDDIE JONES PARK

- Remove Warehouse and Replace with Large Pavilion

ROBERT NANCE PARK

- Expand Boating Dock

EQUIPMENT PURCHASES

- Replace Pickup Truck with F-250 Truck
- John Deere TH 6x4
- Exmark Lawn Mower

PARK IMPROVEMENTS

- Add/Replace Play Equipment in Various Parks
- Renovations to Restroom Facilities at Various Parks

RECREATION EQUIPMENT

- Summer Programs
- Adventure Recreation

2018

EARL WILLIAMSON PARK

- Canopy Replacements
- Play Area Improvements
- Camping Ground Improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

PINCHBACK PARK

- Develop Volleyball Area
- Improve Baseball Field

WALTER B. JACOBS PARK

- Add Parking Lot
- Exhibit Improvements

EQUIPMENT PURCHASES

- Replace Pickup Truck
- Miscellaneous Improvements

PARK IMPROVEMENTS

- Add/Replace Play Equipment in Various Parks
- Renovations to Restroom Facilities at Various Parks
- Top Off Playground Surfacing in Various Parks

RECREATION EQUIPMENT

- Summer and Specials Camps
- Adventure Recreation

OTHER

- Community Park Development/Improvements
- Salvinia Control on Area Lakes

2019

EDDIE JONES PARK

- Miscellaneous Improvements

KEITHVILLE PARK

- Miscellaneous Improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

WALTER B. JACOBS PARK

- Miscellaneous Improvements

EQUIPMENT PURCHASES

- Replace Pickup Truck

PARK IMPROVEMENTS

- Add/Replace Play Equipment in Various Parks
- Renovations to Restroom Facilities at Various Parks
- Top Off Playground Surfacing in Various Parks

RECREATION EQUIPMENT

- Miscellaneous

OTHER

- Community Park Development/Improvements
- Salvinia Control on Area Lakes

2020

EARL WILLIAMSON PARK

- Miscellaneous Improvements

RICHARD FLEMING PARK

- Improve Boat Ramp and Playground Area

EQUIPMENT PURCHASES

- Replace Pickup Truck

RECREATION EQUIPMENT

- Miscellaneous

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

PARK IMPROVEMENTS

- Add/Replace Play Equipment in Various Parks
- Renovations to Restroom Facilities at Various Parks
- Top Off Playground Surfacing in Various Parks

OTHER

- Community Park Development/Improvements
- Salvinia Control on Area Lakes

2021

EQUIPMENT PURCHASES

- Replace Pickup Truck

RECREATION EQUIPMENT

- Miscellaneous

PARK IMPROVEMENTS

- Add/Replace Play Equipment in Various Parks
- Renovations to Restroom Facilities at Various Parks
- Top Off Playground Surfacing in Various Parks

OTHER

- Community Park Development/Improvements
- Salvinia Control on Area Lakes

INDIVIDUAL FUND BUDGETS

GENERAL FUND

SPECIAL REVENUE FUNDS

DEBT SERVICE FUND

CAPITAL PROJECT FUNDS

INTERNAL SERVICE FUNDS



GENERAL FUND

The General Fund is the general operating fund of the Commission. It is used to account for all financial resources except those required to be accounted for in another fund.



GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

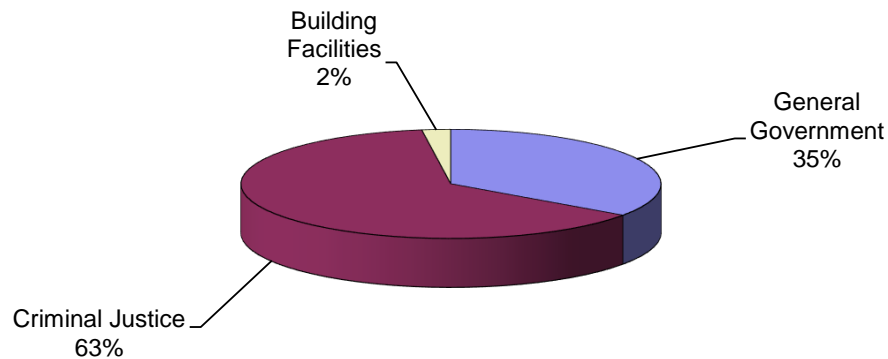
	2015 Actual	2016 Budget	2016 Estimated	2017 Adopted
Revenues				
Tax Revenue	\$ 6,956,643	6,812,210	6,705,825	6,798,460
Licenses & Permits	743,687	701,600	772,533	732,100
Intergovernmental Revenue	1,605,869	1,562,000	1,577,062	1,575,500
Charges For Services	227,223	221,000	230,609	225,000
Rents & Interest Earned	127,805	50,000	69,656	75,000
Other Revenues	82,828	34,000	32,280	34,000
Total Revenues - General Fund	9,744,055	9,380,810	9,387,965	9,440,060
Expenditures By Function				
General Government				
Commission	670,355	810,153	601,847	708,764
Administration & Legal	625,665	748,826	711,921	740,205
Human Resources	139,807	162,945	165,483	164,032
Finance	330,176	474,835	391,370	506,445
Information Systems	183,387	184,391	183,588	188,607
Elections	554,361	957,186	720,556	805,710
LSU Extension	68,457	74,100	70,619	74,100
Allocations To Other Entities	227,541	303,004	282,849	303,004
Statutory Appropriations	460,002	523,710	495,602	523,615
Total General Government	3,259,751	4,239,150	3,623,835	4,014,482
Building Facilities				
Facilities & Maintenance				
Coroner	59,707	67,096	70,640	72,920
LSU Extension	30,719	36,381	31,243	35,455
Archives	74,860	76,000	76,000	76,000
David Raines	43,747	63,950	58,187	70,521
Total Building Facilities	209,033	243,427	236,070	254,896
Criminal Justice				
District Court	1,890,092	1,870,936	1,861,148	1,922,174
District Attorney	4,530,397	4,781,838	4,781,838	5,044,826
Coroner	220,805	232,100	220,862	232,100

GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

	2015	2016		2017
	Actual	Budget	Estimated	Adopted
Constables & Justices of the Peace	70,276	76,639	70,688	76,500
Total Criminal Justice	6,711,570	6,961,513	6,934,536	7,275,600
Total Expenditures - General Fund	10,180,354	11,444,090	10,794,441	11,544,978
Excess (Deficiency) Of Revenues Over Expenditures	(436,299)	(2,063,280)	(1,406,476)	(2,104,918)
Other Financing Sources:				
Transfers In	1,715,000	2,000,000	2,015,000	2,000,000
Transfers Out	(400,000)	(510,000)	(510,000)	(773,000)
Total Other Financing Sources (Uses)	1,315,000	1,490,000	1,505,000	1,227,000
Net Change In Fund Balance	878,701	(573,280)	98,524	(877,918)
Fund Balance, Beginning Of Year	16,930,124	17,075,782	17,808,825	17,907,349
Fund Balance, End Of Year	\$ 17,808,825	16,502,502	17,907,349	17,029,431

GENERAL FUND - EXPENDITURES BY FUNCTION



The majority of the expenditures in the General Fund relate to criminal justice. Criminal justice costs are those costs for the First Judicial District Court, the Caddo Parish District Attorney's Office, the Caddo Parish Coroner's Office, and the Ward Courts which include expenses for the Caddo Parish Constables and Justices of the Peace. These costs are mandated by State law to be paid by the Parish of Caddo. General government expenditures includes expenditures associated with the management of overall Caddo Parish operations such as the Caddo Parish Commission, administration, legal, and finance.

GENERAL FUND

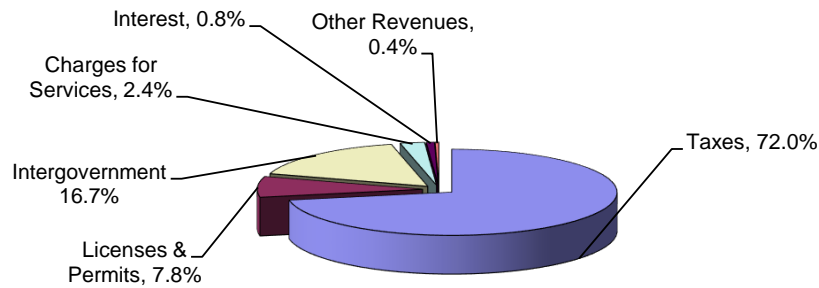
Budget By Category

	2015 Actual	2016		2017 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 6,956,643	6,812,210	6,705,825	6,798,460
Licenses & Permits	743,687	701,600	772,533	732,100
Intergovernmental Revenue	1,605,869	1,562,000	1,577,062	1,575,500
Charges For Services	227,223	221,000	230,609	225,000
Rents & Interest Earned	127,805	50,000	69,656	75,000
Other Revenues	82,828	34,000	32,280	34,000
Total Revenues	9,744,055	9,380,810	9,387,965	9,440,060
Expenditures				
Salaries & Benefits	5,185,273	5,696,318	5,283,121	5,612,570
Materials & Supplies	212,566	290,675	231,420	280,650
Education, Training & Travel	187,485	275,300	181,427	259,300
Utilities	130,817	148,300	150,567	164,400
Repairs & Maintenance	53,879	53,700	54,878	58,700
Contract Services	591,663	677,124	656,200	703,355
Statutory Charges	4,782,761	5,164,794	5,139,847	5,426,600
Internal Charges	(1,445,760)	(1,467,235)	(1,467,325)	(1,599,186)
Capital Outlay	19,541	84,000	50,919	79,000
Allocations To Other Entities	227,616	305,504	283,974	305,504
Debt Service	197,800	200,450	200,450	202,375
Other Expenses	85,028	111,550	95,938	105,550
Grant Programs	318,619	285,000	295,620	295,000
Reimbursements	(366,934)	(381,390)	(362,595)	(348,840)
Total Expenditures	10,180,354	11,444,090	10,794,441	11,544,978
Excess (Deficiency) Of Revenues Over Expenditures	(436,299)	(2,063,280)	(1,406,476)	(2,104,918)
Other Financing Sources (Uses)				
Transfers In	1,715,000	2,000,000	2,015,000	2,000,000
Transfers Out	(400,000)	(510,000)	(510,000)	(773,000)
Total Other Financing Sources (Uses)	1,315,000	1,490,000	1,505,000	1,227,000

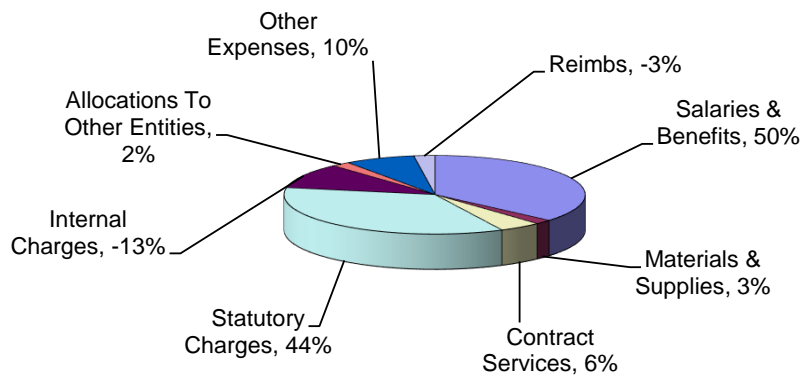
GENERAL FUND

Budget By Category

	2015 Actual	2016 Budget	2016 Estimated	2017 Adopted
Net Change In Fund Balance	878,701	(573,280)	98,524	(877,918)
Fund Balance, Beginning Of Year	16,930,124	17,075,782	17,808,825	17,907,349
Fund Balance, End Of Year	\$ 17,808,825	16,502,502	17,907,349	17,029,431



72% of the General Fund revenues for 2017 come from ad valorem (property) taxes. Property taxes are budgeted to increase 1.8% over the 2016 assessed value, which results from new construction coming on to the tax rolls.



Salaries and benefits comprise 50% of General Fund expenditures. General Fund salaries include salaries for the Commission, administration, legal, finance, human resources, information systems, district court, LSU extension, and the registrar's office. Statutory charges represent a significant portion of the General Fund expenditures, 44%. Statutory charges primarily include State mandated costs of the District Attorney's Office and the Coroner's Office. Internal charges represents costs charged back to other operating funds.

