Central Georgia Joint Development Authority
Community Health Works
Georgia Power

Adv. Disp. / Wolf Creek Landfill
Atlantic
Capital City Bank
Carter & Sloope
Cox Communications
Flint Energies

American Pride Bank
BTBB, Inc. - Architects / Planners
Century Bank & Trust
Exchange Bank
GIS Inc
Goodwill Industries

Georgia Small Business Lender
Morris Bank
Southern Equipment LLC

Georgia Foreign Trade Zone
Macon Occupational
Northwestern Mutual Benefits
Seyfarth & Shaw, LLP
State Bank & Trust Company

Infinity Network Solutions
Oconee EMC
SBDC
SunMark Community Bank
The Bank of Perry
United Bank

The Regional Commission’s Annual meeting provides and excellent platform to connect with neighbors, partners, agencies, community and business leaders, and elected officials.

This annual event would not be possible without the generous support of our sponsors.
CHAIRMAN’S MESSAGE

On behalf of the Council and staff of the Middle Georgia Regional Commission, I am pleased to present the 2016 Annual Report.

This report highlights the projects, programs, and accomplishments of the Regional Commission for the past fiscal year. This year, we identified new funding sources, implemented new programs and improved existing services. For example, in Aging, every program area realized an increase in the number of persons served. This is what excellence in service looks like on the front line! All of these things were accomplished as staff maintained routine, on-going programs at an exceptionally high level.

The work of the Regional Commission was recognized by several organizations for its financial excellence and program innovation. For the twenty-first year, the Middle Georgia Regional Commission received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

Three major initiatives of the past year were recognized by the National Association of Development Organizations (NADO) as 2016 Innovation Award winners. In addition, for the first time, a photo of SparkMacon was selected by NADO in the “Investing in our Regional Economy” category. Lastly, the 2016-2036 Plan for a Thriving Middle Georgia was recognized by the Georgia Planning Association as an outstanding planning document.

During 2016, we acknowledged and honored the work of Ralph Nix, Executive Director. After 43 years of service to the citizens and governments of Middle Georgia, he retired on June 30 with plans for fishing, traveling and spending time with his twin granddaughters. It was an overwhelming tribute to his service when several cities and counties in the region officially decreed “Ralph Nix” recognition days during the month of June.

I am certain that the year ahead will present both new opportunities and challenges for the region. I am excited to work with Laura Mathis, our new Executive Director, as she leads the staff moving forward. I am certain that our Middle Georgia Regional Commission is adaptive and well-positioned to meet the future with confidence.

BUTCH HALL, Chairman
The Regional Commission Council is responsible for general oversight, establishing policy and direction of the organization and the component units in accordance with state and federal laws.

Baldwin County
Commissioner Johnny Westmoreland
Councilman Richard Mullins
Mr. Bill Millians*
Mr. Matt Poyner
Councilperson Denese Shinholster

Crawford County
Chairman Paul Chapman
Mayor Becky Smith*
Mr. Charles Westberry*
Mr. Charles Cook
Mr. Robert F. Ray

Houston County
Chairman Tommy Stalnaker
Mayor John Harley
Mr. George E. Slappey*
Mr. Randy Toms
Councilman Clifford Holmes

Jones County
Chairman Preston Hawkins*
Mayor Stephen Tingen
Mr. Jimmy Roberts
Mr. Francis Adams
Mr. Frank Duke

Macon-Bibb County
Mayor Robert A. B. Reichert*
Commissioner Bert Bivins
Mr. Chuck O'Neal*
Mr. Lonnie Miley
Mr. Matt Rogers

Monroe County
Chairman Michael Bilderback
Mayor Eric Wilson
Dr. Dick Bazemore*
Councilman Melvin Lawrence
Mr. Edd Norris

Peach County
Chairman Melvin Walker*
Mayor Barbara Williams
Ms. Alfredia Walker
Councilman James Richardson
Mr. James Khoury

Pulaski County
Sole Commissioner Butch Hall*
City Commissioner Henry E. Cravey III
Mr. Lee Slade*
Commissioner James Colson
Mr. Tim Young

Putnam County
Commissioner Billy Webster*
Mayor Walter Rocker
Ms. Terry Schwindler
Associate Member (Vacant)
Associate Member (Vacant)

Twiggs County
Chairman Ken Fowler
Mayor Charles Williams
Ms. Shannon Hart*
Mayor Jimmy Smith
Ms. Kathryn Epps

Wilkinson County
Chairman Mark Dupree*
Councilman Charles Brack
Mr. Marty Dominy
Commissioner C. L. Brooks
Mr. Jonathan Jackson

Governor Appointments
Mr. Hill Bentley
Mr. Charles Sims

Lieutenant Governor Appointment
Vacant

Speaker of the House Appointment
Vacant

Meetings
Regular Meetings: 6:00 p.m. second Thursday of each month, except July and December.

