



THE PARISH OF **CADDO** *Louisiana*



2021

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, 2021 – December 31, 2021

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

**HAYLEY B. BARNETT
DIRECTOR OF FINANCE**

COMMISSION MEMBERS

Todd A. Hopkins	District 1
Lyndon B. Johnson	District 2
Steven Jackson	District 3
John-Paul Young	District 4
Roy Burrell	District 5
Lynn D. Cawthorne	District 6
Stormy Gage-Watts	District 7
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John E. Atkins	District 9
Mario Chavez	District 10
Ed Lazarus	District 11
Kenneth Epperson, Sr.	District 12





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Caddo Parish Commission

Louisiana

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director



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2021 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 2021 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 2021 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 2021 and one that preserves funding for essential services upon which our citizens rely.

In 2020, Caddo Parish along with the rest of the United States experienced the devastating impact of the COVID-19 pandemic including the loss of employees, community members, and colleagues. We want to extend our deepest condolences to those who have lost loved ones due to COVID-19. We also want to express our heartfelt thanks to all the first responders, Caddo Parish citizens, and employees who have helped during this crisis and who continue to persevere as the pandemic persists. The 2021 budget is especially challenging due to revenue losses caused by the COVID-19 pandemic. Sales taxes, property taxes, oil and gas revenue, and gaming revenue have all been impacted by the pandemic. In spite of revenue declines, the Parish will maintain its continuity of services through the use of fund balance reserves which have been prudently maintained to provide a source of funding during economic upheaval such as a major pandemic.

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.

CAPITAL PROJECTS

In order to accomplish the successful completion of the 2021 capital improvement projects, we propose utilizing a combination of funding mechanisms, which includes the following funding sources: General Fund, bond proceeds, and fund balances from various special revenue funds. This funding approach would allow us to accomplish approximately \$5 million in essential capital projects, excluding the Public Works and Solid Waste capital projects. The Parish issued \$10 million in limited tax revenue bonds in 2020 and \$4 million of those bond proceeds will be used to fund 2021 capital projects. The remainder will be used in 2022. The Parish has authorization to issue another \$10 million if the need arises. 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. We will continue to explore alternative funding mechanisms and only address capital needs that impair the delivery of services for funded agencies.

FINANCIAL CONDITION

The Caddo Parish Commission remains in good financial condition, in spite of the effects of the COVID-19 pandemic, whereby there are adequate fund balance levels to offset revenue shortfalls which speaks to the financial strength of the Parish. Although the Parish has strong reserves, there are some areas of concern. 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. We have implemented the “Raise the Age Legislative Act”, which mandates 17-year-olds are held in the Parish’s juvenile detention center, further increasing the demands for additional bed space in a facility that already has critical and limited space capacity. Also, the continual increase in medical costs at the Caddo Correctional Center are putting a strain on the reserve levels in the Detention Facility Fund.

FINANCIAL AWARDS

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 2020 budget year. Our organization also received the GFOA’s Certificate of Achievement for Excellence in Financial Reporting for 2019. We are very pleased to report that for the fifth year in a row, the organization’s 2019 financial audit resulted in a very favorable report with no management recommendations for 2019, which in itself, is quite an accomplishment for an organization of our size. Our exceptional 2019 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 2021 BUDGET

The 2021 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:

- **COVID-19:** Despite the pandemic and the economic fallout that has come as a result, the Parish does not propose any reductions to the current level of services. This is possible due the Parish’s past conservative financial practices which has resulted in healthy reserve levels that allow us to withstand the economic uncertainties as a result of the pandemic. The Parish received over \$1 million in “Coronavirus Aid, Relief, and Economic Security Act” (CARES) money to offset expenses the Parish incurred as result of COVID-19.
- **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 faces some uncertainty as a result of the COVID-19 pandemic and the number of business closures. Although there is some uncertainty, we anticipate that as the economic conditions improve the economy will stabilize with limited growth and diversification. Ad valorem taxes make up the largest portion of Parish revenues and the limited growth in the economy has affected property valuations. While there is limited growth in the property valuations, the assessment has remained consistent. Maintaining property tax revenues at a consistent level will allow the Parish of Caddo to maintain its strong financial position while prudently administering its capital needs. Our standing collaboration with the North Louisiana Economic Partnership (NLEP), which includes a team who is dedicated to expanding economic development opportunities for the Parish of Caddo and Northwest Louisiana, continues 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 2021 Budget has been determined to be approximately \$14.6 million, which represents 112% of General Fund expenditures.
- **2021 Parish-wide Initiatives:** The budget has been developed to address the following challenges that were identified by the Caddo Parish Commission and Staff:
 - Revenue losses due to COVID-19.
 - Estimated \$4 million deficit in the Juvenile Justice Fund including the impact of housing 17-year-olds.
 - Increased operational and inmate medical expenses at the Caddo Correctional Center (CCC).
 - Economic Development Initiatives to replace lost jobs and increase economic opportunities for every Caddo citizen.
 - Investment in programs and opportunities that help foster a safer community for our citizens.

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 2020, 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 2021 budget. The Capital Budget section represents the Parish’s Capital Improvement Plan for the 2021 budget year, and provides a detail of the planned projects for the year. Line-item appropriation details are included in the individual fund sections of this budget document.

BUDGET OVERVIEW

The 2021 Budget is balanced in that revenues and fund balance reserves meet total 2021 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 it is difficult to predict the full impact of the COVID-19 pandemic on the economic growth for North Louisiana, but it is our hope that we will experience some post-pandemic economic recovery in 2021. Accordingly, the following revenue forecasts are based on projected economic trends.

- **Ad Valorem “Property” Taxes** – The 2021 budget includes a slight increase of .69% in property tax revenues from the budget of \$46.6 million in 2020 to \$47 million for 2021. Property tax revenues have been stagnant with very little growth in the overall assessment. A slight increase of .70% is expected for property tax assessments from 2020 to 2021. The 2020 assessment actually decreased due to the COVID-19 pandemic which was not budgeted. The commercial property assessments decreased by 15%. However, the residential assessment did increase which helped offset the overall decrease of 1.36%. Although the assessment is

expected to be slightly higher in 2021, overall property tax collections is expected to decrease due to the COVID-19 pandemic. 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 continue to decline.

- **Sales Taxes** – Sales taxes are not budgeted to increase and will remain at \$10.5 million for 2021. Sales tax revenue has been significantly impacted by the COVID-19 pandemic. However, the increase in oil and gas production should offset any negative impact on the sales tax revenue. 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 2021 which is consistent with the 2020 budget. Gaming revenue is expected to decline by 12% due to the impact of the COVID-19 pandemic on casinos in the area. The Parish’s other revenue sources, such as state-shared revenues are expected to remain stable in 2021.

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 2020 is expected to decrease \$9 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. In 2020, the Parish issued \$10 million of limited tax revenue bonds to fund capital projects. Of the \$10 million limited tax revenue bonds, \$5.4 million were budgeted in 2020 and \$4 million are budgeted in 2021. Capital projects decreased from \$20.4 million in 2020 to \$13.6 million in 2021. Road, bridge and drainage capital projects will be funded with fund balance. Capital improvements comprise 18% of the Parish’s 2021 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 2021 proposed expenditures are \$77,109,611 a decrease of 8% over the 2020 budget. A summary of each fund’s budget is detailed on **A-6**.

The following items address the factors associated with the change:

- **Salaries** – Increases in operating expenses are typically associated with changes in compensation, benefits, and staffing levels. The 2021 budget provides for a 1% cost of living adjustment and up to a 2% merit increase. Total budgeted positions, including parish-funded agencies, is 417, with no new positions added in 2021.
- **Health Insurance** – The premiums for the group medical program are projected to increase by 2.5%. This is attributable to the increase in health care costs. Claim payments for 2020 were estimated at \$4.7 million, and the 2021 proposed budget is \$4.9 million. In 2021, we will continue to analyze our health insurance program to determine methods to reduce costs while providing affordable benefits. The 2.5% 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 remain 12.25% for 2021 after an increase of .50% in 2020. 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 \$4.4 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 \$3.4 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 center 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 housing 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 1.2%. The increase is the result of an increase in costs for prisoner medical care, especially costs associated with prescription drugs.
- **Capital Improvements** – The Parish decreased the Capital Outlay Program by \$6.9 million in 2021 versus 2020. This decrease is related to roads, bridges, and building renovations.

PARISH OPERATING FUNDS

EXPENDITURE SUMMARY

	2020 <u>Budget</u>	2021 <u>Budget</u>	<u>Percent Change</u>
General Fund	\$ 13,102,427	\$ 13,008,986	-0.7%
Special Revenue Funds			
Public Works	8,101,442	7,941,660	-2.0%
Building Maintenance	4,596,408	5,050,614	9.9%
Detention Facilities	10,545,862	10,738,725	1.8%
Parks and Recreation	1,489,467	1,653,422	11.0%
Solid Waste	3,772,027	3,835,345	1.7%
Juvenile Justice	8,496,697	8,497,632	0.0%
Health Tax	3,855,372	3,970,594	3.0%
Biomedical	2,944,653	2,942,009	-0.1%
Riverboat	1,311,241	1,155,963	-11.8%
Criminal Justice	381,951	215,128	-43.7%
Oil and Gas	572,373	523,628	-8.5%
Economic Development	714,692	464,264	-35.0%
Law Officers Witness	7,741	9,681	25.1%
E. Edward Jones Trust	-	-	0.0%
Reserve Trust	364,053	364,730	0.2%
	<u>47,153,979</u>	<u>47,363,395</u>	0.4%
Capital Project Funds			
Library Bond Fund	661,438	666,800	0.8%
Capital Improvement	30,613	35,202	15.0%
Capital Improvement II	-	-	0.0%
Capital Outlay	20,451,357	13,563,181	-33.7%
	<u>21,143,408</u>	<u>14,265,183</u>	-32.5%
Debt Service Fund	<u>2,458,093</u>	<u>2,472,047</u>	0.6%
Total All Funds	<u>\$ 83,857,907</u>	<u>\$ 77,109,611</u>	-8.0%

FUTURE OUTLOOK

Due to the negative impact of the COVID-19 pandemic on the nation and the Northwest Louisiana local economy, we anticipate that we will experience slower business growth and development until the virus has been brought under control. There is a slight up-tic in the oil and gas industry; and while property valuations are stagnant, 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.

ACKNOWLEDGEMENTS

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. It is ever so befitting that I extend my heartfelt appreciation to Mrs. Hayley B. Barnett, Director of Finance, and Ms. Stephanie Rico, Assistant Director of Finance, along with their team members, for the exceptional manner in which they have managed our finances which resulted in a balanced budget for 2021. In addition, our department directors are to be commended for their ability to prioritize our most urgent infrastructure capital needs.

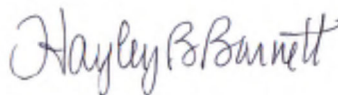
CONCLUSION

The Parish of Caddo is financially sound and continues to practice prudent financial management. The 2021 budget reflects the Caddo Parish 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

2021 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 rehabilitating 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.

2021 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 assisting with area festivals and special events
- Expand outdoor recreational programs and activities while 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.

2021 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.

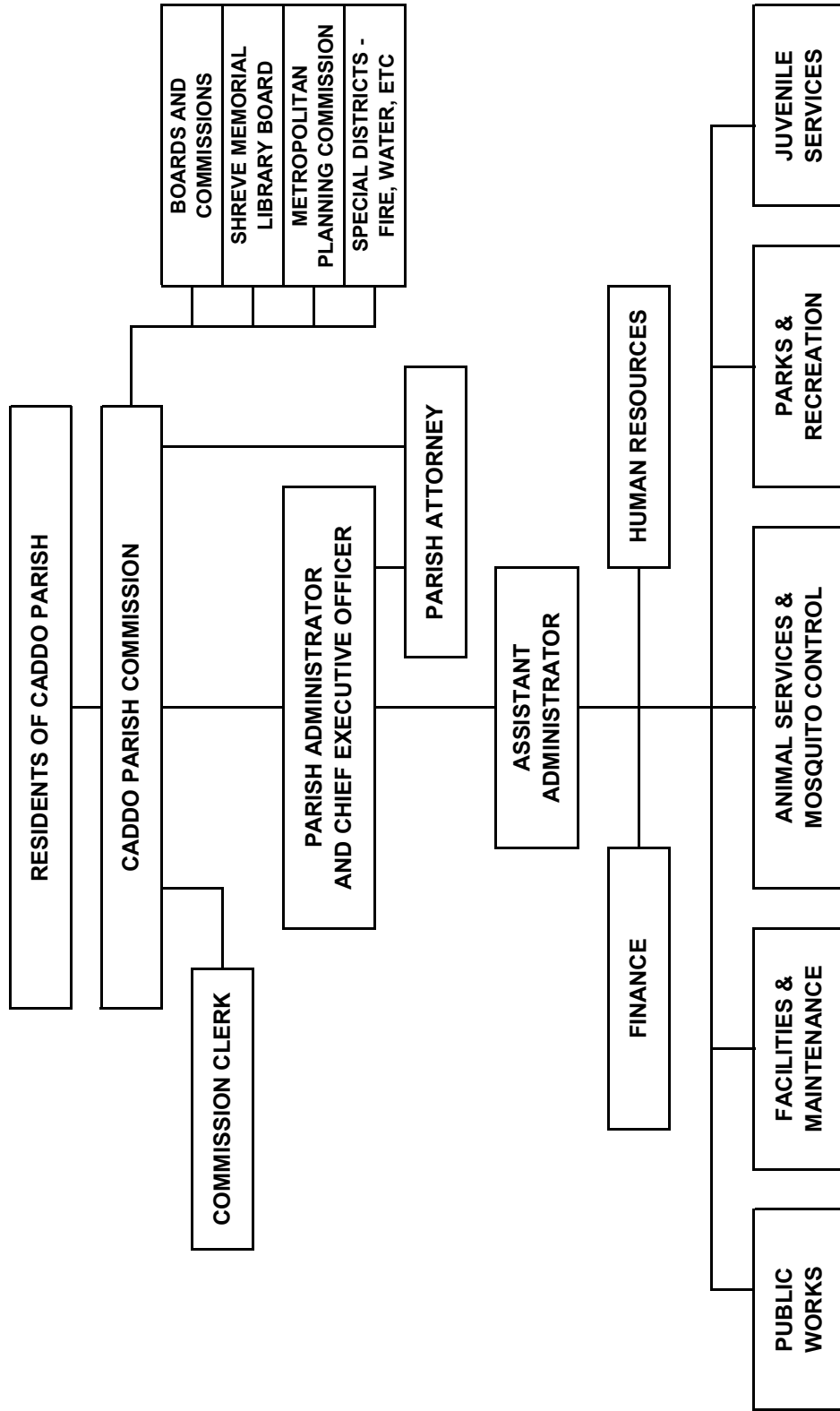
Organizational Support

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-9 DEPARTMENT OF HUMAN RESOURCES**
- B-13 DEPARTMENT OF PUBLIC WORKS**
- B-24 DEPARTMENT OF FACILITIES AND MAINTENANCE**
- B-33 DEPARTMENT OF PARKS AND RECREATION**
- B-40 DEPARTMENT OF JUVENILE SERVICES**
- B-46 DEPARTMENT OF ANIMAL SERVICES AND
MOSQUITO CONTROL**

PARISH-FUNDED AGENCIES

- B-51 FIRST JUDICIAL DISTRICT COURT**
- B-53 CADDO PARISH DISTRICT ATTORNEY'S OFFICE**
- B-56 CADDO PARISH CORONER'S OFFICE**
- B-58 CADDO PARISH REGISTRAR OF VOTERS**
- B-60 LSU EXTENSION SERVICE**
- B-68 JUVENILE COURT FOR CADDO PARISH**
- B-72 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 2020

Ordinances and Resolutions

- Drafted and finalized approximately eighty-five (85) 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 fifty (50) 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, including a settlement to move the Confederate Monument belonging to the Shreveport Chapter of the United Daughters of the Confederacy from the Caddo Parish Courthouse lawn
- 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 four divisions: Accounting, Purchasing, Information Systems, and Adult Drug Court. All divisions work closely together to provide the Parish with effective and efficient financial and technological service and other support functions.

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 \$70,000,000 in revenues are collected annually. The division also manages the Parish's investment portfolio of \$119,000,000, 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. The information systems team was 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.

Adult Drug Court

The Department of Finance is also responsible for providing oversight of the First Judicial District Court, Adult Drug Court Office. The office is staffed with two full-time employees and four part-time contracted treatment providers who manage the daily operations of the adult drug court program. The drug court program is a comprehensive five-phase outpatient substance abuse program with a treatment duration of approximately fifteen months.

DEPARTMENT OF FINANCE

NARRATIVE

The program maintains an average of 65 clients with a waiting list of others needing entrance into the program. Clients are referred to the program by the State of Louisiana, Division of Probation and Parole, and therefore all participants have felony drug convictions and are in need of substance abuse treatment. The program is 100% funded by the Supreme Court of the State of Louisiana, Office of Drug and Specialty Courts with a current annual budget of \$330,000.

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 2020

- 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 2019 Comprehensive Annual Financial Report (CAFR)
- Tracked all COVID-19 related expenses incurred by the Parish and its departments during the novel Coronavirus pandemic and successfully submitted all eligible expenses for reimbursement through the Coronavirus Aid, Relief, and Economic Security (CARES) Act
- Ensured business continuity and limited service interruptions to a minimum during the COVID-19 pandemic by successfully preparing and enabling the workforce to perform most day-to-day activities remotely
- Transitioned payments for recurring monthly utilities for all Parish departments to automatic payments, ensuring payments and utility services remained uninterrupted during and after the COVID-19 pandemic
- Maintained direct communication with all department Directors on products and/or services needed for their day-to-day operations and with all suppliers to ensure those products and services were delivered to the Parish of Caddo with minimal business interruption during the COVID-19 pandemic
- Successfully implemented the Contract Management System by providing specialized training and outreach between the Purchasing Division and all Parish departments to ensure consistency in procurement activities as it relates to the contract policies and procedures for materials and/or service
- Trained end users on changes to the Policies and Procedures for the approval process of contracts, agreements and other legal documents
- Updated the Caddo Parish Courthouse server room environment for increased resiliency
- Installed additional fiber and replaced networking equipment for increased access speeds
- Continued working with all Caddo Parish departments on a broad range of IT needs, as well as non-Commission entities to provide support and assistance

DEPARTMENT OF FINANCE

NARRATIVE

GOALS FOR 2021

- 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 (CAFR) and continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting
- Conduct additional internal reviews of Parish departments that will result in improved efficiency and cost savings
- Improve business opportunities for the Parish's Small and Emerging Business (SEB) – Advantage Caddo initiative and navigating them through the certification process both locally and state-wide and conduct outreach and training for small businesses to engage with government procurement professionals across the state.
- Continuously strive to improve procurement systems, practices and procedures to effectively maximum efficiency and economy. Utilize buyer judgement in determining when and if a particular procurement form or procedure is necessary and should be used or followed
- Continue to 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
- Evaluate items purchased for potential standardization in order to keep cost of goods and services at the lowest ultimate price
- Rebuild the Parish Disaster Recovery (DR) infrastructure, including updating equipment and making offsite location improvements
- Complete server cluster replacement and backup appliance implementation
- Continue replacing core network equipment to increase speed and reliability
- Install additional fiber to improve our network backbone
- Continue working with all Parish departments to streamline operations

DEPARTMENT OF FINANCE

NARRATIVE

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 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	689	800	800
Requirement Contracts issued	165	170	175
Occupational Licenses issued	557	500	550
Insurance Licenses issued	545	475	500
Beer Licenses issued	67	60	60
Liquor Licenses issued	45	45	45
Amusement Device Licenses issued	287	262	250
Special Event Permits	3	3	3
Adult Drug Court Program New Admits	37	21	45
Adult Drug Court Program Graduates	25	18	30
<u>Efficiency Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
Investment transaction per month/1 employee	60	65	70
Purchase Order transaction per month/2 employees	26	28	31

DEPARTMENT OF FINANCE

NARRATIVE

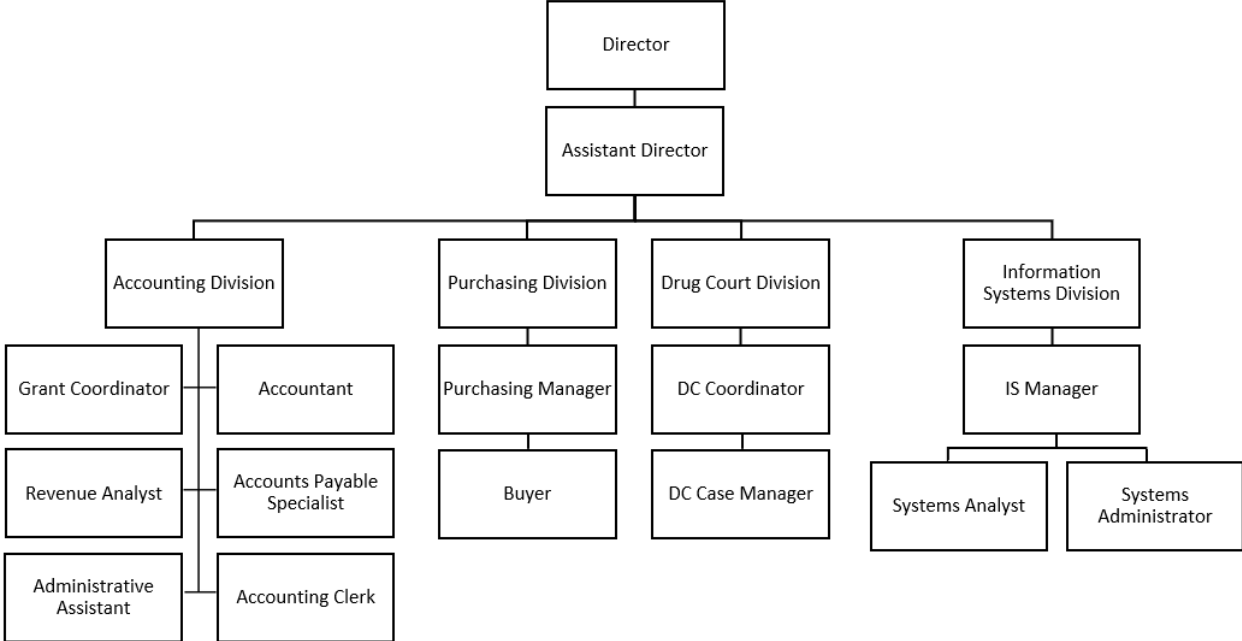
EXPENDITURE SUMMARY

	2019	2020	2020	2021
	Actual	Amended	Estimated	Budget
General Fund (100)				
Accounting/Purchasing (133)				
Salaries & Benefits	\$ 880,344	\$ 786,901	\$ 839,764	\$ 881,800
Materials & Supplies	30,087	30,500	26,465	31,500
Education, Travel and Training	24,641	30,000	3,773	30,000
Utilities	5,520	6,000	3,556	6,000
Contract Services	26,448	48,700	37,535	45,245
Internal Charges	(582,778)	(454,507)	(454,507)	(547,342)
Capital Outlay	6,998	6,000	3,771	6,000
Other Expenses	3,364	7,400	4,267	8,000
Reimbursements	(5,500)	(5,250)	(5,250)	(5,250)
	<u>389,125</u>	<u>455,744</u>	<u>459,374</u>	<u>455,953</u>
Information Systems (136)				
Salaries & Benefits	277,193	288,299	287,300	297,133
Materials & Supplies	1,068	2,200	1,714	2,200
Education, Training & Travel	1,638	7,000	1,251	7,000
Utilities	33,724	26,000	19,646	24,000
Repairs & Maintenance	111	900	125	900
Contract Services	206,379	198,107	211,562	243,069
Internal Charges	(322,083)	(331,608)	(331,608)	(363,408)
Capital Outlay	1,818	5,000	3,029	4,000
Other Expenses	-	200	125	200
	<u>199,849</u>	<u>196,098</u>	<u>193,144</u>	<u>215,094</u>
Total Expenditures	<u>588,974</u>	<u>651,842</u>	<u>652,518</u>	<u>671,047</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 working 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 2020

- Implemented safety protocols to mitigate exposure of COVID-19 to ensure a safe workplace for employees and visitors
- Utilized online meeting resources to host employee council meetings, new hire orientation, and other employee interactions which were affected by the COVID-19 pandemic
- Coordinated open enrollment for employees to participate in the Cafeteria Plan, Medical, and Dental benefit plans. Added a new voluntary program offering vision coverage to the group benefit plan. Enriched life insurance benefits for retirees
- Developed the Parish of Caddo Equal Employment Opportunity Plan to ensure the opportunity for full and equal participation of men and women in the workplace, regardless of race, color, or national origin
- Managed the United Way Campaign
- Created Human Resources site on Caddo SharePoint containing documents, forms, policies, announcements, event calendar, training links, and an HR Effectiveness Survey to better serve employees
- Implemented new KRONOS Workforce Ready user interface
- Implemented cloud-based solution to streamline and efficiently manage employee and applicant job skills testing
- Recognized and recommended the ACT WorkKeys National Career Readiness Certificate (NCRC) credential as an indicator of workplace skills
- Reviewed and revised the Parish of Caddo Personnel Policies, Rules and Regulations

DEPARTMENT OF HUMAN RESOURCES

NARRATIVE

- Reviewed proposals and selected a Third-Party Administrator for Workers Compensation and General Liability claims administration

GOALS FOR 2021

- Implement online solution for administration and compliance of the FMLA program to ensure adherence to all applicable requirements and laws
- Ensure all staff participate in National SHRM in order to have access to resources needed to perform assigned tasks and to take advantage of opportunities to prepare for Professional in Human Resources (PHR) certification
- Closely monitor Benefit Plans to ensure plans meet the needs of the Parish
- Review and revise the Parish of Caddo Personnel Policies, Rules and Regulations as needed
- Routinely visit departments to answer any questions concerning employee benefits and HR issues and provide any other information as necessary
- 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 – the employees

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
Employees in Department	5	5	5
Cost per Hire	\$341	\$341	\$341
Pre-Disciplinary Conferences	12	8	8
Section 125 Participation	139	139	145
Percent Employees Enrolled in Health Plan	72%	75%	75%
Turnover	12%	11%	10%

DEPARTMENT OF HUMAN RESOURCES

NARRATIVE

<u>Workload Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
Applications Accepted	882	796	851
Work-related Accidents	56	30	40

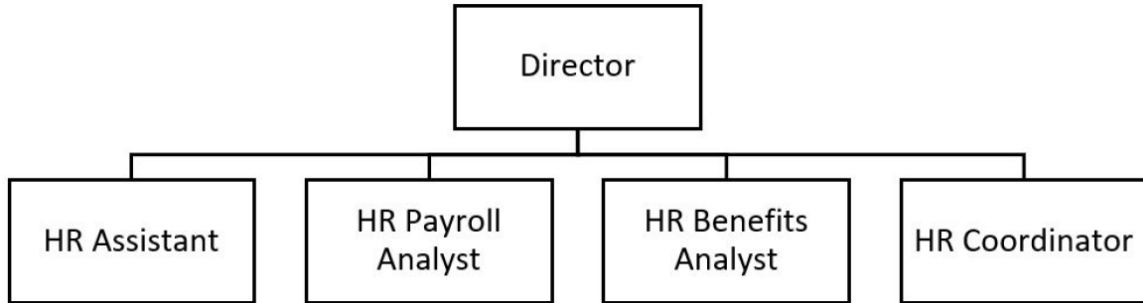
EXPENDITURE SUMMARY

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
General Fund (100)				
Human Resources (132)				
Salaries & Benefits	\$ 360,364	\$ 395,749	\$ 370,457	\$ 376,453
Materials & Supplies	9,184	11,800	11,609	11,800
Education, Training & Travel	11,063	20,000	14,037	20,465
Utilities	2,379	3,000	2,483	3,000
Contract Services	21,559	48,492	38,003	46,326
Internal Charges	(224,423)	(260,651)	(260,651)	(267,473)
Capital Outlay	3,755	3,600	3,591	3,600
Other Expenses	10,508	9,400	8,356	10,625
Total Expenditures	194,389	231,390	187,885	204,796

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

The Department of Public Works continues to face the challenge of maintaining Caddo Parish's growing and maturing road, bridge and drainage infrastructure. The Department continues to utilize best management practices and improved technology to overcome the large increase in costs due mainly to the 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 16,347.23 tons of solid waste from eighteen compactor sites located throughout the Parish. Through recycling of scrap metal, aluminum cans and used appliances, the Solid Waste Division has generated \$81,636.73 in additional revenue. They also recycled 374.35 tons of paper and 107.77 tons of plastic, generated \$4,027.15 in additional revenue, and saved the Parish an additional \$16,329.40 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 eighteen compactor sites. In addition, the Department has collected 5,712 tires to be recycled and has partnered with the Caddo Parish Sheriff's Department in collecting 69,650.00 pounds of trash from 278.6 miles of Parish roads and rights-of-way.

Industrial Development

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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

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 2020, the Public Works Permit Section has issued 89 municipal addresses. A total of 1,972 municipal addresses have been issued to date. In 2020, a total of 28 Culvert Permits have been issued. A total of 620 culverts permits have been issued and installed to date. Also, a total of 12 Right-of-Way Permits have been issued in 2020. 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 August 2019, Caddo Parish, which includes several municipalities, has 687 policies in effect with a combined coverage of over \$175,535,900. The efforts of the Public Works and Engineering Departments are enhanced by its continuing efforts to help citizens that have experienced flood damage. Caddo continues to advance in flood prevention and outreach to the citizens of Caddo Parish. Outreach efforts are to explain and educate citizens on the need for flood insurance and show proven efforts by the Parish and citizens that will reduce flood risk.

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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

\$200,000. The efforts of the Public Works/Engineering Department has resulted in Caddo Parish being rated a “Storm Ready Parish” for 2012 – 2015.

Storm Water Management

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

Capital Projects

The “Road Treatment Program” is the Department’s largest capital project consisting of 65 road repair projects covering 40.4 miles throughout the Parish. The program funding was maintained to accelerate improvements, reduce repair cycle, and cover increasing material costs. Also, the principals of value engineering are used to extract maximum use of taxpayers' dollars and stay within budget. Value engineering resulted in better prices and has afforded the department more funds for overlay and rehabilitation of roads. Public Works incorporated other capital projects into the Road Treatment Program and eliminated additional fees by staying with the design requirements and working within the existing right-of-way.

Some of the other large capital projects during 2020 consist of the Parish-wide right-of-way tree trimming, construction of two bridges on Pine Hill Rd and Keithville Springridge Rd and design of a new structure on Mayo Rd.

Transportation in Caddo Parish is vital to our economy and to our quality of life. Bridges allow access to parts of the parish that would otherwise be cut off by natural structures like bayous, lakes, and creeks. The Parish maintains 166 DOTD classified bridges throughout the Parish. Only 12% of those structures are posted, which are restricted to carrying loads less the designed weight. In the past ten years, Public Works has replaced 19 bridges worth over \$10 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 18th 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 68 properties, reclaiming for local taxing authorities \$130,176 in sales revenue. In this same cycle period, 44 parcels were redeemed, collecting over \$107,009 in past-due taxes. To date, Public Works has taken 2,998 applications and returned 1,663 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 \$6,027 in down payments and \$1,620 in monthly payments, on the repayment of \$64,517 in delinquent taxes. To date, this has resulted in the collection of \$166,344 in down payments and \$50,617 in monthly installment payments, on the repayment of \$1,452,908 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 2,897 Parish adjudicated properties listed for sale online.

Growing Concern on the Availability of Drinking Water

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

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

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 also been involved with the creation of an ordinance regulating certain areas of oil and gas drilling within the Parish.

Property Standards

The problem of Property Standards within Caddo Parish is an ongoing concern. The Caddo Parish Commissioners and the Department of Public Works and Engineering have received an increasing number of complaints concerning property standards. In response, the Public Works Department has budgeted for the removal of old dilapidated and abandoned buildings within the Parish. Since the adoption of Property Standards within Caddo Parish there have been over 1,200 formal complaints made. Over 1,000 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 41,789 hauling permits and 578 citations. As of September 2020 to present this Section has issued 2,623 permits and 20 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 2020 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 2020. Many departmental improvements have been made in the last year to improve working conditions and update departmental procedures. Parish wide equipment utilization program has been able to reduce under-utilized equipment to less than 28%. An automated sand bagging machine has been added to the department. A concrete pad has been added for the sand bagging operation. Fleet Service has maintained its recognition by the National Institute for Automotive Excellence and their Blue Seal of Excellence status.

The Traffic Engineering/Sign Shop plays an important part in insuring the citizens of Caddo Parish have safe roads to travel on. This division also provides quality signing for outside governmental agencies and some non-profit organizations throughout Caddo Parish. Over 1,540 signs have been fabricated, installed, or replaced in 2020. 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 2020

- Road Treatment Program treated 65 roads totaling 40.4 miles
- Road Striping (6.8 miles)
- Deepwoods Dr., Windermere Subdivision, & Greenwood Heights drainage improvements
- Bridges replacement design completed for Mayo Rd and Keithville Springridge Rd #2
- Bridge replacement construction completed for Pine Hill Road
- Adjudicated Property – Collection, Sale, and Donation
- Solid Waste Department, through recycling scrap metal and used appliances, has brought in \$81,636.73 in extra revenue; through recycling 374.35 tons of paper and 107.77 tons of plastic,

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

generating \$4,027.15 in additional revenue, thus saving the Parish more than \$16,329.40 in landfill tipping fees

- Solid Waste Department, through the Parish Work Release Program, collected litter and trash pick-up along 278.60 miles of road and removed 69,650 pounds of trash. This program has significantly contributed to the “Keep Louisiana State Clean” Initiative.
- Solid Waste Department collected, transported and disposed of approximately 16,347.23 tons of solid waste from eighteen 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 1,540 traffic, notification, or other agency signs

GOALS FOR 2021

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

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

EXPENDITURE SUMMARY

	2019	2020	2020	2021
	Actual	Amended	Estimated	Budget
Public Works Fund (200)				
Road Administration				
Salaries & Benefits	\$ 1,122,027	\$ 1,334,127	\$ 1,181,050	\$ 1,230,772
Materials & Supplies	23,420	36,000	21,524	35,000
Education, Training & Travel	14,578	20,000	3,526	19,000
Utilities	10,419	12,000	9,758	12,000
Repairs & Maintenance	2,562	8,000	4,569	8,000
Contract Services	221,309	221,561	115,292	220,039
Statutory Charges	5,257	25,000	6,852	25,000
Internal Charges	212,526	215,413	215,413	233,748
Capital Outlay	2,444	21,000	9,720	21,000
Other Expenses	14,609	30,000	16,844	29,000
	<u>1,629,150</u>	<u>1,923,101</u>	<u>1,584,548</u>	<u>1,833,559</u>
Fleet Services (431)				
Salaries & Benefits	550,975	585,741	594,147	664,490
Materials & Supplies	(659,638)	(512,500)	(381,213)	(564,100)
Education, Training & Travel	23	4,000	1,495	3,000
Utilities	28,746	39,000	32,753	37,000
Repairs & Maintenance	500,827	535,000	484,695	534,000
Contract Services	2,933	9,867	7,865	9,843
Internal Charges	(26,527)	(8,972)	(33,088)	(28,003)
	<u>397,340</u>	<u>652,136</u>	<u>706,654</u>	<u>656,230</u>
Road Maintenance (Drainage) (441-30)				
Materials & Supplies	8,325	20,000	8,625	17,000
Contract Services	486,078	589,628	568,738	619,295
Statutory Charges	403	500	500	500
Internal Charges	174,501	178,344	178,344	181,707
	<u>669,308</u>	<u>788,472</u>	<u>756,207</u>	<u>818,502</u>
Road Maintenance (Capital Improvements) (441-31)				
Materials & Supplies	14,253	20,000	8,523	15,000
Contract Services	100,324	84,907	84,797	84,564
Internal Charges	110,809	111,790	111,790	115,591
	<u>225,387</u>	<u>216,697</u>	<u>205,110</u>	<u>215,155</u>

DEPARTMENT OF PUBLIC WORKS

NARRATIVE

	<u>2019 Actual</u>	<u>2020 Amended</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
Road Maintenance (North) (441-51)				
Salaries & Benefits	1,033,473	1,161,368	893,838	1,148,012
Materials & Supplies	294,123	400,000	228,377	381,500
Education, Training & Travel	600	4,000	851	3,000
Utilities	40,494	51,500	43,576	52,200
Repairs & Maintenance	183,356	228,800	188,835	220,800
Contract Services	61,929	139,000	88,879	138,000
Internal Charges	34,492	36,597	36,597	36,405
	<u>1,648,466</u>	<u>2,021,265</u>	<u>1,480,953</u>	<u>1,979,917</u>
Road Maintenance (South) (441-52)				
Salaries & Benefits	1,071,326	1,356,546	1,249,707	1,315,016
Materials & Supplies	260,078	406,000	244,432	391,000
Education, Training & Travel	160	4,000	1,362	4,000
Utilities	41,055	56,500	41,951	56,500
Repairs & Maintenance	210,297	270,000	220,261	265,000
Contract Services	119,589	160,700	106,652	160,700
Internal Charges	36,470	38,126	38,126	37,935
	<u>1,738,975</u>	<u>2,291,872</u>	<u>1,902,491</u>	<u>2,230,151</u>
Commercial Vehicle Enforce Unit (441-53)				
Salaries & Benefits	144,775	150,749	136,828	154,996
Materials & Supplies	11,742	15,000	9,728	15,000
Education, Training & Travel	25	5,000	773	5,000
Utilities	2,604	5,000	2,606	5,000
Repairs & Maintenance	1,791	7,000	4,885	6,000
Contract Services	6,317	25,150	12,642	22,150
	<u>167,255</u>	<u>207,899</u>	<u>167,462</u>	<u>208,146</u>
	<u>6,475,880</u>	<u>8,101,442</u>	<u>6,803,425</u>	<u>7,941,660</u>
Solid Waste Fund (240)				
Compactor System Operations (423)				
Salaries & Benefits	1,253,424	1,577,949	1,342,130	1,483,379
Materials & Supplies	128,512	147,500	120,840	153,000
Education, Training & Travel	1,514	3,000	256	3,000
Utilities	53,414	64,000	48,185	64,000
Repairs & Maintenance	156,735	145,000	114,272	180,000
Contract Services	918,287	1,016,628	933,383	1,155,295
Internal Charges	269,252	278,829	278,829	286,618
Capital Outlay	3,360	15,000	5,706	15,000
Other Expenses	38,375	60,000	29,094	55,000
	<u>2,822,872</u>	<u>3,307,906</u>	<u>2,872,695</u>	<u>3,395,292</u>

DEPARTMENT OF PUBLIC WORKS

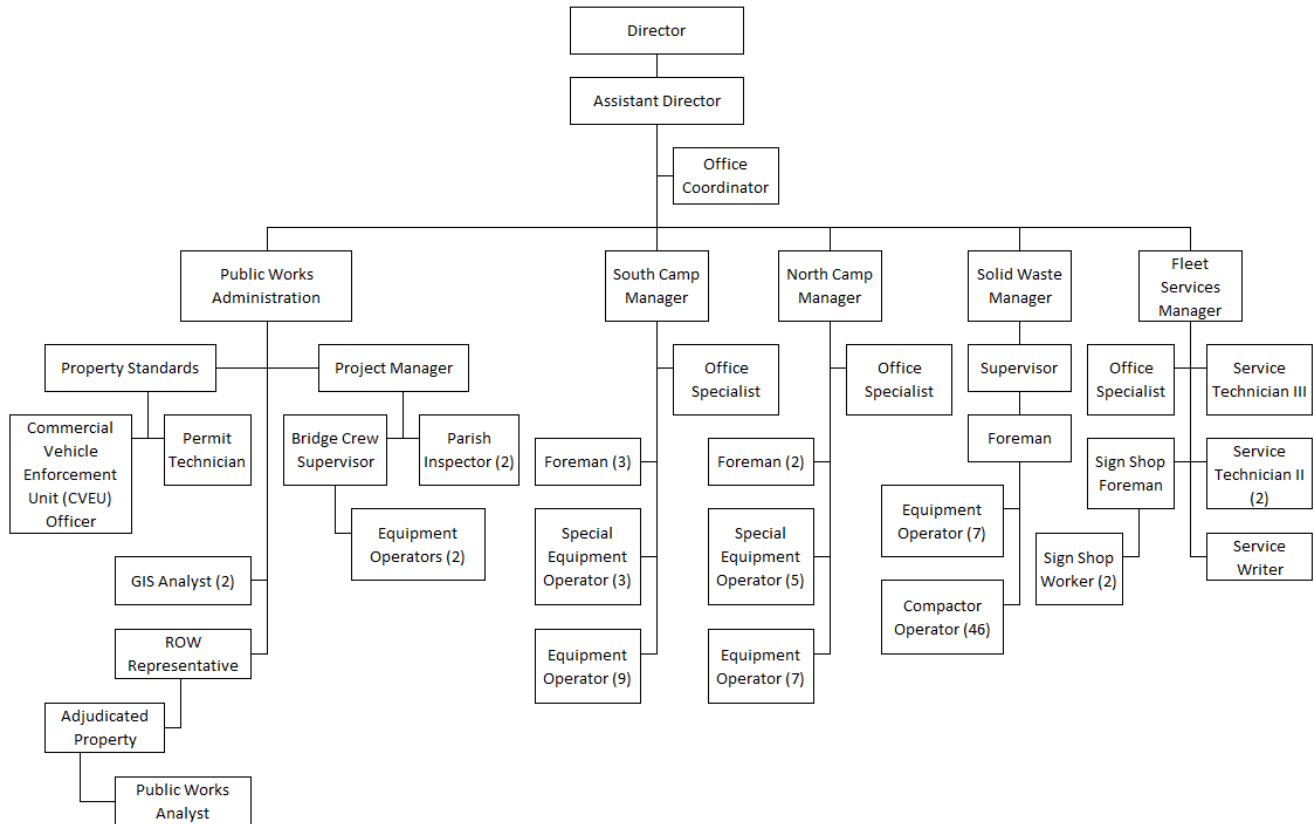
NARRATIVE

	2019 Actual	2020 Amended	2020 Estimated	2021 Budget
Code Enforcement (424)				
Salaries & Benefits	64,182	65,621	62,575	67,553
Materials & Supplies	1,162	8,000	1,503	8,000
Education, Training & Travel	-	5,000	462	4,000
Utilities	733	2,500	1,318	2,500
Repairs & Maintenance	1,756	3,000	1,262	3,000
Contract Services	132,990	380,000	39,260	355,000
	200,823	464,121	106,380	440,053
	3,023,695	3,772,027	2,979,075	3,835,345
Total Expenditures	9,499,575	11,873,469	9,782,500	11,777,005

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.

COVID -19 Response

The Facilities and Maintenance Department has and continues taking on many challenges through this difficult time of COVID-19, our team has shown tremendous dedication and commitment. Facilities and Maintenance has taken on the task of ensuring the disinfecting/sanitizing of all Parish buildings and maintaining a commitment of safety for the Citizens and Employees of Caddo Parish. Government Plaza has been completely sanitized twice by an outside contractor. We reached out to our vendors to obtain hand sanitizer, disinfectant spray, disinfectant wipes, hands-free sanitizing stations, thermo imaging temperature reading devices all when supplies were hard to come by. Our team delivered masks to Commissioners for constituents throughout the Parish, and built and acquired sneeze guards for numerous locations in Parish buildings. We also installed an air purification system in the Chambers at Government Plaza. We are operating in a “new normal” and Facilities and Maintenance is up for the challenge.

Facility Renovation

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

Construction Management

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

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

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

Environmental Services Facility Care

The Environmental Services workforce is among the "Unsung Heroes" of the Facilities and Maintenance Department. They work behind the scenes in providing facility care at a level that has made the Parish facilities a "showcase" among state owned facilities. 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 2020

- Completed security and camera upgrades at Juvenile Court buildings
- Completed the install of the new ice machine at Juvenile
- Completed the upgrade of the phone system at the Vivian Health Unit
- Completed the re-pavement of the parking lot at LSU Extension
- Completed the security upgrades (Servers/Cameras) at Caddo Correctional Center
- Replaced all 911 radios

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

TO BE COMPLETED BY 2020 YEAR END

Unless unforeseen circumstances prevent progress due to COVID-19

- Roof replacement at CCAA – David Raines – Francis Bickham Building
- Tax Assessor lobby renovation
- CCAA retaining wall
- Court House boiler replacement
- Juvenile Detention HVAC replacement
- Parks office renovation
- David Raines (director building renovation, added drainage, restroom remodel, new canopy)
- Earl Williamson fishing pier replacement
- CCC transfer switch installation

Noteworthy Accomplishments

Over the course of this past year, the men and women of the department have again raised the performance bar and the results were impressive. The Department had a very productive year in all areas of our operations. For example, the department was able to accomplish several in-house projects utilizing parish personnel, which saved the taxpayers of Caddo Parish thousands of dollars in capital project money. Through astute negotiations with local contractors, seventeen projects were completed at a cost savings of approximately \$123,480 below the 2019 capital budget appropriations.

Secondly, the Department of Facilities and Maintenance continued to focus on reducing the overall energy usage throughout the Parish. This initiative involved the continued replacement of less efficient facility light fixtures with new LED light fixtures. In addition to lowering the energy used to light facilities, we constantly examine ways to reduce our demand for natural gas by fine-tuning 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.

