

PARISH OF CADDO, LOUISIANA

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

January 1, 2019 – December 31, 2019

**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
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Jerald Bowman	District 5
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**Caddo Parish Commission
Louisiana**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director



TABLE OF CONTENTS



PARISH OF CADDO

2019 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Table of Contents

<u>Section</u>	<u>Page Number</u>
A. Budget Message	A- 1
Goals and Objectives	A- 7
Organization Chart	A- 9
B. Parish Departments and Funded Agencies Narratives, Accomplishments and Goals	
Parish Departments:	
Office of the Parish Attorney	B- 1
Department of Finance and Human Resources	B- 2
Department of Public Works	B- 8
Department of Facilities and Maintenance	B- 20
Department of Parks and Recreation	B- 27
Department of Juvenile Services	B- 33
Department of Animal Services and Mosquito Control	B- 38
Parish-Funded Agencies:	
First Judicial District Court	B- 42
District Attorney	B- 44
Coroner	B- 47
Registrar of Voters	B- 49
LSU Extension Service	B- 56
Juvenile Court	B- 63
Biomedical Research Foundation	B- 66
C. Budget and Organization Overview	
Budget Summary	C- 1
Budget Preparation and Review Process	C- 3
Financial Policies and Assumptions	C- 7

PARISH OF CADDO

2019 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Table of Contents

<u>Section</u>	<u>Page Number</u>
Schedule of Ad Valorem Assessments, Millage Rates and Tax Revenues	C- 15
Combined Personnel Roster	C- 19
Total Salaries	C- 20
Miscellaneous Statistics	C- 21
Area Map	C- 25
 D. Capital Improvement Budget	
Capital Outlay Fund	D- 1
Long-Range Capital Plans	
Department of Public Works	D- 10
Department of Facilities and Maintenance	D- 14
Department of Parks and Recreation	D- 21
 E. Individual Fund Budgets	
General Fund	
Fund Summary	E- 1
Budget by Category	E- 3
Budget Detail	E- 5
Special Revenue Funds	
Fund Summary	E- 16
Budget by Category	E- 18
Public Works Fund	E- 20
Building Maintenance Fund	E- 26
Detention Facilities Fund	E- 29
Parks and Recreation Fund	E- 31
Solid Waste Disposal Fund	E- 33

PARISH OF CADDO

2019 OPERATING AND CAPITAL IMPROVEMENT BUDGET

Table of Contents

<u>Section</u>	<u>Page Number</u>
Juvenile Justice Fund	E- 35
Health Tax Fund	E- 39
Biomedical Fund	E- 44
Riverboat Fund	E- 45
Criminal Justice Fund	E- 48
Oil and Gas Fund	E- 49
Economic Development Fund	E- 50
Law Officers Witness Fund	E- 52
Reserve Trust Fund	E- 53
 Debt Service Fund	
Statement of Bonded Debt	E- 54
Bonded Debt Per Capita	E- 55
Legal Debt Margin	E- 56
Budget by Category	E- 57
Budget Detail	E- 58
 Capital Project Funds	
Fund Summary	E- 60
Library Bond Fund	E- 61
Capital Improvement Fund	E- 62
Capital Improvement Fund II	E- 63
 Internal Service Funds	
Fund Summary	E- 64
Budget by Category	E- 66
Group Insurance Fund	E- 67
General Insurance Fund	E- 68
 F. Glossary	F- 1
Acronyms	F- 7



2019 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 2019 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 at a quality level that our citizens have come to expect.

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 2019 – 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 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 2019 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 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 our citizens.

In order to accomplish the successful completion of the 2019 capital improvement 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 \$4 million in essential capital projects, which excludes the Public Works and Solid Waste capital projects. This approach is being recommended because there are no other sources available to fund capital projects. Although, we have Oil and Gas Trust Funds, the royalty revenues have declined significantly with only \$400,000 in annual revenues, far short of the \$4 million needed. As a result, I recommend the Parish continue the funding strategy which 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. After a delay in implementation, in 2019, the Parish will have to allow 17 year-olds into the juvenile detention facility, further increasing the financial burden.

We are pleased to inform our citizens that the organization has, again, garnered the Government Finance Officers Association's (GFOA) Budget Presentation Award for the 2018 budget year. Our organization also received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for 2017. We are very pleased to report that for the third year in a row, the organization's 2018 financial audit resulted in a very favorable report with minimal management recommendations, 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 departmental budgets to ensure that we are prepared to respond to changing service demands while utilizing our existing resources. The overall spending forecast is projected to be consistent with priorities and needs.

Issues Impacting the 2019 Budget

The 2019 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 local economy is stable but some uncertainty exists. The stable outlook reflects the expectation that economic conditions throughout the region will likely remain constant with very limited growth and diversification. Ad valorem taxes make up the largest portion of Commission revenues and the limited growth in the economy has affected property valuations. While there is limited growth in the property assessment, the assessment has remained consistent. Maintaining property tax revenues at a consistent level will allow the Commission to maintain its strong financial position while prudently administering its capital needs. Our standing 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, is also a valuable resource to help yield positive economic gains for our area.
- **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 2019 Budget has been determined to be approximately \$16.2 million, which represents 131% of General Fund expenditures.
- **2019 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 \$4 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 2018, 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 2019 budget. The Capital Budget section represents the Parish's Capital Improvement Plan for the 2019 budget year, and provides a detail of the planned projects for the year. Line-item appropriation details are included in the Fund Budgets section.

Budget Overview

The 2019 Budget is balanced in that revenues and fund balance reserves meet total 2019 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. As previously noted, 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 2019 budget includes a slight decrease of .3% in property tax revenues from the budget of \$46.4 million in 2018 to \$46.2 million for 2019. Property tax revenues have been stagnant with very little growth in the overall assessment. A slight increase of .86% is expected for property tax assessments from 2018 to 2019. Although the assessment is expected to be slightly higher in 2019, overall property tax collections is expected to be lower because of a decrease in prior year tax collections. In 2017, the Parish, along with other taxing bodies instituted a program to reduce the number of inaccurate homestead exemptions which resulted in an increase in prior year tax collections. Since most of the inaccuracies have been corrected, prior year tax collections are expected to decline.
- **Sales Taxes** – Sales taxes are budgeted at \$10.1 million for 2019 compared to \$8.9 million in 2018, a 13% increase. Sales tax revenue has been significantly impacted by the increase in oil and gas production. While natural gas prices have not increased significantly, the volume of natural gas sales has increased. 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 estimated \$400,000 for its oil and gas revenue for 2019 which is an increase of \$325,000 from the 2018 budget. The increase is the result of increase natural gas production. The majority of the Parish’s other revenue sources, such as gaming and state-shared revenues are expected to remain stable for 2019.

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 2019 is expected to decrease \$8.5 million from an estimated beginning fund balance of \$151 million by year’s end. The majority of the decrease is associated with the funding of capital projects. The Parish issued \$30 million in general obligation bonds from 2007 to 2009 to acquire, equip, construct or improve major capital facilities. All of the bond proceeds have been allocated to capital projects with only the interest off of the proceeds available for appropriation. Capital projects decreased from \$17.2 million in 2018 to \$15.9 million in 2019. Interest off the bond proceeds will be used to fund \$500,000 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.

Expenditures – The Parish’s 2019 proposed expenditures are \$76,482,902 a decrease of .5% over the 2018 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 2019 budget provides for a 3% pay adjustment. Total budgeted positions, including parish-funded agencies, is 434, with no new positions being added in 2019.
- **Health Insurance** – The premiums for the group medical program are projected to increase by 3%. This is attributable to the increase in health care costs. Claim payments for 2018 were estimated at \$4.5 million, and the 2019 proposed budget is \$4.8 million. In 2019, we will continue to analyze our health insurance program to determine methods to reduce costs while providing affordable benefits. The 3% 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 remain at 11.5% for 2019 after four, consecutive years of declines. 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 \$8.3 million, resulting in appropriations exceeding revenues by \$4 million. The Criminal Justice Fund will provide an operating subsidy totaling \$3.6 million to offset this deficit. Juvenile Justice includes new positions added in 2018 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 7.7%. The increase is the result of an increase in costs for prisoner medical care, especially costs associated with prescription drugs.
- **Capital Improvements** – The Parish decreased the Capital Outlay Program by \$1.3 million in 2019 versus 2018. The decrease in the Capital Outlay Program results from limited funding available to fund capital projects. There is an ongoing need for capital projects but there are limited revenues to allocate for these projects. The current mechanism of funding capital projects utilizing operating 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>2018</u>	<u>2019</u>	<u>Percent</u>
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
General Fund	\$ 12,047,194	\$ 12,415,780	3.1 %
Special Revenue Funds			
Public Works	8,012,580	8,109,949	1.2 %
Building Maintenance	4,362,717	4,424,583	1.4 %
Detention Facilities	9,459,795	10,189,562	7.7 %
Parks and Recreation	1,341,919	1,465,968	9.2 %
Solid Waste	3,427,614	3,652,915	6.6 %
Juvenile Justice	8,145,413	8,305,872	2.0 %
Health Tax	3,472,621	3,728,609	7.4 %
Biomedical	2,938,646	2,942,107	0.1 %
Riverboat	1,427,340	1,153,605	(19.2)%
Criminal Justice	350,810	373,933	6.6 %
Oil and Gas	40,837	41,188	0.9 %
Economic Development	981,176	721,579	(26.5)%
Law Officers Witness	23,670	24,371	3.0 %
Reserve Trust	527,567	364,059	(31.0)%
	<u>44,512,705</u>	<u>45,498,300</u>	2.2 %
Capital Project Funds			
Library Bond Fund	657,750	658,950	0.2 %
Capital Improvement	34,256	35,800	4.5 %
Capital Improvement II	-	-	-
Capital Outlay	17,182,074	15,230,175	(11.4)%
	<u>17,874,080</u>	<u>15,924,925</u>	(10.9)%
Debt Service Fund	<u>2,468,642</u>	<u>2,443,897</u>	(1.0)%
Total All Funds	<u>\$ 76,902,621</u>	<u>\$ 76,282,902</u>	(0.8)%

Future Outlook

While 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 and stagnant property valuations, the future of the Parish still remains promising. We will continue to work with our state, parish and other local partners to support smart growth, infrastructure and other initiatives that encourage and spark economic development in our area. We 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 takes the entire organization, agencies that we fund, and the Caddo Parish Commission to complete the budget process and compile our budget each year. On every team, there are "stand-out performers" who lead the way and are instrumental in getting things done. 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 2019. In addition, our 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 2019 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 Resource

2019 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.

2019 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

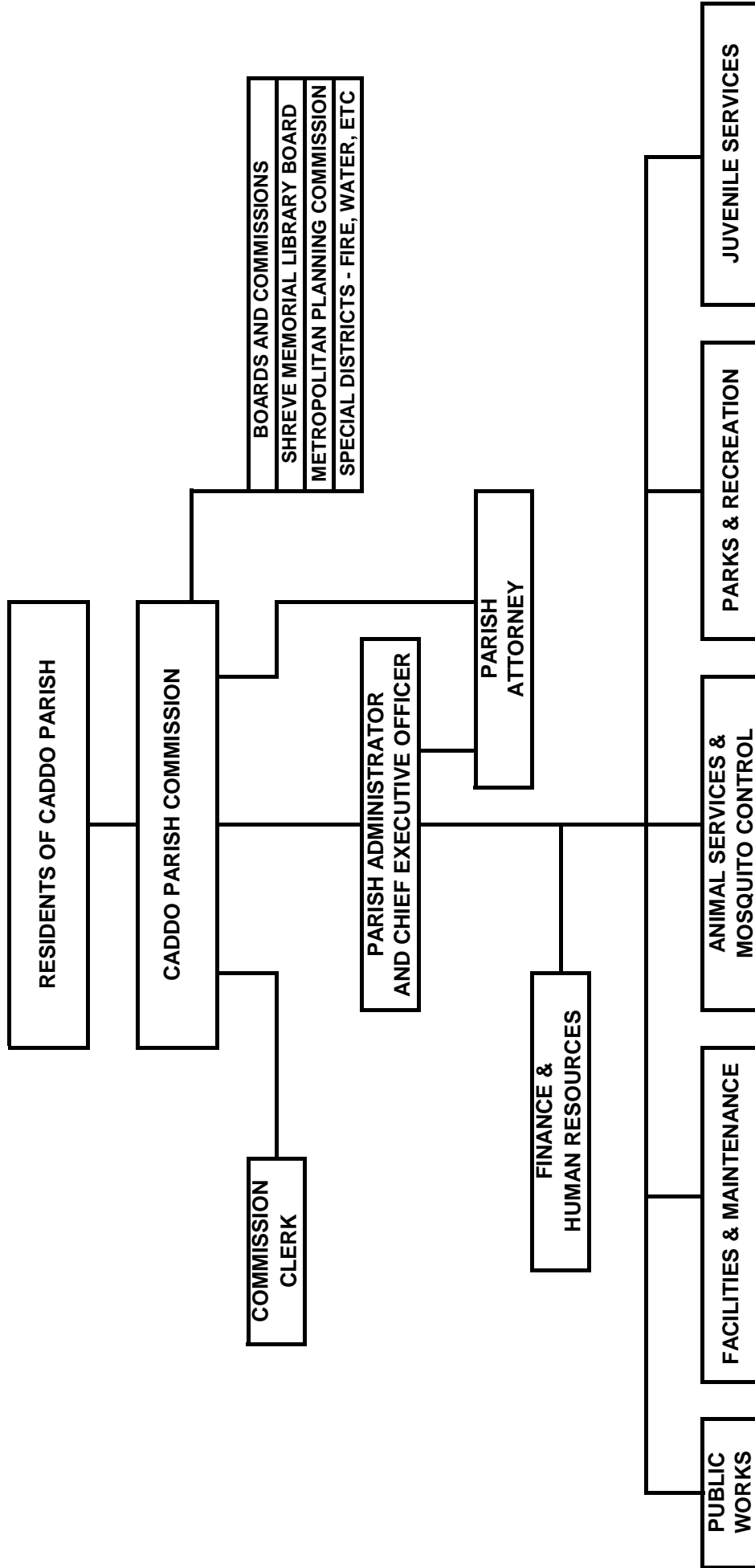
To ensure the Parish of Caddo has the organizational structure and staff who are trained to achieve the current and future goals of the Parish.

- 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 2018

Ordinances & Resolutions

- Drafted and finalized approximately sixty (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 one hundred and eighty-five (185) contracts, amendments to contracts, hold harmless agreements, intergovernmental agreements, cooperative endeavor agreements, and leases on behalf of the Parish of Caddo.
- Additionally, approximately eighty (80) non-governmental organization agreements were drafted and finalized concerning the Parish's riverboat and economic development funding. Also, conducted in depth review of applications and reports throughout the year.

Garnishments

- Drafted appropriate responses to garnishment/bankruptcy petitions.

Litigation

- Obtained several additional dismissals and settlements.
- Continued to vigorously defend the Parish in all pending litigation matters.

Public Records Requests

- Responded to approximately seventy (70) public records requests.

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 \$80,000,000 in revenues are collected annually. The division also manages the Parish's investment portfolio of \$112,000,000, 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 to ensure that 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.

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

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

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 2018

- 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 2017 CAFR
- Provided leadership in the standardization of materials, supplies, equipment, services and purchasing policies resulting in agency cost savings.
- Identified and negotiated contracts in the Parish's Contract Management System resulting in reliable alternate sources of supplies to meet the agency's requirements without compromising quality and cost saving.
- Organized an operational assessment across all department by putting operational procedures and policies in place to address how each department responds to recurring tasks so that those tasks are performed properly to ensure the continued delivery of critical services
- Reviewed and revised the Parish of Caddo Classified Personnel Policies, Rules and Regulations
- Ensured the uninterrupted flow of services by obtaining and ensuring delivery of acceptable quality of goods and services at the right place and time for day-to-day operations
- Promoted the Parish's Advantage Caddo Initiative by presenting at local and statewide purchasing events to educate and inform vendors about procurement process for the Parish of Caddo
- Updated our website, caddo.org, to a more modern look and a better mobile device experience
- Moved to a managed firewall service for increased security

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

- Began server room upgrades to increase security and system redundancy
- Continued assisting other departments with new hardware and software solutions, as well as website updates

GOALS FOR 2019

- 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
- Stay abreast of current trends in the purchasing field through conferences, trade shows and exhibitions to gather the views of market leaders regarding the future of buying
- Ensure accurate and appropriate records are being maintained to analyze vendor performance and prepare purchasing reports
- Identify the critical materials and services required to support the Parish's day-to-day operations for contract and cost savings opportunities.
- Standardize items bought where possible to keep cost of goods and services at the lowest ultimate

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

PERFORMANCE MEASURES

WORKLOAD INDICATORS	2017 Actual	2018 Projected	2019 Estimated
Employees in Department	16	16	16
Vendor transactions processed	17,143	17,500	17,000
Payroll transactions processed	13,114	13,000	13,000
Pay Periods processed	26	26	26
Bank Statements reconciled	60	60	60
Funds Administered	35	35	35
Purchase Orders issued	568	575	600
Requirement Contracts issued	115	120	125
Occupational Licenses issued	508	525	525
Insurance Licenses issued	531	530	530
Beer & Liquor Licenses issued	119	114	114
Amusement Device Licenses issued	273	275	275
Special Event Permits	3	5	4
Private Party Permits	8	5	5
Cost per Hire	\$341	\$341	\$341
Pre-disciplinary Conferences	20	18	16
Section 125 Participation	182	187	185
Percent of Employees Enrolled in Health Plan	77%	70%	74%
Turnover	12%	10%	10%
Applications Accepted	903	1,000	1,000
Work-related Accidents	56	52	46
<u>EFFICIENCY INDICATORS</u>			
Investment transaction per month/1 employee	65	70	70
Purchase Order transaction per month/2 employees	24	24	25

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

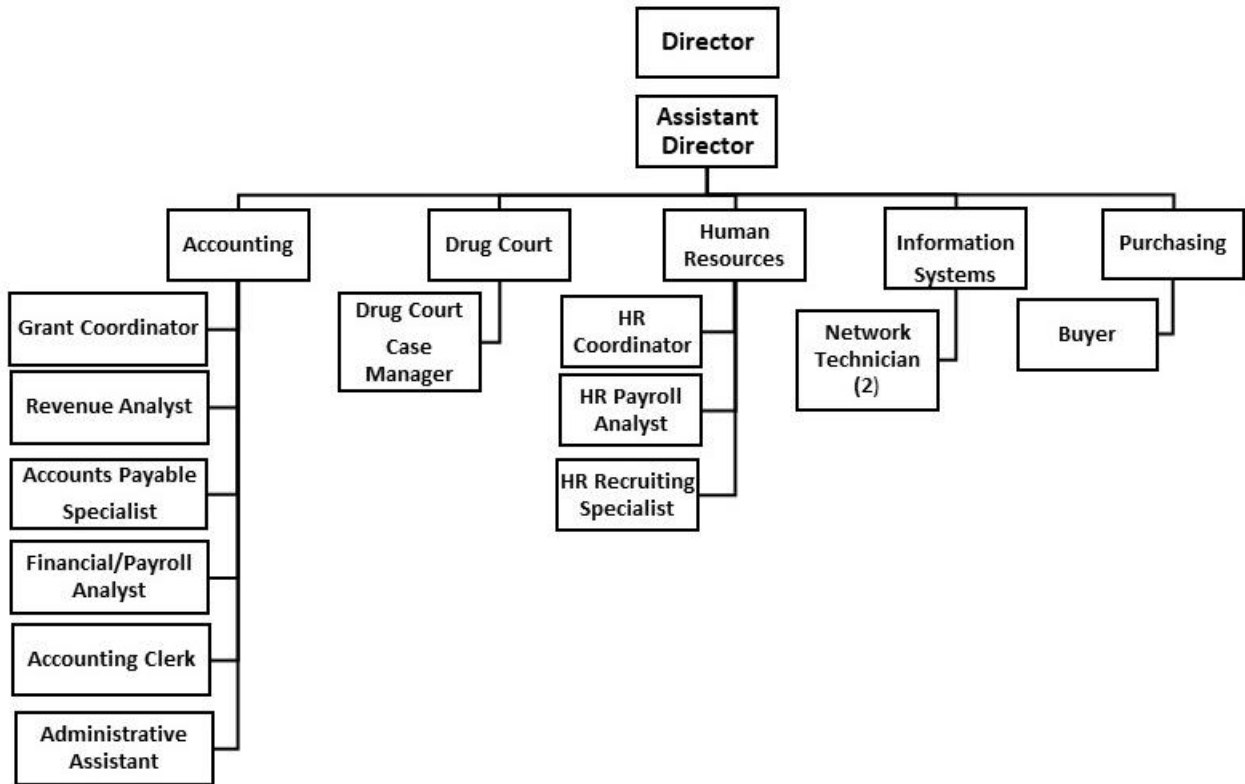
EXPENDITURE SUMMARY

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Estimated</u>	<u>2019</u> <u>Budget</u>
General Fund (100)				
Human Resources (132)				
Salaries & Benefits	\$ 273,399	\$ 297,466	\$ 289,326	\$ 300,845
Materials & Supplies	9,690	10,300	9,885	11,700
Education, Training & Travel	14,080	20,000	17,756	20,000
Utilities	2,186	3,000	2,243	3,000
Contract Services	46,306	53,151	32,539	48,151
Internal Charges	(214,443)	(233,948)	(233,948)	(224,423)
Capital Outlay	5,442	3,600	2,972	3,600
Other Expenses	6,500	8,550	7,882	8,900
	<u>143,160</u>	<u>162,119</u>	<u>128,655</u>	<u>171,773</u>
Accounting/Purchasing (133)				
Salaries & Benefits	\$ 849,164	\$ 916,492	\$ 871,256	\$ 934,247
Materials & Supplies	29,759	30,000	27,855	30,500
Education, Training & Travel	21,125	30,000	23,842	30,000
Utilities	5,641	5,500	5,698	6,000
Contract Services	37,468	50,200	41,544	47,200
Internal Charges	(589,415)	(548,640)	(548,640)	(576,303)
Capital Outlay	6,320	6,000	4,893	6,000
Other Expenses	4,653	7,400	7,110	7,400
Reimbursements	(5,250)	(5,250)	(5,250)	(5,250)
	<u>359,465</u>	<u>491,702</u>	<u>428,308</u>	<u>479,794</u>
Information Systems (136)				
Salaries & Benefits	\$ 256,431	\$ 259,290	\$ 263,549	\$ 276,134
Materials & Supplies	613	2,400	1,833	2,200
Education, Training & Travel	6,256	7,000	6,587	7,000
Utilities	21,748	20,000	20,888	22,000
Repairs & Maintenance	43	1,000	772	900
Contract Services	180,824	193,868	188,641	192,868
Internal Charges	(305,531)	(312,459)	(312,459)	(322,083)
Capital Outlay	138	10,000	7,647	9,000
Other Expenses	-	200	186	200
	<u>160,522</u>	<u>181,299</u>	<u>177,644</u>	<u>188,219</u>
Total Expenditures	<u>\$ 663,147</u>	<u>835,120</u>	<u>734,607</u>	<u>839,786</u>

DEPARTMENT OF FINANCE AND HUMAN RESOURCES

NARRATIVE

ORGANIZATIONAL CHART



DEPARTMENT OF PUBLIC WORKS

NARRATIVE

The Department of Public Works is responsible for the design and construction of the Parish road, bridge, and drainage systems, 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 five 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 15,582.76 tons of solid waste from seventeen (17) compactor sites located throughout the Parish. Through recycling of scrap metal, aluminum cans and used appliances, the Solid Waste Division has generated \$94,653.25 in additional revenue. They also recycled 342.76 tons of paper and 98.81 tons of plastic, generated \$7,252.35 in additional revenue, and saved the Parish an additional \$14,735.19 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 4,511 tires to be recycled and has partnered with the Caddo Parish Sheriff's Department in collecting 83,500 pounds of trash from 334.6 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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

land as possible sites for companies. Public Works received numerous requests for information concerning Parish-owned property located in the West Shreveport Industrial Park, North Shreveport Industrial Park, and the Caddo Industrial Park. We also work together with the Ward II Industrial Development 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 2018 the Public Works Permit Section has issued 134 municipal addresses. A total of 1,641 municipal addresses have been issued to date. In 2018 a total of 27 Culvert Permits have been issued. A total of 560 culverts permits have been issued and installed to date. Also, in 2018 a total of 18 Right-of-Way Permits have been issued. 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 CRS program. As of September 2016 Caddo Parish which includes several municipalities have 5,700 policies in effect with a combined coverage of over \$1,238,040,890. Total Premiums \$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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

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 money, the Parish purchased three homes for \$769,000.00. 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 50 road repair projects covering 42.3 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 2018 consist of the Parish-wide right-of-way tree trimming, construction of two bridges, one on Blanchard Furrh Rd and the other on Linwood Ave, and the designs for bridge replacements on Providence Rd and Pinehill Rd.

Transportation in Caddo Parish is vital to our economy and to our quality of life. Bridges allow access to parts of the parish that would otherwise be cut off by natural structures like bayous, lakes, and creeks. The Parish maintains 166 DOTD classified bridges throughout the Parish. Only 12% of those structures are posted, which are restricted to carrying loads less the designed weight. In the past 10 years, Public Works has replaced 15 bridges worth over \$8 million. The DOTD with Federal funds under the Off-System Bridge program replaced 6 of those structures, saving the Parish \$3.7 million in

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

construction and engineering fees. Public Works plans to keep the momentum going by replacing another 5 structures in the next 3 years, with at least 1 utilizing the Off-System Bridge program.

Adjudicated Properties

This very successful program is in its 12th 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. From July 2017 through July 2018, the program sold 162 properties which represents \$258,303.00 in sales revenues for the local taxing authorities.

To date, the Public Works Department has processed over 3,000 applications for the sale of adjudicated property. In all, over 1,500 parcels have been sold and returned the property to the tax rolls. From July 2017 through July 2018, an additional 59 parcels have been redeemed resulting in the collection of over \$208,005.97 in past due taxes.

The Public Works Department also sets up payment plans on adjudicated properties for which there are no applications to purchase or donate. From July 2017 through July 2018, Public Works collected \$33,586.03 in down payments and \$7,397.36 in monthly installment payments on the repayment of \$218,035.96 in delinquent taxes. To date, this has resulted in the collection of \$172,925.22 in down payments and \$49,856.36 in monthly installment payments on the repayment of \$1,409,427.05 in delinquent taxes.

This year the Public Works Department entered into a contract with Civic Source 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 an incentive as it removes many of the risks involved with the purchase of adjudicated property. Civic Source currently has over 2,600 Caddo Parish adjudicated properties on their website.

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.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

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 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.

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 1,000 formal complaints made. Over 900 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 addressed 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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

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, height, and size to haul items within the boundaries of Caddo Parish.

Since its creation in October 2010, the CVEU section has issued 30,884 hauling permits and 511 citations. As of September 2017 to present this Section has issued 4,470 permits and 30 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 was 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 the Caddo Bossier Port, City of Shreveport, and the Caddo Levee Board.

The Maintenance Shop is responsible for maintaining and refueling over 340 Parish vehicles and 100 pieces of heavy equipment. Over 1300 repair orders have been completed in 2018. 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. 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 2018. The Sign Shop Foreman continues to maintain his certification from the International Municipal Signal Association for work zone safety and sign markings.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

MAJOR ACCOMPLISHMENTS IN 2018

- Road Treatment Program treated 50 roads totaling 43.0 miles
- Penetration Roads (2.10 Miles) (2 Roads)
- Road Striping (10.3 miles)
- Leonard Rd, Huckabay Rd, Latex Stateline, Williams Rd, and Stage Coach Rd drainage improvements
- Bridges replacement design completed for Providence Rd, and Pinehill Rd
- Bridge replacement construction completed for Blanchard Furrh Rd., and Linwood Avenue
- Adjudicated Property – Collection, Sale, and Donation
- Solid Waste Department, through recycling scrap metal and used appliances, has brought in \$94,653.25 in extra revenue; through recycling 342.76 tons of paper and 98.81 tons of plastic, generating \$7,252.35 in additional revenue, thus saving the Parish more than \$14,735.19 in landfill tipping fees
- Solid Waste Department, through the Parish Work Release Program, collected litter and trash pick-up along 334.6 miles of road and removed 83,500 pounds of trash. This program has significantly contributed to the “Keep Louisiana State Clean” Initiative
- Solid Waste Department collected, transported and disposed of approximately 15,582.76 tons of solid waste from seventeen (17) compactor sites
- Assisted with the Household Hazardous Waste Collection Day along with the City of Shreveport
- Assisted all Parish Departments in maintaining 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 2019

- Aggressively work towards greater improvements in our infrastructure maintenance program of:

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

- 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

NARRATIVE

EXPENDITURE SUMMARY

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Estimated</u>	<u>2019</u> <u>Budget</u>
Public Works Fund (200)				
Road Administration (411)				
Salaries & Benefits	\$ 1,217,689	\$ 1,198,104	\$ 1,216,773	\$ 1,258,006
Materials & Supplies	20,669	36,000	30,394	35,000
Education, Training & Travel	21,072	30,000	22,398	25,000
Utilities	8,816	12,000	10,198	12,000
Repairs & Maintenance	9,645	8,500	5,678	8,500
Contract Services	120,069	218,304	198,469	218,304
Statutory Charges	28,576	16,400	22,345	25,000
Internal Charges	193,956	200,399	200,399	218,711
Capital Outlay	6,982	24,000	14,468	24,000
Other Expenses	856,723	29,500	22,532	31,000
	<u>2,484,196</u>	<u>1,773,207</u>	<u>1,743,654</u>	<u>1,855,521</u>
Fleet Services (431)				
Salaries & Benefits	522,920	550,604	527,889	556,320
Materials & Supplies	(525,714)	(493,000)	(517,960)	(513,500)
Education, Training, & Travel	81	6,000	2,456	4,000
Utilities	25,452	38,500	30,943	39,500
Repairs & Maintenance	472,284	488,000	451,446	508,000
Contract Services	995	10,409	5,021	10,409
Internal Charges	(12,149)	(12,145)	(12,145)	(8,527)
	<u>483,869</u>	<u>588,368</u>	<u>487,650</u>	<u>596,202</u>
Road Maintenance (Drainage) (441-30)				
Materials & Supplies	9,990	25,000	2,500	25,000
Contract Services	499,210	569,546	553,026	567,546
Statutory Charges	307	500	298	500
Internal Charges	163,572	164,910	164,910	172,958
	<u>673,079</u>	<u>759,956</u>	<u>720,734</u>	<u>766,004</u>
Road Maintenance (Capital Improvements) (441-31)				
Materials & Supplies	15,705	20,000	15,456	20,000
Contract Services	69,074	89,965	74,821	79,965
Internal Charges	107,768	107,436	107,436	108,644
Capital Outlay	-	2,500	1,154	2,500
	<u>192,547</u>	<u>219,901</u>	<u>198,867</u>	<u>211,109</u>

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	Actual	Budget	Estimated	Budget
Road Maintenance (North) (441-51)				
Salaries & Benefits	1,066,906	1,129,761	1,068,052	1,160,849
Materials & Supplies	292,124	419,500	342,810	408,000
Education, Training & Travel	1,088	4,000	1,567	4,000
Utilities	37,278	48,300	42,875	48,300
Repairs & Maintenance	174,346	240,000	202,232	240,000
Contract Services	105,036	149,000	138,436	149,000
Internal Charges	32,633	32,898	32,898	34,492
	1,709,411	2,023,459	1,828,870	2,044,641
Road Maintenance (South) (441-52)				
Salaries & Benefits	1,369,247	1,432,179	1,390,825	1,422,439
Materials & Supplies	282,327	513,000	349,872	441,000
Education, Training & Travel	1,241	4,000	4,231	4,000
Utilities	42,648	56,500	47,776	56,500
Repairs & Maintenance	233,001	270,000	252,446	270,000
Contract Services	158,554	160,700	149,124	170,700
Internal Charges	34,481	34,766	34,766	36,470
	2,121,499	2,471,145	2,229,040	2,401,109
Commercial Vehicle Enforcement Unit (441-53)				
Salaries & Benefits	110,620	125,544	125,544	155,363
Materials	5,658	15,000	7,639	15,000
Education, Training, & Travel	50	5,000	1,525	5,000
Utilities	2,155	4,000	3,565	5,000
Repairs & Maintenance	2,680	9,500	7,443	9,500
Contract Services	15,992	17,500	19,364	45,500
	137,155	176,544	165,080	235,363
	7,801,756	8,012,580	7,373,895	8,109,949
Solid Waste Fund (240)				
Compactor System Operations (423)				
Salaries & Benefits	1,279,534	1,312,782	1,298,915	1,465,209
Materials & Supplies	101,593	134,500	107,237	134,500
Education, Training & Travel	1,187	3,000	1,595	3,000
Utilities	48,440	62,500	52,493	62,500
Repairs & Maintenance	85,550	125,000	96,462	125,000
Contract Services	858,129	981,546	924,054	1,008,546

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

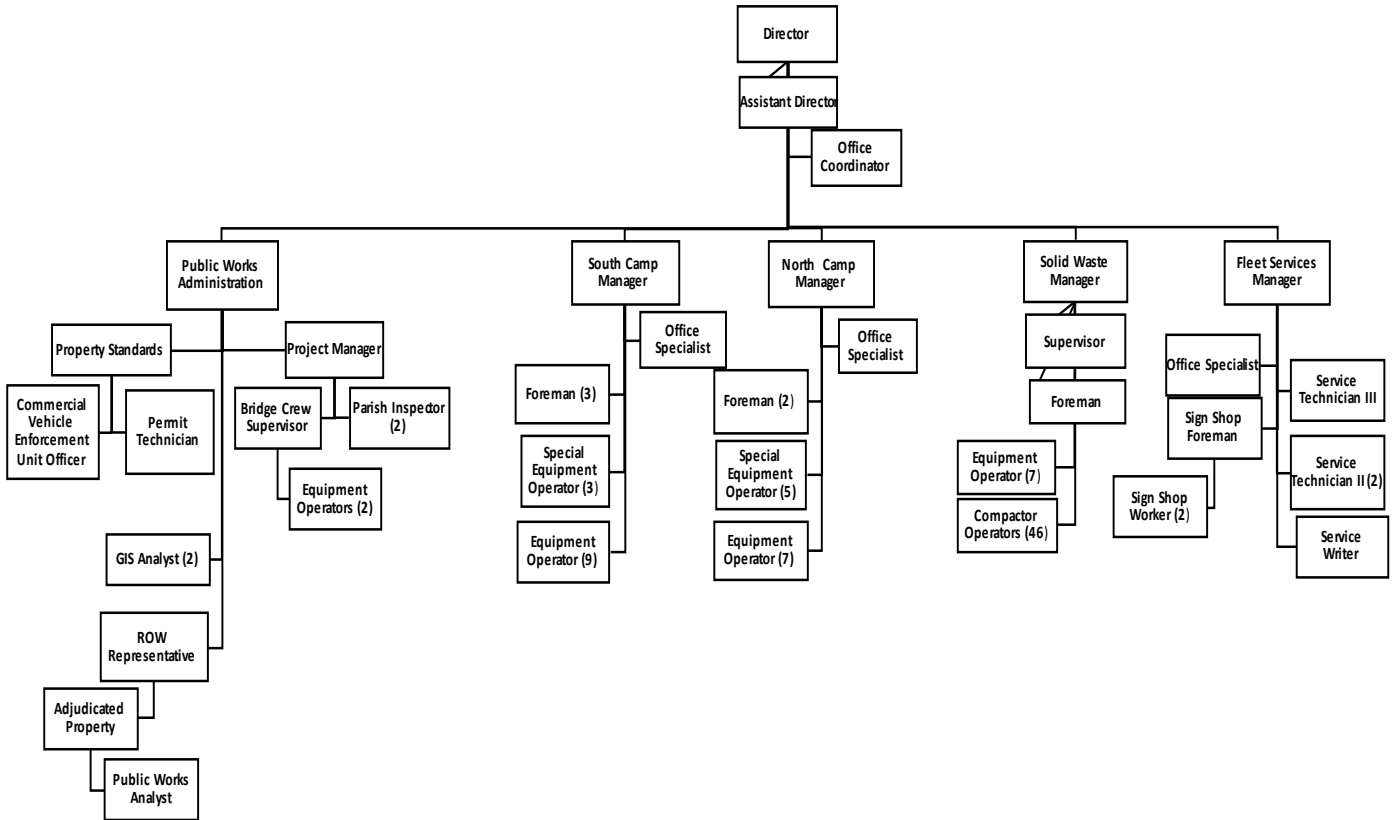
EXPENDITURE SUMMARY

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Internal Charges	256,165	258,623	258,623	266,778
Capital Outlay	1,072	15,000	7,598	15,000
Other Expenses	455,661	60,000	44,368	60,000
	3,087,331	2,952,951	2,791,345	3,140,533
 Code Enforcement (424)				
Salries & Benefits	38,737	39,663	32,944	63,882
Materials & Supplies	-	5,000	2,545	8,000
Education, Training, & Travel	200	5,000	2,317	5,000
Utilities	-	-	-	2,500
Repairs & Maintenance	-	-	-	3,000
Contract Services	90,264	425,000	143,950	430,000
	129,201	474,663	181,756	512,382
	3,216,532	3,427,614	2,973,101	3,652,915
 Total Expenditures	 \$11,018,288	 \$11,440,194	 \$10,346,996	 \$11,762,864

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

ORGANIZATIONAL CHART



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 and what is noteworthy about this feat 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 St. entrances of the Caddo Parish Courthouse are open to better serve our citizens. This further enhances security and provides 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.

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

Annually this workforce removes tons of trash, mop, strip and wax 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.

MAJOR ACCOMPLISHMENTS - 2018

- Replaced windows on 7th floor at the Caddo Parish Courthouse
- Clean & seal the Caddo Parish Courthouse.
- Installation of the I-con water monitoring system at Juvenile Justice Complex
- Completed the construction of a new David Raines Community Services Building
- Completed the Façade renovation at David Raines
- Remodeled the Head Start Classrooms at David Raines
- Elevator upgrade and cooling tower replacement at Health Unit
- Installed new Camera system at Animal Services
- Replaced the roof at the Vivian Health Unit
- Installed new Card reader system at the Coroner's Office

Noteworthy Accomplishments

Over the course of this past year, the men and women of the department have again raised the performance bar and the results were impressive. The Department had a very productive year in all areas of our operations. For example, the department was able to accomplish several in-house projects utilizing parish personnel, which saved the taxpayers of Caddo Parish thousands of dollars in capital project money. Through astute negotiations with local contractors, twenty-two were completed at a cost savings of approximately \$215,059 below the 2018 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 used to light facilities, we constantly examine ways to reduce our demand for natural gas by fine-tuning

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

the operations of the mechanical systems thus providing more energy efficient equipment and utility savings. 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.

