CCID
CAPITOL COMPLEX
IMPROVEMENT DISTRICT

CAPITOL COMPLEX IMPROVEMENT DISTRICT MASTER PLAN

PREPARED FOR:
MISSISSIPPI DEPARTMENT OF
FINANCE AND ADMINISTRATION

PREPARED BY:

WAGGONER
WEI/AJA, LLC

CDFL
COOKE DOUGLASS FARR LEMONS
ARCHITECTS + ENGINEERS PA

MAR 2019

Table of Contents

Introduction 1
Description of Project Area 1
Needs Assessment 4
Existing Conditions 4
Review of Previous Planning Efforts 10
Stakeholder Engagement 16
Capital Improvement Plan 18
Prioritization Methodology 18
Financing 21

APPENDIX

Appendix A – Record of Visual Pavement Surveys
Appendix B – Record of Stakeholder Meetings
Appendix C – Capital Improvement Plan

List of Figures

Figure 1 – Capitol Complex Improvement District Boundary 2
Figure 2 - Buildings Owned or Leased by the State 3
Figure 3 - CCID Functional Classification Street Map 5
Figure 4 - CCID Functional Classification Street Map (Principal Arterials) 6
Figure 5 - CCID Functional Classification Street Map (Minor Arterials) 7
Figure 6 - CCID Functional Classification Street Map (Collectors) 8

List of Tables

Table 1 – Visual Survey Pavement Rating 9
Table 2 – List of Planning Documents Reviewed for CCID Master Plan 10
Table 3 – Municipal Sales Tax Commission Projects within the CCID 14
Table 4 – Evaluation Criteria 19
Table 5 – Scoring Matrix Example 20

Introduction

The Capitol Complex Improvement District (CCID) was created by the Mississippi Legislature to establish regular funding and administration of infrastructure projects within a defined area of the city of Jackson. The boundaries of the CCID were drawn to capture a majority of the state-owned properties and state facilities operating within the city. CCID infrastructure projects will be administered by the Department of Finance and Administration (DFA); however, the City of Jackson, who owns the public infrastructure within the District, remains responsible for planning its own improvements and for routine maintenance of all infrastructure within the CCID. The legislation directed the DFA to create a comprehensive plan for infrastructure improvement projects within the CCID. The Plan will include the following types of projects within the CCID boundary:

- Street reconstruction, resurfacing and repairs to roadways, curbs and gutters;
- Bridge construction, reconstruction and repair;
- Reconstructing and repairing of drainage systems;
- Street lighting improvements;
- Traffic signal improvements;
- Installation of, or repairs to, water and sewer lines;
- Reconstruction and repair of public parks and sidewalks;
- Planting and replacing landscaping materials, trees, and site amenities within public parks and right-of-way;
- Relocation of underground power and communication lines; and,
- Other infrastructure or public safety improvements that are determined to be necessary by the Executive Director of DFA.

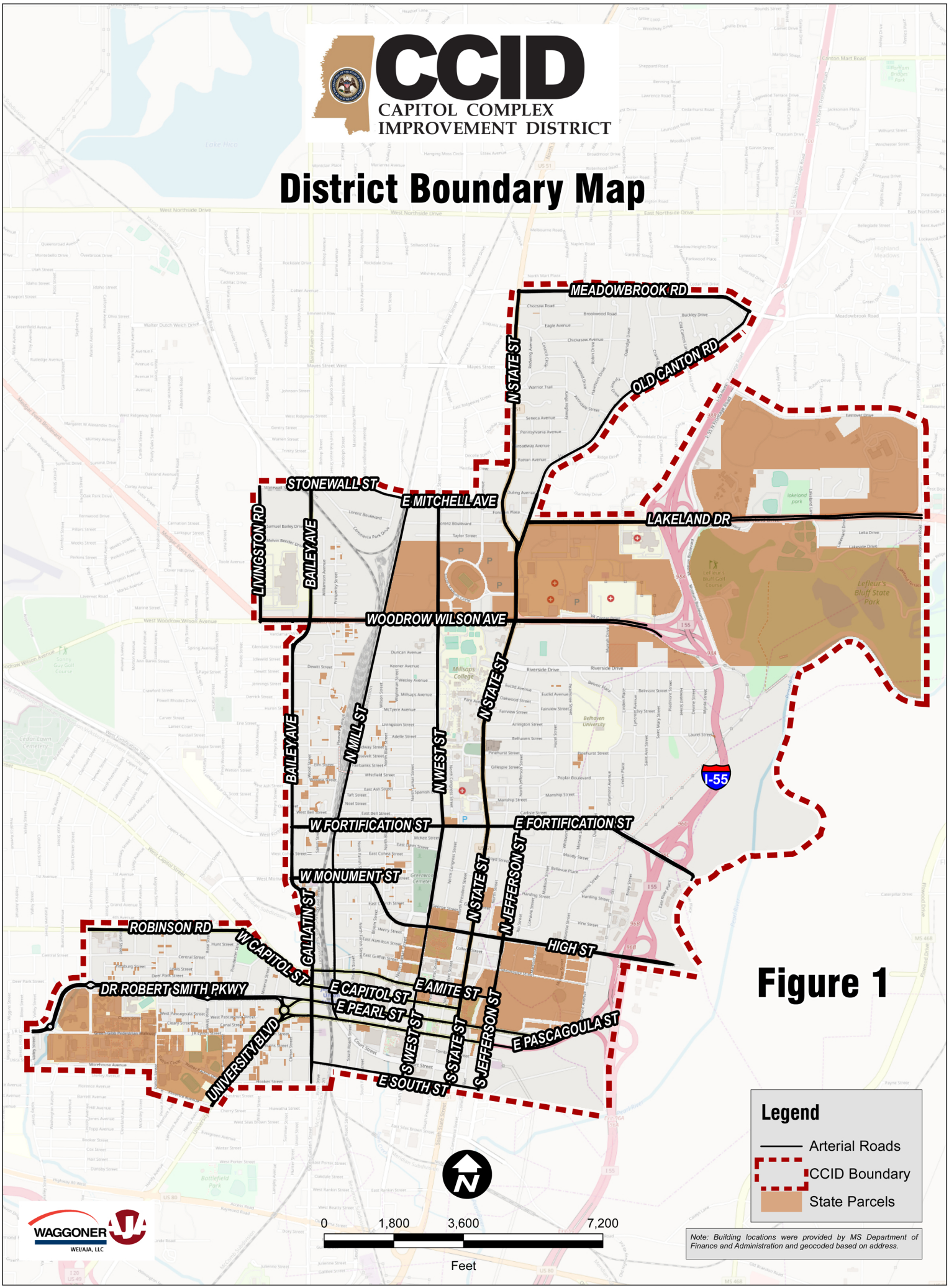
The DFA developed and adopted this Master Plan in consultation with the CCID Project Advisory Committee, which consists of representatives and appointees from the City of Jackson; Jackson State University (JSU); University of Mississippi Medical Center (UMMC); and the Offices of the Governor, Lieutenant Governor, and Speaker of the Mississippi House of Representatives.

Description of Project Area

The boundary of the CCID is defined in House Bill 1226, which went into effect on July 1, 2017. **Figure 1** shows the CCID boundary, which covers approximately 8.7 square miles and includes many of the city's major institutions and assets – JSU, UMMC, Downtown Jackson, Jackson Medical Mall, LeFleur's Bluff, Smith Park, Belhaven University, Millsaps College, and many more. The CCID contains a significant number of state-owned properties, including the State Capitol and the Governor's Mansion, and is where various State agencies such as MDOT and MDEQ are headquartered. **Figure 2** shows the approximate location of buildings within the CCID that are leased or owned by the State.

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

District Boundary Map



W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Map 17x22.mxd

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Buildings Owned or Leased By the State

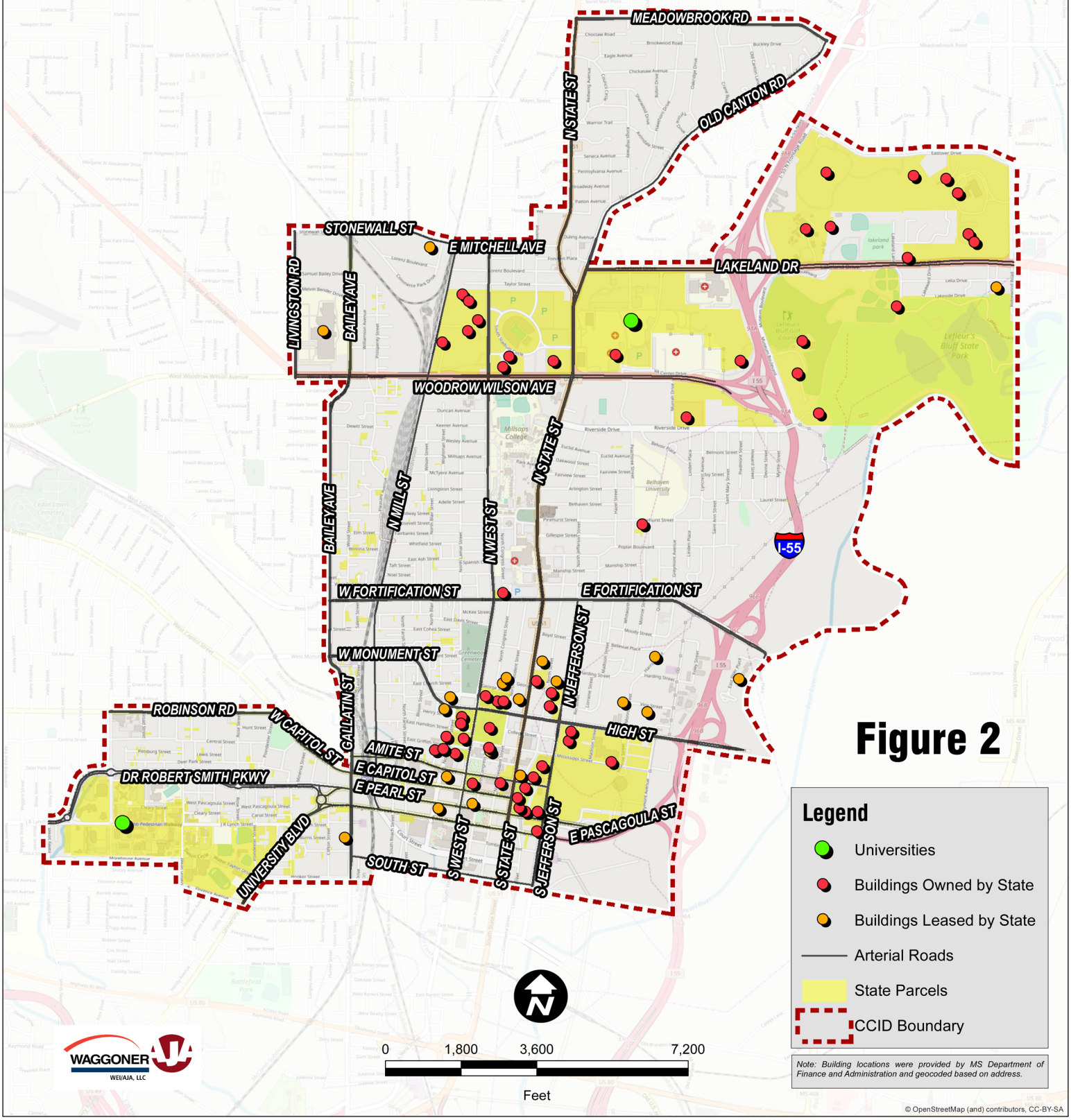


Figure 2

Legend

- Universities
- Buildings Owned by State
- Buildings Leased by State
- Arterial Roads
- State Parcels
- CCID Boundary

Note: Building locations were provided by MS Department of Finance and Administration and geocoded based on address.

WAGGONER
WEI/AJA, LLC

© OpenStreetMap (and) contributors, CC-BY-SA

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Projects Map 17x22.mxd

Needs Assessment

Existing Conditions

Vehicular travel within the CCID is served by a network of streets and highways. Each type of street and highway is classified according to the level of service they are intended to provide. Roads with higher classifications serve the mobility needs of a greater number of people, and typically carry more traffic. The Federal Highway Administration classifies all roadways into five categories, based on their identified purpose and function for meeting the mobility and access demands of motorists on the overall roadway network. **Figure 3** illustrates the functional classification of roadways within the CCID, based on information from maps prepared by the Central Mississippi Planning and Development District (CMPDD). **Figures 4 through 6** show the principal arterial, minor arterial and collector roadways separately. The following paragraphs describe the five functional classifications of roadways.

Interstates – Interstates are the highest classification of roadway in the Functional Classification System (FCS). Intended to facilitate long distance travel and connectivity between major urban areas, these roadways are divided highways with limited or controlled access and grade separated interchanges. The full control of access to interstate highways results in high capacity for vehicular traffic, and travel speeds are much higher than on non-interstate facilities. Within the CCID, there is only one interstate highway, I-55, and it is maintained by the Mississippi Department of Transportation. Although a portion of I-55 and its frontage roads runs within the CCID boundary, it is ineligible for CCID funding because it is not a city street.

Principal Arterials - These roadways serve major activity centers, are the highest traffic volume corridors (except for Interstates), have the longest trip demands, carry a high proportion of total urban travel on a minimum amount of mileage and interconnect and provide continuity for major rural corridors to accommodate trips entering and leaving urban areas and movements through urban areas.

