



STATE OF GEORGIA
OFFICE OF THE GOVERNOR
ATLANTA 30334-0900

Sonny Perdue
GOVERNOR

October 27, 2008

Mr. John R. Beverly, III
Administrator, Office of Performance and Technology
Room S-5206
200 Constitution Avenue, NW
Washington, DC 20210

Dear Mr. Beverly:

Attached is Georgia's Program Year 2007 Workforce Investment Act Annual Report. We are pleased to share this information with you as we continue to provide Georgia's workforce and the business community with customer-friendly, quality services that meet their needs.

Should you have any questions concerning information contained in this report, please address them to Ms. Debra Lyons, Director, Governor's Office of Workforce Development at dlyons@gov.state.ga.us or (404) 463.5283.

Sincerely,

A handwritten signature in cursive script that reads "Sonny Perdue".

Sonny Perdue



GEORGIA DEPARTMENT OF LABOR

148 ANDREW YOUNG INTERNATIONAL BLVD., N.E. ♦ ATLANTA, GEORGIA 30303-1751

MICHAEL L. THURMOND
COMMISSIONER

October 29, 2008

Mr. John R. Beverly, III
Administrator, Office of Performance and Technology
Room S-5206
200 Constitution Avenue, NW
Washington, DC 20210

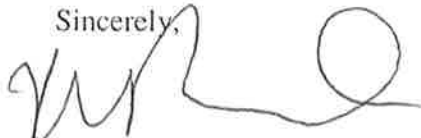
Dear Mr. Beverly:

It is our pleasure to provide you with Georgia's Program Year 2007 Workforce Investment Act Annual Report. Georgia continues to enhance its workforce development system by collaborating with partners to maintain a highly integrated, accessible system which provides world-class service to customers. We particularly focus our efforts on businesses and all job seeker populations; the unemployed, under-employed, and those individuals that want to enhance their skill sets.

You will find the results of these robust and pro-active efforts to be evident in our Program Year 2007 performance outcomes, as we met or exceeded the negotiated WIA performance levels for the sixth consecutive year.

Please direct any questions for the Georgia Department of Labor to Ms. Linda T. Johnson, Assistant Commissioner for Career Development Services at linda.t.johnson@dol.state.ga.us or (404) 232.7452.

Sincerely,



Michael L. Thurmond

Attachment

WORKFORCE
INVESTMENT
ACT
ANNUAL
REPORT

STATE OF GEORGIA
PROGRAM YEAR 2007

STATE OF GEORGIA
WORKFORCE INVESTMENT ACT ANNUAL REPORT
PROGRAM YEAR 2007

The foundation of Georgia's workforce system is a network of partners including the Governor's Office of Workforce Development, the Georgia Department of Labor's 53 career centers and 54 Vocational Rehabilitation service sites; the State Workforce Investment Board and Georgia's 20 local workforce area agencies; the primary and secondary education system; the 33 technical colleges; the 35 two- and four-year colleges and universities; the economic development network and a multitude of other public and private partners working collaboratively to meet the needs of job seekers and employers in Georgia.

Georgia's workforce development system is designed to:

- offer comprehensive career, employment and labor market information
- help individuals receive education and training to expand their job skills
- assist job seekers in connecting with employers
- provide specialized assistance to individuals with barriers to career success
- support workers through periods of unemployment
- help businesses address workforce issues
- ensure that workplaces are safe
- offer all of these services in the most integrated and customer-friendly way possible

STATE WORKFORCE INVESTMENT BOARD AND
THE GOVERNOR'S OFFICE OF WORKFORCE DEVELOPMENT

Governor Sonny Perdue's vision for workforce development in Georgia is to link education and workforce development together and align with the economic development of the state, its regions and communities. To enable this vision to become a reality for Georgia, the Governor reconstituted the State Workforce Investment Board and established the Office of Workforce Development under his Office by Executive Order dated February 2, 2006. In that order, the Governor tasked the Board with the mission of developing a strategic plan that would enable his workforce development vision to be implemented in Georgia. That order also made available the Governor's Discretionary Funds to support implementing the SWIB strategic plan. Labor Commissioner Michael Thurmond serves as vice-chair of the Board's Coordinating Council and the Georgia Department of Labor is the WIA administrative entity.

Over the last year, the following workforce development activities have been cataloged on behalf of the Governor by the State Workforce Board and the Governor's Office of Workforce Development to continue to implement the Governor's vision. This section of the annual report reflects the activities and results of both the Board and the Office during PY2007.

State Workforce Investment Board

The State Workforce Investment Board met four times during the last program year. A record of meeting dates and minutes may be found at www.gowfd.org.

During the SWIB meetings over the last year, the following policy moved forward. These policies focus on improving the working relationship and aligning efforts between the SWIB and the twenty LWIBs.

