

COUNCIL RETREAT AGENDA
CITY OF GAUTIER, MISSISSIPPI
MGCCC Drafting Building

July 31, 2012 | 4:00 PM

- I. Call to Order**
 - 1. Prayer**
 - 2. Pledge of Allegiance**
- II. Agenda Order Approval**
- III. Draft Strategic Plan (Discussion)**
- IV. Capital Improvement Plan (Discussion)**

Recess until Regular Meeting August 7, 2012

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Capital Improvement Program Definition, Policies and Process

Definition of a Capital Project

1. Cost should be \$25,000 or more for the life of the project
2. Most will take more than a single year to complete
3. Project revenues and expenditures should be clearly identified and balanced (e.g., revenue should equal project expenditures)
4. Projects should have an identifiable schedule that includes a beginning, intervening milestones, and an end
5. Maintenance costs to increase the life of the City's infrastructure, replacement costs for infrastructure and reserves for future projects are not defined as a CIP, but are included in the CIP budget document. Examples of these include:
 - Pavement maintenance
 - Water Downstream Improvements
 - Fleet Maintenance Facility

Primary-Secondary Projects – defined below

The CIP frequently contains several projects that are similar in nature. For example, Public Works often proposes projects to replace or upgrade traffic signals at several different intersections throughout the City. Each intersection is formally a separate project, and funding may not be moved from one traffic signal project to another traffic signal project without City Manager authorization.

The CIP may categorize similar projects together in a "primary-secondary" relationship. Following the traffic signal example, "Traffic Signals" is the "primary" project, with individual "secondary" projects dedicated to each specific intersection where a project will be performed. The primary project description includes a description of each of the secondary projects related to it.

The primary project serves as the budgetary control device within the CIP. As approved, the City Manager has the authority to move CIP funding from one secondary project to another secondary project, as long as the overall primary project budget does not change. This approach allows for greater flexibility and efficiency when programming multiple CIPs of the same type.

Process

Existing projects are reviewed annually. This review compares user status and financial information to identify project progress and completion. This will be integrated into the budget proforma review process.

The Administration/Finance Department will work with the CIP project managers to develop CIP revenue forecasts for the budget year. This analysis will be compiled and distributed by the Administration/Finance Department to the appropriate project managers.

Capital Improvement Program Definition, Policies and Process

The City Manager and Deputy City Manager and Department Heads review and prioritize all existing CIP's to assure consistency with the City's 5-Year Strategic Plan and Comprehensive Plan 2030.

The City Council will review new projects and approve re-appropriation of funds for existing projects as part of the annual budget cycle.

Capital Improvement Program – Policies

CIP Projects. Large construction projects, equipment purchases, infrastructure maintenance, replacement costs and future reserves will be included in the Capital Improvement Program.

CIP Purpose. The purpose of the CIP is to systematically plan, schedule, manage, monitor and finance capital projects to ensure cost-effectiveness as well as conformance with established policies. The CIP is a ten-year plan organized into the same functional groupings used for the operating programs. The CIP reflects a balance between capital replacement projects that repair, replace or enhance existing facilities, equipment or infrastructure; and capital facility projects that significantly expand or add to the City's existing fixed assets.

Project Manager. Every CIP project will have a project manager who will prepare the project proposal, ensure that required phases are completed on schedule, authorize all project expenditures, ensure that all regulations and laws are observed, and periodically report project status.

Projects may be appropriated for anticipated revenues but cannot be spent until revenues documents have been received. Each proposed CIP project will include the approximate location, size, completion date (est.) and estimate of costs and source of funding such as General Fund, Capital Facility Fees, Federal or State Grant, etc.

CIP Appropriation. The City's annual CIP appropriation for study, design, acquisition and/or construction is based on the projects designated by the Council through adoption of the Budget. **Adoption of the CIP appropriation does not automatically authorize funding for a specific project phase.** Project engineering and preliminary engineering will be appropriated at the time of Council action.