Minor Arterial - Minor Arterials provide service for trips of moderate length at a somewhat lower level of travel mobility, distribute traffic to smaller geographic areas, provide more land access than Principal Arterials without penetrating identifiable neighborhoods and offer connectivity to the higher Arterial system.

Collector - These facilities provide both land service and traffic movement functions. Collectors serve as intermediate feeders between arterials and local streets and primarily accommodate short distance trips. Since collector streets are not intended to accommodate long through trips, they are generally not continuous for any great length.

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Functional Classification Street Map

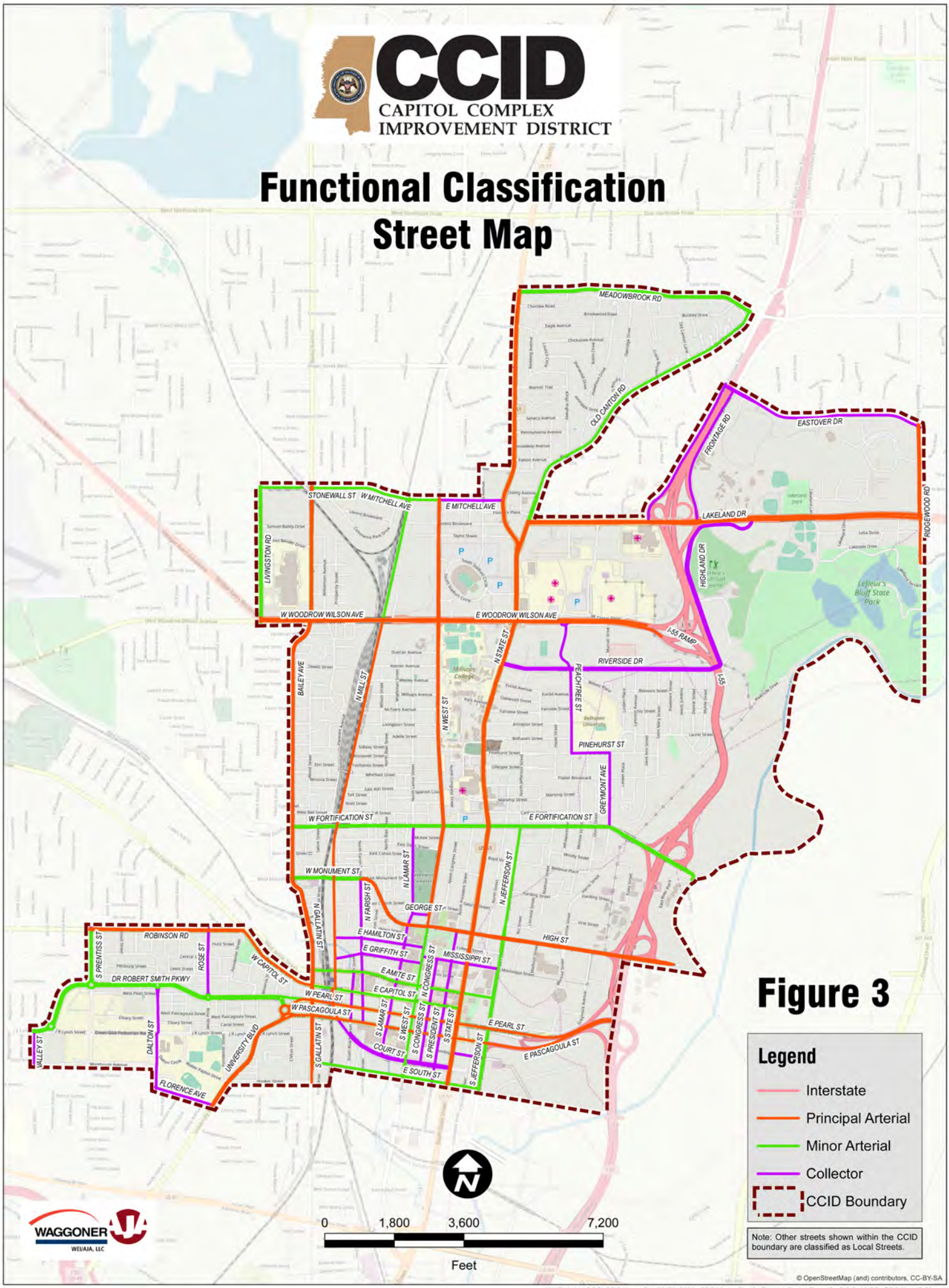


Figure 3

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Map 17x22.mxd

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Functional Classification Street Map: Principal Arterial

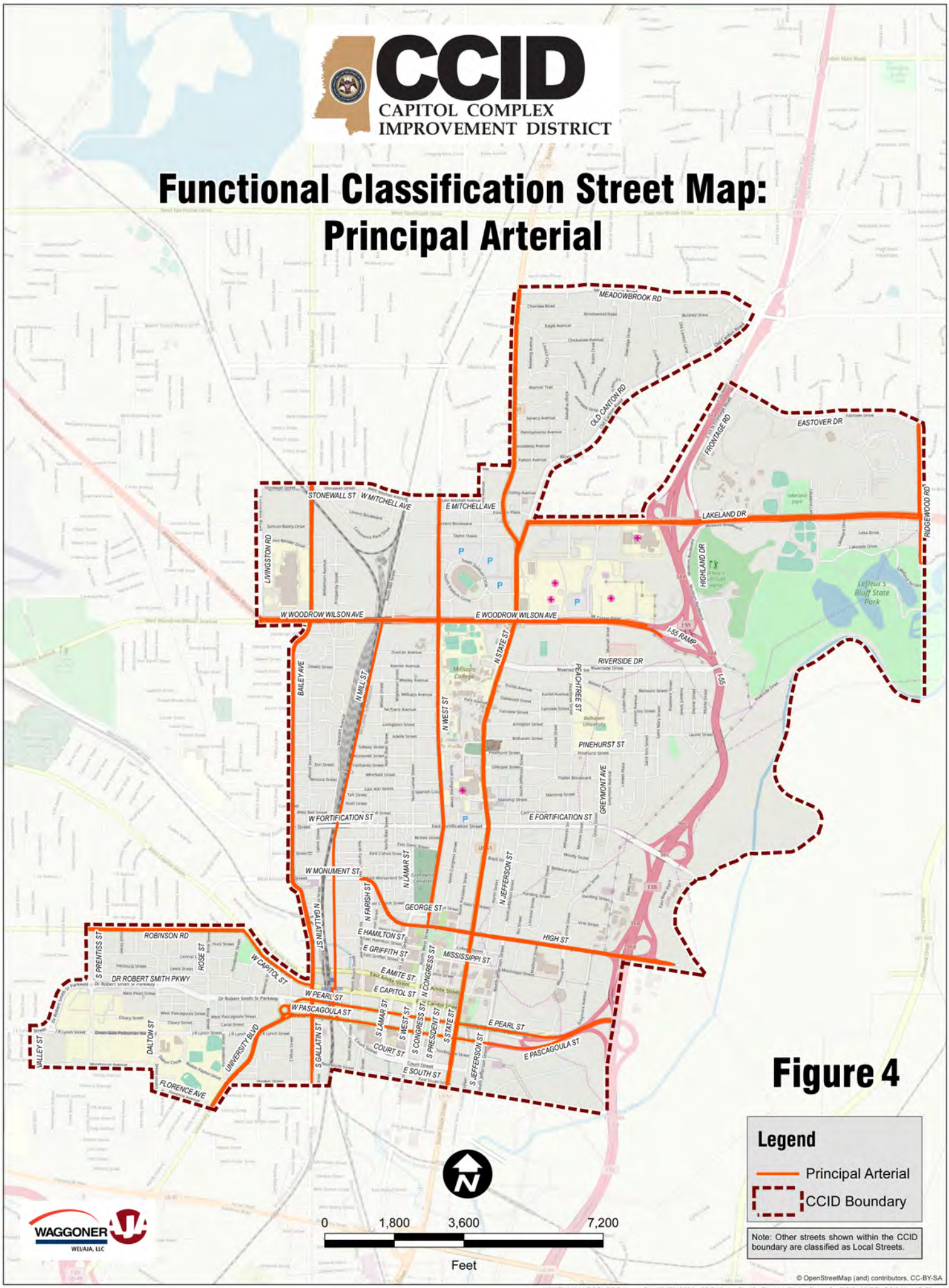


Figure 4

Legend

- Principal Arterial
- CCID Boundary

Note: Other streets shown within the CCID boundary are classified as Local Streets.

WAGGONER
WEI/AJA, LLC

© OpenStreetMap (and) contributors, CC-BY-SA

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Map 17x22.mxd

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Functional Classification Street Map: Minor Arterial

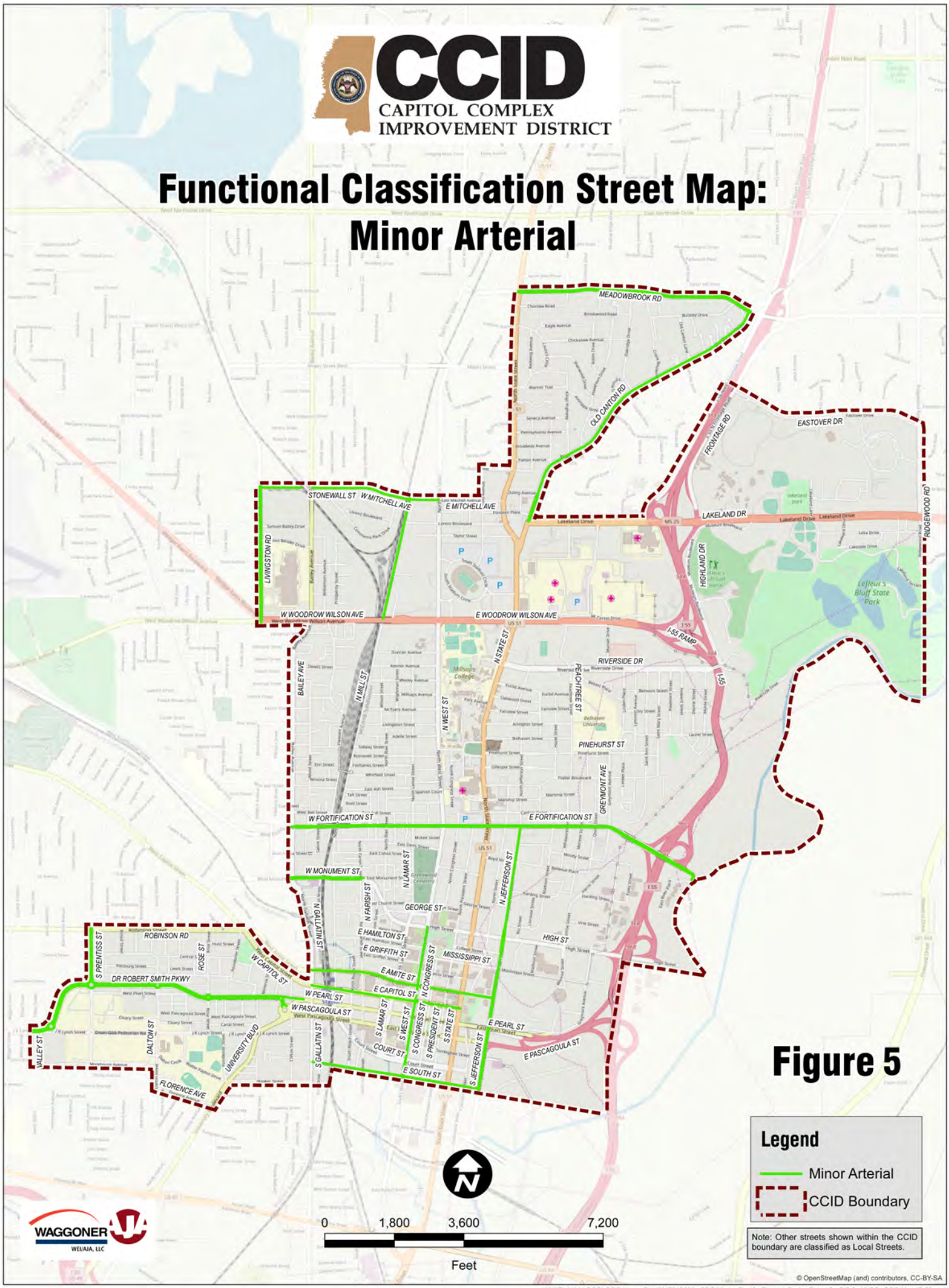


Figure 5

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Map 17x22.mxd

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Functional Classification Street Map: Collector