Annual Meeting
Second Thursday of October

June 30, 2016 marked the retirement of Executive Director Ralph Nix after 43 years of service to the citizens and governments of Middle Georgia.

A native of Middle Georgia, Mr. Nix joined the Middle Georgia Area Planning Commission in January 1973 as a Housing Coordinator. Throughout his distinguished career, Mr. Nix held numerous positions before being named Executive Director in 2006. Mr. Nix accomplished many initiatives that support growth and development of middle Georgia, including the designation of the Regional Commission as an economic development district through the U.S. Department of Commerce, the creation of the Georgia Small Business Lender, Inc., and a partnership with Robins Air Force Base throughout each BRAC process. Mr. Nix was formally recognized for his service by many local governments in the middle Georgia region at the Commission meeting on June 9, 2016.
The Middle Georgia Regional Commission is funded by federal, state, and local governments. For FY 2016, the total budget was $12,791,188, of which $7,366,628 was pass-through funding for the Aging and Transportation programs and other agencies. Dues from local government accounted for the smallest percentage of revenue received by the Regional Commission. The operating budget for the Regional Commission was $5,424,560, which covers personnel and operating expenses, such as supplies, telecommunications, training, and contracts for professional services.

The Budget, Audit and Personnel Committee of the Middle Georgia Regional Commission provides leadership and oversight for the financial management of the organization. This standing committee develops the annual budget, monitors performance, and reports regularly on the Regional Commission’s financial condition.

Each year, the Regional Commission produces a comprehensive financial report, which is audited for compliance with the Single Audit Act Amendments of 1996 and the U.S. Office of Management and Budget’s Circular A-133 Audits of State, Local Governments and Non-Profit Organizations. The Middle Georgia Regional Commission continues to operate in a fiscally responsible manner and received an Unqualified Audit Opinion with no audit exceptions for the 2015 fiscal year. Additionally, for the past 21 years, the Middle Georgia Regional Commission has been recognized by the Government Finance Officers Association of the United States and Canada with the Certificate of Achievement for Excellence in Financial Reporting.
ABOUT NADO

The National Association of Development Organizations (NADO) provides advocacy, education, research, and training for the nation’s regional development organizations. The association and its members promote regional strategies, partnerships, and solutions to strengthen the economic competitiveness and quality of life across America’s local communities.

NADO PHOTO CONTEST AWARD
Middle Georgia Regional Commission was recognized as a winner in the NADO 2016 Photo Contest in the category of Investing in Our Regional Economy.

SparkMacon opened in November 2014 as the region’s first community makerspace: an innovation center equipped with tools and equipment to teach STEAM (Science, Technology, Engineering, Art, and Math) skills, while also offering a place for entrepreneurs to experiment and collaborate. The Regional Commission led the initial efforts to launch SparkMacon, and was a founding sponsor.

In this photo, the SparkMacon Executive Director is configuring a 3D printer that allows members to develop high-end prototypes to be used in their experimental designs.

GEORGIA PLANNING ASSOCIATION AWARD
The Middle Georgia Regional Commission was recognized at the 2016 Georgia Planning Association (GPA) as the award winner in the Outstanding Planning Document – Agency Produced category for the commission's regional plan: 2016 – 2036 Plan for... A Thriving Middle Georgia.

This award was one of only six total awards given and was the only recognized document to be prepared solely by a governmental entity. The awards committee cited dedication to community outreach and public involvement. GPA also recognized the quality of the narrative and the accessibility of planning concepts to those who are not professional planners. Finally, the GPA awards committee recognized the performance standards that were developed for local governments as a covenant between MGRC and its member local governments for the continued promotion of exceptional governance in the region.
The E3 (Educated, Empowered, Employed) Career Jumpstart program provides the opportunity to start a career in a regional in-demand industry sector. Participants are empowered to overcome life barriers due to criminal backgrounds by upgrading their skills. This accelerated four-week program encompasses a pathway of coordinating education, essential workplace skills, and life skills to attain industry-recognized credentials with the ultimate goal of employment to meet employers need. The program is also intended to assist employers with growing skills gap in various industries and reshape their view of returning citizens.

