

PARISH OF CADDO, LOUISIANA

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

January 1, 2018 – December 31, 2018

**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
Lynn Cawthorne	District 6
Stormy Gage-Watts	District 7
Michael “Mike” Middleton	District 8
John Atkins	District 9
Mario Chavez	District 10
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**Caddo Parish Commission
Louisiana**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morill

Executive Director



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2018 OPERATING AND CAPITAL IMPROVEMENT BUDGET

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2018 BUDGET MESSAGE



2018 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 2018 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 2018 – 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 2018 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 2018 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 \$3.0 million in essential capital projects, which excludes the Public Works 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 continue to decline to market demands. As a result, I recommend that we continue the funding strategy that utilizes Oil and Gas funds for viable 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 whereby 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 2017 accounting year. Our organization also received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for 2016. We are very pleased to report that for the second year in a row, the organization's 2017 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 2017 financial audit is indicative of our continuous efforts toward achieving excellence in Government Financial Accounting Standards.

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.

2018 BUDGET MESSAGE

Issues Impacting the 2018 Budget

The 2018 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 has had a positive impact on the economy of the region. We are also very pleased to report that our partnership with the North Louisiana Economic Partnership, which includes a full-time Economic Development staff person dedicated to expanding economic development opportunities for the Parish of Caddo has proven to be very effective.
- **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 2018 Budget has been determined to be approximately \$16.4 million, which represents 1% of General Fund expenditures.
- **2018 Parish-wide Initiatives:** The budget has been developed to address the following challenges that were identified by the Caddo Parish Commission and Staff:
 - Housing of 17 year-old youth into the Juvenile Detention Center, which, if funded, comes with an estimated \$1.8 million increase in operational costs. (Unfunded mandate from the State of Louisiana)
 - Estimated \$3.5 million deficit in the Juvenile Justice Fund
 - Increased 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 2017, 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 2018 budget. The Capital Budget section represents the Parish's Capital Improvement Plan for the 2018 budget year, and provides a detail of the planned projects for the year. Line-item appropriation details are included in the Fund Budgets section.

2018 BUDGET MESSAGE

Budget Overview

The 2018 Budget is balanced in that revenues and fund balance reserves meet total 2018 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 2018 budget includes a slight increase of 1% in property tax revenues from the budget of \$45.9 million in 2017 to \$46.4 million for 2018. Property tax revenues have been stagnant with very little growth in the overall assessment. When properties were reassessed in 2016, the overall property tax assessment decreased .5% from 2015. The decrease was 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. Since properties are only reassessed every four years, the decrease in the assessment will have an impact on future tax revenues. The increase for 2018 results from new properties added to the tax roll.
- **Sales Taxes** – Sales taxes are budgeted at \$8.9 million for 2018 compared to \$8.8 million in 2017, a 1.1% increase. 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 \$75,000 for its oil and gas revenue for 2018 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 2018.

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 2018 is expected to decrease \$10 million from an estimated beginning fund balance of \$154 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 increased from \$14.6 million in 2017 to \$17.2 million in 2018. Interest off the bond proceeds will be used to fund \$535,000 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. For 2018, the Parish has provided \$3 million to update the locks at CCC which have become a safety hazard.

2018 BUDGET MESSAGE

Expenditures – The Parish’s 2018 proposed expenditures are \$76,520,621 an increase of 2.3% over the 2017 budget. A summary of each fund’s budget is detailed on **A-5**.

The following items address the factors associated with the increase:

- **Salaries** – Increases in operating expenses are typically associated with changes in compensation, benefits, and staffing levels. The 2018 budget provides for a 3% pay adjustment. Total budgeted positions, including parish-funded agencies, is 434, a net increase of seven positions. The Public Works Administration, South Camp, and North Camp have each eliminated one position; Solid Waste has added four positions for the new compactor site; and Juvenile Detention has added five new security counselors to address the addition of 17 year-olds.
- **Health Insurance** – The premiums for the group medical program are projected to increase by 2%. This is attributable to the increase in health care costs. Claim payments for 2017 were estimated at \$4.7 million, and the 2018 proposed budget is \$5 million. In 2018, we will continue to analyze our health insurance program to determine methods to reduce costs while providing affordable benefits. The 2% 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 12.5% to 11.5% of salaries, a savings of nearly \$82,000 compared to 2017. This is the fifth, 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 \$8.2 million, resulting in appropriations exceeding revenues by \$3.9 million. The Criminal Justice Fund will provide an operating subsidy totaling \$3.6 million to offset this deficit. Juvenile Justice includes five new positions to address the mandate from the State to house 17 year-olds in the juvenile detention instead of the adult facility at CCC. 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 increased costs associated with the 17 year-olds will increase the short-fall in the fund.
- **Prison Operations** – Expenditures related to the operations of the Caddo Correctional Center (CCC) are estimated to increase by 2.6%. The increase is the result of an increase in costs for prisoner medical care, especially costs associated with prescription drugs.
- **Highways and Streets/Sanitation** – Expenditures related to streets and sanitation are expected to decrease 10% because of a decrease in the sales tax rebate. In 2017, the Parish rebated \$1.3 million in sales taxes to Benteler Steel.
- **Capital Improvements** – The Parish has increased the Capital Outlay Program by \$2.6 million in 2018 versus 2017. The increase in the Capital Outlay Program includes an appropriation of \$3 million for new locks at the Caddo Correctional Center. There is an ongoing need for capital projects but there are limited revenues to allocate for these projects. The current mechanism

2018 BUDGET MESSAGE

of funding capital projects utilizing operating reserve balances is not the preferred way of funding capital needs which, over the long term, could possibly have an adverse impact on the overall 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>2017</u>	<u>2018</u>	<u>Percent</u>
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
General Fund	\$ 11,544,978	\$ 12,047,194	4.4 %
Special Revenue Funds			
Public Works	9,023,202	8,012,580	(11.2)%
Building Maintenance	4,362,060	4,362,717	0.0 %
Detention Facilities	9,226,021	9,459,795	2.5 %
Parks and Recreation	1,373,037	1,341,919	(2.3)%
Solid Waste	3,822,214	3,427,614	(10.3)%
Juvenile Justice	7,796,962	8,145,413	4.5 %
Health Tax	3,491,080	3,472,621	(0.5)%
Biomedical	2,909,626	2,938,646	1.0 %
Riverboat	1,281,126	1,309,340	2.2 %
Criminal Justice	327,996	350,810	7.0 %
Oil and Gas	41,063	40,837	(0.6)%
Economic Development	1,261,095	881,176	(30.1)%
Law Officers Witness	26,761	23,670	(11.6)%
Reserve Trust	363,025	363,567	0.1 %
	<u>45,305,268</u>	<u>44,130,705</u>	(2.6)%
Capital Project Funds			
Library Bond Fund	867,245	657,750	(24.2)%
Capital Improvement	35,106	34,256	(2.4)%
Capital Improvement II	-	-	-
Capital Outlay	14,619,799	17,182,074	17.5 %
	<u>15,522,150</u>	<u>17,874,080</u>	15.2 %
Debt Service Fund	<u>2,407,573</u>	<u>2,468,642</u>	2.5 %
Total All Funds	<u>\$ 74,779,969</u>	<u>\$ 76,520,621</u>	2.3 %

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, one of which, is the Biomedical Research Foundation's Entrepreneurial Acceleration Program is in its third year of providing new start-up businesses with funding opportunities across an array of industries. According to the Louisiana

2018 BUDGET MESSAGE

Department of Transportation, the remaining portion of the Northern Corridor of Interstate 49 is forecasted to be completed totally by 2018 which will open many possibilities for community and economic development. 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 2018! 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 2018 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

2018 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.

2018 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.

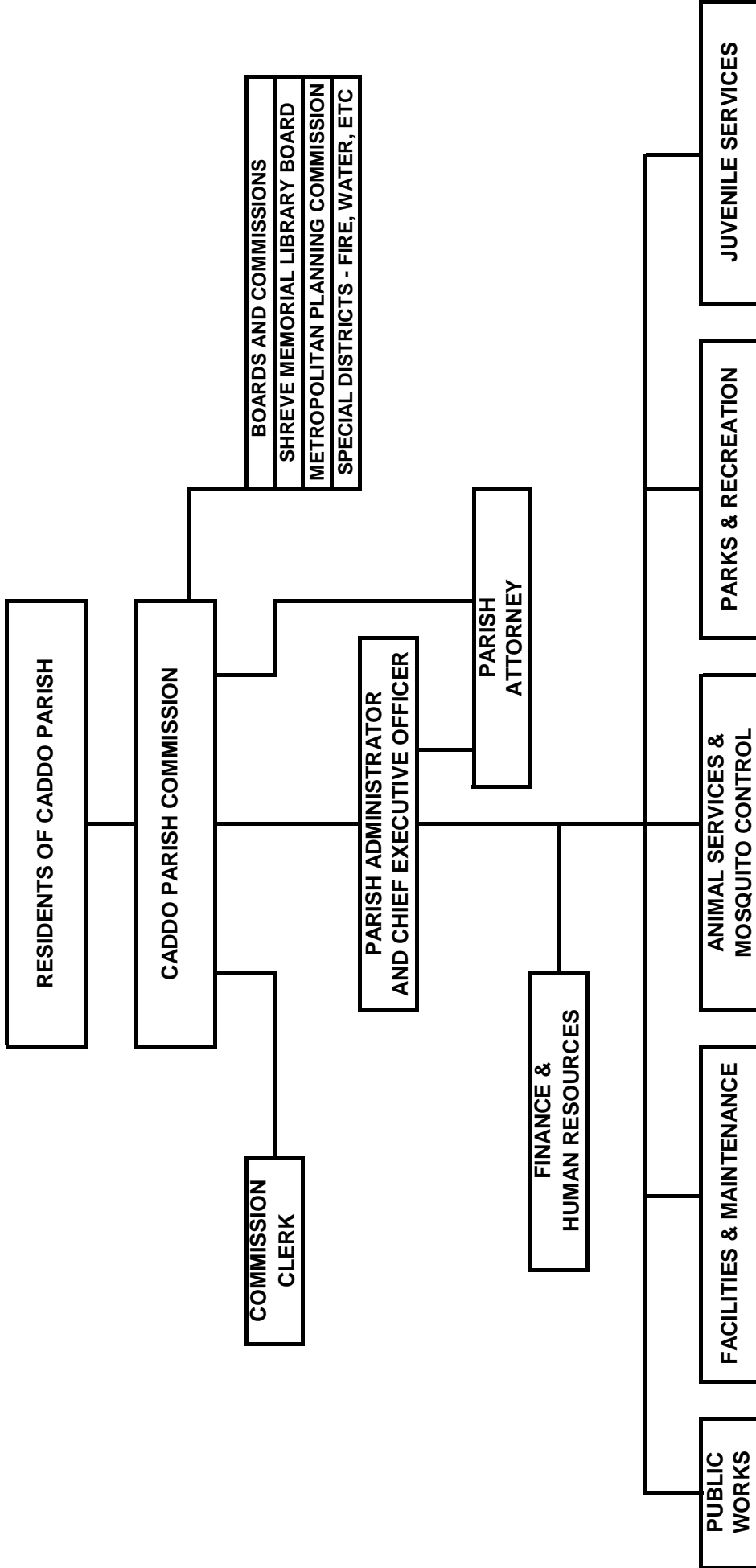
Organizational Support

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**





**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 2017

Ordinances & Resolutions

- Drafted and finalized approximately 60 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 185 contracts, amendments to contracts, hold harmless agreements, intergovernmental agreements, cooperative endeavor agreements, and leases on behalf of the Parish of Caddo
- Approximately 84 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

Legislation

- Disseminated information to the Louisiana Legislature pertaining to matters of interest to Caddo Parish

Litigation

- Obtained several dismissals and settlements
- 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 350 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 \$67,000,000 in revenues is collected annually. The division also manages the Parish's investment portfolio of \$115,000,000, 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 2017

- 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 2016 CAFR
- Coordinated a Summer Youth Worker Program which provided job opportunities and training for over 50 students
- Updated record retention policy for departments to ensure compliance with state and federal regulations
- Provided onsite health and wellness events for employees
- Encouraged professional growth through workshops designed to enhance employees' skills that are essential for success in the workplace
- Reviewed group benefits plan to ensure the most cost effective plan for employees while maintaining benefit level
- Coordinated online and onsite training for all public servants to include volunteers as required by the Louisiana Board of Ethics
- Configured new servers for our financial software to increase performance and reliability

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

- Refreshed our website, caddo.org, for an easier navigation and better use experience
- Increased our virtual environment capacity for better speed and storage
- Helped Caddo departments increase their productivity including new mobile equipment for Animal Services and new ticket management software for Public Works
- Built and maintained supplier relationships by educating them on our Parish's bidding processes and the Advantage Caddo SEB Initiative
- Updated the Parish's contract management systems to maintain contract files on all active supplier contracts
- Continued to train internal customers on topics such as contract administration, purchasing procedures and specification

GOALS FOR 2018

- 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
- Review compensation program to ensure that pay levels for benchmark jobs are competitive externally and equitable internally
- Revise Classified Personnel Policies and Procedures
- Review and enhance risk management program with emphasis on safety, loss control, property and casualty claims
- Further expand our cloud-based services and software offerings
- Explore additional virtual remote access options for critical applications

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

- Continue working with all Caddo departments to increase productivity and decrease costs, including telephone and internet services
- Identify what goods and services are crucial to the Parish and take the appropriate steps to secure these products and services in a timely and cost effective manner
- Improve product and service quality by establishing target performance levels for suppliers and tracking performance agents based on these target levels for the overall improvement of product deliver and quality
- Identify technology solutions to address the procurement process by utilizing the New World System for detailed reports and data analysis to improve the efficiency of the procurement process
- Enhance purchasing staff skills and professionalism through encouragement of continuing training and certification programs

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

PERFORMANCE MEASURES

WORKLOAD INDICATORS	2016 Actual	2017 Projected	2018 Estimate
Employees in Department	16	16	16
Vendor transactions processed	8,195	7,651	8,000
Payroll transactions processed	10,800	9,815	9,800
Pay Periods processed	38	26	26
Bank Statements reconciled	60	60	60
Funds Administered	36	35	35
Purchase Orders issued	640	675	700
Requirement Contracts issued	104	110	125
Occupational Licenses issued	537	500	525
Insurance Licenses issued	527	516	520
Beer & Liquor Licenses issued	118	114	116
Amusement Device Licenses issued	302	270	275
Special Event Permits	5	3	3
Private Party Permits	5	5	5
Cost per Hire	\$341	\$341	\$341
Pre-disciplinary Conferences	12	15	11
Section 125 Participation	162	155	160
Percent of Employees Enrolled in Health Plan	70%	70%	70%
Turnover	11%	10%	10%
Applications Accepted	1,235	1,200	1,200
Work-related Accidents	59	40	36
EFFICIENCY INDICATORS			
Investment transaction per month/1 employee	70	72	75
Purchase Order transaction per month/2 employees	27	28	29

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
General Fund (100)				
Human Resources (132)				
Salaries & Benefits	\$ 271,397	\$ 280,423	\$ 277,086	\$ 297,466
Materials & Supplies	10,426	10,300	8,777	10,300
Education, Training & Travel	15,107	20,000	18,534	20,000
Utilities	2,485	3,000	2,453	3,000
Contract Services	44,928	52,700	48,768	53,151
Internal Charges	(201,003)	(214,441)	(214,441)	(233,948)
Capital Outlay	3,238	3,500	3,586	3,600
Other Expenses	8,611	8,550	8,585	8,550
	<u>155,189</u>	<u>164,032</u>	<u>153,348</u>	<u>162,119</u>
Accounting/Purchasing (133)				
Salaries & Benefits	\$ 820,909	\$ 965,112	\$ 857,229	\$ 916,492
Materials & Supplies	24,564	32,000	29,153	30,000
Education, Training & Travel	19,481	44,000	26,232	30,000
Utilities	5,292	4,800	5,093	5,500
Contract Services	31,740	33,700	34,257	50,200
Internal Charges	(557,842)	(583,417)	(589,417)	(548,640)
Capital Outlay	5,038	8,500	7,452	6,000
Other Expenses	6,457	7,200	6,924	7,400
Reimbursements	(23,122)	(5,450)	(5,250)	(5,250)
	<u>332,517</u>	<u>506,445</u>	<u>371,673</u>	<u>491,702</u>
Information Systems (136)				
Salaries & Benefits	\$ 249,884	\$ 256,484	\$ 259,480	\$ 259,290
Materials & Supplies	938	2,400	1,736	2,400
Education, Training & Travel	3,325	9,000	6,203	7,000
Utilities	18,278	20,000	19,920	20,000
Repairs & Maintenance	12	1,500	922	1,000
Contract Services	173,812	189,555	187,070	193,868
Internal Charges	(289,492)	(305,532)	(305,532)	(312,459)
Capital Outlay	1,247	15,000	8,242	10,000
Other Expenses	-	200	155	200
	<u>158,003</u>	<u>188,607</u>	<u>178,196</u>	<u>181,299</u>
Total Expenditures	<u><u>\$ 645,709</u></u>	<u><u>859,084</u></u>	<u><u>703,217</u></u>	<u><u>835,120</u></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 15,523.18 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 \$84,487.81 in additional revenue. The department also recycled 338.94 tons of paper and 103.35 tons of plastic, which generated \$12,127.73 in additional revenue, and saved the Parish an additional \$14,759.22 in landfill tipping fees by not throwing that paper and plastic away. Completed in August of 2016, Solid Waste installed plastic recycling bins at all 17 compactor sites. In addition, the Department has collected 4,528 tires to be recycled and has partnered with the Caddo Parish Sheriff's Department in collecting 94,115 pounds of trash from 376.46 miles of Parish roads and rights-of-way.

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

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Caddo Industrial Park. We also work together with the Ward II Industrial Development 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.

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 2017 the Public Works Permit Section has issued 134 municipal addresses; a total of 1,435 municipal addresses have been issued to date. In 2017 a total of 57 Culvert Permits have been issued; a total of 533 culvert 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 9; this means that the citizens of Caddo Parish receive a 5% discount on their flood insurance policy. This retro grade is due to FEMA rewriting the manual for the CRS program. As of September 2017, Caddo Parish and several municipalities have 5,700 policies in effect with a combined coverage of over \$1,238,040,890. Total premiums paid is \$3,655,159. The efforts of the Public Works and Engineering Departments are enhanced by its continuing efforts to help citizens that have experienced flood damage. 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-4263-LA; one of the latest flooding events in Caddo. Caddo Parish has also been awarded monies from previous Disasters Ike and Gustav which will be applied to Repetitive Loss Properties. Since 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

DEPARTMENT OF PUBLIC WORKS

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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 60 road repair projects covering 57.0 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 2017 consist of the Parish-wide right-of-way tree trimming, construction of two bridges, one on Blanchard Latex Road and the other on Woolworth Road, and the designs for bridge replacements on Providence Road and Linwood.

Adjudicated Properties:

This very successful program is in its 11th 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, 2017, the program sold 111 properties which represents \$201,424 in sales revenues for the local taxing authorities.

To date, the Public Works Department has processed over 2,740 applications for the sale of adjudicated property. In all, over 1,400 parcels have been sold and returned the property to the tax rolls. In 2017, an additional 14 parcels have been redeemed resulting in the collection of over \$74,017 in past due taxes.

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The Public Works Department also sets up payment plans on adjudicated properties for which there are no applications to purchase or donate. In 2017, Public Works collected \$11,239 in down payments and \$3,711 in monthly installment payments on the repayment of \$95,558 in delinquent taxes. To date, this has resulted in the collection of \$129,939 in down payments and \$41,884 in monthly installment payments on the repayment of \$1,150,528 in delinquent taxes.

This year the Public Works Department entered into a contract with Civic Source/Archon allowing them to sell properties adjudicated over 5 years on the internet. All properties sold through Civic Source receive a Title Insurance Policy. This is as an incentive as it removes many of the risks involved with the purchase of adjudicated property. Civic Source currently has over 2,00 Caddo Parish adjudicated properties on their web-site.

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.

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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. Since the adoption of Property Standards within Caddo Parish there have been over 900 formal complaints made. Over 800 of these complaints have been cleared by the property owners after first or second notifications. The cases presented to the Parish Property Standards Board have resulted in blighted 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 25,362 hauling permits and 474 citations. As of September 2017 this Section has issued 1,939 Permits and 27 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 20,000 sand bags during the various rain events in 2017 while maintaining their regular mission. Fleet Service has secured a sand bagging machine through an agreement with Caddo Bossier Port, City of Shreveport, and the Caddo Levee Board.

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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 2017. 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 2017. 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 2017

- Road Treatment Program treated 60 roads, totaling 57 miles
- Penetration Roads – 2.8 Miles, 2 Roads
- Road Striping – 12 miles
- Drainage Improvements – Leonard Road, Huckabay Road, Latex Stateline, Williams Road, and Stage Coach Road
- Bridges replacement design completed for Blanchard Latex Road, Providence Road, Linwood and Woolworth Road
- Bridge replacement construction completed for Blanchard Latex Road and Woolworth Road
- Adjudicated Property – Collection, Sale and Donation
- The Solid Waste Department, through recycling scrap metal and used appliances, brought in \$84,487.81 in extra revenue and generated \$12,127.73 in additional revenue through recycling 338.94 tons of paper and 103.35 tons of plastic. This saved the Parish more than \$14,759.22 in landfill tipping fees

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- The Solid Waste Department, through the Parish Work Release Program, collected litter and trash pick-up along 376.46 miles of road and removed 94,115 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 15,523.18 tons of solid waste from 17 compactor sites
- 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
- Installed, fabricated, or replaced over 1,600 traffic notification or other agency signs

GOALS FOR 2018

- 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
- Continue implementing new Property Standard ordinance
- Continue enforcement of 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

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EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Public Works Fund (200)				
Road Administration (411)				
Salaries & Benefits	\$ 1,204,524	\$ 1,254,670	\$ 1,252,162	\$ 1,198,104
Materials & Supplies	21,021	39,000	27,387	36,000
Education, Training & Travel	23,480	35,000	29,879	30,000
Utilities	8,719	14,000	10,981	12,000
Repairs & Maintenance	4,471	8,500	5,672	8,500
Contract Services	134,547	219,048	190,263	218,304
Statutory Charges	829	2,500	25,174	16,400
Internal Charges	173,585	193,956	193,956	200,399
Capital Outlay	9,136	25,000	19,127	24,000
Other Expenses	14,260	860,320	854,714	29,500
	<u>1,594,571</u>	<u>2,651,994</u>	<u>2,609,315</u>	<u>1,773,207</u>
Fleet Services (431)				
Salaries & Benefits	521,020	560,299	556,552	550,604
Materials & Supplies	(596,637)	(473,000)	(554,466)	(493,000)
Education, Training, & Travel	2,157	6,000	3,569	6,000
Utilities	25,696	40,000	33,360	38,500
Repairs & Maintenance	486,856	465,000	454,701	488,000
Contract Services	1,108	9,811	7,479	10,409
Internal Charges	(7,505)	(12,149)	(12,149)	(12,145)
	<u>432,696</u>	<u>595,961</u>	<u>489,046</u>	<u>588,368</u>
Road Maintenance (Drainage) (441-30)				
Materials & Supplies	9,990	25,000	23,450	25,000
Contract Services	475,293	511,825	535,280	569,546
Statutory Charges	339	500	459	500
Internal Charges	159,673	163,572	163,572	164,910
	<u>645,295</u>	<u>700,897</u>	<u>722,761</u>	<u>759,956</u>
Road Maintenance (Capital Improvements) (441-31)				
Materials & Supplies	5,485	20,000	9,876	20,000
Contract Services	62,914	89,965	89,965	89,965
Internal Charges	104,589	107,768	107,768	107,436
Capital Outlay	-	2,500	1,284	2,500
	<u>172,988</u>	<u>220,233</u>	<u>208,893</u>	<u>219,901</u>

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
Road Maintenance (North) (441-51)				
Salaries & Benefits	1,079,818	1,181,662	1,146,839	1,129,761
Materials & Supplies	315,135	460,000	364,670	419,500
Education, Training & Travel	1,778	4,000	2,546	4,000
Utilities	35,452	47,300	42,772	48,300
Repairs & Maintenance	220,920	225,000	227,853	240,000
Contract Services	108,890	158,500	137,371	149,000
Internal Charges	32,193	32,633	32,633	32,898
	<u>1,794,185</u>	<u>2,109,095</u>	<u>1,954,684</u>	<u>2,023,459</u>
Road Maintenance (South) (441-52)				
Salaries & Benefits	1,372,756	1,487,252	1,440,912	1,432,179
Materials & Supplies	361,212	562,000	428,132	513,000
Education, Training & Travel	3,426	4,000	3,546	4,000
Utilities	40,809	56,500	47,170	56,500
Repairs & Maintenance	222,103	270,000	235,592	270,000
Contract Services	105,025	160,700	150,771	160,700
Internal Charges	34,042	34,482	34,482	34,766
	<u>2,139,373</u>	<u>2,574,934</u>	<u>2,340,605</u>	<u>2,471,145</u>
Commercial Vehicle Enforcement Unit (441-53)				
Salaries & Benefits	119,865	124,088	124,012	125,544
Materials	5,497	15,000	9,941	15,000
Education, Training, & Travel	50	5,000	1,750	5,000
Utilities	2,311	4,000	3,321	4,000
Repairs & Maintenance	5,328	9,500	5,960	9,500
Contract Services	12,002	12,500	13,643	17,500
	<u>145,053</u>	<u>170,088</u>	<u>158,627</u>	<u>176,544</u>
	<u>6,924,161</u>	<u>9,023,202</u>	<u>8,483,931</u>	<u>8,012,580</u>
Solid Waste Fund (240)				
Compactor System Operations (423)				
Salaries & Benefits	1,241,485	1,305,812	1,298,911	1,312,782
Materials & Supplies	92,360	138,000	101,444	134,500
Education, Training & Travel	1,486	2,000	1,659	3,000
Utilities	49,855	60,500	53,863	62,500
Repairs & Maintenance	119,412	120,000	108,886	125,000
Contract Services	801,931	970,325	870,656	981,546
Internal Charges	247,863	256,165	256,165	258,623

DEPARTMENT OF PUBLIC WORKS

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EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Capital Outlay	2,623	15,000	9,841	15,000
Other Expenses	21,115	479,410	449,286	60,000
	<u>2,578,131</u>	<u>3,347,212</u>	<u>3,150,711</u>	<u>2,952,951</u>
Code Enforcement (424)				
Salries & Benefits	37,855	39,002	38,750	39,663
Materials & Supplies	-	10,000	-	5,000
Education, Training, & Travel	1,223	5,000	1,989	5,000
Contract Services	181,129	421,000	247,593	425,000
	<u>220,207</u>	<u>475,002</u>	<u>288,332</u>	<u>474,663</u>
	<u>2,798,338</u>	<u>3,822,214</u>	<u>3,439,043</u>	<u>3,427,614</u>
Total Expenditures	<u>\$ 9,722,499</u>	<u>\$ 12,845,416</u>	<u>\$ 11,922,974</u>	<u>\$ 11,440,194</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

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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, 18 were completed at a cost savings of approximately \$135,000 below the 2017 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 2017

- Upgraded the camera and security systems at the Caddo Parish Courthouse, Juvenile Justice Complex, and Animal Services
- Completed the replacement of the Cooling Tower at the Heath Unit
- Completed the construction of a new Community Services Building at David Raines
- Completed the replacement of the two main Air Handling units for the Court Building at the Juvenile Justice Complex

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

PRODUCTIVITY GOALS FOR 2018

- 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 2018

- Complete the remodel of the façade on the Medical building at David Raines
- Complete the installation of the Water Management system at the Juvenile Justice Complex
- Replace the aging windows on the 7th floor of the Caddo Parish Courthouse
- Begin Phase II of the cleaning and resealing of the Caddo Parish Courthouse

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
General Fund (100)				
Coroner Building (161-63)				
Utilities	\$ 27,796	\$ 34,500	\$ 30,834	\$ 34,500
Repairs & Maintenance	14,052	12,000	8,270	12,000
Contract Services	21,389	23,000	22,372	23,000
Internal Charges	3,396	3,420	3,420	3,126
	<u>66,633</u>	<u>72,920</u>	<u>64,896</u>	<u>72,626</u>
LSU Extension Building (161-64)				
Utilities	5,937	8,900	7,485	8,900
Repairs & Maintenance	3,551	7,000	7,050	7,000
Contract Services	13,274	12,050	9,811	12,050
Internal Charges	5,711	7,505	7,505	7,263
	<u>28,474</u>	<u>35,455</u>	<u>31,851</u>	<u>35,213</u>
Archives (161-65)				
Contract Services	<u>75,735</u>	<u>76,000</u>	<u>75,847</u>	<u>76,000</u>
David Raines Comm Center (161-69)				
Salaries & Benefits	7,000	5,770	5,825	5,770
Utilities	44,207	53,000	46,207	53,500
Repairs & Maintenance	19,302	30,000	26,422	30,000
Contract Services	25,990	32,700	26,984	29,700
Internal Charges	14,636	14,441	14,834	14,129
Reimbursements	(67,165)	(65,390)	(66,808)	(65,390)
	<u>43,969</u>	<u>70,521</u>	<u>53,464</u>	<u>67,709</u>
	<u>214,811</u>	<u>254,896</u>	<u>226,058</u>	<u>251,548</u>
Building Maintenance Fund (210)				
Courthouse (161-61)				
Salaries & Benefits	2,237,069	2,311,350	2,316,175	2,270,931
Materials & Supplies	95,082	155,450	123,299	155,450
Education, Training, & Travel	33,357	30,000	27,518	25,000
Utilities	548,895	735,000	689,306	735,000
Repairs & Maintenance	261,121	250,000	238,885	250,000
Contract Services	374,689	407,787	362,475	410,994
Statutory Charges	772	1,000	26,808	17,400
Internal Charges	60,673	66,834	63,326	105,603
Capital Outlay	2,321	8,000	7,412	8,000
Other Expenses	24,739	26,000	24,738	26,000
Reimbursements	(7,559)	(8,200)	(2,841)	-
	<u>3,631,159</u>	<u>3,983,221</u>	<u>3,877,101</u>	<u>4,004,378</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Francis Bickham Building (161-66)				
Utilities	55,610	76,000	68,028	76,000
Repairs & Maintenance	36,886	35,000	27,112	35,000
Contract Services	3,336	4,800	3,749	4,800
Internal Charges	18,479	18,722	18,722	17,248
	<u>114,311</u>	<u>134,522</u>	<u>117,611</u>	<u>133,048</u>
Government Plaza (161-68)				
Utilities	83,176	105,000	85,112	90,000
Repairs & Maintenance	30,280	28,000	27,192	28,000
Contract Services	31,266	50,000	43,996	50,000
Internal Charges	29,106	29,317	29,317	26,791
	<u>173,828</u>	<u>212,317</u>	<u>185,617</u>	<u>194,791</u>
Veterans Affairs Building (161-75)				
Utilities	9,120	13,500	13,924	15,000
Repairs & Maintenance	3,683	3,500	3,420	3,500
Contract Services	4,707	15,000	7,850	12,000
	<u>17,509</u>	<u>32,000</u>	<u>25,194</u>	<u>30,500</u>
	<u>3,936,807</u>	<u>4,362,060</u>	<u>4,205,523</u>	<u>4,362,717</u>
Detention Facilities Fund (225)				
Caddo Correctional Center (161-67)				
Salaries & Benefits	1,125,277	1,164,830	1,154,043	1,153,202
Materials & Supplies	223,961	251,000	222,170	235,600
Education, Training, & Travel	4,057	5,500	3,819	5,500
Utilities	772,840	955,000	961,891	1,025,000
Repairs & Maintenance	236,026	244,000	238,074	243,000
Contract Services	246,908	277,982	248,032	267,201
Statutory Charges	1,494	2,200	51,204	33,300
Internal Charges	597,896	623,134	623,194	613,442
Capital Outlay	1,325	13,000	13,514	8,000
Other Expenses	-	2,000	1,289	2,000
	<u>3,209,784</u>	<u>3,538,646</u>	<u>3,517,230</u>	<u>3,586,245</u>
Juvenile Justice Fund (260)				
Juvenile Justice Buildings (161-62)				
Salaries & Benefits	99,550	114,434	98,115	114,561
Materials & Supplies	3,355	4,100	3,582	4,100
Utilities	186,647	215,000	192,145	210,000
Repairs & Maintenance	108,555	87,000	78,063	87,000

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Contract Services	54,926	61,050	62,304	66,050
Internal Charges	27,464	37,099	36,059	35,591
Capital Outlay	4,279	2,500	2,425	2,500
	<u>484,776</u>	<u>521,183</u>	<u>472,693</u>	<u>519,802</u>
Health Tax Fund (270)				
Shreveport Regional Lab (161-11)				
Salaries & Benefits	1,179	1,237	1,237	1,299
Materials & Supplies	2,715	3,750	2,777	3,150
Utilities	20,183	21,800	13,401	22,000
Repairs & Maintenance	9,038	19,500	17,342	19,500
Contract Services	850	1,400	975	1,400
Internal Charges	13,173	13,261	13,261	12,219
Capital Outlay	-	800	763	800
	<u>47,137</u>	<u>61,748</u>	<u>49,756</u>	<u>60,368</u>
Highland Health Unit Complex (161-14)				
Salaries & Benefits	346,983	352,506	346,988	324,952
Materials & Supplies	5,369	22,000	5,753	22,000
Utilities	99,277	128,000	107,543	128,000
Repairs & Maintenance	38,285	40,000	34,871	40,000
Contract Services	9,026	15,849	10,500	16,723
Statutory Charges	567	800	13,456	8,700
Internal Charges	112,820	118,144	118,007	116,586
Capital Outlay	497	500	495	500
	<u>612,824</u>	<u>677,799</u>	<u>637,613</u>	<u>657,461</u>
Vivian Health Unit (161-15)				
Salaries & Benefits	26,792	45,154	44,555	44,191
Materials & Supplies	-	350	300	350
Utilities	12,560	18,700	14,684	18,700
Repairs & Maintenance	3,253	6,000	4,768	6,000
Contract Services	1,020	1,050	1,020	1,050
Internal Charges	3,463	4,405	3,905	4,198
Capital Outlay	-	200	200	200
	<u>47,087</u>	<u>75,859</u>	<u>69,432</u>	<u>74,689</u>
David Raines (161-69)				
Repairs & Maintenance	33,390	33,390	33,390	33,390
	<u>740,438</u>	<u>848,796</u>	<u>790,191</u>	<u>825,908</u>
Total Expenditures	<u>\$ 8,586,616</u>	<u>\$ 9,525,581</u>	<u>\$ 9,211,695</u>	<u>\$ 9,546,220</u>

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

The Parks and Recreation Department is committed to providing exceptional services in order to enhance and improve the quality of life for all residents and visitors of Caddo Parish. For decades, we have provided quality educational programs, fun-filled recreational activities and state-of-the-art facilities that help stimulate the economy of Caddo Parish and the surrounding areas. Some of our public facilities are the only kind in the region, and we are proud to provide services that enhance and improve the quality of life for everyone. In carrying out this responsibility, the department provides clean and safe park and recreation facilities that are handicapped accessible.

We currently maintain:

- 14 Picnic Areas
- 8 Restroom Facilities
- 6 Boat Ramps
- 4 Boat Docks
- 3 Volleyball Areas
- 3 Visitor Centers
- 2 Hiking Trails
- An RV Park
- A Horseback Trail
- An Interpretive Center
- 10 Playground Areas
- 7 Jogging/Walking Parks
- 5 Nature Trails
- 4 Basketball Courts
- 3 Baseball/Softball Fields
- 3 Fishing Piers
- 2 Tennis Courts
- A Swimming Area
- A Bike Trail

In 2017, the residents of Caddo Parish did not vote to renew our department's dedicated millage. Without this millage, we will not be able to maintain this department at the level everyone is accustomed to and deserve. Our goal for 2018 is to remind everyone in the Parish of how important this millage is for our community.

MAJOR ACCOMPLISHMENTS IN 2017

- Replaced large Pavilion and Office Building at Earl Williamson Park
- Facilitated Bugs, Bats & Bones event in which over 600 people attended
- Helped facilitate Christmas on Caddo at Earl G. Williamson Park, approximately 1,000 people who attended/viewed the event
- Hosted 193 participants for the Trail Run held at Eddie Jones Park
- Hosted approximately 1,500 attendees for Owl Night Open House. This was the largest crowd to attend any program in the history of the Nature Park

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Assisted SPAR with the Annual Martin Luther King Basketball Tournament in which 93 Adult and Youth teams participated
- 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
- Hosted Zombie Apocalypse Camp at Eddie Jones Park for 50 attendees
- The Nature Park implemented Volunteer Naturalist Training program and to date we have over 50 trained volunteers that have put in approximately 500 hours of volunteer service making almost 7,000 contacts
- Facilitated Seniors Day in partnership with Caddo Council on Aging at Earl Williamson Park for 127 seniors and helpers
- As booth chairman, staff served thousands of people during 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
- Facilitated "Get Hooked on Fishing Day" for approximately 100 children, parents and volunteers
- Provided a Summer Outreach Athletic Program through partnerships with Bright Star Baptist Church and Morning Star Baptist Church and provided additional Summer Outreach Programs for hundreds of participants at 8 different sites
- Hosted 60 attendees for Summer Youth Basketball Camp at Booker T. Washington High School
- Replaced 193 boat lane markers on Caddo Lake
- Hosted Friday Night Movie in the Park for the month of July at Earl Williamson, Keithville, Mooringsport and Gilliam. Hundreds of local residents enjoyed movies in the park or town square
- Implemented the 2017 Super Safe Summer Programs: We worked with several different organizations to provide positive recreational and educational programs throughout the Parish. That promoted community awareness and provided school supplies, uniforms,

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

lifejackets, swimming lessons and skill training to local children. The events pulled our local neighborhoods together in an effort to stop the violence that plagues our community

GOALS FOR 2018

- Educate the public on the importance of the Park millage
- 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
- Build new office and camp host areas at Earl Williamson Park
- Add lighting at several parks
- Develop an extended-stay camping area at Earl Williamson Park
- Develop shaded playground area at Pinchback Park

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

PERFORMANCE MEASURES

<u>WORKLOAD INDICATORS</u>	<u>2016 Actual</u>	<u>2017 Projected</u>	<u>2018 Estimated</u>
Park safety inspections	59	61	59
Park improvement projects completed	17	17	17
Special park events held	103	129	130
Number of schools served by nature park	74	72	72
Number of classes served by nature park	352	370	371
Groups other than schools, served by nature park staff	167	200	200
Workshops provided/facilitated by nature park staff	4	5	5
Offsite speaking engagements, interpretive programs and special events	125	245	250
Visitors/Outreach Contacts - Walter B. Jacobs Park Staff	26,898	27,325	28,250
Naturalist calls for professional assistance	258	175	180
Camping Receipts in Earl Williamson Park	\$26,721	\$22,735	\$27,588
Hold Harmless Agreements Signed to Use Parks	38	45	45
Work orders completed	402	404	405

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

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

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Salaries & Benefits	\$ 933,561	\$ 965,495	\$ 909,337	\$ 940,181
Materials & Supplies	42,563	56,000	40,549	49,750
Education, Training & Travel	19,060	22,500	17,553	18,000
Utilities	61,598	72,200	52,176	72,200
Repairs & Maintenance	67,426	56,000	61,476	62,000
Contract Services	25,252	29,219	21,122	25,636
Statutory Charges	239	525	4,955	3,220
Internal Charges	99,439	109,798	109,798	111,632
Capital Outlay	336	3,500	2,255	3,500
Other Epenses	20,092	27,800	16,352	25,800
Total Expenditures	<u>\$ 1,269,564</u>	<u>\$ 1,343,037</u>	<u>\$ 1,235,573</u>	<u>\$ 1,311,919</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.