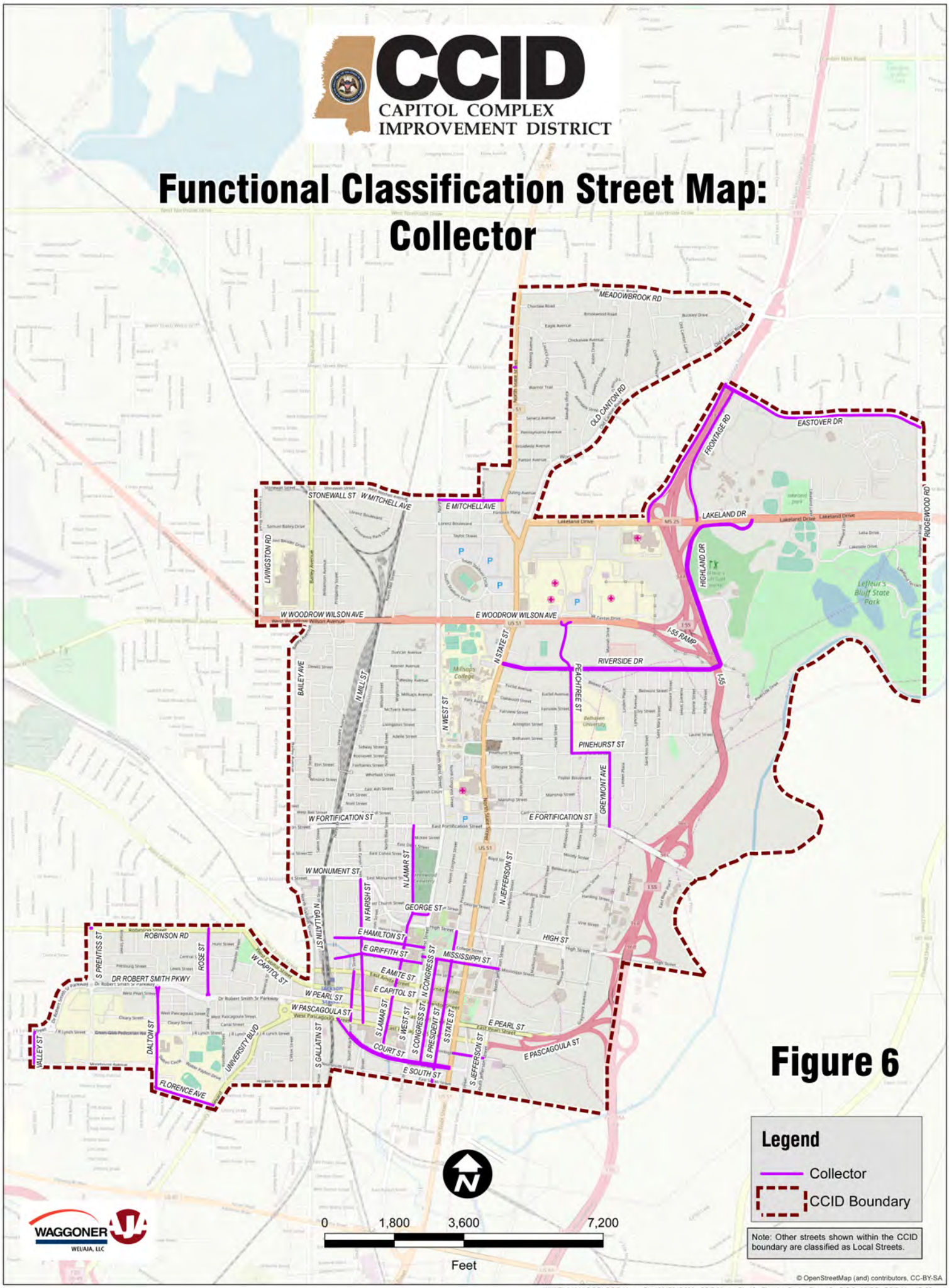


Figure 6

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Map 17x22.mxd

Local Streets - Consists of all roads not defined as arterials or collectors. Local streets are generally designed for slow speeds and typically support direct access to residences, businesses and in the case of the CCID, government owned or leased properties.

Pavements age and gradually deteriorate over time due to a variety of environmental effects, traffic loadings, and other factors. Potholes and utility cuts contribute to the deterioration of many city streets. A pavement condition survey can provide an objective evaluation of the condition of the street system, and can be used in planning, prioritizing and budgeting pavement rehabilitation projects in a cost-effective manner. A citywide pavement condition survey using specialized equipment was conducted in 2013 which provided the City of Jackson with an assessment of surface distress and roughness on most of its streets. The report that was generated from this survey, the Paved City Roads with Data 2013 to 2022 Report, applied ratings to each roadway and recommendations for major and minor rehabilitation, maintenance, and reconstruction, that would help the City to establish a citywide pavement management system.

To review the condition of the major roadways within the CCID since the 2013 citywide pavement condition survey, a simple visual survey of the major streets – primary arterials, minor arterials, and collector streets – in the CCID was performed during the weeks of October 29 and November 4, 2018. The visual survey, which was not a detailed field inspection of existing conditions but more of a 'windshield survey', was intended to provide a benchmark which could be used to identify and prioritize potential street improvement projects for the master plan. Each of the major streets reviewed during the visual survey was rated using criteria described in **Table 1**.

Table 1 – Visual Survey Pavement Rating

Excellent	Pavement is smooth with no cracking and in new condition
Good	Pavement is smooth with a few small cracks or widely spaced cracks
Fair	Pavement is relatively smooth with some cracking and potholes and is beginning to show traffic, but is still structurally sound
Poor	Pavement has significant cracking and potholes and the structure is beginning to disintegrate and some of which may be caused by failing underground utilities
Failure	Pavement has significant cracks, potholes and rutting. Pavement has disintegrated, the ride is extremely rough and is only passable at slow speeds with difficulty

A full listing of streets that were reviewed and their condition per the visual survey method is included in **Appendix A**. The visual observations were subsequently compared to the CMPDD Pavement Management System (PMS) Index for years 2015 to 2017, and the 2013 citywide pavement condition survey reports. While all streets that were reviewed in

the CCID may not call for immediate attention, most will need a repaving or rehabilitation plan going forward as the useful life expires. Consideration was given to utility cuts, obvious utility failures, potholes, significant cracking, evenness of the riding surface, and other obvious signs of pavement deterioration. For each of the assessment limits both the visual and rideability levels were documented and used in the analysis to assess whether or not the street should be considered for repaving or rehabilitation in the near term.

Review of Previous Planning Efforts

Previous plans and reports provided by the City of Jackson, JSU, UMMC, and other agencies and organizations were studied to gain an understanding of previous planning efforts over the last 50 years. A total of thirty-five (35) documents was gathered and given a cursory review of their content. As the documents were reviewed, a determination was made regarding each document's relevance to public infrastructure and current conditions within the CCID boundary. As a result, eleven (11) planning documents were screened and determined to be most current and relevant to the state of public infrastructure within the CCID. **Table 2** lists the 11 documents that were reviewed in detail, and the following paragraphs provide a brief summary of each document.

Table 2 – List of Planning Documents Reviewed for CCID Master Plan

Document Name	Date Issued
Strategic Risk/Asset Management: Prioritizing Capital Reinvestment in Urban Drainage Infrastructure (PowerPoint)	February 7, 2013
Capital Reinvestment in Urban Drainage Infrastructure – 2013 and Beyond, Basis for the Development of a Comprehensive Drainage Improvement Plan (report)	June 25, 2013
Water Distribution System Rehabilitation Master Plan Update (PowerPoint)	January 25, 2013
Water Distribution System Rehabilitation Master Plan Update (report)	February 20, 2013
2040 Metropolitan Transportation Plan, Jackson Urbanized Area	November 2015
Master Plan of the 1% Sales Tax Commission	March 1, 2017
Site Investigation and Damage Assessment for the Identification of Priority Projects, Town Creek and Eubanks Creek Watersheds	October 2017
Campus Master Plan for the Urban University of Mississippi	August 2015
The University of Mississippi Medical Center Campus Master Plan	August 2017
2018 Critical Bridge Status	2018
Smith Park Renaissance Report	2018

Citywide Drainage Studies (2013)

Chester Engineers was contracted to conduct a risk assessment of the City of Jackson's drainage infrastructure as the basis for the development of a comprehensive drainage improvement plan for the City. Two documents that were prepared for the City for this

project were reviewed; the first document was a PowerPoint presentation entitled "Strategic Risk/Asset Management: Prioritizing Capital Reinvestment in Urban Drainage Infrastructure" dated February 7, 2013 and the second was a technical memorandum dated June 25, 2013 having as its subject "Capital Reinvestment in Urban Drainage Infrastructure – 2013 and Beyond, Basis for the Development of a Comprehensive Drainage Improvement Plan". The consultant developed a rating system for the consequence of failure for the fourteen (14) key drainage basins across the City. The plan established comprehensive drainage improvement plan long range (20 years) objectives as well as strategies to address immediate (6 months) and near term (6 months – 2 years) objectives.

Belhaven Creek, Eubanks Creek and Town Creek are the three drainage basins within the CCID that are included in the study. Eubanks Creek and Belhaven Creek had the second and third highest probability of failure of the drainage basins analyzed. One recommendation of interest to the CCID Master Plan involves Belhaven Creek; the report recommends the construction of "a combination of stormwater detention and attenuation ponds" in the vicinity of Woodrow Wilson Avenue to control the rate of runoff into the channel, which runs through the Belhaven neighborhood.

Water Distribution System Rehabilitation Master Plan Update (February 2013)

A master plan for recommended improvements to the City's water distribution and storage system was completed in 2013. The City's original Water Master Plan was prepared in 1985 and was subsequently updated in 1997, and updated again in 2013. The documents reviewed were a PowerPoint presentation summary of the study's findings and recommendations dated January 25, 2013, and final report issued on February 20, 2013.

Chapter 5 of the report presents a capital improvements program (CIP) of water distribution system projects intended to "increase water supply, provide additional elevated storage and improve fire flow to the Capitol Complex area". The Capitol Complex projects were specifically proposed to prevent a reoccurrence of the water emergency that occurred during a 2010 winter storm that resulted in numerous water line breaks and outages downtown, impacting businesses and government offices. Phase 1 of these improvements recommended construction of a new 1.5 million gallon elevated water storage tank, which was constructed at the corner of Fortification Street and Mill Street in 2014. Phase 2 proposed ten projects that would replace old, undersized lines to increase water supply, pressure, and fire flow in the Capitol Complex area. One of the projects, which required construction of a 12" main on East Capitol Street from North President Street to Mill Street, was completed as part of the East Capitol Street Improvements

project. The other recommended water line upgrades, which have not been constructed as of the writing of this report, are as follows:

- 8” main on Mississippi Street from N. West Street to N. Jefferson Street
- 8” main on N. President Street from Mississippi Street to George Street
- 8” main on Yazoo Street from N. West Street to North Street
- 8” main on Congress Street from Amite Street to Mississippi Street
- 8” main on North Street from Amite Street to George Street
- 8” main on George Street from North President Street to North State Street
- 8” main on College Street from North President Street to Jefferson Street
- 8” main on Spengler Street from Jefferson Street to the existing 24” water line
- 20” main from 48” water line at Jefferson Street to South West Street along South Street, President Street, and Court Street

Given the age of the report, and the cost opinions presented which were in 2012 dollars, any projects that are considered from this report as potential projects in the CCID master plan will need to have updated cost opinions.

2040 Metropolitan Transportation Plan, Jackson Urbanized Area (November 2015)

As a Metropolitan Planning Organization (MPO), the Central Mississippi Planning and Development District (CMPDD) is required under Federal law to prepare and update a long range transportation plan (LRTP) for the Jackson urbanized area, which includes Hinds, Madison and Rankin Counties. The plan, which has a horizon of 20 years from its effective date, is updated every five years. The current LRTP – entitled “The 2040 Metropolitan Transportation Plan” – was adopted in November 2015 and lists planned multimodal (roadway, bicycle and transit) transportation projects and programs that have been proposed to be eligible for state and/or federal funding. Projects include intersection improvements, new road construction, bridge replacements, and safety projects. The projects are prioritized and planned to be implemented in three stages:

- Stage I covers projects to be implemented in the short-term, from 2016 through 2020;
- Stage II projects are planned to be implemented in the immediate period from 2021 through 2030; and,
- Stage III projects are included in the long-range period from 2031 through 2040.

Within the CCID, there is one roadway improvement project listed in the 2040 Metropolitan Transportation Plan – widening Woodrow Wilson Avenue from 4 lanes to 6 lanes from Livingston Road to I-55. This project is included in the long-range list of projects. There are also two bicycle/pedestrian projects within the CCID which are

expected to be completed by the City of Jackson. The next update to the Jackson LRTP will begin in 2019 for adoption of the final plan by November 2020.

City of Jackson ADA Transition Plan (2015)

The Americans with Disabilities Act (ADA) law, specifically Titles II and III, governs transportation and public accommodation for people with disabilities. The City is in the process of implementing an ADA Transition Plan to remove physical barriers to accessibility and incorporate ADA compliant features in right-of-way improvements, including curb cuts and sidewalk modifications during roadway and sidewalk improvement projects. In late 2015, the Jackson City Council approved the ADA Transition Plan; however, the copy of the Transition Plan that was reviewed was found on the City's Public Works Department webpage and is labeled as "Draft".

Master Plan of the 1% Sales Tax Commission (March 2017)

On January 14, 2014, the citizens of Jackson voted to approve a 1% increase in the sales tax charged on certain purchases within the city, with the collections to be used exclusively on improving the city's infrastructure. An oversight commission was formed to guide the use of the monies collected under the 1% sales tax. This commission, known as the Municipal Sales Tax Commission or the 1% Sales Tax Commission ("STC") was required by the legislation to develop a master plan to identify and prioritize infrastructure projects that could be funded with 1% sales tax collections.

