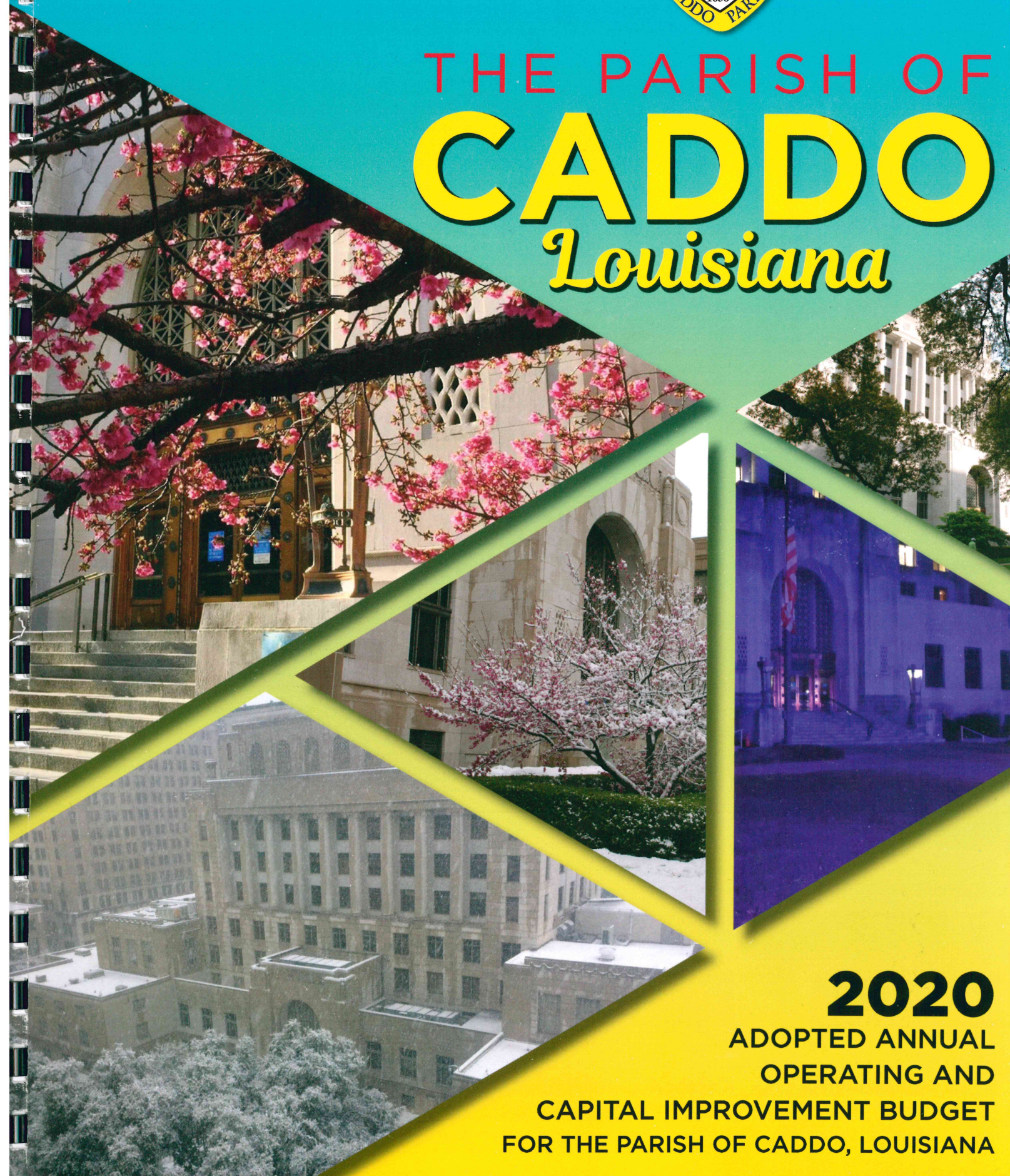




THE PARISH OF **CADDO** *Louisiana*



2020
ADOPTED ANNUAL
OPERATING AND
CAPITAL IMPROVEMENT BUDGET
FOR THE PARISH OF CADDO, LOUISIANA

PARISH OF CADDO, LOUISIANA

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

January 1, 2020 – December 31, 2020

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

**HAYLEY B. BARNETT
DIRECTOR OF FINANCE**

COMMISSION MEMBERS

Douglas “Doug” Dominick	District 1
Lyndon B. Johnson	District 2
Steven Jackson	District 3
Matthew Linn	District 4
Jerald Bowman	District 5
Lynn Cawthorne	District 6
Stormy Gage-Watts	District 7
Michael “Mike” Middleton	District 8
John Atkins	District 9
Mario Chavez	District 10
Jim Smith	District 11
Louis Johnson	District 12





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Caddo Parish Commission
Louisiana**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director



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2020 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 2020 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 2020 – 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 2020 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 2020 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 \$500,000 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 2020, 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 2019 budget year. Our organization also received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for 2018. We are very pleased to report that for the fourth 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. In 2018, there were no management recommendations. Our exceptional 2018 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 2020 Budget

The 2020 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 2020 Budget has been determined to be approximately \$15.8 million, which represents 124% of General Fund expenditures.
- **2020 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)
 - Economic Development Initiatives

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 2019, 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 2020 budget. The Capital Budget section represents the Parish's Capital Improvement Plan for the 2020 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 2020 Budget is balanced in that revenues and fund balance reserves meet total 2020 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 2020 budget includes a slight increase of .4% in property tax revenues from the budget of \$46.4 million in 2019 to \$46.2 million for 2020. Property tax revenues have been stagnant with very little growth in the overall assessment. A slight increase of .74% is expected for property tax assessments from 2019 to 2020. Although the assessment is expected to be slightly higher in 2020, overall property tax collections is expected to be consistent 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 \$10.5 million for 2020 compared to \$10.1 million in 2019, a 4% 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 \$500,000 for its oil and gas revenue for 2020 which is an increase of \$100,000 from the 2019 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 2020.

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 \$8.7 million from an estimated beginning fund balance of \$156 million by year’s end. The majority of the decrease is associated with the funding of capital projects. The Parish issued \$30 million in general obligation bonds from 2007 to 2009 to acquire, equip, construct or improve major capital facilities. All of the bond proceeds have been allocated to capital projects with only the interest off of the proceeds available for appropriation. Capital projects increased from \$15.2 million in 2019 to \$20.4 million in 2020. Interest off the bond proceeds will be used to fund \$100,000 of the capital projects. The Parish plans to issue limited tax revenue bonds to fund \$5.4 million in capital projects. The remaining capital projects will be funded with fund balance. Capital improvements comprise 25% 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 2020 proposed expenditures are \$82,638,407 a increase of 8% over the 2019 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 2020 budget provides for a 3% pay adjustment. Total budgeted positions, including parish-funded agencies, is 435, with one new position added in 2020. The new position is a special equipment operator for Solid Waste.
- **Health Insurance** – The premiums for the group medical program are projected to increase by 5%. This is attributable to the increase in health care costs. Claim payments for 2019 were estimated at \$4.5 million, and the 2020 proposed budget is \$4.9 million. In 2020, we will continue to analyze our health insurance program to determine methods to reduce costs while providing affordable benefits. The 5% 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 increase to 12.25% for 2020 after two years with no changes and 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 \$8.4 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 3.5%. The increase is the result of an increase in costs for prisoner medical care, especially costs associated with prescription drugs.
- **Capital Improvements** – The Parish increased the Capital Outlay Program by \$5.3 million in 2020 versus 2019. This increase is related to roads, bridges, and building renovations. The Parish plans to issue limited tax revenue bonds to fund the increase in the Capital Outlay Program.

PARISH OPERATING FUNDS

	<u>2019</u>	<u>2020</u>	<u>Percent</u>
	<u>Budget</u>	<u>Budget</u>	<u>Change</u>
General Fund	\$ 12,455,780	\$ 12,780,427	2.6 %
Special Revenue Funds			
Public Works	8,109,949	8,101,442	(0.1)%
Building Maintenance	4,424,583	4,596,408	3.9 %
Detention Facilities	10,189,562	10,545,862	3.5 %
Parks and Recreation	1,465,968	1,489,467	1.6 %
Solid Waste	3,652,915	3,772,027	3.3 %
Juvenile Justice	8,330,872	8,446,697	1.4 %
Health Tax	3,727,809	3,855,372	3.4 %
Biomedical	2,942,107	2,944,653	0.1 %
Riverboat	1,252,605	1,258,241	0.4 %
Criminal Justice	373,933	381,951	2.1 %
Oil and Gas	41,188	40,373	(2.0)%
Economic Development	739,579	452,192	(38.9)%
Law Officers Witness	24,371	7,741	(68.2)%
E. Edward Jones Trust	-	-	-
Reserve Trust	364,059	364,053	(0.0)%
	<u>45,639,500</u>	<u>46,256,479</u>	1.4 %
Capital Project Funds			
Library Bond Fund	658,950	661,438	0.4 %
Capital Improvement	35,800	30,613	(14.5)%
Capital Improvement II	-	-	-
Capital Outlay	15,230,175	20,451,357	34.3 %
	<u>15,924,925</u>	<u>21,143,408</u>	32.8 %
Debt Service Fund	<u>2,443,897</u>	<u>2,458,093</u>	0.6 %
Total All Funds	<u>\$ 76,464,102</u>	<u>\$ 82,638,407</u>	8.1 %

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. to Mrs. Hayley B. Barnett, Director of Finance, along with her team members, for the exceptional manner in which they have managed our finances which resulted in a balanced budget for 2020. In addition, our department directors are to be commended for their ability to prioritize our most urgent infrastructure capital needs.

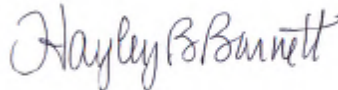
Conclusion

The Parish of Caddo is financially sound and continues to practice prudent financial management. The 2020 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



Hayley B. Barnett
Director of Finance

2020 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.

- Continue to address the priority needs of the Parish in relation to the road treatment program by rehabbing approximately 50 miles of roads every year
- Continue to provide maintenance for our roads and drainage systems to ensure our infrastructure is safe.

Animal Services and Mosquito Control

To provide and maintain a safe environment for the citizens through industry standard care of domestic and wild animals and mosquito control which addresses health and the quality of life.

- Enhance our enforcement operations while increasing the public's awareness relating to responsible pet ownership and available spay and neuter options.
- Enhance our communications with the citizens while combatting the spread of mosquito-related viruses, primarily the West Nile Virus.
- Aid in primary public health by assisting in preventive measures of citizens following a potential exposure to rabies.

2020 Goals and Objectives

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
- Continue to assist local municipalities and townships with their park development needs and upgrades as well as area festivals and special events
- Expand outdoor recreational programs and activities focusing on utilizing Parish facilities.

Public Buildings

To provide safe and secure Parish facilities in which the citizens can feel comfortable while utilizing services from Parish entities. One of our primary goals is to conserve energy by upgrading all major equipment to the latest and highest energy efficient models available and replace existing lighting with more energy efficient LED lighting.

- 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.

- To develop a funding solution for Juvenile Justice through the collaborative efforts of the Juvenile Judges and the Caddo Parish Commission
- To enhance collaboration between the Caddo Parish School System and the Juvenile Justice System to address crime prevention and diversion
- To develop a funding solution for Juvenile Justice programming to enhance treatment options for juveniles and families as well as the array of alternatives to detention for Caddo Juvenile Services.

2020 Goals and Objectives

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.

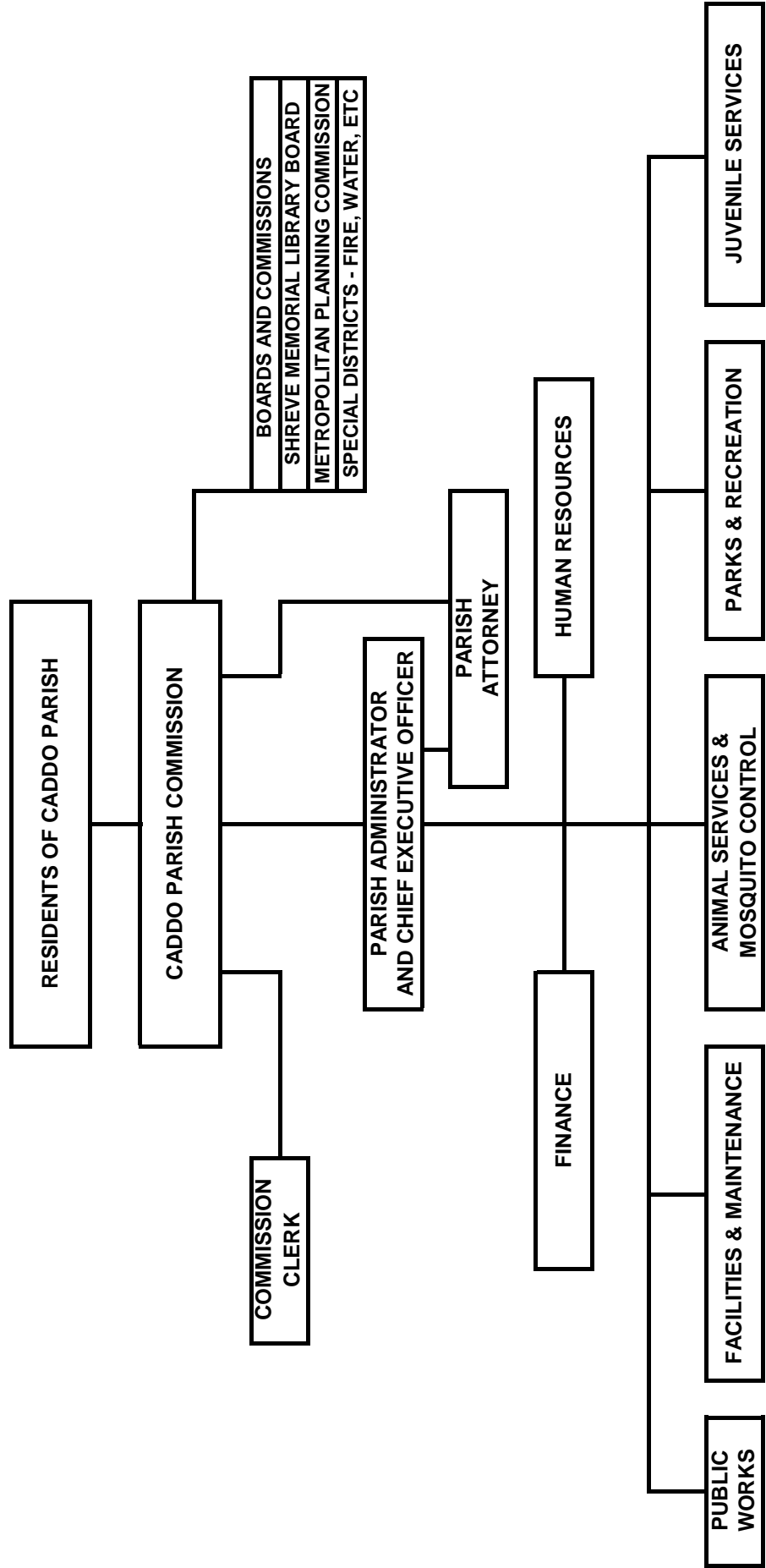
Organizational Support

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

- B-1 OFFICE OF THE PARISH ATTORNEY**
- B-2 DEPARTMENT OF FINANCE**
- B-8 DEPARTMENT OF HUMAN RESOURCES**
- B-12 DEPARTMENT OF PUBLIC WORKS**
- B-23 DEPARTMENT OF FACILITIES AND MAINTENANCE**
- B-31 DEPARTMENT OF PARKS AND RECREATION**
- B-37 DEPARTMENT OF JUVENILE SERVICES**
- B-42 DEPARTMENT OF ANIMAL SERVICES AND
MOSQUITO CONTROL**
- B-47 FIRST JUDICIAL DISTRICT COURT**
- B-49 CADDO PARISH DISTRICT ATTORNEY'S OFFICE**
- B-52 CADDO PARISH CORONER'S OFFICE**
- B-54 CADDO PARISH REGISTRAR OF VOTERS**
- B-61 LSU EXTENSION SERVICE**
- B-69 JUVENILE COURT FOR CADDO PARISH**
- B-73 BIOMEDICAL RESEARCH FOUNDATION OF
NORTHWEST LOUISIANA**



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 2019

Ordinances and 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 sixty-four (164) 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 dismissals and settlements.
- Continued to vigorously defend the Parish in all pending litigation matters.

Public Records Requests

- Responded to approximately fifty (50) 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

NARRATIVE

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

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 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 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.

DEPARTMENT OF FINANCE

NARRATIVE

MAJOR ACCOMPLISHMENTS IN 2019

- 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 2018 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
- 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
- Completed the server room upgrades for improved security and stability
- Configured and installed new server cluster for production network
- Updated backup infrastructure and procedures
- Increased network and email security training efforts for users

GOALS FOR 2020

- 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

DEPARTMENT OF FINANCE

NARRATIVE

- Conduct additional internal reviews of Parish departments that will result in improved efficiency
- Continue to promote the Parish's SEB initiative, Advantage Caddo
- 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 price
- Continue exploring cloud offerings to increase resiliency and availability
- Expand our fiber network for increased network speed and redundancy
- Increase our backup/failover network capabilities
- Continue working with all Parish departments to streamline operations

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
Employees in Department	16	16	16
Vendor transactions processed	17,548	17,500	17,000
Payroll transactions processed	12,981	13,000	13,000
Pay Periods processed	26	26	26
Bank Statements reconciled	60	60	60
Funds Administered	35	35	35
Purchase Orders issued	630	700	750

DEPARTMENT OF FINANCE

NARRATIVE

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Projected</u>
Requirement Contracts issued	165	170	175
Occupational Licenses issued	561	560	560
Insurance Licenses issued	541	530	535
Beer & Liquor Licenses issued	114	70	65
Amusement Device Licenses issued	275	280	280
Special Event Permits	5	2	2
Private Party Permits	0	0	0
<u>Efficiency Indicators</u>			
Investment transaction per month/1 employee	60	65	70
Purchase Order transaction per month/2 employees	26	28	31

DEPARTMENT OF FINANCE

NARRATIVE

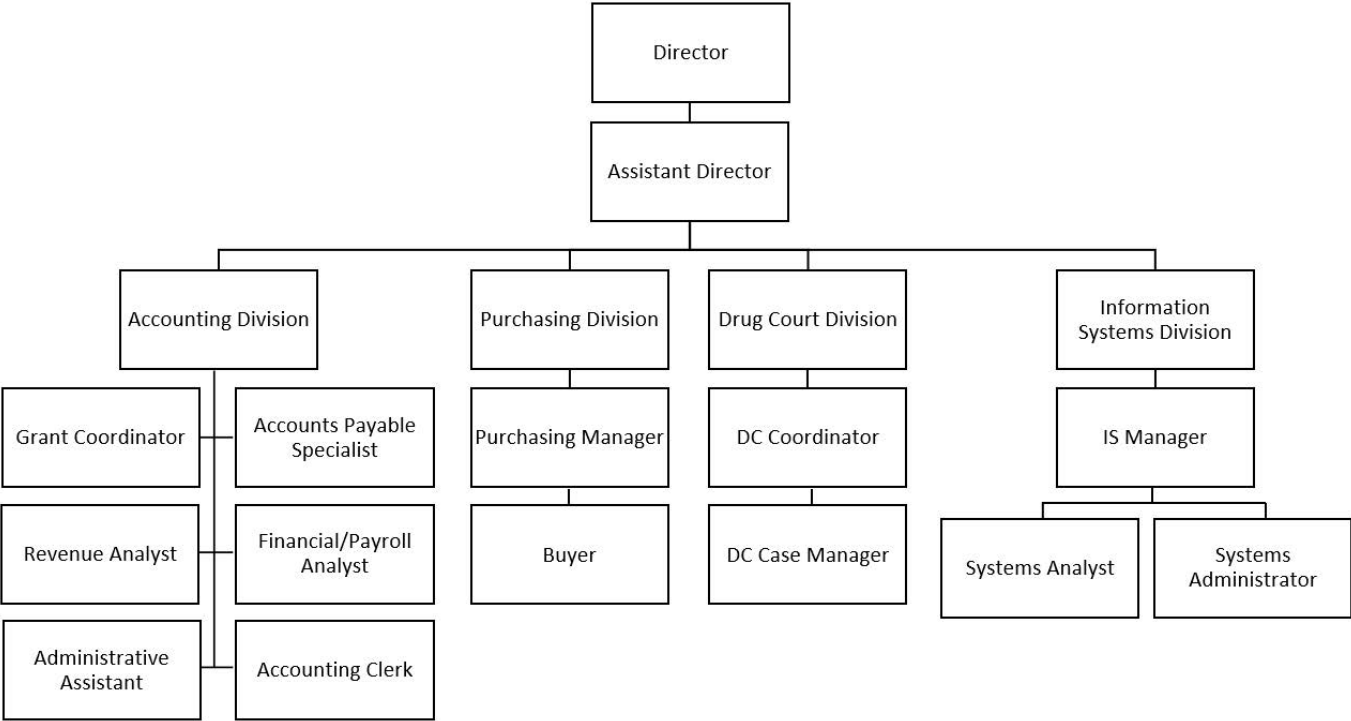
EXPENDITURE SUMMARY

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
General Fund (100)				
Accounting/Purchasing (133)				
Salaries & Benefits	\$ 858,483	\$ 934,247	\$ 902,022	\$ 786,901
Materials & Supplies	25,467	30,500	28,281	30,500
Education, Training & Travel	19,512	30,000	20,811	30,000
Utilities	5,381	6,000	5,354	6,000
Contract Services	31,762	47,200	39,115	48,700
Internal Charges	(554,837)	(576,303)	(576,303)	(454,507)
Capital Outlay	-	6,000	5,805	6,000
Other Expenses	5,356	7,400	6,909	7,400
Reimbursements	(5,250)	(5,250)	(5,250)	(5,250)
	<u>385,875</u>	<u>479,794</u>	<u>426,744</u>	<u>455,744</u>
Information Systems (136)				
Salaries & Benefits	\$ 264,607	\$ 276,134	\$ 276,701	\$ 288,299
Materials & Supplies	506	2,200	1,824	2,200
Education, Training & Travel	1,180	7,000	5,264	7,000
Utilities	20,762	22,000	27,789	22,000
Repairs & Maintenance	232	900	662	900
Contract Services	188,784	192,868	193,203	198,107
Internal Charges	(312,459)	(322,083)	(322,083)	(331,608)
Capital Outlay	2,547	9,000	7,582	9,000
Other Expenses	-	200	136	200
	<u>166,159</u>	<u>188,219</u>	<u>191,078</u>	<u>196,098</u>
Total Expenditures	<u><u>\$ 552,033</u></u>	<u><u>668,013</u></u>	<u><u>617,822</u></u>	<u><u>651,842</u></u>

DEPARTMENT OF FINANCE

NARRATIVE

ORGANIZATIONAL CHART



DEPARTMENT OF HUMAN RESOURCES

NARRATIVE

The Department of Human Resources 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 Department of Human Resources provides services in the areas 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.

MAJOR ACCOMPLISHMENTS IN 2019

- Coordinated the Summer Work Youth Program and employed high school and college students who reside in Caddo Parish. Students gleaned the importance of volunteerism and giving back to their community through participation in a donation drive and community involvement project.
- Coordinated open enrollment for employees to participate in the Cafeteria Plan, various Supplemental Insurance Plans and Medical/Dental Insurance
- Human Resources managed the United Way Campaign
- Restructured Human Resources department and added a Benefits Analyst to oversee group benefit plans and programs for active employees
- Implemented benefits administration solution to streamline and efficiently manage employee benefits
- Cross-trained Staff in various Human Resources functions to include the areas of Benefits, Recruitment/Selection, Payroll, and Retirement
- Implemented annual harassment training and record keeping as required by law

GOALS FOR 2020

- Routinely visit all departments not located in the Government Plaza to answer any questions concerning employee benefits and HR issues and provide any other information as necessary
- Recognize and recommend the ACT WorkKeys National Career Readiness Certificate (NCRC) credential as an indicator of workplace skills in hiring and promotion practices

DEPARTMENT OF HUMAN RESOURCES

NARRATIVE

- Closely monitor Benefit Plans to ensure plans meet the needs of the Parish. Add a new voluntary program offering vision coverage to the group benefit plan
- Review and revise the Parish of Caddo Personnel Policies, Rules and Regulations as needed
- Continue to provide an atmosphere of openness, trust, and dedication to ensure the Department of Human Resources meets the needs of the greatest asset of the Parish of Caddo – Employees’

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
Cost per Hire	\$341	\$341	\$341
Pre-Disciplinary Conferences	13	15	12
Section 125 Participation	163	159	163
Percent of Employees Enrolled in Health Plan	78%	79%	75%
Turnover	12%	11%	10%
Applications Accepted	823	862	800
Work-related Accidents	86	63	47

DEPARTMENT OF HUMAN RESOURCES

NARRATIVE

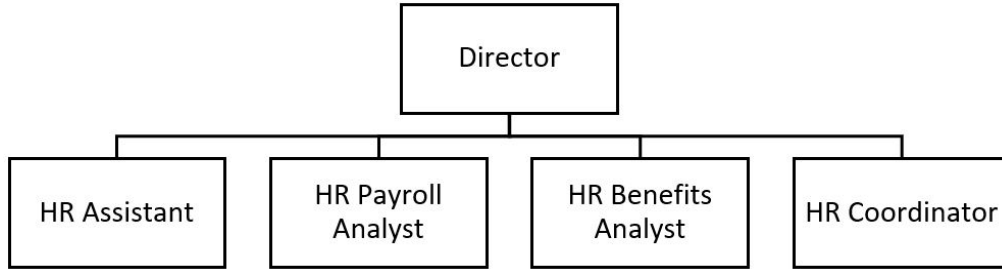
EXPENDITURE SUMMARY

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Budget</u>
General Fund (100)				
Human Resources (132)				
Salaries & Benefits	\$ 291,251	\$ 300,845	\$ 354,484	\$ 395,749
Materials & Supplies	9,376	11,700	10,946	11,800
Education, Training & Travel	12,447	20,000	14,198	20,000
Utilities	2,257	3,000	2,081	3,000
Contract Services	23,885	48,151	32,790	48,492
Internal Charges	(233,949)	(224,423)	(224,423)	(260,651)
Capital Outlay	413	3,600	2,422	3,600
Other Expenses	6,324	8,900	9,855	9,400
Total Expenditures	<u>112,004</u>	<u>171,773</u>	<u>202,353</u>	<u>231,390</u>

DEPARTMENT OF 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 as 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 Services 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 increases in costs due mainly to the 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 15,590.09 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 \$87,450.53 in additional revenue. They also recycled 337.14 tons of paper and 119.03 tons of plastic, generated \$4,066.30 in additional revenue, and saved the Parish an additional \$15,222.39 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 9,849 tires to be recycled and has partnered with the Caddo Parish Sheriff's Department in collecting 77,207.50 pounds of trash from 308.83 miles of Parish roads and rights-of-way.

Industrial Development

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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

Corporation to support the Ward II Industrial Park, located South of Vivian. Public Works will continue to promote and market Parish-owned property to prospective businesses to allow for industrial expansion and more jobs for Caddo Parish.

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. In 2019 the Public Works Permit Section has issued 104 municipal addresses. A total of 1,745 municipal addresses have been issued to date. In 2019 a total of 32 Culvert Permits have been issued. A total of 592 culverts permits have been issued and installed to date. Also, in 2019 a total of 10 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, has 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 to and educate citizens on the need for flood insurance and show proven efforts by the Parish and citizens that will reduce flood risk.

The Parish continues to pursue federal grants to help citizens that have experienced more than two flooding events within a ten year period. These grants are to elevate, relocate or acquire the property, return it to open space, or some other project that will benefit the public. The Parish has applied for disaster funding under DR-4263-LA; one of the latest flooding events in Caddo. Caddo Parish has also been awarded monies from previous Disasters Ike and Gustav which will be applied to Repetitive Loss Properties. Since entering the National Floodplain Insurance Program, Caddo Parish has helped to elevate one house by obtaining a federal grant of \$89,000, and 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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

(SRL) property (flooded six or more times) in Caddo Parish was purchased for approximately \$200,000. The efforts of the Public Works/Engineering Department 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 54 road repair projects covering 41.8 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 within the design requirements and working within the existing right-of-way.

Some of the other large capital projects during 2019 consist of the Parish-wide right-of-way tree trimming, construction of two bridges on Providence Road and design of a new structure on Linwood Ave.

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 17 bridges worth over \$9 million. The DOTD, with Federal funds under the Off-System Bridge program, replaced 6 of those structures, saving the Parish \$3.7 million in 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

In its 17th year of existence, the Public Works adjudicated property program has been very successful in returning delinquent properties to the tax roll. Parcels once adjudicated and abandoned are now being restored and utilized, thereby benefiting the entire community. Local citizens, non-profit organizations, and local investors are also making good use of this program.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

The Public Works department is responsible for the selling of parcels that have been adjudicated for at least three years. In the last cycle (August 1st – July 31st) the program sold 95 properties, reclaiming for local taxing authorities \$117,678 in sales revenue. In this same cycle period, 39 parcels were redeemed, collecting over \$114,781 in past-due taxes. To date, Public Works has taken over 3,000 applications and returned 1,595 properties to the Parish tax roll.

For adjudicated properties where no current application is on file, Public Works establishes a payment plan option for owners. During its last payment plan cycle (August 1st – July 31st), Public Works collected \$14,697 in down payments and \$1,927 in monthly payments, on the repayment of \$130,749 in delinquent taxes. To date, this has resulted in the collection of \$160,317 in down payments and \$48,997 in monthly installment payments, on the repayment of \$1,388,391 in delinquent property taxes.

In the spring of 2017, Public Works entered into an agreement with CivicSource, to help elevate the burden of unpaid taxes. CivicSource provides the opportunity for online purchase of properties adjudicated five years or older. One of the key benefits of purchasing a property through CivicSource is their ability to provide Title Insurance. This is an incentive as it removes many of the risks involved with purchasing an adjudicated property. Currently, CivicSource has over 2,650 Parish adjudicated properties listed for sale online.

Growing Concern on the Availability of Drinking Water

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

Phase I of this project was completed in 2008. Five test wells were drilled and completed including geophysical logging, well pumps, and monitoring systems. These wells will be monitored for quantity and water level on a monthly basis. 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.

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

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 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 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 36,579 hauling permits and 546 citations. As of September 2018 to present, this section has issued 5,081 permits and 35 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 PUBLIC WORKS

NARRATIVE

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 2019 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 1,300 repair orders have been completed in 2019. Many departmental improvements have been made in the last year to improve working conditions and update departmental procedures. The 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 2019. The Sign Shop Foreman continues to maintain his certification from the International Municipal Signal Association for work zone safety and sign markings.

MAJOR ACCOMPLISHMENTS IN 2019

- Road Treatment Program treated 54 roads totaling 41.8 miles
- Penetration Roads (1.5 Miles) (2 Roads)
- Road Striping (8.6 miles)
- Deepwoods Dr. Lennox Rd, and Al Lane drainage improvements
- Bridges replacement design completed for Linwood Ave, and Keithville Springridge Rd
- Bridge replacement construction completed for Providence Rd
- Adjudicated Property – Collection, Sale, and Donation

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

- Solid Waste Department, through recycling scrap metal and used appliances, has brought in \$87,450.53 in extra revenue; through recycling 337.14 tons of paper and 119.03 tons of plastic, generating \$4,066.30 in additional revenue, thus saving the Parish more than \$15,222.39 in landfill tipping fees.
- Solid Waste Department, through the Parish Work Release Program, collected litter and trash pick-up along 308.83 miles of road and removed 77,207 pounds of trash. This program has significantly contributed to the “Keep Louisiana State Clean” Initiative.
- Solid Waste Department collected, transported and disposed of approximately 15,590.09 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 2020

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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

- Continue exploring opportunities to obtain grant money for Public Works-related projects and programs

EXPENDITURE SUMMARY

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
Public Works Fund (200)				
Road Administration (411)				
Salaries & Benefits	\$ 1,208,833	\$ 1,258,006	\$ 1,208,160	\$ 1,334,127
Materials & Supplies	29,152	35,000	28,511	36,000
Education, Training & Travel	12,144	25,000	17,249	20,000
Utilities	9,758	12,000	10,895	12,000
Repairs & Maintenance	3,523	8,500	4,569	8,000
Contract Services	154,020	218,304	225,610	221,561
Statutory Charges	6,823	25,000	14,595	25,000
Internal Charges	200,399	218,711	218,711	215,413
Capital Outlay	10,158	24,000	9,720	21,000
Other Expenses	17,959	31,000	19,149	30,000
	<u>1,652,770</u>	<u>1,855,521</u>	<u>1,757,169</u>	<u>1,923,101</u>
Fleet Services (431)				
Salaries & Benefits	519,201	556,320	546,975	585,741
Materials & Supplies	(609,269)	(513,500)	(533,779)	(512,500)
Education, Training, & Travel	1,615	4,000	1,345	4,000
Utilities	27,732	39,500	32,427	39,000
Repairs & Maintenance	486,693	508,000	499,569	535,000
Contract Services	2,567	10,409	7,138	9,867
Internal Charges	(18,145)	(8,527)	(8,527)	(8,972)
	<u>410,394</u>	<u>596,202</u>	<u>545,148</u>	<u>652,136</u>
Road Maintenance (Drainage) (441-30)				
Materials & Supplies	-	25,000	8,325	20,000
Contract Services	546,277	567,546	551,379	589,628
Statutory Charges	432	500	445	500
Internal Charges	164,910	172,958	174,504	178,344
	<u>711,619</u>	<u>766,004</u>	<u>734,653</u>	<u>788,472</u>

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Budget</u>
Road Maintenance (Capital Improvements) (441-31)				
Materials & Supplies	12,973	20,000	12,375	20,000
Contract Services	86,024	79,965	81,541	84,907
Internal Charges	107,436	108,644	110,809	111,790
Capital Outlay	-	2,500	-	-
	<u>206,433</u>	<u>211,109</u>	<u>204,725</u>	<u>216,697</u>
Road Maintenance (North) (441-51)				
Salaries & Benefits	1,048,124	1,160,849	1,036,093	1,161,368
Materials & Supplies	310,406	408,000	308,676	400,000
Education, Training & Travel	712	4,000	1,254	4,000
Utilities	39,564	48,300	42,999	50,300
Repairs & Maintenance	144,754	240,000	184,555	230,000
Contract Services	93,761	149,000	110,671	139,000
Internal Charges	32,898	34,492	34,492	36,597
	<u>1,670,220</u>	<u>2,044,641</u>	<u>1,718,740</u>	<u>2,021,265</u>
Road Maintenance (South) (441-52)				
Salaries & Benefits	1,230,637	1,422,439	1,186,605	1,356,546
Materials & Supplies	238,182	441,000	330,677	406,000
Education, Training & Travel	4,231	4,000	2,545	4,000
Utilities	41,953	56,500	49,185	56,500
Repairs & Maintenance	261,268	270,000	256,495	270,000
Contract Services	90,297	170,700	130,557	160,700
Internal Charges	34,766	36,470	36,470	38,126
	<u>1,901,333</u>	<u>2,401,109</u>	<u>1,992,534</u>	<u>2,291,872</u>
Commercial Vehicle Enforcement Unit (441-53)				
Salaries & Benefits	130,396	155,363	141,582	150,749
Materials	9,729	15,000	10,287	15,000
Education, Training, & Travel	50	5,000	2,488	5,000
Utilities	2,606	5,000	3,298	5,000
Repairs & Maintenance	4,885	9,500	4,655	7,000
Contract Services	7732.68	45500	12412	25150
	<u>155,398</u>	<u>235,363</u>	<u>174,722</u>	<u>207,899</u>
	<u>6,708,167</u>	<u>8,109,949</u>	<u>7,127,691</u>	<u>8,101,442</u>

DEPARTMENT OF PUBLIC WORKS

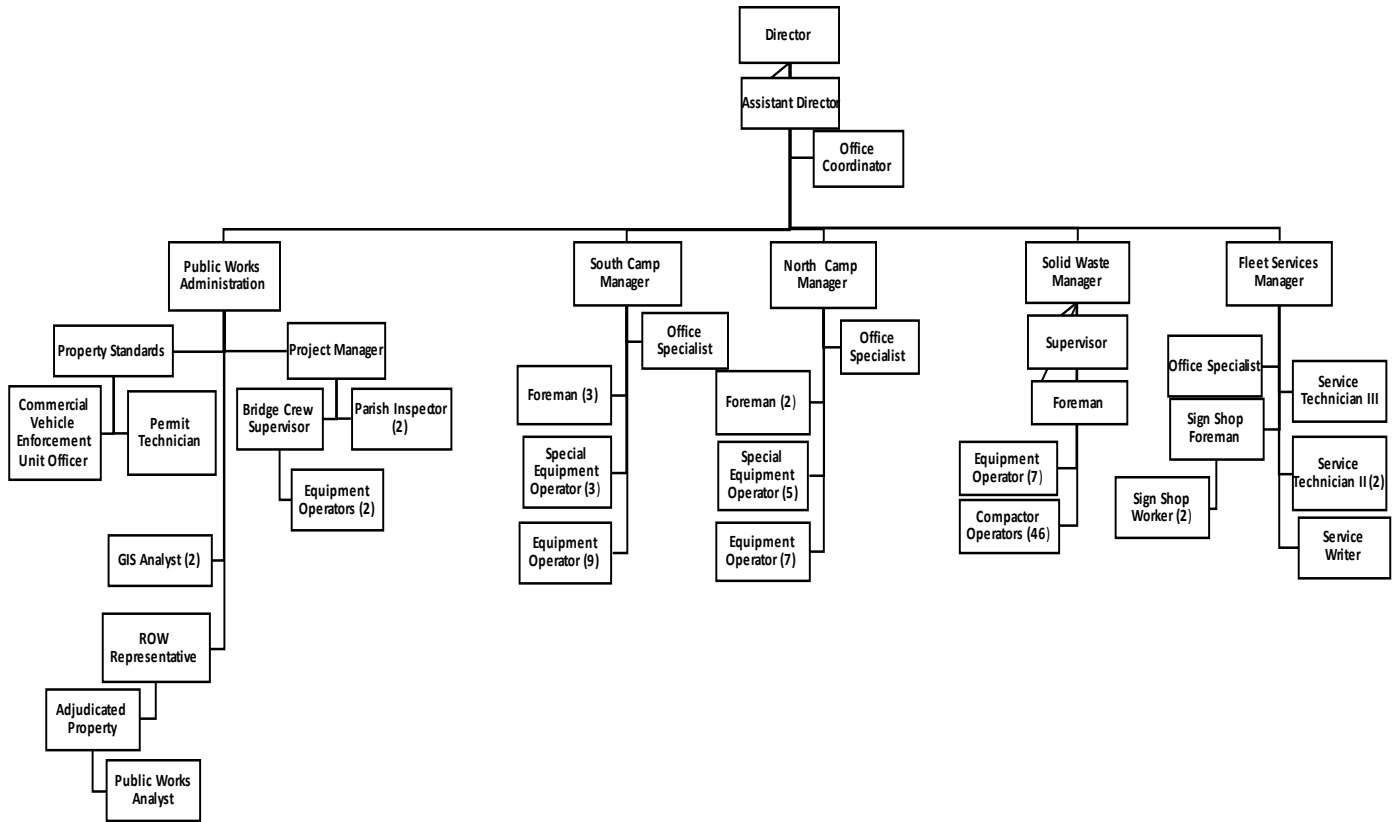
NARRATIVE

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Budget</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Budget</u>
Solid Waste Fund (240)				
Compactor System Operations (423)				
Salaries & Benefits	1,229,495	1,465,209	1,276,298	1,577,949
Materials & Supplies	118,279	134,500	118,264	147,500
Education, Training & Travel	1,138	3,000	1,235	3,000
Utilities	47,984	62,500	54,784	64,000
Repairs & Maintenance	114,260	125,000	148,053	145,000
Contract Services	827,779	1,008,546	931,363	1,016,628
Internal Charges	258,623	266,778	266,778	278,829
Capital Outlay	5,706	15,000	7,565	15,000
Other Expenses	26,094	60,000	38,455	60,000
	<u>2,629,358</u>	<u>3,140,533</u>	<u>2,842,795</u>	<u>3,307,906</u>
Code Enforcement (424)				
Salaries & Benefits	29,670	63,882	63,483	65,621
Materials & Supplies	-	8,000	4,330	8,000
Education, Training, & Travel	2,171	5,000	1,500	5,000
Utilities	-	2,500	745	2,500
Repairs & Maintenance	-	3,000	1,750	3,000
Contract Services	15,650	430,000	219,732	380,000
	<u>47,490</u>	<u>512,382</u>	<u>291,540</u>	<u>464,121</u>
	<u>2,676,848</u>	<u>3,652,915</u>	<u>3,134,335</u>	<u>3,772,027</u>
Total Expenditures	<u>\$ 9,385,015</u>	<u>\$11,762,864</u>	<u>\$10,262,026</u>	<u>\$11,873,469</u>

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.

Facility Maintenance Department

The Facility Maintenance Department has the unique challenge of maintaining all Parish facilities. In caring for Parish facilities, this department completes, on average, ten thousand work orders each year. What is noteworthy about this 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, a considerable amount of resources are required 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

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

has made the Parish facilities a “showcase” among state owned facilities. Annually this workforce removes tons of trash, mops, strips, and waxes thousands of linear feet of floor space. We also take pride in our recycling program by annually contributing over a ton of paper products to local recycling centers.

Voting Polling Locations

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

MAJOR ACCOMPLISHMENTS IN 2019

- Completed the Clean & Seal of the Caddo Parish Courthouse
- Completed the Lock Replacement at the Caddo Correctional Center
- Completed the Fire Alarm Replacement at the Caddo Correctional Center
- Completed the installation of the I-con water monitoring system at Juvenile Justice Complex
- Completed the resurfacing of the parking lot at the David Raines Center
- Completed the Kitchen renovation at the David Raines Center
- Upgraded the Camera system at Animal Services
- Completed the LED upgrade at the Vivian Health Unit
- Installed new Card reader system at the Francis Bickham Building
- Installed new Card reader system at the Caddo Parish Courthouse

Noteworthy Accomplishments

Over the course of this past year, the men and women of the department have yet again raised the performance bar with impressive results. 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, seventeen were completed at a cost savings of approximately \$123,480 below the 2019 capital budget appropriations.

