

**REQUEST FOR PROPOSALS**  
**FOR**  
**REDEVELOPMENT OF PROPERTY OWNED BY THE**  
**JACKSON PUBLIC SCHOOL DISTRICT KNOWN AS DULING SCHOOL**

**May 9, 2005**



**Requested By:**

**The Jackson Public School District  
Board of Trustees  
662 South President Street  
Jackson, Mississippi 39225-2338  
(601)960-8725**

**Submission Due Date:  
June 20, 2005**

**REQUEST FOR PROPOSALS FOR REDEVELOPMENT OF PROPERTY OWNED BY  
THE JACKSON PUBLIC SCHOOL DISTRICT KNOWN AS DULING SCHOOL  
May 9, 2005**

**I. INTRODUCTION**

The Board of Trustees (“Board”) of the Jackson Public School District (“District”), City of Jackson, Mississippi, is seeking proposals from developers, architects, investors and lenders (“Proposers”) for the redevelopment of an existing district-owned building known as Duling School. The property is located at 622 Duling Avenue, Jackson, Mississippi 39216, in the Fondren area in north Jackson, Mississippi.

The proposals for the redevelopment of this property should include the identification of a qualified development team, project concept and design, project time frame, acquisition plan, financing package and development budget. Inquiries regarding the Request for Proposals may be directed to legal counsel to the District, David Watkins, of Watkins & Young PLLC, at 601-354-3660. Interested parties should mail or hand deliver ten (10) signed copies of the proposal to the Office of the Superintendent of Schools, 662 South President Street, Jackson, MS 39201, to be received no later than 10:00 A.M. on Monday, June 20, 2005. Proposals should be clearly marked "Request for Proposals for the Redevelopment of the District Owned Property Known as Duling School."

**II. GENERAL/BACKGROUND INFORMATION**

**A. THE JACKSON PUBLIC SCHOOL DISTRICT**

With a 31,580 student enrollment, the Jackson Public School District is the largest school district in Mississippi. The enrollment of the District is predominately African American. Approximately 85% of the students are enrolled in the free/reduced lunch room program.

The District has 59 schools: 8 high schools and a district Career Development Center, 10 middle schools, 38 elementary schools, and 2 special schools — Capital City Alternative School and Morrison Academic Advancement Center. Students are enrolled in grades K-12, with 18 elementary schools offering pre-K classes. Every school in the District is accredited by the Southern Association of Colleges and Schools.

**Other District Facts in School Year 2003-2004:**

- \* Total employees – 4,582
- \* Licensed employees – 2,158
- \* Average teacher salary – \$36,030
- \* Scholarship total to 2004 graduates – \$12,880,995
- \* Budget total – \$264,466,041

In 2003-2004, the District showed significant progress in student achievement.

- \* 75% of schools met AYP
- \* 78% of schools are Levels 3 through 5 on Mississippi accountability

- \* Eight schools have improved their accountability ratings in 2004
- \* Student drop-out rate has decreased from over 900 students in 2001 to under 400 in 2004

District teachers are highly qualified. During the 2003-2004 school year in the District:

- \* 99% of the 4,586 NCLB core academic classes were taught by a highly qualified teacher
- \* 98% of NCLB core academic subject teachers were highly qualified
- \* 111 teachers and counselors are National Board Certified

The District is working aggressively on the “Bold Targets” initiative, designed to ensure that 95% of our students are proficient or advanced by 2009—five years ahead of the No Child Left Behind mandates. The District makes educational technology available to all students with 100% of its classrooms wired for Internet accessibility. Currently 88% of all classrooms have a working computer, and we are working tirelessly to make sure 100% of classrooms have a working computer by the end of the 2005 school year.

The District is the only school district in Mississippi with an advanced academics and performing arts magnet program, to offer the International Baccalaureate Diploma Program and the Middle Years IB Program, and to provide for a health-related professions high school program. The District is a partner with the University of Mississippi Medical Center in Base Pair research mentorship program funded by the Howard Hughes Foundation.

Three District high school football teams made the state play-offs, five teams made the state basketball championships, including winner Provine, and two teams made the state baseball play-offs. The District is proud of the traditionally high rankings achieved by its choirs, bands, JROTC teams, and academic teams in state competitions.

Additional information regarding the District’s budgeted revenues and expenditures, tax millage rates, and an organization chart is attached as Exhibit “B” to this RFP.