The infrastructure master plan was adopted by the STC in March 2017 in compliance with the enabling legislation. The document defined the types of projects that would be considered for funding with the sales tax dollars and established a set of priorities to be used in selecting projects for funding. The master plan included a list of projects that had been approved by the commission prior to the adoption of the plan and stated that they were all to be considered as being in compliance with the master plan.

Many of the projects that were approved by the commission in May 2015 had funding provided only for design. Since that time as the design on these projects nears completion, the STC has taken action to determine their continued viability and priority. Some projects have been funded for construction, while others have been discontinued.

In July 2018 the STC reviewed all projects funded by the Commission and established a current list of ongoing active projects, completed projects, and projects that have been abandoned for further consideration. The Commission updates this report monthly.

A list of active and completed STC projects within the CCID as of March 2019 is included as **Table 3**.

Table 3 – Municipal Sales Tax Commission Projects within the CCID

Project	Project Limits	Project Type	Status
Eastover Drive	I-55 to Ridgewood	Water line	Project complete
North State Street	Hartfield Street to Meadowbrook Road	Street Reconstruction	Under Construction
Mill Street	Capitol Street to Fortification Street	Street Reconstruction	Under Construction
Riverside Drive	I-55 to N. State Street	Street Reconstruction	Design 90% Complete
Ready Mix Street Bridge		Bridge replacement	Project complete
Belhaven Creek Drainage	Woodrow Wilson Ave. to Laurel Street	Drainage	Design Completed
Eubanks Creek Drainage		Drainage	Design Completed
South Street Bridge	Town Creek	Bridge replacement	Project complete
Woodrow Wilson Ave	I-55 to Mill Street Bridge	Street Paving	Design in process
North State Street	Woodrow Wilson Ave. to Fortification Street	Street Paving	Design complete
North Street	Amite St. to High Street	Street Paving	Project complete
Amite Street	Jefferson St. to State St.	Street Paving	Project complete
Greymont Street		Street Paving	Project complete
Divine Street		Street Paving	Project complete
Olive Street		Street Paving	Project complete
Pearl Street		Street Paving	Project complete
Pascagoula Street	N State to West Street	Street Paving	Project complete
Jefferson Street	South St. to High Street	Street Paving	Project complete
Capitol Street	West St. to N State Street	Street Paving	Project complete
Lamar Street		Street Paving	Project complete
Duling Avenue		Street Paving	Project complete
Fondren Place		Street Paving	Project complete
Bailey Avenue	Sections around Woodrow Wilson	Street Paving	Project complete
High Street	N State to West Street	Street Paving	Project complete
Eastover Drive	I-55 to Ridgewood	Street Paving	Project complete
Pennsylvania Avenue		Street Paving	Project complete
Carlisle Street		Street Paving	Project complete
Larson Street		Street Paving	Project complete
Kings Highway		Street Paving	Project complete
Tyrone Drive		Street Paving	Project complete
Arrowhead Drive		Street Paving	Project complete
St Mary Street		Street Paving	Project complete
Court Street		Street Paving	Project complete

Source: Jackson Municipal Sales Tax Commission

Site Investigation and Damage Assessment For The Identification of Priority Projects, Town Creek and Eubanks Creek Watersheds (October 2017)

Allen Engineering and Science, Inc. was contracted by the City of Jackson to assist with the development and implementation of the City's Stormwater Program. An identified task in the scope of work was to identify projects within two watersheds (Eubanks Creek and Town Creek). Allen Engineering concluded that both Eubanks Creek and Town Creek Watersheds contained multiple areas of concern related to bank stability, erosion/sedimentation, cross contamination, potential flooding, and existing or potential damage to adjacent structures and/or properties. A list of priority projects for both watersheds is included. As of this report, the City has authorized the design of the projects recommended by the report.

Campus Master Plan for The Urban University of Mississippi (August 2015)

In 2017, JSU issued its master plan update, which will guide the continued physical and academic development of the main campus and its satellite campuses. Key elements of the five-year plan include new residential facilities on the east side of campus, enhancement of J.R. Lynch Street to University Avenue, and land acquisitions to the south and east of campus for additional parking and future recreation and intramural sports facilities. The plan also recommends that JSU make efforts to beautify the Robert Smith Parkway, provide gateway signage at the traffic circles as entrances to campus, and improve the connection between the east side of campus and downtown Jackson through landscaping, signage and improved bicycle and pedestrian facilities.

The University of Mississippi Medical Center Campus Master Plan (August 2017)

This master plan for UMMC was issued in 2017 as a guidance document for the continued growth and development of the campus. The document addresses infrastructure on the main campus, and recommends that the mitigation of runoff from the campus and areas north and west of the campus that drain southwards toward Belhaven "are best addressed on the south side of Woodrow Wilson with an appropriate storm water management detention area on the City of Jackson property."

During recent conversations with City officials and UMMC, it was discussed that the City retained a consultant in 2016 to design improvements to Belhaven Creek south of Riverside Drive through the Belhaven neighborhood, which originally would include replacing box culverts, installing riprap and concrete along the channel banks, and widening portions of the creek to increase its capacity. The engineering study also analyzed the impact of constructing a retention pond between Woodrow Wilson Avenue and Riverside Drive, as recommended by the 2013 Citywide Drainage Studies. The City

is considering this option, but has not decided whether to include the retention pond in the final design.

2018 Critical Bridge Status

This document identifies bridges that are in need of immediate or urgent repair. Within the CCID, both the South Mill Street (sufficiency rating 36.1) and Monument Street (sufficiency rating 35.5) bridges are identified as needing to be replaced. At the time the document was published the City was in the process of soliciting for design services on both bridges. Funding for construction would be budgeted once the design is completed and an opinion of project cost from the design engineers is provided.

Smith Park Renaissance Report (2018)

Since 2013, Downtown Jackson Partners has been working with a group of downtown Jackson stakeholders – the Friends of Smith Park board – to make improvements to Smith Park. Viewing it as an eyesore for downtown Jackson and the Capitol Complex, the Friends of Smith Park commissioned a conceptual design study which resulted in a 2015 cost proposal that determined it would cost approximately $2.5 million to restore Smith Park to its original design, and would take up to 1 year to complete. According to the report, Downtown Jackson Partners committed funds for Phase I and II of the restoration effort. The second phase of the project was completed in 2017, which consisted of removing concrete waterways and grading and sodding of the site to create a more open and level green space.

Stakeholder Engagement

The WEI/AJA LLC team, along with representatives of DFA, conducted 12 stakeholder interview sessions between September 21, 2018 and November 5, 2018. These stakeholders – major agencies and organizations that were determined to have both a vested interest in the development of the Master Plan and CCID projects – were essential to gaining a complete and thorough picture of the state of the City's infrastructure within the District. The major stakeholder organizations interviewed were:

- City of Jackson
- State of Mississippi
- Jackson State University
- University of Mississippi Medical Center
- Hinds County (Three separate meetings were conducted with individual supervisors)
- Downtown Jackson Partners
- Community Foundation of Mississippi
- Mississippi Department of Archives and History

- Central Mississippi Planning and Development District
- Greater Jackson Chamber Partnership

From these interviews, a number of common key concerns and opportunities were identified:

- All of the stakeholders mentioned road and street improvements throughout the CCID as a critical need, though some stakeholders expressed that major arterials such as High Street, State Street, and Pearl Street should have higher priority.
- Numerous water main breaks citywide, and particularly in downtown, are of great concern to the majority of stakeholders and the citizens they serve.
- The condition of the City's infrastructure creates significant economic development challenges, both in recruiting and retaining businesses and industries.
- For this master plan to be considered a success, there needs to be significant, visible change and improvement to infrastructure within the CCID.
- Downtown needs improved lighting for safety. The current standard fixtures are somewhat outdated and inefficient.
- For visitors to Jackson, getting around can be difficult without the use of GPS. Major institutions and destinations are inconsistently marked, and sometimes not marked at all. A system of wayfinding is needed on several levels.
- Improving the look and feel of downtown and the CCID should be considered.
- Several stakeholders expressed an interest in partnering with DFA financially or providing a service such as community outreach assistance to help ensure the success of the plan.

A record of the stakeholder interviews is included in **Appendix B**.

Capital Improvement Plan

A capital improvement plan (CIP) is a short-range plan for implementation of infrastructure improvements. It is a financing and construction plan for projects that require significant capital investment. The CCID Master Plan is the basis for making decisions for infrastructure projects within the CCID to be included in the CIP. Most of the projects presented in this CCID Master Plan will be primarily funded from the CCID Fund established by the Mississippi Legislature. Some projects may include external funding.

Prioritization Methodology

The first step in preparing a CIP is identifying candidate projects for consideration. Based on the stakeholder meetings, research on past planning efforts, and the field review of existing conditions of infrastructure in the District, a list of potential projects was developed for review and prioritization by DFA. A prioritization methodology framework was created to help DFA to evaluate and prioritize candidate projects for inclusion in the Plan. The prioritization framework provides a consistent method to aid DFA in identifying projects to fund in each year of the plan.

The following is the list and description of the project evaluation criteria developed for the CCID Master Plan.

1. **Proximity and Access to State Facilities** – Projects are rated and scored based on their proximity and access (direct or indirect) to State properties. A project that provides direct access to multiple State properties would receive a high rating, and a project that does not access or service any State properties would receive a low rating.

2. **Stakeholder Priority** - Projects are rated and scored on consistency with priorities expressed by stakeholders either during CCID stakeholder interviews or identified in existing plans.

3. **Immediate Impact** – Projects are rated and scored based on factors such as project readiness, implementation timeline, and visible impacts. A project that is “shovel ready” or anticipated to be highly visible to the public and perceived as a significant improvement to infrastructure will rank higher than a project that would be barely visible or noticed by the public.

4. **Economic and Community Impact** – Projects are rated and scored based on their expected economic and community benefits**.** A project that is generally expected to improve quality of life throughout the district, improve economic development potential along a major corridor, and improve access to major employment centers or regional tourist destinations, would rank highest.

5. **Public Health and Safety** – Projects are rated and scored based on extent to which the project will address and mitigate risks to public health and safety. A project that promotes multi-modal access to parks and civic amenities, improves quality of water and sewer service, or improves safety by reducing vehicular/pedestrian/bicycle conflicts, would rank highest.

6. **Condition and Level of Service** – Projects are rated and scored on the extent of improvement to the condition of the facility. A project that improves a facility that is in poor condition or has reached the end of its useful life, would rank higher than a project which improves a facility that is in good or fair condition.

7. **Funding Source** – Projects are rated and scored on whether another entity or entities can partially fund the project, and on the percentage of the project that can be paid for with non-CCID funds. For example, a project that can be funded 50% with non-CCID funds from another entity, would rank higher than a project that will be funded entirely from the CCID Project Fund.

Using these seven criteria, the next step is for the CCID Team, consisting of DFA and consultant team representatives, to rank each candidate project on a scale of 1 to 10 for each criteria. Committee members are given a project scorecard and asked to independently score each of the projects. Each candidate capital project can be scored to receive a maximum of 1000 points. A weight is applied to each criteria based on predetermined multipliers that reflect the priorities of the DFA for that evaluation period. These weights are applied uniformly to all candidate projects for each evaluation period. The points and weights for each criteria are listed in **Table 4**.

Table 4 – Evaluation Criteria

Criteria	Max. Points	Weight
Proximity and Access to State Facilities	10	30
Stakeholder Priority	10	5
Immediate Impact	10	10
Economic and Community Impact	10	10
Public Health and Safety	10	15
Condition and Level of Service	10	25
Funding Source	10	5

The candidate projects are placed into a scoring matrix and the scores from committee members are averaged and tabulated similar to **Table 5**:

Table 5 – Scoring Matrix Example

Criteria	**Weight**	**Project 1**		**Project 2**		**Project 3**	
		Rating	Score	Rating	Score	Rating	Score
Proximity and Access to State Facilities	**30**	5	150	8	240	10	300
Stakeholder Priority	**5**	8	40	10	50	8	40
Immediate Impact	**10**	5	50	10	100	8	80
Economic / Community Impact	**10**	6	60	8	80	5	50
Public Health and Safety	**15**	10	150	10	150	5	75
Condition and Level of Service	**25**	8	200	10	250	5	125
Funding Source	**5**	0	0	10	50	0	0
SUBTOTAL			650		920		670
DISCRETIONARY ADJUSTMENT			0		0		100
TOTAL POINTS			**650**		**920**		**770**

The weights are multiplied by the rating for each project to determine the overall score. A discretionary point adjustment can also be applied to any project by DFA based on additional needs or priorities for that evaluation period. A minimum Project Score of 700 is needed for inclusion in the CCID CIP. Using the above example, the minimum 700 points needed for inclusion means that Project 1, which scored 650 with no discretionary adjustment, would not be included in the Plan.

The scoring matrix is intended as a tool to assist DFA in prioritizing projects each year; however, the projects that are selected by DFA may not be implemented in order of the final scores. For the life of the document, the CCID Master Plan will be updated every five (5) years. The CIP projects will be revised annually to reflect updated priorities, scheduling, available funding and project status.

The results of the prioritization scoring and the summary list of recommended capital projects for the first year of this five year Master Plan is presented in **Appendix C,** which includes individual worksheets, project descriptions and location maps for each of the projects.