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

PRODUCTIVITY GOALS FOR 2021

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

MAJOR GOALS FOR 2021

- Replace roof at Caddo Parish Court House
- Earl Williamson electrical upgrade
- Start replacement of air handler unit phase I CCC
- Start replacement of fire sprinkler system phase I CCC
- Start LED lighting retrofit CCC
- Re-Surface drive / upgrade outside lighting to LED Animal Services
- Add kennels and upgrade HVAC and electrical at Animal Services
- Replacement of PTB's at Juvenile
- HVAC upgrade CCAA

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

EXPENDITURE SUMMARY

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
General Fund (100)				
Coroner Building (161-63)				
Utilities	\$ 19,801	\$ 26,000	\$ 19,444	\$ 26,000
Repairs & Maintenance	4,103	12,000	3,960	12,000
Contract Services	16,558	20,500	16,908	20,725
Internal Charges	3,086	3,261	3,261	3,157
	<u>43,548</u>	<u>61,761</u>	<u>43,573</u>	<u>61,882</u>
LSU Extension Bldg (161-64)				
Utilities	7,613	8,400	6,484	9,800
Repairs & Maintenance	1,882	6,000	6,047	6,000
Contract Services	8,243	11,050	10,666	11,310
Internal Charges	7,537	7,721	7,821	7,717
	<u>25,275</u>	<u>33,171</u>	<u>31,018</u>	<u>34,827</u>
Archives (161-65)				
Contract Services	<u>79,966</u>	<u>77,000</u>	<u>81,300</u>	<u>85,000</u>
David Raines Comm Center (161-69)				
Salaries & Benefits	6,533	5,770	6,995	6,500
Utilities	62,053	60,500	53,955	69,000
Repairs & Maintenance	27,068	28,000	15,126	28,000
Contract Services	26,012	29,700	27,036	29,700
Internal Charges	12,732	14,693	13,843	14,397
Reimbursements	(61,692)	(65,390)	(59,630)	(65,390)
	<u>72,707</u>	<u>73,273</u>	<u>57,325</u>	<u>82,207</u>
	<u>221,496</u>	<u>245,205</u>	<u>213,216</u>	<u>263,916</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
Building Maintenance Fund (210)				
Forcht Wade (161-17)				
Repairs & Maintenance	-	-	4,875	5,000
Courthouse (161-61)				
Salaries & Benefits	2,339,749	2,401,025	2,390,152	2,589,245
Materials & Supplies	149,557	172,450	155,705	172,450
Education, Training & Travel	3,750	25,000	1,843	20,000
Utilities	604,501	717,500	558,383	690,000
Repairs & Maintenance	257,124	260,500	255,863	263,000
Contract Services	431,671	473,348	425,258	482,955
Statutory Charges	4,082	17,400	8,844	10,000
Internal Charges	129,098	131,012	125,041	138,997
Capital Outlay	2,672	8,000	7,456	8,000
Other Expenses	24,816	26,000	24,816	26,000
	<u>3,947,021</u>	<u>4,232,235</u>	<u>3,953,361</u>	<u>4,400,647</u>
Francis Bickham (161-66)				
Utilities	50,916	72,800	55,208	67,800
Repairs & Maintenance	51,456	42,200	35,804	42,200
Contract Services	3,236	4,800	3,696	4,800
Internal Charges	17,048	17,924	17,924	17,406
	<u>122,656</u>	<u>137,724</u>	<u>112,632</u>	<u>132,206</u>
Government Plaza (161-68)				
Utilities	89,016	90,000	84,713	90,000
Repairs & Maintenance	31,325	25,000	28,881	25,000
Contract Services	40,964	57,000	55,845	57,000
Internal Charges	26,447	27,949	27,949	27,061
	<u>187,752</u>	<u>199,949</u>	<u>197,388</u>	<u>199,061</u>
Veterans Affairs Building (161-75)				
Utilities	6,126	13,000	12,403	13,000
Repairs & Maintenance	2,510	3,500	2,712	3,500
Contract Services	5,950	10,000	6,600	8,000
	<u>14,586</u>	<u>26,500</u>	<u>21,715</u>	<u>24,500</u>
	<u>4,272,015</u>	<u>4,596,408</u>	<u>4,289,971</u>	<u>4,761,414</u>

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

	2019 Actual	2020 Budget	2020 Estimated	2021 Budget
Detention Facilities Fund (225)				
 Caddo Correctional Center (161-67)				
Salaries & Benefits	1,192,011	1,233,060	1,218,343	1,256,391
Materials & Supplies	211,373	232,600	236,216	232,600
Education, Training & Travel	3,310	3,000	1,141	3,000
Utilities	903,086	1,069,000	930,106	1,019,000
Repairs & Maintenance	210,563	242,000	220,244	243,000
Contract Services	265,592	275,429	290,049	264,913
Charges	7,518	33,300	9,954	10,000
Internal Charges	632,064	661,560	652,961	663,258
Capital Outlay	2,241	8,000	2,708	8,000
Other Expenses	11	-	-	-
	3,427,772	3,757,949	3,561,722	3,700,162
 Juvenile Justice Fund (260)				
 Juvenile Justice Bldgs (161-62)				
Salaries & Benefits	112,259	125,835	122,688	129,103
Materials & Supplies	1,387	4,100	1,115	2,600
Utilities	196,512	207,000	194,506	207,000
Repairs & Maintenance	110,871	97,000	88,559	97,000
Contract Services	74,839	63,850	59,748	64,850
Internal Charges	30,722	33,826	28,131	33,271
Capital Outlay	-	2,500	745	1,500
	526,590	534,111	495,492	535,324

DEPARTMENT OF FACILITIES AND MAINTENANCE

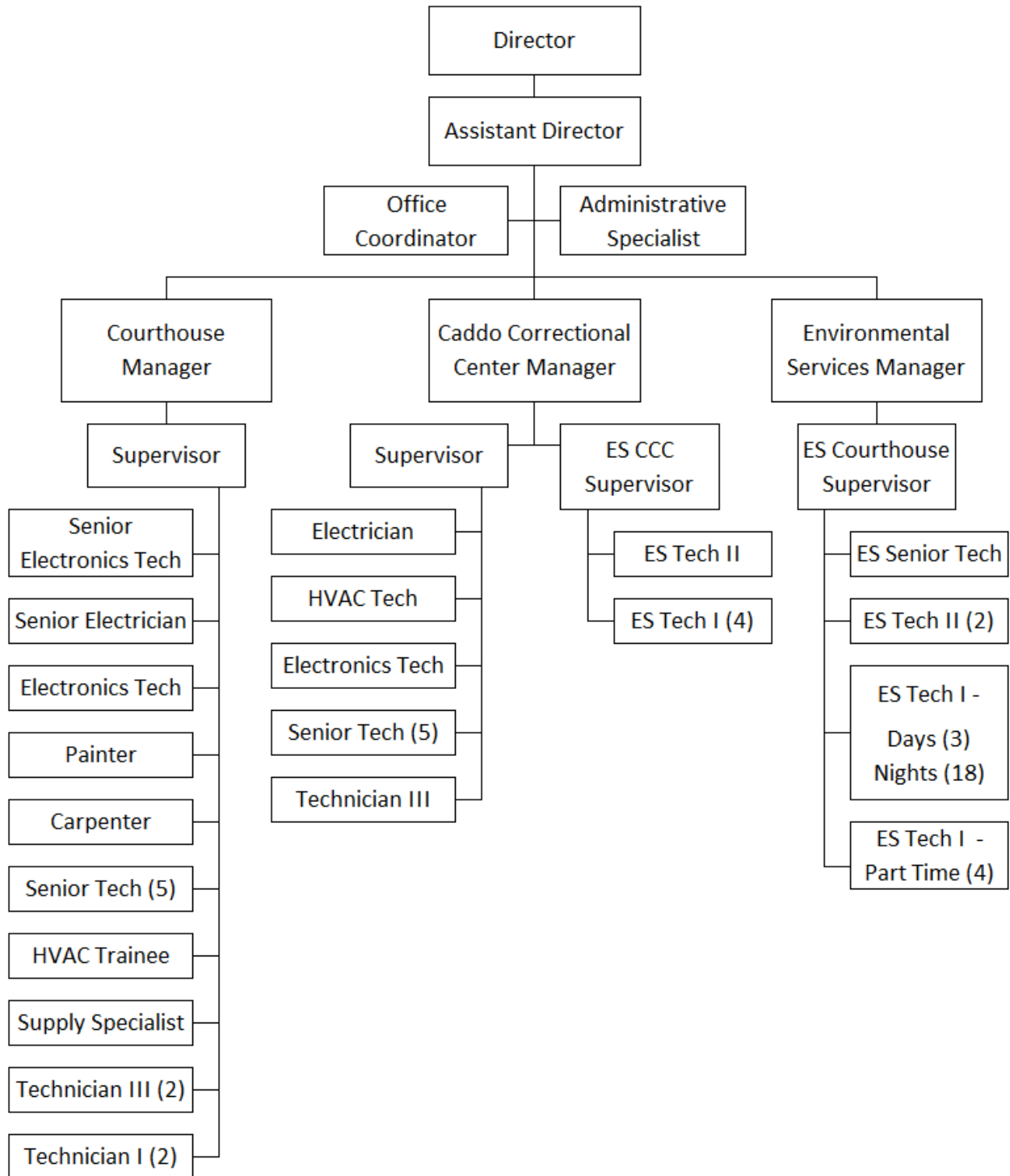
NARRATIVE

	2019 Actual	2020 Budget	2020 Estimated	2021 Budget
Health Tax Fund (270)				
Shreveport Regional Lab (161-11)				
Salaries & Benefits	1,338	1,378	1,378	1,447
Utilities	9,555	18,500	9,416	13,000
Repairs & Maintenance	1,299	10,500	4,352	5,000
Contract Services	700	800	760	800
Internal Charges	12,138	12,816	12,816	12,446
	25,030	43,994	28,722	32,693
Highland Health Unit Complex (161-14)				
Salaries & Benefits	316,700	324,694	329,319	334,840
Materials & Supplies	9,101	14,000	7,820	10,000
Utilities	107,822	118,500	113,603	118,500
Repairs & Maintenance	46,303	52,000	45,424	52,000
Contract Services	10,281	13,891	11,103	18,785
Statutory Charges	2,898	8,700	4,898	5,000
Internal Charges	121,998	126,733	126,018	126,548
	615,105	659,018	638,185	665,673
Vivian Health Unit (161-15)				
Salaries & Benefits	37,952	39,405	39,113	40,572
Materials & Supplies	-	350	298	-
Utilities	16,193	17,600	13,578	17,600
Repairs & Maintenance	5,623	6,000	4,685	6,000
Contract Services	819	1,050	933	1,150
Internal Charges	2,591	4,334	2,734	2,615
Capital Outlay	-	200	-	-
	63,179	68,939	61,341	67,937
David Raines Comm Center (161-69)				
Repairs & Maintenance	33,390	33,390	33,390	33,390
	736,703	805,341	761,638	799,693
Total Expenditures	9,184,575	9,939,014	9,322,039	10,060,509

DEPARTMENT OF FACILITIES AND MAINTENANCE

NARRATIVE

ORGANIZATIONAL CHART





DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

The Department of Parks and Recreation is responsible for providing quality of life/leisure services to Caddo Parish citizens and visitors. The department maintains sixteen 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. Program Pillars include recreation/health and wellness, athletics, nature, and education.

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

In an abundance of caution to keep Caddo Parish patrons and staff safe during the COVID-19 pandemic throughout the 2020 calendar year, Caddo Parish Parks and Recreation created a diverse slate of virtual, online programs/activities, and social distancing programs for youth, adults, and families. As parks and recreation transitions into the “New Normal,” 2021 programming trends will be focused on virtual / remote learning programs (nature, recreation/health and wellness), Esports, augmented reality, drive-in events and more.

Caddo Parish public parks, green space, trails, and walking paths will continue to provide a nature connection with Caddo Parish citizens, as well as opportunities for physical activities, which reduces stress and improves overall quality of life.

MAJOR ACCOMPLISHMENTS IN 2020

Park Improvements

- Betsy D. Smith Park - Installed new playground system, border, rubber mulch surfacing and park signage and resurfaced asphalt walking trail
- Earl G. Williamson Park - Installed new floating pier and upgraded electrical, mechanical and plumbing systems
- Eddie D. Jones Park - Upgraded park signage, trail maps, markers and display cases throughout park
- Richard Fleming Park - Replaced all existing bollards and install 161 new 4' composite bollard lines/cross ties

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Town of Greenwood - Installed new swing sets and playground rubber mulch surfacing. Added cover shading over existing playground equipment. Completed electrical upgrades and grading in Greenwood Industrial Park
- Village of Belcher - Installed new playground sensory panels. Installed 2 playground shade structures over existing playground units
- Village of Gilliam - Installed new playground rubber mulch surfacing and borders
- Village of Mooringsport - Installed new playground system, swings, borders, rubber mulch surfacing. Used old/existing tennis courts to create two basketball courts (new goals and backboards)
- Walter B. Jacob Memorial Nature Park - Installed new park entrance sign. Upgraded park trail maps and kiosks display cases. Repaired hiking / trail bridges
- General Park System Improvements - Replaced 62 trash receptacles throughout park system

Nature

- Launched the Clean Parks Campaign, in conjunction with Shreveport Green. The Clean Parks Campaign establishes year-round staff/volunteer program initiatives that improves the cleanliness and beautification of the Caddo Parish park system.
- Awarded the 2020 National Association of Counties (NACo) Achievement Award for program titled “Community Gardens; Impact on Urban Communities” in the category of Parks and Recreation
- “Bugs, Bats, & Bones” was awarded Outstanding Event of 2019 (February 26, 2020) by the Region 6 Division of the National Association of Interpretation. Six state region includes local, state, public and private organizations from Arkansas, Kansas, Louisiana, Missouri, Oklahoma, and Texas
- Hosted annual Owl Night event at Walter B. Jacobs Memorial Park, with over 2,000 attendees

Recreation

- Received official proclamation from Caddo Parish Commission, recognizing month of July as Park and Recreation Month in the Parish of Caddo

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Awarded \$10,000 mini grant from National Recreation and Parks Association, in support of Parks and Recreation agencies that have been impacted by Covid-19 and who would normally provide snacks and/or meal programs for youth during Summer 2020.
- Established affiliation agreement with National Recreation and Park Association (NRPA) to facilitate evidence-based, physical activity programs for adults/seniors. Programs include:
 - Active Living Everyday Program, an arthritis intervention program for adults/seniors that teaches inactive individuals to become and stay physically active
 - Fit and Strong Program, a physical activity and behavior-change program for adults/seniors with arthritis diagnosis and/or lower-extremity mobility challenges (March–December)
- Facilitated live/recorded virtual recreation and wellness programs/activities for youth, adults and families:
 - Fitness Classes
 - Chair Aerobic Classes
 - Zumba Classes
 - Dancing in the Park Events
 - Fitness in the Park Events
- Partnered with Willis Knighton Health System and Ochsner LSU Health Shreveport in providing health and wellness virtual programs for citizens of Caddo Parish
- Established official partnerships and/or MOU agreements with Centenary College and Salvation Army Boys and Girls Club

Athletics

- Established affiliation agreements with major professional sport organizations
 - Major League Baseball-Revitalizing Baseball in the Inner City (RBI) Program
 - National Basketball Association-Jr. NBA Program
- Established partnership with Mt. Hermon Sports Association (Galilee Baptist Church), to co-facilitate youth/adult sport leagues and clinics (T-ball / baseball, basketball, volleyball and soccer clinics)

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Partnered with Caddo Parish Schools and Contender Esports Gaming Center to establish new High School Esports League. Participating high schools for 2020 included: Caddo Magnet, Captain Shreve, CE Byrd, Northwood, Southwood, and Huntington
- Caddo Parish Parks and Recreation, in conjunction with Whataburger and Shreveport Coca-Cola served as title sponsor of the 2020 Caddo Middle School Girls and Boys Basketball Playoffs / Championships. As title sponsor, Caddo Parish Parks and Recreation provided apparel, trophies, post-game meals, and other game day experience amenities in which over 2,400 fans attended.

Staff

- Director, Patrick Wesley completed 2020 National Association of Counties (NACo) Leadership Academy
- Assistant Director, Doug Rainwater received Playground Safety Inspector Certification (CPSI)
- All nature park naturalist and technicians are Certified Interpretive Guide trained

GOALS FOR 2021

- Complete Parks and Recreation Master and Strategic Plan (2021-2036)
- Complete Community Relations and Marketing Plan
- Host a Commission for Accreditation of Parks and Recreation Agencies (CAPRA) training workshop (live or virtual) for park and recreation employees, administration, commissioners and village/township Mayors parish-wide
- Develop an official website and related social media platforms; to compliment rebranding efforts, and to better promote department program services / park system amenities available to the general public
- Continue to promote, coordinate, facilitate, or provide recreation, athletics, wellness, and nature programs that serve Caddo Parish needs, support community livability, and encourage greater recreation participation in areas not served by other related providers
- Continue to establish external partnerships with area health agencies to alleviate the growing health disparities of obesity in Caddo Parish

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

- Complete Capital Project upgrades/improvements (park system-wide):
 - Boom or Bust Byway Scenic Viewing
 - Earl G. Williamson Park
 - Greenbrook Park
 - PBS Pinchbeck Park
 - Richard Fleming Park
 - Town of Oil City
 - Village of Ida
 - Walter B. Jacob Nature Park
 - ❖ Additional park system improvements to include piers, boat docks repairs/replacements, new park entry monuments, bathroom upgrades, etc.

- Increase external grant funding (local, state and federal) and sponsorship opportunities

- Provide opportunities for inclusion, ensuring all Caddo Parish citizens have access to the benefits of local parks and recreation

- Improve overall safety, service, and opportunities for all park patrons and visitors

- Increase opportunities for professional development for all full-time department staff through continuing education, certifications and local/regional conference participation (live or virtual)

PERFORMANCE MEASURES

<u>Workload Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
Number of schools served by nature park	64	50	65
Number of classes served by nature park	236	84	240
Groups other than schools served by nature park	94	42	100
Workshops provided/facilitated by nature park	138	38	140
Visitors/outreach contact-WBJ staff	24,610	12,070	25,641
Naturalist calls for professional assistance	250	300	300

DEPARTMENT OF PARKS AND RECREATION

NARRATIVE

Youth recreation, health and fitness programs	10	22	30
Senior recreation, health and fitness programs	7	16	25
Youth athletic programs, leagues, camps / clinics	10	15	26
Special Events and Super Safe Summer programs	9	25	35
Virtual programming contacts	0	4,000	2,000

<u>Workload Indicators</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
Community Garden programs	5	1	1
School garden / nutritional literacy workshops	20	0	10

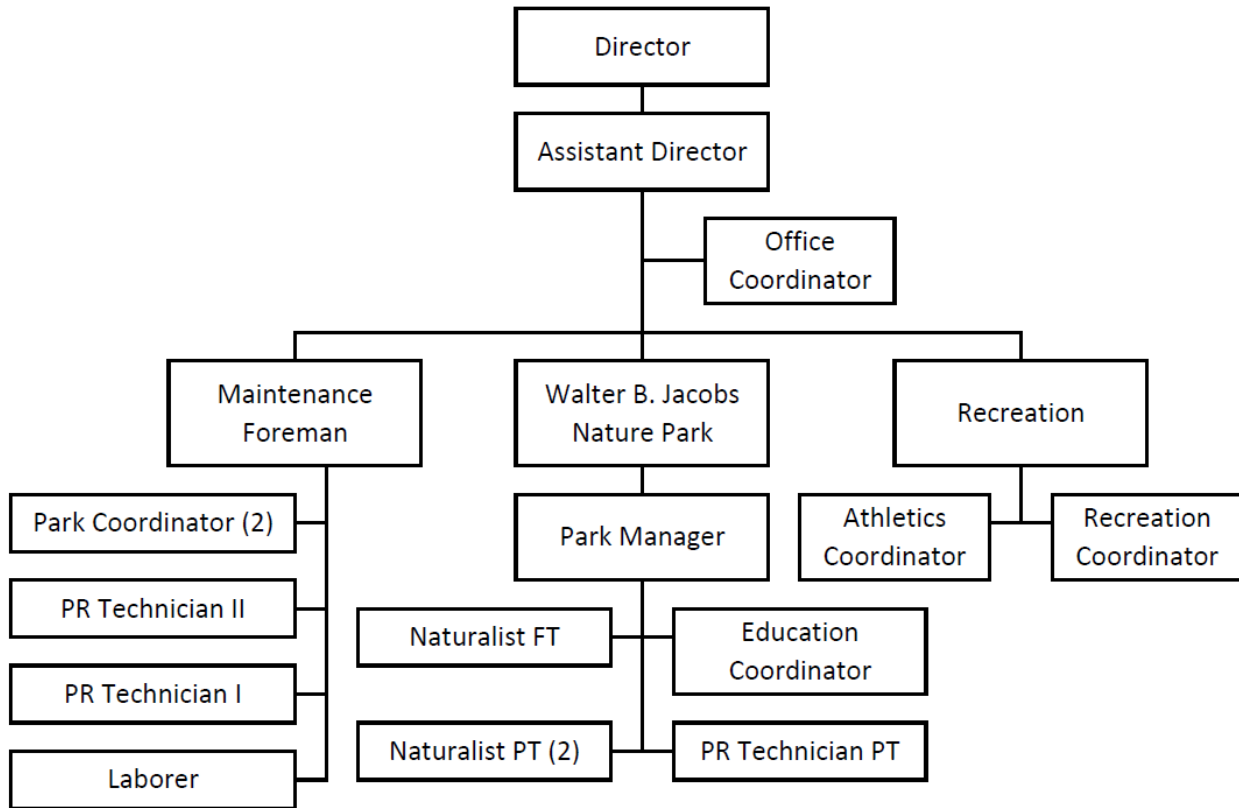
EXPENDITURE SUMMARY

	<u>2019 Actual</u>	<u>2020 Amended</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
Parks & Recreation Fund (230)				
Parks & Recreation (511)				
Salaries & Benefits	\$ 1,146,681	\$ 1,069,020	\$ 1,080,977	\$ 1,172,911
Materials & Supplies	50,114	56,250	48,524	64,520
Education, Training & Travel	16,265	15,000	8,805	16,050
Utilities	65,280	68,500	49,031	63,500
Repairs & Maintenance	68,041	75,000	80,766	75,000
Contract Services	16,303	21,403	17,069	22,240
Statutory Charges	1,248	3,220	1,551	2,000
Internal Charges	117,505	123,374	123,374	126,101
Capital Outlay	1,656	3,500	2,594	11,900
Other Expenses	26,405	24,200	21,089	57,200
Total Expenditures	1,509,499	1,459,467	1,433,780	1,611,422

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.

COVID-19

Of course, with the on-set of COVID-19 in March of 2020, nearly everything changed in Caddo Parish Juvenile Services. Detention continued to operate 24/7, but most of the procedures completely changed to ensure the safety of residents and staff. Court procedures continued for children in detention and for domestic violence protective orders. Most other hearings and trials were delayed until the shutdown ended in May. Slowly, court hearings were re-established and some safety precautions were relaxed. Throughout the remainder of the year, many precautions were still in place. Unfortunately, the staff and families in Juvenile Court and Juvenile Services were impacted by the virus. Several staff members contracted the disease and one staff member lost her life. Like many other agencies and departments in Louisiana, Juvenile Court was affected by the spread of the virus. Nevertheless, as children and families continued to come into court, the staff continued to work as safely as possible while still carrying out the mission of the department.

Raise the Age Act

The State Legislature enacted legislation that went into effect on July 1, 2020. On that date, all 17 year olds arrested in Caddo Parish were processed in Juvenile Court. Previously, 17 year olds were taken to adult court. Based on data, this should mean that approximately 300 cases for 17 year olds will be added to the workload for Juvenile Services each 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,

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

this change should result in a 34% lower recidivism rate by 17 year olds. This worthwhile undertaking was one of the primary focuses of the Department of Juvenile Services in 2020.

Juvenile Detention Center

The Caddo Juvenile Detention Center is a 24-hour a day 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 600 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, an Assistant Manager, five shift supervisors, a licensed professional counselor, a full-time nurse, one administrative staff, 21 security officers, and seven food service employees.

Probation Division

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

Caddo Parish has three juvenile Judges. Thus, there are three sections of Court. The Court also has a Juvenile Drug Court Program, a Family Preservation Court (which deals with adults with substance abuse issues from all areas of Court), a Truancy Court, a Mental Health Court and a 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 2020

- Maintained the detention center population below the capacity of 24 without compromising public safety
- Partnered with the City of Shreveport, Caddo School System and Caddo District Attorney's Office to address truancy and misdemeanor crimes committed by juveniles and overcome statewide funding cuts
- Partnered with regional school systems, churches and civic groups for human trafficking awareness, prevention and intervention, training several thousand local professionals and citizens

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

- Implemented the “Raise the Age” Act, transitioning 17 year olds from the adult Court system to the Juvenile Justice System
- Adjusted all functioning of the detention center, probation and Court to COVID-19 safety precautions

GOALS FOR 2021

- Work with the Caddo School System to expand wrap-around services for children and families at no cost to taxpayers
- Implement a secondary prevention program in conjunction with our local prevention coalition, Thrive
- Expand the use of Trust-Based Relational Intervention throughout the services of the department

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

EXPENDITURE SUMMARY

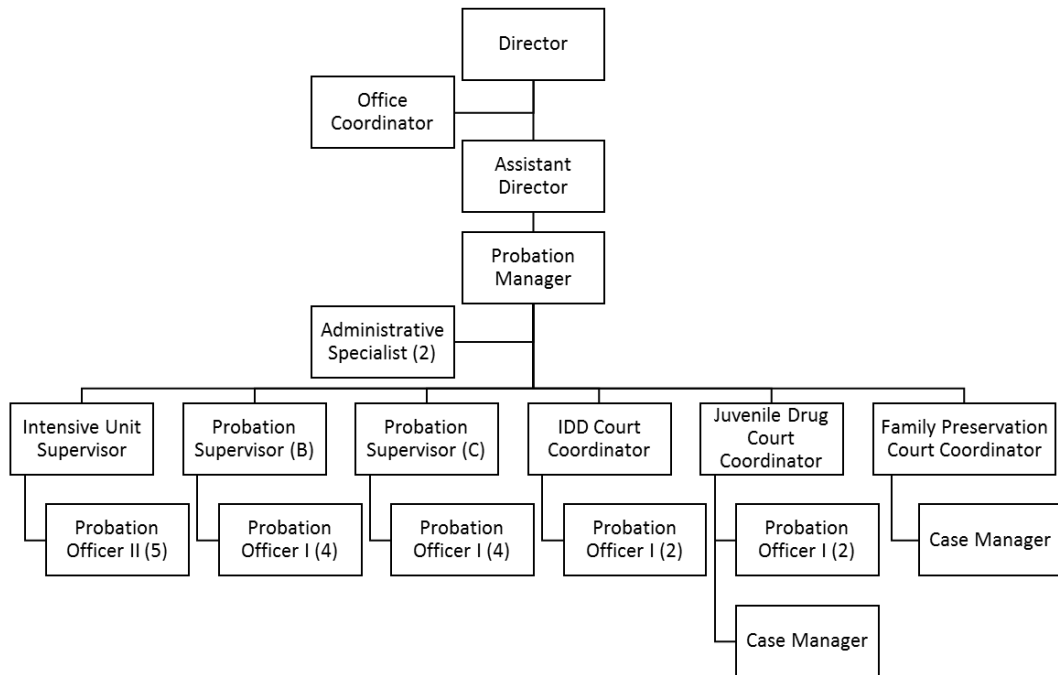
	2019	2020	2020	2021
	Actual	Amended	Estimated	Budget
Juvenile Justice Fund (260)				
Probation Operations (122-22)				
Salaries & Benefits	\$ 2,182,846	\$ 2,424,999	\$ 2,240,255	\$ 2,422,230
Materials & Supplies	58,906	67,600	45,226	65,600
Education, Training & Travel	49,058	30,000	18,625	30,000
Utilities	40,709	50,000	35,186	42,000
Repairs & Maintenance	20,697	25,000	14,427	25,000
Contract Services	278,975	403,436	320,839	333,040
Statutory Charges	2,956	15,000	5,000	5,000
Internal Charges	216,923	222,492	222,492	229,713
Capital Outlay	1,276	3,500	3,000	3,500
Allocations To Other Entities	12,451	18,000	38,844	40,000
Other Expenses	211,705	161,600	177,152	161,600
Grant Programs	362,467	382,564	361,885	377,564
	<u>3,438,967</u>	<u>3,804,191</u>	<u>3,482,931</u>	<u>3,735,247</u>
Juvenile Detention (122-32)				
Salaries & Benefits	2,178,482	2,373,769	2,280,690	2,429,988
Materials & Supplies	24,147	28,000	25,736	28,000
Education, Training & Travel	29,439	36,000	18,526	36,000
Repairs & Maintenance	4,919	2,500	1,308	2,500
Prison Operations	212,181	236,000	211,486	236,000
Contract Services	77,910	90,184	78,614	90,005
Internal Charges	168,300	174,361	174,361	178,844
Capital Outlay	4,668	5,500	3,536	5,500
Allocations To Other Entities	80,499	120,000	118,566	120,000
Other Expenses	4,210	17,700	10,255	11,200
Grant Programs	71,164	123,651	103,778	123,651
	<u>2,855,918</u>	<u>3,207,665</u>	<u>3,026,856</u>	<u>3,261,688</u>
Total Expenditures	<u>6,294,885</u>	<u>7,011,856</u>	<u>6,509,787</u>	<u>6,996,935</u>

DEPARTMENT OF JUVENILE SERVICES

NARRATIVE

ORGANIZATIONAL CHART

Probation Operations

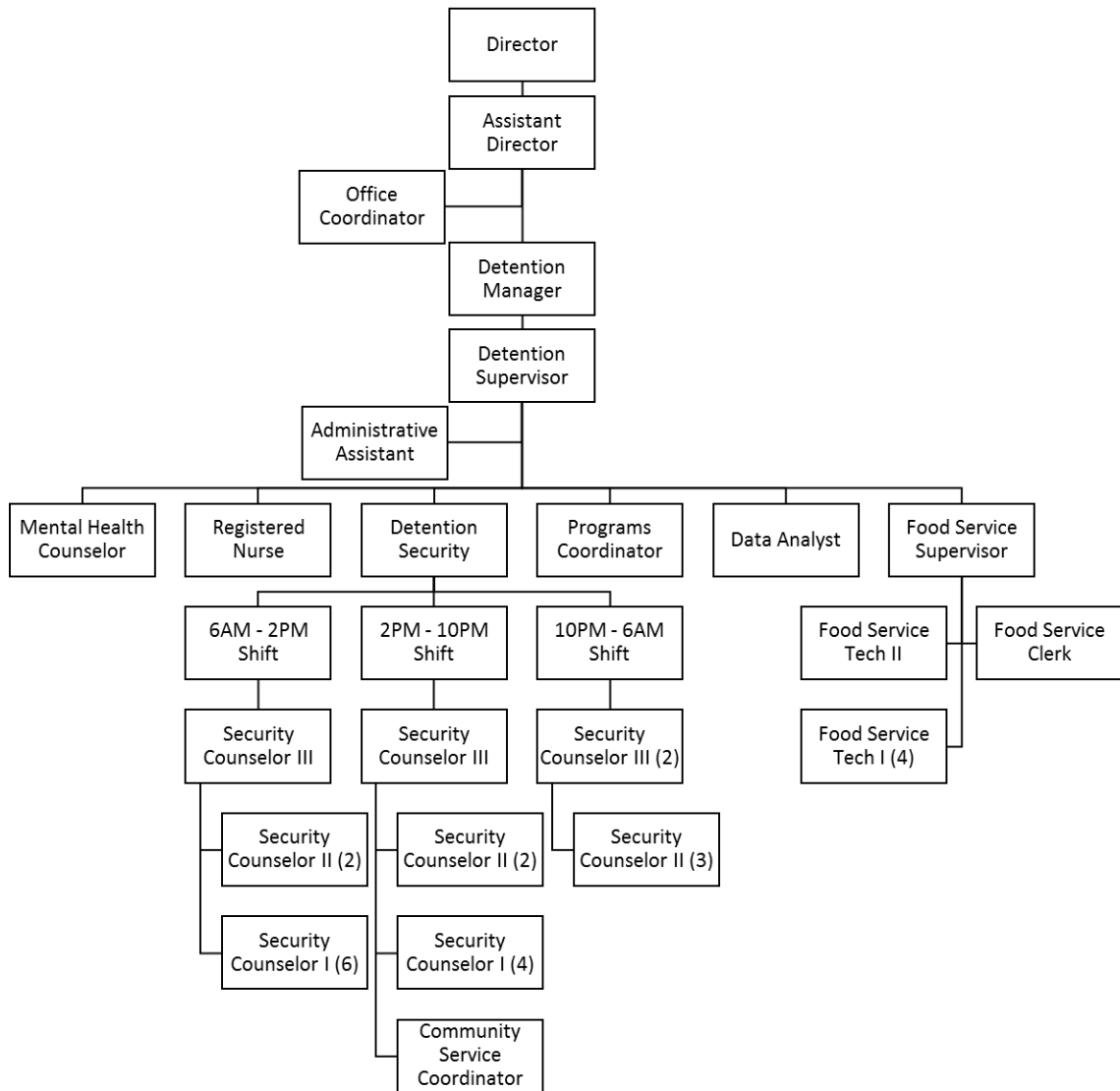


DEPARTMENT OF JUVENILE SERVICES

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 6,000 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 2020, The Caddo Parish Animal Shelter (CPAS) provided humane care, food, and temporary shelter for around 5,000 homeless animals. The intake numbers are lower than previous years due to (return to owner) initiatives. Scheduled owner surrenders also play a significant role in this lower intake number for 2020. 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.

Up until the COVID-19 pandemic, the Animal Shelter was open to the public Monday through Friday. Each weekday at the shelter, the CPAS staff would interact with approximately 40 – 70 citizens in person, handle 100 – 150 phone inquiries, and initiate approximately 10 – 25 adoptions or redemptions. The shelter was also open Saturdays from 10:00am -2:00pm to adopt animals out to the public. We have adjusted our hours for COVID-19 pandemic. Adjusted hours of operations are now from 1:00pm to 5:00pm and closed on Saturdays.

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 2020

- Investigated and responded to over 13,000 citizen complaints
- Continued to network with rescue groups in getting transports organized to move animals during COVID-19 pandemic
- Built multiple relationships with willing animal fosters to help move animals out of the shelter during COVID-19 pandemic

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

- Improved the chances of animals being returned to their home by providing 67 micro-chips at cost on Pet Theft Awareness Day
- Completed over 730 spay and neuter surgeries, projecting 1,200 surgeries performed by the end of the year
- Continuous relationship with Best Friends Animal Society
- Partnered with Finder Rover Program for lost pets
- Received a \$5,000 grant from Maddie's Fund which is used towards heartworm prevention treatment program
- Received a 4-wheel utility vehicle, weather radar detector and mosquito chemicals from LA State Zika grant to help cut down on mosquito population
- 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

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

GOALS FOR 2021

- Strengthen relationships with non-profit organizations currently working with ASMC and expand rescue network.
- Continued advertising programs to inform citizens of adoptions, spay/neuter initiatives, and laws concerning companion animals and mosquito concerns
- Work on 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
- Work on methods to facilitate a reduction in euthanasia numbers for the year 2021 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

DEPARTMENT OF ANIMAL SERVICES AND MOSQUITO CONTROL

NARRATIVE

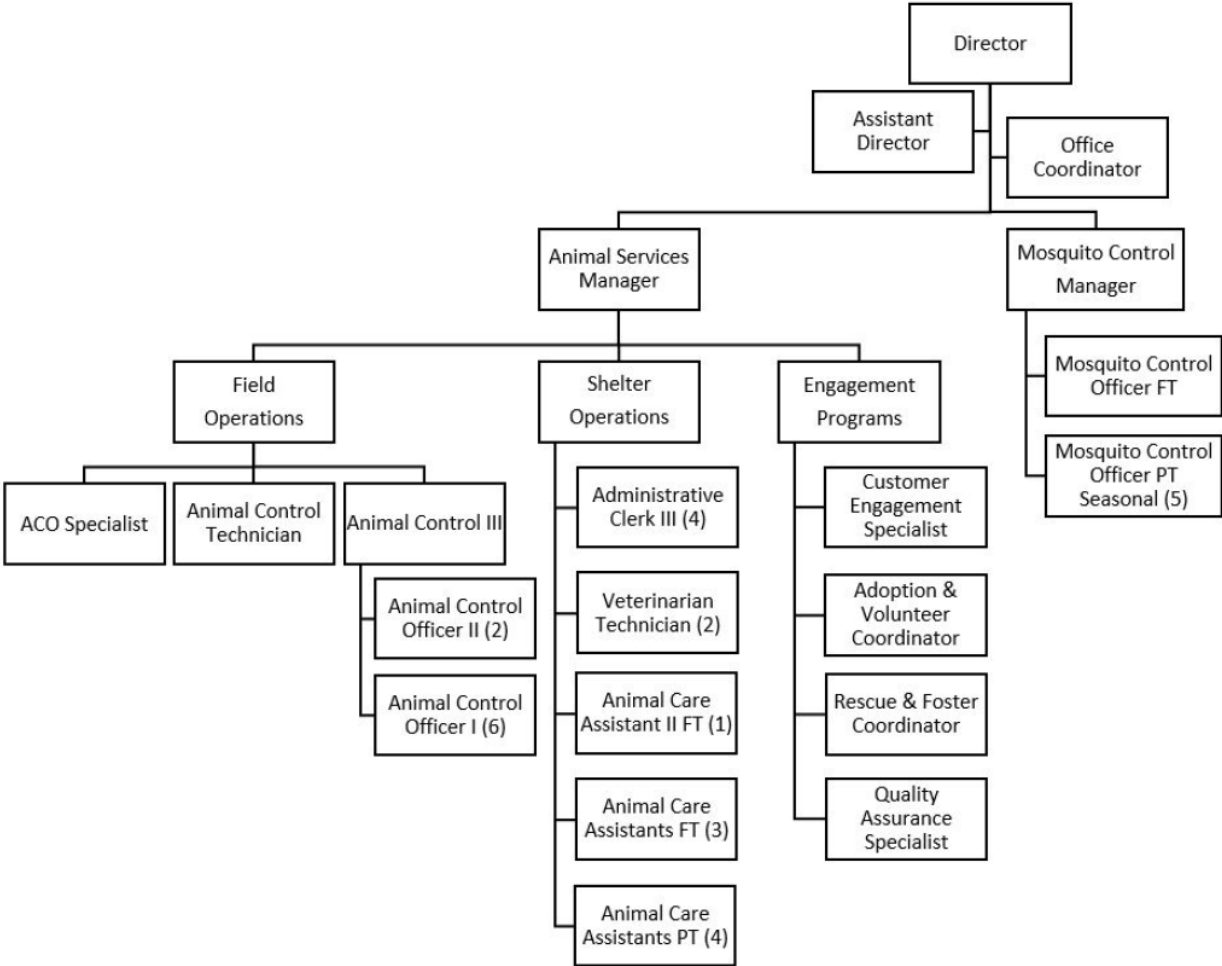
EXPENDITURE SUMMARY

	<u>2019</u> <u>Amount</u>	<u>2020</u> <u>Budget</u>	<u>2020</u> <u>Estimated</u>	<u>2021</u> <u>Budget</u>
Health Tax Fund				
Animal Services (300-12)				
Salaries & Benefits	\$ 1,618,388	\$ 1,731,810	\$ 1,663,133	\$ 1,767,238
Materials & Supplies	296,501	344,750	303,267	331,250
Education, Training & Travel	16,897	4,500	10,837	22,000
Utilities	65,913	78,000	62,386	77,000
Repairs & Maintenance	82,204	95,000	81,167	95,000
Contract Services	171,037	161,044	161,966	170,990
Internal Charges	147,292	152,985	152,735	155,404
Capital Outlay	7,976	12,000	7,013	10,000
Other Expenses	600	1,000	795	1,000
	<u>2,406,808</u>	<u>2,581,089</u>	<u>2,443,299</u>	<u>2,629,882</u>
Mosquito Control (300-13)				
Salaries & Benefits	152,770	220,948	193,720	228,958
Materials & Supplies	129,995	165,800	133,568	162,600
Education, Training & Travel	942	500	845	1,500
Repairs & Maintenance	16,557	20,000	17,615	21,000
Contract Services	1,549	2,444	1,656	1,690
Internal Charges	53,298	56,650	56,350	58,071
Capital Outlay	-	2,600	1,541	2,000
	<u>355,111</u>	<u>468,942</u>	<u>405,295</u>	<u>475,819</u>
Total Expenditures	<u>2,761,919</u>	<u>3,050,031</u>	<u>2,848,594</u>	<u>3,105,701</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 2020

Courtrooms for the First Judicial District Court are located on the 4th floor, 2nd floor, and basement of the Caddo Parish Courthouse. To conserve costs and increase efficiency, the Court schedules multiple juries in all jury weeks. The number of juries each jury week varies from two to six. The total number of juries scheduled for 2020 was 96 with approximately 17,000 jurors summoned.

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

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

Like all government facilities, the First Judicial District Court has struggled with the difficulties encountered during the Covid-19 timeframe. We successfully implemented several programs in order to keep essential court functions on track. These programs included such innovations as CourtCall, which allowed us to conduct essential court functions, in many cases, without the risk of unnecessarily transferring inmates and others to the Caddo Courthouse. We also utilized Zoom so that hearings could be conducted via the internet. At the present time, our considerable volume of child support and paternity cases are being handled through this mechanism.

It is important to note that many court functions were still handled in person, including the majority of protective order hearings, so that people in need were not disadvantaged by the pandemic. We were able to do this by taking sensible precautions, in concert with the sheriff department personnel, and maintaining social distancing. We know of no transmission of the Coronavirus during these activities.

The Court has also integrated the 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.

FIRST JUDICIAL DISTRICT COURT

NARRATIVE

GOALS FOR 2021

As in previous years, 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.

EXPENDITURE SUMMARY

	2019	2020	2020	2021
	Actual	Amended	Estimated	Budget
Salaries & Benefits	\$ 1,662,851	\$ 1,469,146	\$ 1,654,948	\$ 1,529,588
Materials & Supplies	73,400	77,000	72,336	79,000
Utilities	2,058	18,000	10,131	16,000
Internal Charges	33,788	35,359	35,359	35,134
Capital Outlay	17,384	20,000	15,511	31,000
Other Expenses	14,216	215,000	66,239	215,000
Grant Programs	314,704	320,000	318,551	320,000
Reimbursements	(275,000)	(275,000)	(275,000)	(275,000)
Total Expenditures	1,843,402	1,879,505	1,898,075	1,950,722

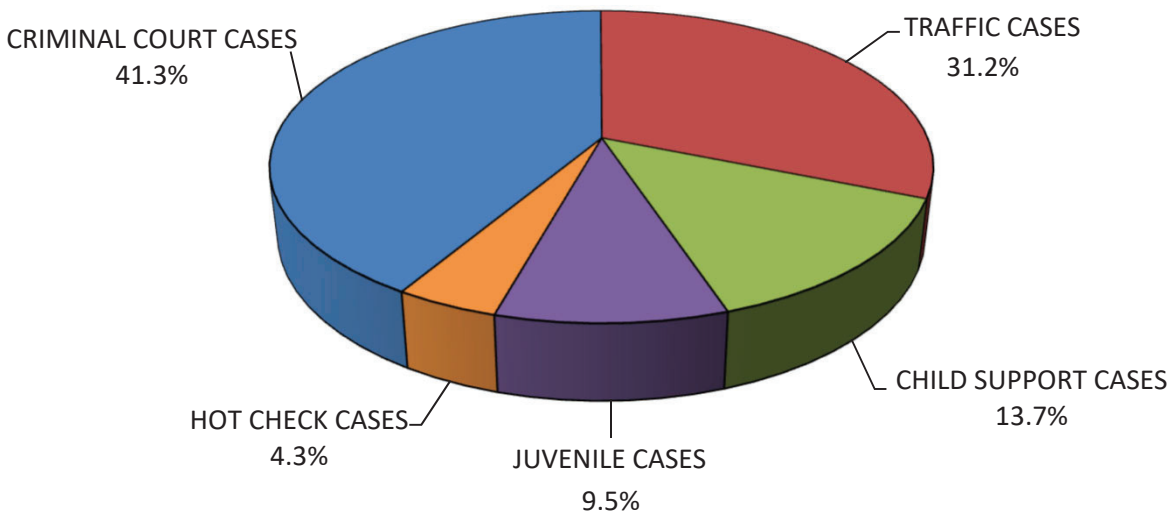
CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

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

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

CADDO PARISH DISTRICT ATTORNEY CASELOAD - 2019



CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

Workload

(Caseloads are 2019)

- Opened 8,380 new criminal cases with 9,148 defendants
- Opened 6,323 new traffic cases
- Filed 2,781 child support cases & established child support of \$1,095,738 on behalf of dependent children
- Opened 863 new hot check cases & collected \$339,994 for merchants
- Opened 908 cases in Pretrial Diversion and collected \$86,122 for victims
- Opened 1,928 juvenile court defendants

Financial

- Revenues of \$10,017,285
- Expenditures of \$9,812,661

Summary

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

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

CADDO PARISH DISTRICT ATTORNEY'S OFFICE

NARRATIVE

EXPENDITURE SUMMARY

	2019 Actual	2020 Amended	2020 Estimated	2021 Budget
Salaries & Benefits	\$ 26,849	\$ 27,654	\$ 27,654	\$ 29,037
Statutory Charges	5,534,130	5,700,154	5,700,154	5,760,000
Grant Programs	176,739	140,000	181,382	175,000
Total Expenditures	5,737,718	5,867,808	5,909,190	5,964,037



CADDO PARISH CORONER'S OFFICE

NARRATIVE

The office of the Coroner serves the citizens of the Parish of Caddo performing primarily described in LARS13:5713; which include but are not limited to investigating sudden, unexpected deaths that result from violence, accident, under suspicion or unusual circumstances and may, at the Coroner's discretion, authorize an autopsy. As mandated by LARS28:53 and LARS 13:5713(F), the Coroner issues Orders of Protective Custody and Emergency Certificates, investigates and collects evidence on all sexual assaults reported to local law enforcement agencies. The coroner may concur requests for continued tutorship.

Staff

The Office of the Coroner staff consists of the Coroner, chief Investigator, five full-time and one part-time death investigators; an Administrator and two administrative assistants. The investigative staff are certified through the American Board of Medicolegal Death Investigation. Contractual agreements 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.

Public Service

The services the Coroner provides to the citizens of Caddo Parish continues to increase. Below are statistical data reflecting the historic caseload for the past five years (2015-2019) to June 2020.

Workload Statistics

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>Jan-Jul 2020</u>
Death Investigations	3,092	3,097	3,091	3,141	3,031	2,093
Natural Deaths	1,879	1,855	1,907	1,912	1,847	1,288
Accidents	125	155	120	118	119	49
Suicides	35	29	35	31	36	14
Homicides	36	50	61	60	44	32
Undetermined	18	10	6	6	4	2
Pending	0	4	7	5	8	23
Out of Parish	331	292	290	330	269	285
Not a Coroner's Case	668	702	665	679	704	400
Sanity Investigations	6,738	6,519	6,925	6,631	6,763	3,921
Forensic Investigations	110	122	103	74	97	33

CADDO PARISH CORONER'S OFFICE

NARRATIVE

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>Jan-Jul 2020</u>
Continued Tutorship	1	1	1	2	6	2
Total Investigations	9,944	9,739	10,120	9,848	9,897	6,049
* Autopsies	210	209	211	249	227	118

Summary

Caddo Parish Coroner's Office Operating Budget for 2021 is **\$1,357,750**. The listed operational expenses reflected on the enclosed budget are herewith certified as “necessary or unavoidable.”