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

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 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 2020

- Improve overall customer satisfaction by maintaining a rating of ninety percent on the customer survey responses received for the year
- Improve our 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 the budgeted amount

MAJOR GOALS FOR 2020

- Replace an HVAC unit at the Caddo Parish Courthouse
- Remodel the Tax Assessor's Lobby
- Replace the aging boilers at the Caddo Parish Courthouse
- Perform a major security upgrade on the camera system @ CCC
- Continue the HVAC upgrade at the Juvenile Justice Center
- Install retaining wall and replace ceilings at CCAA
- Add kennels and upgrade HVAC & Electrical at Animal Services
- Inside lighting replacement at CCC

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
General Fund (100)				
Coroner Building (161-63)				
Utilities	\$ 20,479	\$ 32,000	\$ 22,287	\$ 26,000
Repairs & Maintenance	15,464	12,000	9,670	12,000
Contract Services	18,872	21,000	16,541	20,500
Internal Charges	3,126	3,086	3,086	3,261
	<u>57,942</u>	<u>68,086</u>	<u>51,584</u>	<u>61,761</u>
LSU Extension Building (161-64)				
Utilities	6,299	8,400	8,041	8,400
Repairs & Maintenance	3,028	6,000	3,146	6,000
Contract Services	9,122	11,050	8,202	11,050
Internal Charges	7,163	7,437	7,337	7,721
	<u>25,611</u>	<u>32,887</u>	<u>26,726</u>	<u>33,171</u>
Archives (161-65)				
Contract Services	<u>85,740</u>	<u>77,000</u>	<u>67,750</u>	<u>77,000</u>
David Raines Comm Center (161-69)				
Salaries & Benefits	5,133	5,770	5,666	5,770
Utilities	52,459	60,500	58,097	58,500
Repairs & Maintenance	46,981	30,000	26,819	30,000
Contract Services	25,820	29,700	26,484	29,700
Internal Charges	12,529	14,132	13,617	14,693
Reimbursements	(72,387)	(65,390)	(64,904)	(65,390)
	<u>70,535</u>	<u>74,712</u>	<u>65,779</u>	<u>73,273</u>
	<u>239,828</u>	<u>252,685</u>	<u>211,839</u>	<u>245,205</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Building Maintenance Fund (210)				
Courthouse (161-61)				
Salaries & Benefits	2,216,079	2,307,170	2,295,169	2,401,025
Materials & Supplies	104,281	184,450	139,536	172,450
Education, Training, & Travel	8,440	25,000	13,410	25,000
Utilities	622,266	710,000	762,257	715,000
Repairs & Maintenance	277,288	250,000	265,932	263,000
Contract Services	409,520	406,510	419,446	473,348
Statutory Charges	5,313	17,400	11,541	17,400
Internal Charges	106,951	135,258	130,090	131,012
Capital Outlay	2,066	8,000	5,782	8,000
Other Expenses	24,921	26,000	24,816	26,000
	<u>3,777,125</u>	<u>4,069,788</u>	<u>4,067,979</u>	<u>4,232,235</u>
Francis Bickham Building (161-66)				
Utilities	58,743	75,000	60,181	70,000
Repairs & Maintenance	46,738	35,000	44,408	45,000
Contract Services	3,506	4,800	3,243	4,800
Internal Charges	17,248	17,048	17,048	17,924
	<u>126,234</u>	<u>131,848</u>	<u>124,880</u>	<u>137,724</u>
Government Plaza (161-68)				
Utilities	104,151	90,000	89,255	90,000
Repairs & Maintenance	17,641	28,000	17,077	25,000
Contract Services	47,111	50,000	54,176	57,000
Internal Charges	26,791	26,447	26,447	27,949
	<u>195,693</u>	<u>194,447</u>	<u>186,955</u>	<u>199,949</u>
Veterans Affairs Building (161-75)				
Utilities	9,308	13,000	6,902	13,000
Repairs & Maintenance	3,780	3,500	3,163	3,500
Contract Services	6,200	12,000	6,485	10,000
	<u>19,288</u>	<u>28,500</u>	<u>16,550</u>	<u>26,500</u>
	<u>4,118,340</u>	<u>4,424,583</u>	<u>4,396,364</u>	<u>4,596,408</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Detention Facilities Fund (225)				
Caddo Correctional Center (161-67)				
Salaries & Benefits	1,171,376	1,209,341	1,171,788	1,233,060
Materials & Supplies	238,418	230,600	229,175	232,600
Education, Training, & Travel	24	3,000	2,918	3,000
Utilities	1,030,094	1,033,000	1,031,808	1,068,000
Repairs & Maintenance	250,229	243,000	215,471	243,000
Contract Services	262,106	268,933	256,535	275,429
Statutory Charges	9,784	33,300	18,415	33,300
Internal Charges	607,963	639,813	636,523	661,560
Capital Outlay	-	8,000	7,251	8,000
Other Expenses	-	1,000	-	-
	<u>3,569,995</u>	<u>3,669,987</u>	<u>3,569,884</u>	<u>3,757,949</u>
Juvenile Justice Fund (260)				
Juvenile Justice Buildings (161-62)				
Salaries & Benefits	104,817	107,080	114,228	125,835
Materials & Supplies	2,179	4,100	3,360	4,100
Utilities	200,525	207,000	203,367	207,000
Repairs & Maintenance	101,828	87,000	101,762	97,000
Contract Services	58,579	60,350	59,481	63,850
Internal Charges	27,481	32,693	32,847	33,826
Capital Outlay	-	2,500	2,230	2,500
	<u>495,409</u>	<u>500,723</u>	<u>517,275</u>	<u>534,111</u>
Health Tax Fund (270)				
Shreveport Regional Lab (161-11)				
Salaries & Benefits	1,299	1,338	1,338	1,378
Utilities	17,277	17,000	16,835	18,500
Repairs & Maintenance	1,136	14,500	3,532	10,500
Contract Services	660	1,300	728	800
Internal Charges	12,219	12,138	12,138	12,816
	<u>32,591</u>	<u>46,276</u>	<u>34,571</u>	<u>43,994</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

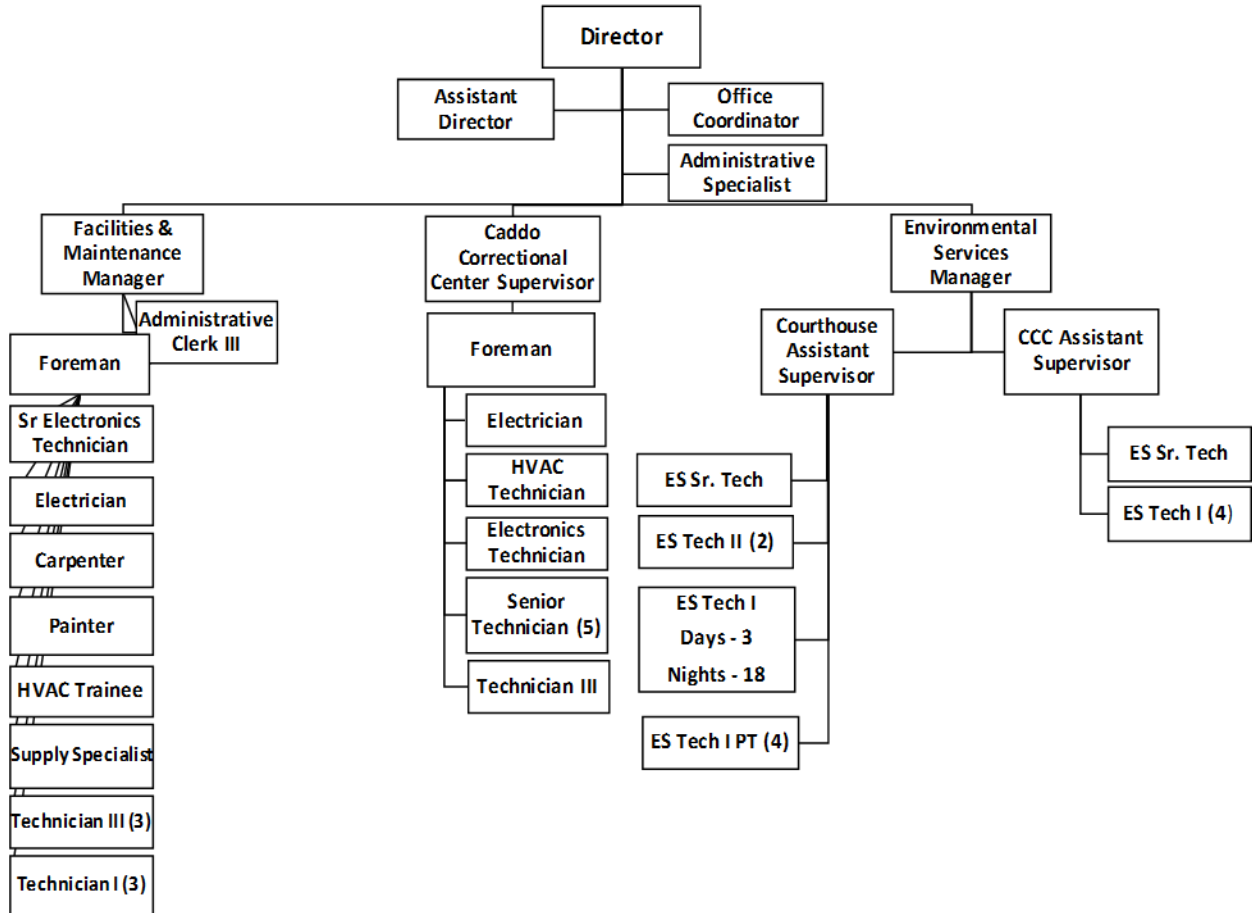
NARRATIVE

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Highland Health Unit Complex (161-14)				
Salaries & Benefits	309,680	318,983	317,253	324,694
Materials & Supplies	10,122	17,000	10,057	14,000
Utilities	107,175	126,000	112,729	118,500
Repairs & Maintenance	37,655	47,000	50,048	52,000
Contract Services	9,399	13,723	10,993	13,891
Statutory Charges	3,770	8,700	6,771	8,700
Internal Charges	115,836	121,498	121,183	126,733
Capital Outlay	-	500	492	500
	<u>593,638</u>	<u>653,404</u>	<u>629,526</u>	<u>659,018</u>
Vivian Health Unit (161-15)				
Salaries & Benefits	44,405	46,287	37,865	39,405
Materials & Supplies	-	350	327	350
Utilities	13,533	16,000	17,415	17,600
Repairs & Maintenance	3,990	6,000	5,974	6,000
Contract Services	718	1,050	817	1,050
Internal Charges	2,598	4,191	4,091	4,334
Capital Outlay	-	200	197	200
	<u>65,244</u>	<u>74,078</u>	<u>66,686</u>	<u>68,939</u>
David Raines (161-69)				
Repairs & Maintenance	33,390	33,390	33,390	33,390
	<u>724,864</u>	<u>807,148</u>	<u>764,173</u>	<u>805,341</u>
Total Expenditures	<u>\$ 9,148,436</u>	<u>\$ 9,655,126</u>	<u>\$ 9,459,535</u>	<u>\$ 9,939,014</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

ORGANIZATIONAL CHART



DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

The Department of Parks and Recreation is responsible for maintaining 16 sites throughout the Parish that include boat launches, ball fields, RV campground, multi-use trails, playgrounds, and a nature center featuring a staffed visitor center with exhibits and live animals. The Parks and Recreation Staff is committed to providing clean and safe park facilities, quality recreational and nature programs, and assisting local municipalities with festivals, events, and park development for the enjoyment and health of Caddo Parish citizens.

2019 has been a great year for Parks and Recreation for both special events and park improvements. Two of our parks received major upgrades in playground equipment as well as surfacing of several playgrounds; while others have seen improvements ranging from restroom upgrades, more parking around playgrounds, renovated picnic pavilions, electrical upgrades for campgrounds, as well as additional trails and bridge upgrades. Our major Nature Park events such as Bugs, Bats, and Bones and Owl Night continue to be big attractions; setting record attendance, while Fairy Houses and Gnome Homes received awards and recognition for its outstanding programming and innovation.

2020 is looking to be just as bright, as we continue to expand upon some of the recently added programs; such as canoeing, Nature Camps, and rural athletics in addition to upgrading and repairing existing facilities.

MAJOR ACCOMPLISHMENTS IN 2019

- Provided Bleachers for the Blanchard Christmas Festival and Parade (December 8)
- Added new playground equipment at Greenbrook and Hannah Parks
- Staff served as race director, provided course set up and meet assistance at the Orienteering Meet (December 1) for over 150 participants at Walter Jacobs Park.
- Assisted with the “The Trail Run” (February 16) at Eddie Jones Park that was hosted by SportSpectrum with over 200 participants
- Hosted Owl Night Open House (February 16) at Walter Jacobs Park with over 1500 attendees
- Assisted with the Screaming Monkey (March 6 & 7) Ultra-distant trail run (100 mile, 100km, marathon & half-marathon, and 5km distances) hosted by Get on a Trail Shreveport (GOATS) at Eddie Jones Park with over 200 participants from 13 different states
- Assisted SPAR with the Annual Martin Luther King Basketball Tournament (February 15-17) where over 98 adult and youth teams participated in the event

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Staff served as race director, provided course set up and meet assistance for over 150 participants at the Orienteering Meet (February 2) at Eddie D. Jones Park
- Constructed new trails at Eddie Jones with assistance from Shreveport Green that will allow horse riders to complete a loop of trails without having to ride along the main entrance road
- Provided bleachers to accommodate 1,000 visitors at the “Red Bud Festival” Vivian, LA (March 16)
- Provided sound, stage and security for “Gusher Days” (May 4, 2018) Earl Williamson Park
- Hosted the Zombie Apocalypse Camp (March 25-29) at Eddie Jones Park where 48 youth attended
- Facilitated “Seniors Day” (May 18, 2018) in partnership with Caddo Council on Aging in Earl G. Williamson Park – 216 seniors and helpers participated
- Staff served at the Good Times Rolls Festival (June 15-17, 2018) where over 1,000 people attended
- Trained Shreveport Green’s Summer Workers to facilitate 9 weeks of Earth Camp at Walter Jacobs Nature Park
- Facilitated and coordinated with several outside agencies to provide boater safety, fishing and nature education programs, as well as a fishing tournament for over 100 children at the annual Get Hooked on Fishing Day (June 22) at Earl Williamson Park
- Parks Department Staff coordinated with several community organizations to provide recreational and community events throughout the Parish with the Super Safe Summer Program
- Walter Jacobs Nature Park hosted NAI Certified Interpretive Guide Training Certificate Program for 9 students from 5 agencies
- Walter Jacobs Nature Park program Fairy Houses & Gnome Homes was awarded Innovative Program Award Class I by Louisiana Recreation and Parks Association and Outstanding Event of the Year from P.R.I.D.E Awards from the Shreveport-Bossier Convention and Tourist Bureau
- Staff implemented a canoeing program for all ages to enhance nature programs such as bird watching, photography, and art classes using many of our parks with access to lakes and bayous

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Four Nature Center Volunteer Naturalist completed the 100 hours of volunteer service plateau
- Offered 4 one-week camps at Walter Jacobs Nature Park (Jr. Naturalist Camp, Raptor Camp, Outdoor Skills Camp and Nature Art Camp). Each camp had 12 paid attendees and all four camps filled to capacity

GOALS FOR 2020

- Continue to develop community parks in Caddo Parish
- Provide 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
- Expand Athletic opportunities throughout the Parish by offering/creating: Over 40 softball and basketball leagues, develop a girls' sports organization and Girls' Rock softball camp, and coordinate more youth and adult sports tournaments
- Continue to develop high quality events and programs during the year
- Coordinate with Juvenile Services to provide programming for Foster Families
- Expand parking facilities at Walter Jacobs Park
- Develop sustainable community-based gardens around the Parish
- Renovation of large pavilion at P.B.S. Pinchback Park
- Replace fishing pier at Earl G. Williamson Park

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
Park safety inspections	61	63	62
Park improvement projects completed	20	22	20
Special park events held	145	150	150

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

	<u>2018</u> <u>Actual</u>	<u>2019</u> <u>Estimated</u>	<u>2020</u> <u>Projected</u>
Number of schools served by nature park	75	75	78
Number of classes served by nature park	425	450	452
Groups other than schools, served by nature park staff	450	500	510
Workshops provided/facilitated by nature park staff	10	10	10
Visitors/Outreach Contacts - Walter B. Jacobs Park Staff	27,500	29,500	30250
Naturalist calls for professional assistance	200	250	250
Camping Receipts in Earl Williamson Park	\$25,425	\$23,325	\$27000
Hold Harmless Agreements Signed to Use Parks	55	65	60
Work orders completed	550	575	550
Community Gardens	4	10	1
Schools gardens	4	10	4
Garden outreach programs	5	25	15
Garden workshops	3	10	10
Athletic workshops	22	34	30
Athletic Camps	16	20	12
Schools Served with Athletic Programs	5	8	9
Summer Super Safe Programs	17	20	27

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

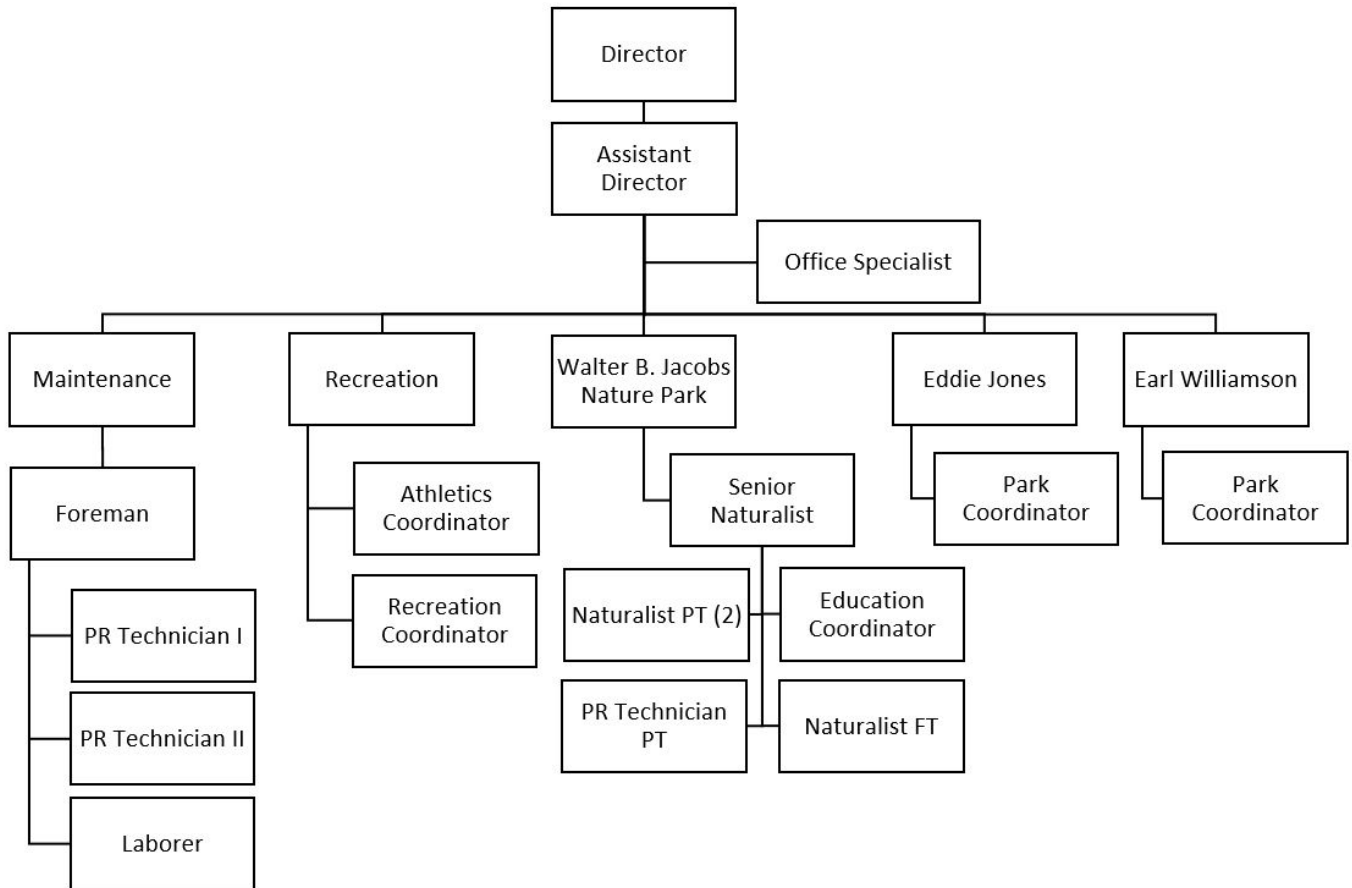
EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 996,486	\$ 1,059,187	\$ 1,091,911	\$ 1,069,020
Materials & Supplies	53,366	49,750	48,346	56,250
Education, Training & Travel	21,065	15,000	12,515	15,000
Utilities	59,628	67,000	61,401	65,500
Repairs & Maintenance	28,731	75,000	57,075	75,000
Contract Services	16,579	20,606	19,294	24,403
Statutory Charges	1,623	3,220	2,614	3,220
Internal Charges	111,632	117,505	117,505	123,374
Capital Outlay	3,227	3,500	1,455	3,500
Other Expenses	18,528	25,200	23,643	24,200
Total Expenditures	\$ 1,310,865	\$ 1,435,968	\$ 1,435,759	\$ 1,459,467

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 went into effect on March 1, 2019 transitioning 17 year olds charged with non-violent delinquencies from adult court to juvenile court. The second part of this process will begin on July 1, 2020. On that date, all 17 year olds arrested in Caddo Parish will be processed in Juvenile Court. 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 2020.

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 awaiting transfer to another placement or facility. Approximately 700 children are held each year in Caddo's Juvenile Detention Center. The Juvenile Detention staff 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, 21 security officers, and seven food service employees.

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

Probation Division

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

Caddo Parish has three juvenile Judges. Thus, there are three sections of Court. The Court also has a Juvenile Drug Court Program, a Family Preservation Court (which deals with adults with substance abuse issues from all areas of Court), a Truancy Court, a Mental Health Court and a Human Trafficking Court. 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 2019

- 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
- Implemented the "Raise the Age" Act, beginning the process of transitioning 17 year olds from the adult Court system to the Juvenile Justice System

GOALS FOR 2020

- To work with the Caddo School System to expand wrap-around services for children and families at no cost to taxpayers
- To fully implement the transition of 17 year olds into the Juvenile Justice System
- To implement a secondary prevention program in conjunction with our local prevention coalition, Thrive

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

EXPENDITURE SUMMARY

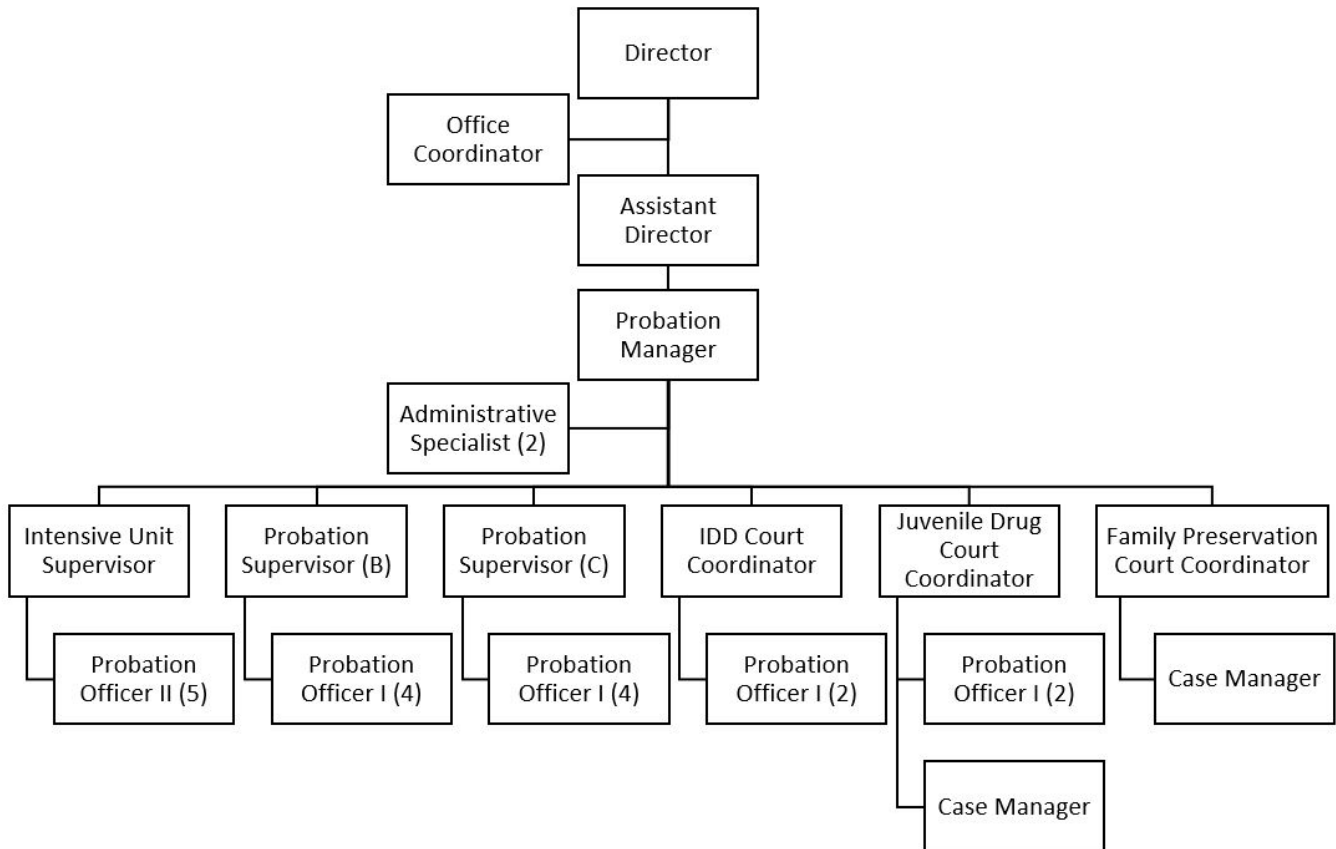
	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
Probation Operations (122-22)				
Salaries & Benefits	\$ 2,120,656	\$ 2,440,408	\$ 2,051,028	\$ 2,424,999
Materials & Supplies	61,825	72,100	55,520	67,600
Education, Training & Travel	26,203	40,000	29,817	30,000
Utilities	40,522	62,500	29,367	50,000
Repairs & Maintenance	26,376	18,000	25,377	25,000
Contract Services	278,062	255,663	294,540	453,436
Statutory Charges	3,846	15,000	9,852	15,000
Internal Charges	206,012	216,384	216,384	222,492
Capital Outlay	1,631	3,500	3,212	3,500
Allocations to Other Entities	17,523	18,000	21,342	18,000
Other Expenses	175,365	187,100	186,215	161,600
Grant Programs	428,125	371,564	377,646	382,564
	<u>3,386,146</u>	<u>3,700,219</u>	<u>3,300,300</u>	<u>3,854,191</u>
Juvenile Detention (122-32)				
Salaries & Benefits	\$ 2,266,154	\$ 2,434,258	\$ 2,231,347	\$ 2,373,769
Materials & Supplies	\$ 18,754	\$ 26,000	\$ 22,024	\$ 28,000
Education, Training & Travel	33,609	36,000	33,504	36,000
Repairs & Maintenance	1,782	2,500	3,045	2,500
Prison Operations	193,799	236,005	218,838	236,000
Contract Services	57,726	89,063	89,586	90,184
Internal Charges	163,571	168,300	168,300	174,361
Capital Outlay	6,591	4,000	6,310	5,500
Allocations to Other Entities	69,979	60,000	70,292	70,000
Other Expenses	6,333	17,700	14,240	17,700
Grant Programs	126,117	132,777	96,720	123,651
	<u>2,944,416</u>	<u>3,206,603</u>	<u>2,954,206</u>	<u>3,157,665</u>
Total Expenditures	<u>\$ 6,330,562</u>	<u>\$ 6,906,822</u>	<u>\$ 6,254,506</u>	<u>\$ 6,961,856</u>

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

ORGANIZATIONAL CHART

Probation Operations

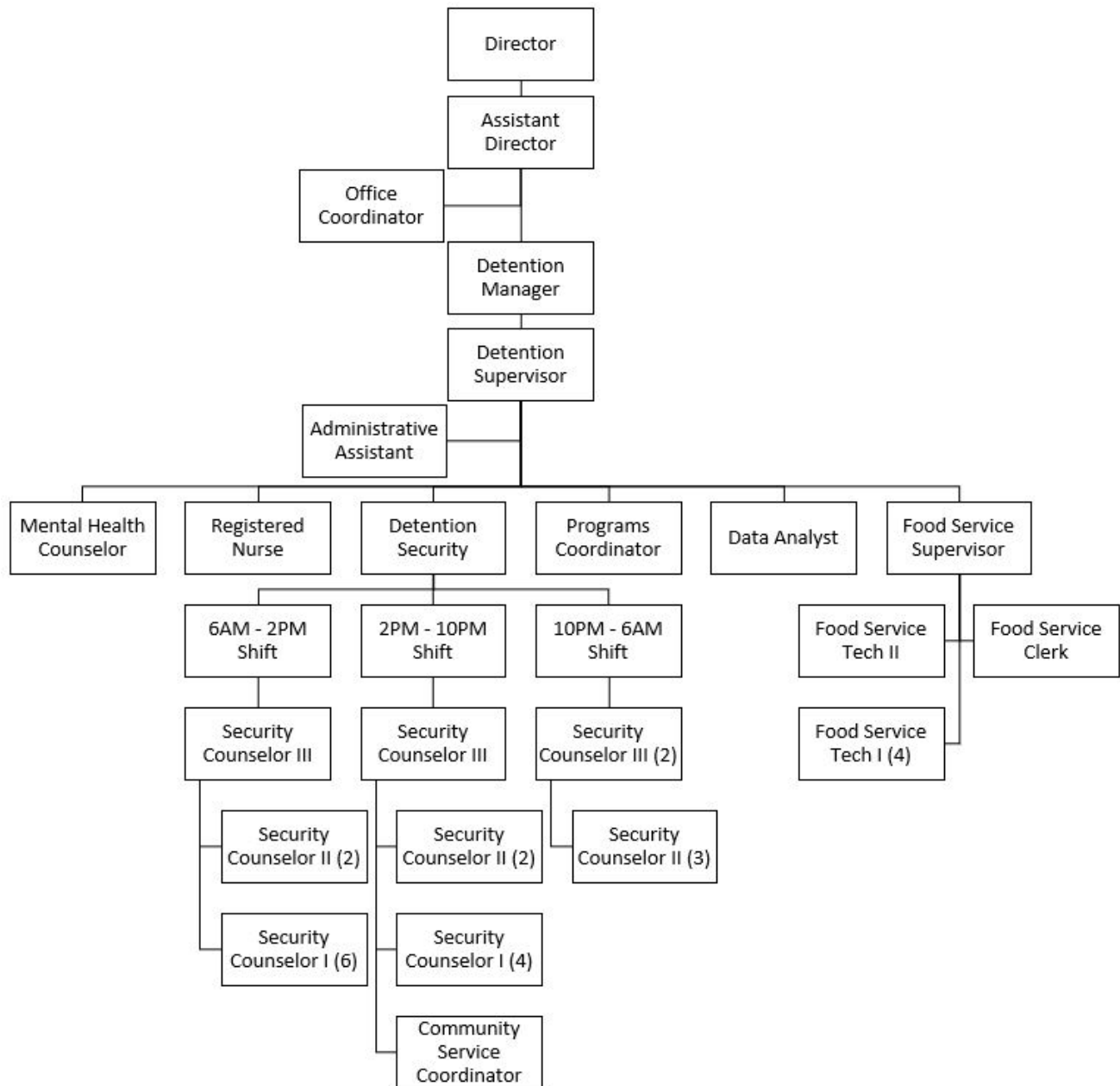


DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

ORGANIZATIONAL CHART

Juvenile Detention





DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

The Department of Animal Services and Mosquito Control (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 2019, The Caddo Parish Animal Shelter (CPAS) provided humane care, food, and temporary shelter for around 6,000 homeless animals. The staff provided medical treatment for the animals as prescribed by our contract veterinarians and humanely euthanized 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.

In conjunction with KTBS-3 and KTAL-NBC 6 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.

MAJOR ACCOMPLISHMENTS IN 2019

- Investigated and responded to over 13,000 citizen complaints
- CPAS hosted their first summer camp, Camp PAWS
- CPAS provided up to 500 doses of free rabies shots for the citizens of the Parish of Caddo in March to make sure that domestic pets received rabies vaccinations
- Provided 198 rabies vaccinations and 95 microchips during the Spring rabies vaccination clinic
- Completed over 800 spay and neuter surgeries, projecting 1300 surgeries performed by the end of the year

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

- Became official network partners of Best Friends Animal Society
- Won Best Group at Best Friends National Conference in Dallas Texas
- Received \$2,500 grant from Maddie's Fund at Best Friends National Conference in Dallas Texas
- Received \$500 grant from Maddie's Fund at Humane Society of the United Animal Care Expo
- Assisted Shreveport Police Department, Property Standards, and Code Enforcement in eight Operation T-Bone sweeps
- Achieved a high level of professionalism, competency, humane care, and conservatism thus, creating a positive impact on the overall operations
- Promoted animals on several Facebook pages and Instagram
- 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 and KTAL NBC 6
- 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
- Promoted the full utilization of PetPoint database including the Petango adoption contract

GOALS FOR 2020

- Strengthen relationships with non-profit organizations currently working with ASMC and expand rescue network
- Continue advertising programs to inform citizens of adoptions, spay/neuter initiatives, and laws concerning companion animals and mosquito concerns

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

- Implement an automated system for the entire Parish of Caddo to notify citizens of mosquito spraying
- Increase community awareness on animal safety and responsible pet ownership through school outreach in the Caddo Parish School District and neighborhood outreach programs
- Continue to incorporate technology into our daily operations
- Continue to follow the master plan to update and remodel the shelter facility
- Research methods to facilitate a reduction in euthanasia numbers for the year 2020 including a Return in Field program, Found Stray Foster program, and further expanding the Trap-Neuter-Release program to include Return-To-Home objectives
- 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
- Expand partnership with Robinson’s Rescue promoting their spay/neuter vouchers

EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Animal Services (300-12)				
Salaries & Benefits	\$ 1,469,827	\$ 1,709,950	\$ 1,658,706	\$ 1,757,415
Materials & Supplies	236,949	283,850	314,147	327,250
Education, Training, & Travel	21,578	15,000	12,573	22,000
Utilities	50,478	78,000	71,164	78,000
Repairs & Maintenance	74,896	80,000	97,069	95,000
Contract Services	144,512	161,210	154,190	161,044
Internal Charges	140,131	111,350	147,557	153,697
Capital Outlay	6,431	12,000	5,335	12,000
Other Expenses	100	1,100	851	1,000
	<u>2,144,902</u>	<u>2,452,460</u>	<u>2,461,592</u>	<u>2,607,406</u>

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

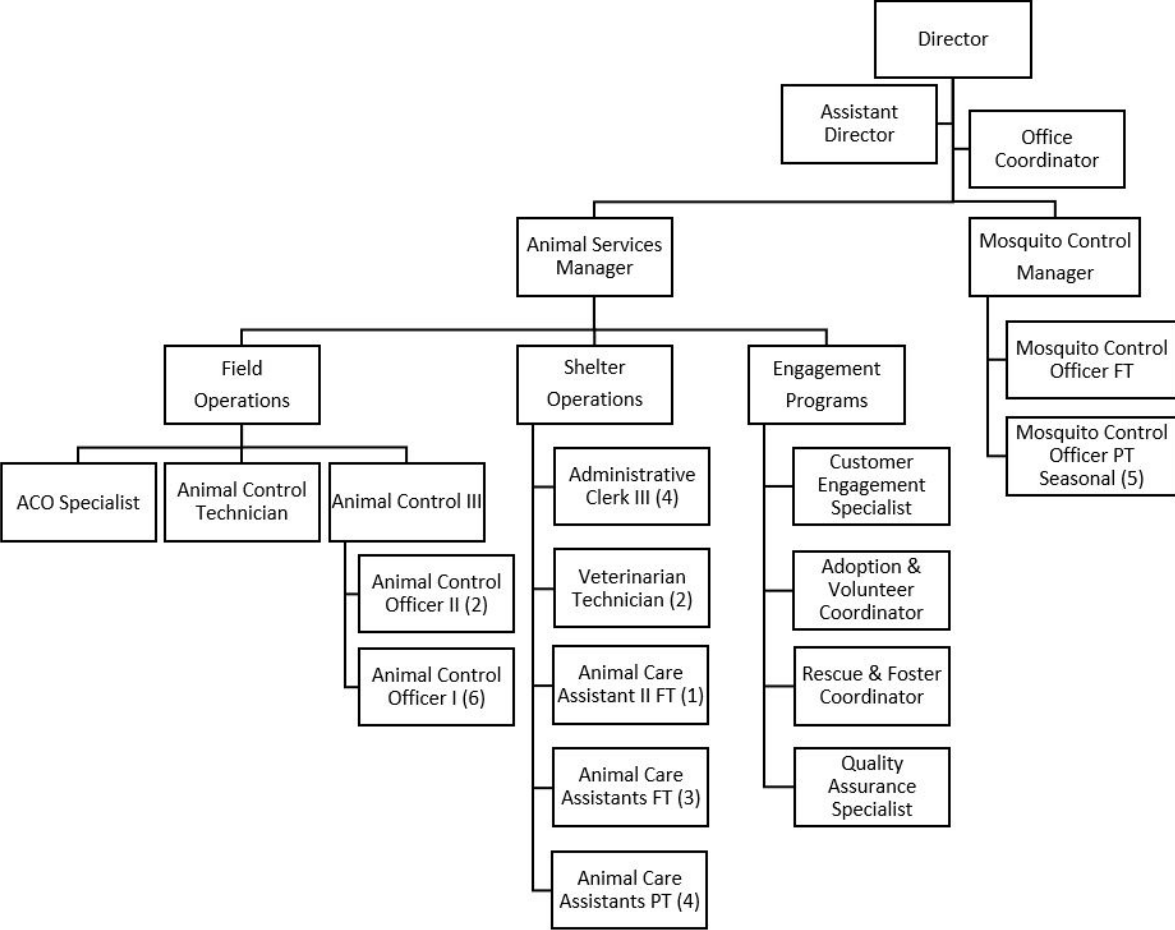
EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Mosquito Control (300-13)				
Salaries & Benefits	197,070	217,984	192,861	220,948
Materials & Supplies	125,094	163,650	161,036	164,800
Utilities	595	-	-	-
Education, Training, & Travel	9,808	2,000	1,261	1,500
Repairs & Maintenance	26,781	23,000	25,657	20,000
Contract Services	21,759	2,710	2,575	2,444
Internal Charges	52,070	53,607	53,472	56,650
Capital Outlay	3,650	5,250	2,238	2,600
	<u>436,827</u>	<u>468,201</u>	<u>439,100</u>	<u>468,942</u>
Total Expenditures	<u>\$ 2,581,729</u>	<u>\$ 2,920,661</u>	<u>\$ 2,900,692</u>	<u>\$ 3,076,348</u>

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

ORGANIZATIONAL CHART





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 2019

Courtrooms for the First Judicial District Court are located on the 4th floor, 2nd floor, and the 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 2019 was 96 with approximately 15,200 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 2020

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. Under guidance of the Supreme Court, we have implemented the recommended sexual harassment policies in our Human Resources department. We have had no complaints in the past and want to keep our good record, staying current with emerging trends.

FIRST JUDICIAL DISTRICT COURT

NARRATIVE

EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 1,557,309	\$ 1,749,614	\$ 1,653,483	\$ 1,469,146
Materials & Supplies	59,286	77,000	65,433	77,000
Utilities	2,385	18,000	2,466	18,000
Statutory Charges	(11,817)	-	-	-
Internal Charges	31,888	33,788	33,788	35,359
Capital Outlay	10,871	20,000	18,885	20,000
Other Expenses	14,216	14,000	14,441	215,000
Grant Programs	287,573	314,000	306,678	320,000
Reimbursements	(275,000)	(275,000)	(275,000)	(275,000)
Total Expenditures	\$ 1,676,712	\$ 1,951,402	\$ 1,820,174	\$ 1,879,505

CADDO PARISH DISTRICT ATTORNEY'S OFFICE

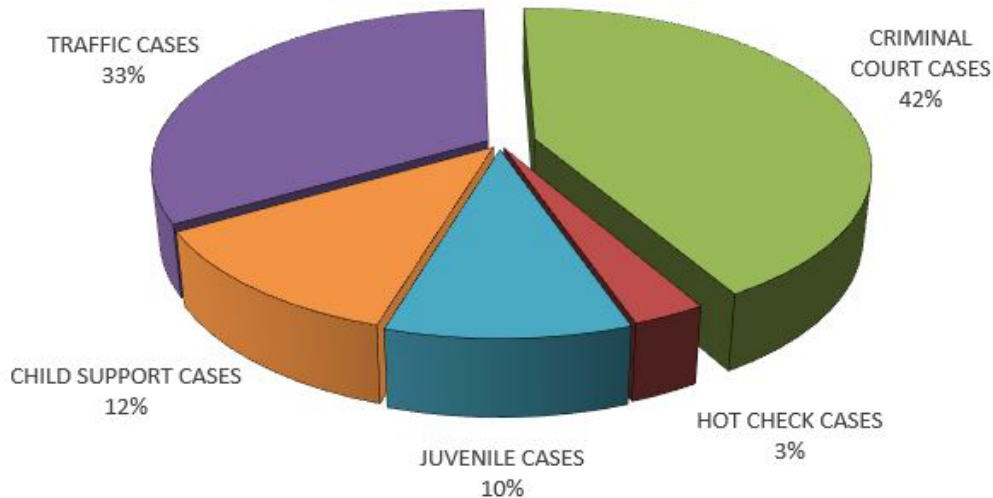
NARRATIVE

Agency Duties

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 CASELOAD - 2018



CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

Workload

(Caseloads are 2018)

- Opened 7,684 new criminal cases with 8,392 defendants
- Opened 5,947 new traffic cases
- Filed 2,706 child support cases & established child support of \$1,489,002 on behalf of dependent children
- Opened 589 new hot check cases & collected \$287,000 for merchants
- Opened 1173 cases in Pretrial Diversion and collected \$79,147 for victims
- Opened 1,939 juvenile court defendants

Financial

(2018)

- Revenues of \$9,492,001:
 - Parish - \$5,398,725
 - DA - \$2,742,028
 - State - \$1,351,248)
- Expenditures of \$9,412,279

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 nominally over the past five years and we continue to work to find ways to make this office more efficient. We will continue to work with the Clerk of Court and the Caddo Sheriff to find ways to streamline our work and find efficiencies where we can.

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

CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
Salaries & Benefits	\$ 26,067	\$ 26,849	\$ 26,849	\$ 27,654
Statutory Charges	5,270,600	5,534,130	5,534,130	5,700,154
Grant Programs	<u>149,401</u>	<u>140,000</u>	<u>131,541</u>	<u>140,000</u>
Total Expenditures	<u>\$ 5,446,068</u>	<u>\$ 5,700,979</u>	<u>\$ 5,692,520</u>	<u>\$ 5,867,808</u>



CADDO PARISH CORONER'S OFFICE

NARRATIVE

The Office of the Coroner services the citizens of the Parish of Caddo performing duties that include but are not limited to investigating sudden, unexpected, deaths that result from violence, accident, under suspicion or unusual circumstances and any other deaths as primarily described in LA RS 13:5713; the Coroner also has the discretion to authorize an autopsy. The Coroner performs commitment investigations, issues Orders of Protective Custody and Emergency Certificates as legally mandated by LA R.S. 28:53. The Coroner also investigates and collects 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 may concur request for Continued Tutorship.

The Office of the Coroner has twelve positions consisting of the Coroner, Chief Investigator, five full-time Death Investigators and two part-time Death Investigators; an Administrator and two Administrative Assistants. The Coroner and the investigative staff are certified through the American Board of Medicolegal Death Investigation. Contractual Agreement for on-call services in respective areas are maintained with Deputy Coroner-Medical, four Deputy Coroner-Psychiatry, Forensic Nurse Examiners, two Transporters and one Public Information Officer.

Capital Purchases

The Office of the Coroner does not anticipate any capital expenses to be incurred in the 2020 budget year that will impact the allocations from the Parish of Caddo and the City of Shreveport.

Expenditure Changes

The Coroner is pleased to have operated the Coroner's Office efficiently for the past ten years without requesting an increase in the "Budgeted Allocation" provided by the Caddo Parish Commission and the City of Shreveport, opting instead to utilize unrestricted reserved funds to absorb the increase in expenditures over these past years.

Due to the continued growth of expenses a minor adjustment in allocations from each municipality has been requested for 2020 budget year. The new allocation for Parish of Caddo is \$170,000 and City of Shreveport is \$903,000. Our office will also continue to utilize unrestricted reserve funds to absorb remaining expenditures for 2020. These unrestricted funds are primarily generated from psychiatric services that are performed by our Deputy Coroner- Psychiatrist; which are not guaranteed and vary from year to year.

Public Service

The services provided by the coroner continued to increase each year. The statistical table below reflects historic case load of services provided for the past five years 2014-2018 and current statistics through July 2019.