Financing

The Capitol Complex Improvement District Project Fund was established by the Mississippi Legislature to finance the improvement projects in the CCID that are recommended by this plan. The legislative intent is that no less than 85% of the Fund shall be used to pay for the projects included in the Master Plan. The fund can also be used to fund a portion of an improvement project within the District that has been initiated and partially financed by outside entities who are in need of additional funding to complete the project, provided the project meets the criteria established by the Legislature for eligibility. Such a project would have to be evaluated by DFA to determine if it should be incorporated into the CIP.

MS Code of 1972 as amended Section 29-5-201 et al provides funding for the CCID Project Fund from the monthly State sales tax revenue collected within the corporate limits of the City of Jackson in the following percentages:

- August 15, 2018 to August 14, 2019 – 2%
- August 15, 2019 to August 14, 2020 – 4%
- August 15, 2020 – 6%

From August 16, 2020 and beyond, the monthly revenue will remain at 6%, unless adjusted by subsequent legislation.

APPENDIX

Appendix A – Record of Visual Pavement Surveys

Appendix B – Record of Stakeholder Meetings

Appendix C – Capital Improvement Plan

APPENDIX A

Record of Visual Pavement Surveys

Appendix A - CCID Street Condition Assessment Tables
Visual Assessment Survey

Principal Arterials

Principal Arterial	Assessment Limits	Segment	2013 Jackson PCI*	Condition
North State Street	Capitol Street - Meadowbrook Road	Meadowbrook Rd. - Hartsfield St.	Under construction	Failure
		Hartsfield St. - Woodrow Wilson Blvd.	44.3 - 59.7	Fair
		Woodrow Wilson Blvd. - Fortification St.	20.6 - 48.6	Poor
		Fortification - Capitol Street	30.5 - 62.1	Poor
South State Street	Capitol Street - East South Street	Capitol Street - East South Street	31.8 - 49.8	Fair
High Street	Pearl Rv Levee - North Farish Street	Pearl River Levee - N. West Street	46 - 68	Good
		N West Street - N Lamar Street	47	Poor
		N. Lamar Street - Farish Street	21.5 - 30.8	Fair
Lakeland Drive	Ridgewood Road to Old Canton Road	Ridgewood Road - Interstate 55	85.1 - 74.8	Good
		I-55 - Old Canton Road	Resurfaced since 2013	Fair
West Capitol Street	N. Gallatin Street - Robinson Road	N. Gallatin Street - Robinson Road	45.8 - 62.2	Fair
North West Street	Mitchell Street - High Street	Mitchell Avenue - Woodrow Wilson Ave	58.6 - 73.8	Fair
		Woodrow Wilson Av. - Millsaps Ave	Rehabilitated since 2013	Fair
		Millsaps Av. - Fortification Street	13.5 - 70.4	Poor
		Fortification Street - High Street	48.1 - 66	Fair
Woodrow Wilson Blvd.	Interstate 55 North - Livingston Road	I-55 - Mill Street	46.1 - 75.7	Fair
		Mill Street - Livingston Road	38.1 - 68.7	Poor
Mill Street	West Pascagoula Street - West Woodrow Wilson Ave.	Fortification Street to Woodrow Wilson Ave.	17.7 - 25.9	Poor
		Capitol Street - Fortification Street	Advertised for Bids	Poor
		Pascagoula Street - Capitol Street	71.3	Good
Bailey Ave.	West Monument Street - Idlewild Street	West Monument Street - Idlewild Street	25.4 - 55.1	Fair
Bailey Ave. Extension	Idlewild Street - Stonewall Street	Idlewild Street - Stonewall Street	Under Construction	Poor
Pascagoula Street	I-55 - University Boulevard	I 55 - State Street	39.8	Poor
		State Street - West Street	Resurfaced since 2013	Good
		West Street - University Boulevard	Resurfaced since 2013	Fair
North Gallatin Street	West Capitol Street - West Monument Street	West Capitol Street - West Monument Street	30.7	Failure
South Gallatin Street	West Capitol Street - Hooker Street	West Capitol Street - Pascagoula Street	23 - 30	Failure
Robinson Road	West Capitol Street - Prentiss Street	West Capitol Street - Prentiss Street	No PCI rating	Failure
University Blvd.	Florence Street - Dr. Robert Smith Parkway	Florence Street - Dr. Robert Smith Parkway	No PCI rating	Fair

* *From Jackson Paved City Roads with Data 2013 to 2022 Report*

Appendix A - CCID Street Condition Assessment Tables
Visual Assessment Survey

Minor Arterials

Minor Arterial	Assessment Limits	Segment	2013 Jackson PCI*	Condition
South Prentiss Street	Robinson Road - Dr. Robert Smith Parkway	Robinson Road - Dr. Robert Smith Parkway	31.8	Poor
Meadowbrook Road	Old Canton Road - North State Street	Old Canton Road - North State Street	32.1 - 49.6	Poor
Old Canton Road	Lakeland Drive - Meadowbrook Road	Lakeland Drive - Duling Ave	46.7 - 61.6	Fair
		Duling Ave - Meadowbrook Rd.	9.5 - 40.8	Poor
North Jefferson Street	East Amite Street - East Fortification Street	East Amite Street - Mississippi Street	Resurfaced since 2013	Excellent
		Mississippi Street - E. Fortification Street	17 - 44.2	Poor
South Jefferson Street	East Amite Street - East South Street	East Amite Street - East Pascagoula Street	Resurfaced since 2013	Excellent
		East Pascagoula Street - East South Street	40.8 - 43.3	Fair
West South Street	Gallatin St. - South Farish St.	Gallatin St. - South Farish St.	41.9 - 43.6	Fair
East South Street	South Farish Street - South Jefferson Street	South Farish Street - South Jefferson Street	18.5 - 43.1	Poor
North Mill Street	West Woodrow Wilson Blvd. - Mitchell Street	Woodrow Wilson Blvd. - Mitchell Street	36	Poor
South West Street	East Capitol Street - East South Street	E Capitol St. - Pascagoula Street	Resurfaced since 2013	Good
		Pascagoula Street - E. South Street	26.1 - 41.3	Poor
North West Street	High St. - East Capitol St.	High St. - Griffith	58.3	Fair
		Griffith - Capitol St	Resurfaced since 2013	Good
East Amite Street	Jefferson Street - North Farish Street	Jefferson Street - North Farish Street	Resurfaced since 2013	Good
West Amite Street	Farish Street - North Gallatin Street	Farish Street - Mill Street	51.1 - 69.4	Fair
		Mill Street - North Gallatin Street	55.2	Fair
East Capitol Street	Farish Street - State Street	Farish Street - West Street	Reconstructed since 2013	Excellent
		West Street - State Street	Resurfaced since 2013	Good
West Capitol Street	North Gallatin Street - Farish Street	Farish St - North Gallatin St	Reconstructed since 2013	Excellent
		North Gallatin St - Robinson Road	43.5 - 62.2	Fair
Fortification Street	Pearl River Levee - Bailey Avenue	Pearl River Levee - Bailey Avenue	Reconstructed since 2013	Good
Dr. Robert Smith Parkway	South Gallatin Street - Valley Street	South Gallatin Street - Valley Street	No PCI Rating	Fair
West Monument Street	North Farish Street - Bailey Ave.	Farish Street - Mill Street	39.5	Fair
		Mill Street - Bailey Avenue	32.8 - 35.2	Poor
Livingston Road	Mitchell Street - Woodrow Wilson Blvd.	Mitchell Street - Woodrow Wilson Blvd.	74.4 - 76.8	Good

* *From Jackson Paved City Roads with Data: 2013 to 2022 Report*

Appendix A - CCID Street Condition Assessment Tables
Visual Assessment Survey

Collectors

Collector	Assessment Limits	Segment	2013 Jackson PCI*	Condition
South Lamar Street	East Capitol Street - Court Street	East Capitol Street - Court Street	47.2 - 60.7	Fair
North Lamar Street	East Capitol Street - East Fortification Street	East Capitol Street - Griffith Street	Resurfaced since 2013	Good
		Griffith Street - George Street	28 -44	Poor
		George Street - Fortification Street	24.8 - 54.7	Poor
Mississippi Street	North West Street - Jefferson Street	North West Street - North Street	37.2 - 46.2	Poor
		North Street - Jefferson Street	Resurfaced since 2013	Excellent
South President	East Amite Street - East South Street	East Amite St. - E. Pascagoula St.	Resurfaced since 2013	Good
		E. Pascagoula St. - E. South St.	46 - 60	Fair
North President Street	High Street - East Amite Street	High Street - East Amite Street	10.5 - 30.2	Failure
North Congress Street	Mississippi Street - East Capitol Street	Mississippi Street - East Capitol Street	38	Poor
South Congress Street	East Capitol Street - Court Street	E. Capitol Street - Pascagoula Street	43.1	Fair
		Pascagoula Street - Tombigbee Street	36	Poor
		Tombigbee Street - Court Street	Resurfaced since 2013	Excellent
Court Street	Gallatin Street - South State Street	Gallatin Street - South State Street	18.9 - 60.6	Fair
North Farish Street	Capitol Street - High Street	Capitol Street - W. Amite Street	58.4 - 59.5	Fair
		W. Amite Street - W. Hamilton Street	No PCI Rating	Good
		W. Hamilton Street - High Street	No PCI Rating	Good
South Farish Street	Capitol Street - West Pascagoula Street	Capitol Street - West Pascagoula Street	50.5 - 53.1	Fair
Pinehurst Street	Greymont Street - Peachtree Street	Greymont Street - Peachtree Street	32.5 - 44.8	Poor
Peachtree Street	Pinehurst Street - Woodrow Wilson Avenue	Pinehurst Street - Riverside Drive	39.7 - 54.9	Poor
		Riverside Drive - Woodrow Wilson Avenue	46	Fair
Greymont Ave.	Fortification Street - Pinehurst Street	Fortification Street - Pinehurst Street	19 - 44.9	Good
Eastover Drive	Ridgewood Road - I-55N /East Frontage Rd	Ridgewood Road - I-55N /East Frontage Rd	Resurfaced since 2013	Excellent
Valley Street	J. R. Lynch Street - Palisades Apt. Entrance	J.R. Lynch Street - Palisades Apt. Entrance	Resurfaced since 2013	Excellent
Dalton Street	Florence Avenue - Dr. Robert Smith Parkway	Florence Avenue - Dr. Robert Smith Parkway	47 - 72	Fair
Hamilton Street	North Mill Street - North West Street	North Mill Street - North West Street	27 - 36	Poor
Griffith St	North Mill Street - Lamar Street	North Mill Street - Lamar Street	41 - 53	Fair
Mitchell Street	North State Street - North West Street	North State Street - North West Street	53	Fair

* *From Jackson Paved City Roads with Data: 2013 to 2022 Report*

APPENDIX B

Record of Stakeholder Meetings

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Community Foundation of Mississippi
Woolfolk Building, Room 138, Jackson, Mississippi
Friday, September 21, 2018 @ 10 a.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Rob Farr	WEI/AJA (CDFL)	rfarr@cdfl.com
Jane Alexander	Community Foundation	jane@formississippi.org

Topics discussed at this meeting:

- **Jane Alexander** is the President and CEO of the Community Foundation for Mississippi.
- The Community Foundation (CF) is focused on awarding grants targeted for "permanent enhancements to the lifestyle of the City of Jackson", particularly in downtown, which includes public art and landscaping projects.
    - CF has an endowment fund totaling $10 million
    - Would like to use their $500,000 each year to fill gaps in financing for existing projects by DJP, CCID, the City, and others.
    - CF willing to consider contributing funds toward projects in the Master Plan.
- CF considers its biggest challenge getting everybody within the District talking and listening to each other and working together; is offering as a neutral third-party to create a "safe space" for various stakeholders in the District to learn and talk about the Plan, and will help DFA convene meetings to get community support for the plan.
    - Letting people know how money is being spent is important – not done enough
    - Ms. Alexander suggested organizing small stakeholder/"grasstop" groups to explain master plan.
    - Need to engage citizens early in the planning process.
    - Need good storytelling about the plan for the public.
- Getting entities who are preparing their own plans (City, DJP, neighborhoods) informed about the CCID Master Plan can help synchronize the timelines of their plans.
- Utilities such as Atmos, AT&T, C-Spire and Entergy should be willing to also participate and partner in the Plan, since their infrastructure will be impacted (need to be contacted).
- CF has observed that the City of Jackson has a credibility problem; community has very little faith in the City's ability to get things done.
- CCID covers Virgi Lindsay's ward (Ward 7), Ashby Foote (Ward 1), Charles Tillman (Ward 5) and Kenneth Stokes (Ward 3); need to create a map that overlays Ward lines over District boundary lines to confirm.
- Although CCID projects are administered by DFA and not the City of Jackson, the Master Plan will respect the plans, projects and initiatives already underway by the City and other entities.

- Respect people who think they have a right to know what's going on and to be kept in the loop – an example of what not to do is what happened with the Fondren hotel project.
- The Fortification Street project, despite some setbacks, is an example of community involvement done right (Virgi Lindsey); info was sent through neighborhood assoc. meetings, e-newsletters, emails, garden club meetings, newsletters
- Providing information to the business community early in project about things like business disruption insurance can help in getting their support; City DPW must do a better job in planning for and notifying businesses about construction-related disruptions in advance.
- Need to think now about messaging needed to explain how decisions on prioritizing projects were made so public understands State's money is being well-spent.
- Need to have a website to show what projects are planned and what has been accomplished; Ms. Alexander suggested it should be separate from (but linked to) a government website.
- Once plan is complete, Ms. Alexander would like someone to speak to her board to explain the plan and how it will be implemented.