EXPENDITURE SUMMARY

	<u>2019 Actual</u>	<u>2020 Amended</u>	<u>2020 Estimated</u>	<u>2021 Budget</u>
Statutory Charges	\$229,987	\$238,000	\$240,423	\$243,000
Total Expenditures	<u>\$229,987</u>	<u>\$238,000</u>	<u>\$240,423</u>	<u>\$243,000</u>

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

The 2020 election year has been one of change and adjustment primarily due to the impact of the COVID-19 pandemic. The Presidential Preference Primary scheduled for Spring of 2020 was postponed until July/August. The Open Primary/Presidential/Congressional Election will be held November 3, 2020. Although the Spring election dates changed, absentee ballot requests and mailings continued without interruption until the July election date. Ordinarily, this process will have terminated in the Spring and allowed a shift in focus to routine matters such as the annual Canvass to confirm voter information.

This year, there was significant overlap within our internal processes as the dates changed. The staff adjusted and although limited, successfully conducted absentee/mail and early voting as required by law. Additionally, our staff had to be trained and equipped to handle the protocols established by government officials and the CDC to provide as safe and healthy environment as possible for our citizens. In conjunction with parish staff, we were able to successfully transform the office at 525 Marshall into a space that allowed for personal protection and social distancing, while providing a secure and efficient process for the citizens of our parish. Many voters who were a bit apprehensive about the pandemic expressed appreciation to the staff for the steps that had been taken on behalf of health and safety.

With changes brought on by the pandemic, it should also be noted that a transition in personnel was also occurring. A newly selected Registrar was sworn into office in October 2019 in the middle of the Fall Election season. With many items such as budget and plan of work already in place (as indicated in last year's narrative), focus has been on evaluating systems, personnel and programs. With the continued disruption in our normal processes, the evaluation process is ongoing and currently impacted by the uncertainty (pending state emergency order) of parameters for the Fall election season we are entering.

Programs indicated in previous reports, such as Emergency Preparedness for Early Voting, All Digital Records Project, Website update and Voter Registration Drive (including high school program) support are all ongoing and continue, in addition to our state mandated programs of Canvass, petition certification, records maintenance and Early Voting.

We continue to conduct these activities with a rather limited staff of seven full time employees (as dictated by state law). With change comes turnover and we have experienced the loss of several long-term employees who have valuable experience. We have initiated training and development modules for all current and newly hired staff. We are reducing all systems to writing with an eye towards continuity and seamless transition. The result will be an operations manual that can be used to guide new employees, including future new Registrars. The absence of such a writing is a major obstacle to smooth transition.

CADDO PARISH REGISTRAR OF VOTERS

NARRATIVE

The Registrar’s office state authorized staff is supplemented by the Caddo Parish Commission through a program of temporary hires. We are very appreciative to the Commission as it is essential for us to accomplish our core mission. As indicated in previous reports, the number of registered voters, points of registration, changes and community support activities has increased significantly with no corresponding additional allocation in staff by the State. To this end, we plan to continue to utilize temporary employees. Additionally, we will continue to seek to compensate those who prove their value to our operations. We ask that consideration remain for merit increases or supplemental pay in those situations that allow us to reward and keep talent and experience.

As we complete our transition into new leadership, we will continue to evaluate our program of work, staffing and development in order to preserve, protect and maintain the registration and voting rights of the citizens of Caddo Parish. We will continue to provide information and work with the Parish Commission in accomplishing this mission. We expect future reports like this to explore more items as we continue to adjust to new parameters in election administration.

We have not proposed any major changes in this year’s budget as this was such an unusual year. The impact of the pandemic: movement of election dates, the longer early voting period, the increase of mail in ballot requests from 6,200+ in 2016 to over 12,000+ in the July/Aug 2020 election has, and continues to impact our budget. While we are still within the overall allocations, we expect to learn more after this Fall 2020 election cycle. Depending upon what adjustments we continue to have to make, we expect some movement may be necessary as we move into 2021.

EXPENDITURE SUMMARY

	2019 Actual	2020 Budget	2020 Estimated	2021 Budget
Salaries & Benefits	\$ 359,176	\$ 429,226	\$ 427,168	\$ 502,946
Materials & Supplies	81,265	80,300	78,722	80,300
Education, Training & Trave	2,744	22,000	2,544	22,000
Utilities	1,306	3,700	2,236	3,700
Repairs & Maintenance	1,896	3,800	4,453	1,800
Contract Services	20,591	57,000	30,790	52,500
Statutory Charges	-	1,000	551	1,000
Internal Charges	5,730	5,996	5,996	5,951
Capital Outlay	722	6,800	4,879	8,000
Other Expenses	19,293	20,900	18,599	20,900
Total Expenditures	492,723	630,722	575,938	699,097

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/Regional FCS Coordinator/Nutrition Agent, EFNEP Supervisor/Nutrition Agent and two Nutrition Educators, working with low-income families in the Expanded Food and Nutrition Education Program (EFNEP) and Healthy Beginnings program. 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 2019-2020. 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 2020

Agriculture and Natural Resources

- Hosted the annual Crop Production Meeting with 31 producers in attendance representing 74% of the agricultural land being farmed in Caddo Parish
- Fielded approximately 1,310 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
- Two private pesticide applicator training meetings scheduled then canceled due to COVID-19
- Held three 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 ensure 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
- Planned Master Cattleman class for thirty regional cattlemen. The 10-class series covered topics such as cattle health, reproduction, weed management, and nutrition. The class was canceled/postponed due to COVID-19

Family and Consumer Sciences

- Expanded Food and Nutrition Education Program (EFNEP) program year of October 2018 – September 2019
 - 135 adults and 844 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 a 71% 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.
 - 2018-2019 EFNEP sites included 10 schools, 4 after school programs and summer camps, 2 food pantries, 2 faith-based communities, 1 adult education site, and 1 community center
- Faithful Families: Faithful Families Thriving Communities nutrition lessons were taught. This program teaches nutrition and physical activity lessons to faith-based communities. This program was taught at North Point United Methodist Church in Blanchard and Reader Chapel in Vivian.
- Healthy Beginnings for Your Baby Program: Twenty-seven total referrals were received for Caddo during June 2019 and March 2020. Five participants completed the classes
- Seven adults participated in an eight-week Smart Portions program in January 2020. 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
- Nine adults participated in a four-week pilot program of “Small Changes, Healthy Habits” in September 2019. This program is designed to help adults make modest, sustainable

LSU EXTENSION SERVICE

NARRATIVE

healthy habit changes through interactive lessons and activities. The second pilot session, reaching nine adults, began March 2020 and is awaiting completion due to delays from COVID-19.

- Twelve adults participated in a healthy holiday cooking class at the Caddo Parish Extension office in December
- Developed and taught a kids cooking workshop series at the Caddo Parish Extension office reaching 16 youth in July 2019, reaching 10 youth in October 2019, and reaching 16 youth in February 2020
- Created the nutrition exhibit at the State Fair Agriculture building and taught during AgMagic educational days, reaching 2,910 youth and 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, Southwood Square Assisted Living, AARP, The Southern Hills Homemakers Group, the YWCA, St. Luke's United Methodist Church, Caddo Council on Aging, and David Raines Clinic
- Nutrition articles are also written monthly for "The Best of Times" and periodically for "The Forum." A Healthy Holiday Cooking article was written for "Lola Magazine" for the December 2019 edition. A radio segment about reading nutrition labels was recorded for "The Best of Times Radio Show" on 710 KEEL. This segment has been played twice on 710 KEEL since October 2019
- Created social media food demo videos and LSU AgCenter articles during COVID-19
- Supplemental Nutrition Assistance Program Education (SNAP-ed)
 - Facilitated weekly "Souper Thursday" at the We Grow Together! Campus in Stoner Hill highlighting nutritious, seasonal produce
 - Facilitated monthly Lunch and Learn focusing on health topics in the Stoner Hill Neighborhood.
 - Offered on-going garden-based nutrition education programming with trained volunteer support at three community garden sites.
 - Worked with LSU Health School of Allied Health to develop and deliver nutrition lessons to all staff at Caddo Parish Head Start facilities.
 - Worked with LSU Health School of Medicine to develop and pilot first Culinary Medicine Program.

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- In response to COVID-19, worked with the Stoner Hill Leadership Team to develop and implement the Stoner Hill Market providing access to nutritious food and health education in a food desert neighborhood.

4-H Youth Development

4-H Club Program

A series of lessons were developed and taught throughout the 2019-2020 school year focusing on leadership. Topics included are as follows: Who's on my Dream Team, A Leader with an Ending, Time Well Spent, Everyone can be a Winner, Do You Hear What I Hear, and Let's Be the Sharpened Leader. 54% strongly agreed "My understanding of leadership and how I can be a better leader has increased", 53% strongly agreed "I learned how to set goals and accomplish my goals", 50% strongly agreed "I learned how to help others be a winner and use my talents to help others succeed", and 66% "I learned ways to take care of my body".

Service-Learning

Caddo 4-H clubs focused on "Youth with Special Needs" this year for service learning. Contacts were made to Marvelous Minds, Arc Caddo-Bossier's Goldman School and Child Development Center, and MedCamps of Louisiana to determine what some of the needs were that Caddo 4-H members and volunteers could assist in providing throughout the year. Collections for the Arc Caddo-Bossier's Goldman's School and Child Development Center included glue, crayons, multi-colored construction paper, blunt-end scissors, manila paper, and washable markers. Collections for Marvelous Minds included children's books for their library, pencils, erasers, notebooks, markers, crayons, paint, and brushes. Collections for MedsCamps of Louisiana included paper towels, toilet paper, mosquito spray, 55-gallon trash bags, Sharpie markers, latex free gloves, batteries, Lysol cleaning wipes, baby wipes, acrylic paints, paint brushes, foam brushes, hand sanitizer, and board games and cards. Seven schools participated in our service-learning efforts. They are as follows: Ridgewood Middle, Captain Shreve High School, Quatrefoil Elementary/Middle/High School, AC Steere Elementary, Mooringsport Elementary, North Caddo Elementary/Middle, and Summergrove Elementary. A total of 406 items were collected. Blanchard Elementary contributed with community service around their school. They helped the custodian with washing paint cans, buckets, and ice chests. The Quatrefoil club had three guest speakers: Monica Stampley, Families Helping Families; Tanya Laing, Shreveport Common Ground; and Cara Johnston, Itinerant/Inclusion teacher for Deaf/Hard of Hearing students, Caddo Parish School system. These individuals spoke to the group about different services that are provided throughout our community.

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

LSU EXTENSION SERVICE

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and fruits of trees. Students participated in hands on activities included tasting a variety of apples and planting flowers. Due to COVID-19 the concluding activity of making homemade salsa was cancelled. 80 Huntington High School students received the LYFE curriculum (Living Your Financial Experience). The curriculum included lessons about how their personality might impact their career path and needs vs. wants and how/what we spend money on is determined by our family and the environment in which we live. Due to COVID-19, the remaining lessons and simulation activity was cancelled.

Camping and State Opportunities

- 4-H Camp, May 2020, 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. Due to COVID-19, 4-H Summer Camp was cancelled.

- 4-H University, June 2020
 - Due to COVID-19 the 4-H University on campus event changed to a virtual format.
 - Twelve Caddo Parish club members have already competed or are competing in the virtual competitions.
 - Eight youth were recognized for being in the top 10 in Louisiana receiving blue ribbons.
 - Three youth will participate in their competition in late August.

Volunteer Development and Leadership Development

- Caddo 4-H reported 1,848 hours that youth and adult volunteers contributed to the parish 4-H program. The current value of volunteer time is \$25.43/hour. Their time value computed to \$46,994.64.

- The Caddo 4-H Foundation board held its 6th Louisiana product fundraiser in the fall 2019. 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.

- A virtual Area Leader Training is planned for the summer 2020 for youth and adults to further develop their skills to meet the needs of youth through the 4-H program.

- One Caddo youth has been elected as a State Shooting Sports Ambassador. He will serve on this state board for two years representing Caddo parish.

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- 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 at the Provenance Pumpkin Patch, the regional Special Olympics bowling tournament, and the Arc of Caddo Bossier. These teens also served in a variety of leadership roles throughout the year in the parish and participated in regional social activities.

Livestock

There were 46 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

- A series of youth nutrition workshops, “Kids Can Cook”, were conducted during the 2019-2020 school year. The first three-day summer workshop occurred during July 24-26, 2019. The lessons featured Cooking 101, Summer Break Bites, and Louisiana Commodity Foods. We had 16 youth that participated over the course of three days. Seven adults and two teen volunteers assisted with the workshop. During the Cooking 101 lesson, youth learned about food/kitchen safety, proper handwashing techniques, proper measuring techniques, the importance of fruits and vegetables in their daily meal plan, and the importance of MyPlate. The” Fall Harvest” one-day Caddo Kids Cooking workshop was held on Tuesday, October 15 during Caddo Parish Schools’ fall break. Ten youth participated and four adult volunteers assisted with the workshop. “Mardi Gras” was the theme for our final Caddo Kids Cooking one-day workshop held on February 18, 2020 which focused on Louisiana foods. Four adult volunteers and one teen volunteer assisted with this workshop. Forty-two youth participated in the series of workshops during the 2019-2020 school year.
- Tri- Parish Fair Bake-off - Ten 4-H members entered 10 dishes in the annual bake-off. Categories included cakes, breads, and cookies. 8 volunteers served as judges.

Performing and Visual Arts

- Seven Caddo Parish 4-H members entered the Tri-parish talent show.
- Eight 4-H members competed in the State Fair Talent Show. Two placed second and two placed third in the competition
- 23 4-H members entered their pets in the Tri-Parish Fair Pet Show.
- 79 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.

LSU EXTENSION SERVICE

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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.
- Seven new volunteers were trained to become certified instructors this year. Caddo now has 35 active Shooting Sports volunteers and 112 youth in the program.

GOALS FOR 2021

- 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.

LSU EXTENSION SERVICE

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- The Caddo Parish Extension Office will continue upgrading the teaching tools and equipment used in the Caddo Extension Office to assist agents in meeting the educational needs of families in Caddo Parish.

EXPENDITURE SUMMARY

	2019 Actual	2020 Budget	2020 Estimated	2021 Budget
Salaries & Benefits	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
Materials & Supplies	5,802	5,300	3,586	5,300
Education, Training & Travel	-	500	222	500
Utilities	-	2,200	2,161	2,200
Repairs & Maintenance	4,675	3,500	3,152	3,500
Capital Outlay	760	500	451	500
Total Expenditures	74,237	75,000	72,572	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 also 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 2020

- Due to COVID-19 JCCP has had to make adjustments to court operations and schedules to aid in limiting spread of the virus. Therefore, even with a restricted schedule a strong collaborative effort was maintained with Caddo Parish School Board, Caddo Juvenile Services, Caddo Parish District Attorney’s Office, and Volunteers for Youth Justice Truancy Program.
- The Louisiana Supreme Court Drug Court Program did increase 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 provides education and vocational assistance, and employment counseling.
- JCCP continued with its attempt to maintain the 24-bed restriction in the detention center as ordered by the Louisiana Supreme Court by working closely with Caddo Parish Juvenile Services and the Louisiana Office of Juvenile Justice (OJJ) through utilization of the Juvenile Detention Alternative Initiative (JDAI) national model. JCCP did continue to provide vital detention services while following public health guidelines that protected the residents and detention staff. The Louisiana Legislature passed legislation mandating 17-year-olds under juvenile jurisdiction regardless of the crime committed. JCCP now under federal legislative guidance, may be required to house juveniles who will be tried as adults.
- 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,

JUVENILE COURT FOR CADDO PARISH

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a.k.a. “work court”, has attributed to a high child support collection rate and is one of the few nationally. Two employment counselors have increased the collection amount from child support payers who were initially unemployed, but through the efforts of the Good Support Program were able to secure employment.

- The managed-care system known as Louisiana Behavioral Health Partnership (LBHP) continues 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 has worked 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.
- “The Calming Studio” program, which was funded by private donations, is now in full operation. Although limited by COVID-19, the Calming Studio provides an area for children who come to Child in Need of Care Court and have faced trauma, but no longer have to sit in the hallway outside the courtroom. “The Calming Studio” program 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 stress and trauma. The Court continues to have a trauma therapy dog for children that provides friendly comfort and relieves the emotional stress associated with court proceedings.
- The newest specialty court has decreased the number of underage victims of sex trafficking. Succeeding Through Achievement and Resilience (STAR) Court 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 funding to train and influence counselors, foster parents, and community leaders 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.
- JCCP was awarded a \$24,000 grant to help alleviate the extra costs associated with COVID-19.

GOALS FOR 2021

- Amid the COVID-19 crisis will continue the partnership 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

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- 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)
- 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
- Even though COVID-19 has impacted health concerns for juvenile residents and detention staff, JCCP will continue to have a duty judge that is on call after work hours and on the weekends to review and release arrested youth to maintain the Louisiana Supreme Court 24-bed limitation order
- Thoroughly understanding the challenging financial issues faced by the Caddo Parish Commission, JCCP has requested the Caddo Parish Commission build an expansion to increase the Detention Center bed capacity

JUVENILE COURT FOR CADDO PARISH

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EXPENDITURE SUMMARY

	2019 Actual	2020 Amended	2020 Estimated	2021 Budget
Salaries & Benefits	\$ 836,087	\$ 869,785	\$ 867,274	\$ 896,518
Materials & Supplies	40,404	40,250	48,740	17,250
Education, Training & Travel	6,342	7,000	5,222	7,000
Contract Services	112,862	115,000	95,829	116,000
Internal Charges	15,953	16,695	16,695	16,605
Other Expenses	51,792	52,000	51,255	52,000
Reimbursements	(150,000)	(150,000)	(150,000)	(140,000)
Total Expenditures	913,440	950,730	935,015	965,373

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. As a result of this initiative, the Biomedical Research Foundation of Northwest Louisiana (BRF) was established in 1986 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 66 personnel. We estimate that expenses funded by the tax millage will represent approximately 17 per cent of our total operating expense in 2021.

A recent economic impact study conducted by Loren C. Scott and Associates determined that in 2019, entities associated with BRF, including BRF operations and its programmatic divisions, companies residing in its InterTech Science Park, and companies in the Entrepreneurial Accelerator Program (EAP), created or supported an estimated 1,097 jobs, basically equal to all the jobs in farming and forestry in the Parish, Almost \$85 million in sales for businesses in Caddo Parish, and over \$59 million in new household earnings for Parish citizens. This number is larger than the earnings of all the amusements, gambling and recreation employees in the Parish (\$55.3 million). This indicates an average annual wage for all the jobs created of \$53,902, which is 10% higher than the average annual wage for all workers in the Parish. Furthermore, this implies a job multiplier of 1.8, i.e., for every 10 jobs created at and by BRF, an additional 8 jobs are created elsewhere in the Parish via the multiplier effect. These multiplier effect jobs represent over a dozen industry sectors. There is also \$2.7 million in extra taxes and fees for local governments in the Parish.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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In fulfilling its mission, BRF implements the following programs. Details of each program's 2019-20 major accomplishments and 2021 goals are included on the following pages.

- Center for Molecular Imaging and Therapy
- InterTech Science Park
- Entrepreneurial Accelerator Program
- Digital Media Institute at InterTech
- Envision Research
- EDVentures STEM programs

MAJOR ACCOMPLISHMENTS IN 2019-2020

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 has embarked on a five-year, \$19.5 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.

- As of July 31, 2020, \$17.2 million of the \$19.5 million for the new CMIT facility has been raised from BRF, Louisiana Economic Development, and community donors.
- Ordered the new cyclotron for CMIT expansion project. The cyclotron is a state of the art and essential component of CMIT operations to aid in manufacturing radiopharmaceuticals for diagnosis, treatment, and research purposes.
- Finalizing the new CMIT building design. Construction has begun with structural steel in place. Significant sitework completed includes earthwork, stone and crushed concrete,

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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erosion control, storm drainage, foundations and slab on grade, and structural steel drawings. The building is located on the northwest corner of Kings Highway and Mansfield Road in the heart of the InterTech Science Park.

- 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
- Received an 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
- Manufactured four different radiopharmaceuticals for collaborative research and commercial distribution under Current Good Manufacturing Practices (CGMP) guidance of the US Food and Drug Administration (FDA). These radiopharmaceuticals address diseases such as cancer, Alzheimer's, dementia, traumatic brain injury, drug addiction, hyperinsulinism, and many others.
- 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.
- Conducted 2,300 PET scans and produced 3,400 FDG radiopharmaceutical doses and 100 novel radiopharmaceutical doses in 2019
- Added two Oncology PET scan types to target neuroendocrine tumors and prostate cancer (in addition to standard 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, surrounding the Mansfield Road/Kings Highway area of Shreveport, is home to BRF operations and divisions, its initiatives and research entities, local high-tech companies, commercial laboratories, and startups. The facility has easy access from I-20 and I-49 and is near Ochsner LSU Health Hospital and LSU Health Sciences Center (LSUHSC), as well as Willis-Knighton Health System's main campus on Greenwood Road. When completed, the Park

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

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will span approximately 800 acres in central Shreveport and is a Brownfields and Smart Growth area.

The Park's cornerstone is InterTech 1, a 60,000 square foot facility which provides specialized laboratory, commercial, education, and manufacturing space for startups and established commercial ventures to launch and grow. Its unique and technically advanced infrastructure was designed from the onset to attract and support high-growth companies to enhance our community. The facility houses local science and research companies, and businesses from outside the region that were attracted by InterTech 1's resources. These include clinical and pharma research entities, U.S. Department of Defense contractors, prototype manufacturers, and large information systems development and support companies. Another BRF building at InterTech Science Park is a 33,000 square foot Current Good Manufacturing Practice (CGMP) Certified research and manufacturing facility. This building is leased to AlfaSigma, USA, an international pharmaceutical and supplement manufacturer, which also operates clean room manufacturing lines on the campus.

Another key property owned and maintained by BRF is the 160,000 square-foot Virginia K. Shehee Biomedical Research Institute (BRI), which provides secure scientific facilities for LSUHSC researchers in its 56 advanced clinical and research laboratories. LSUHS researchers conduct basic research in the BRI to seek treatments to and understanding of topics such as diabetes, heart disease, cancers, hypoglycemia, eye disorders, addiction, genomics, mental health, and nutrition. The BRI provides advanced laboratory facilities for LSUHSC-S researchers, attracting more than \$10 million in grants to our community annually.

The eight facilities in the InterTech Science Park support services for 26 tenants. The resident companies represent such industries as pharmaceutical manufacturing and research, digital and entertainment media, information technology, venture capital support, and environmental research and product development.

The Loren C. Scott economic impact study noted that in 2019, InterTech Science Park tenant companies:

- Created \$42.65 million in new sales for firms in Caddo Parish
- Generated \$32.92 million in new earnings for Parish residents
- Supported 586 jobs for Parish citizens
- Generated \$1.49 million in taxes
- Provided \$24.3 million in salaries and wages

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Initiated a master-planning process for the area to include more laboratory, manufacturing, learning, and business incubator space in a park like setting, to grow from InterTech 1
- Acquired more undeveloped property for development
- Completed renovations in the InterTech 1 facility to provide more accessibility and to accommodate collaboration opportunities for tenants and other users
- Worked with LSUHSC to modify space in the BRI to become the area's first COVID-19 lab and testing facility
- Funded the relocation of overhead power lines and facilities to underground to improve the appearance of the area
- Funded engineering and study work towards a community application for a State managed Federal watershed grant to improve the Ockley Basin for the City and Parish

Entrepreneurial Accelerator Program

The Entrepreneurial Accelerator 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 2019-2020, 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.

EAP benefits Louisiana by creating well-paying, sustainable jobs and therefore increasing the local property and sales tax base.

A recent economic impact study conducted by Dr. Loren Scott mentioned in sections above, noted that in 2019 EAP's portfolio companies

- Created \$20 million in new sales for firms in Caddo Parish
- Generated \$13.8 million in new earnings for Parish residents
- Supported 306 jobs for Parish citizens
- Generated \$620,000 in taxes

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Provided \$9.1 million in salaries and wages

From inception in 2014 to July 20, 2020 the EAP program has:

- Screened 1,051 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 308 startup companies. More than 93 of those companies receive funding through angel investors, grants, or banks - bringing \$103 million in new capital to the area.
- Provided services to 308 startup companies
- Completed 158 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 2019 to July 20, 2020
- Screened 171 ideas and conducted twelve education programs. Its portfolio companies have created 40 jobs with a \$2.2 million annual payroll and generated over \$17 million in capital
- Conducted student Business Model competitions at Louisiana State University Shreveport, Northwestern State University, Grambling State University, University of Louisiana Lafayette, and University of Louisiana Monroe that reached 195 student participants and 50 faculty mentors
- Provided services as part of a three-year grant from the U.S. Economic Development Administration for NorLEAP (North Louisiana Entrepreneurial Accelerator Program) to extend services to 21 North Louisiana parishes
- Co-hosted the Louisiana Catalyst grand opening in Monroe, LA. Catalyst is a shared workspace and business incubator program serving North Louisiana
- Co-hosted the launch of Advanced Aero Services, an aviation maintenance, repair and overhaul (MRO) facility at the Shreveport Regional Airport. AAS is planning to employ an estimated 1,250 employees by year seven

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Announcing in September 2020 the EAP Wall of Entrepreneurial Achievement class of 2019-2020: New EAP Portfolio Startup Companies:
 - 2BGreen - plastic recycling facility
 - Aquaponics - hydroponic and aquaculture systems for educational institutions
 - Ben's Body Basics - natural skin care products
 - Dealer Dominators - contracted automotive purchasing negotiators on behalf of buyers
 - Louisiana Catalyst - a shared workspace and business incubator program serving North Louisiana
 - Lurex May, Inc. DBA Farmington Research - hemp extract business
 - North Louisiana Tissue Bank - amniotic tissue uses for accelerated wound healing
 - Rippetoe - custom 3D printed knee braces
 - Scriptagram Dental - patient training software for orthodontists and dental providers
 - Streetcar Snowballs - authentic New Orleans style snowball food truck
 - Two Warriors Meadery - first Louisiana honey wine (mead) producer

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, graphic, social and web 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. In March 2020, DMII was able to quickly transition to online classes and services in response to the COVID-19 pandemic, and this summer held online digital camps for students aged 14 to 18 with success.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Increased enrollment for DMII's two certificate programs -- Animation, Visual Effects and Interactive (AVEI) Content, and Interactive Software Development (ISD) graduating DMII's largest class to date with 19 students in fall 2019. A total of 73 students have successfully graduated from DMII programs as of January 2020, thus supplying the region with highly trained workers for high demand occupations.
- Initiated DMII's first two-year Associate of Occupational Studies (AOS) Degree program in Advertising Design in January 2020 with full accreditation by Council on Occupational Education and was approved for federal Title IV financial aid
- Conducted two online youth summer camps to introduce area students to the field of digital media
- Secured two grants totaling \$13,000 from the Best Buy Foundation to provide needs-based tuition assistance, enrollment scholarships and equipment for the 2020 digital media summer camps. This is the fourth 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, Praeses, Shasta QA 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 90 per cent (AVEI) and 100 per cent (ISD) 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.
- Held the 2019 graduation ceremony at the LA State museum, since a new venue was needed due to the increased size of the cohort
- Provided support to Paramount Innovative Solutions and Praeses, LLC Innovative Software and Services for applications to the Small Business Innovation Research (SBIR) grant programs offered by AFWERX, a US Air Force program to stimulate innovation. Paramount Innovative Solutions was awarded a SBIR Phase I grant.
- DMII rapidly deployed online delivery for its programs due to the COVID-19 with good results and student retention.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- DMII has received Louisiana Board of Regents approval for a permanent 100% online version of the AVEI program and is currently seeking COE accreditation for that program.

Envision Research

Envision Research, LLC was established in 2019 with a mission to promote and conduct clinical research in North Louisiana. Envision Research has developed a network of local physicians, relationships with pharmaceutical sponsors and contract research organizations (CROs). By engaging community physician practices and local hospitals in clinical research activities, Envision Research conducts 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. This also strengthens North Louisiana's relations with the pharmaceutical industry and thus provides job opportunities and contributes to the economic development of the region.

- Developed close ties with several pharmaceutical companies and contract research organizations (CROs) for acquisition of clinical trial opportunities
- Established a network with six community physician practices for implementation of clinical trials and access to new treatments and disease prevention to underserved patient populations
- Started a close collaboration on clinical trials with a major hospital system in the region
- Recruited a physician as Envision Research's Medical Director/Principal Investigator with clinical trials experience and established Envision Research's stand-alone research clinic to pursue and recruit clinical trials to our community
- Provided clinical research training to community physicians with limited or no prior experience in clinical trials so that they become successful Principal Investigators in clinical research
- Achieved a "select site" status with a major global CRO. The collaboration is expected to improve the quantity and quality of clinical trials Envision Research will conduct.
- Conducted breast cancer and leukemia clinical trials with North Louisiana community physicians

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Sponsored regional research conferences and symposia: a) Industry Day 2019 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 b) the Stroke Update Symposium at Ochsner LSU Health 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 provides support to the Bobbie Cates Hicks Science and Medicine Academic Research Training (SMART) program, now in its 23rd year and with 227 graduates; and the Biotechnology Magnet Academy, BioStart senior research laboratory internships, College Navigator, and FIRST Robotics 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.

- Initiated in 2006, the Biotechnology Magnet Academy (BTA) began with 25 students and grew to 244 students in the 2019-2020 school year. The 2019-2020 group included many students who are typically under-represented in STEM fields, with over 60% first-generation college-bound, 66% female, 73% minorities, and more than 60% who are eligible to participate in the free/reduced lunch program.
- Participated in the Louisiana Junior Science and Humanities Symposium February 22-23, 2020, with two BioStart Internship participants presenting, and six Bobbie Cates Hicks Science and Medicine Research Training program (SMART) participants presenting. SMART student Melissa Krzywanski was one of ten finalists.
- Participated in the Regional Science Fair March 5-7, 2020, where BioStart Intern Dakota Ivy won 3rd place in her category and all seven SMART participants moved on to the State Fair level. The Louisiana State Science Fair was held online March 13-16, and three SMART participants won their categories, qualifying them for the national fair in Anaheim, CA. Unfortunately, that event was canceled due to Covid-19.
- Competed in regional robotics competitions - The For Inspiration and Recognition of Science and Technology (FIRST) program participants won 2nd place at the Regional Autonomous Robotics Circuit (RARC) competition Feb 8, 2020.

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

GOALS FOR 2021

Center for Molecular Imaging and Therapy (CMIT)

- Complete construction and occupy a new multi-purpose facility for expanded operations
- Raise the remaining \$2.3 million for the new CMIT facility and equipment to reach target of \$19.5 million
- Install a new cyclotron in the new multi-purpose research and production facility
- Promote radiopharmaceutical distribution and radiochemistry research capabilities regionally and nationally
- 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 existing Master Plan through the recruitment of technology-based businesses and working with existing Science Park tenants through BRF's incubator services
- Acquire and construct facilities to meet the needs of the regional knowledge-based industries, and to attract research and high-technology businesses to the community
- Clear properties acquired by BRF to prepare them for development as needs arise
- Work with the City of Shreveport on the InterTech Science Park Master Plan, with some focus on infrastructure and best and highest use of the 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

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

- Evaluate opportunities to extend the InterTech master planning area towards Downtown Shreveport
- Work with Parish, City, and area entities to identify community needs for infrastructure and programs that could attract businesses to the area and help grow existing businesses
- Evaluate the need for a technical education outreach plan in conjunction with local primary and secondary schools to expose area students to the fields related to jobs of the future

Entrepreneurial Accelerator Program (EAP)

- Provide services to entrepreneurs with the expectation of screening 150 new technology ideas
- Deploy Sourcelink as an online resource to build the regional entrepreneurial ecosystem by helping startups seek partners, capital, and financial, business and technical expertise
- Conduct two entrepreneurial training events to increase knowledge and grow the regional innovation pool
- Conduct four university pitch events at regional higher education institutions to increase entrepreneurial programs and technology transfer

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
- Initiate 100% online programs to market to aid resiliency and expand market reach
- Develop Occupational Associates degree programs and achieve LA Board of Regents, Council on Occupational Education, and U.S. Department of Education approvals to implement.
- Develop commercial partnerships to allow direct job creation
- Diversify DMII offerings with new media and technology-based programs
- Increase summer camp programs and outreach

BIOMEDICAL RESEARCH FOUNDATION OF NORTHWEST LOUISIANA

NARRATIVE

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

Envision Research

- Provide and support clinical research opportunities to BRF's divisions
- Expand partnerships with community physicians, hospital systems, start-up companies and the biomedical industry to conduct of more cutting-edge clinical trials in Louisiana and the Ark-LA-Tex region
- Bring clinical trials for prevention (vaccine) and treatment (inpatient and outpatient) studies of COVID-19 pandemic to North Louisiana and Ark-LA-Tex area
- Collaborate closely with an accelerated enrollment solutions CRO for the conduct of cancer clinical trials
- Conduct clinical trials on primary care diseases, such as asthma, diabetes, hypertension, renal diseases, at the new Envision Research Clinic
- Provide clinical research training to community physicians with limited or no prior experience in clinical trials
- Develop an internship program for training in clinical research
- Participate in community outreach events to raise awareness of the community about the importance of clinical trials
- Sponsor regional and national scientific conferences to showcase the research achievements and potential of North Louisiana

Science and Technology Education – EdVentures

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

**BIOMEDICAL RESEARCH FOUNDATION
OF NORTHWEST LOUISIANA**

NARRATIVE

EXPENDITURE SUMMARY

	2019 Actual	2020 Amended	2020 Estimated	2021 Budget
Salaries & Benefits	\$ 88,061	\$ 87,710	\$ 88,370	\$ 89,030
Contract Services	2,820,721	2,820,699	2,820,699	2,820,502
Statutory Charges	2,461	9,000	3,451	4,000
Internal Charges	15,267	14,244	14,244	15,477
Other Expenses	15,366	13,000	14,111	13,000
Total Expenditures	2,941,876	2,944,653	2,940,875	2,942,009

BUDGET AND ORGANIZATION OVERVIEW

- C-1 BUDGET SUMMARY 2019-2021**

- C-4 BUDGET PREPARATION AND REVIEW PROCESS**

- C-8 BUDGETARY POLICIES AND ASSUMPTIONS**

- C-16 SCHEDULE OF AD VALOREM ASSESSMENTS, MILLAGE
RATES AND TAX REVENUE**

- C-20 COMBINED PERSONNEL ROSTER**

- C-21 SALARIES BY FUND AND FUNCTION**

- C-22 MISCELLANEOUS STATISTICS**

- C-26 AREA MAP**



PARISH OF CADDO

**Budget Summary
Governmental Funds**

	2019 Adopted Total	2020 Adopted Total	2021 Adopted				% Change From PY	
			General	Special Revenue	Debt Service	Capital Project		Total
Revenues								
Ad Valorem Taxes	\$ 46,220,900	46,682,410	6,942,471	37,538,424	2,627,355	-	47,108,250	0.91%
Sales Taxes	10,075,000	10,475,000	-	10,475,000	-	-	10,475,000	0.00%
Licenses and Permits	1,172,300	1,197,000	812,000	390,000	-	-	1,202,000	0.42%
Intergovernmental	5,084,264	4,968,464	1,706,900	3,106,564	-	-	4,813,464	(3.12%)
Gaming	1,575,000	1,475,000	-	1,300,000	-	-	1,300,000	(11.86%)
Oil and Gas	400,000	500,000	-	500,000	-	-	500,000	0.00%
Charges for Services	666,400	636,400	213,000	423,400	-	-	636,400	0.00%
Fines and Forfeitures	10,000	25,000	-	20,000	-	-	20,000	(20.00%)
Rents and Interest Earned	2,323,225	2,533,395	100,000	1,486,600	8,000	768,481	2,363,081	(6.72%)
Other Revenues	285,200	203,400	22,000	172,800	-	-	194,800	(4.23%)
Total Revenues	67,812,289	68,696,069	9,796,371	55,412,788	2,635,355	768,481	68,612,995	(0.12%)
Expenditures								
Parish Commission	698,944	764,789	723,620	-	-	-	723,620	(5.38%)
District Court	1,951,402	1,879,505	1,950,722	-	-	-	1,950,722	3.79%
District Attorney	5,839,579	5,962,808	5,964,037	-	-	140,000	6,104,037	2.37%
Coroner	215,100	238,000	243,000	-	-	15,000	258,000	8.40%
Administration and Legal	903,080	1,106,139	921,068	-	-	125,000	1,046,068	(5.43%)
Human Resources	171,773	231,390	204,796	-	-	-	204,796	(11.49%)
Finance	479,794	455,744	455,953	-	-	-	455,953	0.05%
Information Systems	373,219	321,098	215,094	-	-	140,000	355,094	10.59%
Registrar of Voters/Elections	803,569	817,722	886,097	-	-	-	886,097	8.36%
LSU Extension Service	74,100	175,000	75,000	-	-	-	75,000	(57.14%)
Public Works	18,275,449	19,086,442	-	7,941,660	-	8,210,000	16,151,660	(15.38%)
Public Building Maintenance	6,413,241	8,466,724	263,916	5,585,938	-	1,608,000	7,457,854	(11.92%)
Caddo Correctional Center	10,412,987	11,587,949	-	10,738,725	-	1,055,500	11,794,225	1.78%
Parks and Recreation	1,914,968	3,059,467	-	1,653,422	-	1,461,000	3,114,422	1.80%
Solid Waste Disposal	4,652,915	4,972,027	-	3,835,345	-	230,000	4,065,345	(18.24%)
Juvenile Court	1,273,327	1,691,730	-	965,373	-	-	965,373	(42.94%)
Juvenile Probation Operations	3,700,219	3,854,191	-	3,735,247	-	-	3,735,247	(3.09%)
Juvenile Detention	3,206,603	3,157,665	-	3,261,688	-	-	3,261,688	3.29%
Parish Health Unit	979,948	904,841	-	665,673	-	417,000	1,082,673	19.65%
Animal Services and Mosquito Control	3,891,411	4,000,031	-	3,105,701	-	65,000	3,170,701	(20.73%)
Economic Development	3,933,686	3,406,845	-	464,264	-	-	464,264	(86.37%)
Debt Service	2,853,047	2,666,005	223,563	881,493	2,472,047	-	3,577,103	34.17%
All Other	3,605,541	4,711,278	882,120	4,528,866	-	798,683	6,209,669	31.80%
Total Expenditures	76,623,902	83,517,390	13,008,986	47,363,395	2,472,047	14,265,183	77,109,611	(7.67%)
Excess (Deficiency) of Revenues Over Expenditures	(8,811,613)	(14,821,321)	(3,212,615)	8,049,393	163,308	(13,496,702)	(8,496,616)	(42.67%)

PARISH OF CADDO

**Budget Summary
Governmental Funds**

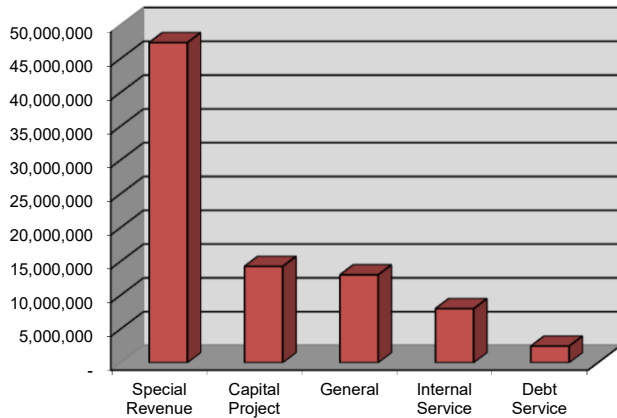
	<u>2019</u>	<u>2020</u>	<u>2021 Adopted</u>				<u>% Change From PY</u>	
	<u>Adopted Total</u>	<u>Adopted Total</u>	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital Project</u>		<u>Total</u>
Other Financing Sources (Uses)								
Proceeds From Bond Issue	-	5,380,000	-	-	-	-	-	(100.00%)
Operating and Capital Transfers In	21,454,100	27,272,483	1,400,000	4,600,000	-	13,476,500	19,476,500	(28.59%)
Operating and Capital Transfers Out	(21,454,100)	(26,521,500)	(425,000)	(15,088,000)	-	(3,963,500)	(19,476,500)	(26.56%)
Total Other Financing Sources (Uses)	-	6,130,983	975,000	(10,488,000)	-	9,513,000	-	(100.00%)
Net Change in Fund Balances	(8,811,613)	(8,690,338)	(2,237,615)	(2,438,607)	163,308	(3,983,702)	(8,496,616)	(2.23%)
Fund Balance at Beginning of Year	150,585,980	156,401,004	16,822,130	119,524,948	4,349,825	23,864,386	164,561,289	5.22%
Fund Balance at End of Year	\$ 141,774,367	147,710,666	14,584,515	117,086,341	4,513,133	19,880,684	156,064,673	5.66%

PARISH OF CADDO

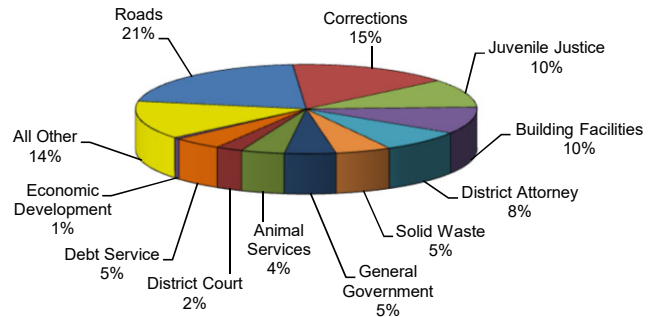
Budget Summary Internal Service Funds

	2019 Adopted Total	2020 Adopted Total	2021 Adopted		% Change From PY	
			Group Insurance	General Insurance		
Operating Revenues						
Employer Group Insurance Contributions	\$ 3,561,844	3,739,936	3,739,936	-	3,739,936	0.00%
Employee Group Insurance Contributions	1,242,228	1,304,339	1,304,339	-	1,304,339	0.00%
Retired Employee Group Insurance Contributions	278,485	290,278	269,881	-	269,881	(7.03%)
Employer Retired Group Insurance Contributions	753,248	775,754	813,997	-	813,997	4.93%
Casualty Insurance Premiums	946,000	990,000	-	990,000	990,000	0.00%
Workers Compensation Insurance Premiums	430,000	450,000	-	450,000	450,000	0.00%
Miscellaneous Revenue	-	-	-	-	-	0.00%
Total Operating Revenues	7,211,805	7,550,307	6,128,153	1,440,000	7,568,153	0.24%
Operating Expenses						
Employee Group Insurance Program	5,932,587	6,141,629	6,147,719	-	6,147,719	0.10%
Casualty Insurance Program	932,650	967,489	-	1,058,858	1,058,858	9.44%
Workers Compensation Insurance Program	556,661	721,778	-	798,055	798,055	10.57%
Total Operating Expenses	7,421,898	7,830,896	6,147,719	1,856,913	8,004,632	2.22%
Total Operating Income (Expense)	(210,093)	(280,589)	(19,566)	(416,913)	(436,479)	55.56%
Non-Operating Revenue (Expense)						
Interest Earned	52,000	52,000	32,000	20,000	52,000	0.00%
Interest Expense	-	-	-	-	-	0.00%
Total Non-Operating Income (Expense)	52,000	52,000	32,000	20,000	52,000	0.00%
Change in Net Assets	(158,093)	(228,589)	12,434	(396,913)	(384,479)	68.20%
Net Position at Beginning of Year	6,719,551	6,851,323	4,610,267	2,293,079	6,903,347	0.76%
Net Position at End of Year	\$ 6,561,458	6,622,734	4,622,701	1,896,166	6,518,868	(1.57%)

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 2021 budget	July 20, 2020
Budget Team convened to begin initial discussion of overall goals and priorities	August 07, 2020
Budget Team sets capital outlay priorities	August 07, 2020
Budget Team received and reviewed first draft of funding proposals	August 10, 2020
Submission deadline for final departmental and agency funding requests	August 17, 2020
Budget Team made final determination of proposed operating and capital budgets	September 11, 2020
Budget presented to Parish Commission at special meeting	October 29, 2020
Parish Commission holds Public Hearing on proposed budget	November 19, 2020
Parish Commission adopts final budget at special meeting	December 04, 2020

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
- E. Edward Jones Trust 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:

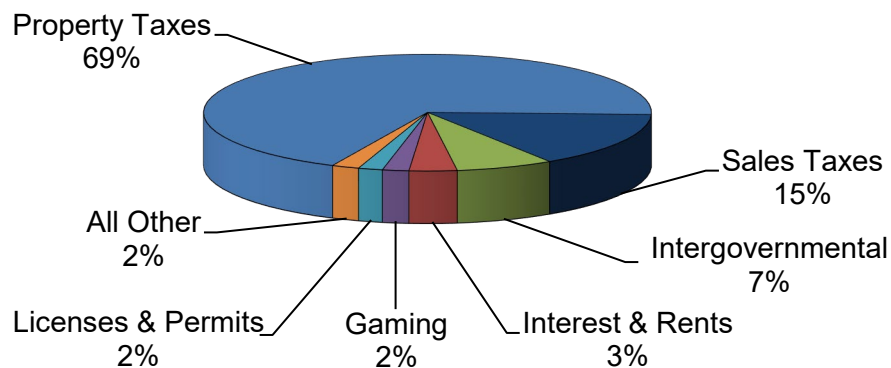
Balanced Budget:

Louisiana law requires the Parish to adopt a balanced budget for the General Fund, as well as 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-16. All these levies are legally dedicated for a specific purpose as decided by the voters of Caddo Parish. This means that, by law, the Parish

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

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 2021, ad valorem taxes are estimated to generate \$47 million or 69% 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 2020 due to the lack of any significant oil and gas activity. The ad valorem revenue is expected to remain consistent in 2021. Commercial property assessments saw a 15% reduction as a result of the COVID-19 pandemic which should be partially offset by a slight increase in residential property assessments.