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Revenues								
3111	Ad Valorem Tax-Inside City	\$ 3,834,930	3,840,420	-	3,735,410	3,735,410	3,809,770	1.99%
3112	Ad Valorem Tax-Outside	3,144,502	3,111,300	-	3,077,910	3,077,910	3,124,070	1.50%
3115	Estimated Uncollectible Taxes	(107,312)	(208,550)	-	(204,400)	(204,400)	(208,010)	1.77%
3118	Payments In Lieu Of Taxes	42,969	42,500	47,460	-	47,460	42,500	(10.45%)
3120	Prior Year Taxes	41,554	26,540	49,445	-	49,445	30,130	(39.06%)
3211	Liquor Licenses	20,800	20,500	23,375	-	23,375	21,000	(10.16%)
3212	Beer Licenses	6,030	6,100	6,590	-	6,590	6,100	(7.44%)
3216	Occupational Licenses	233,696	225,000	247,725	-	247,725	235,000	(5.14%)
3217	Insurance Licenses	483,161	450,000	494,843	-	494,843	470,000	(5.02%)
3218	Cable T.V. Franchise Fees	222,973	215,000	160,329	66,030	226,359	220,000	(2.81%)
3224	Fines	4,250	6,000	3,125	1,125	4,250	5,000	17.65%
3351	State Revenue Sharing	161,968	170,500	-	161,580	161,580	160,000	(0.98%)
3353	Louisiana Oil & Gas Severance	1,001,411	986,000	1,001,411	-	1,001,411	1,000,000	(0.14%)
3354	Louisiana Timber Severance	118,754	100,000	46,163	52,000	98,163	100,000	1.87%
3355	Louisiana Beer Tax	19,507	20,500	10,144	10,144	20,288	20,500	1.04%
3610	Interest Earned	123,155	50,000	31,624	38,032	69,656	75,000	7.67%
3625	Parking Rental	4,650	-	-	-	-	-	0.00%
3695	Miscellaneous Revenue	68,438	20,000	18,036	1,036	19,072	20,000	4.87%
3723	Federal Grants - Other	304,229	285,000	197,709	97,911	295,620	295,000	(0.21%)
3727	Court Services Fees	14,390	14,000	10,712	2,496	13,208	14,000	6.00%
Total Revenues - General Fund		9,744,055	9,380,810	2,348,691	7,039,274	9,387,965	9,440,060	0.55%
Expenditures								
111 - Commission								
4113	Salaries Regular Employees	145,575	194,797	114,780	37,697	152,477	196,609	28.94%
4115	Salaries-Commissioners	271,605	284,643	209,687	67,785	277,472	273,705	(1.36%)
4122	Salaries-Part Time	40,254	-	-	-	-	-	0.00%
4131	Parochial Retirement	21,884	19,607	15,215	4,220	19,435	19,576	0.73%
4132	Group Health Insurance	18,463	69,446	10,079	3,051	13,130	14,049	7.00%
4133	Retired Employees Grp Insurance	6,156	6,464	3,771	2,693	6,464	6,787	5.00%
4135	Medicare Insurance	6,485	7,779	5,468	1,747	7,215	7,693	6.63%
4136	Caddo Parish Employee Retirement	34,449	30,701	1,452	0	1,452	-	(100.00%)
4210	Books and Subscriptions	251	950	493	352	845	950	12.43%
4211	Dues-Governmental Organizations	20,424	23,000	20,514	-	20,514	23,000	12.12%
4220	Official Publications	23,013	33,000	18,062	8,191	26,253	33,000	25.70%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4230	Education, Travel and Training	51,773	110,000	34,607	11,017	45,624	90,000	97.26%
4241	Office Supplies	7,495	12,000	6,136	2,677	8,813	12,000	36.16%
4242	Postage	526	1,200	223	486	709	1,200	69.25%
4243	Copy Supplies	2,488	3,500	1,710	1,107	2,817	3,500	24.25%
4280	Telephone	7,146	6,200	4,519	414	4,933	6,200	25.68%
4311	Employee Physicals	-	150	-	79	79	150	89.87%
4321	Legal and Auditing	23,657	852	5,830	-	9,311	16,000	71.84%
4324	Information Systems Allocation	8,428	8,849	5,162	3,687	8,849	9,330	5.44%
4327	Professional Services	6,722	12,000	12,293	(0)	12,293	12,000	(2.38)%
4353	Parking Fees	969	1,200	595	560	1,155	1,200	3.90%
4511	Casualty Insurance	753	753	-	753	753	753	0.00%
4512	Workers Comp Insurance	4,062	4,062	2,370	1,693	4,062	4,062	0.00%
4546	Reimb-MPC	(33,220)	(28,000)	(17,440)	(8,720)	(26,160)	(28,000)	7.03%
4742	Office Equipment	997	7,000	-	3,352	3,352	5,000	49.16%
Total Commission		670,355	810,153	455,526	142,840	601,847	708,764	17.76%
120 - Criminal Justice								
21 - District Court								
4113	Salaries Regular Employees	1,336,774	1,347,800	1,034,832	335,104	1,369,936	1,392,247	1.63%
4114	Salaries-Special	-	2,500	-	1,685	1,685	2,500	48.37%
4119	Salaries Reimbursed By Others	(94,959)	(100,000)	(23,806)	(71,418)	(95,224)	(100,000)	5.02%
4131	Parochial Retirement	79,680	73,345	46,222	13,648	59,870	59,835	(0.06)%
4132	Group Health Insurance	165,064	184,950	132,384	41,899	174,283	186,771	7.17%
4133	Retired Employees Grp Insurance	38,052	39,955	23,307	16,648	39,955	41,953	5.00%
4135	Medicare Insurance	22,365	23,087	18,063	5,392	23,455	25,733	9.71%
4136	Caddo Parish Employee Retirement	94,163	87,530	69,412	20,986	90,398	91,366	1.07%
4138	Unemployment Claims	-	4,500	-	2,155	2,155	4,500	108.82%
4210	Books and Subscriptions	23,377	27,500	-	25,611	25,611	27,500	7.38%
4241	Office Supplies	35,547	26,000	17,621	6,472	24,093	26,000	7.92%
4242	Postage	2,991	5,700	1,069	2,480	3,549	5,700	60.61%
4243	Copy Supplies	12,581	15,000	12,769	2,415	15,184	15,000	(1.21)%
4245	Courtroom Supplies	72	3,000	186	911	1,097	3,000	173.47%
4280	Telephone	16,389	18,000	12,037	4,809	16,846	18,000	6.85%
4353	Parking Fees	14,344	15,500	13,982	1,216	15,198	15,500	1.99%
4395	Grant Programs - Other	318,619	285,000	167,720	127,900	295,620	295,000	(0.21)%
4511	Casualty Insurance	334	334	-	334	334	334	0.00%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4512	Workers Comp Insurance	31,235	31,235	18,220	13,015	31,235	31,235	0.00%
4547	Reimb-Hearing Officer	(218,048)	(250,000)	-	(250,000)	(250,000)	(250,000)	0.00%
4742	Office Equipment	11,512	30,000	5,004	10,864	15,868	30,000	89.06%
Total District Court		1,890,092	1,870,936	1,549,022	312,126	1,861,148	1,922,174	3.28%
23 - District Attorney								
4133	Retired Employees Grp Insurance	22,518	23,644	13,792	9,852	23,644	24,826	5.00%
4581	Annual Appropriation	4,507,879	4,758,194	3,965,162	793,032	4,758,194	5,020,000	5.50%
Total District Attorney		4,530,397	4,781,838	3,978,954	802,884	4,781,838	5,044,826	5.50%
25 - Coroner								
4204	Autopsies	65,705	77,000	39,881	25,881	65,762	77,000	17.09%
4581	Annual Appropriation	155,100	155,100	116,325	38,775	155,100	155,100	0.00%
Total Coroner		220,805	232,100	156,206	64,656	220,862	232,100	5.09%
28 - JP & Constables								
4113	Salaries Regular Employees	54,000	54,000	40,847	13,077	53,924	54,000	0.14%
4119	Salaries Reimbursed By Others	(25,154)	(25,000)	(18,385)	(6,499)	(24,884)	(25,000)	0.47%
4135	Medicare Insurance	5,000	5,139	3,782	1,026	4,808	5,000	3.99%
4137	Supplemental Benefits	24,000	24,000	18,153	5,731	23,884	24,000	0.49%
4221	Printed Office Forms	-	4,000	-	3,221	3,221	4,000	100.00%
4230	Education, Travel and Training	12,355	12,000	9,210	-	8,610	12,000	39.37%
4570	Costs to Other Governmental Entities	75	2,500	-	1,125	1,125	2,500	122.22%
Total JP & Constables		70,276	76,639	53,607	17,681	70,688	76,500	8.22%
Total Criminal Justice		6,711,570	6,961,513	5,737,789	1,197,347	6,934,536	7,275,600	4.92%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
131 - Administration & Legal								
4113	Salaries Regular Employees	764,721	847,510	621,293	213,135	834,428	895,620	7.33%
4131	Parochial Retirement	57,198	58,250	42,024	13,462	55,486	61,507	10.85%
4132	Group Health Insurance	39,186	52,904	39,471	13,788	53,259	63,444	19.12%
4133	Retired Employees Grp Insurance	22,387	23,506	13,712	9,794	23,506	24,681	5.00%
4135	Medicare Insurance	11,172	12,292	8,929	2,765	11,694	12,986	11.05%
4136	Caddo Parish Employee Retirement	57,913	51,927	40,300	12,107	52,407	50,445	(3.74%)
4138	Unemployment Claims	-	1,500	-	1,030	1,030	1,500	45.63%
4210	Books and Subscriptions	20,828	19,500	14,668	4,547	19,215	19,500	1.48%
4211	Dues-Governmental Organizations	6,049	8,500	4,934	2,094	7,028	8,000	13.83%
4221	Printed Office Forms	871	1,100	668	334	1,002	1,100	9.78%
4230	Education, Travel and Training	52,520	53,000	29,275	21,787	51,062	60,000	17.50%
4241	Office Supplies	8,684	7,500	8,345	-	8,345	8,500	1.86%
4242	Postage	795	1,500	582	245	827	1,000	20.92%
4243	Copy Supplies	4,729	4,000	3,564	1,054	4,618	4,800	3.94%
4250	Equipment Repairs	2,020	1,500	1,974	-	1,974	2,000	1.32%
4251	Gas, Oil, Grease	1,346	2,800	652	1,122	1,774	2,000	12.74%
4280	Telephone	8,550	9,000	6,566	2,176	8,742	9,000	2.95%
4311	Employee Physicals	-	300	371	-	371	300	(19.14%)
4321	Legal and Auditing	4,068	2,417	2,524	-	2,524	3,000	18.86%
4324	Information Systems Allocation	19,664	20,647	12,044	8,603	20,647	21,770	5.44%
4327	Professional Services	37,952	58,000	30,078	19,450	49,528	55,000	11.05%
4344	Public Information	11,833	20,000	9,732	4,069	13,801	15,000	8.69%
4353	Parking Fees	2,989	7,000	728	4,364	5,092	7,000	37.47%
4360	Reimb from Other Funds	(476,987)	(487,695)	(284,489)	(203,206)	(487,695)	(560,816)	14.99%
4390	General Ins-Legal Service	(50,500)	(50,500)	(29,458)	(21,042)	(50,500)	(50,500)	0.00%
4511	Casualty Insurance	1,167	1,167	-	1,167	1,167	1,167	0.00%
4512	Workers Comp Insurance	16,201	16,201	9,451	6,750	16,201	16,201	0.00%
4742	Office Equipment	309	5,000	2,388	2,000	4,388	6,000	36.74%
Total Administration		625,665	748,826	590,326	121,595	711,921	740,205	3.97%
132 - Human Resources								
4113	Salaries Regular Employees	206,781	214,352	161,791	53,158	214,949	219,997	2.35%
4122	Part Time Employees	693	-	-	-	-	-	0.00%
4131	Parochial Retirement	31,091	27,866	21,314	6,047	27,361	27,500	0.51%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4132	Group Health Insurance	19,023	20,093	14,181	3,202	17,383	21,098	21.37%
4133	Retired Employees Grp Insurance	7,835	8,227	4,799	3,428	8,227	8,638	5.00%
4135	Medicare Insurance	2,919	3,109	2,235	702	2,937	3,190	8.61%
4210	Books and Subscriptions	541	1,500	1,216	118	1,334	1,500	12.44%
4211	Dues-Governmental Organizations	690	800	565	182	747	800	7.10%
4221	Printed Office Forms	94	500	210	105	315	500	58.73%
4230	Education, Travel and Training	9,944	13,000	9,553	1,478	11,031	14,000	26.92%
4241	Office Supplies	2,082	3,800	2,669	898	3,567	3,800	6.53%
4242	Postage	1,287	2,000	380	996	1,376	1,500	9.01%
4243	Copy Supplies	2,244	4,000	2,004	942	2,946	3,000	1.83%
4244	Training Resources	3,434	6,000	3,943	550	4,493	6,000	33.54%
4247	Record Retention	35,900	37,000	27,520	22,600	50,120	45,000	(10.22%)
4256	Annual Pin Ceremony	4,849	6,000	3,244	3,000	6,244	7,000	12.11%
4280	Telephone	1,920	1,450	1,891	776	2,667	3,000	12.49%
4311	Employee Physicals	56	200	-	175	175	200	14.29%
4313	Maintenance Contract	3,580	7,500	2,056	1,825	3,881	4,000	3.07%
4321	Legal and Auditing	689	800	689	-	689	800	16.11%
4324	Information Systems Allocation	22,474	23,597	13,765	9,832	23,597	24,880	5.44%
4327	Professional Services	90	2,500	1,754	832	2,586	2,700	4.41%
4353	Parking Fees	973	750	511	236	747	750	0.40%
4360	Reimb from Other Funds	(226,726)	(231,325)	(134,940)	(96,385)	(231,325)	(246,047)	6.36%
4511	Casualty Insurance	334	334	-	334	334	334	0.00%
4512	Workers Comp Insurance	6,392	6,392	3,729	2,663	6,392	6,392	0.00%
4742	Office Equipment	618	2,500	300	2,410	2,710	3,500	29.15%
Total Human Resources		139,807	162,945	145,379	20,104	165,483	164,032	(0.88%)
133 - Finance								
4113	Salaries Regular Employees	658,480	758,289	514,302	170,752	685,054	787,672	14.98%
4119	Salaries-Reimbursed By Others	(33,288)	(20,000)	(1,612)	(18,388)	(20,000)	(20,000)	0.00%
4122	Part Time Employees	4,692	5,000	2,121	2,200	4,321	5,000	15.71%
4131	Parochial Retirement	75,599	67,608	51,919	15,597	67,516	77,466	14.74%
4132	Group Health Insurance	54,059	69,896	38,675	11,659	50,334	60,763	20.72%
4133	Retired Employees Grp Insurance	22,392	23,512	13,715	9,797	23,512	24,688	5.00%
4135	Medicare Insurance	8,200	8,663	6,207	1,807	8,014	8,530	6.44%
4136	Caddo Parish Employee Retirement	23,604	21,185	16,273	4,894	21,167	20,993	(0.82%)
4210	Books and Subscriptions	1,129	2,000	-	1,670	1,670	2,000	19.76%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4211	Dues-Governmental Organizations	4,624	6,000	4,376	939	5,315	5,500	3.48%
4221	Printed Office Forms	1,990	6,000	1,409	2,634	4,043	5,000	23.67%
4223	Annual Report	5,915	9,000	-	7,562	7,562	8,000	5.79%
4230	Education, Travel and Training	40,094	45,000	10,986	30,645	41,631	44,000	5.69%
4241	Office Supplies	9,756	10,000	4,120	4,933	9,053	10,000	10.46%
4242	Postage	8,681	10,500	6,752	2,432	9,184	10,000	8.89%
4243	Copy Supplies	3,049	5,525	1,836	2,402	4,238	5,000	17.98%
4247	Record Retention	-	2,000	5,751	-	5,751	4,000	(30.45%)
4280	Telephone	4,577	4,800	3,428	1,112	4,540	4,800	5.73%
4311	Employee Physicals	90	200	-	150	150	200	33.33%
4313	Maintenance Contract	-	2,000	-	955	955	1,000	4.71%
4321	Legal and Auditing	2,196	800	1,113	-	3,784	4,000	5.71%
4324	Information Systems Allocation	22,474	23,597	13,765	9,832	23,597	24,880	5.44%
4327	Professional Services	16,751	5,000	186	3,700	3,886	4,000	2.93%
4353	Parking Fees	777	2,700	665	933	1,598	1,700	6.38%
4360	Reimb from Other Funds	(593,583)	(593,011)	(345,923)	(247,088)	(593,011)	(625,868)	5.54%
4372	Cost Allocation Services	12,000	12,500	-	12,500	12,500	12,500	0.00%
4511	Casualty Insurance	1,250	1,250	-	1,250	1,250	1,250	0.00%
4512	Workers Comp Insurance	16,321	16,321	9,521	6,800	16,321	16,321	0.00%
4542	Reimb-Section 8 Housing	(7,006)	(20,000)	(144)	-	(144)	(200)	38.89%
4543	Accounting Fees	(38,226)	(20,000)	(22,978)	2,978	(20,000)	(5,250)	(73.75%)
4742	Office Equipment	3,579	8,500	5,038	2,541	7,579	8,500	12.15%
Total Finance		330,176	474,835	341,501	47,198	391,370	506,445	29.40%
136 - Information Systems								
4113	Salaries Regular Employees	191,528	199,080	150,250	49,027	199,277	205,264	3.00%
4131	Parochial Retirement	28,812	25,881	19,921	5,975	25,896	25,658	(0.92%)
4132	Group Health Insurance	17,129	14,441	13,838	4,167	18,005	19,500	8.30%
4133	Retired Employees Grp Insurance	2,799	2,939	1,714	1,225	2,939	3,086	5.00%
4135	Medicare Insurance	2,771	2,887	2,156	652	2,808	2,976	5.98%
4210	Books and Subscriptions	-	500	-	441	441	500	13.38%
4211	Dues-Governmental Organizations	-	200	-	178	178	200	12.36%
4230	Education, Travel and Training	4,790	12,000	3,263	1,930	5,193	9,000	73.31%
4241	Office Supplies	133	800	827	-	827	800	(3.26%)
4242	Postage	1	100	-	89	89	100	12.36%
4250	Equipment Repairs	-	1,500	12	1,103	1,115	1,500	34.53%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4251	Gas, Oil, Grease	134	1,000	76	579	655	1,000	52.67%
4280	Telephone	9,459	8,000	10,230	8,980	19,210	20,000	4.11%
4313	Maintenance Contract	199,227	180,000	64,828	120,250	185,078	185,000	(0.04%)
4321	Legal and Auditing	478	555	478	-	478	555	16.11%
4327	Professional Services	56	4,000	-	3,310	3,310	4,000	20.85%
4360	Reimb from Other Funds	(280,920)	(294,960)	(172,060)	(122,900)	(294,960)	(311,000)	5.44%
4511	Casualty Insurance	1,167	1,167	-	1,167	1,167	1,167	0.00%
4512	Workers Comp Insurance	4,301	4,301	2,509	1,792	4,301	4,301	0.00%
4742	Office Equipment	90	2,000	70	1,087	1,157	2,000	72.86%
4745	Computer Equipment Purchases	334	4,000	-	2,531	2,531	4,000	58.04%
4746	Computer Software Purchase	-	2,000	-	1,810	1,810	2,000	10.50%
4754	Internet Access and Maintenance	1,098	12,000	1,020	1,063	2,083	7,000	236.05%
Total Information Systems		183,387	184,391	99,132	84,456	183,588	188,607	2.73%
150 - Allocation To Other Entities								
4951	Metropolitan Planning	189,200	217,580	163,185	54,395	217,580	217,580	0.00%
4952	Civil Defense	7,838	50,000	7,838	22,007	29,845	50,000	67.53%
4955	Parish Service Office	30,503	35,424	29,520	5,904	35,424	35,424	0.00%
Total Allocation To Other Entities		227,541	303,004	200,543	82,306	282,849	303,004	7.13%
161 - Facilities & Maintenance								
63 - Coroner Building								
4260	Building Repairs & Maintenance	13,136	12,000	10,076	1,816	11,892	12,000	0.91%
4272	Electricity	13,551	20,000	11,237	6,637	17,874	20,000	11.89%
4273	Water	2,871	2,300	3,513	1,589	5,102	4,000	(21.60%)
4280	Telephone	9,781	9,400	7,769	2,593	10,362	10,500	1.33%
4312	Pest Control	480	500	320	160	480	500	4.17%
4316	Security	420	500	280	140	420	500	19.05%
4317	Janitorial Service	16,200	19,000	15,821	5,293	21,114	22,000	4.20%
4388	Building Management	3,268	3,396	1,981	1,415	3,396	3,420	0.71%
Total Coroner Building		59,707	67,096	50,997	19,643	70,640	72,920	3.23%
64 - LSU Extension Bldg								
4260	Building Repairs & Maintenance	7,230	7,000	2,565	4,149	6,714	7,000	4.26%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4272	Electricity	5,794	7,500	4,067	2,275	6,342	7,500	18.26%
4273	Water	157	350	240	79	319	400	25.39%
4280	Telephone	878	1,000	671	226	897	1,000	11.48%
4291	Lawn and Tree Maintenance	673	2,000	-	1,625	1,625	2,000	23.08%
4312	Pest Control	385	500	280	140	420	500	19.05%
4316	Security	420	500	280	140	420	500	19.05%
4317	Janitorial Service	9,175	11,000	7,100	1,300	8,400	10,000	19.05%
4318	Waste Disposal Fees	654	1,050	390	235	625	1,050	68.00%
4388	Building Management	3,268	3,396	1,981	1,415	3,396	3,420	0.71%
4511	Casualty Insurance	2,085	2,085	-	2,085	2,085	2,085	0.00%
Total LSU Extension Bldg		30,719	36,381	17,574	13,669	31,243	35,455	13.48%
65 - Archives								
4327	Professional Services	74,860	76,000	56,895	19,105	76,000	76,000	0.00%
Total Archives		74,860	76,000	56,895	19,105	76,000	76,000	0.00%
69 - David Raines Comm Center								
4114	Salaries-Special	4,200	5,770	1,400	4,370	5,770	5,770	0.00%
4260	Building Repairs & Maintenance	30,292	25,500	14,125	14,628	28,753	30,000	4.34%
4271	Natural Gas	-	-	-	-	-	2,000	
4272	Electricity	42,257	47,000	28,925	13,174	42,099	45,000	6.89%
4273	Water	5,094	5,500	5,202	2,063	7,265	6,000	(17.41%)
4291	Lawn and Tree Maintenance	1,298	3,000	2,951	334	3,285	3,500	6.54%
4312	Pest Control	840	1,500	490	297	787	1,500	90.60%
4316	Security	1,008	1,200	672	528	1,200	1,200	0.00%
4317	Janitorial Service	15,000	22,000	15,543	5,786	21,329	25,000	17.21%
4318	Waste Disposal Fees	3,687	5,000	2,340	780	3,120	5,000	60.26%
4388	Building Management	9,338	9,703	5,660	4,043	9,703	9,774	0.73%
4511	Casualty Insurance	1,167	1,167	-	1,167	1,167	1,167	0.00%
4544	Utilities Charged To Other	(37,044)	(30,000)	(16,901)	(16,000)	(32,901)	(32,000)	(2.74%)
4558	Reimb-Health Tax Fund	(33,390)	(33,390)	(19,478)	(13,912)	(33,390)	(33,390)	0.00%
69 - David Raines Comm Center		43,747	63,950	40,929	17,258	58,187	70,521	21.20%
Total Facilities & Maintenance		209,033	243,427	166,395	69,675	236,070	254,896	7.97%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
170 - Elections								
71 - Registrar of Voters								
4113	Salaries Regular Employees	166,748	273,045	135,153	43,379	178,532	185,673	4.00%
4122	Salaries-Part Time	96,097	135,000	72,612	43,334	115,946	120,000	3.50%
4132	Group Health Insurance	47,578	64,677	34,431	10,373	44,804	50,940	13.70%
4133	Retired Employees Grp Insurance	7,283	7,647	4,461	3,186	7,647	8,029	5.00%
4135	Medicare Insurance	10,069	14,298	7,594	1,737	9,331	11,872	27.23%
4137	Supplemental Benefits	720	720	900	-	900	1,560	73.33%
4138	Unemployment Claims	4,038	5,000	699	3,000	3,699	5,000	35.17%
4139	ROV Retirement	36,932	61,597	26,525	8,263	34,788	37,134	6.74%
4210	Books and Subscriptions	2,044	3,500	898	1,257	2,155	3,500	62.41%
4211	Dues-Governmental Organizations	1,690	3,900	1,320	539	1,859	3,900	109.79%
4220	Official Publications	23,076	22,200	20,045	5,136	25,181	22,200	(11.84%)
4221	Printed Office Forms	780	5,700	3,512	1,756	5,268	5,700	8.20%
4230	Education, Travel and Training	12,574	23,800	5,506	7,856	13,362	23,800	78.12%
4241	Office Supplies	16,840	23,700	13,340	4,371	17,711	23,700	33.82%
4242	Postage	29,077	49,800	19,110	14,196	33,306	45,000	35.11%
4243	Copy Supplies	4,256	15,200	2,980	1,832	4,812	13,000	170.16%
4247	Record Retention	5,454	8,800	1,038	5,891	6,929	8,000	15.46%
4250	Equipment Repairs	-	2,400	-	1,934	1,934	2,400	24.10%
4251	Gas, Oil, Grease	-	1,200	-	1,050	1,050	1,200	14.29%
4260	Building Repairs & Maintenance	111	1,800	460	920	1,380	1,800	30.43%
4280	Telephone	2,393	7,800	1,774	1,595	3,369	7,000	107.78%
4313	Maintenance Contract	3,435	11,600	1,980	5,940	7,920	10,000	26.26%
4327	Professional Services	15,540	19,000	10,762	6,150	16,912	19,000	12.35%
4353	Parking Fees	14,816	14,500	10,737	4,743	15,480	15,000	(3.10%)
4357	Mobile Voter Registration	-	1,500	-	1,182	1,182	1,500	26.90%
4511	Casualty Insurance	1,001	1,001	-	1,001	1,001	1,001	0.00%
4512	Workers Comp Insurance	4,301	4,301	2,509	1,792	4,301	4,301	0.00%
4742	Office Equipment	1,000	10,500	5,638	3,381	9,019	10,500	16.42%
Total Registrar of Voters		507,853	794,186	383,984	185,794	569,778	642,710	12.80%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
72 - Election Cost								
4172	Election Expense	46,508	160,000	(2,133)	150,693	148,560	160,000	7.70%
4173	Voting Precinct Improvement	-	3,000	-	2,218	2,218	3,000	35.26%
Total Election Cost		46,508	163,000	(2,133)	152,911	150,778	163,000	8.11%
Total Elections		554,361	957,186	381,851	338,705	720,556	805,710	11.82%
180 - Statutory Appropriations								
4201	Ambulance Service	6,600	7,000	3,375	3,275	6,650	7,000	5.26%
4202	Pauper Funeral	-	2,000	-	1,501	1,501	2,000	33.24%
4310	Codification of Ordinances	2,879	6,000	1,191	2,199	3,390	5,000	47.49%
4352	Governmental Consultants	45,714	100,000	50,289	30,000	80,289	100,000	24.55%
4530	Interest Expense	-	1,500	-	982	982	1,000	1.83%
4591	Retirement Contributions	206,040	205,760	-	201,660	201,660	205,240	1.78%
4592	Sheriff's Tax Collection	969	1,000	644	36	680	1,000	47.06%
4810	Principal Payments	115,000	120,000	120,000	-	120,000	125,000	4.17%
4820	Interest Payments	82,600	80,250	80,250	-	80,250	77,175	(3.83%)
4830	Paying Agent Fees	200	200	200	-	200	200	0.00%
Total Statutory Appropriations		460,002	523,710	255,949	239,653	495,602	523,615	5.65%
611 - LSU Extension Service								
4113	Salaries Regular Employees	61,500	63,000	47,250	15,750	63,000	63,000	0.00%
4230	Education, Travel and Training	-	500	-	421	421	500	18.76%
4241	Office Supplies	1,987	1,700	1,596	-	1,596	1,700	6.52%
4243	Copy Supplies	2,042	3,800	2,081	123	2,204	3,800	72.41%
4250	Equipment Repairs	1,091	2,000	135	981	1,116	2,000	79.21%
4251	Gas, Oil, Grease	1,837	2,600	1,211	649	1,860	2,600	39.78%
4742	Office Equipment	-	500	-	422	422	500	18.48%
Total LSU Extension Service		68,457	74,100	52,273	18,346	70,619	74,100	4.93%
Total Expenditures - General Fund		10,180,354	11,444,090	8,426,664	2,362,225	10,794,441	11,544,978	6.95%
Excess (Deficiency) Of Revenues Over Expenditures		(436,299)	(2,063,280)	(6,077,973)	4,677,049	(1,406,476)	(2,104,918)	49.66%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	15,000	-	-	15,000	15,000	-	(100.00%)
3855	Transfer From Criminal Justice	1,700,000	2,000,000	1,166,667	833,333	2,000,000	2,000,000	0.00%
4688	Transfer To Capital Outlay	(400,000)	(410,000)	(239,167)	(170,833)	(410,000)	(773,000)	88.54%
4697	Transfer To Economic Development	-	(100,000)	-	(100,000)	(100,000)	-	(100.00%)
Total Other Financing Sources (Uses)		1,315,000	1,490,000	927,500	577,500	1,505,000	1,227,000	(18.47%)
Net Change In Fund Balance		878,701	(573,280)	(5,150,473)	5,254,549	98,524	(877,918)	(991.07%)
Fund Balance, Beginning of Year		16,930,124	17,075,782	17,808,825	12,658,352	17,808,825	17,907,349	0.55%
Fund Balance, End of Year		\$ 17,808,825	16,502,502	12,658,352	17,912,901	17,907,349	17,029,431	(4.90%)



SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditures for specified purposes.

Public Works Fund - The Public Works Fund accounts for the proceeds of a special ad valorem tax, sales tax and other revenues dedicated for road and bridge maintenance and improvement as well as drainage and road construction.

Building Maintenance Fund – The Building Maintenance Fund accounts for the proceeds of a special ad valorem tax dedicated for maintenance and operation of the parish courthouse and other public buildings.

Detention Facilities Fund – The Detention Facilities Fund accounts for the proceeds of a special ad valorem tax dedicated to the maintenance and operation of the Caddo Correctional Center and the Juvenile Detention Center.

Parks and Recreation Fund – The Parks and Recreation Fund accounts for the proceeds of a special ad valorem tax and other revenues dedicated for maintenance and operation of the parish park system.

Solid Waste Disposal Fund – The Solid Waste Disposal Fund accounts for the proceeds of a special ad valorem tax, sales tax, and other revenues dedicated for maintenance and operation of the parish solid waste collection system.

Juvenile Justice Fund – The Juvenile Justice Fund accounts for the proceeds of a special ad valorem tax dedicated to the maintenance and operation of the parish juvenile justice system.

Health Tax Fund – The Health Tax Fund accounts for the proceeds of a special ad valorem tax dedicated to the maintenance and operation of the parish health unit and animal shelter.

Biomedical Fund – The Biomedical Fund accounts for the proceeds of a special ad valorem tax dedicated to economic development activities, primarily through the Biomedical Research Foundation.

Riverboat Fund – The Riverboat Fund accounts for revenues received by the Commission from a share of gaming receipts received from riverboat casinos.

Oil and Gas Fund – The Oil and Gas Fund accounts for revenues received from lease bonuses and royalty payments resulting from the leasing of the oil and gas mineral rights on Parish property.

Criminal Justice Fund – The Criminal Justice Fund accounts for the proceeds of a special ad valorem tax dedicated for criminal justice system expenditures.

Economic Development Fund -- This fund was established to account for the proceeds from the sale of land at the old penal farm site, now known as the West Shreveport Industrial Park. The sale proceeds are dedicated to industrial inducement and industrial park acquisitions and improvements.

Law Officers Witness Fund – The Law Officers Witness Fund accounts for the proceeds of a special case charge on criminal matters. The revenues generated are dedicated to the payment of a special witness fee to law officers who are called as witnesses to testify in district court.

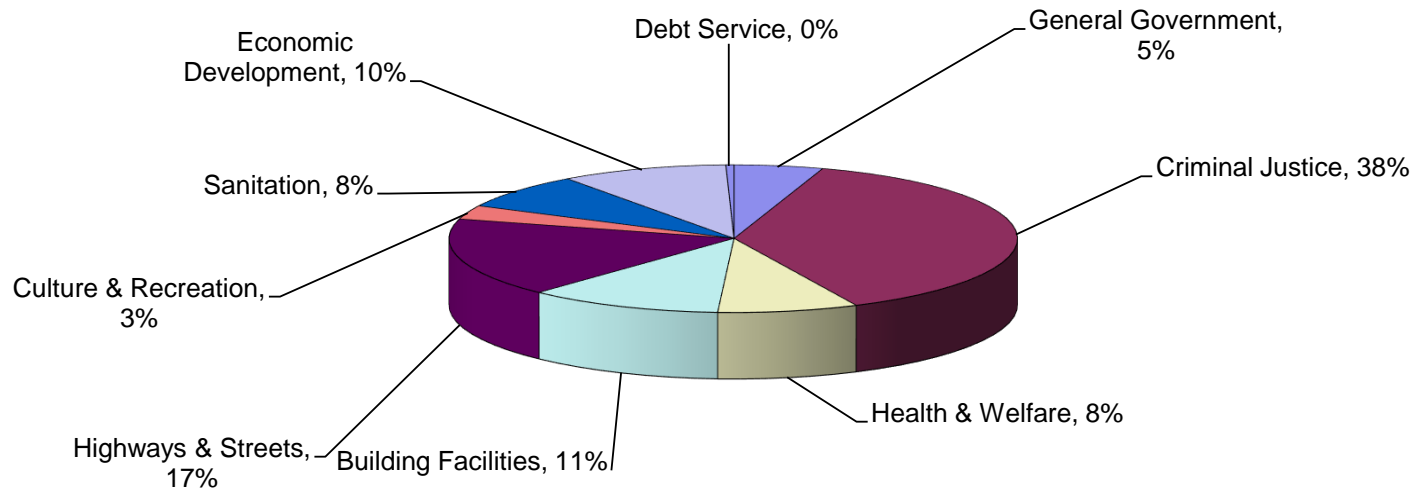
Reserve Trust Fund – The Reserve Trust Fund was established to provide financial resources in the event of a major interruption in budgeted revenues, a catastrophic natural disaster, an extraordinary economic development opportunity or other occasion requiring immediate emergency funding needs or cash flow loan demand.