CADDO PARISH CORONER'S OFFICE

NARRATIVE

Workload Statistics

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Jan -Jul 2019</u>
Death Investigations	3092	3092	3097	3091	2021	1749
Natural Deaths	1895	1879	1855	1907	1235	1050
Accidents	117	125	155	120	76	62
Suicides	39	35	29	35	20	25
Homicides	34	36	50	61	32	26
Undetermined	5	18	10	6	2	3
Pending			4	7	19	4
Out of Parish	332	331	292	290	201	178
Not a Coroner' s Case	670	668	702	665	436	401
Sanity Investigations	6470	6738	6519	6925	4436	3794
Forensic Investigations	104	110	122	103	52	52
Continued Tutorship	4	4	1	1	2	2
TOTAL INVESTIGATIONS	9670	9944	9739	10120	6511	5597
* Autopsies	200	210	209	211	155	133

Summary

Caddo Parish Coroner's Office Operating Budget for 2020 is **\$1,338,450.00**. The listed operational expenses reflected on the enclosed budget are herewith certified as “necessary or unavoidable.”

EXPENDITURE SUMMARY

	<u>2018 Actual</u>	<u>2019 Budget</u>	<u>2019 Estimated</u>	<u>2020 Budget</u>
Statutory Charges	216,428	215,100	230,982	238,000
Total Expenditures	<u>\$ 216,428</u>	<u>\$ 215,100</u>	<u>\$ 230,982</u>	<u>\$ 238,000</u>

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

The year 2020 will be a major election year with the Presidential Preference Primary and Fall elections. Scheduled elections include the Open Primary / Presidential / Congressional in the fall of 2020. This is expected to draw voters' interest and participation, particularly in the fall. This election is set to draw one of the highest and may be similar to the turnout of the 2016 Presidential elections.

Each precinct has been 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 we are currently working on now. The precinct, district, and annexation reviews has required working with the Caddo Parish Commission staff, as well as demographer Gary D. Joiner, who originally drew the district lines. This is a major 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.

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 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 still 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 is still ongoing.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

Important Dates for the Fall 2019 Elections

The Fall 2019 elections include scheduled elections for Governor and statewide offices, State Senators and Representatives, Caddo Parish Commissioners, parish-wide offices and the Town of Vivian.

- Election Day is Saturday, October 12, 2019. Polls are open 7:00 am to 8:00 pm
 - Early voting for the election will be held Saturday, September 28 through October 5 (Closed Sunday, September 29). Early Voting hours are 8:30 am to 6:00 pm.
- General Election Day is Saturday, November 16, 2019. Polls are open 7:00 am to 8:00 pm
 - Early Voting for the election will be held Saturday, November 2 through Saturday, November 9 (Closed Sunday, November 3). Early voting hours are 8:00 am to 6:00 pm.

Important Dates for the 2020 Elections

- Spring Presidential Preference Primary Election: April 4, 2020
- Spring General Election: May 9, 2020
- Fall Presidential/Congressional Election: November 3, 2020
- Fall General Congressional Election: December 5, 2020

2019 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 on September 3 through September 6. This 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 2020 with dates designated for voter registration drives with the Shreve Memorial Library system as a partner.

**Dates subject to change by the Legislature.*

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

GEAUXVOTE Smartphone App Available

The GeauxVote smartphone app is an essential tool for voters, poll commissioner, 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 www.caddovoter.org website and through the Secretary of State's website.

Registrar's Website serves as a 27/7 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 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.

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+ Mailout Ballots in 2020 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 2019, the number of voters already on the program was around 4,900, 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. 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 2020 elections.

Nearly 20% of Caddo 2019-2020 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 2019 and 2020, the Registrar's office

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

may see nearly 10,000 in-person voters in the elections. If Early Voting brings those numbers and the mail-out voter's 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 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 2019. 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.

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 elections. In 2019, some site closures necessitate additional polling place changes, and the Registrar of Voters 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.

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

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

- 1995 Registrar of Voters Staff: 7 full-time employees – 119,000 voters
 - Motor Voter law is passed and mail-in registration starts
- 2007 Registrar of Voters Staff: 7 full-time employees – 155,000+ voters
 - Legislature starts “No excuse” Early Voting in 2007 with no additional staffing from the state
- 2010 Registrar of Voters Staff: 7 full-time employees – 163,000+ voters
 - Online voter registration debuts, major by-mail voting changes for military and overseas voters
- To-date, the Registrar of Voters Staff maintains 23,000+ voters per staff member; Workload exceeds 41,250+ voters for each clerical staffer
- Absentee by mail voting increases from 1,000 in 1990s to 3,500 in 2008 Presidential election and 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, and 11,000+ in 2016 Presidential Election

The Louisiana Legislature sets the staffing for the Registrar of Voters offices

The short turn-around between the primary and general elections for both Fall 2018 and 2019 elections indicates the Registrar’s office will have a full schedule with completing the following work:

- Preparing the provisional ballots for counting by the Board of Elections Supervisors
- Updating voter records to record who voted during the primary election
- Processing paperwork received from the polls on Election Day, per state legislation
- Processing applications from the close of registration from the primary election until the close of registration for the general election
- Submitting ballot and machine requirements to the Secretary of State’s office

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

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

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.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 374,870	\$ 412,839	\$ 409,110	\$ 429,226
Materials & Supplies	57,700	80,300	64,140	80,300
Education, Training, & Travel	7,326	22,000	3,800	22,000
Utilities	1,263	5,000	1,300	2,500
Repairs & Maintenance	-	3,800	2,277	3,800
Contract Services	28,415	57,000	16,678	57,000
Statutory Charges	-	1,000	420	1,000
Internal Charges	5,370	5,730	5,730	5,996
Capital Outlay	2,824	8,000	7,332	8,000
Other Expenses	15,593	20,900	15,665	20,900
Total Expenditures	\$ 493,361	\$ 616,569	\$ 526,452	\$ 630,722



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 2018-19. 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 2019

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 1,251 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
- Held two private pesticide applicator training meetings resulting in 65 recertified producers in Caddo Parish
- Held seven Worker Protection Standard (WPS) trainings, which certified 60 Caddo and Bossier Parish producers

LSU EXTENSION SERVICE

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- Attended numerous ARK-LA-TEX Ag Council meetings to help insure a positive Jr. Livestock Show and Sale in conjunction with the State Fair of Louisiana
- Served as host and beef show manager for the Northwest District Livestock Show
- 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 2018-2019
 - 100 adults and 492 youth participated in the program
 - Programming was conducted by one Nutrition Educator and the Supervising Agent
 - Results from surveys concluded that improvements were noted in both adult and youth data. Adults had an 83% improvement and youth had a 79% improvement in one or more diet quality indicators, such as eating fruits and vegetables and drinking fewer sugar sweetened beverages. Improvements were also noted in physical activity, food safety, and food resource management.
- Faithful Families: Faithful Families Thriving Communities nutrition lessons were taught. This program teaches nutrition and physical activity lessons to faith-based communities
- Healthy Beginnings for Your Baby program. 4 enrolled for Caddo (1 graduated) with a total of 14 referrals for Caddo
- Taught two four-week Dining with Diabetes programs, reaching 16 adults in August and 9 adults in October. 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 an eight-week Smart Portions program reaching 9 adults in January. 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.
- Taught a healthy holiday cooking class at the Caddo Parish Extension office in December, reaching 8 adults

LSU EXTENSION SERVICE

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- Taught a kids cooking workshop at the Caddo Parish Extension office in July, reaching 17 children
- Created the nutrition exhibit at the State Fair Agriculture building and taught during AgMagic educational days, reaching 2540 youth and 480 adults
- Other groups in Caddo Parish that have been reached through general nutrition programming efforts include the Shreveport Farmers' Market, Martin Luther King Health Center, Volunteers of America, Shreveport Green, St. Luke's United Methodist Church, Caddo Council on Aging, North Point United Methodist Church, The Shreveport Optimist Club, Easter Seals, and David Raines Clinic
- Nutrition articles are also written monthly for "The Best of Times" and periodically for "The Forum"
- Supplemental Nutrition Assistance Program Education (SNAP-ed)
 - Taught nine-week Faithful Families Nutrition and Health Curriculum to 34 members of Abundance of Life Church
 - Facilitated weekly "Souper Thursday" at the We Grow Together! Campus in Stoner Hill highlighting nutritious, seasonal produce
 - Facilitated monthly Lunch and Learn about Health in the Stoner Hill Neighborhood
 - Offered on-going garden-based nutrition education programming with trained volunteer support at three community garden sites

4-H Youth Development

A series of lessons were developed and taught throughout the 2018-2019 school year focusing on communication, social skills, and self-esteem. Topics included are as follows: Shake, Shake, High Fives, To Write or Not To Write, Got Motivation?, Flipping the Switch, and Life is Full of Hard Knocks. A post test survey was completed by 4th through 8th grade 4-H members. The following are the data results: 100% recognized that for communication to happen, we need to think about how we use our voice, our bodies, and our words, 94% learned that I am better able to get along with others when I learn to understand and accept the differences in others. 87% stated that writing a thank you note is an important part to having good manners. 86% learned that doing things without being told is practicing self-motivation. 66% stated they are more aware of their nonverbal communication, and 99% learned that perseverance is not giving up after failing at a task.

LSU EXTENSION SERVICE

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Service Learning

Caddo 4-H clubs focused on our senior citizens this year for service learning. Youth collected food items that were donated to the Senior Citizens Box Program through the Food Bank of Northwest Louisiana. They collected toiletries, such as deodorant, body wash, body sprays, that were then donated to the residents at the Northwest Louisiana Veteran's Home. During their January 4-H meetings the clubs made Valentine's Day cards and then distributed them at a local nursing home of the club's choice in February. In addition to our Parish wide efforts, several schools went above and beyond and participated in various other senior citizen programs within their communities like the "Souper Bowl of Caring", visiting and playing games with seniors at residential facilities, making patriotic door wreaths for the residents of the Northwest Louisiana Veteran's Home, assisting with chores and visiting senior citizens within their communities. One school made senior citizens the focus of service for their entire school and were able to collect and donate 1,722 pounds of food to the Food Bank of Northwest Louisiana.

School Enrichment

- A.C. Steere, and University Elementary 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 which included tasting a variety of apples, planting flowers and making homemade salsa.
- Huntington High School students received the LYFE curriculum (Living Your Financial Experience) as a part of their ACT work keys class

Camping and State Opportunities

- 4-H Camp, May 2019, 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 four adult volunteers attended
- Science, Engineering and Technology Camp, August 2019, Focus: STEM
 - Three Caddo Parish club members attended and one teen served as a camp counselor
- 4-H University, June 2019
 - Seventeen Caddo Parish club members attended
 - One youth was recognized for being in the top 10 in Louisiana receiving blue ribbon

LSU EXTENSION SERVICE

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- State 4-H Portfolio Competition
 - Two Caddo 4-H'ers submitted 4-H portfolios for state competition

Volunteer Development and Leadership Development

- Caddo 4-H reported 2560 hours that youth and adult volunteers contributed to the Parish
- Caddo 4-H reported 2560 hours that youth and adult volunteers contributed to the Parish 4-H program. The current value of volunteer time is \$22.30/hour. Their time value computed to \$57,088.00.
- The Caddo 4-H Foundation board held its 5th Louisiana product fundraiser in the fall 2018. 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.
- Seven adults and three youth attended the Area Leader Training in the summer 2019 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.
- One Caddo youth currently serves on the State Science, Engineering and Technology Board (SET).
- The Junior Leadership Club is a group of teens from Caddo Parish who meet to conduct leadership and service projects. Last year, the club volunteered nursing homes and the Food Bank of NW Louisiana. These teens also served in a variety of leadership roles throughout the year in the Parish.

Livestock

- There were 40 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 different foods and their nutritional values as it relates to good health. This year the focus was to just try new foods. The topics included healthy snacks, healthy desserts, Mardi Gras/Louisiana foods, smoothies/green drinks and spring salads. Members presented nutritional educational information as it related to the dish they prepared every other week for six weeks. Some of the dishes prepared included: frozen yogurt bars, raspberry granola bars, sugar-free apple

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crisp, honey lemon bars, corn moque choux, hot crab dip, cranberry pecan salad, and strawberry kiwi salad with poppy seed dressing.

- Tri- Parish Fair Bake-off - Fourteen 4-H members entered 14 dishes in the annual bake-off. Categories included cakes, breads, and cookies. 10 volunteers served as judges.

Performing and Visual Arts

- Four Caddo Parish 4-H members entered the Tri-Parish talent show
- Seventy-five 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.

Photography

- 4-H Photo Contest: Youth entered 16 photos in the contest. The photo categories were animals, people and 4-H spirit.

Outdoor Skills: Shooting Sports

- The Caddo 4-H program offered eight disciplines for shooting sports: archery, .22 rifle, air rifle, BB gun, shotgun, advanced shotgun, muzzle loader, and pistol. 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
- Two new volunteers were trained to become certified instructors this year. Caddo now has 38 active Shooting Sports volunteers and 119 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 nutrition, physical activity, science and leadership was conducted at Green Oaks Performing Arts School. Agents conducted teen educational programming such as the LYFE experience (Living Your Financial Experience), nutrition and health, and science lessons. Students from Green Oaks participated in a leadership summit at Northwestern State 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.

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- School year programming focusing on garden-based nutrition education was conducted on a weekly basis at EB Williams Stoner Hill Elementary School and Creswell Elementary School.
- Kids in the Kitchen Summer Camp was conducted in June and July 2019 in the Stoner Hill neighborhood.

GOALS FOR 2020

- 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
- 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

LSU EXTENSION SERVICE

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EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
Materials & Supplies	6,379	8,100	6,516	7,500
Education	-	500	357	500
Repairs & Maintenance	2,038	2,000	4,440	3,500
Capital Outlay	-	500	496	500
Total Expenditures	\$ 71,416	\$ 74,100	\$ 74,809	\$ 75,000

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 nine 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, Good Support Program (work court), and STAR Court (sex trafficking).

MAJOR ACCOMPLISHMENTS IN 2019

- 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 continues to have a strong impact in reducing the truancy rate in the Caddo Parish public school system.
- The Louisiana Supreme Court Drug Court Program has again 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. The Family Preservation Court has expanded to include a Family Education Center located off the Court campus that will provide education and vocational assistance, and employment counseling.
- 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 Louisiana Supreme Court has mandated the detention population will not exceed 24 juveniles. The Louisiana Legislature also has passed legislation stating that 17 year-olds who commit misdemeanors and non-violent felonies will now come under juvenile jurisdiction. The Juvenile Court will continue to work with Juvenile Services to ensure detention population does not exceed the maximum population, but still continue an emphasis on community safety.
- The Court continues its contractual relationship 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 one of the

JUVENILE COURT FOR CADDO PARISH

NARRATIVE

few nationally. Two employment counselors have increased the collection amount from child support payors who were initially unemployed, but through the efforts of the Good Support Program were able to secure employment.

- 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.
- A new program, “The Calming Studio”, was funded by private donations that remodeled a room in the Juvenile Court annex. This Calming Studio serves as an area for children who come to Child in Need of Care Court and may have faced trauma, but will no longer have to wait in the hallway outside the courtroom. This room provides an area with sensory and interactive technology to keep the child(ren) engaged so they will not have to potentially rehear and relive their cases. In addition, the Court now has a trauma therapy dog for children to comfort and relieve the emotional stress associated with court proceedings.
- A new specialty court has been implemented because of the noticeable increase in underage victims of sex trafficking - Succeeding Through Achievement and Resilience (STAR) Court. This program is aimed at providing intervention and assistance to youth caught up in the perils of human sex trafficking. The structure is a cooperative effort and participation of a multi-disciplinary team that includes the District Attorney’s Office, Public Defender’s Office, area law enforcement, and counselors.
- The Court has provided leadership and initiative to train and influence counselors, and foster parents in trauma-focused therapy with the purpose to offer skills and strategies to assist children in better understanding, coping with, processing emotions and memories related to traumatic experiences. The end goal is to enable children to create a happier and more adaptive meaning of the experience that has taken place in the young person’s life.

GOALS FOR 2020

- 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

JUVENILE COURT FOR CADDO PARISH

NARRATIVE

- 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 Court, Domestic Violence Court, and STAR 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 the Supreme Court's detention population mandate coupled with the knowledge that 17 year-olds who commit violent felonies will be under juvenile jurisdiction beginning July 2020
- 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
- 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 training

JUVENILE COURT FOR CADDO PARISH

NARRATIVE

EXPENDITURE SUMMARY

	2018	2019	2019	2020
	Actual	Budget	Estimated	Budget
Salaries & Benefits	\$ 814,661	\$ 847,624	\$ 831,016	\$ 869,785
Materials & Supplies	33,121	40,750	40,720	40,250
Education, Training, & Travel	6,556	7,000	8,422	7,000
Contract Services	73,532	110,000	114,578	115,000
Internal Charges	15,063	15,953	15,953	16,695
Other Charges	1,678	52,000	51,851	52,000
Reimbursements	<u>(130,000)</u>	<u>(150,000)</u>	<u>(150,000)</u>	<u>(150,000)</u>
Total Expenditures	<u>\$ 814,611</u>	<u>\$ 923,327</u>	<u>\$ 912,540</u>	<u>\$ 950,730</u>

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.

The BRF is managed by a volunteer board of directors, and directly employs 65 personnel. Through its programs, BRF has nurtured over 360 companies in 12 industry sectors by providing specialized facilities, business services, financing strategies, and mentorships. These industries include: Arts, Entertainment and Recreation; Digital Media; Environmental; Financial; Health Care Services; Information Technology; Manufacturing; Pharmaceutical Preparations; Oil and Gas; Research and Development; Retail Trade; and Communication Services, among others.

On October 1, 2018, BRF transferred its ownership of the University Health Hospital System with its two hospitals in Shreveport and Monroe, to Ochsner LSU Health Hospital system. In 2013, as a result of the State of Louisiana hospital privatization initiative, BRF took on ownership and operation of the hospitals when all other contenders backed out, thereby saving 3,200 jobs, an annual economic impact of \$1 billion for the community and the region's safety net health care facilities, while simultaneously investing in improving the facilities and the standard of care to patients provided by the hospitals.

In fulfilling its mission, BRF implements the following programs. Details of each program's 2018-2019 major accomplishments and 2020 goals are included on the following pages.

- Center for Molecular Imaging and Therapy
- InterTech Science Park

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- Entrepreneurial Accelerator Program
- Digital Media Institute at InterTech
- Envision Research
- EDVentures STEM programs

MAJOR ACCOMPLISHMENTS IN 2019

Center for Molecular Imaging and Therapy

The Center for Molecular Imaging and Therapy (CMIT), formerly the BRF's PET Imaging Center, was established in 1995 as the first positron emission tomography imaging center in Louisiana and one of the few non-academic comprehensive PET centers in the nation. CMIT specializes in the production and distribution of radiopharmaceuticals, participation in technologically advanced clinical trials, and assisting scientists by providing unique research capabilities and opportunities. CMIT is embarking on a five-year, \$14.2 million initiative to expand and elevate drug discovery and healthcare delivery with the goals of advancing research, increasing access to healthcare, and improving scientific collaboration. The project includes consolidating all CMIT activities from three facilities to one, upgrading equipment, expanding research capabilities, and promoting economic development through jobs and a robust research program.

- Ordered the new cyclotron for CMIT expansion project
- Finalizing with architects the new CMIT building design
- Increased number of doses of novel PET radiopharmaceutical manufactured to target early stage Alzheimer's disease
- Increased product testing activities for a pharmaceutical diagnostic company
- Negotiating award contract of \$1 million from the State of Louisiana Department of Economic Development to help with expansion of CMIT staff over the next five years
- 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

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- Expanded the collaboration with Cook Children’s Medical Center in Fort Worth, Texas to study the diagnosis, treatment and outcomes in infants diagnosed with hyperinsulinism (HI). CMIT provided specialized radiopharmaceuticals to detect HI, thereby reducing complications associated with surgical treatment
- Exceeded fundraising goal for 2019 for the new CMIT building and equipment project
- Conducted 2,011 PET scans and produced 3,500 radiopharmaceutical doses in 2018
- Added two Oncology PET scan types to target neuroendocrine tumors and prostate cancer (other than FDG type scans)
- Initiated a collaborative research project in Basic Pharmaceutical Sciences with faculty from LSU Health Sciences Center Shreveport through “Innovation in Molecular Medicine through Molecular Imaging” program

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. Located in the proposed Shreveport Healthcare and Development Corridor, it has easy access to Ochsner LSU Health Shreveport hospital and medical school, and to Willis-Knighton’s Greenwood Road campus. The park spans 800 acres in central Shreveport and is a Brownfields and Smart Growth redevelopment plan. The 60,000 square foot InterTech 1 facility is home to BRF offices and provides a specialized commercial space which offers the technological infrastructure high-growth and high-tech companies needed to compete in today’s marketplace. The 160,000 square-foot Virginia K. Shehee Biomedical Research Institute provides facilities for LSU Health Shreveport researchers in its 56 laboratories. AlfaSigma, USA, a pharmaceutical company, occupies the 33,000 square foot biomanufacturing facility. InterTech Science Park is continually expanding as BRF redevelops abandoned or underutilized sites and repurposes existing assets to meet the needs of emerging industries.

- Provided support services for 26 InterTech Science Park tenants who employ 459 individuals with a total annual payroll of over \$30 million
- Operated and maintained 14 BRF-owned facilities with 351,493 square feet, which are 94 per cent occupied
- Updated the assessment of properties in and adjacent to the InterTech Science Park for future development

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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- 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 until October 1, 2018 when ownership of the hospitals was transferred to Ochsner LSU Health Shreveport
- Completed renovations in the InterTech 1 facility (\$107,000) to provide a multipurpose classroom/training environment available for tenant use, add office space to tenant suites and increase tenant storage space
- Relocated tenants who lease facilities that are scheduled for demolition and redevelopment

Entrepreneurial Accelerator Program

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 2019, EAP celebrated five years of exceeding operations and startup growth milestones with a ceremony at InterTech 1 involving its partners, the City of Shreveport and the Caddo Parish Commission.

- From inception in 2014 to July 31, 2019
 - Screened 859 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 260 startup companies. More than 70 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 213 jobs with an annual payroll of \$11.7 million and have brought capital investments of over \$84 million to Caddo Parish
 - Completed 133 educational sessions 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 2018 to July 31, 2019, EAP screened 216 ideas and conducted twelve education programs. Its portfolio companies have created 68 jobs with a \$3.7 million annual payroll and generated over \$22 million in capital investment
- Conducted student Business Model competitions at Louisiana State University Shreveport, Northwestern State University, Grambling State University, and Centenary College that reached over 156 student participants and 31 faculty mentors.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Held the first Bossier Parish Community College (BPCC) student elevator pitch competition which included over 35 students
- Received a two-year grant from the U.S. Economic Development Administration for NorLEAP (North Louisiana EAP) to extend services to 21 north Louisiana parishes
- Hosted the first BPCC and Air Force 307th Wing Technology Showcase in conjunction with the Barksdale Air Force Base Airshow
- Announcing in August 2019 the EAP Wall of Entrepreneurial Achievement / Class of 2018-2019: New EAP Portfolio Startup Companies in Caddo Parish
- Bia Energy – a world-class methanol production plant
- Every Man a King – Local distillery, event space, and located in Shreveport Common
- Lowder Baking Company – Local bakery specializing in king cakes, specialty breads and pastries
- Act One – a technology-based patient population health management group providing Physical Health and Behavioral Health Services
- Curbtek – convenient, environmentally safe vehicle maintenance services when and where you want them
- MoneyBall – MoneyBall DFS is a new approach to fantasy sports that brings the excitement of traditional Daily Fantasy Sports to casual and novice players everywhere
- Jet Oil – oil and gas valve technology
- Snake Snare – a simple solution to prevent snakes from entering your property
- Art and Entrepreneurial Center – co-working space in downtown Shreveport
- Paramount Innovative Solutions – a low-cost, rapid production virtual reality/gaming desktop trainer for the Air Force Litening Advanced Targeting Pod
- Advanced Aero – maintenance, repair and overhaul (MRO) facility for commercial aircraft

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

Digital Media Institute at InterTech

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's mission is to deliver quality, rapid 21st century training for careers in digital media, filling a workforce need as today's businesses are learning to adapt to the ever-growing digital world. Now an accredited institution, DMII 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.

- Increased enrollment of DMII's two certificate programs -- Animation, Visual Effects and Interactive Content, and Interactive Software Development -- by 19 per cent --up from 10 per cent in 2017-18
- DMII's first two-year Associate of Occupational Studies (AOS) Degree program in Advertising Design was approved by the Louisiana Board of Regents and its first cohort will begin classes this fall
- Conducted four youth summer camps to introduce area students to the field of digital media. Fifty-five students participated in the camps, doubling the number from 2018
- 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. This is the second year Best Buy has supported the summer camps
- Continued offering scholarships from internal and external sources to students needing tuition assistance
- Placed students in jobs and internships at the LA New Product Development Team, Fairfield Studios, Asteri Networks, and other regional businesses or nonprofits. DMII also has interactive software graduates working full-time in Los Angeles and New Orleans
- Exceeded all Council on Occupational Education (COE) accreditation metrics with 82 per cent and 89 per cent placement rates (70 per cent required). DMII is in good standing with the U.S. Department of Education for Federal Title IV Aid and the Louisiana Board of Regents
- A total of 54 students have successfully completed DMII as of July 31, 2019

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Provided support to Paramount Innovation Solutions and Praeses, LLC Innovative Software and Services for applications to the Small Business Innovation Research grant programs offered by AFWERX, a US Air Force program to stimulate innovation

Envision Research

Envision Research (formerly the 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 laid the foundation for a biomedical research hub through its seed funding grant initiative, network of local physicians, and its relationships with pharmaceutical sponsors. Following the acquisition of the two hospitals of BRF by Ochsner Health System on October 1st, 2018, ORDA created Envision Research, an LLC start-up company, and refocused its mission to identify, secure and manage industry-sponsored clinical trials by engaging community physician practices in research activities. Envision Research promotes clinical trials for new drugs and devices that help patients gain individualized access to cutting-edge treatments and receive related medical care at no charge, and thus provides job opportunities and promotes the economic development of the region.

- Developed and promoted relationships with pharmaceutical companies, contract research organizations (CROs), community physicians and researchers in North Louisiana
- Contracted with Pharmaceutical Product Development (PPD), a global CRO, to further develop the community physicians' network for clinical trials with local physicians. The collaboration is expected to improve the quality of patient care and enhance economic development of our region
- Conducted clinical trials on cancer and depression with North Louisiana community physicians
- Sponsored research conferences and symposia including the Industry Day 2018 conference hosted by the Center for Brain Health of LSU Health Sciences Center Shreveport and the Center for Biomedical Engineering and Rehabilitation Science of Louisiana Tech University, and the third Stroke Update Symposium to be held at LSU Health Shreveport
- Organized and implemented a community outreach educational event in partnership with the Martin Luther King Health Center for the National Clinical Trials Day on May 20th, 2019, in Shreveport

EdVentures

EDVentures supports 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 Bobbie Cates Hicks

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

Science and Medicine Academic Research Training (SMART) program, now in its 22nd year and with 218 graduates; and the Biotechnology Magnet Academy, BioStart senior research laboratory internships, 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, while BioStart is a partnership among BRF, LSU Health Sciences Center Shreveport, and Southwood High School.

- Nine SMART participants were chosen to present at the 2019 Louisiana Junior Science and Humanities Symposia (JSHS) in Baton Rouge. Srihar Chilukuri (5th place) and Grace Shin (1st place) were selected among the five finalists, and competed at the national symposium in Albuquerque, NM, in April 2019.
- Nine SMART students participated in the Region I Science and Engineering Fair and six were chosen to participate in the Louisiana State Science Fair in Baton Rouge. Winners included:
 - Srihar Chilukuri-1st in Cellular & Molecular Biology
 - Cade Crandall-2nd in Biomedical & Health Sciences
 - Creighton France-3rd in Microbiology
 - Catherine Rutledge-1st in Biomedical & Health Sciences
 - Grace Shin-2nd in Microbiology
 - Lawrence Shi-2nd in Translational Medicine. Lawrence also received 3rd place at the regional fair and a bid to compete at the International Science & Engineering Fair in Phoenix, AZ.
- BioTechnology Magnet Academy students also participated in the Region I Science and Engineering Fair. Winners included:
 - Tylar Payne- 3rd in Biomedical Engineering
 - Parker Hearne- 3rd in Behavior Science
 - Michala Walker and Taylor Dixon- Optimist Awards
 - Kalia Blalock won 2nd in Biochemistry and won the American Chemical Society Award. She will present her research at an ACS meeting and receive a cash award.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Kalia Blalock also attended the Louisiana State Science Fair in Baton Rouge on Wednesday, March 20, where she won second place.
- FIRST students participated in the First Robotics Bayou Regional Competition in Kenner, LA. They finished 11th of 58 teams with a record of 7-2. FIRST students also demonstrated one of their robots at BRF's groundbreaking event for its Center for Molecular Imaging and Therapy (CMIT) in April, which was attended by Louisiana Governor John Bel Edwards and Shreveport Mayor Adrian Perkins. BRF has received generous support from Capital One Bank for Southwood's FIRST Robotics program for the past eleven years.
- Two Biotechnology Magnet Academy Sophomores were accepted into the JumpStart Summer Program, a work-based learning experience that helps students prepare for college, career, and life success.

GOALS FOR 2020

Center for Molecular Imaging and Therapy (CMIT)

- Design, build and occupy a new multi-purpose facility for expanded CMIT operations
- Continue to raise funds for new CMIT building and equipment to reach target of \$14.2 million
- 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
- 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 BRF's incubator services

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- 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 BRF
- 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
- Complete and submit applications to the Louisiana Department of Environmental Quality and the U.S. Environmental Protection Administration for Brownfields grant funding to manage environmental conditions for potentially acquired properties

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
- Further develop Occupational Associates degree programs and achieve Louisiana Board of Regents, Council on Occupational Education, and U.S. 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
- Diversify DMII offerings with new media and technology-based programs
- Continue to grow summer camp programs and outreach

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Continue to provide support and digital media resources to the community, BRF divisions and EAP companies

Envision Research

- Provide clinical research capabilities and opportunities for BRF's divisions
- Partner with community physicians, start-up companies and the biomedical industry to bring cutting edge clinical trials to Louisiana and the Ark-LA-Tex region
- Develop a clinical research training program for community physicians with limited or no prior experience in clinical trials in order to become successful Principal Investigators
- 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
- Organize community outreach events to raise awareness of the community for the importance of clinical trials
- Sponsor regional and national scientific conferences to showcase the research achievements and potential of North Louisiana
- Develop an internship program for training of nurses in clinical research

Science and Technology Education - Edventures

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

**BIOMEDICAL RESEARCH FOUNDATION
OF NORTHWEST LOUISIANA**

NARRATIVE

EXPENDITURE SUMMARY

	2018 Actual	2019 Budget	2019 Estimated	2020 Budget
Salaries & Benefits	\$ 85,961	\$ 86,840	\$ 86,123	\$ 87,710
Contract Services	2,819,056	2,818,000	2,820,555	2,820,699
Statutory Charges	3,203	9,000	7,833	9,000
Internal Charges	14,716	15,267	15,267	14,244
Other Expenses	14,855	13,000	12,652	13,000
Total Expenditures	<u>\$ 2,937,791</u>	<u>\$ 2,942,107</u>	<u>\$ 2,942,430</u>	<u>\$ 2,944,653</u>

BUDGET AND ORGANIZATION OVERVIEW

C-1 BUDGET SUMMARY

C-3 BUDGET PREPARATION AND REVIEW PROCESS

C-7 BUDGETARY POLICIES AND ASSUMPTIONS

**C-15 SCHEDULE OF AD VALOREM ASSESSMENTS, MILLAGE
RATES AND TAX REVENUE**

C-19 COMBINED PERSONNEL ROSTER

C-20 SALARIES BY FUND AND FUNCTION

C-21 MISCELLANEOUS STATISTICS

C-25 AREA MAP



PARISH OF CADDO

Summary of 2020 Budget Governmental Funds

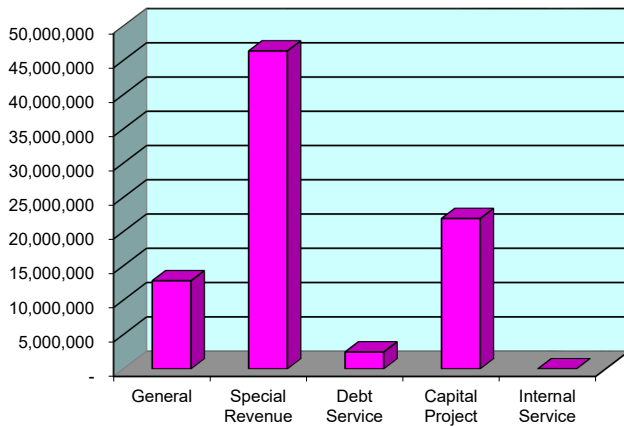
	<u>Fund Type</u>				
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Project</u>	<u>Total</u>
<u>Revenues</u>					
Ad Valorem Taxes	\$ 6,884,001	37,151,184	2,647,225	-	46,682,410
Sales Taxes	-	10,475,000	-	-	10,475,000
Licenses and Permits	807,000	390,000	-	-	1,197,000
Intergovernmental	1,726,900	3,241,564	-	-	4,968,464
Gaming	-	1,475,000	-	-	1,475,000
Oil and Gas	-	500,000	-	-	500,000
Charges for Services	215,000	421,400	-	-	636,400
Fines and Forfeitures	-	25,000	-	-	25,000
Rents and Interest Earned	100,000	1,473,100	8,000	952,295	2,533,395
Other Revenues	22,000	181,400	-	-	203,400
Total Revenues	9,754,901	55,333,648	2,655,225	952,295	68,696,069
<u>Expenditures</u>					
Parish Commission	764,789	-	-	-	764,789
District Court	1,879,505	-	-	-	1,879,505
District Attorney	5,867,808	-	-	95,000	5,962,808
Coroner	238,000	-	-	-	238,000
Administration and Legal	941,139	-	-	165,000	1,106,139
Human Resources	231,390	-	-	-	231,390
Finance	455,744	-	-	-	455,744
Information Systems	196,098	-	-	125,000	321,098
Registrar of Voters/Elections	817,722	-	-	-	817,722
LSU Extension Service	75,000	-	-	100,000	175,000
Public Works	-	8,101,442	-	10,985,000	19,086,442
Public Building Maintenance	245,205	5,130,519	-	3,091,000	8,466,724
Caddo Correctional Center	-	10,337,949	-	1,250,000	11,587,949
Parks and Recreation	-	1,489,467	-	1,570,000	3,059,467
Solid Waste Disposal	-	3,772,027	-	1,200,000	4,972,027
Juvenile Court	-	950,730	-	741,000	1,691,730
Juvenile Probation Operations	-	3,854,191	-	-	3,854,191
Juvenile Detention	-	3,157,665	-	-	3,157,665
Parish Health Unit	-	805,341	-	99,500	904,841
Animal Services and Mosquito Control	-	3,050,031	-	950,000	4,000,031
Economic Development	-	3,406,845	-	-	3,406,845
Debt Service	207,912	-	2,458,093	-	2,666,005
All Other	885,115	2,303,272	-	1,522,891	4,711,278
Total Expenditures	12,805,427	46,359,479	2,458,093	21,894,391	83,517,390
Excess (Deficiency) of Revenues Over Expenditures	(3,050,526)	8,974,169	197,132	(20,942,096)	(14,821,321)
Other Financing Sources (Uses)					
Proceeds From Bond Issue	-	-	-	5,380,000	5,380,000
Operating and Capital Transfers In	1,700,000	5,200,983	-	20,371,500	27,272,483
Operating and Capital Transfers Out	(600,000)	(20,441,500)	-	(5,480,000)	(26,521,500)
Total Other Financing Sources (Uses)	1,100,000	(15,240,517)	-	20,271,500	6,130,983
Net Change in Fund Balances	(1,950,526)	(6,266,348)	197,132	(670,596)	(8,690,338)
Fund Balance at Beginning of Year	17,722,643	115,752,455	4,055,600	18,870,306	156,401,004
Fund Balance at End of Year	\$ 15,772,117	109,486,106	4,252,732	18,199,710	147,710,666

PARISH OF CADDO

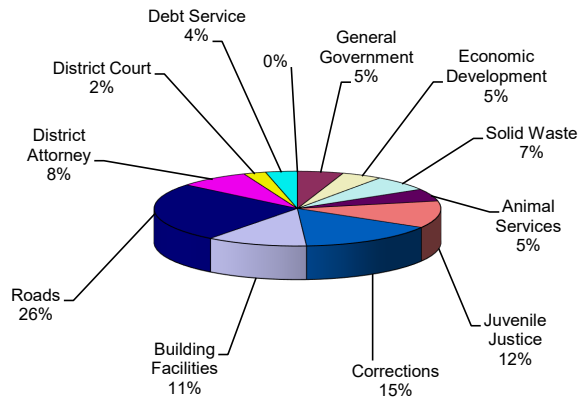
Summary of 2020 Budget Internal Service Funds

<u>Operating Revenues</u>	<u>Group Insurance</u>	<u>General Insurance</u>	<u>Total</u>
Employer Group Insurance Contributions	\$ 3,739,936	-	3,739,936
Employee Group Insurance Contributions	1,304,339	-	1,304,339
Retired Employee Group Insurance Contributions	290,278	-	290,278
Employer Retired Group Insurance Contributions	775,754	-	775,754
Casualty Insurance Premiums	-	990,000	990,000
Workers Compensation Insurance Premiums	-	450,000	450,000
Miscellaneous Revenue	-	-	-
Total Operating Revenues	6,110,307	1,440,000	7,550,307
 <u>Operating Expenses</u>			
Employee Group Insurance Program	6,141,629	-	6,141,629
Casualty Insurance Program	-	967,489	967,489
Workers Compensation Insurance Program	-	721,778	721,778
Total Operating Expenses	6,141,629	1,689,267	7,830,896
Operating Income	(31,322)	(249,267)	(280,589)
 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	678	(229,267)	(228,589)
Net Position at Beginning of Year	4,399,541	2,451,782	6,851,323
Net Position at End of Year	\$ 4,400,219	2,222,515	6,622,734

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 2020 budget	July 22, 2019
Budget Team convened to begin initial discussion of overall goals and priorities	August 09, 2019
Budget Team sets capital outlay priorities	August 09, 2019
Budget Team received and reviewed first draft of funding proposals	August 12, 2019
Submission deadline for final departmental and agency funding requests	August 19, 2019
Budget Team made final determination of proposed operating and capital budgets	September 06, 2019
Budget presented to Parish Commission at special meeting	October 31, 2019
Parish Commission holds Public Hearing on proposed budget	November 21, 2019
Parish Commission adopts final budget at special meeting	December 03, 2019

BUDGET PREPARATION AND REVIEW PROCESS

Fund Structure

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

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.

BUDGET PREPARATION AND REVIEW PROCESS

Capital Projects Funds

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

Capital Project Funds contained in the budget are:

- Capital Outlay Fund
- 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:

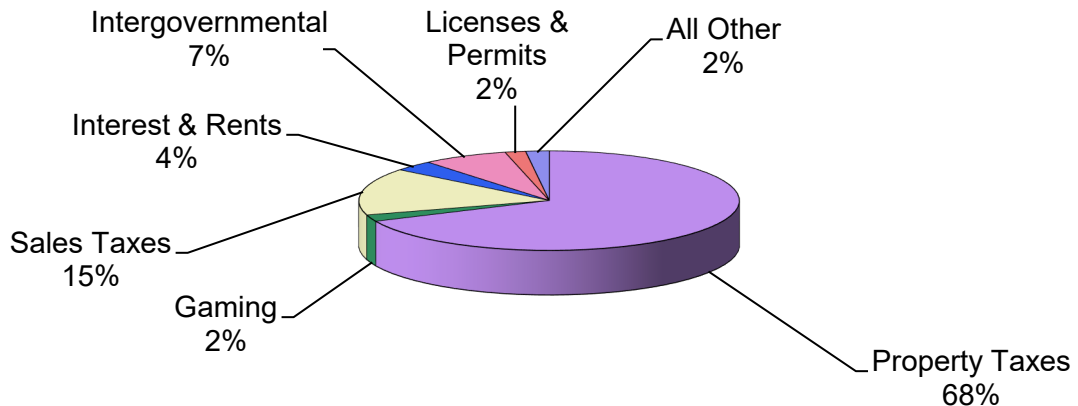
Balanced Budget:

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.

Revenues by Source - Governmental Funds



Ad Valorem Taxes

Ad Valorem Taxes represent the major source of funding for Caddo Parish. This is consistent with Louisiana statutes providing that parish governments may, with voter authorization, levy special property tax millages of up to ten mills for any purpose legally within their scope of jurisdiction. Caddo Parish levies a number of such special millages as detailed on page C-20. All these levies are legally dedicated for a specific

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

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

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

In 2020, ad valorem taxes are estimated to generate \$46.6 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 2011 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. The ad valorem revenue remained stagnant from 2017 to 2019 due to the lack of oil and gas activity. The Ad valorem revenue is expected to increase slightly in 2020. A slight increase of .5% is expected from 2019 to 2020 as a result of a small increase in new property on the tax roll.

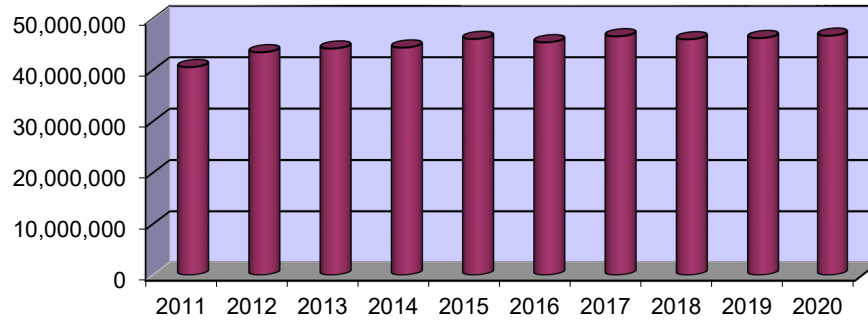
It is the Parish's policy to not roll-forward ad valorem taxes. Roll-forward is the process to increase ad valorem revenue as a result of the reassessment of property values. Since the Parish does not roll-forward, increases in ad valorem taxes are the result of new properties being added to the tax 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 2019 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 2020 tax revenues. The taxable valuation for 2020 is projected to increase by approximately .74% from the assessor's estimate for 2019 which increased .76% from the 2018 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 2020, 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

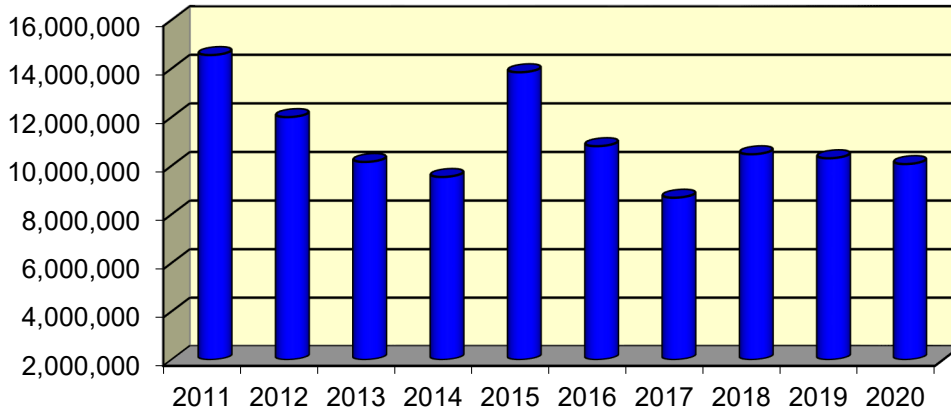
It is the Parish's policy to calculate conservative estimates for sales tax revenue given the volatile nature of this economically sensitive revenue source. Sales taxes are levied outside of the cities of Shreveport and Vivian. Revenue from this source is extremely difficult to project since these tax 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 2020. Sales taxes are included in the Solid Waste Disposal Fund and the Public Works Fund. Sales tax revenue has varied widely since 2011 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 continued effects of the Haynesville Shale resulted in significant sales tax collections in 2011, it was 18% lower than 2010 but more than 65% 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 2019 with oil and gas productions at levels consistent with 2018. For 2020, oil and gas production is anticipated to decrease, accordingly, the Parish is projecting a 4% decrease for 2020 from the estimated 2019 sales tax collections.