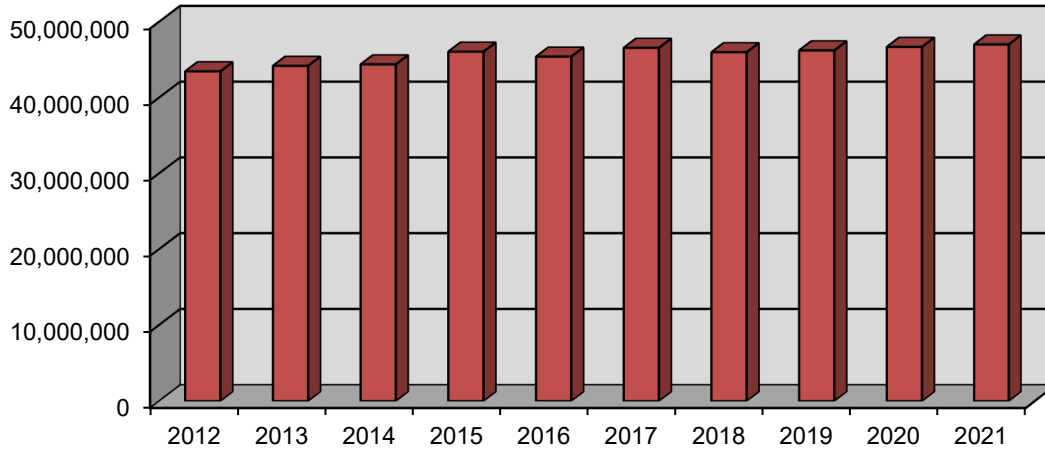
It is the Parish's policy to not roll-forward ad valorem taxes. Roll-forward is the process to increase ad valorem revenue as a result of the reassessment of property values. Since the Parish does not roll-forward, increases in ad valorem taxes are the result of new properties being added to the tax rolls. Completed commercial and residential construction projects resulted in a 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 2020 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 2021 tax revenues. The taxable valuation for 2021 is projected to decrease by approximately .70% from the assessor's estimate for 2020 which decreased 1.36% from the 2019 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 2021, the estimate for these items was 3.5%, an increase from prior years due to COVID-19, 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.

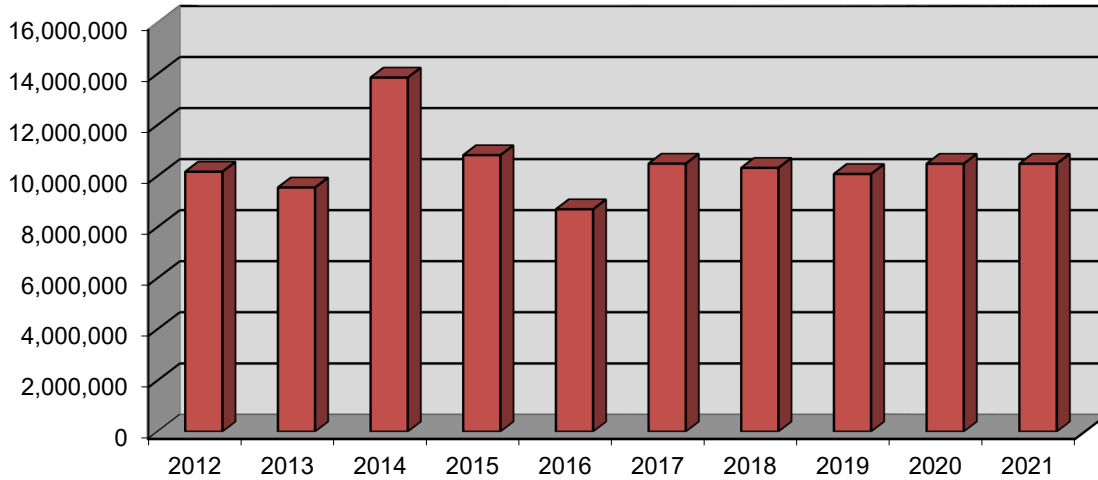
Sales taxes represent approximately 15% of the Parish's total revenues for 2021. Sales taxes are included in the Solid Waste Disposal Fund and the Public Works Fund. Sales tax revenue has varied widely since 2011 with significant upswings and downswings which demonstrates the volatility of sales tax revenue and substantiates the Parish's position to budget conservatively for sales taxes.

Various new construction projects and the continued effects of the Haynesville Shale resulted in significant sales tax collections in 2011, which 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 Steel 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 2020 with oil and gas productions at levels consistent with 2019. Oil and gas production is anticipated to remain stable in 2021, accordingly, the Parish is projecting no change for 2021 from the estimated 2020 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 2021. 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 2021 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 2021 are relatively certain. Revenues for the remainder of 2021 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 2021. 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, consisting of video poker revenues, 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 48% 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 12% for 2021 because of the effects of the COVID-19 pandemic. 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 \$51 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 2021. This is consistent with the 2020 budget since oil and gas production is expected to remain stable. While the price of gas has not increased, the volume of gas collected and sold has increased. This revenue primarily results from royalties 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 may 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 state and federal 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 that is updated annually. Substantially all capital improvements are made 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. The Parish issued \$10 million in limited tax revenue bonds in 2020 to fund \$5,380,000 in capital projects in 2020. The Parish is proposing to fund \$3,963,500 in capital projects in 2021 and the remaining revenue bond funds to be used in 2022. The remainder of the capital expenditures for 2021 will be funded from fund balance reserves.

The Parish maintains all its physical assets at an adequate level 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. Fund balances will be used to fund non-recurring, one-time expenditures.

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. The Parish Commission has established a policy to maintain a fund balance of \$1,000,000 for the General Fund. The 2021 projected fund balance for the General Fund is over \$14.6 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 monthly to the individual funds based on 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. It is the policy of the Parish to not issue debt to finance current operations. The balance of the Parish's long-term debt is relatively low in comparison to other entities of its size. Outstanding debt issues are detailed on page **E-63**. State law allows a maximum debt limit equal to 35% of the total

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

assessed valuation for the Parish. At December 31, 2020 the total bonded debt of \$16,660,000 will represent approximately 2.7% of the debt ceiling of \$612,831,179.

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. The amount of ad valorem taxes that must be levied to service this debt has declined from 6 mills to 1.5 mills. The Debt Service millage rate remained at 1.5 mills for 2021. This rate may be reduced as the outstanding balance is lowered through principal maturities. It is the Parish's policy to hold a minimum of one year's debt service in reserve. The Parish's goal is to maintain this levy and have sufficient funds on hand to meet the last year's debt service requirement.

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, the 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 a method 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.

FINANCIAL POLICIES, MAJOR REVENUE ASSUMPTIONS AND TRENDS

Pension Plans:

PERS

Substantially all Parish employees are members of the cost-sharing, multiple-employer public employee statewide plan administered by the Parochial Employees' Retirement System (PERS) of Louisiana. All classified Parish employees who work at least 28 hours per week and are under 60 years of age are required to become members of the plan on the date of employment. Employee payroll deductions are 9.5% of gross pay, which is matched by the Parish at a rate of 12.25% of gross wages. The Parish rate remained at 12.25% in 2021, consistent with the 2020 rate. The employer and employee contribution obligations are established and may be amended by Louisiana State Statute. All deducted and matched funds are remitted to the retirement system. Retirement benefits are administered by the statewide plan and are not guaranteed by the Parish.

CPERS

Twenty-five unclassified employees of the Parish are covered by the Caddo Parish Employees Retirement System (CPERS), a deferred compensation plan administered by a third-party administrator. CPERS is a tax qualified plan under Section 401 (a) of the Internal Revenue Code and all contributions by or on behalf of employees are tax deferred until time of withdrawal. The CPERS plan document specifies plan provisions, including the employee and employer contribution rates for those qualified personnel who elect to participate. Each member must select a percentage between 5% and 9.5% to contribute to CPERS with the Parish's contribution allocated on a pro-rata basis up to the amount that would otherwise be contributed for PERS which is a maximum of 12.25% for 2021.

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

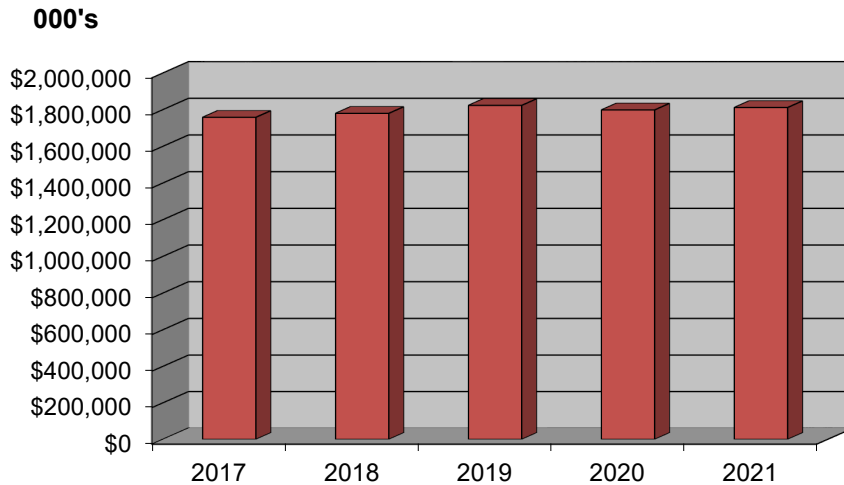
Taxable Assessment

2017 - 2021

Geographical Component	Actual per Assessment Roll			Projected	
	2017	2018	2019	2020 (1)	2021
Exempt Municipalities:					
Shreveport	1,247,467,274	1,262,557,838	1,286,681,218	1,269,727,660	1,279,250,617
Vivian	9,626,072	9,911,090	10,440,156	10,403,615	10,367,203
Bossier City	5,662,752	5,785,022	4,916,472	4,899,264	4,938,458
	1,262,756,098	1,278,253,950	1,302,037,846	1,285,030,540	1,294,556,279
Remainder of Parish	495,593,409	501,663,870	521,366,531	513,515,687	517,367,055
Total	1,758,349,507	1,779,917,820	1,823,404,377	1,798,546,227	1,811,923,333

Growth Projection		
	2020 (1)	2021
Shreveport	-1.32%	0.75%
Vivian	-0.35%	-0.35%
Bossier City	-0.35%	0.80%
Remainder of Parish	-1.51%	0.75%
Total Assessment	-1.36%	0.70%

Taxable Assessment



(1) As adjusted by reappraisal/reassessment

PARISH OF CADDO

Schedule of Millage Rates

2017 - 2021

Millage Purpose	Authorized Through	Millage Rate					Adopted 2021
		Levied					
		2017	2018	2019	2020 (1)		
General Fund:							
Exempt Municipalities	Continuous	3.02	3.02	3.02	3.06	3.06	3.06
Remainder of Parish	Continuous	6.05	6.05	6.05	6.13	6.13	6.13
Public Works:							
Road and Bridge	2023	2.86	2.86	2.70	2.74	2.70	2.70
Solid Waste Disposal	2023	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2023	0.92	0.92	0.92	0.93	0.93	0.93
		3.78	3.78	3.62	3.67	3.63	3.63
Public Facilities:							
Road and Bridge	2018	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Disposal	2018	0.00	0.00	0.00	0.00	0.00	0.00
Drainage	2018	0.00	0.00	0.00	0.00	0.00	0.00
Parks and Recreation	2018	0.83	0.83	0.83	0.84	0.84	0.84
		0.83	0.83	0.83	0.84	0.84	0.84
Courthouse Maintenance	2021	2.72	2.72	2.72	2.76	2.76	2.76
Detention Facilities	2023	5.01	5.01	5.01	5.07	5.07	5.07
Juvenile Court	2021	1.97	1.97	1.97	2.00	2.04	2.04
Public Health:							
	2023	1.15	1.15	1.15	1.17	1.17	1.17
	2020	0.78	0.78	0.78	0.79	0.79	0.79
		1.93	1.93	1.93	1.96	1.96	1.96
Biomedical Center	2032	1.640	1.640	1.64	1.66	1.66	1.66
Criminal Justice System:							
	2023	3.200	3.10	3.26	3.31	3.31	3.31
	2032	0.069	0.07	0.07	0.07	0.07	0.07
		3.269	3.17	3.33	3.38	3.38	3.38
Debt Service	Bond Term	1.50	1.50	1.50	1.50	1.50	1.50
Total - Exempt Municipalities		25.67	25.57	25.57	25.90	25.90	25.90
Total Remainder of Parish		28.70	28.60	28.60	28.97	28.97	28.97

(1) Reflecting adjustment per revaluation of 2020 Assessment Roll.

PARISH OF CADDO

2020 Ad Valorem Revenue Projection

Millage	Gross Revenue	Estimated Uncollectible Taxes 3.50%	Payments In Lieu of Taxes	Estimated Prior Year Taxes	Net Revenue	Retirement Contrib from Taxes 2.96%
General Fund:						
Exempt Municipalities	\$3,932,190	(137,630)	49,438	44,863	3,888,861	116,390
Remainder of Parish	3,147,850	(110,170)	0	21,112	3,058,792	93,170
	7,080,040	(247,800)	49,438	65,975	6,947,653	209,560
Public Works:						
Road and Bridge	4,928,020	(172,480)	0	75,010	4,830,550	145,860
Solid Waste Disposal	0	0	0	2,093	2,093	0
Drainage	1,672,650	(58,540)	0	17,596	1,631,706	49,510
	6,600,670	(231,020)	0	94,699	6,464,349	195,370
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	1,510,780	(52,880)	0	12,269	1,470,169	44,720
	1,510,780	(52,880)	0	12,269	1,470,169	44,720
Building Maintenance	4,963,990	(173,740)	0	38,084	4,828,334	146,930
Detention Facilities	9,118,630	(319,150)	0	85,597	8,885,077	269,900
Juvenile Justice	3,597,090	(125,900)	0	28,221	3,499,411	106,470
Public Health:						
Original	2,104,300	(73,650)	0	17,893	2,048,543	62,290
Supplemental	1,420,850	(49,730)	0	12,957	1,384,077	42,060
	3,525,150	(123,380)	0	30,850	3,432,620	104,350
Biomedical Center	2,985,590	(104,500)	0	27,112	2,908,202	88,370
Criminal Justice	6,079,090	(212,770)	0	25,879	5,892,199	179,930
Debt Service	2,697,820	(94,420)	0	24,247	2,627,647	79,850
Total	\$48,158,850	(\$1,685,560)	\$49,438	\$432,933	\$46,955,661	\$1,425,450

PARISH OF CADDO

2021 Ad Valorem Revenue Projection

Millage	Gross Revenue	Estimated Uncollectible Taxes 3.50%	Payments In Lieu of Taxes	Estimated Prior Year Taxes	Net Revenue	Retirement Contrib from Taxes 2.96%
General Fund:						
Exempt Municipalities	\$3,961,340	(138,650)	45,500	33,647	3,901,837	117,250
Remainder of Parish	3,171,460	(111,000)	0	15,834	3,076,294	93,870
	<u>7,132,800</u>	<u>(249,650)</u>	<u>45,500</u>	<u>49,481</u>	<u>6,978,131</u>	<u>211,120</u>
Public Works:						
Road and Bridge	4,892,190	(171,230)	0	56,258	4,777,218	144,800
Solid Waste Disposal	0	0	0	1,570	1,570	0
Drainage	1,685,090	(58,980)	0	13,197	1,639,307	49,880
	<u>6,577,280</u>	<u>(230,210)</u>	<u>0</u>	<u>71,024</u>	<u>6,418,094</u>	<u>194,680</u>
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	1,522,020	(53,270)	0	9,202	1,477,952	45,050
	<u>1,522,020</u>	<u>(53,270)</u>	<u>0</u>	<u>9,202</u>	<u>1,477,952</u>	<u>45,050</u>
Building Maintenance	5,000,910	(175,030)	0	28,563	4,854,443	148,020
Detention Facilities	9,186,450	(321,530)	0	64,198	8,929,118	271,910
Juvenile Justice	3,696,320	(129,370)	0	21,166	3,588,116	109,410
Public Health:						
Original	2,119,950	(74,200)	0	13,420	2,059,170	62,750
Supplemental	1,431,420	(50,100)	0	9,718	1,391,038	42,370
	<u>3,551,370</u>	<u>(124,300)</u>	<u>0</u>	<u>23,138</u>	<u>3,450,208</u>	<u>105,120</u>
Biomedical Center	3,007,790	(105,270)	0	20,334	2,922,854	89,030
Criminal Justice	6,124,300	(214,350)	0	19,409	5,929,359	181,270
Debt Service	2,717,890	(95,130)	0	18,185	2,640,945	80,450
Total	\$48,517,130	(\$1,698,110)	\$45,500	\$324,700	\$47,189,220	\$1,436,060

PARISH OF CADDO

**Combined Personnel Roster
2019 - 2021**

Budget Component	Number of Employees			
	2019 Actual	2020 Budget	2020 Actual	2021 Budget
Parish Commission Operations:				
Public Works:				
Administration	12	12	12	12
North Camp	17	17	17	17
South Camp	20	20	20	20
Solid Waste Disposal	58	61	61	61
	107	110	110	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	5	5	5	5
Information Services	3	3	3	3
	28	29	28	29
Animal Services and Mosquito Control	39	40	40	40
Parks and Recreation	17	17	17	17
Fleet Services	9	9	9	9
Juvenile Services				
Probation	32	33	33	33
Detention	38	43	43	43
	70	76	76	76
Commission Clerk	2	3	3	3
Total Parish Commission	342	354	353	354
Parish Funded Agency Operations:				
District Court	19	19	19	19
Juvenile Court	10	10	10	10
Registrar of Voters	14	14	14	14
Ward Courts	20	20	20	20
Total Funded Agency	63	63	63	63
Total Parish Budget	405	417	416	417

PARISH OF CADDO

Total Salaries and Related Benefits By Fund and Function

	<u>2020</u> <u>Budget</u>	<u>2021</u> <u>Budget</u>
General:		
Parish Commission	\$ 601,824	\$ 556,047
District Court	1,464,646	1,525,088
Ward Courts (Constables & JPs)	58,955	59,000
Administration and Legal	1,371,297	1,324,736
Human Resources	395,749	375,953
Finance	786,901	881,800
Information Services	288,299	297,133
Registrar of Voters	426,226	499,946
David Raines Community Center	5,770	6,500
LSU Extension Service	63,000	63,000
Other	207,160	211,120
Public Works:		
Administration	1,332,627	1,229,272
Fleet Services	585,741	664,490
North Camp	1,159,868	1,146,512
South Camp	1,353,546	1,312,016
Commercial Vehicle Enforcement Unit	150,749	154,996
Building Maintenance:		
Courthouse	2,398,025	2,586,245
Detention Facilities:		
Caddo Correctional Center	1,231,060	1,254,391
Parks and Recreation	1,068,760	1,172,651
Solid Waste Disposal:		
Compactor System Operations	1,574,449	1,479,879
Code Enforcement	65,621	67,553
Juvenile Justice:		
Court	868,785	895,518
Probation	2,421,999	2,419,230
Detention	2,371,269	2,427,488
Building Maintenance	125,765	129,033
Riverboat	178,622	178,750
Health Tax:		
Shreveport Regional Lab	1,378	1,447
Highland Health Unit	324,544	334,690
Vivian Health Unit	39,405	40,572
Animal Services	1,730,811	1,766,238
Mosquito Control	219,948	227,958
Biomedical	87,710	89,030
Criminal Justice	183,440	183,950
	\$ 25,143,949	\$ 25,562,232

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 – 417

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	5
Miles of Trails	41

Sanitation:

Number of Collection Compactors	18
Tons of Solid Waste Collected	15,552

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, 2019)

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, 2019)

Rank	Name	Type of Business	Assessed Value
1	Swepco / AEP	Utility	\$114,246,664
2	Chesapeake Operating LLC	Natural Gas Exploration	\$30,871,180
3	Calumet	Refinery	\$25,140,860
4	Union Pacific Railroad Co.	Railroad	\$14,255,610
5	Ternium	Coater	\$13,510,130
6	BHP Billiton Petro Co	Petroleum Company	\$12,432,600
7	Wal-Mart	Retail	\$12,360,430
8	Kansas City Southern Railroad	Railroad	\$11,781,760
9	Bell South Communications	Utility	\$11,593,150
10	Centerpoint Energy	Utility	\$11,345,430

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
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	\$11,760,644	\$48,413	5.00%
2019	242,922	(1)	(1)	5.50%

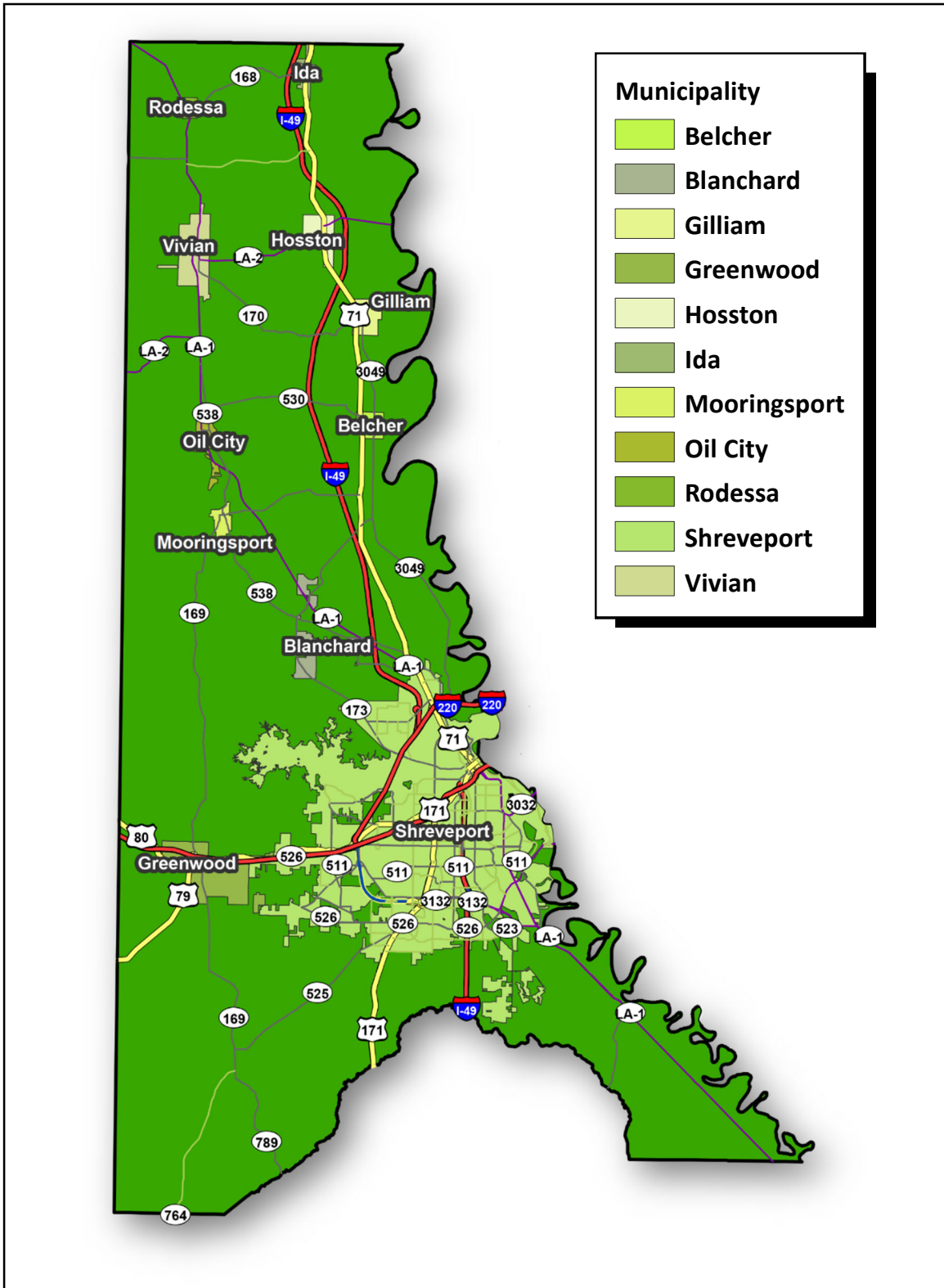
Note: (1) 2019 Data not available.

Additional Demographic Data

Year	Median Age	School Enrollment
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
2019	37.4	38,199

PARISH OF CADDO

Area Map





CAPITAL OUTLAY FUND

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

Capital expenditures are defined as follows:

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

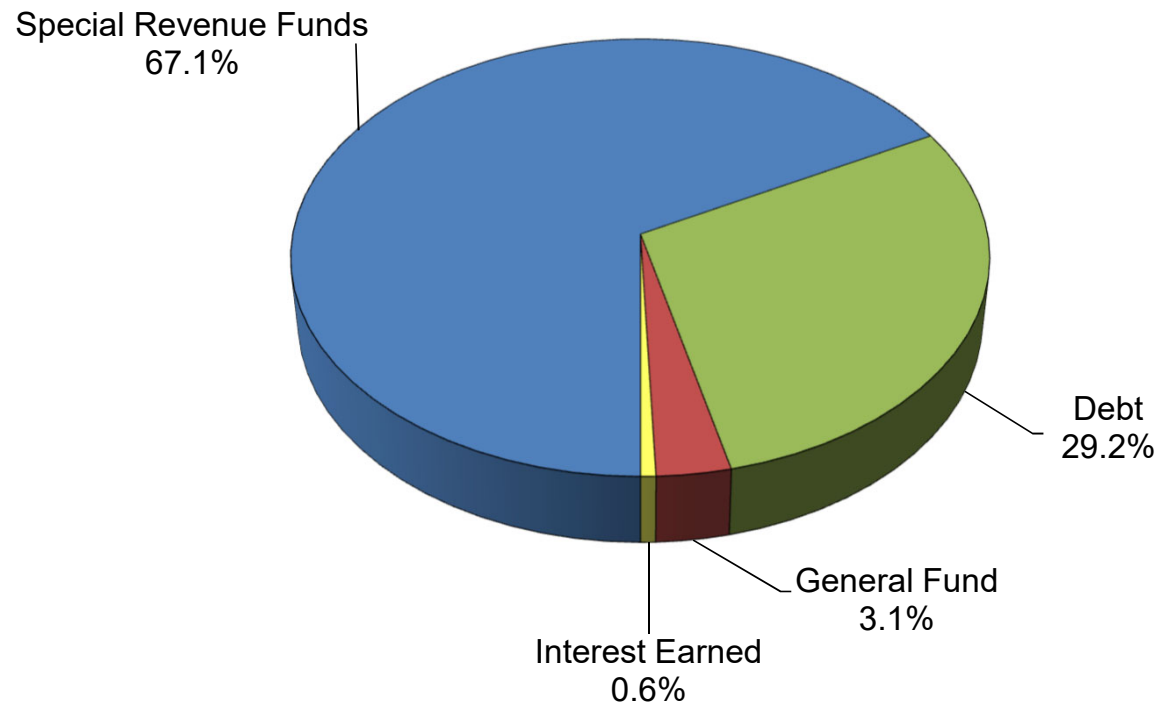
The capital portion of the budget is distinctive from the operating budget for several reasons. First, capital outlay reflects non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants.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

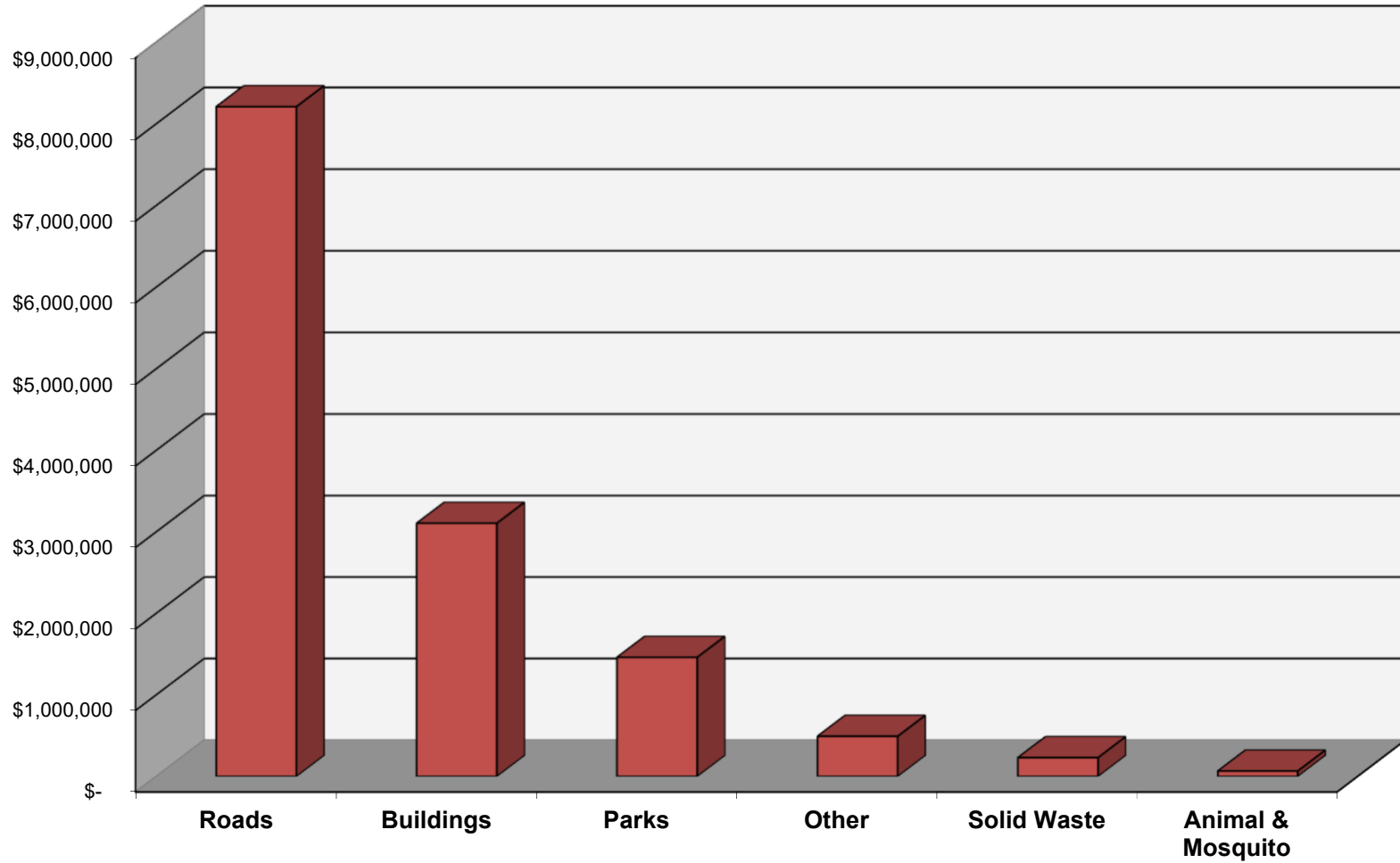


Capital Outlay Program - Sources of Funding



Capital Outlay Program - Expenditures by Major Function

D-2



Capital Outlay Fund
Budget Summary
2021 Capital Expenditure Program

Function	Amount
Administration	\$ 125,000
District Attorney	\$ 140,000
Information Systems	\$ 140,000
Highland Health Unit	\$ 402,000
Vivian Health Unit	\$ 15,000
Caddo Community Action Agency	\$ 10,000
Parish Courthouse	\$ 760,000
Juvenile Court Buildings	\$ 583,000
Coroners Building	\$ 15,000
Forcht Wade	\$ 100,000
Government Plaza	\$ 125,000
David Raines Center	\$ 20,000
Francis Bickham Building	\$ 20,000
Caddo Correctional Center	\$ 1,055,500
Animal Services and Mosquito Control	\$ 65,000
Solid Waste	\$ 230,000
Roads and Drainage	\$ 8,210,000
Parks and Recreation	\$ 1,461,000
Program Administration	\$ 86,681
Total	\$ 13,563,181

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
<u>Revenues:</u>	
3610 Interest Earned	\$ 86,681
Total Revenues	86,681
<u>Expenditures:</u>	
120 Criminal Justice:	
23 District Attorney:	
4740 Vehicle Purchases: Replacement Vehicles (3)	80,000
4743 Equipment Purchases Computer Hardware/Software	60,000
Total District Attorney	140,000
131 Administration:	
4524 Feasibility Study	125,000
Total Administration	125,000
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
SIP Phone System	10,000
DR/Backup Equipment	20,000
Remote Work Equipment	20,000
Total Information Systems	140,000
161 Facilities and Maintenance:	
14 Highland Health Unit:	
4739 Building Renovations:	
Replace Windows-3rd Floor	30,000
Upgrade Electrical Service - Phase I	150,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
<div style="margin-left: 40px;">Replace Chillers/Piping - Phase II</div>	200,000
<div style="margin-left: 40px;">Lighting Upgrades</div>	15,000
<div style="margin-left: 40px;">Security Upgrades</div>	7,000
	402,000
15 Vivian Health Unit	
<div style="margin-left: 20px;">4739 Building Renovations:</div>	
<div style="margin-left: 40px;">General Renovations</div>	15,000
17 Forcht Wade:	
<div style="margin-left: 20px;">4739 Building Renovations:</div>	
<div style="margin-left: 40px;">Demolish Building</div>	100,000
60 Caddo Community Action Agency:	
<div style="margin-left: 20px;">4739 Building Renovations:</div>	
<div style="margin-left: 40px;">Lighting Upgrades</div>	10,000
61 Courthouse:	
<div style="margin-left: 20px;">4739 Building Renovations:</div>	
<div style="margin-left: 40px;">Clerk of Court Carpet Replacement - Phase III</div>	50,000
<div style="margin-left: 40px;">Tax Assessor Restroom Renovations</div>	35,000
<div style="margin-left: 40px;">Sally Port Ceiling Remodel - Phase II</div>	20,000
<div style="margin-left: 40px;">General Renovations</div>	10,000
<div style="margin-left: 40px;">Security Upgrades</div>	25,000
<div style="margin-left: 40px;">Lighting Upgrades</div>	25,000
<div style="margin-left: 40px;">Replace Blinds in Courtroom - Phase II</div>	25,000
<div style="margin-left: 40px;">Replace AHU on 4th Floor</div>	200,000
<div style="margin-left: 40px;">Replace AHU on 5th and 6th Floor - Phase I</div>	250,000
<div style="margin-left: 40px;">Upgrade Courtroom Mixing Boards - Phase II</div>	20,000
<div style="margin-left: 40px;">Replace Metal Panels at Warehouse</div>	10,000
<div style="margin-left: 40px;">Network Upgrades for Judges - Switches/Firewall</div>	10,000
	680,000
4740 Vehicle Purchases:	
<div style="margin-left: 40px;">Replacement 2 Pickups</div>	70,000
4743 Equipment Purchases:	
<div style="margin-left: 40px;">Environmental Services Equipment</div>	10,000
	760,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
62	Juvenile Court Buildings:	
4739	Building Renovations:	
	Upgrade Existing Elevators	200,000
	Remodel Showers in Annex Building	15,000
	Add Chair Rail in Annex Offices	5,000
	Add Door Release Stations	5,000
	Painting PODs	10,000
	Replace PTBs in Court Building - Phase II	200,000
	Security Upgrades	10,000
	Lighting Upgrades	25,000
		470,000
4740	Vehicle Purchases:	
	Replace Van	26,000
	Replace 2 Vehicles	40,000
		66,000
4743	Equipment Purchases:	
	Upgrade Appliances in Annex	5,000
	Replace Kitchen Equipment	12,000
	Software Purchase	30,000
		47,000
		583,000
63	Coroner's Office:	
4739	Building Renovations:	
	HVAC Upgrade	15,000
		15,000
66	Francis Bickham Building:	
4739	Building Renovations:	
	Security Upgrades	10,000
	General Renovations	10,000
		20,000
67	Caddo Correctional Center:	
4739	Building Renovations:	
	Lobby ADA Doors	30,000
	Five Back-up Heater Cabinets	18,000
	Microphone System for the Holding Area	13,000
	Storage Building	40,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
	Fire Sprinkler System Replacement Phase II	100,000
	Air Handler Unit Replacement Phase II	225,000
	LED Inside Lightin Retrofit - Phase III	40,000
	New Sewer Chewer (Replacement Program)	20,000
	Security Upgrade	200,000
		686,000
4743	Equipment Purchases:	
	Kitchen Equipment	46,500
	Ozone Equipment Replacement Laundry	43,000
	Environmental Services Equipment	10,000
	Replace 2 Dryers	180,000
	Replace 2 Washing Machines	90,000
		369,500
		1,055,500
68	Government Plaza	
4739	Building Renovations:	
	Lighting Upgrades 7th Floor - Phase II	25,000
	Camera/Security System	90,000
	General Renovations	10,000
		125,000
69	David Raines Center (MLK Community Center):	
4739	Building Renovations:	
	Add Door Station in Community Programs	5,000
	Lighting Upgrades	15,000
		20,000
Total Facilities and Maintenance		3,105,500
312	Animal Services and Mosquito Control:	
4739	Building Renovations:	
	Lighting Upgrade Exterior - Phase II	60,000
	Security Upgrade	5,000
Total Animal Services and Mosquito Control		65,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
423 Solid Waste Disposal:	
4723 Solid Waste Projects: Office Upgrade and LED Lights	125,000
4741 Heavy Equipment: Replace 1 Stake Bed Trucks	70,000
4740 Vehicle Purchases: Replace Pickup	35,000
Total Solid Waste Disposal	230,000
441 Public Works:	
30 Drainage Capital Improvements:	
4722 Drainage Projects:	
Contract Drainage Maintenance	75,000
Culvert Conversions	75,000
Standard Oil Road Bridge Replacement	600,000
Red River Valley Feasibility Study	50,000
	800,000
4741 Heavy Equipment:	
Replace Trackhoe at South Camp	200,000
Replace Gradall at North Camp	450,000
	650,000
	1,450,000
31 Road Capital Improvements:	
4721 Road Construction Projects:	
Overlay and Rehabilitation	4,600,000
Overlay and Rehabilitation - Parish Transportation Fund	1,400,000
Striping Program	50,000
Bridge Program	50,000
Port I-69 Frontage Road	500,000
	6,600,000

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description		Adopted Capital Budget
4740	Vehicle Purchases:	
	Replace 3 Pickup Trucks (South Camp/Bridge Crew)	125,000
	Replace Code Enforcement SUV	35,000
		160,000
		6,760,000
Total Roads, Bridges and Drainage		8,210,000
511	Parks and Recreation:	
4739	Construction and Improvements:	
	Earl Williamson Park Improvement	260,000
	Eddie D Jones Park Improvement	60,000
	PBS Pinchback Park - Phase I	225,000
	Richard Fleming Park	91,000
	Town of Oil City - Phase I	80,000
	Village of Ida Park	28,000
	Walter B Jacobs - New Facility	200,000
	Holy Angels Inclusive Park Project	90,000
	Piers, Boat Ramps/Docks, Bridges Maintenances	100,000
	Park Entrance Monuments and Signage - Phase I	100,000
	Monitoring System for Attendance	40,000
	Restroom Upgrades	50,000
	Master and Strategic Plan	100,000
		1,424,000
4740	Vehicle Purchases:	
	New Cargo Van	27,000
4743	Equipment Purchases:	
	Replace Trash Receptacle	10,000
Total Parks and Recreation		1,461,000
131	Fund Administration:	
4321	Legal and Audit	7,490
4361	General Fund Administration	79,191
Total Fund Administration		86,681

CAPITAL OUTLAY FUND (490)

Detail Budget Worksheet

Project Description	Adopted Capital Budget
Total Expenditures	13,563,181
Excess (Deficiency) of Revenues Over Expenditures	(13,476,500)
Other Financing Sources (Uses):	
3837 Transfer From General Fund	425,000
3838 Transfer From Building Maintenance Fund	280,000
3841 Transfer From Parks and Recreation Fund	37,000
3842 Transfer From Solid Waste Disposal Fund	230,000
3847 Transfer From Public Works Fund	8,210,000
3845 Transfer From Health Tax Fund	102,000
3844 Transfer From Juvenile Justice Fund	-
3849 Transfer From Oil and Gas Fund	229,000
3862 Transfer From Detention Facilities Fund	-
3854 Transfer From Capital Improvement Fund	3,963,500
4674 Transfer To E. Edward Jones Trust Fund	-
Total Other Financing Sources (Uses)	13,476,500
Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures and Other Financing Uses	\$ -

DEPARTMENT OF PUBLIC WORKS
5 YEAR
CAPITAL IMPROVEMENT PLAN



DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2021

ROAD CONSTRUCTION

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

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

2022

ROAD CONSTRUCTION

- PTF Overlay & Road Treatment
 - Mira Myrtis Road
- Overlay & Road Treatment
- Striping Program
- Guard Rail Program
- Bridge Program
- Chip Seal Program
- Road Patching Program

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

DRAINAGE CONSTRUCTION

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

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
- Bledsoe Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2024

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 Rd Extension
- TBD Road Reconstruction

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

2025

ROAD CONSTRUCTION

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

DEPARTMENT OF PUBLIC WORKS

5 YEAR CAPITAL IMPROVEMENT PROGRAM

DRAINAGE CONSTRUCTION

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

SOLID WASTE

- Compactor Site Upgrades

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



DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

CADDO CORRECTIONAL CENTER

2021

- Lobby ADA Doors
- Shower Hinges & Change Swing (125)
- Add Westlaw to Inmate Tablets (700 – 800 tablets)
- Purchase and Install 14 70” Flat Screens
- Replace damaged Trays
- Two Meal Delivery Carts
- 5 Back up Heater Cabinets
- 15 Can Openers
- Replacement of Worn Diet Production line 5
- Replace 2 burner Gas Stove w/4 burner
- Replace Hot & Cold Boxes on Inmate Production Line
- Microphone system for the Holding Area
- Sneeze Guards for Booking Area
- 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
- Ozone Equipment Replacement Laundry
- ES Equipment
- Replace 2 Dryers
- Replace 2 Washing Machines

2022

- Air Handler Unit Replacement Phase-II
- Replace 1 Zero Turn Mower
- Replace Exhaust Fans Phase I
- 3 Roof Top A/C Units Replacement
- Security Upgrade

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2023

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

2024

- Reseal Bldg.
- Soundproofing in Pods
- Lighting Upgrade
- Security Upgrades
- Replacement of Kitchen Refrigeration units Phase -1
- Replace Water Heaters 5 each Phase-1

2025

- Replacement Of All Kitchen Refrigeration units Phase-II
- Replace 2 Dryers
- Replacement of Cooling, Towers, Boilers, Pumps and Chillers Phase 1
- Replace 2 Washing Machines

CADDO PARISH COURTHOUSE

2021

- COC carpet replacement Phase III
- Tax assessor restroom renovations
- Reception Window in Warrants Division
- Install bollards
- Sally Port Ceiling Remodel Phase II
- ES Equipment
- General Renovations
- Security Upgrades
- Lighting Upgrade
- Replace blinds in courtrooms Phase II
- Replace AHU on 4th Floor

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Replace AHU's 5th & 6th Floor
- Upgrade Courtroom Mixing Boards Phase II
- Replace Metal Panels on Warehouse
- Network upgrades for judges

2022

- 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

2023

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

2024

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

2025

- General renovations
- Lighting upgrade
- Remodel (2) courtrooms
- 480V Electric Service Upgrade Phase III

FRANCIS P BICKHAM BUILDING

2021

- Carpet Replacement – 3rd Floor
- Computer Hardware/Software (attached listing)
- Replacement Vehicles (3)
- Remodel Bathrooms 3rd Floor
- 3rd Floor DA Entry
- Remodel 2nd Floor Atrium for useable space
- Security upgrades

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- General renovations

2022

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

2023

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

2024

- Replace flooring
- HVAC Upgrade

2025

- Replace flooring

CORONER'S OFFICE

2021

- HVAC upgrade

2022

- Light upgrade
- General Renovations

LSU EXTENSION

2021

- Digital Scrolling Marquis to sign
- Kitchen & bathroom renovations

2022

- Replace Metal Roof

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2023

- Replace flooring

2024

- Light upgrade

JUVENILE COURT

2021

- Remodel 2nd Floor Annex Bldg.
- Upgrade Existing Elevators
- Remodel Showers Annex
- Add Chair rail in Annex Offices
- Add door release station
- Painting in PODs
- Upgrade Appliances in Annex
- Replace Kitchen Eqpt (Pending Quote)
- Replace PTB's in Court Bldg. Phase II
- Security Upgrades
- Lighting Upgrade

2022

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

2023

- Replace Chillers in Annex Bldg.

2024

- Lighting upgrades
- Security upgrades
- General renovations

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

HEALTH UNIT

2021

- Replace 3rd floor windows
- Upgrade Electrical Service
- Replace Chillers/Piping
- Lighting Upgrade
- Security Upgrade

2022

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

2023

- Replace Chillers

2024

- Reseal exterior of Building

2025

- Electrical Upgrade

DAVID RAINES CENTER

2021

- Lighting Upgrades
- Add Door Station in Community Programs

2022

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

2023

- Replace Roof Educational Bldg.

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

- Replace 2 RTU's in Office Bldg.