The Middle Georgia ... Growing Strong project is the umbrella for a series of initiatives supported in large part by a grant from the Department of Defense, Office of Economic Adjustment (OEA). Among the initiatives of this project were the completion of three asset maps to expand knowledge of the region’s assets in human capital, infrastructure, and industry and to create the Middle Georgia Regional Leadership Champions program.
The Middle Georgia Regional Commission is designated through the Georgia Department of Human Services, Division of Aging Services as the Area Agency on Aging (AAA). In this role, MGRC is responsible for the planning, coordinating, contracting, and monitoring of publicly-funded services that meet the needs of older adults and individuals with disabilities.

The AAA maintains a state wide database of local and state community-service providers. During 2016 staff reviewed and updated 3,076 records. There were 56,517 requests for information and services received through the ADRC/Gateway; the AAA’s single point of entry to aging and disability resources.

The Middle Georgia Area Agency on Aging’s annual Older Americans Act Month event, Senior Expo 2016 – Blaze a Trail, was well attended. There were 757 seniors in attendance. Throughout the day, guests exercised, learned about community service providers, and enjoyed socializing with each other.

MFP is a program for seniors and disabled adults, who reside in nursing homes but would like to return to the community. MFP provides financial and supportive aid that enables them to do so. There were 375 individuals who received assistance from an Options Counselor to explore options for community-based resources. The AAA transitioned 30 clients from nursing homes into community living.

This year brought a new program to Middle Georgia - DHS Coordinated Transportation services for individuals transitioning out of long-term care facilities. The transportation service ensures trips to the grocery store, doctor’s appointments, and various agencies to maintain health and independent living.

There were 2,239 individuals who received counseling from the GeorgiaCares Program, representing $3,579,425 in savings to consumers.
Wellness Program
Diabetes Self-Management – 98 adults participated in classes.
Tai Chi for Arthritis – 290 adults participated in classes.
Chronic Disease Self-Management Program - 99 adults received training.
A Matter of Balance (Fall Prevention Program) – 103 adults received training.
Senior Farmers Market Nutrition Program - 712 adults served

Home and Community-Based Services
Congregate Meals: 60,936 meals to 392 adults.
Home-Delivered Meals: 246,940 meals to 1,378 adults and caregivers.
Homemaker, Personal Care, and Respite Services: 23,393 service hours to 146 adults and caregivers.
HCBS Case Management: 1,330 service hours to 48 people.
Caregiver Material Aid (Incontinence Closet): 40 units provided to 30 caregivers.

Community Care Services Program (Medicaid Waiver)
There were 825 unduplicated individuals who received in-home services, valued at $10,816,163. The average cost each month per consumer is $1,419. The average cost for Medicaid Nursing Home expense is $4,300 per month/per person. This represents savings to Medicaid of over $34,572 per year/per person.

The Middle Georgia Regional Commission changes the lives of older adults and individuals with disabilities throughout the region.

Powerful Tools for Caregivers
Eight class leaders were trained, providing 20 caregivers with Powerful Tools for Caregivers workshops, equipping them with skills to reduce the level of stress associated with caregiving.
PUBLICATION ADMINISTRATION

The Public Administration department provides a variety of professional assistance to the local governments of Middle Georgia in community and economic development, transportation, planning, and local government administrative services.

PLANNING

- Completed development of updates to the regional plan with the assistance of 18 stakeholder meetings held across the region.
- Assisted Crawford County, Houston County, Peach County, Pulaski County, and their respective cities with updates to their Joint Comprehensive Plans.
- Prepared a PlanFirst application for Crawford County.
- Developed a strategic plan for the Baldwin County Fire Department.
- Assisted Baldwin County, Houston County, Jones County, Macon-Bibb County, Monroe County, Pulaski County, and Putnam County with the development of updates to their respective Pre-Disaster Mitigation Plans.
- Facilitated strategic planning retreats for Eatonton Main Street, Wilkinson County Development Authority, Museum of Aviation Foundation, and I-75 Corridor Council.
- Prepared Urban Redevelopment Plan for Macon-Bibb County and an Urban Redevelopment Plan update for the City of Hawkinsville.
- Prepared a recreation master plan for Crawford County.
- Developed wayfinding plans for the cities of Perry and Forsyth.
- Provided support to the Middle Ocmulgee and Upper Oconee Regional Water Planning Councils.