## **B. DULING SCHOOL PROPERTY**

Duling School, the Duling Adult Education Center, is located at 622 Duling Avenue in the Fondren area of North Jackson. Presently, the school houses administrative offices, Adult Education classrooms and the CAP program. The main building was originally constructed in 1927, including 6 classrooms and 10,294 square feet within the building. In 1936, an auditorium addition was completed, adding 3,940 square feet. In 1940, another addition of 12, 027 square feet was completed, adding 6 additional classrooms and a cafeteria. In 1994, the auditorium was divided into 2 classrooms. The total area within the building today is 26,261square feet.

The school property itself consists of 3 tracts of land totaling approximately 5 acres. A plat is included in Exhibit “C.”

### **Structure:**

- a. Original Building (1927): continuous concrete footings, interior spot footings and brick piers, wood floor system, exterior masonry bearing walls and wood roof framing.
- b. Auditorium (1936): continuous concrete footings, interior spot footings and brick piers, wood floor system, exterior masonry bearing walls, roof steel beams with wood joists.
- c. Classroom Addition (1940): interior and exterior concrete spot footings, continuous exterior grade beams, exterior masonry bearing walls, first floor concrete slab on grade, interior steel

- pipe columns. Second floor combination structural concrete slab and steel bar joists with concrete slab, roof same as second floor.
- d. (1994) two additional classes (built in the original auditorium space) and two additional classrooms built in the existing lunchroom area.
  - e. (2002) new library ceiling plaster
  - f. (2002) new dry maker boards in all classrooms to replace existing chalkboards; all work by contractors, during district wide projects.

**Mechanical:**

- a. heating system: 1927 main building steam boiler
- b. cooling: window units in offices and several classrooms.
- c. 1999-2000: new steam boiler, east section of building

**Electrical:**

- a. lighting: a combination of incandescent and fluorescent fixtures
- b. 1984: security system installed
- c. 1994: site light renovations; high-pressure sodium
- d. No energy management system

**C. THE FONDREN COMMUNITY**

Duling School is located in the heart of what is known as the “Fondren Redevelopment District.” Fondren is truly a remarkable village unto itself. Conveniently nestled in the heart of Jackson, Fondren has two bustling business districts surrounded by neighborhoods of diverse residents, schools and churches. It truly is Jackson's most sought-after, most talked-about community...right in the middle of everything!

**Recent Past - Present**

By the 1980s the neighborhood was being abandoned to the new “estate lots” of adjacent bedroom communities. The flight resulted in a reduction of owner-occupied housing in west Fondren. The concerns on the part of long term Fondren residents led to the organization of a very effective neighborhood organization now known as Fondren Renaissance Foundation. The boundaries included a socially, economically and racially diverse area of about 2500 residents and 200 shops. A private voluntary tax base was created, neighborhood security organized, thirty rental houses bought, rehabilitated and resold to new owners the first year, and the state's first Urban Main Street Program was instituted.

Fondren has thus found a new pride in its heritage and considers itself a historic neighborhood. There is renewed respect for old buildings, sites and artifacts. The Pix movie theater is being restored and the area has become a mecca for restaurants and antique stores. The salvation of the neighborhood is its sense of community, the completeness of its commercial and residential areas, and the awareness of the residents that there is real substance there. People are actually moving back from the bedroom communities to live and shop in historic Fondren.

The following promotional, taken from the organization's website, demonstrates the attitude of the Fondren community:

*“In Fondren these days . . . .*

- *Residential property values continue to soar.*
- *Our commercial district has become an end-destination shopping, dining, arts, antiques and entertainment mecca.*
- *We have become the cultural and artistic vortex for the rising creative class in the metro area.*
- *We have our own theatre troupe.*
- *We have our own neighborhood police precinct.*
- *We host Jackson's only neighborhood performing and visual arts series.*
- *We host Jackson's only neighborhood radio show.*
- *We have recreated our own self-sustaining village with neighborhood schools, both public and private, neighborhood churches, our own post office, our own drugstore, our own hardware store, our own grocery store, our own cleaners, our own beauty shop, our own barbershop, our own shoe-repair shop, our own coffee shops, numerous branch banks, many wonderful restaurants...and one great old movie theater.*

*For the last seven years, there has been an organization that has dedicated its daily operations towards the many activities that insure the continued preservation and revitalization of the Historic Fondren District and that is the Fondren Renaissance Foundation.”*