2024

- Re-landscape grounds
- Paint offices in dental

2025

- General renovations

CADDO COMMUNITY ACTION AGENCY

2021

- Lighting Upgrades

2022

- Lighting Upgrade
- Ceiling Remodel/Stairwell Remodel

2023

- Lighting Upgrade

2024

- Replace 2 RTU's for 3rd building

2025

- Replace flooring

VIVIAN HEALTH UNIT

2021

- General Renovations

2022

- Paint offices

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

GOVERNMENT PLAZA

2021

- Lighting Upgrade 7th floor Phase II

2022

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

2023

- Lighting Upgrade 7th Floor Phase III

ANIMAL SERVICES & MOSQUITO CONTROL

2021

- Lighting Upgrades Exterior Phase II
- Security Upgrade

2022

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

2023

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

REGIONAL LAB

2021

- No Requests

DEPARTMENT OF FACILITIES AND MAINTENANCE

5 YEAR CAPITAL IMPROVEMENT PROGRAM

FLEET SERVICES

2021

- General Renovations
- LED Upgrades

2022

- Electrical Upgrade



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



DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2021

EARL G. WILLIAMSON PARK

- New Keystone segmented retaining wall with fence above around the playground, new roof over existing open-air portion of the public restroom, thirty-seven (37) new canopies at all new picnic areas (includes 34 existing and 3 new where RV spots don't have a picnic area), new concrete foundations at picnic areas (at new locations and damaged existing foundations), new grading and drainage control at select picnic areas and new ADA compliant sidewalks to ADA restroom building

EDDIE D. JONES PARK

- Trail markers and route signage upgrades, new trail information kiosks, tree trimming/removal and trail course repairs

GREENBROOK PARK

- Removal of existing pavilions, new asphalt walking trail, ADA accessibility, 1 new basketball court, 4 15'x18' pavilions, new playground mulch,/borders, 3 shade structures, fencing along front line of parking, trail signs/park signage and park benches

PBS PINCHBACK PARK

- Removal of covered picnic area, new asphalt walking trail, ADA accessibility, new basketball court, new 30'x30' pavilion, new playground mulch, 2 roof shade structures, new asphalt parking lot, new aluminium fencing along front line of parking, new entry monument, new trail signs/park signage and park benches

RICHARD FLEMING PARK

- Provide ADA accessibility routes to playground system, new playground mulch, fabric hip roof shade structures over playground areas and benches

TOWN OF OIL CITY

- Install a new concrete or asphalt basketball court (demo/remove existing court), renovate existing gazebo, add new 15'x18' pavilion and concrete foundation, and add electrical power to gazebo and pavilion

VILLAGE OF IDA

- Install 2 playground shade structures over existing playground units

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

WALTER B. JACOBS MEMORIAL NATURE PARK

- Build new facility, approximately 13,000 square ft with approximately 6,000 square feet of exterior spaces, pavilions and deck. Facility will include: exhibition spaces multifunctioning lecture/meeting, event room, catering kitchen, classroom spaces, outdoor learning and event spaces office/workrooms for staff, equipment storage, food storage for animals with proper sanitation facilities, aviary, outdoor pavilions, decks and outdoor learning areas, new parking and outdoor learning areas that can be utilized for festivals and outdoor events **Note:** Architectural services (preliminary designs, consultants, MEP systems, structural/civil, surveying and soil boring) to begin in 2021

GENERAL PARK SYSTEM IMPROVEMENTS

- Repairs/replacement of piers, boat ramps/docks and nature trail bridges at Eddie D. Jones, Robert Nance, Noah Tyson, Richard Fleming and Walter B. Jacobs
- Park entrance monuments and new park signage (Earl G. Williamson, Eddie Jones, Greenbrook, PBS Pinchback, Richard Fleming, Robert Nance, Robert Lawton Jr. and Walter B. Jacobs)
- Install park counter systems to monitor (hourly, daily, weekly and monthly) park attendance at Eddie D. Jones, Earl G. Williamson, PBS Pinchback and Richard Fleming
- Restroom upgrades/improvements (toilets, urinals and sinks)
- Trash receptacle replacements

CADDO PARISH AND HOLY ANGELS INCLUSIVE PLAYGROUND / PARK PROJECT

- Architectural services (consultants, MEP systems, structural/civil, surveying and soil boring) to prepare construction documents for a new 15,000 square foot inclusive park, restrooms, parking, sidewalks and lighting

NATIONAL RECREATION AND PARKS ASSOCIATION/PRE-ACCREDITATION REQUIRED DOCUMENTS

- Parks and Recreation Master and Strategic Plan
- Parks and Recreation ADA Transition Plan
- Community Relations and Marketing Plan

WORK ORDER SOFTWARE SYSTEM

- Daily work orders and operations, preventive maintenance, reporting / analytics and unlimited parts and parks inventory

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2022

PARK SYSTEM (ALL PARKS)

- Renovations, repairs and park improvements
- Restroom repairs/upgrades (toilets, urinals, sinks, etc.)
- Repairs/replacement of piers, boat ramps/docks and nature trail bridges
- Park signage and kiosks replacement
- Trash receptacle replacements
- Install park counter systems (Noah Tyson, Robert Nance, Vivian)
- Walter B. Jacobs Nature Park Renovation Project
- Holy Angels Inclusive Park- public bid for purchase of playground equipment, surfacing and park amenities. Begin construction process
- Baseball field and ballfield lighting upgrades (City of Vivian, EGW Park and PBS Pinchback Park)
- Repair asphalt walking trail (Keithville Community Park)

2023

PARK SYSTEMS (ALL PARKS)

- Renovations, repairs and park improvements
- Restroom upgrades (toilets, urinals, sinks, etc.)
- Repairs/replacement of piers, boat ramps/docks and nature trail bridges
- Park signage and visitors' kiosks replacement
- Trash receptacle replacements
- Walter B. Jacobs Nature Park Renovation Project
- Holy Angels Inclusive Park- complete construction of park

2024

PARK SYSTEMS (ALL PARKS)

- Renovations, repairs and park improvements
- Restroom repairs/upgrades (toilets, urinals, sinks, etc.)
- Repairs/replacement of piers, boat ramps/docks and nature trail bridges
- Park signage and visitors' kiosks replacement
- Trash receptacle replacements
- Walter B. Jacobs Nature Park Renovation Project

DEPARTMENT OF PARKS AND RECREATION

5 YEAR CAPITAL IMPROVEMENT PROGRAM

2025

PARK SYSTEMS (ALL PARKS)

- Renovations, repairs and park improvements
- Restroom repairs/upgrades(toilets, urinals, sinks, etc.)
- Repairs/replacement of piers, boat ramps/docks and nature trail bridges
- Park signage and visitors' kiosks replacement
- Trash receptacle replacements
- Walter B. Jacobs Nature Park Renovation Project

INDIVIDUAL FUND BUDGETS

E-1 GENERAL FUND

E-16 SPECIAL REVENUE FUNDS

E-63 DEBT SERVICE FUND

E-69 CAPITAL PROJECT FUNDS

E-73 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

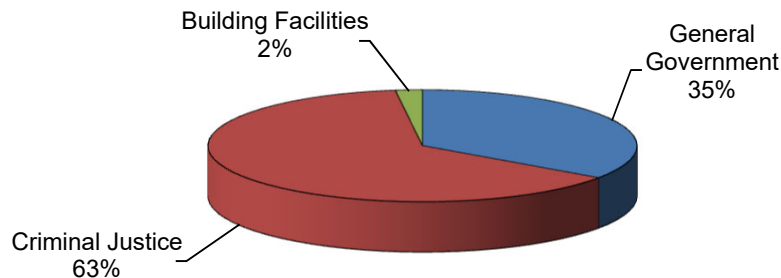
	2019 Actual	2020		2021 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 7,137,756	6,884,001	6,912,253	6,942,471
Licenses & Permits	896,645	807,000	899,048	812,000
Intergovernmental Revenue	1,888,923	1,726,900	1,773,934	1,706,900
Charges For Services	221,722	215,000	210,603	213,000
Rents & Interest Earned	378,683	100,000	101,522	100,000
Other Revenues	21,927	22,000	42,505	22,000
Total Revenues - General Fund	10,545,656	9,754,901	9,939,865	9,796,371
Expenditures By Function				
General Government				
Commission	691,122	764,789	660,960	723,620
Administration & Legal	829,329	941,139	677,973	921,068
Human Resources	194,389	231,390	187,885	204,796
Finance	389,125	455,744	459,374	455,953
Information Systems	199,849	196,098	193,144	215,094
Elections	519,940	817,722	688,730	886,097
LSU Extension	74,237	75,000	72,572	75,000
Allocations To Other Entities	314,078	649,000	661,958	357,000
Statutory Appropriations	563,569	667,072	575,335	676,683
Total General Government	3,775,639	4,797,954	4,177,931	4,515,311
Building Facilities				
Facilities & Maintenance				
Coroner	43,548	61,761	43,573	61,882
LSU Extension	25,275	33,171	31,018	34,827
Archives	79,966	77,000	81,300	85,000
David Raines	72,707	73,273	57,325	82,207
Total Building Facilities	221,496	245,205	213,216	263,916
Criminal Justice				
District Court	1,843,402	1,879,505	1,898,075	1,950,722
District Attorney	5,737,718	5,867,808	5,909,190	5,964,037
Coroner	229,987	238,000	240,423	243,000

GENERAL FUND

Summary of Revenues, Expenditures, and Changes in Fund Balance

	2019	2020		2021
	Actual	Budget	Estimated	Adopted
Constables & Justices of the Peace	68,284	73,955	66,308	72,000
Total Criminal Justice	7,879,390	8,059,268	8,113,996	8,229,759
Total Expenditures - General Fund	11,876,525	13,102,427	12,505,143	13,008,986
Excess (Deficiency) Of Revenues Over Expenditures	(1,330,869)	(3,347,526)	(2,565,278)	(3,212,615)
Other Financing Sources:				
Transfers In	1,700,000	1,700,000	1,700,000	1,400,000
Transfers Out	(760,750)	(600,000)	(600,000)	(425,000)
Total Other Financing Sources (Uses)	939,250	1,100,000	1,100,000	975,000
Net Change In Fund Balance	(391,619)	(2,247,526)	(1,465,278)	(2,237,615)
Fund Balance, Beginning Of Year	18,679,027	17,722,643	18,287,408	16,822,130
Fund Balance, End Of Year	\$ 18,287,408	15,475,117	16,822,130	14,584,515

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 include those expenditures associated with the management of overall Caddo Parish operations such as the Caddo Parish Commission, administration, legal, and finance.

GENERAL FUND

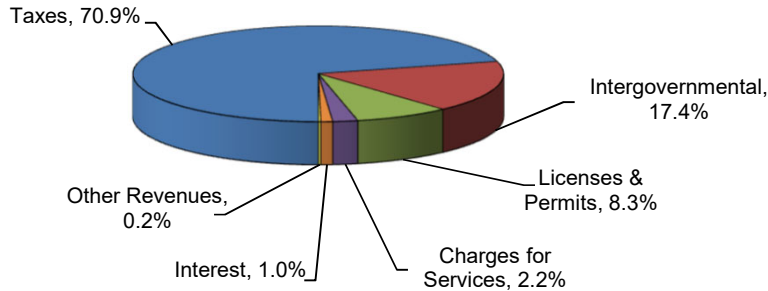
Budget By Category

	2019 Actual	2020		2021 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 7,137,756	6,884,001	6,912,253	6,942,471
Licenses & Permits	896,645	807,000	899,048	812,000
Intergovernmental Revenue	1,888,923	1,726,900	1,773,934	1,706,900
Charges For Services	221,722	215,000	210,603	213,000
Rents & Interest Earned	378,683	100,000	101,522	100,000
Other Revenues	21,927	22,000	42,505	22,000
Total Revenues	10,545,656	9,754,901	9,939,865	9,796,371
Expenditures				
Salaries & Benefits	5,681,878	5,705,981	5,655,861	5,838,360
Materials & Supplies	256,914	264,550	247,180	270,550
Education, Training & Travel	154,229	208,500	69,518	208,965
Utilities	151,926	169,700	142,555	180,500
Repairs & Maintenance	40,126	55,200	33,424	53,200
Contract Services	573,121	735,999	637,119	766,925
Statutory Charges	5,880,777	6,270,154	6,143,114	6,285,000
Internal Charges	(1,654,447)	(1,646,929)	(1,646,179)	(1,756,462)
Capital Outlay	38,272	50,900	39,530	63,100
Allocations To Other Entities	314,078	651,000	661,958	357,000
Debt Service	204,575	207,912	207,913	223,563
Other Expenses	104,574	350,100	173,207	393,925
Grant Programs	491,443	460,000	499,933	495,000
Reimbursements	(360,941)	(380,640)	(359,990)	(370,640)
Total Expenditures	11,876,525	13,102,427	12,505,143	13,008,986
Excess (Deficiency) Of Revenues Over Expenditures	(1,330,869)	(3,347,526)	(2,565,278)	(3,212,615)
Other Financing Sources (Uses)				
Transfers In	1,700,000	1,700,000	1,700,000	1,400,000
Transfers Out	(760,750)	(600,000)	(600,000)	(425,000)
Total Other Financing Sources (Uses)	939,250	1,100,000	1,100,000	975,000

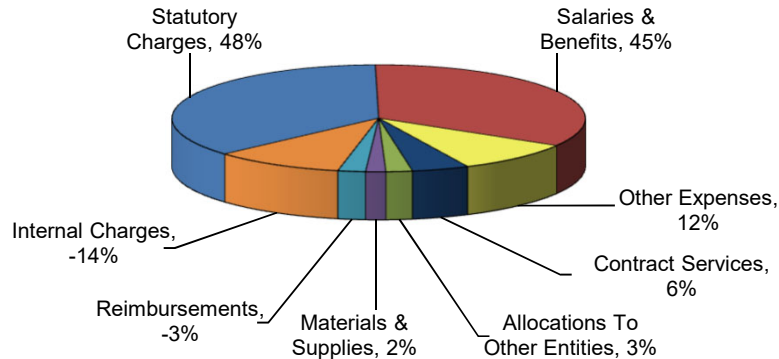
GENERAL FUND

Budget By Category

	2019 Actual	2020 Budget	2020 Estimated	2021 Adopted
Net Change In Fund Balance	(391,619)	(2,247,526)	(1,465,278)	(2,237,615)
Fund Balance, Beginning Of Year	18,679,027	17,722,643	18,287,408	16,822,130
Fund Balance, End Of Year	\$ 18,287,408	15,475,117	16,822,130	14,584,515



70.9% 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 Actual	2020				2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Revenues								
3111	Ad Valorem Tax-Inside City	\$ 3,896,711	3,919,760	-	3,932,190	3,932,190	3,961,340	0.74%
3112	Ad Valorem Tax-Outside	3,154,268	3,079,230	-	3,147,850	3,147,850	3,171,460	0.75%
3115	Estimated Uncollectible Taxes	(1,662)	(209,970)	-	(283,200)	(283,200)	(285,310)	0.75%
3118	Payments In Lieu Of Taxes	39,553	45,500	32,341	17,097	49,438	45,500	(7.97%)
3120	Prior Year Taxes	48,886	49,481	68,603	(2,628)	65,975	49,481	(25.00%)
3211	Liquor Licenses	22,675	21,000	20,850	-	20,850	21,000	0.72%
3212	Beer Licenses	6,010	6,000	5,143	(100)	5,043	6,000	18.98%
3216	Occupational Licenses	277,470	265,000	255,369	(175)	255,194	255,000	(0.08%)
3217	Insurance Licenses	590,489	515,000	620,364	(2,403)	617,961	530,000	(14.23%)
3218	Cable T.V. Franchise Fees	217,722	210,000	159,353	50,000	209,353	210,000	0.31%
3224	Fines	4,000	5,000	1,250	-	1,250	3,000	140.00%
3351	State Revenue Sharing	158,180	160,400	-	159,551	159,551	160,400	0.53%
3353	Louisiana Oil & Gas Severance	1,062,484	1,020,000	1,062,484	-	1,062,484	1,020,000	(4.00%)
3354	Louisiana Timber Severance	157,984	100,000	84,117	20,000	104,117	100,000	(3.95%)
3355	Louisiana Beer Tax	24,516	20,500	16,948	4,000	20,948	20,500	(2.14%)
3610	Interest Earned	378,683	100,000	43,259	58,263	101,522	100,000	(1.50%)
3695	Miscellaneous Revenue	19,020	18,000	50,491	(12,193)	38,298	18,000	(53.00%)
3723	Federal Grants - Other	485,759	426,000	270,473	156,361	426,834	406,000	(4.88%)
3727	Court Services Fees	2,908	4,000	4,377	(170)	4,207	4,000	(4.92%)
Total Revenues - General Fund		10,545,656	9,754,901	2,695,422	7,244,443	9,939,865	9,796,371	(1.44%)
Expenditures								
111 - Commission								
4113	Salaries Regular Employees	224,332	273,737	111,617	110,200	221,817	212,466	(4.22%)
4115	Salaries-Commissioners	273,705	273,705	200,011	73,678	273,689	273,705	0.01%
4131	Parochial Retirement	19,745	21,440	12,070	7,053	19,123	25,642	34.09%
4132	Group Health Insurance	14,684	15,190	14,255	7,232	21,487	28,480	32.55%
4133	Retired Employees Grp Insurance	7,340	7,560	5,040	2,520	7,560	7,938	5.00%
4135	Medicare Insurance	8,876	10,192	5,958	1,270	7,228	7,816	8.14%
4210	Books and Subscriptions	71	950	279	287	566	950	67.84%
4211	Dues-Governmental Organizations	24,048	23,000	14,925	9,100	24,025	25,000	4.06%
4220	Official Publications	33,716	33,000	22,167	8,699	30,866	35,000	13.39%
4230	Education, Travel and Training	57,388	70,000	13,363	10,000	23,363	70,000	199.62%
4241	Office Supplies	7,738	8,000	2,765	1,251	4,016	8,000	99.20%
4242	Postage	278	1,200	395	(63)	332	1,200	261.45%
4243	Copy Supplies	2,746	3,000	1,857	1,721	3,578	3,000	(16.15%)

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4280	Telephone	7,928	6,900	7,031	5,745	12,776	11,000	(13.90%)
4311	Employee Physicals	37	150	29	82	111	150	35.14%
4321	Legal and Auditing	1,706	16,000	1,440	-	2,419	1,600	(33.86%)
4324	Information Systems Allocation	9,840	10,134	6,756	3,378	10,134	11,087	9.40%
4327	Professional Services	8,457	15,000	4,551	4,940	9,490	15,000	58.06%
4353	Parking Fees	357	1,200	322	186	508	1,200	136.22%
4511	Casualty Insurance	847	886	590	296	886	886	0.00%
4512	Workers Comp Insurance	4,343	4,545	3,030	1,515	4,545	4,500	(0.99%)
4546	Reimb-MPC	(18,749)	(35,000)	(870)	(19,240)	(20,110)	(25,000)	24.32%
4742	Office Equipment	1,690	4,000	-	2,551	2,551	4,000	56.80%
Total Commission		691,122	764,789	427,582	232,400	660,960	723,620	9.48%
120 - Criminal Justice								
21 - District Court								
4113	Salaries Regular Employees	1,385,421	1,143,954	981,921	369,611	1,351,532	1,185,737	(12.27%)
4114	Salaries-Special	-	2,500	-	551	551	2,500	353.72%
4119	Salaries Reimbursed By Others	(129,354)	(100,000)	(61,599)	(61,599)	(123,198)	(100,000)	(18.83%)
4131	Parochial Retirement	52,844	52,000	46,345	15,925	62,270	62,500	0.37%
4132	Group Health Insurance	197,836	212,858	146,700	56,633	203,333	218,180	7.30%
4133	Retired Employees Grp Insurance	45,373	46,734	31,156	15,578	46,734	49,071	5.00%
4135	Medicare Insurance	24,026	16,600	15,106	5,524	20,630	16,600	(19.53%)
4136	Caddo Parish Employee Retirement	86,705	90,000	65,452	24,807	90,259	90,500	0.27%
4138	Unemployment Claims	-	4,500	2,837	(0)	2,837	4,500	58.62%
4210	Books and Subscriptions	36,827	34,000	32,682	(0)	32,682	36,000	10.15%
4241	Office Supplies	15,783	20,000	9,844	8,344	18,188	20,000	9.96%
4242	Postage	2,204	3,500	1,413	1,411	2,824	3,500	23.94%
4243	Copy Supplies	15,808	16,500	11,580	4,288	15,868	16,500	3.98%
4245	Courtroom Supplies	2,778	3,000	8	2,766	2,774	3,000	8.15%
4280	Telephone	2,058	13,500	424	5,456	5,880	11,500	95.58%
4353	Parking Fees	14,216	15,000	14,216	172	14,388	15,000	4.25%
4395	Grant Programs - Other	314,704	320,000	150,616	167,935	318,551	320,000	0.45%
4511	Casualty Insurance	377	394	263	131	394	394	0.00%
4512	Workers Comp Insurance	33,411	34,965	23,310	11,655	34,965	34,740	(0.64%)
4547	Reimb-Hearing Officer	(275,000)	(275,000)	-	(275,000)	(275,000)	(275,000)	0.00%
4598	Criminal Court Allocation	-	200,000	-	-	51,851	200,000	285.72%
4742	Office Equipment	17,384	20,000	6,272	9,239	15,511	31,000	99.86%
4754	Internet Access and Maintenance	-	4,500	2,375	1,876	4,251	4,500	5.86%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total District Court		1,843,402	1,879,505	1,480,921	365,303	1,898,075	1,950,722	2.77%
23 - District Attorney								
4133	Retired Employees Grp Insurance	26,849	27,654	18,436	9,218	27,654	29,037	5.00%
4395	Grant Programs - Other	176,739	140,000	90,691	90,691	181,382	175,000	(3.52%)
4581	Annual Appropriation	5,534,130	5,700,154	3,800,104	1,900,050	5,700,154	5,760,000	1.05%
Total District Attorney		5,737,718	5,867,808	3,909,231	1,999,959	5,909,190	5,964,037	0.93%
25 - Coroner								
4204	Autopsies	74,887	68,000	44,147	26,276	70,423	73,000	3.66%
4581	Annual Appropriation	155,100	170,000	120,246	49,754	170,000	170,000	0.00%
Total Coroner		229,987	238,000	164,393	76,030	240,423	243,000	1.07%
28 - JP & Constables								
4113	Salaries Regular Employees	52,172	55,000	39,570	12,057	51,627	55,000	6.53%
4119	Salaries Reimbursed By Others	(24,717)	(25,000)	(16,835)	(7,049)	(23,884)	(25,000)	4.67%
4135	Medicare Insurance	4,931	4,955	3,569	1,215	4,784	5,000	4.52%
4137	Supplemental Benefits	23,925	24,000	16,759	7,221	23,980	24,000	0.08%
4221	Printed Office Forms	1,173	2,000	1,282	(0)	1,282	2,000	56.01%
4230	Education, Travel and Training	10,800	11,000	3,519	-	8,519	11,000	29.12%
4570	Costs to Other Governmental Entities	-	2,000	-	-	-	-	0.00%
Total JP & Constables		68,284	73,955	47,865	13,443	66,308	72,000	8.58%
Total Criminal Justice		7,879,390	8,059,268	5,602,410	2,454,736	8,113,996	8,229,759	1.43%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
131 - Administration & Legal								
4113	Salaries Regular Employees	1,026,834	1,149,980	716,941	233,563	950,504	1,085,633	14.22%
4114	Salaries-Special	-	4,000	442	1,514	1,956	4,000	104.50%
4131	Parochial Retirement	47,190	44,878	36,624	6,360	42,984	51,571	19.98%
4132	Group Health Insurance	55,310	58,545	46,152	(1,426)	44,726	60,009	34.17%
4133	Retired Employees Grp Insurance	26,692	27,493	18,329	9,164	27,493	27,493	0.00%
4135	Medicare Insurance	14,459	13,895	10,932	2,645	13,577	15,509	14.23%
4136	Caddo Parish Employee Retirement	61,409	72,506	57,969	21,540	79,509	80,521	1.27%
4138	Unemployment Claims	-	1,000	-	855	855	1,000	16.96%
4210	Books and Subscriptions	25,563	25,000	15,046	10,710	25,756	26,000	0.95%
4211	Dues-Governmental Organizations	6,736	7,500	6,620	362	6,982	7,500	7.42%
4221	Printed Office Forms	521	1,100	900	(102)	798	1,100	37.84%
4230	Education, Travel and Training	45,954	48,000	9,143	6,666	15,809	48,000	203.62%
4241	Office Supplies	9,883	8,500	7,064	2,206	9,270	10,000	7.87%
4242	Postage	898	1,000	533	439	972	1,000	2.88%
4243	Copy Supplies	5,914	5,500	2,511	3,100	5,611	6,000	6.93%
4250	Equipment Repairs	391	1,000	12	550	561	1,000	78.25%
4251	Gas, Oil, Grease	1,321	1,200	308	259	567	1,200	111.64%
4280	Telephone	9,543	9,000	4,109	5,574	9,683	9,800	1.21%
4311	Employee Physicals	66	300	-	250	250	300	20.00%
4321	Legal and Auditing	9,696	18,000	5,761	12,239	18,000	18,000	0.00%
4324	Information Systems Allocation	22,960	23,646	15,764	7,882	23,646	25,869	9.40%
4327	Professional Services	52,817	55,000	44,625	8,890	53,515	55,000	2.77%
4344	Public Information	19,647	60,000	35	40,145	40,180	60,000	49.33%
4353	Parking Fees	6,405	5,500	1,631	2,295	3,926	5,500	40.09%
4360	Reimb from Other Funds	(594,171)	(673,916)	(450,876)	(223,040)	(673,916)	(654,314)	(2.91%)
4390	General Ins-Legal Service	(50,500)	(52,000)	(33,667)	(16,833)	(50,500)	(52,000)	2.97%
4511	Casualty Insurance	1,316	1,377	918	459	1,377	1,377	0.00%
4512	Workers Comp Insurance	17,329	18,135	12,090	6,045	18,135	18,000	(0.74%)
4742	Office Equipment	5,146	5,000	-	5,747	5,747	6,000	4.40%
Total Administration & Legal		829,329	941,139	529,916	148,057	677,973	921,068	35.86%
132 - Human Resources								
4113	Salaries Regular Employees	271,725	299,250	208,269	65,442	273,711	280,909	2.63%
4114	Salaries-Special	7,462	-	-	-	-	-	0.00%
4131	Parochial Retirement	30,520	36,659	24,802	11,857	36,659	33,903	(7.52%)

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4132	Group Health Insurance	37,640	45,878	35,502	10,376	45,878	47,025	2.50%
4133	Retired Employees Grp Insurance	9,342	9,622	6,415	3,207	9,622	10,103	5.00%
4135	Medicare Insurance	3,677	4,340	2,972	1,368	4,340	4,013	(7.53%)
4138	Unemployment Claims	-	-	-	247	247	500	102.43%
4210	Books and Subscriptions	1,550	1,500	431	1,054	1,485	1,500	1.01%
4211	Dues-Governmental Organizations	764	900	1,244	-	1,244	2,125	70.82%
4221	Printed Office Forms	665	500	-	502	502	500	(0.40%)
4230	Education, Travel and Training	6,793	14,000	1,278	6,844	8,122	16,950	108.69%
4241	Office Supplies	2,342	3,800	3,090	680	3,770	3,800	0.80%
4242	Postage	1,108	1,500	735	737	1,472	1,500	1.90%
4243	Copy Supplies	3,519	4,500	2,374	2,006	4,380	4,500	2.74%
4244	Training Resources	4,270	6,000	3,515	2,400	5,915	3,515	(40.57%)
4247	Record Retention	6,100	40,000	10,280	13,720	24,000	30,000	25.00%
4256	Annual Pin Ceremony	6,795	7,000	2,688	3,000	5,688	7,000	23.07%
4280	Telephone	2,379	3,000	1,327	1,156	2,483	3,000	20.82%
4311	Employee Physicals	499	200	-	55	55	200	263.64%
4313	Maintenance Contract	6,999	4,000	4,593	(313)	4,280	7,300	70.56%
4321	Legal and Auditing	1,600	1,592	1,351	241	1,592	1,536	(3.52%)
4324	Information Systems Allocation	26,240	27,024	18,016	9,008	27,024	29,564	9.40%
4327	Professional Services	6,361	2,700	8,091	(15)	8,076	7,290	(9.73%)
4353	Parking Fees	2,950	1,500	859	565	1,424	1,500	5.34%
4360	Reimb from Other Funds	(257,877)	(295,224)	(196,816)	(98,408)	(295,224)	(304,541)	3.16%
4511	Casualty Insurance	377	394	263	131	394	394	0.00%
4512	Workers Comp Insurance	6,837	7,155	4,770	2,385	7,155	7,110	(0.63%)
4742	Office Equipment	3,755	3,600	-	3,591	3,591	3,600	0.25%
Total Human Resources		194,389	231,390	146,047	41,838	187,885	204,796	9.00%
133 - Finance								
4113	Salaries Regular Employees	714,566	609,831	427,778	198,046	625,824	693,288	10.78%
4119	Salaries-Reimbursed By Others	(45,611)	(35,000)	(16,389)	(18,611)	(35,000)	(35,000)	0.00%
4122	Salaries - Part Time Employees	1,646	3,112	864	0	864	-	(100.00%)
4131	Parochial Retirement	66,418	74,704	56,491	21,172	77,663	83,673	7.74%
4132	Group Health Insurance	97,572	98,594	73,881	60,009	133,890	101,059	(24.52%)
4133	Retired Employees Grp Insurance	26,700	27,501	18,334	9,167	27,501	28,876	5.00%
4135	Medicare Insurance	8,935	8,159	6,253	2,769	9,022	9,904	9.78%
4136	Caddo Parish Employee Retirement	10,118	-	-	-	-	-	0.00%
4210	Books and Subscriptions	1,008	2,000	-	1,255	1,255	2,000	59.36%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4211	Dues-Governmental Organizations	2,593	6,000	2,230	335	2,565	6,000	133.92%
4221	Printed Office Forms	2,169	3,000	1,236	999	2,235	3,000	34.23%
4223	Annual Report	5,164	7,000	1,838	3,000	4,838	7,000	44.69%
4230	Education, Travel and Training	24,641	30,000	773	3,000	3,773	30,000	695.12%
4241	Office Supplies	13,087	10,000	8,400	908	9,308	10,000	7.43%
4242	Postage	10,390	10,000	4,546	5,618	10,164	11,000	8.23%
4243	Copy Supplies	3,433	5,500	2,114	1,389	3,503	5,500	57.01%
4280	Telephone	5,520	6,000	2,027	1,529	3,556	6,000	68.73%
4311	Employee Physicals	1,384	200	263	(97)	166	200	20.48%
4313	Maintenance Contract	173	1,000	-	573	573	1,000	74.52%
4321	Legal and Auditing	1,081	6,000	1,356	1,316	2,672	1,545	(42.18%)
4324	Information Systems Allocation	26,240	27,024	18,016	9,008	27,024	29,564	9.40%
4327	Professional Services	7,896	20,000	8,244	6,542	14,786	20,000	35.26%
4353	Parking Fees	771	1,400	757	945	1,702	2,000	17.51%
4360	Reimb from Other Funds	(627,885)	(500,343)	(333,562)	(166,781)	(500,343)	(595,616)	19.04%
4372	Cost Allocation Services	10,750	14,500	-	14,500	14,500	15,500	6.90%
4511	Casualty Insurance	1,409	1,474	983	491	1,474	1,475	0.07%
4512	Workers Comp Insurance	17,458	17,338	11,559	5,779	17,338	17,235	(0.59%)
4543	Accounting Fees	(5,500)	(5,250)	-	(5,250)	(5,250)	(5,250)	0.00%
4742	Office Equipment	6,998	6,000	-	3,771	3,771	6,000	59.11%
Total Finance		389,125	455,744	297,990	161,384	459,374	455,953	(0.74%)
136 - Information Systems								
4113	Salaries Regular Employees	224,314	230,402	162,394	68,148	230,542	237,865	3.18%
4131	Parochial Retirement	25,672	28,225	20,642	7,599	28,241	28,795	1.96%
4132	Group Health Insurance	20,771	22,894	15,943	5,932	21,875	23,466	7.27%
4133	Retired Employees Grp Insurance	3,337	3,437	2,291	1,146	3,437	3,609	5.00%
4135	Medicare Insurance	3,099	3,341	2,339	866	3,205	3,398	6.02%
4210	Books and Subscriptions	-	500	-	198	198	200	1.01%
4211	Dues-Governmental Organizations	-	200	-	125	125	200	60.00%
4230	Education, Travel and Training	1,638	7,000	50	1,201	1,251	7,000	459.55%
4241	Office Supplies	903	800	4,850	(3,699)	1,151	1,200	4.26%
4242	Postage	-	100	-	-	-	-	0.00%
4250	Equipment Repairs	111	900	41	84	125	900	620.00%
4251	Gas, Oil, Grease	165	800	54	311	365	800	119.18%
4280	Telephone	27,431	6,000	4,143	407	4,550	8,000	75.82%
4313	Maintenance Contract	205,268	195,000	84,167	124,843	209,010	240,000	14.83%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4321	Legal and Auditing	1,111	1,107	938	169	1,107	1,069	(3.43%)
4327	Professional Services	-	2,000	-	1,445	1,445	2,000	38.41%
4360	Reimb from Other Funds	(328,000)	(337,800)	(225,200)	(112,600)	(337,800)	(369,555)	9.40%
4511	Casualty Insurance	1,316	1,377	918	459	1,377	1,377	0.00%
4512	Workers Comp Insurance	4,601	4,815	3,210	1,605	4,815	4,770	(0.93%)
4742	Office Equipment	1,667	1,000	234	610	844	1,000	18.48%
4745	Computer Equipment Purchases	150	3,000	-	2,185	2,185	3,000	37.30%
4746	Computer Software Purchase	-	1,000	-	-	-	-	0.00%
4754	Internet Access and Maintenance	6,294	20,000	9,340	5,756	15,096	16,000	5.99%
Total Information Systems		199,849	196,098	86,356	106,788	193,144	215,094	11.36%
150 - Allocation To Other Entities								
4951	Metropolitan Planning	240,000	305,000	140,000	165,000	305,000	280,000	(8.20%)
4952	Civil Defense	36,878	35,000	-	36,115	36,115	37,000	2.45%
4955	Parish Service Office	37,200	37,000	9,765	29,295	39,060	40,000	2.41%
4959	NGO Appropriations	-	272,000	281,783	-	281,783	-	(100.00%)
Total Allocation To Other Entities		314,078	649,000	431,548	230,410	661,958	357,000	(46.07%)
161 - Facilities & Maintenance								
63 - Coroner Building								
4260	Building Repairs & Maintenance	4,103	12,000	3,912	48	3,960	12,000	203.03%
4272	Electricity	14,987	19,000	6,415	7,629	14,044	19,000	35.29%
4273	Water	1,541	3,000	1,158	1,170	2,328	3,000	28.87%
4280	Telephone	3,274	4,000	1,552	1,520	3,072	4,000	30.21%
4312	Pest Control	440	500	325	383	708	725	2.40%
4317	Janitorial Service	16,118	20,000	12,150	4,050	16,200	20,000	23.46%
4388	Building Management	3,086	3,261	2,174	1,087	3,261	3,157	(3.19%)
Total Coroner Building		43,548	61,761	27,685	15,888	43,573	61,882	42.02%
64 - LSU Extension Bldg								
4260	Building Repairs & Maintenance	1,882	6,000	3,094	2,953	6,047	6,000	(0.78%)
4272	Electricity	6,418	7,000	2,386	2,210	4,596	7,000	52.31%
4273	Water	225	400	628	275	903	1,800	99.34%
4280	Telephone	971	1,000	467	518	985	1,000	1.52%
4291	Lawn and Tree Maintenance	2,100	2,000	1,300	800	2,100	2,100	0.00%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
4312	Pest Control	660	500	358	248	600	(0.99%)
4316	Security	217	500	137	137	660	140.88%
4317	Janitorial Service	6,450	9,000	5,212	3,712	9,000	0.85%
4318	Waste Disposal Fees	916	1,050	505	357	1,050	21.81%
4388	Building Management	3,086	3,261	2,174	1,087	3,157	(3.19%)
4511	Casualty Insurance	2,351	2,460	1,640	820	2,460	0.00%
Total LSU Extension Bldg		25,275	33,171	17,901	13,117	31,018	12.28%
65 - Archives							
4327	Professional Services	79,966	77,000	54,390	26,910	85,000	4.55%
Total Archives		79,966	77,000	54,390	26,910	81,300	4.55%
69 - David Raines Comm Center (MLK Community Center)							
4114	Salaries-Special	6,533	5,770	2,333	4,662	6,500	(7.08%)
4260	Building Repairs & Maintenance	27,068	28,000	3,385	11,741	28,000	85.11%
4271	Natural Gas	739	2,500	363	285	2,000	208.64%
4272	Electricity	46,060	49,000	23,706	15,378	49,000	25.37%
4273	Water	15,254	7,000	8,504	4,002	16,000	27.94%
4291	Lawn and Tree Maintenance	2,600	4,000	1,850	1,300	4,000	26.98%
4312	Pest Control	905	1,500	532	476	1,500	48.81%
4316	Security	870	1,200	684	228	1,200	31.58%
4317	Janitorial Service	20,320	23,000	7,635	11,735	23,000	18.74%
4318	Waste Disposal Fees	3,917	4,000	3,313	2,433	4,000	(30.39%)
4388	Building Management	8,816	9,316	6,211	3,105	9,020	(3.18%)
4511	Casualty Insurance	1,316	1,377	918	459	1,377	0.00%
4544	Utilities Charged To Other	(28,302)	(32,000)	(18,397)	(7,843)	(32,000)	21.95%
4558	Reimb-Health Tax Fund	(33,390)	(33,390)	(22,260)	(11,130)	(33,390)	0.00%
4754	Internet Access and Maintenance	-	2,000	859	858	2,000	16.48%
69 - David Raines Comm Center		72,707	73,273	19,637	37,688	82,207	43.41%
Total Facilities & Maintenance		221,496	245,205	119,614	93,602	263,916	23.78%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
170 - Elections								
71 - Registrar of Voters								
4113	Salaries Regular Employees	184,858	216,128	105,328	109,167	214,495	279,806	30.45%
4122	Salaries-Part Time	91,247	100,000	76,821	30,560	107,381	100,000	(6.87%)
4132	Group Health Insurance	30,229	47,080	24,726	10,742	35,468	48,257	36.06%
4133	Retired Employees Grp Insurance	8,683	8,943	5,962	2,981	8,943	11,647	30.24%
4135	Medicare Insurance	10,253	7,515	7,807	3,212	11,019	10,615	(3.67%)
4137	Supplemental Benefits	409	1,560	-	-	-	-	0.00%
4138	Unemployment Claims	-	3,000	-	2,111	2,111	3,000	42.11%
4139	ROV Retirement	33,497	45,000	39,817	7,934	47,751	49,621	3.92%
4210	Books and Subscriptions	2,240	2,300	4,881	(1,314)	3,567	2,300	(35.52%)
4211	Dues-Governmental Organizations	1,600	3,900	-	1,851	1,851	3,900	110.70%
4220	Official Publications	8,364	28,000	3,074	9,824	12,898	28,000	117.09%
4221	Printed Office Forms	5,404	5,000	2,731	2,941	5,672	5,000	(11.85%)
4230	Education, Travel and Training	2,744	22,000	1,545	999	2,544	22,000	764.78%
4241	Office Supplies	40,674	21,000	17,490	3,671	21,161	21,000	(0.76%)
4242	Postage	26,852	45,000	22,866	18,816	41,682	45,000	7.96%
4243	Copy Supplies	6,095	7,000	3,349	3,291	6,640	7,000	5.42%
4247	Record Retention	198	5,000	-	4,151	4,151	5,000	20.45%
4250	Equipment Repairs	-	2,000	-	-	-	-	0.00%
4260	Building Repairs & Maintenance	1,896	1,800	2,803	1,650	4,453	1,800	(59.58%)
4280	Telephone	1,306	2,500	653	429	1,082	2,500	131.05%
4313	Maintenance Contract	2,805	8,000	1,980	1,000	2,980	5,000	67.79%
4327	Professional Services	9,224	16,000	2,760	8,001	10,761	14,500	34.75%
4353	Parking Fees	17,693	17,000	8,606	8,142	16,748	17,000	1.50%
4357	Mobile Voter Registration	-	1,000	-	551	551	1,000	81.49%
4511	Casualty Insurance	1,129	1,181	787	394	1,181	1,181	0.00%
4512	Workers Comp Insurance	4,601	4,815	3,210	1,605	4,815	4,770	(0.93%)
4742	Office Equipment	722	6,800	880	3,999	4,879	8,000	63.97%
4754	Internet Access and Maintenance	-	1,200	198	956	1,154	1,200	3.99%
Total Registrar of Voters		492,723	630,722	338,275	237,663	575,938	699,097	21.38%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
72 - Election Cost								
4172	Election Expense	27,218	185,000	5,191	106,350	111,541	185,000	65.86%
4173	Voting Precinct Improvement	-	2,000	-	1,251	1,251	2,000	59.87%
Total Election Cost		27,218	187,000	5,191	107,601	112,792	187,000	65.79%
Total Elections		519,940	817,722	343,466	345,264	688,730	886,097	28.66%
180 - Statutory Appropriations								
4201	Ambulance Service	9,150	9,000	5,550	1,763	7,313	9,000	23.07%
4202	Pauper Funeral	75,000	75,000	75,000	-	75,000	75,000	0.00%
4310	Codification of Ordinances	4,318	8,000	2,436	2,434	4,870	8,000	64.27%
4352	Governmental Consultants	56,552	100,000	31,899	31,899	63,798	140,000	119.44%
4591	Retirement Contributions	208,681	207,160	-	209,560	209,560	211,120	0.74%
4592	Sheriff's Tax Collection	5,293	60,000	13,255	(6,374)	6,881	10,000	45.33%
4810	Principal Payments	135,000	142,500	142,500	-	142,500	154,500	8.42%
4820	Interest Payments	69,375	65,212	22,248	42,965	65,213	68,863	5.60%
4830	Paying Agent Fees	200	200	2,227	(2,027)	200	200	0.00%
Total Statutory Appropriations		563,569	667,072	295,115	280,220	575,335	676,683	17.62%
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	-	222	222	500	125.23%
4241	Office Supplies	1,819	300	-	-	-	300	0.00%
4243	Copy Supplies	2,776	2,400	1,388	991	2,379	2,400	0.88%
4250	Equipment Repairs	4,675	3,500	198	2,954	3,152	3,500	11.04%
4251	Gas, Oil, Grease	1,207	2,600	206	1,001	1,207	2,600	115.41%
4742	Office Equipment	760	500	-	451	451	500	10.86%
4754	Internet Access and Maintenance	-	2,200	902	1,259	2,161	2,200	1.80%
Total LSU Extension Service		74,237	75,000	49,944	22,628	72,572	75,000	3.35%
Total Expenditures - General Fund		11,876,525	13,102,427	8,329,987	4,117,326	12,505,143	13,008,986	4.03%
Excess (Deficiency) Of Revenues Over Expenditures		(1,330,869)	(3,347,526)	(5,634,565)	3,127,117	(2,565,278)	(3,212,615)	25.23%

GENERAL FUND

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Other Financing Sources (Uses)								
3855	Transfer From Criminal Justice	1,700,000	1,700,000	1,133,333	566,667	1,700,000	1,400,000	(17.65%)
4688	Transfer To Capital Outlay	(760,750)	(600,000)	(400,000)	(200,000)	(600,000)	(425,000)	(29.17%)
Total Other Financing Sources (Uses)		939,250	1,100,000	733,333	366,667	1,100,000	975,000	(11.36%)
Net Change In Fund Balance		(391,619)	(2,247,526)	(4,901,232)	3,493,784	(1,465,278)	(2,237,615)	52.71%
Fund Balance, Beginning of Year		18,679,027	17,722,643	18,287,408	13,386,175	18,287,408	16,822,130	(8.01%)
Fund Balance, End of Year		\$ 18,287,408	15,475,117	13,386,175	16,879,959	16,822,130	14,584,515	(13.30%)



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-30 **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-33 **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-36 **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-39 **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-44 **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.