GOVERNMENT SERVICES

- Conducted personnel work, including job descriptions, pay plan updates, and/or policy manual updates, for Jones County, Monroe County, and the cities of Centerville, Danville, Irwinton, McIntyre, Jeffersonville, and Roberta.
- Prepared recreation grants for Crawford County, Jones County, and the City of Perry.
- Provided project management to the Central Georgia Joint Development Authority, including the acquisition of five properties.
- Assisted the cities of Gordon and Jeffersonville with the preparation of their Fiscal Year 2016 general fund budgets.
- Updated ordinances for Twiggs County and the cities of Danville, Forsyth, Ivey, and Jeffersonville.
- Prepared law enforcement and public safety grants for Baldwin County, Peach County, Pulaski County, Twiggs County, and the cities of Danville, Eatonton, Milledgeville, and Toomsboro.
- Prepared and administered arts, humanities, technology, and wellness grants for Baldwin County, Jones County, Macon-Bibb County, and the cities of Byron and Forsyth.
- Assisted the City of Centerville with procuring consultants for a town center master plan.
• Prepared FY 2016 Community Development Block Grant (CDBG) applications for Peach County, and the cities of Hawkinsville and Jeffersonville.

• Administered CDBG grant awards for Crawford County, Jones County, Macon-Bibb County, and Monroe County; the towns of Danville and Ivey; and the cities of Forsyth, Hawkinsville, and Irwinton, and Warner Robins.

• Completed the Middle Georgia … Growing Strong program, as funded by the Department of Defense, Office of Economic Adjustment.

• Wrote a USDA Housing Preservation Grant for the City of Irwinton.

• Prepared grant applications to expand infrastructure for economic development in Baldwin, Twiggs and Wilkinson counties.

• Assisted several communities with marketing materials for prospect visits.

TRANSPORTATION

• Completed work with local and regional stakeholders on an update to the Middle Georgia Regional Bicycle and Pedestrian Plan.

• Updated rural transit development plans for Pulaski and Twiggs counties.

• Wrote transportation-related grants for road construction, beautification, and realignment for Peach County and the cities of Danville and Hawkinsville.

• Provided technical assistance to the Middle Georgia Clean Air Coalition, Macon Area Transportation Study, Warner Robins Area Transportation Study, Safe Routes to School Program, and Ocmulgee Water Trail Partnership.

GRANT FUNDING RECEIVED FOR THE MIDDLE GEORGIA REGION

$4.53 MILLION

TOTAL GRANTS PREPARED

32

TOTAL PLANS PREPARED

10
TECHNOLOGY SERVICES

The Middle Georgia Regional Commission provides a wide variety of technology based services to member governments, including the use and analysis of geospatial (GIS) data and services, global positioning system (GPS) data collection, multi-media and web development, graphic design, printing, and general systems administration support.

- Designed and deployed 13 new websites for member governments and community partners. Maintained and hosted a total of 40 websites for our member governments and community partners.
- Updated and managed tax parcel data for the following counties: Baldwin, Macon-Bibb, Monroe, Pulaski, and Putnam.
- Worked with member governments to establish and sustain live video services to record and stream council, commission and other public meetings for the City of Forsyth, Jones County, and Putnam County.
- Opened a training lab at the Regional Commission office equipped with a large touchscreen smart board, 12 computer workstations and high-speed wireless Internet connections. Like our other conference rooms, the lab is available to our member governments and community partners.
- Created a variety of GIS-based web maps and applications to help member governments make better decision involving spatial relationships of geographic features involving service area delineations, political boundaries, address validations, infrastructure locations, property assets and crime statistics.
- Handled map and related data requests from member governments, community partners, and the general public.
- Collected 3,491 street signs using GIS technology for the City of Perry to identify sign inventory (regulatory and non-regulatory) and complied with various state and federal mandates for infrastructure asset management.

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STATEWIDE GEOSPATIAL INFORMATION OFFICE (GIO) – YEAR TWO

In 2016, the Middle Georgia Regional Commission continued its leadership role and remained actively engaged in the formative development of the state’s first Georgia Geospatial Information Office. In year two of the office’s establishment, Regional Commission staff worked closely with the Geospatial Information Officer to build a statewide network of GIS stakeholders in support of its overarching mission of geospatial coordination.