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures, and Changes in Fund Balances

	Public Works	Building Maint	Detention Facilities	Parks & Recreation	Solid Waste	Juvenile Justice	Health Tax	Biomed	Riverboat	Criminal Justice	Oil and Gas	Economic Develop	Law Off Witness	Reserve Trust	Total
Revenues															
Tax Revenue	\$ 12,414,550	4,712,430	8,686,690	1,438,590	2,926,840	3,411,660	3,345,970	2,841,280	-	5,472,350	-	-	-	-	45,250,360
Licenses & Permits	360,000	-	-	-	-	-	4,000	-	-	-	-	-	-	-	364,000
Intergovernmental Revenue	2,010,000	108,200	210,000	33,500	-	838,014	79,400	69,600	-	126,300	-	-	-	-	3,475,014
Gaming Revenue	-	-	-	-	-	-	-	-	1,290,000	-	-	450,000	-	-	1,740,000
Oil and Gas	-	-	-	-	-	-	-	-	-	-	250,000	-	-	-	250,000
Charges For Services	332,300	-	-	-	-	2,000	79,000	-	-	-	-	-	27,000	-	440,300
Fines & Forfeitures	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000
Rents & Interest Earned	90,000	26,000	20,000	40,000	100,000	9,000	17,000	300	1,500	2,000	170,000	5,000	-	350,000	830,800
Other Revenues	120,000	1,500	8,000	7,500	100,000	15,200	1,400	-	5,000	-	-	3,000	-	-	261,600
Total Revenues	15,341,850	4,848,130	8,924,690	1,519,590	3,126,840	4,275,874	3,526,770	2,911,180	1,296,500	5,600,650	420,000	458,000	27,000	350,000	52,627,074
Expenditures By Function															
General Government															
Allocations-Other Entities	-	-	-	30,000	-	-	-	-	906,500	-	-	-	-	-	936,500
Administration	-	-	-	-	-	-	-	-	279,626	-	41,063	-	-	363,025	683,714
Fleet Services	595,961	-	-	-	-	-	-	-	-	-	-	-	-	-	595,961
Criminal Justice															
Criminal Administration	-	-	-	-	-	-	-	-	-	327,996	-	-	26,761	-	354,757
CCC -Facs & Maintenance	-	-	3,538,646	-	-	-	-	-	-	-	-	-	-	-	3,538,646
CCC -Statutory Charges	-	-	5,485,000	-	-	-	-	-	-	-	-	-	-	-	5,485,000
Juvenile Court	-	-	-	-	-	678,542	-	-	-	-	-	-	-	-	678,542
Juv Services - Probation	-	-	-	-	-	3,545,251	-	-	-	-	-	-	-	-	3,545,251
Juv Services - Detention	-	-	-	-	-	3,051,986	-	-	-	-	-	-	-	-	3,051,986
Health & Welfare															
Shreveport Regional Lab	-	-	-	-	-	-	61,748	-	-	-	-	-	-	-	61,748
Highland Health Unit	-	-	-	-	-	-	677,799	-	-	-	-	-	-	-	677,799
Vivian Health Unit	-	-	-	-	-	-	75,859	-	-	-	-	-	-	-	75,859
David Raines Comm Ctr	-	-	-	-	-	-	33,390	-	-	-	-	-	-	-	33,390
Animal Services	-	-	-	-	-	-	2,128,646	-	-	-	-	-	-	-	2,128,646
Mosquito Control	-	-	-	-	-	-	513,638	-	-	-	-	-	-	-	513,638
Building Facilities															
Courthouse	-	3,983,221	-	-	-	-	-	-	-	-	-	-	-	-	3,983,221
Bickham Building	-	134,522	-	-	-	-	-	-	-	-	-	-	-	-	134,522
Government Plaza	-	212,317	-	-	-	-	-	-	-	-	-	-	-	-	212,317
Juvenile Justice Buildings	-	-	-	-	-	521,183	-	-	-	-	-	-	-	-	521,183
Veterans Affairs	-	32,000	-	-	-	-	-	-	-	-	-	-	-	-	32,000
Highways & Streets															
Road Administration	1,813,174	-	-	-	-	-	-	-	-	-	-	-	-	-	1,813,174
Road Maintenance	5,775,247	-	-	-	-	-	-	-	-	-	-	-	-	-	5,775,247
Sanitation	-	-	-	-	3,402,804	-	-	-	-	-	-	-	-	-	3,402,804
Culture & Recreation	-	-	-	1,343,037	-	-	-	-	-	-	-	-	-	-	1,343,037
Economic Development	-	-	-	-	-	-	-	2,909,626	-	-	-	1,261,095	-	-	4,170,721
Debt Service	-	-	202,375	-	-	-	-	-	-	-	-	-	-	-	202,375
Total Expenditures	8,184,382	4,362,060	9,226,021	1,373,037	3,402,804	7,796,962	3,491,080	2,909,626	1,186,126	327,996	41,063	1,261,095	26,761	363,025	43,952,038
Excess (Deficiency)	7,157,468	486,070	(301,331)	146,553	(275,964)	(3,521,088)	35,690	1,554	110,374	5,272,654	378,937	(803,095)	239	(13,025)	8,675,036
Other Financing Sources (Uses)															
Transfers In	-	-	400,000	-	-	3,400,000	-	-	-	-	-	625,000	-	-	4,425,000
Transfers Out	(9,685,000)	(497,500)	(205,000)	(105,000)	(1,700,000)	(285,000)	(286,000)	-	-	(5,800,000)	(925,000)	-	-	-	(19,488,500)
Total Other Fin Sources (Uses)	(9,685,000)	(497,500)	195,000	(105,000)	(1,700,000)	3,115,000	(286,000)	-	-	(5,800,000)	(925,000)	625,000	-	-	(15,063,500)
Net Change In Fund Balances	(2,527,532)	(11,430)	(106,331)	41,553	(1,975,964)	(406,088)	(250,310)	1,554	110,374	(527,346)	(546,063)	(178,095)	239	(13,025)	(6,388,464)
Beginning Fund Balance	19,835,860	8,503,087	7,584,351	3,217,538	20,775,204	4,378,953	4,943,856	151,361	604,441	2,100,494	5,594,964	1,156,180	35,937	37,622,124	116,504,350
Ending Fund Balance	\$ 17,308,328	8,491,657	7,478,020	3,259,091	18,799,240	3,972,865	4,693,546	152,915	714,815	1,573,148	5,048,901	978,085	36,176	37,609,099	110,115,886

SPECIAL REVENUE FUNDS - EXPENDITURES BY FUNCTION



38% of the expenditures in the Special Revenue Funds relate to criminal justice. Criminal justice costs are those costs for CCC, Juvenile Court, and the Department of Juvenile Services. Highways and Streets are the costs associated with maintaining the roads, bridges, and drainage infrastructures for Caddo Parish. Building Facilities represent the costs that are required for the upkeep of all Parish buildings.

SPECIAL REVENUE FUNDS

Budget By Category

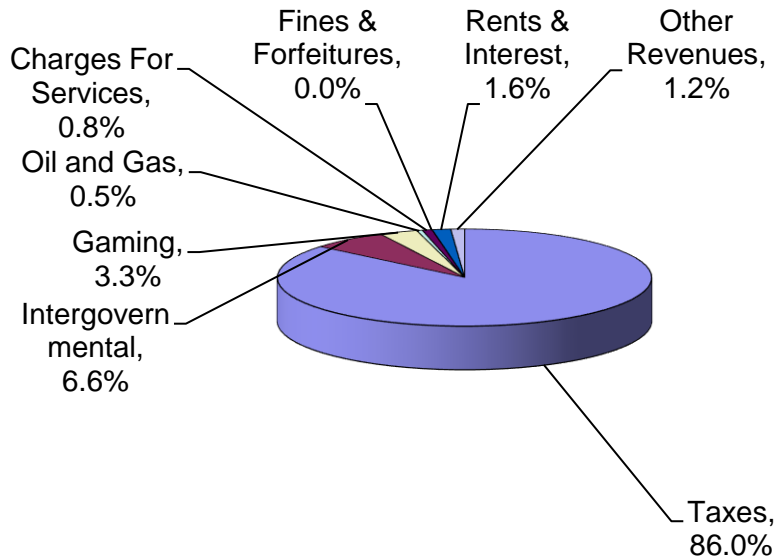
	2015 Actual	2016		2017 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 47,293,448	46,275,360	44,367,153	45,250,360
Licenses & Permits	407,448	365,000	363,492	364,000
Intergovernmental Revenue	3,911,656	3,637,329	3,405,480	3,475,014
Gaming Revenue	1,742,989	1,765,000	1,730,878	1,740,000
Oil and Gas Revenue	257,369	400,000	288,369	250,000
Charges For Services	460,483	537,300	510,854	440,300
Fines & Forfeitures	24,331	27,100	13,148	15,000
Rents & Interest Earned	1,289,990	703,375	822,914	830,800
Other Revenues	314,499	256,700	286,480	261,600
Total Revenues	55,702,213	53,967,164	51,788,768	52,627,074
Expenditures				
Salaries & Benefits	17,465,421	18,293,825	17,871,540	18,484,475
Materials & Supplies	991,569	2,011,650	1,338,889	1,789,250
Education, Training & Travel	204,658	229,500	186,613	243,500
Utilities	2,219,273	2,606,500	2,488,820	2,691,000
Repairs & Maintenance	1,923,412	1,943,890	1,760,097	2,001,390
Prison Operations	5,501,627	5,584,000	5,408,861	5,721,500
Contract Services	6,215,722	7,068,603	6,829,431	6,860,127
Statutory Charges	224,800	160,125	140,874	150,175
Internal Charges	2,317,199	2,395,360	2,348,444	2,466,705
Capital Outlay	59,065	93,250	65,366	100,750
Allocations To Other Entities	2,942,217	3,614,250	3,472,409	2,534,500
Debt Service	197,800	200,450	200,450	202,375
Other Expenses	232,882	344,500	235,361	392,300
Grant Programs	574,844	575,479	559,786	614,191
Reimbursements	(313,695)	(360,200)	(349,345)	(350,200)
Juror & Witness Expense	39,658	60,000	42,800	50,000
Total Expenditures	40,796,452	44,821,182	42,600,396	43,952,038
Excess (Deficiency) Of Revenues Over Expenditures	14,905,761	9,145,982	9,188,372	8,675,036

SPECIAL REVENUE FUNDS

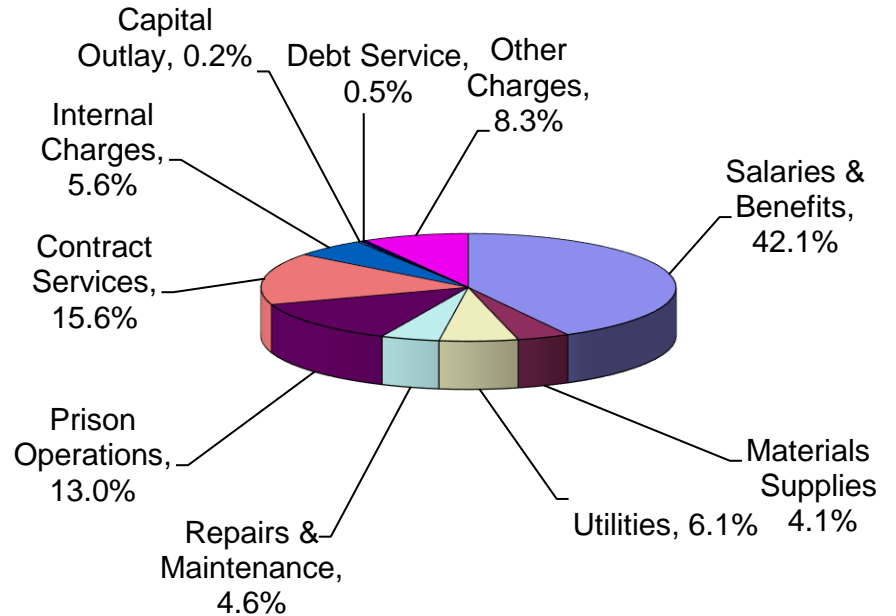
Budget By Category

	2015 Actual	2016		2017 Adopted
		Budget	Estimated	
Other Financing Sources (Uses)				
Transfers In	7,839,552	4,800,000	7,663,759	4,425,000
Transfer Out	(20,683,000)	(25,124,000)	(25,124,000)	(19,488,500)
Total Other Financing Sources (Uses)	(12,843,448)	(20,324,000)	(17,460,241)	(15,063,500)
Net Change In Fund Balance	2,062,313	(11,178,018)	(8,271,869)	(6,388,464)
Fund Balance, Beginning Of Year	122,713,906	121,289,371	124,776,219	116,504,350
Fund Balance, End Of Year	\$ 124,776,219	110,111,353	116,504,350	110,115,886

REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Public Works Fund (200)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 6,924,598	6,517,920	-	6,423,930	6,423,930	6,720,420	4.62%
3114	Gas & Oil Sales	110,505	225,000	67,355	27,856	95,211	100,000	5.03%
3115	Estimated Uncollectible Taxes	(92,879)	(195,540)	-	(192,720)	(192,720)	(201,610)	4.61%
3117	Sign Billings	5,404	2,300	2,694	-	2,694	2,300	(14.63%)
3119	Equipment Repair Billings	125,785	100,000	128,423	-	128,423	120,000	(6.56%)
3120	Prior Year Taxes	49,810	44,160	60,589	-	60,589	45,740	(24.51%)
3175	Sales Tax Collections	7,210,422	7,000,000	3,863,908	1,802,870	5,666,778	5,850,000	3.23%
3180	Culvert Fees	10,519	10,000	8,880	843	9,723	10,000	2.85%
3181	Subdivision Fees	12,019	12,000	6,700	2,450	9,150	10,000	9.29%
3190	Special Assessment Revenue	50,304	10,000	-	10,285	10,285	10,000	(2.77%)
3219	Oil and Gas Permits	392,795	350,000	295,920	54,353	350,273	350,000	(0.08%)
3220	Building Permits	10,850	10,000	6,770	3,110	9,880	10,000	1.21%
3224	Fines	24,331	27,000	10,898	2,250	13,148	15,000	14.09%
3351	State Revenue Sharing	161,224	148,000	-	161,080	161,080	160,000	(0.67%)
3356	Parish Transportation Fund	1,571,222	1,450,000	1,011,967	414,377	1,426,344	1,450,000	1.66%
3357	Road Royalty	547,596	500,000	131,781	-	363,562	400,000	10.02%
3610	Interest Earned	158,613	70,000	38,662	45,894	84,556	90,000	6.44%
3692	Adjudicated Property Fees	86,005	80,000	161,105	-	161,105	90,000	(44.14%)
3695	Miscellaneous Revenue	120,725	100,000	133,029	-	133,029	110,000	(17.31%)
Total Revenues - Public Works Fund		17,479,848	16,460,840	5,928,681	8,756,578	14,917,040	15,341,850	2.85%
Expenditures								
411 - Road Administration								
4113	Salaries Regular Employees	767,408	799,979	596,393	198,174	794,567	822,061	3.46%
4131	Parochial Retirement	95,836	85,117	65,131	19,438	84,569	84,748	0.21%
4132	Group Health Insurance	76,168	79,102	60,566	18,442	79,008	87,641	10.93%
4133	Retired Employees Grp Insurance	25,742	27,029	15,767	11,262	27,029	28,380	5.00%
4135	Medicare Insurance	11,006	11,601	8,465	3,133	11,598	11,920	2.78%
4136	Caddo Parish Employee Retirement	20,255	20,276	13,961	6,315	20,276	18,010	(11.18%)
4138	Unemployment Claims	-	3,000	-	2,211	2,211	3,000	35.69%
4210	Books and Subscriptions	1,386	1,500	469	776	1,245	1,500	20.48%
4211	Dues-Governmental Organizations	1,505	3,000	1,025	670	1,695	3,000	76.99%
4221	Printed Office Forms	498	1,500	256	733	989	1,500	51.67%
4230	Education, Training and Travel	29,917	32,000	18,819	11,057	29,876	35,000	17.15%
4241	Office Supplies	17,601	18,000	7,411	8,576	15,987	18,000	12.59%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4243	Copy Supplies	3,440	6,000	2,028	1,650	3,678	6,000	63.13%
4250	Equipment Repairs	7,053	8,000	2,911	3,668	6,579	8,500	29.20%
4251	Gas, Oil, Grease	6,421	14,000	2,932	5,055	7,987	12,000	50.24%
4280	Telephone	7,959	16,000	6,664	3,295	9,959	14,000	40.58%
4311	Employee Physicals	85	500	-	321	321	500	55.76%
4313	Maintenance Contract	9,965	12,000	10,860	399	11,259	16,000	42.11%
4321	Legal and Auditing	6,496	7,548	6,497	1,050	7,547	7,548	0.01%
4324	Information Systems Allocation	47,756	50,143	29,250	20,893	50,143	52,870	5.44%
4327	Professional Services	209,538	185,000	116,940	65,815	182,755	195,000	6.70%
4329	Reimb From PW Funds	(179,300)	(206,195)	(120,280)	(85,915)	(206,195)	(206,195)	0.00%
4353	Parking Fees	2,501	3,000	2,053	646	2,699	3,500	29.68%
4361	General Fund Administration	195,844	199,015	116,092	82,923	199,015	216,659	8.87%
4387	Adjudicated Property Expenses	8,038	15,000	5,090	4,785	9,875	15,000	51.90%
4511	Casualty Insurance	111,728	111,728	-	111,728	111,728	111,728	0.00%
4512	Workers Comp Insurance	18,894	18,894	11,022	7,872	18,894	18,894	0.00%
4591	Retirement Contributions	204,606	192,920	-	190,150	190,150	198,910	4.61%
4592	Sheriff's Tax Collection	697	2,500	474	511	985	2,500	153.81%
4742	Office Equipment	2,514	5,000	3,885	840	4,725	10,000	111.64%
4745	Computer Equipment Purchases	-	15,000	3,180	2,253	5,433	15,000	176.09%
Total Road Administration		1,711,557	1,738,157	987,861	698,726	1,686,587	1,813,174	7.51%
431 - Fleet Services								
4113	Salaries Regular Employees	362,790	369,954	280,132	94,542	374,674	384,694	2.67%
4114	Salaries-Special	14,739	10,000	-	7,155	7,155	10,000	39.76%
4122	Salaries-Part Time	790	-	-	-	-	-	0.00%
4131	Parochial Retirement	53,523	48,094	36,691	11,296	47,987	49,412	2.97%
4132	Group Health Insurance	79,066	81,888	68,600	20,424	89,024	95,256	7.00%
4133	Retired Employees Grp Insurance	13,990	14,690	8,569	6,121	14,690	15,425	5.00%
4135	Medicare Insurance	4,897	5,365	3,762	1,362	5,124	5,512	7.57%
4230	Education, Travel and Training	1,930	5,000	2,095	1,779	3,874	6,000	54.88%
4241	Office Supplies	-	1,500	182	143	325	1,500	361.54%
4243	Copy Supplies	689	1,500	483	504	987	1,500	51.98%
4250	Equipment Repairs	430,810	375,000	267,805	88,181	355,986	425,000	19.39%
4251	Gas, Oil, Grease	555,680	900,000	349,863	175,124	524,987	650,000	23.81%
4260	Building Repairs & Maintenance	28,732	40,000	13,702	20,896	34,598	40,000	15.61%
4265	Uniforms	1,007	3,500	3,135	364	3,499	4,500	28.61%
4270	Services and Supplies Charged to Others	(1,113,613)	(1,300,000)	(738,757)	(363,245)	(1,102,002)	(1,175,000)	6.62%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4271	Natural Gas	3,231	8,000	1,731	2,500	4,231	8,000	89.08%
4272	Electricity	20,897	25,000	15,014	6,882	21,896	25,000	14.18%
4273	Water	2,146	2,000	1,829	405	2,234	4,000	79.05%
4280	Telephone	1,819	2,500	1,304	931	2,235	3,000	34.23%
4290	Safety Apparel	-	500	-	387	387	500	29.20%
4311	Employee Physicals	424	250	195	203	398	750	88.44%
4313	Maintenance Contract	370	1,000	-	680	680	1,000	47.06%
4321	Legal and Auditing	913	1,061	913	-	913	1,061	16.21%
4324	Information Systems Allocation	8,428	8,849	5,162	3,681	8,843	9,330	5.51%
4325	Computer System	-	8,000	-	5,000	5,000	7,000	40.00%
4361	General Fund Administration	52,993	53,786	31,375	22,411	53,786	58,647	9.04%
4365	Fleet Service Allocation	(86,000)	(86,000)	(53,667)	(38,333)	(92,000)	(102,000)	10.87%
4388	Building Management	1,867	1,940	1,132	808	1,940	1,954	0.72%
4421	Sign Materials	15,385	40,000	36,062	2,682	38,744	40,000	3.24%
4422	Small Tools	4,026	2,500	2,941	-	2,941	4,000	36.01%
4511	Casualty Insurance	9,589	9,589	-	9,589	9,589	9,589	0.00%
4512	Workers Comp Insurance	10,331	10,470	6,026	4,305	10,331	10,331	0.00%
Total Fleet Services		481,449	645,936	346,279	86,777	433,056	595,961	100.00%
441 - Road Maintenance								
30 - Drainage								
4248	Equipment Rental	-	10,000	8,450	-	8,450	12,000	42.01%
4276	Emergency Coordination	9,000	9,000	5,250	3,750	9,000	9,720	8.00%
4319	Spraying of Right of Way	461,220	475,000	368,976	110,899	479,875	495,000	3.15%
4321	Legal and Auditing	4,273	4,825	4,273	-	4,825	4,825	0.00%
4323	Engineering Fees	-	5,000	-	-	-	-	0.00%
4330	Public Works Administration	48,500	51,549	30,070	21,479	51,549	51,549	0.00%
4361	General Fund Administration	31,937	32,421	18,912	13,509	32,421	35,600	9.81%
4424	Flood Preparedness	13,322	25,000	9,990	9,553	19,543	25,000	27.92%
4511	Casualty Insurance	66,703	66,703	-	66,703	66,703	66,703	0.00%
4592	Sheriff's Tax Collection	284	500	194	104	298	500	67.79%
Total Drainage Improvements		635,239	679,998	446,115	225,997	672,664	700,897	4.20%
31 - Road Capital Improvements								
4321	Legal and Auditing	4,153	4,965	4,153	-	4,153	4,965	19.55%
4323	Engineering Fees	-	5,000	-	-	-	-	0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4330	Public Works Administration	70,800	72,168	42,098	30,070	72,168	72,168	0.00%
4361	General Fund Administration	31,937	32,421	18,912	13,509	32,421	35,600	9.81%
4375	Tax Collection Charges	77,919	85,000	39,447	45,540	84,987	85,000	0.02%
4415	Bridge Materials and Supplies	6,799	20,000	3,890	-	8,978	20,000	122.77%
4711	Right Of Way	-	2,500	-	1,884	1,884	2,500	32.70%
Total Road Capital Improvements		191,608	222,054	108,500	91,003	204,591	220,233	7.65%
51 - North Camp								
4113	Salaries Regular Employees	890,685	905,089	580,069	184,028	764,097	801,354	4.88%
4131	Parochial Retirement	130,726	116,412	75,542	37,870	113,412	100,169	(11.68%)
4132	Group Health Insurance	199,576	213,629	141,323	63,908	205,231	219,597	7.00%
4133	Retired Employees Grp Insurance	43,368	45,536	26,563	18,973	45,536	47,813	5.00%
4135	Medicare Insurance	11,304	12,157	7,294	3,808	11,102	11,229	1.14%
4138	Unemployment Claims	-	1,500	-	878	878	1,500	70.84%
4230	Education, Training and Travel	895	4,000	712	831	1,543	4,000	159.24%
4241	Office Supplies	3,581	7,000	3,170	1,065	4,235	6,000	41.68%
4243	Copy Supplies	504	2,500	319	920	1,239	2,500	101.78%
4248	Equipment Rental	1,075	6,000	-	3,567	3,567	6,000	68.21%
4250	Equipment Repairs	213,581	215,000	146,508	64,473	210,981	215,000	1.90%
4251	Gas, Oil, Grease	91,995	180,000	48,364	61,526	109,890	150,000	36.50%
4260	Building Repairs & Maintenance	8,754	7,500	6,259	1,086	7,345	10,000	36.15%
4265	Uniforms	7,620	9,000	2,338	5,898	8,236	9,000	9.28%
4271	Natural Gas	465	2,500	230	755	985	2,500	153.81%
4272	Electricity	17,667	18,500	14,362	4,811	19,173	21,000	9.53%
4273	Water	1,265	2,000	1,039	530	1,569	2,300	46.59%
4275	Street Lights	4,246	5,500	1,087	3,792	4,879	5,500	12.73%
4276	Emergency Coordination	5,500	5,500	3,208	2,292	5,500	5,940	8.00%
4280	Telephone	13,206	15,000	10,261	4,719	14,980	16,000	6.81%
4290	Safety Apparel	1,086	2,500	1,629	-	1,629	2,500	53.47%
4311	Employee Physicals	1,891	2,500	1,078	555	1,633	2,500	53.09%
4327	Professional Services	68,616	150,000	77,635	52,241	129,876	150,000	15.49%
4412	Maintenance Gravel and Aggregate	57,606	85,000	15,788	52,192	67,980	80,000	17.68%
4413	Asphalt	5,320	18,000	5,239	5,993	11,232	15,000	33.55%
4414	Hot Mix	55,423	70,000	24,411	37,934	62,345	70,000	12.28%
4415	Bridge Materials and Supplies	970	5,000	1,294	1,031	2,325	5,000	115.05%
4416	Culverts	9,875	15,000	10,574	1,794	12,368	15,000	21.28%
4421	Sign Materials	57,782	80,000	65,341	8,118	73,459	80,000	8.90%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4422	Small Tools	3,012	3,000	1,327	1,462	2,789	5,000	79.28%
4423	Misc Materials and Supplies	14,298	15,000	9,000	5,678	14,678	20,000	36.26%
4512	Workers Comp Insurance	26,693	26,693	15,571	11,122	26,693	26,693	0.00%
Total North Camp		1,948,585	2,247,016	1,297,535	643,850	1,941,385	2,109,095	8.64%
52 - South Camp								
4113	Salaries Regular Employees	1,031,489	1,017,310	801,822	239,994	1,041,816	1,070,482	2.75%
4131	Parochial Retirement	147,858	127,240	102,219	35,319	137,538	133,810	(2.71)%
4132	Group Health Insurance	190,736	220,130	120,318	82,428	202,746	213,628	5.37%
4133	Retired Employees Grp Insurance	43,365	45,533	26,561	18,972	45,533	47,810	5.00%
4135	Medicare Insurance	15,768	16,313	12,356	3,887	16,243	16,522	1.72%
4138	Unemployment Claims	4,199	2,500	1,235	1,114	2,349	5,000	112.86%
4230	Education, Training and Travel	2,300	4,000	1,294	1,162	2,456	4,000	62.87%
4241	Office Supplies	2,134	5,000	1,240	1,105	2,345	5,000	113.22%
4243	Copy Supplies	592	3,000	319	670	989	3,000	203.34%
4248	Equipment Rental	10,668	7,500	-	6,200	6,200	7,500	20.97%
4250	Equipment Repairs	217,833	250,000	112,070	113,718	225,788	250,000	10.72%
4251	Gas, Oil, Grease	101,092	185,000	60,512	65,162	125,674	175,000	39.25%
4260	Building Repairs & Maintenance	12,281	20,000	9,247	5,629	14,876	20,000	34.44%
4265	Uniforms	9,990	9,000	1,968	7,134	9,102	11,000	20.85%
4271	Natural Gas	1,158	5,000	1,206	1,028	2,234	5,000	123.81%
4272	Electricity	19,088	22,000	13,923	6,275	20,198	23,000	13.87%
4273	Water	2,917	4,000	2,548	1,216	3,764	5,000	32.84%
4275	Street Lights	4,230	6,500	3,436	1,363	4,799	6,500	35.44%
4276	Emergency Coordination	5,500	5,500	3,208	2,292	5,500	5,940	8.00%
4280	Telephone	12,950	16,000	10,330	4,587	14,917	17,000	13.96%
4290	Safety Apparel	1,323	3,000	142	1,647	1,789	3,000	67.69%
4311	Employee Physicals	2,188	3,000	868	1,119	1,987	3,000	50.98%
4313	Maintenance Contract	-	10,200	-	2,900	2,900	10,200	251.72%
4327	Professional Services	56,258	150,000	69,517	56,470	125,987	140,000	11.12%
4412	Maintenance Gravel and Aggregate	3,533	50,000	25,527	23,238	48,765	50,000	2.53%
4413	Asphalt	-	13,000	-	9,811	9,811	10,000	1.93%
4414	Hot Mix	117,565	200,000	52,114	85,781	137,895	170,000	23.28%
4415	Bridge Materials and Supplies	-	7,500	8,503	-	8,503	9,000	5.84%
4416	Culverts	12,045	16,000	-	14,569	14,569	16,000	9.82%
4421	Sign Materials	57,503	80,000	65,490	9,077	74,567	80,000	7.29%
4422	Small Tools	3,665	5,000	1,091	3,321	4,412	5,000	13.33%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4423	Misc Materials and Supplies	19,966	25,000	11,173	8,703	19,876	25,000	25.78%
4512	Workers Comp Insurance	28,542	28,542	16,650	11,892	28,542	28,542	0.00%
Total South Camp		2,138,736	2,562,768	1,536,887	827,783	2,364,670	2,574,934	8.89%
53 - Commercial Vehicle Enforcement Unit (CVEU)								
4113	Salaries Regular Employees	85,330	88,540	66,742	20,578	87,320	91,266	4.52%
4131	Parochial Retirement	12,329	11,511	8,850	3,471	12,321	11,408	(7.41%)
4132	Group Health Insurance	16,697	18,760	14,033	4,718	18,751	20,064	7.00%
4135	Medicare Insurance	1,137	1,284	928	355	1,283	1,350	5.22%
4230	Education, Travel and Training	1,480	6,000	-	3,215	3,215	5,000	55.52%
4241	Office Supplies	2,840	5,000	1,551	1,434	2,985	5,000	67.50%
4250	Equipment Repairs	4,814	5,000	2,657	1,910	4,567	7,000	53.27%
4251	Gas, Oil, Grease	3,576	10,000	2,470	3,076	5,546	8,000	44.25%
4260	Building Repairs & Maintenance	-	2,500	-	1,789	1,789	2,500	39.74%
4265	Uniforms	74	2,000	-	1,235	1,235	2,000	61.94%
4280	Telephone	2,326	3,500	1,730	1,015	2,745	4,000	45.72%
4311	Employee Physicals	-	500	-	480	480	500	4.17%
4327	Professional Services	9,390	12,000	4,455	4,890	9,345	12,000	28.41%
Total CVEU		139,993	166,595	103,416	48,166	151,582	170,088	12.21%
Total Road Maintenance		5,054,161	5,878,431	3,492,453	1,836,799	5,334,892	5,775,247	8.25%
Total Expenditures - Public Works Fund		7,247,167	8,262,524	4,826,593	2,622,302	7,454,535	8,184,382	9.79%
Excess (Deficiency) Of Revenues Over Expenditures		10,232,681	8,198,316	1,102,088	6,134,276	7,462,505	7,157,468	(4.09%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	2,616,395	-	-	2,811,543	2,811,543	-	(100.00%)
4688	Transfer To Capital Outlay	(11,385,000)	(13,088,000)	(7,634,667)	(5,453,333)	(13,088,000)	(9,685,000)	(26.00%)
Total Other Financing Sources (Uses)		(8,768,605)	(13,088,000)	(7,634,667)	(2,641,790)	(10,276,457)	(9,685,000)	(5.76%)
Net Change in Fund Balance		1,464,076	(4,889,684)	(6,532,579)	3,492,486	(2,813,952)	(2,527,532)	(10.18%)
Fund Balance, Beginning Of Year		21,185,736	21,372,203	22,649,812	16,117,233	22,649,812	19,835,860	(12.42%)
Fund Balance, End Of Year		\$ 22,649,812	16,482,519	16,117,233	19,609,719	19,835,860	17,308,328	(12.74%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Building Maintenance Fund (210)							
Revenues							
3113	Ad Valorem Tax-Parish	\$ 4,569,722	4,567,820	-	4,748,130	4,748,130	4,835,850 (3.80%)
3115	Estimated Uncollectible Taxes	(61,688)	(137,030)	-	(142,440)	(142,440)	(145,080) (3.80%)
3120	Prior Year Taxes	23,356	19,700	27,399	-	27,399	21,660 (28.10%)
3351	State Revenue Sharing	108,619	114,000	-	108,505	108,505	108,200 5.06%
3610	Interest Earned	47,639	18,000	13,658	11,604	25,262	26,000 (28.75%)
3695	Miscellaneous Revenue	2,443	3,000	172	1,000	1,172	1,500 155.97%
Total Revenues - Building Maintenance Fund		4,690,091	4,585,490	41,229	4,726,799	4,768,028	4,848,130 1.68%
Expenditures							
161 - Facilities & Maintenance							
61 - Courthouse							
4113	Salaries Regular Employees	1,512,969	1,544,406	1,136,557	381,644	1,518,201	1,579,374 4.03%
4119	Salaries Reimbursed By Others	-	(25,000)	-	-	-	- 0.00%
4122	Salaries-Part Time	25,354	34,038	23,037	9,101	32,138	35,069 9.12%
4131	Parochial Retirement	220,170	196,406	147,402	42,636	190,038	197,422 3.89%
4132	Group Health Insurance	232,649	247,870	197,009	59,650	256,659	263,002 2.47%
4133	Retired Employees Grp Insurance	58,196	61,106	35,645	25,461	61,106	64,161 5.00%
4135	Medicare Insurance	24,109	25,879	18,220	5,365	23,585	25,582 8.47%
4138	Unemployment Claims	-	3,600	-	2,241	2,241	3,600 60.64%
4210	Books and Subscriptions	293	2,000	239	298	537	2,000 272.44%
4221	Printed Office Forms	492	1,000	516	258	774	1,000 29.20%
4230	Education, Training and Travel	19,240	20,000	20,321	4,441	24,762	30,000 21.15%
4241	Office Supplies	4,684	4,500	1,978	585	2,563	4,500 75.58%
4243	Copy Supplies	7,982	5,200	3,233	429	3,662	5,200 42.00%
4250	Equipment Repairs	14,200	20,000	4,506	5,839	10,345	18,000 74.00%
4251	Gas, Oil, Grease	20,390	45,000	11,529	7,235	18,764	35,000 86.53%
4260	Building Repairs & Maintenance	259,126	232,000	170,789	26,235	197,024	232,000 17.75%
4261	Building Rep & Maint Chrg -Other	(5,553)	-	(12,195)	-	(12,195)	(14,000) 0.00%
4265	Uniforms	17,711	14,000	1,899	16,573	18,472	17,000 (7.97%)
4266	Janitorial Supplies	153,228	175,000	114,847	33,540	148,387	170,000 14.57%
4270	Janitorial Supplies Chg to Other	(118,159)	(80,000)	(56,900)	(20,911)	(77,811)	(80,000) 2.81%
4271	Natural Gas	114,500	165,000	75,227	74,435	149,662	165,000 10.25%
4272	Electricity	400,886	430,000	364,198	121,399	485,597	500,000 2.97%
4273	Water	38,876	40,000	15,870	17,717	33,587	40,000 19.09%
4276	Emergency Coordination	2,500	2,500	1,458	1,042	2,500	2,700 8.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4280	Telephone	28,759	30,000	19,277	9,645	28,922	30,000	3.73%
4290	Safety Apparel	711	750	150	593	743	750	0.94%
4291	Lawn and Tree Maintenance	11,281	35,000	22,976	-	22,976	25,000	8.81%
4311	Employee Physicals	952	1,500	455	781	1,236	1,500	21.36%
4312	Pest Control	3,896	3,300	1,236	1,667	2,903	3,500	20.56%
4313	Maintenance Contract	69,870	80,000	48,742	20,903	69,645	75,000	7.69%
4316	Security	325,794	317,100	172,053	125,000	297,053	317,100	6.75%
4318	Waste Disposal Fees	991	5,000	880	2,981	3,861	5,000	29.50%
4321	Legal and Auditing	4,894	5,687	4,895	-	4,894	5,687	16.20%
4324	Information Systems Allocation	28,092	29,496	17,206	12,290	29,496	31,100	5.44%
4353	Parking Fees	19,118	24,000	18,543	6,310	24,853	26,000	4.62%
4361	General Fund Administration	140,464	142,768	83,281	59,487	142,768	155,576	8.97%
4386	Reimb for Security	(7,695)	(8,200)	(5,023)	(2,322)	(7,345)	(8,200)	11.64%
4388	Building Management	122,549	127,344	74,284	53,060	127,344	128,264	0.72%
4389	Reimb-Building Mgmt	(466,854)	(485,120)	(282,987)	(202,133)	(485,120)	(488,623)	0.72%
4511	Casualty Insurance	189,270	189,270	-	189,270	189,270	189,270	0.00%
4512	Workers Comp Insurance	37,547	37,547	21,902	15,645	37,547	37,547	0.00%
4591	Retirement Contributions	135,019	135,200	-	140,540	140,540	143,140	1.85%
4592	Sheriff's Tax Collection	647	1,000	442	313	755	1,000	32.45%
4743	Other Equipment	5,705	8,000	202	7,253	7,455	8,000	7.31%
Total Courthouse		3,654,853	3,844,147	2,473,899	1,256,496	3,730,394	3,983,221	6.78%
66 - Francis Bickham Bldg								
4260	Building Repairs & Maintenance	36,113	35,000	22,129	6,836	28,965	35,000	20.84%
4271	Natural Gas	6,372	20,000	3,133	2,181	5,314	12,000	125.82%
4272	Electricity	45,630	62,000	33,624	16,568	50,192	58,000	15.56%
4273	Water	1,613	7,500	2,908	113	3,021	6,000	98.61%
4276	Emergency Coordination	1,500	1,500	875	625	1,500	1,620	8.00%
4312	Pest Control	1,190	1,000	520	276	796	1,000	25.63%
4313	Maintenance Contract	1,650	3,800	1,442	569	2,011	3,800	88.96%
4388	Building Management	16,340	16,979	9,904	7,075	16,979	17,102	0.72%
Total Francis Bickham Bldg		110,408	147,779	74,535	34,243	108,778	134,522	23.67%
68 - Government Plaza								
4260	Building Repairs & Maintenance	29,548	28,000	16,386	11,468	27,854	28,000	0.52%
4272	Electricity	87,454	90,000	51,511	44,689	96,200	100,000	3.95%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4273	Water	5,529	4,500	3,584	1,313	4,897	5,000	2.10%
4316	Security	43,832	50,000	21,635	23,141	44,776	50,000	11.67%
4388	Building Management	28,011	29,107	16,979	12,128	29,107	29,317	0.72%
Total Government Plaza		194,374	201,607	110,095	92,739	202,834	212,317	4.68%
75 - Veterans Affairs Building								
4260	Building Repairs & Maintenance	2,843	3,000	2,677	608	3,285	3,500	6.54%
4272	Electricity	8,429	10,000	6,172	4,780	10,952	12,000	9.57%
4273	Water	989	1,000	1,350	38	1,388	1,500	8.07%
4317	Janitorial	14,001	15,000	3,445	1,235	4,680	15,000	220.51%
Total Veterans Affairs		26,262	29,000	13,644	6,661	20,305	32,000	100.00%
Total Expenditures - Building Maintenance Fund		3,985,897	4,222,533	2,672,173	1,390,139	4,062,311	4,362,060	7.38%
Excess (Deficiency) Of Revenues Over Expenditures		704,194	362,957	(2,630,944)	3,336,660	705,717	486,070	(31.12%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	6,209	-	-	513	513	-	(100.00%)
4688	Transfer To Capital Outlay	(300,000)	(353,000)	(150,000)	(203,000)	(353,000)	(497,500)	40.93%
Total Other Financing Sources (Uses)		(293,791)	(353,000)	(150,000)	(202,487)	(352,487)	(497,500)	100.00%
Net Change In Fund Balance		410,403	9,957	(2,780,944)	3,134,173	353,230	(11,430)	(103.24%)
Fund Balance, Beginning Of Year		7,739,454	7,959,030	8,149,857	5,368,913	8,149,857	8,503,087	4.33%
Fund Balance, End Of Year		\$ 8,149,857	7,968,987	5,368,913	8,503,086	8,503,087	8,491,657	(0.13%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Detention Facilities Fund (225)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 8,855,645	8,854,540	-	8,745,630	8,745,630	8,907,220	1.85%
3115	Estimated Uncollectible Taxes	(128,650)	(265,640)	-	(262,370)	(262,370)	(267,220)	1.85%
3120	Prior Year Taxes	47,301	40,600	57,673	-	57,673	46,690	(19.04%)
3351	State Revenue Sharing	210,285	221,000	-	210,170	210,170	210,000	(0.08%)
3610	Interest Earned	31,471	11,000	12,898	5,297	18,195	20,000	9.92%
3695	Miscellaneous Revenue	9,997	8,000	5,969	1,642	7,611	8,000	5.11%
Total Revenues - Detention Facilities Fund		9,026,049	8,869,500	76,540	8,700,369	8,776,909	8,924,690	1.68%
Expenditures								
133 - Finance								
4810	Principal Payments	115,000	120,000	120,000	-	120,000	125,000	4.17%
4820	Interest Payments	82,600	80,250	80,250	-	80,250	77,175	(3.83%)
4830	Paying Agent Fees	200	200	200	-	200	200	0.00%
Total Finance		197,800	200,450	200,450	-	200,450	202,375	0.96%
161 - Facilities & Maintenance								
67 - Caddo Correctional Center (CCC)								
4113	Salaries Regular Employees	641,653	665,289	470,575	161,478	632,053	651,593	3.09%
4131	Parochial Retirement	89,376	86,487	62,338	19,391	81,729	81,449	(0.34%)
4132	Group Health Insurance	124,001	151,383	96,995	29,155	126,150	134,980	7.00%
4133	Retired Employees Grp Insurance	19,585	20,564	11,996	8,568	20,564	21,592	5.00%
4135	Medicare Insurance	8,670	9,646	6,326	1,975	8,301	9,576	15.36%
4138	Unemployment Claims	-	2,000	-	1,152	1,152	2,000	73.61%
4210	Books and Subscriptions	47,349	45,000	30,418	15,027	45,445	48,000	5.62%
4230	Education, Training and Travel	5,664	5,000	2,413	1,883	4,296	5,500	28.03%
4241	Office Supplies	427	1,000	320	549	869	1,000	15.07%
4243	Copy Supplies	511	1,000	-	774	774	1,000	29.20%
4250	Equipment Repairs	7,788	9,000	3,817	4,033	7,850	9,000	14.65%
4251	Gas, Oil, Grease	7,500	15,000	4,520	10,449	14,969	15,000	0.21%
4260	Building Repairs & Maintenance	236,611	225,000	164,767	67,214	231,981	235,000	1.30%
4265	Uniforms	1,046	5,500	5,063	-	5,063	5,500	8.63%
4266	Janitorial Supplies	128,414	190,000	107,528	55,927	163,455	180,000	10.12%
4271	Natural Gas	141,010	190,000	80,396	83,128	163,524	180,000	10.08%
4272	Electricity	368,339	400,000	195,061	199,499	394,560	410,000	3.91%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4273	Water	264,806	275,000	220,572	80,000	300,572	305,000	1.47%
4276	Emergency Coordination	6,000	6,000	3,500	2,500	6,000	6,480	8.00%
4280	Telephone	55,719	60,000	40,202	17,695	57,897	60,000	3.63%
4290	Safety Apparel	240	500	150	218	368	500	35.87%
4291	Lawn and Tree Maintenance	13,025	15,000	4,818	8,752	13,570	15,000	10.54%
4311	Employee Physicals	216	500	192	280	472	500	5.93%
4312	Pest Control	17,910	17,000	10,910	7,877	18,787	20,000	6.46%
4313	Maintenance Contract	195,360	225,000	153,454	57,210	210,664	220,000	4.43%
4318	Waste Disposal Fees	26,891	30,000	6,993	18,467	25,460	30,000	17.83%
4321	Legal and Auditing	6,440	7,482	6,440	-	6,640	7,482	12.68%
4324	Information Systems Allocation	14,046	14,748	8,603	6,145	14,748	15,550	5.44%
4361	General Fund Administration	137,626	139,822	81,563	58,259	139,822	153,023	9.44%
4388	Building Management	182,073	189,196	110,364	78,832	189,196	190,563	0.72%
4510	General Insurance	-	2,200	-	-	-	-	0.00%
4511	Casualty Insurance	229,292	229,292	-	229,292	229,292	229,292	0.00%
4512	Workers Comp Insurance	13,226	13,226	7,715	5,511	13,226	13,226	0.00%
4530	Interest Expense	-	5,000	-	1,215	1,215	2,000	64.61%
4591	Retirement Contributions	261,730	262,090	-	258,860	258,860	263,640	1.85%
4592	Sheriff's Tax Collection	1,256	2,200	855	682	1,537	2,200	43.14%
4743	Other Equipment	15,738	15,000	139	9,800	9,939	13,000	30.80%
Total CCC - Facilities and Maintenance		3,269,538	3,531,125	1,899,003	1,501,797	3,401,000	3,538,646	4.05%
180 - Statutory Appropriations								
67 - Caddo Correctional Center (CCC)								
4263	Clothing Linen Personal Supplies	307,621	285,000	107,419	102,759	210,178	285,000	35.60%
4331	Feeding and Housing-Prisoners	1,095,325	1,075,000	585,199	417,999	1,003,198	1,075,000	7.16%
4332	Transporting Prisoners	144,228	145,000	111,883	61,550	173,433	175,000	0.90%
4333	Prisoners Medical Care	3,744,479	3,850,000	2,399,971	1,441,295	3,841,266	3,950,000	2.83%
Total CCC - Statutory Appropriations		5,291,653	5,355,000	3,204,472	2,023,603	5,228,075	5,485,000	4.91%
Total Expenditures - Detention Facilities Fund		8,758,991	9,086,575	5,303,925	3,525,400	8,829,525	9,226,021	4.49%
Excess (Deficiency) Of Revenues Over Expenditures		267,058	(217,075)	(5,227,385)	5,174,969	(52,616)	(301,331)	472.70%
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	3,616	-	-	-	-	-	0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
3855	Transfer From Criminal Justice	-	-	-	-	-	400,000	0.00%
4688	Transfer To Capital Outlay	(500,000)	(485,000)	(282,917)	(202,083)	(485,000)	(205,000)	(57.73%)
Total Other Financing Sources (Uses)		(496,384)	(485,000)	(282,917)	(202,083)	(485,000)	195,000	(140.21%)