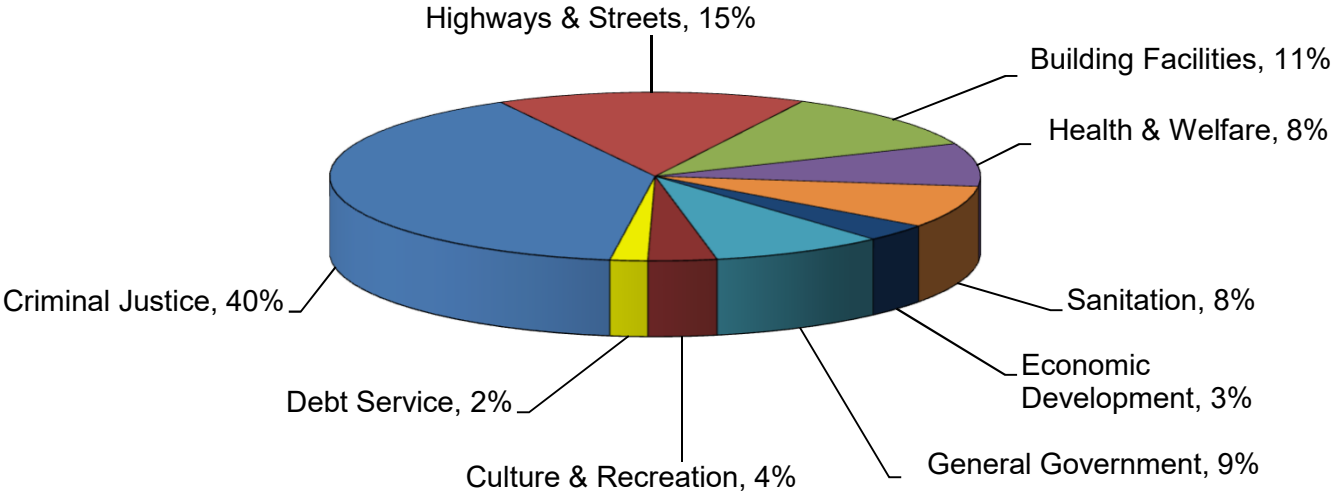
- E-50 **Biomedical Fund (280)** – The Biomedical Fund accounts for the proceeds of a special ad valorem tax dedicated to economic development activities, primarily through the Biomedical Research Foundation.
- E-51 **Riverboat Fund (290)** – The Riverboat Fund accounts for revenues received by the Commission from a share of gaming receipts received from riverboat casinos.
- E-55 **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-56 **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-58 **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-60 **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-61 **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-62 **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	\$ 13,368,094	4,829,433	8,874,188	1,470,342	3,526,200	3,588,116	3,432,448	2,907,814	-	6,016,789	-	-	-	-	-	48,013,424
Licenses & Permits	384,000	-	-	-	-	-	6,000	-	-	-	-	-	-	-	-	390,000
Intergovernmental Revenue	1,607,000	115,000	212,200	35,100	-	854,564	81,300	69,200	-	132,200	-	-	-	-	-	3,106,564
Gaming Revenue	-	-	-	-	-	-	-	-	900,000	-	-	400,000	-	-	-	1,300,000
Oil and Gas	-	-	-	-	-	-	-	-	-	-	500,000	-	-	-	-	500,000
Charges For Services	321,300	-	-	5,000	-	3,000	66,100	-	-	-	-	-	28,000	-	-	423,400
Fines & Forfeitures	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,000
Rents & Interest Earned	140,000	61,000	28,000	41,000	150,000	17,000	30,000	100	4,000	1,000	383,000	6,000	-	2,500	623,000	1,486,600
Other Revenues	50,000	1,000	10,000	5,500	85,000	15,200	4,100	-	2,000	-	-	-	-	-	-	172,800
Total Revenues	15,890,394	5,006,433	9,124,388	1,556,942	3,761,200	4,477,880	3,619,948	2,977,114	906,000	6,149,989	883,000	406,000	28,000	2,500	623,000	55,412,788
Expenditures By Function																
General Government																
Allocations-Other Entities	-	-	-	42,000	-	-	-	2,942,009	-	-	-	-	-	-	-	2,984,009
Administration	-	-	-	-	-	-	-	-	321,963	-	42,828	74,864	-	-	-	439,655
Fleet Services	656,230	-	-	-	-	-	-	-	-	-	-	-	-	-	-	656,230
Criminal Justice																
Criminal Administration	-	177,000	-	-	-	-	-	-	-	215,128	-	-	9,681	-	-	401,809
CCC -Facs & Maintenance	-	-	3,700,162	-	-	-	-	-	-	-	-	-	-	-	-	3,700,162
CCC -Statutory Charges	-	-	6,830,000	-	-	-	-	-	-	-	-	-	-	-	-	6,830,000
Juvenile Court	-	-	-	-	-	965,373	-	-	-	-	-	-	-	-	-	965,373
Juv Services - Probation	-	-	-	-	-	3,735,247	-	-	-	-	-	-	-	-	-	3,735,247
Juv Services - Detention	-	-	-	-	-	3,261,688	-	-	-	-	-	-	-	-	-	3,261,688
Health & Welfare																
Shreveport Regional Lab	-	-	-	-	-	-	32,693	-	-	-	-	-	-	-	-	32,693
Highland Health Unit	-	-	-	-	-	-	665,673	-	-	-	-	-	-	-	-	665,673
Vivian Health Unit	-	-	-	-	-	-	67,937	-	-	-	-	-	-	-	-	67,937
David Raines Comm Ctr	-	-	-	-	-	-	33,390	-	-	-	-	-	-	-	-	33,390
Animal Services	-	-	-	-	-	-	2,629,882	-	-	-	-	-	-	-	-	2,629,882
Mosquito Control	-	-	-	-	-	-	475,819	-	-	-	-	-	-	-	-	475,819
Building Facilities																
Forcht Wade	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Courthouse	-	4,400,647	-	-	-	-	-	-	-	-	-	-	-	-	-	4,400,647
Bickham Building	-	132,206	-	-	-	-	-	-	-	-	-	-	-	-	-	132,206
Government Plaza	-	199,061	-	-	-	-	-	-	-	-	-	-	-	-	-	199,061
Juvenile Justice Buildings	-	-	-	-	-	535,324	-	-	-	-	-	-	-	-	-	535,324
Veterans Affairs	-	24,500	-	-	-	-	-	-	-	-	-	-	-	-	-	24,500
Highways & Streets																
Road Administration	1,833,559	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,833,559
Road Maintenance	5,451,871	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,451,871
Sanitation																
	-	-	-	-	3,835,345	-	-	-	-	-	-	-	-	-	-	3,835,345
Culture & Recreation																
	-	-	-	1,611,422	-	-	-	-	-	-	-	-	-	-	-	1,611,422
Economic Development																
	-	-	-	-	-	-	-	834,000	-	-	-	389,400	-	-	350,000	1,573,400
Debt Service																
	-	112,200	208,563	-	-	-	65,200	-	-	-	480,800	-	-	-	14,730	881,493
Total Expenditures	7,941,660	5,050,614	10,738,725	1,653,422	3,835,345	8,497,632	3,970,594	2,942,009	1,155,963	215,128	523,628	464,264	9,681	-	364,730	47,363,395
Excess (Deficiency)	7,948,734	(44,181)	(1,614,337)	(96,480)	(74,145)	(4,019,752)	(350,646)	35,105	(249,963)	5,934,861	359,372	(58,264)	18,319	2,500	258,270	8,049,393
Other Financing Sources (Uses)																
Transfers In	-	-	1,000,000	-	-	3,400,000	-	-	-	-	-	-	-	200,000	-	4,600,000
Transfers Out	(8,210,000)	(280,000)	-	(37,000)	(230,000)	-	(102,000)	-	-	(5,800,000)	(229,000)	(200,000)	-	-	-	(15,088,000)
Total Other Fin Sources (Uses)	(8,210,000)	(280,000)	1,000,000	(37,000)	(230,000)	3,400,000	(102,000)	-	-	(5,800,000)	(229,000)	(200,000)	-	200,000	-	(10,488,000)
Net Change In Fund Balances	(261,266)	(324,181)	(614,337)	(133,480)	(304,145)	(619,752)	(452,646)	35,105	(249,963)	134,861	130,372	(258,264)	18,319	202,500	258,270	(2,438,607)
Beginning Fund Balance	22,858,995	9,295,936	6,241,790	3,003,221	21,950,572	4,936,305	5,178,761	399,233	482,218	706,755	5,774,608	417,530	66,112	753,567	37,459,345	119,524,948
Ending Fund Balance	\$ 22,597,729	8,971,755	5,627,453	2,869,741	21,646,427	4,316,553	4,726,115	434,338	232,255	841,616	5,904,980	159,266	84,431	956,067	37,717,615	117,086,341

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

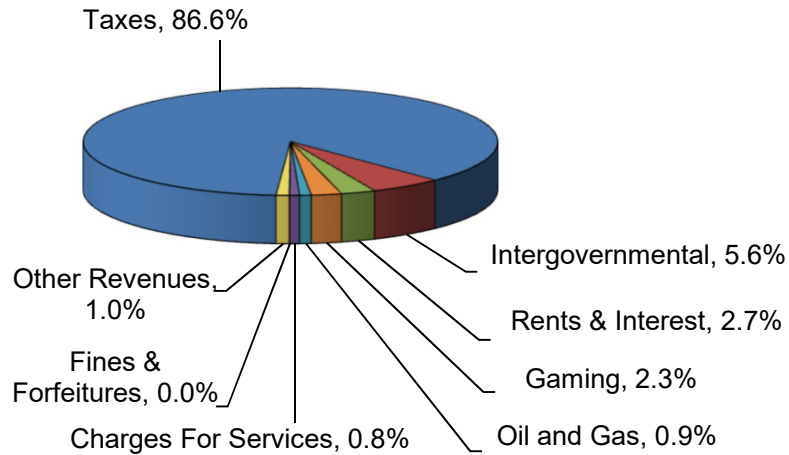
	2019	2020		2021
	Actual	Budget	Estimated	Adopted
Revenues				
Tax Revenue	\$ 51,047,487	47,626,184	47,365,139	48,013,424
Licenses & Permits	275,422	390,000	385,477	390,000
Intergovernmental Revenue	3,601,253	3,241,564	2,953,621	3,106,564
Gaming Revenue	1,578,221	1,475,000	1,131,451	1,300,000
Oil and Gas Revenue	1,340,134	500,000	640,117	500,000
Charges For Services	456,543	421,400	349,617	423,400
Fines & Forfeitures	25,470	25,000	13,766	20,000
Rents & Interest Earned	3,777,322	1,473,100	1,705,362	1,486,600
Other Revenues	159,313	181,400	183,839	172,800
Total Revenues	62,261,165	55,333,648	54,728,389	55,412,788
Expenditures				
Salaries & Benefits	17,801,412	19,497,601	18,160,567	19,785,389
Materials & Supplies	1,053,463	2,179,650	1,800,105	1,538,270
Education, Training & Travel	142,903	184,500	74,569	176,550
Utilities	2,333,096	2,740,400	2,298,666	2,647,600
Repairs & Maintenance	2,000,205	2,193,890	1,938,851	2,210,390
Prison Operations	6,665,235	6,816,000	7,039,595	7,066,000
Contract Services	6,438,155	7,254,729	6,398,798	7,331,900
Statutory Charges	186,945	287,120	210,519	246,000
Internal Charges	2,603,417	2,708,411	2,661,165	2,753,018
Capital Outlay	26,294	82,300	44,019	86,400
Allocations To Other Entities	1,750,097	2,154,250	1,973,660	1,775,400
Debt Service	204,575	207,913	207,913	866,763
Other Expenses	408,741	461,000	367,224	468,500
Grant Programs	493,631	601,215	525,663	561,215
Reimbursements	(176,000)	(180,000)	(180,000)	(170,000)
Juror & Witness Expense	24,800	20,000	16,125	20,000
Total Expenditures	41,956,968	47,208,979	43,537,439	47,363,395
Excess (Deficiency) Of Revenues Over Expenditures	20,304,197	8,124,669	11,190,950	8,049,393

SPECIAL REVENUE FUNDS

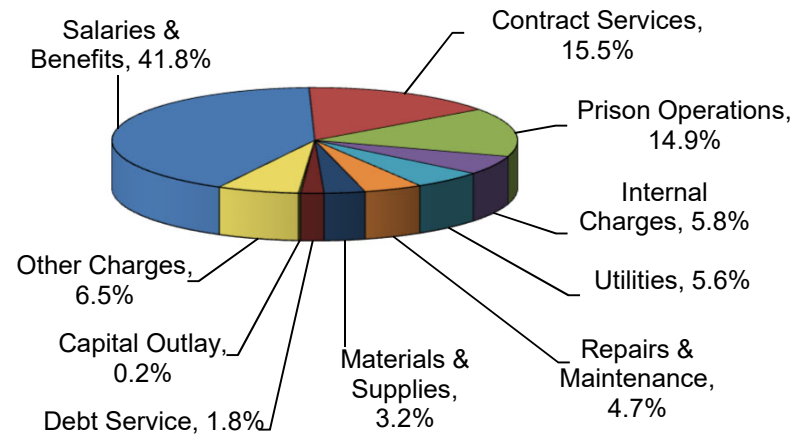
Budget By Category

	2019	2020		2021
	Actual	Budget	Estimated	Adopted
Other Financing Sources (Uses)				
Transfers In	4,827,761	5,200,983	5,200,983	4,600,000
Transfer Out	(20,543,350)	(20,441,500)	(20,441,500)	(15,088,000)
Total Other Financing Sources (Uses)	(15,715,589)	(15,240,517)	(15,240,517)	(10,488,000)
Net Change In Fund Balance	4,588,608	(7,115,848)	(4,049,567)	(2,438,607)
Fund Balance, Beginning Of Year	118,985,907	115,752,455	123,574,515	119,524,948
Fund Balance, End Of Year	\$ 123,574,515	108,636,607	119,524,948	117,086,341

REVENUES BY SOURCE



EXPENDITURES BY CATEGORY



SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Public Works Fund (200)								
Revenues								
3113	Ad Valorem Tax-Parish	\$ 6,571,381	6,360,290	-	6,510,740	6,510,740	6,577,280	1.02%
3114	Gas & Oil Sales	97,930	110,000	39,011	33,049	72,060	110,000	52.65%
3115	Estimated Uncollectible Taxes	(11,700)	(190,810)	-	(227,870)	(227,870)	(230,210)	1.03%
3117	Sign Billings	2,213	2,300	758	769	1,527	2,300	50.62%
3119	Equipment Repair Billings	126,482	100,000	75,510	29,293	104,803	100,000	(4.58%)
3120	Prior Year Taxes	59,591	69,454	61,598	33,101	94,699	71,024	(25.00%)
3175	Sales Tax Collections	8,466,069	6,950,000	4,496,850	2,367,318	6,864,168	6,950,000	1.25%
3180	Culvert Fees	9,250	10,000	5,870	3,330	9,200	10,000	8.70%
3181	Subdivision Fees	15,700	14,000	14,968	3,788	18,756	14,000	(25.36%)
3190	Special Assessment Revenue	3,112	10,000	-	4,211	4,211	5,000	18.74%
3219	Oil and Gas Permits	252,795	375,000	269,524	101,368	370,892	375,000	1.11%
3220	Building Permits	14,540	9,000	4,727	4,427	9,154	9,000	(1.68%)
3224	Fines	25,470	25,000	8,683	5,083	13,766	20,000	45.29%
3351	State Revenue Sharing	146,028	157,000	-	151,551	151,551	157,000	3.60%
3356	Parish Transportation Fund	1,495,583	1,400,000	771,702	503,672	1,275,374	1,300,000	1.93%
3357	Road Royalty	260,720	185,000	52,724	52,722	105,446	150,000	42.25%
3462	FEMA Grant	72,030	-	-	-	-	-	0.00%
3610	Interest Earned	505,080	140,000	58,045	77,066	135,111	140,000	3.62%
3692	Adjudicated Property Fees	83,408	85,000	57,196	(1,449)	55,747	85,000	52.47%
3695	Miscellaneous Revenue	15,939	45,000	89,329	(7,326)	82,003	45,000	(45.12%)
3725	Grant Revenue - Other	1,800	-	-	-	-	-	0.00%
Total Revenues - Public Works Fund		18,213,421	15,856,234	6,006,496	9,644,842	15,651,338	15,890,394	1.53%