### **III. DISTRICT DEVELOPMENT OBJECTIVES**

The Board is undertaking this project in order to maximize the ultimate return to the District upon the sale, exchange or other disposal of surplus and/or underutilized property owned by the District. Because the District will be a partner in this development project, the Board will consider quantitative and qualitative factors in analyzing, considering and selecting a development team and, ultimately, a proposal for redevelopment. The Board will take into consideration various factors impacting on the proposal, including, but not limited to the following:

1. potential financial return over not less than a 10 year period;
2. development concept and design; quality and composition of the proposed development and consistency with the ongoing development in the community;
3. project time frame;
4. likelihood of success and degree of risk of failure of the project;
5. direct and indirect impact on property values in the community and in the surrounding area;
6. community acceptability and compatibility of use;
7. impact on quality of life in the community and the city;
8. degree of control over the development retained by the Board;
9. qualifications, experience, and financial strength of development team; and
10. other such factors as may be appropriate for consideration by the Board.

#### **IV. DEVELOPMENT AUTHORITY INFORMATION**

##### **A. LEGISLATIVE AUTHORIZATION**

During the 2005 regular session of the Mississippi Legislature, House Bill 1302 was passed and signed into law by Governor Haley Barbour on April 20, 2005. The new legislation provides school districts with substantial new authority, and commensurate responsibility, with respect to disposal and/or utilization of property owned by school. In addition disposing of real estate by auction or by gift, the Board may now convey or exchange the property, reserving a partial or other undivided ownership interest in the property. The Board is expressly authorized to reserve a non-operational property interest in the development, including ownership of shares of a domestic corporation or a membership interest in a limited liability company or a limited partnership interest, any of which is organized for the operation of any project, development or activity that, in the discretion of the Board, will have the potential for fostering economic development activities, increasing property values, increasing student development or enhancing public safety.

The Board may pledge any revenues it is to receive from such sale, conveyance or exchange, including any shares of a corporation or membership interest in a limited liability company or limited partnership interest under this subsection or under Sections 37-7-471 through 37-7-483, to secure the repayment of any notes, leases (excluding leases of sixteenth section public school trust land), bonds or other written obligations of the District issued under any provision of state law. Any such pledge of revenues or other monies shall be valid and binding from the date the pledge is made; such revenues or other monies so pledged and thereafter received by the District shall immediately be subject to the lien of such pledge without any physical delivery thereof or further act, and the lien of any such pledge shall be valid and binding as against all parties having claims of any kind in tort, contract or otherwise against the District irrespective of whether such parties have notice thereof. Neither the resolutions, contracts or any other instrument by which a pledge is created need be recorded. Any debt secured in whole or in part by a pledge of such revenues or other monies shall not be subject to or included in any debt limitation imposed on the issuance of such debt.

The Board is charged with the responsibility of exercising sound business judgment and practices when executing exchanges of property under this authority. The Board expressly incorporates into this Request for Proposals all powers and authority, in addition to all conditions and restrictions as may be provided for in House Bill 1302.

##### **B. APPLICATION OF ANTIQUITIES LAW OF MISSISSIPPI**

All Proposers should be aware that the structure located on Duling School is listed in the National Register of Historic Places. It is therefore subject to the Antiquities Law of Mississippi (Chapter 7 of Title 39 of the Mississippi Code of 1972, as amended) and certain actions with respect to historically significant properties such as all or a portion of the Property are subject to approval by the Mississippi Department of Archives and History. All actions by the Board and the Redeveloper with respect to the Property and all improvements to and modifications of the Property will be subject in all respects to the requirements of the Antiquities Law of Mississippi.

## **V. OVERVIEW OF RFP PROCESS AND METHODOLOGY**

### **A. DECISION/ACTION BY BOARD**

The Board will accept proposals up until 10:00 A.M. on Monday, June 20, 2005. With the assistance of consultants, as explained hereafter, and subject to the authority and the requirements of House Bill 1302, the Board will study and consider all proposals to determine what development team and which project concept/design, **if any**, best suits the needs and satisfies the objectives of the Board, as set forth in Section III. Time is of the essence due to the fact that any Board decision will impact the continued use of the Duling facility in the educational programming of the District. It is anticipated that an initial decision of whether or not to proceed with the project will be made by the Board on June 20, 2005.

### **B. CONSULTANT REVIEW**

In the event that the Board determines to proceed with further consideration of proposals, the Board may utilize the services of one or more consultants who have experience in redevelopment projects, real estate development or expertise in financing real estate, to assist the Board in analyzing the development proposals. It is important for the Proposers to understand that the proposals will be considered in the context of the objectives hereinabove described and not simply on what might be estimated as the financial return to the District.

### **C. ORAL PRESENTATIONS**

While not required at this time, the Board reserves the right to request oral presentations by the Proposers, to supplement and further describe the proposed concept and design of the redevelopment project, and to provide such supplemental information as may be requested by the Board.

### **D. FINAL DECISION AND ACTION**

The Board intends to select a development team and a redevelopment concept/design that it determines to best satisfy meet the objectives of the District, as set forth in Section III. Proposers should be aware that financial return to the District, while an important factor for consideration, will not be the sole factor on which the Board will make its decision. Once a development team and the project concept/design have been selected, the Board intends to negotiate a final redevelopment agreement with the successful Proposer, subject to the stated objectives of the Board and the requirements of law.

## **VI. FORMAT AND SUBMISSION OF PROPOSALS**

Interested parties should mail or hand deliver ten (10) signed copies of the proposal to the Office of the Superintendent of Schools, 662 South President Street, Jackson, MS 39201, no later than 10:00 A.M. on Monday, June 20, 2005. Proposals should be clearly marked "Request for Proposals for the Redevelopment of the District owned property known as Duling School".

## **A. Format of RFP**

The response should be in a format substantially similar to that attached as Exhibit "A." Proposers are allowed and encouraged to provide any supportive materials, renditions, photographs, graphics, PowerPoint presentations, financial statements, business plans and other documentation or evidence to demonstrate their proposals. It shall be necessary to provide only one (1) copy of such materials.

Proposer is encouraged to provide the Board with a CD containing an electronic version of its response, along with such supporting documentation and evidence that is readily convertible to a form that can be viewed by the Board and its consultants on IBM compatible personal computers, with standard office suite and browser software. **If Proposer elects to include a CD with supporting documentation in its response, then only one (1) original signed copy of the proposal shall be required to be filed.** Proposer should be aware that content of the proposal is the primary consideration, rather than form.

## **B. Contents of this RFP**

The proposal should contain as much pertinent information as the proposer determines would assist the Board in making a decision. Proposer shall provide all information necessary to satisfy the requirements of the School Property Development Act of 2005 (House Bill 1302, 2005 Regular Session of the Mississippi Legislature), in addition to such other information, data and documentation that supports the proposal and would assist the Board in making its decision. Such information should include, at a minimum, the following:

- Identification of a development team (i.e., the developer, contractor/builder, architect and any other entity which will assist in the proposed project), with names, business addresses, telephone numbers, point of contact, email addresses of all parties, including all current owners, partners and/or corporate officers;
- Qualifications of development team (qualifications and development experience and status of current projects, including experiences related to the design, construction, leasing and management of urban real estate projects, if any);
- Description of the concept and design of the proposal redevelopment;
- Description of the Project Time Frame (the estimated schedule in which the project may be reasonably completed)
- Two-year business plan (including pro forma balance sheets, income statements and monthly cash flow statements), as required by House Bill 1302;
- Summary description of the proposed financing plan, to include financial sources, offer price of property, proposed lease arrangement, amount of investor equity proposed; statement of anticipated investor risk;

- Development budget, including all costs associated with the redevelopment project, including soft costs and hard cost of construction;
- Financial statements and tax returns for the 3 years immediately prior to the date the contract is formed, as required by House Bill 1302;
- Credit reports on all persons or entities with a 20% or greater interest in the entity, as required by House Bill 1302;
- Data supporting the expertise of the entity's principals, as required by House Bill 1302;
- Projections of the impact of the development on the neighborhood, community and the city in general;
- A 10-year forecast or estimate of the financial return to be expected by the District from its participation as a partner in the development;
- Estimates of the potential property tax revenues for the District as a result of the development;
- Other information that may be relevant and helpful to the Board in making a final decision.

ALL INFORMATION CONTAINED IN THE REPOSENSE SHALL BE CONSIDERED CONFIDENTIAL AND PROPRIETARY AND SHALL NOT BE DISCLOSED WITHOUT THE PRIOR CONSENT OF THE PROPOSER, SUBJECT TO THE REQUIREMENTS OF THE ACT AND OTHER STATE LAW.

## **VII. OTHER GENERAL CONDITIONS AND ISSUES**

The Board may reject any and all proposals and reserves the right to waive any technicalities, irregularities, or informalities in any proposals on in the proposed procedure.

The proposal must be signed by a representative of the Proposer that is legally authorized to enter into a contractual relationship in the name of the Proposer.

The Board may issue responses to inquiries and other corrections or amendments as it deems necessary in written form, issued prior to the proposal due date. Proposers should not rely on any representations, requests or explanations other than those made in the Request for Proposal or any addendum to this request for proposals.

### **A. Contract Issues**

All legal services necessary for the preparation of this Request for Proposals, the final development agreement and the financing of the project will be provided by the Board's outside legal counsel, Watkins & Young PLLC, and such other legal

counsel as may be determined necessary and approved by the Board. All costs of such legal services and the cost of consultants hired to assist the Board in the analysis of the proposals, and related services necessary for the preparation, negotiation, and approval of the development agreement and the related financing for this project shall be included as an additional cost of the development and shall be reimbursed to the District at the closing of the sale of the property.

**B. Equal Business Opportunity (EBO)**

The Board has adopted a Minority/Women Business Enterprise Participation Policy (the “Policy”), as allowed by Section 31-7-13 of the Mississippi Code of 1972, as amended. This policy is designed to promote full and equal business opportunity for all persons doing business with the Board. Copies of the Policy may be obtained by Proposers from the District’s Business Office.

**C. Questions and Information Requests**

Questions related to this Request for Proposals should be addressed to:

David Watkins  
Watkins & Young PLLC  
Union Station Railway Depot  
300 W. Capitol Street, Suite 200  
Jackson, MS 39203  
(601) 354-3660  
Fax: (360) 838-0428  
Email: [david@watkinsyoung.com](mailto:david@watkinsyoung.com)

Michael Thomas  
Deputy Superintendent, Operations  
Jackson Public Schools  
662 S. President Street  
Jackson, MS 39225-2338  
(601) 973-8522  
Fax: (601) 973-8568  
Email: [mithomas@jackson.k12.ms.us](mailto:mithomas@jackson.k12.ms.us)

Exhibit "A"

**DULING REDEVELOPMENT PROPOSAL FORM**

TO: Jackson Public School District  
Board of Trustees  
662 South President Street  
Jackson, MS 39225-2338

Ladies and Gentlemen:

The undersigned Proposers, having familiarized themselves with the Property (as defined in the Request for Redevelopment Proposals), and the terms and conditions of the Request for Redevelopment Proposals, hereby responds and proposes to enter into a redevelopment agreement with the Board, whereby the board conveys title to the Property in exchange for good and valuable consideration as further described in this proposal.

The details of our proposal are outlined in separate exhibits attached to this proposal with respect to the following:

1. Identification of a development team (i.e., the developer, contractor/builder, architect and any other entity which will assist in the proposed project), with names, business addresses, telephone numbers, point of contact, email addresses of all parties, including all current owners, partners and/or corporate officers;
2. Qualifications of development team (qualifications and development experience and status of current projects, including experiences related to the design, construction, leasing and management of urban real estate projects, if any);
3. Description of the concept and design of the proposal redevelopment;
4. Description of the Project Time Frame (the estimated schedule in which the project may be reasonably completed)
5. Projected business plan (including pro forma balance sheets, income statements and monthly cash flow statements), as required by House Bill 1302;
6. Summary description of the proposed financing plan, to include financial sources, offer price of property, proposed lease arrangement, amount of investor equity proposed; statement of anticipated investor risk;
7. Development budget, including all costs associated with the redevelopment project, including soft costs and hard cost of construction;
8. Data supporting the expertise of the entity's principals, as required by House Bill 1302;
9. Projections of the impact of the development on the neighborhood, the Fondren community and the City of Jackson in general;

10. A 10-year forecast or estimate of the financial return to be expected by the district from its participation as a partner in the development;
11. A 10-year estimate of the potential property tax revenues for the district as a result of the development;
12. Other information that may be relevant and helpful to the Board in making a final decision.

We understand that additional information and data is required by House Bill 1302 and may be required by the Board before entering into a development agreement with any respondent, including but not limited to:

1. Financial statements and tax returns for the 3 years immediately prior to the date the contract is formed, as required by House Bill 1302;
2. Credit reports on all persons or entities with a 20% or greater interest in the entity, as required by House Bill 1302;

In the event that this Proposal is accepted by the Board, the undersigned agrees that it will enter into a development agreement in a form as may be approved by the Board.

The undersigned understands that the Board has reserved the right to reject any and all proposals, to waive all informalities and to negotiate with any person for Proposals.

Respectfully submitted:

\_\_\_\_\_

Date: \_\_\_\_\_

By:

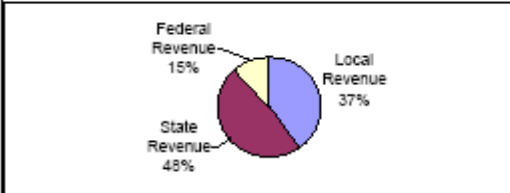
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## Jackson Public School District 2004-2005 Fast Facts

**Did you know that...**

**Our total budget is approximately \$288,820,000**

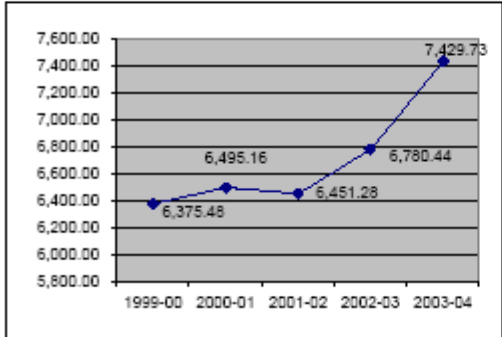


*Note: Represents revenue totals not including other financing sources*

**Local Taxes**

In 1997 the legislature passed the 55 mill cap. This law prevents school districts from increasing their operating mills for local taxes above 55 mills without a referendum. JPS was above the 55 mill cap at the time this law was passed. JPS current operating mills are 68.91, and current debt mills are 6.79. This total millage is actually less than it was in the 1994-95 year (76.32).

**Our Per Pupil Expenditures**



**We serve approximately 31,654 students**

Ethnic Breakdown	Free/Reduced Meal Eligibility
97.1% Black	24,400 Free
2.4% White	2,400 Reduced
0.5% Other	28,800 Total Free/Reduced **
100.00% Total	84.7% of total enrolled.

\*\* Estimate based on 2003-04 data

**We employ 4,551 full time employees**

Funding Source		Employee Group
State/Local	Federal	
183	35	Administrators
1,974	153	Teachers
<u>1,727</u>	<u>479</u>	<u>Classified</u>
3,884	667	Total

**City of Jackson**

Population	184,268
Black	70.64%
White	27.79%
Other	1.57%
Median Income	\$38,003

*Note: Based on the 2000 Census*

**Top Ten Metro Jackson Employers**

1.State of Mississippi	31,568
2.University of Mississippi Medical Center	7,200
3.U.S. Government	6,300
4.JPS	4,551
5.Baptist Health Services	2,700
6.St. Dominic Health Services	2,600
7.MS State Hospital	2,461
8.Wal-Mart	2,400
9.City of Jackson	2,400
10.Rankin County Schools	2,000

*Note: Based on the 2003 Metro Jackson Employer Report provided by the Metro Jackson Chamber of Commerce*

**Top Ten Contributors to the Tax Base**

1.BellSouth	8.19%*
2.Entergy	5.12%*
3.A.T. & T.	1.33%*
4.C.M.M.C.	1.07%*
5.MS Valley Gas	0.93%*
6.Wal-Mart	0.44%*
7.Metrocenter	0.43%*
8.MS Baptist Medical Center	0.41%*
9.Home Depot	0.31%*
10.McCarty-Holman	0.25%*

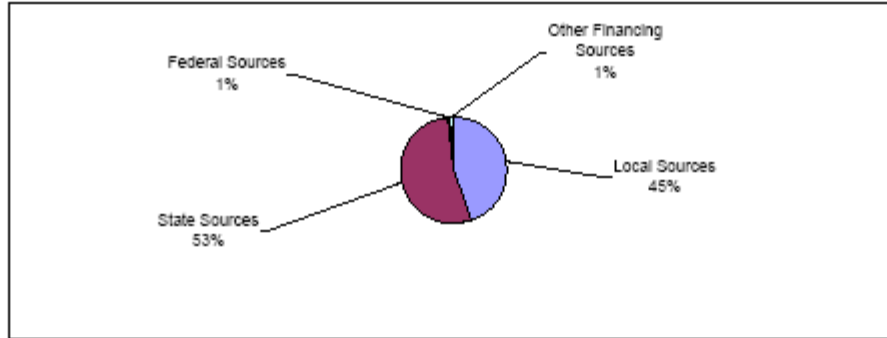
\* Percent of total assessed valuation 2003

**Total Assessed Valuation 2004** \$ 1,125,125,061.00  
*(Assessed value of taxable property in the City of Jackson)*

Jackson Public School District  
Budget Fact Sheet  
2003-2004

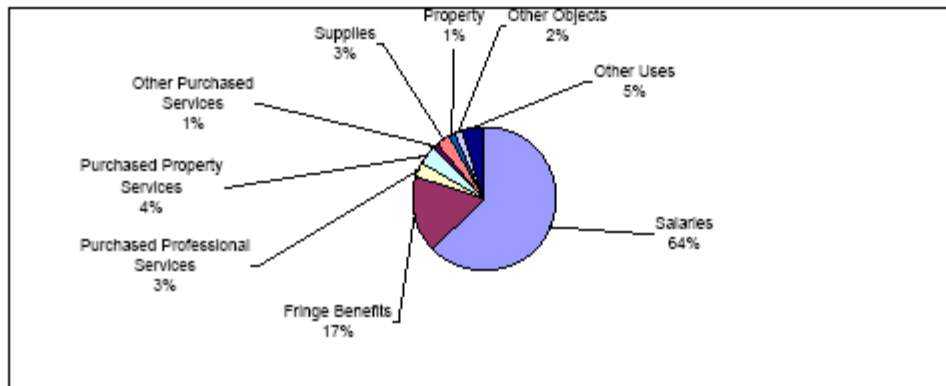
**District Maintenance - Budgeted Revenues**

Account	Description	Total
1	Local Sources	72,316,362.13
3	State Sources	86,257,221.48
4	Federal Sources	1,204,000.00
6	Other Financing Sources	1,700,000.00
<b>Total</b>		<b>161,477,583.61</b>



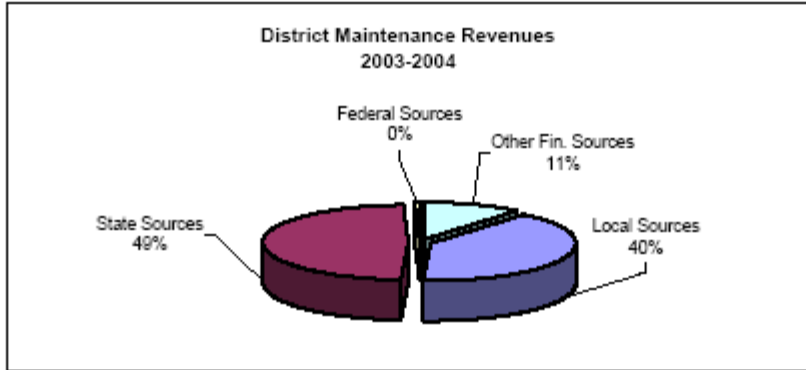
**District Maintenance - Budgeted Expenditures by Object**

Account	Description	Total
1	Salaries	101,318,336.29
2	Fringe Benefits	28,041,647.87
3	Purchased Professional Services	5,019,055.31
4	Purchased Property Services	7,105,541.83
5	Other Purchased Services	2,258,398.34
6	Supplies	4,879,977.85
7	Property	2,181,497.59
8	Other Objects	2,533,149.37
9	Other Uses	8,159,979.16
<b>Total</b>		<b>161,477,583.61</b>

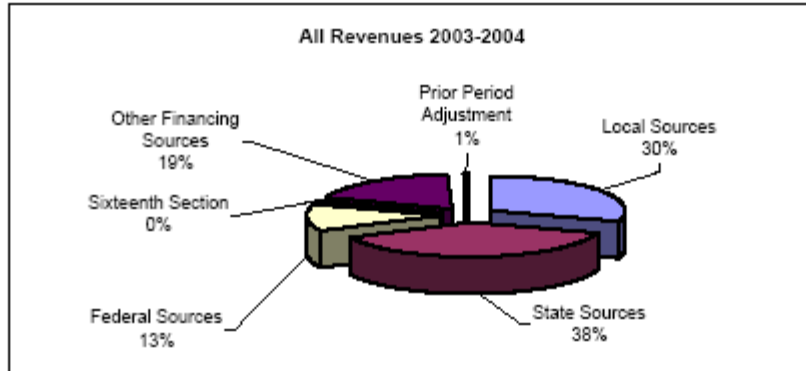


**Jackson Public Schools  
Statistical Report Fiscal Year End (FYE) 06/30/2004**

Revenue FYE 06/30/2004	District Maintenance	
Local Sources	73,779,498.77	40%
State Sources	90,034,121.04	49%
Federal Sources	908,173.82	0%
Other Financing Sources	20,828,217.97	11%
<b>Total Revenue</b>	<b>185,550,011.60</b>	<b>100%</b>