PRODUCTIVITY GOALS FOR THE YEAR 2019

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

MAJOR GOALS FOR 2019

- Replace an HVAC unit at the Caddo Parish Courthouse
- Upgrade card reader & Security system at the Caddo Parish Courthouse
- Continue the HVAC upgrade at the Juvenile Justice Center
- Re-surface parking lot and remodel Head Start building at David Raines
- Install retaining wall and replace ceilings at CCAA
- Add kennels and upgrade HVAC & Electrical at Animal Services
- New Cell locks at CCC
- Fire Alarm System replacement at CCC
- Inside lighting replacement at CCC

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
General Fund (100)				
Coroner Building (161-63)				
Utilities	\$ 25,316	\$ 34,500	\$ 29,076	\$ 32,000
Repairs & Maintenance	4,864	12,000	10,716	12,000
Contract Services	15,101	23,000	16,794	21,000
Internal Charges	3,420	3,126	3,126	3,086
	<u>48,701</u>	<u>72,626</u>	<u>59,712</u>	<u>68,086</u>
LSU Extension Building (161-64)				
Utilities	5,944	8,900	7,524	8,400
Repairs & Maintenance	4,815	7,000	5,212	6,000
Contract Services	7,661	12,050	10,755	11,050
Internal Charges	7,680	7,263	7,213	7,437
	<u>26,099</u>	<u>35,213</u>	<u>30,704</u>	<u>32,887</u>
Archives (161-65)				
Contract Services	<u>76,796</u>	<u>76,000</u>	<u>76,800</u>	<u>77,000</u>
David Raines Comm Center (161-69)				
Salaries & Benefits	5,133	5,770	5,233	5,770
Utilities	43,436	53,500	56,425	60,500
Repairs & Maintenance	24,407	30,000	29,428	30,000
Contract Services	23,650	29,700	26,774	29,700
Internal Charges	14,291	14,129	13,979	14,132
Reimbursements	(68,802)	(65,390)	(65,307)	(65,390)
	<u>42,115</u>	<u>67,709</u>	<u>66,532</u>	<u>74,712</u>
	<u>193,711</u>	<u>251,548</u>	<u>233,748</u>	<u>252,685</u>
Building Maintenance Fund (210)				
Courthouse (161-61)				
Salaries & Benefits	2,279,394	2,270,931	2,250,048	2,307,170
Materials & Supplies	130,438	155,450	152,161	184,450
Education, Training, & Travel	42,443	25,000	16,720	25,000
Utilities	616,115	735,000	615,540	710,000
Repairs & Maintenance	285,683	250,000	230,170	250,000
Contract Services	397,721	410,994	401,063	406,510
Statutory Charges	21,271	17,400	18,541	17,400
Internal Charges	58,337	105,603	108,378	135,258
Capital Outlay	5,853	8,000	7,219	8,000
Other Expenses	24,312	26,000	24,900	26,000
Reimbursements	(2,415)	-	-	-
	<u>3,859,152</u>	<u>4,004,378</u>	<u>3,824,740</u>	<u>4,069,788</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Estimated</u>	<u>2019 Budget</u>
Francis Bickham Building (161-66)				
Utilities	52,428	76,000	61,172	75,000
Repairs & Maintenance	40,142	35,000	37,485	35,000
Contract Services	3,262	4,800	3,493	4,800
Internal Charges	18,722	17,248	17,248	17,048
	<u>114,554</u>	<u>133,048</u>	<u>119,398</u>	<u>131,848</u>
Government Plaza (161-68)				
Utilities	85,210	90,000	76,302	90,000
Repairs & Maintenance	30,056	28,000	19,885	28,000
Contract Services	36,606	50,000	46,881	50,000
Internal Charges	29,317	26,791	26,791	26,447
	<u>181,189</u>	<u>194,791</u>	<u>169,859</u>	<u>194,447</u>
Veterans Affairs Building (161-75)				
Utilities	12,159	15,000	10,930	13,000
Repairs & Maintenance	1,275	3,500	3,189	3,500
Contract Services	6,864	12,000	7,291	12,000
	<u>20,299</u>	<u>30,500</u>	<u>21,410</u>	<u>28,500</u>
	<u>4,175,194</u>	<u>4,362,717</u>	<u>4,135,407</u>	<u>4,424,583</u>
Detention Facilities Fund (225)				
Caddo Correctional Center (161-67)				
Salaries & Benefits	1,135,865	1,153,202	1,178,239	1,209,341
Materials & Supplies	196,498	235,600	202,551	230,600
Education, Training, & Travel	961	5,500	1,200	3,000
Utilities	979,790	1,025,000	1,029,211	1,033,000
Repairs & Maintenance	232,317	243,000	236,564	243,000
Contract Services	267,331	267,201	261,561	268,933
Statutory Charges	39,168	33,300	32,811	33,300
Internal Charges	624,500	613,442	611,042	639,813
Capital Outlay	5,828	8,000	5,250	8,000
Other Expenses	-	2,000	878	1,000
	<u>3,482,258</u>	<u>3,586,245</u>	<u>3,559,307</u>	<u>3,669,987</u>
Juvenile Justice Fund (260)				
Juvenile Justice Buildings (161-62)				
Salaries & Benefits	97,808	114,561	108,454	107,080
Materials & Supplies	3,261	4,100	4,038	4,100
Utilities	191,803	210,000	200,227	207,000
Repairs & Maintenance	75,293	87,000	73,592	87,000

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

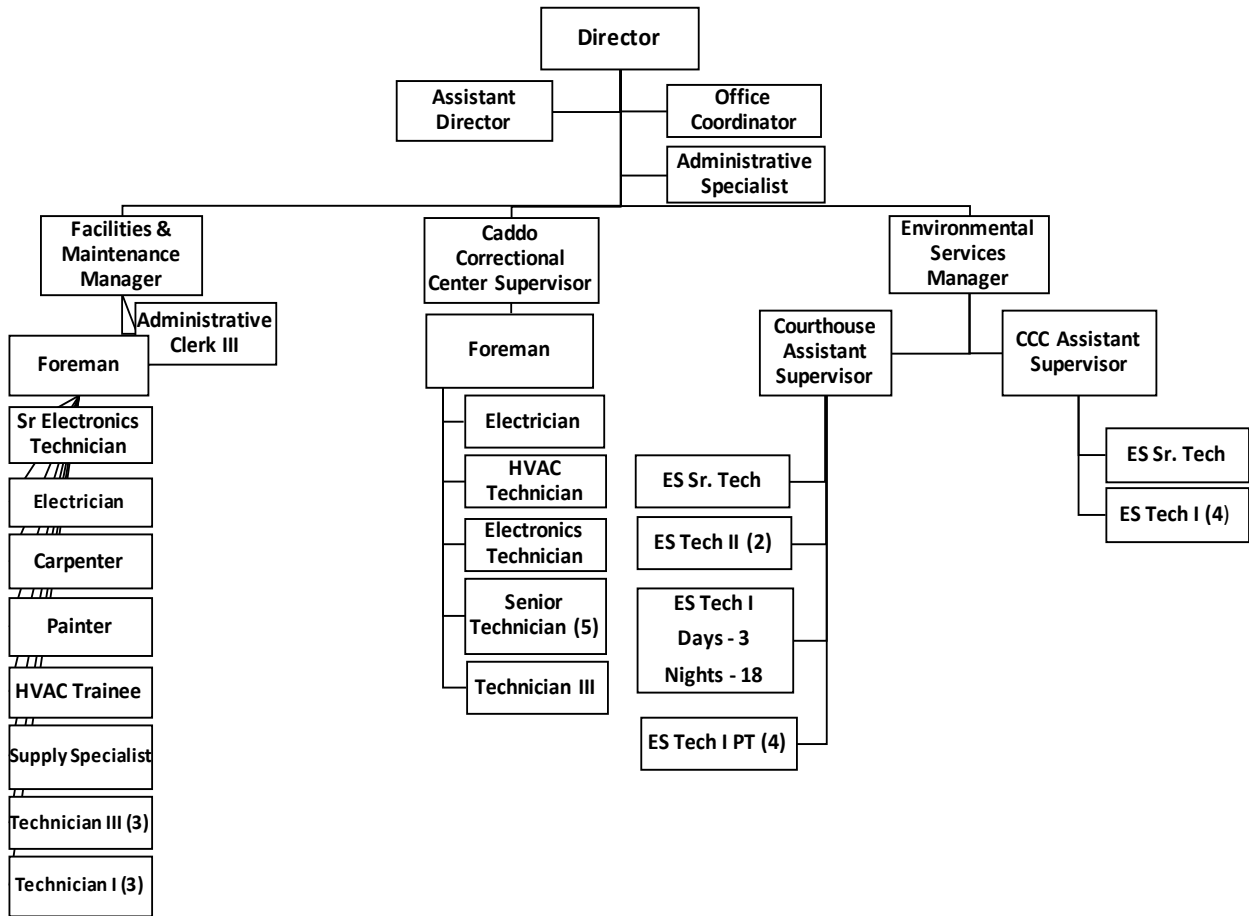
EXPENDITURE SUMMARY

	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Estimated</u>	<u>2019 Budget</u>
Contract Services	56,629	66,050	57,880	60,350
Internal Charges	31,136	35,591	31,395	32,693
Capital Outlay	2,528	2,500	2,391	2,500
	<u>458,458</u>	<u>519,802</u>	<u>477,977</u>	<u>500,723</u>
Health Tax Fund (270)				
Shreveport Regional Lab (161-11)				
Salaries & Benefits	1,237	1,299	1,299	1,338
Materials & Supplies	5,333	3,150	98	-
Utilities	7,905	22,000	14,983	17,000
Repairs & Maintenance	17,896	19,500	10,383	14,500
Contract Services	758	1,400	810	1,300
Internal Charges	13,261	12,219	12,219	12,138
Capital Outlay	-	800	751	800
	<u>46,390</u>	<u>60,368</u>	<u>40,543</u>	<u>47,076</u>
Highland Health Unit Complex (161-14)				
Salaries & Benefits	333,658	324,952	311,645	318,983
Materials & Supplies	1,342	22,000	15,031	17,000
Utilities	100,791	128,000	111,638	126,000
Repairs & Maintenance	31,335	40,000	47,924	47,000
Contract Services	8,873	16,723	10,154	13,723
Statutory Charges	15,092	8,700	8,614	8,700
Internal Charges	117,119	116,586	116,128	121,498
Capital Outlay	-	500	420	500
	<u>608,210</u>	<u>657,461</u>	<u>621,554</u>	<u>653,404</u>
Vivian Health Unit (161-15)				
Salaries & Benefits	43,944	44,191	44,377	46,287
Materials & Supplies	-	350	325	350
Utilities	10,627	18,700	13,728	16,000
Repairs & Maintenance	3,400	6,000	3,621	6,000
Contract Services	744	1,050	1,008	1,050
Internal Charges	2,892	4,198	4,036	4,191
Capital Outlay	72	200	191	200
	<u>61,679</u>	<u>74,689</u>	<u>67,286</u>	<u>74,078</u>
David Raines (161-69)				
Repairs & Maintenance	33,390	33,390	33,390	33,390
	<u>749,669</u>	<u>825,908</u>	<u>762,773</u>	<u>807,948</u>
Total Expenditures	<u>\$ 9,059,292</u>	<u>\$ 9,546,220</u>	<u>\$ 9,169,212</u>	<u>\$ 9,655,926</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

ORGANIZATIONAL CHART



DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

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

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 2018, we have implemented a community gardening program similar to those in large cities across the country that are turning abandoned lots into community gardens. Following this National trend, just as other programs locally it has been a success. We are working with local schools, churches, community organizations and businesses to develop garden programs throughout the Parish.

If our millage renewal is passed, in 2019 we will start reconstruction and repairing several of our parks. We will also focus on bringing and developing new recreational facilities, programs, and opportunities to our Parish. To do this we will work with Community Leaders and Organizations to find the best recreational activities that can stimulate our economy and enhance the standard of living for the citizens of Caddo Parish.

MAJOR ACCOMPLISHMENTS IN 2018

- Added new pavilion at Robert Nance Park
- Added new playground equipment at Richard Fleming Park
- Replaced boat dock at Earl G. Williamson Park
- “The Trail Run” 200+ participants at Eddie Jones Park (January 20, 2018)
- February 17, 2018- Owl Night Open House had the largest crowd to attend any program in the history of the Nature Park with over 1500 + attendees

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- 121 children attended a 6-week summer camp at Vivian Jr. High. The camp tutored them in math, provided swimming lessons and recreational activities for the summer
- Hired a Recreation Coordinator to the staff to focus on programs that stimulate personal growth and relaxation. This new position is being used as a mentoring platform to educate and bring our communities together. Working with local schools, churches, community organizations and business we have been able to develop a garden program. In the first half of the year, we have worked with three schools, two churches and two businesses to develop gardens and have hosted several workshops at local businesses and churches. With the National popularity of these types of programs, the potential for growth is great
- Assisted SPAR with the Annual Martin Luther King Basketball Tournament (February 16- 18, 2018), 90+ adult and youth teams participated in the event
- Orienteering Meeting at Eddie D. Jones Park- 200+ participants on February 3, 2018
- Added 1.5 miles of horse trail at Eddie D. Jones Park
- “Red Bud Festival” Vivian, LA (March 17, 2018) provided bleachers to accommodate 1,000 visitors
- “Gusher Days” (April 20-21, 2018) Earl Williamson Park, provided sound, stage and security
- Hosted 50 attendees for Zombie Apocalypse Camp (March 27-31. 2018) held at Eddie Jones Park
- Facilitated “Seniors Day” (May 18, 2018) in partnership with Caddo Council on Aging in Earl G. Williamson Park – 216 seniors and helpers participated
- The Nature Park implemented Volunteer Naturalist Training program and to date we have 50+ trained volunteers that have put in approximately 500 hours of volunteer service creating an additional 7000+ contacts
- Staff served as booth chair for the Good Times Rolls Festival (June 15-17, 2018) where 1,000+ people attended festival
- Facilitated nine weeks of Earth Camp (June, July, and August 2018) in partnership with Shreveport Green at Walter Jacobs Nature Park for 547 children and 54 counselors/helpers from 18 sites
- Facilitated “Get Hooked on Fishing Day” for approximately 250 children, parents and volunteers (June 30, 2018)

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Provided Summer Outreach Athletic Programs through partnerships with Morning Star Baptist Church, Greenwood Acres, Western Hills, and provided additional Summer Outreach Programs for hundreds of participants at 17 different sites
- Hosted 50 attendees for Summer Youth Basketball Camp at Caddo Middle Career Technology School
- Hosted Friday Night Movie in the Park for Keithville, Shreve Island Elementary, and the Stoner Hill neighborhood reunions
- 2018 Super Safe Summer Programs: We worked with several different community affiliates and organizations to offer enhanced community awareness and provided school supplies, uniforms, swimming lessons and skill training to local children. The events helped our local neighborhoods to come together in an effort to stop the violence that plague our community

GOALS FOR 2019

- 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
- Develop Community Gardens around the Parish

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

PERFORMANCE MEASURES

<u>WORKLOAD INDICATORS</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
Park safety inspections	63	61	63
Park improvement projects completed	17	20	22
Special park events held	130	145	150
Number of schools served by nature park	72	75	75
Number of classes served by nature park	370	425	450
Groups other than schools, served by nature park staff	445	450	500
Workshops provided/facilitated by nature park staff	5	10	10
Visitors/Outreach Contacts - Walter B. Jacobs Park Staff	27,235	27,500	29,500
Naturalist calls for professional assistance	175	200	250
Camping Receipts in Earl Williamson Park	\$22,735	\$25,425	\$23,325
Hold Harmless Agreements Signed to Use Parks	45	55	65
Work orders completed	402	550	575
Community Gardens	0	4	10
Schools gardens	0	4	10
Garden outreach programs	0	5	25
Garden workshops	0	3	10
Athletic workshops	14	22	34
Athletic Camps	13	16	20
Schools Served with Athletic Programs	6	5	8
Summer Super Safe Programs	7	17	20

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

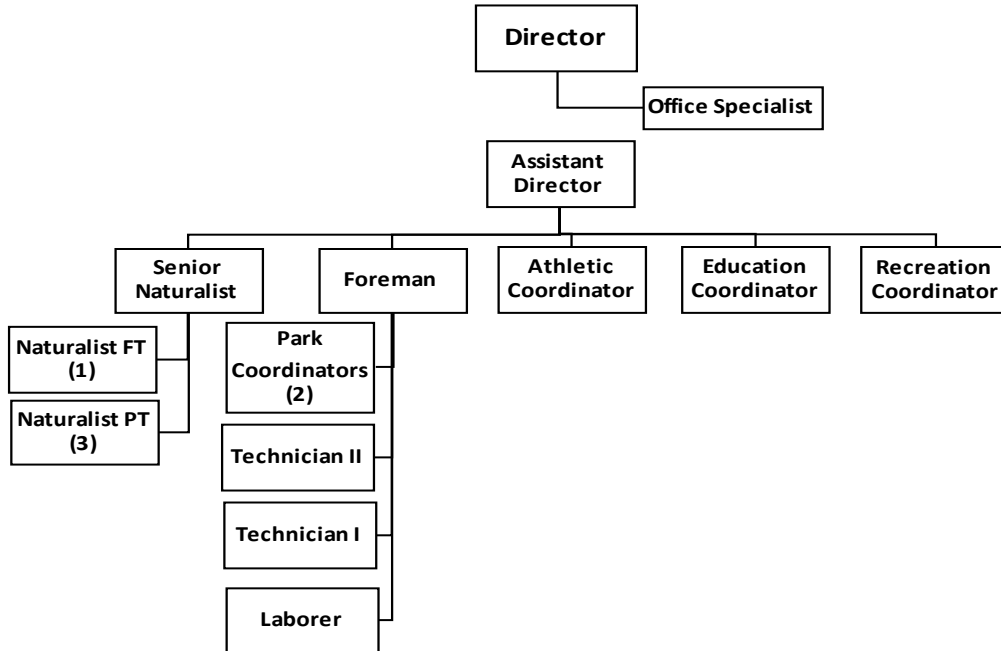
EXPENDITURE SUMMARY – PARKS & RECREATION FUND (#230-511)

	2017	2018	2018	2019
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 957,031	\$ 940,181	\$ 1,009,752	\$ 1,059,187
Materials & Supplies	51,268	49,750	48,316	49,750
Education, Training & Travel	14,800	18,000	16,033	15,000
Utilities	58,956	72,200	58,343	67,000
Repairs & Maintenance	102,404	62,000	71,659	75,000
Contract Services	18,491	25,636	14,735	20,606
Statutory Charges	6,497	3,220	4,121	3,220
Internal Charges	108,347	111,632	111,632	117,505
Capital Outlay	582	3,500	2,247	3,500
Other Expenses	20,897	25,800	25,521	25,200
Total Expenditures	\$ 1,339,271	\$ 1,311,919	\$ 1,362,359	\$ 1,435,968

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

ORGANIZATIONAL CHART



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 his or her 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 with 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 and middle 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, but also for the taxpayers.

Raise the Age Act:

The State Legislature enacted legislation that will go into effect on March 1, 2019 transitioning 17 year-olds from adult court to juvenile court. That is, starting on March 1, 2019, 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 2019.

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, who are accused of committing delinquent acts and are awaiting hearings to determine their disposition, or those who have been convicted of delinquent acts and are waiting transfer to another placement or facility. Approximately 800 children are held each year in Caddo's 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, and 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. Truancy Court staff has been contracted through a local non-profit agency.

MAJOR ACCOMPLISHMENTS IN 2018

- 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
- Partnering with regional school systems, churches and civic groups for human trafficking awareness, prevention and intervention, training several thousand local professionals and citizens
- Received recognition from the Governor's Office for 4th annual human trafficking conference which had over 400 attendees

GOALS FOR 2019

- 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
- To implement a secondary prevention program in conjunction with our local prevention coalition

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

EXPENDITURE SUMMARY – JUVENILE JUSTICE FUND (#260)

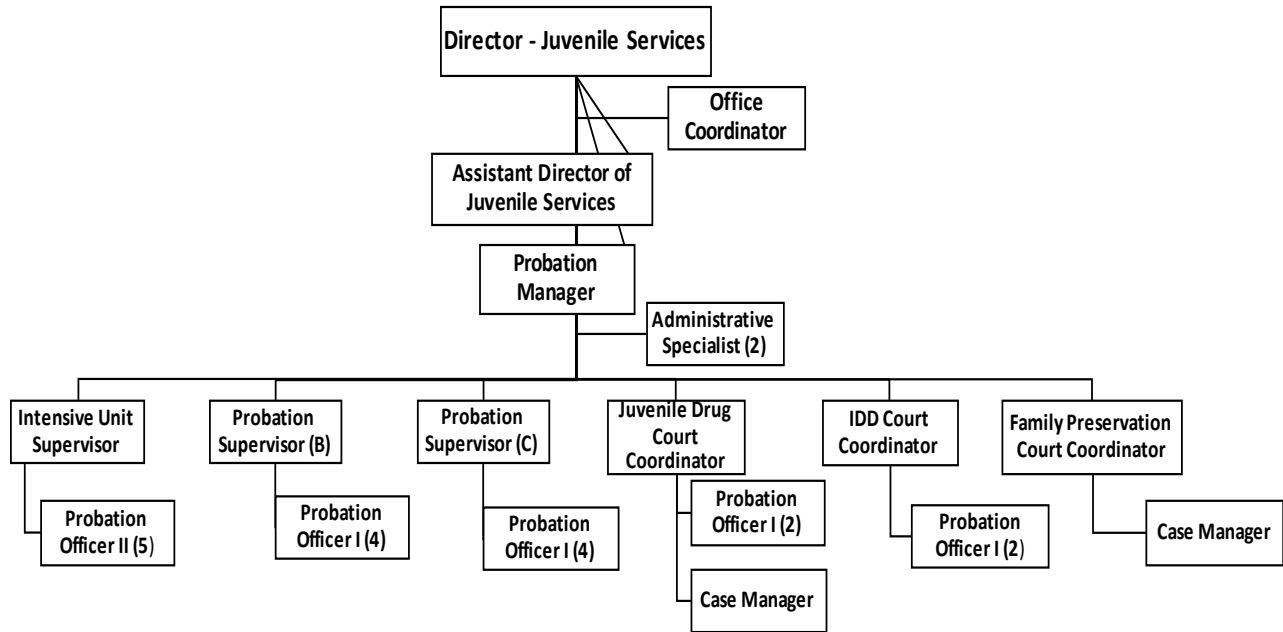
	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Probation Operations (122-22)				
Salaries & Benefits	\$ 2,200,793	\$ 2,317,347	\$ 2,305,668	\$ 2,440,408
Materials & Supplies	62,278	72,100	72,859	72,100
Education, Training & Travel	44,653	40,000	42,566	40,000
Utilities	51,659	62,500	60,916	62,500
Repairs & Maintenance	17,978	18,000	18,300	18,000
Contract Services	242,063	255,663	251,416	255,663
Statutory Charges	15,397	15,000	15,000	15,000
Internal Charges	202,904	206,012	205,947	216,384
Capital Outlay	733	3,500	2,784	3,500
Allocations to Other Entities	11,417	18,000	19,223	18,000
Other Expenses	228,591	227,100	216,791	187,100
Grant Programs	423,822	371,564	445,466	371,564
	<u>3,502,287</u>	<u>3,606,786</u>	<u>3,656,936</u>	<u>3,700,219</u>
Juvenile Detention (122-32)				
Salaries & Benefits	\$ 2,175,872	\$ 2,420,402	\$ 2,180,950	\$ 2,434,258
Materials & Supplies	19,341	26,000	21,250	26,000
Education, Training & Travel	28,763	36,000	30,155	36,000
Repairs & Maintenance	1,614	2,500	1,847	2,500
Prison Operations	210,959	236,005	208,841	236,005
Contract Services	71,316	89,063	76,559	89,063
Internal Charges	163,861	163,571	163,571	168,300
Capital Outlay	5,497	4,000	3,796	4,000
Allocations to Other Entities	70,950	60,000	67,150	60,000
Other Expenses	10,271	17,700	13,424	17,700
Grant Programs	125,098	132,777	128,099	132,777
	<u>2,883,542</u>	<u>3,188,018</u>	<u>2,895,642</u>	<u>3,206,603</u>
Total Expenditures	<u>\$ 6,385,829</u>	<u>\$ 6,794,804</u>	<u>\$ 6,552,578</u>	<u>\$ 6,906,822</u>

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

ORGANIZATIONAL CHART

Probation Operations

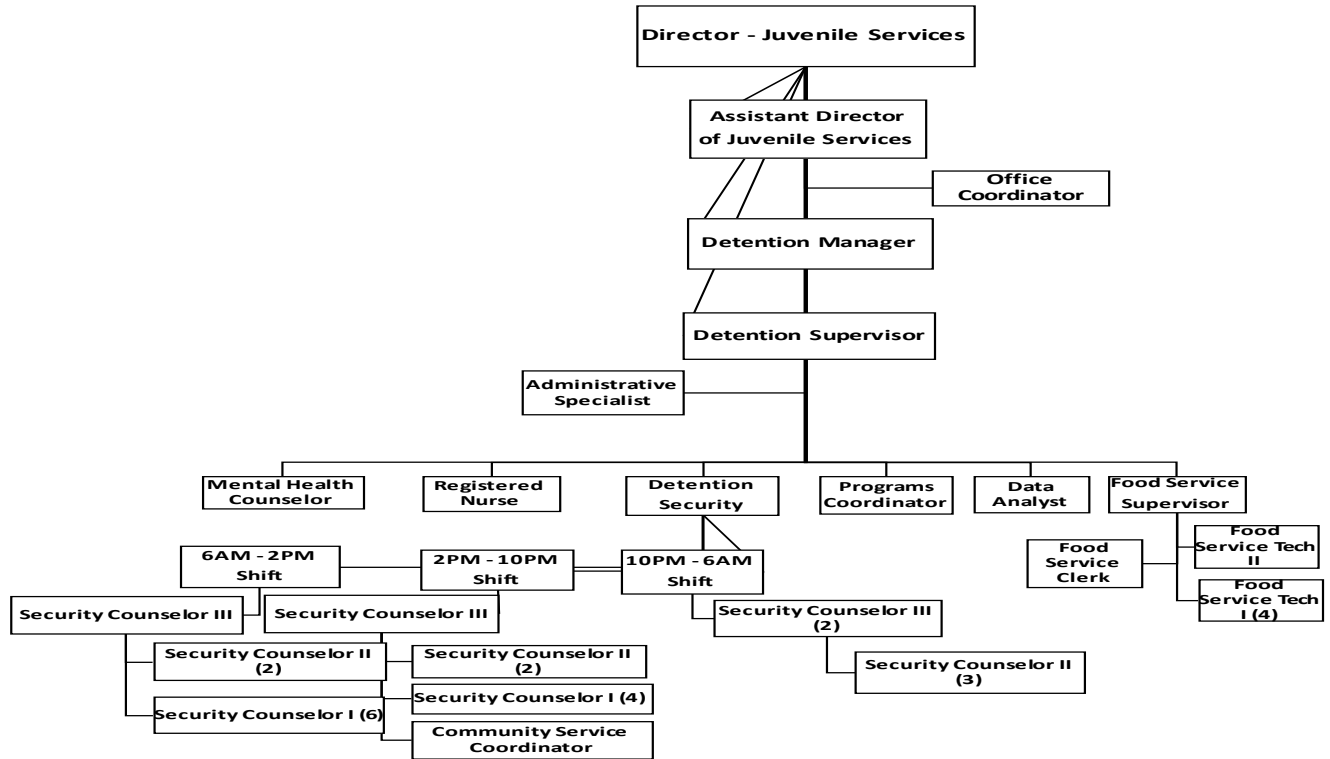


DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

ORGANIZATIONAL CHART

Juvenile Detention



DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

The Department of Animal Services and Mosquito Control's (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, no animals are turned away and each year the shelter impounds on an average of 7,000 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 2018, 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 40 – 70 citizens in person, handle 100 – 150 phone inquiries, and initiate approximately 10 – 25 adoptions or redemptions. We are also open Saturdays from 10:00am -2:00pm to adopt animals out to the public and take in any stray animals.

In conjunction with KTBS-3, KTAL-NBC 6, 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 on lost animals as well as pets available for adoption. CPAS also partnered with local humane groups to provide up to 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 14,000 citizen complaints
- Mentored and taught local children about pet safety
- Completed over 750 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 to help 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
- Created a new organizational chart, with added new positions so that we can be more effective as a department for the local community and the Parish.
- Increased the use of PetPoint database by having technicians on site, aid with technical support, training, generated the lost and found page and data base clean up

GOALS FOR 2019

- 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 2019
- 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

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

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

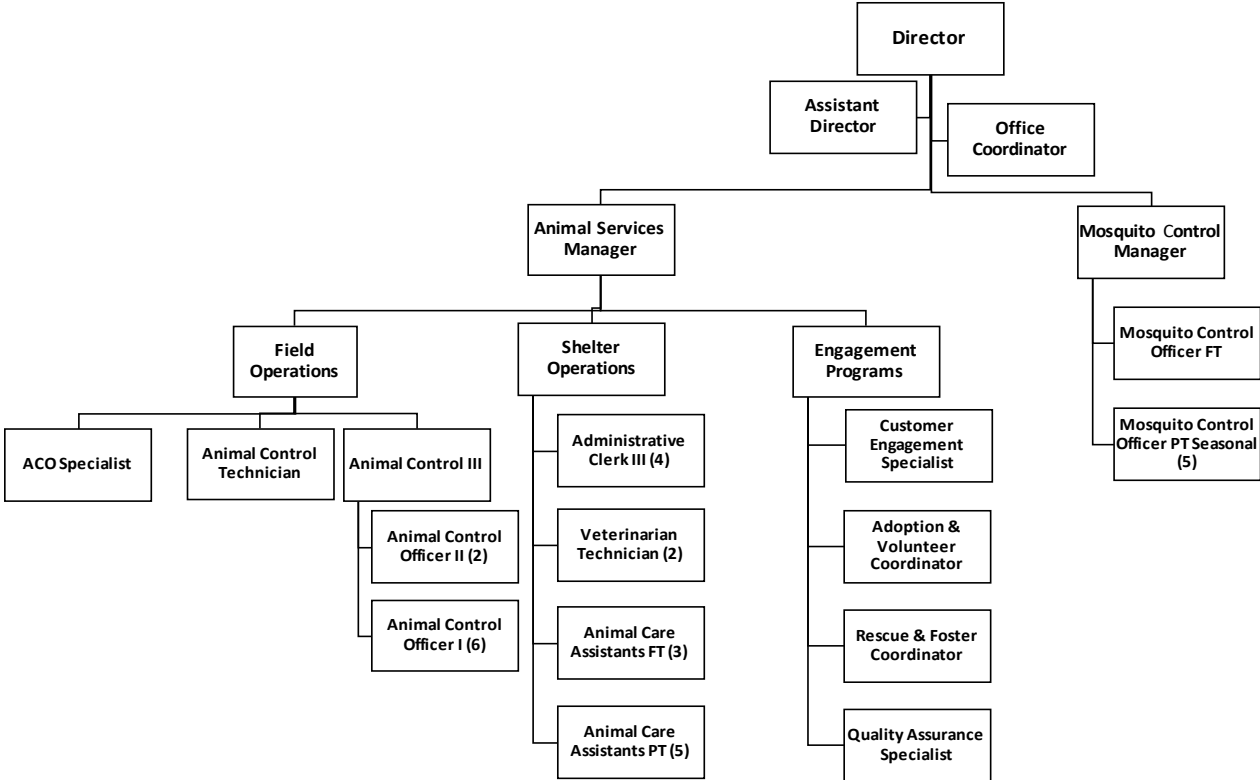
EXPENDITURE SUMMARY – HEALTH TAX FUND (#270)

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Animal Services (312)				
Salaries & Benefits	\$ 1,519,530	\$ 1,518,149	\$ 1,432,690	\$ 1,769,950
Materials & Supplies	184,760	191,850	184,128	216,850
Education, Training, & Travel	20,663	20,000	19,998	22,000
Utilities	45,685	67,000	66,108	78,000
Repairs & Maintenance	70,096	63,000	79,972	80,000
Contract Services	142,845	131,210	136,178	161,210
Internal Charges	138,990	140,988	140,845	111,350
Capital Outlay	5,414	12,000	10,170	12,000
Other Expenses	20	1,100	311	1,100
	2,128,003	2,145,297	2,070,400	2,452,460
Mosquito Control (313)				
Salaries & Benefits	200,760	262,344	182,915	217,984
Materials & Supplies	140,567	163,650	148,762	163,650
Utilities	11,780	-	-	-
Education, Training, & Travel	1,321	2,000	1,495	2,000
Repairs & Maintenance	18,040	15,000	17,484	23,000
Contract Services	22,236	1,710	1,883	2,710
Internal Charges	50,222	51,462	51,537	53,607
Capital Outlay	3,650	5,250	3,836	5,250
	448,577	501,416	407,912	468,201
Total Expenditures	\$ 2,576,580	\$ 2,646,713	\$ 2,478,312	\$ 2,920,661

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

ORGANIZATIONAL CHART





PARISH FUNDED AGENCIES

(Caddo Parish agencies are funded in the operating budget for Caddo Parish but are independent agencies with their own boards of 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 2018

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 2018 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 2019

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 Court is also working with the Clerk and Sheriff to improve the collection process in order to improve the collection of fines and court costs imposed. 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.

FIRST JUDICIAL DISTRICT COURT

NARRATIVE

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

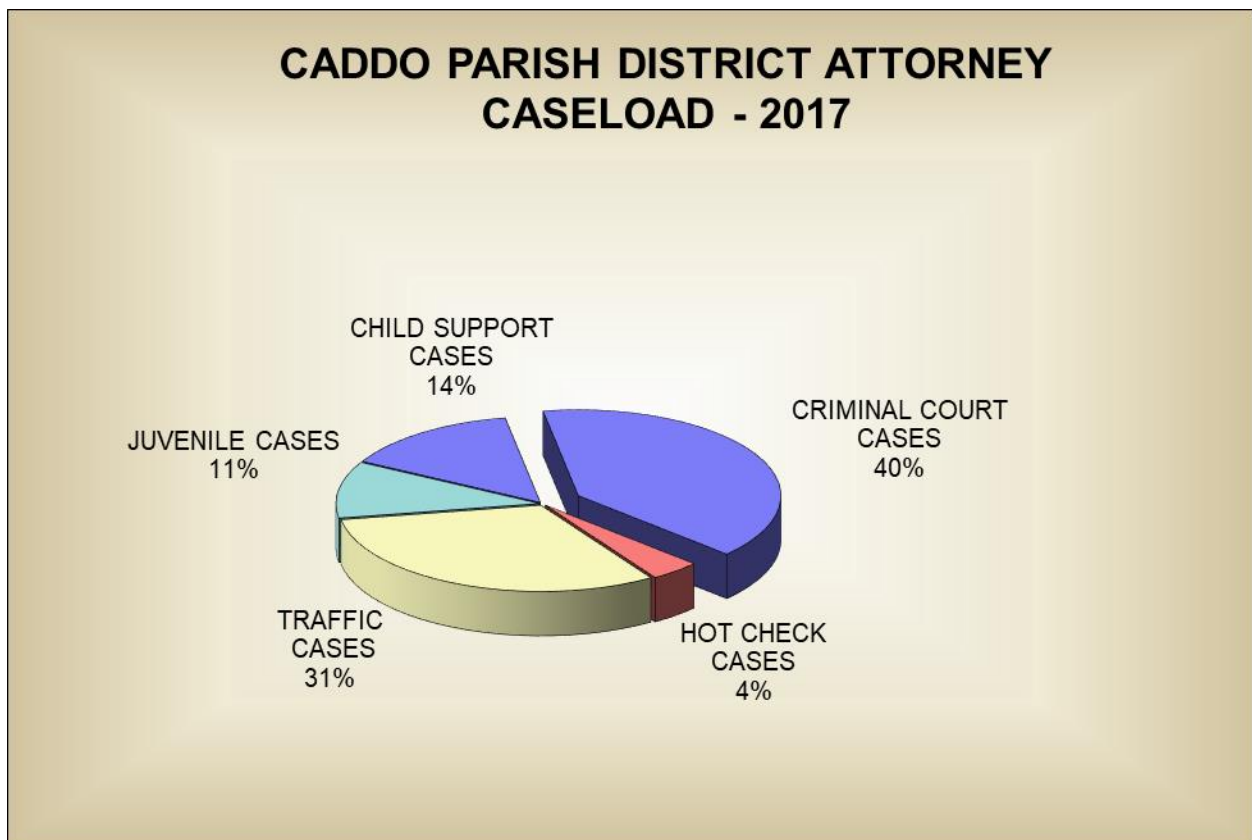
	2017	2018	2018	2019
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 1,610,582	\$ 1,715,346	\$ 1,639,112	\$ 1,749,614
Materials & Supplies	66,571	57,000	63,465	77,000
Utilities	6,891	18,000	8,794	18,000
Internal Charges	31,569	31,888	31,888	33,788
Capital Outlay	3,394	15,000	13,394	20,000
Other Expenses	7,108	15,500	14,216	14,000
Grant Programs	313,996	295,000	313,855	314,000
Reimbursements	<u>(250,000)</u>	<u>(275,000)</u>	<u>(275,000)</u>	<u>(275,000)</u>
Total Expenditures	<u>\$ 1,790,112</u>	<u>\$ 1,872,734</u>	<u>\$ 1,809,724</u>	<u>\$ 1,951,402</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 2017)

- Opened 7,520 new criminal cases with 8,350 defendants
- Opened 5,949 new traffic cases
- Filed 2,706 child support cases & established child support of \$1,489,002 on behalf of dependent children
- Opened 753 new hot check cases & collected \$406,754 for merchants
- Opened 897 cases in Pretrial Diversion and collected \$83,630 for victims
- Opened 2,015 juvenile court defendants

Financial

(2017)

- Revenues of \$9,199,461:
 - Parish \$5,204,951
 - DA \$2,636,167
 - State \$1,358,343
- Expenditures of \$9,275,251

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 other agencies 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)

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Salaries & Benefits	\$ 24,826	\$ 26,067	\$ 26,067	\$ 26,849
Statutory Charges	5,020,000	5,270,600	5,270,600	5,534,130
Grant Programs	129,400	150,000	130,255	140,000
Total Expenditures	\$ 5,174,226	\$ 5,446,667	\$ 5,426,922	\$ 5,700,979

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, 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 Coroner, Chief Investigator, four (4) full-time Death Investigators and two (2) part-time Death Investigators; an Administrator and two (2) Administrative Assistants. The Coroner and his investigative staff are certified through the American Board of Medicolegal Death Investigation. Contractual Agreement for on-call services are maintained with one (1) Deputy Coroner-Medical, four (4) Deputy Coroner-Psychiatry, Forensic Nurse Examiners, two (2) Transporters and one (1) Public Information Officer, all of which perform coroner functions in their respective areas.

Capital Purchases

The Office of the Coroner does not anticipate any capital expenses to be incurred in the 2019 budget year that will impact the allocations from the Parish of Caddo and the City of Shreveport.

Expenditure Changes

The 2019 Budget Allocation for the operation of the Coroner's Office will **not** change for the Caddo Parish Commission (\$155,100.00) and the City of Shreveport (\$860,650.00) for the tenth (10) year.

The Coroner is pleased to present an operating budget for the past ten (10) years that did not increase the support received from each municipality; opting instead to utilize unrestricted reserved funds to absorb any increase in expenditures.

Caddo Parish Coroner's Office Operating Budget for 2019 is \$1,323,650.00. All expenses are certified by the Coroner as "necessary or unavoidable" for the operation Coroner's office.

Public Service

The services provided by the coroner are anticipated to continue to increase incrementally each year. The statistical table below reflects historic case load of services provided for the past five (5) years 2013-2017 and current statistics through July 2018.

CADDO PARISH CORONER'S OFFICE

NARRATIVE

Workload Statistics

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Jan - Jul 2018</u>
Death Investigations	3033	3092	3092	3097	3091	2021
Natural Deaths	1900	1895	1879	1855	1907	1235
Accidents	111	117	125	155	120	76
Suicides	21	39	35	29	35	20
Homicides	31	34	36	50	61	32
Undetermined	13	5	18	10	6	2
Pending				4	7	19
Out of Parish	313	332	331	292	290	201
Not a Coroner' s Case	644	670	668	702	665	436
 Sanity Investigations	 6286	 6470	 6738	 6519	 6925	 4436
 Forensic Investigations	 82	 104	 110	 122	 103	 52
 Continued Tutorship	 1	 4	 4	 1	 1	 2
 TOTAL INVESTIGATIONS	 9402	 9670	 9944	 9739	 10120	 6511
 * Autopsies	 <i>164</i>	 <i>200</i>	 <i>210</i>	 <i>209</i>	 <i>211</i>	 <i>155</i>

Summary

The Office of the Coroner Parish of Caddo is pleased to submit a budget for 2019, 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. The listed operational expenses reflected on the enclosed budget are herewith certified as “necessary or unavoidable.”

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

	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Estimated</u>	<u>2019 Budget</u>
Statutory Charges	<u>204,686</u>	<u>225,100</u>	<u>204,714</u>	<u>225,100</u>
 Total Expenditures	 <u>\$ 204,686</u>	 <u>\$ 225,100</u>	 <u>\$ 204,714</u>	 <u>\$ 225,100</u>

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

Two thousand nineteen (2019) will be a major election year with parish wide Fall elections. Scheduled elections include Governor and statewide offices, State Senators and Representatives, Caddo Parish Commissioners, and parish wide offices. This will be similar to a Presidential election year in that it will draw voters' interests and participation, particularly with the state and parish elections, as "all politics is local." This set of offices draws one of the highest turnouts outside of the Presidential election and may be similar to the turnout for the 2018 city elections.

Each precinct will be reviewed to ensure that the computer system shows the correct district lines. The Louisiana Secretary of State has planned a geographic information system (GIS) project, which will allow for more precision in assigning voters to districts. The precinct, 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. This is a major year for preparation for the Census and for future reapportionment.

The Caddo Parish Registrar of Voters office's preparation for the elections began months ago with planning for Early Voting and also for mailing ballots to voters in the Absentee by Mail 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 161,000 voters.

The short turn-around between the primary and general elections for both Fall 2018 and 2019 elections indicate 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
- Assembling, labeling, packing, coding, and mailing the absentee-by-mail ballots to those voters on the absentee-by-mail program

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

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

Emergency Preparedness Plan for Early Voting Established – Major Issue Nationwide:

Because of the emphasis placed on election offices nationwide for establishing emergency procedures, the Registrar of Voters office worked with the Caddo Commission and the Facilities and Maintenance Department on an Emergency Preparedness Plan with Early Voting in mind. Since Early Voting is expected to continue even in the event of a power outage and some other Louisiana parishes faced outages in recent elections, the Registrar of Voters office relied on expert advice from Facilities and Maintenance Department on handling limited lighting and operating on battery backup during a power failure. Facilities and Maintenance replaced the existing light fixtures with more energy efficient options and also created a plan for additional battery power and for access to a generator in order to keep the necessary lighting and equipment functional, ensuring Early Voting's continuation and voter visibility and safety for the duration of an outage. With these changes, Caddo Parish is leading the way in Emergency Preparedness in elections in the state.

Registrar's All-Digital Records Project Underway:

The Registrar of Voters office began its efforts to become all-digital with its document maintenance, in accordance with state procedures. Since the documents originally were transferred to the Secretary of State's offices for the initial scanning project, this office has endeavored to review each scan for clear and complete images. This tedious project coincides with the plan to scan some supplemental documentation over the next two to three years.

Important Dates for the Fall 2018 Elections:

- The Fall 2018 elections include scheduled elections for U.S. Representative, School Board members, Shreveport Mayor and City Council members, and municipal offices for Blanchard, Mooringsport, and Vivian.
- Early Voting for the November 6 Election:
 - Tuesday, October 23 through Tuesday, October 30 (Closed Sunday, October 28)
 - Early Voting hours are 8:30 a.m. to 6:00 p.m.
 - Election Day is Tuesday, November 6, 2018. Polls are open 6:00 a.m. to 8:00 p.m.
- Early Voting for the December 8 Election:

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- Saturday, November 24 through Saturday, December 1 (Closed Sunday, November 25)
- Early Voting hours are 8:30 a.m. to 6:00 p.m.
- General Election Day is Saturday, December 8, 2018. Polls are open 7:00 a.m. to 8:00 p.m.

Important Dates for the 2019 Elections*:

Statewide, Parish-wide, And Parish Commission Districts

- The Fall 2019 elections will be held October 12 and November 16. These 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.
- Spring Primary Election: March 30, 2019
- Spring General Election: May 4, 2019
- Fall Primary Election: October 12, 2019
- Fall General Election: November 16, 2019

Important Dates for the 2020 Elections*:

Presidential And Congressional Year

- The Fall 2020 elections include U.S. President, U.S. Senator, U.S. Representative, Public Service Commissioner, District Attorney, District Court Judges, Juvenile Court Judges, City Marshal, Court Judges, Justices of the Peace, Constables, and municipal elections for Ida, Hosston, Oil City, and Rodessa.
- Spring Presidential Preference Primary Election: March 7, 2020
- Spring General Election: April 11, 2020
- Fall Presidential/Congressional Election: November 3, 2020
- Fall General Congressional Election: December 5, 2020

**Dates subject to change by the Legislature.*

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

2018 Voter Registration At Shreve Memorial Libraries:

The Registrar of Voters office has partnered with the Shreve Memorial Library system to have a voter registration drive with 60 stops at libraries in August and September. The September voter registration drive dates are in conjunction with the statewide Louisiana Voter Registration and Education Week. The Registrar's office provides voter registration forms for registering to vote or making changes to current registrations. Additionally, the staff answers questions about voting, Early Voting dates, and Absentee by Mail opportunities. These voter registration drives provide access, convenience for citizens, and direct service for those who may not have transportation or internet service. These efforts will continue in 2019 with dates designated for voter registration drives with the Shreve Memorial Library system as a partner.

Geauxvote Smartphone App Available:

The GeauxVote smartphone app is an essential tool for voters, poll commissioners, and campaign workers alike for identifying precincts and polling locations on Election Day. The Registrars and Clerks in Louisiana requested the development of this free app, which is available for download through the caddovoter.org website and through the Secretary of State's website.

Registrar's Website Serves as A 24/7 Information Center

Voters have made positive comments about the Registrar's website, www.caddovoter.org, which the Caddo Parish Commission funds. Voters do not have to wait for registration and election information, 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 most frequently asked questions are provided as clickable buttons leading to answers in an easy to follow format. 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

In a world comfortable with 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 especially beneficial to voters who may have sight or reading disabilities who need information presented verbally instead of in writing. To inform voters about voter registration and upcoming elections, the Registrar's office produces short videos for the caddovoter.org website. These short clips emphasize Early Voting dates and times, what offices and propositions will be on the ballot, and other information for Election Day.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

High School Voter Registration Day

Robert Jackson's Congressionally-commended Caddo Parish program continues to provide voter registration opportunities for Caddo's high school students. No other parish in Louisiana has such an all-volunteer effort, and it is offered to every high school in Caddo Parish. Over 800 students participated in this program this year.