Expenditures

411 - Road Administration

4113	Salaries Regular Employees	736,265	877,503	640,818	99,885	740,703	770,304	4.00%
4112	Salaries-Part Time	-	-	-	-	-	30,000	0.00%
4131	Parochial Retirement	67,016	72,310	54,389	19,766	74,155	92,968	25.37%
4132	Group Health Insurance	65,932	93,457	55,587	21,302	76,889	95,793	24.59%
4133	Retired Employees Grp Insurance	30,693	30,693	20,462	10,231	30,693	32,228	5.00%
4135	Medicare Insurance	10,323	12,841	9,368	1,264	10,632	13,299	25.08%
4136	Caddo Parish Employee Retirement	17,420	57,573	52,479	2,574	55,053	-	(100.00%)
4138	Unemployment Claims	-	1,500	-	215	215	1,500	597.67%
4210	Books and Subscriptions	922	1,500	155	670	825	1,500	81.82%
4211	Dues-Governmental Organizations	1,660	5,000	1,690	2,545	4,235	5,000	18.06%
4221	Printed Office Forms	162	1,500	288	437	725	1,500	106.90%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4230	Education, Training and Travel	14,578	20,000	2,828	698	3,526	19,000	438.85%
4241	Office Supplies	12,857	15,000	5,668	1,084	6,752	15,000	122.16%
4243	Copy Supplies	3,809	5,000	295	2,172	2,467	5,000	102.68%
4250	Equipment Repairs	2,562	8,000	1,814	2,755	4,569	8,000	75.09%
4251	Gas, Oil, Grease	5,670	13,000	2,354	8,401	10,755	12,000	11.58%
4280	Telephone	10,419	12,000	4,542	5,216	9,758	12,000	22.98%
4311	Employee Physicals	-	500	28	66	94	500	431.91%
4313	Maintenance Contract	6,200	16,000	6,200	-	6,200	15,000	141.94%
4321	Legal and Auditing	15,115	15,061	12,761	2,299	15,060	14,539	(3.46)%
4324	Information Systems Allocation	55,760	57,426	38,284	19,142	57,426	62,824	9.40%
4327	Professional Services	199,994	190,000	70,283	23,655	93,938	190,000	102.26%
4329	Reimb From PW Funds	(212,380)	(218,750)	(145,833)	(72,917)	(218,750)	(218,750)	0.00%
4353	Parking Fees	1,388	6,000	730	242	972	6,000	517.28%
4361	General Fund Administration	222,959	223,751	149,167	74,584	223,751	236,823	5.84%
4387	Adjudicated Property Expenses	11,561	19,000	5,622	6,015	11,637	18,000	54.68%
4511	Casualty Insurance	125,977	131,836	87,891	43,945	131,836	131,836	0.00%
4512	Workers Comp Insurance	20,210	21,150	14,100	7,050	21,150	21,015	(0.64)%
4591	Retirement Contributions	194,378	188,250	-	192,710	192,710	194,680	1.02%
4592	Sheriff's Tax Collection	5,257	25,000	-	6,852	6,852	25,000	264.86%
4742	Office Equipment	2,444	9,000	-	4,595	4,595	9,000	95.87%
4745	Computer Equipment Purchases	-	12,000	-	5,125	5,125	12,000	134.15%
Total Road Administration		1,629,150	1,923,101	1,091,971	492,577	1,584,548	1,833,559	15.71%
431 - Fleet Services								
4113	Salaries Regular Employees	399,388	417,329	311,590	134,739	446,329	491,851	10.20%
4114	Salaries-Special	9,180	5,000	5,546	(0)	5,546	5,000	(9.84)%
4131	Parochial Retirement	45,619	50,216	34,564	12,533	47,097	50,361	6.93%
4132	Group Health Insurance	74,793	89,962	54,664	17,047	71,711	92,211	28.59%
4133	Retired Employees Grp Insurance	16,682	17,182	11,455	5,727	17,182	18,041	5.00%
4135	Medicare Insurance	5,314	6,052	4,473	1,809	6,282	7,026	11.84%
4230	Education, Travel and Training	23	4,000	-	1,495	1,495	3,000	100.67%
4241	Office Supplies	721	1,500	212	413	625	1,200	92.00%
4243	Copy Supplies	399	1,500	378	470	848	1,200	41.51%
4250	Equipment Repairs	463,994	500,000	223,928	231,072	455,000	500,000	9.89%
4251	Gas, Oil, Grease	518,744	600,000	216,392	242,598	458,990	550,000	19.83%
4260	Building Repairs & Maintenance	36,833	35,000	12,326	17,369	29,695	34,000	14.50%
4265	Uniforms	998	4,000	457	779	1,236	3,000	142.72%
4270	Services and Supplies Charged to Others	(1,222,891)	(1,175,000)	(605,484)	(277,238)	(882,722)	(1,175,000)	33.11%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4271	Natural Gas	2,951	7,000	1,618	2,207	3,825	5,000	30.72%
4272	Electricity	19,839	24,000	10,658	11,492	22,150	24,000	8.35%
4273	Water	2,718	4,000	996	2,129	3,125	4,000	28.00%
4280	Telephone	3,238	4,000	1,355	2,298	3,653	4,000	9.50%
4290	Safety Apparel	-	500	-	375	375	500	33.33%
4311	Employee Physicals	808	750	238	(13)	225	800	255.56%
4321	Legal and Auditing	2,125	2,117	1,794	323	2,117	2,043	(3.50)%
4324	Information Systems Allocation	9,840	10,134	6,756	3,378	10,134	11,087	9.40%
4325	Computer System	-	7,000	-	5,523	5,523	7,000	26.74%
4361	General Fund Administration	60,009	57,879	38,586	19,177	57,763	62,045	7.41%
4365	Fleet Service Allocation	(120,000)	(102,000)	(84,000)	(42,000)	(126,000)	(126,000)	0.00%
4388	Building Management	1,761	1,863	1,242	621	1,863	1,805	(3.11)%
4421	Sign Materials	41,014	50,000	29,827	5,848	35,675	50,000	40.15%
4422	Small Tools	1,377	5,000	1,214	2,546	3,760	5,000	32.98%
4511	Casualty Insurance	10,812	11,315	7,543	3,772	11,315	11,315	0.00%
4512	Workers Comp Insurance	11,051	11,837	7,891	3,946	11,837	11,745	(0.78)%
Total Fleet Services		397,340	652,136	296,221	410,433	706,654	656,230	(7.14)%
441 - Road Maintenance								
30 - Drainage								
4248	Equipment Rental	-	10,000	-	3,250	3,250	10,000	207.69%
4276	Emergency Coordination	9,720	9,720	6,480	3,240	9,720	9,720	0.00%
4319	Spraying of Right of Way	476,136	570,000	359,483	196,377	555,860	600,000	7.94%
4321	Legal and Auditing	9,942	9,628	8,394	1,234	9,628	9,295	(3.46)%
4330	Public Works Administration	53,095	54,688	36,459	18,229	54,688	55,781	2.00%
4361	General Fund Administration	36,476	35,228	23,485	11,743	35,228	37,498	6.44%
4424	Flood Preparedness	8,325	20,000	-	8,625	8,625	17,000	97.10%
4511	Casualty Insurance	75,210	78,708	52,472	26,236	78,708	78,708	0.00%
4592	Sheriff's Tax Collection	403	500	-	500	500	500	0.00%
Total Drainage Improvements		669,308	788,472	486,773	269,434	756,207	818,502	8.24%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
31 - Road Capital Improvements							
4321	Legal and Auditing	9,663	9,907	8,158	1,749	9,907	9,564 (3.46%)
4330	Public Works Administration	74,333	76,562	51,041	25,521	76,562	78,093 2.00%
4361	General Fund Administration	36,476	35,228	23,485	11,743	35,228	37,498 6.44%
4375	Tax Collection Charges	90,662	75,000	45,463	29,427	74,890	75,000 0.15%
4415	Bridge Materials and Supplies	14,253	20,000	2,587	5,936	8,523	15,000 75.99%
Total Road Capital Improvements		225,387	216,697	130,734	74,376	205,110	215,155 4.90%
51 - North Camp							
4113	Salaries Regular Employees	731,673	826,835	408,661	206,772	615,433	816,772 32.72%
4131	Parochial Retirement	80,835	96,663	57,037	21,812	78,849	98,575 25.02%
4132	Group Health Insurance	159,583	171,605	98,864	38,594	137,458	163,573 19.00%
4133	Retired Employees Grp Insurance	51,710	53,261	35,507	17,754	53,261	55,924 5.00%
4135	Medicare Insurance	9,672	11,504	6,333	2,279	8,612	11,668 35.49%
4138	Unemployment Claims	-	1,500	-	225	225	1,500 566.67%
4230	Education, Training and Travel	600	4,000	-	851	851	3,000 252.53%
4241	Office Supplies	4,452	8,000	3,287	(1,437)	1,850	6,000 224.32%
4243	Copy Supplies	708	2,500	382	793	1,175	1,500 27.66%
4248	Equipment Rental	1,895	6,000	-	852	852	5,000 486.85%
4250	Equipment Repairs	175,204	215,000	108,582	70,378	178,960	210,000 17.34%
4251	Gas, Oil, Grease	75,304	95,000	29,994	40,275	70,269	90,000 28.08%
4260	Building Repairs & Maintenance	8,152	13,800	9,208	667	9,875	10,800 9.37%
4265	Uniforms	6,862	9,000	250	6,339	6,589	9,000 36.59%
4271	Natural Gas	219	2,500	101	185	286	1,500 424.48%
4272	Electricity	23,631	23,000	9,655	11,090	20,745	25,000 20.51%
4273	Water	731	2,300	226	959	1,185	2,000 68.78%
4275	Street Lights	-	5,500	-	4,375	4,375	5,500 25.71%
4276	Emergency Coordination	5,940	5,940	3,960	1,980	5,940	5,940 0.00%
4280	Telephone	15,912	16,000	7,563	8,222	15,785	16,000 1.36%
4290	Safety Apparel	1,366	3,500	544	1,216	1,760	3,000 70.45%
4311	Employee Physicals	1,051	3,000	309	198	507	3,000 491.72%
4327	Professional Services	58,983	130,000	13,190	74,330	87,520	130,000 48.54%
4412	Maintenance Gravel and Aggregate	58,673	70,000	55,014	(9,754)	45,260	70,000 54.66%
4413	Asphalt	8,360	15,000	11,287	3,233	14,520	15,000 3.31%
4414	Hot Mix	21,158	55,000	14,577	10,019	24,596	50,000 103.29%
4415	Bridge Materials and Supplies	7,249	5,000	-	1,525	1,525	5,000 227.87%
4416	Culverts	13,160	22,000	320	13,180	13,500	22,000 62.96%
4421	Sign Materials	85,321	90,000	45,874	(9,349)	36,525	90,000 146.41%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4422	Small Tools	5,863	5,000	(1,024)	3,587	2,563	5,000	95.08%
4423	Misc Materials and Supplies	5,648	20,000	2,138	6,107	8,245	15,000	81.93%
4512	Workers Comp Insurance	28,552	30,657	20,438	10,219	30,657	30,465	(0.63%)
4754	Internet Access and Maintenance	-	2,200	440	760	1,200	2,200	83.33%
Total North Camp		1,648,466	2,021,265	942,716	538,237	1,480,953	1,979,917	33.69%
52 - South Camp								
4113	Salaries Regular Employees	807,969	1,007,730	620,749	336,822	957,571	983,639	2.72%
4131	Parochial Retirement	92,561	102,759	72,662	27,954	100,616	118,715	17.99%
4132	Group Health Insurance	108,063	176,282	88,672	35,733	124,405	139,689	12.29%
4133	Retired Employees Grp Insurance	51,707	53,258	35,505	17,753	53,258	55,921	5.00%
4135	Medicare Insurance	11,025	13,517	9,594	4,052	13,646	14,052	2.98%
4138	Unemployment Claims	-	3,000	-	211	211	3,000	1,321.80%
4230	Education, Training and Travel	160	4,000	267	1,095	1,362	4,000	193.69%
4241	Office Supplies	4,588	5,000	2,437	(114)	2,323	5,000	115.24%
4243	Copy Supplies	546	3,000	348	248	596	3,000	403.36%
4248	Equipment Rental	4,872	7,500	-	3,675	3,675	7,500	104.08%
4250	Equipment Repairs	198,427	250,000	85,163	128,621	213,784	245,000	14.60%
4251	Gas, Oil, Grease	76,279	115,000	32,651	34,780	67,431	110,000	63.13%
4260	Building Repairs & Maintenance	11,870	20,000	2,668	3,809	6,477	20,000	208.78%
4265	Uniforms	6,230	10,000	1,882	2,966	4,848	10,000	106.27%
4271	Natural Gas	1,781	5,000	1,960	356	2,316	5,000	115.89%
4272	Electricity	17,178	22,000	12,936	4,918	17,854	22,000	23.22%
4273	Water	2,077	5,000	1,279	550	1,829	5,000	173.37%
4275	Street Lights	3,454	6,500	-	4,932	4,932	6,500	31.79%
4276	Emergency Coordination	5,940	5,940	3,960	1,980	5,940	5,940	0.00%
4280	Telephone	16,565	18,000	7,685	7,335	15,020	18,000	19.84%
4290	Safety Apparel	518	3,000	-	117	117	3,000	2,464.10%
4311	Employee Physicals	1,386	3,000	955	230	1,185	3,000	153.16%
4313	Maintenance Contract	3,250	10,200	-	5,040	5,040	10,200	102.38%
4327	Professional Services	110,081	140,000	42,753	53,999	96,752	140,000	44.70%
4412	Maintenance Gravel and Aggregate	34,526	40,000	5,081	5,830	10,911	40,000	266.60%
4413	Asphalt	1,377	5,000	-	562	562	5,000	789.68%
4414	Hot Mix	16,141	85,000	155	47,260	47,415	70,000	47.63%
4415	Bridge Materials and Supplies	3,479	9,000	-	1,599	1,599	9,000	462.85%
4416	Culverts	565	15,000	16,835	-	16,835	15,000	(10.90%)
4421	Sign Materials	95,552	90,000	44,181	37,802	81,983	95,000	15.88%
4422	Small Tools	4,780	6,000	1,257	196	1,453	6,000	312.94%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4423	Misc Materials and Supplies	15,497	20,000	4,586	3,773	8,359	20,000	139.26%
4512	Workers Comp Insurance	30,530	32,186	21,457	10,729	32,186	31,995	(0.59%)
Total South Camp		1,738,975	2,291,872	1,117,679	784,812	1,902,491	2,230,151	17.22%
53 - Commercial Vehicle Enforcement Unit (CVEU)								
4113	Salaries Regular Employees	108,139	105,540	74,319	26,642	100,961	108,794	7.76%
4131	Parochial Retirement	12,371	12,929	9,450	3,478	12,928	13,130	1.56%
4132	Group Health Insurance	22,815	30,749	15,728	5,786	21,514	31,518	46.50%
4135	Medicare Insurance	1,450	1,531	1,042	383	1,425	1,554	9.05%
4230	Education, Travel and Training	25	5,000	(25)	798	773	5,000	546.83%
4241	Office Supplies	5,730	5,000	2,231	578	2,809	5,000	78.00%
4250	Equipment Repairs	1,791	7,000	703	4,182	4,885	6,000	22.82%
4251	Gas, Oil, Grease	4,402	8,000	1,178	4,916	6,094	8,000	31.28%
4265	Uniforms	1,610	2,000	-	825	825	2,000	142.42%
4280	Telephone	2,604	5,000	1,459	1,147	2,606	5,000	91.86%
4311	Employee Physicals	-	150	-	75	75	150	100.00%
4327	Professional Services	6,317	25,000	12,327	240	12,567	22,000	75.06%
Total CVEU		167,255	207,899	118,413	49,049	167,462	208,146	24.29%
Total Road Maintenance		4,449,390	5,526,205	2,796,315	1,715,908	4,512,223	5,451,871	20.82%
Total Expenditures - Public Works Fund		6,475,880	8,101,442	4,184,507	2,618,918	6,803,425	7,941,660	16.73%
Excess (Deficiency) Of Revenues Over Expenditures		11,737,541	7,754,792	1,821,989	7,025,924	8,847,913	7,948,734	(10.16%)
Other Financing Sources (Uses)								
3852	Transfer From Capital Outlay	137,982	-	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(10,215,500)	(10,985,000)	(7,323,336)	(3,661,664)	(10,985,000)	(8,210,000)	(25.26%)
Total Other Financing Sources (Uses)		(10,077,518)	(10,985,000)	(7,323,336)	(3,661,664)	(10,985,000)	(8,210,000)	(25.26%)
Net Change in Fund Balance		1,660,023	(3,230,208)	(5,501,347)	3,364,260	(2,137,087)	(261,266)	(87.77%)
Fund Balance, Beginning Of Year		23,336,059	22,037,719	24,996,082	19,494,735	24,996,082	22,858,995	(8.55%)
Fund Balance, End Of Year		\$ 24,996,082	18,807,511	19,494,735	22,858,995	22,858,995	22,597,729	(1.14%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Building Maintenance Fund (210)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	4,938,530	4,914,760	-	4,963,990	4,963,990	5,000,910	0.74%
3115	Estimated Uncollectible Taxes	(19,047)	(147,440)	-	(198,560)	(198,560)	(200,040)	0.75%
3120	Prior Year Taxes	27,322	28,563	28,621	9,463	38,084	28,563	(25.00%)
3351	State Revenue Sharing	112,018	115,000	-	114,515	114,515	115,000	0.42%
3610	Interest Earned	161,553	39,000	21,342	17,442	38,784	39,000	0.56%
3623	Building Rental	22,019	10,000	17,206	-	22,428	22,000	(1.91%)
3695	Miscellaneous Revenue	3,790	1,000	-	989	989	1,000	1.11%
Total Revenues - Building Maintenance Fund		5,246,185	4,960,883	67,169	4,907,840	4,980,230	5,006,433	0.53%
<u>Expenditures</u>								
133 - Finance								
4810	Principal Payments	-	-	-	-	-	51,620	100.00%
4820	Interest Payments	-	-	-	-	-	60,380	100.00%
4830	Paying Agent Fees	-	-	-	-	-	200	100.00%
Total Finance		-	-	-	-	-	112,200	0.00%
161 - Facilities & Maintenance								
17 - Forcht Wade								
4260	Building Repairs & Maintenance	-	-	3,029	1,846	4,875	5,000	2.56%
Total Forcht Wade		-	-	3,029	1,846	4,875	5,000	2.56%
21 - Criminal Administration								
4596	Sheriff Substations	-	-	-	-	-	177,000	100.00%
Total Criminal Administration		-	-	-	-	-	177,000	0.00%
61 - Courthouse								
4113	Salaries Regular Employees	1,619,710	1,657,633	1,028,691	622,854	1,651,545	1,818,252	10.09%
4122	Salaries-Part Time	30,908	36,473	20,042	12,510	32,552	36,292	11.49%
4131	Parochial Retirement	179,869	183,286	138,770	51,134	189,904	195,908	3.16%
4132	Group Health Insurance	268,206	277,191	195,177	74,833	270,010	284,121	5.23%
4133	Retired Employees Grp Insurance	69,390	71,472	47,648	23,824	71,472	75,046	5.00%
4135	Medicare Insurance	25,614	26,500	18,259	6,935	25,194	28,606	13.54%
4138	Unemployment Claims	-	3,000	-	2,545	2,545	3,000	17.88%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4210	Books and Subscriptions	-	1,000	-	-	-	1,000	100.00%
4221	Printed Office Forms	253	1,000	472	500	972	1,000	2.88%
4230	Education, Training and Travel	3,750	25,000	844	999	1,843	20,000	985.19%
4241	Office Supplies	3,524	4,500	1,240	1,207	2,447	4,500	83.90%
4243	Copy Supplies	5,021	5,200	2,185	1,977	4,162	5,200	24.94%
4250	Equipment Repairs	16,858	18,000	15,369	2,440	17,809	18,000	1.07%
4251	Gas, Oil, Grease	22,519	35,000	10,026	12,341	22,367	35,000	56.48%
4260	Building Repairs & Maintenance	240,266	242,500	158,988	79,066	238,054	245,000	2.92%
4261	Building Rep & Maint Chrg -Other	(10,810)	(14,000)	(4,292)	(7,130)	(11,422)	(14,000)	22.57%
4265	Uniforms	14,650	25,000	2,909	13,324	16,233	25,000	54.01%
4266	Janitorial Supplies	225,711	200,000	113,577	82,471	196,048	200,000	2.02%
4270	Janitorial Supplies Chg to Other	(122,264)	(100,000)	(73,578)	(13,378)	(86,956)	(100,000)	15.00%
4271	Natural Gas	136,784	150,000	70,477	51,281	121,758	150,000	23.20%
4272	Electricity	416,208	500,000	223,377	154,645	378,022	475,000	25.65%
4273	Water	42,050	40,000	12,192	25,534	37,726	40,000	6.03%
4276	Emergency Coordination	2,700	2,700	1,800	900	2,700	2,700	0.00%
4280	Telephone	9,460	25,000	11,132	7,630	18,762	22,500	19.92%
4290	Safety Apparel	144	750	132	300	432	750	73.61%
4291	Lawn and Tree Maintenance	15,650	25,000	7,800	8,651	16,451	25,000	51.97%
4311	Employee Physicals	788	1,500	709	786	1,495	1,500	0.33%
4312	Pest Control	2,555	3,500	1,370	1,546	2,916	3,500	20.03%
4313	Maintenance Contract	73,383	80,000	74,939	1,851	76,790	90,000	17.20%
4316	Security	342,336	375,000	103,401	227,586	330,987	375,000	13.30%
4318	Waste Disposal Fees	1,220	2,000	994	728	1,722	2,000	16.14%
4321	Legal and Auditing	11,389	11,348	9,615	-	11,348	10,955	(3.46%)
4324	Information Systems Allocation	32,800	33,780	22,520	11,260	33,780	36,955	9.40%
4353	Parking Fees	24,816	26,000	18,612	6,204	24,816	26,000	4.77%
4361	General Fund Administration	160,268	161,711	107,807	53,904	161,711	170,675	5.54%
4388	Building Management	115,706	122,278	81,519	40,759	122,278	118,394	(3.18%)
4389	Reimb-Building Mgmt	(440,786)	(465,821)	(310,547)	(155,274)	(465,821)	(465,821)	0.00%
4511	Casualty Insurance	213,408	223,334	148,889	74,445	223,334	223,334	0.00%
4512	Workers Comp Insurance	40,162	42,030	28,020	14,010	42,030	41,760	(0.64%)
4591	Retirement Contributions	146,052	145,470	-	146,930	146,930	148,020	0.74%
4592	Sheriff's Tax Collection	4,082	17,400	-	8,844	8,844	10,000	13.07%
4743	Other Equipment	2,672	8,000	3,854	3,602	7,456	8,000	7.30%
4754	Internet Access and Maintenance	-	2,500	843	1,272	2,115	2,500	18.20%
Total Courthouse		3,947,021	4,232,235	2,295,783	1,655,846	3,953,361	4,400,647	11.31%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
66 - Francis Bickham Bldg								
4260	Building Repairs & Maintenance	51,456	42,200	25,832	9,972	35,804	42,200	17.86%
4271	Natural Gas	5,282	10,000	2,106	4,116	6,222	10,000	60.72%
4272	Electricity	41,924	55,000	19,464	12,100	31,564	50,000	58.41%
4273	Water	3,710	5,000	9,796	5,024	14,820	5,000	(66.26%)
4276	Emergency Coordination	1,620	1,620	1,080	540	1,620	1,620	0.00%
4312	Pest Control	775	1,000	470	598	1,068	1,000	(6.37%)
4313	Maintenance Contract	2,461	3,800	1,791	837	2,628	3,800	44.60%
4388	Building Management	15,428	16,304	10,869	5,435	16,304	15,786	(3.18%)
4754	Internet Access and Maintenance	-	2,800	1,518	1,084	2,602	2,800	7.61%
Total Francis Bickham Bldg		122,656	137,724	72,926	39,706	112,632	132,206	17.38%
68 - Government Plaza								
4260	Building Repairs & Maintenance	31,325	25,000	34,906	(6,025)	28,881	25,000	(13.44%)
4272	Electricity	86,023	85,000	54,920	26,911	81,831	85,000	3.87%
4273	Water	2,992	5,000	1,599	1,283	2,882	5,000	73.49%
4316	Security	40,964	57,000	23,837	32,008	55,845	57,000	2.07%
4388	Building Management	26,447	27,949	18,633	9,316	27,949	27,061	(3.18%)
Total Government Plaza		187,752	199,949	133,895	63,493	197,388	199,061	0.85%
75 - Veterans Affairs Building								
4260	Building Repairs & Maintenance	2,510	3,500	1,511	1,201	2,712	3,500	29.06%
4272	Electricity	5,909	10,000	6,139	4,616	10,755	10,000	(7.02%)
4273	Water	217	3,000	1,020	628	1,648	3,000	82.04%
4317	Janitorial	5,950	10,000	4,400	2,200	6,600	8,000	21.21%
Total Veterans Affairs		14,586	26,500	13,070	8,645	21,715	24,500	12.83%
Total Facilities & Maintenance		4,272,015	4,596,408	2,518,702	1,769,536	4,289,971	4,938,414	15.12%
Total Expenditures - Building Maintenance Fund		4,272,015	4,596,408	2,518,702	1,769,536	4,289,971	5,050,614	17.73%
Excess (Deficiency) Of Revenues Over Expenditures		974,170	364,475	(2,451,533)	3,138,304	690,259	(44,181)	(106.40%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	10,783	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(1,007,250)	(706,000)	(470,664)	(235,336)	(706,000)	(60.34%)
Total Other Financing Sources (Uses)		(996,467)	(706,000)	(470,664)	(235,336)	(706,000)	(60.34%)
Net Change In Fund Balance		(22,297)	(341,525)	(2,922,197)	2,902,968	(15,741)	1,959.47%
Fund Balance, Beginning Of Year		9,333,974	8,897,870	9,311,677	6,389,480	9,311,677	(0.17%)
Fund Balance, End Of Year		\$ 9,311,677	8,556,345	6,389,480	9,292,447	9,295,936	(3.49%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Detention Facilities Fund (225)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	9,093,999	9,052,560	-	9,118,630	9,118,630	9,186,450	0.74%
3115	Estimated Uncollectible Taxes	(30,188)	(271,580)	-	(364,750)	(364,750)	(376,460)	3.21%
3120	Prior Year Taxes	55,723	64,198	58,446	27,151	85,597	64,198	(25.00%)
3351	State Revenue Sharing	206,354	212,200	-	210,154	210,154	212,200	0.97%
3610	Interest Earned	59,009	28,000	15,397	(4,144)	11,253	28,000	148.82%
3695	Miscellaneous Revenue	10,751	10,000	3,881	4,967	8,848	10,000	13.02%
Total Revenues - Detention Facilities Fund		9,395,646	9,095,378	77,723	8,992,009	9,069,732	9,124,388	0.60%
<u>Expenditures</u>								
133 - Finance								
4810	Principal Payments	135,000	142,500	142,500	-	142,500	147,500	3.51%
4820	Interest Payments	69,375	65,213	22,248	42,965	65,213	60,863	(6.67%)
4830	Paying Agent Fees	200	200	1,150	(950)	200	200	0.00%
Total Finance		204,575	207,913	165,898	42,015	207,913	208,563	0.31%
161 - Facilities & Maintenance								
67 - Caddo Correctional Center (CCC)								
4113	Salaries Regular Employees	672,171	695,418	423,809	261,731	685,540	708,946	3.41%
4131	Parochial Retirement	76,708	84,688	58,530	22,018	80,548	85,562	6.22%
4132	Group Health Insurance	141,978	148,867	107,178	41,308	148,486	152,589	2.76%
4133	Retired Employees Grp Insurance	23,352	24,053	16,035	8,018	24,053	25,256	5.00%
4135	Medicare Insurance	8,787	10,084	6,280	3,379	9,659	10,128	4.86%
4138	Unemployment Claims	-	2,000	272	(115)	157	2,000	1,173.89%
4210	Books and Subscriptions	61,989	50,000	30,865	30,863	61,728	50,000	(19.00%)
4230	Education, Training and Travel	3,310	3,000	50	1,091	1,141	3,000	162.93%
4241	Office Supplies	405	1,000	786	243	1,029	1,000	(2.82%)
4243	Copy Supplies	1,114	600	50	252	302	600	98.68%
4250	Equipment Repairs	6,177	8,000	7,452	888	8,340	8,000	(4.08%)
4251	Gas, Oil, Grease	8,775	10,000	5,356	3,987	9,343	10,000	7.03%
4260	Building Repairs & Maintenance	204,386	234,000	163,289	48,615	211,904	235,000	10.90%
4265	Uniforms	4,809	5,500	285	3,874	4,159	5,500	32.24%
4266	Janitorial Supplies	133,516	165,000	113,131	46,299	159,430	165,000	3.49%
4271	Natural Gas	133,374	148,000	78,267	56,893	135,160	148,000	9.50%
4272	Electricity	426,842	450,000	219,649	208,355	428,004	450,000	5.14%
4273	Water	331,194	440,000	175,598	176,611	352,209	400,000	13.57%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4276	Emergency Coordination	6,480	6,480	4,320	2,160	6,480	6,480	0.00%
4280	Telephone	11,676	30,000	8,124	5,880	14,004	20,000	42.82%
4290	Safety Apparel	766	500	-	225	225	500	122.22%
4291	Lawn and Tree Maintenance	7,251	15,000	4,303	2,098	6,401	12,000	87.47%
4311	Employee Physicals	-	500	-	52	52	500	861.54%
4312	Pest Control	20,884	20,000	3,885	2,410	6,295	10,000	58.86%
4313	Maintenance Contract	205,294	210,000	149,536	90,004	239,540	210,000	(12.33)%
4318	Waste Disposal Fees	24,430	30,000	12,101	16,340	28,441	30,000	5.48%
4321	Legal and Auditing	14,983	14,929	12,650	3,071	15,721	14,413	(8.32)%
4324	Information Systems Allocation	16,400	16,890	11,260	5,630	16,890	18,478	9.40%
4361	General Fund Administration	157,345	156,156	104,104	52,052	156,156	165,127	5.74%
4388	Building Management	171,907	181,670	121,113	60,557	181,670	175,899	(3.18)%
4511	Casualty Insurance	258,534	270,559	180,373	90,186	270,559	270,559	0.00%
4512	Workers Comp Insurance	14,147	14,805	9,870	4,935	14,805	14,715	(0.61)%
4530	Interest Expense	11	-	-	-	-	-	0.00%
4591	Retirement Contributions	269,015	267,950	-	269,900	269,900	271,910	0.74%
4592	Sheriff's Tax Collection	7,518	33,300	-	9,954	9,954	10,000	0.46%
4743	Other Equipment	2,241	8,000	53	2,655	2,708	8,000	195.42%
4754	Internet Access and Maintenance	-	1,000	366	363	729	1,000	37.17%
Total CCC - Facilities and Maintenance		3,427,772	3,757,949	2,028,941	1,532,781	3,561,722	3,700,162	3.89%
180 - Statutory Appropriations								
67 - Caddo Correctional Center (CCC)								
4263	Clothing Linen Personal Supplies	252,369	280,000	98,901	163,543	262,444	280,000	6.69%
4331	Feeding and Housing-Prisoners	1,328,250	1,275,000	742,014	555,491	1,297,505	1,275,000	(1.73)%
4332	Transporting Prisoners	313,209	275,000	77,954	83,691	161,645	275,000	70.13%
4333	Prisoners Medical Care	4,559,226	4,750,000	2,533,802	2,572,713	5,106,515	5,000,000	(2.09)%
Total CCC - Statutory Appropriations		6,453,054	6,580,000	3,452,671	3,375,438	6,828,109	6,830,000	0.03%
Total Expenditures - Detention Facilities Fund		10,085,401	10,545,862	5,647,511	4,950,233	10,597,744	10,738,725	1.33%
Excess (Deficiency) Of Revenues Over Expenditures		(689,755)	(1,450,484)	(5,569,788)	4,041,776	(1,528,012)	(1,614,337)	5.65%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	7,546	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	700,000	800,000	533,333	266,667	800,000	25.00%
4688	Transfer To Capital Outlay	(228,000)	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		479,546	800,000	533,333	266,667	800,000	25.00%
Net Change In Fund Balance		(210,209)	(650,484)	(5,036,455)	4,308,443	(728,012)	(15.61%)
Fund Balance, Beginning Of Year		7,180,011	6,392,491	6,969,802	1,933,348	6,969,802	(10.45%)
Fund Balance, End Of Year		\$ 6,969,802	5,742,007	1,933,348	6,241,790	6,241,790	(9.84%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Parks & Recreation Fund (230)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	1,505,866	1,499,730	-	1,510,780	1,510,780	1,522,020	0.74%
3115	Estimated Uncollectible Taxes	(4,588)	(44,990)	-	(60,430)	(60,430)	(60,880)	0.74%
3120	Prior Year Taxes	7,417	9,202	8,813	3,456	12,269	9,202	(25.00%)
3351	State Revenue Sharing	34,202	35,100	-	34,100	34,100	35,100	2.93%
3371	Camping Fees	24,635	22,000	15,349	8,223	23,572	22,000	(6.67%)
3610	Interest Earned	59,266	19,000	7,147	15,364	22,511	19,000	(15.60%)
3695	Miscellaneous Revenue	4,694	4,500	601	2,000	2,601	4,500	73.01%
3697	Recreation Fees	4,840	1,100	50	100	150	5,000	3,233.33%
3832	Private Donations	2,651	1,000	400	-	400	1,000	150.00%
Total Revenues - Parks & Recreation Fund		1,638,984	1,546,642	32,361	1,513,592	1,545,953	1,556,942	0.71%
<u>Expenditures</u>								
150 - Allocation To Other Entities								
4921	Shreveport Green	30,000	30,000	-	30,000	30,000	42,000	40.00%
Total Allocation To Other Entities		30,000	30,000	-	30,000	30,000	42,000	40.00%
511 - Parks & Recreation								
4113	Salaries Regular Employees	777,013	683,300	470,002	246,883	716,885	768,497	7.20%
4114	Salaries-Special	4,430	15,000	-	1,551	1,551	18,000	1,060.54%
4122	Salaries-Part Time	71,266	60,342	42,532	9,325	51,857	60,403	16.48%
4131	Parochial Retirement	69,509	70,774	63,867	22,232	86,099	92,750	7.72%
4132	Group Health Insurance	128,603	139,284	104,609	31,795	136,404	142,766	4.66%
4133	Retired Employees Grp Insurance	27,355	28,176	18,784	9,392	28,176	29,585	5.00%
4135	Medicare Insurance	15,335	14,562	10,715	4,495	15,210	15,600	2.56%
4136	Caddo Parish Employee Retirement	8,603	12,932	-	-	-	-	0.00%
4138	Unemployment Claims	-	260	-	75	75	260	246.67%
4211	Dues-Governmental Organizations	1,225	1,200	144	1,000	1,144	1,200	4.90%
4230	Education, Training and Travel	16,265	15,000	7,040	1,765	8,805	16,050	82.28%
4241	Office Supplies	5,492	6,000	3,542	2,441	5,983	6,000	0.28%
4243	Copy Supplies	1,059	1,250	1,364	452	1,816	2,020	11.23%
4250	Equipment Repairs	23,986	25,000	17,157	5,608	22,765	25,000	9.82%
4251	Gas, Oil, Grease	24,638	30,000	13,544	7,165	20,709	30,000	44.86%
4259	Get Hooked on Fishing	2,699	-	-	-	-	-	0.00%
4260	Building Repairs & Maintenance	44,055	50,000	43,867	14,134	58,001	50,000	(13.79%)
4265	Uniforms	2,851	3,250	213	2,000	2,213	3,250	46.86%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4267	Animal Food	5,451	5,500	2,555	2,249	4,804	5,500	14.49%
4269	Nature Day Camp	3,397	6,000	-	-	-	6,000	0.00%
4271	Natural Gas	1,769	2,500	1,012	893	1,905	2,500	31.23%
4272	Electricity	36,956	45,000	17,293	10,621	27,914	40,000	43.30%
4273	Water	11,015	5,500	2,240	1,424	3,664	5,500	50.11%
4276	Emergency Coordination	8,100	8,100	5,400	2,700	8,100	8,100	0.00%
4280	Telephone	15,540	12,500	7,461	5,207	12,668	12,500	(1.33%)
4290	Safety Apparel	1,337	1,250	1,463	508	1,971	1,250	(36.58%)
4311	Employee Physicals	492	1,000	168	244	412	1,000	142.72%
4313	Maintenance Contract	10,395	15,000	6,925	4,255	11,180	16,000	43.11%
4316	Security	696	700	547	227	774	700	(9.56%)
4321	Legal and Auditing	4,719	4,703	3,984	719	4,703	4,540	(3.47%)
4324	Information Systems Allocation	22,960	23,646	15,764	7,882	23,646	25,869	9.40%
4361	General Fund Administration	23,258	24,386	16,257	8,129	24,386	25,133	3.06%
4388	Building Management	3,086	3,261	2,174	1,087	3,261	3,157	(3.19%)
4423	Misc Materials and Supplies	9,286	9,000	9,952	1,076	11,028	16,500	49.62%
4511	Casualty Insurance	43,245	45,257	30,171	15,086	45,257	45,257	0.00%
4512	Workers Comp Insurance	16,856	18,724	12,483	6,241	18,724	18,585	(0.74%)
4534	Special Programs	19,084	17,000	14,249	5,696	19,945	50,000	150.69%
4591	Retirement Contributions	44,567	44,390	-	44,720	44,720	45,050	0.74%
4592	Sheriff's Tax Collection	1,248	3,220	-	1,551	1,551	2,000	28.95%
4743	Other Equipment	1,656	3,500	2,691	(97)	2,594	11,900	358.75%
4754	Internet Access and Maintenance	-	3,000	1,680	1,200	2,880	3,000	4.17%
Total Parks & Recreation		1,509,499	1,459,467	951,850	481,930	1,433,780	1,611,422	12.39%
Total Expenditures - Parks & Recreation Fund		1,539,499	1,489,467	951,850	511,930	1,463,780	1,653,422	12.96%
Excess (Deficiency) Of Revenues Over Expenditures		99,485	57,175	(919,489)	1,001,662	82,173	(96,480)	(217.41%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	2,514	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(449,000)	(185,000)	(123,336)	(61,664)	(185,000)	(80.00%)
Total Other Financing Sources (Uses)		(446,486)	(185,000)	(123,336)	(61,664)	(185,000)	(80.00%)
Net Change In Fund Balance		(347,001)	(127,825)	(1,042,825)	939,998	(102,827)	29.81%
Fund Balance, Beginning Of Year		3,453,049	3,077,092	3,106,048	2,063,222	3,106,048	(3.31%)
Fund Balance, End Of Year		\$ 3,106,048	2,949,267	2,063,222	3,003,221	3,003,221	(4.44%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Solid Waste Fund (240)								
Revenues								
3120	Prior Year Taxes	1,330	1,570	1,270	(59)	1,211	1,200	(0.91%)
3175	Sales Tax Collections	4,226,691	3,525,000	2,245,054	1,002,845	3,247,899	3,525,000	8.53%
3610	Interest Earned	581,179	150,000	56,385	87,836	144,221	150,000	4.01%
3695	Miscellaneous Revenue	84,017	85,000	60,321	7,648	67,969	85,000	25.06%
Total Revenues - Solid Waste Fund		4,893,217	3,761,570	2,363,031	1,098,269	3,461,300	3,761,200	8.66%
Expenditures								
423 - Compactor System Operations								
4113	Salaries Regular Employees	540,344	625,741	349,923	227,480	577,403	666,339	15.40%
4114	Salaries - Special	-	10,000	-	8,851	8,851	10,000	12.98%
4122	Salaries - Part Time	518,268	711,652	393,781	136,383	530,164	567,836	7.11%
4131	Parochial Retirement	58,458	68,434	47,402	17,537	64,939	69,195	6.55%
4132	Group Health Insurance	84,909	102,963	74,913	27,538	102,451	105,537	3.01%
4133	Retired Employees Grp Insurance	16,659	17,155	11,437	5,718	17,155	18,013	5.00%
4135	Medicare Insurance	34,784	38,504	28,962	10,951	39,913	42,959	7.63%
4138	Unemployment Claims	-	3,500	75	1,179	1,254	3,500	179.11%
4230	Education, Training and Travel	1,514	3,000	119	137	256	3,000	1,071.88%
4241	Office Supplies	6,125	8,000	2,336	845	3,181	10,000	214.37%
4243	Copy Supplies	1,123	1,500	412	239	651	2,000	207.22%
4250	Equipment Repairs	135,458	100,000	51,541	43,686	95,227	135,000	41.77%
4251	Gas, Oil, Grease	101,450	110,000	52,762	40,163	92,925	110,000	18.38%
4260	Building Repairs & Maintenance	21,277	45,000	19,235	(190)	19,045	45,000	136.28%
4265	Uniforms	10,819	18,000	3,573	11,922	15,495	18,000	16.17%
4272	Electricity	24,344	26,000	13,671	9,114	22,785	26,000	14.11%
4273	Water	7,392	8,000	4,634	610	5,244	8,000	52.56%
4276	Emergency Coordination	5,400	5,400	3,600	1,800	5,400	5,400	0.00%
4280	Telephone	21,678	30,000	10,743	9,413	20,156	30,000	48.84%
4290	Safety Apparel	3,884	5,000	1,596	2,738	4,334	5,000	15.37%
4311	Employee Physicals	3,358	5,000	2,257	(58)	2,199	5,000	127.38%
4315	Warehouse Rental	66,000	72,000	48,000	24,000	72,000	78,000	8.33%
4318	Waste Disposal Fees	622,861	550,000	311,109	234,414	545,523	625,000	14.57%
4321	Legal and Auditing	9,663	9,628	8,158	1,470	9,628	9,295	(3.46%)
4324	Information Systems Allocation	22,960	23,646	15,764	7,882	23,646	25,869	9.40%
4327	Professional Services	39,950	40,000	12,920	20,998	33,918	80,000	135.86%
4330	Public Works Administration	84,952	87,500	58,333	29,167	87,500	89,250	2.00%
4361	General Fund Administration	79,886	80,508	53,672	26,836	80,508	84,572	5.05%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4362	Contract Hauling-Compactors	110,707	240,000	121,247	94,000	215,247	280,000	30.08%
4370	Port O Let Rental	13,050	15,000	7,980	5,114	13,094	15,000	14.56%
4374	Work Release Program	38,375	60,000	2,950	26,144	29,094	55,000	89.04%
4375	Tax Collection Charges	44,656	80,000	22,392	17,282	39,674	55,000	38.63%
4421	Sign Materials	5,112	5,000	3,024	1,230	4,254	8,000	88.06%
4511	Casualty Insurance	43,245	45,257	30,171	15,086	45,257	45,257	0.00%
4512	Workers Comp Insurance	32,809	36,518	24,345	12,173	36,518	36,270	(0.68%)
4712	Site Lease	8,042	5,000	1,440	660	2,100	8,000	280.95%
4743	Other Equipment	3,360	15,000	454	5,252	5,706	15,000	162.88%
Total Compactor Systems		2,822,872	3,307,906	1,794,930	1,077,765	2,872,695	3,395,292	18.19%
424 - Code Enforcement								
4113	Salaries Regular Employees	56,668	56,909	40,050	14,345	54,395	58,694	7.90%
4131	Parochial Retirement	6,344	6,972	5,091	1,872	6,963	7,084	1.74%
4132	Group Health Insurance	367	914	281	100	381	937	145.93%
4135	Medicare Insurance	803	826	612	224	836	838	0.24%
4230	Education, Training and Travel	-	5,000	-	462	462	4,000	765.80%
4241	Office Supplies	169	3,000	138	130	268	3,000	1,019.40%
4250	Equipment Repairs	1,756	3,000	-	1,262	1,262	3,000	137.72%
4251	Gas, Oil, Grease	994	5,000	861	374	1,235	5,000	304.86%
4280	Telephone	733	2,500	992	326	1,318	2,500	89.68%
4313	Maintenance Contract	33,299	25,000	-	16,245	16,245	25,000	53.89%
4327	Professional Services	-	30,000	-	1,562	1,562	30,000	1,820.61%
4373	Property Standards Enforcement	99,690	325,000	11,990	9,463	21,453	300,000	1,298.41%
Total Code Enforcement		200,823	464,121	60,016	46,364	106,380	440,053	313.66%
Total Expenditures - Solid Waste Fund		3,023,695	3,772,027	1,854,946	1,124,129	2,979,075	3,835,345	28.74%
Excess (Deficiency) Of Revenues Over Expenditures		1,869,522	(10,457)	508,084	(25,859)	482,225	(74,145)	(115.38%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	32,895	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(1,000,000)	(1,200,000)	(800,000)	(400,000)	(1,200,000)	(80.83%)
Total Other Financing Sources (Uses)		(967,105)	(1,200,000)	(800,000)	(400,000)	(1,200,000)	(80.83%)
Net Change In Fund Balance		902,417	(1,210,457)	(291,916)	(425,859)	(717,775)	(57.63%)
Fund Balance, Beginning Of Year		21,765,930	21,563,170	22,668,347	22,376,431	22,668,347	(3.17%)
Fund Balance, End Of Year		\$ 22,668,347	20,352,713	22,376,431	21,950,572	21,950,572	(1.39%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Juvenile Justice Fund (260)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	3,576,756	3,559,590	-	3,597,090	3,597,090	3,696,320	2.76%
3115	Estimated Uncollectible Taxes	(13,695)	(106,790)	-	(143,880)	(143,880)	(129,370)	(10.08%)
3120	Prior Year Taxes	19,821	21,166	20,770	7,451	28,221	21,166	(25.00%)
3351	State Revenue Sharing	81,151	83,000	-	81,104	81,104	83,000	2.34%
3423	Food & Nutrition Grant	38,381	39,000	18,855	19,521	38,376	39,000	1.63%
3424	State Prisoners Grant	147,479	40,000	25,218	15,218	40,436	40,000	(1.08%)
3610	Interest Earned	66,884	17,000	11,037	3,415	14,452	17,000	17.63%
3665	Family In Need Of Services	87,564	87,564	58,376	29,188	87,564	87,564	0.00%
3695	Miscellaneous Revenue	12,520	13,000	3,219	2,878	6,097	13,000	113.22%
3723	Federal Grants - Other	637,438	605,000	222,442	312,530	534,972	605,000	13.09%
3727	Juvenile Service Fees	4,303	3,000	1,105	529	1,634	3,000	83.60%
3832	Private Donations	4,073	2,200	190	2,000	2,190	2,200	0.46%
Total Revenues - Juvenile Justice Fund		4,662,675	4,363,730	361,212	3,927,044	4,288,256	4,477,880	4.42%
<u>Expenditures</u>								
121 - Juvenile Court								
4113	Salaries Regular Employees	654,673	675,109	472,381	199,927	672,308	695,678	3.48%
4131	Parochial Retirement	74,572	80,864	60,065	22,290	82,355	83,961	1.95%
4132	Group Health Insurance	93,469	98,443	71,612	26,525	98,137	100,904	2.82%
4133	Retired Employees Grp Insurance	4,269	4,797	3,198	1,599	4,797	5,037	5.00%
4135	Medicare Insurance	9,105	9,572	6,669	2,457	9,126	9,938	8.90%
4138	Unemployment Claims	-	1,000	-	551	551	1,000	81.49%
4210	Books and Subscriptions	33,864	33,000	23,281	14,567	37,848	10,000	(73.58%)
4211	Dues-Governmental Organizations	1,105	2,000	255	1,000	1,255	2,000	59.36%
4230	Education, Training and Travel	6,342	7,000	5,707	(485)	5,222	7,000	34.05%
4241	Office Supplies	5,082	6,000	10,714	(906)	9,808	6,000	(38.83%)
4242	Postage	189	250	-	210	210	250	19.05%
4243	Copy Supplies	1,270	1,000	730	144	874	1,000	14.42%
4327	Professional Services	65,426	65,000	37,840	14,588	52,428	60,000	14.44%
4328	Mental Evaluations	2,450	5,000	6,350	1,101	7,450	10,000	34.23%
4348	Transcriptions	6,967	4,000	867	3,391	4,258	5,000	17.43%
4350	Court Bailiffs	17,068	21,000	7,616	8,572	16,188	21,000	29.73%
4351	Deputy Clerks of Court	20,950	20,000	6,350	9,155	15,505	20,000	28.99%
4512	Workers Comp Insurance	15,953	16,695	11,130	5,565	16,695	16,605	(0.54%)
4534	Special Programs	50,687	50,000	37,510	12,490	50,000	50,000	0.00%
4545	Reimb From Juvenile Court	(150,000)	(150,000)	-	(150,000)	(150,000)	(140,000)	(6.67%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Total Juvenile Court		913,440	950,730	762,274	172,741	935,015	965,373	3.25%
122 - Juvenile Services								
22 - Probation Operations								
4113	Salaries Regular Employees	1,812,835	1,937,890	1,322,079	449,437	1,771,516	1,914,452	8.07%
4119	Salaries Reimbursed By Others	(372,997)	(285,000)	(102,013)	(178,428)	(280,441)	(285,000)	1.63%
4122	Salaries-Part Time	9,272	7,500	3,045	(707)	2,338	5,000	113.86%
4131	Parochial Retirement	206,979	217,387	158,258	43,659	201,917	221,054	9.48%
4132	Group Health Insurance	292,027	304,886	223,814	79,638	303,452	313,190	3.21%
4133	Retired Employees Grp Insurance	105,421	108,584	67,729	40,855	108,584	114,013	5.00%
4135	Medicare Insurance	23,529	25,392	17,693	7,185	24,878	27,111	8.98%
4138	Unemployment Claims	-	3,000	-	1,541	1,541	3,000	94.68%
4210	Books and Subscriptions	1,010	900	-	850	850	900	5.88%
4211	Dues-Governmental Organizations	1,445	1,600	850	425	1,275	1,600	25.49%
4221	Printed Office Forms	468	600	204	102	306	600	96.08%
4230	Education, Training and Travel	49,058	30,000	13,041	5,584	18,625	30,000	61.07%
4241	Office Supplies	12,842	12,000	6,604	1,690	8,294	12,000	44.68%
4242	Postage	5,481	12,000	4,043	(945)	3,098	10,000	222.79%
4243	Copy Supplies	18,539	18,500	8,837	7,539	16,376	18,500	12.97%
4250	Equipment Repairs	20,697	25,000	14,980	(553)	14,427	25,000	73.29%
4251	Gas, Oil, Grease	19,451	22,000	8,025	6,966	14,991	22,000	46.75%
4265	Uniforms	1,114	1,600	304	1,008	1,311	1,600	22.04%
4276	Emergency Coordination	1,620	1,620	1,080	540	1,620	1,620	0.00%
4280	Telephone	40,709	48,000	19,923	13,483	33,406	40,000	19.74%
4311	Employee Physicals	1,460	2,000	76	108	184	2,000	986.96%
4316	Security	200,214	210,000	60,496	142,103	202,599	210,000	3.65%
4321	Legal and Auditing	11,476	11,436	9,689	1,747	11,436	11,040	(3.46)%
4324	Information Systems Allocation	32,800	33,780	22,520	11,260	33,780	36,955	9.40%
4327	Professional Services	65,825	180,000	82,290	24,330	106,620	110,000	3.17%
4361	General Fund Administration	76,781	77,017	51,345	25,672	77,017	81,378	5.66%
4395	Juvenile Grant Programs - Other	246,054	260,000	30,396	217,849	248,245	260,000	4.74%
4511	Casualty Insurance	57,605	59,720	39,813	19,907	59,720	59,720	0.00%
4512	Workers Comp Insurance	48,117	50,355	33,570	16,785	50,355	50,040	(0.63)%
4529	Family in Need-Services	87,564	87,564	51,079	36,485	87,564	87,564	0.00%
4534	Special Programs	210,260	160,000	124,721	51,156	175,877	160,000	(9.03)%
4554	Reimb-Title IV-E Funds	28,848	35,000	24,004	2,072	26,076	30,000	15.05%
4571	Outside Agency Distributions	12,451	18,000	38,844	(0)	38,844	40,000	2.98%
4591	Retirement Contributions	105,780	105,360	-	106,470	106,470	109,410	2.76%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4592	Sheriff's Tax Collection	2,956	15,000	-	5,000	5,000	5,000	0.00%
4742	Office Equipment	1,276	3,500	23,240	(20,240)	3,000	3,500	16.67%
4754	Internet Access and Maintenance	-	2,000	745	1,035	1,780	2,000	12.36%
Total Probation Operations		3,438,967	3,804,191	2,361,325	1,121,607	3,482,931	3,735,247	7.24%
32 - Juvenile Detention								
4113	Salaries Regular Employees	1,654,792	1,752,058	1,227,989	514,330	1,742,319	1,811,893	3.99%
4119	Salaries Reimbursed By Others	(38,139)	(45,000)	(20,171)	(21,974)	(42,145)	(45,000)	6.77%
4122	Salaries-Part Time	34,706	99,766	27,183	6,968	34,151	53,969	58.03%
4131	Parochial Retirement	185,704	178,875	151,058	54,615	205,673	218,677	6.32%
4132	Group Health Insurance	256,384	293,417	191,794	57,575	249,369	293,417	17.66%
4133	Retired Employees Grp Insurance	60,714	62,535	41,690	20,845	62,535	65,662	5.00%
4135	Medicare Insurance	24,320	29,618	20,161	6,442	26,603	28,870	8.52%
4138	Unemployment Claims	-	2,500	741	1,444	2,185	2,500	14.42%
4211	Dues-Governmental Organizations	1,404	1,200	373	1,037	1,410	1,200	(14.89%)
4230	Education, Training and Travel	29,439	36,000	5,406	13,120	18,526	36,000	94.32%
4241	Office Supplies	3,735	4,500	2,012	2,221	4,233	4,500	6.31%
4243	Copy Supplies	4,888	5,500	2,328	2,827	5,155	5,500	6.69%
4250	Equipment Repairs	4,919	2,500	728	580	1,308	2,500	91.13%
4251	Gas, Oil, Grease	2,462	3,000	814	1,815	2,629	3,000	14.11%
4262	Food	142,285	150,000	94,415	43,493	137,908	150,000	8.77%
4263	Clothing Linen Personal Supplies	13,705	18,000	7,475	10,583	18,058	18,000	(0.32%)
4265	Uniforms	13,062	15,000	430	13,289	13,719	15,000	9.34%
4311	Employee Physicals	13,759	10,000	2,123	6,057	8,180	10,000	22.25%
4321	Legal and Auditing	5,203	5,184	4,393	-	5,184	5,005	(3.45%)
4324	Information Systems Allocation	16,400	16,890	11,260	5,630	16,890	18,478	9.40%
4327	Professional Services	58,947	75,000	30,935	34,315	65,250	75,000	14.94%
4333	Prisoners Medical Care	56,191	68,000	35,505	20,015	55,520	68,000	22.48%
4361	General Fund Administration	86,086	87,543	58,362	29,181	87,543	91,419	4.43%
4388	Building Management	22,039	23,291	15,527	7,764	23,291	22,551	(3.18%)
4395	Grant Programs - Other	71,164	123,651	28,014	75,764	103,778	123,651	19.15%
4511	Casualty Insurance	8,085	8,461	5,641	2,820	8,461	8,461	0.00%
4512	Workers Comp Insurance	35,690	38,176	25,451	12,725	38,176	37,935	(0.63%)
4534	Special Programs	2,806	16,500	35	8,810	8,845	10,000	13.06%
4742	Office Equipment	1,657	2,000	140	1,045	1,185	2,000	68.78%
4743	Other Equipment	3,011	3,500	3,121	(770)	2,351	3,500	48.87%
4953	Johnny Grey Jones Youth	80,499	120,000	33,196	85,370	118,566	120,000	1.21%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Total Juvenile Detention		2,855,918	3,207,665	2,008,130	1,017,934	3,026,856	7.76%
Total Juvenile Services		6,294,885	7,011,856	4,369,455	2,139,541	6,509,787	7.48%
161 - Facility & Maintenance							
62 - Juvenile Justice Bldgs							
4113	Salaries Regular Employees	75,461	84,997	49,449	32,126	81,575	5.80%
4131	Parochial Retirement	8,639	9,398	7,011	2,974	9,984	4.33%
4132	Group Health Insurance	19,837	22,577	16,488	6,080	22,568	2.54%
4133	Retired Employees Grp Insurance	7,340	7,560	5,040	2,520	7,560	5.00%
4135	Medicare Insurance	983	1,233	735	256	991	24.42%
4138	Unemployment Claims	-	70	-	10	10	600.00%
4250	Equipment Repairs	2,274	2,000	383	974	1,357	47.38%
4251	Gas, Oil, Grease	1,347	2,600	782	333	1,115	133.18%
4260	Building Repairs & Maintenance	108,597	95,000	61,856	25,346	87,202	8.94%
4265	Uniforms	40	1,500	175	(175)	-	0.00%
4271	Natural Gas	32,926	35,000	26,013	22,775	48,788	(28.26%)
4272	Electricity	145,683	150,000	71,015	56,621	127,636	17.52%
4273	Water	17,903	22,000	8,623	9,459	18,082	21.67%
4291	Lawn and Tree Maintenance	10,029	12,000	4,200	2,105	6,305	90.33%
4311	Employee Physicals	-	350	-	89	89	293.26%
4312	Pest Control	4,850	4,500	2,919	1,519	4,438	1.40%
4313	Maintenance Contract	66,579	53,000	49,880	2,201	52,081	5.60%
4317	Janitorial Service	636	3,000	-	882	882	126.76%
4318	Waste Disposal Fees	2,773	3,000	1,525	733	2,258	32.86%
4388	Building Management	16,529	17,468	11,645	5,823	17,468	(3.18%)
4511	Casualty Insurance	2,444	2,558	1,705	853	2,558	0.00%
4512	Workers Comp Insurance	1,720	1,800	1,200	600	1,800	0.00%
4743	Other Equipment	-	2,500	799	(54)	745	101.34%
Total Facilities and Maintenance - Juvenile Justice Bldgs		526,590	534,111	321,443	174,049	495,492	8.04%
Total Expenditures - Juvenile Justice Fund		7,734,915	8,496,697	5,453,172	2,486,331	7,940,294	7.02%
Excess (Deficiency) Of Revenues Over Expenditures		(3,072,240)	(4,132,967)	(5,091,960)	1,440,714	(3,652,038)	10.07%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Other Financing Sources (Uses)								
3849	Transfer From Oil & Gas	-	50,000	33,333	16,667	50,000	-	(100.00%)
3852	Transfer From Capital Outlay	25,000	-	-	-	-	-	0.00%
3855	Transfer From Criminal Justice	3,600,000	3,600,000	2,400,000	1,200,000	3,600,000	3,400,000	(5.56%)
4688	Transfer To Capital Outlay	(135,000)	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		3,490,000	3,650,000	2,433,333	1,216,667	3,650,000	3,400,000	(6.85%)
Net Change In Fund Balance		417,760	(482,967)	(2,658,627)	2,657,381	(2,038)	(619,752)	30,309.81%
Fund Balance, Beginning Of Year		4,520,583	4,724,773	4,938,343	2,279,716	4,938,343	4,936,305	(0.04%)
Fund Balance, End Of Year		\$ 4,938,343	4,241,806	2,279,716	4,937,097	4,936,305	4,316,553	(12.55%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Health Tax Fund (270)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	\$ 3,503,610	3,487,310	-	3,525,150	3,525,150	3,551,370	0.74%
3115	Estimated Uncollectible Taxes	(12,247)	(104,620)	-	(141,000)	(141,000)	(142,060)	0.75%
3120	Prior Year Taxes	21,710	23,138	22,798	8,052	30,850	23,138	(25.00%)
3351	State Revenue Sharing	79,523	81,300	-	80,257	80,257	81,300	1.30%
3455	Vaccination Fees	65	1,000	10	88	98	100	2.04%
3466	Impounding & Boarding Fees	18,248	19,000	10,712	5,399	16,111	18,000	11.72%
3467	Animal License & Permit Fees	8,087	6,000	3,456	1,975	5,431	6,000	10.48%
3610	Interest Earned	76,072	30,000	11,710	23,514	35,224	30,000	(14.83%)
3621	Regional Lab Rental	24,000	-	10,000	511	10,511	-	(100.00%)
3695	Miscellaneous Revenue	26	200	-	84	84	100	19.05%
3832	Private Donations	8,687	2,500	8,356	(460)	7,896	4,000	(49.34%)
3833	Adoptions	65,342	48,000	33,450	14,652	48,101	48,000	(0.21%)
Total Revenues - Health Tax Fund		3,793,123	3,593,828	100,492	3,518,221	3,618,713	3,619,948	0.03%
<u>Expenditures</u>								
133 - Finance								
4810	Principal Payments	-	-	-	-	-	30,000	100.00%
4820	Interest Payments	-	-	-	-	-	35,000	100.00%
4830	Paying Agent Fees	-	-	-	-	-	200	100.00%
Total Finance		-	-	-	-	-	65,200	0.00%
161 - Facilities & Maintenance								
11 - Shreveport Regional Lab								
4133	Retired Employees Grp Insurance	1,338	1,378	919	459	1,378	1,447	5.01%
4250	Equipment Repairs	-	2,500	-	-	-	-	0.00%
4260	Building Repairs & Maintenance	1,299	8,000	2,593	1,760	4,352	5,000	14.89%
4271	Natural Gas	1,361	2,500	103	1,113	1,216	2,000	64.47%
4272	Electricity	7,605	15,000	2,867	4,545	7,412	10,000	34.92%
4273	Water	589	1,000	353	435	788	1,000	26.90%
4312	Pest Control	700	800	340	420	760	800	5.26%
4388	Building Management	11,020	11,646	7,764	3,882	11,646	11,276	(3.18%)
4512	Workers Comp Insurance	1,118	1,170	780	390	1,170	1,170	0.00%
Total Shreveport Regional Lab		25,030	43,994	15,718	13,004	28,722	32,693	13.83%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
14 - Highland Health Unit Complex								
4113	Salaries Regular Employees	135,397	138,903	80,814	58,858	139,672	144,047	3.13%
4122	Salaries-Part Time	11,446	12,158	6,984	4,339	11,323	12,098	6.84%
4131	Parochial Retirement	15,466	17,016	11,713	5,759	17,472	17,385	(0.50)%
4132	Group Health Insurance	35,540	37,373	30,877	9,137	40,014	41,382	3.42%
4133	Retired Employees Grp Insurance	12,552	12,929	8,619	4,310	12,929	13,575	5.00%
4135	Medicare Insurance	2,665	2,945	1,783	908	2,691	2,983	10.85%
4138	Unemployment Claims	-	150	-	98	98	150	53.06%
4250	Equipment Repairs	6,234	7,000	2,438	4,339	6,777	7,000	3.29%
4251	Gas, Oil, Grease	7,916	12,000	3,219	4,601	7,820	10,000	27.88%
4260	Building Repairs & Maintenance	40,070	45,000	21,298	17,349	38,647	45,000	16.44%
4265	Uniforms	1,186	2,000	-	-	-	-	0.00%
4271	Natural Gas	14,814	20,000	10,220	9,146	19,366	20,000	3.27%
4272	Electricity	89,101	93,000	45,666	44,248	89,914	93,000	3.43%
4273	Water	3,453	5,000	2,179	1,717	3,895	5,000	28.37%
4276	Emergency Coordination	1,620	1,620	1,080	540	1,620	1,620	0.00%
4280	Telephone	455	500	214	214	428	500	16.82%
4291	Lawn and Tree Maintenance	5,500	5,000	2,700	1,585	4,285	5,000	16.69%
4311	Employee Physicals	-	300	-	227	227	300	32.16%
4312	Pest Control	435	1,000	527	440	967	1,000	3.41%
4313	Maintenance Contract	6,047	8,000	4,031	2,057	6,088	13,000	113.53%
4316	Security	696	1,500	547	183	730	1,500	105.48%
4321	Legal and Auditing	3,103	3,091	2,620	-	3,091	2,985	(3.43)%
4361	General Fund Administration	29,729	30,675	20,450	10,225	30,675	31,608	3.04%
4388	Building Management	31,957	33,772	22,515	11,257	33,772	32,699	(3.18)%
4511	Casualty Insurance	47,946	50,176	33,451	16,725	50,176	50,176	0.00%
4512	Workers Comp Insurance	5,246	5,490	3,660	1,830	5,490	5,445	(0.82)%
4591	Retirement Contributions	103,633	103,220	-	105,120	105,120	103,220	(1.81)%
4592	Sheriff's Tax Collection	2,898	8,700	-	4,898	4,898	5,000	2.08%
4743	Other Equipment	-	500	-	-	-	-	0.00%
Total Highland Health Unit Complex		615,105	659,018	317,603	320,111	638,185	665,673	4.31%
15 - Vivian Health Unit								
4113	Salaries Regular Employees	27,384	28,105	17,807	10,113	27,920	28,990	3.83%
4131	Parochial Retirement	3,134	3,443	2,531	879	3,410	3,498	2.58%
4132	Group Health Insurance	5,765	6,071	4,423	1,642	6,065	6,223	2.61%
4133	Retired Employees Grp Insurance	1,338	1,378	919	459	1,378	1,447	5.01%
4135	Medicare Insurance	331	408	251	89	340	414	21.76%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4260	Building Repairs & Maintenance	5,623	6,000	665	4,020	4,685	6,000	28.07%
4265	Uniforms	-	350	110	188	298	-	(100.00%)
4272	Electricity	10,583	13,000	5,358	4,064	9,422	13,000	37.97%
4273	Water	4,005	3,000	1,032	1,504	2,536	3,000	18.30%
4280	Telephone	1,606	1,600	953	667	1,620	1,600	(1.23%)
4291	Lawn and Tree Maintenance	-	1,600	-	-	-	-	0.00%
4312	Pest Control	690	600	358	302	660	750	13.64%
4316	Security	129	450	137	136	273	400	46.52%
4388	Building Management	2,204	2,329	1,553	776	2,329	2,255	(3.18%)
4512	Workers Comp Insurance	387	405	270	135	405	360	(11.11%)
4743	Other Equipment	-	200	-	-	-	-	0.00%
Total Vivian Health Unit		63,179	68,939	36,367	24,974	61,341	67,937	10.75%
69 - David Raines Comm Center								
4260	Building Repairs & Maintenance	33,390	33,390	22,260	11,130	33,390	33,390	0.00%
Total David Raines Comm Center		33,390	33,390	22,260	11,130	33,390	33,390	0.00%
Total Facilities and Maintenance		736,703	805,341	391,948	369,219	761,638	799,693	5.00%
300 - Animal Services and Mosquito Control								
12 - Animal Services								
4113	Salaries Regular Employees	1,209,581	1,244,811	788,871	435,222	1,224,093	1,287,293	5.16%
4114	Salaries-Special	4,047	30,000	-	6,659	6,659	15,000	125.26%
4122	Salaries-Part Time	46,059	57,551	35,900	11,745	47,645	51,061	7.17%
4131	Parochial Retirement	129,274	139,749	98,714	38,540	137,254	144,397	5.20%
4132	Group Health Insurance	155,774	181,824	111,998	60,096	172,094	186,370	8.30%
4133	Retired Employees Grp Insurance	46,441	47,834	31,889	15,945	47,834	50,226	5.00%
4135	Medicare Insurance	18,417	19,402	12,368	5,000	17,368	22,151	27.54%
4136	Caddo Parish Employee Retirement	8,795	9,639	7,031	2,611	9,642	9,740	1.02%
4138	Unemployment Claims	-	1,000	-	544	544	1,000	83.82%
4210	Books and Subscriptions	73	500	-	223	223	500	124.22%
4211	Dues-Governmental Organizations	600	1,000	500	295	795	1,000	25.79%
4221	Printed Office Forms	3,914	6,000	283	3,539	3,822	6,000	56.99%
4230	Education, Training and Travel	16,897	22,000	3,693	7,144	10,837	22,000	103.01%
4241	Office Supplies	7,935	5,000	4,379	2,810	7,189	7,500	4.33%
4242	Postage	614	750	211	406	617	750	21.56%
4243	Copy Supplies	6,802	5,000	2,974	3,514	6,488	6,500	0.18%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4250	Equipment Repairs	40,697	50,000	22,627	18,572	41,199	50,000	21.36%
4251	Gas, Oil, Grease	42,742	60,000	17,340	32,400	49,740	55,000	10.57%
4260	Building Repairs & Maintenance	41,507	45,000	21,771	18,197	39,968	45,000	12.59%
4265	Uniforms	5,938	9,000	2,337	5,978	8,315	9,000	8.24%
4267	Animal Food	26,889	25,000	11,193	16,715	27,908	30,000	7.50%
4268	Vaccinations and Chemicals	111,998	150,000	37,884	93,366	131,250	150,000	14.29%
4271	Natural Gas	5,879	9,000	3,460	3,190	6,650	8,000	20.30%
4272	Electricity	30,589	40,000	15,008	15,538	30,546	40,000	30.95%
4273	Water	8,489	9,000	3,771	4,943	8,714	9,000	3.28%
4276	Emergency Coordination	3,888	3,888	2,592	1,296	3,888	3,888	0.00%
4280	Telephone	20,956	20,000	7,694	8,782	16,476	20,000	21.39%
4290	Safety Apparel	189	1,000	510	395	905	1,000	10.50%
4291	Lawn and Tree Maintenance	3,025	3,500	1,500	1,750	3,250	3,500	7.69%
4311	Employee Physicals	3,804	5,000	1,393	1,888	3,281	5,000	52.39%
4313	Maintenance Contract	7,809	5,500	4,471	3,139	7,610	7,500	(1.45%)
4316	Security	870	1,000	684	200	884	1,000	13.12%
4317	Janitorial Service	1,442	4,000	-	2,445	2,445	3,000	22.70%
4318	Waste Disposal Fees	1,683	4,000	1,266	438	1,704	3,000	76.06%
4321	Legal and Auditing	1,549	1,544	1,308	236	1,544	1,490	(3.50%)
4324	Information Systems Allocation	16,400	16,890	11,260	5,630	16,890	18,478	9.40%
4326	Spaying/Neutering	64,282	60,000	35,936	22,882	58,818	60,000	2.01%
4327	Professional Services	89,597	80,000	30,613	55,067	85,680	90,000	5.04%
4361	General Fund Administration	55,566	58,475	38,983	19,492	58,475	59,788	2.25%
4388	Building Management	7,714	8,152	5,435	2,717	8,152	7,893	(3.18%)
4423	Misc Materials and Supplies	89,407	65,000	38,780	28,030	66,810	65,000	(2.71%)
4511	Casualty Insurance	30,083	31,482	20,988	10,494	31,482	31,482	0.00%
4512	Workers Comp Insurance	30,616	30,598	20,399	10,199	30,598	30,375	(0.73%)
4742	Office Equipment	627	7,000	305	2,350	2,655	5,000	88.32%
4743	Other Equipment	7,349	5,000	359	3,999	4,358	5,000	14.73%
Total Animal Services		2,406,808	2,581,089	1,458,678	984,621	2,443,299	2,629,882	7.64%
13 - Mosquito Control								
4113	Salaries Regular Employees	99,871	131,519	72,251	58,789	131,040	135,413	3.34%
4122	Salaries-Part Time	26,733	58,532	16,218	17,169	33,387	58,270	74.53%
4131	Parochial Retirement	11,422	12,527	9,194	3,343	12,537	16,343	30.36%
4132	Group Health Insurance	620	841	480	214	694	862	24.21%
4133	Retired Employees Grp Insurance	11,610	11,958	7,972	3,986	11,958	12,556	5.00%
4135	Medicare Insurance	2,515	4,571	1,641	1,906	3,547	4,514	27.26%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
4138	Unemployment Claims	-	1,000	-	557	557	1,000	79.53%
4210	Books and Subscriptions	145	200	-	175	175	200	14.29%
4221	Printed Office Forms	460	200	-	114	114	200	75.44%
4230	Education, Training and Travel	942	1,500	145	700	845	1,500	77.51%
4241	Office Supplies	-	600	-	245	245	400	63.27%
4242	Postage	762	500	133	330	463	500	7.99%
4250	Equipment Repairs	16,097	15,000	11,349	3,987	15,336	16,000	4.33%
4251	Gas, Oil, Grease	9,989	20,000	4,900	5,594	10,494	18,000	71.53%
4260	Building Repairs & Maintenance	460	5,000	280	1,999	2,279	5,000	119.39%
4265	Uniforms	295	1,000	-	559	559	1,000	78.89%
4268	Vaccinations and Chemicals	112,159	135,000	97,687	18,075	115,762	135,000	16.62%
4276	Emergency Coordination	972	972	648	324	972	972	0.00%
4290	Safety Apparel	-	300	-	198	198	300	51.52%
4291	Lawn and Tree Maintenance	-	300	-	-	-	-	0.00%
4311	Employee Physicals	-	400	-	112	112	200	78.57%
4317	Janitorial Service	-	500	-	-	-	-	0.00%
4321	Legal and Auditing	1,549	1,544	1,308	236	1,544	1,490	(3.50%)
4324	Information Systems Allocation	16,400	16,890	11,260	5,630	16,890	18,478	9.40%
4361	General Fund Administration	20,149	21,977	14,651	7,326	21,977	22,155	0.81%
4423	Misc Materials and Supplies	6,186	7,000	673	4,885	5,558	7,000	25.94%
4511	Casualty Insurance	7,521	7,871	5,247	2,624	7,871	7,871	0.00%
4512	Workers Comp Insurance	8,256	8,640	5,760	2,880	8,640	8,595	(0.52%)
4742	Office Equipment	-	100	-	-	-	-	0.00%
4743	Other Equipment	-	2,500	-	1,541	1,541	2,000	29.79%
Total Mosquito Control		355,111	468,942	261,797	143,498	405,295	475,819	17.40%
Total Animal Services and Mosquito Control		2,761,919	3,050,031	1,720,475	1,128,119	2,848,594	3,105,701	9.03%
Total Expenditures - Health Tax Fund		3,498,622	3,855,372	2,112,423	1,497,338	3,610,232	3,970,594	9.98%
Excess (Deficiency) Of Revenues Over Expenditures		294,501	(261,544)	(2,011,931)	2,020,883	8,481	(350,646)	(4,234.49%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3852	Transfer From Capital Outlay	1,041	-	-	-	-	0.00%
4688	Transfer To Capital Outlay	(300,000)	-	-	-	(102,000)	100.00%
Total Other Financing Sources (Uses)		(298,959)	-	-	-	(102,000)	0.00%
Net Change In Fund Balance		(4,458)	(261,544)	(2,011,931)	2,020,883	8,481	(452,646) (5,437.18%)
Fund Balance, Beginning Of Year		5,174,737	4,808,636	5,170,280	3,158,348	5,170,280	5,178,761 0.16%
Fund Balance, End Of Year		\$ 5,170,280	4,547,092	3,158,348	5,179,232	5,178,761	4,726,115 (8.74%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Biomedical Fund (280)								
Revenues								
3113	Ad Valorem Tax-Parish	2,976,840	2,963,310	-	2,985,590	2,985,590	3,007,790	0.74%
3115	Estimated Uncollectible Taxes	(9,752)	(88,900)	-	(119,420)	(119,420)	(120,310)	0.75%
3120	Prior Year Taxes	17,449	20,334	18,416	8,696	27,112	20,334	(25.00%)
3351	State Revenue Sharing	67,562	69,200	-	68,221	68,221	69,200	1.44%
3610	Interest Earned	-	100	-	-	-	100	0.00%
Total Revenues - Biomedical Fund		3,052,099	2,964,044	18,416	2,943,087	2,961,503	2,977,114	0.53%
Expenditures								
319 - Biomedical Research Center								
4321	Legal and Auditing	5,720	5,699	4,830	869	5,699	5,502	(3.46%)
4361	General Fund Administration	15,267	14,244	9,496	4,748	14,244	15,477	8.66%
4530	Interest Expense	15,366	13,000	2,208	11,903	14,111	13,000	(7.87%)
4562	Reimb - Biomedical Research Ctr	2,815,001	2,815,000	1,642,081	1,172,919	2,815,000	2,815,000	0.00%
4591	Retirement Contributions	88,061	87,710	-	88,370	88,370	89,030	0.75%
4592	Sheriff's Tax Collection	2,461	9,000	-	3,451	3,451	4,000	15.91%
Total Expenditures - Biomedical Fund		2,941,876	2,944,653	1,658,614	1,282,261	2,940,875	2,942,009	0.04%
Excess (Deficiency) Of Revenues Over Expenditures		110,223	19,391	(1,640,199)	1,660,827	20,628	35,105	70.18%
Fund Balance, Beginning Of Year		268,382	261,564	378,605	(1,261,593)	378,605	399,233	5.45%
Fund Balance, End Of Year		\$ 378,605	280,955	(1,261,593)	399,233	399,233	434,338	8.79%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020				2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining	Total Estimated		
Riverboat Fund (290)								
<u>Revenues</u>								
3223	Riverboat Gaming	1,117,063	1,025,000	462,642	298,288	760,930	900,000	18.28%
3610	Interest Earned	18,364	4,000	2,321	1,990	4,311	4,000	(7.21%)
3695	Miscellaneous	7,252	4,000	19,081	-	551	2,000	262.98%
Total Revenues - Riverboat Fund		1,142,679	1,033,000	484,044	300,278	765,792	906,000	18.31%
<u>Expenditures</u>								
131 - Administration								
4122	Salaries-Part Time	166,378	165,000	195	2,000	2,195	165,000	7,417.08%
4135	Medicare Insurance	12,722	13,622	9	76	85	13,750	16,076.47%
4321	Legal and Auditing	4,902	4,884	4,138	746	4,884	4,715	(3.46%)
4327	Professional Services	-	4,000	-	2,210	2,210	2,000	(9.50%)
4344	Public Information	-	13,000	-	5,518	5,518	10,000	81.23%
4361	General Fund Administration	24,317	23,485	15,657	7,828	23,485	24,998	6.44%
4530	Interest Expense	-	1,500	-	884	884	1,500	69.68%
4534	Special Programs	-	-	-	-	-	40,000	100.00%
4553	Truancy Program	60,000	95,000	30,000	30,000	60,000	60,000	0.00%
Total Administration		268,319	320,491	50,000	49,262	99,261	321,963	224.36%
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	A Quiet Place in the Woods	3,664	4,000	4,000	-	4,000	4,000	0.00%
	Allendale Food Coop	3,000	-	-	-	-	-	100.00%
	Arc of Caddo-Bossier	8,000	8,000	-	8,000	8,000	8,000	0.00%
	Bernstein Development, Inc	7,000	10,000	-	10,000	10,000	-	(100.00%)
	Beulah's Safe Haven	-	10,000	10,000	-	10,000	10,000	0.00%
	Boy Scouts of America, Norwela Council	15,000	12,500	-	12,500	12,500	-	(100.00%)
	Broadmoor Neighborhood Association	20,000	-	-	-	-	-	100.00%
	Caddo Council on Aging (CCOA)	80,000	100,000	50,000	50,000	100,000	100,000	0.00%
	Catholic Charities of North Louisiana	10,000	10,000	10,000	-	10,000	10,000	0.00%
	Cedar Grove CDC, Inc	-	5,000	-	5,000	5,000	-	0.00%
	Christian Service Program Institute	25,000	25,000	25,000	-	25,000	25,000	0.00%
	Common Ground Community, Inc	8,000	8,000	8,000	-	8,000	3,500	(56.25%)
	Community Policing	-	75,000	-	75,000	-	75,000	100.00%
	Community Renewal International, Inc	5,000	8,000	-	8,000	8,000	3,500	(56.25%)
	Compassion for Lives	6,500	6,500	6,500	-	6,500	5,000	(23.08%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Delta Sigma Thea Sorority	-	-	-	-	-	5,000	100.00%
	Family Resources for Education	15,000	15,000	-	15,000	15,000	-	(100.00%)
	Food Bank of Northwest Louisiana	90,000	90,000	45,000	45,000	90,000	100,000	11.11%
	Galilee Family Enrichment Center, Inc	7,874	10,000	-	10,000	10,000	-	(100.00%)
	Gertrude's Gift	4,500	5,000	-	5,000	5,000	5,000	0.00%
	Girl Scouts of Louisiana	-	10,000	-	10,000	10,000	-	(100.00%)
	Grace Community Outreach (Words in Act)	5,000	5,000	5,000	-	5,000	5,000	0.00%
	Grace Project	5,000	8,000	-	8,000	8,000	10,000	25.00%
	Harmony Faith Ministries	-	10,000	-	10,000	10,000	-	(100.00%)
	Heartwork Foundation	4,000	4,000	-	4,000	4,000	-	(100.00%)
	Holy Angels Residential Facility	25,000	15,000	15,000	-	15,000	15,000	0.00%
	Hope Connections	13,849	15,000	-	15,000	15,000	15,000	0.00%
	Image Changers	16,000	20,000	-	20,000	20,000	-	(100.00%)
	Inner City Entrepreneur Institute (ICE)	15,000	10,000	-	10,000	10,000	15,000	50.00%
	Inter-City Row Modern Dance Co of S'port	7,500	-	-	-	-	7,500	100.00%
	Ivy Crown Community Services, Inc	6,174	-	-	-	-	5,000	100.00%
	JAG Family Resource Center	20,000	-	-	-	-	10,000	100.00%
	Loving Little Ones	4,000	10,000	-	10,000	10,000	-	(100.00%)
	Martin Luther King Community Dev Corp	24,000	25,000	10,000	15,000	25,000	20,000	(20.00%)
	Martin Luther King Health Center	12,000	15,000	15,000	-	15,000	20,000	33.33%
	Mission Project	9,423	5,000	-	5,000	5,000	-	(100.00%)
	North Caddo Shooting Club	-	-	-	-	-	2,000	100.00%
	Northwest Louisiana Community Dev Corp	-	35,000	35,000	-	35,000	20,000	(42.86%)
	Northwest Louisiana Youth Golf & Education	2,500	6,000	-	6,000	6,000	7,500	25.00%
	NW LA Education & Leadership Train Found	2,626	-	-	-	-	10,000	100.00%
	Oasis of Hope Louisiana (OHLA)	10,000	15,000	15,000	-	15,000	15,000	0.00%
	Pamoja Art Society	-	5,000	-	5,000	5,000	-	(100.00%)
	Project Seek, Inc	9,447	14,000	-	14,000	14,000	-	(100.00%)
	Providence House	20,000	40,000	40,000	-	40,000	40,000	0.00%
	Querbes Park Foundation	10,000	-	-	-	-	-	100.00%
	R.I.S.E. Shreveport	-	5,000	-	5,000	5,000	-	(100.00%)
	Reach Out and Touch, Inc	16,000	20,000	-	20,000	20,000	-	(100.00%)
	Reader Chapel Christian Meth/Epis Church	4,000	-	-	-	-	5,000	100.00%
	Renzi Education and Art Center	7,000	7,000	-	7,000	7,000	3,500	(50.00%)
	Rho Omega & Friends, Inc	-	25,000	-	25,000	25,000	20,000	(20.00%)
	Robinson's Rescue	35,000	50,000	25,000	25,000	50,000	35,000	(30.00%)
	Salvation Army	50,000	50,000	-	50,000	50,000	-	(100.00%)
	Setting Children On the Road to Excellence	-	7,500	-	7,500	7,500	-	(100.00%)
	Shady Grove Missionary Baptist Church	16,000	16,000	16,000	-	16,000	10,000	(37.50%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Shreveport Green	7,500	7,500	-	7,500	7,500	62,500	733.33%
	Shreveport Little Theatre (SLT)	7,000	7,000	-	7,000	7,000	-	(100.00%)
	Shreveport Opera	4,000	4,000	-	4,000	4,000	4,000	0.00%
	Shreveport Regional Arts Council (SRAC)	20,000	15,000	-	15,000	15,000	-	(100.00%)
	Shreveport-Bossier Sports Commission	-	10,000	10,000	-	10,000	-	(100.00%)
	Shreveport Youth Boxing Club	-	8,000	8,000	-	8,000	5,000	(37.50%)
	SISTERS International, Inc	22,163	30,000	15,000	15,000	30,000	10,000	(66.67%)
	Social Justice Civic League, Inc	14,310	15,000	-	15,000	15,000	10,000	(33.33%)
	Southern Hills Homeowner's Association	280	-	-	-	-	-	100.00%
	St. James United Methodist Church	-	4,000	4,000	-	4,000	-	(100.00%)
	St. Luke's Episcl Mobile Medical Ministry	6,750	6,750	-	6,750	6,750	6,000	(11.11%)
	Steeple Success, LLC	1,000	2,000	2,000	-	2,000	2,000	0.00%
	Stuffed Shrimp Festival	10,000	-	-	-	-	-	100.00%
	Supermen for Christ	-	10,000	-	10,000	10,000	-	(100.00%)
	Successfully Preparing Our Teens	7,000	7,000	-	7,000	7,000	-	(100.00%)
	T.E.A.M.S.	-	-	-	-	-	10,000	100.00%
	Theatre of the Performing Arts	20,000	20,000	20,000	-	20,000	10,000	(50.00%)
	Urban Support Agency, Inc	25,000	15,000	15,000	-	15,000	5,000	(66.67%)
	Volunteers for Youth Justice	25,000	25,000	25,000	-	25,000	20,000	(20.00%)
	WEBDuBois Child Enrichment Center	-	-	-	-	-	10,000	100.00%
	Woody's Home for Veterans	-	-	-	-	-	20,000	100.00%
	YouTOO, Inc	-	10,000	-	10,000	10,000	-	(100.00%)
	Youth Outreach Services	20,000	10,000	10,000	-	10,000	10,000	0.00%
	YWCA Northwest Louisiana	10,000	10,000	-	10,000	10,000	5,000	(50.00%)
Total Allocation To Other Entities		858,059	1,065,750	443,500	622,250	990,750	834,000	(15.82%)
Total Expenditures - Riverboat Fund		1,126,378	1,386,241	493,500	671,512	1,090,011	1,155,963	6.05%
Excess (Deficiency) Of Revenues Over Expenditures		16,302	(353,241)	(9,455)	(371,234)	(324,219)	(249,963)	(22.90%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Other Financing Sources (Uses)							
3837	Transfer From General Fund	-	-	-	-	-	0.00%
3849	Transfer From Oil and Gas Fund	-	-	-	-	-	0.00%
3852	Transfer From Capital Outlay	-	-	-	-	-	0.00%
3856	Transfer From Reserve Trust	-	-	-	-	-	0.00%
4697	Transfer To Economic Development	(10,000)	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		(10,000)	-	-	-	-	0.00%
Net Change In Fund Balance		6,302	(353,241)	(9,455)	(371,234)	(324,219)	(22.90%)
Fund Balance, Beginning Of Year		800,136	612,434	806,437	796,982	806,437	(40.20%)
Fund Balance, End Of Year		\$ 806,437	259,193	796,982	425,749	482,218	(51.84%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Criminal Justice Fund (295)								
<u>Revenues</u>								
3113	Ad Valorem Tax-Parish	6,044,277	6,197,660	-	6,169,010	6,169,010	6,214,900	0.74%
3115	Estimated Uncollectible Taxes	25,582	(185,930)	-	(215,920)	(215,920)	(217,520)	0.74%
3120	Prior Year Taxes	8,742	19,409	7,930	17,949	25,879	19,409	(25.00%)
3351	State Revenue Sharing	135,220	132,200	-	131,551	131,551	132,200	0.49%
3610	Interest Earned	-	2,000	-	545	545	1,000	83.49%
Total Revenues - Criminal Justice Fund		6,213,821	6,165,339	7,930	6,103,135	6,111,065	6,149,989	0.64%
<u>Expenditures</u>								
120 - Criminal Justice								
20 - Criminal Administration								
4321	Legal and Auditing	3,282	3,270	2,771	-	3,241	3,157	(2.59%)
4361	General Fund Administration	9,050	9,241	6,161	-	9,241	9,521	3.03%
4530	Interest Expense	20,349	11,000	2,401	-	15,411	11,000	(28.62%)
4591	Retirement Contributions	178,806	183,440	-	-	182,600	183,950	0.74%
4592	Sheriff's Tax Collection	4,780	15,000	-	-	8,854	7,500	(15.29%)
4596	Sheriff Substations	155,341	160,000	82,422	-	160,615	-	(100.00%)
Total Expenditures - Criminal Justice Fund		371,608	381,951	93,754	-	379,962	215,128	(43.38%)
Excess (Deficiency) Of Revenues Over Expenditures		5,842,213	5,783,388	(85,825)	6,103,135	5,731,103	5,934,861	3.56%
<u>Other Financing Sources (Uses)</u>								
4681	Transfer To Juvenile Just Fund	(3,600,000)	(3,600,000)	(2,400,000)	(1,200,000)	(3,600,000)	(3,400,000)	(5.56%)
4682	Transfer To Detention Facilities Fund	(700,000)	(800,000)	(533,333)	(266,667)	(800,000)	(1,000,000)	25.00%
4685	Transfer To General Fund	(1,700,000)	(1,700,000)	(1,133,334)	(566,666)	(1,700,000)	(1,400,000)	(17.65%)
Total Other Financing Sources (Uses)		(6,000,000)	(6,100,000)	(4,066,667)	(2,033,333)	(6,100,000)	(5,800,000)	(4.92%)
Net Change In Fund Balance		(157,787)	(316,612)	(4,152,492)	4,069,802	(368,897)	134,861	(136.56%)
Fund Balance, Beginning Of Year		1,233,439	805,140	1,075,652	(3,076,840)	1,075,652	706,755	(34.30%)
Fund Balance, End Of Year		\$ 1,075,652	488,528	(3,076,840)	992,962	706,755	841,616	19.08%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Oil and Gas Fund (297)								
<u>Revenues</u>								
3610	Interest Earned	154,775	20,000	15,934	4,027	19,961	20,000	0.20%
3623	Building Rental	531,260	363,000	390,493	90,750	481,243	363,000	(24.57%)
3691	Oil Royalty/Mineral Leases	1,340,134	500,000	913,376	(273,259)	640,117	500,000	(21.89%)
Total Revenues - Oil and Gas Fund		2,026,169	883,000	1,319,803	(178,482)	1,141,321	883,000	(22.63%)
<u>Expenditures</u>								
131 - Administration								
4321	Legal and Auditing	3,754	32,000	7,516	9,954	17,470	33,600	92.33%
4361	General Fund Administration	9,188	8,373	5,582	2,791	8,373	9,228	10.21%
4423	Misc Material and Supplies	-	532,000	373,500	158,051	531,551	-	(100.00%)
Total Administration		12,942	572,373	386,598	170,796	557,394	42,828	(92.32%)
133 - Finance								
4810	Principal Payments	-	-	-	-	-	221,380	100.00%
4820	Interest Payments	-	-	-	-	-	259,220	100.00%
4830	Paying Agent Fees	-	-	-	-	-	200	100.00%
Total Finance		-	-	-	-	-	480,800	0.00%
Total Expenditures - Oil and Gas Fund		12,942	572,373	386,598	170,796	557,394	523,628	(6.06%)
Excess (Deficiency) Of Revenues Over Expenditures		2,013,227	310,627	933,206	(349,279)	583,927	359,372	(38.46%)
<u>Other Financing Sources (Uses)</u>								
3852	Transfer From Capital Outlay Fund	-	-	-	-	-	-	0.00%
4675	Transfer To Juvenile Justice Fund	-	(50,000)	(33,333)	(16,667)	(50,000)	-	(100.00%)
4688	Transfer To Capital Outlay Fund	(698,600)	(1,215,500)	(810,336)	(405,164)	(1,215,500)	(229,000)	(81.16%)
4697	Transfer To Economic Development Fund	(300,000)	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		(998,600)	(1,265,500)	(843,669)	(421,831)	(1,265,500)	(229,000)	(81.90%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Net Change In Fund Balance	1,014,627	(954,873)	89,537	(771,110)	(681,573)	130,372	(119.13%)
	Fund Balance, Beginning Of Year	5,441,554	5,830,616	6,456,181	6,545,718	6,456,181	5,774,608	(10.56%)
	Fund Balance, End Of Year	\$ 6,456,181	4,875,743	6,545,718	5,774,608	5,774,608	5,904,980	2.26%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Economic Development Fund (750)								
<u>Revenues</u>								
3359	Video Poker	461,157	450,000	247,014	123,507	370,521	400,000	7.96%
3610	Interest Earned	22,081	6,000	2,029	3,482	5,511	6,000	8.87%
3695	Miscellaneous Revenue	-	3,000	-	-	-	-	0.00%
Total Revenues - Economic Development Fund		483,238	459,000	249,043	126,989	376,032	406,000	7.97%
<u>Expenditures</u>								
131 - Administration								
4321	Legal and Auditing	2,459	2,450	2,076	374	2,450	2,365	(3.47%)
4327	Professional Services	57,000	60,000	28,500	28,500	57,000	60,000	5.26%
4361	General Fund Administration	12,159	11,742	7,828	3,914	11,742	12,499	6.45%
Total Administration		71,618	74,192	38,404	32,788	71,192	74,864	5.16%
150 - Allocation To Other Entities								
4959 - NGO Appropriations								
	Acadiana Legal Services of Northwest Louisiana	-	20,000	-	20,000	20,000	32,000	60.00%
	ArkLaTex Craft Beer	10,000	-	-	-	-	-	100.00%
	BioMed EAP	75,000	-	-	-	-	-	100.00%
	Christmas on Caddo Fireworks	8,000	8,000	-	8,000	8,000	6,400	(20.00%)
	CoHabitat Foundation	30,000	20,000	-	20,000	20,000	28,000	40.00%
	Competition Planning Partners (WOD GODZ)	-	20,000	20,000	-	20,000	24,000	20.00%
	Delta Sigma Theta	7,000	-	-	-	-	-	100.00%
	Delta Upsilon Lambda Foundation, Inc	-	10,000	10,000	-	10,000	-	(100.00%)
	Fit for Life, Inc	35,000	30,000	30,000	-	30,000	30,000	0.00%
	Global Mixed Gender Basketball	15,000	-	-	-	-	-	100.00%
	Grace Project	10,000	112,500	-	112,500	112,500	-	(100.00%)
	Highland Area Partnership	5,000	5,000	-	5,000	5,000	8,000	60.00%
	Imagine Nation Foundation	-	10,000	-	10,000	10,000	-	(100.00%)
	Independence Bowl Foundation	25,000	65,000	65,000	-	65,000	65,000	0.00%
	LA Film Prize, LLC	25,000	30,000	-	30,000	30,000	30,000	0.00%
	Northwest Louisiana Community Dev Corp	35,000	-	-	-	-	-	100.00%
	NW Louisiana Econ Dev Foundation (NLEDF)	50,000	50,000	50,000	-	50,000	50,000	0.00%
	RHO Omega & Friends, Inc	24,000	-	-	-	-	-	100.00%
	Safe Summer Youth Recreation Activities	31,510	40,000	956	39,044	40,000	-	(100.00%)
	Shreveport-Bossier African American Chamber	25,000	25,000	-	25,000	25,000	-	(100.00%)
	Shreveport-Bossier Military Affairs Council	15,000	-	-	-	-	12,000	100.00%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
	Shreveport-Bossier Sports Commission	8,000	-	-	-	-	100.00%	
	Small Business Development Center	16,495	20,000	-	20,000	20,000	(100.00%)	
	Southern Hills Business Association, Inc	24,720	20,000	-	20,000	20,000	24,000 20.00%	
	Southern University - Shreveport LA (SUSLA)	125,000	100,000	-	100,000	100,000	- (100.00%)	
	Southern University - Shreveport Foundation	10,000	10,000	-	10,000	10,000	12,000 20.00%	
	State Fair (The)	10,000	10,000	-	10,000	10,000	8,000 (20.00%)	
	Strand Theatre of Shreveport (The)	7,500	15,000	-	15,000	15,000	- (100.00%)	
	Strategic Action Council of NW Louisiana	40,000	-	-	-	-	60,000 100.00%	
Total Allocation To Other Entities		667,225	620,500	175,956	444,544	620,500	389,400	(37.24%)
Total Expenditures - Economent Development Fund		738,843	694,692	214,360	477,332	691,692	464,264	(32.88%)
Excess (Deficiency) Of Revenues Over Expenditures		(255,605)	(235,692)	34,683	(350,343)	(315,660)	(58,264)	(81.54%)
Other Financing Sources (Uses)								
3837	Transfer From General Fund	-	-	-	-	-	-	0.00%
3848	Transfer From Riverboat	10,000	-	-	-	-	-	0.00%
3849	Transfer From Oil & Gas	300,000	-	-	-	-	-	0.00%
4674	Transfer To E Edward Jones Trust	-	-	-	-	-	(200,000)	100.00%
4688	Transfer To Capital Outlay	(200,000)	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		110,000	-	-	-	-	(200,000)	0.00%
Net Change In Fund Balance		(145,605)	(235,692)	34,683	(350,343)	(315,660)	(258,264)	(18.18%)
Fund Balance, Beginning Of Year		878,795	696,006	733,190	767,873	733,190	417,530	(43.05%)
Fund Balance, End Of Year		\$ 733,190	460,314	767,873	417,530	417,530	159,266	(61.86%)