Raise the Age Act:

The State Legislature enacted legislation that will go into effect on July 1, 2018 transitioning 17 year olds from adult court to juvenile court. That is, starting on July 1, 2018, all 17 year olds arrested for non-violent felonies and all misdemeanors will be brought to juvenile detention and be processed in Juvenile Court. (All 17 year olds, including violent felonies, transition on July 1, 2020). Based on data, this should mean that approximately 300 cases for 17 year olds will be added to the workload for Juvenile Services this coming year. The Caddo Parish Commission and the Department of Juvenile Services have undertaken efforts to accommodate this change without increasing taxes. For two years, the Juvenile Court has been working with local law enforcement and the District Attorney's Office to increase diversion programs and reduce probation caseloads so that the introduction of 17 year olds to the Juvenile System can be absorbed without having to increase personnel significantly. According to the State Legislature, this change should result in a 34% lower recidivism rate by 17 year olds. This worthwhile undertaking will be the primary focus of the Department of Juvenile Services for 2018.

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.

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

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.

MAJOR ACCOMPLISHMENTS IN 2017

- 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 2018

- 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>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Probation Operations (122-22)				
Salaries & Benefits	\$ 2,219,368	\$ 2,278,902	\$ 2,294,709	\$ 2,317,347
Materials & Supplies	64,141	80,000	52,763	72,100
Education, Training & Travel	36,821	43,000	35,235	40,000
Utilities	60,374	62,500	61,373	62,500
Repairs & Maintenance	15,671	20,000	13,788	18,000
Contract Services	253,815	244,431	236,212	255,663
Statutory Charges	561	1,100	17,741	15,000
Internal Charges	194,969	202,904	202,904	206,012
Capital Outlay	6,653	7,000	1,205	3,500
Allocations to Other Entities	17,795	15,000	17,126	18,000
Other Expenses	129,658	204,000	144,572	227,100
Grant Programs	373,024	386,414	357,867	371,564
	<u>3,372,850</u>	<u>3,545,251</u>	<u>3,435,495</u>	<u>3,606,786</u>
Juvenile Detention (122-32)				
Salaries & Benefits	\$ 2,145,051	\$ 2,311,550	\$ 2,287,231	\$ 2,420,402
Materials & Supplies	20,022	24,000	17,233	26,000
Education, Training & Travel	25,309	40,000	31,362	36,000
Repairs & Maintenance	882	4,000	651	2,500
Prison Operations	207,094	236,500	184,817	236,005
Contract Services	64,626	70,798	60,712	89,063
Internal Charges	155,359	163,861	163,861	163,571
Capital Outlay	4,891	5,500	3,548	4,000
Allocations to Other Entities	50,012	45,000	46,875	60,000
Other Expenses	14,015	18,000	11,853	17,700
Grant Programs	103,806	132,777	108,000	132,777
	<u>2,791,066</u>	<u>3,051,986</u>	<u>2,916,143</u>	<u>3,188,018</u>
Total Expenditures	<u>\$ 6,163,916</u>	<u>\$ 6,597,237</u>	<u>\$ 6,351,638</u>	<u>\$ 6,794,804</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 2017, 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, KTAL-33 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 2018

- Investigated and responded to over 13,000 citizen complaints
- Mentored and taught local children about pet safety
- Completed 575 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 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 2018

- Strengthen relationships with every non-profit organization currently working with ASMC
- Continue 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 2018
- 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 public information and education programs that will assist the members of our communities in becoming more responsible pet owners

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

EXPENDITURE SUMMARY—HEALTH TAX FUND (270)

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Animal Services (312)				
Salaries & Benefits	\$ 1,439,331	\$ 1,506,051	\$ 1,514,395	\$ 1,518,149
Materials & Supplies	157,934	185,650	171,439	191,850
Education, Training, & Travel	20,196	30,000	22,348	20,000
Utilities	52,566	66,000	56,123	67,000
Repairs & Maintenance	57,085	63,000	55,445	63,000
Contract Services	114,701	125,124	122,849	131,210
Internal Charges	132,245	139,321	138,700	140,988
Capital Outlay	7,338	12,000	8,254	12,000
Other Expenses	120	1,500	525	1,100
	<u>1,981,515</u>	<u>2,128,646</u>	<u>2,090,078</u>	<u>2,145,297</u>
Mosquito Control (313)				
Salaries & Benefits	219,233	268,988	218,809	262,344
Materials & Supplies	148,207	169,950	156,658	163,650
Education, Training, & Travel	756	4,000	1,295	2,000
Repairs & Maintenance	15,734	14,000	13,897	15,000
Contract Services	884	1,274	1,113	1,710
Internal Charges	47,382	50,176	50,126	51,462
Capital Outlay	502	5,250	2,408	5,250
	<u>432,699</u>	<u>513,638</u>	<u>444,306</u>	<u>501,416</u>
Total Expenditures	<u><u>\$ 2,414,214</u></u>	<u><u>\$ 2,642,284</u></u>	<u><u>\$ 2,534,384</u></u>	<u><u>\$ 2,646,713</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 2017

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 2017 was 96 with approximately 12,000 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 2018

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 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.

FIRST JUDICIAL DISTRICT COURT

NARRATIVE

To address this falling revenue, which has been significant in 2017 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)

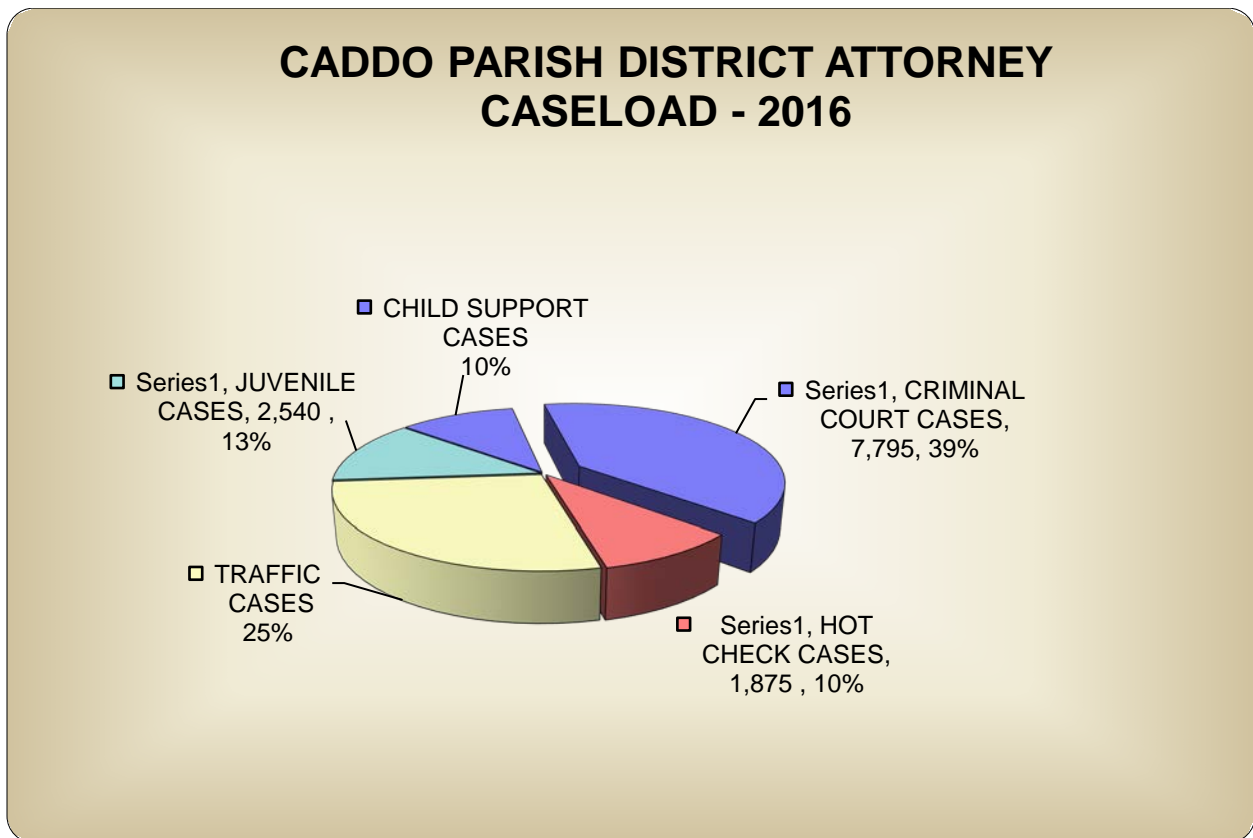
	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Salaries & Benefits	\$ 1,623,182	\$ 1,704,905	\$ 1,686,158	\$ 1,715,346
Materials & Supplies	48,156	77,200	53,623	57,000
Utilities	16,227	18,000	15,249	18,000
Internal Charges	31,569	31,569	31,569	31,888
Capital Outlay	13,131	30,000	15,297	15,000
Other Expenses	13,982	15,500	13,755	15,500
Grant Programs	306,578	295,000	302,453	295,000
Reimbursements	<u>(250,000)</u>	<u>(250,000)</u>	<u>(250,000)</u>	<u>(275,000)</u>
Total Expenditures	<u><u>\$ 1,802,826</u></u>	<u><u>\$ 1,922,174</u></u>	<u><u>\$ 1,868,104</u></u>	<u><u>\$ 1,872,734</u></u>

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 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 2016)

- Opened 7,036 new criminal cases with 7,795 defendants
- Opened 5,423 new traffic cases
- Filed 2,124 child support cases & established child support of \$1,368,116 on behalf of dependent children
- Opened 1,875 new hot check cases & collected \$456,368 for merchants
- Opened 1,112 cases in Pretrial Diversion and collected \$89,598 for victims
- Opened 2,540 juvenile court defendants

Financial:

(2016)

- Revenues of \$8,816,363:
 - Parish - \$4,758,194
 - DA - \$2,572,814
 - State - \$1,485,355
- Expenditures of \$8,786,970

Summary:

An ongoing trend for this office is the growing 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>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Salaries & Benefits	\$ 23,644	\$ 24,826	\$ 24,826	\$ 26,067
Statutory Charges	4,758,194	5,020,000	5,020,000	5,270,600
Grant Programs	<u>37,660</u>	<u>-</u>	<u>148,713</u>	<u>150,000</u>
Total Expenditures	<u>\$ 4,819,498</u>	<u>\$ 5,044,826</u>	<u>\$ 5,193,539</u>	<u>\$ 5,446,667</u>

CADDO PARISH CORONER'S OFFICE

NARRATIVE

The Office of the Coroner provided the following services for the citizens of the Parish of Caddo: Investigated deaths sudden, unexpected, result from violence or accident or under suspicious or unusual circumstances and other deaths pursuant to LA RS 13:5713 and authorized autopsies on deaths at his discretion; Issued orders of protective custody and emergency certificates legally mandated by LA R.S. 28:53, 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 as mandated by the LA R.S. 13:5713(F). Upon request, the Coroner has signed concurrence request for Continued Tutorship.

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, Forensic Nurse Examiners, two Transporters, and one Public Information Officer. All staff performs coroner functions on an on-call basis in their respective areas.

Capital Purchases

The Office of the Coroner does not anticipate any capital expenses to be incurred in the 2018 budget year that will impact the allocations from the Parish of Caddo and the City of Shreveport.

Expenditure Changes

The 2018 Budget reflects support from the Caddo Parish Commission and the City of Shreveport. The Coroner has opted for the ninth year in a row to utilize unrestricted reserved funds to absorb any increase in expenditures. These funds are primarily generated from psychiatric services that are performed by our Deputy Coroner-Psychiatrist; which are not guaranteed and could vary from year to year.

The total operating and capital budget for 2018 is \$1,341,600. The annual allocations for Parish of Caddo will remain \$155,100 and City of Shreveport's \$860,650 annual allocation will remain the same. All expenses are certified by the Coroner as "necessary or unavoidable" for the operation of the office. The allocation for the operation of the Coroner's Office received from each municipality has not incurred an increase.

Public Services

The services provided by the coroner are anticipated to continue to increase incrementally each year. The statistical table which categorizes the type of death and reflects the coroner's office's current and historic case load of service provided for the past five (5) years 2012-2016 and current statistics through August 2017:

CADDO PARISH CORONER'S OFFICE

NARRATIVE

Workload Statistics

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Jan-Aug</u> <u>2017</u>
Death Investigations:	2965	3033	3092	3092	3097	2062
Natural Deaths	2040	1900	1895	1879	1855	1252
Accidents	81	111	117	125	155	80
Suicides	27	21	39	35	29	22
Homicides	23	31	34	36	50	40
Undetermined	3	13	5	18	10	5
Pending	-	-	-	-	4	16
Out of Parish	235	313	332	331	292	210
Not a Coroner' s Case	556	644	670	668	702	437
Sanity Investigations:	5650	6286	6470	6738	6519	4686
Forensic Investigations:	140	82	104	110	122	74
Continued Tutorship:	5	1	4	4	1	1
TOTAL INVESTIGATIONS:	8760	9402	9670	9944	9739	6823
* <i>Autopsies</i>	<i>148</i>	<i>164</i>	<i>200</i>	<i>210</i>	<i>209</i>	<i>154</i>

Summary

The Office of the Coroner is very pleased to submit a budget for 2018 in the total amount of \$1,341,600, which reflects no increase in allocations received from the Parish of Caddo and City of Shreveport. Since 2008, the office has managed to operate with no increase in the allocated support received from each municipality.

CADDO PARISH CORONER'S OFFICE

NARRATIVE

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

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Statutory Charges	<u>214,855</u>	<u>232,100</u>	<u>215,583</u>	<u>225,100</u>
	<u><u>\$ 214,855</u></u>	<u><u>\$ 232,100</u></u>	<u><u>\$ 215,583</u></u>	<u><u>\$ 225,100</u></u>

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

2018 will be a major election year with parish wide fall elections. Scheduled elections include U.S. Representative, Shreveport Mayor and City Council members, School Board members, and municipal offices for Belcher, Blanchard, Gilliam, Mooringsport, and Vivian. This will be similar to a Presidential election year in that it will draw voters' interests and participation, particularly with the city elections, as "all politics is local." Additionally, national interest in the U.S. Representative election is anticipated. The last election containing these offices was the November 2014 election, which showed about 48% turnout. This set of offices draws one of the highest turnouts outside of the Presidential election.

These scheduled elections will entail detailed and often overlapping districts, which will require reviews of each district on the ballot to ensure that the computer system shows the correct district lines. Additionally, all annexations affecting the districts in the scheduled elections will be reviewed, especially where changes have occurred since the last time the district was on the ballot. These district and annexation reviews will require working with the Caddo Parish Commission staff as well as demographer Gary D. Joiner, who originally drew the district lines.

The Caddo Parish Registrar of Voters office preparation for the election began months ago with planning for Early Voting and also for the mailing 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. The Registrar's office is still Louisiana's most understaffed major jurisdiction, having only seven full-time employees managing and maintaining records on more than 165,000 voters.

The short turn-around between the primary and general Fall 2018 elections indicates the Registrar's office will have a full schedule with completing the following work:

- Preparing the provisional ballots for counting by the Board of Elections Supervisors
- Updating voter records to record who voted during the primary election
- Processing paperwork received from the polls on Election Day, per state legislation
- Processing applications from the close of registration from the primary election until 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 primary election for storage
- Processing applications for those voters wishing to receive an absentee-by-mail ballot for the general election
- Receiving the shipment of absentee-by-mail ballots from the Secretary of State's office

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- Assembling, labeling, packing, coding, and mailing the absentee-by-mail ballots to those voters on the absentee-by-mail program
- Preparing the office and staff for Early Voting for the general election
- Handling calls and inquiries from voters, candidates, and the media

Registrar's Records Become All-Digital

All voter registration records in the Registrar of Voters office have been maintained in a paper-based format since voter registration began. In the 1980s, a computerized database developed to assist in searching voter records and district maintenance. In 1986, Louisiana was the first state to have a statewide database. In the mid-2000s, the database was updated to its current form, with subsequent upgrades since that time, and in 2010, all current voter registration records were scanned into the computer system to allow for a quick review of voter records in a digital format. The Caddo Parish Registrar of Voters office has continued to maintain records in both the paper-based and digital formats since that time, but with changing legislation and new digital methods of receiving voter registration applications, it is time for the office to transition to an all-digital system of record maintenance, as have all other major parishes. This will take effect on January 1, 2018. Some additional costs may be created at the outset, but these should be reduced as the project continues. While current voter registration records are already in digital format, some supplemental documents will be scanned over the next two to three years.

Important dates for the 2017 Elections:

- Election Day is Saturday, October 14, 2017. Polls open 7:00 AM to 8:00 PM
 - Early Voting for the October 14 election will be held Saturday, September 30 through October 7, 2017 (closed Sunday, October 1) Early Voting hours are 8:30 a.m. to 6:00 p.m.
- General Election Day is Saturday, November 18, 2017. Polls open 7:00 AM to 8:00 PM
 - Early Voting for the November 18 election will be held Friday, November 3 through Saturday, November 11, 2017. (Closed Sunday, November 5 and Friday, November 10 (Veterans Day observance)) Early Voting hours are 8:30 a.m. to 6:00 p.m.

Important dates for the 2018 Elections:

- Spring Primary Election: March 24, 2018
- Spring General Election: April 28, 2018

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- 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. Election dates are subject to change by the Legislature.

Important dates for the 2019 Elections:

- Spring Primary Election: March 30, 2019
- Spring General Election: May 4, 2019
- Fall Primary Election: October 12, 2019
- Fall General Election: November 16, 2019

Fall 2019 elections include scheduled elections for Governor, Lieutenant Governor, Secretary of State, Attorney General, Treasurer, Commissioner of Agriculture, Commissioner of Insurance, Board of Elementary and Secondary Education, State Senators, State Representatives, Sheriff, Clerk of Court, Assessor, Coroner, and Parish Commission Members. Election dates are subject to change by the Legislature.

2017 Voter Registration at the Shreve Memorial Libraries

In conjunction with the Shreve Memorial Library system, the Registrar of Voters office had 61 stops at libraries for voter registration drives conducted in May, June, July, August, and September. August's drive was in conjunction with the statewide Louisiana Voter Registration and Education Week. The Registrar's office provided voter registration services, answered questions about voting, and also advised citizens on absentee ballots and Early Voting dates and opportunities. Of course, we also provided information about our website and the link to register to vote using the caddovoter.org website. Access, convenience for citizens, and direct service for those who may not have transportation or internet service accentuated a successful series of voter registration activities. These efforts will continue in 2018 with months designated for voter registration drives with the Shreve Memorial Library system as a partner.

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 800 students signed up this year in Caddo. No other parish in Louisiana has such a program.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

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, such as election dates, voter registration drive locations, and polling place changes.

Videos on Caddovoter.org Aid Caddo's Voters

The Registrar of Voters office produces short videos to be used on its website, caddovoter.org, to emphasize Early Voting dates and times, what offices and propositions will be on the ballot, and information for Election Day. It also has video information about registering to vote, upcoming events and deadlines, and using the caddovoter.org website. In a world used to video news and updates, the caddovoter.org version of videos has proven informative and has been accepted by 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.

4,800+ 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 July the number of voters already on the program was about 4,800. The Registrar of Voters office expects the total number of mailouts to increase to about 5,500 ballots, as students away at college, voters with out of town work assignments, and those still signing up for the 65+ or disabled program continue to submit applications. With the record 6,200+ ballots processed during the 2016 elections, 5,500+ is not out of the question. 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 no other parish expects to exceed Caddo in mailouts for the 2018 elections. 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.

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

During Early Voting in the election of 2016, the Caddo Registrar of Voters office had 11,000+ in-person voters. It is expected that during this year's seven-day run of Early Voting, the Registrar's office may see 8,000 to 9,000 in-person voters, which would be a record turnout for a city election calendar. If Early Voting brings those numbers and the mail out voters total 5,500+, then the Registrar's office could be providing service to nearly 13,500 to 14,500 Caddo voters. Coupled with an about 50% turnout of 165,000 Caddo voters, then services directly funded by the Caddo

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

Parish Commission through the Registrar of Voters office possibly could account for more than 15% of the turnout in the Congressional election in Caddo Parish in 2018.

Mandated Duties Completed by the Registrar's Office

The Registrar's office conducted the annual canvass of addresses, as specified in state law, in June and July 2017. The 300 or Less / 2,200 or More Precinct Review that follows the Canvass will begin in August 2017 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 and information that family members provide, as well as 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 2,600 processed through August 31, 2017. Voters also submit changes of name, address, and party for their voter records, and about 11,000 were processed through August 31, 2017.

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.

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

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- 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 6,200+ 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 11,000+ in 2016 Presidential Election.

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 had to be 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, stated that the polling places were too crowded with voters, the lines to check in for different precincts were too close together, and that parking lots were overcrowded. In 2016, the Caddo Registrar of Voters office met with the Clerk of Court's office and the 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 have caused voter confusion on Election Day, but new polling place locations were determined and changes implemented in 2017. The Fall 2017 elections will be the first elections where these new changes will be in effect. 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 Absentee-by-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

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

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.

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

Registrar

	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
Salaries & Benefits	\$ 408,020	\$ 420,208	\$ 405,598	\$ 440,433
Materials & Supplies	66,374	92,100	73,308	82,100
Education, Training, & Travel	7,806	23,800	20,455	22,000
Utilities	2,363	7,000	4,958	5,000
Repairs & Maintenance	460	4,200	2,833	3,800
Contract Services	47,875	59,200	51,188	58,700
Statutory Charges	-	1,500	567	1,000
Internal Charges	5,302	5,302	5,302	5,370
Capital Outlay	6,037	10,500	7,667	8,000
Other Expenses	18,165	18,900	18,887	20,900
Total Expenditures	\$ 562,402	\$ 642,710	\$ 590,763	\$ 647,303

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. This summer the EFNEP staff moved from another location into the Caddo Extension office and we also hired a full time administrative assistant and a nutrition agent for Caddo and Bossier Parishes. 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 2016-17. 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 2017

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 1,515 calls relating from pest and rodent control to lawn and turf problems, as well as horticulture, urban forestry, and small at-home gardens
- 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 19 new private pesticide applicator recipients.

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- Held two private pesticide applicator training meetings resulting in 57 recertified producers in Caddo Parish
- Held seven Worker Protection Standard (WPS) trainings, which certified 39 Caddo and Bossier Parish producers
- 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
- Co-hosted the Four States Cattle Conference in Texarkana, AR, which allowed producers to walk away with the latest news and techniques in beef cattle production

Family and Consumer Sciences

- Expanded Food and Nutrition Education Programs (EFNEP), program year 2016-2016:
 - EENEP programing was conducted by one nutrition educator who assisted the 100 families, consisting of 320 persons, who participated in the program
 - Participants showed increases in knowledge and frequency of positive diet and health behaviors. Evaluation results showed that participants more often planned meals in advance, compared prices when shopping, and used the “Nutrition Facts” on food labels to make better food choices
- Provided Healthy Beginnings for Your Baby classes for females who are pregnant or have a child 12 months of age or younger. Eleven clients completed the program making them eligible to receive public assistance
- Provided educational food demonstrations and samples to SNAP-Ed eligible clients at Noel Food Pantry weekly and Bossier Council on Aging monthly

4-H Youth Development

This year the educational focus during 4-H club meetings was on the agriculture industry. A series of lessons was developed by the 4-H agents that included; Agriculture is Everywhere, Animals in Agriculture Production, Plants We Eat, Tree-mendous Fun, Row Crops, and Careers in Agriculture. 329 youth completed a knowledge evaluation about agriculture. 95% knew that we depend on agriculture for food, clothing and shelter, 60% knew that forestry is Louisiana's number one in the agriculture industry, 89% realized that there are a lot more careers in agriculture than just being a farmer.

The agriculture lessons were also taught at AC Steere Elementary in a fourth grade classroom. The teacher reported “Your lessons have enhanced our classroom learning because you are reinforcing

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many of the standards we have gone over in our Science curriculum this year. This is especially relevant to our plants and animals units of study. You keep our students fully engaged and have them participate in cooperative learning and grouping activities. This keeps learners with all styles (e.g. visual, auditory, and kinesthetic) on task and involved in your activities. I love how you incorporate grade-level vocabulary into your presentations as well. This will aid students in their success in Science as well as on their LEAP standardized test.”

Service Learning

This year the focus of the service-learning project was agriculture. Each month youth and leaders were asked to collect agriculture related items, have a guest speaker present on Agriculture, and make posters promoting Agriculture or write thank you notes to local farmers. Clubs had local farmers as guest speakers for their club program. One local farmer brought two goats to a club meeting. Thirty-four members made agriculture awareness posters to be displayed around one elementary school, which reached approximately 602 youth and adults. Two clubs wrote “Thank You” notes and sent to local farmers. 329 4-H members wrote personal “Thank You” notes to our farmers at our annual end-of-the year event.

Additional service learning accomplishments:

- Eight youth and five adult volunteers of the Quatrefoil club supported the "Souper Bowl of Caring" encouraging customers to purchase a food bag to help the Northwest Louisiana Food bank stock their shelves after the holidays
- 458 youth and 48 adults worked 68 hours helping the Food Bank of Northwest Louisiana
 - Twenty-five pounds of beans and twenty-five pounds of rice were collected
 - One club packed 5988 pounds of food while volunteering at the food bank
 - Clubs also collected 28 packages of cotton balls, 12 boxes of crayons, 14 packages of Q-tips, 24 packages of paper, and 284 pencils

Camping and State Opportunities

- Challenge Camp, February 2017, Focus: teamwork, leadership and problem solving
 - Eight Caddo Parish middle school club members, one Caddo Parish high school counselor, and two Caddo Parish volunteers attended
- 4-H Camp, May 2017, Focus: 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
 - Forty-two Caddo parish club members, six Caddo Parish high school counselors and one adult volunteer attended

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- Eight youth were sponsored by the CYFAR grant, Chancellor's Scholarship Program, and the Caddo 4-H Foundation
- Science, Engineering and Technology Camp, August 2017, Focus: STEM
 - One Caddo Parish member attended
- 4-H University, June 2017
 - Seventeen Caddo Parish club members attended
 - Three youth were recognized for being in the top 10 in Louisiana receiving blue ribbons
 - One youth won state in the Fashion competition
- State 4-H Portfolio Competition
 - Eight Caddo 4-H'ers submitted 4-H portfolios for state competition
 - Two were state winners and were awarded all-expense paid trips to the National 4-H Congress and the Disney Leadership Summit
 - Five youth were recognized in the blue ribbon group

Volunteer Development and Leadership Training

- Caddo 4-H reported 2346 hours that youth and adult volunteers contributed to the parish 4-H program. The current value of volunteer time is \$23.56/hour. Their time value computed to \$55,271.76
- The Caddo 4-H Foundation board held its 3rd Louisiana product fundraiser in the fall 2016. 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
- Seven adult and three youth attended the Area Leader Training in the summer 2017 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
- 4-H Officer Training, eight Caddo Parish 4-H members and two organizational leaders attended. Agents conducted an ice breaker/get acquainted game and reviewed each officer's duties/responsibilities. A mock 4-H meeting was conducted so that youth understood their role in the meeting as an officer
- One Caddo 4-H member attended the 2017 Presidential Inauguration with Louisiana 4-H

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- Five Caddo youth currently serve on state boards with Louisiana 4-H. One youth was selected to serve on the State Science, Engineering and Technology Board (SET), two youth were also selected to serve as State Shooting Sports Ambassadors, one on State Executive Board and one youth is on the State Fashion Board
- The Twin Cities Leadership Club is a group of teens from Caddo and Bossier parish who meet monthly to conduct leadership and service projects. Last year, the club volunteered at Providence House, the HUB, and Common Ground. These teens also served in a variety of leadership roles throughout the year in the parish

Livestock

- There were twenty-five 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

- A parish-wide Culinary Arts Competition, also called cookery, was conducted with ten youth entering eighteen dishes in the following categories: Beef, Egg, Pecans, Poultry and Seafood. Eight volunteers served as judges for the event
- Caddo's Chef's Club provides a way for 4-H members to learn about other countries cuisines, try new foods, and learn ways incorporate more fruits/vegetables into their daily diet. Nine youth participated monthly in after-school programming beginning in November 2016 through April 2017. 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
- Caddo Parish Fair Bake-off - Fourteen 4-H members entered thirty-two dishes in the annual bake-off. Categories included cakes, breads, and cookies
- Clover 5K and Fun Run- 4-H youth, volunteers, parents, and alumni participated in the Clover 5K and Fun Run in March 2017 held at LSU- Shreveport. The Caddo 4-H Foundation joined with Sportspectrum to handle the logistics of the race. It was a family and community event with AgCenter resources, information, and games provided by 4-H clubs at the conclusion of the race. Awards were presented and food and drinks were served to race participants through donations

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Performing and Visual Arts

- Four Caddo Parish 4-H members entered the Parish talent show and, of the four, three went on to compete at the State Fair of Louisiana talent show
- Sixty-eight Caddo Parish 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 for each category

Nutrition and Gardening

- The Caddo Parish Extension office was awarded a five-year USDA grant to build Healthy YOUth...Strong Communities in three Shreveport neighborhoods with SPAR community centers serving as the hub. Through youth programming, volunteer and community development, communities will have the resources for sustainable community change. After-school and school year programming focused around gardening, nutrition, and leadership was conducted in the Bilberry, Hollywood Heights, and AB Palmer communities
- Green Oaks Performing Arts School- Teen educational programming began with middle and high school students this year. Students installed a school garden, completed the LYFE experience (Living Your Financial Experience), and agents conducted nutrition and health lessons. Students from Green Oaks and Booker T Washington participated in a weeklong summer leadership camp where they toured local businesses and colleges

Environment/Energy

- Eight 7th-12th graders attended Survivor Camp held at Toledo Bend last spring. The goal of the camp was for youth to better understand how to develop and manage our states natural resources. Youth learn outdoor safety, first aid, fire building, outdoor cooking, and camping basics. Other activities include fishing and canoeing
- Forty-five teachers received FREE Youth Wetlands Week curriculum and supplies to teach lessons reaching 5573 students last school year
- 4-H Agent provided energy and biology related educational programs to Woodlawn High School Biology class. One hundred eighty youth received hands-on learning opportunities during their class time

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Photography

- Caddo Parish youth entered 28 pictures into the 4-H Photo Contest. Photos categories were animals, agriculture, people and 4-H spirit

Outdoor Skills: Shooting Sports

- The Caddo 4-H program offered five disciplines for shooting sports: archery, .22 rifle, air rifle, BB gun and shotgun. The purpose of the program is 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 provide young people with opportunities to develop life skills, self-worth, and conservation ethics
- Thirteen new volunteers were trained to become certified instructors this year. Caddo now has 28 active Shooting Sports volunteers and 125 youth in the program

GOALS FOR 2018

- Continue to serve the residents of Caddo Parish as one of the premiere educational organizations for continuing education in Caddo Parish
- Strive to help the people of Caddo Parish improve their lives through an educational process which uses research-based knowledge focused on needs and issues
- Continue providing information to local farmers and homeowners on crops, animals, gardens, wildlife and environmental regulations
- Continue assisting clientele and at-risk families with information on health and nutrition, food safety and preservation, parenting skills and management of resources
- Keep the 4-H youth actively engaged in learning and will provide opportunity for the development of good character and life skills through educational programs at the individual club level
- Assist 4-H adults and youth in gaining knowledge and skills associated with personal, organization, and community leadership through the Caddo 4-H program

LSU EXTENSION SERVICE

NARRATIVE

- Continue providing quality programming for 4-H youth in Caddo Parish to develop life skills, leadership, and citizenship and to build positive self-esteem
- Continue upgrading the teaching tools and equipment used in the Caddo Extension Office to assist agents in meeting the educational needs of families in Caddo Parish

EXPENDITURE SUMMARY—GENERAL FUND (100-611)

	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
Salaries & Benefits	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
Materials & Supplies	7,440	8,100	7,663	8,100
Education	-	500	378	500
Repairs & Maintenance	213	2,000	1,714	2,000
Capital Outlay	-	500	453	500
Total Expenditures	\$ 70,653	\$ 74,100	\$ 73,208	\$ 74,100

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 six specialty courts and provides oversight for the management of these programs -- Juvenile Drug Court, Family Preservation Court, Family Preservation Court II, Domestic Violence Court, Mental Health Court and Truancy Court.

MAJOR ACCOMPLISHMENTS IN 2017

- The Louisiana Supreme Court Drug Court Program increased 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
- 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 Caddo Parish School Board, Caddo Juvenile Services, Caddo Parish District Attorney’s Office, Volunteers for Youth Justice and Rutherford House Truancy Center the Truancy Court program has been expanded. This expansion is due to the efforts of the Caddo Parish District Attorney’s Office to secure funding from Willis-Knighton Health System. This initiative continues to have a strong impact in reducing the truancy rate in the Caddo Parish public school system
- The Court renewed its 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 hiring of a second employment counselor helped increase the collection amount from child support payors who were initially unemployed, but through the efforts of the Good Support Program were able to find jobs
- The managed-care system known as Louisiana Behavioral Health Partnership (LBHP) was successfully implemented to provide services to the families and children served by Office

CADDO PARISH JUVENILE COURT

NARRATIVE

of Behavioral Health (OBH), Office of Juvenile Justice (OJJ), Department of Children and Family Services (DCFS) and Department of Education (DOE). The Court continues to work closely with these agencies to ensure that the mandated managed-care system provides holistic wrap-around services to youth and families involved in the juvenile justice system

GOALS FOR 2018

- 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. Implement additional supervision and wrap-around services by Volunteers for Youth Justice for juveniles with high unexcused absenteeism
- 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 funding for the Juvenile Mental Health Court Program 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) which is a program for at-risk youth with significant behavioral health issues and co-occurring disorders. The CSoC is an evidence-based approach that is 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
- Adequately fund Family Preservation Court II that addresses the substance abuse issues of adults who are in Child Support, Domestic Violence Court (protective orders) and Family In Need of Services (FINS)
- Partner with the District Attorney's Youth Diversion program to provide at risk juveniles an opportunity to correct their behavior without adjudication for a minor delinquent act

CADDO PARISH JUVENILE COURT

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- 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
- The Caddo Parish Juvenile Court in partnership with the Caddo Parish District Attorney’s Office will continue to partner to provide the citizens of Caddo Parish an expanded “wrap-around program” to significantly reduce the school truancy rate
- Work closely with Juvenile Services to implement the necessary measures to accommodate the seventeen year-old age jurisdiction as required by the new state statute

EXPENDITURE SUMMARY—JUVENILE JUSTICE FUND (260-121)

	2016 Actual	2017 Budget	2017 Estimated	2018 Budget
Salaries & Benefits	\$ 809,537	\$ 818,128	\$ 810,466	\$ 820,994
Materials & Supplies	50,573	41,000	43,123	40,750
Education, Training, & Travel	8,807	7,500	6,919	7,000
Contract Services	103,666	95,000	85,071	95,000
Internal Charges	14,914	14,914	14,914	15,063
Other Charges	2,140	2,000	1,940	2,000
Reimbursements	(300,000)	(300,000)	(300,000)	(150,000)
Total Expenditures	\$ 689,637	\$ 678,542	\$ 662,433	\$ 830,807

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

Mission Statement and History

Mission: Diversify and grow our region's economy.

Our Vision is to operate as a catalyst to expand and develop research, entrepreneurship and high-growth businesses in our region.

Our Unique Value: BRF delivers innovative, successful and high-growth economic development initiatives by retaining professionals with a broad range of core skills, acquiring project-specific expertise and talent, and nurturing and leveraging its wide array of political and community connections.

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 organization. Because it has expanded the scope of its programs beyond biomedical research, the organization is now branded BRF.

In fulfilling its mission, the Foundation implements the following programs.

- University Health System with hospitals in Shreveport and Monroe
- Center for Molecular Imaging and Therapy
- InterTech Science Park
- Entrepreneurial Acceleration Program
- Digital Media Institute at InterTech
- Office for Research Development and Administration
- EDVentures STEM (Science, Technology, Engineering, and Mathematics) programs
- Future State (BRF's newest initiative)

MAJOR ACCOMPLISHMENTS IN 2017

University Health System

University Health System is managed by BRF since October 2013, thereby retaining \$834 million in regional economic impact and 3,200 jobs. Distinguished programs include: the region's only Tier 1 Trauma Center, 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. Noted economist Dr. Loren Scott's 2017 UHS economic impact

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study revealed the hospital system is responsible for a \$900 million positive boost to the State's budget since privatization, and is responsible for a ripple effect that included \$1 billion in new local sales, and thousands of jobs, and millions in household earnings and local government treasuries. This impact is also measured in the significant improvements made to patient care in North Louisiana that equated to drastically reduced wait times, expanded lifesaving services and efficiency gains that created a much-improved patient experience and better patient outcomes.

- In conjunction with leadership of LSU Health Shreveport, and University Health System's new CEO, Daniel J. Snyder, developed the Enterprise Strategy Map (ESM) to provide strategic direction and goals for the system over the next five years; and developed a balanced score card that establishes annual goals for the system in the areas of People, Quality, Service, Finance and Growth
- Performed facility upgrades, renovations, and program and service line expansions related to patient care to include:
 - Remodeled existing space to create comprehensive adult and pediatric Infusion Center with expanded hours and days for pediatric patients
 - Installation of Pharmogistics medication carousels to improve inventory control, enhance patient safety, and lower cost of providing medications to patients
 - Opened retail pharmacy location in the main hospital to serve employees and patients being discharged from the hospital and emergency department
 - Created a Surgical Oncology unit with 14 private rooms
 - Invested in new equipment and technology to expand services in NICU and Urology at University Health Conway
 - Remodeled and expanded Shreveport's Gastrointestinal Clinic to accommodate more patients and shorten wait times
 - Expanded OR capacity by creating a new suite in the Cancer Center and main Shreveport hospital
 - Expanded Blood and Marrow Transplant program with opening of a new waiting room, renovation of the family room, and re-initiation of Photosynthesis Therapy
 - Initiated Heart Failure Clinic, including dedicated treatment protocols and remote monitoring capabilities
 - Completed master facilities plan for University Health Conway future growth
 - Developed Rural Health Network out of University Health Conway for the 12 parishes in Northeast Louisiana to help provide better access for their patients and increase educational experiences for their staff
- Received designation by the Louisiana Department of Health as a Gift Birthing Facility. The Gift designation is an evidence-based program signifying the University Health System's maternity program supports increased breastfeeding rates and continuous improvement of service quality to enhance patient centered care
- Initiated new, world's smallest, wireless pacemaker technology with the first successful patient operation in June of 2017

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- Completed third-party economic impact study, which found University Health System is the largest of all the State's private partner hospitals, contributing a positive boost of \$900 million to the State, and locally producing \$1 billion in new sales; a \$400 million boost in household earnings; an average of 2,818 jobs per year; and \$18 million in government treasuries from tax collections in the region

Center for Molecular Imaging and Therapy

The Center for Molecular Imaging and Therapy (CMIT), formerly the PET Imaging Center, provides PET/CT imaging capabilities to diagnose and treat disease, produce and distribute radiopharmaceuticals to the region, conduct clinical trials, and offer research facilities and expertise for LSU Health Shreveport and other institutions and scientists.

- Significantly increased volumes for clinical PET scans year-over-year while improving clinical scheduling operations for patients, and increased production capacity to distribute CMIT's locally manufactured research radiopharmaceutical doses at 150 percent of last year's volume
- Initiated a new clinical trial focused on PET scanning of Alzheimer's Disease patients under the multi-center IDEAS clinical trial led by the Alzheimer's Association and the Society of Nuclear Medicine, which aims to recruit more than 18,000 patients for PET imaging nationwide
- Completed a three-year research project entailing a clinical trial on prostate cancer
- Received accreditation renewal for the PET Imaging Center from the Intersocietal Accreditation Commission (AIC)
- Applied and received accreditation for the PET Imaging Center from the American College of Radiology (ACR)

InterTech Science Park

InterTech Science Park in Shreveport is 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. Included in InterTech is the Virginia K. Shehee Biomedical Research Institute, a 160,000-square foot, \$37 million research facility with 56 laboratories where 200 investigators and technicians from LSU Health Shreveport conduct basic research.