Capital Improvement Program Definition, Policies and Process

Authorization for construction generally occurs only after:

- The costs for the phases have been fully developed
- A grant is awarded and a copy of award is received in Admin/Finance
- A contract is granted after a competitive bid process
- A request for proposal (RFP) is approved by Council.

Actions involving any Federal or State funded CIP are restrained by the conditions of the grant.

Accordingly, if contract costs at the time of bid award are less than the budgeted amount, the unobligated balance will either be re-appropriated to project contingency or returned to fund balance. This action should be clearly explained in the fiscal impact section of a Council document and include any estimate for City engineering costs and required contingency to complete the project.

If project costs at the time of bid award are greater than budget amounts, four options are typically available:

1. Eliminate the project.
2. Defer the project for consideration to the next Budget cycle.
3. Re-scope or change the phasing of the project to meet the existing budget.
4. Appropriate additional resources as necessary from fund balance or other revenue sources.

For new CIP projects outside of the adoption process, resources need to be identified:

- Is there sufficient fund balance or monitored cash flow?
- Has an invoicing procedure been established?
- If sufficient funds are not available then lower priority projects may need to be eliminated and the budget for that project returned to fund balance and then re-appropriated to the higher priority project.

Project Status. Project milestones will be listed as objectives in the program narratives to facilitate project tracking

CIP Project Reporting and Update Process

- Cost Estimates/Actuals by Phase
- Schedule (Time Line)
- Accounting Procedures/Revenue Tracking/Grant Invoicing /Project Closeout Procedures
- Timely Status Update Reporting (Note: Cost overruns and funding needs to be determined early. Updated costs and postponed timelines flag potential funding issues.)

**CITY OF GAUTIER, MISSISSIPPI
10-YEAR CAPITAL IMPROVEMENT PLAN**

SCHEDULE OF CAPITAL IMPROVEMENT PROJECTS (FISCAL YEARS 2013 - 2023)