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with University of Mississippi Medical Center (UMMC)
Woolfolk Building, Room 138, Jackson, Mississippi
Monday, September 24, 2018 @ 1:00 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	Glenn.kornbrek@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriot Smash	WEI/AJA	jsmash@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Rob Farr	WEI/AJA (CDFL)	rfarr@cdfl.com
Jonathan Wilson	CAO, UMMC	jwilson5@umc.edu

Topics discussed at this meeting:

- **Jonathan Wilson** (JW) is Chief Administrative Officer (CAO) for UMMC.
- Three main concerns: tornados, active shooter, and **catastrophic infrastructure failure**
- Main campus has up to 25,000 persons on campus during business hours
- Campus Infrastructure
    - Water: UMMC has 5 wells on-campus, adding a 6th; has its own water tower (independent system)
    - Sewer: UMMC has 2 sewer outflow routes; no backup
    - Power: Entergy substation on-campus, fed from Woodrow Wilson, other from Lakeland; another feed planned from JSU stadium property; generator provides backup for critical equipment (can't heat/cool in emergency); central plant is not on generator backup – currently planning to wire central heating and cooling plant for generator
    - Drainage: 8' box culvert running under Peachtree is campus main outfall; they are updating drainage system, considering building an underground detention storage unit
- Concerns for master plan:
    - Need a reliable water supply from City of Jackson; loss of water pressure at the medical mall happens yearly, jeopardizes equipment; also loss of fire protection
    - Sewer failure – Gravity sewer main outfall at Peachtree Street, goes under Belhaven Creek; 2nd outfall goes through the VA property
    - JW: Need comprehensive solution for drainage
        - Pete Perry (PP): City looking at building detention pond behind Newell Field, will also run to Peachtree; 90% design complete for Belhaven Creek improvement (1% Commission has $3 million), delayed while City studies need to add detention basin; City wants UMMC to pay part of cost (need to get them all talking)
        - UMMC perceived by Belhaven as creating drainage/flooding in neighborhood; Belhaven gets runoff from Fondren and JSU Stadium in addition to UMMC
        - PP: If City was informed about UMMC's plan for detention, it could speed up completion of the Belhaven Creek design

- UMMC Future Plans:
  - Build an Emergency Services Center between St Dominic and MHP
  - Redeveloping corner at Lakeland/Old Canton intersection
  - Open space between stadium parking and Backyard Burger
  - Old Farmer's Market, now used for offsite storage
- Traffic signals around the campus - can they be synchronized for peak (7:30a, 4:30p)?
  - Rob Farr (RF): Can inbound traffic to the stadium parking be redirected up W. Wilson to enter near medical offices instead of State Street?
  - UMMC installing HAWK signal (signalized mid-block pedestrian crossing) on State Street
  - No immediate plans for elevated walkway over State St
- Off-campus locations
  - North clinic
  - Medical Mall
  - Lakeland Medical
  - Wellness Center
  - Clinics inside Select Specialty
- If DPS moves to Rankin County, UMMC may acquire that building
  - They are building a new helicopter hangar near DPS building
- UMMC will provide master plan and traffic study to the CCID Team upon request

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with State of Mississippi
Woolfolk Building, Room 138, Jackson, Mississippi
Wednesday, September 26, 2018 @ 2 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Bobby Morgan	Gov. Bryant	bobby.morgan@governor.ms.gov
Kirk Simms	Gov. Bryant	kirksims@gmail.com
Rebekah Staples	Lt. Gov. Reeves	rebekah@fsstrategies.com
Nathan Wells	Speaker Gunn	wellnathan@gmail.com

A summary of comments by Project Advisory Committee members representing the State of Mississippi follows:

- Representing the State of Mississippi:
  - **Nathan Wells** – appointed by House Speaker Gunn
  - **Bobby Morgan** – appointed by Governor Bryant
  - **Kirk Simms** – appointed by Governor Bryant
  - **Rebekah Staples** – appointed by Lt. Governor Reeves
- The Governor sees Jackson's infrastructure problems as negatively impacting economic development and his ability to recruit corporations to the metro; he wants a vibrant capital city that makes a good first impression on visitors.
- Many in the Legislature were initially opposed to the CCID, and the Plan will lose their support if we don't address the basics; their priority is having rideable roads (1% Commission funding of paving around the Capitol and the Museums had huge impact).
- City of Jackson's credibility at stake; failure to improve conditions will impact State's willingness to give additional funding.
- Safety is a concern within the District
  - DFA was given broad authority to provide security inside the District - already started
  - Legislation allows DFA to give up to 10% to City for public safety, additional police coverage for major events
  - Surveillance cameras qualify as public safety enhancement
- Major corridors should be the initial focus
  - State Street named as a priority
  - City intends to repave a section of State Street without repairing water lines
  - Despite the "Dig Once" approach, the reality is that the Plan will end up paving streets that will have to be dug up within 10 years because City lacks money to fix utilities.
  - City is now trying to identify its worst locations for maintenance and repairs

- Does City have the capacity to borrow money to repair utilities?
    - PP: City can't spend money they already have, mainly they don't have resources and manpower to move projects forward
    - Until City can get billing collection issues fixed so their W/S fund can pay its own maintenance, City's bond rating will remain low; had to borrow from 1% Commission
    - City can borrow from State Revolving Fund (within limit) and 1% ($50 million is max they can borrow)
    - 1% sales taxes generates $13 million yearly
- Legislature wants to see things happen, wants visible projects with concrete timelines that are achieved; communication about progress and where money is being spent is important (Community Foundation offered to help with this).
- State's view: Beautification projects (landscaping, aesthetics, wayfinding) are of secondary importance to infrastructure projects.
    - Community Foundation is willing to support and fund such projects
    - These should be Year 5 priorities
- Suggestions for Vision or Goal statement:
    - Importance of having a vibrant capital city, which communicates a vibrant state
    - We are trying to make the best use of money received from the State, leveraging this opportunity.
- This plan should be a model to show others how an infrastructure plan is prepared and implemented
    - Paula DeYoung is CCID Project Director and Gilda Reyes is CCID Program Director.
    - DFA will notify and coordinate with City as needed, but DFA has full authority to construct CCID projects according to its plan

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Downtown Jackson Partners (DJP)
Woolfolk Building, Room 138, Jackson, Mississippi
Wednesday, September 26, 2018, 3:30 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriot Smash	WEI/AJA	jsmash@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Robert Farr	WEI/AJA (CDFL)	rfarr@cdfl.com
Jim Ingram	Hertz – DJP	jingram@hertzgroup.com
Ben Aldridge	Trustmark – DJP	baldridge@trustmark.com
Andrew Mattiace	Mattiace – DJP	andrew@mattiace.com
Spencer Ritchie	Forman Watkins – DJP	spencer.ritchie@formanwatkins.com
Hilda Owen	Communication Arts – DJP	hsowen@commarts.net
John Gomez	Downtown Jackson Partners	jgomez@downtown-jackson.com

---

Topics discussed at this meeting:

- What are the major problems?
  - Condition of streets, waterline failures
  - Trustmark is concerned about waterlines, shutdowns create major problems
  - Lack of curb appeal, no street lights on Capitol Street
  - Sidewalks, street lighting, decorative lighting
  - Capitol Street (renovations not finished) needs lighting on east side
- Lighting improvements needed for safety, appearance, perception
  - Entergy is working on lighting plan, some areas of Capitol Street have gaps in underground electrical
  - CBD has mixture of City and Entergy owned lights; City lights aren't well-maintained
- Business Improvement District is an assessment, budget controlled by a board;
  - Willing to work with DFA to fund projects
  - $500,000 of their budget is used on services not being adequately provided by City – security, cleaning
- Request made for Smith Park master plan, DJP-Entergy lighting plan
- What is your vision of what downtown should look like?
  - Downtown should be focus and envy of the metro, with well-maintained corridors and adequate wayfinding signage for attractions and points of interest; sense of place has been lost.
  - Governor: "Smith Park and Downtown is the lifeblood of the State"
  - Downtown needs more residents (500 currently, 2500 is desired), can support nightlife

    - Downtown should feel safe and inviting with good, well-lit sidewalks
- DJP offered to provide CCID Team with a list of upcoming projects
- When City repaves a street more than a block, ADA requires sidewalks must be made handicap accessible (except in historic areas).
- Capitol Street is what this group considers a high priority corridor
    - Other connecting streets need attention like Lamar based on assets/attractions
    - High Street is also in bad shape, Pearl and Pascagoula
    - Could DJP review a priority list for their input?

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with City of Jackson
Woolfolk Building, Room 138, Jackson, Mississippi
Thursday, September 27, 2018 @ 2 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Romaine Richards	DFA-AG	romaine.richards@dfa.ms.gov
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Emad Al-Turk	WEI/AJA	emad.al-turk@waggonereng.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Robert Farr	WEI/AJA (CDFL)	rfarr@cdfl.com
Hon. Chokwe A. Lumumba	City of Jackson	calumumba@jacksonms.gov
Robert Miller	City of Jackson	rmiller@jacksonms.gov
Mukesh Kumar	City of Jackson	mkumar@jacksonms.gov
Safiya Omari	City of Jackson	somari@jacksonms.gov

City representatives offered the following comments:

- The City of Jackson presented its OneLine Plan for the transportation system, still in the draft stages and not ready for public presentation.
    - New transit route connecting JSU to Fondren, will eventually become a Bus Rapid Transit route
    - Replacing bus stops with transit shelters
    - Downtown is underperforming – this project can spur economic growth
    - They will have most of it online by March, they need CCID's help with street reconfiguration (State, Mill, Jefferson, and Gallatin Streets are the priorities) through repaving and striping (City will address signage)
    - OneLine route is a 5 mile loop, with 15-minute headways
    - "Transit Shelter" will have carshare and bikeshare terminals attached (5 planned)
    - City negotiating with bikeshare companies
    - Reconfiguring public parking at JSU and Fondren (will meter 80 spaces in Fondren)
    - One Line is an app that connects all of the modes
- City wants to attract and improve quality of life for millennials – walkability, close to amenities
- City has steering committee – JSU, UMMC, Millsaps, Belhaven, ADA Mississippi, and Fondren Renaissance - meets monthly to discuss OneLine
- City would like to see the water and sewer under the priority streets in the OneLine addressed as part of the reconfigurations (City has developed the street designs)
    - If the water and sewer can be fixed under these streets within 5 years, makes sense to address them now

    - City cannot say whether they will contribute any funding for utility improvements for these streets
    - Instead of adhering to "Dig Once", these streets could be resurfaced now, knowing they will have to be repaired for utilities later (for visibility)
- Has City identified problem utility areas in the District?
    - Bob Miller can provide this data on request (major corridors primarily)
    - BM: Plan needs to answer the following
- Kumar: City won't be complete with OneLine plan until November; he will send the presentation slides to Team upon request.
    - In 5 years, City expects this entire area within the 20 square mile OneLine corridor to be mixed-use, with downtown level of population density (City will implement a comprehensive area rezoning to mixed-use)
    - Increase in density along corridor, if it works, will increase water/sewer demand (are existing pipes large enough for future demand?); Planning hasn't done population analysis yet.

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Hinds County
Woolfolk Building, Room 138, Jackson, Mississippi
Friday, October 5, 2018, 10 a.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriot Smash	WEI/AJA	jsmash@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Hon. Mike Morgan	President, Hinds Co. Board of Sup.	mike.morgan@co.hinds.ms.us

---

Topics discussed at this meeting:

- What do you consider to be the greatest infrastructure need within the City?
  - Team needs to talk with Supervisors Calhoun or Graham; their districts cover Jackson
  - Supervisors may be hesitant to use money intended to pave neighborhoods in their districts to help cover this largely commercial and government District
- Where would you prioritize using CCID funds?
  - Central Business District; Downtown has to be presentable, can't have closed streets because of broken water pipes; CBD (and Capitol area) should be a showcase for visitors to Jackson.
- What measurable goals should we set for this plan?
  - Street miles paved
- Does County have infrastructure related plans or list of streets to be paved within the District?
  - Yes, this can be provided to the Team
  - Inadequate detention facilities (in Raymond and Jackson) – County wants to build a new facility (wouldn't be downtown)
  - Emergency Operations Center (EOC) in Eudora Welty Library basement – building has faulty roof, mold
    - County has offered to buy the building from the City
    - County has money to repair the building, but the County must own the building, or it will have to be moved.
    - Any EOC building must be able to operate during emergencies or disasters; it can't be in a flood zone
- Would County be open to offering money towards CCID projects?
  - That will have to be discussed with other Supervisors
  - County issues bonds for paving. Current fiscal year funds have been obligated, but County is considering funding an annual paving program, which might provide opportunities to collaborate with CCID in later years of the Master Plan.

- What about lighting?
    - Downtown needs to be well-lit

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: Reena D Jackson

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Central MS Planning and Development District (CMPDD)
Woolfolk Building, Room 138, Jackson, Mississippi
Tuesday, October 9, 2018, 2:00 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Edward Wiggins, Jr.	DFA	edward.wiggins@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriott Smash	WEI/AJA	jsmash@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Chuck Carr	CMPDD	ccarr@cmpdd.org
Lesley Callender	CMPDD	lcallender@cmpdd.org
Mike Monk	CMPDD	mmonk@cmpdd.org

Following is a summary of questions posed to CMPDD representatives and the general responses and discussion that ensued.