- Provided support services for 30 InterTech Science Park tenants who employ almost 3,000 individuals with a total annual payroll of \$156,412,000. Other BRF-owned facilities include University Health Conway with 713 employees and Southern Isotopes Baton Rouge with four employees

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- Operated and maintained 14 BRF-owned facilities with 357,741 square feet, which are 89 percent occupied
- Acquired former Sklar Phillips Oil Company property at the northeast corner of Kings Highway and Mansfield Road, and worked with environmental consultants and the Louisiana Department of Environmental Quality to remove contaminated soil to remediate the property.
- Operated and managed 24 University Health Shreveport facilities with 1,462,341 square feet and the University Health Conway facilities with 383,032 square feet.
- Transitioned more than 75 employees into InterTech 1 to host Future State's IT operations, repurposing the 11,500 square feet on the first floor of the facility, the former Moonbot Studios space.

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.

Entrepreneurial Acceleration Program (EAP), launched in 2014, is a suite of services and initiatives to grow the regional innovation ecosystem, including mentoring, business planning, due diligence and entrepreneur development programs.

- Screened more than 440 companies and ideas by discussing business plans, growth potential and interest in launching in Northwest Louisiana.
- Provided services including market analysis, development of business plans, financial analysis and modeling, and more to 185 startup companies in Northwest Louisiana. EAP currently has in its portfolio 43 companies, 24 of which have successfully launched and are on the EAP Wall of Entrepreneurial Achievement.
- Aided in generation of 103 jobs (90 in Caddo Parish) associated with launched EAP startup companies.
- Facilitated more than \$49 million in capital generated by these startups in Caddo Parish.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- In 2016 and 2017, successfully facilitated a public/private partnership between the City of Shreveport and Planet Aqua Group to launch Shreveport's first aquarium and sustainable seafood restaurant.
- EAP Wall of Entrepreneurial Achievement Portfolio Companies
 - CyberReef Solutions, Inc. - Technology Company that makes machine-to-machine communication more secure
 - CHeKT - A single platform security company combining cloud-based software, intelligent camera technology and the latest hardware integration platforms to address the security industry's most common and costly problems
 - Cotton Street Farms - Shreveport's first 100 percent organic hydroponic farming company offering locally grown fresh herbs and vegetables delivered directly to consumers' homes
 - Crazy Horse Coal - Innovative coal and mineral mining technology company using proprietary drilling techniques and leading edge drilling tools
 - Embera NeuroTherapeutics, Inc. - Clinical stage Pharmaceuticals Company focused on smoking cessation, cocaine dependence and other addictions
 - EndoPRO Solutions - Medical technology company fighting obesity
 - Gorilla Tree Film Co. - Northwest Louisiana based turnkey film studio, operating to produce and distribute feature films, with an emphasis on selling to niche markets and providing rental and production services
 - G-Rock - Indoor rock climbing facility offering memberships, lessons, equipment, and event space in Shreveport
 - Highly Favored Creations, LLC (PABS) - Pet product company specializing in pet health and longevity
 - Innolyzer, LLC - Science Technology Company offering a "lab on a chip" concept that measures hydrogen sulfide
 - Lagniappe Labs - Research Company that takes the guesswork out of determining the value of privately held companies
 - Lunisolar Creative Productions - Children's entertainment media company transforming the family entertainment and educational landscape in Northwest Louisiana, offering educational children's material that appeals to both parents and children of the millennial generation and beyond

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- Mainspree - E-commerce platform for small retailers using social media
- PA Productionz - Shreveport-based professional service film company creating and producing quality film and TV content that is impactful and addresses relevant issues important to women, young adults and the African American community
- Perceptive Intelligence/L.E.N.S.S - Law enforcement intelligence products, including LENSS, a law enforcement software networking solution, and training and consulting services focused on improving communication and collaboration between law enforcement agencies
- Pet Education Project (PEP!) - An educational initiative to inspire children to properly care for their pets and other animals through responsible pet ownership
- Planet Aqua Group - Aquatic exhibit and entertainment company with the pilot of its chain of LEED certified aquariums located in Shreveport
- Red River Brewing - Beer brewing company with a retail line of craft beers and local tap room
- Red River Range - State-of-the-art, indoor shooting and training facility with outdoor archery range and fishing pond located in Shreveport
- RNvention - Medical device specification company developing products to improve care efficiencies
- Segue Science Labs - Drug discovery and development contract research facility with public/private access to high-tech laboratory space, equipment and expertise
- Segue Therapeutics, LLC - Biotechnology company discovering and commercializing repurposed drugs for human medical conditions
- SkyCoach, LLC - Software company aiding coaches in capturing and analyzing plays
- Swaybox, LLC - Film and TV media technology studio that specializes in puppetry

Digital Media Institute at InterTech (DMII)

Digital Media Institute at InterTech (DMII), established in 2014, 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.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Became nationally accredited by the commission of the Council on Occupational Education, placing DMII on the national stage as a high-quality school that exceeds national standards and has accountability for operations and student outcomes
- Became fully authorized to accept Title IV Federal Financial Student Aid by the U.S. Department of Education, allowing students to complete the FAFSA and use Pell grants and federal direct loans to help pay for their tuition
- Became authorized to accept the GI Bill, allowing veterans and their families the ability to use their benefits
- Participated in regional and national events, to include Dallas Fan Expo, Geek'd Con Shreveport, SBC Animae Fest, COE Accreditation Conference, Federal Student Aid training, the National Game Developers Conference, and the National SIGGRAPH Conference
- Expanded community outreach through two separate week-long summer camps at maximum capacity, and through involvement in highly visible community projects spanning the entertainment, attractions, architecture and cyber security industries, as well as several industrial companies

Office for Research Development and Administration (ORDA)

Office for Research Development and Administration (ORDA) was established in 2015 to pursue new research initiatives and provide support for the conduct of clinical trials in the region

- Continued to support University Health Shreveport research operations and foster collaborations with LSU Health Shreveport in clinical research
- Developed and promoted relationships with pharmaceutical companies and physician practices in North Louisiana
- Funded three \$50,000 proof-of-concept proposals out of 15 submitted by investigators at LSU Health Shreveport, Louisiana Tech University and University of Louisiana at Monroe through ORDA's seed funding program in the areas of Neuroscience, Neuroengineering and Aging; and launched ORDA's second cycle of the BRFSFP in June of 2017 to fund more projects in the areas of Neuroscience, Neuroengineering, Neuroinformatics and Aging
- Co-sponsored, facilitated and sponsored area research conferences, symposiums and workshops, including the Industry Day 2016 conference hosted by the Center for Cardiovascular Diseases and Sciences of LSU Health Shreveport and the Center for Biomedical Engineering and Rehabilitation Science of Louisiana Tech University; the annual Neuroscience Research Day of the Shreveport Chapter of the Society for

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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Neuroscience held at LSU Health Shreveport; the 32nd Southern Biomedical Engineering national conference in Shreveport; the first Stroke Update Symposium to be held at LSU Health Shreveport; and the Clinical Trials Research Billing Compliance workshop for University Health, BRF and LSU Health Shreveport research staff conducted by national experts

- Assisted an Entrepreneurial Accelerator Program (EAP) startup company to conduct a clinical trial in collaboration with LSU Health Shreveport for testing and validation of their product

Science and Technology Education- EdVentures

EDVentures supports and initiates STEM (Science, Technology, Engineering, and Mathematics) education and technology-based workforce development initiatives through five programs serving students in Caddo, Bossier and DeSoto parishes each year.

- Biotech Magnet Academy students earned \$746,418 in scholarships to pursue higher education under the direction of program administrators
- Eighty-five percent of Biotech Magnet Academy at Southwood High School 2017 graduates are attending four-year colleges. Twelve percent are going to two-year community colleges or trade schools
- EdVentures' SMART Program held its annual graduation luncheon, where the program marked its 200th student to 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
- Biotech Magnet Academy students attended a BRF sponsored field trip to see the biographical drama "Hidden Figures," which highlighted African American women's roles in science. Biotech Magnet Academy's enrollment for 2016-2017 was 50 percent African American females
- The FRC Robotics Team at Southwood High School competed in qualifying rounds at the FIRST (For Inspiration and Recognition of Science and Technology) Bayou Regional Tournament

Future State

Future State, formed in 2016, is comprised of technology professionals, many of which are from University Health. While serving all of University Health Shreveport and Monroe's IT (Information Technology) and EMR (Electronic Medical Record) needs, Future State seeks new business relationships within the healthcare community. By providing access to its EPIC™ Healthcare Platform and expertise to small hospitals, clinics, and physician practices, Future State

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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aims to advance healthcare technology in the community and State, and drive down the cost of healthcare for all. Future State offers this valuable service through its brand EMR Everywhere™ with the goal of providing an affordable technologically advanced electronic healthcare system to the entire community of North Louisiana, and beyond.

- Grew local technology workforce over 10 percent, with a current 119 jobs and growing
- Increased data security and level of service for University Health System
- Signed new customer in the Micro Hospital Business, for multiple sites; and generated 20 leads for prospects, including small physician practices, multi-specialty clinics and community hospitals
- Moved all hospital data to the only Tier 3 Data Center in the state, located in downtown Shreveport; and moved employees and operations to BRF's InterTech One campus
- Lowered costs compared to legacy state systems and services

GOALS FOR 2018

University Health

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

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
- Continue to expand use of the PET Imaging Center for both clinical and medical research applications

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- 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

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

Digital Media Institute at InterTech (DMII)

- Grow enrollment, and meet or exceed all operational metrics required to maintain accreditation and Louisiana Department of Education standards
- Evaluate and develop Occupational Associates degree versions of programs that will require Louisiana Board of Regents, Council on Occupational Education, and LA Department of Education approvals to implement
- Continue developing commercial partnerships to allow direct job creation
- Expand DMII's reach into other regional markets through satellite or online operations

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- Diversify DMII offerings with new media and technology-based programs
- 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
- 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

Future State

- Continue technology job growth in North Louisiana
- Increase client base and subscriber prospects

**BIOMEDICAL RESEARCH FOUNDATION
OF NORTHWEST LOUISIANA**

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EXPENDITURE SUMMARY—BIOMEDICAL FUND (280-319)

	<u>2016 Actual</u>	<u>2017 Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>
Salaries & Benefits	\$ 84,856	\$ 86,300	\$ 85,980	\$ 86,830
Contract Services	3,202,459	2,802,580	2,802,526	2,818,000
Statutory Charges	495	750	17,046	11,100
Internal Charges	13,772	14,996	14,996	14,716
Other Expenses	7,348	5,000	7,689	8,000
Total Expenditures	<u>\$ 3,308,930</u>	<u>\$ 2,909,626</u>	<u>\$ 2,928,237</u>	<u>\$ 2,938,646</u>

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 2018 Budget Governmental Funds

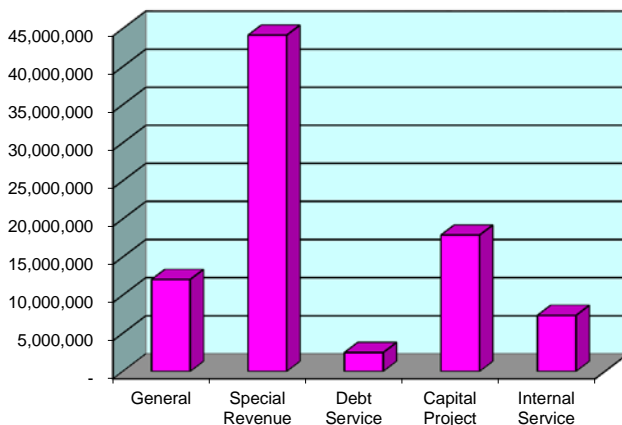
	Fund Type				
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Project</u>	<u>Total</u>
Revenues					
Ad Valorem Taxes	\$ 6,857,945	36,868,321	2,627,017	-	46,353,283
Sales Taxes	-	8,925,000	-	-	8,925,000
Licenses and Permits	752,300	387,000	-	-	1,139,300
Intergovernmental	1,640,500	3,399,564	-	280,000	5,320,064
Gaming	-	1,680,000	-	-	1,680,000
Oil and Gas	-	75,000	-	-	75,000
Charges for Services	226,000	468,400	-	-	694,400
Fines and Forfeitures	-	10,000	-	-	10,000
Rents and Interest Earned	85,000	1,340,650	6,000	748,990	2,180,640
Other Revenues	34,000	251,800	-	-	285,800
Total Revenues	9,595,745	53,405,735	2,633,017	1,028,990	66,663,487
Expenditures					
Parish Commission	699,108	-	-	-	699,108
District Court	1,872,734	-	-	-	1,872,734
District Attorney	5,446,667	-	-	135,500	5,582,167
Coroner	225,100	-	-	-	225,100
Administration and Legal	769,438	-	-	378,334	1,147,772
Human Resources	162,119	-	-	-	162,119
Finance	491,702	-	-	-	491,702
Information Systems	181,299	-	-	107,000	288,299
Registrar of Voters/Elections	834,303	-	-	-	834,303
LSU Extension Service	74,100	-	-	-	74,100
Public Works	-	8,012,580	-	10,802,000	18,814,580
Public Building Maintenance	251,548	4,882,519	-	1,171,000	6,305,067
Caddo Correctional Center	-	9,256,245	-	3,391,000	12,647,245
Parks and Recreation	-	1,341,919	-	70,000	1,411,919
Solid Waste Disposal	-	3,427,614	-	230,000	3,657,614
Juvenile Court	-	830,807	-	582,000	1,412,807
Juvenile Probation Operations	-	3,606,786	-	-	3,606,786
Juvenile Detention	-	3,188,018	-	-	3,188,018
Parish Health Unit	-	825,908	-	40,000	865,908
Animal Services and Mosquito Control	-	2,646,713	-	195,000	2,841,713
Economic Development	-	3,819,822	-	-	3,819,822
Debt Service	203,550	203,550	2,468,642	-	2,875,742
All Other	835,526	2,088,224	-	772,246	3,695,996
Total Expenditures	12,047,194	44,130,705	2,468,642	17,874,080	76,520,621
Excess (Deficiency) of Revenues Over Expenditures	(2,451,449)	9,275,030	164,375	(16,845,090)	(9,857,134)
Other Financing Sources (Uses)					
Operating and Capital Transfers In	1,800,000	4,350,000	-	16,821,834	22,971,834
Operating and Capital Transfers Out	(408,000)	(21,978,834)	-	(585,000)	(22,971,834)
Total Other Financing Sources (Uses)	1,392,000	(17,628,834)	-	16,236,834	-
Net Change in Fund Balances	(1,059,449)	(8,353,804)	164,375	(608,256)	(9,857,134)
Fund Balance at Beginning of Year	17,571,021	116,385,493	3,544,595	16,626,756	154,127,865
Fund Balance at End of Year	\$ 16,511,572	108,031,689	3,708,970	16,018,500	144,270,731

PARISH OF CADDO

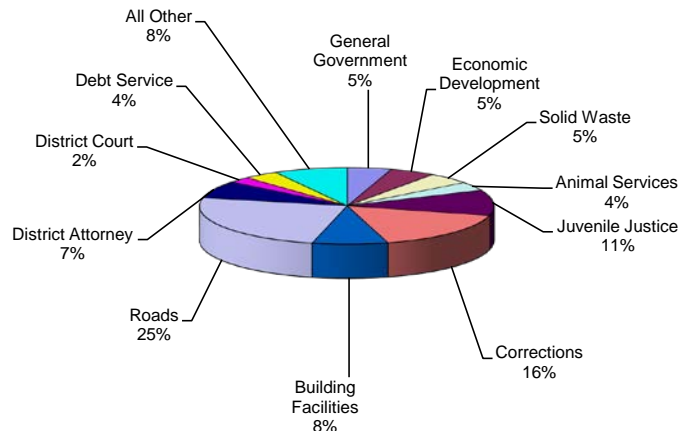
Summary of 2018 Budget Internal Service Funds

<u>Operating Revenues</u>	<u>Group Insurance</u>	<u>General Insurance</u>	<u>Total</u>
Employer Group Insurance Contributions	\$ 3,596,763	-	3,596,763
Employee Group Insurance Contributions	1,239,721	-	1,239,721
Retired Employee Group Insurance Contributions	241,751	-	241,751
Employer Retired Group Insurance Contributions	731,312	-	731,312
Casualty Insurance Premiums	-	860,000	860,000
Workers Compensation Insurance Premiums	-	406,000	406,000
Total Operating Revenues	5,809,547	1,266,000	7,075,547
 <u>Operating Expenses</u>			
Employee Group Insurance Program	6,059,819	-	6,059,819
Casualty Insurance Program	-	875,214	875,214
Workers Compensation Insurance Program	-	403,732	403,732
Total Operating Expenses	6,059,819	1,278,946	7,338,765
Operating Income	(250,272)	(12,946)	(263,218)
 Non-Operating Revenue (Expense)			
Interest Earned	25,000	15,000	40,000
Interest Expense	-	-	-
Total Non-Operating Income (Expense)	25,000	15,000	40,000
Change in Net Assets	(225,272)	2,054	(223,218)
Net Position at Beginning of Year	3,609,670	2,951,062	6,560,732
Net Position at End of Year	\$ 3,384,398	2,953,116	6,337,514

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 2017 budget	August 7, 2017
Budget Team convened to begin initial discussion of overall goals and priorities	August 30, 2017
Budget Team sets capital outlay priorities	August 30, 2017
Budget Team received and reviewed first draft of funding proposals	August 28, 2017
Submission deadline for final departmental and agency funding requests	September 05, 2017
Budget Team made final determination of proposed operating and capital budgets	September 22, 2017
Budget presented to Parish Commission at special meeting	October 30, 2017
Parish Commission holds Public Hearing on proposed budget	November 15, 2017
Parish Commission adopts final budget at special meeting	December 05, 2017

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:

- Capital Outlay Fund

BUDGET PREPARATION AND REVIEW PROCESS

- 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

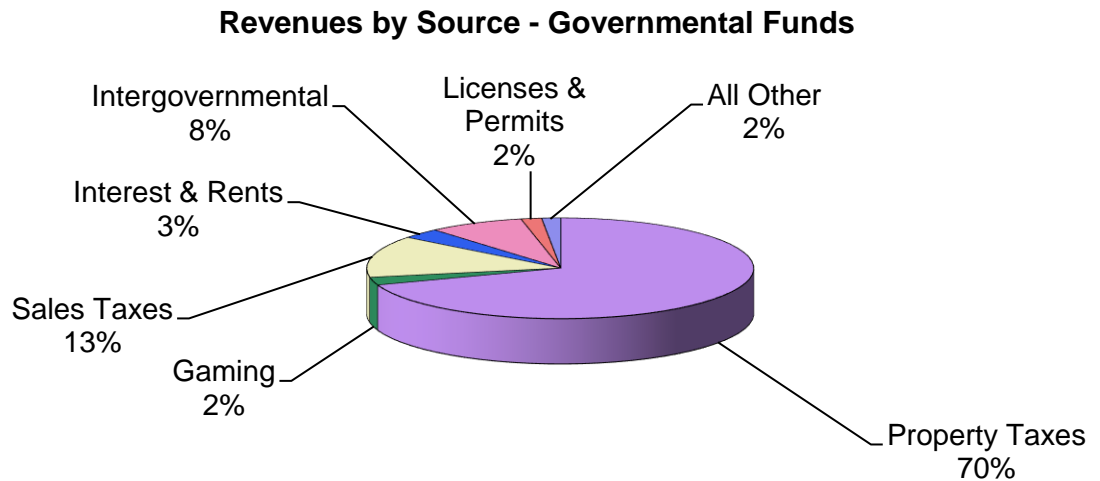
The development of this budget is governed by various legal requirements contained in the Louisiana Local Government Budget Act and the Home Rule Charter for Caddo Parish. In addition, parish management sets generalized budgetary policies and goals. Budgetary development practices recognize that a budget 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 specific

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

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 2018, ad valorem taxes are estimated to generate \$46.3 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 from 2009 to 2015 as a result of new residential and commercial construction. The total tax assessment declined from 2015 to 2016 due to a decline in the oil and gas industry. Ad valorem revenue is expected to increase slightly in 2017 and 2018 as a result of new properties added to the tax roll.

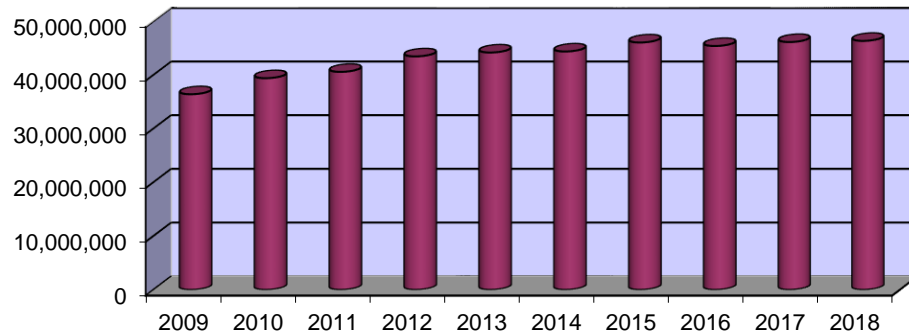
It is the Parish's policy to not roll-forward ad valorem taxes. Roll-forward is the process to increase ad valorem revenue as a result of the reassessment of property values. Since the Parish does not roll-forward, increases in ad valorem taxes are the result of new properties being added to the tax rolls. Completed commercial and residential construction projects resulted in a 28% increase in property tax assessments since 2009. 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 2017 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 2018 tax revenues. The taxable valuation for 2018 was projected to increase by approximately 1% from the assessor's estimate for 2017 which increased 1.3% from the 2017 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 2018, 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

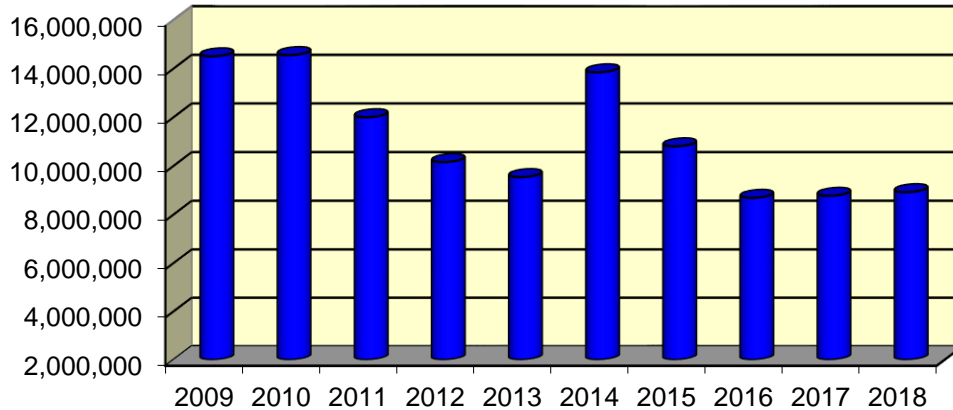
It is the Parish's policy to calculate conservative estimates for sales tax revenue given the volatile nature of this economically sensitive revenue source. Sales taxes are levied outside of the cities of Shreveport and Vivian. Revenue from this source is extremely difficult to project since these tax 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 2018. Sales taxes are included in the Solid Waste Disposal Fund and the Public Works Fund. Sales tax revenue has varied widely since 2009 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 in 2009 and 2010, more than 50% above the 2007 collections. Sales tax revenues 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. The substantial completion of the Benteler project and a decline in the oil and gas industry has resulted in stagnant sales tax revenue. For 2018, the Parish is projecting a modest 1.7% increase from the budgeted 2017 sales tax collections.

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

Sales Taxes - 10 Year History



Intergovernmental Revenues

Intergovernmental Revenues represent approximately 8% of total revenues for 2018. 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 2018 budget has been prepared anticipating a slight increase in State funds due to grant awards for capital projects.

Since the State operates on a July 1 through June 30 fiscal year, revenue estimates for the first half of 2018 are relatively certain. Revenues for the remainder of 2018 are projected at the same level until more information is received from the State.

Gaming Revenues

Gaming revenues represent approximately 2% of total revenue for 2018. 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 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.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

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 2018 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 \$75,000 for its oil and gas revenue for 2018 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 makes substantially all capital improvements in accordance with the plan.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

The Parish issued \$30 million in bonds from 2007 to 2009 to cover capital expenditures. \$535,000 of the bond proceeds will be used for 2018 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 2018 projected fund balance for the General Fund is over \$16 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 issue debt to finance current operations.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

Outstanding debt issues are detailed on page **E-63**. State law allows a maximum debt limit equal to 35% of the total assessed valuation for the Parish. At December 31, 2017, the total bonded debt of \$21,705,000 will represent approximately 3.6% of the debt ceiling of \$596,701,865. 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 2018. 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 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

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

matched by the Parish at a rate of 11.5% (beginning 01/01/18) 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 11.5% for 2018.

Financial Reporting:

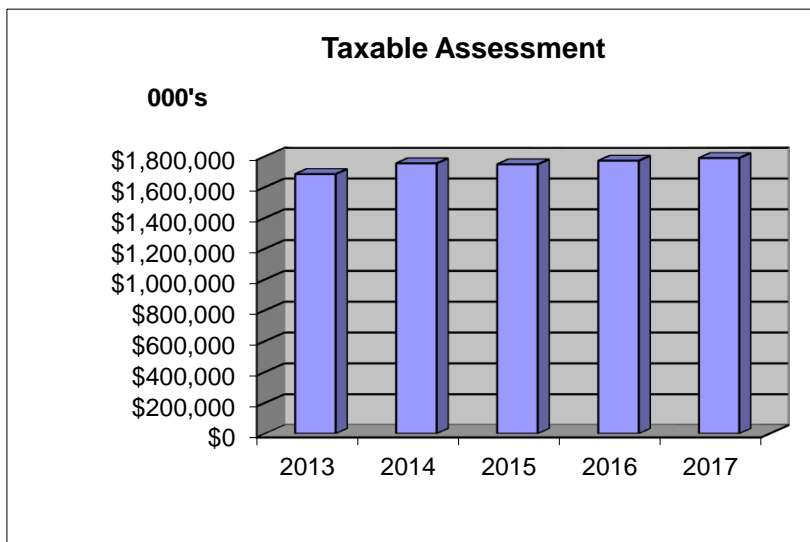
The Home Rule Charter requires the Parish to provide for an annual independent audit of all accounts and financial transactions of the Parish. The Parish produces annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).

PARISH OF CADDO

Taxable Assessment
2014 through 2018

Geographical Component	Actual per Assessment Roll			Projected	
	2014	2015	2016 (1)	2017	2018
Exempt Municipalities:					
Shreveport	1,197,789,849	1,226,088,956	1,230,472,544	1,247,699,160	1,260,176,151
Vivian	10,470,146	10,468,523	10,378,954	10,337,438	10,285,751
Bossier City	6,351,190	6,549,080	5,795,752	5,853,710	5,912,247
	1,214,611,185	1,243,106,559	1,246,647,250	1,263,890,307	1,276,374,149
Remainder of Parish	470,103,780	511,301,191	501,384,126	507,400,736	512,474,743
Total	1,684,714,965	1,754,407,750	1,748,031,376	1,771,291,043	1,788,848,892

Growth Projection		
	2017	2018
Shreveport	1.40%	1.00%
Vivian	-0.40%	-0.50%
Bossier City	1.00%	1.00%
Remainder of Parish	1.20%	1.00%
Total Assessment	1.33%	1.00%



(1) As adjusted by reappraisal/reassessment

PARISH OF CADDO

Schedule of Millage Rates
2014 - 2018

Millage Purpose	Authorized Through	Millage Rate				
		Levied				Proposed 2018
		2014	2015	2016 (1)	2017	
General Fund:						
Exempt Municipalities	Continuous	3.07	3.07	3.02	3.02	3.02
Remainder of Parish	Continuous	6.15	6.15	6.05	6.05	6.05
Public Works:						
Road and Bridge	2023	2.72	2.95	2.76	2.86	2.86
Solid Waste Disposal	2023	0.00	0.00	0.00	0.00	0.00
Drainage	2023	0.99	0.99	0.92	0.92	0.92
		3.71	3.94	3.68	3.78	3.78
Public Facilities:						
Road and Bridge	2018	0.00	0.00	0.00	0.00	0.00
Solid Waste Disposal	2018	0.00	0.00	0.00	0.00	0.00
Drainage	2018	0.00	0.00	0.00	0.00	0.00
Parks and Recreation	2018	0.81	0.81	0.83	0.83	0.83
		0.81	0.81	0.83	0.83	0.83
Courthouse Maintenance	2021	2.60	2.60	2.72	2.72	2.72
Detention Facilities	2023	5.04	5.04	5.01	5.01	5.01
Juvenile Court	2021	1.89	1.89	1.97	1.97	1.97
Public Health:	2023	1.07	1.07	1.15	1.15	1.15
	2020	0.84	0.84	0.78	0.78	0.78
		1.91	1.91	1.93	1.93	1.93
Biomedical Center	2032	1.671	1.671	1.640	1.64	1.64
Criminal Justice System:	2023	3.230	3.000	3.200	3.10	3.10
	2032	0.069	0.069	0.069	0.07	0.07
		3.299	3.069	3.269	3.17	3.17
Debt Service	Bond Term	1.75	1.75	1.50	1.50	1.50
Total - Exempt Municipalities		25.75	25.75	25.57	25.57	25.57
Total Remainder of Parish		28.83	28.83	28.60	28.60	28.60

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

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	\$3,816,950	(114,510)	49,438	69,020	3,820,898	112,980
Remainder of Parish	3,069,770	(92,090)	0	32,480	3,010,160	90,860
	6,886,720	(206,600)	49,438	101,500	6,831,058	203,840
Public Works:						
Road and Bridge	5,065,890	(151,980)	0	115,400	5,029,310	149,950
Solid Waste Disposal	0	0	0	3,220	3,220	0
Drainage	1,629,590	(48,890)	0	27,070	1,607,770	48,230
	6,695,480	(200,870)	0	145,690	6,640,300	198,180
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	1,470,170	(44,110)	0	18,876	1,444,936	43,520
	1,470,170	(44,110)	0	18,876	1,444,936	43,520
Building Maintenance	4,817,910	(144,540)	0	58,591	4,731,961	142,610
Detention Facilities	8,874,170	(266,230)	0	131,688	8,739,628	262,670
Juvenile Justice	3,489,440	(104,680)	0	43,417	3,428,177	103,280
Public Health:						
Original	2,036,980	(61,110)	0	27,528	2,003,398	60,290
Supplemental	1,381,610	(41,450)	0	19,934	1,360,094	40,890
	3,418,590	(102,560)	0	47,462	3,363,492	101,180
Biomedical Center	2,904,920	(87,150)	0	41,710	2,859,480	85,980
Criminal Justice	5,614,990	(168,450)	0	39,813	5,486,353	166,200
Debt Service	2,656,940	(79,710)	0	37,303	2,614,533	78,640
Total	\$46,829,330	(1,404,900)	49,438	666,050	46,139,918	1,386,100

PARISH OF CADDO

2018 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	\$3,854,650	(115,640)	45,500	44,863	3,829,373	114,090
Remainder of Parish	3,100,470	(93,010)	0	21,112	3,028,572	91,770
	6,955,120	(208,650)	45,500	65,975	6,857,945	205,860
Public Works:						
Road and Bridge	5,116,110	(153,480)	0	75,010	5,037,640	151,430
Solid Waste Disposal	0	0	0	2,093	2,093	0
Drainage	1,645,740	(49,370)	0	17,596	1,613,966	48,710
	6,761,850	(202,850)	0	94,699	6,653,699	200,140
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	1,484,740	(44,540)	0	12,269	1,452,469	43,950
	1,484,740	(44,540)	0	12,269	1,452,469	43,950
Building Maintenance	4,865,670	(145,970)	0	38,084	4,757,784	144,020
Detention Facilities	8,962,130	(268,860)	0	85,597	8,778,867	265,270
Juvenile Justice	3,524,030	(105,720)	0	28,221	3,446,531	104,310
Public Health:						
Original	2,057,180	(61,720)	0	17,893	2,013,353	60,890
Supplemental	1,395,300	(41,860)	0	12,957	1,366,397	41,300
	3,452,480	(103,580)	0	30,850	3,379,750	102,190
Biomedical Center	2,933,710	(88,010)	0	27,112	2,872,812	86,830
Criminal Justice	5,670,650	(170,120)	0	25,879	5,526,409	167,850
Debt Service	2,683,270	(80,500)	0	24,247	2,627,017	79,420
Total	\$47,293,650	(1,418,800)	45,500	432,933	46,353,283	1,399,840

PARISH OF CADDO

**Combined Personnel Roster
2016 - 2018**

Budget Component	Number of Employees			
	2016 Actual	2017 Budget	2017 Actual	2018 Budget
Parish Commission Operations:				
Public Works:				
Administration	13	13	12	12
North Camp	18	18	17	17
South Camp	24	24	23	23
Solid Waste Disposal	56	56	56	60
	111	111	108	112
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	17	17	17	17
	70	71	70	70
Administration:				
Administration and Legal	9	9	9	9
Finance	11	13	11	13
Human Resources	4	4	4	4
Information Services	3	3	3	3
	27	29	27	29
Animal Services and Mosquito Control	37	38	38	38
Parks and Recreation	16	16	16	16
Fleet Services	9	9	9	9
Juvenile Services				
Probation	31	31	31	33
Detention	38	38	38	43
	69	69	69	76
Commission Clerk	2	3	2	3
Total Parish Commission	341	346	339	353
Parish Funded Agency Operations:				
District Court	19	19	19	19
Juvenile Court	9	10	10	10
Registrar of Voters	32	32	32	32
Ward Courts	20	20	19	20
Total Funded Agency	80	81	80	81
Total Parish Budget	421	427	419	434

PARISH OF CADDO

Total Salaries and Related Benefits By Fund and Function

	<u>2017</u> <u>Budget</u>	<u>2018</u> <u>Budget</u>
General:		
Parish Commission	\$ 518,419	\$ 523,994
District Court	1,729,731	1,741,413
Ward Courts (Constables & JPs)	58,000	58,242
Administration and Legal	1,110,183	1,134,979
Human Resources	280,423	297,466
Finance	965,112	916,492
Information Services	256,484	259,290
Registrar of Voters	420,208	440,433
David Raines Community Center	5,770	5,770
LSU Extension Service	63,000	63,000
Other	205,240	205,860
Public Works:		
Administration	1,254,670	1,198,104
Fleet Services	560,299	550,604
North Camp	1,181,662	1,129,761
South Camp	1,487,252	1,432,179
Commercial Vehicle Enforcement Unit	124,088	125,544
Building Maintenance:		
Courthouse	2,311,350	2,270,931
Detention Facilities:		
Caddo Correctional Center	1,164,830	1,153,202
Parks and Recreation	965,495	940,181
Solid Waste Disposal:		
Compactor System Operations	1,305,812	1,312,782
Code Enforcement	39,002	39,663
Juvenile Justice:		
Court	818,128	820,994
Probation	2,278,902	2,317,347
Detention	2,311,550	2,420,402
Building Maintenance	114,434	114,561
Riverboat	139,945	141,000
Health Tax:		
Shreveport Regional Lab	1,237	1,299
Highland Health Unit	352,506	324,952
Vivian Health Unit	45,154	44,191
Animal Services	1,506,051	1,518,149
Mosquito Control	268,988	262,344
Biomedical	86,300	86,830
Criminal Justice	166,820	167,850
	<u>\$ 24,097,045</u>	<u>\$ 24,019,809</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 – 419

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	15,523

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, 2016)

Rank	Employer	Number of Employees
1	Caddo Parish School Board	9,416
2	University Health	7,000
3	Willis Knighton Health System	6,732
4	City of Shreveport	2,569
5	LSU Health Science Center	2,012
6	Christus Schumpert Health System	1,800
7	United States Dept of Veteran Affairs	1,682
8	Teleperformance	1,623
9	Wal-Mart	1,501
10	Sam's Town Casino	1,265
Total		35,600

Top Ten Taxpayers in Caddo Parish (as of December 31, 2016)

Rank	Name	Type of Business	Assessed Value
1	Swepco / AEP	Utility	\$93,026,330
2	Chesapeake Operating	Natural Gas Exploration	\$20,072,730
3	Calumet	Refinery	\$18,519,270
4	Bell South	Utility	\$15,011,420
5	Universal Oil Products	Natural Gas Exploration	\$14,771,900
6	Union Pacific Railroad Co.	Railroad	\$12,962,100
7	BHP Billiton Petro Co	Natural Gas Exploration	\$12,643,150
8	Wal-Mart	Retail	\$11,772,730
9	Centerpoint Energy	Utility	\$10,400,770
10	Capital One	Banking	\$11,262,870

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
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	251,164	\$12,341,720	\$41,593	6.60%
2016	247,597	(1)	(1)	6.40%

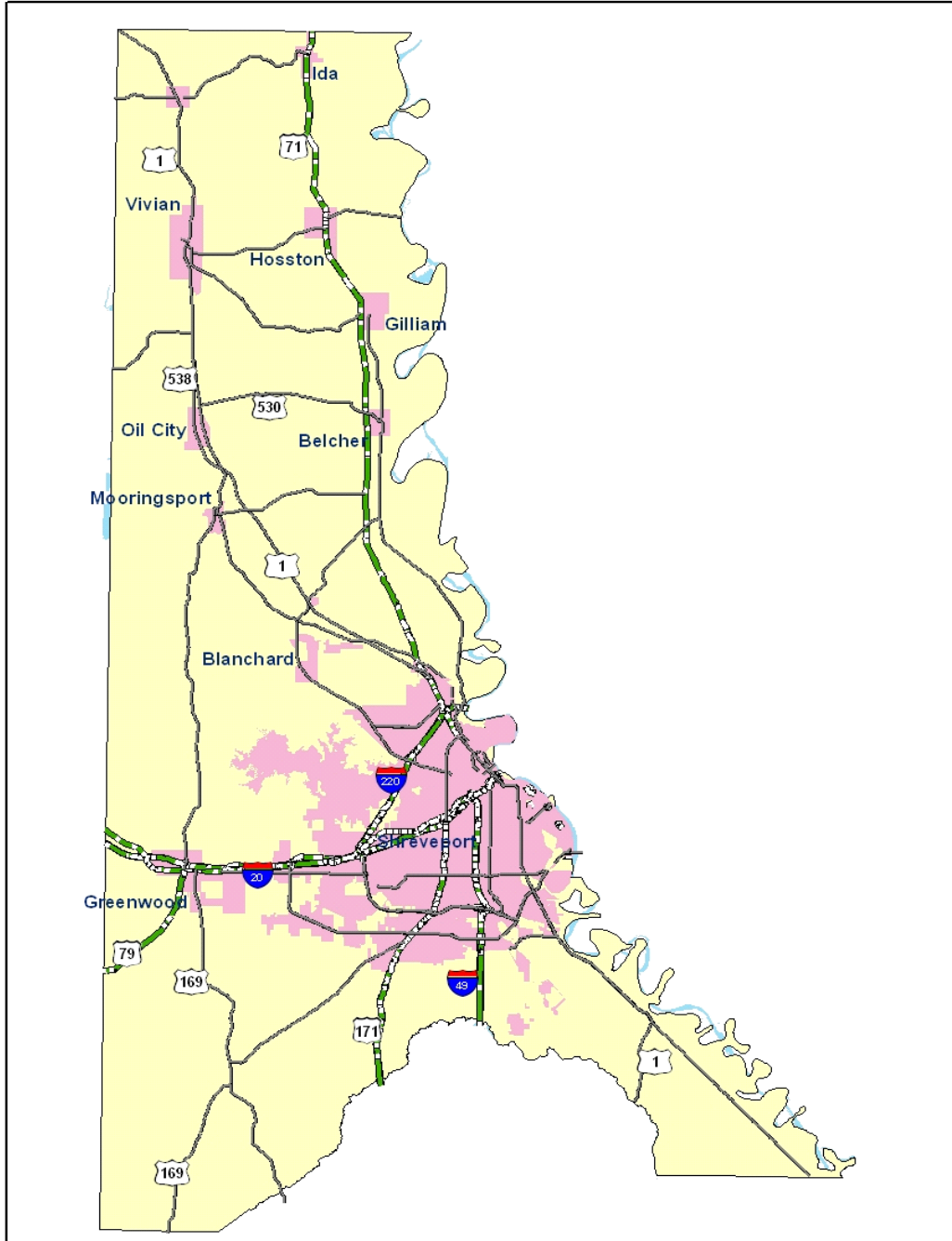
Note: (1) 2016 Data not available.