5,000+ Mail out Ballots In 2019 In Caddo

Disabled voters and those who are over 65-years-old continue to join the Absentee by Mail program in Caddo Parish. This program is an example of service to many voters who might find it difficult to vote any other way, and it also demonstrates the success of a program that started right here in Caddo Parish. As of July 2018, the number of voters already on the program was about 4,800, and the Registrar of Voters office expects the total number of by-mail voters to increase to between 5,000 and 6,000, as students away at college, voters with out-of-town work assignments, and those joining the over-65 or disabled programs will continue to submit applications. With the record 6,200+ applications processed during the 2016 elections, 5,000+ is not out of the question for the 2019 elections. 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 mail-out ballots for the 2019 elections.

Nearly 20% Of Caddo 2018-2019 Vote Expected To Be Through Registrar's Office

Over 11,000 voters participated in Early Voting during the 2016 Presidential election, and it is expected that during the seven-day run of Early Voting in 2018 and 2019, the Registrar's office may see nearly 10,000 in-person voters in the elections. If Early Voting brings those numbers and the mail-out voters total 5,000+, then the Registrar's office could be providing service to nearly 15,000 Caddo voters. Coupled with an about 50% turnout of 161,000 Caddo voters, then services directly funded by the Caddo Parish Commission through the Registrar of Voters office possibly could account for 20% of the turnout in the city elections in 2018 and state and parish elections in 2019.

Mandated Duties Completed by the Registrar's Office

The Registrar's office conducted the annual canvass of addresses, as specified in state law, in May and June 2018. The 300 or Less / 2,200 or More Precinct Review began upon the completion of the canvass and was conducted in conjunction with the Caddo Commission. The removal of deceased voters is 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 suspension of felons is done as reports are received from the courts.

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.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

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
 - (Early Voting increased to 7 days as “no excuse” voting)
- 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 Registrar of Voters – 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
- Legislature starts “No excuse” Early Voting in 2007 with no additional staffing from the state.
- Early voting increases to 5,000+ in person voters in the 2008 Presidential Election, 8,800+ in person voters in the 2012 Presidential Election, 11,000+ in 2016 Presidential Election.

State Continues Transferring Cost of Equipment to Parishes

While the Secretary of State initially funded the costs for computer equipment necessary to operate the Registrar’s offices, the cost for these items has been transferred to the parish as the state faced budgetary issues. As this original equipment meets its life expectancy and ceases to work, new ones must be ordered to replace those lost.

Overcrowding At Some Polling Places Reviewed

The Registrar of Voters office met with the Clerk of Court’s office and Parish Facilities and Maintenance staff to examine the polling places, numbers of voters, and possible solutions for some of the polling places in Caddo Parish that had received complaints of overcrowding inside the polling locations and in the parking lots at these facilities. The Caddo Parish Commission implemented new polling place changes in 2017, and these have served the public well through the 2018 elections. In 2018, some site closures necessitated additional polling place changes, and the Registrar of Voters

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

office mailed new voter information cards to those affected. Any polling places with 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 season has been extended through in-person Early Voting and Absentee by Mail 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. Previously, *The Times* (Shreveport) newspaper ran an editorial that cited the cooperation between the Registrar of Voters office and the assistance of the valued staff of the Commission and the Parish Commissioners as a model for the rapport between such agencies. The Registrar’s office always appreciates the support of the Caddo Parish Commission and hopes to count on their support during the coming year.

EXPENDITURE SUMMARY – GENERAL FUND (#100-170-71)

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Estimated</u>	<u>2019</u> <u>Budget</u>
Salaries & Benefits	\$ 359,580	\$ 440,433	\$ 394,001	\$ 412,839
Materials & Supplies	46,678	82,100	71,066	80,300
Education, Training, & Travel	15,054	22,000	20,309	22,000
Utilities	1,602	5,000	3,860	5,000
Repairs & Maintenance	375	3,800	3,008	3,800
Contract Services	32,362	58,700	46,425	57,000
Statutory Charges	-	1,000	813	1,000
Internal Charges	5,302	5,370	5,370	5,730
Capital Outlay	1,986	8,000	6,824	8,000
Other Expenses	15,799	20,900	17,922	20,900
Total Expenditures	\$ 478,738	\$ 647,303	\$ 569,598	\$ 616,569

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, 4-H Youth Development Extension Agent, an Agriculture and Natural Resources Agent, Assistant Extension Agent/ Nutrition Agent, EFNEP Supervisor/Nutrition Agent and one Nutrition Educator, working with low-income families in the Expanded Food and Nutrition Education Program (EFNEP). The office has one administrative coordinator and one part-time 4-H program assistant.

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 2017-18. 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 2018

Agriculture and Natural Resources

- Hosted the annual Crop Production Meeting with 50 producers in attendance representing 89% of the agricultural land being farmed in Caddo Parish.
- Fielded approximately 1,238 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 22 new private pesticide applicator recipients. Held two private pesticide applicator training meetings resulting in 63 recertified producers in Caddo Parish.
- Held nine Worker Protection Standard (WPS) trainings, which certified 60 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.

LSU EXTENSION SERVICE

NARRATIVE

- Served as host and beef show manager for the Northwest District Livestock Show.
- Hosted Master Cattleman class for thirty regional cattlemen. The 10 class series covered topics such as cattle health, reproduction, weed management, and nutrition.
- Horticulturist oversees 160 Master Gardener volunteers and conducts annual Master Gardener certification classes. He fields calls, makes home and commercial visits and conducts educational seminars in Caddo Parish as well as the northwest region.

Family and Consumer Sciences

- Expanded Food and Nutrition Education Program (EFNEP) Program year 2017-2018:
 - 100 adults and 745 youth participated in the program
 - Programming was conducted by 1 nutrition educator
 - 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.
- Taught four-week Dining with Diabetes program to 8 participants in November and to 16 participants in August. The program is designed for those with prediabetes, diabetes, and family/caregivers of those with diabetes. This series helps participants manage and prevent the disease through healthy lifestyle changes.
- Taught two eight-week series of Smart Portions reaching 29 adults in January and March. Smart Portions is a weight management program designed to help achieve and maintain a healthy weight through meal planning using MyPlate, portion control, exercise and skills to keep healthy habits.
- Other groups in Caddo Parish that have been reached through general nutrition programming efforts include the Shreveport Farmers’ Market, Martin Luther King Health Center, Belcher Library, Volunteers of America, Shreveport Green, St. Luke’s United Methodist Church, Stonewall Homemakers, Broadmoor ESL, Pumpkin Shine on Line, Caddo Council on Aging, and Waterview Court Assisted Living.
- Nutrition articles are also written periodically for “The Forum” and “The Best of Times.”

4-H Youth Development

Life Skills focusing on money/time management and communications was the focus of the 4-H club educational programs presented by the 4-H agents monthly. Data was collected at the conclusion of the year from 4th-8th grade members and the results are as follows: 57% learned how to write a thank you note, 57% had a better understanding of Cancer and how it affects

LSU EXTENSION SERVICE

NARRATIVE

patients and families, 55% learned the importance of spending money on needs versus wants and about savings, 55% learned how companies market to youth through commercials and advertisements, and 54% learn how to use time wisely.

Service-Learning

The focus of this year's service-learning project was cancer awareness. 4-H clubs created their own "Cancer Awareness" ribbons that were placed within their schools. Clubs collected almost 1500 items which were used to assemble chemotherapy care bags and family care baskets. 134 notecards were written with encouraging words to Cancer Survivors or to patients going through cancer treatments. The Junior Leadership Club made 25 blankets and constructed 20 Port Pillows. Chemotherapy Care bags, blankets and port pillows were delivered to Feist Wieller, Willis-Knighton Cancer Center, and Schumpert Cancer Center and the family care baskets were delivered to Hospice of Shreveport/Bossier for distribution. Additionally, one school club raised \$865.00 for the Leukemia Foundation. Another 4-H club made Christmas cards for one terminally-ill child.

Other community services conducted by 4-H clubs included the following: 1,193 youth and 78 adults were involved with food drives benefitting both the Northwest Food Bank and local food/church pantries. One club collected 1,327 canned food items. Twenty-two youth collected clothing which was given to the Shreveport/Bossier Rescue Mission.

School Enrichment

- Caddo Middle Magnet received educational programming through their home living class. The focus of the lessons was on vitamins and minerals. Students tasted prepared dishes made with Brussel sprouts, okra and tomatoes, cabbage, collard, mustard, and turnip greens and more!
- A.C. Steere 4th graders focused on the plant life cycle through a series of lessons including parts of the plant, trees, and how we consume parts of the plant and fruits of trees. Students participated in hands on activities included tasting a variety of apples, planting flowers and making homemade salsa.

Camping and State Opportunities

- 4-H Camp, May 2018, 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, three Caddo Parish high school counselors and two adult volunteer attended.
- Science, Engineering and Technology Camp, August 2018, Focus: STEM
- One Caddo Parish club member attended

LSU EXTENSION SERVICE

NARRATIVE

- 4-H University, June 2018
- Thirteen Caddo Parish club members attended
- Two youth were recognized for being in the top 10 in Louisiana receiving blue ribbons.
- One youth won state in Fashion competition.
- State 4-H Portfolio Competition.
- Four Caddo 4-H'ers submitted 4-H portfolios for state competition.
- The Caddo 4-H program submitted a portfolio for our service-learning projects parish-wide and won 3rd place in the state.
- One youth was a state winner and will attend Club Congress in November.

Volunteer Development and Leadership Development

- Caddo 4-H reported 2512 hours that youth and adult volunteers contributed to the parish 4-H program. The current value of volunteer time is \$24.69/hour. Their time value computed to \$62,021.28.
- The Caddo 4-H Foundation board held its 4th Louisiana product fundraiser in the fall 2017. Citrus 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.
- Thirteen adults and six youth attended the Area Leader Training in the summer 2018 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, twelve Caddo Parish 4-H members and three 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.
- Two Caddo youth currently serve on state boards with Louisiana 4-H. One youth serves on the State Science, Engineering and Technology Board (SET) and the other on the State Fashion Board.
- The Junior Leadership Club is a group of teens from Caddo parish who meet monthly to conduct leadership and service projects. Last year, the club volunteered at Providence

LSU EXTENSION SERVICE

NARRATIVE

House and the HUB. The teens made and delivered port pillows, fleece blankets, and chemo care packages to Feist Weiller Cancer Center. These teens also served in a variety of leadership roles throughout the year in the parish.

Livestock

- There were 35 Caddo Parish 4-H Livestock exhibitors who participated in parish, regional, state, and national livestock events. Species include: chickens, rabbits, horses, goats, lambs, pigs, pigmy goats, and cattle.

Healthy Living

- 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. Twenty-six youth participated monthly in after-school programming. 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. The members also visited and toured Whole Foods and dined at Twisted Root and El Mono.
- Tri- Parish Fair Bake-off - Seven 4-H members entered 14 dishes in the annual bake-off. Categories included cakes, breads, and cookies. 10 volunteers served as judges.
- Clover 5K and Fun Run- 4-H youth, volunteers, parents, and alumni participated in the Clover 5K and Fun Run in March 2018 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.

Performing and Visual Arts

- Five Caddo Parish 4-H members entered the Tri-parish talent show with three competed at the State Fair of Louisiana talent show.
- Sixty-seven Caddo Parish 4-H members entered the annual pumpkin decorating contest. Categories included 4-H spirit, scariest, and silliest. Awards were given to winners in three different age divisions for each category.

Environment/Energy

- 38 teachers received FREE Youth Wetlands Week curriculum and supplies to teach lessons reaching 2665 students last school year.

LSU EXTENSION SERVICE

NARRATIVE

Photography

- 4-H Photo Contest: Youth entered 35 photos in the contest. Photo categories were animals, 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.
- Eight new volunteers were trained to become certified instructors this year. Caddo now has 36 active Shooting Sports volunteers and 109 youth in the program.

Healthy YOUth... Strong Communities Grant

- The Caddo Parish Extension office was awarded a five year USDA grant to build Healthy YOUth...Strong Communities. After-school and school year programming focused around gardening, nutrition, science and leadership was conducted in two SPAR community centers as well as Green Oaks Performing Arts School.
- Teen educational programming completed the LYFE experience (Living Your Financial Experience), and agents conducted nutrition and health lessons. Students from Green Oaks participated in leadership summit at LA Tech University in the spring and toured local businesses and colleges during a summer program. Two part-time extension associates were hired to conduct the programming efforts at Green Oaks.

GOALS FOR 2019

- The Caddo Parish Extension Office will continue to serve the residents of Caddo Parish as one of the premiere educational organizations for continuing education in Caddo Parish.
- The Caddo Parish Extension Office strives to help the people of Caddo Parish improve their lives through an educational process which uses research-based knowledge focused on needs and issues.
- The Caddo Parish Extension Office will continue providing information to local farmers and homeowners on crops, animals, gardens, wildlife and environmental regulations.
- The Caddo Parish Extension Office will continue assisting clientele and at-risk families with information on health and nutrition, food safety and preservation, parenting skills and management of resources.

LSU EXTENSION SERVICE

NARRATIVE

- The Caddo Parish Extension Office will 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.
- The Caddo Parish Extension Office will assist 4-H adults and youth in gaining knowledge and skills associated with personal, organization, and community leadership through the Caddo 4-H program.
- The Caddo Parish Extension Office will continue providing quality programming for 4-H youth in Caddo Parish to develop life skills, leadership, and citizenship and to build positive self-esteem.
- The Caddo Parish Extension Office will 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)

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Salaries & Benefits	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
Materials & Supplies	7,975	8,100	7,164	8,100
Education	-	500	482	500
Repairs & Maintenance	1,258	2,000	1,960	2,000
Capital Outlay	-	500	373	500
Total Expenditures	\$ 72,233	\$ 74,100	\$ 72,979	\$ 74,100

JUVENILE COURT FOR CADDO PARISH

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 cases, 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 eight specialty courts and provides oversight for the management of these programs -- Juvenile Drug Court, Family Preservation Court, Family Preservation Court II, Domestic Violence Court, Juvenile Mental Health Court, Truancy Court, Juvenile Traffic Court, and Good Support Program (work court).

MAJOR ACCOMPLISHMENTS IN 2018

- 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, a.k.a. “work court”, 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. Two employment counselors have increased the collection amount from child support payers who were initially unemployed, but through the efforts of the Good Support Program were able to secure employment.

JUVENILE COURT FOR CADDO PARISH

NARRATIVE

- The managed-care system known as Louisiana Behavioral Health Partnership (LBHP) has been successfully implemented to provide services to the families and children served by Office of Behavioral Health (OBH), Office of Juvenile Justice (OJJ), Department of Children and Family Services (DCFS) and Department of Education (DOE). The Court 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 2019

- 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 Juvenile Drug Court programs.
- The Louisiana Supreme Court now provides administrative oversight for all specialty court programs, therefore a request has been made to the Supreme Court to fully fund the Juvenile Mental Health Program and Domestic Violence Court.
- Adequately fund Family Preservation Court II that addresses the substance abuse issues of adults who are in Child Support, Domestic Violence Court (protective orders), Family In Need of Services (FINS), and Good Support program (work court).
- Continue to utilize the Juvenile Detention Alternative Initiative (JDAI) to maintain an appropriate detention population, but place emphasis on the awareness that in March 2019, seventeen year olds will be under Juvenile Justice Jurisdiction.
- 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.

JUVENILE COURT FOR CADDO PARISH

NARRATIVE

- Continued partnership 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.
- 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 provide the citizens of Caddo Parish an expanded “wrap- around program” to significantly reduce the school truancy rate.
- Raise the awareness with Juvenile Services to educate the public and assist youth who become victims of sex trafficking.
- Continue to encourage youth who are eligible to attend the Louisiana National Guard’s Youth Challenge Program, and continue the Court’s strong relationship with Job Corps to assist youth in obtaining vocational skills.

EXPENDITURE SUMMARY – JUVENILE JUSTICE FUND (260-121)

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Salaries & Benefits	\$ 816,821	\$ 820,994	\$ 817,052	\$ 847,624
Materials & Supplies	39,429	40,750	40,310	40,750
Education, Training, & Travel	7,613	7,000	6,755	7,000
Contract Services	61,911	95,000	69,934	110,000
Internal Charges	14,914	15,063	15,063	15,953
Other Charges	806	2,000	1,106	52,000
Reimbursements	(115,000)	(150,000)	(150,000)	(150,000)
Total Expenditures	\$ 826,495	\$ 830,807	\$ 800,220	\$ 923,327

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) progra
- Future State (BRF's newest initiative)

MAJOR ACCOMPLISHMENTS IN 2018

- Achieved Joint Commission Gold Seal of Approval for hospital accreditation at University Health Shreveport and University Health Conway in Monroe.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Designated as a Top Performer among Vizient Academic Medical Centers for: 1) reduction in Other Birth Trauma with a rate decreased from 35 to 7.5; and 2) reduction in Hypoxic Ischemic Encephalopathy with a rate decreased from 2.5 to 0.
- Recertified the accreditation of the Level 1 Trauma Center for a three-year term.
- Achieved advanced certification as Thrombectomy Capable Stroke Center by the Joint Commission.
- Awarded the Gold Center of Excellence for the Extracorporeal Membrane Oxygenation (ECMO) program. The family of a patient whose life was saved by ECMO care donated \$75,000 for the expansion of the program.
- Increased patient care for pregnant moms and infants by: 1) hiring a Prenatal Nurse Navigator to guide patients through intake and education opportunities; 2) achieving the International Board Certified Lactation Consultants Award and employing two certified lactation consultants; 3) completing grants from the Community Foundation of North Louisiana, the United Way of Northwest Louisiana, and the Carolyn W. and Charles F. Beaird Family Foundation to increase breastfeeding practices among University Health patients; and 4) receiving the Blue Cross Blue Shield Blue Distinction Center for Maternity Care designation for quality care in vaginal and cesarean section deliveries.
- Achieved the rigorous designation as a Baby-Friendly USA hospital at University Health Conway.

Center for Molecular Imaging and Therapy

- The Center for Molecular Imaging and Therapy (CMIT), with its Southern Isotopes and Positron Emission Tomography (PET) Imaging Center, has pioneered radiopharmaceutical production and PET in Louisiana, and has a vision to lead the region and state in novel radiopharmaceutical research and production, imaging research and innovative diagnosis and treatment of disease.
- Signed a new multi-year contract to manufacture novel PET radiopharmaceutical targeting early stage Alzheimer's disease.
- Signed a multi-year contract with a pharmaceutical diagnostic company for product testing.
- Manufacturing four different radiopharmaceuticals for collaborative research and commercial distribution under Current Good Manufacturing Practices (CGMP) guidance of the US Food and Drug Administration (FDA)

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Expanded collaboration with Cook Children's Medical Center in Fort Worth, Texas to study the diagnosis, treatment and outcomes in infants diagnosed with hyperinsulinism (HI), and provided specialized radiopharmaceuticals to detect HI, reducing complications associated with surgical treatment.
- Presented CMIT team's recent research results at the 2018 Society of Nuclear Medicine Molecular Imaging conference in Philadelphia.
- Conducted more than 1,900 PET scans this year.
- Awarded pilot grants of \$16,000 to Dr. Amal Kaddoumi, Ph.D., Associate Professor of Basic Pharmaceutical Sciences of University of Louisiana at Monroe, and \$7,500 to Dr. J. Steven Alexander, Ph.D., Professor of Molecular and Cellular Physiology of LSU Health Sciences Center Shreveport from CMIT's "Innovation in Molecular Medicine through Molecular Imaging" research grant initiative.

InterTech Science Park

- Intertech Science Park in the Mansfield Road/Kings Highway area of Shreveport is home to BRF initiatives, research entities, healthcare facilities, high-tech companies and startups. The park spans 800 acres and is a Brownfields project BRF spearheaded for Smart Growth redevelopment. The InterTech 1 facility is central for BRF offices and a specialized commercial space which offers the technological infrastructure high-growth and high-tech companies need to compete in today's marketplace. InterTech Science Park is consistently being improved as BRF redevelops abandoned industrial sites and repurposes existing assets to meet the needs of emerging industries.
- Provided support services for 25 InterTech Science Park tenants who employ more than 3,100 individuals with a total annual payroll of \$176.5 million. Other BRF-managed facilities include University Health Conway with 760 employees and Southern Isotopes Baton Rouge.
- Operated and maintained 14 BRF-owned facilities with 356,597 square feet, which are 87 per cent occupied.
- Completed an assessment of properties in and adjacent to the InterTech Science Park for future development.
- 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.
- Secured \$25,000 Louisiana Business Incubation Association (LBIA) grant to replace and upgrade telecommunications infrastructure for telephone and data networking services to tenants. The total project cost was \$44,986, with BRF paying the balance.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Completed substantial renovations to the University of Louisiana Monroe Claiborne Street facility to enhance distance learning capabilities

Entrepreneurial Acceleration Program (EAP)

Entrepreneurial Acceleration Program (EAP) has served as the region's economic development tool geared to develop high-growth startups since 2014. EAP is a suite of services and initiatives to grow the regional innovation ecosystem, including mentoring, business planning, due diligence and entrepreneur development programs. In 2018, EAP celebrated four years of successfully meeting operations and startup growth milestones with a ceremony at InterTech 1 involving its partners, the City of Shreveport and the Caddo Parish Commission.

- From 2014 to June 30, 2018
 - Screened 624 ideas or companies to discuss business plans, growth potential and interest in launching in Northwest Louisiana.
 - Provided services including market analysis, business plan development, financial analysis, and modeling services to 210 startup companies. More than 30 of those companies have completed milestones to launch locally, contributing to job growth and diversifying industries to help grow our region's economy. These companies have created 121 jobs with an annual pay roll of \$6.6 million and have brought capital investments of over \$64 million to Caddo Parish.
 - Completed 90 educational programs to promote entrepreneurship among youths in Northwest Louisiana, and to raise awareness among higher education, investment and financial constituencies about the value of entrepreneurial initiatives and support.
- From October 2017 to June 30, 2018, EAP has screened 184 ideas and conducted twelve education programs. Its portfolio companies have created 18 jobs with a \$990,000 annual payroll, and generated over \$15 million in capital investment.
- Provided BRF matching funds to regional higher education institutions to expose students to entrepreneurship, investment in private entities, technology transfer and innovative startup activity. Participating universities or foundations are LSU Shreveport Foundation, Centenary College, Louisiana Tech University Foundation, and University of Louisiana at Monroe Foundation, Grambling State University Foundation and Northwestern State University Foundation.
- EAP Wall of Entrepreneurial Achievement / Class of 2017-2018: New EAP Portfolio Startup Companies in Caddo Parish:

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Oleolive - A biotechnology company producing olive oil-extracted Oleocanthal for research and consumer products to address inflammation and disease
- Tomakk - Tempered glass solutions for residential and commercial glass installers
- Asteri Networks - Web-based entertainment media network company
- Louisiana New Product Development Team - Product design, development, prototyping and marketing solutions company
- GeoCareer - Oilfield training products to emulate human trial and error learning process within a safe, simulated environment
- Candy Galore and More - Chocolate design company that specializes in custom chocolate treats and arrangements
- SaniKleen - Chemical company with a residual self-sanitizer hospital-grade disinfectant to reduce deadly secondary infections in healthcare and public settings
- SpheroFill - Innovative medical products and drug delivery platforms with an initial focus in a novel injectable tissue filler for use in the larynx
- Winifred's Dancewear - Locally owned, uniquely styled dancewear to help dancers stand out among competitors
- Golden Ticket Studios - "Binge-worthy" film content production studio with a community- centric business model
- Hope Pharmacy- Northwest Louisiana's sole medical marijuana pharmacy

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. DMII, now an accredited institution, hit new records for enrollment and expanded its summer camp programs to offer more young people the opportunity to be exposed to the growing field of digital media.

- Grew enrollment of DMII's two certificate programs -- Animation, Visual Effects and Interactive Content, and Interactive Software Development -- by ten per cent.
- Conducted two at-capacity youth summer camps to introduce area students to the field of digital media.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Secured \$5,000 in grant support from the Best Buy Foundation to provide needs-based tuition assistance and enrollment scholarships for digital media summer camps.
- Secured anonymous foundation grant for \$25,000 for needs-based tuition assistance.
- Placed students in jobs and internships at the Shreveport Aquarium, Swaybox Studios, Ingalls Info Security, Somdal Associates, and other regional businesses or nonprofits

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. ORDA has laid the foundation for a biomedical research hub through its network of local physicians, relationships with pharmaceutical sponsors and its seed funding grant initiative.

- Developed and promoted relationships with pharmaceutical companies and researchers in North Louisiana.
- Provided proof -of-concept funding for five North Louisiana researchers, two at University of Louisiana at Monroe, one at LSU Health Sciences Center Shreveport and two at Louisiana Tech University in the areas of Neuroscience/Neuroengineering, Neuroinformatics and Aging through BRF's Seed Funding Program for a total of \$200,000.
- Supported 37 new clinical trials at University Health System to enhance research operations and foster collaborations with LSU Health Sciences Center Shreveport in clinical research.
- Initiated three opportunities for research collaborations between LSU Health Sciences Center Shreveport and private healthcare and research partners in the areas of genetic technology, virtual reality and stroke rehabilitation, and clinical testing of products to aid the healing process.
- Initiated clinical trials on cancer and depression with North Louisiana community physicians.
- Sponsored research conferences and symposia including the Industry Day 2017 conference hosted by the Center for Cardiovascular Diseases and Sciences of LSU Health Sciences Center Shreveport and the Center for Biomedical Engineering and Rehabilitation Science of Louisiana Tech University, and the second Stroke Update Symposium to be held at LSU Health Shreveport.
- Assisted a startup company in BRF's Entrepreneurial Accelerator Program (EAP) with a planned clinical trial in collaboration with a community physicians' practice in Shreveport.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

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. Currently, BRF supports the Science and Medicine Academic Research Training (SMART) program, now in its 21st year and with 207 graduates; and the Biotechnology Magnet Academy and College Navigator, FIRST Robotics, and EAST (Environmental and Spatial Technologies) programs at Southwood High School. SMART is a partnership among BRF, LSU Health Sciences Center Shreveport, and the Caddo, Bossier and DeSoto parish school boards.

- SMART students took 1st, 2nd, and 3rd place overall at the 2018 Louisiana Region I Science and Engineering Fair. A SMART participant, Blaise Willis, also won 1st place overall in the Louisiana State Science and Engineering Fair for his research which examined the behavior of mycobacteria when exposed to simulated gravity.
- SMART student Sunjay Letchuman was the only student in Louisiana to advance to the semifinalist round in the Siemens Competition in Math, Science & Technology in 2017 with his project titled, "Differential Redox Profiles of Veins and Arteries Associated with Coronary Artery Bypass Graft Failure."
- Biotechnology Magnet Academy (BTA) students at Southwood High School earned \$1,056,374 in scholarships to pursue higher education. Ninety-two per cent (92%) of 2018 BTA graduates plan to attend a higher-education institution and over 50% are first-generation college-bound.
- Southwood High School, home to the Biotech Academy magnet program, won third place overall in the high school division of the Region 1 Science Fair sponsored by Bossier Parish Community College. Since the creation of the Biotech Academy, Southwood has been increasing its participation in the Science Fair.
- The FIRST Robotics Team at Southwood High School made it to the semi-finals at the Bayou Regionals in Kenner, LA. They also won the highest award, the Gracious Professionalism Award, at the Rock City Regional in Little Rock, and were named the 2017-2018 Regional Autonomous Robotics Circuit Grand Champion in Bossier City. BRF has received generous support from Capital One Bank for Southwood's FIRST Robotics program for the past nine years.

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

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

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 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.

- Signed 10-year agreement to provide Electronic Health Record (EHR) and Enterprise Resource Planning (ERP) services to Titus Regional Medical Center in Mt. Pleasant, Texas.
- Grew technology workforce by eight per cent, with 128 employees.
- Received the Epic Magna Cum Laude status honor roll designation, awarded for achieving continuous improvements in patient outcomes, quality of care, workflow efficiency and financial performance.
- Successfully implemented Epic's latest EHR version, leading the healthcare industry as one of the first health systems to do so.
- Successfully implemented state-of-the-art Cisco telecommunications system upgrades at University Health Conway at Monroe to connect the two University Health System campuses and lowered telecommunications costs for the system.

GOALS FOR 2019

University Health

Provide historical and community perspective to facilitate the transition of the University Health System to new owner and operator Ochsner Health System, the largest hospital system in Louisiana.

Center of 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 research and production 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

NARRATIVE

- 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 and technology transfer.
- 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 and achieve 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

NARRATIVE

- 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)

- Provide clinical research capabilities and opportunities for BRF's business units.
- Partner with community physicians, start-up companies and the biomedical industry to bring cutting edge clinical trials to Northwest Louisiana.
- Establish strategic research partnerships with regional and national academic institutions.
- Provide seed funds to North Louisiana investigators to support proof-of-concept projects of clinical translational potential.
- Raise awareness in the community of the importance of clinical research to improve patient care.
- Sponsor regional and national scientific conferences to showcase the research achievements and potential of North Louisiana.

Science and Technology Education – Edventures

- Maintain existing programs and seek opportunities to expand partnerships and programs for K-12 and higher education.

Future State

- Provide historical and community perspective to facilitate the transition of the Future State to new owner and operator Ochsner Health System, the largest hospital system in Louisiana.

**BIOMEDICAL RESEARCH FOUNDATION
OF NORTHWEST LOUISIANA**

NARRATIVE

EXPENDITURE SUMMARY – BIOMEDICAL FUND (280-319)

	2017 Actual	2018 Budget	2018 Estimated	2019 Budget
Salaries & Benefits	\$ 84,919	\$ 86,830	\$ 86,180	\$ 86,840
Contract Services	2,802,526	2,818,000	2,817,927	2,818,000
Statutory Charges	12,818	11,100	8,614	9,000
Internal Charges	14,996	14,716	14,716	15,267
Other Expenses	14,504	8,000	13,786	13,000
Total Expenditures	<u>\$ 2,929,762</u>	<u>\$ 2,938,646</u>	<u>\$ 2,941,223</u>	<u>\$ 2,942,107</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 2019 Budget Governmental Funds

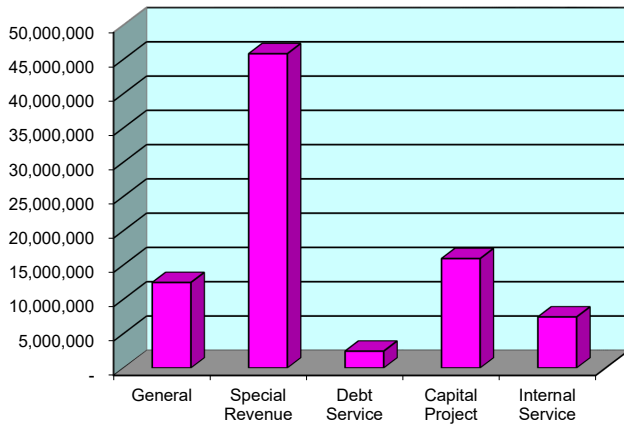
	<u>Fund Type</u>				
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Project</u>	<u>Total</u>
<u>Revenues</u>					
Ad Valorem Taxes	\$ 6,816,201	36,783,664	2,621,035	-	46,220,900
Sales Taxes	-	10,075,000	-	-	10,075,000
Licenses and Permits	759,300	413,000	-	-	1,172,300
Intergovernmental	1,766,900	3,317,364	-	-	5,084,264
Gaming	-	1,575,000	-	-	1,575,000
Oil and Gas	-	400,000	-	-	400,000
Charges for Services	231,000	435,400	-	-	666,400
Fines and Forfeitures	-	10,000	-	-	10,000
Rents and Interest Earned	90,000	1,464,200	8,000	761,025	2,323,225
Other Revenues	30,000	255,200	-	-	285,200
Total Revenues	9,693,401	54,728,828	2,629,035	761,025	67,812,289
<u>Expenditures</u>					
Parish Commission	698,944	-	-	-	698,944
District Court	1,951,402	-	-	-	1,951,402
District Attorney	5,700,979	-	-	138,600	5,839,579
Coroner	215,100	-	-	-	215,100
Administration and Legal	853,080	-	-	50,000	903,080
Human Resources	171,773	-	-	-	171,773
Finance	479,794	-	-	-	479,794
Information Systems	188,219	-	-	185,000	373,219
Registrar of Voters/Elections	803,569	-	-	-	803,569
LSU Extension Service	74,100	-	-	-	74,100
Public Works	-	8,109,949	-	10,165,500	18,275,449
Public Building Maintenance	252,685	4,925,306	-	1,235,250	6,413,241
Caddo Correctional Center	-	9,984,987	-	428,000	10,412,987
Parks and Recreation	-	1,465,968	-	449,000	1,914,968
Solid Waste Disposal	-	3,652,915	-	1,000,000	4,652,915
Juvenile Court	-	923,327	-	350,000	1,273,327
Juvenile Probation Operations	-	3,700,219	-	-	3,700,219
Juvenile Detention	-	3,206,603	-	-	3,206,603
Parish Health Unit	-	807,948	-	172,000	979,948
Animal Services and Mosquito Control	-	2,920,661	-	970,750	3,891,411
Economic Development	-	3,933,686	-	-	3,933,686
Debt Service	204,575	204,575	2,443,897	-	2,853,047
All Other	841,560	1,983,156	-	780,825	3,605,541
Total Expenditures	12,435,780	45,819,300	2,443,897	15,924,925	76,623,902
Excess (Deficiency) of Revenues Over Expenditures	(2,742,379)	8,909,528	185,138	(15,163,900)	(8,811,613)
Other Financing Sources (Uses)					
Operating and Capital Transfers In	1,700,000	4,610,000	-	15,144,100	21,454,100
Operating and Capital Transfers Out	(660,750)	(20,277,350)	-	(516,000)	(21,454,100)
Total Other Financing Sources (Uses)	1,039,250	(15,667,350)	-	14,628,100	-
Net Change in Fund Balances	(1,703,129)	(6,757,822)	185,138	(535,800)	(8,811,613)
Fund Balance at Beginning of Year	17,874,523	113,576,084	3,745,672	15,389,701	150,585,980
Fund Balance at End of Year	\$ 16,171,394	106,818,262	3,930,810	14,853,901	141,774,367

PARISH OF CADDO

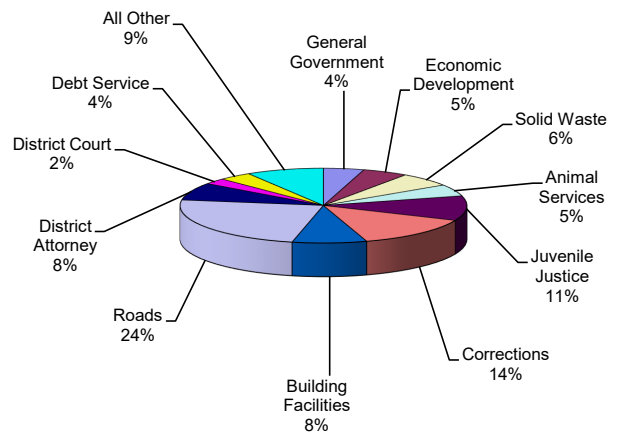
Summary of 2019 Budget Internal Service Funds

<u>Operating Revenues</u>	<u>Group Insurance</u>	<u>General Insurance</u>	<u>Total</u>
Employer Group Insurance Contributions	\$ 3,561,844	-	3,561,844
Employee Group Insurance Contributions	1,242,228	-	1,242,228
Retired Employee Group Insurance Contributions	278,485	-	278,485
Employer Retired Group Insurance Contributions	753,248	-	753,248
Casualty Insurance Premiums	-	946,000	946,000
Workers Compensation Insurance Premiums	-	430,000	430,000
Total Operating Revenues	5,835,805	1,376,000	7,211,805
 <u>Operating Expenses</u>			
Employee Group Insurance Program	5,932,587	-	5,932,587
Casualty Insurance Program	-	932,650	932,650
Workers Compensation Insurance Program	-	556,661	556,661
Total Operating Expenses	5,932,587	1,489,311	7,421,898
Operating Income	(96,782)	(113,311)	(210,093)
 Non-Operating Revenue (Expense)			
Interest Earned	32,000	20,000	52,000
Interest Expense	-	-	-
Total Non-Operating Income (Expense)	32,000	20,000	52,000
Change in Net Assets	(64,782)	(93,311)	(158,093)
Net Position at Beginning of Year	3,936,688	2,782,863	6,719,551
Net Position at End of Year	\$ 3,871,906	2,689,552	6,561,458

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 proposed budget is available for public viewing at the downtown branch of the Shreve Memorial Library. The budget is also posted on our website at **www.caddo.org**.

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.

BUDGET PREPARATION AND REVIEW PROCESS

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 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 2019 budget	July 23, 2018
Budget Team convened to begin initial discussion of overall goals and priorities	August 08, 2018
Budget Team sets capital outlay priorities	August 08, 2018
Budget Team received and reviewed first draft of funding proposals	August 13, 2018
Submission deadline for final departmental and agency funding requests	August 20, 2018
Budget Team made final determination of proposed operating and capital budgets	September 07, 2018
Budget presented to Parish Commission at special meeting	October 18, 2018
Parish Commission holds Public Hearing on proposed budget	November 21, 2018
Parish Commission adopts final budget at special meeting	December 04, 2018

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

BUDGET PREPARATION AND REVIEW PROCESS

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:

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

BUDGET PREPARATION AND REVIEW PROCESS

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
- 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

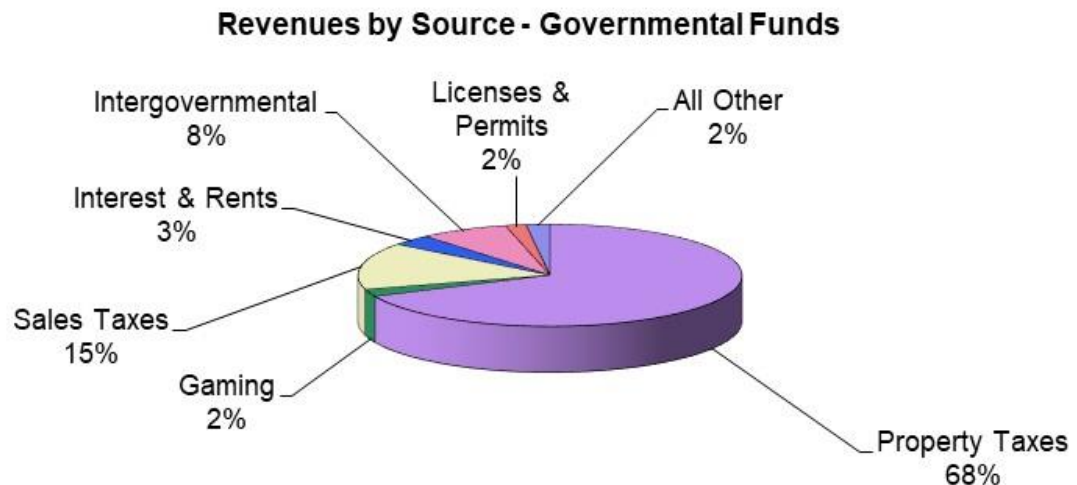
The development of this budget is governed by various legal requirements contained in the Louisiana Local Government Budget Act and the Home Rule Charter for Caddo Parish. In addition, parish management sets generalized budgetary policies and goals. Budgetary development practices recognize that a budget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

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

millages as detailed on page **C-16**. All these levies are legally dedicated for a specific purpose as decided by the voters of Caddo Parish. This means that, by law, the Parish can only use the revenue derived from the millages for the specified purpose. Taxes are levied in accordance with the following schedule:

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

In 2019, ad valorem taxes are estimated to generate \$46.2 million or 68% 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 2010 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 decrease slightly in 2018 as result of a decrease in prior year tax collections. A slight increase of .5% is expected from 2018 to 2019 as a result of new properties added to the tax roll.

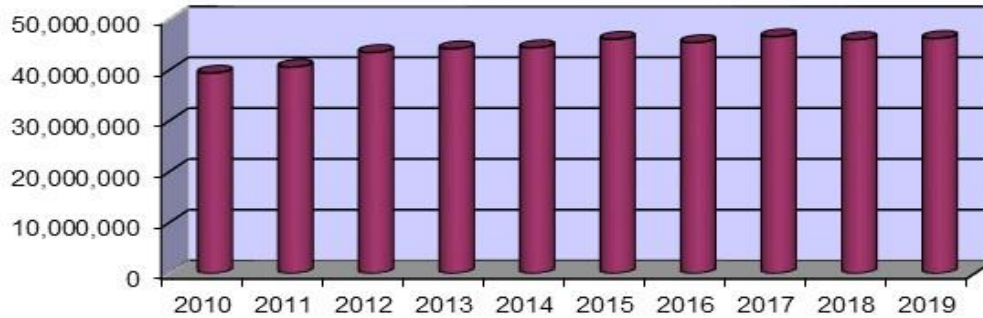
It is the Parish's policy to not roll-forward ad valorem taxes. Roll-forward is the process to increase ad valorem revenue as a result of the reassessment of property values. Since the Parish does not roll-forward, increases in ad valorem taxes are the result of new properties being added to the tax rolls. Completed commercial and residential construction projects resulted in a 17% increase in property tax assessments since 2010. 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 2018 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 2019 tax revenues. The taxable valuation for 2019 is projected to increase by approximately .8% from the assessor's estimate for 2018 which increased .96% 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 2019, 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

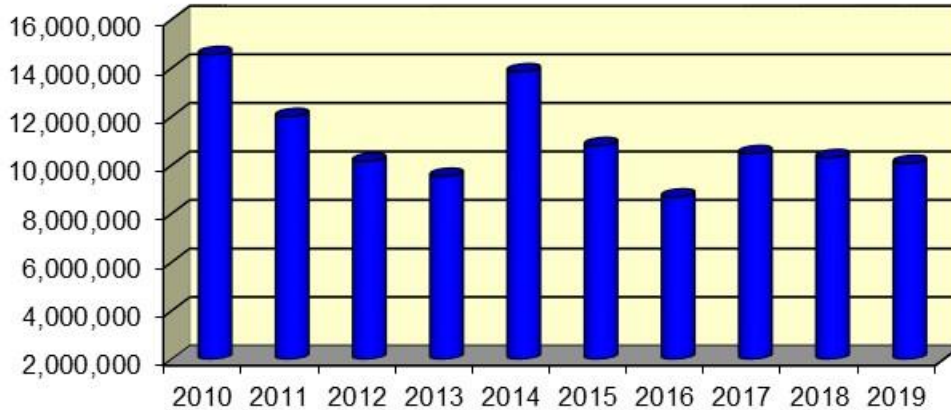
It is the Parish's policy to calculate conservative estimates for sales tax revenue given the volatile nature of this economically sensitive revenue source. Sales taxes are levied outside of the cities of Shreveport and Vivian. Revenue from this source is extremely difficult to project since these tax 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 15% of the Parish's total revenues for 2019. Sales taxes are included in the Solid Waste Disposal Fund and the Public Works Fund. Sales tax revenue has varied widely since 2010 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 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. Oil and gas production increased in 2017 resulting in a 21% increase in sales taxes from 2016 to 2017. Sales tax revenue is expected to remain stable in 2018 with oil and gas productions at levels consistent with 2017. For 2019, oil and gas production is anticipated to decrease, accordingly, the Parish is projecting a 2% decrease for 2019 from the estimated 2018 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 2019. 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 2019 budget has been prepared anticipating a 4% decrease in State funds due to a decline in 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 2019 are relatively certain. Revenues for the remainder of 2019 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 2019. 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 36% 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 6% for 2019 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 \$400,000 for its oil and gas revenue for 2019 which represents a significant increase because of a substantial increase in oil and gas production. While the price of gas has not increased, the amount of volume collected and sold has increased. This revenue primarily results 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. \$500,000 of the bond proceeds will be used for 2019 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 2019 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-54**. State law allows a maximum debt limit equal to 35% of the total assessed valuation for the Parish. At December 31, 2018, the total bonded debt of \$20,085,000 will represent approximately 3.3% of the debt ceiling of \$601,267,949. 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 2019. 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% 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 2019.