Successful partnerships were forged with numerous state agencies like the Georgia Department of Community Affairs (DCA), Georgia Department of Transportation (GDOT), and the Georgia Emergency Management Agency (GEMA) and lead to discussions focusing on how best to use and coordinate with the state’s 12 Regional Commissions for GIS service provision. Projects initiated from these discussions include working with the Carl Vinson Institute of Government’s Information Technology Outreach Service (ITOS) to assist GDOT with MAP-21 road data characteristics database validations and GEMA with the preparation of Supplemental Risk Assessment Reports to coincide with local county Pre-Disaster Mitigation Plans. Future projects on the agenda for the GIO include (1) the development of a statewide Remote Sensing Program to assist local governments with the acquisition of high-quality, cost effective and standards-based aerial photography and high-resolution elevation (LiDAR) data, (2) applying technology solutions to prepare for the upcoming 2020 Census enumeration, and (3) planning for GIS-based best practices implementations for Next Generation 911 services on the county and regional levels.

The Georgia Association of Regional Commissions has been recognized as a 2016 NADO Innovation Award winner for the GIO initiative.
WORKFORCE DEVELOPMENT

Our mission is a thriving Middle Georgia where the workforce system is aligned with economic development priorities, industry workforce needs, education and training programs to support economic growth and self-sufficiency.

MGRC is a part of a collaborative grant for the Sector Partnership National Emergency Grant with the Middle Georgia Consortium, Georgia Department of Economic Development Workforce Division and Georgia Department of Labor. Through this two-year program, MGRC will provide funding for on-the-job training, participate in large scale recruitment events, and develop a manufacturing sector strategy needs assessment.

During 2016, MGRC launched a partnership with Central Georgia Technical College, which resulted in the E3 (Educated, Empowered, Employed) Career Jumpstart program, to provide the opportunity to start a career in a regional in-demand industry sector. Participants are empowered to overcome life barriers due to criminal backgrounds by upgrading their skills. Each E3 graduate attains a National Career Readiness Certificate, CPR/First Aid Certificate, OSHA 10-Hour General Industry Certificate, Fork Lift Certification, Intro to Lean Six Sigma, and a Microsoft Word and Microsoft Excel Certificates from Central Georgia Technical College. In addition, they also receive training in financial management, soft skills, interviewing and resume writing.

Four participants were recommended to the Georgia Professional Standards Commission to be licensed as teachers. These participants were approved for GaTAPP participation by the Middle Georgia Regional Educational Service Agency (RESA).

Ms. Cassidi Flowers, a 2016 Early Childhood Education graduate of Middle Georgia State University, was offered an international teaching position in the country of Qatar, beginning August 1, 2016. Ms. Flowers is employed by the Qatar Foundation Schools: Al Wakra.

WMAZ aired a news story featuring one of the workforce participants. Ms. Kadaria McLemore is currently a GATAPP teacher at Hutchings College and Career Academy. She shared her testimony of not being able to complete her training without workforce assistance.
Work Force at a Glance

$ 1,385,155
Total Earnings

$ 34,629
Average Earnings

500
Registered with Georgia Work Ready

72
On-the-Job Training Participants

181
Enrolled for WorkSource Services

44
Received Occupational Skills License, Technical Certificate, GED

11
E3 Career Jumpstart Program-Course Graduates

43
Total Exits

4
E3 Career Jumpstart Program-Job Placement

EMPLOYERS
ATL COURIER
B&B ICE COMPANY
BIBB COUNTY BOE
COLISEUM MEDICAL CENTER
CT TRANSPORTATION
DIALYSIS CENTER OF MIDDLE GA
EGLESTON CHILDREN HOSPITAL
GA FARM BUREAU
GEICO
HARTLEY BRIDGE FAMILY DENTISTRY
HEALTH QWEST
HENRY COUNTY BOE
HOUSTON HEALTHCARE
KAY & SPALDING LAW FIRM
KNIGHT PAINT SYSTEM
NANSTON DENTAL GROUP
NAVICENT HEALTH
PIEDMONT HOSPITAL
S&K GLOBAL
SAVANNAH CHRISTIAN PREPATORY
SCHUFF STEEL ATLANTIC
SUMMERS RETIREMENT
SWIFT
THE LODGE OF WARNER ROBINS
US RENAL CARE FORSYTH DIALYSIS
GSBL administers and services the SBA 504 program and three revolving loan funds designed to enrich and enhance Georgia's economic growth. Each fund has specific goals and criteria, which together ensure that a diversity of businesses and industries get the help they need to grow and flourish in our communities.