Additional Demographic Data

Year	Median Age	School Enrollment
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
2016	36.0	39,530

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.

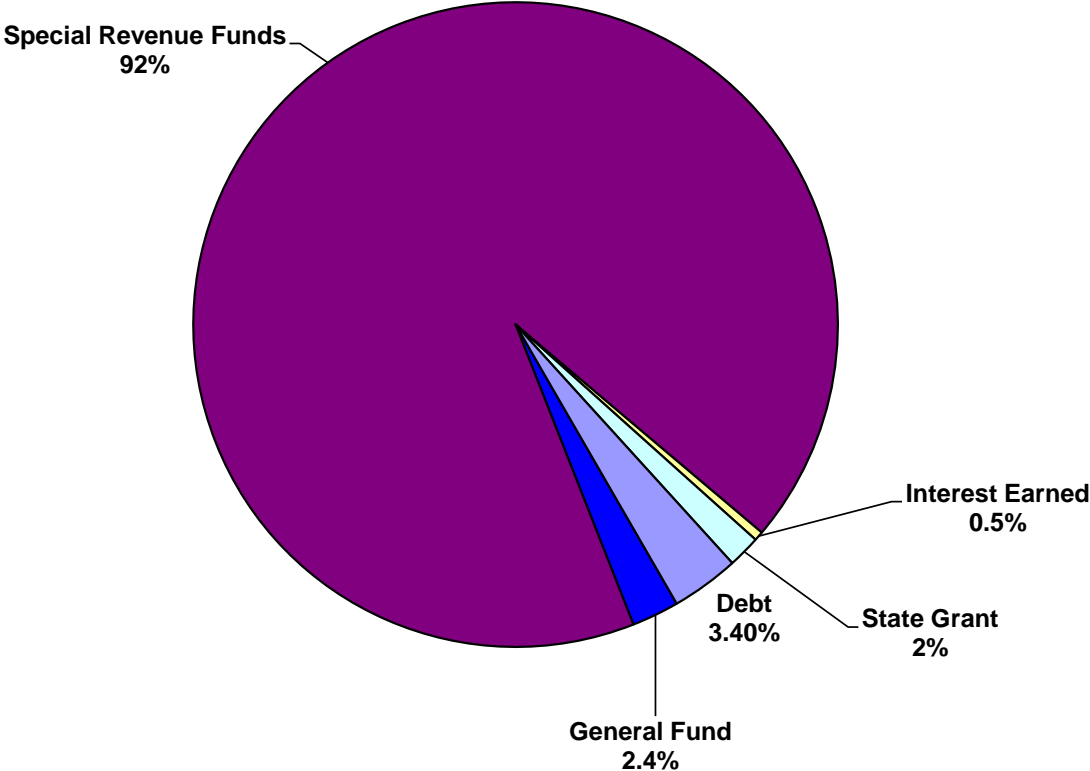
The capital portion of the budget is distinct from the operating budget for several reasons. First, capital outlay reflects non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. 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.

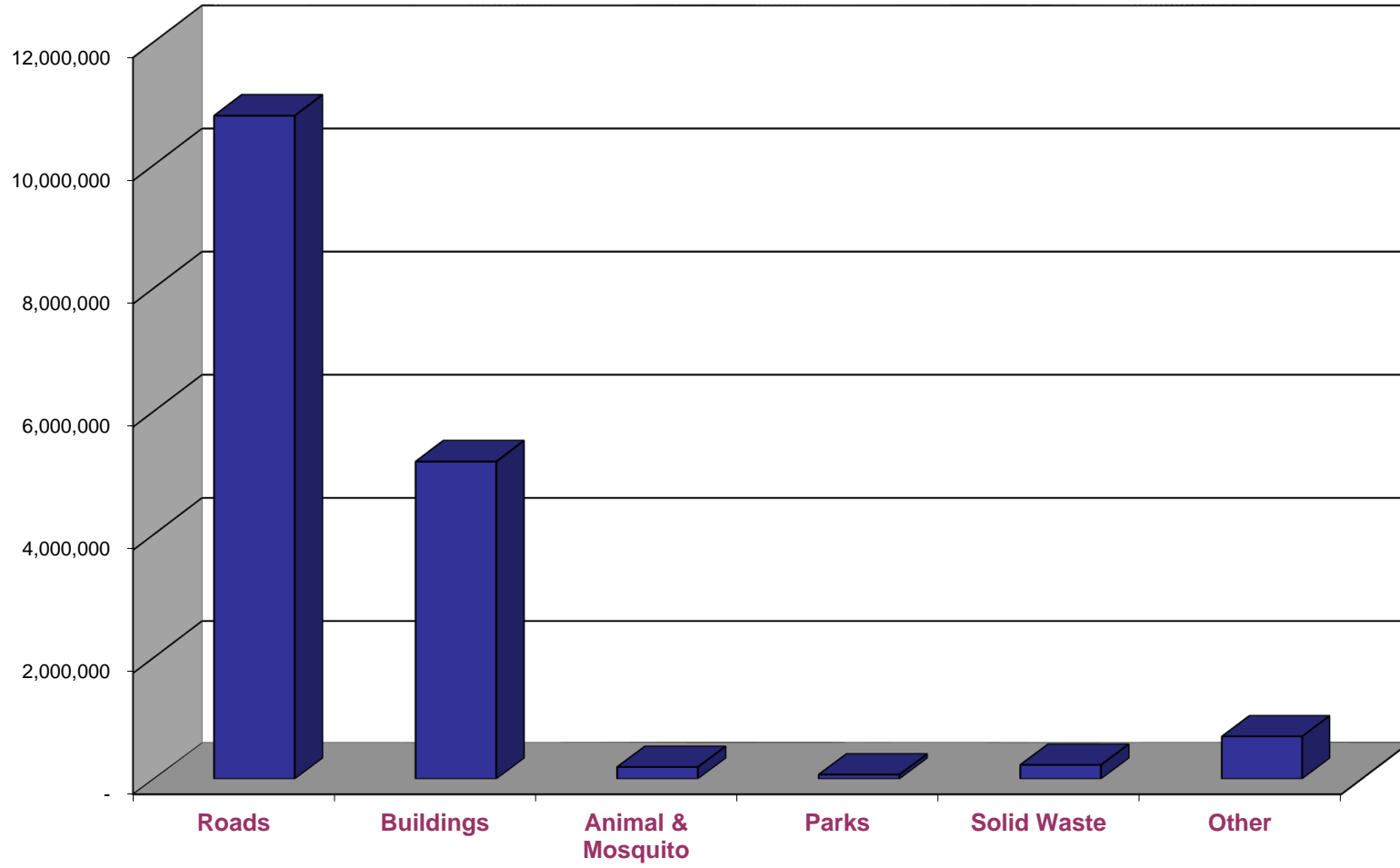


Capital Outlay Program - Sources of Funding



Capital Outlay Program - Expenditures by Major Function

D-2



Capital Outlay Fund

Budget Summary 2018 Capital Expenditure Program

Function	Amount
Administration	378,334
District Attorney	135,500
Information Systems	107,000
Highland Health Unit	30,000
Vivian Health Unit	10,000
Caddo Community Action Agency	105,000
Parish Courthouse	816,000
Juvenile Court Buildings	582,000
Coroners Building	10,000
LSU Extension	95,000
David Raines Center	120,000
Francis Bickham Building	25,000
Caddo Correctional Center	3,391,000
Animal Services and Mosquito Control	195,000
Solid Waste	230,000
Roads and Drainage	10,802,000
Parks and Recreation	70,000
Program Administration	80,240
Total	\$ 17,182,074

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Revenues:	
3610 Interest Earned	\$ 80,240
3724 State Grant Revenue	280,000
Total Revenues	360,240
Expenditures:	
120 Criminal Justice:	
23 District Attorney:	
4740 Vehicle Purchases: Two Replacement Vehicles	44,000
4743 Equipment Purchases Two Network Firewalls Network Switch MS Office 2016 Exchange Server Personal Computers (15)	9,000 2,500 50,000 12,000 18,000 91,500
Total District Attorney	135,500
131 Administration:	
4524 Feasibility Studies: Feasibility Study	20,000
4739 Building Renovations: Caddo Common	333,334
4740 Vehicle Purchases: Replacement Vehicle for the MPC	25,000
Total Administration	378,334
136 Information Systems:	
4745 Computer Hardware and Software Purchases: Microsoft Enterprise Agreement Server Upgrades	35,000 15,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
	Workstation Replacement	20,000
	Server Room Upgrades	10,000
	Network Infrastructure Improvement	15,000
	Virtualization Improvements	12,000
Total Information Systems		107,000
161	Facilities and Maintenance:	
14	Highland Health Unit:	
4739	Building Renovations:	
	Replace Flooring	20,000
	Security Upgrades	10,000
		30,000
15	Vivian Health Unit	
4739	Building Renovations:	
	Lighting Upgrade	10,000
60	Caddo Community Action Agency:	
4739	Building Renovations:	
	Replace Ceiling Tiles - 1st, 3rd and Auditorium	15,000
	Replace All Interior Doors and Hardware	80,000
	Lighting Upgrades	10,000
		105,000
61	Courthouse:	
4739	Building Renovations:	
	Tax Assessor General Renovations	15,000
	Reseal Exterior Courthouse - Phase II	400,000
	Replace 7th Floor Windows - Phase II	200,000
	Lighting Upgrades	25,000
	Replace 2 Liebert Units	120,000
		760,000
4740	Vehicle Purchases:	
	Replace 2 Pickup Trucks	56,000
		816,000
62	Juvenile Court Buildings:	
4739	Building Renovations:	
	General Renovations	30,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
	Lighting Upgrades	25,000
	Replace Boiler in Annex	90,000
	Replace PTBs in Court Building - Phase I	150,000
		295,000
4743	Equipment Purchases:	
	15 GPS Ankle Monitors	20,000
	30 House Arrest Monitors (Lease)	67,000
	Rite Track Software	200,000
		287,000
		582,000
63	Coroner's Office:	
4739	Building Renovations:	
	Lighting Upgrades	10,000
64	LSU Extension	
4739	Building Renovations:	
	General Renovations	10,000
	Replace HVAC	85,000
		95,000
69	David Raines Center:	
4739	Building Renovations:	
	Lighting Upgrades	10,000
	Renovate Landscaping	50,000
	General Classroom Renovations	60,000
		120,000
66	Francis Bickham Building:	
4739	Building Renovations:	
	Replace Floors	15,000
	Lighting Upgrade	10,000
		25,000
67	Caddo Correctional Center:	
4739	Building Renovations:	
	Replace Cell Door Locks	3,000,000
	HVAC Drunk Tanks Cell Replacement	20,000
	Carpet Replacement All Pods	15,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
<div style="text-align: right; padding-right: 20px;">Fire Sprinkler System Replacement - Phase I</div> <div style="text-align: right; padding-right: 20px;">LED Inside Lighting Retrolife Phase III</div>	250,000
	50,000
	3,335,000
4740 Vehicle Purchases: <div style="text-align: right; padding-right: 20px;">Replace 2 Pickups</div>	56,000
	3,391,000
Total Facilities and Maintenance	5,184,000
312 Animal Services and Mosquito Control:	
4739 Building Renovations: <div style="text-align: right; padding-right: 20px;">Paint and Repair Stray Hold Kennels</div> <div style="text-align: right; padding-right: 20px;">Paint All Floors Throughout Shelter and Hallways</div> <div style="text-align: right; padding-right: 20px;">Lighting Upgrades</div>	12,000
	15,000
	15,000
	42,000
4740 Vehicle Purchases: <div style="text-align: right; padding-right: 20px;">Replace Animal Control Truck with Animal Box</div> <div style="text-align: right; padding-right: 20px;">Replace Mosquito Control Spray Truck</div> <div style="text-align: right; padding-right: 20px;">26' Mobile Adoption Unit/Van-Phase II</div>	51,000
	26,000
	76,000
	153,000
Total Animal Services and Mosquito Control	195,000
423 Solid Waste Disposal:	
4740 Vehicle Purchases <div style="text-align: right; padding-right: 20px;">Replace Pickup Truck</div>	30,000
4741 Heavy Equipment: <div style="text-align: right; padding-right: 20px;">Replace Roll-Off Truck</div>	200,000
Total Solid Waste Disposal	230,000
441 Public Works:	
30 Drainage Capital Improvements:	
4722 Drainage Projects: <div style="text-align: right; padding-right: 20px;">Contract Drainage Maintenance</div> <div style="text-align: right; padding-right: 20px;">Culvert Conversions</div>	100,000
	100,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
	Pine Hill Road Bridge Replacement	700,000
	Providence Road Bridge Replacement	700,000
	Keithville Sprigeridge Road Bridge Replacement	1,000,000
		2,600,000
4741	Heavy Equipment: Replace Culvert Cleaner (South Camp)	25,000
4740	Vehicle Purchases: Replacement Pickup Truck (South Camp)	30,000
		2,655,000
31	Road Capital Improvements:	
4721	Road Construction Projects:	
	Overlay and Rehabilitation	5,600,000
	Overlay and Rehabilitation - Parish Transportation Fund	1,400,000
	Striping Program	75,000
	Bridge Program	75,000
	Chip Seal Program	75,000
	Guard Rail Replacement	75,000
	Southern Loop/Wallace Lake Roundabout	300,000
		7,600,000
4741	Heavy Equipment: Boom Saw Skid Steer Attachment (North Camp)	20,000
4395	Grant Program:	
	Bike Facilities Grant	440,000
	Grant Match Park Upgrades	57,000
		497,000
		8,117,000
431	Fleet Services:	
4740	Vehicle Purchases: Replace Pickup Truck	30,000
Total Roads, Bridges, Drainage and Fleet		10,802,000
511	Parks and Recreation:	
4395	Grant Program:	

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Grant Match Park Upgrades	70,000
Total Parks and Recreation	70,000
131 Fund Administration:	
4321 Legal and Audit	3,542
4361 General Fund Administration	76,698
Total Fund Administration	80,240
Total Expenditures	17,182,074
Excess (Deficiency) of Revenues Over Expenditures	(16,821,834)
Other Financing Sources (Uses):	
3837 Transfer From General Fund	408,000
3838 Transfer From Building Maintenance Fund	576,000
3841 Transfer From Parks and Recreation Fund	70,000
3842 Transfer From Solid Waste Disposal Fund	230,000
3847 Transfer From Public Works Fund	10,522,000
3845 Transfer From Health Tax Fund	195,000
3844 Transfer From Juvenile Justice Fund	287,000
3849 Transfer From Oil and Gas Fund	663,834
3862 Transfer From Detention Facilities Fund	285,000
3854 Transfer From Capital Improvement Fund	535,000
3854 Transfer From Capital Improvement Fund II	50,000
3856 Transfer From Reserve Trust Fund	3,000,000
Total Other Financing Sources (Uses)	16,821,834
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

2018

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Woolworth Oaks
 - Canyon Oaks
 - English Oaks
 - Scarlet Oaks
 - Tin Cup
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Approach Slab Program

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
 - Preston Road
 - McCain Road
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Bridge Program
- Chip Seal Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Road Patching Program

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Crawford Road Bridge Replacement

SOLID WASTE

- Compactor Site Upgrades

2020

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Mira Myrtis 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

SOLID WASTE

- Compactor Site Upgrades

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

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
- 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

2022

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
- TBD Road Reconstruction

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

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

ANIMAL SERVICES & MOSQUITO CONTROL

2018

- Lighting Upgrade
- Paint and Repair Stray Hold Kennels
- Paint All Floors Throughout Building

2019

- Overhang For Covered Parking
- LED Lighting Upgrade
- Replace 2 RTU's

2020

- Upgrade Main Electrical
- Replace Freezer

CADDO CORRECTIONAL CENTER

2018

- Replacement of all Cell Door Lock – Sheriff Request
- HVAC Drunk Tank Cell Replacement
- Carpet Replacement all Pods
- LED Inside Lighting Retrofit – Phase III
- Fire Sprinkler System Replacement – Phase I

2019

- Southeast Ambulance Entrance Gate Replacement
- Fire Alarm System Replacement
- Fire Sprinkler System Replacement – Phase II
- Air Handler Unit Replacement – Phase I
- Exhaust Fan Replacement Phase I
- LED Inside Lighting Retrofit – Phase IV

2020

- Air Handler Unit Replacement – Phase II
- Fire Sprinkler System Replacement – Phase III
- Exhaust Fan Replacement Phase II

2021

- Soundproofing in Pods
- Replace Two Washing Machines
- Air Handler Unit Replacement – Phase III

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Exhaust Fan Replacement Phase III

2022

- Reseal Building
- Soundproofing in Pods
- Air Handler Unit Replacement – Phase IV

CADDO PARISH COURTHOUSE

2018

- General Renovations to Tax Assessor – Tax Assessor Request
- Reseal Exterior of Courthouse Phase II
- Replace Windows on the 7th Floor Phase II
- Lighting Upgrade
- Replace Two Liebert Units

2019

- Replace Four Boilers
- Replace AHU on 4th Floor
- Electrical Upgrade Phase II
- Replace AHU's on 5th & 6th Floor
- Replace Card Reader System
- Replace AHU's in G-18
- Replace York Chiller
- Replace Marley Cooling Tower

2020

- Upgrade Phone System
- Replace York Chiller
- Replace Roof

2021

- Replace York AHU
- Replace 2 Liebert Units
- General Renovations

2022

- General Renovations
- Lighting Upgrade
- Remodel Two Courtrooms

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

CCAA

2018

- LED Lighting Upgrades
- Replace Ceiling Tile – Agency Request
- Replace All Interior Doors and Hardware – Agency Request

2019

- Security Upgrades – Agency Request
- Replace Roof Auditorium

2020

- Replace Roof Educational Building

2021

- Replace 2 RTU's for 3rd Building

2022

- Replace Flooring

CORONER'S OFFICE

2018

- Lighting Upgrade

2019

- Lighting Upgrade
- General Renovations

DAVID RAINES CENTER

2018

- Lighting Upgrades
- Renovate Landscaping
- General Renovations in the Classrooms

2019

- Replace 2 RTU's in Office Building
- Reseal Buildings
- Replace 2 RTU's in Educational Building

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2020

- Replace Roof of Educational Building
- Replace 2 RTU's in Office Building

2021

- Re-Landscape Grounds
- Paint Offices in Dental

2022

- General Renovations

FRANCIS BICKHAM BUILDING

2018

- LED Lighting Upgrades
- Replace Flooring

2019

- Remodel 4th Floor For Office Space – DA Request
- Replace Card Reader System
- Replace Windows on 1st Floor
- Replace Exhaust Fan System
- Lighting Upgrade

2020

- Replace Server Room A/C Units

2021

- Replace Flooring
- Lighting Upgrades

2022

- Replace Flooring
- Lighting Upgrades

GOVERNMENT PLAZA

2019

- Security Upgrade
- LED Lighting Upgrade 7th Floor – Phase I

2020

- LED Lighting Upgrade 7th Floor – Phase II

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2021

- LED Lighting Upgrade 7th Floor – Phase III

HIGHLAND HEALTH UNIT

2018

- Replace Flooring
- Security Upgrades

2019

- Replace Both Pneumatic Compressors
- Replace Rooftop AHU
- Lighting Upgrades
- Security Upgrades

2020

- Replace Chillers

2021

- Reseal Exterior of Building

2022

- Electrical Upgrade

JUVENILE COURT

2018

- Replace Boiler in Annex Building
- Replace PTB's in Court Building
- General Renovations
- Lighting Upgrades

2019

- Replace 2 AHU's in Detention
- Replace 2 Chillers
- Replace HVAC Pumps in Court Building
- Replace 2 AHU's in Detention
- Replace Roof at JUV DA Annex
- Security Upgrade

2020

- Replace Chillers in Annex Building

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2021

- Lighting Upgrades
- Security Upgrades
- General Renovations

2022

- Replace Flooring in Annex
- Lighting Upgrade
- Replace AHU's in Annex

LSU EXTENSION

2018

- General Renovations
- Replace HVAC

2019

- Replace Metal Roof

2020

- Replace Flooring

2021

- Lighting Upgrade

REGIONAL LAB

2019

- Replace AHU
- Outside Lighting Upgrade
- HVAC Modification
- Replace Roof
- Lighting Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

VIVIAN HEALTH UNIT

2018

- Lighting Upgrade

2019

- Paint Offices



DEPARTMENT OF PARKS AND RECREATION

5 YEAR

CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2018

EARL WILLIAMSON PARK

- Canopy Replacements
- Play Area Improvements
- Camping Ground Improvements
- \$70,000 Grant for Large Pavilion

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

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2019

EDDIE JONES PARK

- Miscellaneous Improvements

KEITHVILLE PARK

- Miscellaneous Improvements

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

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

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

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

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2022

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

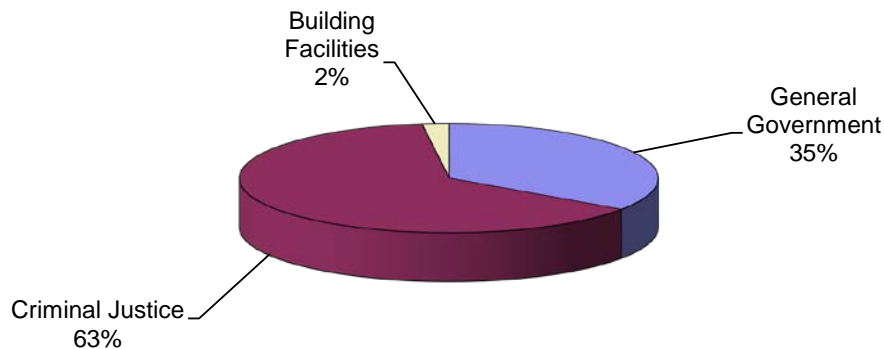
	2016 Actual	2017		2018 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 6,688,115	6,798,460	6,835,058	6,857,945
Licenses & Permits	773,494	732,100	760,615	752,300
Intergovernmental Revenue	1,693,419	1,575,500	1,683,535	1,640,500
Charges For Services	228,877	225,000	230,252	226,000
Rents & Interest Earned	36,765	75,000	75,773	85,000
Other Revenues	42,523	34,000	30,225	34,000
Total Revenues - General Fund	9,463,193	9,440,060	9,615,458	9,595,745
Expenditures By Function				
General Government				
Commission	598,946	708,764	607,423	699,108
Administration & Legal	714,230	740,205	717,363	769,438
Human Resources	155,189	164,032	153,348	162,119
Finance	332,517	506,445	371,673	491,702
Information Systems	158,004	188,607	178,196	181,299
Elections	631,283	805,710	786,817	834,303
LSU Extension	70,653	74,100	73,208	74,100
Allocations To Other Entities	260,842	303,004	280,136	270,424
Statutory Appropriations	499,738	523,615	653,642	695,410
Total General Government	3,421,402	4,014,482	3,821,806	4,177,903
Building Facilities				
Facilities & Maintenance				
Coroner	66,633	72,920	64,896	72,626
LSU Extension	28,474	35,455	31,851	35,213
Archives	75,735	76,000	75,847	76,000
David Raines	43,969	70,521	53,464	67,709
Total Building Facilities	214,811	254,896	226,058	251,548
Criminal Justice				
District Court	1,802,826	1,922,174	1,872,104	1,872,734
District Attorney	4,819,498	5,044,826	5,193,539	5,446,667
Coroner	214,855	232,100	215,583	225,100
Constables & Justices of the Peace	66,856	76,500	69,882	73,242

GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

	2016 Actual	2017		2018 Adopted
		Budget	Estimated	
Total Criminal Justice	6,904,035	7,275,600	7,351,108	7,617,743
Total Expenditures - General Fund	10,540,249	11,544,978	11,398,972	12,047,194
Excess (Deficiency) Of Revenues Over Expenditures	(1,077,056)	(2,104,918)	(1,783,514)	(2,451,449)
Other Financing Sources:				
Transfers In	2,000,000	2,000,000	2,000,764	1,800,000
Transfers Out	(510,000)	(868,000)	(868,000)	(408,000)
Total Other Financing Sources (Uses)	1,490,000	1,132,000	1,132,764	1,392,000
Net Change In Fund Balance	412,944	(972,918)	(650,750)	(1,059,449)
Fund Balance, Beginning Of Year	17,808,827	17,907,349	18,221,771	17,571,021
Fund Balance, End Of Year	\$ 18,221,771	16,934,431	17,571,021	16,511,572

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.

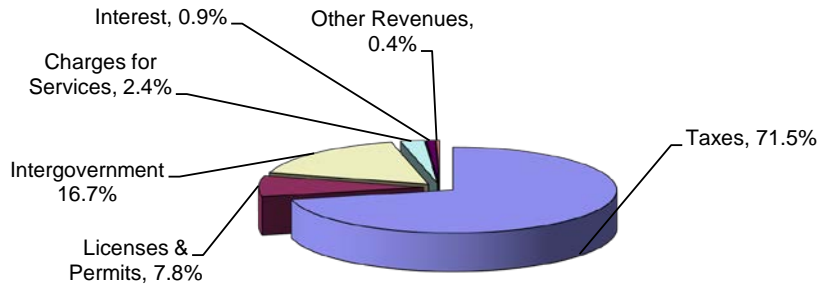
GENERAL FUND
Budget By Category

	2016 Actual	2017 Budget	2017 Estimated	2018 Adopted
Revenues				
Tax Revenue	\$ 6,688,115	6,798,460	6,835,058	6,857,945
Licenses & Permits	773,494	732,100	760,615	752,300
Intergovernmental Revenue	1,693,419	1,575,500	1,683,535	1,640,500
Charges For Services	228,877	225,000	230,252	226,000
Rents & Interest Earned	36,765	75,000	75,773	85,000
Other Revenues	42,523	34,000	30,225	34,000
Total Revenues	9,463,193	9,440,060	9,615,458	9,595,745
Expenditures				
Salaries & Benefits	5,243,701	5,612,570	5,429,537	5,646,939
Materials & Supplies	210,717	280,650	226,823	243,150
Education, Training & Travel	142,794	259,300	169,071	220,500
Utilities	138,998	164,400	147,046	163,600
Repairs & Maintenance	39,564	58,700	48,307	57,800
Contract Services	642,217	703,355	661,230	734,119
Statutory Charges	5,047,555	5,426,600	5,592,275	5,863,900
Internal Charges	(1,474,239)	(1,599,186)	(1,604,793)	(1,614,798)
Capital Outlay	31,509	79,000	51,851	53,100
Allocations To Other Entities	260,842	305,504	281,236	272,424
Debt Service	200,450	202,375	202,375	203,550
Other Expenses	87,140	105,550	96,286	133,550
Grant Programs	344,238	295,000	451,166	445,000
Reimbursements	(375,237)	(348,840)	(353,438)	(375,640)
Total Expenditures	10,540,249	11,544,978	11,398,972	12,047,194
Excess (Deficiency) Of Revenues Over Expenditures	(1,077,056)	(2,104,918)	(1,783,514)	(2,451,449)
Other Financing Sources (Uses)				
Transfers In	2,000,000	2,000,000	2,000,764	1,800,000
Transfers Out	(510,000)	(868,000)	(868,000)	(408,000)
Total Other Financing Sources (Uses)	1,490,000	1,132,000	1,132,764	1,392,000

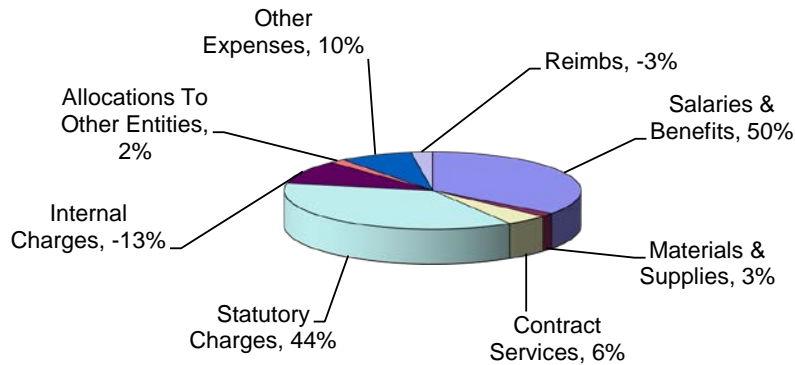
GENERAL FUND

Budget By Category

	2016 Actual	2017		2018 Adopted
		Budget	Estimated	
Net Change In Fund Balance	412,944	(972,918)	(650,750)	(1,059,449)
Fund Balance, Beginning Of Year	17,808,827	17,907,349	18,221,771	17,571,021
Fund Balance, End Of Year	\$ 18,221,771	16,934,431	17,571,021	16,511,572



72% of the General Fund revenues for 2018 come from ad valorem (property) taxes. Property taxes are budgeted to increase 1% over the 2017 assessed value, which results from new properties coming on to the tax rolls.



Salaries and benefits comprise 47% 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, 48%. 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	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Revenues								
3111	Ad Valorem Tax-Inside City	\$ 3,654,545	3,809,770	-	3,816,950	3,816,950	3,854,650	0.99%
3112	Ad Valorem Tax-Outside	3,033,374	3,124,070	-	3,069,770	3,069,770	3,100,470	1.00%
3115	Estimated Uncollectible Taxes	(92,115)	(208,010)	-	(206,600)	(206,600)	(208,650)	0.99%
3118	Payments In Lieu Of Taxes	47,460	42,500	49,438	-	49,438	45,500	(7.97%)
3120	Prior Year Taxes	44,851	30,130	103,108	2,392	105,500	65,975	(37.46%)
3211	Liquor Licenses	23,375	21,000	21,050	500	21,550	21,000	(2.55%)
3212	Beer Licenses	6,715	6,100	6,348	100	6,448	6,300	(2.30%)
3216	Occupational Licenses	248,411	235,000	241,790	800	242,590	240,000	(1.07%)
3217	Insurance Licenses	494,993	470,000	486,027	4,000	490,027	485,000	(1.03%)
3218	Cable T.V. Franchise Fees	225,752	220,000	158,326	65,426	223,752	221,000	(1.23%)
3224	Fines	3,125	5,000	5,000	1,500	6,500	5,000	(23.08%)
3351	State Revenue Sharing	166,662	160,000	-	161,387	161,387	160,000	(0.86%)
3353	Louisiana Oil & Gas Severance	1,002,613	1,000,000	1,002,613	1,211	1,003,824	1,000,000	(0.38%)
3354	Louisiana Timber Severance	173,555	100,000	124,296	40,000	164,296	135,000	(17.83%)
3355	Louisiana Beer Tax	20,319	20,500	8,674	9,674	18,348	20,500	11.73%
3610	Interest Earned	36,765	75,000	-	75,773	75,773	85,000	12.18%
3695	Miscellaneous Revenue	28,760	20,000	15,218	3,084	18,302	20,000	9.28%
3723	Federal Grants - Other	330,270	295,000	284,001	51,679	335,680	325,000	(3.18%)
3727	Court Services Fees	13,763	14,000	7,405	4,518	11,923	14,000	17.42%
Total Revenues - General Fund		9,463,193	9,440,060	2,513,294	7,102,164	9,615,458	9,595,745	(0.21%)
Expenditures								
111 - Commission								
4113	Salaries Regular Employees	152,974	196,609	111,709	48,461	160,170	198,063	23.66%
4115	Salaries-Commissioners	272,850	273,705	198,892	73,690	272,582	273,705	0.41%
4122	Salaries-Part Time	11,150	-	-	-	-	-	0.00%
4131	Parochial Retirement	19,788	19,576	14,340	5,201	19,541	21,785	11.48%
4132	Group Health Insurance	13,085	14,049	10,230	3,781	14,011	14,291	2.00%
4133	Retired Employees Grp Insurance	6,464	6,787	3,393	3,394	6,787	7,126	4.99%
4135	Medicare Insurance	7,987	7,693	6,232	2,339	8,571	9,024	5.29%
4136	Caddo Parish Employee Retirement	1,452	-	-	-	-	-	0.00%
4210	Books and Subscriptions	576	950	232	416	648	950	46.60%
4211	Dues-Governmental Organizations	20,514	23,000	20,199	1,350	21,549	23,000	6.73%
4220	Official Publications	26,680	33,000	21,652	10,826	32,478	33,000	1.61%
4230	Education, Travel and Training	43,813	90,000	20,024	22,012	42,036	80,000	90.31%
4241	Office Supplies	8,225	12,000	2,553	5,600	8,153	10,000	22.65%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4242	Postage	311	1,200	116	900	1,016	1,200	18.11%
4243	Copy Supplies	2,449	3,500	1,597	1,000	2,597	3,000	15.52%
4280	Telephone	7,632	6,200	3,273	2,893	6,166	6,200	0.55%
4311	Employee Physicals	-	150	-	75	75	150	100.00%
4321	Legal and Auditing	8,309	16,000	8,262	-	13,262	16,000	20.65%
4324	Information Systems Allocation	8,849	9,330	4,665	4,665	9,330	9,540	2.25%
4327	Professional Services	14,972	12,000	8,049	2,673	10,722	12,000	11.92%
4353	Parking Fees	1,001	1,200	343	771	1,114	1,200	7.72%
4511	Casualty Insurance	753	753	377	376	753	771	2.39%
4512	Workers Comp Insurance	4,062	4,062	2,031	2,031	4,062	4,103	1.01%
4546	Reimb-MPC	(34,950)	(28,000)	(20,380)	(11,000)	(31,380)	(30,000)	(4.40%)
4742	Office Equipment	-	5,000	-	3,180	3,180	4,000	25.79%
Total Commission		598,946	708,764	417,789	184,634	607,423	699,108	15.09%
120 - Criminal Justice								
21 - District Court								
4113	Salaries Regular Employees	1,336,466	1,392,247	970,938	417,633	1,388,571	1,404,526	1.15%
4114	Salaries-Special	-	2,500	-	1,892	1,892	2,500	32.14%
4119	Salaries Reimbursed By Others	(96,022)	(100,000)	-	(98,371)	(98,371)	(100,000)	1.66%
4131	Parochial Retirement	60,236	59,835	42,404	14,642	57,046	59,000	3.43%
4132	Group Health Insurance	169,631	186,771	131,251	50,110	181,361	184,988	2.00%
4133	Retired Employees Grp Insurance	39,955	41,953	20,976	20,977	41,953	44,051	5.00%
4135	Medicare Insurance	23,350	25,733	17,579	7,766	25,345	26,781	5.67%
4136	Caddo Parish Employee Retirement	89,567	91,366	62,195	22,919	85,114	89,000	4.57%
4138	Unemployment Claims	-	4,500	247	3,000	3,247	4,500	38.59%
4210	Books and Subscriptions	-	27,500	14,810	1,999	16,809	20,000	18.98%
4241	Office Supplies	29,711	26,000	9,984	10,260	20,244	15,000	(25.90%)
4242	Postage	2,301	5,700	1,454	1,947	3,401	3,500	2.91%
4243	Copy Supplies	15,958	15,000	12,086	3,825	15,911	16,500	3.70%
4245	Courtroom Supplies	186	3,000	-	1,258	1,258	2,000	58.98%
4280	Telephone	16,227	18,000	6,331	8,918	15,249	18,000	18.04%
4353	Parking Fees	13,982	15,500	-	13,755	13,755	15,500	12.69%
4395	Grant Programs - Other	306,578	295,000	131,543	170,910	302,453	295,000	(2.46%)
4511	Casualty Insurance	334	334	167	167	334	342	2.40%
4512	Workers Comp Insurance	31,235	31,235	15,618	15,617	31,235	31,546	1.00%
4547	Reimb-Hearing Officer	(250,000)	(250,000)	-	(250,000)	(250,000)	(275,000)	10.00%
4742	Office Equipment	13,131	30,000	2,298	12,999	15,297	15,000	(1.94%)