- What are your general thoughts about infrastructure needs within the CCID (and the City as a whole) from the perspective of your organization's mission and role?
    - Water line outages and clogging of sewer lines (due to fats, oils and grease from local restaurants) in the vicinity of the CMPDD office on Lakeland Drive have been historical problems.
    - CMPDD's role as the federally-mandated Metropolitan Planning Organization (MPO) places transportation infrastructure at the top of their priority list.
    - CMPDD monitors metrics related to pavement condition on major roadways in Jackson (and the Metro area) and issues regular reports to USDOT. Depending on the results of these reports, USDOT can dictate where and how MPO funding is spent to improve local roads, which takes some of the decision-making away from the MPO and MDOT.
- How would you like to see this planning process address those needs?/ Where would you prioritize using CCID funds?
    - There obviously has to be a balance, but if issues under the roads (water, sewer) are not addressed, then money spent on the road surfaces is wasted.
    - Security in the Smith Wills/Ag Museum area is a priority. CMPDD currently shares private security services with the MS Sports Hall of Fame and the Ag Museum.
    - The City conducts several events on the property during the year and leases the parking lot (Smith Wills). CMPDD is of the opinion that this area should be considered a park property.

- What measurable goals should we set for this plan?
    - Improvement of road surface conditions.
- Does your organization have documents or plans related to infrastructure within the District?
    - The Five-Year Long-Range Transportation Plan can be accessed on the CMPDD website.
    - Traffic counts and projections in map form are available on the website as well.
- What opportunities do you see for partnering or collaborating with DFA towards planning or implementation of CCID projects?
    - Jackson has several applications for MPO funding, to which they likely will look to the Sales Tax Commission for the local match amounts, if awarded.
    - It may be possible for CCID and Jackson to partner on transportation projects of common interest.
- Any other thoughts or items you would like to discuss relative to CCID infrastructure?

The above information has been reviewed and approved as an accurate representation of this discussion

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Greater Jackson Chamber Partnership (GJCP)
Woolfolk Building, Room 138, Jackson, Mississippi
Tuesday, October 9, 2018, 10:30 a.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Duane A. O'Neill	Greater Jackson Chamber Partnership (GJCP)	doneill@greaterjacksonpartnership.com

---

Following is a summary of questions posed to GJCP and the general responses and discussion that ensued.

For the record, Duane O'Neill (DO) attended this meeting representing primarily the Greater Jackson Chamber Partnership. However, he also serves as Vice-Chair of the Municipal Special Sales Tax Commission (aka, 1% Sales Tax Commission, Sales Tax Commission, etc.) and was able to share some thoughts from the perspective of that organization as well.

- What are your general thoughts about infrastructure needs within the CCID (and the City as a whole) from the perspective of your organization's mission and role?
    - DO sees a key opportunity for the CCID and the Sales Tax Commission (STC) to partner in meeting infrastructure needs and to work together to accomplish objectives within both areas of responsibility.
    - Infrastructure needs within the community are overwhelming.
    - The CCID area is key to the economic development mission of the GJCP and to Jackson as the Capital City. This area drives economic development and derivative income into the City's budget.
- How would you like to see this planning process address those needs?
    - The two organizations (CCID and STC) have to work closely together; there are ways they can leverage funding to help one another's priorities.
    - The STC has a 'plan' of sorts (2-3 pages), but it identifies priorities and not specific projects. They will get a copy of the plan to CCID.
    - The sentiment exists among some that the CCID can take care of all infrastructure needs within its boundaries, and so the City and/or STC are free to concentrate their efforts in other areas of the City. However, this perception will not necessarily foster cooperation and opportunities for leveraging.

- Where would you prioritize using CCID funds?
    - A definite area of priority for spending CCID funds is major points of entry (thoroughfares) to the CBD and CCID areas.
- What measurable goals should we set for this plan?
    - The Plan needs to look at the CCID's greatest assets and take care of those areas. It should 'carry the message' that makes the biggest difference.
    - There has to be a balance of paving roads (visible) and fixing buried utilities (invisible). Visitors and tourists see and care most about the roads. The business community cares about water supply and the prevention of outages (not that they don't also care about roads). GJCP has had member businesses tell them that continual water/utility outages will drive them not merely out of Jackson but out of Mississippi.
    - Aesthetics are also important, going back to the point that the CCID is a major driver in attracting economic development prospects to the area.
    - GJCP and STC are also cognizant of the balance between spending funds in commercial areas (where businesses generate revenue and sales tax base) vs. residential areas (where voters and tax payers reside).
- Does your organization have documents or plans related to infrastructure within the District?
    - The STC has a plan document that they will share with the CCID Team.
- What opportunities do you see for partnering or collaborating with DFA towards planning or implementation of CCID projects?
    - DO is optimistic that the City would be willing to share STC funding with the CCID to fund projects of joint interest.
    - Just to be sure, the CCID Master Plan could identify a project of joint interest to the CCID and the City, and the STC could allocate funding toward that project; but, the City Council would still have to approve the project.
- Any other thoughts or items you would like to discuss relative to CCID infrastructure?
    - Parties definitely look forward to further discussions about shared project priorities.

The above information has been reviewed and approved as an accurate representation of this discussion

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with MS Department of Archives and History (MDAH)
Woolfolk Building, Room 138, Jackson, Mississippi
Tuesday, October 9, 2018, 1:00 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Edward Wiggins, Jr.	DFA	edward.wiggins@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriott Smash	WEI/AJA	jsmash@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Katie Blount	MDAH	kblount@mdah.ms.gov
Robert Benson	MDAH	rbenson@mdah.ms.gov

Following is a summary of questions posed to MDAH and the general responses and discussion that ensued.

- What are your general thoughts about infrastructure needs within the CCID (and the City as a whole) from the perspective of your organization's mission and role?
    - MDAH would like to see the Museums site connect better visually with the Capitol complex and downtown. This is a high priority. Currently the Welty Library building and adjacent facilities, including a concrete wall and a communications tower obstruct westward and southwestward views from the Museums. Relocation to the historic library building across the street (from the Welty Library) might be an option for consideration.
    - MDAH would not get directly involved in CCID projects unless buildings under their oversight (with landmark status) were to be impacted. This would also be true of other structures or sites of archaeological significance.
    - Some local preservation districts would possibly also have involvement or influence in infrastructure decisions impacting their areas of authority.
- How would you like to see this planning process address those needs?/Where would you prioritize using CCID funds?
    - There are many positive things happening in downtown Jackson, so anything that helps improve connectivity between these pockets of activity would be a priority.
    - The Agriculture Commission has interests in improving conditions around the Fairgrounds.

- The Art Alliance has funded design of a way finding system in downtown, but implementation has not been funded. This is very important for visitors and would include such things as unified signage for capitol and cultural attractions.
- Safety within the downtown area, both actual and perceived is an important issue.
- Again, the Museums are the biggest attraction in the state right now, so removal of the Welty Library and adjacent obstructions is a huge priority to MDAH.

- What measurable goals should we set for this plan?
  - The plan should have a clear, overarching vision and priorities within that vision.
- Does your organization have documents or plans related to infrastructure within the District?
  - MDAH has no particular planning documents that would be of interest; however, they may be able to locate some renderings that have bee prepared of potential green space concepts for the Welty Library property (if the building were to be removed).
- What opportunities do you see for partnering or collaborating with DFA towards planning or implementation of CCID projects?
  - Dealing with the Welty Library issue will take collaboration between DFA, the City of Jackson and Hinds County EOC.
- Any other thoughts or items you would like to discuss relative to CCID infrastructure?
  - MDAH expressed appreciation for the Legislature's commitment to the CCID and for the State's commitment overall to the Museums. They were also complementary of the DFA's work and investment in the Capitol Building and Governor's Mansion.

The above information has been reviewed and approved as an accurate representation of this discussion

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Department of Finance and Administration (DFA)
Woolfolk Building, Room 138, Jackson, Mississippi
Tuesday, October 9, 2018, 11:45 a.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com

Following is a summary of items discussed relative DFA's perspective on CCID infrastructure and priorities for the Master Plan.

- Road priorities
  - Rehabilitation of High Street from terminus of recent upgrades, westward to Lamar Street (concrete pavement)
  - Lamar Street corridor toward Capitol Street, both sidewalks and roads; multiple state-owned and leased buildings along this corridor
- Utilities
  - Water supply
  - Sanitary sewer and storm drainage piping at and in vicinity of several state-owned buildings around the Capitol Complex. For example (and there are others):
    - 620 and 660 North Street buildings have experienced sewer backups
    - 515 E. Amite, possible sloughing and foundation issues due to storm drainage issues
  - The need exists for the Sales Tax Commission and the CCID to coordinate prioritization of sewer infrastructure improvements on the basis of shared knowledge of the City's consent decree related improvements.
  - The Capitol block represents the most significant storm drainage issue for DFA, due to the configuration of the Capitol grounds relative to surrounding properties and the high visibility of drainage issues in heavy rainfall events.
  - DFA places a high priority on investigative effort in discovering underground utilities when renovating or building new facilities.
  - DFA is interested in evaluating the feasibility of a dedicated water supply and distribution system for the Capitol Complex, even if only to quantify a conceptual development cost, in answer to those who sometimes inquire about such a plan.

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Jackson State University
Woolfolk Building, 13th Floor Conference Room, Jackson, Mississippi
Wednesday, October 17, 2018 @ 2 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Romaine Richards	AG/DFA	romaine.richards@dfa.ms.gov
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Jerriot Smash	WEI/AJA	jsmash@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Rob Farr	WEI/AJA (CDFL)	rfarr@cdfl.com
Dr. William Bynum, Jr.	Jackson State University	william.b.bynum@jsums.edu
Worth Thomas	Jackson State University	worth@jprpa.com

A summary of comments by representatives of Jackson State University (JSU) follows:

- What are the major challenges relative to Jackson's infrastructure
  - Water and sewer pipes – water line breaks resulting from winter weather shut down their campus earlier this year
  - Surrounding roads need repair
- JSU lacks a well-defined entrance from the east – need identifying signage at the Robert Smith Parkway and University Blvd
  - Robert Smith Parkway not well-maintained
  - Improved lighting at the eastern end of campus at University could enhance it as a gateway
- Where would you prioritize improvement projects in the District?
  - First address major arterials – University Blvd, Robert Smith Parkway, Prentiss St, Robinson Road
  - PP: Hinds County will be repaving Robinson Road soon ($2 million)
- What should be the overall goal of this project?
  - To improve the look of this area, for the public to know that something good has happened to this area, like sidewalks and lighting
- JSU has been working with City on the development of the OneLine transit route, which Dr. Bynum believes would be greatly utilized by students
- City is considering placing a downtown stadium adjacent to the Convention Center. JSU has been in talks about connecting it by bridge or tunnel across the railroad to properties that JSU owns west of Gallatin Street and would be developed as a parking and tailgating area.
- City maintains City-owned streets within the campus (Dalton, Lynch); JSU would eventually like to take ownership of them.
- Dr. Bynum will provide the JSU Campus Master Plan to the Project Team

- Wayfinding signage to the campus is inadequate; the University Blvd roundabout would be a good place for a major gateway sign

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Hinds County Supervisor Peggy Calhoun
Woolfolk Building, Room 138, Jackson, Mississippi
Monday, October 29, 2018, 2:00 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Bill McDonald	WEI/AJA	bill.mcdonald@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Hon. Peggy Calhoun	Hinds County	p.calhoun@co.hinds.ms.us

Following is a summary of questions posed to Hinds County Supervisor Peggy Calhoun and the general responses and discussion that ensued.

- What are your general thoughts about infrastructure needs within the CCID (and the City as a whole) from the perspective of your organization's mission and role?
    - The Board of Supervisors has policy and fiscal responsibility for certain public services in Hinds County but does not have jurisdiction over infrastructure inside the City of Jackson.
    - Improvement of underground infrastructure within the CCID should be a priority.
- How would you like to see this planning process address those needs?/ Where would you prioritize using CCID funds?
    - The planning process should establish benchmarks, timelines and priorities for how and when to spend the CCID funds.
    - The County issued one-time G.O. bonds to raise $40 million for paving and is using some of that amount to assist with paving inside the City of Jackson. Supervisor agreed to provide the CCID Team with a comprehensive list of the roads planned for paving within each supervisor district. She indicated that within District 3 she had programmed $5 million for paving and $1 million for blight clean up.
    - Although outside the CCID boundary, West Capitol Street should be converted to two-way between Gallatin Street and Robinson Road (making it two way along its entirety).
    - Aesthetics, lighting, landscaping, clean up of old buildings, for example, along the Gallatin Street corridor, should be a priority.
- What measurable goals should we set for this plan?
    - Again, milestones and timelines should be established. Visible action and results would be a key measure of success.
- Does your organization have documents or plans related to infrastructure within the District?

- The only document the County would have would be the Comprehensive Plan that was adopted in 2003.

- What opportunities do you see for partnering or collaborating with DFA towards planning or implementation of CCID projects?
  - It is possible that the CCID and County could partner on some of the roads on the County's paving plan if there is any overlap within the CCID boundary. However, the timing would be critical to identify these opportunities, since paving is getting underway, and the CCID Master Plan is not scheduled for completion until mid-March 2019.
- Any other thoughts or items you would like to discuss relative to CCID infrastructure?
  - Ms. Calhoun mentioned that she would like to see the Welty Library evacuated and the Hinds EOC relocated downtown.