Financial Reporting:

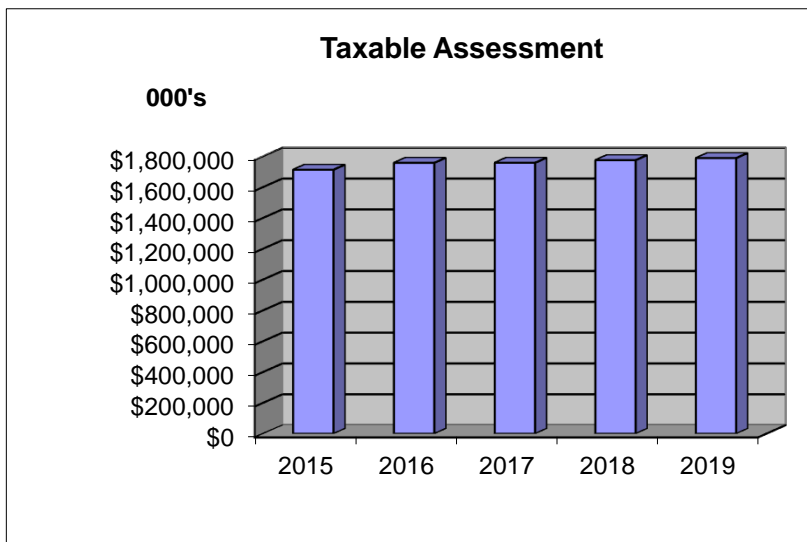
The Home Rule Charter requires the Parish to provide for an annual independent audit of all accounts and financial transactions of the Parish. The Parish produces annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).

PARISH OF CADDO

Taxable Assessment
2015 through 2019

Geographical Component	Actual per Assessment Roll			Projected	
	2015	2016 (1)	2017	2018	2019
Exempt Municipalities:					
Shreveport	1,226,088,956	1,230,472,544	1,247,467,274	1,261,189,414	1,271,278,929
Vivian	10,468,523	10,378,954	9,626,072	9,587,568	9,558,805
Bossier City	6,549,080	5,795,752	5,662,752	5,702,391	5,753,713
	1,243,106,559	1,246,647,250	1,262,756,098	1,276,479,373	1,286,591,447
Remainder of Parish	470,103,780	511,301,191	495,593,409	498,814,766	502,306,470
Total	1,713,210,339	1,757,948,441	1,758,349,507	1,775,294,139	1,788,897,917

Growth Projection		
	2018	2019
Shreveport	1.10%	0.80%
Vivian	-0.40%	-0.30%
Bossier City	0.70%	0.90%
Remainder of Parish	0.65%	0.70%
Total Assessment	0.96%	0.80%



(1) As adjusted by reappraisal/reassessment

PARISH OF CADDO

Schedule of Millage Rates
2015 - 2019

Millage Purpose	Authorized Through	Millage Rate					Proposed 2019
		Levied					
		2015	2016 (1)	2017	2018		
General Fund:							
Exempt Municipalities	Continuous	3.07	3.02	3.02	3.02	3.02	3.02
Remainder of Parish	Continuous	6.15	6.05	6.05	6.05	6.05	6.05
Public Works:							
Road and Bridge	2023	2.95	2.76	2.86	2.86	2.86	2.70
Solid Waste Disposal	2023	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2023	0.99	0.92	0.92	0.92	0.92	0.92
		3.94	3.68	3.78	3.78	3.78	3.62
Public Facilities:							
Road and Bridge	2018	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Disposal	2018	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2018	0.00	0.00	0.00	0.00	0.00	0.00
Parks and Recreation	2018	0.81	0.83	0.83	0.83	0.83	0.83
		0.81	0.83	0.83	0.83	0.83	0.83
Courthouse Maintenance	2021	2.60	2.72	2.72	2.72	2.72	2.72
Detention Facilities	2023	5.04	5.01	5.01	5.01	5.01	5.01
Juvenile Court	2021	1.89	1.97	1.97	1.97	1.97	1.97
Public Health:	2023	1.07	1.15	1.15	1.15	1.15	1.15
	2020	0.84	0.78	0.78	0.78	0.78	0.78
		1.91	1.93	1.93	1.93	1.93	1.93
Biomedical Center	2032	1.671	1.640	1.640	1.64	1.64	1.64
Criminal Justice System:	2023	3.000	3.200	3.100	3.10	3.26	3.26
	2032	0.069	0.069	0.069	0.07	0.07	0.07
		3.069	3.269	3.169	3.17	3.33	3.33
Debt Service	Bond Term	1.75	1.50	1.50	1.50	1.50	1.50
Total - Exempt Municipalities		25.75	25.57	25.57	25.57	25.57	25.57
Total Remainder of Parish		28.83	28.60	28.60	28.60	28.60	28.60

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

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	\$3,854,970	(115,650)	49,438	44,863	3,833,621	114,100
Remainder of Parish	3,017,830	(90,530)	0	21,112	2,948,412	89,320
	6,872,800	(206,180)	49,438	65,975	6,782,033	203,420
Public Works:						
Road and Bridge	5,077,340	(152,320)	0	75,010	5,000,030	150,280
Solid Waste Disposal	0	0	0	2,093	2,093	0
Drainage	1,633,270	(49,000)	0	17,596	1,601,866	48,340
	6,710,610	(201,320)	0	94,699	6,603,989	198,620
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	1,473,490	(44,200)	0	12,269	1,441,559	43,610
	1,473,490	(44,200)	0	12,269	1,441,559	43,610
Building Maintenance	4,828,800	(144,860)	0	38,084	4,722,024	142,930
Detention Facilities	8,894,220	(266,830)	0	85,597	8,712,987	263,260
Juvenile Justice	3,497,330	(104,920)	0	28,221	3,420,631	103,520
Public Health:						
Original	2,041,590	(61,250)	0	17,893	1,998,233	60,430
Supplemental	1,384,730	(41,540)	0	12,957	1,356,147	40,990
	3,426,320	(102,790)	0	30,850	3,354,380	101,420
Biomedical Center	2,911,480	(87,340)	0	27,112	2,851,252	86,180
Criminal Justice	5,627,680	(168,830)	0	25,879	5,484,729	166,570
Debt Service	2,662,940	(79,890)	0	24,247	2,607,297	78,820
Total	\$46,905,670	(1,407,160)	49,438	432,933	45,980,881	1,388,350

PARISH OF CADDO

2019 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	\$3,885,510	(116,570)	50,000	33,647	3,852,587	115,010
Remainder of Parish	3,038,950	(91,170)	0	15,834	2,963,614	89,950
	6,924,460	(207,740)	50,000	49,481	6,816,201	204,960
Public Works:						
Road and Bridge	4,830,020	(144,900)	0	56,258	4,741,378	142,960
Solid Waste Disposal	0	0	0	1,570	1,570	0
Drainage	1,645,790	(49,370)	0	13,196	1,609,616	48,710
	6,475,810	(194,270)	0	71,023	6,352,563	191,670
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	1,484,790	(44,540)	0	9,202	1,449,452	43,950
	1,484,790	(44,540)	0	9,202	1,449,452	43,950
Building Maintenance	4,865,800	(145,970)	0	28,563	4,748,393	144,020
Detention Facilities	8,962,380	(268,870)	0	64,198	8,757,708	265,280
Juvenile Justice	3,524,130	(105,720)	0	21,166	3,439,576	104,310
Public Health:						
Original	2,057,230	(61,720)	0	13,420	2,008,930	60,890
Supplemental	1,395,340	(41,860)	0	9,718	1,363,198	41,300
	3,452,570	(103,580)	0	23,138	3,372,128	102,190
Biomedical Center	2,933,790	(88,010)	0	20,334	2,866,114	86,840
Criminal Justice	5,957,030	(178,710)	0	19,409	5,797,729	176,320
Debt Service	2,683,350	(80,500)	0	18,185	2,621,035	79,420
Total	\$47,264,110	(1,417,910)	50,000	324,699	46,220,899	1,398,960

PARISH OF CADDO

**Combined Personnel Roster
2017 - 2019**

Budget Component	Number of Employees			
	2017 Actual	2018 Budget	2018 Actual	2019 Budget
Parish Commission Operations:				
Public Works:				
Administration	12	12	12	12
North Camp	17	17	17	17
South Camp	23	23	23	23
Solid Waste Disposal	56	60	58	60
	108	112	110	112
Facilities and Maintenance				
Courthouse Maintenance	45	45	45	45
Juvenile Justice Buildings	2	2	2	2
Shreveport Regional Lab	0	0	0	0
Highland Health Unit	5	5	5	5
Vivian Health Unit	1	1	1	1
Caddo Correctional Center	17	17	17	17
	70	70	70	70
Administration:				
Administration and Legal	9	9	9	9
Finance	11	13	12	13
Human Resources	4	4	4	4
Information Services	3	3	3	3
	27	29	28	29
Animal Services and Mosquito Control	38	38	38	38
Parks and Recreation	16	16	16	16
Fleet Services	9	9	9	9
Juvenile Services				
Probation	31	33	32	33
Detention	38	43	38	43
	69	76	70	76
Commission Clerk	2	3	2	3
Total Parish Commission	339	353	343	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	20	20
Total Funded Agency	80	81	81	81
Total Parish Budget	419	434	424	434

PARISH OF CADDO

Total Salaries and Related Benefits By Fund and Function

	2018	2019
	<u>Budget</u>	<u>Budget</u>
General:		
Parish Commission	\$ 523,994	\$ 536,514
District Court	1,741,413	1,745,114
Ward Courts (Constables & JPs)	58,242	57,000
Administration and Legal	1,134,979	1,226,146
Human Resources	297,466	300,845
Finance	916,492	934,247
Information Services	259,290	276,134
Registrar of Voters	440,433	409,839
David Raines Community Center	5,770	5,770
LSU Extension Service	63,000	63,000
Other	205,860	204,960
Public Works:		
Administration	1,198,104	1,255,006
Fleet Services	550,604	556,320
North Camp	1,129,761	1,159,349
South Camp	1,432,179	1,417,439
Commercial Vehicle Enforcement Unit	125,544	155,363
Building Maintenance:		
Courthouse	2,270,931	2,303,570
Detention Facilities:		
Caddo Correctional Center	1,153,202	1,207,341
Parks and Recreation	940,181	1,058,927
Solid Waste Disposal:		
Compactor System Operations	1,312,782	1,461,709
Code Enforcement	39,663	63,882
Juvenile Justice:		
Court	820,994	845,624
Probation	2,317,347	2,437,408
Detention	2,420,402	2,430,758
Building Maintenance	114,561	107,010
Riverboat	141,000	150,710
Health Tax:		
Shreveport Regional Lab	1,299	1,338
Highland Health Unit	324,952	318,833
Vivian Health Unit	44,191	46,287
Animal Services	1,518,149	1,768,950
Mosquito Control	262,344	211,942
Biomedical	86,830	86,840
Criminal Justice	167,850	176,320
	<u>\$ 24,019,809</u>	<u>\$ 24,980,495</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 – 424

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	6
Miles of Trails	30

Sanitation:

Number of Collection Compactors	17
Tons of Solid Waste Collected	12,290

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, 2018)

Rank	Employer	Number of Employees
1	State of Louisiana	12,226
2	Barksdale Air Force Base	11,205
3	LSU Health Science Center	6,200
4	Willis Knighton Health System	6,145
5	Caddo Parish Public Schools	6,101
6	Bossier Parish Public Schools	2,926
7	City of Shreveport	2,718
8	Wal-Mart	2,000
9	Harrah's/Horseshoe Casino	1,800
10	Christus Schumpert Health System	1,600
Total		52,921

Top Ten Taxpayers in Caddo Parish (as of December 31, 2017)

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	Wal-Mart	Retail	\$12,643,150
8	Kansas City Southern Ry, Co.	Railroad	\$11,772,730
9	BHP Billiton Petro Co	Natural Gas Exploration	\$10,400,770
10	Gulf Crossing Pipeline Company	Natural Gas Exploration	\$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
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	\$11,941,648	\$47,987	6.40%
2017	245,150	(1)	(1)	5.80%

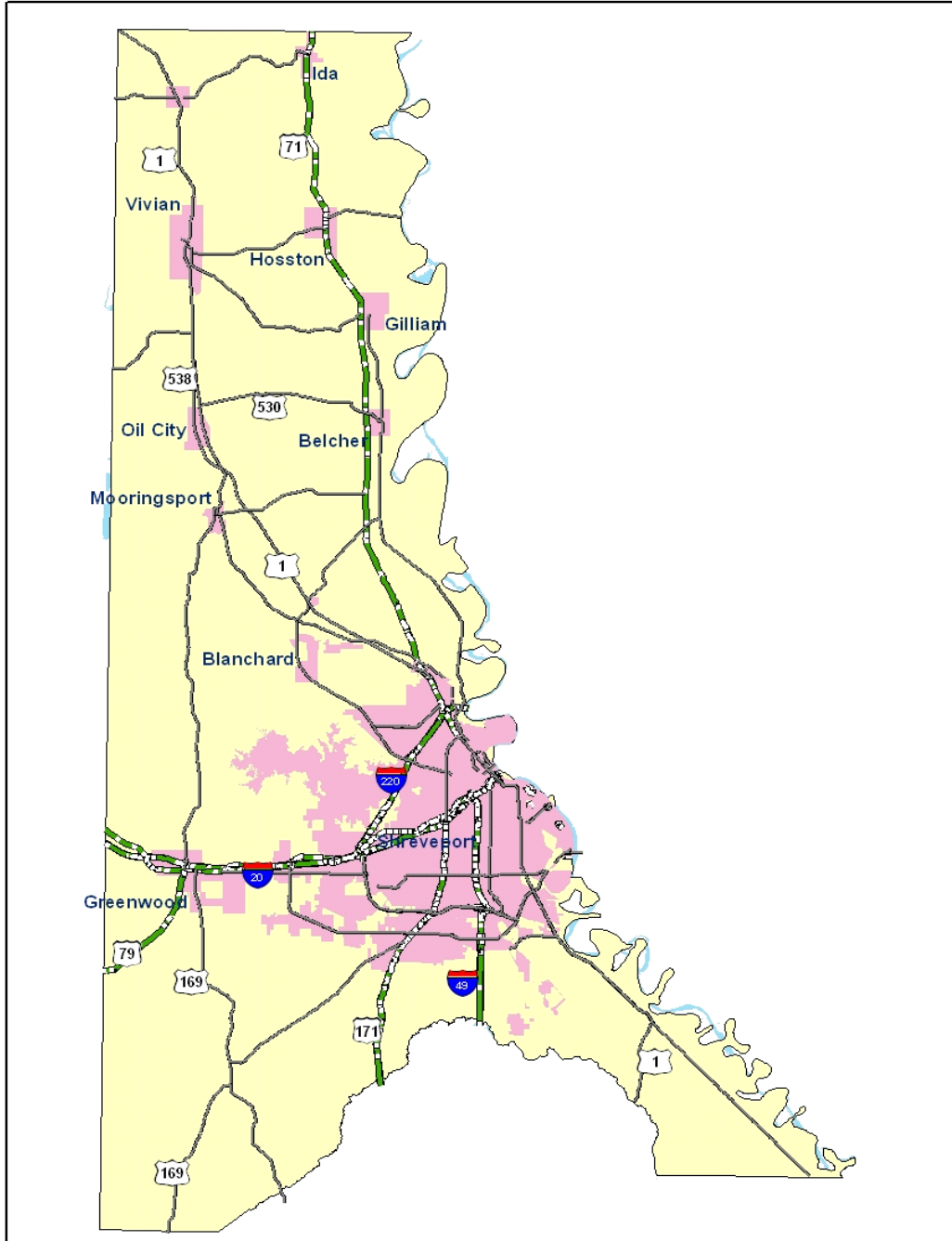
Note: (1) 2017 Data not available.

Additional Demographic Data

Year	Median Age	School Enrollment
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
2017	37.2	39,199

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.

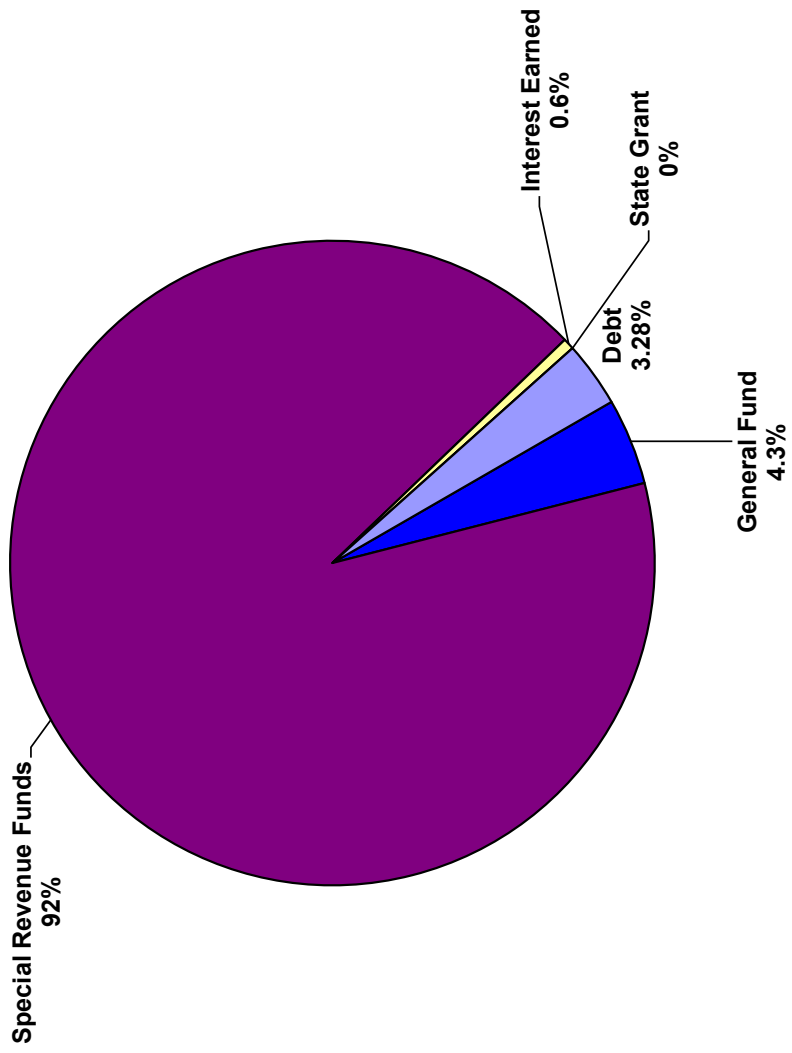
The capital portion of the budget is distinct from the operating budget for several reasons. First, capital outlay reflects non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants.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

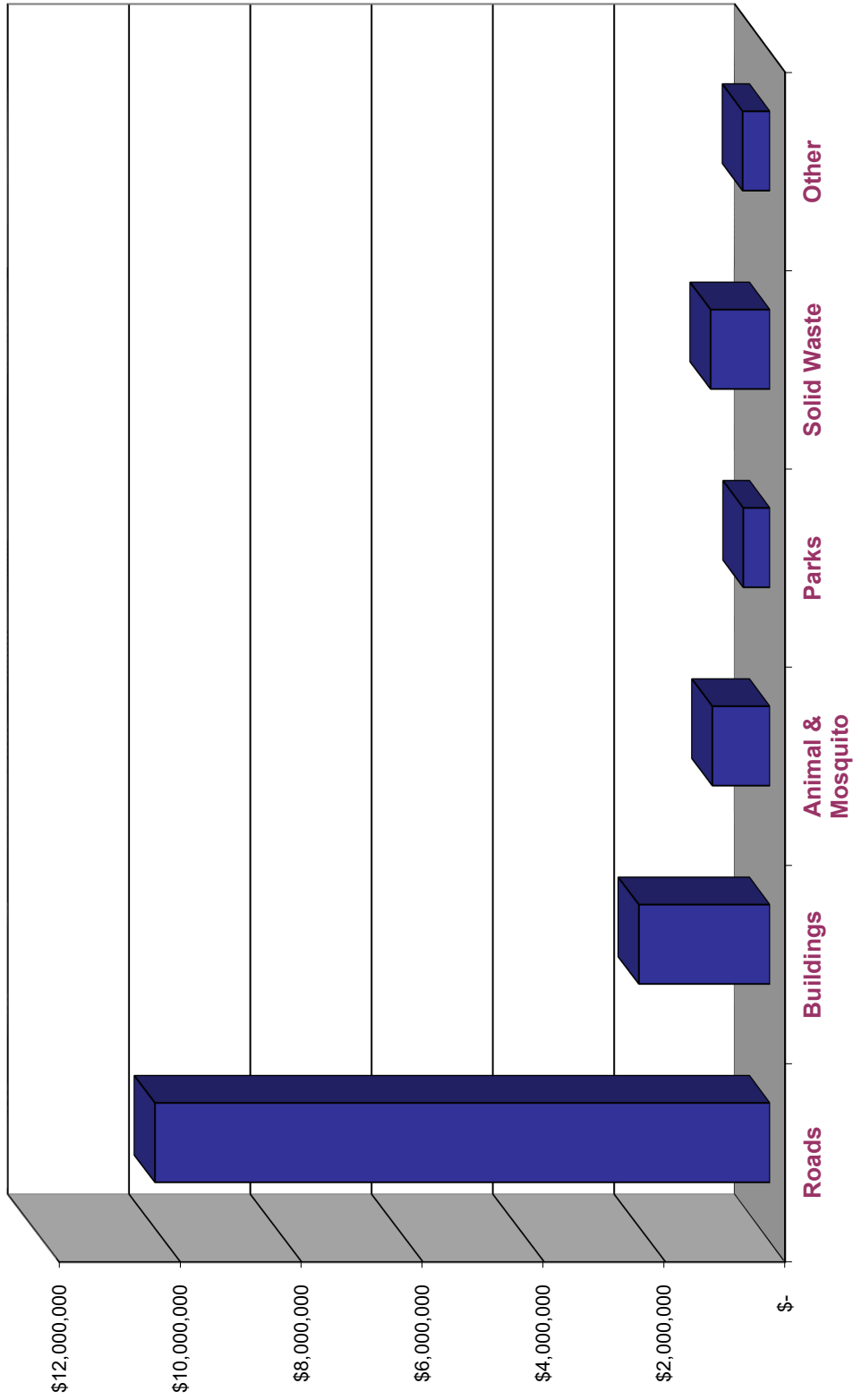
Every project that is approved by the Administrator is then presented to the Commission.



Capital Outlay Program - Sources of Funding



Capital Outlay Program - Expenditures by Major Function



Capital Outlay Fund

Budget Summary 2019 Capital Expenditure Program

Function	Amount
Administration	\$ 50,000
District Attorney	138,600
Information Systems	185,000
Highland Health Unit	162,000
Vivian Health Unit	10,000
Caddo Community Action Agency	230,000
Parish Courthouse	465,250
Juvenile Court Buildings	350,000
Coroners Building	35,000
LSU Extension	20,000
Government Plaza	20,000
David Raines Center	400,000
Francis Bickham Building	65,000
Caddo Correctional Center	428,000
Animal Services and Mosquito Control	970,750
Solid Waste	1,000,000
Roads and Drainage	10,165,500
Parks and Recreation	449,000
Program Administration	86,075
Total	\$ 15,230,175

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
Revenues:		
3610	Interest Earned	\$ 86,075
Total Revenues		86,075
Expenditures:		
120 Criminal Justice:		
23	District Attorney:	
4740	Vehicle Purchases: Replacement Vehicles (3)	66,000
4743	Equipment Purchases HP Enterprise Switch Chases HP Server/HP Enterprise 300 GB Internal HD APC Backup Battery Cellbrite Forensic Software Personal Computers (21)	26,000 7,900 9,900 10,000 18,800
Total District Attorney		138,600
131 Administration:		
4524	Feasibility Study	20,000
4740	Vehicle Purchases: Replacement Vehicle for the MPC	30,000
Total Administration		50,000
136 Information Systems:		
4745	Computer Hardware and Software Purchases: Microsoft Enterprise Agreement Server Cluster Upgrades Workstation Replacement Server Room Upgrades Network Infrastructure Improvement HR Benefit Software	35,000 65,000 15,000 10,000 15,000 45,000
Total Information Systems		185,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
161 Facilities and Maintenance:		
14 Highland Health Unit:		
4739	Building Renovations:	
	Replace Fire Alarm	50,000
	Replace Flooring in Veteran Affairs	30,000
	Replace Lobby Chairs	20,000
	Security Upgrades	15,000
		115,000
4740	Vehicle Purchases:	
	Replace Ford F-150	25,000
	Replace Ford Fusion	22,000
		47,000
		162,000
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	20,000
	General Renovations (Repaint/handrails in Stairwell, etc)	25,000
	Retaining Wall - Phase II	175,000
	Lighting Upgrades	10,000
		230,000
61 Courthouse:		
4739	Building Renovations:	
	Tax Assessor Lobby Design - Phase I	20,000
	COC Carpet Replacement	50,000
	Sheriff Probation and CSI Upgrades	30,000
	Replace Card Reader System	150,000
	Security Upgrades	25,000
	Lighting Upgrades	25,000
		300,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
4743	Equipment Purchases:	
	Court Recording Equipment	125,000
	New 911 Radios	5,250
		130,250
4740	Vehicle Purchases:	
	Replace Ford Explorer	35,000
		465,250
62	Juvenile Court Buildings:	
4739	Building Renovations:	
	General Renovations-COC Window	30,000
	Control Room Renovations - Phase II	25,000
	Lighting Upgrades	25,000
	Replace 2 Chillers	215,000
		295,000
4743	Equipment Purchases:	
	Ice Machine	15,000
	Court Recording Equipment	40,000
		55,000
		350,000
63	Coroner's Office:	
4739	Building Renovations:	
	HVAC Upgrade	25,000
	Lighting Upgrades	10,000
		35,000
64	LSU Extension	
4739	Building Renovations:	
	Paint Interior Offices	20,000
68	Government Plaza	
4739	Building Renovations:	
	Security Upgrades	20,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
69	David Raines Center:	
4739	Building Renovations:	
	Replace Fire Alarm System	50,000
	Drainage Improvements	75,000
	Overlay Parking Lot	120,000
	Replace Metal Panels on Medical Building	40,000
	General Renovations (Head Start)	100,000
	Lighting Upgrades	15,000
		400,000
66	Francis Bickham Building:	
4739	Building Renovations:	
	Replace Card Reader System	30,000
	Replace 3rd Floor Flooring	15,000
	Security Upgrades	10,000
	Lighting Upgrade	10,000
		65,000
67	Caddo Correctional Center:	
4739	Building Renovations:	
	Security Upgrades	20,000
	New Sewer Chewer	16,000
	Carpet Replacement All Pods	80,000
	Replace Chilled Water Coil in Medical	10,000
	Replace Doors/Frames in Rec Yard, Storage and EVS area	40,000
	Air Handler Unit Shut off Valve Replacement	40,000
	Remodel Lobby (wall paper, flooring and ceiling)	35,000
		241,000
4743	Equipment Purchases	
	Kitchen Equipment	60,000
	New 911 radios	17,000
	EVS Equipment	10,000
	Medical Software	100,000
		187,000
		428,000
Total Facilities and Maintenance		2,185,250

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
312 Animal Services and Mosquito Control:		
4739	Building Renovations:	
	Construction of New Kennels - 70 Kennels	300,000
	HVAC/Electrical Upgrade - Phase I	600,000
	Fire Alarm	30,000
	Flooring Upgrades - Phase II	25,000
		955,000
4743	Equipment Purchases:	
	New 911 Radio - 15	15,750
Total Animal Services and Mosquito Control		970,750
423 Solid Waste Disposal:		
4723	Solid Waste Projects	
	Blanchard Compactor Site	800,000
	Compactor Site Upgrades	200,000
Total Solid Waste Disposal		1,000,000
441 Public Works:		
30	Drainage Capital Improvements:	
4722	Drainage Projects:	
	Contract Drainage Maintenance	100,000
	Culvert Conversions	100,000
	Pine Hill Road Bridge Replacement	300,000
	Linwood Avenue Bridge Replacement	1,200,000
	Keithville Sprigeridge Road Bridge Replacement (2 each)	1,000,000
		2,700,000
4741	Heavy Equipment:	
	Replace Bush Hog	20,000
		2,720,000
31	Road Capital Improvements:	
4721	Road Construction Projects:	
	Overlay and Rehabilitation	5,600,000
	Overlay and Rehabilitation - Parish Transportation Fund	1,400,000
	Bridge Program	75,000
		7,075,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Proposed Capital Budget
4741	Heavy Equipment:	
	Durapatcher (South Camp)	100,000
	Two - Dump Trucks-6 yd (North Camp)	200,000
		300,000
4740	Vehicle Purchases:	
	Replace Pickup Truck (North Camp)	35,000
4743	Equipment Purchases:	
	New 911 Radio - 10	10,500
		7,420,500
431 Fleet Services:		
4739	Building Renovations:	
	Building Renovations	25,000
Total Roads, Bridges, Drainage and Fleet		10,165,500
511 Parks and Recreation:		
4739	Construction and Improvements:	
	Pavillion and Bathroom Renov - Noah Tyson Park	15,000
	Pavillion and Bathroom Renov - Robert Nance Park	20,000
	Replace Floating Pier at Earl Williamson - Phase I	150,000
	Bridge Repair at WBJ	130,000
		315,000
4740	Vehicle Purchases:	
	Replace Pickup Truck	30,000
4743	Equipment Purchases:	
	Replace Play System for Hannah's Park	35,000
	Replace Play System for Greenbrook Park	35,000
	Small Play System for Earl Williamson	10,000
	Recreation Equipment for Summer Programs, Camps, etc	24,000
		104,000
Total Parks and Recreation		449,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Proposed Capital Budget
131 Fund Administration:	
4321 Legal and Audit	6,081
4361 General Fund Administration	79,994
Total Fund Administration	86,075
Total Expenditures	15,230,175
Excess (Deficiency) of Revenues Over Expenditures	(15,144,100)
Other Financing Sources (Uses):	
3837 Transfer From General Fund	660,750
3838 Transfer From Building Maintenance Fund	1,007,250
3841 Transfer From Parks and Recreation Fund	449,000
3842 Transfer From Solid Waste Disposal Fund	1,000,000
3847 Transfer From Public Works Fund	10,165,500
3845 Transfer From Health Tax Fund	300,000
3844 Transfer From Juvenile Justice Fund	135,000
3849 Transfer From Oil and Gas Fund	698,600
3862 Transfer From Detention Facilities Fund	228,000
3854 Transfer From Capital Improvement Fund	500,000
Total Other Financing Sources (Uses)	15,144,100
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

2019

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Pine Hill Rd
 - Ellerbe Rd
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Pine Hill Rd Bridge Replacement
- Keithville-Springridge Rd Bridge Replacement (2)
- Solid Waste
- Compactor Site Upgrades

2020

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Cavatte River Rd
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Bridge Program
- Chip Seal Program
- Road Patching Program

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Contract Drainage
- Culvert Conversions

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Linwood Ave Bridge Replacement
- Keithville-Springridge Rd Bridge Replacement

SOLID WASTE

- Compactor Site Upgrades

2021

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Mira Myrtis Rd
- 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**

2022

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Roads to be Determined
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Kimberly Rd Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

2023

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Roads to be Determined
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- 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

- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

**DEPARTMENT OF
FACILITIES AND MAINTENANCE
5 YEAR
CAPITAL IMPROVEMENT PLAN**



DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

ANIMAL SERVICES & MOSQUITO CONTROL

2018

- Lighting Upgrades
- Replace epoxy flooring Phase I

2019

- Overhang for covered parking
- LED's
- Replace epoxy Flooring Phase II
- Replace (2) RTU's

2020

- Replace epoxy flooring Phase III
- Upgrade main electrical
- Replace freezer

CADDO CORRECTIONAL CENTER

2018

- Replacement of all Cell Door Locks
- Fire Alarm System Replacement
- 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
- Air handler unit replacement Phase-I
- Fire Sprinkler System Replacement Phase-II
- Exhaust fan replacement Phase I
- LED inside lighting retrofit Phase-IV

2020

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

2021

- Soundproofing in Pods
- Replace 2 washing machines

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Air handler unit replacement Phase III
- Exhaust fan replacement Phase III

2022

- Soundproofing in Pods
- Reseal bldg.
- Air handler unit replacement Phase IV

CADDO PARISH COURTHOUSE

2018

- Tax Assessor General Renovations
- Fence around Courthouse grounds
- Reseal exterior of Courthouse Phase II
- Replace windows on 7th floor Phase II
- Lighting Upgrade
- Replace (2) Liebert Units
- Replace (4) boilers
- Replace AHU on 4th Floor
- Electrical upgrade Phase II
- Replace AHU's 5th & 6th Floor
- Replace card reader system

2019

- Replace AHU's G-18, 1 York Unit
- Replace Marley Cooling Tower

2020

- Upgrade Phone System
- Replace York Chiller
- Replace Roof

2021

- Replace York AHU
- Replace 2 Liebert units
- General renovations

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2022

- General renovations
- Lighting upgrade
- Remodel (2) courtrooms

CCAA

2018

- Replace ceiling tile in 1st & 3rd buildings and auditorium
- Replace all interior doors and hardware
- Security System Upgrade
- Lighting Upgrades

2019

- Replace Roof Auditorium

2020

- Replace Roof Educational Bldg.

2021

- Replace 2 RTU's for 3rd building

2022

- Replace flooring

CORONER'S OFFICE

2018

- Lighting upgrade

2019

- Light upgrade
- General Renovations

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

DAVID RAINES CENTER

2018

- Lighting Upgrades
- Renovate Landscaping
- General Renovations (Classrooms)

2019

- Replace 2 RTU's in Office Bldg.
- Reseal Bldgs.
- Replace 2 RTU's in Educational Bldg.

2020

- Replace Roof Educational Bldg.
- Replace 2 RTU's in Office Bldg.

2021

- Re-landscape grounds
- Paint offices in dental

2022

- General renovations

FRANCIS P BICKHAM BUILDING

2018

- Remodel 4th floor for office space DA
\$600,000
- Lighting Upgrades
- Replace flooring
- Replace Card Reader System
- Windows on 1st Floor

2019

- Replace Exhaust Fan System
- Lighting Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2020

- Replace Server Room A/C Units

2021

- Replace flooring
- Lighting Upgrades

2022

- Lighting upgrade
- Replace flooring

GOVERNMENT PLAZA

2018

- Lighting Upgrade 7th floor Phase I \$25,000

2019

- Security Upgrade
- Lighting Upgrade 7th Fl. Phase II

2020

- Lighting Upgrade 7th Floor Phase III

HIGHLAND HEALTH UNIT

2018

- Replace flooring
- Security Upgrade

2019

- Replace Both Pneumatic Compressors
- Replace Rooftop AHU
- Lighting Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Security Upgrade

2020

- Replace Chillers

2021

- Reseal exterior of building

2022

- Electrical Upgrade

JUVENILE COURT

2018

- *Remodel 2nd Floor Annex Bldg.*
- General Renovations
- Lighting Upgrades
- Replace Boiler in Annex Bldg.
- Replace 2 AHU's in Detention
- Replace 2 chillers
- Replace PTB's in Court Bldg.

2019

- Replace HVAC Pumps in Court Bldg.
- Replace Roof at JVCT D.A. Annex
- Replace 2 AHU's in Detention
- Security Upgrade

2020

- Replace Chillers in Annex Bldg.

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

- Install LED Pole Sign
- General Renovations
- Replace HVAC

2019

- Replace Metal Roof

2020

- Replace flooring

2021

- Light upgrade

REGIONAL LAB

2018

- No Requests

2019

- Replace AHU
- Outside Lighting Upgrade
- HVAC mod.
- 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

***NOTE:** The Following Projects are subject to the passage of the 2018 millage renewal

2019

RECREATION EQUIPMENT

- Recreation Camps
- Summer Programs
- Gardening and Team Building Programs

EQUIPMENT PURCHASES

- Ford F-150 Trucks
- Golf Cart

NOAH TYSON PARK

- Pavilion and Bathroom Renovation

ROBERT NANCE PARK

- Pavilion and Bathroom Renovation
- Parking Lot

EARL WILLIAMSON PARK

- To replace floating pier 1st phase \$300,000 total
- Add to \$87,618.35 for new office
- Small Play System for Playground

HANNAH'S PARK

- Replace Play System

GREENBROOK PARK

- Replace Play System

P.B.S. PINCHBACK PARK

- Build dugouts to Softball Field
- Pavilion fix and place a Railing to prevent hazards trip

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

WALTER B. JACOB

- Expand Parking Area
- Building Improvements
- Bridge Repair

OTHER

- Community Park Development / Improvements

2020

PINCHBACK PARK

- Develop Volleyball Area
- Improve Baseball Field

EARL WILLIAMSON PARK

- Improve Camping area

WALTER JACOBS NATURE PARK

- Add Parking Lot
- Exhibit Improvements

EQUIPMENT PURCHASES

- Replace Pickup Truck
- Miscellaneous Improvements

RECREATION EQUIPMENT

- Summer and Specials Camps
- Adventure Recreation

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

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Salvinia Control on Area Lakes

2021

EDDIE JONES PARK

- Miscellaneous Improvements

KEITHVILLE PARK

- Miscellaneous Improvements

WALTER B. JACOBS PARK

- Miscellaneous Improvements

EQUIPMENT PURCHASES

- Replace Explorer Truck
- Replace Lawn Equipment

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

2022

EQUIPMENT PURCHASES

- Replace Pickup Truck

EARL WILLIAMSON PARK

- Miscellaneous improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

RICHARD FLEMING PARK

- Improve Boat Ramp and Playground Area

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

2023

EQUIPMENT PURCHASES

- Miscellaneous

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

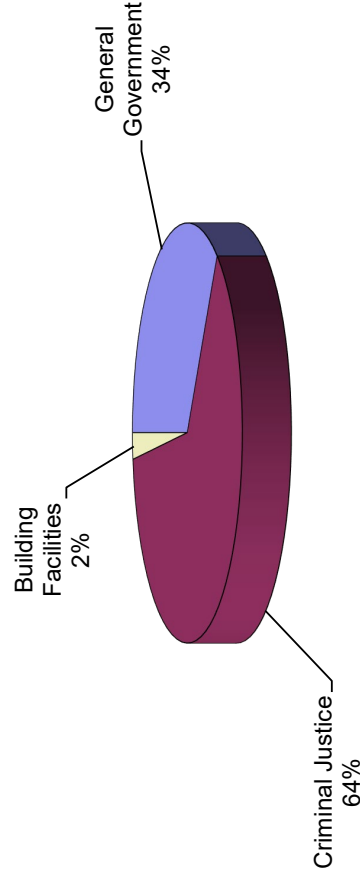
	2017		2018		2019
	Actual	Budget	Estimated	Adopted	
Revenues					
Tax Revenue	\$ 6,870,592	6,857,945	6,786,514	6,816,201	
Licenses & Permits	763,032	752,300	811,836	759,300	
Intergovernmental Revenue	1,860,255	1,640,500	1,764,306	1,766,900	
Charges For Services	229,999	226,000	243,598	231,000	
Rents & Interest Earned	122,659	85,000	95,221	90,000	
Other Revenues	25,562	34,000	27,266	30,000	
Total Revenues - General Fund	9,872,099	9,595,745	9,728,741	9,693,401	
Expenditures By Function					
General Government					
Commission	571,670	699,108	597,859	698,944	
Administration & Legal	693,902	769,438	735,354	853,080	
Human Resources	143,160	162,119	128,655	171,773	
Finance	359,465	491,702	428,308	479,794	
Information Systems	160,522	181,299	177,644	188,219	
Elections	663,303	834,303	731,858	803,569	
LSU Extension	72,233	74,100	72,979	74,100	
Allocations To Other Entities	270,817	270,424	265,424	312,000	
Statutory Appropriations	515,957	695,410	639,476	662,135	
Total General Government	3,451,029	4,177,903	3,777,557	4,243,614	
Building Facilities					
Facilities & Maintenance					
Coroner	48,701	72,626	59,712	68,086	
LSU Extension	26,099	35,213	30,704	32,887	
Archives	76,796	76,000	76,800	77,000	
David Raines	42,115	67,709	67,532	74,712	
Total Building Facilities	193,711	251,548	234,748	252,685	
Criminal Justice					
District Court	1,790,112	1,872,734	1,809,724	1,951,402	
District Attorney	5,174,226	5,446,667	5,426,922	5,700,979	
Coroner	204,686	225,100	204,714	215,100	

GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

	2017		2018		2019
	Actual	Budget	Estimated	Adopted	
Constables & Justices of the Peace	64,589	73,242	67,335		72,000
Total Criminal Justice	7,233,613	7,617,743	7,508,695		7,939,481
Total Expenditures - General Fund	10,878,353	12,047,194	11,521,000		12,435,780
Excess (Deficiency) Of Revenues Over Expenditures	(1,006,254)	(2,451,449)	(1,792,259)		(2,742,379)
Other Financing Sources:					
Transfers In	2,000,764	1,800,000	1,801,500		1,700,000
Transfers Out	(868,000)	(483,000)	(483,000)		(660,750)
Total Other Financing Sources (Uses)	1,132,764	1,317,000	1,318,500		1,039,250
Net Change In Fund Balance	126,510	(1,134,449)	(473,759)		(1,703,129)
Fund Balance, Beginning Of Year	18,221,772	17,571,021	18,348,282		17,874,523
Fund Balance, End Of Year	\$ 18,348,282	16,436,572	17,874,523		16,171,394

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

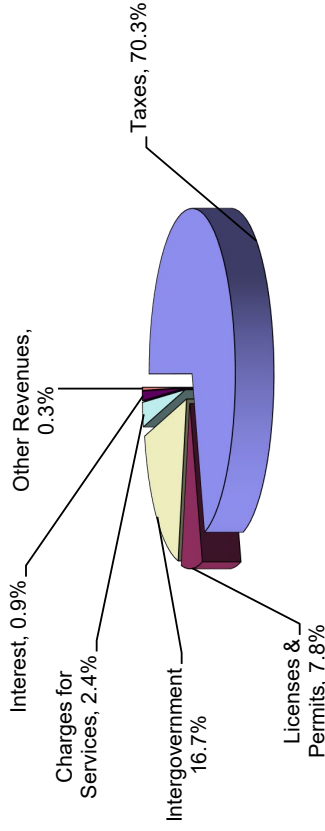
Budget By Category

	2017		2018		2019
	Actual	Budget	Estimated	Adopted	
Revenues					
Tax Revenue	\$ 6,870,592	6,857,945	6,786,514	6,816,201	
Licenses & Permits	763,032	752,300	811,836	759,300	
Intergovernmental Revenue	1,860,255	1,640,500	1,764,306	1,766,900	
Charges For Services	229,999	226,000	243,598	231,000	
Rents & Interest Earned	122,659	85,000	95,221	90,000	
Other Revenues	25,562	34,000	27,266	30,000	
Total Revenues	9,872,099	9,595,745	9,728,741	9,693,401	
Expenditures					
Salaries & Benefits	5,293,345	5,646,939	5,425,459	5,794,918	
Materials & Supplies	208,773	243,150	230,904	267,050	
Education, Training & Travel	128,302	220,500	149,424	208,500	
Utilities	128,115	163,600	147,585	170,800	
Repairs & Maintenance	35,948	57,800	57,072	55,700	
Contract Services	602,465	734,119	651,777	729,419	
Statutory Charges	5,427,812	5,863,900	5,777,147	6,081,230	
Internal Charges	(1,605,161)	(1,614,798)	(1,614,998)	(1,648,172)	
Capital Outlay	22,489	53,100	44,353	56,100	
Allocations To Other Entities	270,817	272,424	267,079	314,000	
Debt Service	202,375	203,550	203,550	204,575	
Other Expenses	78,959	133,550	118,230	128,300	
Grant Programs	443,396	445,000	444,110	454,000	
Reimbursements	(359,282)	(375,640)	(380,692)	(380,640)	
Total Expenditures	10,878,353	12,047,194	11,521,000	12,435,780	
Excess (Deficiency) Of Revenues Over Expenditures	(1,006,254)	(2,451,449)	(1,792,259)	(2,742,379)	
Other Financing Sources (Uses)					
Transfers In	2,000,764	1,800,000	1,801,500	1,700,000	
Transfers Out	(868,000)	(483,000)	(483,000)	(660,750)	
Total Other Financing Sources (Uses)	1,132,764	1,317,000	1,318,500	1,039,250	

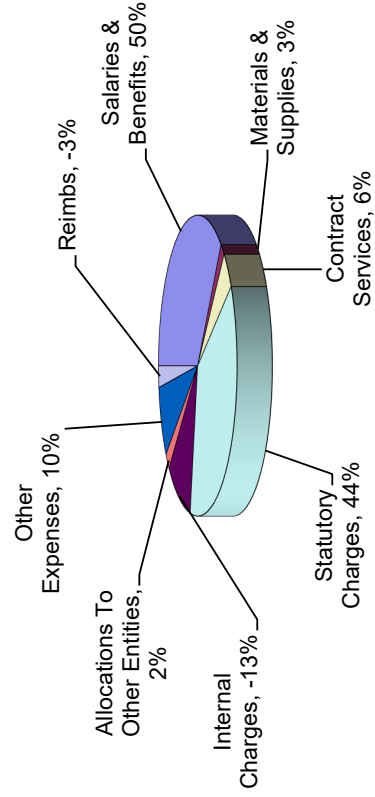
GENERAL FUND

Budget By Category

	2017	2018		2019
	Actual	Budget	Estimated	Adopted
Net Change In Fund Balance	126,510	(1,134,449)	(473,759)	(1,703,129)
Fund Balance, Beginning Of Year	18,221,772	17,571,021	18,348,282	17,874,523
Fund Balance, End Of Year	\$ 18,348,282	16,436,572	17,874,523	16,171,394



70% of the General Fund revenues for 2019 come from ad valorem (property) taxes. Property taxes are budgeted to increase .9% over the 2018 assessed value, which results from new properties coming on to the tax rolls.



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

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018				% Change From YTD Estimated	
		2017	YTD	2019			
		Actual	Actual*	Estimated Remaining	Adopted		
		Budget	Estimated Total	Estimated	Adopted	Estimated	
Revenues							
3111	Ad Valorem Tax-Inside City	\$ 3,913,688	-	3,854,970	3,854,970	3,885,510	0.79%
3112	Ad Valorem Tax-Outside	2,998,340	-	3,017,830	3,017,830	3,038,950	0.70%
3115	Estimated Uncollectible Taxes	(190,000)	-	(206,180)	(206,180)	(207,740)	0.76%
3118	Payments In Lieu Of Taxes	49,438	48,121	1,317	49,438	50,000	1.14%
3120	Prior Year Taxes	99,126	67,130	3,326	70,456	49,481	(29.77%)
3211	Liquor Licenses	21,800	21,850	105	21,955	21,000	(4.35%)
3212	Beer Licenses	6,758	6,329	75	6,404	6,300	(1.62%)
3216	Occupational Licenses	245,465	252,037	1,661	253,698	242,000	(4.61%)
3217	Insurance Licenses	489,009	528,476	1,303	529,779	490,000	(7.51%)
3218	Cable T.V. Franchise Fees	223,749	157,450	78,398	235,848	225,000	(4.60%)
3224	Fines	6,250	7,750	-	7,750	6,000	(22.58%)
3351	State Revenue Sharing	162,666	-	162,510	162,510	160,400	(1.30%)
3353	Louisiana Oil & Gas Severance	1,003,896	1,015,446	-	1,015,446	1,020,000	0.45%
3354	Louisiana Timber Severance	239,667	74,116	66,116	140,232	140,000	(0.17%)
3355	Louisiana Beer Tax	19,281	10,074	10,074	20,148	20,500	1.75%
3610	Interest Earned	122,659	19,453	75,768	95,221	90,000	(5.48%)
3695	Miscellaneous Revenue	16,877	18,665	1,187	19,852	20,000	0.75%
3723	Federal Grants - Other	434,745	225,318	200,652	425,970	426,000	0.01%
3727	Court Services Fees	8,685	2,723	4,691	7,414	10,000	34.88%
Total Revenues - General Fund		9,872,099	2,454,938	7,273,803	9,728,741	9,693,401	(0.36%)
Expenditures							
111 - Commission							
4113	Salaries Regular Employees	157,101	117,876	51,212	169,088	211,308	24.97%
4115	Salaries-Commissioners	272,582	200,015	73,686	273,701	273,705	0.00%
4131	Parochial Retirement	19,630	13,909	5,536	19,445	19,840	2.03%
4132	Group Health Insurance	13,980	10,433	3,886	14,319	15,035	5.00%
4133	Retired Employees Grp Insurance	6,787	4,157	2,969	7,126	7,340	3.00%
4135	Medicare Insurance	8,572	6,419	2,369	8,788	9,286	5.67%
4210	Books and Subscriptions	355	219	573	792	950	19.95%
4211	Dues-Governmental Organizations	20,399	20,249	1,905	22,154	23,000	3.82%
4220	Official Publications	28,568	13,088	11,268	24,356	33,000	35.49%
4230	Education, Travel and Training	25,843	19,007	10,576	29,583	70,000	136.62%
4241	Office Supplies	4,191	2,114	2,622	4,736	8,000	68.92%
4242	Postage	181	297	505	802	1,200	49.63%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018				% Change From YTD Estimated		
		2017	YTD		2019			
		Actual	Budget	Actual*	Estimated			
			Estimated	Total	Adopted	Estimated		
4243	Copy Supplies	2,941	3,000	1,857	999	2,856	3,000	5.04%
4280	Telephone	6,716	6,200	3,639	3,162	6,801	6,900	1.46%
4311	Employee Physicals	-	150	-	71	71	150	111.27%
4321	Legal and Auditing	8,262	16,000	983	-	12,872	16,000	24.30%
4324	Information Systems Allocation	9,330	9,540	5,565	3,975	9,540	9,840	3.14%
4327	Professional Services	14,472	12,000	5,883	8,432	14,315	15,000	4.79%
4353	Parking Fees	594	1,200	401	494	895	1,200	34.08%
4511	Casualty Insurance	753	771	450	321	771	847	9.86%
4512	Workers Comp Insurance	4,062	4,103	2,393	1,710	4,103	4,343	5.85%
4546	Reimb-MPC	(35,230)	(30,000)	(11,020)	(22,115)	(33,135)	(35,000)	5.63%
4742	Office Equipment	1,581	4,000	-	3,880	3,880	4,000	3.09%
Total Commission		571,670	699,108	417,934	168,036	597,859	698,944	16.91%

120 - Criminal Justice

21 - District Court

4113	Salaries Regular Employees	1,329,162	1,404,526	935,866	415,074	1,350,940	1,421,967	5.26%
4114	Salaries-Special	-	2,500	-	1,980	1,980	2,500	26.26%
4119	Salaries Reimbursed By Others	(108,412)	(100,000)	(55,044)	(54,211)	(109,255)	(100,000)	(8.47%)
4131	Parochial Retirement	57,043	59,000	35,293	12,855	48,148	59,000	22.54%
4132	Group Health Insurance	180,768	184,988	139,913	54,722	194,635	200,474	3.00%
4133	Retired Employees Grp Insurance	41,953	44,051	25,696	18,355	44,051	45,373	3.00%
4135	Medicare Insurance	24,363	26,781	18,138	6,979	25,117	26,800	6.70%
4136	Caddo Parish Employee Retirement	85,175	89,000	56,293	23,522	79,815	89,000	11.51%
4138	Unemployment Claims	530	4,500	-	3,681	3,681	4,500	22.25%
4210	Books and Subscriptions	29,572	20,000	25,653	4,000	29,653	34,000	14.66%
4241	Office Supplies	16,837	15,000	10,082	4,721	14,803	20,000	35.11%
4242	Postage	3,010	3,500	713	1,992	2,705	3,500	29.39%
4243	Copy Supplies	17,153	16,500	7,494	7,268	14,762	16,500	11.77%
4245	Courtroom Supplies	-	2,000	780	762	1,542	3,000	94.55%
4280	Telephone	6,891	18,000	1,564	7,230	8,794	18,000	104.69%
4353	Parking Fees	7,108	15,500	14,216	-	14,216	14,000	(1.52%)
4395	Grant Programs - Other	313,996	295,000	158,116	155,739	313,855	314,000	0.05%
4511	Casualty Insurance	334	342	200	142	342	377	10.23%
4512	Workers Comp Insurance	31,235	31,546	18,402	13,144	31,546	33,411	5.91%
4547	Reimb-Hearing Officer	(250,000)	(275,000)	-	(275,000)	(275,000)	(275,000)	0.00%
4742	Office Equipment	3,394	15,000	8,886	4,508	13,394	20,000	49.32%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018				% Change From YTD Estimated		
		2017 Actual	Budget	YTD Actual*	Estimated Remaining			
		Total Estimated			2019 Adopted			
Total District Court		1,790,112	1,872,734	1,402,261	407,463	1,809,724	1,951,402	7.83%
23 - District Attorney								
4133	Retired Employees Grp Insurance	24,826	26,067	15,206	10,861	26,067	26,849	3.00%
4395	Grant Programs - Other	129,400	150,000	73,779	56,476	130,255	140,000	7.48%
4581	Annual Appropriation	5,020,000	5,270,600	3,952,950	1,317,650	5,270,600	5,534,130	5.00%
Total District Attorney		5,174,226	5,446,667	4,041,935	1,384,987	5,426,922	5,700,979	5.05%
25 - Coroner								
4204	Autopsies	49,586	70,000	38,856	10,758	49,614	60,000	20.93%
4581	Annual Appropriation	155,100	155,100	116,325	38,775	155,100	155,100	0.00%
Total Coroner		204,686	225,100	155,181	49,533	204,714	215,100	5.07%
28 - JP & Constables								
4113	Salaries Regular Employees	52,444	54,000	37,490	13,812	51,302	53,000	3.31%
4119	Salaries Reimbursed By Others	(24,877)	(25,000)	(15,960)	(8,963)	(24,923)	(25,000)	0.31%
4135	Medicare Insurance	4,967	5,242	3,612	1,334	4,946	5,000	1.09%
4137	Supplemental Benefits	23,260	24,000	15,783	7,015	22,798	24,000	5.27%
4221	Printed Office Forms	-	2,000	-	1,677	1,677	2,000	100.00%
4230	Education, Travel and Training	8,795	11,000	5,880	-	9,880	11,000	11.34%
4570	Costs to Other Governmental Entities	-	2,000	-	1,655	1,655	2,000	20.85%
Total JP & Constables		64,589	73,242	46,805	16,530	67,335	72,000	6.93%
Total Criminal Justice		7,233,613	7,617,743	5,646,182	1,858,513	7,508,695	7,939,481	5.74%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018				% Change From YTD Estimated	
		2017	YTD	Estimated	2019		
		Actual	Actual*	Remaining	Adopted		
		Budget	Total Estimated				
131 - Administration & Legal							
4113	Salaries Regular Employees	896,884	651,947	267,075	919,022	1,012,183	10.14%
4114	Salaries-Special	801	3,363	-	3,363	4,000	18.94%
4131	Parochial Retirement	60,032	41,351	13,550	54,901	57,859	5.39%
4132	Group Health Insurance	69,283	47,514	10,852	58,366	60,117	3.00%
4133	Retired Employees Grp Insurance	24,681	15,117	10,798	25,915	26,692	3.00%
4135	Medicare Insurance	12,547	9,421	3,263	12,684	14,572	14.88%
4136	Caddo Parish Employee Retirement	51,958	35,629	13,127	48,756	50,723	4.03%
4138	Unemployment Claims	-	-	898	898	1,000	11.36%
4210	Books and Subscriptions	24,394	17,787	5,382	23,169	25,000	7.90%
4211	Dues-Governmental Organizations	7,270	4,942	2,164	7,106	7,500	5.54%
4221	Printed Office Forms	806	604	350	954	1,100	15.30%
4230	Education, Travel and Training	37,148	14,895	26,090	40,985	48,000	17.12%
4241	Office Supplies	7,505	4,208	3,460	7,668	8,500	10.85%
4242	Postage	1,095	362	610	972	1,000	2.88%
4243	Copy Supplies	5,222	3,130	2,050	5,180	5,500	6.18%
4250	Equipment Repairs	186	76	900	976	1,000	2.46%
4251	Gas, Oil, Grease	796	507	323	830	1,000	20.48%
4280	Telephone	8,635	6,131	2,145	8,276	9,000	8.75%
4311	Employee Physicals	41	250	-	250	300	20.00%
4321	Legal and Auditing	3,716	12,079	3,820	15,899	18,000	13.21%
4324	Information Systems Allocation	21,770	12,985	9,275	22,260	22,960	3.14%
4327	Professional Services	32,813	27,529	22,917	50,446	55,000	9.03%
4344	Public Information	12,416	7,305	28,564	35,869	40,000	11.52%
4353	Parking Fees	4,220	3,605	835	4,440	4,600	3.60%
4360	Reimb from Other Funds	(560,816)	(340,528)	(243,232)	(583,760)	(594,171)	1.78%
4390	General Ins-Legal Service	(50,500)	(29,458)	(22,542)	(52,000)	(52,000)	0.00%
4511	Casualty Insurance	1,167	698	499	1,197	1,316	9.94%
4512	Workers Comp Insurance	16,201	9,545	6,817	16,362	17,329	5.91%
4742	Office Equipment	3,631	370	4,000	4,370	5,000	14.42%
Total Administration		693,902	561,364	173,990	735,354	853,080	16.01%
132 - Human Resources							
4113	Salaries Regular Employees	219,685	167,207	67,720	234,927	244,276	3.98%
4131	Parochial Retirement	27,418	19,752	7,251	27,003	28,092	4.03%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018				% Change From YTD Estimated		
		2017	YTD		2019			
		Actual	Budget	Actual*	Estimated			
			Estimated	Total	Adopted	Estimated		
4132	Group Health Insurance	14,660	15,013	11,001	4,138	15,139	15,593	3.00%
4133	Retired Employees Grp Insurance	8,638	9,070	5,291	3,779	9,070	9,342	3.00%
4135	Medicare Insurance	2,998	3,271	2,337	850	3,187	3,542	11.14%
4210	Books and Subscriptions	973	1,500	697	600	1,297	1,500	15.65%
4211	Dues-Governmental Organizations	794	800	329	500	829	900	8.56%
4221	Printed Office Forms	335	500	271	122	393	400	1.78%
4230	Education, Travel and Training	11,536	14,000	4,676	7,453	12,129	14,000	15.43%
4241	Office Supplies	3,553	3,800	1,523	1,496	3,019	3,800	25.87%
4242	Postage	591	1,500	262	974	1,236	1,500	21.36%
4243	Copy Supplies	4,238	3,000	2,641	1,299	3,940	4,500	14.21%
4244	Training Resources	2,544	6,000	4,627	1,000	5,627	6,000	6.63%
4247	Record Retention	39,000	45,000	13,880	11,480	25,360	40,000	57.73%
4256	Annual Pin Ceremony	4,890	7,000	2,716	3,404	6,120	7,000	14.38%
4280	Telephone	2,186	3,000	1,682	561	2,243	3,000	33.75%
4311	Employee Physicals	29	200	-	185	185	200	8.11%
4313	Maintenance Contract	6,479	4,000	-	3,550	3,550	4,000	12.68%
4321	Legal and Auditing	708	1,251	923	97	1,020	1,251	22.65%
4324	Information Systems Allocation	24,880	25,440	14,840	10,600	25,440	26,240	3.14%
4327	Professional Services	90	2,700	439	1,985	2,424	2,700	11.39%
4353	Parking Fees	816	750	1,407	(474)	933	1,000	7.18%
4360	Reimb from Other Funds	(246,049)	(266,185)	(155,275)	(110,910)	(266,185)	(257,877)	(3.12%)
4511	Casualty Insurance	334	342	200	142	342	377	10.23%
4512	Workers Comp Insurance	6,392	6,455	3,765	2,690	6,455	6,837	5.92%
4742	Office Equipment	5,442	3,600	-	2,972	2,972	3,600	21.13%
Total Human Resources		143,160	162,119	105,191	23,464	128,655	171,773	33.51%

133 - Finance

4113	Salaries Regular Employees	712,506	749,310	502,176	231,705	733,881	752,743	2.57%
4119	Salaries-Reimbursed By Others	(49,624)	(25,000)	(5,695)	(40,573)	(46,268)	(35,000)	(24.35%)
4122	Part Time Employees	3,094	5,000	2,115	2,793	4,908	5,000	1.87%
4131	Parochial Retirement	65,364	64,061	44,874	18,203	63,077	71,496	13.35%
4132	Group Health Insurance	63,690	68,389	43,585	17,296	60,881	82,708	35.85%
4133	Retired Employees Grp Insurance	24,688	25,922	15,121	10,801	25,922	26,700	3.00%
4135	Medicare Insurance	8,454	9,118	6,749	2,408	9,157	10,107	10.37%
4136	Caddo Parish Employee Retirement	20,992	19,692	14,395	5,303	19,698	20,493	4.04%
4210	Books and Subscriptions	720	2,000	479	1,346	1,825	2,000	9.59%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018					% Change From YTD Estimated	
		2017	YTD		Estimated Remaining	Total Estimated		2019 Adopted
		Actual	Budget	Actual*				
4211	Dues-Governmental Organizations	4,399	6,000	3,322	2,572	5,894	6,000	1.80%
4221	Printed Office Forms	2,005	4,000	2,078	779	2,857	3,000	5.01%
4223	Annual Report	1,771	7,000	2,056	4,700	6,756	7,000	3.61%
4230	Education, Travel and Training	21,125	30,000	6,051	17,791	23,842	30,000	25.83%
4241	Office Supplies	13,185	10,000	5,334	3,325	8,659	10,000	15.49%
4242	Postage	9,473	10,000	6,883	2,705	9,588	10,000	4.30%
4243	Copy Supplies	4,376	4,000	2,233	2,693	4,926	5,500	11.65%
4247	Record Retention	-	3,000	-	-	-	-	0.00%
4280	Telephone	5,641	5,500	2,831	2,867	5,698	6,000	5.30%
4311	Employee Physicals	-	200	162	14	176	200	13.64%
4313	Maintenance Contract	-	1,000	-	788	788	1,000	26.90%
4321	Legal and Auditing	944	6,000	401	-	2,822	6,000	112.62%
4324	Information Systems Allocation	24,880	25,440	14,840	10,600	25,440	26,240	3.14%
4327	Professional Services	22,252	20,000	4,000	14,502	18,502	20,000	8.10%
4353	Parking Fees	255	1,400	1,043	173	1,216	1,400	15.13%
4360	Reimb from Other Funds	(631,866)	(591,845)	(351,441)	(240,404)	(591,845)	(621,410)	5.00%
4372	Cost Allocation Services	12,500	13,000	-	12,500	12,500	13,000	4.00%
4511	Casualty Insurance	1,250	1,281	747	534	1,281	1,409	9.99%
4512	Workers Comp Insurance	16,321	16,484	9,616	6,868	16,484	17,458	5.91%
4543	Accounting Fees	(5,250)	(5,250)	-	(5,250)	(5,250)	(5,250)	0.00%
4742	Office Equipment	6,320	6,000	-	4,893	4,893	6,000	22.62%
Total Finance		359,465	491,702	333,955	91,932	428,308	479,794	12.02%
136 - Information Systems								
4113	Salaries Regular Employees	205,551	209,298	151,318	61,859	213,177	223,268	4.73%
4131	Parochial Retirement	25,684	24,069	17,865	6,640	24,505	25,677	4.78%
4132	Group Health Insurance	19,222	19,617	14,339	5,293	19,632	20,614	5.00%
4133	Retired Employees Grp Insurance	3,086	3,240	1,890	1,350	3,240	3,337	2.99%
4135	Medicare Insurance	2,888	3,066	2,184	811	2,995	3,238	8.11%
4210	Books and Subscriptions	-	500	-	378	378	500	32.28%
4211	Dues-Governmental Organizations	-	200	-	186	186	200	7.53%
4230	Education, Travel and Training	6,256	7,000	214	6,373	6,587	7,000	6.27%
4241	Office Supplies	524	800	91	594	685	800	16.79%
4242	Postage	3	100	17	79	96	100	4.17%
4250	Equipment Repairs	43	1,000	-	772	772	900	16.58%
4251	Gas, Oil, Grease	87	1,000	101	573	674	800	18.69%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018					% Change From YTD Estimated	
		2017	YTD		Estimated	2019		
		Actual	Budget	Actual*	Remaining	Adopted		
				Total Estimated				
4280	Telephone	21,748	20,000	14,739	6,149	20,888	22,000	5.32%
4313	Maintenance Contract	180,333	190,000	72,532	113,857	186,389	190,000	1.94%
4321	Legal and Auditing	491	868	641	-	569	868	52.55%
4327	Professional Services	-	3,000	-	1,683	1,683	2,000	18.84%
4360	Reimb from Other Funds	(310,999)	(318,000)	(185,500)	(132,500)	(318,000)	(328,000)	3.14%
4511	Casualty Insurance	1,167	1,197	698	499	1,197	1,316	9.94%
4512	Workers Comp Insurance	4,301	4,344	2,534	1,810	4,344	4,601	5.92%
4742	Office Equipment	-	1,000	147	715	862	1,000	16.01%
4745	Computer Equipment Purchases	-	3,000	-	2,751	2,751	3,000	9.05%
4746	Computer Software Purchase	-	1,000	-	823	823	1,000	21.51%
4754	Internet Access and Maintenance	137	5,000	1,014	2,197	3,211	4,000	24.57%
Total Information Systems		160,522	181,299	94,824	82,892	177,644	188,219	5.95%
150 - Allocation To Other Entities								
4951	Metropolitan Planning	217,580	200,000	100,000	100,000	200,000	240,000	20.00%
4952	Civil Defense	17,813	35,000	17,813	12,187	30,000	35,000	16.67%
4955	Parish Service Office	35,424	35,424	26,568	8,856	35,424	37,000	4.45%
Total Allocation To Other Entities		270,817	270,424	144,381	121,043	265,424	312,000	17.55%
161 - Facilities & Maintenance								
63 - Coroner Building								
4260	Building Repairs & Maintenance	4,864	12,000	9,228	1,488	10,716	12,000	11.98%
4272	Electricity	16,304	20,000	12,327	6,350	18,677	19,000	1.73%
4273	Water	2,090	4,000	1,191	2,054	3,245	4,000	23.27%
4280	Telephone	6,922	10,500	2,095	5,059	7,154	9,000	25.80%
4312	Pest Control	440	500	320	160	480	500	4.17%
4316	Security	112	500	-	500	500	500	0.00%
4317	Janitorial Service	14,549	22,000	13,101	2,713	15,814	20,000	26.47%
4388	Building Management	3,420	3,126	1,824	1,302	3,126	3,086	(1.28%)
Total Coroner Building		48,701	72,626	40,086	19,626	59,712	68,086	14.02%
64 - LSU Extension Bldg								
4260	Building Repairs & Maintenance	4,815	7,000	2,689	2,523	5,212	6,000	15.12%
4272	Electricity	4,818	7,500	4,342	1,972	6,314	7,000	10.86%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018						% Change From YTD Estimated
		2017		2018		2019		
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	Adopted	
4273	Water	243	400	177	73	250	400	60.00%
4280	Telephone	883	1,000	668	292	960	1,000	4.17%
4291	Lawn and Tree Maintenance	2,175	2,000	1,500	450	1,950	2,000	2.56%
4312	Pest Control	420	500	330	170	500	500	0.00%
4316	Security	154	500	126	374	500	500	0.00%
4317	Janitorial Service	6,460	10,000	5,125	3,732	8,857	9,000	1.61%
4318	Waste Disposal Fees	626	1,050	653	245	898	1,050	16.93%
4388	Building Management	3,420	3,126	1,824	1,302	3,126	3,086	(1.28%)
4511	Casualty Insurance	2,085	2,137	1,247	890	2,137	2,351	10.01%
Total LSU Extension Bldg		26,099	35,213	18,681	12,023	30,704	32,887	7.11%
65 - Archives								
4327	Professional Services	76,796	76,000	59,515	17,285	76,800	77,000	0.26%
Total Archives		76,796	76,000	59,515	17,285	76,800	77,000	0.26%
69 - David Raines Comm Center								
4114	Salaries-Special	5,133	5,770	2,333	2,900	5,233	5,770	10.26%
4260	Building Repairs & Maintenance	24,407	30,000	33,343	1,085	34,428	30,000	(12.86%)
4271	Natural Gas	-	5,000	188	1,975	2,163	5,000	131.16%
4272	Electricity	38,224	42,000	36,006	10,851	46,857	49,000	4.57%
4273	Water	5,212	6,500	3,621	1,784	5,405	6,500	20.26%
4291	Lawn and Tree Maintenance	3,350	4,000	2,000	1,850	3,850	4,000	3.90%
4312	Pest Control	988	1,500	350	700	1,050	1,500	42.86%
4316	Security	910	1,200	630	495	1,125	1,200	6.67%
4317	Janitorial Service	18,386	23,000	12,838	8,333	21,171	23,000	8.64%
4318	Waste Disposal Fees	3,366	4,000	2,862	566	3,428	4,000	16.69%
4388	Building Management	9,774	8,932	5,210	3,722	8,932	8,816	(1.30%)
4511	Casualty Insurance	1,167	1,197	698	499	1,197	1,316	9.94%
4544	Utilities Charged To Other	(35,412)	(32,000)	(20,068)	(13,849)	(33,917)	(32,000)	(5.65%)
4558	Reimb-Health Tax Fund	(33,390)	(33,390)	(19,478)	(13,912)	(33,390)	(33,390)	0.00%
69 - David Raines Comm Center		42,115	67,709	60,533	6,999	67,532	74,712	10.63%
Total Facilities & Maintenance		193,711	251,548	178,815	55,933	234,748	252,685	7.64%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018					% Change From YTD Estimated	
		2017	YTD		2019			
		Actual	Budget	Actual*	Estimated	Adopted		
				Estimated	Total Estimated			
170 - Elections								
71 - Registrar of Voters								
4113	Salaries Regular Employees	181,078	199,841	138,455	57,754	196,209	205,836	4.91%
4122	Salaries-Part Time	83,266	124,000	61,647	38,023	99,670	100,000	0.33%
4132	Group Health Insurance	47,809	48,817	30,748	11,409	42,157	44,000	4.37%
4133	Retired Employees Grp Insurance	8,029	8,430	4,918	3,512	8,430	8,683	3.00%
4135	Medicare Insurance	9,141	13,413	6,795	2,742	9,537	4,760	(50.09%)
4137	Supplemental Benefits	728	1,560	532	1,028	1,560	1,560	0.00%
4138	Unemployment Claims	-	4,000	-	2,896	2,896	3,000	3.59%
4139	ROV Retirement	29,529	40,372	21,668	11,874	33,542	45,000	34.16%
4210	Books and Subscriptions	1,640	2,300	922	1,000	1,922	2,300	19.67%
4211	Dues-Governmental Organizations	1,903	3,900	995	960	1,955	3,900	99.49%
4220	Official Publications	15,194	28,700	8,555	13,898	22,453	28,000	24.70%
4221	Printed Office Forms	1,468	5,800	981	3,000	3,981	5,000	25.60%
4230	Education, Travel and Training	15,054	22,000	2,885	17,424	20,309	22,000	8.33%
4241	Office Supplies	10,430	21,000	12,366	4,792	17,158	21,000	22.39%
4242	Postage	29,251	45,000	18,329	24,073	42,402	45,000	6.13%
4243	Copy Supplies	3,889	8,000	3,022	2,581	5,603	7,000	24.93%
4247	Record Retention	1,877	6,000	127	3,000	3,127	5,000	59.90%
4250	Equipment Repairs	-	2,000	-	1,688	1,688	2,000	18.48%
4260	Building Repairs & Maintenance	375	1,800	-	1,320	1,320	1,800	36.36%
4280	Telephone	1,602	5,000	964	2,896	3,860	5,000	29.53%
4313	Maintenance Contract	4,781	8,000	1,980	5,000	6,980	8,000	14.61%
4327	Professional Services	10,511	16,000	5,860	8,005	13,865	16,000	15.40%
4353	Parking Fees	13,896	17,000	9,951	6,016	15,967	17,000	6.47%
4357	Mobile Voter Registration	-	1,000	-	813	813	1,000	23.00%
4511	Casualty Insurance	1,001	1,026	599	427	1,026	1,129	10.04%
4512	Workers Comp Insurance	4,301	4,344	2,534	1,810	4,344	4,601	5.92%
4742	Office Equipment	1,985	8,000	2,824	4,000	6,824	8,000	17.23%
Total Registrar of Voters		478,738	647,303	337,657	231,941	569,598	616,569	8.25%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018					% Change From YTD Estimated	
		2017	YTD		Estimated Remaining	Total Estimated		
		Actual	Budget	Actual*				2019 Adopted
72 - Election Cost								
4172	Election Expense	184,565	185,000	(497)	160,994	160,497	185,000	15.27%
4173	Voting Precinct Improvement	-	2,000	-	1,763	1,763	2,000	13.44%
Total Election Cost		184,565	187,000	(497)	162,757	162,260	187,000	15.25%
Total Elections		663,303	834,303	337,160	394,698	731,858	803,569	9.80%
180 - Statutory Appropriations								
4201	Ambulance Service	6,675	5,000	7,125	725	7,850	9,000	14.65%
4202	Pauper Funeral	-	75,000	75,000	-	75,000	75,000	0.00%
4310	Codification of Ordinances	7,324	5,000	3,796	3,000	6,796	8,000	17.72%
4352	Governmental Consultants	87,101	100,000	45,000	41,500	86,500	100,000	15.61%
4530	Interest Expense	-	800	-	450	450	600	33.33%
4591	Retirement Contributions	200,596	205,860	-	203,420	203,420	204,960	0.76%
4592	Sheriff's Tax Collection	11,886	100,200	7,057	48,853	55,910	60,000	7.32%
4810	Principal Payments	125,000	130,000	130,000	-	130,000	135,000	3.85%
4820	Interest Payments	77,175	73,350	73,350	-	73,350	69,375	(5.42%)
4830	Paying Agent Fees	200	200	200	-	200	200	0.00%
Total Statutory Appropriations		515,957	695,410	341,528	297,948	639,476	662,135	3.54%
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	-	482	482	500	3.73%
4241	Office Supplies	3,529	1,700	1,030	574	1,604	1,700	5.99%
4243	Copy Supplies	2,775	3,800	2,012	1,202	3,214	3,800	18.23%
4250	Equipment Repairs	1,258	2,000	1,464	496	1,960	2,000	2.04%
4251	Gas, Oil, Grease	1,671	2,600	1,347	999	2,346	2,600	10.83%
4742	Office Equipment	-	500	-	373	373	500	34.05%
Total LSU Extension Service		72,233	74,100	53,103	19,876	72,979	74,100	1.54%
Total Expenditures - General Fund		10,878,353	12,047,194	8,214,437	3,288,325	11,521,000	12,435,780	7.94%
Excess (Deficiency) Of Revenues Over Expenditures		(1,006,254)	(2,451,449)	(5,759,499)	3,985,478	(1,792,259)	(2,742,379)	53.01%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018						% Change From YTD Estimated	
		2017 Actual	Budget	YTD		Estimated Remaining	Total Estimated		2019 Adopted
				Actual*	Budget				
Other Financing Sources (Uses)									
3852	Transfer From Capital Outlay	764	-	-	1,500	1,500	1,500	-	(100.00%)
3855	Transfer From Criminal Justice	2,000,000	1,800,000	1,050,000	750,000	1,800,000	1,800,000	1,700,000	(5.56%)
4688	Transfer To Capital Outlay	(773,000)	(408,000)	(238,000)	(170,000)	(408,000)	(408,000)	(660,750)	61.95%
4694	Transfer To Riverboat	(95,000)	(25,000)	(25,000)	-	(25,000)	(25,000)	-	(100.00%)
4697	Transfer To Economic Development	-	(50,000)	(50,000)	-	(50,000)	(50,000)	-	0.00%
Total Other Financing Sources (Uses)		1,132,764	1,317,000	737,000	581,500	1,318,500	1,318,500	1,039,250	(21.18%)
Net Change In Fund Balance		126,510	(1,134,449)	(5,022,499)	4,566,978	(473,759)	(473,759)	(1,703,129)	259.49%
Fund Balance, Beginning of Year		18,221,772	17,571,021	18,348,282	13,325,783	18,348,282	18,348,282	17,874,523	(2.58%)
Fund Balance, End of Year		\$ 18,348,282	16,436,572	13,325,783	17,892,761	17,874,523	17,874,523	16,171,394	(9.53%)



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.

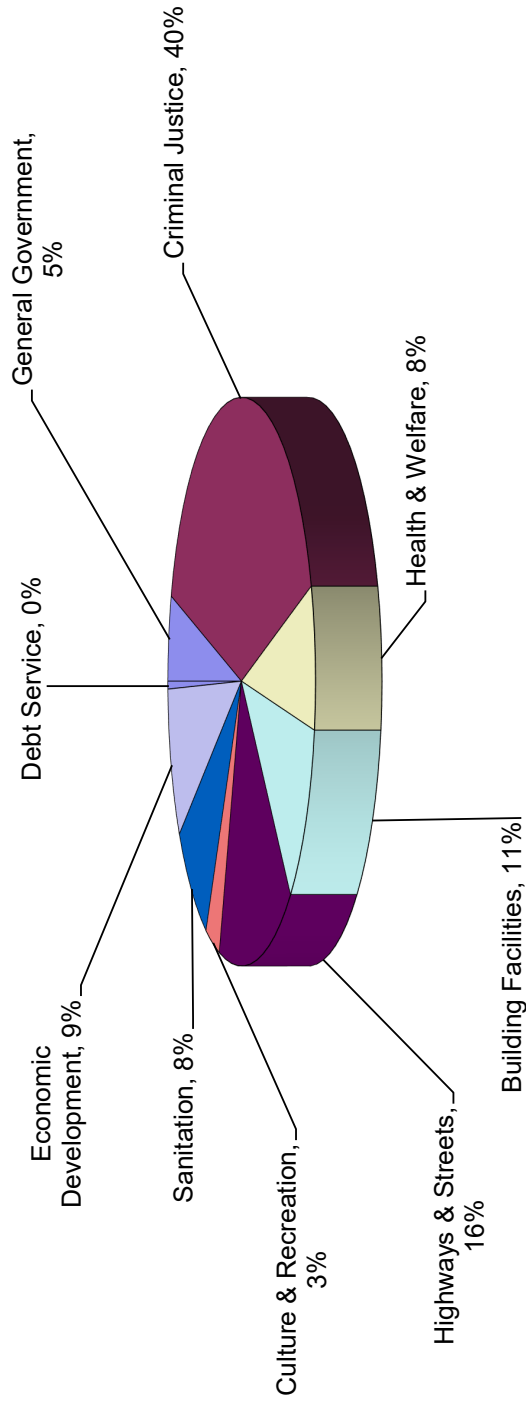
Law Officers Witness Fund – The Law Officers Witness Fund accounts for the proceeds of a special case charge on criminal matters. The revenues generated are dedicated to the payment of a special witness fee to law officers who are called as witnesses to testify in district court.

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	Blomed	Riverboat	Criminal Justice	Oil and Gas	Economic Develop	Law Off Witness	Reserve Trust	Total
Revenues															
Tax Revenue	\$ 13,100,994	4,748,393	8,757,708	1,449,452	3,326,570	3,439,576	3,372,128	2,866,114	-	5,797,729	-	-	-	-	46,858,664
Licenses & Permits	409,000	-	-	-	-	-	4,000	-	-	-	-	-	-	-	413,000
Intergovernmental Revenue	1,807,000	115,000	212,200	35,000	-	865,464	81,300	69,200	-	132,200	-	-	-	-	3,317,364
Gaming Revenue	-	-	-	-	-	-	-	-	1,125,000	-	-	450,000	-	-	1,575,000
Oil and Gas	-	-	-	-	-	-	-	-	-	-	400,000	-	-	-	400,000
Charges For Services	339,300	-	-	1,100	-	2,000	65,000	-	-	-	-	-	28,000	-	435,400
Fines & Forfeitures	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
Rents & Interest Earned	140,000	44,000	28,000	41,000	150,000	17,000	25,000	100	4,000	3,000	383,000	6,000	623,000	1,464,200	
Other Revenues	120,000	1,300	9,000	6,000	95,000	15,200	1,700	-	4,000	-	-	3,000	-	-	255,200
Total Revenues	15,926,294	4,908,693	9,006,908	1,532,552	3,571,570	4,339,240	3,549,128	2,935,414	1,133,000	5,932,929	783,000	459,000	28,100	623,000	54,728,828
Expenditures By Function															
General Government															
Allocations-Other Entities	-	-	-	30,000	-	-	-	-	887,250	-	-	-	-	-	917,250
Administration	-	-	-	-	-	-	-	-	292,355	-	41,188	-	-	364,059	697,602
Fleet Services	596,202	-	-	-	-	-	-	-	-	-	-	-	-	-	596,202
Criminal Justice	-	-	-	-	-	-	-	-	-	373,933	-	-	24,371	-	398,304
CCC - Administration	-	-	3,669,987	-	-	-	-	-	-	-	-	-	-	-	3,669,987
CCC - Facs & Maintenance	-	-	6,315,000	-	-	-	-	-	-	-	-	-	-	-	6,315,000
CCC - Statutory Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	923,327
Juvenile Court	-	-	-	-	-	923,327	-	-	-	-	-	-	-	-	923,327
Juv Services - Probation	-	-	-	-	-	3,700,219	-	-	-	-	-	-	-	-	3,700,219
Juv Services - Detention	-	-	-	-	-	3,206,603	-	-	-	-	-	-	-	-	3,206,603
Health & Welfare															
Shreveport Regional Lab	-	-	-	-	-	-	47,076	-	-	-	-	-	-	-	47,076
Highland Health Unit	-	-	-	-	-	-	653,404	-	-	-	-	-	-	-	653,404
Vivian Health Unit	-	-	-	-	-	-	74,078	-	-	-	-	-	-	-	74,078
David Raines Comm Ctr	-	-	-	-	-	-	33,390	-	-	-	-	-	-	-	33,390
Animal Services	-	-	-	-	-	-	2,452,460	-	-	-	-	-	-	-	2,452,460
Mosquito Control	-	-	-	-	-	-	468,201	-	-	-	-	-	-	-	468,201
Building Facilities															
Courthouse	-	4,069,788	-	-	-	-	-	-	-	-	-	-	-	-	4,069,788
Bickham Building	-	131,848	-	-	-	-	-	-	-	-	-	-	-	-	131,848
Government Plaza	-	194,447	-	-	-	-	-	-	-	-	-	-	-	-	194,447
Juvenile Justice Buildings	-	-	-	-	-	500,723	-	-	-	-	-	-	-	-	500,723
Veterans Affairs	-	28,500	-	-	-	-	-	-	-	-	-	-	-	-	28,500
Highways & Streets															
Road Administration	1,855,521	-	-	-	-	-	-	-	-	-	-	-	-	-	1,855,521
Road Maintenance	5,658,226	-	-	-	-	-	-	-	-	-	-	-	-	-	5,658,226
Sanitation	-	-	-	-	3,652,915	-	-	-	-	-	-	-	-	-	3,652,915
Culture & Recreation	-	-	-	1,435,968	-	-	-	-	-	-	-	991,579	-	-	1,435,968
Economic Development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,933,686
Debt Service	-	-	204,575	-	-	-	2,942,107	-	-	-	-	-	-	-	204,575
Total Expenditures	8,109,949	4,424,583	10,189,562	1,465,968	3,652,915	8,330,872	3,728,609	2,942,107	1,179,605	373,933	41,188	991,579	24,371	364,059	45,819,300
Excess (Deficiency)	7,816,345	484,110	(1,182,654)	66,584	(81,345)	(3,991,632)	(179,481)	(6,693)	(46,605)	5,568,996	741,812	(532,579)	3,729	258,941	8,909,528
Other Financing Sources (Uses)															
Transfers In	-	-	700,000	-	-	3,600,000	-	-	-	-	-	310,000	-	-	4,610,000
Transfers Out	(10,165,500)	(1,007,250)	(212,000)	(449,000)	(1,000,000)	(135,000)	(300,000)	-	(10,000)	(6,000,000)	(998,600)	-	-	-	(20,277,350)
Total Other Fin Sources (Uses)	(10,165,500)	(1,007,250)	488,000	(449,000)	(1,000,000)	3,465,000	(300,000)	-	(10,000)	(6,000,000)	(998,600)	310,000	-	-	(15,667,350)
Net Change In Fund Balances	(2,349,155)	(523,140)	(694,654)	(382,416)	(1,081,345)	(526,632)	(479,481)	(6,693)	(56,605)	(441,004)	(256,788)	(222,579)	3,729	258,941	(6,757,822)
Beginning Fund Balance	21,249,797	9,129,069	6,435,202	3,342,953	20,804,303	4,109,076	5,127,305	181,438	667,014	1,078,177	5,162,989	847,130	35,057	35,406,575	113,576,084
Ending Fund Balance	\$ 18,900,642	8,605,929	5,740,548	2,960,537	19,722,958	3,582,444	4,647,824	174,745	610,409	637,173	4,906,201	624,551	38,786	35,665,516	106,818,262

SPECIAL REVENUE FUNDS - EXPENDITURES BY FUNCTION



40% 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

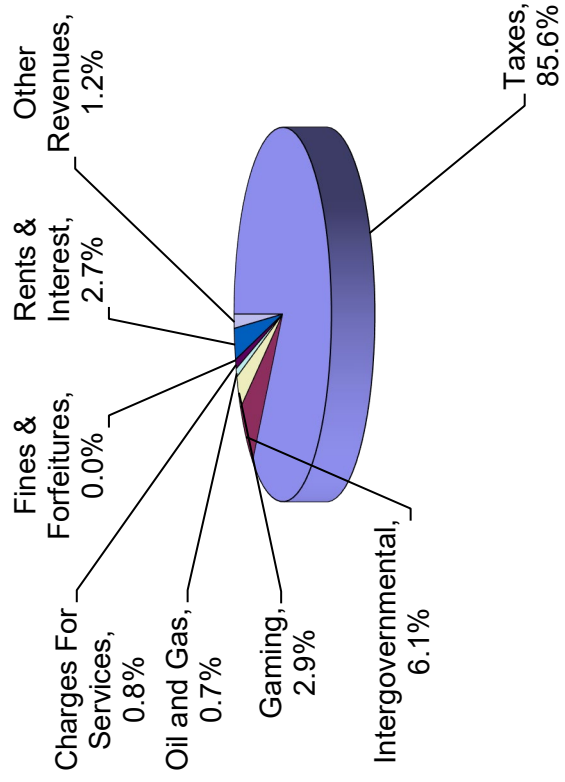
	2017		2018		2019
	Actual	Budget	Estimated	Adopted	
<u>Revenues</u>					
Tax Revenue	\$ 47,527,055	45,793,321	46,907,501	46,858,664	
Licenses & Permits	493,807	387,000	421,860	413,000	
Intergovernmental Revenue	3,332,498	3,399,564	3,217,795	3,317,364	
Gaming Revenue	1,622,580	1,680,000	1,605,375	1,575,000	
Oil and Gas Revenue	380,067	75,000	314,383	400,000	
Charges For Services	485,936	468,400	533,459	435,400	
Fines & Forfeitures	7,680	10,000	23,584	10,000	
Rents & Interest Earned	1,580,911	1,340,650	1,524,681	1,464,200	
Other Revenues	277,796	251,800	257,676	255,200	
Total Revenues	55,708,330	53,405,735	54,806,314	54,728,828	
<u>Expenditures</u>					
Salaries & Benefits	17,761,989	18,372,870	17,881,776	19,255,548	
Materials & Supplies	1,036,868	1,639,750	1,230,322	1,578,600	
Education, Training & Travel	186,136	210,500	171,011	200,000	
Utilities	2,389,698	2,743,200	2,506,948	2,720,800	
Repairs & Maintenance	1,938,424	2,046,890	1,901,172	2,109,890	
Prison Operations	6,342,339	5,906,005	6,352,321	6,551,005	
Contract Services	6,159,060	6,975,587	6,453,216	7,063,094	
Statutory Charges	292,907	267,220	280,657	287,120	
Internal Charges	2,449,336	2,504,342	2,499,768	2,602,227	
Capital Outlay	38,209	89,750	62,275	89,750	
Allocations To Other Entities	2,170,385	2,675,000	2,683,373	2,262,750	
Debt Service	202,375	203,550	203,550	204,575	
Other Expenses	1,622,554	423,700	382,435	439,600	
Grant Programs	608,920	599,341	668,565	599,341	
Reimbursements	(147,415)	(180,000)	(180,000)	(180,000)	
Juror & Witness Expense	34,300	35,000	36,571	35,000	
Total Expenditures	43,086,085	44,512,705	43,133,960	45,819,300	
Excess (Deficiency) Of Revenues Over Expenditures	12,622,245	8,893,030	11,672,354	8,909,528	

SPECIAL REVENUE FUNDS

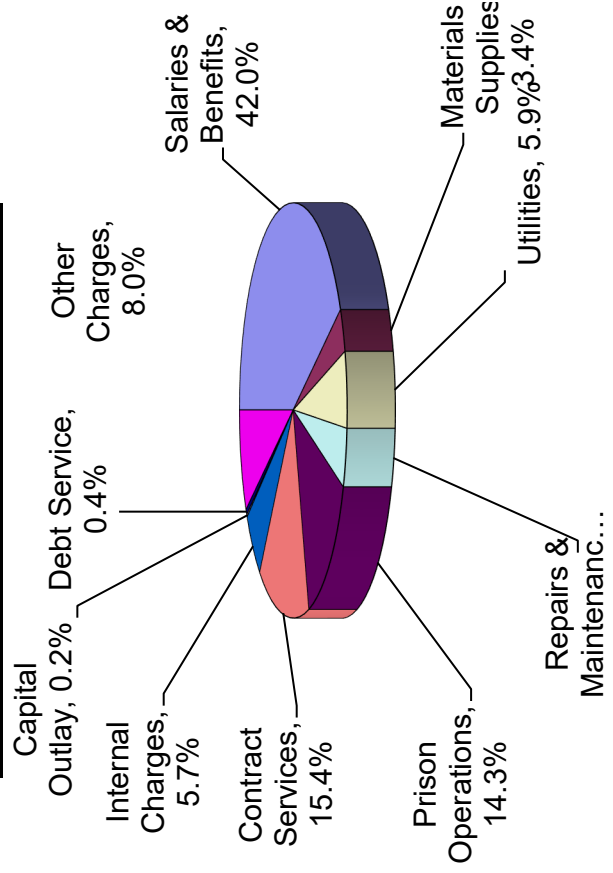
Budget By Category

	2017		2018		2019
	Actual	Budget	Estimated	Adopted	
Other Financing Sources (Uses)					
Transfers In	7,853,150	4,425,000	4,916,179	4,610,000	
Transfer Out	(19,513,500)	(21,978,834)	(21,978,834)	(20,277,350)	
Total Other Financing Sources (Uses)	(11,660,350)	(17,553,834)	(17,062,655)	(15,667,350)	
Net Change In Fund Balance	961,895	(8,660,804)	(5,390,301)	(6,757,822)	
Fund Balance, Beginning Of Year	118,004,490	116,385,493	118,966,385	113,576,084	
Fund Balance, End Of Year	\$ 118,966,385	107,724,689	113,576,084	106,818,262	

REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017		2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining		
Public Works Fund (200)							
Revenues							
3113	Ad Valorem Tax-Parish	\$ 6,710,013	-	6,761,850	6,710,610	6,475,810	(3.50%)
3114	Gas & Oil Sales	106,850	80,569	100,000	40,941	100,000	(17.70%)
3115	Estimated Uncollectible Taxes	(151,964)	-	(202,850)	(201,320)	(194,270)	(3.50%)
3117	Sign Billings	1,396	3,245	2,300	1,566	2,300	(52.19%)
3119	Equipment Repair Billings	148,406	69,464	120,000	18,421	100,000	13.79%
3120	Prior Year Taxes	133,442	82,555	92,606	12,144	69,454	(26.66%)
3175	Sales Tax Collections	6,957,049	4,906,728	5,950,000	2,003,556	6,750,000	(2.32%)
3180	Culvert Fees	13,628	3,875	10,000	4,485	10,000	19.62%
3181	Subdivision Fees	14,996	9,110	10,000	4,655	12,000	(12.82%)
3190	Special Assessment Revenue	10,995	-	10,000	8,996	10,000	11.16%
3219	Oil and Gas Permits	478,890	362,267	375,000	46,810	400,000	(2.22%)
3220	Building Permits	8,460	7,710	9,000	415	9,000	10.77%
3224	Fines	7,680	21,184	10,000	2,400	10,000	(57.60%)
3351	State Revenue Sharing	157,178	-	157,000	156,900	157,000	0.06%
3356	Parish Transportation Fund	1,403,602	782,939	1,460,000	555,755	1,400,000	4.58%
3357	Road Royalty	254,694	42,451	300,000	-	250,000	19.16%
3610	Interest Earned	134,380	25,205	100,000	110,483	140,000	3.18%
3692	Adjudicated Property Fees	106,084	204,145	125,000	(0)	115,000	(43.67%)
3695	Miscellaneous Revenue	100,755	70,632	110,000	34,049	110,000	5.08%
Total Revenues - Public Works Fund		16,596,534	6,672,080	15,499,906	9,510,865	15,926,294	(2.59%)
Expenditures							
411 - Road Administration							
4113	Salaries Regular Employees	805,616	582,930	776,010	216,059	833,207	4.28%
4131	Parochial Retirement	81,416	54,643	72,345	17,502	78,235	8.44%
4132	Group Health Insurance	77,308	47,976	88,521	40,456	92,853	5.00%
4133	Retired Employees Grp Insurance	28,380	17,383	29,799	12,416	30,693	3.00%
4135	Medicare Insurance	11,232	8,548	11,393	2,844	10,764	(5.51%)
4136	Caddo Parish Employee Retirement	18,010	12,351	16,896	4,545	17,584	4.07%
4138	Unemployment Claims	-	-	3,000	500	3,000	500.00%
4210	Books and Subscriptions	528	469	1,500	987	1,500	3.02%
4211	Dues-Governmental Organizations	1,155	3,265	3,500	233	5,000	42.94%
4221	Printed Office Forms	259	718	1,500	532	1,500	20.00%
4230	Education, Training and Travel	21,072	9,015	30,000	13,383	25,000	11.62%
4241	Office Supplies	11,665	9,028	17,000	4,428	16,000	18.91%
4243	Copy Supplies	3,099	1,670	6,000	2,686	6,000	37.74%
4250	Equipment Repairs	9,645	1,975	8,500	3,703	8,500	49.70%
4251	Gas, Oil, Grease	5,119	8,193	10,000	1,683	10,000	1.26%
4280	Telephone	8,816	7,372	12,000	2,826	12,000	17.67%
4311	Employee Physicals	29	94	500	-	500	431.91%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017			2018			Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Estimated				
4313	Maintenance Contract	6,742	16,000	6,200	2,565	8,765	16,000	82.54%		
4321	Legal and Auditing	6,675	11,804	8,713	1,021	9,734	11,804	21.27%		
4324	Information Systems Allocation	52,870	54,060	31,535	22,525	54,060	55,760	3.14%		
4327	Professional Services	106,623	190,000	136,542	43,334	179,876	190,000	5.63%		
4329	Reimb From PW Funds	(206,195)	(206,195)	(120,280)	(85,915)	(206,195)	(206,195)	0.00%		
4353	Parking Fees	2,459	6,000	1,543	2,055	3,598	6,000	66.76%		
4361	General Fund Administration	216,659	218,928	127,708	91,220	218,928	222,959	1.84%		
4387	Adjudicated Property Expenses	14,288	20,000	7,798	7,638	15,436	20,000	29.57%		
4511	Casualty Insurance	111,728	114,524	66,806	47,718	114,524	125,977	10.00%		
4512	Workers Comp Insurance	18,894	19,082	11,131	7,951	19,082	20,210	5.91%		
4561	Sales Tax Rebate	838,820	-	-	-	-	-	0.00%		
4591	Retirement Contributions	195,727	200,140	-	198,620	198,620	191,670	(3.50)%		
4592	Sheriff's Tax Collection	28,576	16,400	5,197	17,148	22,345	25,000	11.88%		
4742	Office Equipment	6,981	9,000	1,829	2,740	4,569	9,000	96.98%		
4745	Computer Equipment Purchases	-	15,000	3,159	6,740	9,899	15,000	51.53%		
Total Road Administration		2,484,196	1,773,207	1,053,511	690,143	1,743,654	1,855,521	6.42%		

431 - Fleet Services										
Account No.	Description	2017 Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	% Change From YTD Estimated		
4113	Salaries Regular Employees	374,569	379,037	269,999	109,038	379,037	394,408	4.06%		
4114	Salaries-Special	612	10,000	-	505	505	7,000	1,286.14%		
4131	Parochial Retirement	46,868	43,589	31,828	11,761	43,589	45,357	4.06%		
4132	Group Health Insurance	80,490	96,207	53,098	29,889	82,987	87,154	5.02%		
4133	Retired Employees Grp Insurance	15,425	16,196	9,448	6,748	16,196	16,682	3.00%		
4135	Medicare Insurance	4,956	5,575	3,678	1,897	5,575	5,719	2.58%		
4230	Education, Travel and Training	81	6,000	1,615	841	2,456	4,000	62.87%		
4241	Office Supplies	178	1,500	277	301	578	1,500	159.52%		
4243	Copy Supplies	652	1,500	441	548	989	1,500	51.67%		
4250	Equipment Repairs	459,279	450,000	241,554	188,325	429,879	470,000	9.33%		
4251	Gas, Oil, Grease	529,272	625,000	434,156	99,300	533,456	600,000	12.47%		
4260	Building Repairs & Maintenance	13,006	38,000	7,098	14,469	21,567	38,000	76.20%		
4265	Uniforms	1,019	4,500	408	1,827	2,235	4,000	78.97%		
4270	Services and Supplies Charged to Others	(1,106,556)	(1,175,000)	(649,729)	(452,616)	(1,102,345)	(1,175,000)	6.59%		
4271	Natural Gas	2,076	7,500	2,342	1,226	3,567	7,500	110.26%		
4272	Electricity	18,315	24,000	15,022	6,886	21,908	24,000	9.55%		
4273	Water	2,056	4,000	1,591	754	2,345	4,000	70.58%		
4280	Telephone	3,005	3,000	1,934	1,189	3,123	4,000	28.08%		
4290	Safety Apparel	-	500	-	125	125	500	300.00%		
4311	Employee Physicals	56	750	337	0	337	750	122.55%		
4313	Maintenance Contract	-	1,000	-	525	525	1,000	90.48%		
4321	Legal and Auditing	939	1,659	1,225	434	1,659	1,659	0.00%		
4324	Information Systems Allocation	9,330	9,540	5,565	3,975	9,540	9,840	3.14%		
4325	Computer System	-	7,000	724	1,776	2,500	7,000	180.00%		

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017		2018		2019	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
4361	General Fund Administration	58,647	58,266	33,989	24,278	60,009	2.99%
4365	Fleet Service Allocation	(102,000)	(102,000)	(63,000)	(39,000)	(102,000)	0.00%
4388	Building Management	1,954	1,786	1,042	744	1,761	(1.40)%
4421	Sign Materials	47,089	45,000	32,064	11,392	50,000	15.06%
4422	Small Tools	2,631	4,000	3,282	264	4,000	12.80%
4511	Casualty Insurance	9,589	9,829	5,734	4,095	10,812	10.00%
4512	Workers Comp Insurance	10,331	10,434	6,087	4,348	11,051	5.91%
Total Fleet Services		483,869	588,368	451,806	35,844	596,202	22.26%
441 - Road Maintenance							
30 - Drainage							
4248	Equipment Rental	-	12,000	-	2,500	10,000	300.00%
4276	Emergency Coordination	9,720	9,720	5,670	4,050	9,720	0.00%
4319	Spraying of Right of Way	494,819	550,000	360,892	182,088	550,000	1.29%
4321	Legal and Auditing	4,391	7,546	5,732	-	7,546	0.00%
4330	Public Works Administration	51,549	51,549	30,070	21,479	51,549	0.00%
4361	General Fund Administration	35,600	35,268	20,573	14,695	36,479	3.43%
4424	Flood Preparedness	9,990	25,000	-	2,500	25,000	900.00%
4511	Casualty Insurance	66,703	68,373	39,884	28,489	75,210	10.00%
4592	Sheriff's Tax Collection	307	500	211	87	500	67.79%
Total Drainage Improvements		673,079	759,956	463,032	255,888	720,734	6.28%
31 - Road Capital Improvements							
4321	Legal and Auditing	4,267	4,965	5,570	-	4,965	0.42%
4330	Public Works Administration	72,168	72,168	42,098	30,070	72,168	0.00%
4361	General Fund Administration	35,600	35,268	20,573	14,695	36,476	3.43%
4375	Tax Collection Charges	64,807	85,000	53,479	16,398	75,000	7.33%
4415	Bridge Materials and Supplies	15,705	20,000	9,111	-	20,000	29.40%
4711	Right Of Way	-	2,500	-	1,154	2,500	116.64%
Total Road Capital Improvements		192,547	219,901	130,831	62,317	211,109	6.16%
51 - North Camp							
4113	Salaries Regular Employees	747,056	782,004	526,721	221,355	808,266	8.05%
4131	Parochial Retirement	94,691	89,930	62,197	27,733	92,397	2.74%
4132	Group Health Insurance	167,374	194,635	121,512	45,862	195,742	16.95%
4133	Retired Employees Grp Insurance	47,813	50,204	29,286	20,918	51,710	3.00%
4135	Medicare Insurance	9,972	11,488	7,169	4,318	11,487	(2.20)%
4138	Unemployment Claims	-	1,500	-	981	1,500	52.91%
4230	Education, Training and Travel	1,088	4,000	512	1,055	4,000	155.26%
4241	Office Supplies	3,404	8,000	2,846	721	8,000	124.28%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017		2018		YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	Actual	Budget					
4243	Copy Supplies	564	2,500	550	685	1,235	2,500	2,500	102.43%	
4248	Equipment Rental	1,794	6,000	-	1,500	1,500	6,000	6,000	300.00%	
4250	Equipment Repairs	160,888	225,000	63,169	126,707	189,876	225,000	225,000	18.50%	
4251	Gas, Oil, Grease	74,603	125,000	39,788	50,010	89,798	105,000	105,000	16.93%	
4260	Building Repairs & Maintenance	13,458	15,000	2,224	10,132	12,356	15,000	15,000	21.40%	
4265	Uniforms	6,726	9,000	4,987	2,248	7,235	9,000	9,000	24.40%	
4271	Natural Gas	276	2,500	230	295	525	2,500	2,500	376.19%	
4272	Electricity	16,277	21,000	14,024	4,763	18,787	21,000	21,000	11.78%	
4273	Water	1,545	2,300	787	1,092	1,879	2,300	2,300	22.41%	
4275	Street Lights	4,605	5,500	3,691	1,204	4,895	5,500	5,500	12.36%	
4276	Emergency Coordination	5,940	5,940	3,465	2,475	5,940	5,940	5,940	0.00%	
4280	Telephone	14,575	17,000	11,019	5,770	16,789	17,000	17,000	1.26%	
4290	Safety Apparel	3,311	3,000	639	2,350	2,989	3,500	3,500	17.10%	
4311	Employee Physicals	1,380	3,000	924	334	1,258	3,000	3,000	138.47%	
4327	Professional Services	101,863	140,000	88,744	46,934	135,678	140,000	140,000	3.19%	
4412	Maintenance Gravel and Aggregate	65,091	60,000	19,889	39,077	58,966	75,000	75,000	27.19%	
4413	Asphalt	13,395	12,000	8,148	3,987	12,135	15,000	15,000	23.61%	
4414	Hot Mix	26,526	60,000	20,889	34,136	55,025	55,000	55,000	(0.05%)	
4415	Bridge Materials and Supplies	1,376	5,000	1,500	1,000	2,500	5,000	5,000	100.00%	
4416	Culverts	14,695	20,000	11,229	4,466	15,695	20,000	20,000	27.43%	
4421	Sign Materials	70,321	90,000	56,312	19,347	75,659	85,000	85,000	12.35%	
4422	Small Tools	1,268	5,000	5,109	300	5,409	5,000	5,000	(7.56%)	
4423	Misc Materials and Supplies	10,843	20,000	5,792	6,805	12,597	20,000	20,000	58.77%	
4512	Workers Comp Insurance	26,693	26,958	15,726	11,233	26,958	28,552	28,552	5.91%	
Total North Camp		1,709,411	2,023,459	1,129,077	699,793	1,828,870	2,044,641	2,044,641	11.80%	
52 - South Camp										
4113	Salaries Regular Employees	1,031,784	1,071,713	686,538	345,245	1,031,783	1,050,443	1,050,443	1.81%	
4131	Parochial Retirement	119,468	114,957	76,284	38,673	114,957	120,006	120,006	4.39%	
4132	Group Health Insurance	154,781	172,866	105,991	66,875	172,866	181,510	181,510	5.00%	
4133	Retired Employees Grp Insurance	47,813	50,201	29,284	20,917	50,201	51,707	51,707	3.00%	
4135	Medicare Insurance	15,401	17,442	11,038	6,404	17,442	13,773	13,773	(21.04%)	
4138	Unemployment Claims	-	5,000	-	3,576	3,576	5,000	5,000	39.82%	
4230	Education, Training and Travel	1,241	4,000	4,231	(0)	4,231	4,000	4,000	(5.46%)	
4241	Office Supplies	3,375	5,000	1,631	1,619	3,250	5,000	5,000	53.85%	
4243	Copy Supplies	610	3,000	348	1,221	1,569	3,000	3,000	91.20%	
4248	Equipment Rental	3,235	7,500	-	3,250	3,250	7,500	7,500	130.77%	
4250	Equipment Repairs	220,581	250,000	119,946	115,741	235,687	250,000	250,000	6.07%	
4251	Gas, Oil, Grease	84,098	150,000	44,327	71,018	115,345	125,000	125,000	8.37%	
4260	Building Repairs & Maintenance	12,420	20,000	6,125	10,634	16,759	20,000	20,000	19.34%	
4265	Uniforms	4,411	11,000	5,537	2,032	7,569	10,000	10,000	32.12%	
4271	Natural Gas	2,314	5,000	2,049	740	2,789	5,000	5,000	79.28%	

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017			2018			% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	
4272	Electricity	17,239	23,000	14,603	5,272	19,875	22,000	10.69%
4273	Water	2,781	5,000	1,529	1,721	3,250	5,000	53.85%
4275	Street Lights	4,721	6,500	3,767	1,108	4,875	6,500	33.33%
4276	Emergency Coordination	5,940	5,940	3,465	2,475	5,940	5,940	0.00%
4280	Telephone	15,593	17,000	11,173	5,814	16,987	18,000	5.96%
4290	Safety Apparel	-	3,000	-	2,075	2,075	3,000	44.58%
4311	Employee Physicals	1,704	3,000	615	1,130	1,745	3,000	71.92%
4313	Maintenance Contract	-	10,200	-	4,250	4,250	10,200	140.00%
4327	Professional Services	153,615	140,000	58,506	81,373	139,879	150,000	7.24%
4412	Maintenance Gravel and Aggregate	45,799	50,000	9,911	34,076	43,987	50,000	13.67%
4413	Asphalt	-	5,000	200	3,778	3,978	5,000	25.69%
4414	Hot Mix	48,906	140,000	22,636	27,261	49,897	100,000	100.41%
4415	Bridge Materials and Supplies	-	9,000	845	5,939	6,784	9,000	32.67%
4416	Culverts	7,764	16,000	-	9,500	9,500	15,000	57.89%
4421	Sign Materials	71,457	90,000	48,169	37,507	85,676	90,000	5.05%
4422	Small Tools	2,254	6,000	1,232	3,335	4,567	6,000	31.38%
4423	Misc Materials and Supplies	13,652	25,000	5,259	10,416	15,675	20,000	27.59%
4512	Workers Comp Insurance	28,542	28,826	16,815	12,011	28,826	30,530	5.91%
Total South Camp		2,121,499	2,471,145	1,292,053	936,987	2,229,040	2,401,109	7.72%
53 - Commercial Vehicle Enforcement Unit (CVEU)								
4113	Salaries Regular Employees	83,180	93,076	69,770	23,306	93,076	100,610	8.09%
4131	Parochial Retirement	10,488	10,704	8,142	2,562	10,704	11,571	8.10%
4132	Group Health Insurance	15,806	20,389	14,542	5,847	20,389	41,722	104.63%
4135	Medicare Insurance	1,147	1,375	958	417	1,375	1,460	6.18%
4230	Education, Travel and Training	50	5,000	-	1,525	1,525	5,000	227.87%
4241	Office Supplies	2,495	5,000	1,330	245	1,575	5,000	217.46%
4250	Equipment Repairs	2,680	7,000	3,337	1,908	5,245	7,000	33.46%
4251	Gas, Oil, Grease	2,858	8,000	3,686	883	4,569	8,000	75.09%
4260	Building Repairs & Maintenance	-	2,500	-	2,198	2,198	2,500	13.74%
4265	Uniforms	305	2,000	426	1,069	1,495	2,000	33.78%
4280	Telephone	2,155	4,000	2,007	1,558	3,565	5,000	40.25%
4311	Employee Physicals	-	500	-	375	375	500	33.33%
4327	Professional Services	15,991	17,000	4,010	14,979	18,989	45,000	136.98%
Total CVEU		137,155	176,544	108,209	56,871	165,080	235,363	42.58%
Total Road Maintenance		4,833,691	5,651,005	3,123,203	2,011,855	5,142,591	5,658,226	10.03%
Total Expenditures - Public Works Fund		7,801,756	8,012,580	4,628,519	2,737,842	7,373,895	8,109,949	9.98%
Excess (Deficiency) Of Revenues Over Expenditures		8,794,778	7,487,326	2,043,561	6,773,023	8,976,403	7,816,345	(12.92%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018		2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	3,095,822	-	-	112,391	112,391	-	(100.00%)
4688	Transfer To Capital Outlay	(9,685,000)	(10,522,000)	(6,137,831)	(4,384,169)	(10,522,000)	(10,165,500)	(3.39%)
	Total Other Financing Sources (Uses)	(6,589,178)	(10,522,000)	(6,137,831)	(4,271,778)	(10,409,609)	(10,165,500)	(2.35%)
	Net Change in Fund Balance	2,205,600	(3,034,674)	(4,094,270)	2,501,245	(1,433,206)	(2,349,155)	63.91%
	Fund Balance, Beginning Of Year	20,477,403	21,132,403	22,683,003	18,588,733	22,683,003	21,249,797	(6.32%)
	Fund Balance, End Of Year	\$ 22,683,003	18,097,729	18,588,733	21,089,978	21,249,797	18,900,642	(11.05%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Building Maintenance Fund (210)						
Revenues						
3113	Ad Valorem Tax-Parish	\$ 4,829,976	-	4,828,800	4,865,800	0.76%
3115	Estimated Uncollectible Taxes	(105,343)	-	(144,860)	(145,970)	0.77%
3120	Prior Year Taxes	60,618	37,668	416	28,563	0.00%
3351	State Revenue Sharing	115,467	-	115,250	115,000	(0.22%)
3610	Interest Earned	52,554	9,501	27,730	39,000	(5.99%)
3623	Building Rental	5,076	10,696	-	5,000	(100.00%)
3695	Miscellaneous Revenue	52	314	838	1,300	12.85%
Total Revenues - Building Maintenance Fund		4,958,400	58,179	4,828,174	4,908,693	0.40%
Expenditures						
161 - Facilities & Maintenance						
61 - Courthouse						
4113	Salaries Regular Employees	1,581,132	1,069,349	481,996	1,551,345	2.29%
4122	Salaries-Part Time	29,731	23,133	11,588	34,721	5.05%
4131	Parochial Retirement	187,774	122,976	48,649	171,625	0.51%
4132	Group Health Insurance	250,414	187,290	67,835	255,125	5.00%
4133	Retired Employees Grp Insurance	64,161	39,299	28,070	67,369	3.00%
4135	Medicare Insurance	25,341	18,079	6,881	24,960	5.74%
4138	Unemployment Claims	-	-	1,973	1,973	82.46%
4210	Books and Subscriptions	185	150	50	200	400.00%
4221	Printed Office Forms	431	68	383	450	122.22%
4230	Education, Training and Travel	42,443	7,901	8,819	16,720	49.52%
4241	Office Supplies	5,051	3,938	4	3,942	14.16%
4243	Copy Supplies	4,520	2,800	911	3,711	40.12%
4250	Equipment Repairs	15,462	14,191	1,694	15,885	13.31%
4251	Gas, Oil, Grease	20,379	13,975	8,446	22,421	56.10%
4260	Building Repairs & Maintenance	270,220	173,440	40,845	214,285	8.27%
4261	Building Rep & Maint Chrg -Other	(21,734)	(4,841)	(5,864)	(10,705)	30.78%
4265	Uniforms	20,441	13,913	2,201	16,114	5.50%
4266	Janitorial Supplies	190,691	167,922	32,078	200,000	0.00%
4270	Janitorial Supplies Chg to Other	(111,583)	(92,197)	(3,222)	(95,419)	(16.16%)
4271	Natural Gas	127,991	89,038	41,704	130,742	3.26%
4272	Electricity	418,882	317,096	99,132	416,228	20.13%
4273	Water	35,256	28,920	5,365	34,285	16.67%
4276	Emergency Coordination	2,700	1,575	1,125	2,700	0.00%
4280	Telephone	33,986	23,102	11,183	34,285	2.09%
4290	Safety Apparel	323	418	324	750	1.08%
4291	Lawn and Tree Maintenance	24,237	12,150	12,330	24,480	2.12%
4311	Employee Physicals	1,649	781	719	1,500	0.00%
4312	Pest Control	3,146	2,339	861	3,200	9.38%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017		2018		Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4313	Maintenance Contract	69,019	75,000	54,512	17,888	72,400	75,000	3.59%
4316	Security	317,801	317,100	163,382	153,618	317,000	317,100	0.03%
4318	Waste Disposal Fees	1,077	5,000	856	280	1,136	3,000	164.08%
4321	Legal and Auditing	5,029	8,894	6,565	-	5,827	6,410	10.01%
4324	Information Systems Allocation	31,100	31,800	18,550	13,250	31,800	32,800	3.14%
4353	Parking Fees	24,312	26,000	18,717	6,183	24,900	26,000	4.42%
4361	General Fund Administration	155,576	157,489	91,869	65,620	157,489	160,268	1.76%
4386	Reimb for Security	(2,415)	-	0	(0)	-	-	0.00%
4388	Building Management	128,264	117,212	68,374	48,838	117,212	115,706	(1.28%)
4389	Reimb-Building Mgmt	(488,623)	(446,525)	(260,474)	(186,051)	(446,525)	(440,786)	(1.29%)
4511	Casualty Insurance	189,270	194,007	113,171	80,836	194,007	213,408	10.00%
4512	Workers Comp Insurance	37,547	37,920	22,120	15,800	37,920	40,162	5.91%
4591	Retirement Contributions	140,841	144,020	-	142,930	142,930	144,020	0.76%
4592	Sheriff's Tax Collection	21,271	17,400	3,984	14,557	18,541	17,400	(6.15%)
4743	Other Equipment	5,854	8,000	2,066	5,153	7,219	8,000	10.82%
Total Courthouse		3,859,152	4,004,378	2,540,497	1,284,981	3,824,740	4,069,788	6.41%
66 - Francis Bickham Bldg								
4260	Building Repairs & Maintenance	40,142	35,000	34,152	3,333	37,485	35,000	(6.63%)
4271	Natural Gas	4,572	12,000	6,799	4,793	11,592	12,000	3.52%
4272	Electricity	43,972	58,000	35,779	9,948	45,727	58,000	26.84%
4273	Water	3,884	6,000	2,971	882	3,853	5,000	29.77%
4276	Emergency Coordination	1,620	1,620	945	675	1,620	1,620	0.00%
4312	Pest Control	780	1,000	645	339	984	1,000	1.63%
4313	Maintenance Contract	2,482	3,800	1,764	745	2,509	3,800	51.45%
4388	Building Management	17,102	15,628	9,116	6,512	15,628	15,428	(1.28%)
Total Francis Bickham Bldg		114,554	133,048	92,171	27,227	119,398	131,848	10.43%
68 - Government Plaza								
4260	Building Repairs & Maintenance	30,056	28,000	8,381	11,504	19,885	28,000	40.81%
4272	Electricity	82,511	85,000	31,082	42,199	73,281	85,000	15.99%
4273	Water	2,699	5,000	796	2,225	3,021	5,000	65.51%
4316	Security	36,606	50,000	126	46,755	46,881	50,000	6.65%
4388	Building Management	29,317	26,791	15,628	11,163	26,791	26,447	(1.28%)
Total Government Plaza		181,189	194,791	56,012	113,847	169,859	194,447	14.48%
75 - Veterans Affairs Building								
4260	Building Repairs & Maintenance	1,275	3,500	3,074	115	3,189	3,500	9.75%
4272	Electricity	6,678	12,000	5,633	3,167	8,800	10,000	13.64%
4273	Water	5,482	3,000	1,426	704	2,130	3,000	40.85%

**SPECIAL REVENUE FUNDS
Detail Budget Worksheet**

Account No.	Description	2017	2018		2019	% Change From YTD Estimated		
		Actual	Budget	YTD Actual*			Estimated Remaining	Adopted
4317	Janitorial	6,864	12,000	4,200	3,091	7,291	12,000	64.59%
Total Veterans Affairs		20,299	30,500	14,333	7,077	21,410	28,500	33.12%
Total Expenditures - Building Maintenance Fund		4,175,194	4,362,717	2,703,013	1,433,132	4,135,407	4,424,583	6.99%
Excess (Deficiency) Of Revenues Over Expenditures		783,206	546,367	(2,644,834)	3,395,042	753,786	484,110	(35.78%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	931	-	-	1,719	1,719	-	(100.00%)
4688	Transfer To Capital Outlay	(497,500)	(576,000)	(336,000)	(240,000)	(576,000)	(1,007,250)	74.87%
Total Other Financing Sources (Uses)		(496,569)	(576,000)	(336,000)	(238,281)	(574,281)	(1,007,250)	75.39%
Net Change In Fund Balance		286,637	(29,633)	(2,980,834)	3,156,761	179,505	(523,140)	(391.43%)
Fund Balance, Beginning Of Year		8,662,927	8,848,605	8,949,564	5,968,730	8,949,564	9,129,069	2.01%
Fund Balance, End Of Year		\$ 8,949,564	8,818,972	5,968,730	9,125,491	9,129,069	8,605,929	(5.73%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Detention Facilities Fund (225)						
Revenues						
3113	Ad Valorem Tax-Parish	\$ 8,897,528	8,962,130	8,894,220	8,962,380	0.77%
3115	Estimated Uncollectible Taxes	(195,372)	(268,860)	(266,830)	(268,870)	0.76%
3120	Prior Year Taxes	126,514	78,231	7,366	64,198	(25.00%)
3351	State Revenue Sharing	212,708	-	212,600	212,200	(0.19%)
3610	Interest Earned	35,462	8,464	18,887	27,351	2.37%
3695	Miscellaneous Revenue	9,301	12,571	476	9,000	(31.02%)
Total Revenues - Detention Facilities Fund		9,086,141	9,030,867	8,866,720	9,006,908	0.46%
Expenditures						
133 - Finance						
4810	Principal Payments	125,000	130,000	-	130,000	3.85%
4820	Interest Payments	77,175	73,350	-	73,350	(5.42%)
4830	Paying Agent Fees	200	200	-	200	0.00%
Total Finance		202,375	203,550	-	203,550	0.50%
161 - Facilities & Maintenance						
67 - Caddo Correctional Center (CCC)						
4113	Salaries Regular Employees	635,534	461,069	204,687	665,756	2.17%
4113	Parochial Retirement	79,318	54,181	18,476	72,657	6.13%
4132	Group Health Insurance	131,655	108,065	36,261	144,326	5.00%
4133	Retired Employees Grp Insurance	21,592	13,225	9,447	22,672	3.00%
4135	Medicare Insurance	8,348	6,181	2,230	8,411	17.26%
4138	Unemployment Claims	-	-	1,157	1,157	72.86%
4210	Books and Subscriptions	52,720	39,219	7,975	47,194	1.71%
4230	Education, Training and Travel	961	24	1,176	1,200	150.00%
4241	Office Supplies	537	192	425	617	62.07%
4243	Copy Supplies	97	502	70	600	4.90%
4250	Equipment Repairs	8,168	4,672	1,480	6,152	30.04%
4251	Gas, Oil, Grease	9,907	4,782	5,033	9,815	1.88%
4260	Building Repairs & Maintenance	224,149	166,434	63,978	230,412	1.99%
4265	Uniforms	573	5,423	100	5,523	(0.42%)
4266	Janitorial Supplies	132,513	134,759	3,651	138,410	19.21%
4271	Natural Gas	126,984	91,205	52,936	144,141	2.68%
4272	Electricity	388,947	308,957	90,471	399,428	0.14%
4273	Water	426,904	342,406	106,736	449,142	(2.04%)
4276	Emergency Coordination	6,480	3,780	2,700	6,480	0.00%
4280	Telephone	36,955	15,963	20,537	36,500	23.29%
4290	Safety Apparel	150	259	161	420	19.05%
4291	Lawn and Tree Maintenance	16,366	4,738	7,862	12,600	19.05%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
4311	Employee Physicals	-	500	187	500	167.38%
4312	Pest Control	19,025	12,900	5,468	20,000	8.89%
4313	Maintenance Contract	208,539	149,635	60,750	210,000	(0.18%)
4318	Waste Disposal Fees	33,005	13,002	11,953	30,000	20.22%
4321	Legal and Auditing	6,763	8,637	-	8,433	10.01%
4324	Information Systems Allocation	15,550	9,275	6,625	16,400	3.14%
4361	General Fund Administration	153,023	89,559	63,971	153,530	2.48%
4388	Building Management	190,563	101,585	72,559	174,144	(1.28%)
4511	Casualty Insurance	229,292	137,101	97,930	235,031	10.00%
4512	Workers Comp Insurance	13,226	7,792	5,565	13,357	5.91%
4530	Interest Expense	-	2,000	878	1,000	13.90%
4591	Retirement Contributions	259,417	-	263,260	265,280	0.77%
4592	Sheriff's Tax Collection	39,168	7,336	25,475	33,300	1.49%
4743	Other Equipment	5,829	-	5,250	8,000	52.38%
Total CCC - Facilities and Maintenance		3,482,258	2,302,860	1,257,418	3,559,307	3.11%
180 - Statutory Appropriations						
67 - Caddo Correctional Center (CCC)						
4263	Clothing Linen Personal Supplies	284,949	124,937	152,293	280,000	1.00%
4331	Feeding and Housing-Prisoners	1,122,702	665,452	467,079	1,132,530	0.66%
4332	Transporting Prisoners	315,590	108,796	137,716	246,512	(0.61%)
4333	Prisoners Medical Care	4,408,139	1,944,379	2,542,829	4,487,208	3.63%
Total CCC - Statutory Appropriations		6,131,380	2,843,563	3,299,917	6,143,480	2.79%
Total Expenditures - Detention Facilities Fund		9,816,013	5,349,973	4,557,335	9,906,337	2.86%
Excess (Deficiency) Of Revenues Over Expenditures		(729,872)	(5,250,708)	4,309,385	(940,352)	25.77%
Other Financing Sources (Uses)						
3852	Transfer From Capital Outlay	-	-	110	-	0.00%
3855	Transfer From Criminal Justice	400,000	262,500	187,500	700,000	55.56%
4688	Transfer To Capital Outlay	(205,000)	(166,250)	(118,750)	(212,000)	(25.61%)
Total Other Financing Sources (Uses)		195,000	96,250	68,860	488,000	195.56%
Net Change In Fund Balance		(534,872)	(5,154,458)	4,378,245	(775,242)	(10.40%)
Fund Balance, Beginning Of Year		7,745,316	7,210,444	2,055,986	7,210,444	(10.75%)
Fund Balance, End Of Year		\$ 7,210,444	2,055,986	6,434,231	6,435,202	(10.79%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017 Actual	2018		YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	% Change From YTD Estimated
			2017 Actual	Budget					
Parks & Recreation Fund (230)									
Revenues									
3113	Ad Valorem Tax-Parish	\$ 1,473,878	1,484,740	1,473,490	-	1,473,490	1,484,790	0.77%	
3115	Estimated Uncollectible Taxes	(32,192)	(44,540)	(44,200)	-	(44,200)	(44,540)	0.77%	
3120	Prior Year Taxes	18,792	12,269	12,269	11,696	12,269	9,202	(25.00%)	
3351	State Revenue Sharing	35,256	34,000	35,100	-	35,100	35,000	(0.28%)	
3371	Camping Fees	21,984	20,000	3,260	19,115	22,375	22,000	(1.68%)	
3610	Interest Earned	20,643	19,000	14,679	3,494	18,173	19,000	4.55%	
3695	Miscellaneous Revenue	3,603	5,000	1,850	2,700	4,550	5,000	9.89%	
3697	Recreation Fees	980	1,100	50	750	800	1,100	37.50%	
3832	Private Donations	750	1,200	275	50	325	1,000	207.69%	
Total Revenues - Parks & Recreation Fund		1,543,694	1,532,769	1,485,078	37,804	1,522,882	1,532,552	0.63%	

Expenditures

150 - Allocation To Other Entities

4921	Shreveport Green	30,000	30,000	30,000	-	30,000	30,000	0.00%
Total Allocation To Other Entities		30,000	30,000	30,000	-	30,000	30,000	0.00%

511 - Parks & Recreation

4113	Salaries Regular Employees	618,495	631,166	169,467	497,259	666,726	703,253	5.48%
4114	Salaries-Special	7,970	15,000	4,110	3,340	7,450	15,000	101.34%
4122	Salaries-Part Time	69,893	41,496	12,344	57,754	70,098	61,765	(11.89%)
4131	Parochial Retirement	64,310	61,035	15,318	49,805	65,123	70,007	7.50%
4132	Group Health Insurance	103,023	95,946	12,235	93,370	105,605	110,885	5.00%
4133	Retired Employees Grp Insurance	25,293	26,558	11,066	15,492	26,558	27,355	3.00%
4135	Medicare Insurance	12,759	13,491	2,443	10,508	12,951	14,694	13.46%
4136	Caddo Parish Employee Retirement	12,311	11,549	3,063	8,487	11,550	12,018	4.05%
4138	Unemployment Claims	-	260	81	-	81	260	220.99%
4211	Dues-Governmental Organizations	140	1,800	290	385	675	1,200	77.78%
4221	Printed Office Forms	236	250	194	-	194	250	28.87%
4230	Education, Training and Travel	14,800	18,000	2,000	14,033	16,033	15,000	(6.44%)
4241	Office Supplies	3,784	5,000	200	3,585	3,785	5,000	32.10%
4243	Copy Supplies	751	1,000	203	1,036	1,239	1,000	(19.29%)
4250	Equipment Repairs	29,528	25,000	3,762	18,321	22,083	25,000	13.21%
4251	Gas, Oil, Grease	23,500	25,000	2,736	17,439	20,175	25,000	23.92%
4259	Get Hooked on Fishing	3,686	3,000	1,181	1,676	2,857	3,000	5.01%
4260	Building Repairs & Maintenance	72,876	37,000	11,000	38,576	49,576	50,000	0.86%
4265	Uniforms	3,965	3,000	2,000	735	2,735	3,000	9.69%
4267	Animal Food	4,894	5,500	752	3,273	4,025	5,500	36.65%
4269	Nature Day Camp	4,521	6,000	1,646	3,888	5,534	6,000	8.42%
4271	Natural Gas	1,457	3,000	1,468	1,364	2,832	3,000	5.93%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated			
4272	Electricity	42,550	52,200	31,522	8,227	39,749	45,000	13.21%	
4273	Water	4,368	7,000	3,009	1,153	4,162	7,000	68.19%	
4276	Emergency Coordination	8,100	8,100	4,725	3,375	8,100	8,100	0.00%	
4280	Telephone	10,581	10,000	9,339	2,261	11,600	12,000	3.45%	
4290	Safety Apparel	1,620	1,000	80	454	534	1,000	87.27%	
4292	Lawn Maint Charged to Other	(1,451)	-	-	-	-	-	0.00%	
4311	Employee Physicals	617	1,250	168	646	814	1,250	53.56%	
4313	Maintenance Contract	15,285	20,000	7,095	3,279	10,374	16,000	54.23%	
4316	Security	504	700	504	302	806	700	(13.15%)	
4321	Legal and Auditing	2,085	3,686	2,721	20	2,741	2,656	(3.10%)	
4324	Information Systems Allocation	21,770	22,260	12,985	9,275	22,260	22,960	3.14%	
4361	General Fund Administration	22,396	22,917	13,368	9,549	22,917	23,258	1.49%	
4388	Building Management	3,420	3,126	1,824	1,303	3,126	3,086	(1.28%)	
4423	Misc Materials and Supplies	12,517	9,000	14,127	1,502	15,629	9,000	(42.41%)	
4511	Casualty Insurance	38,354	39,314	22,933	16,381	39,314	43,245	10.00%	
4512	Workers Comp Insurance	15,758	15,915	9,284	6,631	15,915	16,856	5.91%	
4534	Special Programs	12,550	15,000	14,401	2,054	16,455	15,000	(8.84%)	
4591	Retirement Contributions	42,977	43,680	-	43,610	43,610	43,950	0.78%	
4592	Sheriffs Tax Collection	6,497	3,220	1,217	2,904	4,121	3,220	(21.86%)	
4743	Other Equipment	581	3,500	304	1,943	2,247	3,500	55.76%	
	Total Parks & Recreation	1,339,271	1,311,919	989,932	372,427	1,362,359	1,435,968	5.40%	
	Total Expenditures - Parks & Recreation Fund	1,369,271	1,341,919	989,932	402,427	1,392,359	1,465,968	5.29%	
	Excess (Deficiency) Of Revenues Over Expenditures	174,423	190,850	(952,127)	1,082,650	130,523	66,584	(48.99%)	
	Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	346	-	-	-	-	-	0.00%	
4688	Transfer To Capital Outlay	(105,000)	(70,000)	(40,831)	(29,169)	(70,000)	(449,000)	541.43%	
	Total Other Financing Sources (Uses)	(104,654)	(70,000)	(40,831)	(29,169)	(70,000)	(449,000)	541.43%	
	Net Change In Fund Balance	69,769	120,850	(992,958)	1,053,481	60,523	(382,416)	(731.85%)	
	Fund Balance, Beginning Of Year	3,212,661	3,369,241	3,282,430	2,289,472	3,282,430	3,342,963	1.84%	
	Fund Balance, End Of Year	\$ 3,282,430	3,490,091	2,289,472	3,342,953	3,342,953	2,960,537	(11.44%)	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Solid Waste Fund (240)						
Revenues						
3120	Prior Year Taxes	\$ 2,966	1,702	391	2,093	(24.99%)
3175	Sales Tax Collections	3,521,542	2,449,952	953,621	3,403,573	(2.31%)
3610	Interest Earned	162,647	23,523	153,763	177,286	(15.39%)
3695	Miscellaneous Revenue	118,306	69,895	30,699	100,594	(5.56%)
Total Revenues - Solid Waste Fund		3,805,461	2,545,072	1,138,474	3,683,546	(3.04%)
Expenditures						
423 - Compactor System Operations						
4113	Salaries Regular Employees	534,223	369,677	160,199	529,876	13.42%
4114	Salaries - Special	-	-	7,085	7,085	41.14%
4122	Salaries - Part Time	516,891	360,667	174,990	535,657	5.38%
4131	Parochial Retirement	61,876	41,883	17,954	59,837	28.79%
4132	Group Health Insurance	114,064	67,712	43,013	110,725	41.13%
4133	Retired Employees Grp Insurance	15,415	9,437	6,741	16,178	2.97%
4135	Medicare Insurance	37,066	25,674	11,131	36,805	(1.50%)
4138	Unemployment Claims	-	-	2,752	2,752	27.18%
4230	Education, Training and Travel	1,187	1,077	519	1,595	88.09%
4241	Office Supplies	5,285	1,494	2,751	4,245	88.46%
4243	Copy Supplies	522	469	166	635	136.22%
4250	Equipment Repairs	66,383	53,579	23,008	76,587	4.46%
4251	Gas, Oil, Grease	81,805	51,219	33,761	84,980	17.67%
4260	Building Repairs & Maintenance	19,167	9,955	9,920	19,875	126.42%
4265	Uniforms	12,197	10,687	2,300	12,987	15.50%
4272	Electricity	20,417	17,532	3,725	21,257	17.61%
4273	Water	5,188	3,946	2,303	6,249	20.02%
4276	Emergency Coordination	5,400	3,150	2,250	5,400	0.00%
4280	Telephone	22,835	15,147	9,840	24,987	20.06%
4290	Safety Apparel	1,783	1,684	161	1,845	171.00%
4311	Employee Physicals	3,258	1,834	2,401	4,235	18.06%
4315	Warehouse Rental	48,000	31,500	22,500	54,000	22.22%
4318	Waste Disposal Fees	485,000	340,760	182,696	523,456	5.07%
4321	Legal and Auditing	4,267	5,570	1,976	7,546	0.00%
4324	Information Systems Allocation	21,770	12,985	9,275	22,260	3.14%
4327	Professional Services	27,550	15,189	9,801	24,989	60.07%
4330	Public Works Administration	82,478	48,112	34,366	82,478	0.00%
4361	General Fund Administration	77,490	45,613	32,580	78,193	2.17%
4362	Contract Hauling-Compactors	196,543	127,429	91,560	218,989	9.59%
4370	Port O Let Rental	11,955	8,640	4,320	12,960	15.74%
4374	Work Release Program	36,249	33,647	10,721	44,368	35.23%
4375	Tax Collection Charges	79,357	26,549	49,130	75,679	5.71%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
4421	Sign Materials	-	5,000	1,557	988	5,000	96.46%
4511	Casualty Insurance	38,354	39,314	22,933	16,381	43,245	10.00%
4512	Workers Comp Insurance	30,673	30,978	18,071	12,908	32,809	5.91%
4561	Sales Tax Rebate	419,410	-	-	-	-	0.00%
4712	Site Lease	2,200	5,000	1,650	550	5,000	127.27%
4743	Other Equipment	1,073	15,000	4,930	2,668	15,000	97.42%
Total Expenditures - Compactor Systems		3,087,331	2,952,951	1,791,955	999,390	3,140,533	12.51%
424 - Code Enforcement							
4113	Salaries Regular Employees	33,813	34,471	27,646	1,001	55,786	94.74%
4131	Parochial Retirement	4,225	3,964	1,525	2,022	6,416	80.89%
4132	Group Health Insurance	196	718	83	142	871	287.11%
4135	Medicare Insurance	503	510	415	110	809	54.10%
4230	Education, Training and Travel	200	5,000	2,171	147	5,000	115.80%
4241	Office Supplies	-	-	-	-	3,000	100.00%
4250	Equipment Repairs	-	-	-	-	3,000	100.00%
4251	Gas, Oil, Grease	-	5,000	-	2,545	5,000	96.46%
4280	Telephone	-	-	-	-	2,500	100.00%
4313	Maintenance Contract	35,965	25,000	-	20,500	30,000	46.34%
4327	Professional Services	-	-	-	-	50,000	100.00%
4373	Property Standards Enforcement	54,299	400,000	2,150	121,301	350,000	183.52%
Total Expenditures - Code Enforcement		129,201	474,663	33,990	147,766	512,382	181.91%
Total Expenditures - Solid Waste Fund		3,216,532	3,427,614	1,825,944	1,147,157	3,652,915	22.87%
Excess (Deficiency) Of Revenues Over Expenditures		588,929	(230,521)	719,128	(8,683)	(81,345)	(111.45%)
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	129,199	-	-	370,987	-	(100.00%)
4688	Transfer To Capital Outlay	(1,700,000)	(230,000)	(134,169)	(95,831)	(1,000,000)	334.78%
Total Other Financing Sources (Uses)		(1,570,801)	(230,000)	(134,169)	275,156	(1,000,000)	(809.29%)
Net Change In Fund Balance		(981,872)	(460,521)	584,959	266,473	(1,081,345)	(227.00%)
Fund Balance, Beginning Of Year		20,934,743	19,185,955	19,952,871	20,537,830	20,804,303	4.27%
Fund Balance, End Of Year		\$ 19,952,871	18,725,434	20,537,830	20,804,303	19,722,958	(5.20%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Juvenile Justice Fund (260)						
Revenues						
3113	Ad Valorem Tax-Parish	\$ 3,497,235	-	3,497,330	3,524,130	0.77%
3115	Estimated Uncollectible Taxes	(75,380)	-	(104,920)	(105,720)	0.76%
3120	Prior Year Taxes	44,052	27,362	859	21,166	(25.00%)
3351	State Revenue Sharing	83,650	-	83,550	83,000	(0.66%)
3423	Food & Nutrition Grant	39,179	17,466	21,286	39,000	0.64%
3424	State Prisoners Grant	37,982	-	39,781	40,000	0.55%
3610	Interest Earned	21,869	4,260	11,516	17,000	7.76%
3665	Family In Need Of Services	87,564	51,079	36,485	87,564	0.00%
3695	Miscellaneous Revenue	14,571	7,089	5,579	13,000	2.62%
3723	Federal Grants - Other	620,879	404,267	211,633	615,900	0.00%
3727	Juvenile Service Fees	2,160	2,521	370	2,891	(30.82%)
3832	Private Donations	3,858	240	1,865	2,200	4.51%
Total Revenues - Juvenile Justice Fund		4,377,619	514,286	3,805,332	4,319,618	0.45%

Expenditures							
121 - Juvenile Court							
4113	Salaries Regular Employees	629,382	446,866	187,420	634,286	3.09%	
4131	Parochial Retirement	77,605	52,770	19,016	71,786	4.75%	
4132	Group Health Insurance	97,295	71,394	26,470	97,864	5.00%	
4133	Retired Employees Grp Insurance	3,948	2,418	1,727	4,145	2.99%	
4135	Medicare Insurance	8,592	6,225	2,225	8,450	13.02%	
4138	Unemployment Claims	-	-	521	521	283.88%	
4210	Books and Subscriptions	31,367	12,854	19,812	32,666	1.02%	
4211	Dues-Governmental Organizations	806	353	753	1,106	80.83%	
4221	Printed Office Forms	-	-	420	420	19.05%	
4230	Education, Training and Travel	7,613	3,194	3,561	6,755	3.63%	
4241	Office Supplies	6,221	2,605	2,653	5,258	6,000	14.11%
4242	Postage	111	54	71	125	250	100.00%
4243	Copy Supplies	1,731	1,321	520	1,841	1,000	(45.68%)
4327	Professional Services	29,812	16,302	16,597	32,899	65,000	97.57%
4328	Mental Evaluations	-	1,895	1,416	3,311	5,000	51.01%
4348	Transcriptions	-	3,615	200	3,815	4,000	4.85%
4350	Court Bailiffs	19,924	10,404	6,247	16,651	21,000	26.12%
4351	Deputy Clerks of Court	12,174	8,550	4,708	13,258	15,000	13.14%
4512	Workers Comp Insurance	14,914	8,787	6,276	15,063	15,953	5.91%
4534	Special Programs	-	-	-	-	50,000	100.00%
4545	Reimb From Juvenile Court	(115,000)	-	(150,000)	(150,000)	(150,000)	0.00%
Total Juvenile Court		826,495	649,607	150,613	800,220	923,327	15.38%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017		2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining		
122 - Juvenile Services							
22 - Probation Operations							
4113	Salaries Regular Employees	1,776,479	1,223,092	1,804,025	573,234	1,894,039	5.44%
4119	Salaries Reimbursed By Others	(325,955)	(185,650)	(249,000)	(60,011)	(249,000)	1.36%
4122	Salaries-Part Time	-	18,935	14,054	1,228	14,633	(27.43%)
4131	Parochial Retirement	218,065	144,217	207,463	62,360	217,814	5.44%
4132	Group Health Insurance	308,630	207,655	307,778	89,242	323,166	8.85%
4133	Retired Employees Grp Insurance	97,476	59,704	102,350	42,646	105,421	3.00%
4135	Medicare Insurance	24,093	17,363	24,007	6,258	27,025	14.41%
4138	Unemployment Claims	-	-	3,000	1,875	3,000	60.00%
4210	Books and Subscriptions	1,476	172	900	703	900	2.86%
4211	Dues-Governmental Organizations	3,248	1,029	1,600	516	1,600	3.56%
4221	Printed Office Forms	1,035	150	600	615	600	(21.57%)
4230	Education, Training and Travel	44,653	21,283	40,000	21,283	40,000	(6.03%)
4241	Office Supplies	15,023	6,966	15,000	8,485	15,000	(2.92%)
4242	Postage	4,677	7,594	15,000	8,087	15,000	(4.34%)
4243	Copy Supplies	17,501	11,154	17,000	5,364	17,000	2.92%
4250	Equipment Repairs	17,978	16,220	18,000	2,080	18,000	(1.64%)
4251	Gas, Oil, Grease	20,941	14,465	22,000	7,450	22,000	0.39%
4265	Uniforms	1,625	13	1,600	1,641	1,600	(3.26%)
4276	Emergency Coordination	1,620	945	1,620	610	1,620	4.18%
4280	Telephone	51,659	27,900	62,500	33,016	62,500	2.60%
4311	Employee Physicals	1,339	1,034	3,700	2,616	3,700	1.37%
4316	Security	163,356	101,103	168,000	65,577	168,000	0.79%
4321	Legal and Auditing	5,068	6,616	8,963	1,220	8,963	14.38%
4324	Information Systems Allocation	31,100	18,550	31,800	13,250	32,800	3.14%
4327	Professional Services	72,299	38,796	75,000	34,454	75,000	2.39%
4361	General Fund Administration	74,589	43,915	75,283	31,368	76,781	1.99%
4395	Juvenile Grant Programs - Other	309,253	166,826	260,000	168,779	260,000	(22.53%)
4511	Casualty Insurance	50,611	30,262	51,878	21,616	57,066	10.00%
4512	Workers Comp Insurance	44,984	26,501	45,431	18,930	48,117	5.91%
4529	Family in Need-Services	87,564	51,079	87,564	36,485	87,564	0.00%
4530	Interest Expense	-	-	500	488	500	2.46%
4534	Special Programs	225,342	120,105	225,000	94,653	185,000	(13.86%)
4554	Reimb-Title IV-E Funds	27,005	9,134	24,000	13,163	24,000	7.64%
4571	Outside Agency Distributions	11,417	17,523	18,000	1,700	18,000	(6.36%)
4591	Retirement Contributions	102,006	-	103,670	103,520	104,310	0.76%
4592	Sheriff's Tax Collection	15,397	2,884	15,000	12,116	15,000	0.00%
4742	Office Equipment	733	-	3,500	2,784	3,500	25.72%
Total Probation Operations		3,502,287	2,227,535	3,606,786	1,429,401	3,700,219	1.18%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Estimated	Adopted			
32 - Juvenile Detention										
4113	Salaries Regular Employees	1,648,278	1,846,441	1,259,671	362,469	1,622,140	1,824,114	12.45%		
4119	Salaries Reimbursed By Others	(53,717)	(45,000)	(22,090)	(26,161)	(48,251)	(45,000)	(6.74%)		
4122	Salaries-Part Time	50,523	59,643	49,295	20,089	69,384	90,726	30.76%		
4131	Parochial Retirement	200,107	212,341	136,435	50,111	186,546	189,819	1.75%		
4132	Group Health Insurance	248,209	256,614	201,613	60,415	262,028	279,445	6.65%		
4133	Retired Employees Grp Insurance	56,139	58,946	34,385	24,561	58,946	60,714	3.00%		
4135	Medicare Insurance	25,461	27,917	20,673	7,641	28,314	30,940	9.27%		
4138	Unemployment Claims	874	3,500	-	1,843	1,843	3,500	89.91%		
4211	Dues-Governmental Organizations	831	1,200	750	179	929	1,200	29.17%		
4230	Education, Training and Travel	28,762	36,000	18,234	11,921	30,155	36,000	19.38%		
4241	Office Supplies	5,742	4,500	2,849	1,338	4,187	4,500	7.48%		
4243	Copy Supplies	4,372	5,500	1,717	3,045	4,762	5,500	15.50%		
4250	Equipment Repairs	1,614	2,500	1,311	536	1,847	2,500	35.35%		
4251	Gas, Oil, Grease	3,211	3,000	2,384	957	3,341	3,000	(10.21%)		
4262	Food	137,930	150,000	90,232	40,946	131,178	150,000	14.35%		
4263	Clothing Linen Personal Supplies	14,007	18,000	7,731	7,794	15,525	18,000	15.94%		
4265	Uniforms	6,016	13,000	4,453	4,507	8,960	13,000	45.09%		
4311	Employee Physicals	7,963	10,000	4,028	4,723	8,751	10,000	14.27%		
4321	Legal and Auditing	2,298	4,063	2,999	-	2,662	4,063	52.63%		
4324	Information Systems Allocation	15,550	15,900	9,275	6,625	15,900	16,400	3.14%		
4327	Professional Services	61,055	75,000	29,180	35,966	65,146	75,000	15.13%		
4333	Prisoners Medical Care	59,022	68,005	35,585	26,553	62,138	68,005	9.44%		
4361	General Fund Administration	83,344	84,297	49,173	35,124	84,297	86,086	2.12%		
4388	Building Management	24,431	22,326	13,024	9,303	22,326	22,039	(1.29%)		
4395	Grant Programs - Other	125,097	132,777	80,044	48,055	128,099	132,777	3.65%		
4511	Casualty Insurance	7,170	7,350	4,288	3,063	7,350	8,085	10.00%		
4512	Workers Comp Insurance	33,365	33,698	19,657	14,041	33,698	35,690	5.91%		
4534	Special Programs	9,441	16,500	4,871	7,624	12,495	16,500	32.05%		
4742	Office Equipment	2,157	2,000	855	1,123	1,978	2,000	1.11%		
4743	Other Equipment	3,340	2,000	2,761	(943)	1,818	2,000	10.01%		
4953	Johnny Grey Jones Youth	70,950	60,000	21,545	45,605	67,150	60,000	(10.65%)		
Total Juvenile Detention		2,883,542	3,188,018	2,086,929	809,050	2,895,642	3,206,603	10.74%		
Total Juvenile Services		6,385,829	6,794,804	4,314,465	2,238,451	6,552,578	6,906,822	5.41%		
161 - Facility & Maintenance										
62 - Juvenile Justice Bldgs										
4113	Salaries Regular Employees	73,790	76,238	52,446	24,930	77,376	75,213	(2.80%)		
4131	Parochial Retirement	9,132	8,767	6,191	2,701	8,892	8,650	(2.72%)		
4132	Group Health Insurance	7,084	21,231	10,225	3,789	14,014	14,715	5.00%		
4133	Retired Employees Grp Insurance	6,787	7,126	4,157	2,969	7,126	7,340	3.00%		

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Estimated Remaining	Estimated			
4135	Medicare Insurance	1,014	1,129	723	258	981	1,092	11.31%		
4138	Unemployment Claims	-	70	-	65	70	70	7.69%		
4250	Equipment Repairs	3,471	2,000	12	1,989	2,000	2,000	0.00%		
4251	Gas, Oil, Grease	3,261	2,600	1,144	1,456	2,600	2,600	0.00%		
4260	Building Repairs & Maintenance	71,822	85,000	65,365	6,227	71,592	85,000	18.73%		
4265	Uniforms	-	1,500	-	1,438	1,438	1,500	4.31%		
4271	Natural Gas	26,047	35,000	22,797	11,231	34,028	35,000	2.86%		
4272	Electricity	147,333	155,000	111,114	32,971	144,085	150,000	4.11%		
4273	Water	18,423	20,000	16,661	5,453	22,114	22,000	(0.52%)		
4291	Lawn and Tree Maintenance	9,037	15,000	5,840	4,964	10,804	12,000	11.07%		
4311	Employee Physicals	-	350	-	111	111	350	215.32%		
4312	Pest Control	3,013	2,000	1,780	1,211	2,991	3,000	0.30%		
4313	Maintenance Contract	50,042	50,000	39,624	10,376	50,000	50,000	0.00%		
4317	Janitorial Service	422	8,500	-	1,257	1,257	3,000	138.66%		
4318	Waste Disposal Fees	3,153	5,200	1,949	1,572	3,521	4,000	13.60%		
4388	Building Management	18,323	16,745	9,768	6,977	16,745	16,529	(1.29%)		
4511	Casualty Insurance	2,168	2,222	1,296	926	2,222	2,444	9.99%		
4512	Workers Comp Insurance	1,608	1,624	947	677	1,624	1,720	5.91%		
4743	Other Equipment	2,528	2,500	-	2,391	2,391	2,500	4.56%		
Total Facilities and Maintenance - Juvenile Justice Bldgs		458,458	519,802	352,038	125,939	477,977	500,723	4.76%		
Total Expenditures - Juvenile Justice Fund		7,670,782	8,145,413	5,316,109	2,515,003	7,830,775	8,330,872	6.39%		
Excess (Deficiency) Of Revenues Over Expenditures		(3,293,163)	(3,845,118)	(4,801,823)	1,290,329	(3,511,157)	(3,991,632)	13.68%		
Other Financing Sources (Uses)										
3852	Transfer From Capital Outlay	-	-	-	814	814	-	(100.00%)		
3855	Transfer From Criminal Justice	3,400,000	3,600,000	2,100,000	1,500,000	3,600,000	3,600,000	0.00%		
4688	Transfer To Capital Outlay	(285,000)	(287,000)	(167,419)	(119,581)	(287,000)	(135,000)	(52.96%)		
Total Other Financing Sources (Uses)		3,115,000	3,313,000	1,932,581	1,381,233	3,313,814	3,465,000	4.56%		
Net Change In Fund Balance		(178,163)	(532,118)	(2,869,242)	2,671,562	(197,343)	(526,632)	166.86%		
Fund Balance, Beginning Of Year		4,484,582	4,464,421	4,306,419	1,437,177	4,306,419	4,109,076	(4.58%)		
Fund Balance, End Of Year		\$ 4,306,419	3,932,303	1,437,177	4,108,739	4,109,076	3,582,444	(12.82%)		

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			2019	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	Adopted		
Health Tax Fund (270)									
Revenues									
3113	Ad Valorem Tax-Parish	\$ 3,427,215	3,452,480	-	3,426,320	3,426,320	3,452,570	0.77%	
3115	Estimated Uncollectible Taxes	(74,840)	(103,580)	-	(102,790)	(102,790)	(103,580)	0.77%	
3120	Prior Year Taxes	49,029	30,850	30,384	466	30,850	23,138	(25.00%)	
3351	State Revenue Sharing	81,971	82,000	-	81,800	81,800	81,300	(0.61%)	
3455	Vaccination Fees	1,865	3,000	955	661	1,616	2,000	23.76%	
3466	Impounding & Boarding Fees	21,576	27,000	15,093	7,215	22,308	23,000	3.10%	
3467	Animal License & Permit Fees	6,457	3,000	3,002	1,656	4,658	4,000	(14.13%)	
3610	Interest Earned	27,322	21,000	5,083	18,044	23,127	25,000	8.10%	
3621	Regional Lab Rental	4,000	-	18,000	6,000	24,000	-	(100.00%)	
3695	Miscellaneous Revenue	50	300	-	150	150	200	33.33%	
3832	Private Donations	1,779	800	1,187	90	1,277	1,500	17.46%	
3833	Adoptions	41,795	40,000	21,591	14,391	35,982	40,000	11.17%	
Total Revenues - Health Tax Fund		3,588,219	3,556,850	95,295	3,454,003	3,549,298	3,549,128	(0.00%)	

Expenditures									
161 - Facilities & Maintenance									
11 - Shreveport Regional Lab									
4133	Retired Employees Grp Insurance	1,237	1,299	758	541	1,299	1,338	3.00%	
4250	Equipment Repairs	9,122	2,500	-	2,269	2,269	2,500	10.18%	
4251	Gas, Oil and Grease	5,333	3,000	-	-	-	-	0.00%	
4260	Building Repairs & Maintenance	8,773	17,000	907	7,207	8,114	12,000	47.89%	
4271	Natural Gas	819	1,000	1,832	382	2,214	1,000	(54.83%)	
4272	Electricity	6,013	20,000	11,160	977	12,137	15,000	23.59%	
4273	Water	1,074	1,000	474	158	632	1,000	58.23%	
4290	Safety Apparel	-	150	-	98	98	-	(100.00%)	
4311	Employee Physicals	-	100	-	25	25	-	(100.00%)	
4312	Pest Control	660	800	440	220	660	800	21.21%	
4316	Security	98	500	-	125	125	500	300.00%	
4388	Building Management	12,216	11,163	6,512	4,651	11,163	11,020	(1.28%)	
4512	Workers Comp Insurance	1,045	1,056	616	440	1,056	1,118	5.87%	
4743	Other Equipment	-	800	-	751	751	800	6.52%	
Total Shreveport Regional Lab		46,390	60,368	22,699	17,844	40,543	47,076	16.11%	
14 - Highland Health Unit Complex									
4113	Salaries Regular Employees	146,837	118,343	92,827	41,597	134,423	136,968	1.89%	
4122	Salaries-Part Time	10,935	11,686	7,846	3,256	11,102	12,158	9.51%	
4131	Parochial Retirement	17,033	13,609	10,866	4,318	15,184	15,753	3.75%	
4132	Group Health Insurance	44,534	64,771	24,716	9,851	34,567	36,295	5.00%	
4133	Retired Employees Grp Insurance	11,606	12,186	7,109	5,078	12,186	12,552	3.00%	

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017		2018		2019	% Change From YTD Estimated	
		Actual	Budget	YTD Actual*	Estimated Remaining			Total Estimated
4135	Medicare Insurance	2,778	2,637	1,864	801	2,665	2,917	9.46%
4138	Unemployment Claims	-	150	-	98	98	150	53.06%
4250	Equipment Repairs	1,869	7,000	4,196	1,159	5,355	7,000	30.72%
4251	Gas, Oil, Grease	1,342	20,000	5,716	8,052	13,768	15,000	8.95%
4260	Building Repairs & Maintenance	29,465	33,000	26,782	15,787	42,569	40,000	(6.03%)
4265	Uniforms	-	2,000	1,014	249	1,263	2,000	58.35%
4271	Natural Gas	15,179	23,000	12,214	8,494	20,708	23,000	11.07%
4272	Electricity	81,242	95,000	65,653	21,047	86,700	95,000	9.57%
4273	Water	3,768	8,000	3,054	595	3,649	7,000	91.83%
4276	Emergency Coordination	1,620	1,620	945	675	1,620	1,620	0.00%
4280	Telephone	603	2,000	315	266	581	1,000	72.12%
4291	Lawn and Tree Maintenance	3,975	5,000	3,450	1,092	4,542	5,000	10.08%
4311	Employee Physicals	-	300	-	197	197	300	52.28%
4312	Pest Control	840	1,200	320	500	820	1,200	46.34%
4313	Maintenance Contract	6,047	11,000	4,031	2,015	6,046	8,000	32.32%
4316	Security	616	1,800	504	1,000	1,504	1,800	19.68%
4321	Legal and Auditing	1,370	2,423	1,789	-	1,587	2,423	52.68%
4361	General Fund Administration	28,672	29,053	16,948	12,105	29,053	29,729	2.33%
4388	Building Management	35,425	32,373	18,884	13,489	32,373	31,957	(1.29%)
4511	Casualty Insurance	42,523	43,587	25,426	18,161	43,587	47,946	10.00%
4512	Workers Comp Insurance	4,904	4,953	2,889	2,064	4,953	5,246	5.92%
4591	Retirement Contributions	99,934	101,570	-	101,420	101,420	102,190	0.76%
4592	Sheriff's Tax Collection	15,093	8,700	2,827	5,787	8,614	8,700	1.00%
4743	Other Equipment	-	500	-	420	420	500	19.05%
Total Highland Health Unit Complex		608,210	657,461	342,185	279,570	621,554	653,404	5.12%
15 - Vivian Health Unit								
4113	Salaries Regular Employees	26,239	26,474	18,842	7,626	26,468	27,540	4.05%
4131	Parochial Retirement	3,255	3,045	2,225	817	3,042	3,168	4.14%
4132	Group Health Insurance	12,917	12,985	9,633	3,549	13,182	13,841	5.00%
4133	Retired Employees Grp Insurance	1,237	1,299	758	541	1,299	1,338	3.00%
4135	Medicare Insurance	296	388	208	178	386	400	3.63%
4260	Building Repairs & Maintenance	3,400	6,000	2,564	1,057	3,621	6,000	65.70%
4265	Uniforms	-	350	-	325	325	350	7.69%
4272	Electricity	8,148	16,000	7,958	2,698	10,656	13,000	22.00%
4273	Water	907	1,200	956	544	1,500	1,500	0.00%
4280	Telephone	1,572	1,500	1,181	391	1,572	1,500	(4.58%)
4291	Lawn and Tree Maintenance	87	1,600	-	1,438	1,438	1,600	11.27%
4312	Pest Control	590	600	350	240	590	600	1.69%
4316	Security	154	450	126	292	418	450	7.66%
4388	Building Management	2,443	2,233	1,303	930	2,233	2,204	(1.30%)
4512	Workers Comp Insurance	362	365	213	152	365	387	6.03%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
4743	Other Equipment	73	-	191	200	4.71%
Total Vivian Health Unit		61,679	46,318	20,968	74,078	10.09%
69 - David Raines Comm Center						
4260	Building Repairs & Maintenance	33,390	19,478	13,913	33,390	0.00%
Total David Raines Comm Center		33,390	19,478	13,913	33,390	0.00%
Total Facilities and Maintenance		749,669	430,680	332,294	807,948	5.92%
300 - Animal Services and Mosquito Control						
12 - Animal Services						
4113	Salaries Regular Employees	1,125,063	682,208	292,890	1,202,053	23.28%
4114	Salaries-Special	6,235	84,221	-	120,000	5.28%
4122	Salaries-Part Time	22,668	16,218	380	64,012	285.66%
4131	Parochial Retirement	127,922	73,420	30,565	103,191	(0.76%)
4132	Group Health Insurance	171,539	108,703	42,595	207,921	37.42%
4133	Retired Employees Grp Insurance	42,941	26,301	18,787	46,441	3.00%
4135	Medicare Insurance	15,771	10,192	7,293	16,460	(5.86%)
4136	Caddo Parish Employee Retirement	7,391	6,592	2,020	8,872	3.02%
4138	Unemployment Claims	-	-	541	1,000	84.84%
4210	Books and Subscriptions	-	-	881	900	2.16%
4211	Dues-Governmental Organizations	20	100	211	1,100	253.70%
4221	Printed Office Forms	4,455	3,007	1,980	6,000	20.31%
4230	Education, Training and Travel	20,663	18,185	1,813	22,000	10.01%
4241	Office Supplies	4,460	2,865	1,394	5,000	17.40%
4242	Postage	416	60	363	750	77.30%
4243	Copy Supplies	3,632	3,185	940	5,000	21.21%
4250	Equipment Repairs	45,643	16,518	18,080	45,000	30.07%
4251	Gas, Oil, Grease	41,524	24,693	20,996	60,000	31.32%
4260	Building Repairs & Maintenance	24,453	42,374	3,000	35,000	(22.86%)
4265	Uniforms	5,947	5,778	1,012	10,000	47.28%
4267	Animal Food	17,343	6,167	10,289	18,000	9.38%
4268	Chemicals and Poison	51,345	39,875	12,110	51,985	5.80%
4271	Natural Gas	4,257	5,167	3,361	9,000	5.53%
4272	Electricity	22,543	24,314	11,711	40,000	11.03%
4273	Water	8,715	5,804	1,502	9,000	23.19%
4276	Emergency Coordination	3,888	2,268	1,620	3,888	0.00%
4280	Telephone	10,171	9,261	4,988	20,000	40.36%
4290	Safety Apparel	536	432	143	1,200	108.70%
4291	Lawn and Tree Maintenance	2,169	1,750	607	2,500	6.07%
4311	Employee Physicals	5,994	4,646	110	7,000	47.18%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017		2018		Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4313	Maintenance Contract	1,794	3,000	1,756	1,502	3,258	4,000	22.77%
4316	Security	770	1,000	630	350	980	1,000	2.04%
4317	Janitorial Service	1,185	4,000	916	2,069	2,985	4,000	34.00%
4318	Waste Disposal Fees	2,010	4,000	1,257	1,088	2,345	4,000	70.58%
4321	Legal and Auditing	684	1,210	893	307	1,200	1,210	0.83%
4324	Information Systems Allocation	15,550	15,900	9,275	6,625	15,900	16,400	3.14%
4326	Spaying/Neutering	48,446	45,000	49,679	5,010	54,689	60,000	9.71%
4327	Professional Services	81,962	64,000	46,520	19,445	65,965	80,000	21.28%
4361	General Fund Administration	53,530	54,631	31,868	22,763	54,631	20,149	(63.12%)
4388	Building Management	8,551	7,814	4,558	3,256	7,814	7,714	(1.28%)
4423	Misc Materials and Supplies	55,101	45,000	43,840	4,118	47,958	55,000	14.68%
4511	Casualty Insurance	26,680	27,348	15,953	11,395	27,348	30,083	10.00%
4512	Workers Comp Insurance	28,622	28,907	16,862	12,045	28,907	30,616	5.91%
4742	Office Equipment	2,785	7,000	3,801	2,712	6,512	7,000	7.49%
4743	Other Equipment	2,629	5,000	658	3,000	3,658	5,000	36.69%
Total Animal Services		2,128,003	2,145,297	1,452,771	587,865	2,070,400	2,452,460	18.45%

13 - Mosquito Control

4113	Salaries Regular Employees	95,738	142,992	69,112	26,636	95,748	129,543	35.30%
4114	Salaries-Special	37,548	-	-	-	-	-	0.00%
4122	Salaries-Part Time	39,373	84,324	29,284	28,930	58,214	58,532	0.55%
4131	Parochial Retirement	11,840	16,444	8,108	3,879	11,987	11,532	(3.80%)
4132	Group Health Insurance	595	711	455	243	698	725	3.87%
4133	Retired Employees Grp Insurance	10,735	11,272	6,575	4,697	11,272	11,610	3.00%
4135	Medicare Insurance	3,025	5,101	2,598	2,214	4,812	4,542	(5.61%)
4136	Caddo Parish Employee Retirement	1,906	-	-	-	-	-	0.00%
4138	Unemployment Claims	-	1,500	-	184	184	1,500	715.22%
4210	Books and Subscriptions	-	350	145	-	145	350	141.38%
4221	Printed Office Forms	-	300	-	75	75	300	300.00%
4230	Education, Training and Travel	1,321	2,000	-	1,495	1,495	2,000	33.78%
4241	Office Supplies	80	600	-	105	105	600	471.43%
4242	Postage	434	500	25	400	425	500	17.65%
4250	Equipment Repairs	11,735	15,000	8,738	2,521	11,259	15,000	33.23%
4251	Gas, Oil, Grease	13,175	20,000	8,677	5,892	14,569	20,000	37.28%
4260	Building Repairs & Maintenance	6,305	-	-	6,225	6,225	8,000	28.51%
4265	Uniforms	-	1,300	588	337	925	1,300	40.54%
4268	Chemicals and Poison	124,155	135,000	103,344	26,532	129,876	135,000	3.95%
4271	Natural Gas	1,098	-	-	-	-	-	0.00%
4272	Electricity	5,813	-	-	-	-	-	0.00%
4273	Water	2,247	-	-	-	-	-	0.00%
4276	Emergency Coordination	972	972	567	405	972	972	0.00%
4280	Telephone	2,623	-	-	-	-	-	0.00%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
4290	Safety Apparel	217	600	-	297	600	102.02%
4291	Lawn and Tree Maintenance	46	-	-	75	500	566.67%
4311	Employee Physicals	112	500	206	189	500	26.58%
4317	Janitorial Service	305	-	-	495	1,000	102.02%
4321	Legal and Auditing	684	1,210	893	100	1,210	21.85%
4324	Information Systems Allocation	15,550	15,900	9,275	6,625	16,400	3.14%
4327	Professional Services	21,135	-	-	-	-	100.00%
4361	General Fund Administration	19,266	19,958	11,642	8,316	19,958	0.00%
4423	Misc Materials and Supplies	2,506	5,000	1,296	1,049	5,000	113.22%
4511	Casualty Insurance	6,670	6,837	3,988	2,849	7,521	10.00%
4512	Workers Comp Insurance	7,718	7,795	4,547	3,248	8,256	5.91%
4742	Office Equipment	-	250	-	25	250	900.00%
4743	Other Equipment	3,650	5,000	-	3,811	5,000	31.20%
Total Mosquito Control		448,577	501,416	270,065	137,847	468,201	14.78%
Total Expenditures - Health Tax Fund		3,326,249	3,472,621	2,153,516	1,058,007	3,728,609	15.04%
Excess (Deficiency) Of Revenues Over Expenditures		261,970	84,229	(2,058,221)	2,395,996	(179,481)	(158.23%)
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	8,723	-	-	372	-	(100.00%)
4688	Transfer To Capital Outlay	(311,000)	(195,000)	(113,750)	(81,250)	(300,000)	53.85%
Total Other Financing Sources (Uses)		(302,277)	(195,000)	(113,750)	(80,878)	(300,000)	54.14%
Net Change In Fund Balance		(40,307)	(110,771)	(2,171,971)	2,315,118	(479,481)	(522.13%)
Fund Balance, Beginning Of Year		5,054,027	4,967,903	5,013,720	2,841,749	5,013,720	2.27%
Fund Balance, End Of Year		\$ 5,013,720	4,857,132	2,841,749	5,156,867	4,647,824	(9.35%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Biomedical Fund (280)						
Revenues						
3113	Ad Valorem Tax-Parish	2,912,288	-	2,911,480	2,933,790	0.77%
3115	Estimated Uncollectible Taxes	(63,692)	-	(87,340)	(88,010)	0.77%
3120	Prior Year Taxes	40,068	24,736	2,376	20,334	(25.00%)
3351	State Revenue Sharing	69,643	-	69,500	69,200	(0.43%)
3610	Interest Earned	35	-	92	100	8.70%
Total Revenues - Biomedical Fund		2,958,342	24,736	2,896,108	2,935,414	0.50%
Expenditures						
319 - Biomedical Research Center						
4321	Legal and Auditing	2,526	3,297	-	2,927	2.49%
4361	General Fund Administration	14,996	8,584	6,132	14,716	3.74%
4530	Interest Expense	14,504	1,651	12,135	13,786	(5.70%)
4562	Reimb - Biomedical Research Ctr	2,800,000	2,778,889	36,111	2,815,000	0.00%
4591	Retirement Contributions	84,919	-	86,180	86,840	0.77%
4592	Sheriffs Tax Collection	12,817	2,402	6,212	8,614	4.48%
Total Expenditures - Biomedical Fund		2,929,762	2,794,824	146,770	2,941,223	0.03%
Excess (Deficiency) Of Revenues Over Expenditures		28,580	(2,770,087)	2,749,338	(20,379)	(67.16%)
Fund Balance, Beginning Of Year		173,237	201,817	(2,568,270)	201,817	(10.10%)
Fund Balance, End Of Year		\$ 201,817	(2,568,270)	181,068	174,745	(3.69%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Riverboat Fund (290)						
<u>Revenues</u>						
3223	Riverboat Gaming	\$ 1,188,349	770,312	389,383	1,125,000	(2.99%)
3610	Interest Earned	4,743	994	3,656	4,000	(13.98%)
3695	Miscellaneous	5,175	5,580	-	4,000	(28.32%)
Total Revenues - Riverboat Fund		1,198,267	776,886	393,039	1,169,925	(3.16%)
<u>Expenditures</u>						
131 - Administration						
4122	Salaries-Part Time	134,254	171,131	(36,439)	140,000	3.94%
4135	Medicare Insurance	10,308	13,092	(2,789)	10,710	3.95%
4321	Legal and Auditing	2,165	2,826	(318)	3,828	52.63%
4327	Professional Services	4,793	3,053	1,801	4,000	(17.58%)
4344	Public Information	-	-	6,786	13,000	91.57%
4361	General Fund Administration	23,733	13,715	9,797	24,317	3.42%
4530	Interest Expense	-	-	1,076	1,500	39.41%
4553	Truancy Program	60,000	60,000	35,000	95,000	0.00%
Total Administration		235,253	263,816	14,914	278,730	4.89%
150 - Allocation To Other Entities						
4959 - NGO Appropriations						
	A Quiet Place in the Woods	2,203	4,000	-	4,000	0.00%
	Arc of Caddo-Bossier	8,000	8,000	-	8,000	0.00%
	Bernstein Development, Inc	7,000	10,000	-	10,000	(30.00%)
	Boy Scouts of America, Norwela Council	7,000	7,000	-	7,000	(100.00%)
	Broadmoor Neighborhood Association	36,757	35,000	-	35,000	(42.86%)
	Caddo Community Action Agency (CCAA)	75,000	-	-	-	0.00%
	Caddo Council on Aging (CCOA)	80,000	40,000	40,000	80,000	0.00%
	Catholic Charities of North Louisiana	-	10,000	-	10,000	0.00%
	Cedar Grove CDC, Inc (NGO)	-	10,000	10,000	-	(100.00%)
	Christian Service Program Institute	25,000	25,000	-	25,000	0.00%
	Common Ground Community, Inc.	9,000	8,000	-	8,000	0.00%
	Community Renewal International, Inc.	9,000	10,000	-	10,000	(50.00%)
	Compassion for Lives	-	-	-	6,500	#DIV/0!
	Delta Sigma Theta	-	-	-	7,000	100.00%
	Facts of Life	-	16,667	8,333	25,000	(100.00%)
	Family Resources for Education	14,999	15,000	-	15,000	0.00%
	Fire District #7	-	7,000	-	7,000	(100.00%)
	First Tee Of NWLA	5,000	5,000	-	5,000	(50.00%)
	Food Bank of Northwest Louisiana	85,000	35,000	50,000	85,000	5.88%
	Galilee Family Enrichment Center, Inc.	17,710	14,000	-	9,000	(35.71%)

**SPECIAL REVENUE FUNDS
Detail Budget Worksheet**

Account No.	Description	2017	2018		YTD Actual*	Estimated Remaining	Total Estimated	2019	% Change From YTD Estimated
		Actual	Budget	Adopted					
	Gertrude's Gift	-	-	-	-	-	-	4,500	100.00%
	Girl Scouts of Louisiana	7,000	7,000	-	7,000	7,000	-	-	(100.00%)
	Grace Comm Outreach Min (Words in Act)	5,000	5,000	5,000	-	5,000	5,000	5,000	0.00%
	Green Oaks High School Alumni Assoc	9,890	10,000	-	10,000	10,000	10,000	8,000	(20.00%)
	Heartwork Foundation	-	-	-	-	-	-	4,000	100.00%
	Highland Area Partnership	5,000	-	-	-	-	-	-	0.00%
	Holy Angels Residential Facility	40,000	30,000	30,000	-	30,000	30,000	25,000	(16.67%)
	Image Changers	14,289	16,000	16,000	-	16,000	16,000	16,000	0.00%
	Inner-City Entrepreneur Institute (ICE)	20,000	15,000	15,000	-	15,000	15,000	15,000	0.00%
	Inter-City Row Modern Dance Co of Sport	5,000	5,000	-	5,000	5,000	5,000	7,500	50.00%
	Ivy Crown Community Services, Inc	5,602	10,000	10,000	-	10,000	10,000	8,000	(20.00%)
	JAG Family Resource Center	20,000	20,000	20,000	-	20,000	20,000	20,000	0.00%
	LA 211 - United Way	-	86,000	-	86,000	86,000	86,000	-	(100.00%)
	Loving Little Ones	-	-	-	-	-	-	4,000	100.00%
	Martin Luther King Community Dev Corp	11,999	24,000	12,000	12,000	24,000	24,000	24,000	0.00%
	Martin Luther King Health Center	9,000	9,000	9,000	-	9,000	9,000	12,000	33.33%
	Mission Project	-	-	-	-	-	-	5,000	100.00%
	North Louisiana Civil Rights Coalition	-	8,000	8,000	-	8,000	8,000	-	(100.00%)
	Northwest Louisiana Community Dev Corp	-	40,000	40,000	-	40,000	40,000	35,000	(12.50%)
	Northwest Louisiana Interfaith Pharmacy	10,000	-	-	-	-	-	-	0.00%
	NW LA Education & Leadership Train Found	-	5,000	5,000	-	5,000	5,000	5,000	0.00%
	Oasis of Hope Louisiana (OHLA)	-	20,000	20,000	-	20,000	20,000	10,000	(50.00%)
	One Hundred Men of Shreveport	10,000	-	-	-	-	-	-	0.00%
	Project Seek, Inc	-	14,000	14,000	-	14,000	14,000	14,000	0.00%
	Providence House	20,000	20,000	17,375	2,625	20,000	20,000	-	(100.00%)
	Queensborough Progressive Citizens	-	14,000	-	14,000	14,000	14,000	-	(100.00%)
	Querbes Park Foundation	-	15,000	-	15,000	15,000	15,000	10,000	(33.33%)
	R.I.S.E. Shreveport	-	10,000	-	10,000	10,000	10,000	-	(100.00%)
	Reach Out and Touch, Inc	20,000	19,000	19,000	-	19,000	19,000	16,000	(15.79%)
	Reader Chapel Christian Meth/Epis Church	-	-	-	-	-	-	4,000	100.00%
	Red River Cleanup	6,000	5,000	5,000	-	5,000	5,000	-	(100.00%)
	Renzi Education and Art Center	7,000	7,000	7,000	-	7,000	7,000	7,000	0.00%
	Rho Omega & Friends, Inc.	-	30,000	30,000	-	30,000	30,000	24,000	(20.00%)
	Robinson's Rescue	35,000	40,000	40,000	-	40,000	40,000	35,000	(12.50%)
	Safe Summer Youth Recreation Activities	1,492	-	-	-	-	-	-	0.00%
	Salvation Army	35,000	50,000	50,000	-	50,000	50,000	50,000	0.00%
	Samaritan Counseling Center	23,000	15,000	15,000	-	15,000	15,000	-	(100.00%)
	Shady Grove Missionary Baptist Church	15,291	16,000	16,000	-	16,000	16,000	16,000	0.00%
	Shreveport Green	-	-	-	-	-	-	7,500	100.00%
	Shreveport Little Theatre (SLT)	7,000	7,000	7,000	-	7,000	7,000	7,000	0.00%
	Shreveport Opera	4,000	4,000	4,000	-	4,000	4,000	4,000	0.00%
	Shreveport Regional Arts Council (SRAC)	15,000	20,000	20,000	-	20,000	20,000	20,000	0.00%
	SISTERS International Inc	29,543	25,000	25,000	-	25,000	25,000	25,000	0.00%

**SPECIAL REVENUE FUNDS
Detail Budget Worksheet**

Account No.	Description	2017			2018			% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	
	Social Justice Civic League, Inc	3,802	14,000	14,000	-	14,000	15,000	7.14%
	Southern Hills Homeowner's Association	-	20,000	20,000	-	20,000	10,000	(50.00%)
	Springboard 2 Universal Success	3,000	-	-	-	-	-	0.00%
	St. Luke's Episc'l Mobile Medical Ministry	7,600	7,000	3,500	3,500	7,000	6,750	(3.57%)
	Steeple Success, LLC	-	1,000	1,000	-	1,000	1,000	0.00%
	Supermen for Christ	-	10,000	10,000	-	10,000	-	(100.00%)
	T.E.A.M.S.	-	22,000	22,000	-	22,000	-	(100.00%)
	Theatre of the Performing Arts	17,000	17,000	17,000	-	17,000	20,000	17.65%
	Urban Support Agency, Inc	20,000	30,000	30,000	-	30,000	25,000	(16.67%)
	Volunteers for Youth Justice	25,000	25,000	25,000	-	25,000	25,000	0.00%
	Women of Vision	(600)	-	-	-	-	-	0.00%
	Woody's Home For Veterans	-	-	-	-	-	10,000	100.00%
	Youth Outreach Services	12,500	12,500	12,500	-	12,500	20,000	60.00%
	YWCA Northwest Louisiana	7,500	8,000	8,000	-	8,000	10,000	25.00%
	Total Allocation To Other Entities	868,577	1,145,500	872,042	273,458	1,145,500	887,250	(22.54%)
	Total Expenditures - Riverboat Fund	1,103,830	1,427,340	1,135,858	288,372	1,424,230	1,179,605	(17.18%)
	Excess (Deficiency) Of Revenues Over Expenditures	94,437	(193,840)	(358,972)	104,667	(254,305)	(46,605)	(81.67%)
	Other Financing Sources (Uses)							
3837	Transfer From General Fund	95,000	25,000	25,000	-	25,000	-	(100.00%)
3849	Transfer From Oil and Gas Fund	-	-	-	-	-	-	0.00%
3852	Transfer From Capital Outlay	-	-	-	-	-	-	0.00%
4697	Transfer to Economic Development	-	-	-	-	-	(10,000)	100.00%
	Total Other Financing Sources (Uses)	95,000	25,000	25,000	-	25,000	(10,000)	0.00%
	Net Change in Fund Balance	189,437	(168,840)	(333,972)	104,667	(229,305)	(56,605)	(75.31%)
	Fund Balance, Beginning Of Year	706,882	765,037	896,319	562,346	896,319	667,014	(25.58%)
	Fund Balance, End Of Year	\$ 896,319	596,197	562,346	667,014	667,014	610,409	(8.49%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Criminal Justice Fund (295)						
<u>Revenues</u>						
3113	Ad Valorem Tax-Parish	\$ 5,637,848	-	5,627,680	5,957,030	5.85%
3115	Estimated Uncollectible Taxes	(153,393)	-	(168,830)	(178,710)	5.85%
3120	Prior Year Taxes	39,178	11,046	14,833	19,409	(25.00%)
3351	State Revenue Sharing	132,725	-	132,600	132,200	(0.30%)
3610	Interest Earned	4,692	-	2,926	3,000	2.53%
Total Revenues - Criminal Justice Fund		5,661,050	11,046	5,609,209	5,932,929	5.56%
<u>Expenditures</u>						
120 - Criminal Justice						
20 - Criminal Administration						
4321	Legal and Auditing	1,449	1,892	-	1,679	52.65%
4327	Professional Services	15,000	-	-	-	0.00%
4361	General Fund Administration	8,737	5,132	3,665	8,797	2.88%
4530	Interest Expense	10,770	1,162	9,794	10,956	0.40%
4591	Retirement Contributions	164,142	-	166,570	176,320	5.85%
4592	Sheriff's Tax Collection	25,462	4,770	14,327	19,097	(21.45%)
4596	Sheriff Substations	128,319	101,216	50,000	151,216	5.81%
Total Expenditures - Criminal Justice Fund		353,879	114,171	244,356	373,933	4.36%
Excess (Deficiency) Of Revenues Over Expenditures		5,307,171	(103,125)	5,364,852	5,261,940	5.65%
<u>Other Financing Sources (Uses)</u>						
4681	Transfer To Juvenile Just Fund	(3,400,000)	(2,100,000)	(1,500,000)	(3,600,000)	0.00%
4682	Transfer To Detention Facilities Fund	(400,000)	(262,500)	(187,500)	(700,000)	55.56%
4685	Transfer To General Fund	(2,000,000)	(1,050,000)	(750,000)	(1,700,000)	(5.56%)
Total Other Financing Sources (Uses)		(5,800,000)	(3,412,500)	(2,437,500)	(6,000,000)	2.56%
Net Change In Fund Balance		(492,829)	(3,515,625)	2,927,352	(441,004)	(25.01%)
Fund Balance, Beginning Of Year		2,159,066	1,666,237	(1,849,388)	1,078,177	(35.29%)
Fund Balance, End Of Year		\$ 1,666,237	(1,849,388)	1,077,964	637,173	(40.90%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated	2019 Adopted	
Oil and Gas Fund (297)								
<u>Revenues</u>								
3610	Interest Earned	42,675	20,000	6,168	29,355	35,523	20,000	(43.70%)
3623	Building Rental	363,000	363,000	272,250	90,750	363,000	363,000	0.00%
3691	Oil Royalty/Mineral Leases	380,067	75,000	160,854	153,529	314,383	400,000	27.23%
Total Revenues - Oil and Gas Fund		785,742	458,000	439,272	273,634	712,906	783,000	9.83%
<u>Expenditures</u>								
131 - Administration								
4321	Legal and Auditing	18,477	32,000	2,164	16,878	19,042	32,000	68.05%
4361	General Fund Administration	9,063	8,837	5,155	3,682	8,837	9,188	3.97%
Total Expenditures - Oil and Gas Fund		27,540	40,837	7,319	20,560	27,879	41,188	47.74%
Excess (Deficiency) Of Revenues Over Expenditures		758,202	417,163	431,952	253,075	685,027	741,812	8.29%
<u>Other Financing Sources (Uses)</u>								
3852	Transfer From Capital Outlay Fund	98,129	-	-	4,786	4,786	-	(100.00%)
4688	Transfer To Capital Outlay Fund	(300,000)	(663,834)	(387,240)	(276,594)	(663,834)	(698,600)	5.24%
4694	Transfer To Riverboat Fund	-	-	-	-	-	-	0.00%
4697	Transfer To Economic Development Fund	(625,000)	(300,000)	(175,000)	(125,000)	(300,000)	(300,000)	0.00%
Total Other Financing Sources (Uses)		(826,871)	(963,834)	(562,240)	(396,808)	(959,048)	(998,600)	4.12%
Net Change In Fund Balance		(68,669)	(546,671)	(130,288)	(143,733)	(274,021)	(256,788)	(6.29%)
Fund Balance, Beginning Of Year		5,505,679	5,129,682	5,437,010	5,306,722	5,437,010	5,162,989	(5.04%)
Fund Balance, End Of Year		\$ 5,437,010	4,583,011	5,306,722	5,162,989	5,162,989	4,906,201	(4.97%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Economic Development Fund (750)						
<u>Revenues</u>						
3359	Video Poker	\$ 434,231	278,808	166,872	445,680	0.97%
3610	Interest Earned	10,111	1,401	3,775	5,176	15.92%
3695	Miscellaneous Revenue	8,601	1,551	1,000	2,551	17.60%
Total Revenues - Economic Development Fund		452,943	281,760	171,647	453,407	1.23%
<u>Expenditures</u>						
131 - Administration						
4321	Legal and Auditing	1,086	1,417	-	1,258	52.62%
4327	Professional Services	57,000	42,750	14,250	57,000	5.26%
4361	General Fund Administration	11,867	6,858	4,898	11,756	3.43%
Total Administration		69,953	51,025	19,148	70,014	5.81%
150 - Allocation To Other Entities						
4959 - NGO Appropriations						
	BioMed EAP	235,000	195,694	39,306	235,000	(68.09%)
	Christmas on Caddo Fireworks	5,000	5,000	-	5,000	60.00%
	CoHabitat Foundation	50,000	20,000	-	20,000	50.00%
	Community Renewal	-	5,000	5,000	5,000	(100.00%)
	Competition Planning Partners	-	-	-	-	100.00%
	Delta Sigma Theta Sorority, Inc.	8,000	-	-	-	0.00%
	E. Edward Jones Housing Trust Fund	-	-	-	-	100.00%
	Fit for Life, Inc.	20,000	15,000	-	15,000	133.33%
	Get Up, Inc	-	5,000	5,000	5,000	(100.00%)
	Highland Area Partnership	-	7,500	7,500	7,500	(33.33%)
	Imagine Nation Foundation	-	-	-	-	100.00%
	Independence Bowl Foundation	25,000	25,000	-	25,000	0.00%
	LA Film Prize, LLC	25,000	25,000	-	25,000	0.00%
	Martin Luther King Community Dev Corp	12,000	-	-	-	0.00%
	Miss USA	-	50,000	-	50,000	(100.00%)
	Northwest Louisiana Community Dev Corp	50,000	-	-	-	0.00%
	NW Louisiana Econ Dev Found (NLEDF)	175,000	100,000	75,000	175,000	0.00%
	NWLA Government Procurement Center	10,000	-	-	-	0.00%
	Rho Omega & Friends, Inc	30,000	-	-	-	0.00%
	R.I.S.E. Shreveport	10,000	-	-	-	0.00%
	Safe Summer Youth Recreation Activities	77,371	39,222	10,778	50,000	(20.00%)
	SciPort Louisiana Science Center	60,000	-	-	-	0.00%
	Shreveport-Bossier African Amer Chamber	17,069	20,000	-	20,000	25.00%
	Shreveport-Bossier Military Affairs Council	15,000	-	-	-	100.00%
	Southern Hills Business Association, Inc	25,000	15,000	-	15,000	0.00%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017			2018			Total Estimated	2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Budget	YTD Actual*			
	Southern Univ - Shreveport LA (SUSLA)	235,000	175,000	-	175,000	175,000	175,000	125,000	(28.57%)	
	Southern Univ - Shreveport Foundation	10,000	10,000	10,000	-	10,000	10,000	10,000	0.00%	
	SPOT (Successfully Preparing Our Teens)	-	-	-	-	-	-	7,000	100.00%	
	State Fair (The)	10,000	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	7,500	(25.00%)	
	Strategic Action Council of NW Louisiana	55,000	35,000	35,000	-	35,000	35,000	40,000	14.29%	
	State of Black Sport - Shady Grove MBC	20,000	15,000	-	15,000	15,000	15,000	15,000	0.00%	
	Veteran Outdoors, Inc.	-	-	-	-	-	-	10,000	100.00%	
	Total Allocation To Other Entities	1,189,440	907,500	564,916	342,584	907,500	907,500	917,500	1.10%	
	Total Expenditures - Economent Development Fund	1,259,393	981,176	615,941	361,732	977,514	977,514	991,579	1.44%	
	Excess (Deficiency) Of Revenues Over Expenditures	(806,450)	(525,176)	(334,181)	(190,086)	(524,107)	(524,107)	(532,579)	1.62%	
	Other Financing Sources (Uses)									
3837	Transfer From General Fund	-	50,000	50,000	-	50,000	50,000	-	(100.00%)	
3848	Transfer From Riverboat	-	-	-	-	-	-	10,000	100.00%	
3849	Transfer From Oil and Gas Fund	625,000	300,000	175,000	125,000	300,000	300,000	300,000	0.00%	
	Total Other Financing Sources (Uses)	625,000	350,000	225,000	125,000	350,000	350,000	310,000	(11.43%)	
	Net Change In Fund Balance	(181,450)	(175,176)	(109,181)	(65,086)	(174,107)	(174,107)	(222,579)	27.84%	
	Fund Balance, Beginning Of Year	1,202,687	1,026,722	1,021,237	912,056	1,021,237	1,021,237	847,130	(17.05%)	
	Fund Balance, End Of Year	\$ 1,021,237	851,546	912,056	846,971	847,130	847,130	624,551	(26.27%)	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017	2018		2019	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Law Officers Witness Fund (770)						
<u>Revenues</u>						
3512	Criminal Case Charges	\$ 26,200	19,355	10,031	28,000	(4.72%)
3610	Interest Earned	97	15	70	100	0.00%
Total Revenues - Law Officers Witness Fund		26,297	19,370	10,101	28,100	(4.65%)
<u>Expenditures</u>						
120 - Criminal Justice						
21 - District Court						
4321	Legal and Auditing	563	735	-	995	52.61%
4343	Payments to Law Officers	34,300	19,900	16,671	35,000	(4.30%)
4361	General Fund Administration	18,125	10,310	7,365	18,376	3.97%
4394	Criminal Court Grant	(30,000)	-	(30,000)	(30,000)	0.00%
Total Expenditures - Law Officers Witness Fund		22,988	30,945	(5,964)	24,371	(2.12%)
Excess (Deficiency) Of Revenues Over Expenditures		3,309	(11,575)	16,065	3,729	(18.46%)
Fund Balance, Beginning Of Year		27,175	30,484	18,909	35,057	15.00%
Fund Balance, End Of Year		\$ 30,484	18,909	34,974	38,786	10.64%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
Reserve Trust Fund (799)							
Revenues							
3610	Interest Earned	\$ 306,621	230,000	45,034	210,652	260,000	1.69%
3623	Building Rental	363,000	363,000	272,250	90,750	363,000	0.00%
	Total Revenues - Reserve Trust Fund	669,621	593,000	317,284	301,402	623,000	0.70%
Expenditures							
133 - Finance							
4321	Legal and Auditing	1,028	1,811	1,337	-	1,900	60.20%
4361	General Fund Administration	11,867	11,756	6,858	4,898	12,159	3.43%
	Total Finance	12,895	13,567	8,195	4,898	14,059	8.63%
150 - Allocation To Other Entities							
4959	NGO Appropriations CCAA-Red Cross	-	514,000	350,000	164,000	350,000	(31.91%)
	Total Allocation To Other Entities	-	514,000	350,000	164,000	350,000	(31.91%)
	Total Expenditures - Reserve Trust Fund	12,895	527,567	358,195	168,898	364,059	(30.91%)
	Excess (Deficiency) Of Revenues Over Expenditures	656,726	65,433	(40,911)	132,504	258,941	182.24%
Other Financing Sources (Uses)							
3849	Transfer From Oil and Gas Fund	-	-	-	-	-	0.00%
4688	Transfer To Capital Outlay Fund	-	(3,000,000)	(1,750,000)	(1,250,000)	-	100.00%
	Total Other Financing Sources (Uses)	-	(3,000,000)	(1,750,000)	(1,250,000)	-	0.00%
	Net Change In Fund Balance	656,726	(2,934,567)	(1,790,911)	(1,117,496)	258,941	(108.90%)
	Fund Balance, Beginning Of Year	37,658,105	37,958,992	38,314,831	36,523,920	35,406,575	(7.59%)
	Fund Balance, End Of Year	\$ 38,314,831	35,024,425	36,523,920	35,406,424	35,665,516	0.73%

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, 2018

<u>Bond Issue</u>	<u>Principal Outstanding 12/31/17</u>	<u>2018</u>			<u>Principal Outstanding 12/31/18</u>
		<u>Additions (Reductions)</u>	<u>Principal Payments</u>	<u>Interest Payments</u>	
GOB, September 2008	500,000	-	(500,000)	10,000	-
GOB, September 2009	970,000	-	(470,000)	26,975	500,000
GOB Refunding, May 2014	6,715,000	-	(570,000)	217,275	6,145,000
GOB Refunding, August 2015	6,345,000	-	-	272,450	6,345,000
GOB Refunding, June 2016	7,175,000	-	(80,000)	146,268	7,095,000
	<u>\$ 21,705,000</u>	<u>-</u>	<u>(1,620,000)</u>	<u>672,968</u>	<u>20,085,000</u>

The annual requirements to amortize the above issues, including interest payments of \$3,553,945 are as follows:

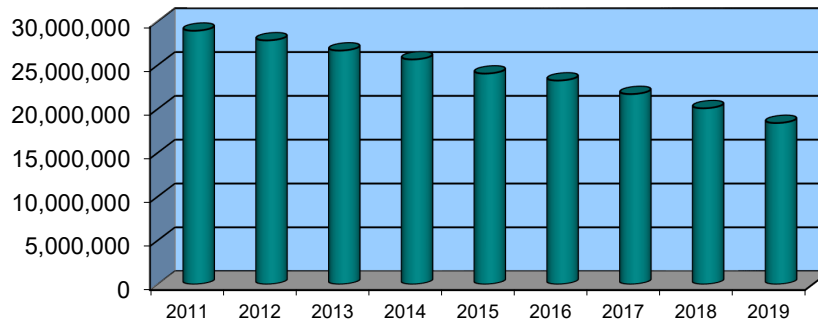
<u>Years ending December 31:</u>	<u>2009 Bond Issue</u>	<u>2014 Refunding</u>	<u>2015 Refunding</u>	<u>2016 Refunding</u>	<u>Total</u>
2019	509,375	784,950	779,725	224,628	2,298,678
2020	-	792,025	779,050	742,606	2,313,681
2021	-	793,425	785,000	749,999	2,328,424
2022	-	799,150	792,200	756,981	2,348,331
2023 - 2027	-	4,025,713	3,997,475	3,904,269	11,927,457
2028 - 2029	-	-	804,625	1,617,749	2,422,374
	<u>509,375</u>	<u>7,195,263</u>	<u>7,938,075</u>	<u>7,996,232</u>	<u>23,638,945</u>

PARISH OF CADDO

Bonded Debt Per Capita December 31, 2010 through December 31, 2019

<u>Year</u>	<u>Population</u>	<u>Bonded Debt Outstanding</u>	
		<u>Principal</u>	<u>Per Capita</u>
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	245,150	\$ 21,705,000	\$89
2018	* 245,150	\$ 20,085,000	\$82
2019	* 245,150	\$ 18,405,000	\$75

Bonded Debt Trend



* Estimated

PARISH OF CADDO

Computation of Legal Debt Margin (1)

Estimated as of December 31, 2018

Total Assessed Value for Parish	<u>\$1,775,294,139</u>	
		Refunding Bonds
Debt limit - 10% of assessed value for any one purpose		\$177,529,414
Deduct - amount of debt applicable to debt limit		<u>20,085,000</u>
Legal debt margin		<u>\$157,444,414</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 \$601,267,949 of additional bonded debt could be issued pursuant to the 35% limitation.

DEBT SERVICE FUND (310)

Budget By Category

Description	2017		2018		2019
	Actual	Budget	Estimated	Estimated	Adopted
Revenues					
Tax Revenue	\$ 2,644,632	2,627,017	2,607,297	2,621,035	2,621,035
Interest Earned	10,053	6,000	8,126	8,000	8,000
Total Revenues - Debt Service Fund	2,654,685	2,633,017	2,615,423	2,629,035	2,629,035
Expenditures					
Debt Administration					
Salaries & Benefits	77,672	79,420	78,820	79,420	79,420
Contract Services	7,506	13,273	8,696	13,273	13,273
Internal Charges	36,901	35,430	35,430	37,026	37,026
Statutory Charges	11,734	10,470	8,575	8,000	8,000
Paying Agent Fees	3,100	-	3,175	3,500	3,500
Other Expenses	-	5,000	1,186	2,000	2,000
Total Debt Administration	136,913	143,593	135,882	143,219	143,219
Debt Service					
Principal Payments	1,545,000	1,620,000	1,620,000	1,680,000	1,680,000
Interest Payments	731,584	703,249	694,249	618,678	618,678
Paying Agent Fees	2,550	1,800	2,000	2,000	2,000
Bond Issue Costs	-	-	-	-	-
Total Debt Service	2,279,134	2,325,049	2,316,249	2,300,678	2,300,678
Total Expenditures - Debt Service Fund	2,416,047	2,468,642	2,452,131	2,443,897	2,443,897
Other Financing Sources (Uses):					
Proceeds - General Oblig Bonds	-	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-	-
Net Change In Fund Balance	238,638	164,375	163,292	185,138	185,138
Fund Balance, Beginning Of Year	3,343,742	3,582,380	3,582,380	3,745,672	3,745,672
Fund Balance, End Of Year	\$ 3,582,380	3,746,755	3,745,672	3,930,810	3,930,810

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
Revenues							
3113	Ad Valorem Tax-Parish	2,663,646	2,683,270	2,662,940	2,683,350		0.77%
3115	Estimated Uncollectible Taxes	(58,467)	(80,500)	(79,890)	(80,500)		0.76%
3120	Prior Year Taxes	39,453	24,247	24,247	18,185		(25.00%)
3610	Interest Earned	10,053	6,000	8,126	8,000		(1.55%)
Total Revenues - Debt Service Fund		2,654,685	2,633,017	2,615,423	2,629,035		0.52%
Expenditures							
133 - Finance							
90 - Debt Administration							
4321	Legal and Auditing	7,506	13,273	8,696	13,273		52.63%
4361	General Fund Administration	36,901	35,430	35,430	37,026		4.50%
4530	Interest Expense	-	5,000	1,186	2,000		68.63%
4591	Retirement Contributions	77,672	79,420	78,820	79,420		0.76%
4592	Sheriff's Tax Collection	11,734	10,470	8,575	8,000		(6.71%)
4830	Paying Agent Fees	3,100	-	3,175	3,500		0.00%
Total Debt Administration		136,913	143,593	135,882	143,219		5.40%
91 - 2009 General Obligation Bonds/2016 Refunding							
4810	Principal Payments	525,000	550,000	550,000	580,000		5.45%
4820	Interest Payments	190,953	173,243	173,243	154,003		(11.11%)
4830	Paying Agent Fees	300	300	300	300		0.00%
4831	Bond Issue Costs	-	-	-	-		0.00%
Total 2009 General Obligation Bonds		716,253	723,543	723,543	734,303		1.49%
98 - 2007 General Obligation Bonds/2014 Refunding							
4810	Principal Payments	545,000	570,000	570,000	585,000		2.63%
4820	Interest Payments	236,900	226,275	217,275	199,950		(7.97%)
4830	Paying Agent Fees	1,450	900	900	900		0.00%
Total 2007 GO Bonds/2014 Refunding		783,350	797,175	788,175	785,850		(0.29%)

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Estimated		
99 - 2008 General Obligation Bonds/2015 Refunding							
4810	Principal Payments	475,000	500,000	500,000	515,000	3.00%	
4820	Interest Payments	303,731	303,731	303,731	264,725	(12.84%)	
4830	Paying Agent Fees	800	600	800	800	0.00%	
	Total 2008 General Obligation Bonds	779,531	804,331	804,531	780,525	(2.98%)	
	Total Expenditures - Debt Service Fund	2,416,047	2,468,642	2,452,131	2,443,897	3.61%	
	Excess (Deficiency) Of Revenues Over Expenditures	238,638	164,375	163,292	185,138	13.38%	
	Other Financing Sources (Uses):						
3835	Proceeds - General Oblig Bonds	-	-	-	-	0.00%	
	Total Other Financing Sources (Uses)	-	-	-	-	0.00%	
	Net Change In Fund Balance	238,638	164,375	163,292	185,138	13.38%	
	Fund Balance, Beginning Of Year	3,343,742	3,544,595	3,582,380	3,745,672	4.56%	
	Fund Balance, End Of Year	\$ 3,582,380	3,708,970	3,745,672	3,930,810	4.94%	

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
Revenues				
Rents & Interest Earned	\$ 658,950	15,000	1,000	674,950
Total Revenues	658,950	15,000	1,000	674,950
Expenditures By Function				
General Government	-	35,800	-	35,800
Culture and Recreation	658,950	-	-	658,950
Total Expenditures	658,950	35,800	-	694,750
Excess (Deficiency) Of Revenues Over Expenditures	-	(20,800)	1,000	(19,800)
Other Financing Sources (Uses)				
Transfers In	-	-	-	-
Transfer Out	-	(500,000)	(16,000)	(516,000)
Total Other Financing Sources (Uses)	-	(500,000)	(16,000)	(516,000)
Net Change In Fund Balance	-	(520,800)	(15,000)	(535,800)
Fund Balance, Beginning Of Year	-	3,532,957	266,440	3,799,397
Fund Balance, End Of Year	\$ -	3,012,157	251,440	3,263,597

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
Library Bond Fund (410)							
<u>Revenues</u>							
3526	Reimbursements from Other Agencies	\$ 654,700	657,750	657,750	658,950		0.18%
3610	Interest Earned	-	-	-	-		0.00%
Total Revenues - Library Bond Fund		654,700	657,750	657,750	658,950		0.18%
<u>Expenditures</u>							
580 - Library Construction							
4810	Principal Payments	590,000	605,000	605,000	620,000		2.48%
4820	Interest Payments	64,500	52,550	52,550	38,750		(26.26%)
4830	Paying Agent Fees	200	200	200	200		0.00%
Total Expenditures - Library Bond Fund		654,700	657,750	657,750	658,950		0.00%
Excess (Deficiency) Of Revenues Over Expenditures		-	-	-	-		0.00%
Other Financing Sources (Uses)							
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		-	-	-	-		0.00%
Fund Balance, Beginning Of Year		-	-	-	-		0.00%
Fund Balance, End Of Year		\$ -	-	-	-		0.00%

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Budget		
Capital Improvement Fund (440)							
<u>Revenues</u>							
3610	Interest Earned	\$ 41,294	10,000	25,327	15,000		(40.77%)
Total Revenues - Capital Improvement Fund		41,294	10,000	25,327	15,000		(40.77%)
<u>Expenditures</u>							
General Government							
4321	Legal and Auditing	987	1,745	1,143	1,745		52.67%
4361	General Fund Administration	34,097	32,511	32,511	34,055		4.75%
Total Expenditures - Capital Improvement Fund		35,084	34,256	33,654	35,800		6.38%
Excess (Deficiency) Of Revenues Over Expenditures		6,210	(24,256)	(8,327)	(20,800)		149.79%
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	24,362	-	206,693	-		(100.00%)
4688	Transfer To Capital Outlay	(1,251,234)	(535,000)	(535,000)	(500,000)		(6.54%)
Total Other Financing Sources (Uses)		(1,226,872)	(535,000)	(328,307)	(500,000)		52.30%
Net Change In Fund Balance		(1,220,662)	(559,256)	(336,634)	(520,800)		54.71%
Fund Balance, Beginning Of Year		5,090,253	4,643,217	3,869,591	3,532,957		(8.70%)
Fund Balance, End Of Year		\$ 3,869,591	4,083,961	3,532,957	3,012,157		(14.74%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
Capital Improvement Fund II (450)							
<u>Revenues</u>							
3610	Interest Earned	\$ 2,407	1,000	986	1,000		1.42%
Total Revenues - Capital Improvement Fund II		2,407	1,000	986	1,000		1.42%
<u>Expenditures</u>							
General Government							
4361	General Fund Administration	-	-	-	-		0.00%
Total Expenditures - Capital Improvement Fund		-	-	-	-		0.00%
Excess (Deficiency) Of Revenues Over Expenditures		2,407	1,000	986	1,000		1.42%
<u>Other Financing Sources (Uses)</u>							
4688	Transfer To Capital Outlay	-	(50,000)	(50,000)	(16,000)		(100.00%)
Total Other Financing Sources (Uses)		-	(50,000)	(50,000)	(16,000)		0.00%
Net Change In Fund Balance		2,407	(49,000)	(49,014)	(15,000)		(69.40%)
Fund Balance, Beginning Of Year		313,047	64,520	315,454	266,440		(15.54%)
Fund Balance, End Of Year		\$ 315,454	15,520	266,440	251,440		(5.63%)

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.



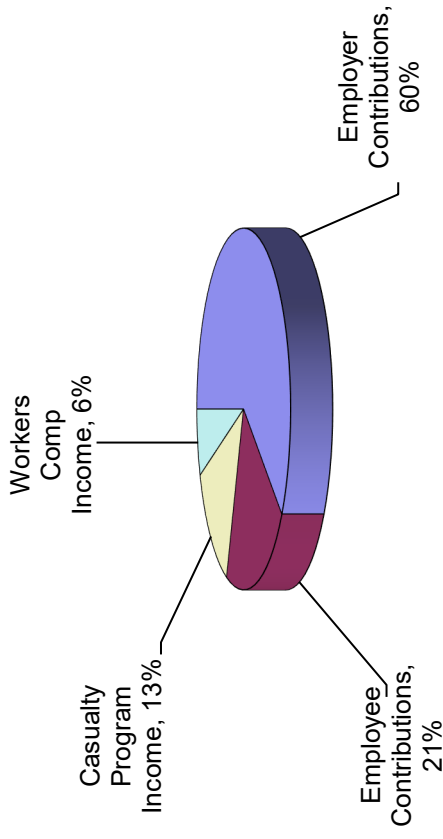
INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses, and Changes in Net Assets

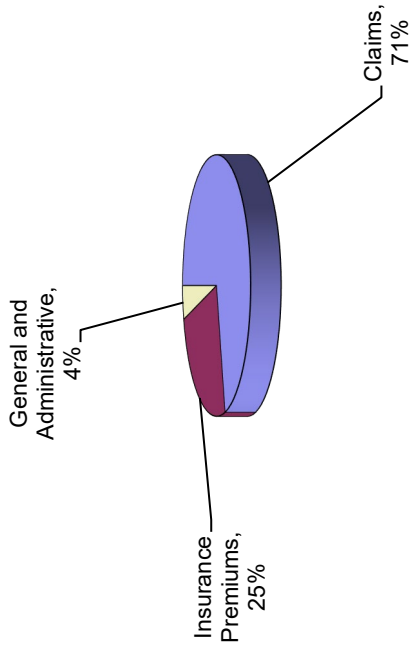
	Group Insurance	General Insurance	Total
<u>Operating Revenues</u>			
Contributions	5,835,805	-	5,835,805
Charges For Services	-	1,376,000	1,376,000
Other Revenues	-	-	-
Total Revenues	5,835,805	1,376,000	7,211,805
<u>Operating Expenses</u>			
General Government			
Claims	4,800,000	465,000	5,265,000
Insurance Premiums	988,000	860,000	1,848,000
General and Administrative	144,587	164,311	308,898
Total General Government	5,932,587	1,489,311	7,421,898
Operating Income (Loss)	(96,782)	(113,311)	(210,093)
<u>Non-Operating Revenues (Expenses)</u>			
Interest Earned	32,000	20,000	52,000
Interest Expense	-	-	-
Total Non-Operating Revenues (Expenses)	32,000	20,000	52,000
Change In Net Position	(64,782)	(93,311)	(158,093)
Net Position, Beginning Of Year	3,936,688	2,782,863	6,719,551
Net Position, End Of Year	\$ 3,871,906	2,689,552	6,561,458

INTERNAL SERVICE FUNDS

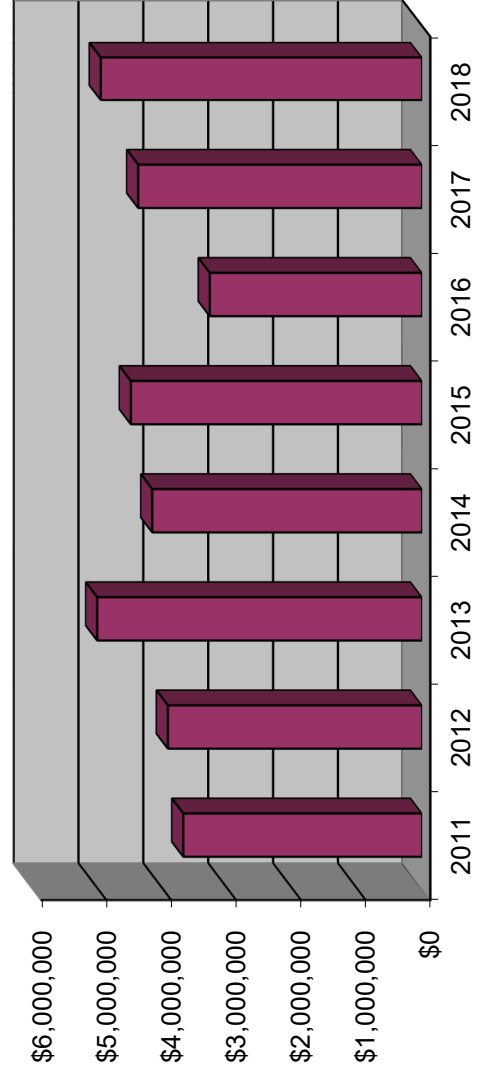
REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



GROUP INSURANCE CLAIMS HISTORY



The Parish is self-insured for the first \$125,000 of claims for each covered person. Claims increased slightly in 2018, as a result, the Parish has elected to only increase health premiums by 3% in 2019.

INTERNAL SERVICE FUNDS

Budget By Category

	2017 Actual	2018 Budget	2019 Adopted
<u>Operating Revenues</u>			
Contributions	\$ 5,585,667	\$ 5,809,547	\$ 5,835,805
Charges For Services	1,242,063	1,266,000	1,376,000
Miscellaneous Revenue	117,993	-	-
Total Operating Revenues	6,945,723	7,075,547	7,211,805
<u>Operating Expenses</u>			
Claims	4,844,103	5,302,000	5,265,000
Insurance Premiums	1,687,723	1,713,000	1,848,000
Contract Services	44,648	56,244	56,244
Affordable Care Act Fees	21,600	40,000	25,000
Internal Charges	220,042	227,521	227,654
Total Operating Expenses	6,818,116	7,338,765	7,421,898
Operating Income (Loss)	127,607	(263,218)	(210,093)
<u>Non-Operating Revenues (Expenses)</u>			
Interest Earned	47,300	40,000	52,000
Total Non-Operating Revenue (Expense)	47,300	40,000	52,000
Change In Net Position	174,907	(223,218)	(158,093)
Net Position, Beginning Of Year	6,637,756	6,560,732	6,719,551
Net Position, End Of Year	\$ 6,812,663	6,337,514	6,561,458

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
Group Insurance Fund (760)							
<u>Operating Revenues</u>							
3710	Employer Health Insur Contrib	\$ 3,443,039	\$ 3,596,763	\$ 3,458,101	\$ 3,561,844		3.00%
3711	Employee Health Insur Contrib	1,199,495	1,239,721	1,206,046	1,242,228		3.00%
3712	Retired Employee Contributions	246,635	241,751	270,374	278,485		3.00%
3713	Employer Contrib-Retired Employee	696,498	731,312	731,312	753,248		3.00%
Total Operating Revenues - Group Insurance Fund		5,585,667	5,809,547	5,665,833	5,835,805		3.00%
<u>Operating Expenses</u>							
951 - Employee Group Insurance Program							
4321	Legal and Auditing	5,488	9,704	6,358	9,704		52.63%
4327	Professional Services	33,692	35,000	32,778	35,000		6.78%
4361	General Fund Administration	71,857	75,115	75,115	74,883		(0.31%)
4519	Life Insurance Premiums	-	130,000	125,552	130,000		3.54%
4520	Accidental Death Ins Prem	12,634	8,000	8,647	8,000		(7.48%)
4521	Insurance Premiums	926,362	805,000	847,845	850,000		0.25%
4522	Affordable Care Act Fees	21,600	40,000	23,662	25,000		5.65%
4523	Claims & Judgements	4,380,026	4,957,000	4,511,427	4,800,000		6.40%
Total Operating Expenses - Group Insurance Fund		5,451,659	6,059,819	5,631,384	5,932,587		5.35%
Operating Income (Loss)		134,008	(250,272)	34,449	(96,782)		(380.94%)
<u>Non-Operating Revenues</u>							
3610	Interest Earned	31,165	25,000	30,186	32,000		6.01%
Total Non-Operating Revenues		31,165	25,000	30,186	32,000		6.01%
Change In Net Position		165,173	(225,272)	64,635	(64,782)		(200.23%)
Net Position, Beginning Of Year		3,706,880	3,609,670	3,872,053	3,936,688		1.67%
Net Position, End Of Year		\$ 3,872,053	3,384,398	3,936,688	3,871,906		(1.65%)

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2017		2018		2019 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
General Insurance Fund (762)							
<u>Operating Revenues</u>							
3695	Miscellaneous Revenue	\$ 117,993	\$ -	\$ -	\$ -	946,000	0.00%
3721	Casualty Insurance Charges	840,063	860,000	860,000	860,000	946,000	10.00%
3722	Workers Comp Insur Charges	402,000	406,000	406,000	406,000	430,000	5.91%
Total Operating Revenues - General Insurance Fund		1,360,056	1,266,000	1,266,000	1,266,000	1,376,000	8.69%
<u>Operating Expenses</u>							
952 - Casualty Program							
4321	Legal and Auditing	1,991	3,520	2,306	2,306	3,520	52.65%
4349	Employee Assistance Program	715	4,500	3,711	3,711	4,500	21.26%
4361	General Fund Administration	41,338	42,834	42,834	42,834	43,270	1.02%
4390	General Ins-Legal Service	36,360	36,360	36,360	36,360	36,360	0.00%
4521	Insurance Premiums	640,157	670,000	705,249	705,249	730,000	3.51%
4523	Claims & Judgements	109,605	118,000	112,165	112,165	115,000	2.53%
Total Casualty Program		830,166	875,214	902,625	902,625	932,650	3.33%
953 - Worker's Compensation Program							
4321	Legal and Auditing	2,762	3,520	2,306	2,306	3,520	52.65%
4361	General Fund Administration	56,347	59,072	59,072	59,072	59,001	(0.12)%
4390	General Ins-Legal Service	14,140	14,140	14,140	14,140	14,140	0.00%
4521	Insurance Premiums	108,570	100,000	128,276	128,276	130,000	1.34%
4523	Claims & Judgements	354,472	227,000	335,448	335,448	350,000	4.34%
Total Worker's Compensation Program		536,291	403,732	539,242	539,242	556,661	3.23%
Total Operating Expenses - General Insurance Fund		1,366,457	1,278,946	1,441,867	1,441,867	1,489,311	3.29%
Operating Income (Loss)		(6,401)	(12,946)	(175,867)	(175,867)	(113,311)	(35.57%)
Non-Operating Revenues							
3610	Interest Earnings (Loss)	16,135	15,000	18,120	18,120	20,000	10.38%
Change In Net Position		9,734	2,054	(157,747)	(157,747)	(93,311)	(40.85%)
Net Position, Beginning Of Year		2,930,876	2,951,062	2,940,610	2,940,610	2,782,863	(5.36%)
Net Position, End Of Year		\$ 2,940,610	2,953,116	2,782,863	2,782,863	2,689,552	(3.35%)



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