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total District Court		1,802,826	1,922,174	1,439,881	432,223	1,872,104	1,872,734	0.03%
23 - District Attorney								
4133	Retired Employees Grp Insurance	23,644	24,826	12,413	12,413	24,826	26,067	5.00%
4395	Grant Programs - Other	37,660	-	77,489	71,224	148,713	150,000	0.87%
4581	Annual Appropriation	4,758,194	5,020,000	3,764,997	1,255,003	5,020,000	5,270,600	4.99%
Total District Attorney		4,819,498	5,044,826	3,854,899	1,338,640	5,193,539	5,446,667	4.87%
25 - Coroner								
4204	Autopsies	59,755	77,000	34,239	26,244	60,483	70,000	15.73%
4581	Annual Appropriation	155,100	155,100	109,863	45,237	155,100	155,100	0.00%
Total Coroner		214,855	232,100	144,102	71,481	215,583	225,100	4.41%
28 - JP & Constables								
4113	Salaries Regular Employees	53,309	54,000	38,944	14,785	53,729	54,000	0.50%
4119	Salaries Reimbursed By Others	(25,213)	(25,000)	(16,669)	(8,465)	(25,134)	(25,000)	(0.53%)
4135	Medicare Insurance	4,936	5,000	3,643	1,332	4,975	5,242	5.37%
4137	Supplemental Benefits	24,614	24,000	16,383	7,015	23,398	24,000	2.57%
4221	Printed Office Forms	-	4,000	-	1,018	1,018	2,000	100.00%
4230	Education, Travel and Training	9,210	12,000	8,795	-	10,796	11,000	1.89%
4570	Costs to Other Governmental Entities	-	2,500	-	1,100	1,100	2,000	81.82%
Total JP & Constables		66,856	76,500	51,096	16,785	69,882	73,242	4.81%
Total Criminal Justice		6,904,035	7,275,600	5,489,978	1,859,129	7,351,108	7,617,743	3.63%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
131 - Administration & Legal								
4113	Salaries Regular Employees	835,717	895,620	628,658	270,161	898,819	927,856	3.23%
4131	Parochial Retirement	55,586	61,507	42,733	18,539	61,272	57,961	(5.40%)
4132	Group Health Insurance	53,117	63,444	46,991	11,737	58,728	59,903	2.00%
4133	Retired Employees Grp Insurance	23,506	24,681	12,341	12,340	24,681	25,915	5.00%
4135	Medicare Insurance	11,710	12,986	9,056	2,368	11,424	13,602	19.07%
4136	Caddo Parish Employee Retirement	52,407	50,445	37,970	13,988	51,958	48,742	(6.19%)
4138	Unemployment Claims	-	1,500	-	983	983	1,000	1.73%
4210	Books and Subscriptions	22,710	19,500	13,740	5,258	18,998	19,500	2.64%
4211	Dues-Governmental Organizations	5,829	8,000	5,379	643	6,022	7,000	16.24%
4221	Printed Office Forms	668	1,100	577	289	866	1,100	27.02%
4230	Education, Travel and Training	44,053	60,000	24,058	20,379	44,437	50,000	12.52%
4241	Office Supplies	10,934	8,500	6,027	2,218	8,245	8,500	3.09%
4242	Postage	817	1,000	818	300	1,118	1,000	(10.55%)
4243	Copy Supplies	5,165	4,800	2,899	2,173	5,072	5,000	(1.42%)
4250	Equipment Repairs	1,974	2,000	96	1,000	1,096	2,000	82.48%
4251	Gas, Oil, Grease	964	2,000	347	485	832	1,000	20.19%
4280	Telephone	8,781	9,000	6,586	2,095	8,681	9,000	3.67%
4311	Employee Physicals	371	300	-	287	287	300	4.53%
4321	Legal and Auditing	2,730	3,000	2,763	1,381	4,144	6,000	44.79%
4324	Information Systems Allocation	20,647	21,770	10,885	10,885	21,770	22,260	2.25%
4327	Professional Services	61,974	55,000	14,796	42,490	57,286	65,000	13.47%
4344	Public Information	10,032	15,000	9,009	5,964	14,973	45,000	200.54%
4353	Parking Fees	2,548	7,000	2,099	1,546	3,645	4,000	9.74%
4360	Reimb from Other Funds	(487,696)	(560,816)	(280,408)	(280,408)	(560,816)	(583,760)	4.09%
4390	General Ins-Legal Service	(50,500)	(50,500)	(25,250)	(25,250)	(50,500)	(52,000)	2.97%
4511	Casualty Insurance	1,167	1,167	584	583	1,167	1,197	2.57%
4512	Workers Comp Insurance	16,201	16,201	8,100	8,101	16,201	16,362	0.99%
4742	Office Equipment	2,818	6,000	2,649	3,325	5,974	6,000	0.44%
Total Administration		714,230	740,205	583,503	133,860	717,363	769,438	7.26%
132 - Human Resources								
4113	Salaries Regular Employees	215,222	219,997	155,887	67,461	223,348	244,090	9.29%
4131	Parochial Retirement	27,712	27,500	20,013	7,377	27,390	26,022	(4.99%)
4132	Group Health Insurance	17,325	21,098	10,740	3,979	14,719	15,013	2.00%
4133	Retired Employees Grp Insurance	8,227	8,638	4,319	4,319	8,638	9,070	5.00%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4135	Medicare Insurance	2,911	3,190	2,186	805	2,991	3,271	9.36%
4210	Books and Subscriptions	1,492	1,500	697	449	1,146	1,500	30.89%
4211	Dues-Governmental Organizations	1,015	800	319	801	1,120	800	(28.57%)
4221	Printed Office Forms	435	500	30	396	426	500	17.37%
4230	Education, Travel and Training	10,898	14,000	8,660	4,330	12,990	14,000	7.78%
4241	Office Supplies	4,049	3,800	1,274	1,596	2,870	3,800	32.40%
4242	Postage	659	1,500	216	402	618	1,500	142.72%
4243	Copy Supplies	3,790	3,000	2,343	1,374	3,717	3,000	(19.29%)
4244	Training Resources	4,209	6,000	2,544	3,000	5,544	6,000	8.23%
4247	Record Retention	40,400	45,000	32,860	10,000	42,860	45,000	4.99%
4256	Annual Pin Ceremony	6,819	7,000	2,849	4,000	6,849	7,000	2.20%
4280	Telephone	2,485	3,000	1,667	786	2,453	3,000	22.30%
4311	Employee Physicals	-	200	-	176	176	200	13.64%
4313	Maintenance Contract	2,056	4,000	2,479	1,000	3,479	4,000	14.98%
4321	Legal and Auditing	689	800	708	-	708	1,251	76.69%
4324	Information Systems Allocation	23,597	24,880	12,440	12,440	24,880	25,440	2.25%
4327	Professional Services	1,784	2,700	60	1,485	1,545	2,700	74.76%
4353	Parking Fees	777	750	298	318	616	750	21.75%
4360	Reimb from Other Funds	(231,326)	(246,047)	(123,024)	(123,023)	(246,047)	(266,185)	8.18%
4511	Casualty Insurance	334	334	167	167	334	342	2.40%
4512	Workers Comp Insurance	6,392	6,392	3,196	3,196	6,392	6,455	0.99%
4742	Office Equipment	3,238	3,500	-	3,586	3,586	3,600	0.39%
Total Human Resources		155,189	164,032	142,928	10,420	153,348	162,119	5.72%
133 - Finance								
4113	Salaries Regular Employees	685,479	787,672	513,994	181,331	695,325	749,310	7.76%
4119	Salaries-Reimbursed By Others	(37,894)	(20,000)	-	(31,522)	(31,522)	(25,000)	(20.69%)
4122	Part Time Employees	2,913	5,000	716	3,825	4,541	5,000	10.11%
4131	Parochial Retirement	67,518	77,466	47,861	21,172	69,033	64,061	(7.20%)
4132	Group Health Insurance	50,156	60,763	46,058	20,027	66,085	68,389	3.49%
4133	Retired Employees Grp Insurance	23,512	24,688	12,344	12,344	24,688	25,922	5.00%
4135	Medicare Insurance	8,061	8,530	5,956	2,131	8,087	9,118	12.75%
4136	Caddo Parish Employee Retirement	21,165	20,993	15,341	5,651	20,992	19,692	(6.19%)
4210	Books and Subscriptions	455	2,000	455	1,000	1,455	2,000	37.46%
4211	Dues-Governmental Organizations	5,540	5,500	3,472	2,139	5,611	6,000	6.93%
4221	Printed Office Forms	3,248	5,000	1,661	1,778	3,439	4,000	16.31%
4223	Annual Report	4,343	8,000	-	5,682	5,682	7,000	23.20%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4230	Education, Travel and Training	19,481	44,000	11,354	14,878	26,232	30,000	14.36%
4241	Office Supplies	9,426	10,000	6,660	3,311	9,971	10,000	0.29%
4242	Postage	8,331	10,000	7,459	3,693	11,152	10,000	(10.33%)
4243	Copy Supplies	3,105	5,000	1,806	1,330	3,136	4,000	27.55%
4247	Record Retention	5,751	4,000	-	2,895	2,895	3,000	3.63%
4280	Telephone	5,292	4,800	2,352	2,741	5,093	5,500	7.99%
4311	Employee Physicals	-	200	-	150	150	200	33.33%
4313	Maintenance Contract	-	1,000	-	894	894	1,000	11.86%
4321	Legal and Auditing	840	4,000	1,424	-	3,136	6,000	91.33%
4324	Information Systems Allocation	23,597	24,880	12,440	12,440	24,880	25,440	2.25%
4327	Professional Services	8,806	4,000	9,025	(25)	9,000	20,000	122.22%
4353	Parking Fees	916	1,700	227	1,086	1,313	1,400	6.63%
4360	Reimb from Other Funds	(599,010)	(625,868)	(312,933)	(318,935)	(631,868)	(591,845)	(6.33%)
4372	Cost Allocation Services	12,000	12,500	12,500	-	12,500	13,000	4.00%
4511	Casualty Insurance	1,250	1,250	625	625	1,250	1,281	2.48%
4512	Workers Comp Insurance	16,321	16,321	8,160	8,161	16,321	16,484	1.00%
4542	Reimb-Section 8 Housing	(144)	(200)	-	-	-	-	0.00%
4543	Accounting Fees	(22,978)	(5,250)	-	(5,250)	(5,250)	(5,250)	0.00%
4742	Office Equipment	5,037	8,500	5,452	2,000	7,452	6,000	(19.48%)
Total Finance		332,517	506,445	414,409	(44,448)	371,673	491,702	32.29%
136 - Information Systems								
4113	Salaries Regular Employees	200,255	205,264	146,226	62,372	208,598	209,298	0.34%
4131	Parochial Retirement	25,907	25,658	18,773	6,904	25,677	24,069	(6.26%)
4132	Group Health Insurance	17,979	19,500	14,054	5,178	19,232	19,617	2.00%
4133	Retired Employees Grp Insurance	2,939	3,086	1,543	1,543	3,086	3,240	4.99%
4135	Medicare Insurance	2,803	2,976	2,111	776	2,887	3,066	6.20%
4210	Books and Subscriptions	-	500	-	398	398	500	25.63%
4211	Dues-Governmental Organizations	-	200	-	155	155	200	29.03%
4230	Education, Travel and Training	3,325	9,000	4,135	2,068	6,203	7,000	12.85%
4241	Office Supplies	827	800	293	401	694	800	15.27%
4242	Postage	-	100	-	88	88	100	13.64%
4250	Equipment Repairs	12	1,500	-	922	922	1,000	8.46%
4251	Gas, Oil, Grease	112	1,000	65	491	556	1,000	79.86%
4280	Telephone	18,278	20,000	14,739	5,181	19,920	20,000	0.40%
4313	Maintenance Contract	173,305	185,000	65,040	119,356	184,396	190,000	3.04%
4321	Legal and Auditing	478	555	491	-	491	868	76.78%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4327	Professional Services	29	4,000	-	2,183	2,183	3,000	37.43%
4360	Reimb from Other Funds	(294,960)	(311,000)	(155,500)	(155,500)	(311,000)	(318,000)	2.25%
4511	Casualty Insurance	1,167	1,167	584	583	1,167	1,197	2.57%
4512	Workers Comp Insurance	4,301	4,301	2,151	2,150	4,301	4,344	1.00%
4742	Office Equipment	70	2,000	-	922	922	1,000	8.46%
4745	Computer Equipment Purchases	-	4,000	-	2,165	2,165	3,000	38.57%
4746	Computer Software Purchase	-	2,000	-	962	962	1,000	3.95%
4754	Internet Access and Maintenance	1,177	7,000	137	4,056	4,193	5,000	19.25%
Total Information Systems		158,004	188,607	114,842	63,354	178,196	181,299	1.74%
150 - Allocation To Other Entities								
4951	Metropolitan Planning	217,580	217,580	163,185	54,395	217,580	200,000	(8.08%)
4952	Civil Defense	7,838	50,000	17,813	9,319	27,132	35,000	29.00%
4955	Parish Service Office	35,424	35,424	26,568	8,856	35,424	35,424	0.00%
Total Allocation To Other Entities		260,842	303,004	207,566	72,570	280,136	270,424	(3.47%)
161 - Facilities & Maintenance								
63 - Coroner Building								
4260	Building Repairs & Maintenance	14,052	12,000	3,343	4,927	8,270	12,000	45.10%
4272	Electricity	13,578	20,000	12,576	4,083	16,659	20,000	20.06%
4273	Water	3,851	4,000	1,789	2,061	3,850	4,000	3.90%
4280	Telephone	10,367	10,500	5,953	4,372	10,325	10,500	1.69%
4312	Pest Control	480	500	320	160	480	500	4.17%
4316	Security	420	500	112	308	420	500	19.05%
4317	Janitorial Service	20,489	22,000	9,259	12,213	21,472	22,000	2.46%
4388	Building Management	3,396	3,420	1,710	1,710	3,420	3,126	(8.60%)
Total Coroner Building		66,633	72,920	35,062	29,834	64,896	72,626	11.91%
64 - LSU Extension Bldg								
4260	Building Repairs & Maintenance	3,551	7,000	4,693	2,357	7,050	7,000	(0.71%)
4272	Electricity	4,755	7,500	3,702	2,513	6,215	7,500	20.68%
4273	Water	299	400	184	200	384	400	4.17%
4280	Telephone	884	1,000	658	228	886	1,000	12.87%
4291	Lawn and Tree Maintenance	230	2,000	1,600	400	2,000	2,000	0.00%
4312	Pest Control	420	500	280	140	420	500	19.05%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4316	Security	420	500	112	308	420	500	19.05%
4317	Janitorial Service	11,914	10,000	2,860	5,454	8,314	10,000	20.28%
4318	Waste Disposal Fees	520	1,050	490	167	657	1,050	59.82%
4388	Building Management	3,396	3,420	1,710	1,710	3,420	3,126	(8.60%)
4511	Casualty Insurance	2,085	2,085	1,043	1,042	2,085	2,137	2.49%
Total LSU Extension Bldg		28,474	35,455	17,332	14,519	31,851	35,213	10.56%
65 - Archives								
4327	Professional Services	75,735	76,000	57,045	18,802	75,847	76,000	0.20%
Total Archives		75,735	76,000	57,045	18,802	75,847	76,000	0.20%
69 - David Raines Comm Center								
4114	Salaries-Special	7,000	5,770	2,800	3,025	5,825	5,770	(0.94%)
4260	Building Repairs & Maintenance	19,302	30,000	13,592	12,830	26,422	30,000	13.54%
4271	Natural Gas	-	2,000	-	1,825	1,825	5,000	173.97%
4272	Electricity	37,910	45,000	29,190	9,510	38,700	42,000	8.53%
4273	Water	6,297	6,000	4,157	1,525	5,682	6,500	14.40%
4291	Lawn and Tree Maintenance	3,766	3,500	1,800	2,093	3,893	4,000	2.75%
4312	Pest Control	560	1,500	778	516	1,293	1,500	16.01%
4316	Security	1,008	1,200	630	378	1,008	1,200	19.05%
4317	Janitorial Service	21,302	25,000	6,371	15,192	21,563	23,000	6.66%
4318	Waste Disposal Fees	3,120	5,000	2,445	675	3,120	4,000	28.21%
4388	Building Management	9,703	9,774	4,887	4,887	9,774	8,932	(8.61%)
4511	Casualty Insurance	1,167	1,167	584	584	1,167	1,197	2.57%
4544	Utilities Charged To Other	(33,775)	(32,000)	(16,710)	(16,708)	(33,418)	(32,000)	(4.24%)
4558	Reimb-Health Tax Fund	(33,390)	(33,390)	(16,695)	(16,695)	(33,390)	(33,390)	0.00%
69 - David Raines Comm Center		43,969	70,521	33,828	19,636	53,464	67,709	26.64%
Total Facilities & Maintenance		214,811	254,896	143,267	82,791	226,058	251,548	11.28%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
170 - Elections								
71 - Registrar of Voters								
4113	Salaries Regular Employees	183,728	185,673	130,387	53,122	183,509	199,841	8.90%
4122	Salaries-Part Time	122,358	120,000	59,354	57,226	116,580	124,000	6.36%
4132	Group Health Insurance	44,467	50,940	34,961	12,899	47,860	48,817	2.00%
4133	Retired Employees Grp Insurance	7,647	8,029	4,014	4,015	8,029	8,430	4.99%
4135	Medicare Insurance	12,662	11,872	6,447	5,234	11,681	13,413	14.83%
4137	Supplemental Benefits	900	1,560	532	924	1,456	1,560	7.14%
4138	Unemployment Claims	804	5,000	-	3,218	3,218	4,000	24.30%
4139	ROV Retirement	35,454	37,134	23,927	9,338	33,265	40,372	21.36%
4210	Books and Subscriptions	1,117	3,500	1,190	895	2,085	2,300	10.31%
4211	Dues-Governmental Organizations	1,695	3,900	1,103	1,551	2,654	3,900	46.95%
4220	Official Publications	28,781	22,200	11,750	13,876	25,626	28,700	12.00%
4221	Printed Office Forms	5,757	5,700	132	5,000	5,132	5,800	13.02%
4230	Education, Travel and Training	7,806	23,800	11,169	9,286	20,455	22,000	7.55%
4241	Office Supplies	18,674	23,700	5,060	13,221	18,281	21,000	14.87%
4242	Postage	36,532	45,000	22,594	21,099	43,693	45,000	2.99%
4243	Copy Supplies	4,293	13,000	2,744	1,373	4,117	8,000	94.32%
4247	Record Retention	1,470	8,000	1,877	1,715	3,592	6,000	67.04%
4250	Equipment Repairs	-	2,400	-	1,186	1,186	2,000	68.63%
4251	Gas, Oil, Grease	-	1,200	-	-	-	-	0.00%
4260	Building Repairs & Maintenance	460	1,800	53	1,594	1,647	1,800	9.29%
4280	Telephone	2,363	7,000	1,308	3,650	4,958	5,000	0.85%
4313	Maintenance Contract	1,980	10,000	3,956	3,000	6,956	8,000	15.01%
4327	Professional Services	15,645	19,000	7,389	7,625	15,014	16,000	6.57%
4353	Parking Fees	16,470	15,000	10,248	5,985	16,233	17,000	4.72%
4357	Mobile Voter Registration	-	1,500	-	567	567	1,000	76.37%
4511	Casualty Insurance	1,001	1,001	501	500	1,001	1,026	2.50%
4512	Workers Comp Insurance	4,301	4,301	2,151	2,150	4,301	4,344	1.00%
4742	Office Equipment	6,037	10,500	1,667	6,000	7,667	8,000	4.34%
Total Registrar of Voters		562,402	642,710	344,514	246,249	590,763	647,303	9.57%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
72 - Election Cost							
4172	Election Expense	68,881	160,000	185,038	10,000	195,038	185,000 (5.15%)
4173	Voting Precinct Improvement	-	3,000	-	1,016	1,016	2,000 96.85%
Total Election Cost		68,881	163,000	185,038	11,016	196,054	187,000 (4.62%)
Total Elections		631,283	805,710	529,552	257,265	786,817	834,303 6.04%
180 - Statutory Appropriations							
4201	Ambulance Service	4,500	7,000	3,525	1,425	4,950	5,000 1.01%
4202	Pauper Funeral	-	2,000	-	956	956	75,000 7,745.19%
4310	Codification of Ordinances	1,991	5,000	6,524	-	6,524	5,000 (23.36%)
4352	Governmental Consultants	90,445	100,000	22,000	58,155	80,155	100,000 24.76%
4530	Interest Expense	-	1,000	-	677	677	800 18.17%
4591	Retirement Contributions	201,228	205,240	-	203,840	203,840	205,860 0.99%
4592	Sheriff's Tax Collection	1,124	1,000	154,165	-	154,165	100,200 (35.00%)
4810	Principal Payments	120,000	125,000	125,000	-	125,000	130,000 4.00%
4820	Interest Payments	80,250	77,175	77,175	-	77,175	73,350 (4.96%)
4830	Paying Agent Fees	200	200	200	-	200	200 0.00%
Total Statutory Appropriations		499,738	523,615	388,589	265,053	653,642	695,410 6.39%
611 - LSU Extension Service							
4113	Salaries Regular Employees	63,000	63,000	47,250	15,750	63,000	63,000 0.00%
4230	Education, Travel and Training	-	500	-	378	378	500 32.28%
4241	Office Supplies	2,917	1,700	1,487	174	1,661	1,700 2.35%
4243	Copy Supplies	2,772	3,800	2,033	1,647	3,680	3,800 3.26%
4250	Equipment Repairs	213	2,000	710	1,004	1,714	2,000 16.69%
4251	Gas, Oil, Grease	1,751	2,600	631	1,691	2,322	2,600 11.97%
4742	Office Equipment	-	500	-	453	453	500 10.38%
Total LSU Extension Service		70,653	74,100	52,111	21,097	73,208	74,100 1.22%
Total Expenditures - General Fund		10,540,249	11,544,978	8,484,534	2,905,725	11,398,972	12,047,194 5.69%
Excess (Deficiency) Of Revenues Over Expenditures		(1,077,056)	(2,104,918)	(5,971,240)	4,196,439	(1,783,514)	(2,451,449) 37.45%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	-	-	-	764	764	- (100.00%)
3855	Transfer From Criminal Justice	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000	1,800,000 (10.00%)
4688	Transfer To Capital Outlay	(410,000)	(773,000)	(386,500)	(386,500)	(773,000)	(408,000) (47.22%)
4694	Transfer To Riverboat	-	(95,000)	(47,500)	(47,500)	(95,000)	- (100.00%)
4697	Transfer To Economic Development	(100,000)	-	-	-	-	- 0.00%
Total Other Financing Sources (Uses)		1,490,000	1,132,000	566,000	566,764	1,132,764	1,392,000 22.89%
Net Change In Fund Balance		412,944	(972,918)	(5,405,240)	4,763,203	(650,750)	(1,059,449) 62.80%
Fund Balance, Beginning of Year		17,808,827	17,907,349	18,221,771	12,816,531	18,221,771	17,571,021 (3.57%)
Fund Balance, End of Year		\$ 18,221,771	16,934,431	12,816,531	17,579,734	17,571,021	16,511,572 (6.03%)



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.

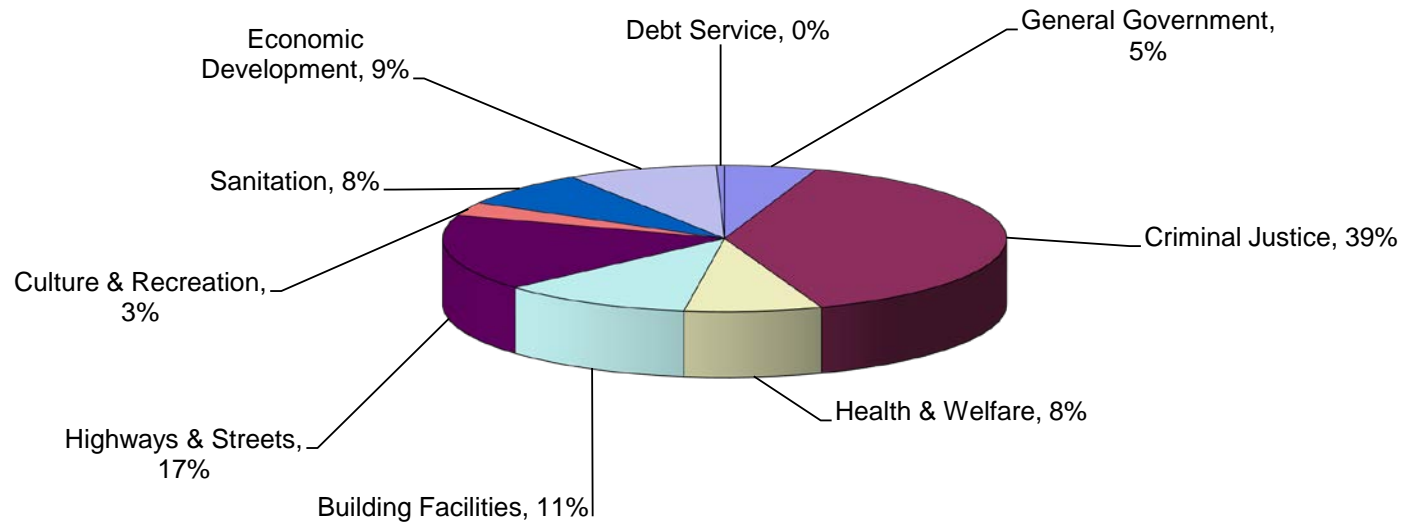
Reserve Trust Fund – The Reserve Trust Fund was established to provide financial resources in the event of a major interruption in budgeted revenues, a catastrophic natural disaster, an extraordinary economic development opportunity or other occasion requiring immediate emergency funding needs or cash 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	\$ 12,601,606	4,757,784	8,778,867	1,452,469	2,977,093	3,446,531	3,379,750	2,872,812	-	5,526,409	-	-	-	-	45,793,321
Licenses & Permits	384,000	-	-	-	-	-	3,000	-	-	-	-	-	-	-	387,000
Intergovernmental Revenue	1,917,000	115,000	216,000	34,000	-	827,564	82,000	70,000	-	138,000	-	-	-	-	3,399,564
Gaming Revenue	-	-	-	-	-	-	-	-	1,230,000	-	-	450,000	-	-	1,680,000
Oil and Gas	-	-	-	-	-	-	-	-	-	-	75,000	-	-	-	75,000
Charges For Services	367,300	-	-	1,100	-	2,000	70,000	-	-	-	-	-	28,000	-	468,400
Fines & Forfeitures	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
Rents & Interest Earned	100,000	35,000	28,000	39,000	125,000	9,000	21,000	150	1,500	3,000	383,000	3,000	-	593,000	1,340,650
Other Revenues	120,000	1,300	8,000	6,200	95,000	15,200	1,100	-	2,000	-	-	3,000	-	-	251,800
Total Revenues	15,499,906	4,909,084	9,030,867	1,532,769	3,197,093	4,300,295	3,556,850	2,942,962	1,233,500	5,667,409	458,000	456,000	28,000	593,000	53,405,735
Expenditures By Function															
General Government															
Allocations-Other Entities	-	-	-	30,000	-	-	-	-	1,027,500	-	-	-	-	-	1,057,500
Administration	-	-	-	-	-	-	-	-	281,840	-	40,837	-	-	363,567	686,244
Fleet Services	588,368	-	-	-	-	-	-	-	-	-	-	-	-	-	588,368
Criminal Justice															
Criminal Administration	-	-	-	-	-	-	-	-	-	350,810	-	-	23,670	-	374,480
CCC -Facs & Maintenance	-	-	3,586,245	-	-	-	-	-	-	-	-	-	-	-	3,586,245
CCC -Statutory Charges	-	-	5,670,000	-	-	-	-	-	-	-	-	-	-	-	5,670,000
Juvenile Court	-	-	-	-	-	830,807	-	-	-	-	-	-	-	-	830,807
Juv Services - Probation	-	-	-	-	-	3,606,786	-	-	-	-	-	-	-	-	3,606,786
Juv Services - Detention	-	-	-	-	-	3,188,018	-	-	-	-	-	-	-	-	3,188,018
Health & Welfare															
Shreveport Regional Lab	-	-	-	-	-	-	60,368	-	-	-	-	-	-	-	60,368
Highland Health Unit	-	-	-	-	-	-	657,461	-	-	-	-	-	-	-	657,461
Vivian Health Unit	-	-	-	-	-	-	74,689	-	-	-	-	-	-	-	74,689
David Raines Comm Ctr	-	-	-	-	-	-	33,390	-	-	-	-	-	-	-	33,390
Animal Services	-	-	-	-	-	-	2,145,297	-	-	-	-	-	-	-	2,145,297
Mosquito Control	-	-	-	-	-	-	501,416	-	-	-	-	-	-	-	501,416
Building Facilities															
Courthouse	-	4,004,378	-	-	-	-	-	-	-	-	-	-	-	-	4,004,378
Bickham Building	-	133,048	-	-	-	-	-	-	-	-	-	-	-	-	133,048
Government Plaza	-	194,791	-	-	-	-	-	-	-	-	-	-	-	-	194,791
Juvenile Justice Buildings	-	-	-	-	-	519,802	-	-	-	-	-	-	-	-	519,802
Veterans Affairs	-	30,500	-	-	-	-	-	-	-	-	-	-	-	-	30,500
Highways & Streets															
Road Administration	1,773,207	-	-	-	-	-	-	-	-	-	-	-	-	-	1,773,207
Road Maintenance	5,651,005	-	-	-	-	-	-	-	-	-	-	-	-	-	5,651,005
Sanitation	-	-	-	-	3,427,614	-	-	-	-	-	-	-	-	-	3,427,614
Culture & Recreation	-	-	-	1,311,919	-	-	-	-	-	-	-	-	-	-	1,311,919
Economic Development	-	-	-	-	-	-	-	2,938,646	-	-	-	881,176	-	-	3,819,822
Debt Service	-	-	203,550	-	-	-	-	-	-	-	-	-	-	-	203,550
Total Expenditures	8,012,580	4,362,717	9,459,795	1,341,919	3,427,614	8,145,413	3,472,621	2,938,646	1,309,340	350,810	40,837	881,176	23,670	363,567	44,130,705
Excess (Deficiency)	7,487,326	546,367	(428,928)	190,850	(230,521)	(3,845,118)	84,229	4,316	(75,840)	5,316,599	417,163	(425,176)	4,330	229,433	9,275,030
Other Financing Sources (Uses)															
Transfers In	-	-	450,000	-	-	3,600,000	-	-	-	-	-	300,000	-	-	4,350,000
Transfers Out	(10,522,000)	(576,000)	(285,000)	(70,000)	(230,000)	(287,000)	(195,000)	-	-	(5,850,000)	(963,834)	-	-	(3,000,000)	(21,978,834)
Total Other Fin Sources (Uses)	(10,522,000)	(576,000)	165,000	(70,000)	(230,000)	3,313,000	(195,000)	-	-	(5,850,000)	(963,834)	300,000	-	(3,000,000)	(17,628,834)
Net Change In Fund Balances	(3,034,674)	(29,633)	(263,928)	120,850	(460,521)	(532,118)	(110,771)	4,316	(75,840)	(533,401)	(546,671)	(125,176)	4,330	(2,770,567)	(8,353,804)
Beginning Fund Balance	21,132,403	8,848,605	7,703,457	3,369,241	19,185,955	4,464,421	4,967,903	174,814	765,037	1,630,143	5,129,682	1,026,722	28,118	37,958,992	116,385,493
Ending Fund Balance	\$ 18,097,729	8,818,972	7,439,529	3,490,091	18,725,434	3,932,303	4,857,132	179,130	689,197	1,096,742	4,583,011	901,546	32,448	35,188,425	108,031,689

SPECIAL REVENUE FUNDS - EXPENDITURES BY FUNCTION



39% 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

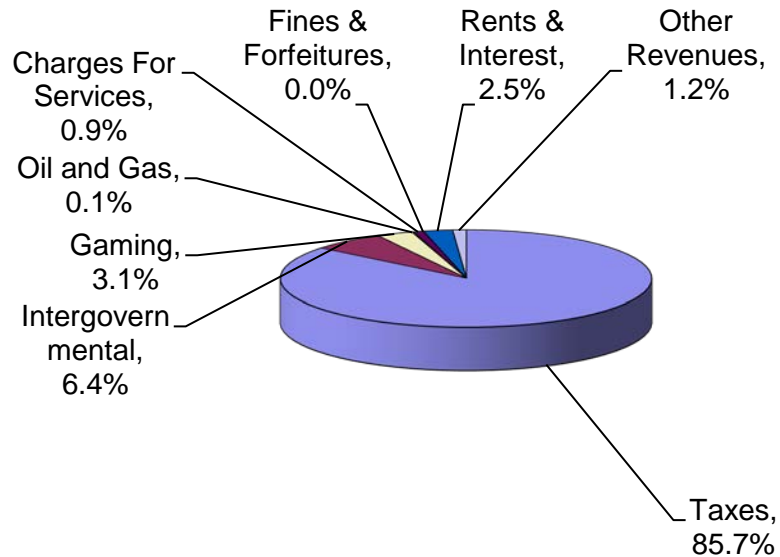
	2016 Actual	2017		2018 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 44,823,548	45,250,360	45,806,155	45,793,321
Licenses & Permits	400,535	364,000	426,585	387,000
Intergovernmental Revenue	3,502,027	3,475,014	3,481,778	3,399,564
Gaming Revenue	1,652,616	1,740,000	1,688,618	1,680,000
Oil and Gas Revenue	156,575	250,000	88,438	75,000
Charges For Services	562,854	440,300	538,888	468,400
Fines & Forfeitures	9,074	15,000	7,895	10,000
Rents & Interest Earned	538,009	830,800	1,367,904	1,340,650
Other Revenues	294,238	261,600	240,597	251,800
Total Revenues	51,939,476	52,627,074	53,646,858	53,405,735
Expenditures				
Salaries & Benefits	17,586,194	18,484,475	18,244,904	18,372,870
Materials & Supplies	1,027,986	1,789,250	1,250,080	1,639,750
Education, Training & Travel	181,961	243,500	190,987	210,500
Utilities	2,125,685	2,691,000	2,507,173	2,743,200
Repairs & Maintenance	1,976,404	2,001,390	1,887,038	2,046,890
Prison Operations	5,553,669	5,721,500	5,694,155	5,906,005
Contract Services	6,461,292	6,860,127	6,407,029	6,975,587
Statutory Charges	129,696	150,175	329,080	267,220
Internal Charges	2,341,769	2,466,705	2,460,909	2,504,342
Capital Outlay	39,901	100,750	72,731	89,750
Allocations To Other Entities	3,110,967	2,629,500	2,558,501	2,293,000
Debt Service	200,450	202,375	202,375	203,550
Other Expenses	242,721	1,650,530	1,534,716	423,700
Grant Programs	571,829	614,191	560,867	599,341
Reimbursements	(342,559)	(350,200)	(337,841)	(180,000)
Juror & Witness Expense	43,000	50,000	42,800	35,000
Total Expenditures	41,250,965	45,305,268	43,605,504	44,130,705
Excess (Deficiency) Of Revenues Over Expenditures	10,688,511	7,321,806	10,041,354	9,275,030

SPECIAL REVENUE FUNDS

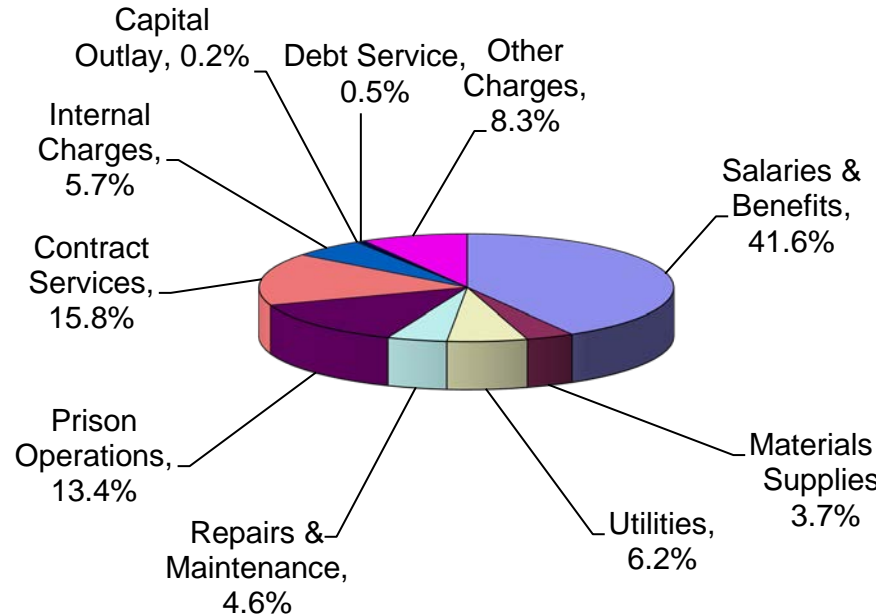
Budget By Category

	2016	2017		2018
	Actual	Budget	Estimated	Adopted
Other Financing Sources (Uses)				
Transfers In	7,663,759	4,520,000	7,853,150	4,350,000
Transfer Out	(25,124,000)	(19,513,500)	(19,513,500)	(21,978,834)
Total Other Financing Sources (Uses)	(17,460,241)	(14,993,500)	(11,660,350)	(17,628,834)
Net Change In Fund Balance	(6,771,730)	(7,671,694)	(1,618,996)	(8,353,804)
Fund Balance, Beginning Of Year	124,776,219	116,504,350	118,004,489	116,385,493
Fund Balance, End Of Year	\$ 118,004,489	108,832,656	116,385,493	108,031,689

REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Public Works Fund (200)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 6,356,972	6,720,420	-	6,695,480	6,695,480	6,761,850	0.99%
3114	Gas & Oil Sales	101,904	100,000	72,948	28,383	101,331	100,000	(1.31%)
3115	Estimated Uncollectible Taxes	(63,538)	(201,610)	-	(200,870)	(200,870)	(202,850)	0.99%
3117	Sign Billings	2,781	2,300	1,396	998	2,394	2,300	(3.93%)
3119	Equipment Repair Billings	156,068	120,000	113,258	25,525	138,783	120,000	(13.53%)
3120	Prior Year Taxes	53,914	45,740	133,663	8,807	142,470	92,606	(35.00%)
3175	Sales Tax Collections	5,786,408	5,850,000	4,239,487	1,831,065	6,070,552	5,950,000	(1.99%)
3180	Culvert Fees	9,970	10,000	10,765	1,126	11,891	10,000	(15.90%)
3181	Subdivision Fees	8,800	10,000	7,975	2,640	10,615	10,000	(5.79%)
3190	Special Assessment Revenue	14,451	10,000	-	9,824	9,824	10,000	1.79%
3219	Oil and Gas Permits	347,954	350,000	331,760	83,815	415,575	375,000	(9.76%)
3220	Building Permits	8,970	10,000	6,804	1,602	8,406	9,000	7.07%
3224	Fines	9,074	15,000	3,930	3,965	7,895	10,000	26.66%
3351	State Revenue Sharing	157,157	160,000	-	156,280	156,280	157,000	0.46%
3356	Parish Transportation Fund	1,461,204	1,450,000	769,837	709,837	1,479,674	1,460,000	(1.33%)
3357	Road Royalty	253,103	400,000	150,276	-	300,551	300,000	(0.18%)
3610	Interest Earned	37,360	90,000	3,528	94,526	98,054	100,000	1.98%
3692	Adjudicated Property Fees	179,544	90,000	99,276	81,695	180,971	125,000	(30.93%)
3695	Miscellaneous Revenue	146,113	110,000	95,569	2,664	98,233	110,000	11.98%
Total Revenues - Public Works Fund		15,028,209	15,341,850	6,040,472	9,537,362	15,728,109	15,499,906	(1.45%)
Expenditures								
411 - Road Administration								
4113	Salaries Regular Employees	794,842	822,061	558,707	263,280	821,987	776,010	(5.59%)
4131	Parochial Retirement	84,720	84,748	57,536	27,202	84,738	72,345	(14.63%)
4132	Group Health Insurance	78,351	87,641	52,203	34,582	86,785	88,521	2.00%
4133	Retired Employees Grp Insurance	27,029	28,380	14,190	14,190	28,380	29,799	5.00%
4135	Medicare Insurance	11,014	11,920	8,036	3,879	11,915	11,393	(4.38%)
4136	Caddo Parish Employee Retirement	18,158	18,010	13,161	4,840	18,001	16,896	(6.14%)
4138	Unemployment Claims	-	3,000	-	2,176	2,176	3,000	37.87%
4210	Books and Subscriptions	469	1,500	469	766	1,235	1,500	21.46%
4211	Dues-Governmental Organizations	3,325	3,000	1,055	2,070	3,125	3,500	12.00%
4221	Printed Office Forms	256	1,500	30	867	897	1,500	67.22%
4230	Education, Training and Travel	23,480	35,000	16,515	13,364	29,879	30,000	0.40%
4241	Office Supplies	12,888	18,000	5,919	7,326	13,245	17,000	28.35%
4243	Copy Supplies	3,093	6,000	1,541	2,815	4,356	6,000	37.74%
4250	Equipment Repairs	4,471	8,500	2,887	2,785	5,672	8,500	49.86%
4251	Gas, Oil, Grease	4,314	12,000	(330)	7,984	7,654	10,000	30.65%
4280	Telephone	8,719	14,000	6,442	4,539	10,981	12,000	9.28%
4311	Employee Physicals	-	500	29	356	385	500	29.87%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4313	Maintenance Contract	10,960	16,000	6,742	7,608	14,350	16,000	11.50%
4321	Legal and Auditing	6,497	7,548	6,675	873	7,548	11,804	56.39%
4324	Information Systems Allocation	50,143	52,870	26,435	26,435	52,870	54,060	2.25%
4327	Professional Services	117,090	195,000	106,448	61,532	167,980	190,000	13.11%
4329	Reimb From PW Funds	(206,195)	(206,195)	(103,098)	(103,097)	(206,195)	(206,195)	0.00%
4353	Parking Fees	2,997	3,500	2,028	869	2,897	6,000	107.11%
4361	General Fund Administration	199,015	216,659	108,330	108,329	216,659	218,928	1.05%
4387	Adjudicated Property Expenses	7,939	15,000	7,874	1,998	9,872	20,000	102.59%
4511	Casualty Insurance	111,728	111,728	55,864	55,864	111,728	114,524	2.50%
4512	Workers Comp Insurance	18,894	18,894	9,447	9,447	18,894	19,082	1.00%
4561	Sales Tax Rebate	-	838,820	838,820	-	838,820	-	(100.00%)
4591	Retirement Contributions	190,409	198,910	-	198,180	198,180	200,140	0.99%
4592	Sheriff's Tax Collection	829	2,500	22,052	3,122	25,174	16,400	(34.85%)
4742	Office Equipment	5,558	10,000	4,001	3,894	7,895	9,000	14.00%
4745	Computer Equipment Purchases	3,578	15,000	-	11,232	11,232	15,000	33.55%
Total Road Administration		1,594,571	2,651,994	1,830,008	779,307	2,609,315	1,773,207	(32.04%)
431 - Fleet Services								
4113	Salaries Regular Employees	364,012	384,694	266,753	116,703	383,456	379,037	(1.15%)
4114	Salaries-Special	-	10,000	-	7,813	7,813	10,000	27.99%
4122	Salaries-Part Time	704	-	612	-	615	-	(100.00%)
4131	Parochial Retirement	47,605	49,412	34,352	15,060	49,412	43,589	(11.78%)
4132	Group Health Insurance	89,116	95,256	58,867	35,454	94,321	96,207	2.00%
4133	Retired Employees Grp Insurance	14,690	15,425	7,713	7,712	15,425	16,196	5.00%
4135	Medicare Insurance	4,893	5,512	3,621	1,889	5,510	5,575	1.18%
4230	Education, Travel and Training	2,157	6,000	81	3,488	3,569	6,000	68.11%
4241	Office Supplies	294	1,500	75	911	986	1,500	52.13%
4243	Copy Supplies	795	1,500	341	648	989	1,500	51.67%
4250	Equipment Repairs	461,827	425,000	205,793	217,663	423,456	450,000	6.27%
4251	Gas, Oil, Grease	469,617	650,000	372,794	197,082	569,876	625,000	9.67%
4260	Building Repairs & Maintenance	25,030	40,000	5,236	26,009	31,245	38,000	21.62%
4265	Uniforms	3,555	4,500	954	3,171	4,125	4,500	9.09%
4270	Services and Supplies Charged to Others	(1,115,950)	(1,175,000)	(464,615)	(710,385)	(1,175,000)	(1,175,000)	0.00%
4271	Natural Gas	1,941	8,000	1,723	4,822	6,545	7,500	14.59%
4272	Electricity	19,672	25,000	13,828	7,517	21,345	24,000	12.44%
4273	Water	2,337	4,000	1,529	1,269	2,798	4,000	42.96%
4280	Telephone	1,746	3,000	2,368	304	2,672	3,000	12.28%
4290	Safety Apparel	-	500	-	98	98	500	410.20%
4311	Employee Physicals	195	750	56	142	198	750	278.79%
4313	Maintenance Contract	-	1,000	-	675	675	1,000	48.15%
4321	Legal and Auditing	913	1,061	939	122	1,061	1,659	56.36%
4324	Information Systems Allocation	8,849	9,330	4,665	4,665	9,330	9,540	2.25%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4325	Computer System	-	7,000	-	5,545	5,545	7,000	26.24%
4361	General Fund Administration	53,786	58,647	29,324	29,323	58,647	58,266	(0.65%)
4365	Fleet Service Allocation	(92,000)	(102,000)	(51,000)	(51,000)	(102,000)	(102,000)	0.00%
4388	Building Management	1,940	1,954	977	977	1,954	1,786	(8.60%)
4421	Sign Materials	41,592	40,000	33,224	8,001	41,225	45,000	9.16%
4422	Small Tools	3,460	4,000	1,117	2,118	3,235	4,000	23.65%
4511	Casualty Insurance	9,589	9,589	4,794	4,795	9,589	9,829	2.50%
4512	Workers Comp Insurance	10,331	10,331	5,166	5,165	10,331	10,434	1.00%
Total Fleet Services		432,696	595,961	541,287	(52,244)	489,046	588,368	20.31%
441 - Road Maintenance								
30 - Drainage								
4248	Equipment Rental	8,450	12,000	-	5,455	5,455	12,000	119.98%
4276	Emergency Coordination	9,000	9,720	4,860	4,860	9,720	9,720	0.00%
4319	Spraying of Right of Way	462,570	495,000	330,936	194,064	525,000	550,000	4.76%
4321	Legal and Auditing	4,273	4,825	4,391	-	4,825	7,546	56.39%
4330	Public Works Administration	51,549	51,549	25,775	25,774	51,549	51,549	0.00%
4361	General Fund Administration	32,421	35,600	17,800	17,800	35,600	35,268	(0.93%)
4424	Flood Preparedness	9,990	25,000	9,990	13,460	23,450	25,000	6.61%
4511	Casualty Insurance	66,703	66,703	33,351	33,352	66,703	68,373	2.50%
4592	Sheriff's Tax Collection	339	500	-	459	459	500	8.93%
Total Drainage Improvements		645,295	700,897	427,103	295,224	722,761	759,956	5.15%
31 - Road Capital Improvements								
4321	Legal and Auditing	4,153	4,965	4,267	-	4,965	4,965	0.00%
4330	Public Works Administration	72,168	72,168	36,084	36,084	72,168	72,168	0.00%
4361	General Fund Administration	32,421	35,600	17,800	17,800	35,600	35,268	(0.93%)
4375	Tax Collection Charges	58,762	85,000	39,167	45,833	85,000	85,000	0.00%
4415	Bridge Materials and Supplies	5,484	20,000	3,082	-	9,876	20,000	102.51%
4711	Right Of Way	-	2,500	-	1,284	1,284	2,500	94.70%
Total Road Capital Improvements		172,988	220,233	100,400	101,001	208,893	219,901	5.27%
51 - North Camp								
4113	Salaries Regular Employees	746,574	801,354	550,043	245,635	795,678	782,004	(1.72%)
4131	Parochial Retirement	98,008	100,169	70,500	29,669	100,169	89,930	(10.22%)
4132	Group Health Insurance	180,119	219,597	127,568	63,251	190,819	194,635	2.00%
4133	Retired Employees Grp Insurance	45,536	47,813	23,907	23,906	47,813	50,204	5.00%
4135	Medicare Insurance	9,582	11,229	7,478	3,756	11,234	11,488	2.26%
4138	Unemployment Claims	-	1,500	-	1,126	1,126	1,500	33.21%
4230	Education, Training and Travel	1,778	4,000	233	2,313	2,546	4,000	57.11%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4241	Office Supplies	7,996	6,000	1,833	4,154	5,987	8,000	33.62%
4243	Copy Supplies	529	2,500	289	700	989	2,500	152.78%
4248	Equipment Rental	-	6,000	1,554	991	2,545	6,000	135.76%
4250	Equipment Repairs	211,011	215,000	90,413	123,574	213,987	225,000	5.15%
4251	Gas, Oil, Grease	77,318	150,000	29,676	86,013	115,689	125,000	8.05%
4260	Building Repairs & Maintenance	9,909	10,000	12,747	1,119	13,866	15,000	8.18%
4265	Uniforms	7,562	9,000	1,335	7,320	8,655	9,000	3.99%
4271	Natural Gas	280	2,500	205	790	995	2,500	151.26%
4272	Electricity	18,206	21,000	12,036	8,951	20,987	21,000	0.06%
4273	Water	1,241	2,300	1,270	606	1,876	2,300	22.60%
4275	Street Lights	2,171	5,500	3,423	922	4,345	5,500	26.58%
4276	Emergency Coordination	5,500	5,940	2,970	2,970	5,940	5,940	0.00%
4280	Telephone	13,553	16,000	10,956	3,613	14,569	17,000	16.69%
4290	Safety Apparel	2,400	2,500	2,064	334	2,398	3,000	25.10%
4311	Employee Physicals	2,085	2,500	856	1,375	2,231	3,000	34.47%
4327	Professional Services	106,805	150,000	90,824	41,771	132,595	140,000	5.58%
4412	Maintenance Gravel and Aggregate	40,154	80,000	-	54,998	54,998	60,000	9.09%
4413	Asphalt	5,239	15,000	7,075	2,801	9,876	12,000	21.51%
4414	Hot Mix	48,461	70,000	8,739	41,136	49,875	60,000	20.30%
4415	Bridge Materials and Supplies	1,294	5,000	1,376	1,193	2,569	5,000	94.63%
4416	Culverts	14,242	15,000	11,353	2,645	13,998	20,000	42.88%
4421	Sign Materials	91,241	80,000	34,834	44,116	78,950	90,000	14.00%
4422	Small Tools	2,713	5,000	820	3,077	3,897	5,000	28.30%
4423	Misc Materials and Supplies	15,985	20,000	6,503	10,286	16,789	20,000	19.13%
4512	Workers Comp Insurance	26,693	26,693	13,347	13,346	26,693	26,958	0.99%
Total North Camp		1,794,185	2,109,095	1,126,227	828,457	1,954,684	2,023,459	3.52%
52 - South Camp								
4113	Salaries Regular Employees	1,025,803	1,070,482	760,202	309,674	1,069,876	1,071,713	0.17%
4131	Parochial Retirement	130,404	133,810	89,192	44,618	133,810	114,957	(14.09%)
4132	Group Health Insurance	153,981	213,628	114,628	54,848	169,476	172,866	2.00%
4133	Retired Employees Grp Insurance	45,533	47,810	23,907	23,903	47,810	50,201	5.00%
4135	Medicare Insurance	15,800	16,522	11,320	5,202	16,522	17,442	5.57%
4138	Unemployment Claims	1,235	5,000	-	3,418	3,418	5,000	46.28%
4230	Education, Training and Travel	3,426	4,000	196	3,350	3,546	4,000	12.80%
4241	Office Supplies	2,060	5,000	1,686	1,439	3,125	5,000	60.00%
4243	Copy Supplies	529	3,000	361	665	1,026	3,000	192.40%
4248	Equipment Rental	16,655	7,500	-	6,752	6,752	7,500	11.08%
4250	Equipment Repairs	208,788	250,000	86,838	133,059	219,897	250,000	13.69%
4251	Gas, Oil, Grease	90,657	175,000	34,857	85,378	120,235	150,000	24.76%
4260	Building Repairs & Maintenance	13,315	20,000	9,510	6,185	15,695	20,000	27.43%
4265	Uniforms	6,392	11,000	2,227	7,649	9,876	11,000	11.38%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4271	Natural Gas	1,373	5,000	2,163	1,000	3,163	5,000	58.08%
4272	Electricity	17,479	23,000	13,776	6,211	19,987	23,000	15.07%
4273	Water	3,601	5,000	1,696	2,302	3,998	5,000	25.06%
4275	Street Lights	4,550	6,500	3,516	1,607	5,123	6,500	26.88%
4276	Emergency Coordination	5,500	5,940	2,970	2,970	5,940	5,940	0.00%
4280	Telephone	13,806	17,000	11,953	2,946	14,899	17,000	14.10%
4290	Safety Apparel	1,128	3,000	-	1,989	1,989	3,000	50.83%
4311	Employee Physicals	1,386	3,000	995	604	1,599	3,000	87.62%
4313	Maintenance Contract	-	10,200	-	7,851	7,851	10,200	29.92%
4327	Professional Services	86,984	140,000	107,476	27,093	134,569	140,000	4.04%
4412	Maintenance Gravel and Aggregate	38,066	50,000	2,205	30,364	32,569	50,000	53.52%
4413	Asphalt	1,904	10,000	-	3,509	3,509	5,000	42.49%
4414	Hot Mix	92,553	170,000	40,809	94,659	135,468	140,000	3.35%
4415	Bridge Materials and Supplies	8,503	9,000	-	4,569	4,569	9,000	96.98%
4416	Culverts	-	16,000	-	5,595	5,595	16,000	185.97%
4421	Sign Materials	90,290	80,000	35,923	47,533	83,456	90,000	7.84%
4422	Small Tools	5,374	5,000	1,681	2,678	4,359	6,000	37.65%
4423	Misc Materials and Supplies	23,756	25,000	6,562	15,794	22,356	25,000	11.83%
4512	Workers Comp Insurance	28,542	28,542	14,271	14,271	28,542	28,826	1.00%
Total South Camp		2,139,373	2,574,934	1,380,920	959,685	2,340,605	2,471,145	5.58%
53 - Commercial Vehicle Enforcement Unit (CVEU)								
4113	Salaries Regular Employees	88,927	91,266	64,989	26,277	91,266	93,076	1.98%
4131	Parochial Retirement	11,506	11,408	8,343	3,065	11,408	10,704	(6.17)%
4132	Group Health Insurance	18,225	20,064	14,245	5,744	19,989	20,389	2.00%
4135	Medicare Insurance	1,207	1,350	903	446	1,349	1,375	1.93%
4230	Education, Travel and Training	50	5,000	50	1,700	1,750	5,000	185.71%
4241	Office Supplies	2,233	5,000	780	2,518	3,298	5,000	51.61%
4250	Equipment Repairs	5,328	7,000	2,081	3,154	5,235	7,000	33.72%
4251	Gas, Oil, Grease	3,265	8,000	1,053	3,825	4,878	8,000	64.00%
4260	Building Repairs & Maintenance	-	2,500	-	725	725	2,500	244.83%
4265	Uniforms	-	2,000	100	1,665	1,765	2,000	13.31%
4280	Telephone	2,310	4,000	1,558	1,763	3,321	4,000	20.45%
4311	Employee Physicals	-	500	-	387	387	500	29.20%
4327	Professional Services	12,002	12,000	9,066	4,190	13,256	17,000	28.24%
Total CVEU		145,053	170,088	103,168	55,459	158,627	176,544	11.30%
Total Road Maintenance		4,896,894	5,775,247	3,137,818	2,239,826	5,385,570	5,651,005	4.93%
Total Expenditures - Public Works Fund		6,924,161	9,023,202	5,509,113	2,966,889	8,483,931	8,012,580	(5.56)%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Excess (Deficiency) Of Revenues Over Expenditures		8,104,048	6,318,648	531,359	6,570,473	7,244,178	7,487,326	3.36%
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	2,811,543	-	-	3,095,822	3,095,822	-	(100.00%)
4688	Transfer To Capital Outlay	(13,088,000)	(9,685,000)	(4,842,500)	(4,842,500)	(9,685,000)	(10,522,000)	8.64%
Total Other Financing Sources (Uses)		(10,276,457)	(9,685,000)	(4,842,500)	(1,746,678)	(6,589,178)	(10,522,000)	59.69%
Net Change in Fund Balance		(2,172,409)	(3,366,352)	(4,311,141)	4,823,795	655,000	(3,034,674)	(563.31%)
Fund Balance, Beginning Of Year		22,649,812	19,835,860	20,477,403	16,166,262	20,477,403	21,132,403	3.20%
Fund Balance, End Of Year		\$ 20,477,403	16,469,508	16,166,262	20,990,057	21,132,403	18,097,729	(14.36%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Building Maintenance Fund (210)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 4,696,064	4,835,850	-	4,817,910	4,817,910	4,865,670	0.37%
3115	Estimated Uncollectible Taxes	(55,736)	(145,080)	-	(144,540)	(144,540)	(145,970)	0.37%
3120	Prior Year Taxes	24,397	21,660	60,641	(2,050)	58,591	38,084	(63.03%)
3351	State Revenue Sharing	118,604	108,200	-	116,402	116,402	115,000	(7.05%)
3610	Interest Earned	17,668	26,000	-	38,122	38,122	35,000	(31.80%)
3695	Miscellaneous Revenue	1,367	1,500	52	1,233	1,285	1,300	16.73%
Total Revenues - Building Maintenance Fund		4,802,364	4,848,130	60,693	4,827,077	4,887,770	4,909,084	0.44%
Expenditures								
161 - Facilities & Maintenance								
61 - Courthouse								
4113	Salaries Regular Employees	1,527,277	1,579,374	1,176,226	420,607	1,596,833	1,553,603	(2.71%)
4122	Salaries-Part Time	31,877	35,069	21,046	11,318	32,364	35,058	8.32%
4131	Parochial Retirement	193,156	197,422	143,026	44,943	187,969	172,517	(8.22%)
4132	Group Health Insurance	258,971	263,002	191,169	72,351	263,520	268,535	1.90%
4133	Retired Employees Grp Insurance	61,106	64,161	32,081	32,080	64,161	67,369	5.00%
4135	Medicare Insurance	23,946	25,582	19,055	6,761	25,816	26,229	1.60%
4138	Unemployment Claims	-	3,600	-	2,902	2,902	3,600	24.05%
4210	Books and Subscriptions	424	2,000	185	1,628	1,813	2,000	10.31%
4221	Printed Office Forms	516	1,000	401	382	783	1,000	27.71%
4230	Education, Training and Travel	33,357	30,000	26,261	1,257	27,518	25,000	(9.15%)
4241	Office Supplies	3,315	4,500	2,946	1,473	4,419	4,500	1.83%
4243	Copy Supplies	4,727	5,200	2,423	2,339	4,762	5,200	9.20%
4250	Equipment Repairs	10,395	18,000	7,654	3,828	11,482	18,000	56.77%
4251	Gas, Oil, Grease	17,848	35,000	8,324	10,288	18,612	35,000	88.05%
4260	Building Repairs & Maintenance	250,726	232,000	149,076	78,327	227,403	232,000	2.02%
4261	Building Rep & Maint Chrg -Other	(18,136)	(14,000)	(10,245)	(5,124)	(15,369)	(14,000)	(8.91%)
4265	Uniforms	6,083	17,000	1,968	8,512	10,480	17,000	62.21%
4266	Janitorial Supplies	144,107	170,000	160,859	13,659	174,518	170,000	(2.59%)
4270	Janitorial Supplies Chg to Other	(82,088)	(80,000)	(65,974)	(26,858)	(92,832)	(80,000)	(13.82%)
4271	Natural Gas	100,984	165,000	108,642	33,621	142,263	165,000	15.98%
4272	Electricity	392,417	500,000	310,581	176,957	487,538	500,000	2.56%
4273	Water	28,459	40,000	26,473	5,684	32,157	40,000	24.39%
4276	Emergency Coordination	2,500	2,700	1,350	1,350	2,700	2,700	0.00%
4280	Telephone	27,035	30,000	21,373	5,975	27,348	30,000	9.70%
4290	Safety Apparel	150	750	323	421	744	750	0.81%
4291	Lawn and Tree Maintenance	35,004	25,000	13,200	9,661	22,861	25,000	9.36%
4311	Employee Physicals	603	1,500	1,303	183	1,486	1,500	0.94%
4312	Pest Control	1,868	3,500	1,264	632	1,896	3,500	84.60%
4313	Maintenance Contract	68,472	75,000	53,840	20,622	74,462	75,000	0.72%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4316	Security	297,711	317,100	163,994	114,568	278,562	317,100	13.83%
4318	Waste Disposal Fees	1,140	5,000	793	247	1,040	5,000	380.77%
4321	Legal and Auditing	4,895	5,687	5,029	-	5,029	8,894	76.85%
4324	Information Systems Allocation	29,496	31,100	15,550	15,550	31,100	31,800	2.25%
4353	Parking Fees	24,738	26,000	18,108	6,630	24,738	26,000	5.10%
4361	General Fund Administration	142,768	155,576	77,788	77,788	155,576	157,489	1.23%
4386	Reimb for Security	(7,559)	(8,200)	(1,967)	(874)	(2,841)	-	(100.00%)
4388	Building Management	127,344	128,264	64,132	64,132	128,264	117,212	(8.62%)
4389	Reimb-Building Mgmt	(485,120)	(488,623)	(244,311)	(244,312)	(488,623)	(446,525)	(8.62%)
4511	Casualty Insurance	189,270	189,270	94,635	94,635	189,270	194,007	2.50%
4512	Workers Comp Insurance	37,547	37,547	18,774	18,773	37,547	37,920	0.99%
4591	Retirement Contributions	140,737	143,140	-	142,610	142,610	144,020	0.99%
4592	Sheriff's Tax Collection	772	1,000	16,220	10,588	26,808	17,400	(35.09%)
4743	Other Equipment	2,321	8,000	2,081	5,331	7,412	8,000	7.93%
Total Courthouse		3,631,159	3,983,221	2,635,656	1,241,445	3,877,101	4,004,378	3.28%
66 - Francis Bickham Bldg								
4260	Building Repairs & Maintenance	36,886	35,000	22,827	4,285	27,112	35,000	29.09%
4271	Natural Gas	3,219	12,000	4,041	6,629	10,670	12,000	12.46%
4272	Electricity	46,751	58,000	35,276	16,442	51,718	58,000	12.15%
4273	Water	5,640	6,000	3,240	2,400	5,640	6,000	6.38%
4276	Emergency Coordination	1,500	1,620	810	810	1,620	1,620	0.00%
4312	Pest Control	780	1,000	520	260	780	1,000	28.21%
4313	Maintenance Contract	2,556	3,800	1,855	1,114	2,969	3,800	27.99%
4388	Building Management	16,979	17,102	8,551	8,551	17,102	15,628	(8.62%)
Total Francis Bickham Bldg		114,311	134,522	77,120	40,491	117,611	133,048	13.13%
68 - Government Plaza								
4260	Building Repairs & Maintenance	30,279	28,000	18,438	8,754	27,192	28,000	2.97%
4272	Electricity	78,158	100,000	45,856	34,456	80,312	85,000	5.84%
4273	Water	5,017	5,000	1,731	3,069	4,800	5,000	4.17%
4316	Security	31,267	50,000	10,342	33,654	43,996	50,000	13.65%
4388	Building Management	29,107	29,317	14,658	14,659	29,317	26,791	(8.62%)
Total Government Plaza		173,828	212,317	91,025	94,592	185,617	194,791	4.94%
75 - Veterans Affairs Building								
4260	Building Repairs & Maintenance	3,683	3,500	541	2,879	3,420	3,500	2.34%
4272	Electricity	7,770	12,000	5,046	3,168	8,214	12,000	46.09%
4273	Water	1,350	1,500	5,078	632	5,710	3,000	(47.46%)
4317	Janitorial	4,706	15,000	5,064	2,786	7,850	12,000	52.87%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total Veterans Affairs		17,509	32,000	15,729	9,465	25,194	30,500	21.06%
Total Expenditures - Building Maintenance Fund		3,936,807	4,362,060	2,819,530	1,385,993	4,205,523	4,362,717	3.74%
Excess (Deficiency) Of Revenues Over Expenditures		865,557	486,070	(2,758,837)	3,441,084	682,247	546,367	(19.92%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	513	-	-	931	931	-	(100.00%)
4688	Transfer To Capital Outlay	(353,000)	(497,500)	(248,750)	(248,750)	(497,500)	(576,000)	15.78%
Total Other Financing Sources (Uses)		(352,487)	(497,500)	(248,750)	(247,819)	(496,569)	(576,000)	16.00%
Net Change In Fund Balance		513,070	(11,430)	(3,007,587)	3,193,265	185,678	(29,633)	(115.96%)
Fund Balance, Beginning Of Year		8,149,857	8,503,087	8,662,927	5,655,340	8,662,927	8,848,605	2.14%
Fund Balance, End Of Year		\$ 8,662,927	8,491,657	5,655,340	8,848,605	8,848,605	8,818,972	(0.33%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017				2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Detention Facilities Fund (225)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 8,662,818	8,907,220	-	8,874,170	8,874,170	8,962,130	0.99%
3115	Estimated Uncollectible Taxes	(107,395)	(267,220)	-	(266,230)	(266,230)	(268,860)	0.99%
3120	Prior Year Taxes	51,427	46,690	126,488	5,200	131,688	85,597	(35.00%)
3351	State Revenue Sharing	218,486	210,000	-	217,311	217,311	216,000	(0.60%)
3610	Interest Earned	29,291	20,000	-	27,243	27,243	28,000	2.78%
3695	Miscellaneous Revenue	10,531	8,000	6,369	1,533	7,902	8,000	1.24%
Total Revenues - Detention Facilities Fund		8,865,158	8,924,690	132,857	8,859,227	8,992,084	9,030,867	0.43%
Expenditures								
133 - Finance								
4810	Principal Payments	120,000	125,000	125,000	-	125,000	130,000	4.00%
4820	Interest Payments	80,250	77,175	77,175	-	77,175	73,350	(4.96%)
4830	Paying Agent Fees	200	200	200	-	200	200	0.00%
Total Finance		200,450	202,375	202,375	-	202,375	203,550	0.58%
161 - Facilities & Maintenance								
67 - Caddo Correctional Center (CCC)								
4113	Salaries Regular Employees	629,808	651,593	454,330	193,900	648,230	644,468	(0.58%)
4131	Parochial Retirement	81,424	81,449	58,252	21,221	79,473	74,114	(6.74%)
4132	Group Health Insurance	125,988	134,980	95,974	36,557	132,531	135,182	2.00%
4133	Retired Employees Grp Insurance	20,564	21,592	10,796	10,796	21,592	22,672	5.00%
4135	Medicare Insurance	8,268	9,576	6,133	2,227	8,360	9,496	13.59%
4138	Unemployment Claims	-	2,000	-	1,187	1,187	2,000	68.49%
4210	Books and Subscriptions	51,333	48,000	32,166	15,484	47,650	48,000	0.73%
4230	Education, Training and Travel	4,057	5,500	864	2,955	3,819	5,500	44.02%
4241	Office Supplies	429	1,000	337	123	460	1,000	117.39%
4243	Copy Supplies	252	1,000	97	273	370	600	62.16%
4250	Equipment Repairs	4,619	9,000	2,114	2,056	4,170	8,000	91.85%
4251	Gas, Oil, Grease	6,719	15,000	2,835	5,585	8,420	10,000	18.76%
4260	Building Repairs & Maintenance	231,406	235,000	121,299	112,605	233,904	235,000	0.47%
4265	Uniforms	5,962	5,500	463	4,106	4,569	5,500	20.38%
4266	Janitorial Supplies	158,967	180,000	83,316	77,134	160,450	170,000	5.95%
4271	Natural Gas	108,970	180,000	82,429	44,982	127,411	150,000	17.73%
4272	Electricity	366,700	410,000	287,438	83,062	370,500	400,000	7.96%
4273	Water	248,789	305,000	306,887	107,482	414,369	420,000	1.36%
4276	Emergency Coordination	6,000	6,480	3,240	3,240	6,480	6,480	0.00%
4280	Telephone	48,381	60,000	32,733	16,878	49,611	55,000	10.86%
4290	Safety Apparel	300	500	150	101	251	500	99.20%
4291	Lawn and Tree Maintenance	5,612	15,000	6,630	8,340	14,970	15,000	0.20%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4311	Employee Physicals	192	500	-	385	385	500	29.87%
4312	Pest Control	17,145	20,000	13,155	4,177	17,332	20,000	15.39%
4313	Maintenance Contract	202,709	220,000	145,318	56,679	201,997	205,000	1.49%
4318	Waste Disposal Fees	20,422	30,000	-	21,700	21,700	30,000	38.25%
4321	Legal and Auditing	6,440	7,482	6,763	-	6,618	11,701	76.81%
4324	Information Systems Allocation	14,748	15,550	7,775	7,775	15,550	15,900	2.25%
4361	General Fund Administration	139,822	153,023	76,512	76,511	153,023	153,530	0.33%
4388	Building Management	189,196	190,563	95,282	95,371	190,653	174,144	(8.66)%
4511	Casualty Insurance	229,292	229,292	114,646	114,646	229,292	235,031	2.50%
4512	Workers Comp Insurance	13,226	13,226	6,613	6,613	13,226	13,357	0.99%
4530	Interest Expense	-	2,000	-	1,289	1,289	2,000	55.16%
4591	Retirement Contributions	259,226	263,640	-	262,670	262,670	265,270	0.99%
4592	Sheriff's Tax Collection	1,494	2,200	29,869	21,335	51,204	33,300	(34.97)%
4743	Other Equipment	1,324	13,000	3,088	10,426	13,514	8,000	(40.80)%
Total CCC - Facilities and Maintenance		3,209,784	3,538,646	2,087,504	1,429,871	3,517,230	3,586,245	1.96%
180 - Statutory Appropriations								
67 - Caddo Correctional Center (CCC)								
4263	Clothing Linen Personal Supplies	237,048	285,000	136,360	107,147	243,507	250,000	2.67%
4331	Feeding and Housing-Prisoners	1,031,341	1,075,000	527,874	527,874	1,055,748	1,075,000	1.82%
4332	Transporting Prisoners	236,169	175,000	144,809	97,660	242,469	245,000	1.04%
4333	Prisoners Medical Care	3,842,017	3,950,000	2,209,359	1,758,255	3,967,614	4,100,000	3.34%
Total CCC - Statutory Appropriations		5,346,575	5,485,000	3,018,402	2,490,936	5,509,338	5,670,000	2.92%
Total Expenditures - Detention Facilities Fund		8,756,809	9,226,021	5,308,281	3,920,807	9,228,943	9,459,795	2.50%
Excess (Deficiency) Of Revenues Over Expenditures		108,349	(301,331)	(5,175,424)	4,938,420	(236,859)	(428,928)	81.09%
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	-	-	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	-	400,000	-	400,000	400,000	450,000	12.50%
4688	Transfer To Capital Outlay	(485,000)	(205,000)	(102,500)	(102,500)	(205,000)	(285,000)	39.02%
Total Other Financing Sources (Uses)		(485,000)	195,000	(102,500)	297,500	195,000	165,000	(15.38)%
Net Change In Fund Balance		(376,651)	(106,331)	(5,277,924)	5,235,920	(41,859)	(263,928)	530.52%
Fund Balance, Beginning Of Year		8,121,967	7,584,351	7,745,316	2,467,392	7,745,316	7,703,457	(0.54)%
Fund Balance, End Of Year		\$ 7,745,316	7,478,020	2,467,392	7,703,312	7,703,457	7,439,529	(3.43)%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Parks & Recreation Fund (230)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 1,433,152	1,475,650	-	1,470,170	1,470,170	1,484,740	0.99%
3115	Estimated Uncollectible Taxes	(16,566)	(44,270)	-	(44,110)	(44,110)	(44,540)	0.97%
3120	Prior Year Taxes	7,479	7,210	18,891	1,985	20,876	12,269	(41.23%)
3351	State Revenue Sharing	36,213	33,500	-	35,112	35,112	34,000	(3.17%)
3371	Camping Fees	26,721	30,000	15,723	4,101	19,824	20,000	0.89%
3610	Interest Earned	6,715	10,000	-	18,729	18,729	19,000	1.45%
3695	Miscellaneous Revenue	4,128	5,000	2,400	1,855	4,255	5,000	17.51%
3697	Recreation Fees	-	-	980	70	1,050	1,100	4.76%
3832	Private Donations	588	2,500	500	457	957	1,200	25.39%
Total Revenues - Parks & Recreation Fund		1,498,430	1,519,590	38,494	1,488,369	1,526,863	1,532,769	0.39%
Expenditures								
150 - Allocation To Other Entities								
4921	Shreveport Green	15,000	30,000	-	30,000	30,000	30,000	0.00%
Total Allocation To Other Entities		15,000	30,000	-	30,000	30,000	30,000	0.00%
511 - Parks & Recreation								
4113	Salaries Regular Employees	609,246	628,748	433,389	160,334	593,723	631,166	6.31%
4114	Salaries-Special	12,523	15,000	6,220	6,325	12,545	15,000	19.57%
4122	Salaries-Part Time	60,256	52,791	49,834	12,909	62,743	41,496	(33.86%)
4131	Parochial Retirement	64,442	66,283	46,213	9,344	55,557	61,035	9.86%
4132	Group Health Insurance	95,704	109,584	73,525	20,540	94,065	95,946	2.00%
4133	Retired Employees Grp Insurance	24,089	25,293	12,647	12,646	25,293	26,558	5.00%
4135	Medicare Insurance	11,798	11,545	9,157	2,388	11,545	13,491	16.86%
4136	Caddo Parish Employee Retirement	12,556	12,311	8,997	1,104	10,101	11,549	14.34%
4138	Unemployment Claims	-	260	-	85	85	260	205.88%
4211	Dues-Governmental Organizations	228	1,800	-	395	395	1,800	355.70%
4221	Printed Office Forms	-	250	-	250	250	250	0.00%
4230	Education, Training and Travel	19,060	22,500	10,627	6,926	17,553	18,000	2.55%
4241	Office Supplies	4,343	5,000	2,355	1,388	3,743	5,000	33.58%
4243	Copy Supplies	688	1,750	453	38	491	1,000	103.67%
4250	Equipment Repairs	21,869	19,000	17,847	5,948	23,795	25,000	5.06%
4251	Gas, Oil, Grease	21,747	30,000	8,156	12,751	20,907	25,000	19.58%
4259	Get Hooked on Fishing	2,918	5,000	-	2,250	2,250	3,000	33.33%
4260	Building Repairs & Maintenance	45,557	37,000	29,056	8,625	37,681	37,000	(1.81%)
4265	Uniforms	630	3,500	1,776	591	2,367	3,000	26.74%
4267	Animal Food	5,079	5,500	2,164	1,377	3,541	5,500	55.32%
4269	Nature Day Camp	5,715	6,000	82	5,093	5,175	6,000	15.94%
4271	Natural Gas	1,458	3,000	1,133	300	1,433	3,000	109.35%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4272	Electricity	44,435	52,200	32,300	5,780	38,080	52,200	37.08%
4273	Water	4,809	7,000	2,994	1,559	4,553	7,000	53.74%
4276	Emergency Coordination	7,500	8,100	4,050	4,050	8,100	8,100	0.00%
4280	Telephone	10,896	10,000	7,156	954	8,110	10,000	23.30%
4290	Safety Apparel	1,802	1,000	420	580	1,000	1,000	0.00%
4292	Lawn Maint Charged to Other	(6,527)	-	-	-	-	-	0.00%
4311	Employee Physicals	946	1,250	505	446	951	1,250	31.44%
4313	Maintenance Contract	21,425	25,000	12,925	4,605	17,530	20,000	14.09%
4316	Security	852	612	336	276	612	700	14.38%
4321	Legal and Auditing	2,029	2,357	2,085	-	2,085	3,686	76.79%
4324	Information Systems Allocation	20,647	21,770	10,885	10,885	21,770	22,260	2.25%
4361	General Fund Administration	20,311	22,396	11,198	11,198	22,396	22,917	2.33%
4388	Building Management	3,396	3,420	1,710	1,710	3,420	3,126	(8.60%)
4423	Misc Materials and Supplies	8,274	9,000	1,968	6,282	8,250	9,000	9.09%
4511	Casualty Insurance	38,354	38,354	19,177	19,177	38,354	39,314	2.50%
4512	Workers Comp Insurance	15,758	15,758	7,879	7,879	15,758	15,915	1.00%
4534	Special Programs	11,231	15,000	5,612	2,920	8,532	15,000	75.81%
4591	Retirement Contributions	42,946	43,680	-	43,680	43,680	43,680	0.00%
4592	Sheriff's Tax Collection	239	525	4,955	-	4,955	3,220	(35.02%)
4743	Other Equipment	335	3,500	72	2,183	2,255	3,500	55.21%
Total Parks & Recreation		1,269,564	1,343,037	839,858	395,771	1,235,629	1,311,919	6.17%
Total Expenditures - Parks & Recreation Fund		1,284,564	1,373,037	839,858	425,771	1,265,629	1,341,919	6.03%
Excess (Deficiency) Of Revenues Over Expenditures		213,866	146,553	(801,364)	1,062,598	261,234	190,850	(26.94%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	-	-	-	346	346	-	(100.00%)
4688	Transfer To Capital Outlay	(180,000)	(105,000)	(52,500)	(52,500)	(105,000)	(70,000)	(33.33%)
Total Other Financing Sources (Uses)		(180,000)	(105,000)	(52,500)	(52,154)	(104,654)	(70,000)	(33.11%)
Net Change In Fund Balance		33,866	41,553	(853,864)	1,010,444	156,580	120,850	(22.82%)
Fund Balance, Beginning Of Year		3,178,795	3,217,538	3,212,661	2,358,797	3,212,661	3,369,241	4.87%
Fund Balance, End Of Year		\$ 3,212,661	3,259,091	2,358,797	3,369,241	3,369,241	3,490,091	3.59%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Solid Waste Fund (240)							
Revenues							
3120	Prior Year Taxes	\$ 1,838	1,840	2,756	464	3,220	2,093 (35.00%)
3175	Sales Tax Collections	2,904,921	2,925,000	2,119,868	915,408	3,035,276	2,975,000 (1.99%)
3610	Interest Earned	28,095	100,000	-	131,178	131,178	125,000 (4.71%)
3695	Miscellaneous Revenue	96,487	100,000	84,666	6,716	91,382	95,000 3.96%
Total Revenues - Solid Waste Fund		3,031,341	3,126,840	2,207,290	1,053,766	3,261,056	3,197,093 (1.96%)
Expenditures							
423 - Compactor System Operations							
4113	Salaries Regular Employees	502,688	515,859	381,623	133,722	515,345	520,319 0.97%
4114	Salaries - Special	-	10,000	-	7,851	7,851	10,000 27.37%
4122	Salaries - Part Time	516,491	544,337	371,738	170,607	542,345	555,418 2.41%
4131	Parochial Retirement	60,832	64,482	45,327	19,155	64,482	59,837 (7.20%)
4132	Group Health Insurance	107,481	108,554	85,660	22,894	108,554	110,725 2.00%
4133	Retired Employees Grp Insurance	14,681	15,415	7,707	7,708	15,415	16,178 4.95%
4135	Medicare Insurance	39,312	43,665	27,529	16,136	43,665	36,805 (15.71%)
4138	Unemployment Claims	-	3,500	-	1,254	1,254	3,500 179.11%
4230	Education, Training and Travel	1,486	2,000	897	762	1,659	3,000 80.83%
4241	Office Supplies	3,772	8,000	3,849	1,618	5,467	8,000 46.33%
4243	Copy Supplies	707	1,500	314	675	989	1,500 51.67%
4250	Equipment Repairs	72,733	75,000	26,562	42,416	68,978	80,000 15.98%
4251	Gas, Oil, Grease	72,900	105,000	31,037	45,508	76,545	100,000 30.64%
4260	Building Repairs & Maintenance	46,679	45,000	8,952	30,956	39,908	45,000 12.76%
4265	Uniforms	9,932	15,000	2,373	10,025	12,398	15,000 20.99%
4272	Electricity	18,161	25,000	15,903	4,084	19,987	25,000 25.08%
4273	Water	5,031	7,500	3,934	2,050	5,984	7,500 25.33%
4276	Emergency Coordination	5,000	5,400	2,700	2,700	5,400	5,400 0.00%
4280	Telephone	26,664	28,000	17,711	10,181	27,892	30,000 7.56%
4290	Safety Apparel	4,183	3,500	231	3,268	3,499	5,000 42.90%
4311	Employee Physicals	1,972	5,000	2,196	373	2,569	5,000 94.63%
4315	Warehouse Rental	42,000	48,000	24,000	24,000	48,000	54,000 12.50%
4318	Waste Disposal Fees	459,849	530,000	352,575	157,299	509,874	530,000 3.95%
4321	Legal and Auditing	4,153	4,825	4,267	558	4,825	7,546 56.39%
4324	Information Systems Allocation	20,647	21,770	10,885	10,885	21,770	22,260 2.25%
4327	Professional Services	14,002	25,000	6,862	13,013	19,875	25,000 25.79%
4330	Public Works Administration	82,478	82,478	41,239	41,239	82,478	82,478 0.00%
4361	General Fund Administration	70,711	77,490	38,745	38,745	77,490	78,193 0.91%
4362	Contract Hauling-Compactors	220,104	275,000	115,100	100,575	215,675	275,000 27.51%
4370	Port O Let Rental	12,960	15,000	8,640	4,320	12,960	15,000 15.74%
4374	Work Release Program	21,115	60,000	15,943	13,933	29,876	60,000 100.83%
4375	Tax Collection Charges	44,691	65,000	22,461	32,217	54,678	65,000 18.88%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4421	Sign Materials	866	5,000	-	2,546	2,546	5,000	96.39%
4511	Casualty Insurance	38,354	38,354	19,177	19,177	38,354	39,314	2.50%
4512	Workers Comp Insurance	30,673	30,673	15,336	15,337	30,673	30,978	0.99%
4561	Sales Tax Rebate	-	419,410	419,410	-	419,410	-	(100.00%)
4712	Site Lease	2,200	2,500	1,450	750	2,200	5,000	127.27%
4743	Other Equipment	2,623	15,000	673	9,168	9,841	15,000	52.42%
Total Expenditures - Compactor Systems		2,578,131	3,347,212	2,133,006	1,017,705	3,150,711	2,952,951	(6.28%)
424 - Code Enforcement								
4113	Salaries Regular Employees	32,919	33,796	24,050	9,746	33,796	34,471	2.00%
4131	Parochial Retirement	4,259	4,225	3,088	1,137	4,225	3,964	(6.18%)
4132	Group Health Insurance	190	491	147	92	239	718	200.50%
4135	Medicare Insurance	487	490	367	123	490	510	4.11%
4230	Education, Training and Travel	1,223	5,000	200	1,789	1,989	5,000	151.38%
4251	Gas, Oil, Grease	-	10,000	-	-	-	5,000	100.00%
4313	Maintenance Contract	-	21,000	20,495	-	20,495	25,000	21.98%
4373	Property Standards Enforcement	181,129	400,000	31,085	196,013	227,098	400,000	76.14%
Total Expenditures - Code Enforcement		220,207	475,002	79,432	208,900	288,332	474,663	64.62%
Total Expenditures - Solid Waste Fund		2,798,338	3,822,214	2,212,438	1,226,605	3,439,043	3,427,614	(0.33%)
Excess (Deficiency) Of Revenues Over Expenditures		233,003	(695,374)	(5,148)	(172,839)	(177,987)	(230,521)	29.52%
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	33,106	-	-	129,199	129,199	-	(100.00%)
4688	Transfer To Capital Outlay	(2,023,000)	(1,700,000)	(850,000)	(850,000)	(1,700,000)	(230,000)	(86.47%)
Total Other Financing Sources (Uses)		(1,989,894)	(1,700,000)	(850,000)	(720,801)	(1,570,801)	(230,000)	(85.36%)
Net Change In Fund Balance		(1,756,891)	(2,395,374)	(855,148)	(893,640)	(1,748,788)	(460,521)	(73.67%)
Fund Balance, Beginning Of Year		22,691,634	20,775,204	20,934,743	20,079,595	20,934,743	19,185,955	(8.35%)
Fund Balance, End Of Year		\$ 20,934,743	18,379,830	20,079,595	19,185,955	19,185,955	18,725,434	(2.40%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017				2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Juvenile Justice Fund (260)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 3,393,713	3,502,440	-	3,489,440	3,489,440	3,524,030	0.99%
3115	Estimated Uncollectible Taxes	(31,689)	(105,070)	-	(104,680)	(104,680)	(105,720)	0.99%
3120	Prior Year Taxes	9,210	14,290	44,081	336	44,417	28,221	(36.46%)
3351	State Revenue Sharing	85,922	78,600	-	84,715	84,715	83,000	(2.02%)
3423	Food & Nutrition Grant	36,073	38,000	19,695	19,696	39,391	38,000	(3.53%)
3424	State Prisoners Grant	91,287	115,000	37,982	47,981	85,963	115,000	33.78%
3610	Interest Earned	11,074	9,000	-	17,317	17,317	9,000	(48.03%)
3665	Family In Need Of Services	87,564	87,564	51,079	36,485	87,564	87,564	0.00%
3666	Juvenile Block Grant	-	14,850	-	-	-	-	(100.00%)
3695	Miscellaneous Revenue	13,357	13,000	17,205	453	17,658	13,000	(26.38%)
3723	Federal Grants - Other	622,262	504,000	302,156	283,906	586,062	504,000	(14.00%)
3724	Grant Revenue - State	100	-	-	-	-	-	0.00%
3725	Grant Revenue - Other	37,700	-	-	-	-	-	0.00%
3727	Juvenile Service Fees	2,080	2,000	1,235	270	1,505	2,000	32.89%
3832	Private Donations	2,305	2,200	834	1,417	2,251	2,200	(2.27%)
Total Revenues - Juvenile Justice Fund		4,360,958	4,275,874	474,267	3,877,336	4,351,603	4,300,295	(1.18%)