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

Capitol Complex Improvement District (CCID) Master Plan
Notes from Meeting with Hinds County District 1 Supervisor Robert Graham
Woolfolk Building, Dept. of Finance and Administration Conf. Room, Jackson, Mississippi
Monday, November 5, 2018 at 2:00 p.m.

Attending:

Laura Jackson	DFA	Laura.jackson@dfa.ms.gov
Paula DeYoung	DFA	paula.deyoung@dfa.ms.gov
Gilda Reyes	DFA	gilda.reyes@dfa.ms.gov
Glenn Kornbrek	DFA	glenn.kornbrek@dfa.ms.gov
Romaine Richards	DFA	romaine.richards@dfa.ms.gov
Pete Perry	DFA	pperry@pgrms.com
Andrew Jenkins	WEI/AJA	ajenkins@ajaservices.com
Eric Jefferson	WEI/AJA	eric.jefferson@waggonereng.com
Chris Myers	WEI/AJA (CDFL)	cmyers@cdfl.com
Hon. Robert Graham	Hinds County	r.graham@co.hinds.ms.us

Following is a summary of questions posed to Hinds County District 1 Supervisor Robert Graham and the general responses and discussion that ensued.

- What are your general thoughts about infrastructure needs within the CCID (and the City as a whole) from the perspective of your organization's mission and role?
    - City needs every aspect of its infrastructure addressed, just due to its age. Aesthetics are important.
- How would you like to see this planning process address those needs? / Where would you prioritize using CCID funds?
    - Need to move fast, get things done quickly
    - In terms of priority – Smith Park should be first, then build on that. Getting people to come to parks is important first step. Clean up parks; improve Belhaven Park
    - Downtown needs a defined residential area/neighborhood
- What measurable goals should we set for this plan?
    - Get things done. Start with downtown Jackson and make it attractive and interesting, it has to be the centerpiece, and people need to see visible change in downtown
- Does your organization have documents or plans related to infrastructure within the District?
    - County has allocated over $20 million to paving roads - $12 million to roads inside of Jackson. County is waiting for City to approve and execute interlocal agreements.
- What opportunities do you see for partnering or collaborating with DFA towards planning or implementation of CCID projects?
    - Before it can partner with DFA, the County needs a better understanding of what the overall goal and objective of the CCID and what DFA's role is, because it's unclear to the Board (Laura Jackson explained the CCID Master Plan legislation and the planning process, and DFA's role and authority in the development of projects)

- Signage is very important; he mentioned how some cities number their traffic lights to help orient visitors to know where they are.

- Any other thoughts or items you would like to discuss relative to CCID infrastructure?
  - The Emergency Operations Center (EOC) in the Eudora Welty Library is a problem, but Hinds County can't move it unless the City and County both agree on its relocation. If there was an alternative location that met the County's requirements for an EOC and that the County would not have to purchase the building, he might be willing to discuss.
  - Other County buildings and assets: Old Military Building, old Economic Development building. Need new location for Coroner's office.
  - AJA is involved in beautification of the median on Court Street in front of the Federal Courthouse as a public/private partnership, but needs some entity to maintain it; County is committed to improving it and is looking for funding. County also wants to improve the median at Fortification near I-55 exit.
  - Mr. Graham requested a map of the CCID which shows County Supervisor Districts. Waggoner will provide this map to the Board through County Administrator Carmen Davis.

The above information has been reviewed and approved as an accurate representation of this discussion.

WEI/AJA LLC

By: _____

DEPT. OF FINANCE AND ADMINISTRATION

By: _____

APPENDIX C

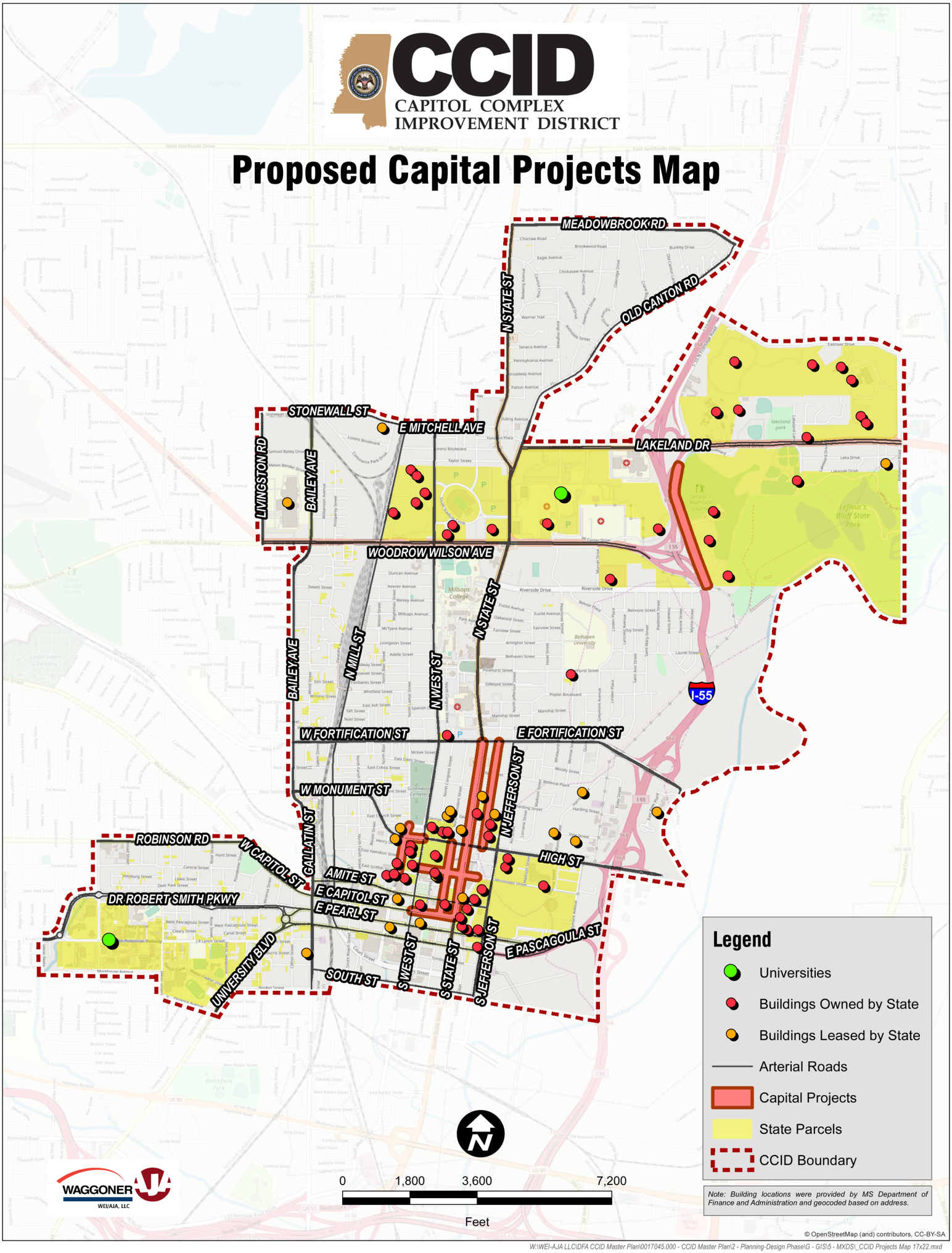
Capital Improvement Plan

Capitol Complex Improvement District Master Plan
Capital Improvement Plan (CIP) Projects

Project	Limits	Project Length	Project Description	Project Score
High Street	Lamar Street to West Street	510 l.f.	Concrete pavement repairs, clean and seal joints, install or improve ADA ramps at intersections. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	790
Lamar Street	Griffith Street to George Street	1,300 l.f.	Concrete pavement repairs, clean and seal joints, install or improve ADA ramps at intersections. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	771
Highland Drive	Riverside Drive to end of 4-lane boulevard section	3,600 l.f.	Minor rehabilitation (base failures, curb/gutter repairs), mill and overlay	762
President Street	Capitol Street to High Street	2,000 l.f.	Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	762
Mississippi Street	West Street to North Street	1,600 l.f.	Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	757
State Street	Capitol Street to Fortification Street	4,800 l.f.	Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	750
East Capitol Street	West Street to State Street	1,150 l.f.	Sidewalk/curb & gutter repairs; landscape	718
North Street	High Street to Fortification Street	2,900 l.f.	Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	700

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Proposed Capital Projects Map



Note: Building locations were provided by MS Department of Finance and Administration and geocoded based on address.

© OpenStreetMap (and) contributors, CC-BY-SA

W:\WEI-AJA LLC\DFA CCID Master Plan\0017045.000 - CCID Master Plan\2 - Planning-Design Phase\G - GIS\5 - MXDS_CCID Projects Map 17x22.mxd

Capitol Complex Improvement District Master Plan
Capital Improvement Plan (CIP) Projects
March, 2019

Project	Limits	Opinions of Project Cost* (2019 values)			
High Street	Lamar Street to West Street	Project Construction	$500,000		
		Water/Sewer Rehab.	$270,000		
		Engineering Design/CEI	$115,500		
		Testing	$38,500		
				Subtotal:	**$924,000**
Lamar Street	Griffith Street to George Street	Project Construction	$1,000,000		
		Water/Sewer Rehab.	$570,000		
		Engineering Design/CEI	$235,500		
		Testing	$78,500		
				Subtotal:	**$1,884,000**
Highland Drive	Riverside Drive to end of 4-lane boulevard section	Project Construction	$1,500,000		
		Water/Sewer Rehab.	$0		
		Engineering Design/CEI	$225,000		
		Testing	$75,000		
				Subtotal:	**$1,800,000**
President Street	Capitol Street to High Street	Project Construction	$780,000		
		Water/Sewer Rehab.	$900,000		
		Engineering Design/CEI	$252,000		
		Testing	$84,000		
				Subtotal:	**$2,016,000**
Mississippi Street	West Street to North Street	Project Construction	$450,000		
		Water/Sewer Rehab.	$720,000		
		Engineering Design/CEI	$175,500		
		Testing	$58,500		
				Subtotal:	**$1,404,000**

Capitol Complex Improvement District Master Plan
Capital Improvement Plan (CIP) Projects
March, 2019

Project	Limits	Opinions of Project Cost* (2019 values)			
State Street	Capitol Street to Fortification Street				
		Project Construction	$1,650,000		
		Water/Sewer Rehab.	$2,500,000		
		Engineering Design/CEI	$622,500		
		Testing	$207,500		
				Subtotal:	**$4,980,000**
East Capitol Street	West Street to State Street				
		Project Construction	$1,200,000		
		Water/Sewer Rehab.	$0		
		Engineering Design/CEI	$180,000		
		Testing	$60,000		
				Subtotal:	**$1,440,000**
North Street	High Street to Fortification Street				
		Project Construction	$1,000,000		
		Water/Sewer Rehab.	$1,300,000		
		Engineering Design/CEI	$345,000		
		Testing	$115,000		
				Subtotal:	**$2,760,000**
				Total, All CIP Projects =	**$17,208,000**

* Opinions of probable cost are planning-level figures based on Preparer's review of recent projects of similar scope, intended for budgetary purposes, and do not represent a detailed design. Preparer has no control over the competitive bidding process, and does not assert or guarantee that actual project costs will not vary from the planning-level opinions of probable cost.

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **High Street**
Project Limits: Lamar Street to West Street
Project Length: 510 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Concrete pavement repairs, clean and seal joints, install or improve ADA ramps at intersections. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **Lamar Street**
Project Limits: Griffith Street to George Street

Project Length: 1,300 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Concrete pavement repairs, clean and seal joints, install or improve ADA ramps at intersections. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **Highland Drive**
Project Limits: Riverside Drive to end of four-lane boulevard section
Project Length: 3,600 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Minor rehabilitation (base failures, curb/gutter repairs), mill and overlay	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **President Street**
Project Limits: Capitol Street to High Street

Project Length: 2,000 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **Mississippi Street**
Project Limits: West Street to North Street

Project Length: 1,600 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **State Street**
Project Limits: Capitol Street to Fortification Street

Project Length: 4,800 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **North Street**
Project Limits: High Street to Fortification Street

Project Length: 2,900 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Minor rehabilitation (base failures, curb repairs); sidewalk, curb/gutter repairs; mill and overlay. Engineering design will include investigation of utilities to determine need for water and sewer rehab.	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes:

CCID
CAPITOL COMPLEX IMPROVEMENT DISTRICT

Project Name: **East Capitol Street**
Project Limits: West Street to State Street

Project Length: 1,150 l.f.

Capitol Improvement Plan Project Worksheet

Project Scope	Project Costs
Sidewalk/curb & gutter repairs; landscape	Roadway Construction
	Water/Sewer Rehab.
	Design
	CE&I
	Testing
	TOTAL

Project Cost Distribution	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
Engineering/Architectural Services						
Construction						
Testing						
Other Costs_____						
Grand Totals						

Funding Source(s)	Approved Year 1	Planned Year 2	Planned Year 3	Planned Year 4	Planned Year 5	Total Amount
CCID Fund						
Other						
Grand Totals						

Notes: