

**MIDDLE GEORGIA REGIONAL COMMISSION
EVALUATION AND MONITORING REPORT
FY 2013**

The regional commission monitors local government achievement of minimum performance standards. In accordance the requirement that the RC conducts quality growth effectiveness assessments within a three year period from June 2011, the RC will be accomplishing some of these assessments during 2013-2014 (FY 2014). All assessments will be completed in conjunction with the 2013-2014 plan implementation meetings, as applicable for each community.

Staff assessed recent changes and developments in region to determine whether the plan is being effectively implemented and having desired impact on regional development patterns. Based on the results of this assessment, no impediments to implementation were identified. Since the adoption of the Regional Plan in June 2011, there has been very little change and development within the region, primarily due to the economic climate. The lack of development is evident in the minimal number of Developments of Regional Impact (DRIs) that have been submitted to the Regional Commission for review. At this time, the plan is effective for both local government and regional needs and is having the desired impact on regional development patterns.

Each month, meetings were held with the Middle Georgia Regional Commission Executive Director and representatives from the Economic Development, Public Administration, Information Technology and Aging division. At each meeting, each department provided a status report on portions of the regional agenda for which they are responsible.

In March and April 2013, the Executive Director and department heads developed the Report of Accomplishments for the past fiscal year as well as evaluated the plan's level of effectiveness at achieving regional goals and objectives. Regional Commission department heads also identified new activities and changes to be included in the FY 2014 Regional Work Program update.

The regional leaders were surveyed in April 2013 to determine if the Strategies identified in the plan are being implemented effectively. The leaders indicated that that plan is effective and have deemed the results to be consistent with the report of accomplishments and new Regional Work Program.

No needed amendments to the Regional Plan were identified during the evaluation and monitoring process.

At its April 11, 2013 meeting, the Middle Georgia Regional Commission Council approved the transmittal of the FY 2013 Report of Accomplishments and the FY 2014 Regional Work Program Annual Update to the Georgia Department of Community Affairs for review and approval.

**MIDDLE GEORGIA REGIONAL COMMISSION
AREAS REQUIRING SPECIAL ATTENTION
FY 2013**

The Middle Georgia Regional Commission reviewed the Areas Requiring Special Attention identified in the 2011-2015 Regional Plan. There are six (6) such areas and a number of activities have been undertaken to achieve the goals within each of these areas. Some of these implementation activities include:

1) Regionally Important Resources

Activities to achieve goals:

- Promulgate among local governments and organizations various in meetings and workshops as well as through a variety of historic preservation, housing and transportation programming initiatives.
- Extensive coordination with regional organizations and action agencies such as the Clean Air Coalition, Ocmulgee Monument National Parks and Preserve Initiative (OMNPPI), Ocmulgee River Blueway Partnership.
- Provide technical assistance to all potential new byways and designated state Scenic Byways in middle Georgia: Enduring Farmlands, Ocmulgee-Piedmont and Historic Piedmont.

2) Areas of Significant Natural Resources

- Green Infrastructure/River Trails

Activities to achieve goals:

- Working with the Ocmulgee River Blueway Partnership to establish a multi-regional blueway trail with connectivity between the river communities. Objective is to increase economic diversification and development through nature-based tourism and ancillary businesses.
- Supporting individual communities on river-related initiatives such as trail development and creation of passive recreation activities.
- Technical assistance to the development of Balls Ferry State Park (Phase I).
- Ongoing technical assistance and support of local efforts to develop multi-use trails, walking trails, and other green infrastructure facilities in Byron, Hawkinsville, Peach County and Warner Robins.

3) Areas of Rapid Development, which includes:

- Areas around lakes (Oconee and Sinclair)
- Suburban area (northwest Monroe county / central Houston County – area between Perry and Warner Robins)
- Highway 80 from I-475 to Bibb/Crawford border
- Highway 129/44 from Eatonton city limits (Putnam County) to Morgan County
- Highway 44 from Eatonton city limits to Oconee / Green County

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Activities to achieve goals:

- Assisted Putnam County and the City of Warner Robins update zoning ordinance and subdivision regulation to encourage neo-traditional development, mixed-uses, and infill development. In STWP and Comprehensive Plan updates, sought to educate local decision-makers on the ways the community vision could be implemented. From employing conservation subdivision practices to protect of rural character to updating existing codes to support compatible infill development, landscaping standards and complete streets.

4) Areas in Need of Redevelopment, which include:

- Commercial redevelopment areas
- Regional center
- Developing corridors

Activities to achieve goals:

- Recommended next steps once the Warner Robins Zoning Ordinance is adopted: 1.) Complete more detailed sub-area planning to focus redevelopment efforts (include: new or revised local development regulations, incentives, public investments and infrastructure improvements, new signage and additional architectural standards – to support the creation of a ‘downtown’ center in the C-3 – Concentrated Commercial District). 2.) Recommended different parking management practices in the C-3 District to allow for shared use of parking spaces and development of a new parking garage to the rear of existing commercial development where it is secondary to the buildings and pedestrians.

5) Areas with Significant Infill Opportunities, which includes:

- Highway 247 connector/Watson Boulevard
- Eisenhower Parkway

Activities to achieve goals:

- Assisted the City of Warner Robins revise and update its Zoning Ordinance and Subdivision Regulations. Updates included development patterns recommendations for buildings/site design and roads and parking.

6) Military Installation (Robins Air Force Base and surrounding area)

Activities to achieve goals:

- Assisted the City of Warner Robins revise and update its Zoning Ordinance and Subdivision Regulations. Updates included development patterns recommendations for buildings/site design and roads and parking.
- Provided technical assistance to the Warner Robins Aerospace Region and the 21st Century Partnership.

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Assessment of changes and development in the region:

Each of these areas is addressed in the Regional Agenda and the Regional Work Program where appropriate. The Report of Accomplishments and update to the Regional Work Program provide additional information on these areas. Each target area has some measure of implementation which is effectively moving the desired changes forward. Based on this review, it was determined that neither new implementation activities nor the addition of new target areas is needed at this time.