Type/Project Number	Project Description	Area Served	Funding	Strategic Plan	Total Cost "All In"	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017	FY 2018-2023	10-Year Total (City Funds)
City Clerk	Administration											
	New Server Lease	Citywide	WC		\$ 30,816.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 816.00	\$ -	\$ -	\$ 30,816.00
Public Safety	Police											
	Police Cars Already purchased	Citywide	L	Public Safety	\$ 245,500.00	\$ 123,250.00	\$ 123,250.00	\$ -	\$ -	\$ -	\$ -	\$ 245,500.00
	Police Motorcycles	Citywide	PAF	Public Safety	\$ 120,000.00	\$ 120,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000.00
	Police Court Software Package	Citywide	L	Public Safety	\$ 145,100.00	\$ 73,050.00	\$ 73,050.00	\$ -	\$ -	\$ -	\$ -	\$ 145,100.00
	Police Cars	Citywide	L	Public Safety	\$ 1,470,000.00	\$ 120,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 750,000.00	\$ 1,470,000.00
	Fire Protection											
	Fire Truck	Citywide	SR	Public Safety	\$ 227,589.00	\$ 75,863.00	\$ 75,863.00	\$ -	\$ -	\$ -	\$ -	\$ 151,726.00
	Fire Station - West	Ward 1 and 2/Citywide	B	Public Safety	\$ 983,550.00	\$ 983,550.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 983,550.00
	Command/Support Vehicle	Citywide	WC	Public Safety	\$ 170,000.00	\$ 80,000.00	\$ 18,000.00	\$ 18,000.00	\$ 54,000.00	\$ -	\$ -	\$ 170,000.00
	Fire Chief Vehicle	Citywide	L	Transportation	\$ 310,000.00	\$ 310,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,000.00
Public Works	Administration											
	GIS-Baseit Work Order Program	Citywide	WC	PW Admin	\$ 75,000.00	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00
	Purchase new radios to allow compatibility with new frequency system	Citywide	WC/G	PW Admin	\$ 85,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ -	\$ 85,000.00
	Water/Sewer											
	GUJ Bond	Citywide	B	PW Water/Sewer	\$ 9,886,785.28	\$ 1,441,000.00	\$ 1,399,800.00	\$ 1,400,500.00	\$ 1,404,600.00	\$ 1,398,200.00	\$ 2,316,250.00	\$ 9,356,350.00
	Sewer Rehab	Citywide	SRF	PW Sewer	\$ 1,213,127.30	\$ 94,529.40	\$ 94,529.40	\$ 94,529.40	\$ 94,529.40	\$ 94,529.40	\$ 472,647.00	\$ 945,294.00
	Hwy 90/57	Citywide	SRF	PW Water/Sewer	\$ 1,784,633.21	\$ 239,614.68	\$ 239,614.68	\$ 239,614.68	\$ 239,614.68	\$ 239,614.68	\$ 1,198,073.40	\$ 2,396,146.80
	Allen Road	Citywide	SRF	PW Water/Sewer	\$ 1,470,132.86	\$ 25,799.40	\$ 25,799.40	\$ 25,799.40	\$ 25,799.40	\$ 25,799.40	\$ 128,997.00	\$ 257,994.00
	Old Spanish Trail	Citywide	SRF	PW Water/Sewer	\$ 404,190.00	\$ 45,189.96	\$ 45,189.96	\$ 45,189.96	\$ 45,189.96	\$ 45,189.96	\$ 225,949.80	\$ 451,899.80
	Maintenance/Improvements	Citywide	SRF	PW Water/Sewer	\$ 771,995.15	\$ 115,991.88	\$ 115,991.88	\$ 115,991.88	\$ 115,991.88	\$ 115,991.88	\$ 579,959.40	\$ 1,159,919.82
	SCADA System	Citywide	Loan	PW Water	\$ 48,551.82	\$ 48,551.82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,551.82
	Vac Truck	Citywide	L	PW Sewer	\$ 204,000.00	\$ 227,793.69	\$ 227,793.69	\$ 227,793.69	\$ 227,793.69	\$ 227,793.69	\$ 555,927.38	\$ 194,895.83
	SCADA System Expansion	Citywide	WC	PW Sewer	\$ 266,700.00	\$ 26,670.00	\$ 26,670.00	\$ 26,670.00	\$ 26,670.00	\$ 26,670.00	\$ 133,350.00	\$ 266,700.00
	Water Treatment Plant Phase I	Citywide	GL/WC	PW Water	\$ 2,630,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 875,000.00	\$ 1,750,000.00
	Water Treatment Plant Phase II	Citywide	GL/WC	PW Water	\$ 2,605,000.00	\$ 0.00	\$ 0.00	\$ 175,000.00	\$ 175,000.00	\$ 175,000.00	\$ 875,000.00	\$ 1,400,000.00
	Water Treatment Plant Phase III	Citywide	GL/WC	PW Water	\$ 2,314,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 155,000.00	\$ 267,500.00	\$ 830,000.00