Net Change In Fund Balance		(229,326)	(702,075)	(5,510,302)	4,972,886	(537,616)	(106,331)	(80.22%)
Fund Balance, Beginning Of Year		8,351,293	7,937,276	8,121,967	2,611,665	8,121,967	7,584,351	(6.62%)
Fund Balance, End Of Year		\$ 8,121,967	7,235,201	2,611,665	7,584,551	7,584,351	7,478,020	(1.40%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Parks & Recreation Fund (230)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	\$ 1,423,313	1,423,050	-	1,448,880	1,448,880	1,475,650	1.85%
3115	Estimated Uncollectible Taxes	(18,901)	(42,690)	-	(43,470)	(43,470)	(44,270)	1.84%
3120	Prior Year Taxes	6,959	6,270	8,416	-	8,416	7,210	(14.33%)
3351	State Revenue Sharing	33,860	35,000	-	33,710	33,710	33,500	(0.62%)
3371	Camping Fees	25,680	14,000	22,848	7,347	30,195	30,000	(0.65%)
3610	Interest Earned	20,774	5,000	5,417	2,728	8,145	10,000	22.77%
3695	Miscellaneous Revenue	6,410	6,000	2,700	3,500	6,200	5,000	(19.35%)
3832	Private Donations	2,935	3,000	538	2,462	3,000	2,500	(16.67%)
Total Revenues - Parks & Recreation Fund		1,501,030	1,449,630	39,919	1,455,157	1,495,076	1,519,590	1.64%
<u>Expenditures</u>								
150 - Allocation To Other Entities								
4921	Shreveport Green	30,000	15,000	-	15,000	15,000	30,000	100.00%
Total Allocation To Other Entities		30,000	15,000	-	15,000	15,000	30,000	100.00%
511 - Parks & Recreation								
4113	Salaries Regular Employees	569,171	631,590	465,323	145,112	610,435	628,748	3.00%
4114	Salaries-Special	4,188	20,000	413	12,499	12,912	15,000	16.17%
4122	Salaries-Part Time	49,801	51,236	42,090	14,555	56,645	52,791	(6.80%)
4131	Parochial Retirement	70,583	63,963	50,305	20,930	71,235	66,283	(6.95%)
4132	Group Health Insurance	88,002	81,528	74,710	26,606	101,316	109,584	8.16%
4133	Retired Employees Grp Insurance	22,942	24,089	14,052	10,037	24,089	25,293	5.00%
4135	Medicare Insurance	10,714	10,336	9,075	3,007	12,082	11,545	(4.44%)
4136	Caddo Parish Employee Retirement	13,846	13,861	9,687	2,868	12,555	12,311	(1.94%)
4138	Unemployment Claims	-	260	-	111	111	260	134.23%
4211	Dues-Governmental Organizations	295	1,800	63	812	875	1,800	105.71%
4221	Printed Office Forms	-	250	-	200	200	250	25.00%
4230	Education, Training and Travel	22,797	22,500	9,390	8,110	17,500	22,500	28.57%
4241	Office Supplies	4,874	5,000	1,973	2,777	4,750	5,000	5.26%
4243	Copy Supplies	555	1,750	379	271	650	1,750	169.23%
4250	Equipment Repairs	24,232	19,000	17,968	532	18,500	19,000	2.70%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4251	Gas, Oil, Grease	26,034	40,000	15,074	5,476	20,550	30,000	45.99%
4259	Get Hooked on Fishing	1,767	5,000	2,918	1,582	4,500	5,000	11.11%
4260	Building Repairs & Maintenance	47,911	37,000	31,297	-	31,297	37,000	18.22%
4265	Uniforms	2,047	2,500	180	1,970	2,150	3,500	62.79%
4267	Animal Food	4,228	5,500	2,626	1,274	3,900	5,500	41.03%
4269	Nature Day Camp	5,382	6,000	1,799	3,151	4,950	6,000	21.21%
4271	Natural Gas	2,238	3,000	1,215	835	2,050	3,000	46.34%
4272	Electricity	44,136	52,200	33,347	11,637	44,984	52,200	16.04%
4273	Water	11,259	7,000	4,057	1,331	5,388	7,000	29.92%
4276	Emergency Coordination	7,500	7,500	4,375	3,125	7,500	8,100	8.00%
4280	Telephone	9,157	7,000	5,976	192	6,168	10,000	62.13%
4290	Safety Apparel	56	1,000	285	465	750	1,000	33.33%
4292	Lawn Maint Charged to Other	(6,745)	-	(5,851)	-	(5,851)	-	(100.00%)
4311	Employee Physicals	783	1,250	490	360	850	1,250	47.06%
4313	Maintenance Contract	19,010	30,000	17,420	5,059	22,479	25,000	11.21%
4316	Security	612	612	568	44	612	612	0.00%
4321	Legal and Auditing	2,029	2,357	2,029	328	2,357	2,357	0.00%
4324	Information Systems Allocation	19,664	20,647	12,044	8,603	20,647	21,770	5.44%
4361	General Fund Administration	19,951	20,311	11,848	8,463	20,311	22,396	10.27%
4388	Building Management	3,268	3,396	1,981	1,415	3,396	3,420	0.71%
4423	Misc Materials and Supplies	8,201	9,000	3,763	5,187	8,950	9,000	0.56%
4511	Casualty Insurance	38,354	38,354	-	38,354	38,354	38,354	0.00%
4512	Workers Comp Insurance	15,758	15,758	9,192	6,566	15,758	15,758	0.00%
4534	Special Programs	5,185	10,000	2,073	6,730	8,803	15,000	100.00%
4591	Retirement Contributions	42,064	42,120	-	42,890	42,890	43,680	1.84%
4592	Sheriff's Tax Collection	201	525	137	198	335	525	56.72%
4743	Other Equipment	3,240	3,500	336	3,064	3,400	3,500	2.94%
Total Parks & Recreation		1,215,290	1,318,693	854,607	406,726	1,261,333	1,343,037	6.48%
Total Expenditures - Parks & Recreation Fund		1,245,290	1,333,693	854,607	421,726	1,276,333	1,373,037	7.58%
Excess (Deficiency) Of Revenues Over Expenditures		255,740	115,937	(814,688)	1,033,431	218,743	146,553	(33.00%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	2,452	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(148,000)	(180,000)	(105,000)	(75,000)	(180,000)	(41.67%)
Total Other Financing Sources (Uses)		(145,548)	(180,000)	(105,000)	(75,000)	(180,000)	0.00%
Net Change In Fund Balance		110,192	(64,063)	(919,688)	958,431	38,743	7.25%
Fund Balance, Beginning Of Year		3,068,603	3,211,756	3,178,795	2,259,107	3,178,795	1.22%
Fund Balance, End Of Year		\$ 3,178,795	3,147,693	2,259,107	3,217,538	3,217,538	1.29%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Solid Waste Fund (240)							
Revenues							
3120	Prior Year Taxes	\$ 1,699	1,700	1,932	-	1,932	1,840 (4.76%)
3175	Sales Tax Collections	3,600,526	3,450,000	1,929,146	904,243	2,833,389	2,925,000 3.23%
3610	Interest Earned	204,792	70,000	41,915	59,495	101,410	100,000 (1.39%)
3695	Miscellaneous Revenue	77,129	100,000	67,225	33,134	100,359	100,000 (0.36%)
Total Revenues - Solid Waste Fund		3,884,146	3,621,700	2,040,218	996,872	3,037,090	3,126,840 2.96%
Expenditures							
423 - Compactor System Operations							
4113	Salaries Regular Employees	462,268	490,037	368,524	119,532	488,056	515,859 5.70%
4114	Salaries - Special	10,356	15,000	-	8,812	8,812	10,000 13.48%
4122	Salaries - Part Time	505,359	497,181	389,212	114,126	503,338	544,337 8.15%
4131	Parochial Retirement	61,786	63,341	46,412	16,890	63,302	64,482 1.86%
4132	Group Health Insurance	83,398	99,462	82,068	19,384	101,452	108,554 7.00%
4133	Retired Employees Grp Insurance	13,986	14,681	8,564	6,117	14,681	15,415 5.00%
4135	Medicare Insurance	41,347	39,731	30,363	9,367	39,730	43,665 9.90%
4138	Unemployment Claims	-	3,500	-	2,215	2,215	3,500 58.01%
4230	Education, Training and Travel	170	2,000	903	47	950	2,000 110.53%
4241	Office Supplies	1,842	10,000	2,286	503	2,789	8,000 186.84%
4243	Copy Supplies	935	1,500	510	499	1,009	1,500 48.66%
4250	Equipment Repairs	65,371	65,000	46,398	17,058	63,456	75,000 18.19%
4251	Gas, Oil, Grease	74,501	110,000	48,462	33,883	82,345	105,000 27.51%
4260	Building Repairs & Maintenance	8,957	50,000	8,782	18,007	26,789	45,000 67.98%
4265	Uniforms	12,440	12,000	5,604	6,385	11,989	15,000 25.11%
4272	Electricity	19,302	25,000	14,560	6,799	21,359	25,000 17.05%
4273	Water	4,535	7,000	4,083	1,904	5,987	7,500 25.27%
4276	Emergency Coordination	5,000	5,000	2,917	2,083	5,000	5,400 8.00%
4280	Telephone	23,577	26,000	21,085	5,260	26,345	28,000 6.28%
4290	Safety Apparel	2,457	1,500	2,880	-	2,880	3,500 21.53%
4311	Employee Physicals	3,365	3,500	1,733	902	2,635	5,000 89.75%
4315	Warehouse Rental	36,000	42,000	24,500	17,500	42,000	48,000 14.29%
4318	Waste Disposal Fees	481,837	515,000	297,081	208,597	505,678	530,000 4.81%
4321	Legal and Auditing	4,153	4,825	4,153	670	4,823	4,825 0.04%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4324	Information Systems Allocation	19,664	20,647	12,044	8,603	20,647	21,770	5.44%
4327	Professional Services	20,289	25,000	7,499	12,398	19,897	25,000	25.65%
4330	Public Works Administration	60,000	82,478	48,112	34,335	82,447	82,478	0.04%
4361	General Fund Administration	69,561	70,711	41,248	29,463	70,711	77,490	9.59%
4362	Contract Hauling-Compactors	200,974	250,000	147,115	73,230	220,345	275,000	24.80%
4370	Port O Let Rental	12,835	15,000	8,640	4,858	13,498	15,000	11.13%
4374	Work Release Program	25,068	70,000	11,440	12,016	23,456	60,000	155.80%
4375	Tax Collection Charges	38,843	65,000	19,429	41,806	61,235	65,000	6.15%
4421	Sign Materials	-	5,000	866	123	989	5,000	405.56%
4511	Casualty Insurance	38,354	38,354	-	38,354	38,354	38,354	0.00%
4512	Workers Comp Insurance	30,673	30,673	17,893	12,780	30,673	30,673	0.00%
4712	Site Lease	2,200	2,100	1,900	300	2,200	2,500	13.64%
4743	Other Equipment	3,163	7,500	1,189	3,378	4,567	15,000	228.44%
Total Expenditures - Compactor Systems		2,444,566	2,785,721	1,728,455	888,184	2,616,639	2,927,802	11.89%
424 - Code Enforcement								
4113	Salaries Regular Employees	31,593	32,784	24,697	8,087	32,784	33,796	3.09%
4131	Parochial Retirement	4,560	4,262	3,275	986	4,261	4,225	(0.84%)
4132	Group Health Insurance	175	200	150	42	192	491	155.73%
4135	Medicare Insurance	462	476	375	113	488	490	0.41%
4230	Education, Training and Travel	426	3,500	1,223	8	1,231	5,000	306.17%
4251	Gas, Oil, Grease	-	12,000	-	8,155	8,155	10,000	22.62%
4313	Maintenance Contract	-	-	-	-	-	21,000	100.00%
4373	Property Standards Enforcement	115,265	300,000	143,503	156,373	299,876	400,000	33.39%
Total Expenditures - Code Enforcement		152,481	353,222	173,223	173,764	346,987	475,002	100.00%
Total Expenditures - Solid Waste Fund		2,597,047	3,138,943	1,901,678	1,061,948	2,963,626	3,402,804	14.82%
Excess (Deficiency) Of Revenues Over Expenditures		1,287,099	482,757	138,540	(65,076)	73,464	(275,964)	(475.65%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	2,980	-	-	33,106	33,106	-	(100.00%)
4688	Transfer To Capital Outlay	(650,000)	(2,023,000)	(1,180,083)	(842,917)	(2,023,000)	(1,700,000)	(15.97%)
Total Other Financing Sources (Uses)		(647,020)	(2,023,000)	(1,180,083)	(809,811)	(1,989,894)	(1,700,000)	(14.57%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Net Change In Fund Balance	640,079	(1,540,243)	(1,041,543)	(874,887)	(1,916,430)	(1,975,964)	3.11%
	Fund Balance, Beginning Of Year	22,051,555	22,044,127	22,691,634	21,650,091	22,691,634	20,775,204	(8.45%)
	Fund Balance, End Of Year	\$ 22,691,634	20,503,884	21,650,091	20,775,204	20,775,204	18,799,240	(9.51%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Juvenile Justice Fund (260)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 3,329,609	3,320,450	-	3,438,900	3,438,900	3,502,440	1.85%
3115	Estimated Uncollectible Taxes	(44,127)	(99,610)	-	(103,170)	(103,170)	(105,070)	1.84%
3120	Prior Year Taxes	16,244	14,000	11,394	2,756	14,150	14,290	0.99%
3351	State Revenue Sharing	78,979	83,200	-	78,810	78,810	78,600	(0.27%)
3423	Food & Nutrition Grant	38,440	38,000	21,675	15,659	37,334	38,000	1.78%
3424	State Prisoners Grant	136,406	115,000	60,417	58,929	119,346	115,000	(3.64%)
3610	Interest Earned	15,701	3,000	6,271	2,441	8,712	9,000	3.31%
3665	Family In Need Of Services	73,008	52,629	58,376	29,188	87,564	87,564	0.00%
3666	Juvenile Block Grant	14,477	16,000	-	-	-	14,850	100.00%
3695	Miscellaneous Revenue	13,752	12,000	10,511	2,702	13,213	13,000	(1.61%)
3723	Federal Grants - Other	620,140	502,000	293,881	209,299	503,180	504,000	0.16%
3724	Grant Revenue - State	41,182	70,000	100	-	100	-	(100.00%)
3727	Juvenile Service Fees	3,143	3,000	1,346	448	1,794	2,000	11.48%
3832	Private Donations	2,135	2,200	575	1,545	2,120	2,200	3.77%
Total Revenues - Juvenile Justice Fund		4,339,089	4,131,869	464,546	3,737,507	4,202,053	4,275,874	1.76%
Expenditures								
121 - Juvenile Court								
4113	Salaries Regular Employees	558,284	628,419	474,456	132,566	607,022	622,859	2.61%
4131	Parochial Retirement	84,021	81,694	58,700	19,364	78,064	77,857	(0.27%)
4132	Group Health Insurance	93,647	106,300	73,038	22,694	95,732	102,433	7.00%
4133	Retired Employees Grp Insurance	3,581	3,760	2,193	1,567	3,760	3,948	5.00%
4135	Medicare Insurance	6,893	8,172	5,865	1,891	7,756	9,031	16.44%
4138	Unemployment Claims	-	2,000	-	1,011	1,011	2,000	97.82%
4210	Books and Subscriptions	32,468	33,000	35,399	-	35,399	33,000	(6.78%)
4211	Dues-Governmental Organizations	2,482	2,000	1,240	1,340	2,580	2,000	(22.48%)
4221	Printed Office Forms	-	500	253	100	353	500	41.64%
4230	Education, Training and Travel	4,527	7,500	6,501	-	6,501	7,500	15.37%
4241	Office Supplies	5,835	6,000	2,394	1,912	4,306	6,000	39.34%
4242	Postage	149	500	36	374	410	500	21.95%
4243	Copy Supplies	1,047	1,000	1,115	60	1,175	1,000	(14.89%)
4327	Professional Services	16,464	50,000	40,222	-	40,222	50,000	24.31%
4328	Mental Evaluations	1,419	5,000	2,795	1,588	4,383	5,000	14.08%
4348	Transcriptions	-	4,000	-	2,072	2,072	4,000	93.05%
4350	Court Bailiffs	19,890	21,000	16,048	7,996	24,044	21,000	(12.66%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4351	Deputy Clerks of Court	12,825	15,000	8,800	6,315	15,115	15,000	(0.76%)
4512	Workers Comp Insurance	14,914	14,914	8,700	6,214	14,914	14,914	0.00%
4545	Reimb From Juvenile Court	(275,000)	(300,000)	-	(300,000)	(300,000)	(300,000)	0.00%
Total Juvenile Court		583,446	690,759	737,755	(92,936)	644,819	678,542	5.23%
122 - Juvenile Services								
22 - Probation Operations								
4113	Salaries Regular Employees	1,643,138	1,782,391	1,332,736	448,130	1,780,866	1,788,290	0.42%
4119	Salaries Reimbursed By Others	(252,835)	(236,500)	(71,737)	(176,851)	(248,588)	(249,000)	0.17%
4122	Salaries-Part Time	779	-	-	-	-	-	0.00%
4131	Parochial Retirement	245,451	213,192	174,751	51,505	226,256	223,536	(1.20%)
4132	Group Health Insurance	219,006	248,045	208,542	57,712	266,254	286,000	7.42%
4133	Retired Employees Grp Insurance	88,413	92,834	54,153	38,681	92,834	97,476	5.00%
4135	Medicare Insurance	21,488	22,505	17,311	4,884	22,195	25,930	16.83%
4138	Unemployment Claims	-	3,000	-	2,212	2,212	3,000	35.62%
4210	Books and Subscriptions	150	2,000	132	1,868	2,000	2,000	0.00%
4211	Dues-Governmental Organizations	1,867	3,000	1,400	610	2,010	3,000	49.25%
4221	Printed Office Forms	31	1,000	31	643	674	1,000	48.37%
4230	Education, Training and Travel	61,652	43,000	19,286	11,691	30,977	43,000	38.81%
4241	Office Supplies	19,824	15,000	12,190	890	13,080	15,000	14.68%
4242	Postage	11,030	15,000	9,566	1,513	11,079	15,000	35.39%
4243	Copy Supplies	15,473	18,000	10,494	1,252	11,746	18,000	53.24%
4250	Equipment Repairs	17,624	22,000	10,117	6,526	16,643	20,000	20.17%
4251	Gas, Oil, Grease	17,522	30,000	12,282	3,309	15,591	25,000	60.35%
4265	Uniforms	700	4,000	1,213	629	1,842	4,000	117.16%
4276	Emergency Coordination	1,500	1,500	875	625	1,500	1,620	8.00%
4280	Telephone	56,517	60,000	43,260	10,137	53,397	62,500	17.05%
4311	Employee Physicals	2,691	3,700	551	1,375	1,926	3,700	92.11%
4316	Security	128,152	170,000	93,838	58,790	152,628	160,000	4.83%
4321	Legal and Auditing	4,933	5,731	4,933	-	4,933	5,731	16.18%
4324	Information Systems Allocation	28,092	29,496	17,206	12,290	29,496	31,100	5.44%
4327	Professional Services	79,673	75,000	68,961	25,311	94,272	75,000	(20.44%)
4361	General Fund Administration	67,285	68,378	39,887	28,491	68,378	74,589	9.08%
4395	Juvenile Grant Programs - Other	283,840	249,000	86,970	171,781	258,751	260,000	0.48%
4511	Casualty Insurance	50,611	50,611	-	50,611	50,611	50,611	0.00%
4512	Workers Comp Insurance	44,984	44,984	26,241	18,743	44,984	44,984	0.00%
4529	Family in Need-Services	70,097	52,629	51,079	36,485	87,564	87,564	0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4530	Interest Expense	-	2,000	-	1,115	1,115	1,000	(10.31%)
4534	Special Programs	130,832	125,000	81,213	30,037	111,250	200,000	79.78%
4554	Reimb-Title IV-E Funds	34,616	24,000	17,193	207	17,400	24,000	37.93%
4559	Juvenile Block Grant	16,542	14,850	-	-	-	14,850	100.00%
4571	Outside Agency Distributions	13,770	15,000	17,795	2,897	20,692	15,000	(27.51%)
4591	Retirement Contributions	98,149	98,280	-	101,790	101,790	103,670	1.85%
4592	Sheriff's Tax Collection	470	1,100	321	-	321	1,100	242.68%
4742	Office Equipment	5,503	8,000	3,387	1,693	5,080	7,000	37.80%
4743	Other Equipment	402	-	166	-	166	-	(100.00%)
4948	Volunteers For Youth Justice	15,000	-	-	-	-	-	0.00%
Total Probation Operations		3,244,972	3,377,726	2,346,343	1,007,582	3,353,925	3,545,251	5.70%
32 - Juvenile Detention								
4113	Salaries Regular Employees	1,603,107	1,731,237	1,203,676	485,110	1,688,786	1,746,337	3.41%
4119	Salaries Reimbursed By Others	-	-	(11,486)	-	(45,944)	(45,000)	(2.05%)
4122	Salaries-Part Time	50	-	45,353	8,494	53,847	54,924	0.00%
4131	Parochial Retirement	236,593	199,847	158,257	58,561	216,818	218,292	0.68%
4132	Group Health Insurance	211,584	228,841	181,855	53,557	235,412	251,891	7.00%
4133	Retired Employees Grp Insurance	50,920	53,466	31,189	22,277	53,466	56,139	5.00%
4135	Medicare Insurance	20,408	21,569	18,132	5,772	23,904	25,467	6.54%
4138	Unemployment Claims	158	3,500	-	2,211	2,211	3,500	58.30%
4211	Dues-Governmental Organizations	940	1,500	1,016	507	1,523	1,500	(1.51%)
4230	Education, Training and Travel	31,461	39,000	15,629	10,583	26,212	40,000	52.60%
4241	Office Supplies	5,512	4,500	5,866	1,275	7,141	4,500	(36.98%)
4243	Copy Supplies	3,297	10,000	2,255	2,669	4,924	7,000	42.16%
4250	Equipment Repairs	1,367	4,000	685	2,112	2,797	4,000	43.01%
4251	Gas, Oil, Grease	2,359	5,500	1,727	2,249	3,976	4,500	13.18%
4262	Food	142,764	160,000	93,327	32,556	125,883	160,000	27.10%
4263	Clothing Linen Personal Supplies	13,437	14,000	11,928	3,846	15,774	14,000	(11.25%)
4265	Uniforms	6,436	7,000	3,787	2,714	6,501	8,000	23.06%
4311	Employee Physicals	9,057	8,200	5,968	2,817	8,785	8,200	(6.66%)
4321	Legal and Auditing	2,236	2,598	2,236	-	2,236	2,598	16.19%
4324	Information Systems Allocation	14,046	14,748	8,603	6,145	14,748	15,550	5.44%
4327	Professional Services	59,235	55,000	38,712	4,851	43,563	60,000	37.73%
4333	Prisoners Medical Care	53,773	55,000	37,635	1,494	39,129	62,500	59.73%
4361	General Fund Administration	74,558	75,819	44,228	31,591	75,819	83,344	9.92%
4388	Building Management	23,343	24,256	14,149	10,107	24,256	24,431	0.72%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4395	Grant Programs - Other	109,749	140,000	45,058	56,013	101,071	132,777	31.37%
4511	Casualty Insurance	7,170	7,170	-	7,170	7,170	7,170	0.00%
4512	Workers Comp Insurance	33,366	33,366	19,464	13,902	33,366	33,366	0.00%
4534	Special Programs	14,563	14,000	7,428	-	7,428	16,500	122.13%
4742	Office Equipment	3,170	2,000	1,021	461	1,482	2,000	34.95%
4743	Other Equipment	3,577	3,500	645	1,730	2,375	3,500	47.37%
4953	Johnny Grey Jones Youth	40,700	50,000	23,712	3,755	27,467	45,000	63.83%
Total Juvenile Detention		2,778,936	2,969,617	2,012,055	834,529	2,812,126	3,051,986	8.53%
Total Juvenile Services		6,023,908	6,347,343	4,358,398	1,842,111	6,166,051	6,597,237	6.99%
161 - Facility & Maintenance								
62 - Juvenile Justice Bldgs								
4113	Salaries Regular Employees	77,101	86,563	61,144	19,536	80,680	82,590	2.37%
4131	Parochial Retirement	11,796	11,253	8,100	2,388	10,488	10,324	(1.56%)
4132	Group Health Insurance	12,215	12,830	9,678	2,906	12,584	13,465	7.00%
4133	Retired Employees Grp Insurance	6,156	6,464	3,771	2,693	6,464	6,787	5.00%
4135	Medicare Insurance	1,090	1,200	852	286	1,138	1,198	5.27%
4138	Unemployment Claims	-	70	-	55	55	70	27.27%
4250	Equipment Repairs	4,099	2,000	3,562	-	3,562	2,000	(43.85%)
4251	Gas, Oil, Grease	4,095	2,500	2,087	431	2,518	2,600	3.26%
4260	Building Repairs & Maintenance	94,314	85,000	64,996	1,858	66,854	85,000	27.14%
4265	Uniforms	1,203	1,500	-	1,322	1,322	1,500	13.46%
4271	Natural Gas	16,961	50,000	15,307	23,114	38,421	40,000	4.11%
4272	Electricity	142,490	160,000	111,357	33,979	145,336	155,000	6.65%
4273	Water	13,489	18,000	11,197	6,799	17,996	20,000	11.14%
4291	Lawn and Tree Maintenance	6,719	15,000	4,411	3,995	8,406	15,000	78.44%
4311	Employee Physicals	-	350	-	315	315	350	11.11%
4312	Pest Control	1,475	2,000	1,185	437	1,622	2,000	23.30%
4313	Maintenance Contract	39,584	40,000	27,093	12,627	39,720	45,000	13.29%
4317	Janitorial Service	6,800	7,800	6,205	2,126	8,331	8,500	2.03%
4318	Waste Disposal Fees	3,685	5,200	2,340	1,714	4,054	5,200	28.27%
4388	Building Management	17,507	18,192	10,612	7,580	18,192	18,323	0.72%
4511	Casualty Insurance	2,168	2,168	-	2,168	2,168	2,168	0.00%
4512	Workers Comp Insurance	1,608	1,608	938	670	1,608	1,608	0.00%
4743	Other Equipment	2,490	2,500	-	2,347	2,347	2,500	6.52%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total Facilities and Maintenance - Juvenile Justice Bldgs		467,045	532,198	344,835	129,346	474,181	521,183	9.91%
Total Expenditures - Juvenile Justice Fund		7,074,399	7,570,300	5,440,988	1,878,521	7,285,051	7,796,962	7.03%
Excess (Deficiency) Of Revenues Over Expenditures		(2,735,310)	(3,438,431)	(4,976,442)	1,858,986	(3,082,998)	(3,521,088)	14.21%
Other Financing Sources (Uses)								
3855	Transfer From Criminal Justice	3,300,000	3,450,000	2,012,500	1,437,500	3,450,000	3,400,000	(1.45%)
4688	Transfer To Capital Outlay	-	(150,000)	87,500	-	(150,000)	(285,000)	100.00%
Total Other Financing Sources (Uses)		3,300,000	3,300,000	2,100,000	1,437,500	3,300,000	3,115,000	(5.61%)
Net Change In Fund Balance		564,690	(138,431)	(2,876,442)	3,296,486	217,002	(406,088)	(287.14%)
Fund Balance, Beginning Of Year		3,597,261	4,088,920	4,161,951	1,285,509	4,161,951	4,378,953	5.21%
Fund Balance, End Of Year		\$ 4,161,951	3,950,489	1,285,509	4,581,995	4,378,953	3,972,865	(9.27%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Health Tax Fund (270)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 3,356,095	3,355,590	-	3,369,080	3,369,080	3,431,320	1.85%
3115	Estimated Uncollectible Taxes	(49,214)	(100,660)	-	(101,070)	(101,070)	(102,940)	1.85%
3120	Prior Year Taxes	18,356	15,040	22,240	-	22,240	17,590	(20.91%)
3351	State Revenue Sharing	79,675	83,500	-	79,560	79,560	79,400	(0.20%)
3455	Vaccination Fees	4,550	4,000	3,920	1,120	5,040	5,000	(0.79%)
3466	Impounding & Boarding Fees	34,048	34,000	25,568	7,192	32,760	34,000	3.79%
3467	Animal License & Permit Fees	3,803	5,000	2,560	779	3,339	4,000	19.80%
3610	Interest Earned	24,071	11,000	7,905	8,020	15,925	17,000	6.75%
3621	Regional Lab Rental	17,998	-	-	-	-	-	0.00%
3695	Miscellaneous Revenue	86	1,000	-	525	525	700	33.33%
3832	Private Donations	1,376	1,500	391	100	491	700	42.57%
3833	Adoptions	42,515	40,000	30,693	7,722	38,415	40,000	4.13%
Total Revenues - Health Tax Fund		3,533,359	3,449,970	93,277	3,373,028	3,466,305	3,526,770	1.74%
Expenditures								
161 - Facilities & Maintenance								
11 - Shreveport Regional Lab								
4113	Salaries Regular Employees	2,678	36,213	-	-	-	-	0.00%
4131	Parochial Retirement	661	4,708	-	-	-	-	0.00%
4132	Group Health Insurance	680	7,152	-	-	-	-	0.00%
4133	Retired Employees Grp Insurance	1,122	1,178	687	491	1,178	1,237	5.01%
4135	Medicare Insurance	61	525	-	-	-	-	0.00%
4250	Equipment Repairs	4,677	2,500	1,896	86	1,982	2,500	26.14%
4251	Gas, Oil and Grease	1,733	3,000	1,294	-	1,294	3,000	131.84%
4260	Building Repairs & Maintenance	18,700	17,000	4,763	9,789	14,552	17,000	16.82%
4265	Uniforms	-	600	-	560	560	600	7.14%
4271	Natural Gas	50	1,000	631	290	921	1,000	8.58%
4272	Electricity	8,240	36,000	10,068	5,034	15,102	20,000	32.43%
4273	Water	352	800	104	283	387	800	106.72%
4290	Safety Apparel	-	150	150	-	150	150	0.00%
4311	Employee Physicals	57	100	-	77	77	100	29.87%
4312	Pest Control	660	800	385	242	627	800	27.59%
4316	Security	350	500	105	318	423	500	18.20%
4388	Building Management	11,671	12,128	7,075	5,053	12,128	12,216	0.73%
4512	Workers Comp Insurance	1,045	1,045	610	435	1,045	1,045	0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4743	Other Equipment	-	800	-	621	621	800	28.82%
Total Shreveport Regional Lab		52,737	126,199	27,768	23,279	51,047	61,748	20.96%
14 - Highland Health Unit Complex								
4113	Salaries Regular Employees	147,511	157,336	108,088	32,233	140,321	141,479	0.83%
4122	Salaries-Part Time	9,973	15,000	7,961	2,825	10,786	11,690	8.38%
4131	Parochial Retirement	21,877	19,002	14,066	4,176	18,242	17,813	(2.35)%
4132	Group Health Insurance	52,664	55,854	46,664	14,292	60,956	65,223	7.00%
4133	Retired Employees Grp Insurance	10,527	11,053	6,448	4,605	11,053	11,606	5.00%
4135	Medicare Insurance	2,764	3,150	2,016	621	2,637	2,975	12.82%
4138	Unemployment Claims	-	150	-	75	75	150	100.00%
4250	Equipment Repairs	7,189	7,000	2,799	-	2,799	7,000	150.09%
4251	Gas, Oil, Grease	5,969	20,000	3,726	2,839	6,565	20,000	204.65%
4260	Building Repairs & Maintenance	27,210	40,000	20,445	7,493	27,938	33,000	18.12%
4265	Uniforms	1,287	2,000	742	673	1,415	2,000	41.34%
4271	Natural Gas	14,408	23,000	10,729	5,055	15,784	23,000	45.72%
4272	Electricity	95,916	95,000	64,661	19,594	84,255	95,000	12.75%
4273	Water	4,293	7,000	5,167	2,492	7,659	8,000	4.45%
4276	Emergency Coordination	1,500	1,500	875	625	1,500	1,620	8.00%
4280	Telephone	813	2,000	612	203	815	2,000	145.40%
4291	Lawn and Tree Maintenance	2,745	5,000	2,520	499	3,019	5,000	65.62%
4311	Employee Physicals	-	300	-	210	210	300	42.86%
4312	Pest Control	580	1,200	280	358	638	1,200	88.09%
4313	Maintenance Contract	5,700	11,000	2,879	3,391	6,270	11,000	75.44%
4316	Security	1,350	1,800	900	585	1,485	1,800	21.21%
4321	Legal and Auditing	1,333	1,549	1,333	-	1,333	1,549	16.20%
4361	General Fund Administration	25,391	25,839	15,073	10,766	25,839	28,672	10.96%
4388	Building Management	33,847	35,171	20,516	14,655	35,171	35,425	0.72%
4511	Casualty Insurance	42,523	42,523	-	42,523	42,523	42,523	0.00%
4512	Workers Comp Insurance	4,904	4,904	2,861	2,043	4,904	4,904	0.00%
4591	Retirement Contributions	99,188	99,320	-	99,720	99,720	101,570	1.86%
4592	Sheriff's Tax Collection	476	800	324	368	692	800	15.61%
4743	Other Equipment	-	500	497	-	497	500	0.60%
Total Highland Health Unit Complex		621,938	688,951	342,182	272,919	615,101	677,799	10.19%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
15 - Vivian Health Unit								
4113	Salaries Regular Employees	15,167	25,738	11,888	13,806	25,694	26,491	3.10%
4131	Parochial Retirement	2,370	2,046	1,576	1,764	3,340	3,312	(0.84%)
4132	Group Health Insurance	7,470	7,562	5,811	6,295	12,106	13,729	13.41%
4133	Retired Employees Grp Insurance	1,122	1,178	687	491	1,178	1,237	5.01%
4135	Medicare Insurance	180	229	136	228	364	385	5.77%
4260	Building Repairs & Maintenance	3,128	6,000	2,581	858	3,439	6,000	74.47%
4265	Uniforms	68	350	-	350	350	350	0.00%
4272	Electricity	10,654	18,000	7,557	3,993	11,550	16,000	38.53%
4273	Water	782	1,000	765	274	1,039	1,200	15.50%
4280	Telephone	1,529	1,500	1,223	277	1,500	1,500	0.00%
4291	Lawn and Tree Maintenance	55	1,600	200	932	1,132	1,600	41.34%
4312	Pest Control	451	600	400	125	525	600	14.29%
4316	Security	420	450	280	35	315	450	42.86%
4388	Building Management	2,334	2,426	1,415	1,011	2,426	2,443	0.70%
4512	Workers Comp Insurance	362	362	211	151	362	362	0.00%
4743	Other Equipment	200	200	-	179	179	200	11.73%
Total Vivian Health Unit		46,292	69,241	34,730	30,769	65,499	75,859	15.82%
69 - David Raines Comm Center								
4260	Building Repairs & Maintenance	33,390	33,390	19,478	13,912	33,390	33,390	0.00%
Total David Raines Comm Center		33,390	33,390	19,478	13,912	33,390	33,390	0.00%
Total Facilities and Maintenance		754,357	917,781	424,158	340,879	765,037	848,796	10.95%
312 - Animal Services								
4113	Salaries Regular Employees	1,083,912	1,155,071	770,899	265,471	1,036,370	1,112,181	7.32%
4114	Salaries-Special	-	-	16,304	-	9,754	10,000	2.52%
4122	Salaries-Part Time	18,196	23,882	16,305	7,883	24,188	27,361	13.12%
4131	Parochial Retirement	144,513	130,556	100,383	30,131	130,514	129,936	(0.44%)
4132	Group Health Insurance	133,532	149,836	113,812	34,277	148,089	158,455	7.00%
4133	Retired Employees Grp Insurance	38,949	40,896	23,856	17,040	40,896	42,941	5.00%
4135	Medicare Insurance	15,536	16,495	11,574	3,791	15,365	15,091	(1.78%)
4136	Caddo Parish Employee Retirement	14,272	15,307	1,588	2,117	3,705	9,086	145.24%
4138	Unemployment Claims	-	1,000	-	675	675	1,000	48.15%
4210	Books and Subscriptions	-	900	-	887	887	900	1.47%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4211	Dues-Governmental Organizations	120	1,600	120	930	1,050	1,100	4.76%
4221	Printed Office Forms	5,237	6,000	3,788	2,178	5,966	6,000	0.57%
4230	Education, Training and Travel	21,325	32,000	11,756	18,231	29,987	30,000	0.04%
4241	Office Supplies	3,359	5,000	2,610	2,267	4,877	5,000	2.52%
4242	Postage	298	750	57	642	699	750	7.30%
4243	Copy Supplies	2,873	3,500	2,357	2,784	5,141	5,200	1.15%
4250	Equipment Repairs	22,974	42,000	22,413	17,532	39,945	40,000	0.14%
4251	Gas, Oil, Grease	41,137	72,000	25,215	45,006	70,221	71,000	1.11%
4260	Building Repairs & Maintenance	22,753	23,000	13,960	8,805	22,765	23,000	1.03%
4265	Uniforms	10,684	11,000	5,730	3,263	8,993	9,000	0.08%
4267	Animal Food	6,406	8,000	6,604	4,030	10,634	10,500	(1.26%)
4268	Chemicals and Poison	33,488	37,000	34,101	-	34,101	34,000	(0.30%)
4271	Natural Gas	4,713	8,000	3,915	3,939	7,854	8,000	1.86%
4272	Electricity	27,458	28,000	20,079	7,798	27,877	28,000	0.44%
4273	Water	8,007	8,000	5,829	1,735	7,564	8,000	5.76%
4276	Emergency Coordination	3,600	3,600	2,100	1,500	3,600	3,888	8.00%
4280	Telephone	13,916	23,000	11,129	10,870	21,999	22,000	0.00%
4290	Safety Apparel	386	1,200	142	-	1,187	1,200	1.10%
4291	Lawn and Tree Maintenance	541	2,500	1,480	831	2,311	2,500	8.18%
4311	Employee Physicals	1,768	1,500	921	418	1,339	9,500	609.48%
4313	Maintenance Contract	1,685	2,500	1,260	1,173	2,433	9,000	269.91%
4316	Security	770	850	560	251	811	850	4.81%
4317	Janitorial Service	2,749	4,000	3,754	257	4,011	4,000	(0.27%)
4318	Waste Disposal Fees	1,398	4,000	935	2,752	3,687	4,000	8.49%
4321	Legal and Auditing	666	774	666	104	770	774	0.52%
4324	Information Systems Allocation	14,046	14,748	8,603	6,137	14,740	15,550	5.50%
4326	Spaying/Neutering	37,986	40,000	29,899	9,088	38,987	40,000	2.60%
4327	Professional Services	50,695	55,000	43,441	13,456	56,897	57,000	0.18%
4361	General Fund Administration	47,608	48,463	28,270	20,193	48,463	53,530	10.46%
4388	Building Management	8,170	8,490	4,953	3,537	8,490	8,551	0.72%
4423	Misc Materials and Supplies	26,568	30,000	17,566	12,211	29,777	42,100	41.38%
4511	Casualty Insurance	26,680	26,680	-	26,680	26,680	26,680	0.00%
4512	Workers Comp Insurance	28,622	28,622	16,696	11,926	28,622	28,622	0.00%
4530	Interest Expense	-	400	-	325	325	400	23.08%
4742	Office Equipment	6,116	9,000	2,660	3,532	6,192	7,000	13.05%
4743	Other Equipment	6,030	5,000	1,935	2,250	4,185	5,000	19.47%
Total Animal Services		1,939,742	2,130,120	1,390,225	608,903	1,993,623	2,128,646	6.77%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
313 - Mosquito Control								
4113	Salaries Regular Employees	179,973	189,194	117,095	33,134	150,229	144,352	(3.91%)
4122	Salaries-Part Time	22,172	45,000	26,598	8,858	35,456	55,000	55.12%
4131	Parochial Retirement	26,907	24,596	12,592	6,938	19,530	18,044	(7.61%)
4132	Group Health Insurance	32,179	32,248	15,290	8,656	23,946	34,505	44.10%
4133	Retired Employees Grp Insurance	9,737	10,224	5,964	4,260	10,224	10,735	5.00%
4135	Medicare Insurance	3,719	4,396	2,826	986	3,812	4,852	27.28%
4138	Unemployment Claims	-	1,500	89	962	1,051	1,500	42.72%
4210	Books and Subscriptions	-	350	-	332	332	350	5.42%
4221	Printed Office Forms	-	300	-	280	280	300	7.14%
4230	Education, Training and Travel	874	4,000	270	2,963	3,233	4,000	23.72%
4241	Office Supplies	-	600	158	371	529	600	13.42%
4242	Postage	-	100	196	84	280	300	7.14%
4250	Equipment Repairs	9,429	14,000	13,287	289	13,576	14,000	3.12%
4251	Gas, Oil, Grease	16,812	27,000	8,890	17,976	26,866	27,000	0.50%
4265	Uniforms	448	800	881	-	881	800	(9.19%)
4268	Chemicals and Poison	136,523	130,000	118,128	11,786	129,914	135,000	3.91%
4276	Emergency Coordination	900	900	525	375	900	972	8.00%
4290	Safety Apparel	-	600	-	551	551	600	8.89%
4311	Employee Physicals	349	500	162	-	421	500	18.76%
4321	Legal and Auditing	666	774	666	103	769	774	0.65%
4324	Information Systems Allocation	14,046	14,748	8,603	6,145	14,748	15,550	5.44%
4361	General Fund Administration	17,013	17,346	10,119	7,227	17,346	19,266	11.07%
4423	Misc Materials and Supplies	2,562	5,000	894	3,675	4,569	5,000	9.43%
4511	Casualty Insurance	6,670	6,670	-	6,670	6,670	6,670	0.00%
4512	Workers Comp Insurance	7,718	7,718	4,502	3,216	7,718	7,718	0.00%
4742	Office Equipment	-	250	-	210	210	250	19.05%
4743	Other Equipment	1,217	5,000	267	4,362	4,629	5,000	8.01%
Total Mosquito Control		489,914	543,814	348,002	130,409	478,670	513,638	7.31%
Total Expenditures - Health Tax Fund		3,184,013	3,591,715	2,162,385	1,080,191	3,237,330	3,491,080	7.84%
Excess (Deficiency) Of Revenues Over Expenditures		349,346	(141,745)	(2,069,108)	2,292,837	228,975	35,690	(84.41%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
4688	Transfer To Capital Outlay	-	(162,000)	(94,500)	(67,500)	(162,000)	(286,000) 100.00%
Total Other Financing Sources (Uses)		-	(162,000)	(94,500)	(67,500)	(162,000)	(286,000) 0.00%
Net Change In Fund Balance		349,346	(303,745)	(2,163,608)	2,225,337	66,975	(250,310) (473.74%)
Fund Balance, Beginning Of Year		4,527,535	4,634,510	4,876,881	2,713,273	4,876,881	4,943,856 1.37%
Fund Balance, End Of Year		\$ 4,876,881	4,330,765	2,713,273	4,938,610	4,943,856	4,693,546 (5.06%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Biomedical Fund (280)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 2,936,548	2,935,700	-	2,862,840	2,862,840	2,915,740	1.85%
3115	Estimated Uncollectible Taxes	(32,670)	(88,070)	-	(85,890)	(85,890)	(87,470)	1.84%
3120	Prior Year Taxes	14,977	11,310	17,991	-	17,991	13,010	(27.69%)
3351	State Revenue Sharing	69,973	73,000	-	69,805	69,805	69,600	(0.29%)
3610	Interest Earned	692	125	97	173	270	300	11.11%
Total Revenues - Biomedical Fund		2,989,520	2,932,065	18,088	2,846,928	2,865,016	2,911,180	1.61%
Expenditures								
319 - Biomedical Research Center								
4172	Election Expense	88,859	-	-	-	-	-	0.00%
4321	Legal and Auditing	2,458	2,856	2,458	-	2,458	2,580	4.96%
4361	General Fund Administration	13,584	13,772	8,034	5,738	13,772	14,996	8.89%
4530	Interest Expense	4,149	7,000	611	4,259	4,870	5,000	2.67%
4562	Reimb - Biomedical Research Ctr	3,111,800	3,200,000	2,008,301	1,191,699	3,200,000	2,800,000	(12.50%)
4591	Retirement Contributions	86,776	86,890	-	84,740	84,740	86,300	1.84%
4592	Sheriff's Tax Collection	416	750	283	239	522	750	43.68%
Total Expenditures - Biomedical Fund		3,308,042	3,311,268	2,019,687	1,286,675	3,306,362	2,909,626	(12.00%)
Excess (Deficiency) Of Revenues Over Expenditures		(318,522)	(379,203)	(2,001,599)	1,560,253	(441,346)	1,554	(100.35%)
Fund Balance, Beginning Of Year		911,229	493,845	592,707	(1,408,892)	592,707	151,361	(74.46%)
Fund Balance, End Of Year		\$ 592,707	114,642	(1,408,892)	151,361	151,361	152,915	1.03%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016				2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Riverboat Fund (290)								
Revenues								
3223	Riverboat Gaming	\$ 1,306,108	1,290,000	843,770	441,060	1,284,830	1,290,000	0.40%
3610	Interest Earned	3,135	150	1,056	174	1,230	1,500	21.95%
3695	Miscellaneous	18,753	10,000	1,041	-	5,041	5,000	(0.81%)
Total Revenues - Riverboat Fund		1,327,996	1,300,150	845,867	441,234	1,291,101	1,296,500	0.42%
Expenditures								
131 - Administration								
4122	Salaries-Part Time	77,000	115,000	178,377	-	178,377	130,000	(27.12%)
4135	Medicare Insurance	6,000	8,797	13,779	-	9,820	9,945	1.27%
4321	Legal and Auditing	2,107	2,448	2,107	-	2,107	2,448	16.18%
4327	Professional Services	2,216	2,000	4,223	-	4,223	4,000	(5.28%)
4344	Public Information	-	31,500	-	10,155	10,155	13,000	28.02%
4361	General Fund Administration	21,292	21,614	12,608	9,006	21,614	23,733	9.80%
4530	Interest Expense	-	1,500	-	786	786	1,500	90.84%
4553	Truancy Program	60,000	95,000	95,000	-	95,000	95,000	0.00%
Total Administration		168,615	277,859	306,094	19,947	322,082	279,626	(13.18%)
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	A Quiet Place in the Woods	3,866	5,000	5,000	-	5,000	4,000	(20.00%)
	Alemap Foundation	2,500	2,000	2,000	-	2,000	-	(100.00%)
	Arc of Caddo-Bossier	4,450	6,000	6,000	-	6,000	8,000	33.33%
	Bells For Youth	4,981	5,000	-	5,000	5,000	-	(100.00%)
	Bernstein Development, Inc	15,000	10,000	10,000	-	10,000	7,000	(30.00%)
	Boy Scouts of America, Norwela Council	10,000	10,000	10,000	-	10,000	7,000	(30.00%)
	Boys II Men Mentoring Program	-	12,000	8,000	4,000	12,000	10,000	(16.67%)
	Broadmoor Neighborhood Association	3,700	70,000	70,000	-	70,000	40,000	(42.86%)
	Caddo Community Action Agency (CCAA)	70,000	70,000	70,000	-	70,000	75,000	7.14%
	Caddo Council on Aging (CCOA)	100,000	100,000	50,000	50,000	100,000	80,000	(20.00%)
	Calvary Missionary Baptist Church	-	5,000	5,000	-	5,000	-	(100.00%)
	Cedar Grove CDC, Inc (NGO)	-	10,000	(565)	10,565	10,000	-	(100.00%)
	Center For Families	7,500	7,500	-	7,500	7,500	-	(100.00%)
	Christian Service Program Institute	25,000	25,000	25,000	-	25,000	25,000	0.00%
	Common Ground Community, Inc.	-	-	-	-	-	9,000	100.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Community Renewal International, Inc.	-	-	-	-	-	9,000	100.00%
	Destiny Community Development Corp	2,500	7,500	7,500	-	7,500	-	(100.00%)
	Family Resources for Education	19,196	20,000	20,000	-	20,000	15,000	(25.00%)
	First Tee Of NWLA	12,500	12,500	12,500	-	12,500	5,000	(60.00%)
	Fit for Life, Inc	25,000	25,000	25,000	-	25,000	-	(100.00%)
	Food Bank of Northwest Louisiana	100,000	100,000	50,000	50,000	100,000	85,000	(15.00%)
	Galilee Family Enrichment Center, Inc.	-	18,900	18,900	-	18,900	18,900	0.00%
	Girl Scouts of Louisiana	-	10,000	10,000	-	10,000	7,000	(30.00%)
	Grace Comm Outreach Min (Words in Act)	15,000	15,000	15,000	-	15,000	5,000	(66.67%)
	Green Oaks High School Alumni Assoc	-	20,000	20,000	-	20,000	10,000	(50.00%)
	Highland Area Partnership	5,000	-	-	-	-	-	0.00%
	Holy Angels Residential Facility	60,000	70,000	70,000	-	70,000	40,000	(42.86%)
	Huntington High School	5,000	-	-	-	-	-	0.00%
	Image Changers	7,500	20,000	20,000	-	20,000	17,000	(15.00%)
	Inner City Entrepreneur Institute (ICE)	20,000	20,000	20,000	-	20,000	-	(100.00%)
	Inter-City Row Modern Dance Co of S'port	10,000	7,000	7,000	-	7,000	5,000	(28.57%)
	Ivy Crown Community Services, Inc	-	15,000	15,000	-	15,000	10,000	(33.33%)
	JAG Family Resource Center	-	75,000	50,000	25,000	75,000	20,000	(73.33%)
	Lake Community Development Corporation	14,554	15,000	(1,566)	16,566	15,000	-	(100.00%)
	Lane Chapel Christian Meth Episc Church	7,531	-	-	-	-	-	0.00%
	Legal Services of North Louisiana	4,783	-	-	-	-	-	0.00%
	Little Theatre of Shreveport	5,000	7,500	7,500	-	7,500	7,000	(6.67%)
	Macedonia House	(696)	-	-	-	-	-	0.00%
	Martin Luther King Community Dev Corp	20,000	25,000	11,958	13,042	25,000	24,000	(4.00%)
	Martin Luther King Health Center	10,000	10,000	10,000	-	10,000	9,000	(10.00%)
	Multicultural Center of the South	12,000	10,000	-	10,000	10,000	-	(100.00%)
	Nehemiah Community Development Center	4,980	10,000	-	10,000	10,000	-	(100.00%)
	Northwest Louisiana Interfaith Pharmacy	11,500	11,500	11,500	-	11,500	10,000	(13.04%)
	One Hundred Men of Shreveport	-	-	-	-	-	10,000	100.00%
	Odyssey Foundation OF The Arts	5,476	-	-	-	-	-	0.00%
	Philadelphia Center	7,348	-	-	-	-	-	0.00%
	Project Seek, Inc	(2,278)	15,000	-	15,000	15,000	-	(100.00%)
	Providence House	15,000	15,000	15,000	-	15,000	20,000	33.33%
	Ray of Hope Foundation	-	20,000	20,000	-	20,000	15,000	(25.00%)
	Reach Out and Touch, Inc	5,000	20,000	20,000	-	20,000	20,000	0.00%
	Red River Cleanup	-	15,000	15,000	-	15,000	6,000	(60.00%)
	Renzi Education and Art Center	5,000	7,500	7,500	-	7,500	7,000	(6.67%)
	Robinson's Rescue	40,000	40,000	40,000	-	40,000	35,000	(12.50%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
	Rutherford House	35,000	-	-	-	-	0.00%
	Salvation Army	30,000	45,000	45,000	-	45,000	35,000 (22.22%)
	Samaritan Counseling Center	30,000	31,400	31,400	-	31,400	23,000 (26.75%)
	Shady Grove Missionary Baptist Church	-	20,000	20,000	-	20,000	17,000 (15.00%)
	Shreveport Green	20,000	20,000	20,000	-	20,000	- (100.00%)
	Shreveport Opera	5,000	5,000	5,000	-	5,000	4,000 (20.00%)
	Shreveport Regional Arts Council (SRAC)	25,000	30,000	30,000	-	30,000	15,000 (50.00%)
	SISTERS International Inc	-	38,000	19,000	19,000	38,000	30,000 (21.05%)
	Social Justice Civic League, Inc	10,000	20,000	17,915	2,085	20,000	15,000 (25.00%)
	Southern University at S'port Foundation	5,000	5,000	5,000	-	5,000	- (100.00%)
	Springboard 2 Universal Success	2,500	3,000	3,000	-	3,000	3,000 0.00%
	St. Luke's Episcl Mobile Medical Ministry	7,550	7,550	3,741	3,809	7,550	7,600 0.66%
	Supportive Integrated Services, Inc	14,913	15,000	15,000	-	15,000	- (100.00%)
	T.E.A.M.S.	-	5,000	-	5,000	5,000	- (100.00%)
	Theatre of the Performing Arts	15,000	15,000	15,000	-	15,000	17,000 13.33%
	Urban Support Agency, Inc	29,000	26,900	26,900	-	26,900	20,000 (25.65%)
	Volunteers for Youth Justice	15,000	25,000	25,000	-	25,000	25,000 0.00%
	Women of Vision	20,000	20,000	-	20,000	20,000	- (100.00%)
	Youth Outreach Services	12,500	12,500	12,500	-	12,500	12,500 0.00%
	YWCA Northwest Louisiana	-	-	-	-	-	7,500 100.00%
Total Allocation To Other Entities		970,354	1,339,250	1,072,683	266,567	1,339,250	906,500 (32.31%)
Total Expenditures - Riverboat Fund		1,138,969	1,617,109	1,378,777	286,514	1,661,332	1,186,126 (28.60%)
Excess (Deficiency) Of Revenues Over Expenditures		189,027	(316,959)	(532,910)	154,720	(370,231)	110,374 (129.81%)
Other Financing Sources (Uses)							
3849	Transfer From Oil and Gas Fund	200,000	300,000	175,000	125,000	300,000	- (100.00%)
3852	Transfer From Capital Outlay	4,669	-	-	18,597	18,597	- (100.00%)
Total Other Financing Sources (Uses)		204,669	300,000	175,000	143,597	318,597	- (100.00%)
Net Change In Fund Balance		393,696	(16,959)	(357,910)	298,317	(51,634)	110,374 (313.76%)
Fund Balance, Beginning Of Year		262,379	426,897	656,075	298,165	656,075	604,441 (7.87%)
Fund Balance, End Of Year		\$ 656,075	409,938	298,165	596,482	604,441	714,815 18.26%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Criminal Justice Fund (295)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 5,383,698	5,795,860	-	5,708,230	5,708,230	5,635,900	(1.27%)
3115	Estimated Uncollectible Taxes	(52,784)	(173,880)	-	(171,250)	(171,250)	(169,080)	(1.27%)
3120	Prior Year Taxes	5,483	4,770	13,356	-	13,356	5,530	(58.60%)
3351	State Revenue Sharing	126,570	136,000	-	126,410	126,410	126,300	(0.09%)
3610	Interest Earned	830	1,000	4,361	-	4,361	2,000	(54.14%)
Total Revenues - Criminal Justice Fund		5,463,797	5,763,750	17,717	5,663,390	5,681,107	5,600,650	(1.42%)
Expenditures								
120 - Criminal Justice								
20 - Criminal Administration								
4321	Legal and Auditing	1,410	1,639	1,411	-	1,411	1,639	16.16%
4361	General Fund Administration	7,708	7,842	4,575	3,267	7,842	8,737	11.41%
4530	Interest Expense	9,070	10,000	-	9,348	9,348	10,000	6.97%
4591	Retirement Contributions	159,375	171,550	-	168,960	168,960	166,820	(1.27%)
4592	Sheriff's Tax Collection	765	750	521	256	777	800	2.96%
4596	Sheriff Substations	130,729	150,000	72,711	61,941	134,652	140,000	3.97%
Total Expenditures - Criminal Justice Fund		309,057	341,781	79,218	243,772	322,990	327,996	1.55%
Excess (Deficiency) Of Revenues Over Expenditures		5,154,740	5,421,969	(61,501)	5,419,618	5,358,117	5,272,654	(1.60%)
Other Financing Sources (Uses)								
4681	Transfer To Juvenile Just Fund	(3,300,000)	(3,450,000)	(2,012,500)	(1,437,500)	(3,450,000)	(3,400,000)	(1.45%)
4682	Transfer To Detention Facilities Fund	-	-	-	-	-	(400,000)	0.00%
4685	Transfer To General Fund	(1,700,000)	(2,000,000)	(1,166,667)	(833,333)	(2,000,000)	(2,000,000)	0.00%
Total Other Financing Sources (Uses)		(5,000,000)	(5,450,000)	(3,179,167)	(2,270,833)	(5,450,000)	(5,800,000)	6.42%
Net Change In Fund Balance		154,740	(28,031)	(3,240,668)	3,148,785	(91,883)	(527,346)	473.93%
Fund Balance, Beginning Of Year		2,037,637	2,008,009	2,192,377	(1,048,291)	2,192,377	2,100,494	(4.19%)
Fund Balance, End Of Year		\$ 2,192,377	1,979,978	(1,048,291)	2,100,494	2,100,494	1,573,148	(25.11%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Oil and Gas Fund (297)							
Revenues							
3610	Interest Earned	\$ 84,212	25,000	15,241	8,939	24,180	20,000 (17.29%)
3623	Building Rental	150,000	150,000	125,000	25,000	150,000	150,000 0.00%
3691	Oil Royalty/Mineral Leases	257,369	400,000	144,998	143,371	288,369	250,000 (13.31%)
Total Revenues - Oil and Gas Fund		491,581	575,000	285,239	177,310	462,549	420,000 (9.20%)
Expenditures							
131 - Administration							
4321	Legal and Auditing	17,855	32,000	13,364	10,518	23,882	32,000 33.99%
4361	General Fund Administration	8,261	8,368	4,881	3,487	8,368	9,063 8.31%
Total Expenditures - Oil and Gas Fund		26,116	40,368	18,245	14,005	32,250	41,063 27.33%
Excess (Deficiency) Of Revenues Over Expenditures		465,465	534,632	266,994	163,305	430,299	378,937 (11.94%)
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay Fund	3,231	-	-	-	-	- 0.00%
4688	Transfer To Capital Outlay Fund	(800,000)	(1,983,000)	(262,500)	(1,720,500)	(1,983,000)	(300,000) (84.87%)
4694	Transfer To Riverboat Fund	(200,000)	(300,000)	(175,000)	(125,000)	(300,000)	- (100.00%)
4697	Transfer To Economic Development Fund	(1,700,000)	(950,000)	(554,167)	(395,833)	(950,000)	(625,000) (34.21%)
Total Other Financing Sources (Uses)		(2,696,769)	(3,233,000)	(991,667)	(2,241,333)	(3,233,000)	(925,000) (71.39%)
Net Change In Fund Balance		(2,231,304)	(2,698,368)	(724,673)	(2,078,028)	(2,802,701)	(546,063) (80.52%)
Fund Balance, Beginning Of Year		10,628,969	8,388,874	8,397,665	7,672,992	8,397,665	5,594,964 (33.37%)
Fund Balance, End Of Year		\$ 8,397,665	5,690,506	7,672,992	5,594,964	5,594,964	5,048,901 (9.76%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Economic Development Fund (750)							
Revenues							
3359	Video Poker	\$ 436,881	475,000	273,629	172,419	446,048	450,000 0.89%
3610	Interest Earned	12,168	5,000	3,088	6,544	9,632	5,000 (48.09%)
3695	Miscellaneous Revenue	8,454	-	3,434	-	3,434	3,000 (12.64%)
Total Revenues - Economic Development Fund		457,503	480,000	280,151	178,963	459,114	458,000 (0.24%)
Expenditures							
131 - Administration							
4321	Legal and Auditing	1,057	1,228	1,057	-	1,057	1,228 16.18%
4327	Professional Services	-	60,000	42,750	14,250	57,000	60,000 100.00%
4361	General Fund Administration	10,645	10,807	6,304	4,503	10,807	11,867 9.81%
Total Administration		11,702	72,035	50,111	18,753	68,864	73,095 6.14%
150 - Allocation To Other Entities							
4959 - NGO Appropriations							
	BioMed Digital Media (formerly LSUS)	252,115	-	-	-	-	- 0.00%
	BioMed EAP	500,000	500,000	-	500,000	500,000	235,000 (53.00%)
	Black Rodeo Festival	25,000	-	-	-	-	- 0.00%
	Christmas on Caddo Fireworks	-	3,000	3,000	-	3,000	5,000 66.67%
	CoHabitat Foundation	50,000	75,000	-	75,000	75,000	50,000 (33.33%)
	Coordinating & Development Corporation	42,750	-	-	-	-	- 0.00%
	Delta Sigma Theta Sorority, Inc.	-	-	-	-	-	8,000 100.00%
	Fit for Life, Inc.	-	-	-	-	-	20,000 100.00%
	Get Up, Inc	10,000	15,000	15,000	-	15,000	- (100.00%)
	Gun Buy Program	-	20,000	-	20,000	20,000	- (100.00%)
	Grambling Foundation	25,000	25,000	-	25,000	25,000	- (100.00%)
	Highland Area Partnership	-	5,000	-	5,000	5,000	5,000 0.00%
	I49 Land Study	43,860	-	-	-	-	- 0.00%
	Independence Bowl Foundation	65,000	65,000	65,000	-	65,000	25,000 (61.54%)
	Independence Day Festival	10,000	10,000	-	10,000	10,000	- (100.00%)
	Inner City Entrepreneur Institute (ICE)	-	-	-	-	-	20,000 100.00%
	LA Film Prize, LLC	25,000	25,000	-	25,000	25,000	25,000 0.00%
	Northwest Louisiana Community Dev Corp	40,000	60,000	60,000	-	60,000	50,000 (16.67%)
	NW Louisiana Econ Dev Found (NLEDF)	116,668	200,000	118,750	81,250	200,000	175,000 (12.50%)
	NWLA Government Procurement Center	-	15,000	15,000	-	15,000	10,000 (33.33%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
	Real Cowboy Scholarship Fund	-	15,000	-	15,000	15,000	0.00%
	Rho Omega & Friends, Inc	25,000	25,000	25,000	-	25,000	20.00%
	R.I.S.E. Shreveport	-	-	-	-	10,000	100.00%
	Safe Summer Youth Recreation Activities	-	80,000	24,879	55,121	25,000	(68.75%)
	SciPort Louisiana Science Center	60,000	60,000	60,000	-	60,000	0.00%
	Shreveport-Bossier African Amer Chamber	20,000	25,000	-	25,000	25,000	0.00%
	Shreveport-Bossier Business Alliance	50,000	50,000	50,000	-	50,000	(100.00%)
	Shreveport-Bossier Military Affairs Council	17,000	17,000	17,000	-	17,000	(11.76%)
	Shreveport-Bossier Sports Commission	25,000	25,000	25,000	-	25,000	(100.00%)
	Southern Hills Business Association, Inc	25,000	25,000	25,000	-	25,000	0.00%
	Southern Univ - Shreveport LA (SUSLA)	-	300,000	-	300,000	235,000	(21.67%)
	Stan Lewis Jazz and Blues Festival	65,000	65,000	65,000	-	65,000	(100.00%)
	State Fair (The)	10,000	10,000	-	10,000	10,000	0.00%
	Strand Theatre of Shreveport (The)	10,000	10,000	10,000	-	10,000	0.00%
	Strategic Action Council of NW Louisiana	50,000	70,000	70,000	-	70,000	(21.43%)
	State of Black S'port - Shady Grove MBC	-	-	-	-	20,000	100.00%
	Southern University at S'port Foundation	-	-	-	-	10,000	100.00%
	Thunder Road	50,000	-	-	-	15,000	100.00%
	United Citizens & Neighborhood, Inc	10,000	-	-	-	-	0.00%
Total Allocation To Other Entities		1,622,393	1,795,000	648,629	1,146,371	1,795,000	(33.82%)
Total Expenditures - Economent Development Fund		1,634,095	1,867,035	698,740	1,165,124	1,863,864	(32.34%)
Excess (Deficiency) Of Revenues Over Expenditures		(1,176,592)	(1,387,035)	(418,589)	(986,161)	(1,404,750)	(42.83%)
Other Financing Sources (Uses)							
3837	Transfer From General Fund	-	100,000	-	100,000	100,000	(100.00%)
3849	Transfer From Oil and Gas Fund	1,700,000	950,000	554,167	395,833	950,000	(34.21%)
Total Other Financing Sources (Uses)		1,700,000	1,050,000	554,167	495,833	1,050,000	(40.48%)
Net Change In Fund Balance		523,408	(337,035)	135,578	(490,328)	(354,750)	(49.80%)
Fund Balance, Beginning Of Year		987,522	1,038,210	1,510,930	1,646,508	1,510,930	(23.48%)
Fund Balance, End Of Year		\$ 1,510,930	701,175	1,646,508	1,156,180	1,156,180	(15.40%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Law Officers Witness Fund (770)								
Revenues								
3512	Criminal Case Charges	\$ 25,990	27,000	17,693	8,846	26,539	27,000	1.74%
3521	Bond Forfeitures	-	100	-	-	-	-	0.00%
3610	Interest Earned	120	100	45	141	186	-	(100.00%)
Total Revenues - Law Officers Witness Fund		26,110	27,200	17,738	8,987	26,725	27,000	1.03%
Expenditures								
120 - Criminal Justice								
21 - District Court								
4321	Legal and Auditing	547	636	547	-	547	636	16.27%
4343	Payments to Law Officers	39,658	60,000	23,400	19,400	42,800	50,000	16.82%
4361	General Fund Administration	16,522	16,737	9,763	6,974	16,737	18,125	8.29%
4394	Criminal Court Grant	(31,000)	(52,000)	-	(42,000)	(42,000)	(42,000)	0.00%
Total Expenditures - Law Officers Witness Fund		25,727	25,373	33,710	(15,626)	18,084	26,761	47.98%
Excess (Deficiency) Of Revenues Over Expenditures		383	1,827	(15,972)	24,613	8,641	239	(97.23%)
Fund Balance, Beginning Of Year		26,913	28,840	27,296	11,324	27,296	35,937	31.66%
Fund Balance, End Of Year		\$ 27,296	30,667	11,324	35,937	35,937	36,176	0.67%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016			2017 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Reserve Trust Fund (799)								
Revenues								
3610	Interest Earned	\$ 342,094	170,000	70,566	120,089	190,655	200,000	4.90%
3623	Building Rental	150,000	150,000	125,000	25,000	150,000	150,000	0.00%
Total Revenues - Reserve Trust Fund		492,094	320,000	195,566	145,089	340,655	350,000	2.74%
Expenditures								
133 - Finance								
4321	Legal and Auditing	996	1,158	997	-	996	1,158	16.27%
4361	General Fund Administration	10,646	10,807	6,304	4,503	10,807	11,867	9.81%
Total Finance		11,642	11,965	7,301	4,503	11,803	13,025	10.35%
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	CCAA-Red Cross	250,000	400,000	75,000	200,000	275,000	350,000	27.27%
Total Allocation To Other Entities		250,000	400,000	75,000	200,000	275,000	350,000	27.27%
Total Expenditures - Reserve Trust Fund		261,642	411,965	82,301	204,503	286,803	363,025	26.58%
Excess (Deficiency) Of Revenues Over Expenditures		230,452	(91,965)	113,265	(59,414)	53,852	(13,025)	(124.19%)
Other Financing Sources (Uses)								
3849	Transfer From Oil and Gas Fund	-	-	-	-	-	-	0.00%
4678	Transfer To Oil and Gas Fund	-	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	-	-	0.00%
Net Change In Fund Balance		230,452	(91,965)	113,265	(59,414)	53,852	(13,025)	(124.19%)
Fund Balance, Beginning Of Year		37,337,820	37,656,874	37,568,272	37,681,537	37,568,272	37,622,124	0.14%
Fund Balance, End Of Year		\$ 37,568,272	37,564,909	37,681,537	37,622,123	37,622,124	37,609,099	(0.03%)

DEBT SERVICE FUND

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs. The Debt Service Fund is funded by the proceeds of a special ad valorem tax dedicated for this purpose.



PARISH OF CADDO

Statement of Bonded Debt December 31, 2016

<u>Bond Issue</u>	<u>Principal Outstanding 12/31/15</u>	<u>2016</u>			<u>Principal Outstanding 12/31/16</u>
		<u>Additions (Reductions)</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	
GOB, August 2007	\$ 975,000	-	(475,000)	31,937	500,000
GOB, September 2008	1,425,000	-	(450,000)	53,250	975,000
GOB, September 2009	8,495,000	(6,650,000)	(425,000)	185,169	1,420,000
GOB Refunding, May 2014	6,805,000	-	(45,000)	227,175	6,760,000
GOB Refunding, August 2015	6,345,000	-	-	272,450	6,345,000
GOB Refunding, June 2016	-	7,250,000	-	18,578	7,250,000
	<u>\$ 24,045,000</u>	<u>600,000</u>	<u>(1,395,000)</u>	<u>788,559</u>	<u>23,250,000</u>

The annual requirements to amortize the above issues, including interest payments of \$4,958,474 are as follows:

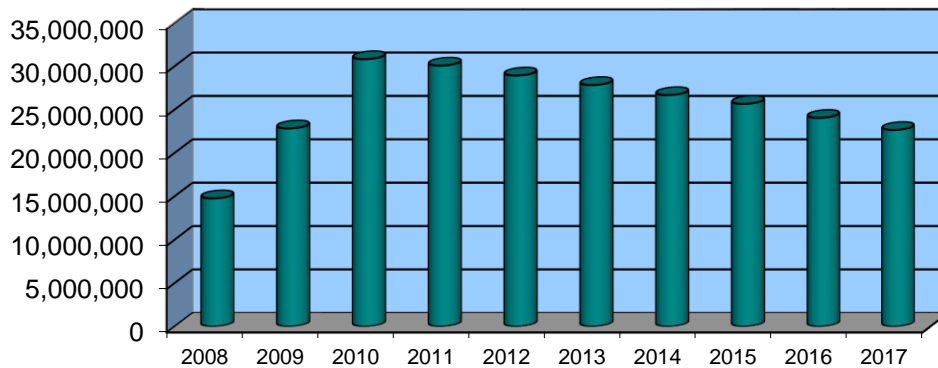
<u>Years ending December 31:</u>	<u>2007 Bond Issue</u>	<u>2008 Bond Issue</u>	<u>2009 Bond Issue</u>	<u>2014 Refunding</u>	<u>2015 Refunding</u>	<u>2016 Refunding</u>	<u>Total</u>
2017	510,625	506,281	493,075	271,275	272,450	222,856	2,276,562
2018	-	510,000	496,975	787,275	272,450	226,268	2,292,968
2019	-	-	509,375	784,950	779,725	224,628	2,298,678
2020	-	-	-	792,025	779,050	742,606	2,313,681
2021 - 2025	-	-	-	4,005,688	3,967,550	3,825,514	11,798,751
2026 - 2029	-	-	-	1,612,600	2,411,750	3,203,484	7,227,834
	<u>510,625</u>	<u>1,016,281</u>	<u>1,499,425</u>	<u>8,253,813</u>	<u>8,482,975</u>	<u>8,445,355</u>	<u>28,208,474</u>

PARISH OF CADDO

Bonded Debt Per Capita December 31, 2008 through December 31, 2017

<u>Year</u>	<u>Population</u>	<u>Bonded Debt Outstanding</u>	
		<u>Principal</u>	<u>Per Capita</u>
2008	254,099	\$ 22,830,000	\$90
2009	255,115	\$ 30,815,000	\$121
2010	254,969	\$ 30,070,000	\$118
2011	255,613	\$ 28,930,000	\$113
2012	256,014	\$ 27,830,000	\$109
2013	254,887	\$ 26,670,000	\$105
2014	252,405	\$ 25,660,000	\$102
2015	251,164	\$ 24,045,000	\$96
2016	* 250,281	\$ 23,250,000	\$93
2017	* 250,281	\$ 21,705,000	\$87

Bonded Debt Trend



* Estimated

PARISH OF CADDO

Computation of Legal Debt Margin (1)

Estimated as of December 31, 2016

Total Assessed Value for Parish	<u>\$1,745,635,711</u>	
		Refunding <u>Bonds</u>
Debt limit - 10% of assessed value for any one purpose		\$174,563,571
Deduct - amount of debt applicable to debt limit		<u>23,250,000</u>
Legal debt margin		<u>\$151,313,571</u>

Note {1} - State law allows a maximum of 10% of the assessed valuation for bonded debt for any purpose and 35% of the total assessed value for all purposes. A total of approximately \$587,722,499 of additional bonded debt could be issued pursuant to the 35% limitation.

DEBT SERVICE FUND (310)

Budget By Category

Description	2015 Actual	2016		2017 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 2,617,018	2,575,560	2,561,050	2,608,190
Interest Earned	7,335	1,000	2,588	3,000
Total Revenues - Debt Service Fund	2,624,353	2,576,560	2,563,638	2,611,190
Expenditures				
Debt Administration				
Salaries & Benefits	77,898	78,000	77,500	78,940
Contract Services	7,305	8,487	7,305	7,670
Internal Charges	34,149	34,528	34,528	36,901
Statutory Charges	373	700	585	700
Other Expenses	-	5,000	3,872	5,000
Total Debt Administration	119,725	126,715	123,790	129,211
Debt Service				
Principal Payments	1,330,000	1,395,000	1,395,000	1,545,000
Interest Payments	947,140	897,294	788,560	731,562
Paying Agent Fees	1,800	1,800	1,800	1,800
Bond Issue Costs	25,706	-	96,311	-
Total Debt Service	2,304,646	2,294,094	2,281,671	2,278,362
Total Expenditures - Debt Service Fund	2,424,371	2,420,809	2,405,461	2,407,573
Other Financing Sources (Uses):				
Proceeds - General Oblig Bonds	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Change In Fund Balance	199,982	155,751	158,177	203,617
Fund Balance, Beginning Of Year	2,961,531	3,161,513	3,161,513	3,319,690
Fund Balance, End Of Year	\$ 3,161,513	3,317,264	3,319,690	3,523,307

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
Revenues						
3113	Ad Valorem Tax-Parish	2,636,627	2,635,280	2,618,450	2,666,830	1.85%
3115	Estimated Uncollectible Taxes	(35,842)	(79,060)	(78,550)	(80,000)	1.85%
3120	Prior Year Taxes	16,233	19,340	21,150	21,360	0.99%
3610	Interest Earned	7,335	1,000	2,588	3,000	15.92%
Total Revenues - Debt Service Fund		2,624,353	2,576,560	2,563,638	2,611,190	1.85%
Expenditures						
133 - Finance						
90 - Debt Administration						
4321	Legal and Auditing	7,305	8,487	7,305	7,670	5.00%
4361	General Fund Administration	34,149	34,528	34,528	36,901	6.87%
4530	Interest Expense	-	5,000	3,872	5,000	29.13%
4591	Retirement Contributions	77,898	78,000	77,500	78,940	1.86%
4592	Sheriff's Tax Collection	373	700	585	700	19.66%
Total Debt Administration		119,725	126,715	123,790	129,211	4.38%
91 - 2009 General Obligation Bonds/2016 Refunding						
4810	Principal Payments	405,000	425,000	425,000	525,000	23.53%
4820	Interest Payments	325,463	312,481	203,747	190,931	(6.29%)
4830	Paying Agent Fees	300	300	300	300	0.00%
4831	Bond Issue Costs	-	-	96,311	-	(100.00%)
Total 2009 General Obligation Bonds		730,763	737,781	725,358	716,231	(1.26%)
98 - 2007 General Obligation Bonds/2014 Refunding						
4810	Principal Payments	495,000	520,000	520,000	545,000	4.81%
4820	Interest Payments	280,825	259,113	259,113	236,900	(8.57%)
4830	Paying Agent Fees	900	900	900	900	0.00%
Total 2007 GO Bonds/2014 Refunding		776,725	780,013	780,013	782,800	0.36%

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
99 - 2008 General Obligation Bonds/2015 Refunding						
4810	Principal Payments	430,000	450,000	450,000	475,000	5.56%
4820	Interest Payments	340,852	325,700	325,700	303,731	(6.75%)
4830	Paying Agent Fees	600	600	600	600	0.00%
4831	Bond Issue Costs	25,706	-	-	-	(100.00%)
Total 2008 General Obligation Bonds		797,158	776,300	776,300	779,331	0.39%
Total Expenditures - Debt Service Fund		2,424,371	2,420,809	2,405,461	2,407,573	3.87%
Excess (Deficiency) Of Revenues Over Expenditures		199,982	155,751	158,177	203,617	28.73%
Other Financing Sources (Uses):						
3835	Proceeds - General Oblig Bonds	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	0.00%
Net Change In Fund Balance		199,982	155,751	158,177	203,617	28.73%
Fund Balance, Beginning Of Year		2,961,531	3,161,513	3,161,513	3,319,690	5.00%
Fund Balance, End Of Year		\$ 3,161,513	3,317,264	3,319,690	3,523,307	6.13%

CAPITAL PROJECT FUNDS

Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities.

Library Bond Fund – The Library Bond Fund accounts for the proceeds of Limited Tax Revenue Bonds issued in 2012. The bonds are to be used to acquiring, equipping, constructing and improving the public library system.

Capital Improvement Fund – The Capital Improvement Fund accounts for the proceeds of a bond issue approved by voters in 2007. The bonds are dedicated to acquiring, equipping, constructing, and improving major capital facilities.

Capital Improvement Fund II – The Capital Improvement Fund II accounts for \$6,000,000 in limited tax revenue bonds issued in 2010. The bond proceeds are dedicated to acquiring, equipping, constructing, and improving the Caddo Correctional Center (CCC).



CAPITAL PROJECT FUNDS

Summary of Revenues, Expenditures, and Changes in Fund Balance

	Library Bond	Capital Improvement Fund	Capital Improvement Fund II	Total
<u>Revenues</u>				
Rents & Interest Earned	\$ 654,700	15,000	1,500	671,200
Total Revenues	654,700	15,000	1,500	671,200
<u>Expenditures By Function</u>				
General Government	-	35,106	-	35,106
Culture and Recreation	867,245	-	-	867,245
Total Expenditures	867,245	35,106	-	902,351
Excess (Deficiency) Of Revenues Over Expenditures	(212,545)	(20,106)	1,500	(231,151)
<u>Other Financing Sources (Uses)</u>				
Transfers In	-	-	-	-
Transfer Out	-	(450,000)	(250,000)	(700,000)
Total Other Financing Sources (Uses)	-	(450,000)	(250,000)	(700,000)
Net Change In Fund Balance	(212,545)	(470,106)	(248,500)	(931,151)
Fund Balance, Beginning Of Year	3,051,203	6,402,969	314,024	9,768,196
Fund Balance, End Of Year	\$ 2,838,658	5,932,863	65,524	8,837,045

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
Library Bond Fund (410)						
<u>Revenues</u>						
3526	Reimbursements from Other Agencies	\$ 647,500	-	651,150	654,700	0.55%
3610	Interest Earned	10,250	7,000	215	-	(100.00%)
Total Revenues - Library Bond Fund		657,750	7,000	651,365	654,700	0.51%
<u>Expenditures</u>						
580 - Library Construction						
4321	Legal and Auditing	928	1,078	928	974	4.96%
4550	Reimbursements	2,188,417	-	-	-	0.00%
4575	Reimbursement for Capital	-	750,000	153,869	211,571	37.50%
4810	Principal Payments	560,000	-	575,000	590,000	2.61%
4820	Interest Payments	87,500	-	76,150	64,500	(15.30%)
4830	Paying Agent Fees	-	-	200	200	0.00%
Total Expenditures - Library Bond Fund		2,836,845	751,078	806,147	867,245	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		(2,179,095)	(744,078)	(154,782)	(212,545)	37.32%
<u>Other Financing Sources (Uses)</u>						
3835	Proceeds From Limited Tax Revenue Bonds	-	-	-	-	0.00%
4687	Transfer To Shreve Memorial Library	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	0.00%
Net Change In Fund Balance		(2,179,095)	(744,078)	(154,782)	(212,545)	37.32%
Fund Balance, Beginning Of Year		5,385,080	1,617,002	3,205,985	3,051,203	(4.83%)
Fund Balance, End Of Year		\$ 3,205,985	872,924	3,051,203	2,838,658	(6.97%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
Capital Improvement Fund (440)						
<u>Revenues</u>						
3610	Interest Earned	\$ 61,690	15,000	20,780	15,000	(27.82%)
3641	Sale of Property	1,067,500	-	-	-	(100.00%)
Total Revenues - Capital Improvement Fund		1,129,190	15,000	20,780	15,000	(27.82%)
<u>Expenditures</u>						
General Government						
4321	Legal and Auditing	960	1,116	860	1,009	17.33%
4361	General Fund Administration	31,764	32,089	32,089	34,097	6.26%
Total Expenditures - Capital Improvement Fund		32,724	33,205	32,949	35,106	6.55%
Excess (Deficiency) Of Revenues Over Expenditures		1,096,466	(18,205)	(12,169)	(20,106)	65.22%
<u>Other Financing Sources (Uses)</u>						
3852	Transfer From Capital Outlay	73,058	-	75,382	-	(100.00%)
4688	Transfer To Capital Outlay	(648,882)	(300,000)	(300,000)	(450,000)	50.00%
Total Other Financing Sources (Uses)		(575,824)	(300,000)	(224,618)	(450,000)	100.34%
Net Change In Fund Balance		520,642	(318,205)	(236,787)	(470,106)	98.54%
Fund Balance, Beginning Of Year		6,119,114	5,281,316	6,639,756	6,402,969	(3.57%)
Fund Balance, End Of Year		\$ 6,639,756	4,963,111	6,402,969	5,932,863	(7.34%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
Capital Improvement Fund II (450)						
<u>Revenues</u>						
3610	Interest Earned	\$ 2,613	1,500	1,476	1,500	1.63%
Total Revenues - Capital Improvement Fund II		2,613	1,500	1,476	1,500	1.63%
<u>Expenditures</u>						
General Government						
4361	General Fund Administration	-	-	-	-	0.00%
Total Expenditures - Capital Improvement Fund		-	-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		2,613	1,500	1,476	1,500	1.63%
<u>Other Financing Sources (Uses)</u>						
4688	Transfer To Capital Outlay		-	-	(250,000)	(100.00%)
Total Other Financing Sources (Uses)		-	-	-	(250,000)	0.00%
Net Change In Fund Balance		2,613	1,500	1,476	(248,500)	(16,936.04%)
Fund Balance, Beginning Of Year		309,935	310,886	312,548	314,024	0.47%
Fund Balance, End Of Year		\$ 312,548	312,386	314,024	65,524	(79.13%)

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of services provided by one fund of the Parish to other funds on a cost-reimbursement basis.

Group Insurance Fund - The Group Insurance Fund accounts for the cost of providing group medical and life insurance coverage for Parish employees. The fund is used to account for contributions from Parish funds and withholdings from employees' payroll used to pay the costs of providing group coverage for Parish employees.

General Insurance Fund - The General Insurance Fund accounts for the costs of maintaining casualty and workers compensation insurance coverage.



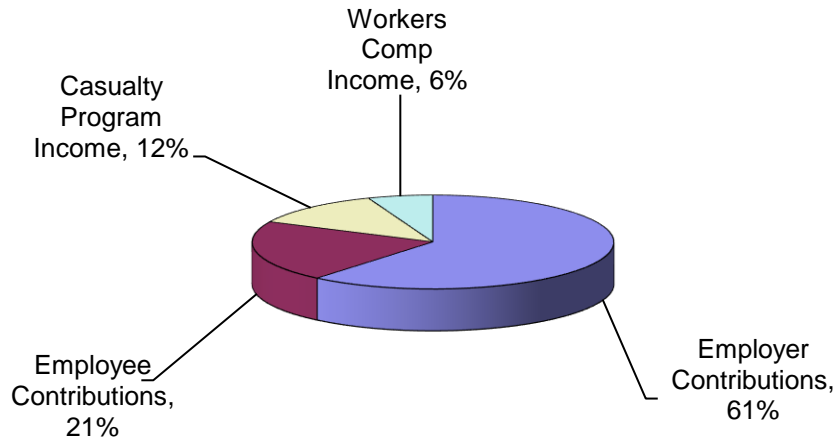
INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses, and Changes in Net Assets

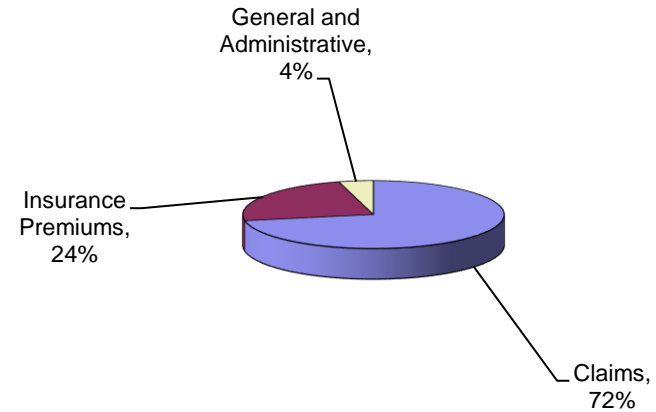
	Group Insurance	General Insurance	Total
<u>Operating Revenues</u>			
Contributions	\$ 5,677,706	-	5,677,706
Charges For Services	-	1,241,000	1,241,000
Other Revenues	-	-	-
Total Revenues	5,677,706	1,241,000	6,918,706
<u>Operating Expenses</u>			
General Government			
Claims	4,881,000	332,000	5,213,000
Insurance Premiums	943,000	770,000	1,713,000
General and Administrative	152,465	156,646	309,111
Total General Government	5,976,465	1,258,646	7,235,111
Operating Income (Loss)	(298,759)	(17,646)	(316,405)
<u>Non- Operating Revenues (Expenses)</u>			
Interest Earned	20,000	15,000	35,000
Interest Expense	-	-	-
Total Non-Operating Revenues (Expenses)	20,000	15,000	35,000
Change In Net Position	(278,759)	(2,646)	(281,405)
Net Position, Beginning Of Year	2,390,185	3,032,272	5,422,457
Net Position, End Of Year	\$ 2,111,426	3,029,626	5,141,052

INTERNAL SERVICE FUNDS

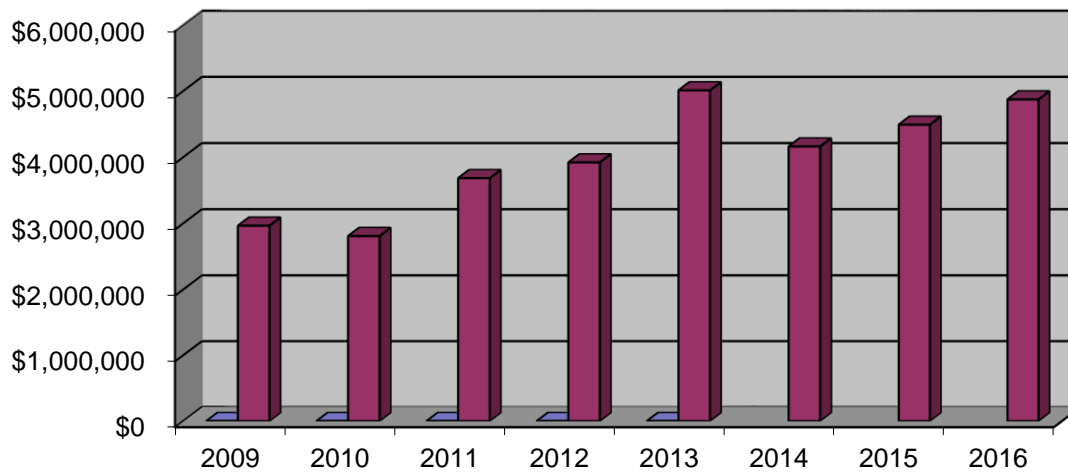
REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



GROUP INSURANCE CLAIMS HISTORY



The Parish is self-insured for the first \$125,000 of claims for each covered person. Claims have continued to rise steadily since 2010, as a result, the Parish has elected to increase health premiums by 7% in 2017.

INTERNAL SERVICE FUNDS

Budget By Category

	2015 Actual	2016 Budget	2016 Estimate	2017 Adopted
<u>Operating Revenues</u>				
Contributions	\$ 5,522,809	\$ 5,929,378	\$ 5,328,860	\$ 5,677,706
Charges For Services	1,241,000	1,241,000	1,241,000	1,241,000
Total Operating Revenues	6,763,809	7,170,378	6,569,860	6,918,706
<u>Operating Expenses</u>				
Claims	4,726,071	5,225,000	4,769,810	5,213,000
Insurance Premiums	1,632,882	1,710,000	1,656,488	1,713,000
Contract Services	43,564	51,207	46,520	49,176
Affordable Care Act Fees	55,377	-	37,000	40,000
Internal Charges	201,988	204,936	204,936	219,935
Total Operating Expenses	6,659,882	7,191,143	6,714,754	7,235,111
Operating Income (Loss)	103,927	(20,765)	(144,894)	(316,405)
<u>Non-Operating Revenues (Expenses)</u>				
Interest Earned	56,337	25,000	32,474	35,000
Total Non-Operating Revenue (Expense)	56,337	25,000	32,474	35,000
Change In Net Position	160,264	4,235	(112,420)	(281,405)
Net Position, Beginning Of Year	5,374,613	5,602,873	5,534,877	5,422,457
Net Position, End Of Year	\$ 5,534,877	5,607,108	5,422,457	5,141,052

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
Group Insurance Fund (760)						
<u>Operating Revenues</u>						
3710	Employer Health Insur Contrib	3,446,905	3,784,039	3,294,687	3,525,315	7.00%
3711	Employee Health Insur Contrib	1,210,085	1,261,346	1,144,112	1,224,200	7.00%
3712	Retired Employee Contributions	212,779	220,663	226,731	231,696	2.19%
3713	Employer Contrib-Retired Employee	653,040	663,330	663,330	696,495	5.00%
Total Operating Revenues - Group Insurance Fund		5,522,809	5,929,378	5,328,860	5,677,706	6.55%
<u>Operating Expenses</u>						
951 - Employee Group Insurance Program						
4321	Legal and Auditing	5,341	6,205	5,341	5,608	5.00%
4327	Professional Services	34,347	35,000	33,805	35,000	3.53%
4361	General Fund Administration	64,840	66,067	66,067	71,857	8.76%
4519	Life Insurance Premiums	128,253	130,000	128,614	130,000	1.08%
4520	Accidental Death Ins Prem	7,918	8,000	7,694	8,000	3.98%
4521	Insurance Premiums	798,369	820,000	796,250	805,000	1.10%
4522	Affordable Care Act Fees	55,377	-	37,000	40,000	8.11%
4523	Claims & Judgements	4,493,375	4,875,000	4,477,501	4,881,000	9.01%
Total Operating Expenses - Group Insurance Fund		5,587,820	5,940,272	5,552,272	5,976,465	7.64%
Operating Income (Loss)		(65,011)	(10,894)	(223,412)	(298,759)	33.73%
<u>Non-Operating Revenues</u>						
3610	Interest Earned	31,453	15,000	16,096	20,000	24.25%
Total Non-Operating Revenues		31,453	15,000	16,096	20,000	24.25%
Change In Net Position		(33,558)	4,106	(207,316)	(278,759)	34.46%
Net Position, Beginning Of Year		2,631,059	2,730,539	2,597,501	2,390,185	(7.98%)
Net Position, End Of Year		\$ 2,597,501	2,734,645	2,390,185	2,111,426	(11.66%)

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2015 Actual	2016		2017 Adopted	% Change From Est
			Budget	Estimated		
General Insurance Fund (762)						
<u>Operating Revenues</u>						
3721	Casualty Insurance Charges	839,000	839,000	839,000	839,000	0.00%
3722	Workers Comp Insur Charges	402,000	402,000	402,000	402,000	0.00%
Total Operating Revenues - General Insurance Fund		1,241,000	1,241,000	1,241,000	1,241,000	0.00%
<u>Operating Expenses</u>						
952 - Casualty Program						
4321	Legal and Auditing	1,938	2,251	1,937	2,034	5.01%
4349	Employee Assistance Program	-	5,500	3,500	4,500	28.57%
4361	General Fund Administration	36,409	37,129	37,129	41,280	11.18%
4390	General Ins-Legal Service	36,360	36,360	36,360	36,360	0.00%
4521	Insurance Premiums	612,480	675,000	625,377	670,000	7.14%
4523	Claims & Judgements	84,625	110,000	122,194	118,000	(3.43%)
Total Casualty Program		771,812	866,240	826,497	872,174	5.53%
953 - Worker's Compensation Program						
4321	Legal and Auditing	1,938	2,251	1,937	2,034	5.01%
4361	General Fund Administration	50,239	51,240	51,240	56,298	9.87%
4390	General Ins-Legal Service	14,140	14,140	14,140	14,140	0.00%
4521	Insurance Premiums	85,862	77,000	98,553	100,000	1.47%
4523	Claims & Judgements	148,071	240,000	170,115	214,000	25.80%
Total Worker's Compensation Program		300,250	384,631	335,985	386,472	15.03%
Total Operating Expenses - General Insurance Fund		1,072,062	1,250,871	1,162,482	1,258,646	8.27%
Operating Income (Loss)		168,938	(9,871)	78,518	(17,646)	(122.47%)
<u>Non-Operating Revenues</u>						
3610	Interest Earnings (Loss)	24,884	10,000	16,378	15,000	(8.41%)
Change In Net Position		193,822	129	94,896	(2,646)	(102.79%)

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2015	2016		2017	% Change From Est
		Actual	Budget	Estimated	Adopted	
	Net Position, Beginning Of Year	2,743,554	2,872,334	2,937,376	3,032,272	3.23%
	Net Position, End Of Year	\$ 2,937,376	2,872,463	3,032,272	3,029,626	(0.09%)

GLOSSARY



GLOSSARY

Accrual Basis:	A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.
Adjudicated Property:	Property that has been placed in State or local government hands because property taxes have not been paid. Louisiana law allows the governmental body having jurisdiction over the property to sell the property.
Ad Valorem Taxes:	Taxes levied on an assessed valuation of real and/or personal property.
Agencies:	Separate units of government partially funded by the Parish Commission. These units generally are headed by constitutionally elected officials and operate independently of commission supervision.
Amortize:	The payment of an obligation in a series of installments or transfers or the reduction of the value of an asset by prorating its cost over a period of years.
Appropriation:	A legislative authorization for expenditures for specific purposes within a specific time frame.
Assessed Value:	The value price placed on real and other property as a basis for levying taxes.
Asset:	Resources owned or held by a government which have monetary value.
Attrition:	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement or means other than through layoffs.
Balanced Budget:	A budget in which expenditures do not exceed total available revenues and beginning fund balance.
Benefits:	Payments to which participants may be entitled under a pension or group insurance plan.
Bonded Debt:	The portion of indebtedness represented by outstanding bonds.
Bonds:	A certificate of debt issued by a government guaranteeing payment of the original investment plus interest by a specified future date.
Budget:	An annual financial plan showing projected costs and revenue over a specified time period.

GLOSSARY

Budgetary Basis:	Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash or modified accrual.
Budgetary Control:	The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
CCC:	Caddo Correctional Center “CCC” refers to Caddo Parish’s correctional center that houses a maximum capacity of 1,500 inmates.
Capital Improvements:	Projects, which produce long term assets such as roads, buildings, drainage facilities, and parks.
Capital Improvements Program (CIP):	A five-year projection of capital improvements, which includes funding sources for each project. The first year of the program represents the current fiscal year capital budget.
Capital Project:	An expenditure that meets any of the following criteria: (a) expenditure of \$4,000 or more for improvement at any one facility, (b) results in the acquisition of an equipment item with a unit cost of greater than \$2,500, (c) is a purchase of real property other than right-of-way, (d) provides a new facility or an expansion of floor space at an existing facility, (e) is other than a routine repair of maintenance expenditure costing \$2,500 or less.
Capital Project Fund:	A fund used to account for the receipt and disbursement of resources designated for capital facilities, improvements or equipment.
Consumer Price Index (CPI):	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Debt Service:	The payment of principal and interest on borrowed funds. The Parish has debt service for general obligation bonds and other notes payable.
Debt Service Fund:	A fund used to account for the monies set aside for the payment of interest and principal to holders of the Parish of Caddo’s general obligation bonds.
Deficit:	An excess of expenditures of a fund over its revenue during a given accounting period.

GLOSSARY

Departments:	Subdivisions of the Parish of Caddo through which services are provided to the citizens. These subdivisions are created pursuant to the Parish Home Rule Charter and are directly supervised by the Parish Administrator.
Depreciation:	(1) Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of fixed asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.
Encumbrance:	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.
Enterprise Fund:	A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided.
Exempt Municipalities:	Cities and towns, with a population greater than 5,000 that maintain their own streets and thereby qualify for a 50% reduction in the Parish General Fund millage rate.
Expenditures:	Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.
Expenses:	Outflows of other consumption of assets or incurrences of liabilities (or combinations of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the Parish's ongoing major or central operations.
Fiduciary Funds:	Trust and/or agency funds used to account for assets held by the Parish of Caddo in a trustee capacity, or as an agent for individuals, private organizations, other governments and/or other funds.
Function:	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

GLOSSARY

Fund:	A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance:	The difference between fund assets and fund liabilities of governmental and similar trust funds.
Gaming Revenues:	Revenues from state licensed riverboat casinos or video poker machines operated within Caddo Parish.
General Fixed Assets:	Capital assets that are not assets of any fund, but of the government unit as a whole. Most often these assets arise from the expenditure of the financial resources of governmental funds.
General Fund:	The general operating fund of the Parish of Caddo. It is used to account for all financial resources except those required to be accounted for in another fund.
Goal:	A statement of broad direction, purpose or intent based on the needs of the community.
Governmental Funds:	A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting.
Infrastructure:	The physical assets of a government (e.g., streets, drainage, public buildings, parks).
Intergovernmental Revenues:	Revenues from other governments in the form of operating grants, entitlements, shared revenues or payments in lieu of taxes.
Internal Service Fund:	A fund used to account for the financing of goods or services provided by one Commission department or agency to other Commission departments or agencies on a cost-reimbursement basis.
Millage:	The percentage of value that is used in calculating taxes. A mill is defined as 1/10 of 1 percent and is multiplied by the assessed value after any exemptions have been subtracted to calculate taxes.
Modified Accrual Basis:	A basis of accounting where revenue is recorded when measurable and available, and expenditures are recorded when a liability is incurred.
Net Assets:	Total assets minus total liabilities

GLOSSARY

Objectives:	Certain accomplishments a department intends to achieve during the fiscal year.
Obligations:	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but encumbrances not yet paid.
Off System Funds:	A federal system of funding the replacement of local bridges by state government.
Parish Administrator:	The Chief Executive Officer of the Parish of Caddo who manages Parish operations. This office is created by the Parish Home Rule Charter, which establishes a Council-Manager form of government.
Pay-as-you-go:	A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.
Performance Measures:	Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.
Permanent Fund:	A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for the purposes that support the reporting government's programs, that is, for the benefit of the government or its citizenry.
Program:	A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.
Property Tax Mill:	The tax rate on real property based on \$1.00 per \$1,000 of assessed property value. A mill is equal to 1/10 cent.
Proprietary Funds:	A fund used to account for the proceeds of government's ongoing organizations and activities which are similar to those often found in the private sector. Enterprise funds and internal service funds are proprietary funds.
Refunding Bonds:	Bonds issued to replace bonds that are already outstanding. These exchanges result in a reduction of interest payments.
Reserve:	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific purpose.

GLOSSARY

Retained Earnings:	An equity account reflecting the accumulated earnings of an enterprise or internal service fund.
Revenue Anticipation Notes:	Cash-flow borrowings secured by the annual revenues of a fund.
Revenues:	(1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers-in are classified separately from revenues.
Sales Taxes:	Taxes levied upon the sale or consumption of goods and services.
Severance Taxes:	Taxes levied upon the value obtained from removing designated natural resources from land or water.
Special Assessments:	Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.
Special Revenue Fund:	A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or of major capital projects) that are legally restricted to be expended for specified purposes.
State Revenue Sharing:	A system of reimbursement from the State of Louisiana. Parish levies of ad valorem taxes are reimbursed for a portion of revenue losses due to the state homestead exemption. These funds are dedicated to the same purpose as the underlying ad valorem tax levy.
State Transportation Fund:	A system whereby the State of Louisiana allocates a portion of gasoline tax receipts to parish governments on a per capita basis. These funds are dedicated for construction and maintenance of parish roads and bridges.
Transfers:	All inter-fund transactions except loans or advances, quasi-external transactions and reimbursements.

ACRONYMS



ACRONYMS

AA+:	Double A Plus Bond Rating
AAA:	Triple A Bond Rating
ACO:	Animal Control Officer
ADA:	Americans with Disabilities Act
AHA:	American Humane Association
ASMC:	Animal Services and Mosquito Control
ASPCA:	American Society for the Prevention of Cruelty to Animals
CAET:	Certified Animal Euthanasia Technician
CCAA:	Caddo Community Action Agency
CCC:	Caddo Correctional Center
CDA:	Child Care Associate
CERT:	Consortium for Education, Research, and Technology
CINC:	Child In Need of Care
CPERS:	Caddo Parish Employees Retirement System
CIP:	Capital Improvements Program
CNG:	Compressed Natural Gas
COBRA:	Consolidated Omnibus Budget Reconciliation Act
CPI:	Consumer Price Index
CRS:	Community Rating System
EAP:	Employee Assistance Program
EAST:	Environmental and Spatial Technology
EFNEP:	Expanded Food and Nutrition Education Program
FINS:	Family In Need of Services

ACRONYMS

FIRST:	For Inspiration and Recognition of Science and Technology
FMLA:	Family Medical Leave Act
FNP:	Food and Nutrition Program
GAAP:	Generally Accepted Accounting Principles.
GEE:	Graduation Exit Examination
GFOA:	Government Finance Officers Association
GIS:	Geographical Information System
HIPAA:	Health Insurance Portability and Accountability Act
HVAC:	Heating, Ventilating, and Air Conditioning
HSUS:	The Humane Society of the United States
IJJIS:	Integrated Juvenile Justice Information System
IRS:	Internal Revenue Service
JCCP:	Juvenile Court for Caddo Parish
JDAI:	Juvenile Detention Alternative Initiative
LADOTD:	Louisiana Department of Transportation and Development
LEAP:	Louisiana Education Assessment Program
LEED:	Leadership in Energy and Environmental Design
LFMA:	Louisiana Floodplain Management Association
LGTRC:	Louisiana Gene Therapy Research Consortium
LMCA:	Louisiana Mosquito Control Association
LPESA:	Louisiana Parish Engineers and Supervisor's Association
LSU:	Louisiana State University
LSUHSC:	Louisiana State University Health Science Center

ACRONYMS

MPC:	Metropolitan Planning Commission
MST:	Math, Science, and Technology
NACA:	National Animal Control Association
NACO:	National Association of Counties
NIGP:	National Institute of Governmental Purchasing
NLCOG:	The Northwest Louisiana Council of Governments
NPDES:	National Pollutant Discharge Elimination System
OBRA:	Omnibus Budget Reconciliation Act
OPAO:	Organization of Parish Administrative Officials
PERS:	Parochial Employee Retirement System
PET:	Positron Emission Tomography
PTF:	Parish Transportation Fund
RFP:	Request for Proposal
RTU:	Roof Top Unit
SAFE:	Sexual Assault Forensic Examiners
SEB:	Small and Emerging Business
SFHA:	Special Flood Hazard Areas
SMART:	Science and Medicine Academic Research Training
SPAR:	Shreveport Parks and Recreation
TOPS:	Tuition Opportunity Program
UCC:	Uniform Construction Code
UOCAVA:	Uniformed and Overseas Citizens Absentee Voting Act

ACRONYMS

USERRA:	Uniformed Services Employment and Reemployment Rights Act of 1994
VYJ:	Volunteers for Youth Justice
WIC:	Women, Infants and Children
YEP:	Youth Enrichment Program