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

Sales Taxes - 10 Year History



Intergovernmental Revenues

Intergovernmental Revenues represent approximately 7% of total revenues for 2020. 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 2020 budget has been prepared anticipating a minimal decrease in State funds due to a decline in grant awards.

Since the State operates on a July 1 through June 30 fiscal year, revenue estimates for the first half of 2020 are relatively certain. Revenues for the remainder of 2020 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 2020. 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 2020 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 \$500,000 for its oil and gas revenue for 2020 which represents a 25% increase over the 2019 budget 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. \$100,000 of the bond proceeds will be used for 2020 capital projects. The Parish is proposing to issue \$10 million in limited tax revenue bonds in 2020 to fund \$5,380,000 in capital projects in 2020 and \$4,620,000 in 2021. 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 2020 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

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

finance current operations.

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, 2019 the total bonded debt of \$18,405,000 will represent approximately 3% of the debt ceiling of \$609,338,292. 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 2020. 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

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

per week and are under 60 years of age are required to become members of the plan on the date of employment. Employee payroll deductions are 9.5% of gross pay, which is matched by the Parish at a rate of 12.25% of gross wages. The Parish rate increased 0.75% in 2020 from 11.5% in 2019. 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-seven unclassified employees of the Parish are covered by the Caddo Parish Employees Retirement System (CPERS), a deferred compensation plan administered by a third party administrator. CPERS is a tax qualified plan under Section 401 (a) of the Internal Revenue Code and all contributions by or on behalf of employees are tax deferred until time of withdrawal. The CPERS plan document specifies plan provisions, including the employee and employer contribution rates for those qualified personnel who elect to participate. Each member must select a percentage between 5% and 9.5% to contribute to CPERS with the Parish's contribution allocated on a pro-rata basis up to the amount that would otherwise be contributed for PERS which is a maximum of 12.25% for 2020.

Financial Reporting:

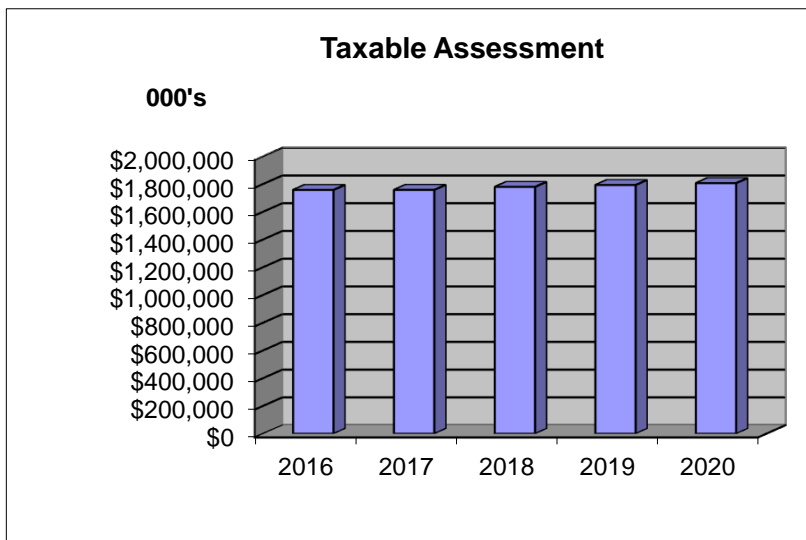
The Home Rule Charter requires the Parish to provide for an annual independent audit of all accounts and financial transactions of the Parish. The Parish produces annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP).

PARISH OF CADDO

Taxable Assessment
2015 through 2019

Geographical Component	Actual per Assessment Roll			Projected	
	2016 (1)	2017	2018	2019	2020
Exempt Municipalities:					
Shreveport	1,230,472,544	1,247,467,274	1,262,557,838	1,272,658,301	1,282,203,238
Vivian	10,378,954	9,626,072	9,911,090	9,881,357	9,846,772
Bossier City	5,795,752	5,662,752	5,785,022	5,837,087	5,883,784
	1,246,647,250	1,262,756,098	1,278,253,950	1,288,376,745	1,297,933,794
Remainder of Parish	511,301,191	495,593,409	501,663,870	505,175,517	508,964,333
Total	1,757,948,441	1,758,349,507	1,779,917,820	1,793,552,262	1,806,898,127

Growth Projection		
	2019	2020
Shreveport	0.80%	0.75%
Vivian	-0.30%	-0.35%
Bossier City	0.90%	0.80%
Remainder of Parish	0.70%	0.75%
Total Assessment	0.77%	0.70%



(1) As adjusted by reappraisal/reassessment

PARISH OF CADDO

Schedule of Millage Rates
2016 - 2020

Millage Purpose	Authorized Through	Millage Rate					Proposed 2020
		Levied					
		2016 (1)	2017	2018	2019		
General Fund:							
Exempt Municipalities	Continuous	3.02	3.02	3.02	3.02	3.02	3.02
Remainder of Parish	Continuous	6.05	6.05	6.05	6.05	6.05	6.05
Public Works:							
Road and Bridge	2023	2.76	2.86	2.86	2.70	2.60	2.60
Solid Waste Disposal	2023	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2023	0.92	0.92	0.92	0.92	0.92	0.92
		3.68	3.78	3.78	3.62	3.52	3.52
Public Facilities:							
Road and Bridge	2028	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Disposal	2028	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2028	0.00	0.00	0.00	0.00	0.00	0.00
Parks and Recreation	2028	0.83	0.83	0.83	0.83	0.83	0.83
		0.83	0.83	0.83	0.83	0.83	0.83
Courthouse Maintenance	2021	2.72	2.72	2.72	2.72	2.72	2.72
Detention Facilities	2023	5.01	5.01	5.01	5.01	5.01	5.01
Juvenile Court	2021	1.97	1.97	1.97	1.97	1.97	1.97
Public Health:	2023	1.15	1.15	1.15	1.15	1.15	1.15
	2020	0.78	0.78	0.78	0.78	0.78	0.78
		1.93	1.93	1.93	1.93	1.93	1.93
Biomedical Center	2032	1.640	1.640	1.64	1.64	1.64	1.64
Criminal Justice System:	2023	3.200	3.200	3.10	3.26	3.36	3.36
	2032	0.069	0.069	0.07	0.07	0.07	0.07
		3.269	3.269	3.17	3.33	3.43	3.43
Debt Service	Bond Term	1.50	1.50	1.50	1.50	1.50	1.50
Total - Exempt Municipalities		25.57	25.67	25.57	25.57	25.57	25.57
Total Remainder of Parish		28.60	28.70	28.60	28.60	28.60	28.60

(1) Reflecting adjustment per revaluation of 2016 Assessment Roll.

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	\$3,890,900	(116,730)	49,438	44,863	3,868,471	115,170
Remainder of Parish	3,056,310	(91,690)	0	21,112	2,985,732	90,460
	6,947,210	(208,420)	49,438	65,975	6,854,203	205,630
Public Works:						
Road and Bridge	4,842,590	(145,280)	0	75,010	4,772,320	143,340
Solid Waste Disposal	0	0	0	2,093	2,093	0
Drainage	1,650,070	(49,500)	0	17,596	1,618,166	48,840
	6,492,660	(194,780)	0	94,699	6,392,579	192,180
Public Facilities:						
Road and Bridge	0	0	0	0	0	0
Solid Waste Disposal	0	0	0	0	0	0
Drainage	0	0	0	0	0	0
Parks and Recreation	1,488,650	(44,660)	0	12,269	1,456,259	44,060
	1,488,650	(44,660)	0	12,269	1,456,259	44,060
Building Maintenance	4,878,460	(146,350)	0	38,084	4,770,194	144,400
Detention Facilities	8,985,700	(269,570)	0	85,597	8,801,727	265,970
Juvenile Justice	3,533,300	(106,000)	0	28,221	3,455,521	104,580
Public Health:						
Original	2,062,590	(61,880)	0	17,893	2,018,603	61,050
Supplemental	1,398,970	(41,970)	0	12,957	1,369,957	41,410
	3,461,560	(103,850)	0	30,850	3,388,560	102,460
Biomedical Center	2,941,430	(88,240)	0	27,112	2,880,302	87,060
Criminal Justice	5,972,530	(179,180)	0	25,879	5,819,229	176,780
Debt Service	2,690,330	(80,710)	0	24,247	2,633,867	79,630
Total	\$47,391,830	(\$1,421,760)	\$49,438	\$432,933	\$46,452,441	\$1,402,750

PARISH OF CADDO

2020 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	\$3,919,760	(117,590)	45,500	33,647	3,881,317	116,020
Remainder of Parish	3,079,230	(92,380)	0	15,834	3,002,684	91,140
	6,998,990	(209,970)	45,500	49,481	6,884,001	207,160
Public Works:						
Road and Bridge	4,697,940	(140,940)	0	56,258	4,613,258	139,050
Solid Waste Disposal	0	0	0	1,570	1,570	0
Drainage	1,662,350	(49,870)	0	13,197	1,625,677	49,200
	6,360,290	(190,810)	0	71,024	6,240,504	188,250
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	1,499,730	(44,990)	0	9,202	1,463,942	44,390
	1,499,730	(44,990)	0	9,202	1,463,942	44,390
Building Maintenance	4,914,760	(147,440)	0	28,563	4,795,883	145,470
Detention Facilities	9,052,560	(271,580)	0	64,198	8,845,178	267,950
Juvenile Justice	3,559,590	(106,790)	0	21,166	3,473,966	105,360
Public Health:						
Original	2,077,930	(62,340)	0	13,420	2,029,010	61,500
Supplemental	1,409,380	(42,280)	0	9,718	1,376,818	41,720
	3,487,310	(104,620)	0	23,138	3,405,828	103,220
Biomedical Center	2,963,310	(88,900)	0	20,334	2,894,744	87,710
Criminal Justice	6,197,660	(185,930)	0	19,409	6,031,139	183,440
Debt Service	2,710,350	(81,310)	0	18,185	2,647,225	80,220
Total	\$47,744,550	(\$1,432,340)	\$45,500	\$324,700	\$46,682,410	\$1,413,170

PARISH OF CADDO

**Combined Personnel Roster
2018 - 2020**

Budget Component	Number of Employees			
	2018 Actual	2019 Budget	2019 Actual	2020 Budget
Parish Commission Operations:				
Public Works:				
Administration	12	12	12	12
North Camp	17	17	17	17
South Camp	23	23	20	20
Solid Waste Disposal	58	60	58	61
	110	112	107	110
Facilities and Maintenance				
Courthouse Maintenance	45	45	45	45
Juvenile Justice Buildings	2	2	2	2
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	12	11	12
Human Resources	4	5	5	5
Information Services	3	3	3	3
	27	29	28	29
Animal Services and Mosquito Control	36	40	39	40
Parks and Recreation	17	17	17	17
Fleet Services	9	9	9	9
Juvenile Services				
Probation	32	33	32	33
Detention	38	43	38	43
	70	76	70	76
Commission Clerk	2	3	2	3
Total Parish Commission	341	356	342	354
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	421	437	423	435

PARISH OF CADDO

Total Salaries and Related Benefits By Fund and Function

	2019	2020
	<u>Budget</u>	<u>Budget</u>
General:		
Parish Commission	\$ 536,514	\$ 601,824
District Court	1,745,114	1,464,646
Ward Courts (Constables & JPs)	57,000	58,995
Administration and Legal	1,226,146	1,371,297
Human Resources	300,845	395,749
Finance	934,247	786,901
Information Services	276,134	288,299
Registrar of Voters	409,839	429,226
David Raines Community Center	5,770	5,770
LSU Extension Service	63,000	63,000
Other	204,960	207,160
Public Works:		
Administration	1,255,006	1,334,127
Fleet Services	556,320	585,741
North Camp	1,159,349	1,161,368
South Camp	1,417,439	1,356,546
Commercial Vehicle Enforcement Unit	155,363	150,749
Building Maintenance:		
Courthouse	2,307,170	2,401,025
Detention Facilities:		
Caddo Correctional Center	1,209,341	1,233,060
Parks and Recreation	1,059,187	1,069,020
Solid Waste Disposal:		
Compactor System Operations	1,461,709	1,574,449
Code Enforcement	63,882	65,621
Juvenile Justice:		
Court	845,624	869,784
Probation	2,437,408	2,424,999
Detention	2,430,758	2,373,769
Building Maintenance	107,010	125,835
Riverboat	150,710	178,622
Health Tax:		
Shreveport Regional Lab	1,338	1,378
Highland Health Unit	318,833	324,694
Vivian Health Unit	46,287	39,405
Animal Services	1,768,950	1,731,811
Mosquito Control	211,942	220,948
Biomedical	86,840	87,710
Criminal Justice	176,320	183,440
	<u>\$ 24,986,355</u>	<u>\$ 25,166,968</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.

Shreveport is the largest city and the commercial and cultural center of the Ark-La-Tex region, a 46,500 square mile, tri-state economic hub. Shreveport sits at the intersection of interstate highways I-20 and I-49, and is joined with Bossier City via the Red River. Shreveport is the third largest city in Louisiana and the state's second largest tourism destination, after New Orleans.

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

PARISH OF CADDO

Miscellaneous Statistics

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 Service Data: Number of Parish Employees – 423

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	40

Sanitation:

Number of Collection Compactors	17
Tons of Solid Waste Collected	12,684

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, oil and gas, and gaming

PARISH OF CADDO

Miscellaneous Statistics

Major Caddo Parish Employers (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, 2018)

Rank	Name	Type of Business	Assessed Value
1	Swepco / AEP	Utility	\$93,026,330
2	Universal Oil Products	Natural Gas Exploration	\$20,072,730
3	Chesapeake Operating LLC	Natural Gas Exploration	\$18,519,270
4	Calumet	Refinery	\$15,011,420
5	BHP Billiton Petro Co	Natural Gas Exploration	\$14,771,900
6	Union Pacific Railroad Co.	Railroad	\$12,962,100
7	Ternium	Coater	\$12,643,150
8	Bell South Communications	Utility	\$11,772,730
9	Wal-Mart	Retail	\$10,400,770
10	Kansas City Southern Railroad	Railroad	\$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
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	\$10,988,905	\$44,565	5.80%
2018	241,173	(1)	(1)	5.00%

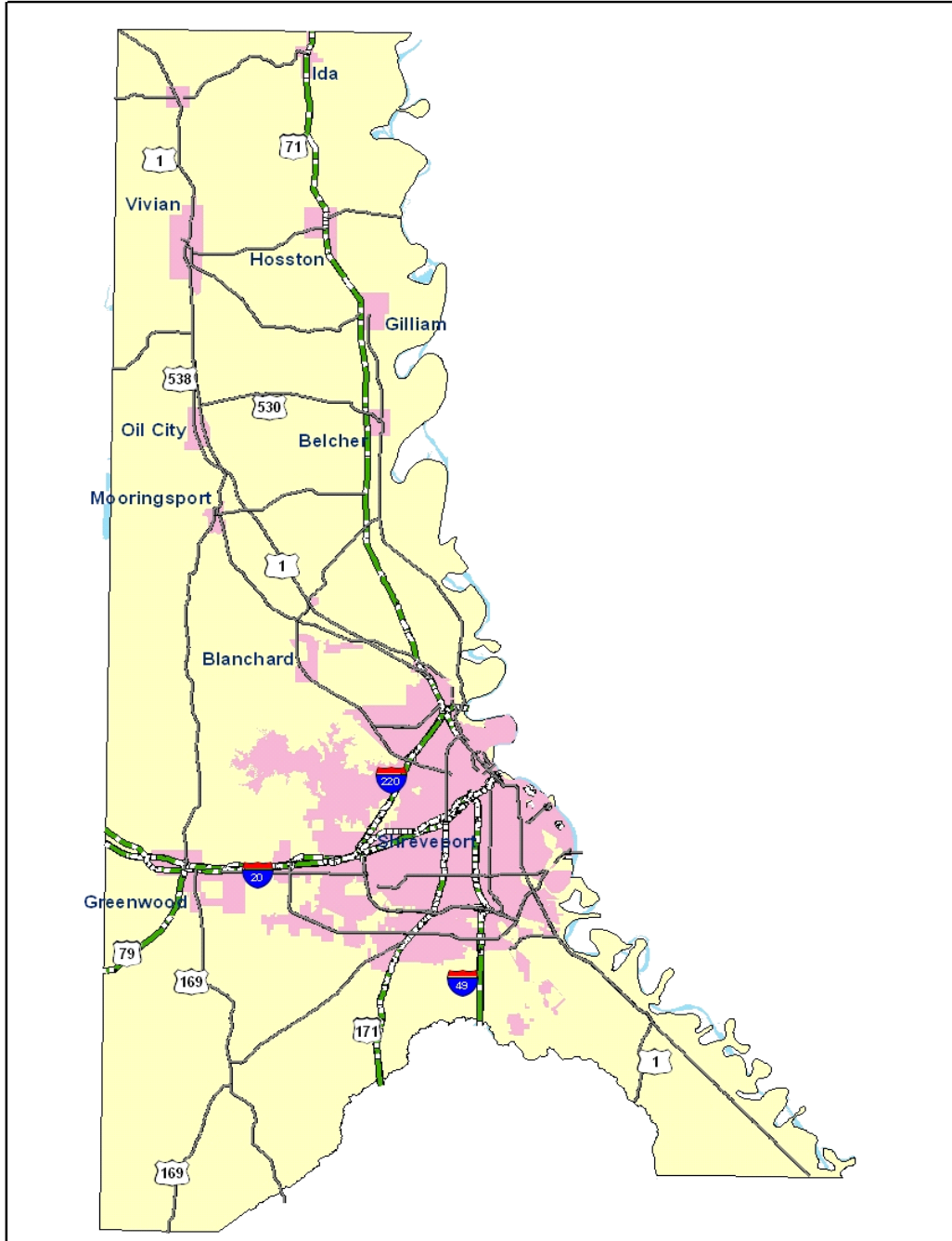
Note: (1) 2018 Data not available.

Additional Demographic Data

Year	Median Age	School Enrollment
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
2018	37.1	39,708

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 or maintenance expenditure costing \$2,500 or less.

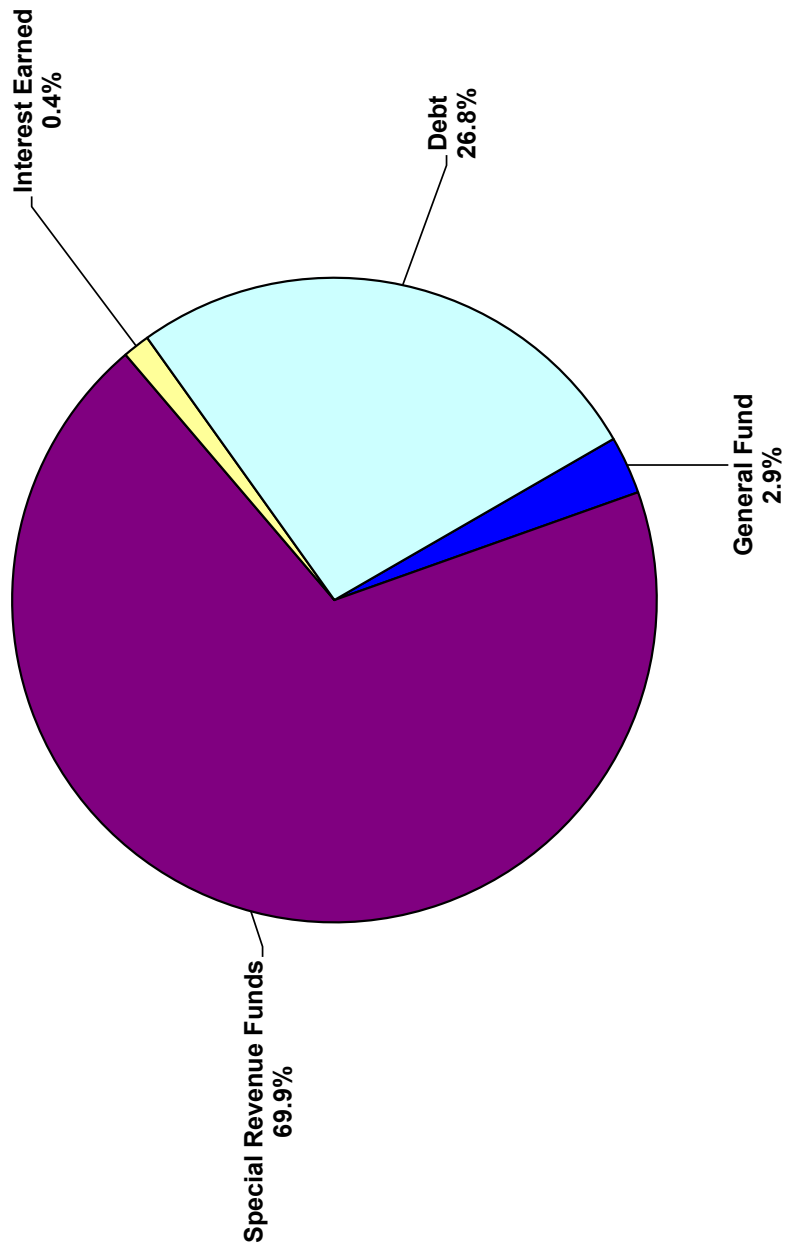
The capital portion of the budget is distinctive from the operating budget for several reasons. First, capital outlay reflects non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants.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

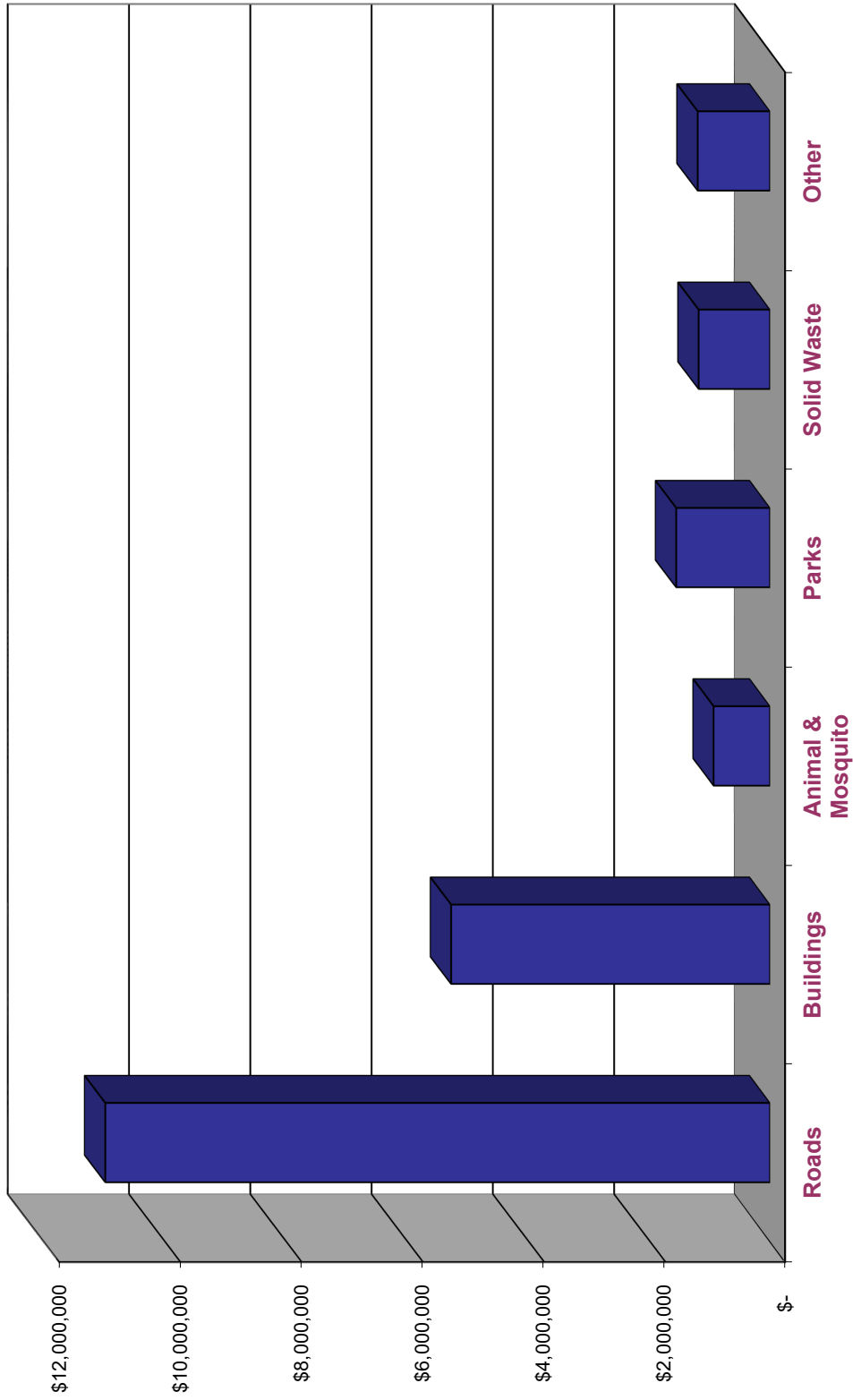
Every project that is approved by the Administrator is then presented to the Commission.



Capital Outlay Program - Sources of Funding



Capital Outlay Program - Expenditures by Major Function



Capital Outlay Fund

Budget Summary 2020 Capital Expenditure Program

Function	Amount
Administration	\$ 165,000
District Attorney	95,000
Information Systems	125,000
Highland Health Unit	82,000
Vivian Health Unit	17,500
Caddo Community Action Agency	400,000
Parish Courthouse	1,866,000
Juvenile Court Buildings	741,000
Coroners Building	65,000
LSU Extension	100,000
Government Plaza	40,000
David Raines Center	535,000
Francis Bickham Building	185,000
Caddo Correctional Center	1,250,000
Animal Services and Mosquito Control	950,000
Solid Waste	1,200,000
Roads and Drainage	10,985,000
Parks and Recreation	1,570,000
Program Administration	79,857
Transfer to E. Edward Jones Trust Fund	750,983
Total	\$ 21,202,340

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
Revenues:			
3610 Interest Earned	\$ 279,857		
Total Revenues	279,857		
Expenditures:			
120 Criminal Justice:			
23 District Attorney:			
4740 Vehicle Purchases:			
Replacement Vehicles (3)	66,000	\$ 5,000	Repair Cost Savings
4743 Equipment Purchases			
Upgrade Forensics Server	5,000		
Replacement Servers	15,000	\$ 2,000	Repair Cost Savings
Thunderbolt Raid Enclosures	9,000		
	29,000		
Total District Attorney	95,000		
131 Administration:			
4524 Feasibility Study	30,000		
4740 Vehicle Purchases:			
New SUV - Registrar	35,000	\$ (5,000)	Gasoline and Oil
4743 Equipment Purchases			
Early Voting Equipment	100,000	\$ (15,000)	Personnel Cost
Total Administration	165,000		
136 Information Systems:			
4745 Computer Hardware and Software Purchases:			
Microsoft Enterprise Agreement	35,000		
Workstation Replacement	20,000		
Server Room Upgrades	20,000		
Network Infrastructure Improvement	15,000		
Fiber to Government Plaza	25,000		
SIP Phone System	10,000		
Total Information Systems	125,000		
161 Facilities and Maintenance:			
14 Highland Health Unit:			
4739 Building Renovations:			
General Renovations	30,000		
Upgrade Card Reader	10,000		
Upgrade AC at Adult Drug Court	20,000	\$ 2,500	Repair Cost Savings
Lighting Upgrades	15,000	\$ 1,000	Utilities Savings
Security Upgrades	7,000		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
	82,000		
15 Vivian Health Unit			
4739 Building Renovations:			
Phone Upgrade	10,000		
Camera Addition	7,500		
	17,500		
60 Caddo Community Action Agency:			
4739 Building Renovations:			
Replace Ceiling Tiles, 1st, 3rd and Auditorium	20,000		
HVAC Upgrades	75,000		
General Renovations	30,000		
Replace Roof	230,000		
Lighting Upgrades	10,000		
Replace Awning	15,000		
Replace Roof Hatch in 2nd Building	20,000		
	400,000		
61 Courthouse:			
4739 Building Renovations:			
Tax Assessor Lobby Design - Phase II	175,000		
COC Carpet Replacement-Phase II	50,000		
Roof Replacement	600,000		
COC Computer Room Renovations	25,000	\$ 5,000	Repair Cost Savings
Upgrade Phone Chassis	20,000		
Sally Port Ceiling Remodel	25,000		
General Renovations	30,000		
Security Upgrades	25,000		
Lighting Upgrades	25,000	\$ 2,000	Utilities Savings
Replace Blinds in Courtroom - Phase I	25,000		
Replace 3 Boilers	300,000	\$ 25,000	Repair Cost Savings
Cooling Tower Fan Replacement	20,000		
Upgrade Courtroom Mixing Boards	10,000	\$ 1,500	Utilities Savings
Monument Removal	500,000		
	1,830,000		
4740 Vehicle Purchases:			
Replacement Vehicle	26,000	\$ 5,000	Repair Cost Savings
4743 Equipment Purchases:			
Environmental Services Equipment	10,000		
	1,866,000		
62 Juvenile Court Buildings:			
4739 Building Renovations:			
Visitor Sign-In Kiosk	6,000		
Replace 2 Chillers and 2 AHUs in Detention	150,000	\$ 7,500	Repair Cost Savings
Replace PTBs in Court Building	300,000	\$ 10,000	Repair Cost Savings
General Renovations	30,000		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
Replace Old Storage Building	15,000		
Cameras and Other Security Upgrades	75,000		
New Flooring at New Probation Building	25,000		
Security Upgrades in Probation	5,000		
Lighting Upgrades	25,000	\$ 1,500	Utilities Savings
	631,000		
4743 Equipment Purchases:			
Rite Track Data Equipment	40,000		
	40,000		
4740 Vehicle Purchases:			
New SUV	30,000	\$ (5,000)	Gasoline and Oil
Replace 2 Vehicles	40,000	\$ 5,000	Repair Cost Savings
	70,000		
	741,000		
63 Coroner's Office:			
4739 Building Renovations:			
HVAC Upgrade	55,000	\$ 3,000	Utilities Savings
Phone System Upgrade	10,000		
	65,000		
64 LSU Extension			
4739 Building Renovations:			
Repave Parking Lot	75,000		
Replace Flooring	25,000		
	100,000		
68 Government Plaza			
4739 Building Renovations:			
Lighting Upgrades 7th Floor - Phase I	25,000	\$ 1,200	Utilities Savings
Security Upgrades	15,000		
	40,000		
69 David Raines Center (MLK Community Center):			
4739 Building Renovations:			
Replace Roofs	150,000		
Install Student Drop-Off	50,000		
Replace Metal Panels on Medical Building-Phase II	50,000		
Re-pipe Main Domestic Water	25,000		
General Renovations	20,000		
Update Remaining Restrooms (Head Start)	125,000		
Remodel Community Program Building	60,000		
Lighting Upgrades	15,000	\$ 1,000	Utilities Savings
	495,000		
4743 Equipment Purchases:			
Replace Kitchen Equipment	40,000		
	535,000		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
66 Francis Bickham Building:			
4739 Building Renovations:			
Reconfigure Offices/Entry - DA	20,000		
Roof Replacement	125,000		
Security Upgrades	10,000		
General Renovations	30,000		
	185,000		
67 Caddo Correctional Center:			
4739 Building Renovations:			
Lobby ADA Doors	30,000		
Fire Sprinkler Tamper/Flow Switch Panel Replacement	25,000	\$ 1,000	Repair Cost Savings
Backup Generator Transfer Switch	25,000		
Carpet Replacement	20,000		
Replace Window Frames in Seg I-II, PC, S/H, FM, MM	50,000		
Air Handler Unit Shut Off Valve Replacement	20,000		
Remodel Lobby	15,000		
Awning Repair	20,000		
Ephus Joint Replacement	35,000		
Security Upgrade	75,000		
Air Handler Unit Replacement Phase I	450,000	\$ 30,000	Repair Cost Savings
Fire Sprinkler System Replacement Phase I	450,000	\$ 30,000	Repair Cost Savings
	1,215,000		
4743 Equipment Purchases:			
Tilt Skillet Replacement	25,000		
Environmental Services Equipment	10,000		
	35,000		
	1,250,000		
Total Facilities and Maintenance	5,281,500		
312 Animal Services and Mosquito Control:			
4739 Building Renovations:			
Construction of New Kennels - Phase II	250,000	\$ (15,000)	Operation Cost
HVAC/Electrical Upgrade - Phase II	600,000	\$ 10,000	Utilities Savings
Lighting Upgrade Exterior	60,000		
Repave Drive Around	30,000		
Security Upgrade	10,000		
Total Animal Services and Mosquito Control	950,000		
423 Solid Waste Disposal:			
4723 Solid Waste Projects:			
Security Upgrades	75,000		
Compactor Site Upgrades	200,000		
	275,000		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget	Impact on Operating Budget	
			Amount*	Description
4741	Heavy Equipment:			
	Replace 2 Stake Bed Trucks	120,000	\$ 30,000	Repair Cost Savings
	Replace 3 Roll-Off Trucks	500,000	\$ 30,000	Repair Cost Savings
	New Grapple Truck	150,000	\$ (5,000)	Gasoline and Oil
		770,000		
4743	Equipment Purchases:			
	Tire Derimmer	20,000		
	Replace 5 Compactors	100,000	\$ 7,500	Repair Cost Savings
		120,000		
4740	Vehicle Purchases:			
	Replace Property Standards SUV	35,000	\$ 2,500	Repair Cost Savings
Total Solid Waste Disposal		1,200,000		
441 Public Works:				
30 Drainage Capital Improvements:				
4722	Drainage Projects:			
	Contract Drainage Maintenance	100,000		
	Culvert Conversions	100,000		
	Mayo Road Bridge Replacement	1,000,000		
	Purchase Multiple Flood Prone Properties	800,000		
		2,000,000		
4741	Heavy Equipment:			
	Replace Track hoe at North Camp	125,000	\$ 7,500	Repair Cost Savings
	Replace Trailers for Bridge Crew, North & South Camps	50,000	\$ 1,500	Repair Cost Savings
	Replace Mulcher/Bucket Attachment	50,000		
		225,000		
31 Road Capital Improvements:				
4721	Road Construction Projects:			
	Overlay and Rehabilitation	5,600,000		
	Overlay and Rehabilitation - Parish Transportation Fund	1,400,000		
	Striping Program	50,000		
	Bridge Program	50,000		
	Pueblo Road Widening	350,000		
	60/40 Program	600,000		
		8,050,000		
4741	Heavy Equipment:			
	Replace 2 (12cy) Dump Trucks at North & South Camps	450,000	\$ 10,000	Repair Cost Savings
	Replace 1 (6 cy) Dump Truck at South Camp	100,000	\$ 4,000	Repair Cost Savings
		550,000		
4740	Vehicle Purchases:			
	Replace CVEU Vehicle	45,000	\$ 1,500	Repair Cost Savings
	Replace 2 Pickup Trucks (North Camp)	70,000	\$ 6,000	Repair Cost Savings
		115,000		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
4743 Equipment Purchases:			
Pavement Saw	25,000		
GIS Plotter	20,000		
	45,000		
	8,760,000		
Total Roads, Bridges, Drainage and Fleet	10,985,000		
511 Parks and Recreation:			
4739 Construction and Improvements:			
Parking Lot at WBJ	100,000		
Replace Floating Pier at Earl Williamson - Phase II	150,000	\$ 12,500	Repair Cost Savings
Pavilion Repair and Additional Railings - Pinchback	75,000	\$ 5,000	Repair Cost Savings
Mechanical, Electrical and Plumbing Upgrades	1,200,000	\$ 50,000	Repair Cost Savings
	1,525,000		
4740 Vehicle Purchases:			
Replace Pickup Truck	35,000	\$ 1,500	Repair Cost Savings
4743 Equipment Purchases:			
Replace John Deere Mower Z60	10,000	\$ 1,500	Repair Cost Savings
	10,000		
Total Parks and Recreation	1,570,000		
131 Fund Administration:			
4321 Legal and Audit	7,759		
4361 General Fund Administration	72,098		
Total Fund Administration	79,857		
Total Expenditures	20,451,357		
Excess (Deficiency) of Revenues Over Expenditures	(20,171,500)		
Other Financing Sources (Uses):			
3837 Transfer From General Fund	600,000		
3838 Transfer From Building Maintenance Fund	706,000		
3841 Transfer From Parks and Recreation Fund	185,000		
3842 Transfer From Solid Waste Disposal Fund	1,200,000		
3847 Transfer From Public Works Fund	10,985,000		
3845 Transfer From Health Tax Fund	-		
3844 Transfer From Juvenile Justice Fund	-		
3849 Transfer From Oil and Gas Fund	1,215,500		
3862 Transfer From Detention Facilities Fund	-		
3854 Transfer From Capital Improvement Fund	5,480,000		
4674 Transfer To E. Edward Jones Trust Fund	(750,983)		

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget	Impact on Operating Budget	
		Amount*	Description
Total Other Financing Sources (Uses)	19,620,517		
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	\$ (550,983)		

The deficiency in the Capital Outlay Fund is directly related to the Transfer to the E. Edward Jones Trust Fund. The Capital Outlay Fund has an E. Edward Jones Project with a budget of \$550,983 that will be transferred to the E. Edward Trust Fund. Since those funds were appropriated in previous years, this will reduce Fund Balance in the Capital Outlay Fund and complete the Capital Outlay Project in the Capital Outlay Fund.

DEPARTMENT OF PUBLIC WORKS
5 YEAR
CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2020

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Jolly Napier
- Overlay and Road Treatment
- Striping Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Pueblo Road Widening
- 60/40 Program

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Linwood Road Bridge Replacement
- Keithville-Springridge Road Bridge Replacement
- Mayo Road Bridge Replacement

SOLID WASTE

- Compactor Site Upgrades

2021

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Cavatte River Road
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Bridge Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Chip Seal Program
- Road Patching Program

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

2022

ROAD CONTRSUCTION

- PTF Overlay & Road Treatment
 - Mira Myrtis Road
- Overlay and Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- Bledsoe Extension
- TBD Road Construction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Miscellaneous Bridge Replacements & Improvements

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

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
- Kimberly Road Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Miscellaneous Bridge Replacements & Improvements

SOLID WASTE

- Compactor Site Upgrades

2024

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Roads to be determined

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Overlay and Road Treatment
- Striping Program
- Guard Rail Program
- Approach Slab Program
- Bridge Program
- Chip Seal Program
- Road Patching Program
- TBD Road Construction

DRAINAGE CONSTRUCTION

- Flood Prone Mitigation Program
- Culvert Conversions
- Contract Drainage
- Miscellaneous Bridge Replacements & Improvements

SOLID WASTE

- Compactor Site Upgrades

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



DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

CADDO CORRECTIONAL CENTER

2020

- Lobby ADA Doors
- Shower Hinges & Change Swing (125)
- Fire Sprinkler Tamper / Flow Switch Panel Replacement
- Backup Generator Transfer Switch
- Carpet Replacement
- Replace Window Frames in (Seg I-II, PC, S/H, FM, MM)
- Air Handler Unit Shut Off Valve Replacement
- Environmental Services Equipment
- Remodel Lobby (Wallpaper, Flooring, Ceiling)
- Awning Repair
- Ephus Joint Replacement
- Security Upgrade
- South East Ambulance Entrance/Exit Gate Replacement
- Power Wash / Reseal Outer Building Phase I
- Air Handler Unit Replacement Phase I
- Fire Sprinkler System Replacement Phase-I

2021

- Fire Sprinkler System Replacement Phase-II
- Air Handler Unit Replacement Phase-II
- LED Inside Lighting Retrofit Phase-III
- New Sewer Chewer (Replacement Program)
- Security Upgrade

2022

- Air Handler Unit Replacement Phase-III
- Replace 2 Dryers
- Replace 2 Washing Machines
- Security Upgrade
- Replace Exhaust Fans Phase – I

2023

- Soundproofing in Pods
- Replace Exhaust Fans Phase – II
- Lighting Upgrade
- Carpet Replacement all Pods
- Security Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2024

- Reseal Building
- Soundproofing in Pods
- Lighting Upgrade

CADDO PARISH COURTHOUSE

2020

- Tax Assessor Lobby Renovations
- COC Carpet Replacement Phase II
- Roof Replacement
- COC Computer Room Renovations
- Upgrade Phone Chassis
- Sally Port Ceiling Remodel
- General Renovations
- Security Upgrades
- Lighting Upgrade
- Replace Blinds in Courtrooms Phase I
- Replace (3) Boilers
- Replace AHU on 4th Floor
- Replace AHU's 5th & 6th Floor
- Purchase Environment Services Equipment
- Upgrade Courtroom Mixing Boards

2021

- Upgrade Electrical to all Courtrooms
- Replace AHU's G-18, 1 York Unit
- General Renovations
- Replace Marley Cooling Tower
- 480V Electric Service Upgrade Phase I

2022

- Upgrade Phone System
- Replace York Chiller
- 480V Electric Service Upgrade Phase II

2023

- Replace York AHU
- General Renovations
- 480V Electric Service Upgrade Phase III

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2024

- General Renovations
- Lighting Upgrade
- Remodel (2) Courtrooms
- 480V Electric Service Upgrade Phase III

FRANCIS P. BICKHAM BUILDING

2020

- Remodel Bathrooms, Entry 3rd Floor
- Roof Replacement
- Security Upgrades
- General Renovations

2021

- Windows on 1st Floor
- Replace Exhaust Fan System
- Electrical Upgrade Phase I

2022

- Replace Server Room A/C Units
- Electrical Upgrade Phase II

2023

- Replace Flooring
- HVAC Upgrade

2024

- Replace Flooring

CORONER'S OFFICE

2020

- HVAC Upgrade
- Phone System Upgrade

2021

- Light Upgrade
- General Renovations

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

LSU EXTENSION

2020

- Repave Parking Lot
- Install LED Pole Sign
- Replace Flooring

2021

- Replace Metal Roof

2022

- Replace Flooring

2023

- Light Upgrade

JUVENILE COURT

2020

- Remodel 2nd Floor Annex Building
- Purchase Digital/Technical System
- Visitor Sign-In Kiosk
- BI and Innovative GPS
- Rite Track Data Equipment
- Upgrade Toilets in all Pods to Suicide Toilet
- Replace 2 Chillers and 2 AHU's in Detention
- Replace PTB's in Court Building
- General Renovations
- Replace Old Storage Building
- Security Upgrades
- New Flooring at New Probation Building
- Security Upgrades at Probation
- Lighting Upgrade

2021

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

2022

- Replace Chillers in Annex Building

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2023

- Lightning Upgrades
- Security Upgrades
- General Renovations

HEALTH UNIT

2020

- General Renovations
- Upgrade Card Reader
- Upgrade Main Electrical Switch Gear
- Upgrade A/C @ Adult Drug Court
- Lighting Upgrade
- Security Upgrade

2021

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

2022

- Replace Chillers

2023

- Reseal Exterior of Building

2024

- Electrical Upgrade

DAVID RAINES CENTER

2020

- Replace Roofs
- Install Student Drop-off
- Replace Metal Panels on Medical Building Phase II
- Re-pipe Main Domestic Water
- Replace Kitchen Equipment
- General Renovations
- (Head Start) Remaining Restrooms
- Remodel Community Programs Building

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Lighting Upgrades

2021

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

2022

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

2023

- Re-landscape Grounds
- Paint Offices in Dental

2024

- General Renovations

CADDO COMMUNITY ACTION AGENCY

2020

- Replace Ceiling Tile in 1st & 3rd Buildings and Auditorium/Additional
- Security System Upgrade
- HVAC Upgrades
- Install Elevators in all Buildings
- Replace all Windows
- General Renovations
- Landscaping
- Replace Roof
- Lighting Upgrades
- Replace Awning
- Replace Roof Hatch 2nd Building

2021

- Lighting Upgrade
- Ceiling Remodel/Stairwell Remodel

2022

- Lighting Upgrade

2023

- Replace 2 RTU's for 3rd Building

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2024

- Replace Flooring

VIVIAN HEALTH UNIT

2020

- Phone Upgrade
- Camera System

2021

- Paint Offices

GOVERNMENT PLAZA

2020

- Lighting Upgrade 7th Floor Phase I
- Security Upgrade

2021

- Security Upgrade
- Lighting Upgrade 7th Floor Phase II

2022

- Lighting Upgrade 7th Floor Phase III

ANIMAL SERVICES & MOSQUITO CONTROL

2020

- Construction for New Kennels Phase II
- HVAC/Electrical Upgrades Phase II
- Lighting Upgrades Exterior
- Repave Drive Around
- Security Upgrade

2021

- Overhang for Covered Parking
- LED's
- Replace Epoxy Flooring Phase III
- Replace (2) RTU's

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2022

- Replace Epoxy Flooring Phase III
- Upgrade Main Electrical
- Replace Freezer

REGIONAL LAB

2020

- No Requests

2021

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

EARL WILLIAMSON PARK

2020

- Complete MEP Upgrade

**DEPARTMENT OF
PARKS AND RECREATION
5 YEAR
CAPITAL IMPROVEMENT PLAN**



DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2020

PINCHBACK PARK

- Build Volleyball Area
- Improve Baseball Field
- Replace Pavilion Railing

EARL WILLIAMSON PARK

- Replace Floating Pier 2nd Phase

WALTER JACOBS NATURE PARK

- Clear Area for Parking Lot Development

EQUIPMENT PURCHASES

- Replace Pickup Truck
- John Deere Mower Z60

2021

EDDIE JONES PARK

- Miscellaneous Improvements

KEITHVILLE PARK

- Miscellaneous Improvements

WALTER B. JACOBS PARK

- Miscellaneous Improvements

EARL WILLIAMSON PARK

- Miscellaneous Improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

EQUIPMENT PURCHASES

- Replace SUV
- Replace Lawn Equipment

RECREATION EQUIPMENT

- Miscellaneous

PARK IMPROVEMENTS

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

OTHER

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

2022

EDDIE JONES PARK

- Major Improvements

PINCHBACK PARK

- Miscellaneous Improvements

WALTER B. JACOBS PARK

- Major Improvements

EARL WILLIAMSON PARK

- Major Improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

EQUIPMENT PURCHASES

- Replace Pickup Truck

RECREATION EQUIPMENT

- Miscellaneous

PARK IMPROVEMENTS

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

OTHER

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

2023

EDDIE JONES PARK

- Major Improvements

PINCHBACK PARK

- Major Improvements

WALTER B. JACOBS PARK

- Major Improvements

EARL WILLIAMSON PARK

- Major Improvements

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

EQUIPMENT PURCHASES

- Miscellaneous

RECREATION EQUIPMENT

- Miscellaneous

PARK IMPROVEMENTS

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

OTHER

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

2024

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

E-1 GENERAL FUND

E-16 SPECIAL REVENUE FUNDS

E-54 DEBT SERVICE FUND

E-60 CAPITAL PROJECT FUNDS

E-64 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

	2018		2019		2020
	Actual	Budget	Estimated	Adopted	
Revenues					
Tax Revenue	\$ 6,987,729	6,816,201	6,811,781	6,884,001	
Licenses & Permits	817,122	759,300	891,451	807,000	
Intergovernmental Revenue	1,808,378	1,766,900	1,721,988	1,726,900	
Charges For Services	227,643	231,000	209,250	215,000	
Rents & Interest Earned	195,408	90,000	89,552	100,000	
Other Revenues	23,014	30,000	13,475	22,000	
Total Revenues - General Fund	10,059,295	9,693,401	9,737,497	9,754,901	
Expenditures By Function					
General Government					
Commission	572,667	698,944	620,095	764,789	
Administration & Legal	763,644	873,080	831,825	941,139	
Human Resources	112,004	171,773	203,816	231,390	
Finance	385,875	479,794	426,744	455,744	
Information Systems	166,159	188,219	191,078	196,098	
Elections	505,261	803,569	672,976	817,722	
LSU Extension	71,416	74,100	74,809	75,000	
Allocations To Other Entities	253,237	312,000	311,782	352,000	
Statutory Appropriations	576,875	662,135	600,232	667,072	
Total General Government	3,407,137	4,263,614	3,933,357	4,500,954	
Building Facilities					
Facilities & Maintenance					
Coroner	57,942	68,086	51,584	61,761	
LSU Extension	25,611	32,887	26,726	33,171	
Archives	85,740	77,000	67,750	77,000	
David Raines	70,535	74,712	68,779	73,273	
Total Building Facilities	239,828	252,685	214,839	245,205	
Criminal Justice					
District Court	1,676,712	1,951,402	1,820,174	1,879,505	
District Attorney	5,446,068	5,700,979	5,692,520	5,867,808	
Coroner	216,428	215,100	230,982	238,000	

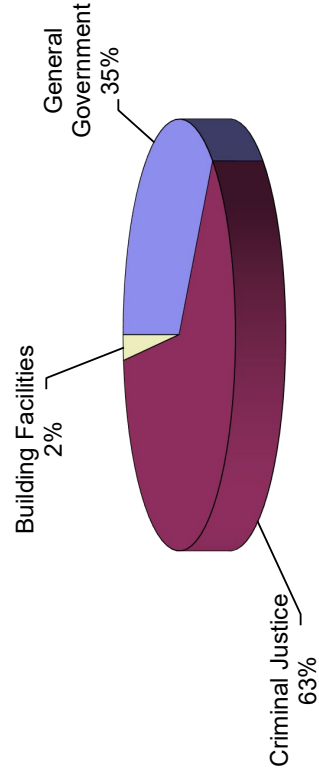
GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

	2018		2019		2020
	Actual	Budget	Estimated	Adopted	
Constables & Justices of the Peace	62,040	72,000	70,839		73,955
Total Criminal Justice	7,401,249	7,939,481	7,814,515		8,059,268
Total Expenditures - General Fund	11,048,214	12,455,780	11,962,711		12,805,427
Excess (Deficiency) Of Revenues Over Expenditures	(988,920)	(2,762,379)	(2,225,214)		(3,050,526)
Other Financing Sources:					
Transfers In	1,801,500	1,700,000	1,700,000		1,700,000
Transfers Out	(483,000)	(760,750)	(760,750)		(600,000)
Total Other Financing Sources (Uses)	1,318,500	939,250	939,250		1,100,000
Net Change In Fund Balance	329,580	(1,823,129)	(1,285,964)		(1,950,526)
Fund Balance, Beginning Of Year	18,679,027	17,874,523	19,008,607		17,722,643
Fund Balance, End Of Year	\$ 19,008,607	16,051,394	17,722,643		15,772,117

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

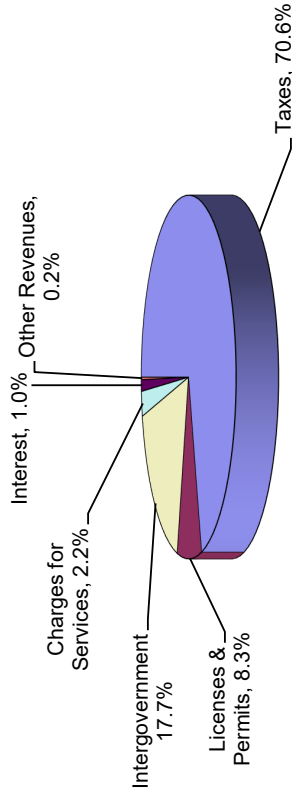
Budget By Category

	2018		2019		2020
	Actual	Budget	Estimated	Adopted	
<u>Revenues</u>					
Tax Revenue	\$ 6,987,729	6,816,201	6,811,781	6,884,001	
Licenses & Permits	817,122	759,300	891,451	807,000	
Intergovernmental Revenue	1,808,378	1,766,900	1,721,988	1,726,900	
Charges For Services	227,643	231,000	209,250	215,000	
Rents & Interest Earned	195,408	90,000	89,552	100,000	
Other Revenues	23,014	30,000	13,475	22,000	
Total Revenues	10,059,295	9,693,401	9,737,497	9,754,901	
<u>Expenditures</u>					
Salaries & Benefits	5,378,045	5,794,918	5,670,612	5,705,981	
Materials & Supplies	214,193	267,050	229,249	266,750	
Education, Training & Travel	94,135	208,500	147,127	208,500	
Utilities	126,231	170,800	143,009	160,300	
Repairs & Maintenance	67,820	55,700	47,822	57,200	
Contract Services	568,731	729,419	601,154	735,999	
Statutory Charges	5,578,675	6,081,230	6,012,922	6,270,154	
Internal Charges	(1,621,198)	(1,648,172)	(1,648,787)	(1,646,929)	
Capital Outlay	17,225	56,100	52,968	56,100	
Allocations To Other Entities	253,236	314,000	313,329	354,000	
Debt Service	203,550	204,575	204,575	207,912	
Other Expenses	105,797	148,300	123,676	350,100	
Grant Programs	436,975	454,000	438,219	460,000	
Reimbursements	(375,201)	(380,640)	(373,164)	(380,640)	
Total Expenditures	11,048,214	12,455,780	11,962,711	12,805,427	
Excess (Deficiency) Of Revenues Over Expenditures	(988,919)	(2,762,379)	(2,225,214)	(3,050,526)	
Other Financing Sources (Uses)					
Transfers In	1,801,500	1,700,000	1,700,000	1,700,000	
Transfers Out	(483,000)	(760,750)	(760,750)	(600,000)	
Total Other Financing Sources (Uses)	1,318,500	939,250	939,250	1,100,000	

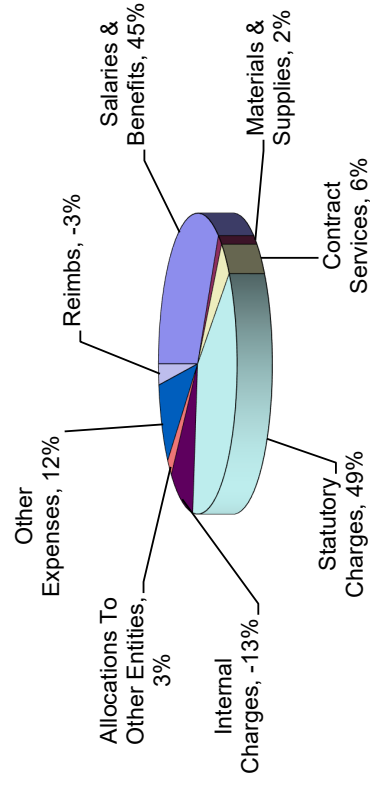
GENERAL FUND

Budget By Category

	2018	2019		2020
	Actual	Budget	Estimated	Adopted
Net Change In Fund Balance	329,581	(1,823,129)	(1,285,964)	(1,950,526)
Fund Balance, Beginning Of Year	18,679,027	17,874,523	19,008,607	17,722,643
Fund Balance, End Of Year	\$ 19,008,608	16,051,394	17,722,643	15,772,117



70% of the General Fund revenues for 2020 come from ad valorem (property) taxes. Property taxes are budgeted to increase .9% over the 2019 assessed value, which results from new properties coming on to the tax rolls.



Salaries and benefits comprise 45% 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, 49%. 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	2019				% Change From YTD Estimated
		2018	YTD	Estimated	2020	
		Actual	Actual*	Remaining	Adopted	
		Budget	Total Estimated			
Revenues						
3111	Ad Valorem Tax-Inside City	\$ 3,918,371	-	3,884,799	3,919,760	0.90%
3112	Ad Valorem Tax-Outside	3,035,066	-	3,037,852	3,079,230	1.36%
3115	Estimated Uncollectible Taxes	(80,335)	-	(206,588)	(209,970)	1.64%
3118	Payments In Lieu Of Taxes	48,121	39,553	1,495	45,500	10.85%
3120	Prior Year Taxes	66,506	49,573	5,097	49,481	(9.49%)
3211	Liquor Licenses	21,325	22,425	150	21,000	(6.98%)
3212	Beer Licenses	6,235	5,885	220	6,000	(1.72%)
3216	Occupational Licenses	257,996	271,249	972	265,000	(2.65%)
3217	Insurance Licenses	531,566	588,449	2,101	515,000	(12.79%)
3218	Cable T.V. Franchise Fees	218,393	157,355	46,745	210,000	2.89%
3224	Fines	9,250	3,500	1,650	5,000	(2.91%)
3351	State Revenue Sharing	161,945	-	160,322	160,400	0.05%
3353	Louisiana Oil & Gas Severance	1,037,177	1,037,177	2,923	1,020,000	(1.93%)
3354	Louisiana Timber Severance	154,065	38,361	39,789	100,000	27.96%
3355	Louisiana Beer Tax	21,628	10,805	10,795	20,500	(5.09%)
3610	Interest Earned	195,408	22,931	66,621	100,000	11.67%
3695	Miscellaneous Revenue	19,636	15,151	(4,926)	18,000	76.04%
3723	Federal Grants - Other	433,563	294,685	127,131	426,000	0.99%
3727	Court Services Fees	3,378	1,213	2,037	4,000	23.08%
Total Revenues - General Fund		10,059,295	2,558,312	7,179,185	9,737,497	0.18%
Expenditures						
111 - Commission						
4113	Salaries Regular Employees	166,445	120,628	50,140	170,768	60.30%
4115	Salaries-Commissioners	273,705	200,015	73,687	273,705	0.00%
4131	Parochial Retirement	19,049	14,318	5,347	21,440	9.03%
4132	Group Health Insurance	14,257	10,745	4,003	15,190	3.00%
4133	Retired Employees Grp Insurance	7,126	4,893	2,447	7,560	3.00%
4135	Medicare Insurance	8,788	6,471	2,382	10,192	15.12%
4210	Books and Subscriptions	359	71	746	950	16.28%
4211	Dues-Governmental Organizations	20,249	18,949	1,000	23,000	15.29%
4220	Official Publications	24,433	16,729	12,281	33,000	13.75%
4230	Education, Travel and Training	23,337	49,894	152	70,000	39.87%
4241	Office Supplies	3,956	5,416	1,767	8,000	11.37%
4242	Postage	379	150	388	1,200	123.05%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019				% Change From YTD Estimated	
		2018	YTD	Estimated	2020		
		Actual	Actual*	Remaining	Adopted		
		Budget		Total Estimated			
4243	Copy Supplies	2,947	1,090	1,744	2,834	3,000	5.86%
4280	Telephone	6,612	4,746	1,656	6,402	6,900	7.78%
4311	Employee Physicals	-	-	50	50	150	200.00%
4321	Legal and Auditing	1,210	1,706	-	8,402	16,000	90.43%
4324	Information Systems Allocation	9,540	6,560	3,280	9,840	10,134	2.99%
4327	Professional Services	7,435	4,131	4,320	8,450	15,000	77.51%
4353	Parking Fees	534	154	474	628	1,200	91.08%
4511	Casualty Insurance	771	564	283	847	886	4.60%
4512	Workers Comp Insurance	4,103	2,895	1,448	4,343	4,545	4.65%
4546	Reimb-MPC	(22,565)	-	(28,010)	(28,010)	(35,000)	24.96%
4742	Office Equipment	-	1,690	2,000	3,690	4,000	8.40%
Total Commission		572,667	471,815	141,584	620,095	764,789	23.33%

120 - Criminal Justice

21 - District Court							
4113	Salaries Regular Employees	1,285,190	1,008,289	346,662	1,354,951	1,143,954	(15.57%)
4114	Salaries-Special	-	-	1,115	1,115	2,500	124.22%
4119	Salaries Reimbursed By Others	(113,961)	(59,793)	(59,791)	(119,584)	(100,000)	(16.38%)
4131	Parochial Retirement	47,373	37,301	13,113	50,414	52,000	3.15%
4132	Group Health Insurance	191,806	147,301	55,421	202,722	212,858	5.00%
4133	Retired Employees Grp Insurance	44,051	30,249	15,124	45,373	46,734	3.00%
4135	Medicare Insurance	24,855	18,326	10,326	28,652	16,600	(42.06%)
4136	Caddo Parish Employee Retirement	77,996	63,409	22,950	86,359	90,000	4.22%
4138	Unemployment Claims	-	-	3,481	3,481	4,500	29.27%
4210	Books and Subscriptions	25,653	10,521	14,739	25,260	34,000	34.60%
4241	Office Supplies	17,370	9,978	6,742	16,720	20,000	19.62%
4242	Postage	1,716	1,700	550	2,250	3,500	55.56%
4243	Copy Supplies	11,996	11,479	4,170	15,649	16,500	5.44%
4245	Courtroom Supplies	2,551	2,778	2,776	5,554	3,000	(45.98%)
4280	Telephone	2,385	1,352	1,114	2,466	18,000	629.93%
4353	Parking Fees	14,216	14,216	225	14,441	15,000	3.87%
4395	Grant Programs - Other	287,573	168,205	138,473	306,678	320,000	4.34%
4511	Casualty Insurance	342	251	126	377	394	4.51%
4512	Workers Comp Insurance	31,546	22,274	11,137	33,411	34,965	4.65%
4539	Criminal Court Fund Deficit	(11,817)	-	-	-	-	0.00%
4547	Reimb-Hearing Officer	(275,000)	-	(275,000)	(275,000)	(275,000)	0.00%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4598	Criminal Court Allocation	-	-	-	-	-	200,000	100.00%
4742	Office Equipment	10,871	20,000	9,808	9,077	18,885	20,000	5.90%
Total District Court		1,676,712	1,951,402	1,497,644	322,530	1,820,174	1,879,505	3.26%
23 - District Attorney								
4133	Retired Employees Grp Insurance	26,067	26,849	17,899	8,950	26,849	27,654	3.00%
4395	Grant Programs - Other	149,401	140,000	53,917	77,624	131,541	140,000	6.43%
4581	Annual Appropriation	5,270,600	5,534,130	4,150,598	1,383,533	5,534,130	5,700,154	3.00%
Total District Attorney		5,446,068	5,700,979	4,222,414	1,470,106	5,692,520	5,867,808	3.08%
25 - Coroner								
4204	Autopsies	61,328	60,000	51,839	24,044	75,882	68,000	(10.39%)
4581	Annual Appropriation	155,100	155,100	111,363	43,738	155,100	170,000	9.61%
Total Coroner		216,428	215,100	163,201	67,781	230,982	238,000	3.04%
28 - JP & Constables								
4113	Salaries Regular Employees	52,548	53,000	38,014	15,988	54,002	55,000	1.85%
4119	Salaries Reimbursed By Others	(24,774)	(25,000)	(16,148)	(8,723)	(24,871)	(25,000)	0.52%
4135	Medicare Insurance	4,988	5,000	3,585	1,200	4,785	4,955	3.55%
4137	Supplemental Benefits	23,398	24,000	16,541	7,457	23,998	24,000	0.01%
4221	Printed Office Forms	-	2,000	1,173	600	1,773	2,000	12.80%
4230	Education, Travel and Training	5,880	11,000	10,200	-	9,605	11,000	14.52%
4570	Costs to Other Governmental Entities	-	2,000	-	1,547	1,547	2,000	29.28%
Total JP & Constables		62,040	72,000	53,365	18,069	70,839	73,955	4.40%
Total Criminal Justice		7,401,249	7,939,481	5,936,624	1,878,486	7,814,515	8,059,268	3.13%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019					% Change From YTD Estimated	
		2018 Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated		
		2020 Adopted						
131 - Administration & Legal								
4113	Salaries Regular Employees	954,754	1,012,183	734,495	276,175	1,010,670	1,149,980	13.78%
4114	Salaries-Special	3,363	4,000	-	3,351	3,351	4,000	19.37%
4122	Salaries-Part Time	1,058	-	-	-	-	-	0.00%
4131	Parochial Retirement	56,568	57,859	36,231	9,460	45,691	44,878	(1.78%)
4132	Group Health Insurance	85,386	60,117	41,799	13,959	55,758	58,545	5.00%
4133	Retired Employees Grp Insurance	25,915	26,692	17,795	8,897	26,692	27,493	3.00%
4135	Medicare Insurance	12,940	14,572	10,695	2,391	13,086	13,895	6.18%
4136	Caddo Parish Employee Retirement	48,756	50,723	41,765	23,859	65,624	72,506	10.49%
4138	Unemployment Claims	-	1,000	-	854	854	1,000	17.10%
4210	Books and Subscriptions	28,434	25,000	13,857	9,725	23,582	25,000	6.01%
4211	Dues-Governmental Organizations	6,169	7,500	5,626	998	6,624	7,500	13.22%
4221	Printed Office Forms	1,101	1,100	70	911	981	1,100	12.13%
4230	Education, Travel and Training	24,453	48,000	28,678	14,368	43,046	48,000	11.51%
4241	Office Supplies	11,359	8,500	4,908	1,956	6,864	8,500	23.83%
4242	Postage	864	1,000	750	214	964	1,000	3.73%
4243	Copy Supplies	5,147	5,500	2,486	2,966	5,452	5,500	0.88%
4250	Equipment Repairs	76	1,000	209	599	808	1,000	23.76%
4251	Gas, Oil, Grease	933	1,000	662	459	1,121	1,200	7.05%
4280	Telephone	8,335	9,000	6,666	2,526	9,192	9,000	(2.09%)
4311	Employee Physicals	250	300	-	214	214	300	40.19%
4321	Legal and Auditing	13,333	18,000	7,990	6,859	14,849	18,000	21.22%
4324	Information Systems Allocation	22,260	22,960	15,307	7,653	22,960	23,646	2.99%
4327	Professional Services	30,967	55,000	29,163	21,043	50,206	55,000	9.55%
4344	Public Information	31,707	60,000	3,027	36,500	38,527	60,000	55.73%
4353	Parking Fees	5,649	4,600	4,116	1,363	5,479	5,500	0.38%
4360	Reimb from Other Funds	(583,762)	(594,171)	(396,114)	(198,057)	(594,171)	(673,916)	13.42%
4390	General Ins-Legal Service	(50,500)	(52,000)	(33,667)	(18,333)	(52,000)	(52,000)	0.00%
4511	Casualty Insurance	1,197	1,316	877	439	1,316	1,377	4.64%
4512	Workers Comp Insurance	16,362	17,329	11,553	5,776	17,329	18,135	4.65%
4742	Office Equipment	570	5,000	5,146	1,610	6,756	5,000	(25.99%)
Total Administration		763,644	873,080	594,090	237,735	831,825	941,139	13.14%
132 - Human Resources								
4113	Salaries Regular Employees	235,970	244,276	184,719	82,140	266,859	299,250	12.14%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019					% Change From YTD Estimated	
		2018	YTD		Estimated Remaining	Total Estimated		2020 Adopted
		Actual	Budget	Actual*				
4122	Salaries-Part Time	914	-	-	-	-	-	0.00%
4131	Parochial Retirement	27,028	28,092	21,819	9,040	30,859	36,659	18.80%
4132	Group Health Insurance	15,014	15,593	25,924	17,769	43,693	45,878	5.00%
4133	Retired Employees Grp Insurance	9,070	9,342	6,228	3,114	9,342	9,622	3.00%
4135	Medicare Insurance	3,255	3,542	2,577	1,154	3,731	4,340	16.32%
4210	Books and Subscriptions	697	1,500	1,306	13	1,319	1,500	13.72%
4211	Dues-Governmental Organizations	329	900	764	22	786	900	14.50%
4221	Printed Office Forms	441	400	400	85	485	500	3.09%
4230	Education, Travel and Training	7,820	14,000	5,449	3,035	8,484	14,000	65.02%
4241	Office Supplies	2,210	3,800	1,396	1,414	2,810	3,800	35.23%
4242	Postage	1,295	1,500	345	1,136	1,481	1,500	1.28%
4243	Copy Supplies	4,733	4,500	1,814	3,037	4,851	4,500	(7.24%)
4244	Training Resources	4,627	6,000	3,714	2,000	5,714	6,000	5.01%
4247	Record Retention	18,170	40,000	6,100	20,021	26,121	40,000	53.13%
4256	Annual Pin Ceremony	4,224	7,000	4,560	2,000	6,560	7,000	6.71%
4280	Telephone	2,257	3,000	1,619	462	2,081	3,000	44.16%
4311	Employee Physicals	-	200	29	56	85	200	135.29%
4313	Maintenance Contract	4,000	4,000	479	3,000	3,479	4,000	14.98%
4321	Legal and Auditing	1,136	1,251	1,600	53	1,653	1,592	(3.69%)
4324	Information Systems Allocation	25,440	26,240	17,493	8,747	26,240	27,024	2.99%
4327	Professional Services	579	2,700	2,328	125	2,452	2,700	10.11%
4353	Parking Fees	1,771	1,000	1,509	1,000	2,509	1,500	(40.22%)
4360	Reimb from Other Funds	(266,186)	(257,877)	(171,918)	(85,959)	(257,877)	(295,224)	14.48%
4511	Casualty Insurance	342	377	251	126	377	394	4.51%
4512	Workers Comp Insurance	6,455	6,837	4,558	2,279	6,837	7,155	4.65%
4742	Office Equipment	413	3,600	2,756	129	2,885	3,600	24.78%
Total Human Resources		112,004	171,773	127,820	75,996	203,816	231,390	13.53%
133 - Finance								
4113	Salaries Regular Employees	717,477	752,743	529,274	203,783	733,057	609,831	(16.81%)
4119	Salaries-Reimbursed By Others	(46,695)	(35,000)	(6,250)	(27,165)	(33,415)	(35,000)	4.74%
4122	Salaries - Part Time Employees	2,973	5,000	451	3,000	3,451	3,112	(9.82%)
4131	Parochial Retirement	62,355	71,496	47,194	15,999	63,193	74,704	18.22%
4132	Group Health Insurance	67,456	82,708	69,966	20,124	90,090	98,594	9.44%
4133	Retired Employees Grp Insurance	25,922	26,700	17,800	8,900	26,700	27,501	3.00%
4135	Medicare Insurance	9,297	10,107	6,642	2,186	8,828	8,159	(7.58%)

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019				% Change From YTD Estimated
		2018	YTD	Estimated	2020	
		Actual	Actual*	Remaining	Adopted	
		Budget		Total Estimated		
4136	Caddo Parish Employee Retirement	19,698	10,118	-	10,118	(100.00%)
4210	Books and Subscriptions	728	789	940	1,729	15.67%
4211	Dues-Governmental Organizations	4,250	1,653	4,000	5,653	6.14%
4221	Printed Office Forms	3,482	1,131	1,001	2,131	40.78%
4223	Annual Report	5,876	3,366	2,999	6,365	9.98%
4230	Education, Travel and Training	19,512	11,899	8,912	20,811	44.15%
4241	Office Supplies	8,577	9,333	351	9,684	3.26%
4242	Postage	9,039	6,904	4,607	11,511	(13.13%)
4243	Copy Supplies	3,642	1,566	1,660	3,226	70.49%
4280	Telephone	5,381	3,015	2,339	5,354	12.07%
4311	Employee Physicals	162	498	99	597	(66.50%)
4313	Maintenance Contract	-	173	700	873	14.55%
4321	Legal and Auditing	2,098	1,081	2,478	3,559	68.59%
4324	Information Systems Allocation	25,440	17,493	8,747	26,240	2.99%
4327	Professional Services	11,125	4,678	10,043	14,721	35.86%
4353	Parking Fees	1,106	438	818	1,256	11.46%
4360	Reimb from Other Funds	(598,042)	(420,657)	(200,753)	(621,410)	(19.48%)
4372	Cost Allocation Services	12,500	-	13,000	13,000	11.54%
4511	Casualty Insurance	1,281	939	470	1,409	4.61%
4512	Workers Comp Insurance	16,484	11,639	5,819	17,458	(0.69%)
4543	Accounting Fees	(5,250)	-	(5,250)	(5,250)	0.00%
4742	Office Equipment	-	2,901	2,904	5,805	3.36%
Total Finance		385,875	334,034	92,710	426,744	6.80%
136 - Information Systems						
4113	Salaries Regular Employees	214,233	157,922	65,782	223,704	2.99%
4131	Parochial Retirement	24,522	18,740	6,974	25,714	9.77%
4132	Group Health Insurance	19,614	15,196	5,656	20,852	9.79%
4133	Retired Employees Grp Insurance	3,240	2,225	1,112	3,337	3.00%
4135	Medicare Insurance	2,998	2,262	832	3,094	7.98%
4210	Books and Subscriptions	-	-	349	349	43.27%
4211	Dues-Governmental Organizations	-	-	136	136	47.06%
4230	Education, Travel and Training	1,180	1,265	3,999	5,264	32.98%
4241	Office Supplies	308	594	246	840	(4.76%)
4242	Postage	54	-	62	62	61.29%
4250	Equipment Repairs	232	-	662	662	35.95%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019					2020 Adopted	% Change From YTD Estimated
		2018 Actual	Budget	YTD Actual*	Estimated Remaining	Total Estimated		
4251	Gas, Oil, Grease	145	800	93	480	573	800	39.62%
4280	Telephone	20,762	22,000	20,396	7,393	27,789	22,000	(20.83%)
4313	Maintenance Contract	187,996	190,000	72,453	117,199	189,652	195,000	2.82%
4321	Legal and Auditing	788	868	1,111	783	1,894	1,107	(41.55%)
4327	Professional Services	-	2,000	-	1,657	1,657	2,000	20.70%
4360	Reimb from Other Funds	(318,000)	(328,000)	(218,667)	(109,333)	(328,000)	(337,800)	2.99%
4511	Casualty Insurance	1,197	1,316	877	439	1,316	1,377	4.64%
4512	Workers Comp Insurance	4,344	4,601	3,067	1,534	4,601	4,815	4.65%
4742	Office Equipment	516	1,000	585	299	884	1,000	13.12%
4745	Computer Equipment Purchases	321	3,000	150	2,001	2,151	3,000	39.47%
4746	Computer Software Purchase	70	1,000	-	951	951	1,000	5.15%
4754	Internet Access and Maintenance	1,640	4,000	897	2,699	3,596	4,000	11.23%
Total Information Systems		166,159	188,219	79,168	111,911	191,078	196,098	2.63%
150 - Allocation To Other Entities								
4951	Metropolitan Planning	200,000	240,000	80,000	160,000	240,000	280,000	16.67%
4952	Civil Defense	17,813	35,000	17,813	17,819	35,631	35,000	(1.77%)
4955	Parish Service Office	35,424	37,000	21,700	14,451	36,151	37,000	2.35%
Total Allocation To Other Entities		253,237	312,000	119,513	192,270	311,782	352,000	12.90%
161 - Facilities & Maintenance								
63 - Coroner Building								
4260	Building Repairs & Maintenance	15,464	12,000	3,053	6,617	9,670	12,000	24.10%
4272	Electricity	16,038	19,000	10,193	7,052	17,245	19,000	10.18%
4273	Water	1,579	4,000	1,058	766	1,824	3,000	64.47%
4280	Telephone	2,862	9,000	2,290	928	3,218	4,000	24.30%
4312	Pest Control	480	500	280	200	480	500	4.17%
4316	Security	-	500	-	-	-	-	0.00%
4317	Janitorial Service	18,392	20,000	12,068	3,993	16,061	20,000	24.53%
4388	Building Management	3,126	3,086	2,057	1,029	3,086	3,261	5.67%
Total Coroner Building		57,942	68,086	31,000	20,584	51,584	61,761	19.73%
64 - LSU Extension Bldg								
4260	Building Repairs & Maintenance	3,028	6,000	1,201	1,945	3,146	6,000	90.72%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019				Total Estimated	2020 Adopted	% Change From YTD Estimated
		2018 Actual	Budget	YTD Actual*	Estimated Remaining			
4272	Electricity	5,176	7,000	4,577	2,259	6,836	7,000	2.40%
4273	Water	236	400	176	129	305	400	31.15%
4280	Telephone	887	1,000	676	224	900	1,000	11.11%
4291	Lawn and Tree Maintenance	1,900	2,000	1,500	400	1,900	2,000	5.26%
4312	Pest Control	470	500	245	215	460	500	8.70%
4316	Security	168	500	172	143	315	500	58.73%
4317	Janitorial Service	7,525	9,000	4,200	2,429	6,629	9,000	35.77%
4318	Waste Disposal Fees	959	1,050	291	507	798	1,050	31.58%
4388	Building Management	3,126	3,086	2,057	1,029	3,086	3,261	5.67%
4511	Casualty Insurance	2,137	2,351	1,567	784	2,351	2,460	4.64%
Total LSU Extension Bldg		25,611	32,887	16,664	10,063	26,726	33,171	24.12%
65 - Archives								
4327	Professional Services	85,740	77,000	53,066	14,684	67,750	77,000	13.65%
Total Archives		85,740	77,000	53,066	14,684	67,750	77,000	13.65%
69 - David Raines Comm Center (MLK Community Center)								
4114	Salaries-Special	5,133	5,770	2,333	3,333	5,666	5,770	1.84%
4260	Building Repairs & Maintenance	46,981	30,000	21,756	5,063	26,819	30,000	11.86%
4271	Natural Gas	273	5,000	562	375	937	2,500	166.81%
4272	Electricity	46,521	49,000	32,041	15,919	47,960	49,000	2.17%
4273	Water	5,664	6,500	11,533	667	12,200	7,000	(42.62%)
4291	Lawn and Tree Maintenance	2,400	4,000	2,000	1,485	3,485	4,000	14.78%
4312	Pest Control	935	1,500	350	585	935	1,500	60.43%
4316	Security	840	1,200	646	470	1,116	1,200	7.53%
4317	Janitorial Service	19,948	23,000	12,870	8,221	21,091	23,000	9.05%
4318	Waste Disposal Fees	4,097	4,000	2,244	1,098	3,342	4,000	19.69%
4388	Building Management	8,932	8,816	5,877	2,939	8,816	9,316	5.67%
4511	Casualty Insurance	1,197	1,316	877	439	1,316	1,377	4.64%
4544	Utilities Charged To Other	(38,997)	(32,000)	-	(31,514)	(31,514)	(32,000)	1.54%
4558	Reimb-Health Tax Fund	(33,390)	(33,390)	(22,260)	(11,130)	(33,390)	(33,390)	0.00%
69 - David Raines Comm Center		70,535	74,712	70,830	(2,051)	68,779	73,273	6.53%
Total Facilities & Maintenance		239,828	252,685	171,559	43,280	214,839	245,205	14.13%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019					% Change From YTD Estimated	
		2018	YTD		Total			
		Actual	Budget	Actual*	Estimated Remaining	Estimated		
170 - Elections								
71 - Registrar of Voters								
4113	Salaries Regular Employees	195,592	205,836	140,834	80,635	221,469	216,128	(2.41%)
4122	Salaries-Part Time	88,773	100,000	58,372	32,828	91,200	100,000	9.65%
4132	Group Health Insurance	42,059	44,000	24,348	15,078	39,426	47,080	19.41%
4133	Retired Employees Grp Insurance	8,430	8,683	5,789	2,894	8,683	8,943	2.99%
4135	Medicare Insurance	9,926	4,760	6,567	232	6,799	7,515	10.53%
4137	Supplemental Benefits	728	1,560	409	319	728	1,560	114.29%
4138	Unemployment Claims	-	3,000	-	1,254	1,254	3,000	139.23%
4139	ROV Retirement	29,361	45,000	20,328	19,223	39,551	45,000	13.78%
4210	Books and Subscriptions	2,015	2,300	1,641	477	2,118	2,300	8.59%
4211	Dues-Governmental Organizations	1,245	3,900	425	875	1,300	3,900	200.00%
4220	Official Publications	14,812	28,000	5,293	2,421	7,714	28,000	262.98%
4221	Printed Office Forms	3,008	5,000	1,032	1,978	3,010	5,000	66.11%
4230	Education, Travel and Training	7,326	22,000	1,518	2,282	3,800	22,000	478.95%
4241	Office Supplies	15,339	21,000	17,430	42	17,472	21,000	20.19%
4242	Postage	32,494	45,000	17,028	19,692	36,720	45,000	22.55%
4243	Copy Supplies	4,846	7,000	3,850	1,970	5,820	7,000	20.27%
4247	Record Retention	187	5,000	198	52	250	5,000	1,900.00%
4250	Equipment Repairs	-	2,000	-	1,295	1,295	2,000	54.44%
4260	Building Repairs & Maintenance	-	1,800	-	982	982	1,800	83.30%
4280	Telephone	1,263	5,000	922	378	1,300	2,500	92.31%
4313	Maintenance Contract	2,805	8,000	1,980	1,414	3,394	8,000	135.71%
4327	Professional Services	10,611	16,000	4,200	1,120	5,320	16,000	200.75%
4353	Parking Fees	14,348	17,000	11,419	2,946	14,365	17,000	18.34%
4357	Mobile Voter Registration	-	1,000	-	420	420	1,000	138.10%
4511	Casualty Insurance	1,026	1,129	753	376	1,129	1,181	4.61%
4512	Workers Comp Insurance	4,344	4,601	3,067	1,534	4,601	4,815	4.65%
4742	Office Equipment	2,824	8,000	-	7,332	7,332	8,000	9.11%
Total Registrar of Voters		493,361	616,569	327,401	200,051	527,452	630,722	19.58%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019					% Change From YTD Estimated	
		2018	YTD		Estimated Remaining	Total Estimated		2020 Adopted
		Actual	Budget	Actual*				
72 - Election Cost								
4172	Election Expense	11,900	185,000	6,143	138,164	144,307	185,000	28.20%
4173	Voting Precinct Improvement	-	2,000	-	1,217	1,217	2,000	64.34%
Total Election Cost		11,900	187,000	6,143	139,381	145,524	187,000	28.50%
Total Elections		505,261	803,569	333,544	339,432	672,976	817,722	21.51%
180 - Statutory Appropriations								
4201	Ambulance Service	9,600	9,000	3,825	4,500	8,325	9,000	8.11%
4202	Pauper Funeral	75,000	75,000	75,000	-	75,000	75,000	0.00%
4310	Codification of Ordinances	4,996	8,000	1,808	5,000	6,808	8,000	17.51%
4352	Governmental Consultants	73,709	100,000	41,902	40,500	82,402	100,000	21.36%
4530	Interest Expense	-	600	-	-	-	-	0.00%
4591	Retirement Contributions	203,056	204,960	-	204,581	204,581	207,160	1.26%
4592	Sheriff's Tax Collection	6,964	60,000	21,982	(3,441)	18,541	60,000	223.61%
4810	Principal Payments	130,000	135,000	135,000	-	135,000	142,500	5.56%
4820	Interest Payments	73,350	69,375	69,375	-	69,375	65,212	(6.00)%
4830	Paying Agent Fees	200	200	200	-	200	200	0.00%
Total Statutory Appropriations		576,875	662,135	349,092	251,140	600,232	667,072	11.14%
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	-	357	357	500	40.06%
4241	Office Supplies	1,960	1,700	1,289	671	1,960	1,900	(3.06)%
4243	Copy Supplies	2,697	3,800	1,884	950	2,834	3,000	5.86%
4250	Equipment Repairs	2,038	2,000	3,441	999	4,440	3,500	(21.17)%
4251	Gas, Oil, Grease	1,721	2,600	879	843	1,722	2,600	50.99%
4742	Office Equipment	-	500	496	-	496	500	0.81%
Total LSU Extension Service		71,416	74,100	55,238	19,571	74,809	75,000	0.26%
Total Expenditures - General Fund		11,048,214	12,455,780	8,572,496	3,384,114	11,962,711	12,805,427	7.04%
Excess (Deficiency) Of Revenues Over Expenditures		(988,920)	(2,762,379)	(6,014,184)	3,795,071	(2,225,214)	(3,050,526)	37.09%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2018		2019		2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	1,500	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	1,800,000	1,700,000	1,133,333	566,667	1,700,000	0.00%
4688	Transfer To Capital Outlay	(408,000)	(760,750)	(460,500)	(300,250)	(600,000)	(21.13%)
4694	Transfer To Riverboat	(25,000)	-	-	-	-	0.00%
4697	Transfer To Economic Development	(50,000)	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		1,318,500	939,250	672,833	266,417	939,250	17.11%
Net Change In Fund Balance		329,580	(1,823,129)	(5,341,351)	4,061,488	(1,285,964)	51.68%
Fund Balance, Beginning of Year		18,679,027	17,874,523	19,008,607	13,667,257	19,008,607	(6.77%)
Fund Balance, End of Year		\$ 19,008,607	16,051,394	13,667,257	17,728,744	17,722,643	(11.01%)



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.

- E-20 **Public Works Fund (200)** - 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.

- E-26 **Building Maintenance Fund (210)** – 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.

- E-29 **Detention Facilities Fund (225)** – 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.

- E-31 **Parks and Recreation Fund (230)** – 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.

- E-33 **Solid Waste Disposal Fund (240)** – 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.

- E-35 **Juvenile Justice Fund (260)** – 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.

- E-39 **Health Tax Fund (270)** – 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.

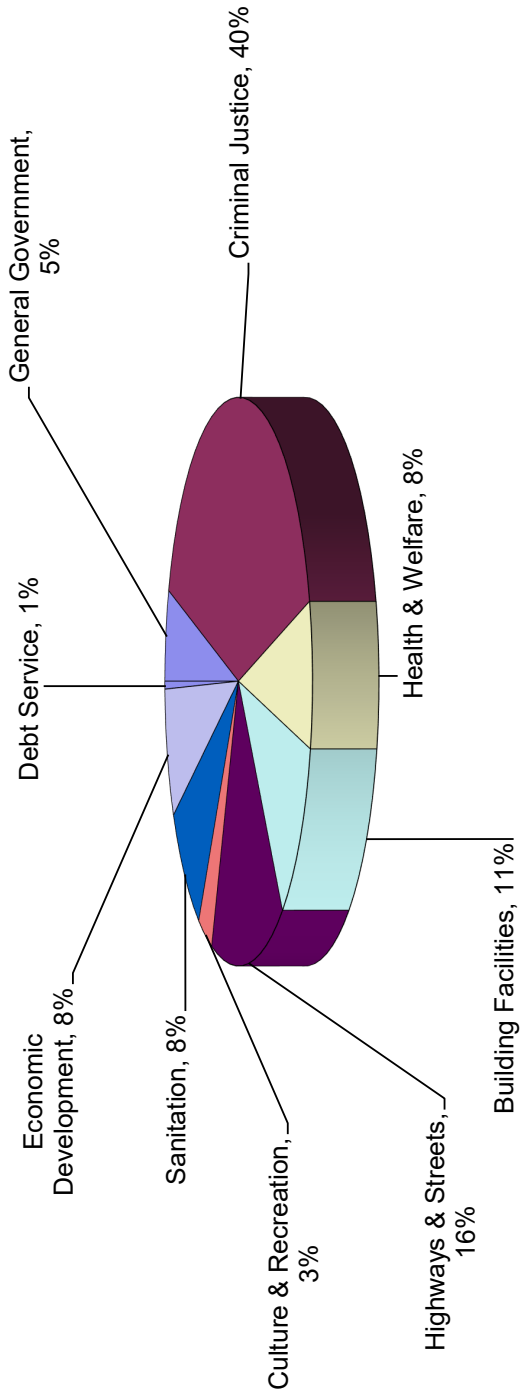
- E-44 **Biomedical Fund (280)** – The Biomedical Fund accounts for the proceeds of a special ad valorem tax dedicated to economic development activities, primarily through the Biomedical Research Foundation.
- E-45 **Riverboat Fund (290)** – The Riverboat Fund accounts for revenues received by the Commission from a share of gaming receipts received from riverboat casinos.
- E-48 **Criminal Justice Fund (295)** – The Criminal Justice Fund accounts for the proceeds of a special ad valorem tax dedicated for criminal justice system expenditures.
- E-49 **Oil and Gas Fund (297)** – 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.
- E-50 **Economic Development Fund (750)** – 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.
- E-52 **Law Officers Witness Fund (770)** – 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.
- E-53 **E. Edward Jones Trust Fund (798)** – The E. Edward Jones Trust Fund was established as a revolving loan fund whose purpose is to help a variety of developers facilitate quality affordable homeownership, mixed used development, and encourage private investment to promote collaborative economic and neighborhood development.
- E-54 **Reserve Trust Fund (799)** – The Reserve Trust Fund was established to provide financial resources in the event of a major interruption in budgeted revenues, a catastrophic natural disaster, an extraordinary economic development opportunity or other occasion requiring immediate emergency funding needs or cash flow loan demand.

SPECIAL REVENUE FUNDS

Summary of Revenues, Expenditures, and Changes in Fund Balances

	Public Works	Building Maint	Detention Facilities	Parks & Recreation	Solid Waste	Juvenile Justice	Health Tax	Biomed	Riverboat	Criminal Justice	Oil and Gas	Economic Develop	Law Off Witness	E. Edward Jones Trust	Reserve Trust	Total
Revenues																
Tax Revenue	\$ 13,188,934	4,795,883	8,845,178	1,463,942	3,526,570	3,473,966	3,405,828	2,894,744	-	6,031,139	-	-	-	-	-	47,626,184
Licenses & Permits	384,000	-	-	-	-	-	6,000	-	-	-	-	-	-	-	-	390,000
Intergovernmental Revenue	1,742,000	115,000	212,200	35,100	-	854,564	81,300	69,200	-	132,200	-	-	-	-	-	3,241,564
Gaming Revenue	-	-	-	-	-	-	-	-	1,025,000	-	-	450,000	-	-	-	1,475,000
Oil and Gas	-	-	-	-	-	-	-	-	-	-	500,000	-	-	-	-	500,000
Charges For Services	321,300	-	-	1,100	-	3,000	68,000	-	-	-	-	-	28,000	-	-	421,400
Fines & Forfeitures	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25,000
Rents & Interest Earned	140,000	49,000	28,000	41,000	150,000	17,000	30,000	100	4,000	2,000	383,000	6,000	-	623,000	1,473,100	
Other Revenues	55,000	1,000	10,000	5,500	85,000	15,200	2,700	-	4,000	-	-	3,000	-	-	-	181,400
Total Revenues	15,856,234	4,960,883	9,095,378	1,546,642	3,761,570	4,363,730	3,593,828	2,964,044	1,033,000	6,165,339	883,000	459,000	28,000	-	623,000	55,333,648
Expenditures By Function																
General Government																
Allocations-Other Entities	-	-	-	30,000	-	-	-	-	-	-	-	-	-	-	-	1,010,750
Administration	-	-	-	-	-	-	-	-	980,750	-	-	-	-	-	-	724,917
Fleet Services	652,136	-	-	-	-	-	-	-	320,491	-	40,373	-	-	-	-	652,136
Criminal Justice																
Criminal Administration	-	-	-	-	-	-	-	-	-	381,951	-	-	7,741	-	-	389,692
CCC - Facs & Maintenance	-	-	3,757,949	-	-	-	-	-	-	-	-	-	-	-	-	3,757,949
CCC - Statutory Charges	-	-	6,580,000	-	-	-	-	-	-	-	-	-	-	-	-	6,580,000
Juvenile Court	-	-	-	-	-	950,730	-	-	-	-	-	-	-	-	-	950,730
Juv Services - Probation	-	-	-	-	-	3,854,191	-	-	-	-	-	-	-	-	-	3,854,191
Juv Services - Detention	-	-	-	-	-	3,157,665	-	-	-	-	-	-	-	-	-	3,157,665
Health & Welfare																
Shreveport Regional Lab	-	-	-	-	-	-	43,994	-	-	-	-	-	-	-	-	43,994
Highland Health Unit	-	-	-	-	-	-	659,018	-	-	-	-	-	-	-	-	659,018
Vivian Health Unit	-	-	-	-	-	-	68,939	-	-	-	-	-	-	-	-	68,939
David Raines Comm Ctr	-	-	-	-	-	-	33,390	-	-	-	-	-	-	-	-	33,390
Animal Services	-	-	-	-	-	-	2,581,089	-	-	-	-	-	-	-	-	2,581,089
Mosquito Control	-	-	-	-	-	-	468,942	-	-	-	-	-	-	-	-	468,942
Building Facilities																
Courthouse	-	4,232,235	-	-	-	-	-	-	-	-	-	-	-	-	-	4,232,235
Bickham Building	-	137,724	-	-	-	-	-	-	-	-	-	-	-	-	-	137,724
Government Plaza	-	199,949	-	-	-	-	-	-	-	-	-	-	-	-	-	199,949
Juvenile Justice Buildings	-	-	-	-	-	534,111	-	-	-	-	-	-	-	-	-	534,111
Veterans Affairs	-	26,500	-	-	-	-	-	-	-	-	-	-	-	-	-	26,500
Highways & Streets																
Road Administration	1,923,101	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,923,101
Road Maintenance	5,526,205	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,526,205
Sanitation																
Culture & Recreation	-	-	-	1,459,467	3,772,027	-	-	-	-	-	-	-	-	-	-	3,772,027
Economic Development																
Debt Service	-	-	207,913	-	-	-	-	2,944,653	-	-	-	462,192	-	-	-	3,406,845
Total Expenditures	8,101,442	4,596,408	10,545,862	1,489,467	3,772,027	8,496,697	3,855,372	2,944,653	1,301,241	381,951	40,373	462,192	7,741	-	364,053	46,359,479
Excess (Deficiency)	7,754,792	364,475	(1,450,484)	57,175	(10,457)	(4,132,967)	(261,544)	19,391	(268,241)	5,783,388	842,627	(3,192)	20,259	-	258,947	8,974,169
Other Financing Sources (Uses)																
Transfers In	-	-	800,000	-	-	3,650,000	-	-	-	-	-	-	-	750,983	-	5,200,983
Transfers Out	(10,985,000)	(706,000)	-	(185,000)	(1,200,000)	-	-	-	-	(6,100,000)	(1,265,500)	-	-	-	-	(20,441,500)
Total Other Fin Sources (Uses)	(10,985,000)	(706,000)	800,000	(185,000)	(1,200,000)	3,650,000	-	-	-	(6,100,000)	(1,265,500)	-	-	750,983	-	(15,240,517)
Net Change In Fund Balances	(3,230,208)	(341,525)	(650,484)	(127,825)	(1,210,457)	(482,967)	(261,544)	19,391	(268,241)	(316,612)	(422,873)	(3,192)	20,259	750,983	258,947	(6,266,348)
Beginning Fund Balance	22,037,719	8,897,870	6,392,491	3,077,092	21,563,170	4,724,773	4,808,636	261,564	612,434	805,140	5,830,616	696,006	52,617	-	35,992,327	115,752,455
Ending Fund Balance	\$ 18,807,511	8,556,345	5,742,007	2,949,267	20,352,713	4,241,806	4,547,092	280,955	344,193	488,528	5,407,743	692,814	72,876	750,983	36,251,274	109,486,106

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

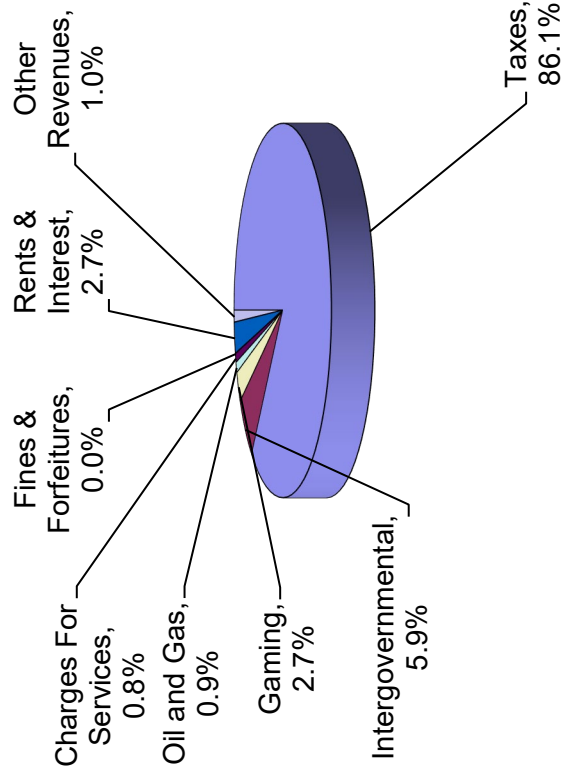
	2018		2019		2020
	Actual	Budget	Estimated	Adopted	
<u>Revenues</u>					
Tax Revenue	\$ 49,587,360	46,858,664	47,716,305	47,626,184	
Licenses & Permits	483,688	413,000	354,928	390,000	
Intergovernmental Revenue	3,343,221	3,317,364	3,243,560	3,241,564	
Gaming Revenue	1,583,209	1,575,000	1,535,481	1,475,000	
Oil and Gas Revenue	533,322	400,000	859,496	500,000	
Charges For Services	527,494	435,400	444,705	421,400	
Fines & Forfeitures	23,484	10,000	35,420	25,000	
Rents & Interest Earned	2,117,496	1,464,100	1,832,995	1,473,100	
Other Revenues	244,591	255,200	165,559	181,400	
Total Revenues	58,443,866	54,728,728	56,188,449	55,333,648	
<u>Expenditures</u>					
Salaries & Benefits	17,545,767	19,195,548	17,893,519	19,497,601	
Materials & Supplies	993,562	1,645,600	1,311,914	1,647,650	
Education, Training & Travel	140,129	193,000	142,036	184,500	
Utilities	2,493,106	2,720,800	2,657,014	2,740,400	
Repairs & Maintenance	1,947,625	2,109,890	2,048,626	2,193,890	
Prison Operations	5,852,641	6,551,005	6,718,689	6,816,000	
Contract Services	6,105,944	7,063,094	6,677,837	7,254,729	
Statutory Charges	185,103	287,120	257,484	287,120	
Internal Charges	2,483,502	2,602,227	2,633,291	2,708,411	
Capital Outlay	39,459	88,950	51,787	82,300	
Allocations To Other Entities	2,619,097	2,083,750	2,097,384	1,886,750	
Debt Service	203,550	204,575	204,560	207,913	
Other Expenses	301,264	439,600	421,208	411,000	
Grant Programs	614,241	599,341	569,366	601,215	
Reimbursements	(160,000)	(180,000)	(180,000)	(180,000)	
Juror & Witness Expense	31,700	35,000	24,580	20,000	
Total Expenditures	41,396,690	45,639,500	43,529,295	46,359,479	
Excess (Deficiency) Of Revenues Over Expenditures	17,047,176	9,089,228	12,659,154	8,974,169	

SPECIAL REVENUE FUNDS

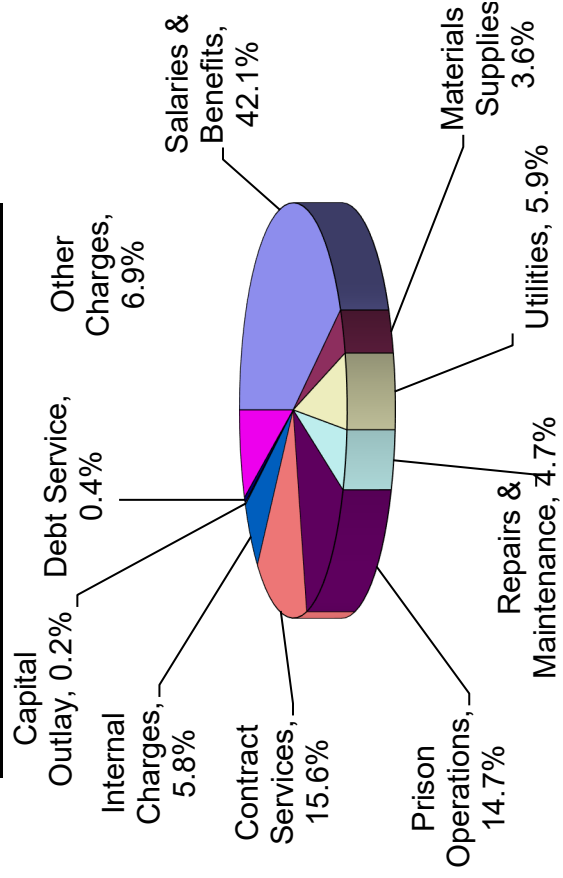
Budget By Category

	2018		2019		2020
	Actual	Budget	Estimated	Adopted	
Other Financing Sources (Uses)					
Transfers In	5,028,643	4,610,000	4,610,000	5,200,983	
Transfer Out	(22,064,840)	(20,527,350)	(20,493,350)	(20,441,500)	
Total Other Financing Sources (Uses)	(17,036,197)	(15,917,350)	(15,883,350)	(15,240,517)	
Net Change In Fund Balance	10,979	(6,828,122)	(3,224,196)	(6,266,348)	
Fund Balance, Beginning Of Year	118,966,388	116,385,493	118,977,368	115,752,455	
Fund Balance, End Of Year	\$ 118,977,367	109,557,371	115,753,172	109,486,107	

REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
Public Works Fund (200)							
Revenues							
3113	Ad Valorem Tax-Parish	\$ 6,772,016	6,475,810	-	6,472,141	6,360,290	(1.73%)
3114	Gas & Oil Sales	115,382	100,000	66,674	52,298	110,000	(7.54%)
3115	Estimated Uncollectible Taxes	(60,546)	(194,270)	-	(185,141)	(190,810)	3.06%
3117	Sign Billings	3,402	2,300	1,720	896	2,300	(12.08%)
3119	Equipment Repair Billings	102,422	100,000	96,349	12,465	100,000	(8.10%)
3120	Prior Year Taxes	81,789	69,454	61,066	5,873	69,454	3.76%
3175	Sales Tax Collections	7,961,790	6,750,000	4,958,836	2,163,145	6,950,000	(2.41%)
3180	Culvert Fees	3,905	10,000	8,350	997	10,000	6.99%
3181	Subdivision Fees	19,601	12,000	9,850	4,978	14,000	(5.58%)
3190	Special Assessment Revenue	11,922	10,000	-	9,841	10,000	1.62%
3219	Oil and Gas Permits	466,342	400,000	210,840	123,257	375,000	12.24%
3220	Building Permits	9,510	9,000	12,590	300	9,000	(30.18%)
3224	Fines	23,484	10,000	31,420	4,000	25,000	(29.42%)
3351	State Revenue Sharing	156,085	157,000	-	156,880	157,000	0.08%
3356	Parish Transportation Fund	1,430,045	1,400,000	1,034,215	279,554	1,400,000	6.56%
3357	Road Royalty	142,437	250,000	123,795	55,515	185,000	3.17%
3610	Interest Earned	237,679	140,000	30,364	98,150	140,000	8.94%
3692	Adjudicated Property Fees	199,580	115,000	66,781	9,885	85,000	10.87%
3695	Miscellaneous Revenue	84,749	110,000	12,009	16,602	45,000	57.28%
3725	Grant Revenue - Other	7,731	-	-	-	-	0.00%
Total Revenues - Public Works Fund		17,769,326	15,926,294	6,724,859	9,281,636	15,856,234	(0.94%)
Expenditures							
411 - Road Administration							
4113	Salaries Regular Employees	809,550	833,207	515,616	275,183	877,503	10.96%
4122	Salaries-Part Time	2,376	-	-	-	-	0.00%
4131	Parochial Retirement	74,075	78,235	48,659	27,619	72,310	(5.20%)
4132	Group Health Insurance	66,476	92,853	47,683	41,324	93,457	5.00%
4133	Retired Employees Grp Insurance	29,799	30,693	20,462	9,994	30,693	0.78%
4135	Medicare Insurance	11,527	10,764	7,518	3,863	12,841	12.83%
4136	Caddo Parish Employee Retirement	16,902	17,584	12,691	4,893	57,573	227.42%
4138	Unemployment Claims	-	3,000	-	985	1,500	52.28%
4210	Books and Subscriptions	728	1,500	685	140	1,500	81.82%
4211	Dues-Governmental Organizations	4,255	5,000	1,180	3,055	5,000	18.06%
4221	Printed Office Forms	718	1,500	162	563	1,500	106.90%
4230	Education, Training and Travel	12,144	25,000	10,591	6,658	20,000	15.95%
4241	Office Supplies	14,169	16,000	9,046	3,089	15,000	23.61%
4243	Copy Supplies	2,782	6,000	2,051	416	5,000	102.68%
4250	Equipment Repairs	3,523	8,500	1,595	2,974	8,000	75.09%
4251	Gas, Oil, Grease	10,755	10,000	3,362	8,997	13,000	5.19%
Total Expenditures - Public Works Fund		17,769,326	15,926,294	6,724,859	9,281,636	16,006,495	(0.94%)

*As of December 4, 2019

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4280	Telephone	9,758	12,000	7,313	3,582	10,895	12,000	10.14%
4311	Employee Physicals	94	500	-	225	225	500	122.22%
4313	Maintenance Contract	6,200	16,000	6,200	1,395	7,595	16,000	110.66%
4321	Legal and Auditing	10,720	11,804	15,115	406	15,521	15,061	(2.96%)
4324	Information Systems Allocation	54,060	55,760	37,173	18,587	55,760	57,426	2.99%
4327	Professional Services	137,007	190,000	169,002	36,984	205,986	190,000	(7.76%)
4329	Reimb From PW Funds	(206,195)	(206,195)	(141,587)	(64,608)	(206,195)	(218,750)	6.09%
4353	Parking Fees	2,067	6,000	1,374	1,282	2,656	6,000	125.90%
4361	General Fund Administration	218,928	222,959	148,639	74,320	222,959	223,751	0.36%
4387	Adjudicated Property Expenses	11,637	20,000	7,851	4,407	12,258	19,000	55.00%
4511	Casualty Insurance	114,524	125,977	83,985	41,992	125,977	131,836	4.65%
4512	Workers Comp Insurance	19,082	20,210	13,473	6,737	20,210	21,150	4.65%
4591	Retirement Contributions	198,129	191,670	-	191,670	191,670	188,250	(1.78%)
4592	Sheriff's Tax Collection	6,823	25,000	-	14,595	14,595	25,000	71.29%
4742	Office Equipment	6,999	9,000	219	4,376	4,595	9,000	95.87%
4745	Computer Equipment Purchases	3,159	15,000	-	5,125	5,125	12,000	134.15%
Total Road Administration		1,652,770	1,855,521	1,030,059	730,827	1,760,886	1,923,101	9.21%
431 - Fleet Services								
4113	Salaries Regular Employees	381,725	394,408	280,588	110,218	390,806	417,329	6.79%
4114	Salaries-Special	-	7,000	-	3,105	3,105	5,000	61.03%
4131	Parochial Retirement	43,634	45,357	33,310	11,679	44,989	50,216	11.62%
4132	Group Health Insurance	72,600	87,154	54,697	30,981	85,678	89,962	5.00%
4133	Retired Employees Grp Insurance	16,196	16,682	11,121	5,561	16,682	17,182	3.00%
4135	Medicare Insurance	5,046	5,719	3,878	1,837	5,715	6,052	5.90%
4230	Education, Travel and Training	1,615	4,000	-	1,345	1,345	4,000	197.40%
4241	Office Supplies	384	1,500	477	118	595	1,500	152.10%
4243	Copy Supplies	624	1,500	365	360	725	1,500	106.90%
4250	Equipment Repairs	473,195	470,000	300,507	164,493	465,000	500,000	7.53%
4251	Gas, Oil, Grease	575,670	600,000	372,385	197,491	569,876	600,000	5.29%
4260	Building Repairs & Maintenance	13,498	38,000	10,814	23,755	34,569	35,000	1.25%
4265	Uniforms	1,910	4,000	714	1,631	2,345	4,000	70.58%
4270	Services and Supplies Charged to Others	(1,197,072)	(1,175,000)	(763,930)	(391,766)	(1,155,696)	(1,175,000)	1.67%
4271	Natural Gas	2,720	7,500	2,214	1,505	3,719	7,000	88.22%
4272	Electricity	20,411	24,000	14,881	7,469	22,350	24,000	7.38%
4273	Water	2,015	4,000	2,289	835	3,124	4,000	28.04%
4280	Telephone	2,586	4,000	1,761	1,473	3,234	4,000	23.69%
4290	Safety Apparel	-	500	-	256	256	500	95.31%
4311	Employee Physicals	337	750	56	168	224	750	234.82%
4313	Maintenance Contract	-	1,000	-	-	-	-	0.00%
4321	Legal and Auditing	1,507	1,659	2,125	30	2,155	2,117	(1.76%)
4324	Information Systems Allocation	9,540	9,840	6,560	3,280	9,840	10,134	2.99%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining		
4325	Computer System	724	-	7,000	5,255	7,000	33.21%
4361	General Fund Administration	58,266	40,006	60,009	20,003	57,879	(3.55%)
4365	Fleet Service Allocation	(108,000)	(80,000)	(102,000)	(22,000)	(102,000)	0.00%
4388	Building Management	1,786	1,174	1,761	587	1,863	5.79%
4421	Sign Materials	4,207	37,439	50,000	6,694	50,000	13.29%
4422	Small Tools	5,008	795	4,000	3,192	5,000	25.41%
4511	Casualty Insurance	9,829	7,208	10,812	3,604	11,315	4.65%
4512	Workers Comp Insurance	10,434	7,367	11,051	3,684	11,837	7.11%
Total Fleet Services		410,394	348,800	596,202	196,844	652,136	19.52%
441 - Road Maintenance							
30 - Drainage							
4248	Equipment Rental	-	-	10,000	2,500	10,000	300.00%
4276	Emergency Coordination	9,720	6,480	9,720	3,240	9,720	0.00%
4319	Spraying of Right of Way	539,225	317,424	550,000	221,801	570,000	5.71%
4321	Legal and Auditing	7,052	9,942	7,546	13	9,628	(3.28%)
4330	Public Works Administration	51,549	35,397	51,549	17,698	54,688	3.00%
4361	General Fund Administration	35,268	24,317	36,479	12,162	35,228	(3.43%)
4424	Flood Preparedness	-	8,325	25,000	-	20,000	140.24%
4511	Casualty Insurance	68,373	50,140	75,210	25,070	78,708	4.65%
4592	Sheriff's Tax Collection	432	-	500	445	500	12.36%
Total Drainage Improvements		711,619	452,025	766,004	282,929	788,472	7.28%
31 - Road Capital Improvements							
4321	Legal and Auditing	6,853	9,663	4,965	14	9,907	2.38%
4330	Public Works Administration	72,168	49,555	72,168	24,778	76,562	3.00%
4361	General Fund Administration	35,268	24,317	36,476	12,159	35,228	(3.42%)
4375	Tax Collection Charges	79,171	54,654	75,000	21,922	75,000	(2.06%)
4415	Bridge Materials and Supplies	12,973	4,878	20,000	7,497	20,000	61.62%
4711	Right Of Way	-	-	2,500	-	-	0.00%
Total Road Capital Improvements		206,433	143,067	211,109	66,370	216,697	3.47%
51 - North Camp							
4113	Salaries Regular Employees	738,082	520,268	808,266	203,900	826,835	14.18%
4131	Parochial Retirement	84,645	59,594	92,397	26,954	96,663	11.69%
4132	Group Health Insurance	165,434	119,570	195,742	43,863	171,605	5.00%
4133	Retired Employees Gp Insurance	50,204	34,473	51,710	17,237	53,261	3.00%
4135	Medicare Insurance	9,760	7,097	11,234	3,137	11,504	12.41%
4138	Unemployment Claims	-	-	1,500	-	1,500	100.00%
4230	Education, Training and Travel	712	100	4,000	1,154	4,000	218.98%

*As of December 4, 2019

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining			
4241	Office Supplies	3,618	2,302	8,000	2,355	4,657	8,000	71.78%
4243	Copy Supplies	749	426	2,500	829	1,255	2,500	99.20%
4248	Equipment Rental	-	1,680	6,000	778	2,458	6,000	144.10%
4250	Equipment Repairs	140,372	124,533	225,000	53,035	177,568	215,000	21.08%
4251	Gas, Oil, Grease	75,197	45,004	105,000	29,352	74,356	95,000	27.76%
4260	Building Repairs & Maintenance	4,382	5,073	15,000	1,914	6,987	15,000	114.68%
4265	Uniforms	7,111	1,564	9,000	5,225	6,789	9,000	32.57%
4271	Natural Gas	297	170	2,500	409	579	2,500	331.78%
4272	Electricity	19,493	18,079	21,000	3,266	21,345	23,000	7.75%
4273	Water	1,064	581	2,300	654	1,235	2,300	86.23%
4275	Street Lights	4,103	-	5,500	4,232	4,232	5,500	29.96%
4276	Emergency Coordination	5,940	3,960	5,940	1,980	5,940	5,940	0.00%
4280	Telephone	14,606	10,717	17,000	4,891	15,608	17,000	8.92%
4290	Safety Apparel	2,036	961	3,500	899	1,860	3,500	88.17%
4311	Employee Physicals	1,442	415	3,000	1,000	1,415	3,000	112.01%
4327	Professional Services	92,319	19,903	140,000	86,895	106,798	130,000	21.73%
4412	Maintenance Gravel and Aggregate	58,943	-	75,000	48,790	48,790	70,000	43.47%
4413	Asphalt	8,148	8,360	15,000	1,000	9,360	15,000	60.26%
4414	Hot Mix	30,805	13,347	55,000	31,222	44,569	55,000	23.40%
4415	Bridge Materials and Supplies	2,100	2,402	5,000	49	2,451	5,000	104.00%
4416	Culverts	18,603	2,660	20,000	16,310	18,970	22,000	15.97%
4421	Sign Materials	89,965	53,824	85,000	29,626	83,450	90,000	7.85%
4422	Small Tools	5,109	572	5,000	2,017	2,589	5,000	93.12%
4423	Misc Materials and Supplies	8,022	4,200	20,000	5,676	9,876	20,000	102.51%
4512	Workers Comp Insurance	26,958	19,035	28,552	9,517	28,552	30,657	7.37%
Total North Camp		1,670,220	1,080,868	2,044,641	638,168	1,719,036	2,021,265	17.58%
52 - South Camp								
4113	Salaries Regular Employees	927,792	572,865	1,050,443	277,850	850,715	1,007,730	18.46%
4131	Parochial Retirement	101,885	68,004	120,006	31,869	99,873	102,759	2.89%
4132	Group Health Insurance	137,931	78,958	181,510	88,939	167,897	176,282	4.99%
4133	Retired Employees Grp Insurance	50,201	34,471	51,707	17,236	51,707	53,258	3.00%
4135	Medicare Insurance	14,063	8,096	13,773	5,803	13,899	13,517	(2.75%)
4138	Unemployment Claims	(1,235)	-	5,000	2,514	2,514	3,000	19.33%
4230	Education, Training and Travel	4,231	160	4,000	2,385	2,545	4,000	57.17%
4241	Office Supplies	3,323	3,318	5,000	913	4,231	5,000	18.18%
4243	Copy Supplies	596	298	3,000	1,249	1,547	3,000	93.92%
4248	Equipment Rental	-	4,872	7,500	2,028	6,900	7,500	8.70%
4250	Equipment Repairs	253,784	112,976	250,000	130,532	243,508	250,000	2.67%
4251	Gas, Oil, Grease	77,431	46,501	125,000	55,486	101,987	115,000	12.76%
4260	Building Repairs & Maintenance	7,484	9,445	20,000	3,542	12,987	20,000	54.00%
4265	Uniforms	6,559	3,053	10,000	4,201	7,254	10,000	37.85%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining	Total Estimated		
4271	Natural Gas	2,316	1,469	1,518	2,987	5,000	67.39%
4272	Electricity	17,859	11,976	9,389	21,365	22,000	2.97%
4273	Water	1,829	1,219	1,660	2,879	5,000	73.67%
4275	Street Lights	4,932	3,421	1,544	4,965	6,500	30.92%
4276	Emergency Coordination	5,940	3,960	1,980	5,940	5,940	0.00%
4280	Telephone	15,018	10,551	6,438	16,989	18,000	5.95%
4290	Safety Apparel	114	382	863	1,245	3,000	140.96%
4311	Employee Physicals	1,185	368	1,000	1,368	3,000	119.30%
4313	Maintenance Contract	-	650	5,040	5,690	10,200	79.26%
4327	Professional Services	89,112	75,233	41,366	116,599	140,000	20.07%
4412	Maintenance Gravel and Aggregate	9,911	9,099	16,690	25,789	40,000	55.10%
4413	Asphalt	200	1,377	1	1,378	5,000	262.84%
4414	Hot Mix	47,413	10,364	75,190	85,554	85,000	(0.65%)
4415	Bridge Materials and Supplies	845	-	1,599	1,599	9,000	462.85%
4416	Culverts	-	-	9,870	9,870	15,000	51.98%
4421	Sign Materials	81,981	61,414	14,284	75,698	90,000	18.89%
4422	Small Tools	1,451	2,551	39	2,590	6,000	131.66%
4423	Misc Materials and Supplies	8,359	5,409	7,146	12,555	20,000	59.30%
4512	Workers Comp Insurance	28,826	20,353	10,177	30,530	32,186	5.42%
Total South Camp		1,901,333	1,162,815	830,339	1,993,154	2,291,872	14.99%
53 - Commercial Vehicle Enforcement Unit (CVEU)							
4113	Salaries Regular Employees	98,066	77,434	22,784	100,218	105,540	5.31%
4131	Parochial Retirement	11,137	9,164	2,407	11,571	12,929	11.74%
4132	Group Health Insurance	19,882	17,310	11,023	28,333	30,749	8.53%
4135	Medicare Insurance	1,310	1,072	388	1,460	1,531	4.86%
4230	Education, Travel and Training	50	-	2,488	2,488	5,000	100.96%
4241	Office Supplies	2,809	1,572	1,183	2,755	5,000	81.49%
4250	Equipment Repairs	4,885	1,164	3,491	4,655	7,000	50.38%
4251	Gas, Oil, Grease	6,094	3,405	3,140	6,545	8,000	22.23%
4260	Building Repairs & Maintenance	-	-	-	-	-	0.00%
4265	Uniforms	825	322	665	987	2,000	102.63%
4280	Telephone	2,606	1,598	1,700	3,298	5,000	51.61%
4311	Employee Physicals	-	-	67	67	150	123.88%
4327	Professional Services	7,733	4,362	7,983	12,345	25,000	102.51%
Total CVEU		155,398	117,403	57,319	174,722	207,899	18.99%
Total Road Maintenance		4,645,002	2,956,179	1,875,124	4,831,303	5,526,205	14.38%
Total Expenditures - Public Works Fund		6,708,167	4,335,038	2,802,795	7,137,833	8,101,442	13.50%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018			2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Estimated			
Excess (Deficiency) Of Revenues Over Expenditures		11,061,159	7,816,345	2,389,820	6,478,842	8,868,662	7,754,792	(12.56%)	
Other Financing Sources (Uses)									
3852	Transfer From Capital Outlay	112,391	-	-	-	-	-	0.00%	
4688	Transfer To Capital Outlay	(10,521,996)	(10,215,500)	(6,777,000)	(3,388,500)	(10,165,500)	(10,985,000)	8.06%	
Total Other Financing Sources (Uses)		(10,409,605)	(10,215,500)	(6,777,000)	(3,388,500)	(10,165,500)	(10,985,000)	8.06%	
Net Change in Fund Balance		651,554	(2,399,155)	(4,387,180)	3,090,342	(1,296,838)	(3,230,208)	149.08%	
Fund Balance, Beginning Of Year		22,683,003	21,132,403	23,334,557	18,947,378	23,334,557	22,037,719	(5.56%)	
Fund Balance, End Of Year		\$ 23,334,557	18,733,248	18,947,378	22,037,719	22,037,719	18,807,511	(14.66%)	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Estimated Remaining		
		Budget	Total Estimated			
Building Maintenance Fund (210)						
Revenues						
3113	Ad Valorem Tax-Parish	4,871,785	4,866,251	4,914,760	(0.01%)	
3115	Estimated Uncollectible Taxes	(46,612)	(99,515)	(147,440)	46.68%	
3120	Prior Year Taxes	37,267	28,023	28,563	(10.93%)	
3351	State Revenue Sharing	114,664	4,045	115,000	0.10%	
3610	Interest Earned	84,566	28,124	39,000	0.41%	
3623	Building Rental	14,574	-	10,000	(65.92%)	
3695	Miscellaneous Revenue	314	780	1,000	65.61%	
Total Revenues - Building Maintenance Fund		5,076,558	4,913,793	4,960,883	(0.14%)	
Expenditures						
161 - Facilities & Maintenance						
61 - Courthouse						
4113	Salaries Regular Employees	1,521,488	442,948	1,657,633	5.22%	
4122	Salaries-Part Time	30,619	14,197	36,473	1.20%	
4131	Parochial Retirement	169,827	47,684	183,286	2.26%	
4132	Group Health Insurance	259,321	66,793	277,191	5.00%	
4133	Retired Employees Grp Insurance	67,369	23,130	71,472	3.00%	
4135	Medicare Insurance	24,763	7,255	26,500	2.75%	
4138	Unemployment Claims	124	1,851	3,000	62.07%	
4210	Books and Subscriptions	155	760	1,000	31.58%	
4221	Printed Office Forms	68	438	1,000	44.93%	
4230	Education, Training and Travel	8,440	12,209	25,000	86.43%	
4241	Office Supplies	6,257	1,647	4,500	7.40%	
4243	Copy Supplies	4,480	198	5,200	43.77%	
4250	Equipment Repairs	20,685	2,828	18,000	70.45%	
4251	Gas, Oil, Grease	23,195	11,575	35,000	34.72%	
4260	Building Repairs & Maintenance	256,603	69,509	245,000	(4.06%)	
4261	Building Rep & Maint Chrg -Other	(7,751)	(7,141)	(14,000)	(1.97%)	
4265	Uniforms	16,537	8,035	25,000	25.82%	
4266	Janitorial Supplies	194,386	35,468	200,000	1.37%	
4270	Janitorial Supplies Chg to Other	(141,547)	(33,868)	(100,000)	(11.97%)	
4271	Natural Gas	127,187	121,120	150,000	(32.47%)	
4272	Electricity	422,526	169,097	500,000	3.15%	
4273	Water	41,867	10,205	40,000	(0.47%)	
4276	Emergency Coordination	2,700	900	2,700	0.00%	
4280	Telephone	30,686	8,255	25,000	64.26%	
4290	Safety Apparel	749	730	750	2.74%	
4291	Lawn and Tree Maintenance	20,100	9,564	25,000	24.29%	
4311	Employee Physicals	781	534	1,500	92.31%	
4312	Pest Control	2,915	1,015	3,500	25.22%	

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4313	Maintenance Contract	71,618	75,000	57,629	26,273	83,902	80,000	(4.65%)
4316	Security	324,874	317,100	173,234	148,426	321,660	375,000	16.58%
4318	Waste Disposal Fees	1,256	3,000	658	592	1,250	2,000	60.00%
4321	Legal and Auditing	8,077	6,410	11,389	-	9,059	11,348	25.27%
4324	Information Systems Allocation	31,800	32,800	21,867	10,933	32,800	33,780	2.99%
4353	Parking Fees	24,921	26,000	18,612	6,204	24,816	26,000	4.77%
4361	General Fund Administration	157,489	160,268	106,845	53,423	160,268	161,711	0.90%
4388	Building Management	117,213	115,706	77,137	38,569	115,706	122,278	5.68%
4389	Reimb-Building Mgmt	(446,527)	(440,786)	(293,857)	(146,929)	(440,786)	(465,821)	5.68%
4511	Casualty Insurance	194,007	213,408	142,272	71,136	213,408	223,334	4.65%
4512	Workers Comp Insurance	37,920	40,162	26,775	13,387	40,162	42,030	4.65%
4591	Retirement Contributions	142,569	144,020	-	143,521	143,521	145,470	1.36%
4592	Sheriff's Tax Collection	5,313	17,400	-	11,541	11,541	17,400	50.77%
4743	Other Equipment	2,066	8,000	700	5,082	5,782	8,000	38.36%
Total Courthouse		3,777,125	4,069,788	2,661,216	1,409,093	4,067,979	4,232,235	4.04%
66 - Francis Bickham Bldg								
4260	Building Repairs & Maintenance	46,738	35,000	36,388	8,020	44,408	45,000	1.33%
4271	Natural Gas	7,313	12,000	4,396	3,037	7,433	10,000	34.54%
4272	Electricity	47,800	58,000	31,367	18,011	49,378	55,000	11.39%
4273	Water	3,630	5,000	2,535	835	3,370	5,000	48.37%
4276	Emergency Coordination	1,620	1,620	1,080	540	1,620	1,620	0.00%
4312	Pest Control	905	1,000	390	515	905	1,000	10.50%
4313	Maintenance Contract	2,601	3,800	1,782	556	2,338	3,800	62.53%
4388	Building Management	15,628	15,428	10,285	5,143	15,428	16,304	5.68%
Total Francis Bickham Bldg		126,234	131,848	88,223	36,657	124,880	137,724	10.29%
68 - Government Plaza								
4260	Building Repairs & Maintenance	17,641	28,000	22,233	(5,156)	17,077	25,000	46.40%
4272	Electricity	101,786	85,000	54,065	33,059	87,124	85,000	(2.44%)
4273	Water	2,365	5,000	1,462	669	2,131	5,000	134.63%
4316	Security	47,111	50,000	22,604	31,572	54,176	57,000	5.21%
4388	Building Management	26,791	26,447	17,631	8,816	26,447	27,949	5.68%
Total Government Plaza		195,693	194,447	117,995	68,960	186,955	199,949	6.95%
75 - Veterans Affairs Building								
4260	Building Repairs & Maintenance	3,780	3,500	1,647	1,516	3,163	3,500	10.65%
4272	Electricity	7,798	10,000	3,393	1,692	5,085	10,000	96.66%
4273	Water	1,510	3,000	106	1,711	1,817	3,000	65.11%
4317	Janitorial	6,200	12,000	4,300	2,185	6,485	10,000	54.20%

*As of December 4, 2019

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			Total Estimated	2020 Adopted	% Change From YTD Estimated	
		2018 Actual	YTD Actual*	Estimated Remaining				
Total Veterans Affairs		19,288	28,500	9,447	7,104	16,550	26,500	60.12%
Total Expenditures - Building Maintenance Fund		4,118,340	4,424,583	2,876,881	1,521,813	4,396,364	4,596,408	4.55%
Excess (Deficiency) Of Revenues Over Expenditures		958,218	484,110	(2,821,886)	3,391,980	571,619	364,475	(36.24%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	1,719	-	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(576,000)	(1,007,250)	(671,500)	(335,750)	(1,007,250)	(706,000)	(29.91%)
Total Other Financing Sources (Uses)		(574,281)	(1,007,250)	(671,500)	(335,750)	(1,007,250)	(706,000)	(29.91%)
Net Change In Fund Balance		383,937	(523,140)	(3,493,386)	3,056,230	(435,631)	(341,525)	(21.60%)
Fund Balance, Beginning Of Year		8,949,564	8,848,605	9,333,501	5,840,115	9,333,501	8,897,870	(4.67%)
Fund Balance, End Of Year		\$ 9,333,501	8,325,465	5,840,115	8,896,345	8,897,870	8,556,345	(3.84%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Detention Facilities Fund (225)						
Revenues						
3113	Ad Valorem Tax-Parish	8,975,586	8,962,380	8,961,240	9,052,560	1.02%
3115	Estimated Uncollectible Taxes	(85,525)	(268,870)	(261,451)	(271,580)	3.87%
3120	Prior Year Taxes	77,568	64,198	63,120	64,198	1.71%
3351	State Revenue Sharing	211,230	-	212,141	212,200	0.03%
3610	Interest Earned	44,545	7,602	20,212	28,000	0.67%
3695	Miscellaneous Revenue	13,404	9,000	5,279	10,000	(22.59%)
Total Revenues - Detention Facilities Fund		9,236,807	9,006,908	8,943,516	9,095,378	0.88%
Expenditures						
133 - Finance						
4810	Principal Payments	130,000	135,000	-	142,500	5.56%
4820	Interest Payments	73,350	69,375	-	65,213	(6.00%)
4830	Paying Agent Fees	200	200	-	200	0.00%
Total Finance		203,550	204,575	-	207,913	1.63%
161 - Facilities & Maintenance						
67 - Caddo Correctional Center (CCC)						
4113	Salaries Regular Employees	652,697	474,770	181,223	695,418	6.01%
4131	Parochial Retirement	74,447	56,100	19,339	84,688	12.26%
4132	Group Health Insurance	150,484	103,960	37,818	148,867	5.00%
4133	Retired Employees Grp Insurance	22,672	15,568	7,784	24,053	3.00%
4135	Medicare Insurance	8,477	6,429	2,424	10,084	13.90%
4138	Unemployment Claims	-	-	1,852	2,000	7.99%
4210	Books and Subscriptions	56,410	36,302	13,626	50,000	0.14%
4230	Education, Training and Travel	24	3,310	108	3,000	(12.23%)
4241	Office Supplies	576	12	718	1,000	36.99%
4243	Copy Supplies	502	885	5	600	(32.58%)
4250	Equipment Repairs	6,963	4,352	2,121	8,000	23.59%
4251	Gas, Oil, Grease	9,531	5,871	3,089	10,000	11.61%
4260	Building Repairs & Maintenance	243,266	145,576	63,422	235,000	12.44%
4265	Uniforms	5,969	3,391	2,422	5,500	(5.38%)
4266	Janitorial Supplies	165,171	92,927	69,521	165,000	1.57%
4271	Natural Gas	134,516	96,126	49,394	148,000	1.70%
4272	Electricity	417,540	322,390	109,960	450,000	4.08%
4273	Water	458,156	238,885	193,353	440,000	1.80%
4276	Emergency Coordination	6,480	4,320	2,160	6,480	0.00%
4280	Telephone	19,883	8,440	13,260	30,000	38.25%
4290	Safety Apparel	259	150	262	500	21.36%
4291	Lawn and Tree Maintenance	9,520	4,755	6,955	15,000	28.10%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining		
4311	Employee Physicals	-	-	500	312	500	60.26%
4312	Pest Control	18,825	14,674	20,000	7,380	20,000	(9.31%)
4313	Maintenance Contract	207,098	148,437	210,000	44,773	210,000	8.69%
4318	Waste Disposal Fees	25,556	12,293	30,000	14,117	30,000	13.59%
4321	Legal and Auditing	10,626	14,983	8,433	16	14,929	(0.47%)
4324	Information Systems Allocation	15,900	10,933	16,400	5,467	16,400	2.99%
4361	General Fund Administration	153,530	104,897	157,345	52,448	156,156	(0.76%)
4388	Building Management	174,145	114,605	171,907	57,302	171,907	5.68%
4511	Casualty Insurance	235,031	172,356	258,534	86,178	270,559	4.65%
4512	Workers Comp Insurance	13,357	9,431	14,147	4,716	14,805	4.65%
4530	Interest Expense	-	-	1,000	-	-	0.00%
4591	Retirement Contributions	262,599	-	265,280	264,521	267,950	1.30%
4592	Sheriff's Tax Collection	9,784	-	33,300	18,415	33,300	80.83%
4743	Other Equipment	-	2,241	8,000	5,010	8,000	10.33%
Total CCC - Facilities and Maintenance		3,569,995	2,229,367	3,669,987	1,341,473	3,570,840	5.24%
180 - Statutory Appropriations							
67 - Caddo Correctional Center (CCC)							
4263	Clothing Linen Personal Supplies	244,282	141,738	280,000	127,737	280,000	3.91%
4331	Feeding and Housing-Prisoners	1,158,091	631,614	1,140,000	626,412	1,275,000	1.35%
4332	Transporting Prisoners	268,128	164,579	245,000	119,415	275,000	(3.17%)
4333	Prisoners Medical Care	3,988,341	2,441,361	4,650,000	2,246,996	4,688,357	1.31%
Total CCC - Statutory Appropriations		5,658,841	3,379,291	6,315,000	3,120,560	6,499,851	1.23%
Total Expenditures - Detention Facilities Fund		9,432,386	5,813,233	10,189,562	4,462,033	10,275,266	2.63%
Excess (Deficiency) Of Revenues Over Expenditures		(195,579)	(5,740,967)	(1,182,654)	4,481,483	(1,259,484)	15.16%
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	110	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	450,000	466,667	700,000	233,333	800,000	14.29%
4688	Transfer To Capital Outlay	(285,000)	(152,000)	(212,000)	(76,000)	-	(100.00%)
Total Other Financing Sources (Uses)		165,110	314,667	488,000	157,333	800,000	69.49%
Net Change In Fund Balance		(30,469)	(5,426,300)	(694,654)	4,638,816	(650,484)	(17.40%)
Fund Balance, Beginning Of Year		7,210,444	7,179,975	7,703,457	1,753,674	6,392,491	(10.97%)
Fund Balance, End Of Year		\$ 7,179,975	1,753,674	7,008,803	6,392,491	5,742,007	(10.18%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated	
		2018 Actual	YTD Actual*	Estimated Remaining			Total Estimated
Parks & Recreation Fund (230)							
Revenues							
3113	Ad Valorem Tax-Parish	1,487,717	1,484,790	1,481,881	1,481,881	1,499,730	1.20%
3115	Estimated Uncollectible Taxes	(14,218)	(44,540)	(32,585)	(32,585)	(44,990)	38.07%
3120	Prior Year Taxes	11,580	9,202	1,908	9,533	9,202	(3.47%)
3351	State Revenue Sharing	35,010	35,000	35,015	35,015	35,100	0.24%
3371	Camping Fees	24,197	22,000	2,509	21,223	22,000	3.66%
3610	Interest Earned	31,960	19,000	14,624	18,751	19,000	1.33%
3695	Miscellaneous Revenue	4,144	5,000	2,176	4,512	4,500	(0.27%)
3697	Recreation Fees	750	1,100	-	4,840	1,100	(77.27%)
3832	Private Donations	150	1,000	-	2,601	1,000	(61.55%)
Total Revenues - Parks & Recreation Fund		1,581,289	1,532,552	1,505,528	1,545,771	1,546,642	0.06%

Expenditures

150 - Allocation To Other Entities

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

511 - Parks & Recreation

4113	Salaries Regular Employees	665,414	703,253	141,195	724,884	683,300	(5.74%)
4114	Salaries-Special	4,010	15,000	5,100	7,450	15,000	101.34%
4122	Salaries-Part Time	55,119	61,765	12,510	62,350	60,342	(3.22%)
4131	Parochial Retirement	68,059	70,007	19,144	68,757	70,774	2.93%
4132	Group Health Insurance	107,910	110,885	36,736	132,652	139,284	5.00%
4133	Retired Employees Grp Insurance	26,558	27,355	9,118	27,355	28,176	3.00%
4135	Medicare Insurance	14,314	14,694	3,088	14,742	14,562	(1.22%)
4136	Caddo Parish Employee Retirement	11,598	12,018	2,182	10,785	12,932	19.91%
4138	Unemployment Claims	-	260	85	85	260	205.88%
4211	Dues-Governmental Organizations	385	1,200	245	950	1,200	26.32%
4221	Printed Office Forms	-	250	-	-	-	0.00%
4230	Education, Training and Travel	21,065	15,000	3,939	12,515	15,000	19.86%
4241	Office Supplies	7,688	5,000	996	5,155	6,000	16.39%
4243	Copy Supplies	1,472	1,000	303	1,145	1,250	9.17%
4250	Equipment Repairs	12,509	25,000	2,814	17,320	25,000	44.34%
4251	Gas, Oil, Grease	28,728	25,000	5,748	25,199	30,000	19.05%
4259	Get Hooked on Fishing	4,321	3,000	-	2,399	-	(100.00%)
4260	Building Repairs & Maintenance	16,222	50,000	1,025	39,755	50,000	25.77%
4265	Uniforms	2,892	3,000	2,095	2,945	3,250	10.36%
4267	Animal Food	4,503	5,500	1,236	4,935	5,500	11.45%
4269	Nature Day Camp	3,902	6,000	5,715	5,715	6,000	4.99%
4271	Natural Gas	1,709	3,000	300	1,651	2,500	51.42%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4272	Electricity	40,963	45,000	28,196	14,824	43,020	45,000	4.60%
4273	Water	4,235	7,000	9,611	69	9,680	5,500	(43.18%)
4276	Emergency Coordination	8,100	8,100	5,400	2,700	8,100	8,100	0.00%
4280	Telephone	12,721	12,000	10,237	2,013	12,250	12,500	2.04%
4290	Safety Apparel	224	1,000	1,253	29	1,282	1,250	(2.50%)
4311	Employee Physicals	255	1,250	223	2	225	1,000	344.44%
4313	Maintenance Contract	12,305	16,000	8,580	5,680	14,260	18,000	26.23%
4316	Security	672	700	517	68	585	700	19.66%
4321	Legal and Auditing	3,347	2,656	4,719	72	4,791	4,703	(1.84%)
4324	Information Systems Allocation	22,260	22,960	15,307	7,653	22,960	23,646	2.99%
4361	General Fund Administration	22,917	23,258	15,505	7,753	23,258	24,386	4.85%
4388	Building Management	3,126	3,086	2,057	1,029	3,086	3,261	5.67%
4423	Misc Materials and Supplies	7,858	9,000	1,555	6,370	7,925	9,000	13.56%
4511	Casualty Insurance	39,314	43,245	28,830	14,415	43,245	45,257	4.65%
4512	Workers Comp Insurance	15,915	16,856	11,237	5,619	16,856	18,724	11.08%
4534	Special Programs	9,920	15,000	13,388	1,962	15,350	17,000	10.75%
4591	Retirement Contributions	43,504	43,950	-	42,851	42,851	44,390	3.59%
4592	Sheriff's Tax Collection	1,623	3,220	-	2,614	2,614	3,220	23.18%
4743	Other Equipment	3,227	3,500	339	1,116	1,455	3,500	140.55%
	Total Parks & Recreation	1,310,865	1,435,968	1,072,124	370,413	1,442,537	1,459,467	1.17%
	Total Expenditures - Parks & Recreation Fund	1,340,865	1,465,968	1,102,124	370,413	1,472,537	1,489,467	1.15%
	Excess (Deficiency) Of Revenues Over Expenditures	240,424	66,584	(1,061,881)	1,135,115	73,234	57,175	(21.93%)
	Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	-	-	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(69,996)	(449,000)	(299,333)	(149,667)	(449,000)	(185,000)	(58.80%)
	Total Other Financing Sources (Uses)	(69,996)	(449,000)	(299,333)	(149,667)	(449,000)	(185,000)	(58.80%)
	Net Change In Fund Balance	170,428	(382,416)	(1,361,215)	985,448	(375,766)	(127,825)	(65.98%)
	Fund Balance, Beginning Of Year	3,282,430	3,369,241	3,452,858	2,091,644	3,452,858	3,077,092	(10.88%)
	Fund Balance, End Of Year	\$ 3,452,858	2,986,825	2,091,644	3,077,092	3,077,092	2,949,267	(4.15%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2019			YTD Actual*	Estimated Remaining	Total Estimated	2020 Adopted	% Change From YTD Estimated
		2018 Actual	Budget	YTD Actual*					
Solid Waste Fund (240)									
Revenues									
3120	Prior Year Taxes	1,733	1,570	1,272	314	1,586	1,570	(1.01%)	
3175	Sales Tax Collections	3,975,776	3,325,000	2,475,703	1,232,562	3,708,265	3,525,000	(4.94%)	
3610	Interest Earned	268,408	150,000	27,789	120,782	148,571	150,000	0.96%	
3695	Miscellaneous Revenue	100,979	95,000	63,135	14,520	77,655	85,000	9.46%	
Total Revenues - Solid Waste Fund		4,346,896	3,571,570	2,567,899	1,368,178	3,936,077	3,761,570	(4.43%)	
Expenditures									
423 - Compactor System Operations									
4113	Salaries Regular Employees	521,844	600,977	376,940	174,936	551,876	625,741	13.38%	
4114	Salaries - Special	-	10,000	-	4,582	4,582	10,000	118.25%	
4122	Salaries - Part Time	508,400	564,492	361,157	151,036	512,193	711,652	38.94%	
4131	Parochial Retirement	56,519	77,066	42,810	18,425	61,235	68,434	11.76%	
4132	Group Health Insurance	91,208	156,261	62,529	29,816	92,345	102,963	11.50%	
4133	Retired Employees Grp Insurance	16,178	16,659	11,106	5,553	16,659	17,155	2.98%	
4135	Medicare Insurance	35,054	36,254	25,369	10,885	36,254	38,504	6.21%	
4138	Unemployment Claims	292	3,500	-	1,154	1,154	3,500	203.29%	
4230	Education, Training and Travel	1,138	3,000	-	1,235	1,235	3,000	142.91%	
4241	Office Supplies	3,181	8,000	1,388	1,411	2,798	8,000	185.92%	
4243	Copy Supplies	651	1,500	365	433	798	1,500	87.97%	
4250	Equipment Repairs	95,228	80,000	87,585	38,113	125,698	100,000	(20.44%)	
4251	Gas, Oil, Grease	92,970	100,000	59,975	32,381	92,356	110,000	19.10%	
4260	Building Repairs & Maintenance	19,032	45,000	10,155	12,200	22,355	45,000	101.30%	
4265	Uniforms	15,459	15,000	5,888	9,547	15,435	18,000	16.62%	
4272	Electricity	22,685	25,000	17,899	6,817	24,716	26,000	5.20%	
4273	Water	5,144	7,500	5,035	1,543	6,578	8,000	21.62%	
4276	Emergency Coordination	5,400	5,400	3,600	1,800	5,400	5,400	0.00%	
4280	Telephone	20,156	30,000	14,410	9,080	23,490	30,000	27.71%	
4290	Safety Apparel	4,334	5,000	2,262	1,194	3,456	5,000	44.68%	
4311	Employee Physicals	2,199	5,000	1,801	9	1,810	5,000	176.24%	
4315	Warehouse Rental	54,000	66,000	44,000	22,000	66,000	72,000	9.09%	
4318	Waste Disposal Fees	497,826	550,000	299,678	205,787	505,465	550,000	8.81%	
4321	Legal and Auditing	6,853	7,546	9,663	5	9,668	9,628	(0.41%)	
4324	Information Systems Allocation	22,260	22,960	15,307	7,653	22,960	23,646	2.99%	
4327	Professional Services	23,918	40,000	31,964	6,826	38,790	40,000	3.12%	
4330	Public Works Administration	82,478	82,478	56,635	25,843	82,478	87,500	6.09%	
4361	General Fund Administration	78,193	79,886	53,257	26,629	79,886	80,508	0.78%	
4362	Contract Hauling-Compactors	188,250	240,000	110,707	110,705	221,412	240,000	8.40%	
4370	Port O Let Rental	12,960	15,000	7,560	5,565	13,125	15,000	14.29%	
4374	Work Release Program	26,094	60,000	19,985	18,470	38,455	60,000	56.03%	
4375	Tax Collection Charges	39,674	80,000	26,921	48,546	75,467	80,000	6.01%	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining		
4421	Sign Materials	1,684	5,000	2,062	1,359	5,000	46.16%
4511	Casualty Insurance	39,314	43,245	28,830	14,415	45,257	4.65%
4512	Workers Comp Insurance	30,978	32,809	21,873	10,936	36,518	11.30%
4712	Site Lease	2,100	5,000	1,590	510	5,000	138.10%
4743	Other Equipment	5,706	15,000	460	7,105	15,000	98.28%
Total Expenditures - Compactor Systems		2,629,358	3,140,533	1,820,765	1,024,504	3,307,906	16.26%
424 - Code Enforcement							
4113	Salaries Regular Employees	27,646	55,786	40,288	15,144	56,909	2.66%
4131	Parochial Retirement	1,525	6,416	4,633	1,783	6,972	8.67%
4132	Group Health Insurance	83	871	275	595	914	5.06%
4135	Medicare Insurance	415	809	585	180	826	7.97%
4230	Education, Training and Travel	2,171	5,000	-	1,500	5,000	233.33%
4241	Office Supplies	-	3,000	26	1,649	3,000	79.10%
4250	Equipment Repairs	-	3,000	-	1,750	3,000	71.43%
4251	Gas, Oil, Grease	-	5,000	-	2,655	5,000	88.32%
4280	Telephone	-	2,500	122	623	2,500	235.57%
4313	Maintenance Contract	-	30,000	16,244	2	25,000	53.89%
4327	Professional Services	-	50,000	-	7,500	30,000	300.00%
4373	Property Standards Enforcement	15,650	350,000	44,044	151,943	325,000	65.83%
Total Expenditures - Code Enforcement		47,490	512,382	106,217	185,323	464,121	59.20%
Total Expenditures - Solid Waste Fund		2,676,848	3,652,915	1,926,982	1,209,827	3,772,027	20.25%
Excess (Deficiency) Of Revenues Over Expenditures		1,670,048	(81,345)	640,917	158,351	(10,457)	(101.31%)
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	370,987	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(230,004)	(1,000,000)	(666,667)	(333,333)	(1,200,000)	20.00%
Total Other Financing Sources (Uses)		140,983	(1,000,000)	(666,667)	(333,333)	(1,200,000)	20.00%
Net Change In Fund Balance		1,811,031	(1,081,345)	(25,749)	(174,983)	(1,210,457)	503.02%
Fund Balance, Beginning Of Year		19,952,871	19,185,955	21,763,902	21,738,152	21,563,170	(0.92%)
Fund Balance, End Of Year		\$ 21,763,902	18,104,610	21,738,152	21,563,170	20,352,713	(5.61%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			YTD Actual*	Estimated Remaining	Total Estimated	2020 Adopted	% Change From YTD Estimated
		2018 Actual	Budget	YTD Actual*					
Juvenile Justice Fund (260)									
Revenues									
3113	Ad Valorem Tax-Parish	3,528,524	3,524,130	-	3,520,141	3,520,141	3,559,590	1.12%	
3115	Estimated Uncollectible Taxes	(33,768)	(105,720)	-	(98,415)	(98,415)	(106,790)	8.51%	
3120	Prior Year Taxes	27,074	21,166	20,326	2,583	22,909	21,166	(7.61%)	
3351	State Revenue Sharing	83,068	83,000	-	82,914	82,914	83,000	0.10%	
3423	Food & Nutrition Grant	34,913	39,000	24,739	11,647	36,386	39,000	7.18%	
3424	State Prisoners Grant	-	40,000	124,852	699	125,551	40,000	(68.14%)	
3610	Interest Earned	31,532	17,000	4,900	11,581	16,481	17,000	3.15%	
3665	Family In Need Of Services	87,564	87,564	58,376	29,188	87,564	87,564	0.00%	
3695	Miscellaneous Revenue	10,831	13,000	8,685	1,968	10,653	13,000	22.03%	
3723	Federal Grants - Other	765,837	615,900	360,881	255,849	616,730	605,000	(1.90%)	
3727	Juvenile Service Fees	3,674	2,000	3,094	1,203	4,297	3,000	(30.18%)	
3832	Private Donations	1,562	2,200	2,630	-	2,630	2,200	(16.35%)	
Total Revenues - Juvenile Justice Fund		4,540,812	4,339,240	608,483	3,819,358	4,427,841	4,363,730	(1.45%)	

Expenditures									
121 - Juvenile Court									
4113	Salaries Regular Employees	631,994	653,855	458,921	190,286	649,207	675,109	3.99%	
4131	Parochial Retirement	72,367	75,193	54,468	20,191	74,659	80,864	8.31%	
4132	Group Health Insurance	97,616	102,757	68,369	25,387	93,756	98,443	5.00%	
4133	Retired Employees Grp Insurance	4,145	4,269	2,846	1,423	4,269	4,797	12.37%	
4135	Medicare Insurance	8,539	9,550	6,721	2,106	8,827	9,572	8.44%	
4138	Unemployment Claims	-	2,000	-	298	298	1,000	235.57%	
4210	Books and Subscriptions	26,597	33,000	21,590	11,232	32,822	33,000	0.54%	
4211	Dues-Governmental Organizations	1,678	2,000	1,105	746	1,851	2,000	8.05%	
4221	Printed Office Forms	-	500	-	-	-	-	0.00%	
4230	Education, Training and Travel	6,556	7,000	4,934	3,488	8,422	7,000	(16.88%)	
4241	Office Supplies	4,574	6,000	2,414	3,452	5,866	6,000	2.28%	
4242	Postage	61	250	121	119	240	250	4.17%	
4243	Copy Supplies	1,890	1,000	891	901	1,792	1,000	(44.20%)	
4327	Professional Services	34,255	65,000	37,270	25,812	63,082	65,000	3.04%	
4328	Mental Evaluations	4,543	5,000	2,450	2,400	4,850	5,000	3.09%	
4348	Transcriptions	4,556	4,000	-	3,981	3,981	4,000	0.48%	
4350	Court Bailiffs	17,578	21,000	8,908	9,207	18,115	21,000	15.93%	
4351	Deputy Clerks of Court	12,600	15,000	14,250	10,300	24,550	20,000	(18.53%)	
4512	Workers Comp Insurance	15,063	15,953	10,635	5,318	15,953	16,695	4.65%	
4534	Special Programs	-	50,000	34,020	15,980	50,000	50,000	0.00%	
4545	Reimb From Juvenile Court	(130,000)	(150,000)	-	(150,000)	(150,000)	(150,000)	0.00%	
Total Juvenile Court		814,611	923,327	729,915	182,625	912,540	950,730	4.19%	

**SPECIAL REVENUE FUNDS
Detail Budget Worksheet**

Account No.	Description	2018	2019		2020	% Change From YTD Estimated	
		Actual	YTD Actual*	Estimated Remaining			Total Estimated
122 - Juvenile Services							
22 - Probation Operations							
4113	Salaries Regular Employees	1,734,163	1,269,602	331,463	1,601,065	1,937,890	21.04%
4114	Salaries-Special	21,862	-	-	-	-	0.00%
4119	Salaries Reimbursed By Others	(370,478)	(179,442)	(121,402)	(300,844)	(285,000)	(5.27%)
4122	Salaries-Part Time	24,766	6,193	2,144	8,337	7,500	(10.04%)
4131	Parochial Retirement	198,205	150,272	41,166	191,438	217,387	13.55%
4132	Group Health Insurance	282,779	211,423	78,945	290,368	304,886	5.00%
4133	Retired Employees Grp Insurance	102,350	70,281	35,140	105,421	108,584	3.00%
4135	Medicare Insurance	23,750	17,102	4,786	21,888	25,392	16.01%
4138	Unemployment Claims	-	-	31,000	31,000	3,000	(90.32%)
4210	Books and Subscriptions	172	109	742	851	900	5.76%
4211	Dues-Governmental Organizations	1,833	860	932	1,792	1,600	(10.71%)
4221	Printed Office Forms	926	318	534	852	600	(29.58%)
4230	Education, Training and Travel	26,203	26,818	2,999	29,817	30,000	0.61%
4241	Office Supplies	8,463	8,184	1,921	10,105	12,000	18.75%
4242	Postage	9,187	2,357	7,927	10,284	12,000	16.69%
4243	Copy Supplies	19,837	10,824	6,310	17,134	18,500	7.97%
4250	Equipment Repairs	26,376	12,187	13,190	25,377	25,000	(1.49%)
4251	Gas, Oil, Grease	21,678	12,165	2,637	14,802	22,000	48.63%
4265	Uniforms	1,562	1,072	420	1,492	1,600	7.24%
4276	Emergency Coordination	1,620	1,080	540	1,620	1,620	0.00%
4280	Telephone	40,522	24,022	5,345	29,367	50,000	70.26%
4311	Employee Physicals	1,318	1,460	1	1,461	2,000	36.89%
4316	Security	209,165	101,826	108,623	210,449	210,000	(0.21%)
4321	Legal and Auditing	8,140	11,476	408	11,884	11,436	(3.77%)
4324	Information Systems Allocation	31,800	21,867	10,933	32,800	33,780	2.99%
4327	Professional Services	59,439	41,885	31,277	73,162	180,000	146.03%
4361	General Fund Administration	75,283	51,187	25,594	76,781	77,017	0.31%
4395	Juvenile Grant Programs - Other	299,766	111,450	141,450	252,900	260,000	2.81%
4511	Casualty Insurance	51,878	38,388	18,678	57,066	59,720	4.65%
4512	Workers Comp Insurance	45,431	32,078	16,039	48,117	50,355	4.65%
4529	Family in Need-Services	87,564	51,079	36,485	87,564	87,564	0.00%
4530	Interest Expense	-	-	-	-	-	0.00%
4534	Special Programs	173,532	132,084	52,339	184,423	210,000	13.87%
4554	Reimb-Title IV-E Funds	40,795	19,730	17,452	37,182	35,000	(5.87%)
4571	Outside Agency Distributions	17,523	12,451	8,891	21,342	18,000	(15.66%)
4591	Retirement Contributions	103,258	-	102,355	102,355	105,360	2.94%
4592	Sheriff's Tax Collection	3,846	-	9,852	9,852	15,000	52.25%
4742	Office Equipment	1,631	621	2,591	3,212	3,500	8.97%
Total Probation Operations		3,386,146	2,273,010	1,029,706	3,302,716	3,854,191	16.70%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
32 - Juvenile Detention								
4113	Salaries Regular Employees	1,709,417	1,824,114	1,133,362	547,044	1,680,406	1,752,058	4.26%
4119	Salaries Reimbursed By Others	(53,805)	(45,000)	(15,487)	(15,999)	(31,486)	(45,000)	42.92%
4122	Salaries-Part Time	66,555	90,726	23,784	39,002	62,786	99,766	58.90%
4131	Parochial Retirement	182,855	189,819	131,719	49,072	180,791	178,875	(1.06%)
4132	Group Health Insurance	274,730	279,445	190,508	56,518	247,026	293,417	18.78%
4133	Retired Employees Grp Insurance	58,946	60,714	40,476	20,238	60,714	62,535	3.00%
4135	Medicare Insurance	27,515	30,940	17,413	12,156	29,569	29,618	0.17%
4138	Unemployment Claims	(59)	3,500	-	1,541	1,541	2,500	62.23%
4211	Dues-Governmental Organizations	750	1,200	1,229	4	1,233	1,200	(2.68%)
4230	Education, Training and Travel	33,609	36,000	19,230	14,274	33,504	36,000	7.45%
4241	Office Supplies	4,617	4,500	2,810	998	3,808	4,500	18.17%
4243	Copy Supplies	3,863	5,500	1,894	1,512	3,406	5,500	61.48%
4250	Equipment Repairs	1,729	2,500	3,026	19	3,045	2,500	(17.90%)
4251	Gas, Oil, Grease	3,531	3,000	1,494	1,400	2,894	3,000	3.66%
4260	Building Repairs & Maintenance	53	-	-	-	-	-	0.00%
4262	Food	123,499	150,000	89,459	59,139	148,598	150,000	0.94%
4263	Clothing Linen Personal Supplies	17,770	18,000	4,097	14,577	18,674	18,000	(3.61%)
4265	Uniforms	6,744	13,000	1,965	9,951	11,916	15,000	25.88%
4311	Employee Physicals	7,562	10,000	10,640	26	10,666	10,000	(6.24%)
4321	Legal and Auditing	3,690	4,063	5,203	-	6,052	5,184	(14.34%)
4324	Information Systems Allocation	15,900	16,400	10,933	5,467	16,400	16,890	2.99%
4327	Professional Services	46,475	75,000	41,115	33,465	74,580	75,000	0.56%
4333	Prisoners Medical Care	52,530	68,005	35,821	15,745	51,566	68,000	31.87%
4361	General Fund Administration	84,297	86,086	57,391	28,695	86,086	87,543	1.69%
4388	Building Management	22,326	22,039	14,693	7,346	22,039	23,291	5.68%
4395	Grant Programs - Other	126,117	132,777	40,711	56,009	96,720	123,651	27.84%
4511	Casualty Insurance	7,350	8,085	5,390	2,695	8,085	8,461	4.65%
4512	Workers Comp Insurance	33,698	35,690	23,793	11,897	35,690	38,176	6.97%
4534	Special Programs	5,583	16,500	1,612	11,474	13,086	16,500	26.09%
4742	Office Equipment	1,184	2,000	622	784	1,406	2,000	42.25%
4743	Other Equipment	5,407	2,000	2,937	1,967	4,904	3,500	(28.63%)
4953	Johnny Grey Jones Youth	69,979	60,000	41,426	28,866	70,292	70,000	(0.42%)
Total Juvenile Detention		2,944,416	3,206,603	1,939,265	1,015,882	2,955,997	3,157,665	6.82%
Total Juvenile Services		6,330,562	6,906,822	4,212,276	2,045,588	6,258,713	7,011,856	12.03%
161 - Facility & Maintenance								
62 - Juvenile Justice Bldgs								
4113	Salaries Regular Employees	74,217	75,213	53,268	22,366	75,634	84,997	12.38%
4131	Parochial Retirement	8,501	8,650	6,320	2,377	8,697	9,398	8.06%
4132	Group Health Insurance	13,980	14,715	14,066	7,436	21,502	22,577	5.00%

*As of December 4, 2019

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining	Total Estimated		
4133	Retired Employees Grp Insurance	7,126	4,893	2,447	7,340	7,560	3.00%
4135	Medicare Insurance	993	721	280	1,001	1,233	23.18%
4138	Unemployment Claims	-	-	54	54	70	29.63%
4250	Equipment Repairs	172	1,584	292	1,876	2,000	6.61%
4251	Gas, Oil, Grease	2,029	1,072	1,008	2,080	2,600	25.00%
4260	Building Repairs & Maintenance	101,655	68,431	31,455	99,886	95,000	(4.89%)
4265	Uniforms	150	40	1,240	1,280	1,500	17.19%
4271	Natural Gas	31,122	24,243	14,090	38,333	35,000	(8.69%)
4272	Electricity	146,753	110,727	33,435	144,162	150,000	4.05%
4273	Water	22,651	12,305	8,567	20,872	22,000	5.40%
4291	Lawn and Tree Maintenance	6,890	7,790	4,364	12,154	12,000	(1.27%)
4311	Employee Physicals	-	-	88	88	350	297.73%
4312	Pest Control	3,420	3,210	947	4,157	4,500	8.25%
4313	Maintenance Contract	52,185	52,168	247	52,415	53,000	1.12%
4317	Janitorial Service	-	-	-	-	3,000	100.00%
4318	Waste Disposal Fees	2,974	1,554	1,267	2,821	3,000	6.35%
4388	Building Management	16,745	11,019	5,510	16,529	17,468	5.68%
4511	Casualty Insurance	2,222	1,629	815	2,444	2,558	4.66%
4512	Workers Comp Insurance	1,624	1,147	573	1,720	1,800	4.65%
4743	Other Equipment	-	-	2,230	2,230	2,500	12.11%
Total Facilities and Maintenance - Juvenile Justice Bldgs		495,409	376,187	141,088	517,275	534,111	3.25%
Total Expenditures - Juvenile Justice Fund		7,640,581	5,318,378	2,369,301	7,688,528	8,496,697	10.51%
Excess (Deficiency) Of Revenues Over Expenditures		(3,099,769)	(4,709,895)	1,450,057	(3,260,687)	(4,132,967)	26.75%
Other Financing Sources (Uses)							
3849	Transfer From Oil & Gas	-	-	-	-	50,000	0.00%
3852	Transfer From Capital Outlay	814	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	3,600,000	2,400,000	1,200,000	3,600,000	3,600,000	0.00%
4688	Transfer To Capital Outlay	(287,004)	(90,000)	(45,000)	(135,000)	-	(100.00%)
Total Other Financing Sources (Uses)		3,313,810	2,310,000	1,155,000	3,465,000	3,650,000	5.34%
Net Change in Fund Balance		214,041	(2,399,895)	2,605,057	204,313	(482,967)	(336.39%)
Fund Balance, Beginning Of Year		4,306,419	4,520,460	2,120,565	4,520,460	4,724,773	4.52%
Fund Balance, End Of Year		\$ 4,520,460	2,120,565	4,725,622	4,724,773	4,241,806	(10.22%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Estimated Remaining		
Health Tax Fund (270)						
Revenues						
3113	Ad Valorem Tax-Parish	\$ 3,457,398	3,452,570	3,451,517	3,487,310	1.04%
3115	Estimated Uncollectible Taxes	(32,964)	(103,580)	(98,581)	(104,620)	6.13%
3120	Prior Year Taxes	30,096	23,138	3,918	23,138	(11.55%)
3351	State Revenue Sharing	81,402	-	81,257	81,300	0.05%
3455	Vaccination Fees	1,005	80	761	1,000	18.91%
3466	Impounding & Boarding Fees	17,923	13,428	5,434	19,000	0.73%
3467	Animal License & Permit Fees	7,836	4,930	3,011	6,000	(24.44%)
3610	Interest Earned	41,577	5,843	23,133	30,000	3.53%
3621	Regional Lab Rental	24,000	18,000	-	18,000	(100.00%)
3695	Miscellaneous Revenue	-	200	189	200	5.82%
3832	Private Donations	1,674	7,734	147	7,881	(68.28%)
3833	Adoptions	32,104	47,205	8,703	55,908	(14.14%)
Total Revenues - Health Tax Fund		3,662,051	119,463	3,479,489	3,598,951	(0.14%)

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Estimated Remaining		
Expenditures						
11 - Shreveport Regional Lab						
4133	Retired Employees Grp Insurance	1,299	892	446	1,378	2.99%
4250	Equipment Repairs	-	-	1,379	2,500	81.29%
4260	Building Repairs & Maintenance	1,136	1,224	929	8,000	271.57%
4271	Natural Gas	2,014	1,293	865	2,500	15.85%
4272	Electricity	14,683	6,605	7,463	15,000	6.62%
4273	Water	580	365	244	1,000	64.20%
4312	Pest Control	660	480	248	800	9.89%
4316	Security	-	500	-	-	0.00%
4388	Building Management	11,163	7,347	3,673	11,646	5.68%
4512	Workers Comp Insurance	1,056	745	373	1,170	4.65%
Total Shreveport Regional Lab		32,591	18,952	15,619	43,994	27.26%

14 - Highland Health Unit Complex						
4113	Salaries Regular Employees	132,902	95,816	41,064	138,880	1.48%
4122	Salaries-Part Time	11,725	8,220	3,584	12,158	3.00%
4131	Parochial Retirement	15,091	11,335	4,174	15,509	9.72%
4132	Group Health Insurance	33,994	25,986	9,608	37,373	5.00%
4133	Retired Employees Grp Insurance	12,186	8,368	4,184	12,929	3.00%
4135	Medicare Insurance	2,621	1,959	667	2,945	12.15%
4138	Unemployment Claims	-	150	98	150	53.06%
4250	Equipment Repairs	6,375	3,880	2,276	6,156	13.71%
4251	Gas, Oil, Grease	9,054	4,414	3,947	12,000	43.52%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining			
4260	Building Repairs & Maintenance	31,280	40,000	34,503	9,389	43,892	45,000	2.52%
4265	Uniforms	1,067	2,000	931	765	1,696	2,000	17.92%
4271	Natural Gas	15,121	23,000	10,760	7,140	17,900	20,000	11.73%
4272	Electricity	87,887	95,000	68,016	22,685	90,701	93,000	2.53%
4273	Water	3,747	7,000	1,941	1,759	3,700	5,000	35.14%
4276	Emergency Coordination	1,620	1,620	1,080	540	1,620	1,620	0.00%
4280	Telephone	420	1,000	317	111	428	500	16.82%
4291	Lawn and Tree Maintenance	4,250	5,000	2,750	1,935	4,685	5,000	6.72%
4311	Employee Physicals	-	300	-	154	154	300	94.81%
4312	Pest Control	480	1,200	275	205	480	1,000	108.33%
4313	Maintenance Contract	6,047	8,000	4,535	1,511	6,046	8,000	32.32%
4316	Security	672	1,800	517	265	782	1,500	91.82%
4321	Legal and Auditing	2,200	2,423	3,103	-	3,531	3,091	(12.46%)
4361	General Fund Administration	29,053	29,729	19,819	9,910	29,729	30,675	3.18%
4388	Building Management	32,373	31,957	21,305	10,652	31,957	33,772	5.68%
4511	Casualty Insurance	43,587	47,946	31,964	15,982	47,946	50,176	4.65%
4512	Workers Comp Insurance	4,953	5,246	3,497	1,749	5,246	5,490	4.65%
4591	Retirement Contributions	101,161	102,190	-	102,190	102,190	103,220	1.01%
4592	Sheriff's Tax Collection	3,770	8,700	-	6,771	6,771	8,700	28.49%
4743	Other Equipment	-	500	-	492	492	500	1.63%
Total Highland Health Unit Complex		593,638	653,404	365,292	263,806	629,526	659,018	4.68%

15 - Vivian Health Unit

4113	Salaries Regular Employees	26,597	27,540	19,283	8,004	27,287	28,105	3.00%
4131	Parochial Retirement	3,046	3,168	2,288	845	3,133	3,443	9.89%
4132	Group Health Insurance	13,177	13,841	4,216	1,566	5,782	6,071	5.00%
4133	Retired Employees Grp Insurance	1,299	1,338	892	446	1,338	1,378	2.99%
4135	Medicare Insurance	286	400	241	84	325	408	25.54%
4260	Building Repairs & Maintenance	3,990	6,000	5,478	496	5,974	6,000	0.44%
4265	Uniforms	-	350	-	327	327	350	7.03%
4272	Electricity	10,614	13,000	8,222	3,157	11,379	13,000	14.25%
4273	Water	1,343	1,500	2,930	1,516	4,446	3,000	(32.52%)
4280	Telephone	1,576	1,500	1,197	393	1,590	1,600	0.63%
4291	Lawn and Tree Maintenance	-	1,600	-	1,500	1,500	1,600	6.67%
4312	Pest Control	550	600	430	165	595	600	0.84%
4316	Security	168	450	129	93	222	450	102.70%
4388	Building Management	2,233	2,204	1,469	735	2,204	2,329	5.67%
4512	Workers Comp Insurance	365	387	258	129	387	405	4.65%
4743	Other Equipment	-	200	-	197	197	200	1.52%
Total Vivian Health Unit		65,244	74,078	47,033	19,653	66,686	68,939	3.38%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Budget		
69 - David Raines Comm Center						
4260	Building Repairs & Maintenance	33,390	22,260	33,390	33,390	0.00%
Total David Raines Comm Center		33,390	22,260	33,390	33,390	0.00%
Total Facilities and Maintenance		724,864	453,537	807,148	764,173	5.39%
300 - Animal Services and Mosquito Control						
12 - Animal Services						
4113	Salaries Regular Employees	1,029,432	857,320	1,202,053	1,213,836	2.55%
4114	Salaries-Special	72,402	4,047	60,000	12,046	149.05%
4122	Salaries-Part Time	40,203	31,947	64,012	55,564	3.58%
4131	Parochial Retirement	107,786	94,868	103,191	128,726	8.56%
4132	Group Health Insurance	152,101	110,892	207,921	173,166	5.00%
4133	Retired Employees Grp Insurance	45,088	30,961	46,441	46,441	3.00%
4135	Medicare Insurance	16,327	13,831	16,460	19,604	(1.03%)
4136	Caddo Parish Employee Retirement	6,488	6,407	8,872	8,775	9.85%
4138	Unemployment Claims	-	-	1,000	548	82.48%
4210	Books and Subscriptions	100	73	900	215	132.56%
4211	Dues-Governmental Organizations	100	600	1,100	851	17.51%
4221	Printed Office Forms	3,064	2,784	6,000	4,784	25.42%
4230	Education, Training and Travel	21,578	9,370	15,000	12,573	74.98%
4241	Office Supplies	4,593	4,285	5,000	5,886	(15.05%)
4242	Postage	186	452	750	566	32.51%
4243	Copy Supplies	7,468	3,839	5,000	4,862	2.84%
4250	Equipment Repairs	34,732	28,852	45,000	52,592	(4.93%)
4251	Gas, Oil, Grease	42,439	24,728	60,000	52,482	14.32%
4260	Building Repairs & Maintenance	40,164	31,644	35,000	44,477	1.18%
4265	Uniforms	12,270	4,926	10,000	7,990	12.64%
4267	Animal Food	21,418	14,289	18,000	27,367	(8.65%)
4268	Vaccinations and Chemicals	67,174	87,620	115,000	142,360	5.37%
4271	Natural Gas	4,477	4,258	9,000	7,393	21.74%
4272	Electricity	30,138	22,990	40,000	37,718	6.05%
4273	Water	6,179	6,115	9,000	8,161	10.28%
4276	Emergency Coordination	3,888	2,592	3,888	3,888	0.00%
4280	Telephone	9,684	12,979	20,000	17,892	11.78%
4290	Safety Apparel	838	91	1,200	891	12.23%
4291	Lawn and Tree Maintenance	1,643	2,175	2,500	3,300	6.06%
4311	Employee Physicals	5,735	1,735	7,000	2,286	118.72%
4313	Maintenance Contract	2,554	4,832	4,000	8,858	(37.91%)
4316	Security	840	646	1,000	1,245	(19.68%)
4317	Janitorial Service	121	-	4,000	1,210	230.58%
4318	Waste Disposal Fees	2,942	1,241	4,000	2,956	35.32%

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2018		2019		Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	YTD Actual*	Budget	Estimated Remaining			
4321	Legal and Auditing	1,099	1,549	1,210	124	1,673	1,544	(7.71%)
4324	Information Systems Allocation	15,900	10,933	16,400	5,467	16,400	16,890	2.99%
4326	Spaying/Neutering	78,066	38,639	80,000	18,126	56,765	60,000	5.70%
4327	Professional Services	53,155	65,142	60,000	14,055	79,197	80,000	1.01%
4361	General Fund Administration	54,631	37,044	20,149	18,512	55,556	58,475	5.25%
4388	Building Management	7,814	5,143	7,714	2,571	7,714	8,152	5.68%
4423	Misc Materials and Supplies	77,400	63,454	62,000	3,290	66,744	65,000	(2.61%)
4511	Casualty Insurance	27,348	20,055	30,083	10,028	30,083	31,482	4.65%
4512	Workers Comp Insurance	28,907	20,411	30,616	10,205	30,616	30,598	(0.06%)
4742	Office Equipment	3,801	561	7,000	690	1,251	7,000	459.55%
4743	Other Equipment	2,630	2,666	5,000	1,419	4,084	5,000	22.43%
Total Animal Services		2,144,902	1,688,987	2,452,460	772,605	2,461,592	2,581,089	4.85%
13 - Mosquito Control								
4113	Salaries-Regular Employees	97,585	70,201	129,543	49,067	119,268	131,519	10.27%
4114	Salaries-Special	35,491	-	-	-	-	-	0.00%
4122	Salaries-Part Time	35,390	21,460	58,532	24,129	45,589	58,532	28.39%
4131	Parochial Retirement	11,121	8,335	11,532	3,079	11,414	12,527	9.75%
4132	Group Health Insurance	606	465	725	207	672	841	25.15%
4133	Retired Employees Grp Insurance	11,272	7,740	11,610	3,870	11,610	11,958	3.00%
4135	Medicare Insurance	3,205	1,916	4,542	2,194	4,110	4,571	11.22%
4136	Caddo Parish Employee Retirement	2,400	-	-	-	-	-	0.00%
4138	Unemployment Claims	-	-	1,500	198	198	1,000	405.05%
4210	Books and Subscriptions	145	145	350	-	145	200	37.93%
4221	Printed Office Forms	124	-	300	157	157	200	27.39%
4230	Education, Training and Travel	595	261	2,000	1,000	1,261	1,500	18.95%
4241	Office Supplies	815	-	600	552	552	600	8.70%
4242	Postage	318	551	500	80	631	500	(20.76%)
4250	Equipment Repairs	11,926	14,460	15,000	6,946	21,406	15,000	(29.93%)
4251	Gas, Oil, Grease	13,154	6,283	20,000	10,548	16,831	20,000	18.83%
4260	Building Repairs & Maintenance	14,855	102	8,000	4,149	4,251	5,000	17.62%
4265	Uniforms	588	270	1,300	600	870	1,000	14.94%
4268	Vaccinations and Chemicals	107,229	100,783	135,000	33,731	134,514	135,000	0.36%
4271	Natural Gas	1,656	-	-	-	-	-	0.00%
4272	Electricity	2,285	-	-	-	-	-	0.00%
4273	Water	2,285	-	-	-	-	-	0.00%
4276	Emergency Coordination	972	648	972	324	972	972	0.00%
4280	Telephone	3,582	-	-	-	-	-	0.00%
4290	Safety Apparel	37	-	600	184	184	300	63.04%
4291	Lawn and Tree Maintenance	608	-	500	365	365	300	(17.81%)
4311	Employee Physicals	206	-	500	251	251	400	59.36%
4317	Janitorial Service	794	-	1,000	451	451	500	10.86%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018			2019			Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	YTD Actual*	Estimated Remaining	Estimated				
4321	Legal and Auditing	1,099	1,210	1,549	324	1,873	1,544	1,544	(17.57%)	
4324	Information Systems Allocation	15,900	16,400	10,933	5,467	16,400	16,890	16,890	2.99%	
4327	Professional Services	19,660	-	-	-	-	-	-	0.00%	
4361	General Fund Administration	19,958	19,958	13,433	6,525	19,958	21,977	21,977	10.12%	
4423	Misc Materials and Supplies	2,683	5,000	4,752	2,400	7,152	7,000	7,000	(2.13%)	
4511	Casualty Insurance	6,837	7,521	5,014	2,507	7,521	7,871	7,871	4.65%	
4512	Workers Comp Insurance	7,795	8,256	5,504	2,752	8,256	8,640	8,640	4.65%	
4742	Office Equipment	3,650	250	-	98	98	100	100	2.04%	
4743	Other Equipment	-	5,000	-	2,140	2,140	2,500	2,500	16.82%	
Total Mosquito Control		436,827	468,201	274,804	164,296	439,100	468,942	468,942	6.80%	
Total Expenditures - Health Tax Fund		3,306,593	3,727,809	2,417,328	1,247,109	3,664,865	3,855,372	3,855,372	5.20%	
Excess (Deficiency) Of Revenues Over Expenditures		355,458	(178,681)	(2,297,866)	2,232,379	(65,914)	(261,544)	(261,544)	296.80%	
Other Financing Sources (Uses)										
3852	Transfer From Capital Outlay	372	-	-	-	-	-	-	0.00%	
4688	Transfer To Capital Outlay	(195,000)	(300,000)	(200,000)	(100,000)	(300,000)	-	-	(100.00%)	
Total Other Financing Sources (Uses)		(194,628)	(300,000)	(200,000)	(100,000)	(300,000)	-	-	(100.00%)	
Net Change In Fund Balance		160,830	(478,681)	(2,497,866)	2,132,379	(365,914)	(261,544)	(261,544)	(28.52%)	
Fund Balance, Beginning Of Year		5,013,720	4,967,903	5,174,550	2,676,685	5,174,550	4,808,636	4,808,636	(7.07%)	
Fund Balance, End Of Year		\$ 5,174,550	4,489,222	2,676,685	4,809,064	4,808,636	4,547,092	4,547,092	(5.44%)	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	YTD	2019	Total	2020	% Change
		Actual	Actual*	Estimated Remaining			
Biomedical Fund (280)							
Revenues							
3113	Ad Valorem Tax-Parish	2,938,217	-	2,933,114	2,933,114	2,963,310	1.03%
3115	Estimated Uncollectible Taxes	(27,532)	-	(87,438)	(87,438)	(88,900)	1.67%
3120	Prior Year Taxes	24,512	17,862	3,077	20,939	20,334	(2.89%)
3351	State Revenue Sharing	69,159	-	69,166	69,166	69,200	0.05%
3610	Interest Earned	-	-	98	98	100	2.04%
Total Revenues - Biomedical Fund		3,004,355	17,862	2,918,017	2,935,879	2,964,044	0.96%
Expenditures							
319 - Biomedical Research Center							
4321	Legal and Auditing	4,057	5,720	102	5,822	5,699	(2.11%)
4361	General Fund Administration	14,716	10,178	5,089	15,267	14,244	(6.70%)
4530	Interest Expense	14,855	1,078	11,574	12,652	13,000	2.75%
4562	Reimb - Biomedical Research Ctr	2,814,999	2,580,418	234,582	2,815,000	2,815,000	0.00%
4591	Retirement Contributions	85,961	-	86,123	86,123	87,710	1.84%
4592	Sheriffs Tax Collection	3,203	-	7,833	7,833	9,000	14.90%
Total Expenditures - Biomedical Fund		2,937,791	2,597,394	345,303	2,942,697	2,944,653	0.07%
Excess (Deficiency) Of Revenues Over Expenditures		66,565	(2,579,532)	2,572,714	(6,818)	19,391	(384.41%)
Fund Balance, Beginning Of Year		201,817	268,382	(2,311,150)	268,382	261,564	(2.54%)
Fund Balance, End Of Year		\$ 268,382	(2,311,150)	261,564	261,564	280,955	7.41%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Riverboat Fund (290)						
<u>Revenues</u>						
3223	Riverboat Gaming	1,129,930	734,932	356,955	1,091,887	(6.13%)
3610	Interest Earned	8,820	1,215	2,054	3,269	22.36%
3695	Miscellaneous	5,580	4,728	-	4,728	(15.40%)
Total Revenues - Riverboat Fund		1,144,330	740,876	359,008	1,099,884	(6.08%)
<u>Expenditures</u>						
131 - Administration						
4122	Salaries-Part Time	171,651	166,295	2,082	168,377	(2.01%)
4135	Medicare Insurance	13,131	12,722	929	13,651	(0.21%)
4321	Legal and Auditing	3,476	4,902	857	5,759	(15.19%)
4327	Professional Services	3,053	-	3,644	4,000	9.77%
4344	Public Information	-	-	12,541	13,000	3.66%
4361	General Fund Administration	23,512	16,211	8,106	24,317	(3.42%)
4530	Interest Expense	-	-	988	988	51.82%
4553	Truancy Program	60,000	60,000	35,000	95,000	0.00%
Total Administration		274,823	260,130	64,147	324,277	(1.17%)
150 - Allocation To Other Entities						
4959 - NGO Appropriations						
	Allendale Food Coop	-	3,000	3,000	3,000	(100.00%)
	A Quiet Place in the Woods	4,000	3,664	336	4,000	0.00%
	Arc of Caddo-Bossier	8,000	8,000	-	8,000	0.00%
	Bernstein Development, Inc	10,000	7,000	-	7,000	42.86%
	Beulah's Safe Haven	-	-	-	-	100.00%
	Boy Scouts of America, Norwela Council	7,000	15,000	-	15,000	(16.67%)
	Broadmoor Neighborhood Association	34,436	20,000	-	20,000	(100.00%)
	Caddo Council on Aging (CCOA)	80,000	40,000	40,000	80,000	25.00%
	Catholic Charities of North Louisiana	10,000	10,000	-	10,000	0.00%
	Cedar Grove CDC, Inc (NGO)	10,000	5,000	5,000	5,000	0.00%
	Christian Service Program Institute	25,000	25,000	-	25,000	0.00%
	Common Ground Community, Inc.	8,000	8,000	-	8,000	0.00%
	Community Renewal International, Inc.	10,000	-	5,000	5,000	60.00%
	Compassion for Lives	-	6,500	-	6,500	0.00%
	Facts of Life	25,000	-	-	-	0.00%
	Family Resources for Education	14,996	15,000	-	15,000	0.00%
	Fire District #7	7,000	-	-	-	0.00%
	Food Bank of Northwest Louisiana	85,000	45,000	45,000	90,000	0.00%
	Galilee Family Enrichment Center, Inc.	12,615	7,874	1,126	9,000	11.11%
	Gertrude's Gift	-	4,500	-	4,500	11.11%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		YTD Actual*	Estimated Remaining	Total Estimated	2020 Adopted	% Change From YTD Estimated
		Actual	Budget	Actual*					
	Girl Scouts of Louisiana	7,000	-	-	-	-	-	10,000	100.00%
	Grace Comm Outreach Min (Words in Act)	5,000	5,000	5,000	-	5,000	5,000	5,000	0.00%
	Grace Project	-	5,000	5,000	-	5,000	8,000	8,000	60.00%
	Green Oaks High School Alumni Assoc	9,846	8,000	-	8,000	8,000	-	-	(100.00%)
	Harmony Faith Ministries	-	-	-	-	-	10,000	10,000	100.00%
	Heartwork Foundation	-	4,000	4,000	-	4,000	4,000	4,000	0.00%
	Holy Angels Residential Facility	30,000	25,000	25,000	-	25,000	15,000	15,000	(40.00%)
	Hope Connections	-	15,000	15,000	-	15,000	15,000	15,000	0.00%
	Image Changers	16,000	16,000	16,000	-	16,000	16,000	20,000	25.00%
	Inner City Entrepreneur Institute (ICE)	15,000	15,000	15,000	-	15,000	15,000	10,000	(33.33%)
	Inter-City Row Modern Dance Co of Sport	3,781	7,500	7,500	-	7,500	7,500	-	(100.00%)
	Ivy Crown Community Services, Inc	10,000	8,000	-	8,000	8,000	-	-	(100.00%)
	JAG Family Resource Center	20,000	20,000	20,000	-	20,000	20,000	-	(100.00%)
	LA 211 - United Way	86,000	-	-	-	-	-	-	0.00%
	Loving Little Ones	-	4,000	4,000	-	4,000	4,000	10,000	150.00%
	Martin Luther King Community Dev Corp	24,000	24,000	24,000	-	24,000	24,000	25,000	4.17%
	Martin Luther King Health Center	9,000	12,000	12,000	-	12,000	12,000	15,000	25.00%
	Mission Project	-	5,000	5,000	-	5,000	5,000	5,000	0.00%
	North Louisiana Civil Rights Coalition	8,000	-	-	-	-	-	-	0.00%
	Northwest Louisiana Community Dev Corp	40,000	35,000	35,000	-	35,000	35,000	35,000	0.00%
	Northwest Louisiana Youth Golf & Education	5,000	2,500	-	2,500	2,500	6,000	6,000	140.00%
	NW LA Education & Leadership Train Found	5,000	5,000	5,000	-	5,000	5,000	-	(100.00%)
	Oasis of Hope Louisiana (OHLA)	20,000	10,000	10,000	-	10,000	10,000	15,000	50.00%
	Pamoja Art Society	-	-	-	-	-	-	5,000	100.00%
	Project Seek, Inc	14,000	14,000	2,907	11,093	14,000	14,000	14,000	0.00%
	Providence House	17,375	20,000	20,000	-	20,000	20,000	40,000	100.00%
	Quebes Park Foundation	8,500	10,000	10,000	-	10,000	10,000	-	(100.00%)
	R.I.S.E. Shreveport	-	-	-	-	-	-	5,000	0.00%
	Reach Out and Touch, Inc	18,966	16,000	-	16,000	16,000	20,000	20,000	25.00%
	Reader Chapel Christian Meth/Epis Church	-	4,000	4,000	-	4,000	-	-	(100.00%)
	Red River Cleanup	5,000	-	-	-	-	-	-	0.00%
	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	24,000	24,000	-	24,000	24,000	25,000	4.17%
	Robinson's Rescue	40,000	35,000	35,000	-	35,000	35,000	50,000	42.86%
	Salvation Army	49,591	50,000	50,000	-	50,000	50,000	50,000	0.00%
	Samaritan Counseling Center	15,000	-	-	-	-	-	-	0.00%
	Setting Children On the Road to Excellence	-	-	-	-	-	-	7,500	100.00%
	Shady Grove Missionary Baptist Church	16,000	16,000	16,000	-	16,000	16,000	16,000	0.00%
	Shreveport Green	-	7,500	7,500	-	7,500	7,500	7,500	0.00%
	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)	20,000	20,000	20,000	-	20,000	20,000	15,000	(25.00%)
	Shreveport Youth Boxing Club	-	-	-	-	-	-	8,000	100.00%

**SPECIAL REVENUE FUNDS
Detail Budget Worksheet**

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
	SISTERS International Inc	25,000	24,796	204	25,000	20.00%
	Social Justice Civic League, Inc	13,609	15,000	-	15,000	0.00%
	Southern Hills Homeowner's Association	17,038	-	10,000	10,000	(100.00%)
	St. James United Methodist Church	-	-	-	-	0.00%
	St. Luke's Episc'l Mobile Medical Ministry	7,000	-	6,750	6,750	0.00%
	Steeple Success, LLC	909	1,000	-	1,000	100.00%
	Stuffed Shrimp Festival	-	10,000	-	10,000	(100.00%)
	Supermen for Christ	10,000	-	-	-	100.00%
	Successfully Preparing Our Teens	-	-	-	-	100.00%
	T.E.A.M.S.	22,000	-	-	-	0.00%
	Theatre of the Performing Arts	17,000	-	20,000	20,000	0.00%
	Urban Support Agency, Inc	28,050	25,000	-	25,000	(40.00%)
	Volunteers for Youth Justice	25,000	25,000	-	25,000	0.00%
	Woody's Home For Veterans	-	-	10,000	10,000	(100.00%)
	YouTOO, Inc	-	-	-	-	100.00%
	Youth Outreach Services	12,500	20,000	-	20,000	(50.00%)
	YWCA Northwest Louisiana	8,000	10,000	-	10,000	0.00%
	Total Allocation To Other Entities	1,103,212	761,241	192,009	953,250	2.88%
	Total Expenditures - Riverboat Fund	1,378,035	1,021,371	256,156	1,277,527	1.86%
	Excess (Deficiency) Of Revenues Over Expenditures	(233,706)	(280,495)	102,852	(177,643)	51.00%
	Other Financing Sources (Uses)					
3837	Transfer From General Fund	25,000	-	-	-	0.00%
3849	Transfer From Oil and Gas Fund	-	-	-	-	0.00%
3852	Transfer From Capital Outlay	26,464	-	-	-	0.00%
3856	Transfer From Reserve Trust	86,000	-	-	-	0.00%
4697	Transfer To Economic Development	-	(10,000)	-	(10,000)	(100.00%)
	Total Other Financing Sources (Uses)	137,464	(10,000)	-	(10,000)	(100.00%)
	Net Change In Fund Balance	(96,242)	(290,495)	102,852	(187,643)	42.95%
	Fund Balance, Beginning Of Year	896,319	800,077	509,582	800,077	(23.45%)
	Fund Balance, End Of Year	\$ 800,077	642,432	612,434	612,434	(43.80%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Estimated Remaining		
				Total Estimated		
Criminal Justice Fund (295)						
<u>Revenues</u>						
3113	Ad Valorem Tax-Parish	5,679,107	5,957,030	5,955,113	6,197,660	4.07%
3115	Estimated Uncollectible Taxes	(59,680)	(178,710)	(155,377)	(185,930)	19.66%
3120	Prior Year Taxes	8,670	19,409	13,563	19,409	(2.52%)
3351	State Revenue Sharing	131,808	132,200	131,995	132,200	0.16%
3610	Interest Earned	317	3,000	1,662	2,000	20.34%
Total Revenues - Criminal Justice Fund		5,760,222	5,932,929	5,946,956	6,165,339	3.56%
<u>Expenditures</u>						
120 - Criminal Justice						
20 - Criminal Administration						
4321	Legal and Auditing	2,328	2,563	-	3,270	(13.63%)
4361	General Fund Administration	8,797	9,050	-	9,241	2.11%
4530	Interest Expense	15,431	11,000	-	11,000	(5.86%)
4591	Retirement Contributions	166,156	176,320	-	183,440	6.86%
4592	Sheriff's Tax Collection	6,319	15,000	-	15,000	50.74%
4596	Sheriff Substations	143,990	160,000	-	160,000	(8.81%)
Total Expenditures - Criminal Justice Fund		343,021	373,933	-	381,601	0.09%
Excess (Deficiency) Of Revenues Over Expenditures		5,417,201	5,558,996	5,946,956	5,783,388	3.80%
<u>Other Financing Sources (Uses)</u>						
4681	Transfer To Juvenile Just Fund	(3,600,000)	(3,600,000)	(1,200,000)	(3,600,000)	0.00%
4682	Transfer To Detention Facilities Fund	(450,000)	(700,000)	(233,333)	(800,000)	14.29%
4685	Transfer To General Fund	(1,800,000)	(1,700,000)	(566,667)	(1,700,000)	0.00%
Total Other Financing Sources (Uses)		(5,850,000)	(6,000,000)	(2,000,000)	(6,100,000)	1.67%
Net Change In Fund Balance		(432,799)	(441,004)	3,946,956	(316,612)	(26.08%)
Fund Balance, Beginning Of Year		1,666,237	1,630,143	(2,856,583)	805,140	(34.72%)
Fund Balance, End Of Year		\$ 1,233,438	1,189,139	1,090,373	488,528	(39.32%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Oil and Gas Fund (297)						
<u>Revenues</u>						
3610	Interest Earned	68,281	6,963	13,022	19,985	20,000 0.08%
3623	Building Rental	373,000	450,760	90,749	541,509	363,000 (32.97%)
3691	Oil Royalty/Mineral Leases	533,322	857,301	2,195	859,496	500,000 (41.83%)
Total Revenues - Oil and Gas Fund		974,603	1,315,025	105,965	1,420,990	883,000 (37.86%)
<u>Expenditures</u>						
131 - Administration						
4321	Legal and Auditing	2,663	3,754	19,891	23,645	32,000 35.34%
4361	General Fund Administration	8,837	6,125	3,063	9,188	8,373 (8.87%)
Total Expenditures - Oil and Gas Fund		11,500	9,879	22,954	32,833	40,373 22.96%
Excess (Deficiency) Of Revenues Over Expenditures		963,103	1,305,145	83,012	1,388,157	842,627 (39.30%)
<u>Other Financing Sources (Uses)</u>						
3852	Transfer From Capital Outlay Fund	4,786	-	-	-	- 0.00%
4675	Transfer To Juvenile Justice Fund	-	-	-	-	(50,000) 0.00%
4688	Transfer To Capital Outlay Fund	(663,840)	(465,733)	(232,867)	(698,600)	(1,215,500) 73.99%
4697	Transfer To Economic Development Fund	(300,000)	(200,000)	(100,000)	(300,000)	- (100.00%)
Total Other Financing Sources (Uses)		(959,054)	(665,733)	(332,867)	(998,600)	(1,265,500) 26.73%
Net Change In Fund Balance		4,049	639,412	(249,855)	389,557	(422,873) (208.55%)
Fund Balance, Beginning Of Year		5,437,010	5,441,059	6,080,471	5,441,059	5,830,616 7.16%
Fund Balance, End Of Year		\$ 5,441,059	6,080,471	5,830,616	5,830,616	5,407,743 (7.25%)

SPECIAL REVENUE FUNDS Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Economic Development Fund (750)						
<u>Revenues</u>						
3359	Video Poker	453,279	271,797	171,797	443,594	1.44%
3610	Interest Earned	13,247	1,472	4,016	5,488	9.33%
3695	Miscellaneous Revenue	1,551	-	2,555	2,555	17.42%
Total Revenues - Economic Development Fund		468,077	273,269	178,368	451,637	1.63%
<u>Expenditures</u>						
131 - Administration						
4321	Legal and Auditing	1,744	2,459	228	2,687	(8.82%)
4327	Professional Services	57,000	57,000	-	57,000	5.26%
4361	General Fund Administration	11,756	8,106	4,053	12,159	(3.43%)
Total Administration		70,500	67,565	4,281	71,846	3.27%
150 - Allocation To Other Entities						
4959 - NGO Appropriations						
	BioMed EAP	235,000	60,613	14,387	75,000	(100.00%)
	Christmas on Caddo Fireworks	5,000	8,000	-	8,000	0.00%
	CoHabitat Foundation	20,000	-	30,000	30,000	(33.33%)
	Community Renewal	1,856	-	-	-	0.00%
	Competition Planning Partners (WOD GODZ)	-	-	10,000	10,000	100.00%
	Delta Sigma Theta	-	-	7,000	7,000	(100.00%)
	Delta Upsilon Lambda Foundation, Inc	-	-	-	-	100.00%
	Fit for Life, Inc.	15,000	35,000	-	35,000	(14.29%)
	Get Up, Inc	5,000	-	-	-	0.00%
	Global Mixed Gender Basketball	-	15,000	-	15,000	(100.00%)
	Grace Project	-	10,000	-	10,000	(100.00%)
	Highland Area Partnership	7,500	-	5,000	5,000	0.00%
	Imagine Nation Foundation	-	-	10,000	10,000	0.00%
	Independence Bowl Foundation	25,000	25,000	-	25,000	160.00%
	LA Film Prize, LLC	25,000	25,000	-	25,000	20.00%
	Miss USA	50,000	-	-	-	0.00%
	NW Louisiana Econ Dev Found (NLEDF)	175,000	50,000	-	50,000	0.00%
	Safe Summer Youth Recreation Activities	50,844	19,331	20,669	40,000	0.00%
	Showtime Boxing Event	-	8,000	-	8,000	(100.00%)
	Shreveport-Bossier African Amer Chamber	19,899	-	25,000	25,000	0.00%
	Shreveport-Bossier Military Affairs Council	-	15,000	-	15,000	(100.00%)
	Small Business Development Center	-	-	20,000	20,000	0.00%
	Southern Hills Business Association, Inc	15,000	15,000	-	15,000	33.33%
	Southern Univ - Shreveport LA (SUSLA)	175,000	-	125,000	125,000	(100.00%)
	Southern Univ - Shreveport Foundation	10,000	-	10,000	10,000	0.00%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		Total	2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining			
	SPOT (Successfully Preparing Our Teens)	-	7,000	-	7,000	-	(100.00%)
	State Fair (The)	10,000	-	10,000	10,000	10,000	0.00%
	Strand Theatre of Shreveport (The)	10,000	7,500	-	7,500	15,000	100.00%
	Strategic Action Council of NW Louisiana	35,000	-	40,000	40,000	-	(100.00%)
	State of Black Sport - Shady Grove MBC	-	-	15,000	15,000	-	(100.00%)
	Veteran Outdoors, Inc.	-	10,000	-	10,000	-	(100.00%)
	Zeta Phi Beta	-	-	20,000	20,000	-	(100.00%)
	Total Allocation To Other Entities	890,099	310,444	362,056	672,500	388,000	(42.30%)
	Total Expenditures - Economent Development Fund	960,599	378,009	366,337	744,346	462,192	(37.91%)
	Excess (Deficiency) Of Revenues Over Expenditures	(492,522)	(104,740)	(187,969)	(292,709)	(3,192)	(98.91%)
	Other Financing Sources (Uses)						
3837	Transfer From General Fund	50,000	-	-	-	-	0.00%
3848	Transfer From Riverboat	-	10,000	-	10,000	-	(100.00%)
3849	Transfer From Oil & Gas	300,000	200,000	100,000	300,000	-	(100.00%)
4688	Transfer To Capital Outlay	-	(133,333)	(66,667)	(200,000)	-	(100.00%)
	Total Other Financing Sources (Uses)	350,000	76,667	33,333	110,000	-	(100.00%)
	Net Change In Fund Balance	(142,522)	(28,073)	(154,636)	(182,709)	(3,192)	(98.25%)
	Fund Balance, Beginning Of Year	1,021,237	878,715	850,643	878,715	696,006	(20.79%)
	Fund Balance, End Of Year	\$ 878,715	850,643	696,006	696,006	692,814	(0.46%)

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2019			2020 Adopted	% Change From YTD Estimated
		2018 Actual	YTD Actual*	Estimated Remaining		
Law Officers Witness Fund (770)						
Revenues						
3512	Criminal Case Charges	27,746	19,080	9,634	28,714	28,000 (2.49%)
3610	Interest Earned	123	119	(97)	22	- (100.00%)
Total Revenues - Law Officers Witness Fund		27,869	19,198	9,538	28,736	28,000 (2.56%)
Expenditures						
120 - Criminal Justice						
21 - District Court						
4321	Legal and Auditing	904	1,274	-	1,238	995 (19.63%)
4343	Payments to Law Officers	31,700	14,600	9,980	24,580	20,000 (18.63%)
4361	General Fund Administration	17,675	12,251	6,125	18,376	16,746 (8.87%)
4394	Criminal Court Grant	(30,000)	-	(30,000)	(30,000)	(30,000) 0.00%
Total Expenditures - Law Officers Witness Fund		20,279	28,125	(13,895)	14,194	7,741 (45.46%)
Excess (Deficiency) Of Revenues Over Expenditures		7,591	(8,927)	23,432	14,542	20,259 39.31%
Fund Balance, Beginning Of Year		30,484	38,075	29,148	38,075	52,617 38.19%
Fund Balance, End Of Year		\$ 38,075	29,148	52,580	52,617	72,876 38.50%

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
E. Edward Jones Trust Fund (798)						
<u>Revenues</u>						
3610	Interest Earned	-	-	-	-	0.00%
3695	Miscellaneous Revenue	-	-	-	-	0.00%
Total Revenues - Reserve Trust Fund						
		-	-	-	-	0.00%
<u>Expenditures</u>						
131 - Administration						
Total Expenditures - Reserve Trust Fund						
		-	-	-	-	0.00%
Total Allocation To Other Entities						
		-	-	-	-	0.00%
Total Expenditures - Reserve Trust Fund						
		-	-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures						
		-	-	-	-	0.00%
<u>Other Financing Sources (Uses)</u>						
3852	Transfer From Capital Outlay Fund	-	-	-	-	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%
					\$	
					750,983	
					750,983	
					750,983	

SPECIAL REVENUE FUNDS
Detail Budget Worksheet

Account No.	Description	2018	2019		2020	% Change From YTD Estimated
		Actual	YTD Actual*	Estimated Remaining		
Reserve Trust Fund (799)						
<u>Revenues</u>						
3610	Interest Earned	477,671	45,866	211,745	257,611	0.93%
3623	Building Rental	373,000	450,760	90,749	541,509	(32.97%)
	Total Revenues - Reserve Trust Fund	850,671	496,625	302,495	799,120	(22.04%)
<u>Expenditures</u>						
133 - Finance						
4321	Legal and Auditing	1,645	2,320	133	2,453	(5.79%)
4361	General Fund Administration	11,756	8,106	4,053	12,159	(3.43%)
	Total Finance	13,401	10,426	4,186	14,612	(3.83%)
150 - Allocation To Other Entities						
4959	- NGO Appropriations CCAA-Red Cross	508,285	50,000	300,000	350,000	0.00%
	Total Allocation To Other Entities	508,285	50,000	300,000	350,000	0.00%
	Total Expenditures - Reserve Trust Fund	521,686	60,426	304,186	364,612	(0.15%)
	Excess (Deficiency) Of Revenues Over Expenditures	328,986	436,200	(1,692)	434,508	(40.40%)
<u>Other Financing Sources (Uses)</u>						
4688	Transfer To Capital Outlay Fund	(3,000,000)	-	-	-	0.00%
4694	Transfer To Riverboat	(86,000)	-	-	-	0.00%
	Total Other Financing Sources (Uses)	(3,086,000)	-	-	-	0.00%
	Net Change In Fund Balance	(2,757,014)	436,200	(1,692)	434,508	(40.40%)
	Fund Balance, Beginning Of Year	38,314,833	37,958,992	35,994,018	35,557,819	1.22%
	Fund Balance, End Of Year	\$ 35,557,819	38,217,933	35,992,327	35,992,327	0.72%



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, 2019

<u>Bond Issue</u>	<u>Principal Outstanding 12/31/18</u>	<u>2019</u>		<u>Interest Payments</u>	<u>Principal Outstanding 12/31/19</u>
		<u>Additions (Reductions)</u>	<u>Principal Payments</u>		
GOB, September 2009	500,000	-	(500,000)	9,375	-
GOB Refunding, May 2014	6,145,000	-	(585,000)	199,950	5,560,000
GOB Refunding, August 2015	6,345,000	-	(515,000)	264,725	5,830,000
GOB Refunding, June 2016	7,095,000	-	(80,000)	144,628	7,015,000
	<u>\$ 20,085,000</u>	<u>-</u>	<u>(1,680,000)</u>	<u>618,678</u>	<u>18,405,000</u>

The annual requirements to amortize the above issues, including interest payments of \$2,935,266 are as follows:

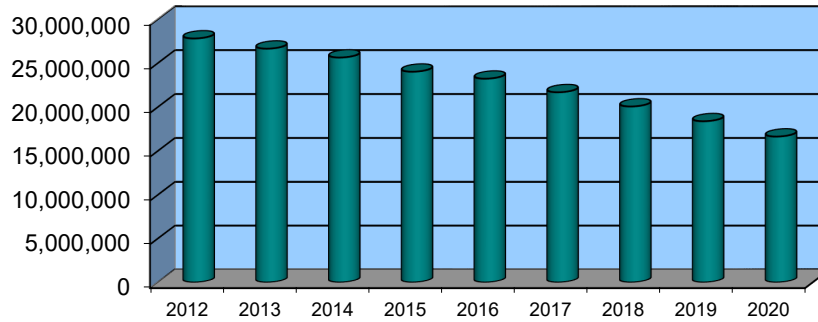
<u>Years ending December 31:</u>	<u>2014 Refunding</u>	<u>2015 Refunding</u>	<u>2016 Refunding</u>	<u>Total</u>
2020	792,025	779,050	742,606	2,313,681
2021	793,425	785,000	749,999	2,328,424
2022	799,150	792,200	756,981	2,348,331
2023	803,275	793,300	763,554	2,360,129
2024	799,975	798,300	774,665	2,372,940
2025-2029	2,422,463	3,210,500	3,983,799	9,616,762
	<u>6,410,313</u>	<u>7,158,350</u>	<u>7,771,604</u>	<u>21,340,267</u>

PARISH OF CADDO

Bonded Debt Per Capita December 31, 2011 through December 31, 2020

<u>Year</u>	<u>Population</u>	<u>Bonded Debt Outstanding</u>	
		<u>Principal</u>	<u>Per Capita</u>
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	241,173	\$ 20,085,000	\$83
2019	* 246,034	\$ 18,405,000	\$75
2020	* 246,034	\$ 16,660,000	\$68

Bonded Debt Trend



* Estimated

PARISH OF CADDO

Computation of Legal Debt Margin (1)

Estimated as of December 31, 2019

Total Assessed Value for Parish	<u>\$1,793,552,262</u>	
		Refunding Bonds
Debt limit - 10% of assessed value for any one purpose		\$179,355,226
Deduct - amount of debt applicable to debt limit		<u>18,405,000</u>
Legal debt margin		<u>\$160,950,226</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 \$609,338,292 of additional bonded debt could be issued pursuant to the 35% limitation.

DEBT SERVICE FUND (310)

Budget By Category

Description	2019		2020	
	Actual	Budget	Estimated	Adopted
Revenues				
Tax Revenue	\$ 2,686,027	2,621,035	2,630,508	2,647,225
Interest Earned	18,436	8,000	7,531	8,000
Total Revenues - Debt Service Fund	2,704,463	2,629,035	2,638,039	2,655,225
Expenditures				
Debt Administration				
Salaries & Benefits	78,625	79,420	79,251	80,220
Contract Services	12,054	13,273	17,503	16,935
Internal Charges	35,430	37,026	37,026	31,756
Statutory Charges	2,931	8,000	3,365	8,000
Paying Agent Fees	3,175	3,500	3,320	3,500
Other Expenses	-	2,000	944	2,000
Total Debt Administration	132,215	143,219	141,409	142,411
Debt Service				
Principal Payments	1,620,000	1,680,000	1,680,000	1,745,000
Interest Payments	673,054	618,678	618,678	568,682
Paying Agent Fees	2,100	2,000	1,825	2,000
Bond Issue Costs	-	-	-	-
Total Debt Service	2,295,154	2,300,678	2,300,503	2,315,682
Total Expenditures - Debt Service Fund	2,427,369	2,443,897	2,441,912	2,458,093
Other Financing Sources (Uses):				
Proceeds - General Oblig Bonds	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Change In Fund Balance	277,094	185,138	196,127	197,132
Fund Balance, Beginning Of Year	3,582,379	3,859,473	3,859,473	4,055,600
Fund Balance, End Of Year	\$ 3,859,473	4,044,611	4,055,600	4,252,732

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2019		% Change From Est
		Actual	Budget	
		2018	2019	2020
		Actual	Budget	Adopted
			Estimated	
Revenues				
3113	Ad Valorem Tax-Parish	2,687,772	2,683,350	2,710,350
3115	Estimated Uncollectible Taxes	(26,216)	(80,500)	(81,310)
3120	Prior Year Taxes	24,471	18,185	18,185
3610	Interest Earned	18,436	8,000	8,000
			2,673,410	
			(65,282)	
			22,380	
			7,531	
				1.38%
				24.55%
				(18.74%)
				6.23%
Total Revenues - Debt Service Fund		2,704,463	2,629,035	2,655,225
Expenditures				
133 - Finance				
90 - Debt Administration				
4321	Legal and Auditing	12,054	13,273	16,935
4361	General Fund Administration	35,430	37,026	31,756
4530	Interest Expense	-	2,000	2,000
4591	Retirement Contributions	78,625	79,420	80,220
4592	Sheriff's Tax Collection	2,931	8,000	8,000
4830	Paying Agent Fees	3,175	3,500	3,500
			17,503	
			37,026	
			944	
			79,251	
			3,365	
			3,320	
				(3.25%)
				(14.23%)
				111.86%
				1.22%
				137.74%
				0.00%
Total Debt Administration		132,215	143,219	142,411
91 - 2009 General Obligation Bonds/2016 Refunding				
4810	Principal Payments	550,000	580,000	605,000
4820	Interest Payments	173,329	154,003	137,607
4830	Paying Agent Fees	300	300	300
4831	Bond Issue Costs	-	-	-
			580,000	
			154,003	
			300	
			-	
				4.31%
				(10.65%)
				0.00%
				0.00%
Total 2009 General Obligation Bonds		723,629	734,303	742,907
98 - 2007 General Obligation Bonds/2014 Refunding				
4810	Principal Payments	570,000	585,000	610,000
4820	Interest Payments	217,275	199,950	182,025
4830	Paying Agent Fees	400	900	900
			585,000	
			199,950	
			900	
			575	
				4.27%
				(8.96%)
				56.52%
Total 2007 GO Bonds/2014 Refunding		787,675	785,850	792,925
				0.94%

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2018		2019		2020 Adopted	% Change From Est
		Actual	Budget	Estimated	Adopted		
99 - 2008 General Obligation Bonds/2015 Refunding							
4810	Principal Payments	500,000	515,000	515,000	530,000	2.91%	
4820	Interest Payments	282,450	264,725	264,725	249,050	(5.92%)	
4830	Paying Agent Fees	1,400	800	950	800	(15.79%)	
Total 2008 General Obligation Bonds		783,850	780,525	780,675	779,850	(0.11%)	
Total Expenditures - Debt Service Fund		2,427,369	2,443,897	2,441,912	2,458,093	2.72%	
Excess (Deficiency) Of Revenues Over Expenditures		277,094	185,138	196,127	197,132	0.51%	
Other Financing Sources (Uses):							
3835	Proceeds - General Oblig Bonds	-	-	-	-	0.00%	
Total Other Financing Sources (Uses)		-	-	-	-	0.00%	
Net Change In Fund Balance		277,094	185,138	196,127	197,132	0.51%	
Fund Balance, Beginning Of Year		3,582,379	3,859,473	3,859,473	4,055,600	5.08%	
Fund Balance, End Of Year		\$ 3,859,473	4,044,611	4,055,600	4,252,732	4.86%	

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.

- E-62 **Library Bond Fund (410)** – 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.

- E-63 **Capital Improvement Fund (440)** – 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.

- E-64 **Capital Improvement Fund II (450)** – 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). The Capital Improvement Fund II also accounts for \$10,000,000 in limited tax revenue bonds issued in 2020. The bond proceeds are dedicated to acquiring, equipping, constructing, and improving major capital facilities.



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	\$ 661,438	10,000	1,000	672,438
Total Revenues	661,438	10,000	1,000	672,438
Expenditures By Function				
General Government	-	30,613	-	30,613
Culture and Recreation	661,438	-	-	661,438
Total Expenditures	661,438	30,613	-	692,051
Excess (Deficiency) Of Revenues Over Expenditures	-	(20,613)	1,000	(19,613)
Other Financing Sources (Uses)				
Proceeds from Bond Issue	-	-	5,380,000	5,380,000
Transfers In	-	-	-	-
Transfer Out	-	(100,000)	(5,380,000)	(5,480,000)
Total Other Financing Sources (Uses)	-	(100,000)	-	(100,000)
Net Change In Fund Balance	-	(120,613)	1,000	(119,613)
Fund Balance, Beginning Of Year	-	2,073,306	304,518	2,377,824
Fund Balance, End Of Year	\$ -	1,952,693	305,518	2,258,211

CAPITAL PROJECT FUNDS
Detail Budget Worksheet

Account No.	Description	2018		2019		2020 Proposed	% Change From Est
		Actual	Budget	Estimated	Budget		
Library Bond Fund (410)							
<u>Revenues</u>							
3526	Reimbursements from Other Agencies	\$ 657,750	658,950	658,950	661,438	661,438	0.38%
3610	Interest Earned	-	-	-	-	-	0.00%
Total Revenues - Library Bond Fund		657,750	658,950	658,950	661,438	661,438	0.38%
<u>Expenditures</u>							
580 - Library Construction							
4810	Principal Payments	605,000	620,000	620,000	635,000	635,000	2.42%
4820	Interest Payments	52,550	38,750	38,750	26,238	26,238	(32.29%)
4830	Paying Agent Fees	200	200	200	200	200	0.00%
Total Expenditures - Library Bond Fund		657,750	658,950	658,950	661,438	661,438	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	2019		2020 Proposed	% Change From Est
		Actual	Budget		
Capital Improvement Fund (440)					
<u>Revenues</u>					
3610	Interest Earned	\$ 48,322	15,000	10,245	(2.39%)
Total Revenues - Capital Improvement Fund		48,322	15,000	10,245	(2.39%)
<u>Expenditures</u>					
General Government					
4321	Legal and Auditing	1,585	1,745	2,570	(13.39%)
4361	General Fund Administration	32,511	34,055	28,387	(16.64%)
Total Expenditures - Capital Improvement Fund		34,096	35,800	36,625	(16.42%)
Excess (Deficiency) Of Revenues Over Expenditures		14,226	(20,800)	(26,380)	(21.86%)
Other Financing Sources (Uses)					
3852	Transfer From Capital Outlay	206,693	-	-	0.00%
4688	Transfer To Capital Outlay	(1,490,824)	(500,000)	(500,000)	(80.00%)
Total Other Financing Sources (Uses)		(1,284,131)	(500,000)	(500,000)	(80.00%)
Net Change In Fund Balance		(1,269,905)	(520,800)	(526,380)	(77.09%)
Fund Balance, Beginning Of Year		3,869,591	4,643,217	2,599,686	(20.25%)
Fund Balance, End Of Year		\$ 2,599,686	4,122,417	2,073,306	(5.82%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2019		2020 Proposed	% Change From Est
		Actual	Budget		
Capital Improvement Fund II (450)					
<u>Revenues</u>					
3610	Interest Earned	\$ 3,796	1,000	1,000	(21.14%)
Total Revenues - Capital Improvement Fund II		3,796	1,000	1,000	(21.14%)
<u>Expenditures</u>					
General Government					
4361	General Fund Administration	-	-	-	0.00%
Total Expenditures - Capital Improvement Fund		-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		3,796	1,000	1,000	(21.14%)
<u>Other Financing Sources (Uses)</u>					
3835	Proceeds From Limited Tax Revenue Bonds	-	-	5,380,000	100.00%
4688	Transfer To Capital Outlay	-	(16,000)	(5,380,000)	33,525.00%
Total Other Financing Sources (Uses)		-	(16,000)	-	(100.00%)
Net Change In Fund Balance		3,796	(15,000)	1,000	(106.79%)
Fund Balance, Beginning Of Year		315,454	64,520	304,518	(4.61%)
Fund Balance, End Of Year		\$ 319,250	49,520	305,518	0.33%

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.

- E-68 **Group Insurance Fund (760)** - 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.

- E-69 **General Insurance Fund (762)** - The General Insurance Fund accounts for the costs of maintaining casualty and workers compensation insurance coverage.



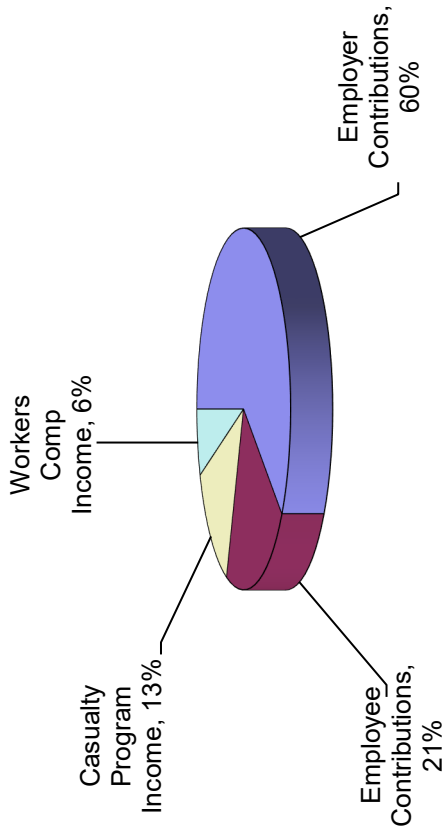
INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses, and Changes in Net Assets

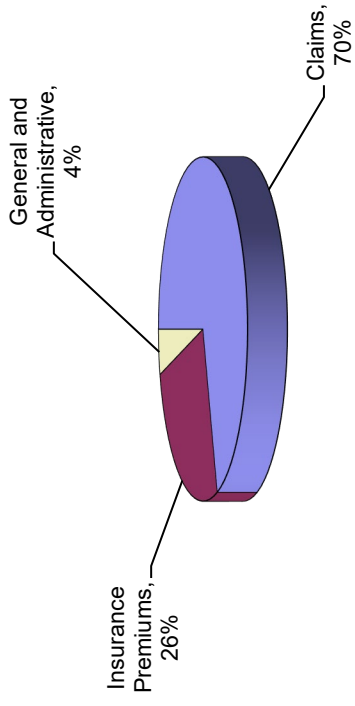
	Group Insurance	General Insurance	Total
<u>Operating Revenues</u>			
Contributions	\$ 6,110,307	-	6,110,307
Charges For Services	-	1,440,000	1,440,000
Other Revenues	-	-	-
Total Revenues	6,110,307	1,440,000	7,550,307
<u>Operating Expenses</u>			
General Government			
Claims	4,900,000	565,000	5,465,000
Insurance Premiums	1,088,000	945,000	2,033,000
General and Administrative	153,629	179,267	332,896
Total General Government	6,141,629	1,689,267	7,830,896
Operating Income (Loss)	(31,322)	(249,267)	(280,589)
<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	678	(229,267)	(228,589)
Net Position, Beginning Of Year	4,399,541	2,451,782	6,851,323
Net Position, End Of Year	\$ 4,400,219	2,222,515	6,622,734

INTERNAL SERVICE FUNDS

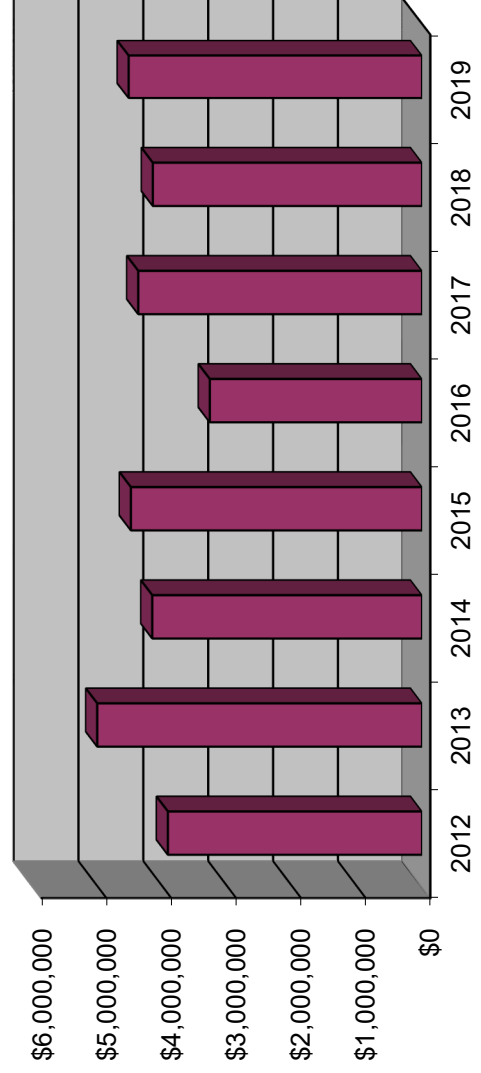
REVENUES BY SOURCE



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 in 2019, as a result, the Parish has elected to only increase health premiums by 5% in 2020.

INTERNAL SERVICE FUNDS

Budget By Category

	2018 Actual	2019 Budget	2020 Proposed
<u>Operating Revenues</u>			
Contributions	\$ 5,563,777	\$ 5,835,805	\$ 6,110,307
Charges For Services	1,267,089	1,376,000	1,440,000
Miscellaneous Revenue	13,773	-	-
		2,471	
		5,919,649	
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INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2019		2020 Proposed	% Change From Est
		Actual	Budget		
Group Insurance Fund (760)					
<u>Operating Revenues</u>					
3695	Miscellaneous Revenue	\$	13,773	2,471	(100.00%)
3710	Employer Health Insur Contrib		3,433,095	3,609,252	3.62%
3711	Employee Health Insur Contrib		1,192,703	1,280,694	1.85%
3712	Retired Employee Contributions		206,667	276,455	5.00%
3713	Employer Contrib-Retired Employee		731,312	753,248	2.99%
Total Operating Revenues - Group Insurance Fund			5,577,550	5,922,120	3.18%
<u>Operating Expenses</u>					
951 - Employee Group Insurance Program					
4321	Legal and Auditing		8,813	13,065	(5.24%)
4327	Professional Services		24,778	36,457	(4.00%)
4361	General Fund Administration		75,115	74,883	8.50%
4519	Life Insurance Premiums		72,694	126,703	2.60%
4520	Accidental Death Ins Prem		8,039	8,699	(8.04%)
4521	Insurance Premiums		911,805	992,120	(4.25%)
4522	Affordable Care Act Fees		-	19,855	25.91%
4523	Claims & Judgements		4,154,961	4,527,479	8.23%
Total Operating Expenses - Group Insurance Fund			5,256,205	5,799,261	5.90%
Operating Income (Loss)			321,345	(31,322)	(125.49%)
<u>Non-Operating Revenues</u>					
3610	Interest Earned		51,807	31,477	1.66%
Total Non-Operating Revenues			51,807	31,477	1.66%
Change In Net Position			373,152	154,336	(99.56%)
Net Position, Beginning Of Year			3,872,053	4,245,205	3.64%
Net Position, End Of Year		\$	4,245,205	4,399,541	0.02%

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2019		2020 Proposed	% Change From Est
		Actual	Budget		
General Insurance Fund (762)					
<u>Operating Revenues</u>					
3721	Casualty Insurance Charges	861,089	946,000	990,000	4.65%
3722	Workers Comp Insur Charges	406,000	430,000	450,000	4.65%
Total Operating Revenues - General Insurance Fund		1,267,089	1,376,000	1,440,000	4.65%
<u>Operating Expenses</u>					
952 - Casualty Program					
4321	Legal and Auditing	3,197	3,520	4,476	0.34%
4349	Employee Assistance Program	-	4,500	4,500	68.35%
4361	General Fund Administration	42,834	43,270	47,138	8.94%
4390	General Ins-Legal Service	36,360	36,360	36,360	0.00%
4521	Insurance Premiums	707,874	730,000	760,000	0.25%
4523	Claims & Judgements	39,456	115,000	115,000	13.22%
Total Casualty Program		829,721	932,650	967,489	2.22%
953 - Worker's Compensation Program					
4321	Legal and Auditing	3,196	3,520	4,491	0.34%
4361	General Fund Administration	59,072	59,001	65,147	10.42%
4390	General Ins-Legal Service	14,140	14,140	14,140	0.00%
4521	Insurance Premiums	197,862	130,000	185,000	1.57%
4522	Affordable Care Act Fee	2,916	-	3,000	2.88%
4523	Claims & Judgements	425,499	350,000	450,000	(0.08%)
Total Worker's Compensation Program		702,685	556,661	721,778	1.23%
Total Operating Expenses - General Insurance Fund		1,532,406	1,489,311	1,689,267	1.80%
Operating Income (Loss)		(265,317)	(113,311)	(249,267)	(12.07%)
Non-Operating Revenues					
3610	Interest Earnings (Loss)	34,050	20,000	20,000	2.50%
Change In Net Position		(231,267)	(93,311)	(229,267)	(13.14%)
Net Position, Beginning Of Year		2,947,011	2,951,062	2,451,782	(9.72%)
Net Position, End Of Year		\$ 2,715,744	2,857,751	2,222,515	(9.35%)



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