Expenditures

121 - Juvenile Court

4113	Salaries Regular Employees	626,066	622,859	452,331	170,216	622,547	634,811	1.97%
4131	Parochial Retirement	76,883	77,857	56,974	19,479	76,453	71,511	(6.46%)
4132	Group Health Insurance	95,065	102,433	71,595	25,964	97,559	99,510	2.00%
4133	Retired Employees Grp Insurance	3,760	3,948	1,974	1,974	3,948	4,145	4.99%
4135	Medicare Insurance	7,763	9,031	6,338	2,047	8,385	9,017	7.54%
4138	Unemployment Claims	-	2,000	-	1,574	1,574	2,000	27.06%
4210	Books and Subscriptions	41,752	33,000	16,916	16,916	33,832	33,000	(2.46%)
4211	Dues-Governmental Organizations	2,140	2,000	311	1,629	1,940	2,000	3.09%
4221	Printed Office Forms	253	500	-	465	465	500	7.53%
4230	Education, Training and Travel	8,807	7,500	3,201	3,718	6,919	7,000	1.17%
4241	Office Supplies	7,282	6,000	4,328	2,569	6,897	6,000	(13.01%)
4242	Postage	36	500	59	128	187	250	33.69%
4243	Copy Supplies	1,249	1,000	1,342	400	1,742	1,000	(42.59%)
4327	Professional Services	64,951	50,000	22,607	25,944	48,551	50,000	2.98%
4328	Mental Evaluations	3,820	5,000	-	4,211	4,211	5,000	18.74%
4348	Transcriptions	150	4,000	-	350	350	4,000	1,042.86%
4350	Court Bailiffs	23,120	21,000	5,984	11,000	16,984	21,000	23.65%
4351	Deputy Clerks of Court	11,624	15,000	6,975	8,000	14,975	15,000	0.17%
4512	Workers Comp Insurance	14,914	14,914	7,457	7,457	14,914	15,063	1.00%
4545	Reimb From Juvenile Court	(300,000)	(300,000)	-	(300,000)	(300,000)	(150,000)	(50.00%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total Juvenile Court		689,635	678,542	658,392	4,041	662,433	830,807	25.42%
122 - Juvenile Services								
22 - Probation Operations								
4113	Salaries Regular Employees	1,766,626	1,788,290	1,267,983	516,558	1,784,541	1,804,025	1.09%
4119	Salaries Reimbursed By Others	(266,282)	(249,000)	-	(243,581)	(243,581)	(249,000)	2.22%
4122	Salaries-Part Time	3,618	-	14,430	-	7,500	14,054	87.39%
4131	Parochial Retirement	226,349	223,536	162,047	56,808	218,855	207,463	(5.21)%
4132	Group Health Insurance	271,677	286,000	229,151	72,592	301,743	307,778	2.00%
4133	Retired Employees Grp Insurance	92,834	97,476	48,738	48,738	97,476	102,350	5.00%
4135	Medicare Insurance	22,614	25,930	17,615	6,448	24,063	24,007	(0.23)%
4138	Unemployment Claims	-	3,000	-	2,111	2,111	3,000	42.11%
4210	Books and Subscriptions	576	2,000	872	435	1,307	900	(31.14)%
4211	Dues-Governmental Organizations	1,400	3,000	1,980	615	2,595	1,600	(38.34)%
4221	Printed Office Forms	31	1,000	370	102	472	600	27.12%
4230	Education, Training and Travel	36,821	43,000	23,601	11,634	35,235	40,000	13.52%
4241	Office Supplies	15,980	15,000	9,341	1,761	11,102	15,000	35.11%
4242	Postage	11,782	15,000	2,586	7,549	10,135	15,000	48.00%
4243	Copy Supplies	15,624	18,000	11,584	1,822	13,406	17,000	26.81%
4250	Equipment Repairs	15,671	20,000	9,192	4,596	13,788	18,000	30.55%
4251	Gas, Oil, Grease	18,735	25,000	8,161	6,080	14,241	22,000	54.48%
4265	Uniforms	1,413	4,000	525	1,575	2,100	1,600	(23.81)%
4276	Emergency Coordination	1,500	1,620	810	810	1,620	1,620	0.00%
4280	Telephone	60,374	62,500	38,512	22,861	61,373	62,500	1.84%
4311	Employee Physicals	2,095	3,700	584	1,510	2,094	3,700	76.70%
4316	Security	157,039	160,000	80,511	76,527	157,038	168,000	6.98%
4321	Legal and Auditing	4,933	5,731	5,068	-	5,068	8,963	76.85%
4324	Information Systems Allocation	29,496	31,100	15,550	15,550	31,100	31,800	2.25%
4327	Professional Services	89,750	75,000	51,692	20,320	72,012	75,000	4.15%
4361	General Fund Administration	68,378	74,589	37,295	37,294	74,589	75,283	0.93%
4395	Juvenile Grant Programs - Other	247,542	260,000	63,232	184,310	247,542	260,000	5.03%
4511	Casualty Insurance	50,611	50,611	25,305	25,306	50,611	51,878	2.50%
4512	Workers Comp Insurance	44,984	44,984	22,492	22,492	44,984	45,431	0.99%
4529	Family in Need-Services	87,564	87,564	51,079	35,521	86,600	87,564	1.11%
4530	Interest Expense	-	1,000	-	925	925	500	(45.95)%
4534	Special Programs	128,258	200,000	115,097	25,955	141,052	225,000	59.52%
4554	Reimb-Title IV-E Funds	37,918	24,000	9,712	14,013	23,725	24,000	1.16%
4559	Juvenile Block Grant	-	14,850	-	-	-	-	0.00%
4571	Outside Agency Distributions	17,795	15,000	11,417	5,709	17,126	18,000	5.10%
4591	Retirement Contributions	101,931	103,670	-	102,001	102,001	103,670	1.64%
4592	Sheriff's Tax Collection	561	1,100	11,741	6,000	17,741	15,000	(15.45)%
4742	Office Equipment	6,652	7,000	683	522	1,205	3,500	190.46%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total Probation Operations		3,372,850	3,545,251	2,348,956	1,093,469	3,435,495	3,606,786	4.99%
32 - Juvenile Detention								
4113	Salaries Regular Employees	1,625,200	1,746,337	1,152,835	576,078	1,728,913	1,846,441	6.80%
4119	Salaries Reimbursed By Others	(59,903)	(45,000)	-	-	(43,251)	(45,000)	4.04%
4122	Salaries-Part Time	57,464	54,924	37,910	14,792	52,702	59,643	13.17%
4131	Parochial Retirement	208,521	218,292	143,159	72,702	215,861	212,341	(1.63%)
4132	Group Health Insurance	235,199	251,891	181,435	70,147	251,582	256,614	2.00%
4133	Retired Employees Grp Insurance	53,466	56,139	28,070	28,069	56,139	58,946	5.00%
4135	Medicare Insurance	23,769	25,467	18,563	5,582	24,145	27,917	15.62%
4138	Unemployment Claims	1,334	3,500	360	780	1,140	3,500	207.02%
4211	Dues-Governmental Organizations	1,116	1,500	395	1,046	1,441	1,200	(16.72%)
4230	Education, Training and Travel	25,309	40,000	18,332	13,030	31,362	36,000	14.79%
4241	Office Supplies	6,227	4,500	2,905	1,331	4,236	4,500	6.23%
4243	Copy Supplies	3,057	7,000	3,205	52	3,257	5,500	68.87%
4250	Equipment Repairs	882	4,000	48	603	651	2,500	284.02%
4251	Gas, Oil, Grease	2,718	4,500	1,256	628	1,884	3,000	59.24%
4262	Food	136,660	160,000	100,093	18,243	118,336	150,000	26.76%
4263	Clothing Linen Personal Supplies	14,310	14,000	4,902	5,456	10,358	18,000	73.78%
4265	Uniforms	8,021	8,000	283	7,573	7,856	13,000	65.48%
4311	Employee Physicals	7,844	8,200	3,533	3,648	7,181	10,000	39.26%
4321	Legal and Auditing	2,236	2,598	2,298	-	2,236	4,063	81.71%
4324	Information Systems Allocation	14,748	15,550	7,775	7,775	15,550	15,900	2.25%
4327	Professional Services	54,546	60,000	45,195	6,100	51,295	75,000	46.21%
4333	Prisoners Medical Care	56,124	62,500	39,484	16,639	56,123	68,005	21.17%
4361	General Fund Administration	75,819	83,344	41,672	41,672	83,344	84,297	1.14%
4388	Building Management	24,256	24,431	12,216	12,215	24,431	22,326	(8.62%)
4395	Grant Programs - Other	103,805	132,777	58,263	49,737	108,000	132,777	22.94%
4511	Casualty Insurance	7,170	7,170	3,585	3,585	7,170	7,350	2.51%
4512	Workers Comp Insurance	33,366	33,366	16,683	16,683	33,366	33,698	1.00%
4534	Special Programs	12,899	16,500	3,182	7,230	10,412	16,500	58.47%
4742	Office Equipment	1,434	2,000	2,037	11	2,048	2,000	(2.34%)
4743	Other Equipment	3,458	3,500	989	511	1,500	2,000	33.33%
4953	Johnny Grey Jones Youth	50,011	45,000	37,375	9,500	46,875	60,000	28.00%
Total Juvenile Detention		2,791,066	3,051,986	1,968,038	991,418	2,916,143	3,188,018	9.32%
Total Juvenile Services		6,163,916	6,597,237	4,316,994	2,084,887	6,351,638	6,794,804	6.98%
161 - Facility & Maintenance								
62 - Juvenile Justice Bldgs								
4113	Salaries Regular Employees	71,374	82,590	27,709	45,597	73,306	76,238	4.00%
4131	Parochial Retirement	9,345	10,324	3,546	6,309	9,855	8,767	(11.04%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4132	Group Health Insurance	11,385	13,465	5,012	2,112	7,124	21,231	198.02%
4133	Retired Employees Grp Insurance	6,464	6,787	3,393	3,394	6,787	7,126	4.99%
4135	Medicare Insurance	983	1,198	386	606	992	1,129	13.81%
4138	Unemployment Claims	-	70	-	51	51	70	37.25%
4250	Equipment Repairs	3,712	2,000	1,010	854	1,864	2,000	7.30%
4251	Gas, Oil, Grease	3,255	2,600	1,452	726	2,178	2,600	19.38%
4260	Building Repairs & Maintenance	104,843	85,000	48,591	27,608	76,199	85,000	11.55%
4265	Uniforms	100	1,500	-	1,404	1,404	1,500	6.84%
4271	Natural Gas	21,765	40,000	19,727	9,320	29,047	35,000	20.49%
4272	Electricity	149,389	155,000	111,515	35,671	147,186	155,000	5.31%
4273	Water	15,493	20,000	14,055	1,857	15,912	20,000	25.69%
4291	Lawn and Tree Maintenance	5,496	15,000	6,455	7,505	13,960	15,000	7.45%
4311	Employee Physicals	-	350	-	178	178	350	96.63%
4312	Pest Control	1,760	2,000	1,233	527	1,760	2,000	13.64%
4313	Maintenance Contract	41,398	45,000	36,488	13,024	49,512	50,000	0.99%
4317	Janitorial Service	8,648	8,500	422	7,092	7,514	8,500	13.12%
4318	Waste Disposal Fees	3,120	5,200	2,340	1,000	3,340	5,200	55.69%
4388	Building Management	18,192	18,323	9,162	9,161	18,323	16,745	(8.61%)
4511	Casualty Insurance	2,168	2,168	1,084	1,084	2,168	2,222	2.49%
4512	Workers Comp Insurance	1,608	1,608	804	804	1,608	1,624	1.00%
4743	Other Equipment	4,278	2,500	-	2,425	2,425	2,500	3.09%
Total Facilities and Maintenance - Juvenile Justice Bldgs		484,776	521,183	294,384	178,309	472,693	519,802	9.97%
Total Expenditures - Juvenile Justice Fund		7,338,327	7,796,962	5,269,770	2,267,237	7,486,764	8,145,413	8.80%
Excess (Deficiency) Of Revenues Over Expenditures		(2,977,369)	(3,521,088)	(4,795,503)	1,610,099	(3,135,161)	(3,845,118)	22.64%
Other Financing Sources (Uses)								
3855	Transfer From Criminal Justice	3,450,000	3,400,000	1,700,000	1,700,000	3,400,000	3,600,000	5.88%
4688	Transfer To Capital Outlay	(150,000)	(285,000)	(142,500)	-	(285,000)	(287,000)	0.70%
Total Other Financing Sources (Uses)		3,300,000	3,115,000	1,557,500	1,700,000	3,115,000	3,313,000	6.36%
Net Change In Fund Balance		322,631	(406,088)	(3,238,003)	3,310,099	(20,161)	(532,118)	2,539.34%
Fund Balance, Beginning Of Year		4,161,951	4,378,953	4,484,582	1,246,579	4,484,582	4,464,421	(0.45%)
Fund Balance, End Of Year		\$ 4,484,582	3,972,865	1,246,579	4,556,678	4,464,421	3,932,303	(11.92%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Health Tax Fund (270)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 3,337,502	3,431,320	-	3,418,590	3,418,590	3,452,480	0.99%
3115	Estimated Uncollectible Taxes	(42,533)	(102,940)	-	(102,560)	(102,560)	(103,580)	0.99%
3120	Prior Year Taxes	19,791	17,590	49,100	1,362	50,462	30,850	(38.86%)
3351	State Revenue Sharing	84,198	79,400	-	83,096	83,096	82,000	(1.32%)
3455	Vaccination Fees	4,920	5,000	1,255	1,447	2,702	3,000	11.03%
3466	Impounding & Boarding Fees	31,103	34,000	15,580	7,353	22,933	27,000	17.73%
3467	Animal License & Permit Fees	4,949	4,000	2,539	65	2,604	3,000	15.21%
3610	Interest Earned	12,814	17,000	-	23,685	23,685	21,000	(11.34%)
3695	Miscellaneous Revenue	-	700	-	225	225	300	33.33%
3832	Private Donations	436	700	1,469	240	1,709	800	(53.19%)
3833	Adoptions	40,618	40,000	33,063	4,219	37,282	40,000	7.29%
Total Revenues - Health Tax Fund		3,493,798	3,526,770	103,006	3,437,722	3,540,728	3,556,850	0.46%
Expenditures								
161 - Facilities & Maintenance								
11 - Shreveport Regional Lab								
4133	Retired Employees Grp Insurance	1,178	1,237	618	619	1,237	1,299	5.01%
4250	Equipment Repairs	2,755	2,500	3,411	189	3,600	2,500	(30.56%)
4251	Gas, Oil and Grease	2,565	3,000	1,753	876	2,629	3,000	14.11%
4260	Building Repairs & Maintenance	6,283	17,000	6,471	7,271	13,742	17,000	23.71%
4265	Uniforms	-	600	-	-	-	-	0.00%
4271	Natural Gas	665	1,000	551	240	791	1,000	26.42%
4272	Electricity	19,241	20,000	5,664	5,956	11,620	20,000	72.12%
4273	Water	277	800	970	20	990	1,000	1.01%
4290	Safety Apparel	150	150	-	148	148	150	1.35%
4311	Employee Physicals	-	100	-	25	25	100	300.00%
4312	Pest Control	605	800	440	165	605	800	32.23%
4316	Security	245	500	14	331	345	500	44.93%
4388	Building Management	12,128	12,216	6,108	6,108	12,216	11,163	(8.62%)
4512	Workers Comp Insurance	1,045	1,045	522	523	1,045	1,056	1.05%
4743	Other Equipment	-	800	-	763	763	800	4.85%
Total Shreveport Regional Lab		47,137	61,748	26,522	23,234	49,756	60,368	21.33%
14 - Highland Health Unit Complex								
4113	Salaries Regular Employees	143,700	141,479	95,412	44,083	139,495	118,343	(15.16%)
4122	Salaries-Part Time	10,512	11,690	7,824	3,629	11,453	11,686	2.03%
4131	Parochial Retirement	18,311	17,813	12,225	5,456	17,681	13,609	(23.03%)
4132	Group Health Insurance	60,930	65,223	35,926	27,575	63,501	64,771	2.00%
4133	Retired Employees Grp Insurance	11,053	11,606	5,803	5,803	11,606	12,186	5.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4135	Medicare Insurance	2,615	2,975	1,876	763	2,639	2,637	(0.08%)
4138	Unemployment Claims	-	150	-	99	99	150	51.52%
4250	Equipment Repairs	3,890	7,000	42	1,829	1,871	7,000	274.13%
4251	Gas, Oil, Grease	4,588	20,000	939	3,953	4,892	20,000	308.83%
4260	Building Repairs & Maintenance	34,394	33,000	27,222	5,778	33,000	33,000	0.00%
4265	Uniforms	782	2,000	-	861	861	2,000	132.29%
4271	Natural Gas	12,573	23,000	12,931	5,969	18,900	23,000	21.69%
4272	Electricity	80,332	95,000	59,258	22,927	82,185	95,000	15.59%
4273	Water	5,557	8,000	2,986	2,552	5,538	8,000	44.46%
4276	Emergency Coordination	1,500	1,620	810	810	1,620	1,620	0.00%
4280	Telephone	816	2,000	498	422	920	2,000	117.39%
4291	Lawn and Tree Maintenance	2,883	5,000	3,175	1,688	4,863	5,000	2.82%
4311	Employee Physicals	-	300	-	185	185	300	62.16%
4312	Pest Control	440	1,200	670	275	945	1,200	26.98%
4313	Maintenance Contract	5,902	11,000	4,535	1,665	6,200	11,000	77.42%
4316	Security	1,350	1,800	448	1,352	1,800	1,800	0.00%
4321	Legal and Auditing	1,333	1,549	1,370	-	1,370	2,423	76.86%
4361	General Fund Administration	25,839	28,672	14,336	14,336	28,672	29,053	1.33%
4388	Building Management	35,171	35,425	17,712	17,713	35,425	32,373	(8.62%)
4511	Casualty Insurance	42,523	42,523	21,261	21,262	42,523	43,587	2.50%
4512	Workers Comp Insurance	4,904	4,904	2,452	2,452	4,904	4,953	1.00%
4591	Retirement Contributions	99,862	101,570	-	100,514	100,514	101,570	1.05%
4592	Sheriff's Tax Collection	567	800	11,510	1,946	13,456	8,700	(35.34%)
4743	Other Equipment	497	500	-	495	495	500	1.01%
Total Highland Health Unit Complex		612,824	677,799	341,221	296,392	637,613	657,461	3.11%
15 - Vivian Health Unit								
4113	Salaries Regular Employees	15,836	26,491	12,345	14,570	26,915	26,474	(1.64%)
4131	Parochial Retirement	2,049	3,312	1,582	1,784	3,366	3,045	(9.54%)
4132	Group Health Insurance	7,551	13,729	6,275	6,455	12,730	12,985	2.00%
4133	Retired Employees Grp Insurance	1,178	1,237	618	619	1,237	1,299	5.01%
4135	Medicare Insurance	177	385	143	164	307	388	26.38%
4260	Building Repairs & Maintenance	3,253	6,000	2,512	2,256	4,768	6,000	25.84%
4265	Uniforms	-	350	-	300	300	350	16.67%
4272	Electricity	9,699	16,000	6,258	5,932	12,190	16,000	31.26%
4273	Water	1,226	1,200	709	393	1,102	1,200	8.89%
4280	Telephone	1,635	1,500	1,185	207	1,392	1,500	7.76%
4291	Lawn and Tree Maintenance	675	1,600	-	1,100	1,100	1,600	45.45%
4312	Pest Control	600	600	400	200	600	600	0.00%
4316	Security	420	450	112	308	420	450	7.14%
4388	Building Management	2,426	2,443	1,221	1,222	2,443	2,233	(8.60%)
4512	Workers Comp Insurance	362	362	181	181	362	365	0.83%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4743	Other Equipment	-	200	-	200	200	0.00%	
Total Vivian Health Unit		47,087	75,859	33,541	35,891	69,432	74,689	7.57%
69 - David Raines Comm Center								
4260	Building Repairs & Maintenance	33,390	33,390	16,695	16,695	33,390	33,390	0.00%
Total David Raines Comm Center		33,390	33,390	16,695	16,695	33,390	33,390	0.00%
Total Facilities and Maintenance		740,438	848,796	417,979	372,212	790,191	825,908	4.52%
312 - Animal Services								
4113	Salaries Regular Employees	1,041,161	1,112,181	801,701	308,175	1,109,876	1,112,609	0.25%
4114	Salaries-Special	33,314	10,000	23,172	-	23,240	25,000	7.57%
4122	Salaries-Part Time	27,139	27,361	16,391	10,207	26,598	27,799	4.52%
4131	Parochial Retirement	130,021	129,936	95,231	34,667	129,898	120,631	(7.13)%
4132	Group Health Insurance	147,533	158,455	128,852	27,937	156,789	159,925	2.00%
4133	Retired Employees Grp Insurance	40,896	42,941	21,471	21,470	42,941	45,088	5.00%
4135	Medicare Insurance	15,563	15,091	11,521	3,570	15,091	17,485	15.86%
4136	Caddo Parish Employee Retirement	3,705	9,086	6,641	2,445	9,086	8,612	(5.22)%
4138	Unemployment Claims	-	1,000	-	876	876	1,000	14.16%
4210	Books and Subscriptions	-	900	-	225	225	900	300.00%
4211	Dues-Governmental Organizations	120	1,100	20	505	525	1,100	109.52%
4221	Printed Office Forms	5,202	6,000	3,258	1,618	4,876	6,000	23.05%
4230	Education, Training and Travel	20,196	30,000	14,783	7,565	22,348	20,000	(10.51)%
4241	Office Supplies	3,767	5,000	1,687	2,669	4,356	5,000	14.78%
4242	Postage	176	750	220	178	398	750	88.44%
4243	Copy Supplies	4,145	5,200	1,774	1,371	3,145	5,000	58.98%
4250	Equipment Repairs	28,908	40,000	9,483	22,975	32,458	40,000	23.24%
4251	Gas, Oil, Grease	37,725	71,000	16,424	30,374	46,798	60,000	28.21%
4260	Building Repairs & Maintenance	28,176	23,000	22,542	445	22,987	23,000	0.06%
4265	Uniforms	8,957	9,000	3,710	5,277	8,987	10,000	11.27%
4267	Animal Food	16,222	10,500	7,577	9,179	16,756	18,000	7.42%
4268	Chemicals and Poison	49,967	34,000	29,715	10,183	39,898	40,000	0.26%
4271	Natural Gas	4,335	8,000	4,520	582	5,102	8,000	56.80%
4272	Electricity	27,225	28,000	21,048	6,950	27,998	30,000	7.15%
4273	Water	7,098	8,000	7,554	124	7,678	9,000	17.22%
4276	Emergency Coordination	3,600	3,888	1,944	1,944	3,888	3,888	0.00%
4280	Telephone	13,909	22,000	9,660	5,685	15,345	20,000	30.34%
4290	Safety Apparel	325	1,200	190	-	568	1,200	111.27%
4291	Lawn and Tree Maintenance	1,642	2,500	925	954	1,879	2,500	33.05%
4311	Employee Physicals	1,686	9,500	2,277	5,975	8,252	9,000	9.06%
4313	Maintenance Contract	1,969	9,000	1,374	771	2,145	3,000	39.86%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4316	Security	840	850	560	280	840	1,000	19.05%
4317	Janitorial Service	3,939	4,000	-	3,245	3,245	4,000	23.27%
4318	Waste Disposal Fees	1,422	4,000	1,477	510	1,987	4,000	101.31%
4321	Legal and Auditing	666	774	684	-	684	1,210	76.90%
4324	Information Systems Allocation	14,748	15,550	7,775	7,775	15,550	15,900	2.25%
4326	Spaying/Neutering	41,269	40,000	31,310	10,516	41,826	45,000	7.59%
4327	Professional Services	62,909	57,000	53,378	10,492	63,870	64,000	0.20%
4361	General Fund Administration	48,463	53,530	26,765	26,765	53,530	54,631	2.06%
4388	Building Management	8,490	8,551	4,275	4,276	8,551	7,814	(8.62%)
4423	Misc Materials and Supplies	31,448	42,100	38,268	7,164	45,432	45,000	(0.95%)
4511	Casualty Insurance	26,680	26,680	13,340	13,340	26,680	27,348	2.50%
4512	Workers Comp Insurance	28,622	28,622	14,311	14,311	28,622	28,907	1.00%
4530	Interest Expense	-	400	-	-	-	-	0.00%
4742	Office Equipment	3,486	7,000	2,784	791	3,575	7,000	95.80%
4743	Other Equipment	3,851	5,000	1,144	3,535	4,679	5,000	6.86%
Total Animal Services		1,981,515	2,128,646	1,461,736	627,896	2,090,078	2,145,297	2.64%
313 - Mosquito Control								
4113	Salaries Regular Employees	140,562	144,352	68,119	76,116	144,235	142,992	(0.86%)
4122	Salaries-Part Time	34,055	55,000	29,028	10,959	39,987	84,324	110.88%
4131	Parochial Retirement	15,345	18,044	8,660	9,384	18,044	16,444	(8.87%)
4132	Group Health Insurance	15,410	34,505	446	251	697	711	2.01%
4133	Retired Employees Grp Insurance	10,224	10,735	5,367	5,368	10,735	11,272	5.00%
4135	Medicare Insurance	3,549	4,852	2,020	2,832	4,852	5,101	5.13%
4138	Unemployment Claims	89	1,500	-	259	259	1,500	479.15%
4210	Books and Subscriptions	-	350	-	330	330	350	6.06%
4221	Printed Office Forms	-	300	-	214	214	300	40.19%
4230	Education, Training and Travel	756	4,000	933	362	1,295	2,000	54.44%
4241	Office Supplies	158	600	80	218	298	600	101.34%
4242	Postage	460	300	38	287	325	500	53.85%
4250	Equipment Repairs	15,734	14,000	8,045	5,852	13,897	15,000	7.94%
4251	Gas, Oil, Grease	13,609	27,000	4,010	11,688	15,698	20,000	27.40%
4265	Uniforms	1,268	800	-	798	798	1,300	62.91%
4268	Chemicals and Poison	130,963	135,000	97,502	37,156	134,658	135,000	0.25%
4276	Emergency Coordination	900	972	486	486	972	972	0.00%
4290	Safety Apparel	-	600	119	339	458	600	31.00%
4311	Employee Physicals	218	500	112	-	429	500	16.55%
4321	Legal and Auditing	666	774	684	-	684	1,210	76.90%
4324	Information Systems Allocation	14,748	15,550	7,775	7,725	15,500	15,900	2.58%
4361	General Fund Administration	17,346	19,266	9,633	9,633	19,266	19,958	3.59%
4423	Misc Materials and Supplies	1,749	5,000	926	2,953	3,879	5,000	28.90%
4511	Casualty Insurance	6,670	6,670	3,335	3,335	6,670	6,837	2.50%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4512	Workers Comp Insurance	7,718	7,718	3,859	3,859	7,718	7,795	1.00%
4742	Office Equipment	-	250	-	158	158	250	58.23%
4743	Other Equipment	502	5,000	-	2,250	2,250	5,000	122.22%
Total Mosquito Control		432,699	513,638	251,177	192,812	444,306	501,416	12.85%
Total Expenditures - Health Tax Fund		3,154,652	3,491,080	2,130,892	1,192,920	3,324,575	3,472,621	4.45%
Excess (Deficiency) Of Revenues Over Expenditures		339,146	35,690	(2,027,886)	2,244,802	216,153	84,229	(61.03%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	-	-	-	8,723	8,723	-	(100.00%)
4688	Transfer To Capital Outlay	(162,000)	(311,000)	(168,000)	(143,000)	(311,000)	(195,000)	(37.30%)
Total Other Financing Sources (Uses)		(162,000)	(311,000)	(168,000)	(134,277)	(302,277)	(195,000)	(35.49%)
Net Change In Fund Balance		177,146	(275,310)	(2,195,886)	2,110,525	(86,124)	(110,771)	28.62%
Fund Balance, Beginning Of Year		4,876,881	4,943,856	5,054,027	2,858,141	5,054,027	4,967,903	(1.70%)
Fund Balance, End Of Year		\$ 5,054,027	4,668,546	2,858,141	4,968,666	4,967,903	4,857,132	(2.23%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Biomedical Fund (280)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 2,826,077	2,915,740	-	2,904,920	2,904,920	2,933,710	0.99%
3115	Estimated Uncollectible Taxes	(24,207)	(87,470)	-	(87,150)	(87,150)	(88,010)	0.99%
3120	Prior Year Taxes	15,959	13,010	40,283	1,427	41,710	27,112	(35.00%)
3351	State Revenue Sharing	71,534	69,600	-	70,232	70,232	70,000	(0.33%)
3610	Interest Earned	97	300	-	102	102	150	47.06%
Total Revenues - Biomedical Fund		2,889,460	2,911,180	40,283	2,889,531	2,929,814	2,942,962	0.45%
Expenditures								
319 - Biomedical Research Center								
4321	Legal and Auditing	2,458	2,580	2,526	-	2,526	3,000	18.76%
4361	General Fund Administration	13,772	14,996	7,498	7,498	14,996	14,716	(1.87%)
4530	Interest Expense	7,348	5,000	-	7,689	7,689	8,000	4.04%
4562	Reimb - Biomedical Research Ctr	3,200,001	2,800,000	2,772,122	27,878	2,800,000	2,815,000	0.54%
4591	Retirement Contributions	84,856	86,300	-	85,980	85,980	86,830	0.99%
4592	Sheriff's Tax Collection	495	750	9,775	7,271	17,046	11,100	(34.88%)
Total Expenditures - Biomedical Fund		3,308,930	2,909,626	2,791,921	136,316	2,928,237	2,938,646	0.36%
Excess (Deficiency) Of Revenues Over Expenditures		(419,470)	1,554	(2,751,638)	2,753,215	1,577	4,316	173.68%
Fund Balance, Beginning Of Year		592,707	151,361	173,237	(2,578,401)	173,237	174,814	0.91%
Fund Balance, End Of Year		\$ 173,237	152,915	(2,578,401)	174,814	174,814	179,130	2.47%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Riverboat Fund (290)							
Revenues							
3223	Riverboat Gaming	\$ 1,228,922	1,290,000	819,637	417,055	1,236,692	1,230,000 (0.54%)
3610	Interest Earned	(135)	1,500	-	2,533	2,533	1,500 (40.78%)
3695	Miscellaneous	1,041	5,000	3,301	-	2,041	2,000 (2.01%)
Total Revenues - Riverboat Fund		1,229,828	1,296,500	822,938	419,588	1,241,266	1,233,500 (0.63%)
Expenditures							
131 - Administration							
4122	Salaries-Part Time	141,091	130,000	127,124	1,207	128,331	130,000 1.30%
4135	Medicare Insurance	10,799	9,945	9,438	757	10,195	11,000 7.90%
4321	Legal and Auditing	2,107	2,448	2,165	-	2,165	3,828 76.81%
4327	Professional Services	4,792	4,000	4,793	-	4,793	4,000 (16.54%)
4344	Public Information	-	13,000	-	11,296	11,296	13,000 15.08%
4361	General Fund Administration	21,614	23,733	11,867	11,866	23,733	23,512 (0.93%)
4530	Interest Expense	-	1,500	-	1,098	1,098	1,500 36.61%
4553	Truancy Program	95,000	95,000	60,000	35,000	95,000	95,000 0.00%
Total Administration		275,403	279,626	215,387	61,224	276,611	281,840 1.89%
150 - Allocation To Other Entities							
4959 - NGO Appropriations							
	A Quiet Place in the Woods	5,000	4,000	3,000	1,000	4,000	4,000 0.00%
	Alemap Foundation	2,000	-	-	-	-	- 0.00%
	Arc of Caddo-Bossier	6,000	8,000	8,000	-	8,000	8,000 0.00%
	Bernstein Development, Inc	10,000	7,000	7,000	-	7,000	10,000 42.86%
	Boy Scouts of America, Norwela Council	8,023	7,000	7,000	-	7,000	7,000 0.00%
	Boys II Men Mentoring Program	12,000	10,000	-	10,000	10,000	- (100.00%)
	Broadmoor Neighborhood Association	58,187	40,000	30,000	10,000	40,000	35,000 (12.50%)
	Caddo Community Action Agency (CCAA)	70,000	75,000	75,000	-	75,000	- (100.00%)
	Caddo Council on Aging (CCOA)	100,000	80,000	60,000	20,000	80,000	80,000 0.00%
	Calvary Missionary Baptist Church	5,000	-	-	-	-	- 0.00%
	Catholic Charities of North Louisiana	-	-	-	-	-	10,000 100.00%
	Cedar Grove CDC, Inc (NGO)	9,435	-	-	-	-	10,000 100.00%
	Christian Service Program Institute	25,000	25,000	25,000	-	25,000	25,000 0.00%
	Common Ground Community, Inc.	-	9,000	9,000	-	9,000	8,000 (11.11%)
	Community Renewal International, Inc.	-	9,000	9,000	-	9,000	10,000 11.11%
	Destiny Community Development Corp	7,500	-	-	-	-	- 0.00%
	Family Resources for Education	19,937	15,000	15,000	-	15,000	15,000 0.00%
	First Tee Of NWLA	12,500	5,000	5,000	-	5,000	5,000 0.00%
	Fit for Life, Inc	25,000	-	-	-	-	- 0.00%
	Food Bank of Northwest Louisiana	100,000	85,000	35,000	50,000	85,000	85,000 0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Galilee Family Enrichment Center, Inc.	15,540	18,900	18,900	-	18,900	14,000	(25.93%)
	Girl Scouts of Louisiana	10,000	7,000	7,000	-	7,000	7,000	0.00%
	Grace Comm Outreach Min (Words in Act)	15,000	5,000	5,000	-	5,000	5,000	0.00%
	Green Oaks High School Alumni Assoc	19,032	10,000	10,000	-	10,000	10,000	0.00%
	Holy Angels Residential Facility	70,000	40,000	40,000	-	40,000	30,000	(25.00%)
	Image Changers	20,000	17,000	14,550	2,450	17,000	16,000	(5.88%)
	Inner City Entrepreneur Institute (ICE)	20,000	-	-	-	-	15,000	100.00%
	Inter-City Row Modern Dance Co of S'port	7,000	5,000	5,000	-	5,000	5,000	0.00%
	Ivy Crown Community Services, Inc	15,000	10,000	10,000	-	10,000	10,000	0.00%
	JAG Family Resource Center	75,000	20,000	20,000	-	20,000	20,000	0.00%
	Lake Community Development Corporation	(1,566)	-	-	-	-	-	0.00%
	Martin Luther King Community Dev Corp	24,458	24,000	12,000	12,000	24,000	24,000	0.00%
	Martin Luther King Health Center	10,000	9,000	9,000	-	9,000	9,000	0.00%
	North Louisiana Civil Rights Coalition	-	-	-	-	-	8,000	100.00%
	Northwest Louisiana Community Dev Corp	-	-	-	-	-	40,000	100.00%
	Northwest Louisiana Interfaith Pharmacy	11,500	10,000	10,000	-	10,000	-	(100.00%)
	NW LA Education & Leadership Train Found	-	-	-	-	-	5,000	100.00%
	Oasis of Hope Louisiana (OHLA)	-	-	-	-	-	20,000	100.00%
	One Hundred Men of Shreveport	-	10,000	10,000	-	10,000	-	(100.00%)
	Project Seek, Inc	-	-	-	-	-	14,000	100.00%
	Providence House	15,000	20,000	20,000	-	20,000	20,000	0.00%
	Queensborough Progressive Citizens	-	-	-	-	-	14,000	100.00%
	Querbes Park Foundation	-	-	-	-	-	15,000	100.00%
	R.I.S.E. Shreveport	-	-	-	-	-	10,000	100.00%
	Ray of Hope Foundation	20,000	15,000	-	15,000	15,000	-	(100.00%)
	Reach Out and Touch, Inc	20,000	20,000	20,000	-	20,000	19,000	(5.00%)
	Red River Cleanup	14,414	6,000	-	6,000	6,000	5,000	(16.67%)
	Renzi Education and Art Center	7,500	7,000	7,000	-	7,000	7,000	0.00%
	Rho Omega & Friends, Inc.	-	-	-	-	-	30,000	100.00%
	Robinson's Rescue	40,000	35,000	35,000	-	35,000	40,000	14.29%
	Safe Summer Youth Recreation Activities	-	95,000	30,732	64,268	95,000	-	(100.00%)
	Salvation Army	45,000	35,000	35,000	-	35,000	50,000	42.86%
	Samaritan Counseling Center	31,400	23,000	23,000	-	23,000	15,000	(34.78%)
	Shady Grove Missionary Baptist Church	20,000	17,000	17,000	-	17,000	16,000	(5.88%)
	Shreveport Green	20,000	-	-	-	-	-	0.00%
	Shreveport Little Theatre (SLT)	7,500	7,000	7,000	-	7,000	7,000	0.00%
	Shreveport Opera	5,000	4,000	4,000	-	4,000	4,000	0.00%
	Shreveport Regional Arts Council (SRAC)	30,000	15,000	15,000	-	15,000	20,000	33.33%
	SISTERS International Inc	33,491	30,000	30,000	-	30,000	25,000	(16.67%)
	Social Justice Civic League, Inc	17,915	15,000	15,000	-	15,000	14,000	(6.67%)
	Southern Hills Homeowner's Association	-	-	-	-	-	20,000	100.00%
	Southern University at S'port Foundation	5,000	-	-	-	-	-	0.00%
	Springboard 2 Universal Success	2,142	3,000	3,000	-	3,000	-	(100.00%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	St. Luke's Episc'l Mobile Medical Ministry	7,550	7,600	3,800	3,800	7,600	7,000	(7.89%)
	Steeple Success, LLC	-	-	-	-	-	1,000	100.00%
	Supermen for Christ	-	-	-	-	-	10,000	100.00%
	Supportive Integrated Services, Inc	14,957	-	-	-	-	-	0.00%
	T.E.A.M.S.	-	-	-	-	-	22,000	100.00%
	Theatre of the Performing Arts	15,000	17,000	17,000	-	17,000	17,000	0.00%
	Urban Support Agency, Inc	26,900	20,000	20,000	-	20,000	30,000	50.00%
	Volunteers for Youth Justice	25,000	25,000	25,000	-	25,000	25,000	0.00%
	Women of Vision	(600)	-	-	-	-	-	0.00%
	Youth Outreach Services	12,500	12,500	12,500	-	12,500	12,500	0.00%
	YWCA Northwest Louisiana	-	7,500	7,500	-	7,500	8,000	6.67%
Total Allocation To Other Entities		1,222,215	1,001,500	806,982	194,518	1,001,500	1,027,500	2.60%
Total Expenditures - Riverboat Fund		1,497,618	1,281,126	1,022,369	255,742	1,278,111	1,309,340	2.44%
Excess (Deficiency) Of Revenues Over Expenditures		(267,790)	15,374	(199,431)	163,846	(36,845)	(75,840)	105.84%
Other Financing Sources (Uses)								
3837	Transfer From General Fund	-	95,000	47,500	47,500	95,000	-	(100.00%)
3849	Transfer From Oil and Gas Fund	300,000	-	-	-	-	-	0.00%
3852	Transfer From Capital Outlay	18,597	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		318,597	95,000	47,500	47,500	95,000	-	(100.00%)
Net Change In Fund Balance		50,807	110,374	(151,931)	211,346	58,155	(75,840)	(230.41%)
Fund Balance, Beginning Of Year		656,075	604,441	706,882	554,951	706,882	765,037	8.23%
Fund Balance, End Of Year		\$ 706,882	714,815	554,951	766,297	765,037	689,197	(9.91%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Criminal Justice Fund (295)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 5,628,780	5,635,900	-	5,614,990	5,614,990	5,670,650	0.99%
3115	Estimated Uncollectible Taxes	(50,464)	(169,080)	-	(168,450)	(168,450)	(170,120)	0.99%
3120	Prior Year Taxes	5,254	5,530	38,159	1,654	39,813	25,879	(35.00%)
3351	State Revenue Sharing	140,620	126,300	-	139,425	139,425	138,000	(1.02%)
3610	Interest Earned	4,583	2,000	-	3,286	3,286	3,000	(8.70%)
Total Revenues - Criminal Justice Fund		5,728,773	5,600,650	38,159	5,590,905	5,629,064	5,667,409	0.68%
Expenditures								
120 - Criminal Justice								
20 - Criminal Administration								
4321	Legal and Auditing	1,412	1,639	1,449	-	1,449	2,563	76.88%
4361	General Fund Administration	7,842	8,737	4,368	4,369	8,737	8,797	0.69%
4530	Interest Expense	9,235	10,000	-	9,364	9,364	10,000	6.79%
4591	Retirement Contributions	169,195	166,820	-	166,200	166,200	167,850	0.99%
4592	Sheriff's Tax Collection	910	800	19,390	13,849	33,239	21,600	(35.02%)
4596	Sheriff Substations	123,490	140,000	63,983	75,015	138,998	140,000	0.72%
Total Expenditures - Criminal Justice Fund		312,084	327,996	89,190	268,797	357,987	350,810	(2.00%)
Excess (Deficiency) Of Revenues Over Expenditures		5,416,689	5,272,654	(51,031)	5,322,108	5,271,077	5,316,599	0.86%
Other Financing Sources (Uses)								
4681	Transfer To Juvenile Just Fund	(3,450,000)	(3,400,000)	(1,700,000)	(1,700,000)	(3,400,000)	(3,600,000)	5.88%
4682	Transfer To Detention Facilities Fund	-	(400,000)	(200,000)	(200,000)	(400,000)	(450,000)	12.50%
4685	Transfer To General Fund	(2,000,000)	(2,000,000)	(1,000,000)	(1,000,000)	(2,000,000)	(1,800,000)	(10.00%)
Total Other Financing Sources (Uses)		(5,450,000)	(5,800,000)	(2,900,000)	(2,900,000)	(5,800,000)	(5,850,000)	0.86%
Net Change In Fund Balance		(33,311)	(527,346)	(2,951,031)	2,422,108	(528,923)	(533,401)	0.85%
Fund Balance, Beginning Of Year		2,192,377	2,100,494	2,159,066	(791,965)	2,159,066	1,630,143	(24.50%)
Fund Balance, End Of Year		\$ 2,159,066	1,573,148	(791,965)	1,630,143	1,630,143	1,096,742	(32.72%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Oil and Gas Fund (297)								
Revenues								
3219	Oil and Gas Permits	\$ 38,662	-	-	-	-	0.00%	
3610	Interest Earned	22,556	20,000	-	30,862	30,862	(35.20%)	
3623	Building Rental	150,000	150,000	272,250	90,750	363,000	0.00%	
3691	Oil Royalty/Mineral Leases	156,575	250,000	33,490	54,948	88,438	(15.19%)	
Total Revenues - Oil and Gas Fund		367,793	420,000	305,740	176,560	482,300	458,000	(5.04%)
Expenditures								
131 - Administration								
4321	Legal and Auditing	18,411	32,000	6,975	15,388	22,363	32,000	43.09%
4361	General Fund Administration	8,368	9,063	4,532	4,531	9,063	8,837	(2.49%)
Total Expenditures - Oil and Gas Fund		26,779	41,063	11,507	19,919	31,426	40,837	29.95%
Excess (Deficiency) Of Revenues Over Expenditures		341,014	378,937	294,233	156,641	450,874	417,163	(7.48%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay Fund	-	-	-	98,129	98,129	-	(100.00%)
4688	Transfer To Capital Outlay Fund	(1,983,000)	(300,000)	(150,000)	(150,000)	(300,000)	(663,834)	121.28%
4694	Transfer To Riverboat Fund	(300,000)	-	-	-	-	-	0.00%
4697	Transfer To Economic Development Fund	(950,000)	(625,000)	(312,500)	(312,500)	(625,000)	(300,000)	(52.00%)
Total Other Financing Sources (Uses)		(3,233,000)	(925,000)	(462,500)	(364,371)	(826,871)	(963,834)	16.56%
Net Change In Fund Balance		(2,891,986)	(546,063)	(168,267)	(207,730)	(375,997)	(546,671)	45.39%
Fund Balance, Beginning Of Year		8,397,665	5,594,964	5,505,679	5,337,412	5,505,679	5,129,682	(6.83%)
Fund Balance, End Of Year		\$ 5,505,679	5,048,901	5,337,412	5,129,682	5,129,682	4,583,011	(10.66%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017				2018 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Economic Development Fund (750)								
Revenues								
3359	Video Poker	\$ 423,694	450,000	271,155	180,771	451,926	450,000	(0.43%)
3610	Interest Earned	2,115	5,000	-	5,187	5,187	3,000	(42.16%)
3695	Miscellaneous Revenue	3,434	3,000	1,551	1,324	2,875	3,000	4.35%
Total Revenues - Economic Development Fund		429,243	458,000	272,706	187,282	459,988	456,000	(0.87%)
Expenditures								
131 - Administration								
4321	Legal and Auditing	1,057	1,228	1,086	-	1,086	1,920	76.80%
4327	Professional Services	57,000	60,000	42,750	17,250	60,000	60,000	0.00%
4361	General Fund Administration	10,807	11,867	5,934	5,933	11,867	11,756	(0.94%)
Total Administration		68,864	73,095	49,770	23,183	72,953	73,676	0.99%
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	BioMed EAP	450,210	235,000	213,530	21,470	235,000	235,000	0.00%
	Christmas on Caddo Fireworks	3,000	5,000	5,000	-	5,000	5,000	0.00%
	CoHabitat Foundation	75,000	50,000	-	50,000	50,000	20,000	(60.00%)
	Community Renewal	-	-	-	-	-	5,000	100.00%
	Delta Sigma Theta Sorority, Inc.	-	8,000	8,000	-	8,000	-	(100.00%)
	Fit for Life, Inc.	-	20,000	20,000	-	20,000	15,000	(25.00%)
	Get Up, Inc	15,000	-	-	-	-	5,000	100.00%
	Gun Buy Program	20,000	-	-	-	-	-	0.00%
	Grambling Foundation	25,000	-	-	-	-	-	0.00%
	Highland Area Partnership	5,000	5,000	5,000	-	5,000	7,500	50.00%
	Independence Bowl Foundation	65,000	25,000	25,000	-	25,000	25,000	0.00%
	Inner City Entrepreneur Institute (ICE)	-	20,000	20,000	-	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	60,000	50,000	50,000	-	50,000	-	(100.00%)
	NW Louisiana Econ Dev Found (NLEDF)	200,000	175,000	100,000	75,000	175,000	175,000	0.00%
	NWLA Government Procurement Center	15,000	10,000	10,000	-	10,000	-	(100.00%)
	Real Cowboy Scholarship Fund	15,000	15,000	-	15,000	15,000	-	(100.00%)
	Rho Omega & Friends, Inc	25,000	30,000	30,000	-	30,000	-	(100.00%)
	R.I.S.E. Shreveport	-	10,000	10,000	-	10,000	-	(100.00%)
	Safe Summer Youth Recreation Activities	63,412	25,000	-	25,000	25,000	-	(100.00%)
	SciPort Louisiana Science Center	60,000	60,000	60,000	-	60,000	-	(100.00%)
	Shreveport-Bossier African Amer Chamber	25,000	25,000	-	25,000	25,000	20,000	(20.00%)
	Shreveport-Bossier Business Alliance	50,000	-	-	-	-	-	0.00%
	Shreveport-Bossier Military Affairs Council	17,000	15,000	15,000	-	15,000	-	(100.00%)
	Shreveport-Bossier Sports Commission	25,000	-	-	-	-	-	0.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Southern Hills Business Association, Inc	25,000	25,000	25,000	-	25,000	15,000	(40.00%)
	Southern Univ - Shreveport LA (SUSLA)	300,000	235,000	-	235,000	235,000	175,000	(25.53%)
	Southern Univ - Shreveport Foundation	-	10,000	10,000	-	10,000	10,000	0.00%
	Stan Lewis Jazz and Blues Festival	65,000	-	-	-	-	-	0.00%
	State Fair (The)	10,000	10,000	-	10,000	10,000	10,000	0.00%
	Strand Theatre of Shreveport (The)	10,000	10,000	10,000	-	10,000	10,000	0.00%
	Strategic Action Council of NW Louisiana	70,000	55,000	55,000	-	55,000	35,000	(36.36%)
	State of Black S'port - Shady Grove MBC	-	20,000	20,000	-	20,000	15,000	(25.00%)
	Thunder Road	-	15,000	-	15,000	15,000	-	(100.00%)
Total Allocation To Other Entities		1,718,622	1,188,000	691,530	496,470	1,188,000	807,500	(32.03%)
Total Expenditures - Economent Development Fund		1,787,486	1,261,095	741,300	519,653	1,260,953	881,176	(30.12%)
Excess (Deficiency) Of Revenues Over Expenditures		(1,358,243)	(803,095)	(468,594)	(332,371)	(800,965)	(425,176)	(46.92%)
Other Financing Sources (Uses)								
3837	Transfer From General Fund	100,000	-	-	-	-	-	0.00%
3849	Transfer From Oil and Gas Fund	950,000	625,000	312,500	312,500	625,000	300,000	(52.00%)
Total Other Financing Sources (Uses)		1,050,000	625,000	312,500	312,500	625,000	300,000	(52.00%)
Net Change In Fund Balance		(308,243)	(178,095)	(156,094)	(19,871)	(175,965)	(125,176)	(28.86%)
Fund Balance, Beginning Of Year		1,510,930	1,156,180	1,202,687	1,046,593	1,202,687	1,026,722	(14.63%)
Fund Balance, End Of Year		\$ 1,202,687	978,085	1,046,593	1,026,722	1,026,722	901,546	(12.19%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Law Officers Witness Fund (770)								
Revenues								
3512	Criminal Case Charges	\$ 25,066	27,000	18,287	9,144	27,431	28,000	2.07%
3610	Interest Earned	97	-	-	-	-	-	0.00%
Total Revenues - Law Officers Witness Fund		25,163	27,000	18,287	9,144	27,431	28,000	2.07%
Expenditures								
120 - Criminal Justice								
21 - District Court								
4321	Legal and Auditing	547	636	563	-	563	995	76.73%
4343	Payments to Law Officers	43,000	50,000	18,050	24,750	42,800	35,000	(18.22%)
4361	General Fund Administration	16,737	18,125	9,063	9,062	18,125	17,675	(2.48%)
4394	Criminal Court Grant	(35,000)	(42,000)	-	(35,000)	(35,000)	(30,000)	(14.29%)
Total Expenditures - Law Officers Witness Fund		25,284	26,761	27,676	(1,188)	26,488	23,670	(10.64%)
Excess (Deficiency) Of Revenues Over Expenditures		(121)	239	(9,389)	10,332	943	4,330	359.17%
Fund Balance, Beginning Of Year		27,296	35,937	27,175	17,786	27,175	28,118	3.47%
Fund Balance, End Of Year		\$ 27,175	36,176	17,786	28,118	28,118	32,448	15.40%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017			2018 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Reserve Trust Fund (799)								
Revenues								
3610	Interest Earned	\$ 38,958	200,000	-	225,782	225,782	230,000	1.87%
3623	Building Rental	150,000	150,000	272,250	90,750	363,000	363,000	0.00%
Total Revenues - Reserve Trust Fund		188,958	350,000	272,250	316,532	588,782	593,000	0.72%
Expenditures								
133 - Finance								
4321	Legal and Auditing	997	1,158	1,027	-	1,027	1,811	76.34%
4361	General Fund Administration	10,807	11,867	5,934	5,933	11,867	11,756	(0.94%)
Total Finance		11,804	13,025	6,961	5,933	12,894	13,567	5.22%
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	CCAA-Red Cross	87,322	350,000	-	275,000	275,000	350,000	27.27%
Total Allocation To Other Entities		87,322	350,000	-	275,000	275,000	350,000	27.27%
Total Expenditures - Reserve Trust Fund		99,126	363,025	6,961	280,933	287,894	363,567	26.29%
Excess (Deficiency) Of Revenues Over Expenditures		89,832	(13,025)	265,289	35,599	300,888	229,433	(23.75%)
Other Financing Sources (Uses)								
3849	Transfer From Oil and Gas Fund	-	-	-	-	-	-	0.00%
4688	Transfer To Capital Outlay Fund	-	-	-	-	-	(3,000,000)	100.00%
Total Other Financing Sources (Uses)		-	-	-	-	-	(3,000,000)	0.00%
Net Change In Fund Balance		89,832	(13,025)	265,289	35,599	300,888	(2,770,567)	(1,020.80%)
Fund Balance, Beginning Of Year		37,568,272	37,622,124	37,658,104	37,923,393	37,658,104	37,958,992	0.80%
Fund Balance, End Of Year		\$ 37,658,104	37,609,099	37,923,393	37,958,992	37,958,992	35,188,425	(7.30%)