Revenue	All Funds	
Local Sources	85,911,815.57	30%
State Sources	109,079,124.48	38%
Federal Sources	35,936,021.53	13%
Sixteenth Section	1,029,612.81	0%
Other Fin. Sources	53,930,963.91	19%
Prior Period	1,597,595.02	1%
<b>Total Revenue</b>	<b>287,485,133.32</b>	<b>100%</b>



# Jackson Public Schools Organization Chart for 2004-2005

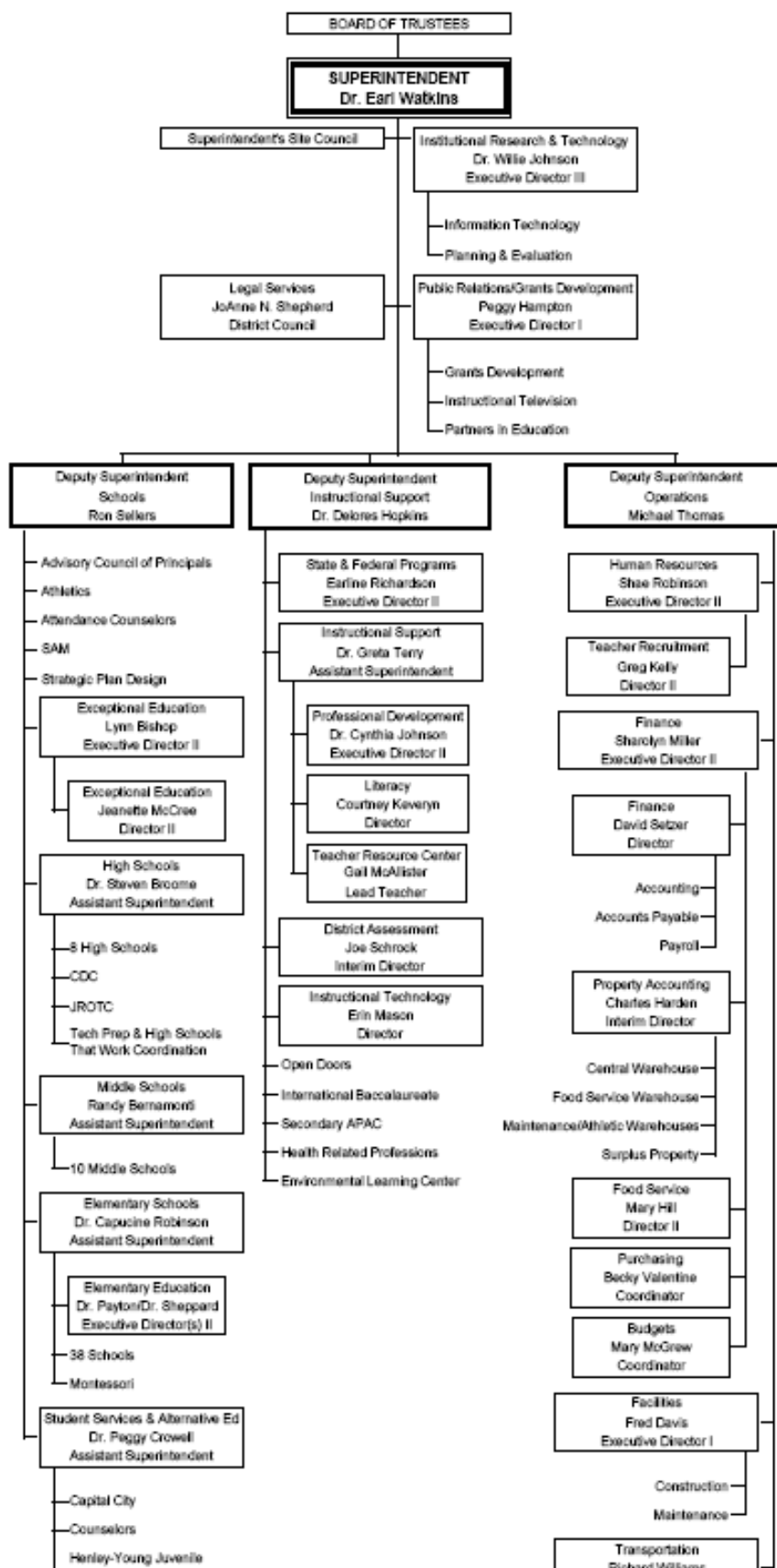




Exhibit "C"