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
Law Officers Witness Fund (770)							
<u>Revenues</u>							
3512	Criminal Case Charges	28,762	28,000	13,718	7,712	21,430	30.66%
3610	Interest Earned	730	-	203	(203)	-	0.00%
Total Revenues - Law Officers Witness Fund		29,492	28,000	13,921	7,509	21,430	30.66%
<u>Expenditures</u>							
120 - Criminal Justice							
21 - District Court							
4321	Legal and Auditing	1,274	995	1,076	-	1,060	15.66%
4343	Payments to Law Officers	24,800	20,000	11,300	4,825	16,125	24.03%
4361	General Fund Administration	18,376	16,746	11,164	5,582	16,746	10.21%
4377	Court Reporter Expenses	503	-	-	-	-	0.00%
4394	Criminal Court Grant	(26,000)	(30,000)	-	(30,000)	(30,000)	0.00%
Total Expenditures - Law Officers Witness Fund		18,954	7,741	23,540	(19,593)	3,931	146.27%
Excess (Deficiency) Of Revenues Over Expenditures		10,539	20,259	(9,619)	27,102	17,499	4.69%
Fund Balance, Beginning Of Year		38,074	52,617	48,613	38,993	48,613	36.00%
Fund Balance, End Of Year		\$ 48,613	72,876	38,993	66,096	66,112	27.71%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated
			Budget	YTD Actual*	Estimated Remaining		
E. Edward Jones Trust Fund (798)							
Revenues							
3610	Interest Earned	-	-	1,481	1,103	2,584	2,500 (3.25%)
Total Revenues - E. Edward Jones Trust Fund		-	-	1,481	1,103	2,584	2,500 (3.25%)
Expenditures							
131	Administration	-	-	-	-	-	- 0.00%
Total Expenditures - E. Edward Jones Trust Fund		-	-	-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		-	-	1,481	1,103	2,584	2,500 (3.25%)
Other Financing Sources (Uses)							
3850	Transfer From Economic Development Fund	-	-	-	-	-	200,000 100.00%
3852	Transfer From Capital Outlay Fund	-	750,983	684,316	66,667	750,983	- (100.00%)
Total Other Financing Sources (Uses)		-	750,983	684,316	66,667	750,983	200,000 (73.37%)
Net Change In Fund Balance		-	750,983	685,797	67,770	753,567	202,500 (73.13%)
Fund Balance, Beginning Of Year		-	-	-	685,797	-	753,567 0.00%
Fund Balance, End Of Year		\$ -	750,983	685,797	753,567	753,567	956,067 26.87%

SPECIAL REVENUE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020			2021 Adopted	% Change From YTD Estimated	
			Budget	YTD Actual*	Estimated Remaining			Total Estimated
Reserve Trust Fund (799)								
<u>Revenues</u>								
3610	Interest Earned	959,156	260,000	92,404	159,493	251,897	260,000	3.22%
3623	Building Rental	511,260	363,000	390,493	90,750	481,243	363,000	(24.57%)
Total Revenues - Reserve Trust Fund		1,470,416	623,000	482,897	250,243	733,140	623,000	(15.02%)
<u>Expenditures</u>								
133 - Finance								
4321	Legal and Auditing	2,320	2,311	1,959	352	2,311	2,231	(3.46%)
4361	General Fund Administration	12,159	11,742	7,828	3,914	11,742	12,499	6.45%
Total Finance		14,479	14,053	9,787	4,266	14,053	14,730	4.82%
150 - Allocation To Other Entities								
4959	NGO Appropriations							
	NGO Appropriations	101,864	350,000	175,000	-	175,000	350,000	100.00%
Total Allocation To Other Entities		101,864	350,000	175,000	-	175,000	350,000	100.00%
Total Expenditures - Reserve Trust Fund		116,342	364,053	184,787	4,266	189,053	364,730	92.92%
Excess (Deficiency) Of Revenues Over Expenditures		1,354,074	258,947	298,110	245,977	544,087	258,270	(52.53%)
<u>Other Financing Sources (Uses)</u>								
4688	Transfer To Capital Outlay Fund	-	-	-	-	-	-	0.00%
4694	Transfer To Riverboat	-	-	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	-	-	0.00%
Net Change In Fund Balance		1,354,074	258,947	298,110	245,977	544,087	258,270	(52.53%)
Fund Balance, Beginning Of Year		35,561,184	35,992,327	36,915,258	37,213,368	36,915,258	37,459,345	1.47%
Fund Balance, End Of Year		\$ 36,915,258	36,251,274	37,213,368	37,459,345	37,459,345	37,717,615	0.69%



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, 2020

<u>Bond Issue</u>	<u>Principal Outstanding 12/31/2019</u>	<u>2020</u>		<u>Principal Outstanding 12/31/2020</u>
		<u>Additions (Reductions)</u>	<u>Principal Payments</u>	
GOB Refunding, May 2014	5,560,000	-	(610,000)	4,950,000
GOB Refunding, August 2015	5,830,000	-	(530,000)	5,300,000
GOB Refunding, June 2016	7,015,000	-	(605,000)	6,410,000
	<u>\$ 18,405,000</u>	<u>-</u>	<u>(1,745,000)</u>	<u>16,660,000</u>

The annual requirements to amortize the above issues, including interest payments of \$2,925,266 are as follows:

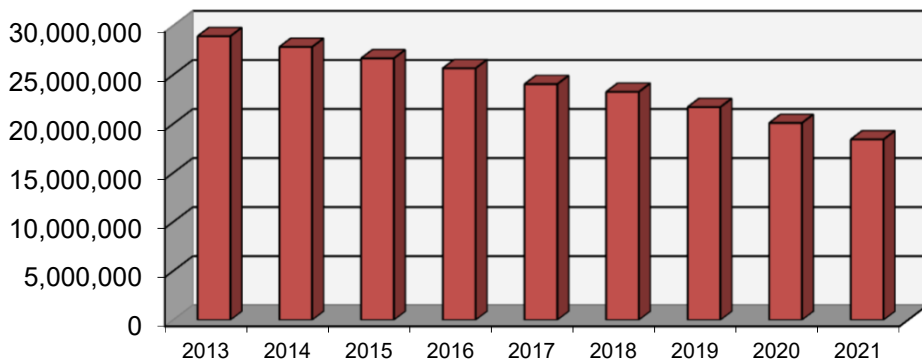
<u>Years ending December 31:</u>	<u>2014 Refunding</u>	<u>2015 Refunding</u>	<u>2016 Refunding</u>	<u>Total</u>
2021	793,425	785,000	749,999	2,328,424
2022	799,150	792,200	756,981	2,348,331
2023	803,275	793,300	763,554	2,360,129
2024	799,975	798,300	774,665	2,372,940
2025	809,863	798,750	780,315	2,388,928
2026-2029	1,612,600	2,411,750	3,203,484	7,227,834
	<u>5,618,288</u>	<u>6,379,300</u>	<u>7,028,998</u>	<u>19,026,586</u>

PARISH OF CADDO

Bonded Debt Per Capita December 31, 2012 through December 31, 2021

<u>Year</u>	<u>Population</u>	<u>Bonded Debt Outstanding</u>	
		<u>Principal</u>	<u>Per Capita</u>
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	242,922	\$ 18,405,000	\$76
2020	* 242,922	\$ 16,660,000	\$69
2021	* 242,922	\$ 14,850,000	\$61

Bonded Debt Trend



* Estimated

PARISH OF CADDO

Computation of Legal Debt Margin (1)

Estimated as of December 31, 2020

Total Assessed Value for Parish	<u>\$1,798,546,227</u>	
		Refunding <u>Bonds</u>
Debt limit - 10% of assessed value for any one purpose		\$179,854,623
Deduct - amount of debt applicable to debt limit		<u>16,660,000</u>
Legal debt margin		<u>\$163,194,623</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 \$612,831,179 of additional bonded debt could be issued pursuant to the 35% limitation.

DEBT SERVICE FUND (310)

Budget By Category

Description	2019 Actual	2020		2021 Adopted
		Budget	Estimated	
Revenues				
Tax Revenue	\$ 2,733,334	2,647,225	2,614,157	2,627,355
Interest Earned	44,541	8,000	7,541	8,000
Total Revenues - Debt Service Fund	2,777,875	2,655,225	2,621,698	2,635,355
Expenditures				
Debt Administration				
Salaries & Benefits	80,545	80,220	79,850	80,450
Contract Services	16,996	16,935	16,935	16,349
Internal Charges	37,026	31,756	31,756	36,324
Statutory Charges	2,252	8,000	2,677	3,000
Paying Agent Fees	1,719	3,500	1,514	3,500
Other Expenses	-	2,000	1,541	2,000
Total Debt Administration	138,538	142,411	134,273	141,623
Debt Service				
Principal Payments	1,680,000	1,745,000	1,745,000	1,810,000
Interest Payments	618,878	568,682	568,682	518,424
Paying Agent Fees	1,750	2,000	1,600	2,000
Bond Issue Costs	20,500	-	-	-
Total Debt Service	2,321,128	2,315,682	2,315,282	2,330,424
Total Expenditures - Debt Service Fund	2,459,666	2,458,093	2,449,555	2,472,047
Other Financing Sources (Uses):				
Proceeds - General Oblig Bonds	-	-	-	-
Total Other Financing Sources (Uses)	-	-	-	-
Net Change In Fund Balance	318,209	197,132	172,143	163,308
Fund Balance, Beginning Of Year	3,859,473	4,177,682	4,177,682	4,349,825
Fund Balance, End Of Year	\$ 4,177,682	4,374,814	4,349,825	4,513,133

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
Revenues						
3113	Ad Valorem Tax-Parish	2,722,339	2,710,350	2,697,820	2,717,890	0.74%
3115	Estimated Uncollectible Taxes	(7,249)	(81,310)	(107,910)	(108,720)	0.75%
3120	Prior Year Taxes	18,244	18,185	24,247	18,185	(25.00%)
3610	Interest Earned	44,541	8,000	7,541	8,000	6.09%
Total Revenues - Debt Service Fund		2,777,875	2,655,225	2,621,698	2,635,355	0.52%
Expenditures						
133 - Finance						
90 - Debt Administration						
4321	Legal and Auditing	16,996	16,935	16,935	16,349	(3.46%)
4361	General Fund Administration	37,026	31,756	31,756	36,324	14.38%
4530	Interest Expense	-	2,000	1,541	2,000	29.79%
4591	Retirement Contributions	80,545	80,220	79,850	80,450	0.75%
4592	Sheriff's Tax Collection	2,252	8,000	2,677	3,000	12.07%
4830	Paying Agent Fees	1,719	3,500	1,514	3,500	131.18%
Total Debt Administration		138,538	142,411	134,273	141,623	5.47%
91 - 2009 General Obligation Bonds/2016 Refunding						
4810	Principal Payments	580,000	605,000	605,000	625,000	3.31%
4820	Interest Payments	154,203	137,607	137,607	124,999	(9.16%)
4830	Paying Agent Fees	150	300	300	300	0.00%
Total 2009 General Obligation Bonds		734,353	742,907	742,907	750,299	1.00%
92 - 2020 Ltd Tax Revenue Bonds						
4820	Interest Payments	-	-	-	-	0.00%
4830	Paying Agent Fees	-	-	-	-	0.00%
4831	Bond Issue Costs	20,500	-	-	-	0.00%
Total 2020 Ltd Tax Revenue Bonds		20,500	-	-	-	0.00%

DEBT SERVICE FUND (310)

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
98 - 2007 General Obligation Bonds/2014 Refunding						
4810	Principal Payments	585,000	610,000	610,000	630,000	3.28%
4820	Interest Payments	199,950	182,025	182,025	163,425	(10.22%)
4830	Paying Agent Fees	400	900	500	900	80.00%
Total 2007 GO Bonds/2014 Refunding		785,350	792,925	792,525	794,325	0.23%
99 - 2008 General Obligation Bonds/2015 Refunding						
4810	Principal Payments	515,000	530,000	530,000	555,000	4.72%
4820	Interest Payments	264,725	249,050	249,050	230,000	(7.65%)
4830	Paying Agent Fees	1,200	800	800	800	0.00%
Total 2008 General Obligation Bonds		780,925	779,850	779,850	785,800	0.76%
Total Expenditures - Debt Service Fund		2,459,666	2,458,093	2,449,555	2,472,047	0.92%
Excess (Deficiency) Of Revenues Over Expenditures		318,209	197,132	172,143	163,308	(5.13%)
Other Financing Sources (Uses):						
3835	Proceeds - General Oblig Bonds	-	-	-	-	0.00%
Total Other Financing Sources (Uses)		-	-	-	-	0.00%
Net Change In Fund Balance		318,209	197,132	172,143	163,308	(5.13%)
Fund Balance, Beginning Of Year		3,859,473	4,177,682	4,177,682	4,349,825	4.12%
Fund Balance, End Of Year		\$ 4,177,682	4,374,814	4,349,825	4,513,133	3.75%

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-70 **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-71 **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-72 **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
<u>Revenues</u>				
Rents & Interest Earned	\$ 666,800	10,000	5,000	681,800
Total Revenues	666,800	10,000	5,000	681,800
<u>Expenditures By Function</u>				
General Government	-	35,202	-	35,202
Culture and Recreation	666,800	-	-	666,800
Total Expenditures	666,800	35,202	-	702,002
Excess (Deficiency) Of Revenues Over Expenditures	-	(25,202)	5,000	(20,202)
<u>Other Financing Sources (Uses)</u>				
Proceeds from Bond Issue	-	-	-	-
Transfers In	-	-	-	-
Transfer Out	-	-	(3,963,500)	(3,963,500)
Total Other Financing Sources (Uses)	-	-	(3,963,500)	(3,963,500)
Net Change In Fund Balance	-	(25,202)	(3,958,500)	(3,983,702)
Fund Balance, Beginning Of Year	-	2,246,897	5,075,881	7,322,778
Fund Balance, End Of Year	\$ -	2,221,695	1,117,381	3,339,076

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
Library Bond Fund (410)						
<u>Revenues</u>						
3526	Reimbursements from Other Agencies	\$ 659,150	661,438	661,438	666,800	0.81%
3610	Interest Earned	-	-	-	-	0.00%
Total Revenues - Library Bond Fund		659,150	661,438	661,438	666,800	0.81%
<u>Expenditures</u>						
580 - Library Construction						
4810	Principal Payments	620,000	635,000	635,000	650,000	2.36%
4820	Interest Payments	38,750	26,238	26,238	16,600	(36.73%)
4830	Paying Agent Fees	400	200	200	200	0.00%
Total Expenditures - Library Bond Fund		659,150	661,438	661,438	666,800	0.81%
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 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
Capital Improvement Fund (440)						
<u>Revenues</u>						
3610	Interest Earned	\$ 67,771	10,000	6,611	10,000	51.26%
3641	Sale Of Property	\$ 162,000	-	-	-	0.00%
Total Revenues - Capital Improvement Fund		229,771	10,000	6,611	10,000	51.26%
<u>Expenditures</u>						
131 - Administration						
4321	Legal and Auditing	2,235	2,226	2,226	2,149	(3.46%)
4361	General Fund Administration	34,055	28,387	28,387	33,053	16.44%
Total Expenditures - Capital Improvement Fund		36,290	30,613	30,613	35,202	14.99%
Excess (Deficiency) Of Revenues Over Expenditures		193,481	(20,613)	(24,002)	(25,202)	5.00%
<u>Other Financing Sources (Uses)</u>						
3852	Transfer From Capital Outlay	50,604	-	-	-	0.00%
4688	Transfer To Capital Outlay	(472,872)	(100,000)	(100,000)	-	(100.00%)
Total Other Financing Sources (Uses)		(422,268)	(100,000)	(100,000)	-	(100.00%)
Net Change In Fund Balance		(228,787)	(120,613)	(124,002)	(25,202)	(79.68%)
Fund Balance, Beginning Of Year		2,599,686	2,073,306	2,370,899	2,246,897	(5.23%)
Fund Balance, End Of Year		\$ 2,370,899	\$ 1,952,693	2,246,897	2,221,695	(1.12%)

CAPITAL PROJECT FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
Capital Improvement Fund II (450)						
<u>Revenues</u>						
3610	Interest Earned	\$ 8,271	1,000	798	5,000	526.57%
Total Revenues - Capital Improvement Fund II		8,271	1,000	798	5,000	526.57%
<u>Expenditures</u>						
131 - Administration						
4361	General Fund Administration	-	-	-	-	0.00%
Total Expenditures - Capital Improvement Fund		-	-	-	-	0.00%
Excess (Deficiency) Of Revenues Over Expenditures		8,271	1,000	798	5,000	526.57%
Other Financing Sources (Uses)						
3835	Proceeds From Limited Tax Revenue Bonds	-	5,380,000	10,141,847	-	(100.00%)
4688	Transfer To Capital Outlay	(14,285)	(5,380,000)	(5,380,000)	(3,963,500)	(26.33%)
Total Other Financing Sources (Uses)		(14,285)	-	4,761,847	(3,963,500)	(183.23%)
Net Change In Fund Balance		(6,014)	1,000	4,762,645	(3,958,500)	(183.12%)
Fund Balance, Beginning Of Year		319,249	304,518	313,236	5,075,881	1,520.47%
Fund Balance, End Of Year		\$ 313,236	305,518	5,075,881	1,117,381	(77.99%)

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-76 **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-77 **General Insurance Fund (762)** - The General Insurance Fund accounts for the costs of maintaining casualty and workers compensation insurance coverage.



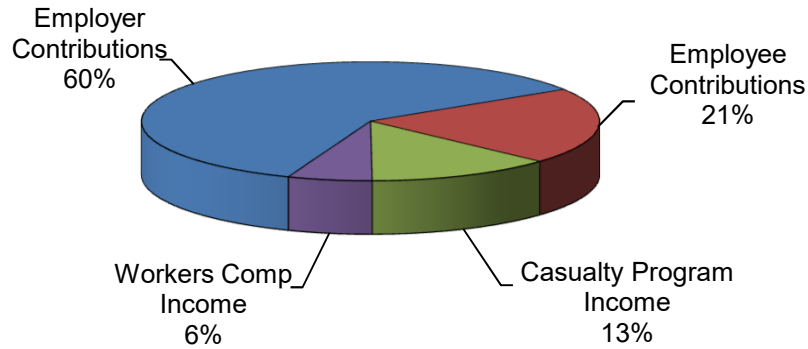
INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses, and Changes in Net Assets

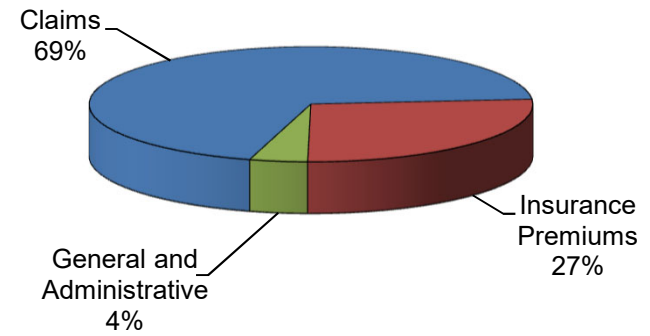
	Group Insurance	General Insurance	Total
<u>Operating Revenues</u>			
Contributions	\$ 6,128,153	-	6,128,153
Charges For Services	-	1,440,000	1,440,000
Other Revenues	-	-	-
Total Revenues	6,128,153	1,440,000	7,568,153
<u>Operating Expenses</u>			
General Government			
Claims	4,900,000	640,000	5,540,000
Insurance Premiums	1,092,000	1,035,000	2,127,000
General and Administrative	155,719	181,913	337,632
Total General Government	6,147,719	1,856,913	8,004,632
Operating Income (Loss)	(19,566)	(416,913)	(436,479)
<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	12,434	(396,913)	(384,479)
Net Position, Beginning Of Year	4,610,267	2,293,079	6,903,347
Net Position, End Of Year	\$ 4,622,701	1,896,166	6,518,868

INTERNAL SERVICE FUNDS

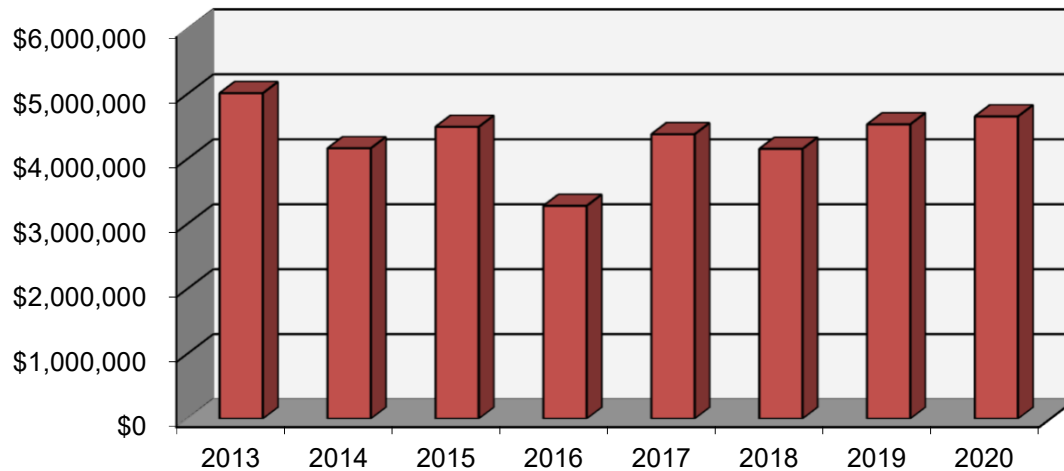
REVENUES BY SOURCE



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 2020, as a result, the Parish has elected to increase health premiums by 2.5%

INTERNAL SERVICE FUNDS

Budget By Category

	2019 Actual	2020 Budget	2020 Estimate	2021 Adopted
<u>Operating Revenues</u>				
Contributions	\$ 5,701,491	\$ 6,110,307	\$ 5,990,630	\$ 6,128,153
Charges For Services	1,375,999	1,440,000	1,443,004	1,440,000
Total Operating Revenues	7,077,491	7,550,307	7,433,634	7,568,153
<u>Operating Expenses</u>				
Claims	5,065,845	5,465,000	5,248,565	5,540,000
Insurance Premiums	1,891,919	2,033,000	1,994,344	2,127,000
Contract Services	50,340	60,863	49,996	60,125
Affordable Care Act Fees	2,916	28,000	24,749	28,000
Internal Charges	227,654	244,033	244,033	249,507
Total Operating Expenses	7,238,674	7,830,896	7,561,687	8,004,632
Operating Income (Loss)	(161,184)	(280,589)	(128,053)	(436,479)
<u>Non-Operating Revenues (Expenses)</u>				
Interest Earned	185,498	52,000	46,134	52,000
Total Non-Operating Revenue (Expense)	185,498	52,000	46,134	52,000
Change In Net Position	24,315	(228,589)	(81,919)	(384,479)
Net Position, Beginning Of Year	6,960,951	6,851,323	6,985,266	6,903,347
Net Position, End Of Year	\$ 6,985,266	6,622,734	6,903,347	6,518,868

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
Group Insurance Fund (760)						
<u>Operating Revenues</u>						
3710	Employer Health Insur Contrib	3,475,215	3,739,936	3,648,606	3,739,936	2.50%
3711	Employee Health Insur Contrib	1,226,446	1,304,339	1,269,346	1,304,339	2.76%
3712	Retired Employee Contributions	246,582	290,278	297,445	269,881	(9.27%)
3713	Eployer Contrib-Retired Employee	753,248	775,754	775,233	813,997	5.00%
Total Operating Revenues - Group Insurance Fund		5,701,491	6,110,307	5,990,630	6,128,153	2.30%
<u>Operating Expenses</u>						
951 - Employee Group Insurance Program						
4321	Legal and Auditing	12,426	12,381	12,381	11,953	(3.46%)
4327	Professional Services	28,901	35,000	26,816	35,000	30.52%
4361	General Fund Administration	74,883	81,248	81,248	83,766	3.10%
4519	Life Insurance Premiums	128,120	130,000	128,985	130,000	0.79%
4520	Accidental Death Ins Prem	10,480	8,000	10,629	12,000	12.90%
4521	Insurance Premiums	873,171	950,000	874,018	950,000	8.69%
4522	Affordable Care Act Fees	-	25,000	21,698	25,000	15.22%
4523	Claims & Judgements	4,532,024	4,900,000	4,654,168	4,900,000	5.28%
Total Operating Expenses - Group Insurance Fund		5,660,004	6,141,629	5,809,943	6,147,719	5.81%
Operating Income (Loss)		41,487	(31,322)	180,687	(19,566)	(110.83%)
<u>Non-Operating Revenues</u>						
3610	Interest Earned	120,306	32,000	22,583	32,000	41.70%
Total Non-Operating Revenues		120,306	32,000	22,583	32,000	41.70%
Change In Net Position		161,793	678	203,270	12,434	(93.88%)
Net Position, Beginning Of Year		4,245,204	4,399,541	4,406,997	4,610,267	4.61%
Net Position, End Of Year		\$ 4,406,997	4,400,219	4,610,267	4,622,701	0.27%

INTERNAL SERVICE FUNDS

Detail Budget Worksheet

Account No.	Description	2019 Actual	2020		2021 Adopted	% Change From Est
			Budget	Estimated		
General Insurance Fund (762)						
<u>Operating Revenues</u>						
3721	Casualty Insurance Charges	945,999	990,000	990,000	990,000	0.00%
3722	Workers Comp Insur Charges	430,000	450,000	453,004	450,000	(0.66%)
Total Operating Revenues - General Insurance Fund		1,375,999	1,440,000	1,443,004	1,440,000	(0.21%)
<u>Operating Expenses</u>						
952 - Casualty Program						
4321	Legal and Auditing	4,507	4,491	4,750	4,336	(8.72%)
4349	Employee Assistance Program	-	4,500	1,558	4,500	188.83%
4361	General Fund Administration	43,270	47,138	47,138	47,582	0.94%
4390	General Ins-Legal Service	36,360	36,360	36,360	37,440	2.97%
4521	Insurance Premiums	760,711	760,000	842,348	850,000	0.91%
4523	Claims & Judgements	51,788	115,000	78,944	115,000	45.67%
Total Casualty Program		896,636	967,489	1,011,098	1,058,858	4.72%
953 - Worker's Compensation Program						
4321	Legal and Auditing	4,507	4,491	4,491	4,336	(3.45%)
4361	General Fund Administration	59,001	65,147	65,147	66,159	1.55%
4390	General Ins-Legal Service	14,140	14,140	14,140	14,560	2.97%
4521	Insurance Premiums	119,437	185,000	138,364	185,000	33.71%
4522	Affordable Care Act Fee	2,916	3,000	3,051	3,000	(1.67%)
4523	Claims & Judgements	482,032	450,000	515,453	525,000	1.85%
Total Worker's Compensation Program		682,034	721,778	740,646	798,055	7.75%
Total Operating Expenses - General Insurance Fund		1,578,670	1,689,267	1,751,744	1,856,913	6.00%
Operating Income (Loss)		(202,671)	(249,267)	(308,740)	(416,913)	35.04%
<u>Non-Operating Revenues</u>						
3610	Interest Earnings (Loss)	65,192	20,000	23,551	20,000	(15.08%)
Change In Net Position		(137,478)	(229,267)	(285,189)	(396,913)	39.18%
Net Position, Beginning Of Year		2,715,746	2,451,782	2,578,268	2,293,079	(11.06%)
Net Position, End Of Year		\$ 2,578,268	2,222,515	2,293,079	1,896,166	(17.31%)



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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.

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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.
Canvass:	Aggregating or confirming every valid ballot cast and counted – absentee, early voting, Election Day, provisional, challenged and uniformed and overseas citizen.
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

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obligation bonds.

- Deficit:** An excess of expenditures of a fund over its revenue during a given accounting period.
- 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

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responsible (e.g., public safety).

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

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and available, and expenditures are recorded when a liability is incurred.

Net Assets:	Total assets minus total liabilities
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

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required for expenditure in the current budget year or to earmark revenues for a specific purpose.

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
BRF:	Biomedical Research Foundation
CAET:	Certified Animal Euthanasia Technician
CCAA:	Caddo Community Action Agency
CCC:	Caddo Correctional Center
CDA:	Child Care Associate
CDC:	Center for Disease Control
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
COVID-19:	Corona Virus Disease 2019
CPI:	Consumer Price Index
CRO:	Contract Research Organizations
CRS:	Community Rating System

ACRONYMS

DMII:	Digital Media Institute at InterTech
EAP:	Employee Assistance Program
EAP:	Entrepreneurial Accelerator Program
EAST:	Environmental and Spatial Technology
EFNEP:	Expanded Food and Nutrition Education Program
FINS:	Family In Need of Services
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

ACRONYMS

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
LYFE:	Living Your Financial Experience
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

ACRONYMS

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
USERRA:	Uniformed Services Employment and Reemployment Rights Act of 1994
VYJ:	Volunteers for Youth Justice
WIC:	Women, Infants and Children
WPS:	Worker Protection Standard
YEP:	Youth Enrichment Program
YWCA:	Young Women's Christian Association