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, 2017

<u>Bond Issue</u>	<u>Principal Outstanding 12/31/16</u>	<u>2017</u>		<u>Interest Payments</u>	<u>Principal Outstanding 12/31/17</u>
		<u>Additions (Reductions)</u>	<u>Principal Payments</u>		
GOB, August 2007	\$ 500,000	-	(500,000)	10,625	-
GOB, September 2008	975,000	-	(475,000)	31,281	500,000
GOB, September 2009	1,420,000	-	(450,000)	43,075	970,000
GOB Refunding, May 2014	6,760,000	-	(45,000)	226,275	6,715,000
GOB Refunding, August 2015	6,345,000	-	-	272,450	6,345,000
GOB Refunding, June 2016	7,250,000	-	(75,000)	147,856	7,175,000
	<u>\$ 23,250,000</u>	<u>-</u>	<u>(1,545,000)</u>	<u>731,562</u>	<u>21,705,000</u>

The annual requirements to amortize the above issues, including interest payments of \$4,226,912 are as follows:

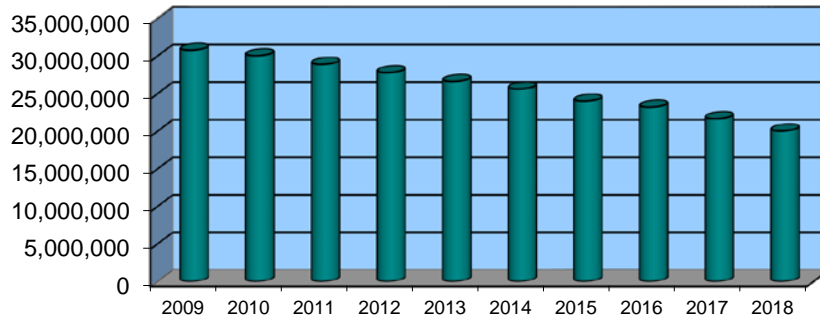
<u>Years ending December 31:</u>	<u>2008 Bond Issue</u>	<u>2009 Bond Issue</u>	<u>2014 Refunding</u>	<u>2015 Refunding</u>	<u>2016 Refunding</u>	<u>Total</u>
2018	510,000	496,975	787,275	272,450	226,268	2,292,968
2019	-	509,375	784,950	779,725	224,628	2,298,678
2020	-	-	792,025	779,050	742,606	2,313,681
2021	-	-	793,425	785,000	749,999	2,328,424
2022 - 2026	-	-	4,019,063	3,986,800	3,866,019	11,871,882
2027 - 2029	-	-	805,800	1,607,500	2,412,980	4,826,280
	<u>510,000</u>	<u>1,006,350</u>	<u>7,982,538</u>	<u>8,210,525</u>	<u>8,222,499</u>	<u>25,931,912</u>

PARISH OF CADDO

Bonded Debt Per Capita December 31, 2009 through December 31, 2018

<u>Year</u>	<u>Population</u>	<u>Bonded Debt Outstanding</u>	
		<u>Principal</u>	<u>Per Capita</u>
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	247,597	\$ 23,250,000	\$94
2017	* 250,281	\$ 21,705,000	\$87
2018	* 250,281	\$ 20,085,000	\$80

Bonded Debt Trend



* Estimated

PARISH OF CADDO

Computation of Legal Debt Margin (1)

Estimated as of December 31, 2017

Total Assessed Value for Parish	<u>\$1,771,291,043</u>	
		Refunding Bonds
Debt limit - 10% of assessed value for any one purpose		\$177,129,104
Deduct - amount of debt applicable to debt limit		<u>21,705,000</u>
Legal debt margin		<u>\$155,424,104</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 \$596,701,865 of additional bonded debt could be issued pursuant to the 35% limitation.

DEBT SERVICE FUND (310)

Budget By Category

Description	2016	2017		2018
	Actual	Budget	Estimated	Adopted
<u>Revenues</u>				
Tax Revenue	\$ 2,579,335	2,608,190	2,614,533	2,627,017
Interest Earned	2,379	3,000	7,422	6,000
Total Revenues - Debt Service Fund	2,581,714	2,611,190	2,621,955	2,633,017
<u>Expenditures</u>				
Debt Administration				
Salaries & Benefits	77,615	78,940	78,640	79,420
Contract Services	7,305	7,670	7,506	13,273
Internal Charges	34,528	36,901	36,901	35,430
Statutory Charges	445	700	16,106	10,470
Paying Agent Fees	3,000	-	-	-
Other Expenses	-	5,000	3,587	5,000
Total Debt Administration	122,893	129,211	142,740	143,593
Debt Service				
Principal Payments	1,395,000	1,545,000	1,545,000	1,620,000
Interest Payments	788,559	731,562	731,562	703,249
Paying Agent Fees	2,000	1,800	1,800	1,800
Bond Issue Costs	91,033	-	-	-
Total Debt Service	2,276,592	2,278,362	2,278,362	2,325,049
Total Expenditures - Debt Service Fund	2,399,485	2,407,573	2,421,102	2,468,642
Other Financing Sources (Uses):				
Proceeds - General Oblig Bonds	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Change In Fund Balance	182,229	203,617	200,853	164,375
Fund Balance, Beginning Of Year	3,161,513	3,319,690	3,343,742	3,544,595
Fund Balance, End Of Year	\$ 3,343,742	3,523,307	3,544,595	3,708,970

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2016	2017		2018	% Change From Est
		Actual	Budget	Estimated	Adopted	
Revenues						
3113	Ad Valorem Tax-Parish	2,590,365	2,666,830	2,656,940	2,683,270	0.99%
3115	Estimated Uncollectible Taxes	(28,951)	(80,000)	(79,710)	(80,500)	0.99%
3120	Prior Year Taxes	17,921	21,360	37,303	24,247	(35.00%)
3610	Interest Earned	2,379	3,000	7,422	6,000	(19.16%)
Total Revenues - Debt Service Fund		2,581,714	2,611,190	2,621,955	2,633,017	0.42%
Expenditures						
133 - Finance						
90 - Debt Administration						
4321	Legal and Auditing	7,305	7,670	7,506	13,273	76.83%
4361	General Fund Administration	34,528	36,901	36,901	35,430	(3.99%)
4530	Interest Expense	-	5,000	3,587	5,000	39.39%
4591	Retirement Contributions	77,615	78,940	78,640	79,420	0.99%
4592	Sheriff's Tax Collection	445	700	16,106	10,470	(34.99%)
4830	Paying Agent Fees	3,000	-	-	-	0.00%
Total Debt Administration		122,893	129,211	142,740	143,593	0.60%
91 - 2009 General Obligation Bonds/2016 Refunding						
4810	Principal Payments	425,000	525,000	525,000	550,000	4.76%
4820	Interest Payments	203,747	190,931	190,931	173,243	(9.26%)
4830	Paying Agent Fees	300	300	300	300	0.00%
4831	Bond Issue Costs	91,033	-	-	-	0.00%
Total 2009 General Obligation Bonds		720,080	716,231	716,231	723,543	1.02%
98 - 2007 General Obligation Bonds/2014 Refunding						
4810	Principal Payments	520,000	545,000	545,000	570,000	4.59%
4820	Interest Payments	259,112	236,900	236,900	226,275	(4.49%)
4830	Paying Agent Fees	900	900	900	900	0.00%
Total 2007 GO Bonds/2014 Refunding		780,012	782,800	782,800	797,175	1.84%

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2016	2017		2018	% Change From Est
		Actual	Budget	Estimated	Adopted	
99 - 2008 General Obligation Bonds/2015 Refunding						
4810	Principal Payments	450,000	475,000	475,000	500,000	5.26%
4820	Interest Payments	325,700	303,731	303,731	303,731	0.00%
4830	Paying Agent Fees	800	600	600	600	0.00%
Total 2008 General Obligation Bonds		776,500	779,331	779,331	804,331	3.21%
Total Expenditures - Debt Service Fund		2,399,485	2,407,573	2,421,102	2,468,642	6.66%
Excess (Deficiency) Of Revenues Over Expenditures		182,229	203,617	200,853	164,375	(18.16%)
Other Financing Sources (Uses):						
3835	Proceeds - General Oblig Bonds	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	0.00%
Net Change In Fund Balance		182,229	203,617	200,853	164,375	(18.16%)
Fund Balance, Beginning Of Year		3,161,513	3,343,742	3,343,742	3,544,595	6.01%
Fund Balance, End Of Year		\$ 3,343,742	3,547,359	3,544,595	3,708,970	4.64%

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	\$ 657,750	10,000	1,000	668,750
Total Revenues	657,750	10,000	1,000	668,750
<u>Expenditures By Function</u>				
General Government	-	34,256	-	34,256
Culture and Recreation	657,750	-	-	657,750
Total Expenditures	657,750	34,256	-	692,006
Excess (Deficiency) Of Revenues Over Expenditures	-	(24,256)	1,000	(23,256)
<u>Other Financing Sources (Uses)</u>				
Transfers In	-	-	-	-
Transfer Out	-	(535,000)	(50,000)	(585,000)
Total Other Financing Sources (Uses)	-	(535,000)	(50,000)	(585,000)
Net Change In Fund Balance	-	(559,256)	(49,000)	(608,256)
Fund Balance, Beginning Of Year	-	4,643,217	64,520	4,707,737
Fund Balance, End Of Year	\$ -	4,083,961	15,520	4,099,481

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017		2018 Adopted	% Change From Est
			Budget	Estimated		
Library Bond Fund (410)						
<u>Revenues</u>						
3526	Reimbursements from Other Agencies	\$ 651,150	654,700	654,700	657,750	0.47%
3610	Interest Earned	255	-	-	-	0.00%
Total Revenues - Library Bond Fund		651,405	654,700	654,700	657,750	0.47%
<u>Expenditures</u>						
580 - Library Construction						
4321	Legal and Auditing	928	974	-	-	0.00%
4550	Reimbursements	211,761	-	-	-	0.00%
4575	Reimbursement for Capital	-	211,571	-	-	0.00%
4810	Principal Payments	575,000	590,000	590,000	605,000	2.54%
4820	Interest Payments	76,150	64,500	64,500	52,550	(18.53%)
4830	Paying Agent Fees	-	200	200	200	0.00%
Total Expenditures - Library Bond Fund		863,839	867,245	654,700	657,750	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		(212,434)	(212,545)	-	-	0.00%
<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		(212,434)	(212,545)	-	-	0.00%
Fund Balance, Beginning Of Year		212,434	3,051,203	-	-	0.00%
Fund Balance, End Of Year		\$ -	2,838,658	-	-	0.00%

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017		2018 Adopted	% Change From Est
			Budget	Estimated		
Capital Improvement Fund (440)						
<u>Revenues</u>						
3610	Interest Earned	\$ 16,624	15,000	13,686	10,000	(26.93%)
Total Revenues - Capital Improvement Fund		16,624	15,000	13,686	10,000	(26.93%)
<u>Expenditures</u>						
General Government						
4321	Legal and Auditing	960	1,009	987	1,745	76.80%
4361	General Fund Administration	32,090	34,097	34,097	32,511	(4.65%)
Total Expenditures - Capital Improvement Fund		33,050	35,106	35,084	34,256	(2.36%)
Excess (Deficiency) Of Revenues Over Expenditures		(16,426)	(20,106)	(21,398)	(24,256)	13.36%
Other Financing Sources (Uses)						
3852	Transfer From Capital Outlay	75,382	-	24,362	-	(100.00%)
4688	Transfer To Capital Outlay	(1,608,459)	(450,000)	(450,000)	(535,000)	18.89%
Total Other Financing Sources (Uses)		(1,533,077)	(450,000)	(425,638)	(535,000)	25.69%
Net Change In Fund Balance		(1,549,503)	(470,106)	(447,036)	(559,256)	25.10%
Fund Balance, Beginning Of Year		6,639,756	6,402,969	5,090,253	4,643,217	(8.78%)
Fund Balance, End Of Year		\$ 5,090,253	5,932,863	4,643,217	4,083,961	(12.04%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017 Budget	2017 Estimated	2018 Adopted	% Change From Est
Capital Improvement Fund II (450)						
<u>Revenues</u>						
3610	Interest Earned	\$ 499	1,500	1,473	1,000	(32.11%)
Total Revenues - Capital Improvement Fund II		499	1,500	1,473	1,000	(32.11%)
<u>Expenditures</u>						
General Government						
4361	General Fund Administration	-	-	-	-	0.00%
Total Expenditures - Capital Improvement Fund		-	-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		499	1,500	1,473	1,000	(32.11%)
<u>Other Financing Sources (Uses)</u>						
4688	Transfer To Capital Outlay		(250,000)	(250,000)	(50,000)	(100.00%)
Total Other Financing Sources (Uses)		-	(250,000)	(250,000)	(50,000)	0.00%
Net Change In Fund Balance		499	(248,500)	(248,527)	(49,000)	(80.28%)
Fund Balance, Beginning Of Year		312,548	314,024	313,047	64,520	(79.39%)
Fund Balance, End Of Year		\$ 313,047	65,524	64,520	15,520	(75.95%)

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.



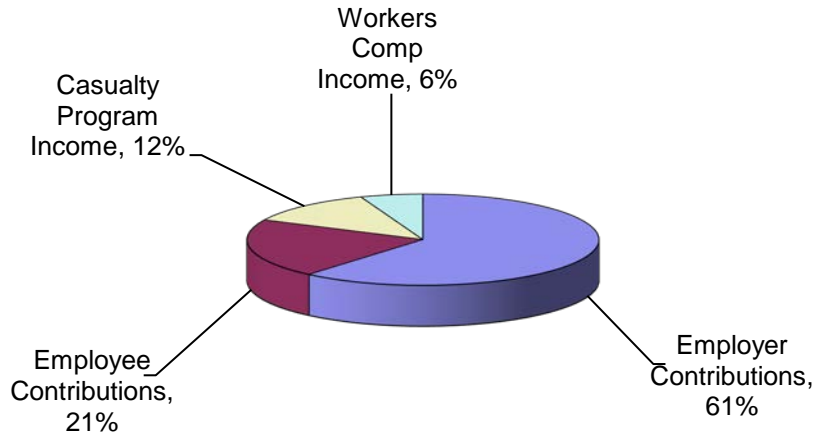
INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses, and Changes in Net Assets

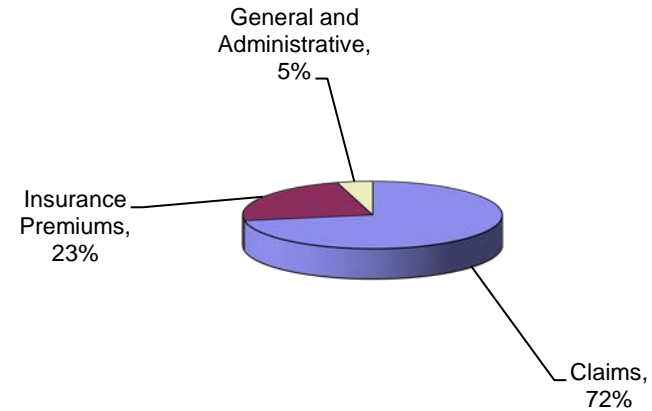
	Group Insurance	General Insurance	Total
<u>Operating Revenues</u>			
Contributions	\$ 5,809,547	-	5,809,547
Charges For Services	-	1,266,000	1,266,000
Other Revenues	-	-	-
Total Revenues	5,809,547	1,266,000	7,075,547
<u>Operating Expenses</u>			
General Government			
Claims	4,957,000	345,000	5,302,000
Insurance Premiums	943,000	770,000	1,713,000
General and Administrative	159,819	163,946	323,765
Total General Government	6,059,819	1,278,946	7,338,765
Operating Income (Loss)	(250,272)	(12,946)	(263,218)
<u>Non- Operating Revenues (Expenses)</u>			
Interest Earned	25,000	15,000	40,000
Interest Expense	-	-	-
Total Non-Operating Revenues (Expenses)	25,000	15,000	40,000
Change In Net Position	(225,272)	2,054	(223,218)
Net Position, Beginning Of Year	3,609,670	2,951,062	6,560,732
Net Position, End Of Year	\$ 3,384,398	2,953,116	6,337,514

INTERNAL SERVICE FUNDS

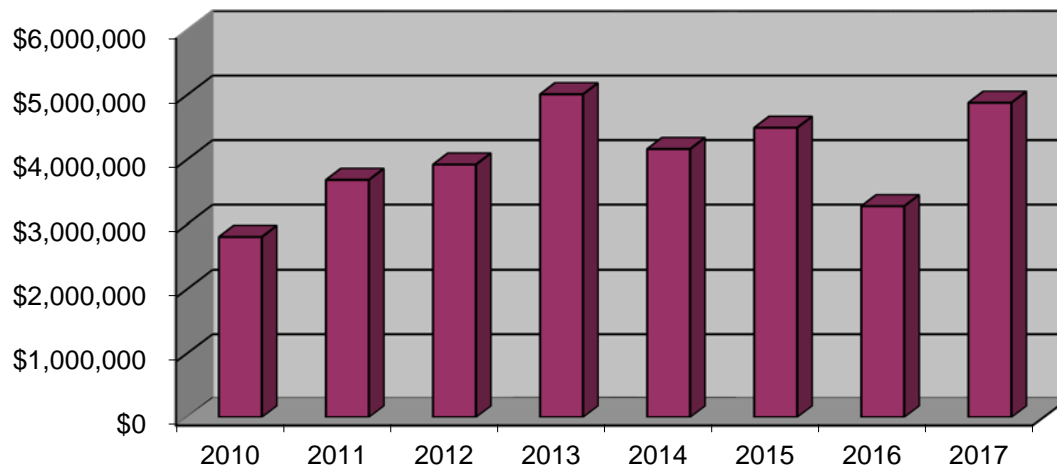
REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



GROUP INSURANCE CLAIMS HISTORY



The Parish is self-insured for the first \$125,000 of claims for each covered person. Claims decreased significantly in 2016, as a result, the Parish has elected to only increase health premiums by 2% in 2018.

INTERNAL SERVICE FUNDS

Budget By Category

	2016 Actual	2017		2018 Adopted
		Budget	Estimate	
<u>Operating Revenues</u>				
Contributions	\$ 5,429,193	\$ 5,677,706	\$ 5,675,157	\$ 5,809,547
Charges For Services	1,242,063	1,241,000	1,241,000	1,266,000
Total Operating Revenues	6,671,256	6,918,706	6,916,157	7,075,547
<u>Operating Expenses</u>				
Claims	3,651,460	5,213,000	5,061,449	5,302,000
Insurance Premiums	1,641,895	1,713,000	1,682,182	1,713,000
Contract Services	36,618	49,176	47,333	56,244
Affordable Care Act Fees	36,080	40,000	21,600	40,000
Internal Charges	206,908	219,935	219,935	227,521
Total Operating Expenses	5,572,961	7,235,111	7,032,499	7,338,765
Operating Income (Loss)	1,098,295	(316,405)	(116,342)	(263,218)
<u>Non-Operating Revenues (Expenses)</u>				
Interest Earned	4,583	35,000	39,318	40,000
Total Non-Operating Revenue (Expense)	4,583	35,000	39,318	40,000
Change In Net Position	1,102,878	(281,405)	(77,024)	(223,218)
Net Position, Beginning Of Year	5,534,878	5,422,457	6,637,756	6,560,732
Net Position, End Of Year	\$ 6,637,756	5,141,052	6,560,732	6,337,514

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017		2018 Adopted	% Change From Est
			Budget	Estimated		
Group Insurance Fund (760)						
<u>Operating Revenues</u>						
3710	Employer Health Insur Contrib	3,358,322	3,525,315	3,526,238	3,596,763	2.00%
3711	Employee Health Insur Contrib	1,179,259	1,224,200	1,215,413	1,239,721	2.00%
3712	Retired Employee Contributions	228,282	231,696	237,011	241,751	2.00%
3713	Employer Contrib-Retired Employee	663,330	696,495	696,495	731,312	5.00%
Total Operating Revenues - Group Insurance Fund		5,429,193	5,677,706	5,675,157	5,809,547	2.37%
<u>Operating Expenses</u>						
951 - Employee Group Insurance Program						
4321	Legal and Auditing	5,341	5,608	5,488	9,704	76.82%
4327	Professional Services	24,803	35,000	33,692	35,000	3.88%
4361	General Fund Administration	66,067	71,857	71,857	75,115	4.53%
4519	Life Insurance Premiums	118,890	130,000	120,413	130,000	7.96%
4520	Accidental Death Ins Prem	7,444	8,000	10,152	8,000	(21.20%)
4521	Insurance Premiums	786,160	805,000	813,640	805,000	(1.06%)
4522	Affordable Care Act Fees	36,080	40,000	21,600	40,000	85.19%
4523	Claims & Judgements	3,277,507	4,881,000	4,720,711	4,957,000	5.01%
Total Operating Expenses - Group Insurance Fund		4,322,292	5,976,465	5,797,553	6,059,819	4.52%
Operating Income (Loss)		1,106,901	(298,759)	(122,396)	(250,272)	104.48%
<u>Non-Operating Revenues</u>						
3610	Interest Earned	2,477	20,000	25,186	25,000	(0.74%)
Total Non-Operating Revenues		2,477	20,000	25,186	25,000	(0.74%)
Change In Net Position		1,109,378	(278,759)	(97,210)	(225,272)	131.74%
Net Position, Beginning Of Year		2,597,502	2,390,185	3,706,880	3,609,670	(2.62%)
Net Position, End Of Year		\$ 3,706,880	2,111,426	3,609,670	3,384,398	(6.24%)

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2016 Actual	2017		2018 Adopted	% Change From Est
			Budget	Estimated		
General Insurance Fund (762)						
<u>Operating Revenues</u>						
3721	Casualty Insurance Charges	840,063	839,000	839,000	860,000	2.50%
3722	Workers Comp Insur Charges	402,000	402,000	402,000	406,000	1.00%
Total Operating Revenues - General Insurance Fund		1,242,063	1,241,000	1,241,000	1,266,000	2.01%
<u>Operating Expenses</u>						
952 - Casualty Program						
4321	Legal and Auditing	1,937	2,034	1,991	3,520	76.80%
4349	Employee Assistance Program	2,600	4,500	3,400	4,500	32.35%
4361	General Fund Administration	37,129	41,280	41,280	42,834	3.76%
4390	General Ins-Legal Service	38,332	36,360	36,360	36,360	0.00%
4521	Insurance Premiums	624,502	670,000	639,258	670,000	4.81%
4523	Claims & Judgements	183,798	118,000	116,326	118,000	1.44%
Total Casualty Program		888,298	872,174	838,615	875,214	4.36%
953 - Worker's Compensation Program						
4321	Legal and Auditing	1,937	2,034	2,762	3,520	27.44%
4361	General Fund Administration	51,240	56,298	56,298	59,072	4.93%
4390	General Ins-Legal Service	14,140	14,140	14,140	14,140	0.00%
4521	Insurance Premiums	104,899	100,000	98,719	100,000	1.30%
4523	Claims & Judgements	190,155	214,000	224,412	227,000	1.15%
Total Worker's Compensation Program		362,371	386,472	396,331	403,732	1.87%
Total Operating Expenses - General Insurance Fund		1,250,669	1,258,646	1,234,946	1,278,946	3.56%
Operating Income (Loss)		(8,606)	(17,646)	6,054	(12,946)	(313.84%)
<u>Non-Operating Revenues</u>						
3610	Interest Earnings (Loss)	2,106	15,000	14,132	15,000	6.14%
Change In Net Position		(6,500)	(2,646)	20,186	2,054	(89.82%)
Net Position, Beginning Of Year		2,937,376	3,032,272	2,930,876	2,951,062	0.69%
Net Position, End Of Year		\$ 2,930,876	3,029,626	2,951,062	2,953,116	0.07%



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