	Automatic Road Water Meters	Citywide	GL/WC	PW Water	\$ 2,366,500.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 100,000.00	\$ 200,000.00
	Clean Video and Slip Line Sewer Lines	Citywide	WC	PW Sewer	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 550,000.00	\$ 250,000.00	\$ 500,000.00
	Force Main Interceptor - Shell Landing to Beasley - Pipe & Lift Stations	Citywide	L	PW Sewer	\$ 1,500,000.00	\$ 0.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 500,000.00	\$ 900,000.00
	Portable Generators	Citywide	G	PW Sewer	\$ 150,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ -
	Water Well and Tank (Linda Lee Road)	Ward 1	L	PW Water	\$ 1,300,000.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 432,500.00	\$ 865,000.00
	Water Well and Tank (North Hickory Hills)	Ward 5	L	PW Water	\$ 1,300,000.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 86,500.00	\$ 432,500.00	\$ 865,000.00
	Old Shell Landing Grinder Stations	Citywide	G	PW Sewer	\$ 500,000.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ -
	Line Sewer Manholes	Citywide	WC	PW Sewer	\$ 500,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 250,000.00	\$ 500,000.00
	Mini-Excavator	Citywide	WC	PW Sewer	\$ 40,000.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 45,000.00
	Micro-Biological Injection System - Grease Control	Citywide	WC	PW Sewer	\$ 50,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 25,000.00	\$ 50,000.00
	Transportation											
	Allen Road Promenade	I-10/Hwy 57	L/C	PW Transportation	\$ 1,000,000.00	\$ -	\$ -	\$ 67,000.00	\$ 67,000.00	\$ 67,000.00	\$ 335,000.00	\$ 536,000.00
	Transportation Enhancements	Town Center	G	PW Transportation	\$ 460,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00
	T-Connector	Town Center	G	PW Transportation	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Interior Roads	Town Center	G	PW Transportation	\$ 2,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Martin Bluff Road	Ward 5	A/G/B/WC	PW Transportation	\$ 6,500,000.00	\$ 1,200,000.00	\$ 500,000.00	\$ -	\$ -	\$ -	\$ -	\$ 1,700,000.00
	Intersection Improvements - Old Spanish Trail	Citywide	G/WC	Public Works	\$ 300,000.00	\$ 45,000.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00
	Intersection & Access Road - Hwy 90 and City Park Road	Citywide	G/WC	Public Works	\$ 400,000.00	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
	Intersection & Access Road - Hwy 90 and Mary Walker Drive	Citywide	G/WC	Public Works	\$ 500,000.00	\$ -	\$ 60,000.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ 100,000.00
	Sidewalk - Town Center	Citywide	G/WC	Public Works	\$ 500,000.00	\$ -	\$ -	\$ 75,000.00	\$ 50,000.00	\$ -	\$ -	\$ 125,000.00
	Bridges at Old Spanish Trail and Graveline	Citywide	G	Public Works	\$ 600,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Roadway Elevation on Old Spanish Trail near Magnolia Tree	Citywide	G	Public Works	\$ 175,000.00	\$ -	\$ -	\$ 36,250.00	\$ 17,500.00	\$ -	\$ -	\$ 43,750.00
	Roadway and Drainage Improvements - Beasley Road	Citywide	JC	Public Works	\$ 300,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Frontage Road - Hwy 57 and Interstate 10	Citywide	G/WC	Public Works	\$ 1,275,000.00	\$ 100,000.00	\$ 117,500.00	\$ 117,500.00	\$ -	\$ -	\$ -	\$ 335,000.00
	Park & Ride - Gautier-Vandevore Road and Frontage Road	Citywide	G/WC	Public Works	\$ 700,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00
	Martin Bluff Alternate - Frontage Road to Little Bend	Ward 5	A/G/WC	Public Works	T80							\$ -
	Westgate Alternate - Westgate Parkway to Indian Point Road	Ward 4	G/WC	Public Works	T80							\$ -

Newly Refinanced
 STATE LOANS #3 - (Matures April 2025)
 STATE LOANS #4 - HWY 90/57 (Matures January 2001)
 STATE LOANS#5 - ALLEN ROAD (Matures February 2021)
 STATE LOANS#6 - OLD SPANISH TRAIL
 SRF LN #7 C280879-02-2
 Total owed is \$394,555.83 (without interest original price \$174,000)

Martin Bluff Road Bridge at Brookside	Ward 5	JC/WC	Public Works	\$ 400,000.00	\$ -	\$ 200,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000.00
Improvement to Dolphin Dr - Paving/Sidewalks - South of Old Spanish Trail	Ward 1	G/WC	Public Works	\$ 1,600,000.00	\$ 110,000.00	\$ 150,000.00	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ 410,000.00
Improvements to Graveline Dr - Paving Sidewalks - Dolphin Rd to Ludlir	Ward 1	G/WC	Public Works	\$ 960,000.00	\$ 73,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 273,000.00
Connector Road (Industrial Park) - Hwy 57 to Beasley Road	Citywide	G/WC	Public Works	TBD								\$ -
Laptop and Software to Traffic Signal Controller Communication	Citywide	G/WC	Public Works	\$ 75,000.00	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000.00
Tractors with Finishing Deck	Citywide	WC	Public Works	\$ 120,000.00	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ 22,000.00	\$ 44,000.00	\$ -	\$ 154,000.00
Crew Vehicles	Citywide	WC	Public Works	\$ 300,000.00	\$ -	\$ 30,000.00	\$ -	\$ 30,000.00	\$ -	\$ -	\$ 90,000.00	\$ 150,000.00
Scal Mowers	Citywide	WC	Public Works	\$ 70,000.00	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ -	\$ 70,000.00	\$ 140,000.00
Additional Parking at City Hall	Citywide	PPP	Public Works	\$ 250,000.00	\$ -	\$ 250,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000.00
Drainage												
Dredging - Mary Walker Bayou	Ward 4	G	Public Works	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dredging - Sioux Bayou	Ward 4	G	Public Works	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Detention Pond/Park - Dolphin Drive	Ward 1	G/WC	Public Works	\$ 1,900,000.00	\$ -	\$ 190,000.00	\$ 190,000.00	\$ -	\$ -	\$ -	\$ -	\$ 380,000.00
Drainage Improvements - Skylark Estates - Concrete Channel	Ward 1	G/WC	Public Works	\$ 280,000.00	\$ 28,000.00	\$ 28,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000.00
Drainage Improvements - Honduras - Concrete Channel	Ward 1	G/WC	Public Works	\$ 200,000.00	\$ 20,000.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00
Drainage Improvements - Cotita Drive	Ward 5	B	Public Works	TBD								\$ -
Detention Pond - Cambridge Square	Ward 4	G/WC	Public Works	\$ 500,000.00	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 100,000.00
Drainage Improvements - Old Spanish Trail at CSX Railroad	Citywide	G/WC	Public Works							\$ 7,500.00	\$ 7,500.00	\$ 45,000.00
Skid Steer w/ front deck	Citywide	WC	Public Works	\$ 40,000.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ -	\$ 45,000.00
Maintenance												
Administration Building - Facility Renovations	Citywide	WC	PW Maintenance	\$ 45,000.00	\$ 45,000.00							\$ 45,000.00
New Warehouse/Shop Facilities	Citywide	G	PW Maintenance	\$ 1,500,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hazard Mitigation												
Katrina Improvements	Katrina	B	Public Safety	\$ 278,967.00	\$ 280,977.00	\$ 278,127.50	\$ 280,030.00	\$ 278,028.75				\$ 1,395,720.25
Disaster Recovery Loan - Katrina	Citywide	L	Public Safety	\$ 86,161.00	\$ 86,161.00	\$ 86,161.00	\$ 86,161.00	\$ -				\$ 344,644.00
Recreation												
Shepard Park		G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Green (Purchase)		G	Recreation	\$ 1,000,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	CSAP
Town Green (Development)		G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
George W. Martin City Park		G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bazett Park			Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Buddy Davis Fields			Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CSX Railroad Property			Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Frazier Park Bathrooms	Ward 3	G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IMS National Boat Launch	Citywide	G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nature Park & Boat Launch - Old Shell Landing	Citywide	G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Boat Launch/Jetty - West end of Graveline Road	Citywide	G	Recreation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

LEGEND		
Funding Sources	Definition	Purpose
WC	Working Capital	Current Assets - Current Liabilities = Working Capital
SRF	Sewer Rev. Fund	
B	Bond	Enterprise Fund
L	Loan	
SR	State Rebate	
PAF	Police Assets/Forfeitures	Revenue from forfeitures
G	Grant	
PPP	Public/Private Partnerships	
A	Appropriation	
JC	Jackson County	