Middle Georgia Regional Commission
FY 2013 Regional Work Program Report of Accomplishments

Planning and Coordination								
#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Status: Started, Ongoing (a continuous process), Completed, Not Pursuing any more	Estimated Completion MGRC fiscal year (if started)	MGRC Staff member (s) completing update
Economic Development								
1	Provide technical assistance to local governments, industrial authorities, and chambers of commerce in economic development and industrial recruitment.	2013-2017	TBD	MGRC, EDA, GDEcD	all	ongoing	2017	LM, CV
2	Pursue funding avenues to aid in providing infrastructure to industrial parks/sites.	2013-2017	TBD	MGRC, DCA	all	ongoing	2017	LM, DC, RS
3	Research, prepare and administer economic development-related grants/loans for local governments.	2013-2017	TBD	MGRC	all	ongoing	2017	LM, CV, RS
4	Provide technical services to the 21 st Century Partnership; assist with educating communities on Partnership's role and its ongoing efforts to support Robins Air Force Base (RAFB). Provide coordination among community leaders to support RAFB activities, expansion efforts, and new missions as identified by the Partnership.	2013-2017	\$30,000	21 st Century Partnership, MGRC	all	ongoing	2017	LM, KH, RR, RS, DB, AS

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5	Plan, organize and orchestrate a strategic plan to remediate encroachment issues to RAFB's physical boundaries, noise contours, and noise abatement areas.	2013-2017	TBD	MGRC, DOD	all	ongoing	2017	LM, CL
6	Provide technical assistance on the creation of an inland port / intermodal center in Middle Georgia.	2013-2017	TBD	MGRC	all	ongoing	2017	LM
7	Develop and assist with implementation of both regional and county-specific projects/activities identified in the Comprehensive Economic Development Strategy (CEDS) for the Middle Georgia Economic Development District.	2013-2017	TBD	MGRC, EDA	all	ongoing	2017	LM
8	Undertake Local Economic Impact Analyses (LOCI) and other economic impact models to determine the extent of public benefit for economic development projects.	2013-2017	TBD	MGRC	all	ongoing	2017	LM, CV
9	Provide technical assistance to local governments with participation in the Certified Work Ready Communities and Work Ready Region programs.	2013-2017	TBD	MGRC	all	ongoing	2017	LM

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10	Provide technical assistance for the creation of local Opportunity Zones, Enterprise Zones, and Redevelopment Plans.	2013-2017	TBD	MGRC, DCA	Byron, Eatonton, Forsyth, Gray, Hawkinsville, Monroe County	Updated redevelopment plan for Forsyth. Completed opportunity zones Forsyth and Monroe County. Completed urban redevelopment plan for City of Byron. Renewed RAS for	2013	RS, KH, AS, CV
11	Assist Middle Georgia counties in a joint economic development initiative to market the entire region.	2013-2017	TBD	MGRC	all	ongoing	2017	LM
12	Provide technical assistance for the Georgia-Robins Aerospace Maintenance Partnership	2013-2017	TBD	MGRC	Warner Robins	ongoing- environmental assessment complete and Finding of No Significant Impact issued	2014	LM
13	Promote, encourage and engage in economic development initiatives and opportunities in respective Joint Development Authority regions.	2013-2017	TBD	CGJDA, MGRDA, FLRDA	all	ongoing	2017	LM, CL
14	Promote Middle Georgia tourism industry (Historic Heartland & Magnolia Midlands).	2013-2017	TBD	GDEcD, HPAC	all	ongoing	2017	KH
15	Promote and provide technical assistance with the implementation of Foreign Trade Zone and EB-5 Foreign Investor Program in all eligible areas of Middle Georgia.	2013-2017	TBD	MGRC	all	ongoing	2017	LM, CL

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16	Provide technical assistance to local governments in the "Camera Ready" program of the Georgia Department of Economic Development to promote middle Georgia communities as locations for the film industry.	2013-2017	TBD	MGRC, GDEcD	all	ongoing	2017	KH
Housing								
1	Assist local governments with researching, preparing and administering Community Home Investment Program (CHIP) applications/awards.	2013-2017	TBD	MGRC, DCA	all	No CHIP applications submitted during 2013 funding cycle	2017	LM
2	Perform housing assessments and data collection as requested.	2013-2017	TBD	MGRC, DCA, Local Governments	Eatonton; Warner Robins	Ongoing. City of Warner Robins and Eatonton Housing Assessment conducted in 2012-2013.	2013	DC, AS, CV
3	Promote, encourage and participate in housing-related workshops, conferences and symposiums.	2013-2017	TBD	MGRC	Eatonton; Gray; Warner Robins; Hawkinsville	Assistance to the Cities of Eatonton, Gray, Warner Robins and Hawkinsville through their GICH	2013	CV, DC
4	Partner with local governments, Housing Authorities, social service agencies, non-profits, etc. to promote housing options for those most in need.	2013-2017	TBD	MGRC	Eatonton; Gray; Warner Robins	Assistance to the Cities of Eatonton, Gray, Warner Robins and Hawkinsville through their GICH initiatives	2013	CV, DC

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5	Provide technical assistance to local Georgia Initiative for Community Housing (GICH) communities.	2013-2017	TBD	MGRC, DCA	Eatonton; Gray; Warner Robins	Assistance to the Cities of Eatonton, Gray, Warner Robins and Hawkinsville through their GICH	2013	CV, DC
6	Promote affordable housing options.	2013-2017	TBD	MGRC, DCA	all	ongoing	2013	CV, DC
7	Promote and provide for safe, clean and affordable housing choices.	2013-2017	TBD	MHA, other local Housing Authorities	all	ongoing	2013	CV, DC
Natural, Cultural and Historic Resources								
1	Prepare, maintain, and promulgate a Regionally Important Resources (RIR) Plan.	2013-2017	\$12,000	MGRC	all	ongoing	2017	RR, KH, CV
2	Provide technical assistance and services to the Middle Georgia Clean Air Coalition (MGCAC) to address air quality issues within the region.	2013-2017	TBD	MGRC	all	ongoing	2017	RR
3	Provide support to GDOT for the Scenic Byway Program and assist local Byway sponsors with Corridor Management Plan (CMP) implementation.	2013-2017	\$10,000 Annually	MGRC	County; Gray; Jones County; E	Ongoing support of Enduring Farmlands Scenic Byway (Pulaski County, City of Hawkinsville); Ocmulgee-Piedmont Scenic Byway (Jones County, City of Gray); Historic Piedmont Scenic Byway (Putnam County, City of Eatonton)	2017	KH
4	Assist the Georgia Department of Transportation's Office of Environment and Location in providing historic resource support.	2013-2017	\$5,000 Annually	MGRC	all	ongoing	2017	KH

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5	Conduct historic resources surveys for local governments; assist in preparing historic preservation grants, forms, nominations and tax credit applications.	2013-2017	TBD	MGRC	all	ongoing	2017	KH, AS
6	Provide staffing and technical services to the Middle Georgia Historic Preservation Advisory Committee (HPAC).	2013-2017	\$5,000 Annually	MGRC	all	Not pursuing any more	2013	KH
7	Maintain and update the Historic Middle Georgia website.	2013-2017	\$1,000 Annually	MGRC, HPAC	all	ongoing	2017	KH, BL
8	Provide outreach, training, and technical assistance on Historic Preservation-related topics through presentations at institutions, agencies, government meetings, workshops, symposiums, etc.	2013-2017	TBD	MGRC, HPD	all	ongoing	2017	KH
9	Conduct and comment on Section 106-related undertakings involving historic resources.	2013-2017	TBD	MGRC	all	ongoing	2017	KH
10	Encourage and assist local governments in participating in the Certified Local Government Program; assist in the preparation and adoption of local preservation ordinances.	2013-2017	TBD	MGRC	all	ongoing	2017	KH
11	Provide technical assistance to local historic preservation organizations.	2013-2017	TBD	MGRC	all	ongoing	2017	KH, AS

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12	Assist communities with state and federal historic preservation initiatives and programs including Better Hometown and Main Street Programs and the Preserve America Initiative.	2013-2017	TBD	MGRC, HPD, DCA	Cities of Byron, Eatonton, Gordon, Gray, Forsyth, Fort Valley, Hawkinsville, Macon, Milledgeville. Crawford & Jones Counties	ongoing	2017	KH,
13	Provide technical assistance with implementation of Phase I development of Balls Ferry State Park.	2013-2017	TBD	MGRC	Wilkinson County	Started	2017	KH
14	Partner with Georgia Department of Natural Resources (DNR) in developing Total Maximum Daily Load (TMDL) Implementation Plans, Watershed Improvement Plans, and Monitoring Reports for impacted stream segments in the region.	2013-2017	\$20,000 Annually	MGRC, EPD	Monroe County	Started work on Phase II of the Watershed Improvement Plan for an impacted stream in Monroe County	2014	KH, AS
15	Assist local governments with implementing TMDL and Watershed Improvement Plans.	2013-2017	TBD	MGRC	Monroe County	Started work on Phase II of the Watershed Improvement Plan for an impacted stream in Monroe	2014	KH, AS

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16	Partner with other Regional Commissions and prepare a feasibility study for development of a multi-region river corridor establishing linkage and connectivity through the use of multi-use trails, greenways, conservation areas, and recreational facilities along the Ocmulgee River and Oconee River, starting in Athens-Clarke County and ending at Jackson Lake in Butts County.	2013-2017	\$80,000	MGRC, NEGRC, TRRC, HOGARC	Baldwin, Bibb, Houston, Jones, Monroe, Pulaski, Putnam, Twiggs, and Wilkinson Counties	Ongoing	2012	RR, KH, AS
17	Develop and implement Regional Water Plans through Regional Water Councils (Upper Oconee & Middle Ocmulgee)	2013-2017	TBD	DNR/EPD	all	Completed - first round of development. Implmentation is ongoing.	2017	RR, KH
18	Assist local governments in establishing linkage and connectivity along the Ocmulgee and Oconee River Corridors through Ocmulgee Blueway Partnership, Ocmulgee National Monument expansion/National Park & Preserve initiative and the use of multi-use trails, greenways, conservation areas, and recreational facilities.	2013-2017	TBD	MGRC, DCA, DNR, Local Governments	Baldwin, Bibb, Houston, Jones, Monroe, Pulaski, Putnam, Twiggs, and Wilkinson Counties	Ongoing support to local governments and organizations	2017	RR, KH, AS

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Transportation								
1	Provide assistance to local governments with local transit planning.	2013-2017	\$25,000 Annually	MGRC, GDOT	Jones, Peach & Monroe Counties	Started	2013	RR
2	Assist GDOT and local sponsors with implementation of TE Program and related activities.	2013-2017	\$8,000 Annually	MGRC, GDOT	all	Not Pursuing any more - requirement removed from GDOT Planning Services Contract	2012	CV
3	Provide staffing and technical services to the Macon Area Transportation Study (MATS).	2013-2017	TBD	MGRC	Macon-Bibb	ongoing	2017	RR
4	Provide staffing and technical services to the Warner Robins Area Transportation Study (WRATS).	2013-2017	TBD	MGRC	Houston, Peach Counties & Cities	ongoing	2015	RR
5	Incorporate into local comprehensive plans, policies and strategies that will link growth management and transportation system improvements.	2013-2017	TBD	MGRC	all Twiggs County, City of Jeffersonville, Town of Danville accomplished - 2013	ongoing	2017	KH, CV
6	Provide assistance with determining feasibility of a Regional Mass Transit System.	2013-2017	\$131,000 Annually	MGRC, GDOT	all	ongoing - initiated regional mobility management program	2017	RR
7	Maintain and update the Middle Georgia Regional Bicycle and Pedestrian website.	2013-2017	\$5,000 Annually	MGRC, GDOT	all	ongoing	2017	RR, LE, BL

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8	Provide assistance in the update of the WRATS socio-economic database, (i.e. population, housing, employment, median income, and school enrollment) using a variety of data sources.	2013-2017	\$12,000 Annually	WRATS	Warner Robins	ongoing	2017	LM
9	Administer Georgia Department of Human Services (DHS) Coordinated Transportation Program in the Middle Georgia region.	2013-2017	\$70,000 Annually	MGRC, DHS	all	ongoing	2017	RR
10	Develop Bicycle and Pedestrian Plans for Baldwin, Peach, Putnam, Pulaski, and Monroe Counties, to include all of their municipalities.	2013-2017	\$175,000	MGRC, GDOT	Baldwin, Peach, Putnam, Pulaski, Monroe Counties & Cities	Completed	2013	RR
11	Prepare Pedestrian Facility/Sidewalk Infrastructure Improvement Plans for the Cities of Centerville, Gray, and Irwinton.	2013-2017	\$45,000	MGRC, GDOT	Cities of Centerville, Gray & Irwinton	Completed	2013	RR, KH
12	Prepare Walkability / Bikeability Assessments in various Middle Georgia communities.	2013-2017	\$30,000	MGRC, GDOT	all	Ongoing. Cities of Roberta, Jeffersonville and Gordon completed in 2013	2014	RR
13	Develop and distribute brochures to promote bicycle and pedestrian safety, interregional bicycle routes, and multi-use trails network.	2013-2017	\$15,000	MGRC, GDOT	all	Completed	2012	RR, LE

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14	Facilitate presentations to local governments, business and civic organizations, and other entities promoting interregional bicycle routes, multi-use trails network, and bicycle and pedestrian safety.	2013-2017	\$30,000	MGRC, GDOT	all	ongoing	2017	RR
15	Conduct Multi-County and Small Area Transportation Studies.	2013-2017	TBD	GDOT	N/A	Not pursuing	N/A	RR
16	Provide technical assistance to local governments on implementation of the Transportation Investment Act of 2010.	2013-2017	TBD	MGRC	all	Not Pursuing any more - referendum did not pass in Middle Georgia	2013	LM
Community Facilities and Services								
1	Assist local governments in efforts to upgrade or develop new law enforcement, fire protection, and emergency management facilities and services.	2013-2017	TBD	MGRC	Perry, Milledgeville, Wilkinson County	Applied for Assistance to Firefighter grants for City of Perry and Wilkinson County.	2014	CV, CL
2	Assist local governments in efforts to upgrade or develop new recreational facilities and services.	2013-2017	TBD	MGRC	Byron, Hawkinsville, Peach County, Warner Robins	Applied for grants for City of Byron multi-use trails and for a Peach County walking trail. Hawkinsville skatepark facility. Developed Recreation Master Plan for Warner Robins.	2014	KH, CV, DC, RS

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3	Assist local governments in efforts to upgrade or develop new community facilities and services, such as Senior Centers, Head Start, Workforce Development Boys and Girls Clubs, Libraries, etc.	2013-2017	TBD	MGRC	Monroe and Jones Counties	Completed construction of a new Senior Center in Jones County. Initiated a Redevelopment Fund grant applicaton for Hubbard Dormitory in Monroe	2013-Jones County; 2015 - Monroe County	CL; CV
4	Assist local governments in efforts to upgrade or develop new government administration facilities.	2013-2017	TBD	MGRC	all	ongoing	2017	LM
5	Assist local governments in efforts to upgrade and/or extend water/sewer infrastructure.	2013-2017	TBD	MGRC	all	Applied for funding for Cities of Byron, Danville, Hawkinsville and Ivey water and sewer infrastructure. Completed Allentown CDBG for water system improvements. Monroe Coutny, Pulaksi County and Culloden CDBGs funded and project implmetnation initiated.	2017	KH, CV, RS, DB
6	Create, maintain, promote, and host web pages for local governments, development authorities, and other regional entities.	2013-2017	TBD	MGRC	all	Continuous process; Completed the development of websites for the City of Perry, Putnam County, DAMC, CGJDA, GARC, GSBL, MBCIA, and Putnam County Clerk of Court; Started development of web site for the City of Forstyh	2017	LE, NK, BL

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7	Create, maintain, and promote internet based map services	2013-2017	TBD	Local Governments; MGRC	all	Ongoing; Developed and currently maintaining internet based map services for the Cities of Byron, Forsyth, Macon and Centerville, the Developmnet Authority of Milledgeville and Baldwin County, Baldwin, Monroe, Putnam and Twiggs Counties. New web-map for NewTown Macon scheduled for development by the end	2017	BL, AS, NK
8	Provision of water and sewer in respective service areas.	2013-2017	TBD	Local Authorities & Local Governments	all	ongoing	2017	
9	Provision of electricity and energy services.	2013-2017	TBD	EMCs, Georgia Power	all	ongoing	2017	
10	Create road and structure point data layers to support E-911 mapping services.	2013-2017	TBD	GEMA, Local Governments, MGRC	Monroe, Twiggs & Wilkinson Counties	Completed E-911 map for Twiggs County; initiated for Monroe and Wilkinson Counties	2104	BL, AS, PB

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11	Explore the feasibility of acquiring highly accurate elevation (LiDAR) data and region wide ortho-aerial photography.	2013-2017	TBD	Local Governments, MGRC, USGS, NOAA, FEMA	all	Status: Ongoing; Bibb County is acquiring aerial photography in CY 2013 as part of a multi-county collection effort and the sole member of MGRC service region.	2017	BL

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Land Use								
1	Assist local governments with development and preparation of Solid Waste Management Plans.	2013-2017	TBD	MGRC	all	ongoing	2018	KH, CV
2	Assist local governments with development and preparation of Comprehensive Plans.	2013-2017	TBD	MGRC	Twiggs County, City of Jeffersonville; Town of Danville; Monroe County; City of Forsyth; Putnam County	Completed STWP Updates for: Monroe County; City of Forsyth and Putnam County; Completed full joint comprehensive plan update for Twiggs County, City of Jeffersonville and Town of Danville	2013	KH, CV, AS
3	Assist local governments in the preparation/modification and adoption of local land-use ordinances, zoning ordinances, and/or development regulations.	2013-2017	TBD	MGRC	all	Completed work on Putnam County revisions to land use regulations. Started work with City of Warner Robins on revisions to land use regulations	2013	RR, KH, CV
4	Administer and manage the Developments of Regional Impact (DRI) program in the Middle Georgia region.	2013-2017	\$40,000	MGRC, DCA	all	ongoing	2017	KH, CV
5	Coordinate implementation of action item from 2004 Joint Land Use Study (JLUS) and update and revise JLUS as needed.	2013-2017	TBD	MGRC	Bibb, Houston, Twiggs,	Ongoing. Started work on updating/revising JLUS in 2013	2014	KH, AS
6	Promote growth and development in areas that can be efficiently served by existing infrastructure.	2013-2017	TBD	MGRC	all	ongoing	2017	KH, CV

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7	Encourage the placement of new schools near existing infrastructure.	2013-2017	TBD	MGRC	all	ongoing	2017	KH, CV
8	Provide Geographic Information Systems (GIS) digital mapping and Global Positioning System (GPS) data collection services to local governments.	2013-2017	TBD	MGRC	all	ongoing	2017	BL, LE, AS

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REVIEW								
1	Conduct Intergovernmental Consultation Reviews (Executive Order 12372) to ensure consistency of proposed projects with regional and local planning documents.	2013-2017	\$12,000	MGRC	all	ongoing	2017	KH
2	Review and comment on long-range transportation plans for consistency with the Regional Plan.	2013-2017	TBD	MGRC	all	ongoing	2017	RR
3	Review and comment on developments in close proximity to resources identified in the Regionally Important Resources (RIR) Plan.	2013-2017	TBD	MGRC	all	ongoing	2017	KH, CV
4	Review all Developments of Regional Impact (DRIs) submitted by neighboring Regional Commissions.	2013-2017	\$40,000	MGRC	all	ongoing	2017	KH, CV
5	Review statewide plans and programs for local and regional application.	2013-2017	TBD	MGRC	all	ongoing	2015	KH, CV

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<i>Planning and Coordination</i>							
#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
<i>Economic Development</i>							
1	Provide technical assistance to local governments, industrial authorities, and chambers of commerce in economic development and industrial recruitment.	2014-2018	TBD	MGRC, EDA, GDEcD	all	2018	ED: I-7, I-9, O-1, O-9, O-10, O-12 D: I-4 H: O-8 IC: O-2
2	Pursue funding avenues to aid in providing infrastructure to industrial parks/sites.	2014-2018	TBD	MGRC, DCA	all	2018	ED: I-2, I-8, O-2, D: O-3
3	Research, prepare and administer economic development-related grants/loans for local governments.	2014-2018	TBD	MGRC	all	2018	ED: O-2, O-5, O-8 D: O-3
4	Provide technical services to the 21 st Century Partnership; assist with educating communities on Partnership's role and its ongoing efforts to support Robins Air Force Base (RAFB). Provide coordination among community leaders to support RAFB activities, expansion efforts, and new missions as identified by the Partnership.	2014-2018	\$30,000	21 st Century Partnership, MGRC	all	2018	ED: I-6, I-7, O-5, O-8, O-9, O-10, O-11 D: I-5, O-4, O-5

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
5	Complete a comparative analysis of Robins Air Force Base/Warner Robins Air Logistics Complex to 12 other installations on behalf of the 21st Century Partnership.	2014	\$175,000	21st Century Partnership, MGRC	Bibb, Houston, Peach and Twiggs Counties and Cities	2014	D: I-2, I-5, O-3, O-4, O-5 ED: I-6, I-7, O-3, O-5, O-8; O-9, O-10, O-11 H: I-1; O-1, O-2, O-4 CF: I-2, O-4, O-10 T: I-4, I-6, I-7, O-3, O-6 N/C/H-R: I-7, O-8, O-10, O-11 IC: I-1, I-4, O-1, O-2, O-5 LU: I-5, O-1, O-2, O-3
6	Plan, organize and orchestrate a strategic plan to remediate encroachment issues to RAFB's physical boundaries, noise contours, and noise abatement areas.	2014-2018	TBD	MGRC, DOD	all	2018	D: O-1 LU: I-1, I-5, O-3
7	Provide technical assistance on the creation of an inland port / intermodal center in Middle Georgia.	2014-2018	TBD	MGRC	all	2018	ED: O-9, O-10 T: I-6, O-3, CF: O-2, O-4 IC: I-1, O-1

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
8	Develop and assist with implementation of both regional and county-specific projects/activities identified in the Comprehensive Economic Development Strategy (CEDS) for the Middle Georgia Economic Development District.	2014-2018	TBD	MGRC, EDA	all	2018	ED: O-8, O-10 IC: I-2, O-1, O-3 H: O-8
9	Undertake Local Economic Impact Analyses (LOCI) and other economic impact models to determine the extent of public benefit for economic development projects.	2014-2018	TBD	MGRC	all	2018	ED: I-4, I-7, O-2, O-11
10	Provide technical assistance to local governments with participation in the Certified Work Ready Communities and Work Ready Region programs.	2014-2018	TBD	MGRC	all	2018	D: I-3, I-4, O-4 ED: I-7, O-8 IC: O-4, O-6 H: O-8
11	Provide technical assistance for the creation of local Opportunity Zones, Enterprise Zones, and Redevelopment Plans.	2014-2018	TBD	MGRC, DCA	Bryon, Perry, Gray	2014	D: O-2 ED: I-1, I-9, O-1, O-2, O-12
12	Assist Middle Georgia counties in a joint economic development initiative to market the entire region.	2014-2018	TBD	MGRC	all	2018	D: I-3, I-4, O-2, O-4 ED: I-4, I-5, I-6, I-7, O-1, O-6, O-8, O-9, O-10 IC: I-1, I-3, O-2, O-3, O-4, O-6

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
13	Provide technical assistance for the Georgia-Robins Aerospace Maintenance Partnership	2014-2018	TBD	MGRC	Warner Robins	2014	ED: O-5, O-8, O-11 IC: O-2
14	Promote, encourage and engage in economic development initiatives and opportunities in respective Joint Development Authority regions.	2014-2018	TBD	CGJDA, MGRDA, etc.	all	2018	ED: I-2, O-2, O-9, O-10 CF: I-2, O-1, O-4, O-6 IC: I-4, O-1, O-2
15	Promote Middle Georgia tourism industry (Historic Heartland & Magnolia Midlands).	2014-2018	TBD	GDEcD, HPAC	all	2018	ED: O-4 N/C/H-R: O-1, O-5, O-6, O-15 IC: O-3, O-5
16	Promote and provide technical assistance with the implementation of Foreign Trade Zone and EB-5 Foreign Investor Program in all eligible areas of Middle Georgia.	2014-2018	TBD	MGRC	all	2018	ED: I-4, I-5, O-1, O-9, O-10 IC: I-1, I-3, O-6
17	Provide technical assistance to local governments in the "Camera Ready" program of the Georgia Department of Economic Development to promote middle Georgia communities as locations for the film industry.	2014-2018	TBD	MGRC, GDEcD	all	2018	ED: I-4, I-5, O-7, O-9 N/C/H-R: O-1, O-2 IC: I-1
Housing							

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
1	Assist local governments with researching, preparing and administering Community Home Investment Program (CHIP) applications/awards.	2014-2018	TBD	MGRC, DCA	all	2018	D: O-3 H: O-4, O-6
2	Perform housing assessments and data collection as requested.	2014-2018	TBD	MGRC, DCA, Local Governments	all	2014	H: I-3
3	Promote, encourage and participate in housing-related workshops, conferences and symposiums.	2014-2018	TBD	MGRC	Eatonton; Gray; Hawkinsville; Warner Robins	2014	H: I-1, O-1, O-3, O-6 IC: I-1, O-6 LU: O-7
4	Partner with local governments, Housing Authorities, social service agencies, non-profits, etc. to promote housing options for those most in need.	2014-2018	TBD	MGRC	Eatonton; Gray; Hawkinsville; Warner Robins	2014	H: I-1, I-2, I-4, I-5, O-2, O-4, O-5, O-6, O-7 LU: O-7
5	Provide technical assistance to local Georgia Initiative for Community Housing (GICH) communities.	2014-2018	TBD	MGRC, DCA	Eatonton; Gray; Hawkinsville; Warner Robins	2014	H: I-1, O-3 IC: I-1 LU: O-7
6	Promote affordable housing options.	2014-2018	TBD	MGRC, DCA	all	2014	H: I-2
7	Promote and provide for safe, clean and affordable housing choices.	2014-2018	TBD	MHA, other local Housing Authorities	all	2014	D: I-1, I-3, I-5, O-3 H: I-1, I-4, O-1, O-2, O-4, O-5 IC: I-1 LU: O-7
Natural, Cultural and Historic Resources							

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
1	Prepare, maintain, and promulgate a Regionally Important Resources (RIR) Plan.	2014-2018	\$12,000	MGRC	all	2018	N/C/H-R: I-4, I-5, I-6, O-8, O-10, O-12, O-14 IC: O-5 LU: I-1, I-6, I-9, O-10
2	Provide technical assistance and services to the Middle Georgia Clean Air Coalition (MGCAC) to address air quality issues within the region.	2014-2018	TBD	MGRC	all	2018	N/C/H-R: I-7, O-11 IC: I-1, O-6
3	Provide support to GDOT for the Scenic Byway Program and assist local Byway sponsors with Corridor Management Plan (CMP) implementation.	2014-2018	\$10,000 Annually	MGRC	all	2018	N/C/H-R: O-1, O-9, O-10, O-15 IC: I-4, O-3, O-5 LU: I-4, O-10, O-11
4	Assist the Georgia Department of Transportation's Office of Environment and Location in providing historic resource support.	2014-2018	\$5,000 Annually	MGRC	all	2018	N/C/H-R: I-4 IC: I-4 LU: I-5
5	Conduct historic resources surveys for local governments; assist in preparing historic preservation grants, forms, nominations and tax credit applications.	2014-2018	TBD	MGRC	all	2018	ED: O-3 N/C/H-R: O-1, O-2, O-14, O-16, O-17, O-18
6	Maintain and update the Historic Middle Georgia website.	2014-2018	\$1,000 Annually	MGRC, HPAC	all	2018	N/C/H-R: O-1 O-6

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
7	Provide outreach, training, and technical assistance on Historic Preservation-related topics through presentations at institutions, agencies, government meetings, workshops, symposiums, etc.	2014-2018	TBD	MGRC, HPD	all	2018	N/C/H-R: O-1, O-5, O-6, O-8, O-17, O-18 IC: O-3, O-5, O-6 LU: I-7, I-8, O-6, O-11
8	Conduct and comment on Section 106-related undertakings involving historic resources.	2014-2018	TBD	MGRC	all	2018	N/C/H-R: O-1 LU: I-5
9	Encourage and assist local governments in participating in the Certified Local Government Program; assist in the preparation and adoption of local preservation ordinances.	2014-2018	TBD	MGRC	all	2018	N/C/H-R: I-6, O-2, O-3, O-7, O-13, O-16 LU: I-8, O-8, O-1
10	Provide technical assistance to local historic preservation organizations.	2014-2018	TBD	MGRC	all	2018	N/C/H-R: O-1, O-4, O-5, O-6, O-16
11	Assist communities with state and federal historic preservation initiatives and programs including Better Hometown and Main Street Programs and the Preserve America Initiative.	2014-2018	TBD	MGRC, HPD, DCA	Cities of Byron, Eatonton, Gordon, Gray, Forsyth, Fort Valley, Hawkinsville, Macon, Milledgeville. Crawford & Jones Counties	2018	ED: O-4, O-7 N/C/H-R: O-1, O-2

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
12	Provide technical assistance with implementation of Phase I development of Balls Ferry State Park.	2014-2018	TBD	MGRC	Wilkinson County	2018	N/C/H-R: I-3, O-8, O-10, IC: O-5 LU: I-6, O-10
13	Partner with Georgia Department of Natural Resources (DNR) in developing Total Maximum Daily Load (TMDL) Implementation Plans, Watershed Improvement Plans, and Monitoring Reports for impacted stream segments in the region.	2014-2018	\$20,000 Annually	MGRC, EPD	all	2014	N/C/H-R: I-1, I-2 LU: O-8
14	Assist local governments with implementing TMDL and Watershed Improvement Plans.	2014-2018	TBD	MGRC	all	2014	N/C/H-R: I-1, I-2, I-5 IC: I-1, O-1 LU: I-5, O-8
15	Develop and implement Regional Water Plans through Regional Water Councils (Upper Oconee & Middle Ocmulgee)	2014-2018	TBD	DNR/EPD	all	2018	CF: I-2, I-6, O-2, O-3 N/C/H-R: I-1, I-2, O-10 IC: I-1, O-1 LU: I-5

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
16	Assist local governments in establishing linkage and connectivity along the Ocmulgee and Oconee River Corridors through Ocmulgee Blueway Partnership, Ocmulgee National Monument expansion/National Park & Preserve initiative and the use of multi-use trails, greenways, conservation areas, and recreational facilities.	2014-2018	TBD	MGRC, DCA, DNR, Local Governments	Baldwin, Bibb, Houston, Jones, Monroe, Pulaski, Putnam, Twiggs, and Wilkinson Counties	2018	ED: O-4 N/C/H-R: I-1, O-1, O-8, O-10, O-12, O-14 IC: I-2, I-3, O-1, O-5, O-6 LU: I-6, I-9, O-1, O-1

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
Transportation							
1	Provide assistance to local governments with local transit planning.	2014-2018	\$25,000 Annually	MGRC, GDOT	Jones, Peach & Monroe Counties	2014	T: I-4, I-5, I-6, O-2, O-3
2	Assist GDOT and local sponsors with implementation of TE Program and related activities.	2014-2018	\$8,000 Annually	MGRC, GDOT	all	2012	T: I-5, O-6 IC: I-4 LU: I-4
3	Provide staffing and technical services to the Macon Area Transportation Study (MATS).	2014-2018	TBD	MGRC	Macon-Bibb	2018	T: I-1, I-6, O-1, O-2, O-3
4	Provide staffing and technical services to the Warner Robins Area Transportation Study (WRATS).	2014-2018	TBD	MGRC	Houston, Peach Counties & Cities	2015	T: I-1, I-6, O-1, O-2, O-3
5	Incorporate into local comprehensive plans, policies and strategies that will link growth management and transportation system improvements.	2014-2018	TBD	MGRC	all	2018	T: I-6, I-7, O-5, O-7 IC: I-4, O-1, LU: I-1, I-2, O-1
6	Provide assistance with determining feasibility of a Regional Mass Transit System.	2014-2018	\$131,000 Annually	MGRC, GDOT	all	2018	T: I-4, O-2, O-3, O-4 IC: I-1, I-3, O-1, O-6
7	Maintain and update the Middle Georgia Regional Bicycle and Pedestrian website.	2014-2018	\$5,000 Annually	MGRC, GDOT	all	2018	T: I-5, O-5, O-6, O-7

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
8	Provide assistance in the update of the WRATS socio-economic database, (i.e. population, housing, employment, median income, and school enrollment) using a variety of data sources.	2014-2018	\$12,000 Annually	WRATS	Warner Robins	2018	D: I-1, I-2, O-3 T: I-1, I-2, I-3 IC: I-4, O-1 LU: I-7, O-1
9	Administer Georgia Department of Human Services (DHS) Coordinated Transportation Program in the Middle Georgia region.	2014-2018	\$70,000 Annually	MGRC, DHS	all	2018	D: O-3 T: I-4, O-2, O-3 IC: I-3
10	Develop Bicycle and Pedestrian Plan for the City of Perry.	2014	\$12,000	MGRC, GDOT	City of Perry	2014	T: I-5, I-7, O-4, O-5, O-6
11	Prepare Walkability / Bikeability Assessments in various Middle Georgia communities.	2014-2018	\$30,000	MGRC, GDOT	all	2014	T: I-5, I-7, O-4, O-5, O-6 LU: I-2, I-5, O-10
12	Facilitate presentations to local governments, business and civic organizations, and other entities promoting interregional bicycle routes, multi-use trails network, and bicycle and pedestrian safety.	2014-2018	\$30,000	MGRC, GDOT	all	2018	T: I-5, O-4, O-5, O-6 N/C/H-R: O-9, O-10 IC: I-1, I-4, O-1, O-5
13	Assist the City of Milledgeville in efforts toward achieving designation as a Bicycle Friendly Community.	2013-2014	\$15,000	MGRC, GDOT	City of Milledgeville	2015	T: O-4 N/C/H-R: O-10; IC: O-5
14	Assist GDOT in implementing the state's Complete Streets Policy throughout the region.	2013-2018	\$20,000 annually	MGRC, GDOT	all	2018	D: O-5 T: I-6, O-4, O-5, O-7 IC: I-4, O-1; LU: I-4, O-1

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
Community Facilities and Services							
1	Assist local governments in efforts to upgrade or develop new law enforcement, fire protection, and emergency management facilities and services.	2014-2018	TBD	MGRC	Baldwin County, Perry, Twiggs County, Wilkinson County	2014	D: I-1, I-2, O-3 CF: I-1, I-2, I-3, I-7, O-1, O-6
2	Assist local governments in efforts to upgrade or develop new recreational facilities and services.	2014-2018	TBD	MGRC	Byron, Fort Valley, Hawkinsville, Peach County, Warner Robins	2014	D: I-1, I-2, O-3 CF: I-3, I-8, O-6, O-7, O-8, O-9
3	Assist local governments in efforts to upgrade or develop new community facilities and services, such as Senior Centers, Head Start, Workforce Development, Boys and Girls Clubs, Libraries, etc.	2014-2018	TBD	MGRC	Monroe County	2015	D: I-1, I-2, I-5, O-3, O-5 ED: I-1 CF: I-2, I-3, O-1, O-6, O-10
4	Assist local governments in efforts to upgrade or develop new government administration facilities.	2014-2018	TBD	MGRC	all	2018	D: I-2, O-3 CF: I-2, I-3, I-4, O-6, O-10
5	Assist local governments in efforts to upgrade and/or extend water/sewer infrastructure.	2014-2018	TBD	MGRC	all	2018	D: I-1, I-2, O-3 ED: I-2, I-8 CF: I-1, I-2, I-3, I-5, I-6, I-9, O-1, O-2, O-3, O-4, O-5, O-10

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
6	Create, maintain, promote, and host web pages for local governments, development authorities, and other regional entities.	2014-2018	TBD	MGRC	all	2018	D: O-3 ED: O-9, O-10 CF: I-2, O-1, O-3 IC: I-1
7	Create, maintain, and promote internet based map services	2014-2018	TBD	Local Governments; MGRC	all	2018	D: O-3 CF: I-3, O-6, O-10 IC: I-1, I-4
8	Provision of water and sewer in respective service areas.	2014-2018	TBD	Local Authorities & Local Governments	all	2018	D: I-2 CF: I-1, I-2, I-5, O-2, O-4, O-5, O-6 LU: I-5
9	Provision of electricity and energy services.	2014-2018	TBD	EMCs, Georgia Power	all	2018	D: I-2 ED: I-2 CF: I-2, I-3, O-1, O-5 LU: I-5
10	Create road and structure point data layers to support E-911 mapping services.	2014-2018	TBD	GEMA, Local Governments, MGRC	Monroe & Wilkinson Counties	2014	D: O-2 CF: I-3, I-7 LU: I-5
11	Explore the feasibility of acquiring highly accurate elevation (LiDAR) data and region wide ortho-aerial photography.	2014-2018	TBD	Local Governments, MGRC, USGS, NOAA, FEMA	all	2018	D: I-1, O-2 ED: O-3 T: I-2, I-3 CF: I-9, O-7, O-8 IC: I-1, I-4

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
12	Utilize HAZUS-MH program to assist with the development of loss and risk assessment supplemental reports-- to support the local hazard mitigation planning process.	2014-2018	TBD	GEMA, DCA, Local Governments, MGRC	all	2018	

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
Land Use							
1	Assist local governments with development and preparation of Solid Waste Management Plans.	2014-2018	TBD	MGRC	all	2018	D: O-3 LU: I-5, I-7, O-1, O-8
2	Assist local governments with development and preparation of Comprehensive Plans.	2014-2018	TBD	MGRC	all	2017	D: I-1, I-2, O-1, O-3 LU: I-1, I-2, I-6, I-7, O-1, O-2, O-9
3	Assist local governments in the preparation/modification and adoption of local land-use ordinances, zoning ordinances, and/or development regulations.	2014-2018	TBD	MGRC	all	2014	D: O-1 N/C/H-R: I-5, I-6 LU: I-7, I-8, O-1, O-8, O-9, O-11
4	Administer and manage the Developments of Regional Impact (DRI) program in the Middle Georgia region.	2014-2018	\$40,000	MGRC, DCA	all	2018	D: O-1, O-3 CF: I-2, O-5, O-10 LU: I-5, I-6, I-7, I-9, O-1, O-2, O-3
5	Coordinate implementation of action item from 2004 Joint Land Use Study (JLUS) and update and revise JLUS as needed.	2014	TBD	MGRC	Bibb, Houston, Peach and Twiggs	2014	LU: I-1, I-5, O-2, O-3 IC: I-1, I-4, O-1, O-6
6	Promote growth and development in areas that can be efficiently served by existing infrastructure.	2014-2018	TBD	MGRC	all	2018	ED: I-3, O-7, O-12 LU: I-2, I-3, I-5, O-2, O-4, O-5

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
7	Encourage the placement of new schools near existing infrastructure.	2014-2018	TBD	MGRC	all	2018	ED: I-3, O-7 CF: I-2, O-1, O-10 LU: I-5, O-4
8	Provide Geographic Information Systems (GIS) digital mapping and Global Positioning System (GPS) data collection services to local governments.	2014-2018	TBD	MGRC	all	2018	ED: O-3 H: I-3 T: I-6 IC: I-1 LU: I-5, I-7

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
REVIEW							
1	Conduct Intergovernmental Consultation Reviews (Executive Order 12372) to ensure consistency of proposed projects with regional and local planning documents.	2014-2018	\$12,000	MGRC	all	2018	D: O-1, LU: I-1, I-5, O-2 IC: I-1, I-2, I-4 N/C/H-R: I-4, O-1
2	Review and comment on long-range transportation plans for consistency with the Regional Plan.	2014-2018	TBD	MGRC	all	2018	D: O-3 T: I-1, I-2, I-3, I-6 IC: I-1, I-2, I-4, O-1 LU: I-2, I-4, I-5, I-7
3	Review and comment on developments in close proximity to resources identified in the Regionally Important Resources (RIR) Plan.	2014-2018	TBD	MGRC	all	2018	D: I-2 N/C/H-R: I-1, I-4, I-5, I-6, O-1, O-3, O-8, O-12, O-14 IC: I-1, O-1 LU: I-5, I-7, O-10
4	Review all Developments of Regional Impact (DRIs) submitted by neighboring Regional Commissions.	2014-2018	\$40,000	MGRC	all	2018	D: O-1, O-3 CF: I-2, O-5, O-10 IC: I-4, O-1 LU: I-5, I-7, O-1, O-2, O-3

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#	Activity	Timeframe	Estimated Cost	Funding Source(s)	Affected Local Government	Estimated Completion MGRC fiscal year (if started)	Issues and Opportunities
5	Review statewide plans and programs for local and regional application.	2014-2018	TBD	MGRC	all	2018	D: O-1, O-3 ED: O-9 H: O-7 T: I-1, O-1, O-4 N/C/H-R: I-7, O-3, O-5, O-15, O-18 IC: O-5, O-6 LU: I-9, O-9, O-10