**D&D Middle GA, LLC**
The construction of a two tenant building which houses a Dunkin Donut and Which Wich sandwich shop in downtown Macon.
Total project cost is $2,049,914.

**Eco Clean Cleaners, LLC**
A start-up business in Columbus that included new construction of a gas station, convenience store, dry cleaner, and coin operated laundromat.
Total project cost is $2,041,583.

**Atlantic Polymers, LLC**
**Southern Perfection Fabrication, Plastic Group, LLC**
The acquisition of a division of an existing small manufacturer in Byron.
Total project cost is $1,664,000.

**M&R Marketing, LLC**
The purchase and renovation of a building in Macon.
Total project cost is $900,000.

**Ocmulgee Brewpub, LLC**
The buildout and equipment purchase for a brewery in downtown Macon.
Total project cost is $455,000.

**New Horizons Management, Inc / Griffin Manor, LLC**
Utilizing the GSBL's USDA Rural Healthcare RLF and 504 programs to purchase and renovate two personal care homes in Griffin.
Total project cost is $900,000.
MIDDLE GEORGIA SERVICE REGION

COUNTIES
BALDWIN
CRAWFORD
HOUSTON
JONES
MACON-BIBB
MONROE
PEACH
PULASKI
PUTNAM
TWIGGS
WILKINSON

CITIES
Allentown
Byron
Centerville
Culloden
Danville
Eatonton
Forsyth
Fort Valley
Gordon
Gray
Hawkinsville
Irwinton
Ivey
Jeffersonville
McIntyre
Milledgeville
Perry
Roberta
Toomsboro
Warner Robins
## MGRC SERVICES

### Area Agency on Aging

**Preventive Healthcare**
- Chronic Disease Self-Management
- Senior Farmers Market Nutrition
- Medication Management
- Tai Chi Exercise
- Matter of Balance (Fall Protection)

**Support Services**
- Congregate and Home Delivered Meals
- In-Home Services
- Long-Term Care Ombudsman
- Elder Abuse and Fraud Prevention
- Outreach and Education
- Information and Assistance
- Elder Advocacy (Legal Assistance)

**Program Implementation**
- GeorgiaCares Counseling
- Caregiver Support
- Options Counseling
- Money Follows The Person

### Economic Development

- Incentive Development
- Deal Structuring
- Prospect Inquiries
- Prospect Site Visits
- Site Certifications
- SBA 504 Loans
- EDA Revolving Loan Fund
- Rural Development Revolving Loan Fund
- GA Rural Healthcare Revolving Loan Fund
- Microloan Program

**Economic Impact Analysis**
- Demographic Data Analysis
- EB-5 Program
- Foreign Trade Zone

### Public Administration

- Local Government Support
- Community Planning
- Charter and Ordinance Research
- Environmental Planning
- Personnel Administration
- Historic Preservation
- Downtown Development Plans
- Redevelopment Plan
- Housing Assessments
- Policy Research and Development
- Grant Preparation and Administration

**Annexation Analysis**
- Service Delivery Strategy
- Meeting Facilitation
- Project Management
- GA Planning Act Compliance
- Land Use Regulations
## Technology Services

- Geospatial Analysis (GIS Mapping)
- GPS Data Collection
- Tax Parcel Maintenance Services
- Multimedia and Graphics Design
- Website Development
- Printing Services
- Data Management
- Cloud Services
- Census Preparation and Coordination

## Transportation

- Rural Public Transportation
- Human Services Transportation
- Bicycle and Pedestrian Planning
- Regional Mobility Management
- Complete Streets Planning
- River Corridor Planning
- Safe Routes to Schools
- WRATS and MATS Assistance
- Transit Development Plans
- Sidewalk Inventories / Plans

## Workforce Development

### Business and Industry

- Workforce Needs Analysis
- Labor Market Information
- Talent Identification
- Customized Training

### Youth Programs

- Career Pathways
- Dual CTAE Enrollment
- Graduation and GED Attainment
- Employment Preparation Workshops

### Adult Programs

- Education and Training
- Industry Certifications
- Employment Workshops
- Targeted Job Fairs
- Re-employment Services