- The Chairman of the Chairs of the Local Workforce Investment Board has been included as a regular guest to the SWIB meetings.
- The local WIBs send one director to each SWIB meeting to provide a summary update of local WIB activities.
- The SWIB passed a resolution that asked for local WIB to provide summary reports on the number of unemployed in their regions that earn Work Ready Certificates and also to provide comments on those reports.

During the SWIB meetings convened over the last year, the following information was presented to the Board as part of the WIA legislative duties of the Board:

- The Executive Committee of the Board reviewed and provided comment and suggestions on the Perkins Plan prior to its approval.
- The Department of Education presented the entire Perkins Plan to the Board including modifications suggested by the SWIB Executive Committee.
- The Board reviewed Work Ready Region project proposals received through a competitive Request for Proposal process and provided suggested projects to the Governor for possible regional funding.
- The Board received a Labor Market Update presentation from John Lawrence, Georgia Department of Labor.
- The SWIB conducted a youth workforce development survey in conjunction with GOWD, GDOL, Georgia Tech Economic Innovation Institute and the Fanning Institute, University of Georgia.

State Workforce Development Strategic Plan was approved February 2007 and is continuing to be implemented through Georgia Work Ready. During the SWIB meetings convened over the past year, the Board heard from the following groups in its Work Ready oversight capacity on behalf of the Governor:

- Panel of Work Ready Community team leaders discussed their strengths and challenges in implementing the Work Ready Community county initiative.
- Panel of Work Ready administrators discussed the Work Ready assessment process, best practices and challenges.
- Panel of Work Ready job profilers discussed the Work Ready job profiling process, best practices and challenges.

During the SWIB meetings convened over the last year, the following information was presented to the Board as part of its oversight of Work Ready on behalf of the Governor:

- The Board received an update on the Alliance of Education Agency Heads strategic plan and goals. Support of this inter-agency organization and its work was included in the SWIB strategic plan.
- The Board received a presentation from the Governor’s Office of Student Achievement highlighting its new Education Scoreboard.
- The Board had nationally renown speakers meet with its members and provide comment on the Board’s strategic plan and Georgia Work Ready. Those speakers included: David Perdue, Chairman, National Commission on Adult Literacy and Dr. Charles Knapp, Chairman, Commission on the Skills for the American Workforce.

In support of the SWIB strategic plan the SWIB, the Governor’s Office of Workforce Development in partnership with the Georgia Department of Labor, The Fanning Institute of the University of Georgia and the Economic Innovation Institute of Georgia Tech participated in another successful workforce development project for the Southern Growth Policies Board. This forum focused on better understanding the workforce development needs of youth from the perspective of high school students. The results of this survey were presented at the Southern Growth Policies Board annual meeting. Included in the survey work were two questions regarding Work Ready. Below are the findings of the survey:

Work Ready Survey Results

Have you heard of the Georgia Certified Work Ready Certificate?	
Yes	13.6%
No	70.2%
Not Sure	16.2%
Answered Question	1776

Would you be interested in earning a certificate that lets employers know you have the specific job skills they are looking for?	
Yes	78.8%
No	9.5%
Not Sure	11.8%
Answered Question	1770

Source: Youth – The Real Future of the South: Georgia Discussion Forums (2008), Georgia Institute of Technology, Enterprise Institute and University of Georgia’s Fanning Institute

The survey results clearly validate that a majority of high school students would value the opportunity to earn Work Ready Certificate (powered by ACT WorkKeys® Career Readiness Certificate) that would help them better understand their foundation work readiness skill level relative to what employers' value.

Aside from serving as staff to the State Workforce Investment Board, the Governor's Office of Workforce Development is responsible for development, implementing and accountability of Georgia's Work Ready initiative. Those projects are listed below:

Georgia Work Ready Overview

Georgia Work Ready was launched in August 2006 by Governor Sonny Perdue in partnership with the Georgia Chamber of Commerce to improve the training of Georgia's workforce. It is the only one of its kind to be conducted through a partnership between a state government and state chamber of commerce, ensuring that companies can more reliably match the right people with the right jobs.

This workforce training initiative assesses the skills of Georgia's workers, determines valuable job training opportunities and assures companies that the state can provide a long-term, qualified labor supply. Through a voluntary workforce assessment system called Work Ready, the program measures the "real world" skills that employers believe are critical for job success today and for mastering the innovative technologies that tomorrow's jobs will require. In addition, Work Ready aligns to economic development at a local, regional and state level. By motivating communities to validate their counties workforce through assessments and increases in county high school graduation rate, it promotes economic growth at the local level. The ultimate goal of Work Ready, though, is achieved through the Work Ready Regional initiative, where a career pathway of life-long learning is developed aligned to a targeted growth industry and where the skills gap is being eliminated through the Work Ready system of certificates, job profiles and skills gap training.

Work Ready utilizes the nationally accredited WorkKeys® assessment system developed by ACT to measure individual workers' skills in the areas of applied mathematics, reading for information and locating information. Participating individuals then receive a Work Ready Certificate that indicates their level of work readiness based on their performance.

The Georgia Work Ready initiative includes **four key elements**:

- **Work Ready Certificate:** This element allows workers to take a free job assessment and then become eligible to receive a certificate indicating their skill and knowledge levels to potential employers. The certificate guarantees that job seekers have the portable skills – reading for information, locating information and applied math – to serve as a solid foundation for more customized training. Georgians may also assess their soft skills through the Work Habits assessment that provides the individual with a summary of their strengths, weaknesses in order to improve these skills valued by employers. Assessments are conducted through the state's 33 technical colleges of the Department of Technical and Adult Education and through two Board of Regents colleges with technical divisions. The

technical colleges also provide access to free on-line gap training to help workers upgrade their job skills. Georgians may access instructor guided skills gap training at their local adult education center and/or local workforce investment board.

- **Work Ready Job Profiling:** Designed to help Georgia employers build the right workforce for their needs, the Georgia Work Ready job profiling program allows businesses to profile required job tasks and skill levels to more easily match candidates to job opportunities. By comparing job profiles with individuals' certification levels, companies can make reliable decisions about hiring, training and program development. Normally a \$2,000 value, profiling is conducted at no cost at Work Ready Centers located at the state's technical colleges for those employers that meet minimum hiring criteria.
- **Certified Work Ready Community:** This voluntary initiative enables communities to demonstrate that they have the talented workforce needed to fill current and future jobs. The certification also shows a community's commitment to education and to improving high school graduation rates, important factors for driving businesses to an area. Community leaders and those in the education, business and industry sectors all can come together to help their communities achieve the Certified Work Ready Community designation.
- **Work Ready Region:** Through this program, which builds on the Certified Work Ready Community designation, multiple counties can work together to develop regional talent pools aligned to a common strategic industry. Work Ready Regions must be able to demonstrate that they have met the following criteria: improved regional high school graduation rates; counties that obtain Certified Work Ready Community status; increasing the number of students in strategic industry majors in two- and four-year colleges; closing the skills and achievement gaps; successfully transitioning workers into higher skilled jobs; and training the existing workforce in high tech skills to improve productivity and competitiveness. Funding for Work Ready Regions is done through a competitive grant process. Regions are eligible to apply for grants to develop Georgia's Work Ready talent regions.

Work Ready Results:

Work Ready Public Outreach

The Governor's Office of Workforce Development (GOWD) has undertaken a multi-faceted public outreach approach designed to drive the certification effort in Georgia's 11 Work Ready Regions and 110 Work Ready Communities and to educate businesses on the value of the initiative. In November 2007, the GOWD hosted a statewide employer workshop in partnership with the Georgia Society of Human Resources Managers (SHRM). This successful effort to help business leaders take advantage of better hiring tools spawned a series of smaller workshops throughout the spring and summer of 2008, in strategic locations aligned with 7 of the state's industry-focused Regions. Through these successful sessions, the GOWD was able to bring the Georgia Work Ready message to representatives from more than 82 private businesses and 49 government employers across Georgia. In addition, Work Ready has been a constant presence at multiple Georgia Department of Labor job fairs as well as organizational conferences, including

the annual meetings of the Association of County Commissioners of Georgia (ACCG) and the Georgia Municipal Association (GMA). Combined with an aggressive radio and print campaign as well as a heightened web presence, these efforts have facilitated increased awareness about Work Ready among professional and governmental leaders as well as Georgia job seekers.

In addition to advancing Work Ready through multiple events and media, the GOWD is also earning a solid reputation for outstanding customer service through efforts to improve timely, efficient delivery of certificates. In 2008, the Customer Service team overhauled the service delivery process, beginning by documenting error reports and customer inquiries and then zeroing in on specific needs for improvement. **Through these efforts, the Georgia Work Ready team has been able to effectively slash the customer service case ratio from an average of 7.2 problem reports per 100 certificates issued in February to 1.1 reports per 100 certificates issued in August, a significant decrease in contrast to the steadily increasing numbers of total Work Ready certificates earned per month.**

Georgia Work Ready Certificates

Since January 2007 through August **24,065 Georgians have earned Work Ready Certificates.** The Local Workforce Investment Areas have been helping the unemployed earn Georgia Work Ready Certificates and providing comment regularly to the Board on how to improve Georgia Work Ready services.

The following table is the June 30, 2008 quarterly report summary received by local workforce investment boards in Georgia:

LWIB Quarterly Report – June 30, 2008

Georgia Work Ready Certificates Earned by <i>Unemployed</i> , June 2008 By Local Workforce Investment Area	
Atlanta Region	160
City of Atlanta	41
Coastal	42
Cobb	61
DeKalb	33
East Central	829
Fulton	41
Georgia Mountains	275
Heart of Georgia	317
Lower Chattahoochee	156
Macon/Bibb	N/A
Middle Flint	80
Middle Georgia	87
Northeast Georgia	252
Northwest Georgia	1320
Richmond/Burke	16
South Georgia	100
Southeast Georgia	98
Southwest Georgia	123
West Central Georgia	216
TOTAL Submitted Unemployed WRCs	3316
Total Unemployed reflected on State Report	4247

Work Ready Job Profiles

As of June 30, 2008, Georgia's Certified Work Ready job profilers have completed over 70 job profiles. Anecdotal data collected shows that approximately **1450 Georgians have been or will be employed over a 12 month period using Work Ready Certificates using these job profiles.**

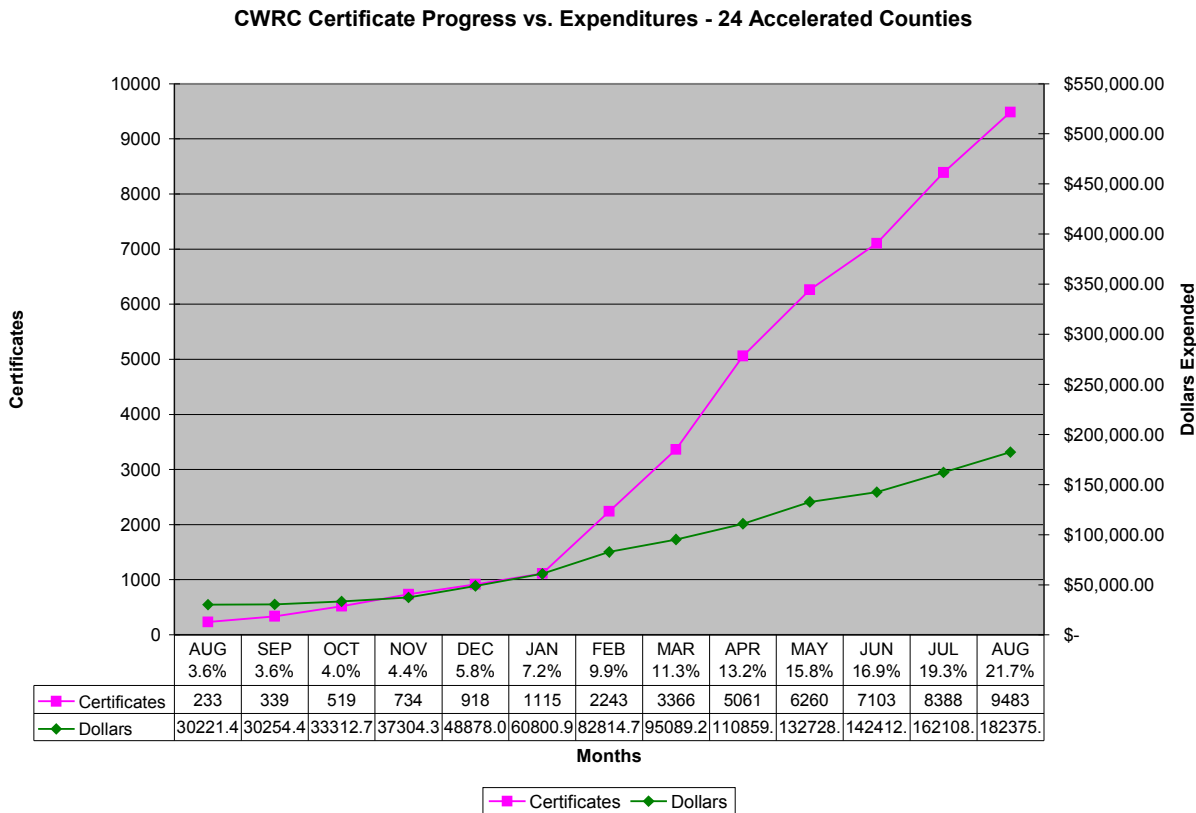
Work Ready Certificate Funding

The Governor's Office expends approximately **\$160.00 per Georgia Work Ready Certificate**. This includes cost of public outreach, service delivery, Web site support and certificate issued from ACT with National Career Readiness Certificate seal affixed.

Certified Work Ready Communities

Through September 2008, 110 counties (2/3 of the state's counties) have made a commitment to earn the Certified Work Ready Community designation. The GOWD however, established the data collection for process for all 159 counties in Georgia to encourage all counties to be able to join in the process as Georgia moves to become a **Work Ready state**. The table located at the end of this section shows the completion percent for Georgia's top 20 counties. Georgia's first county to be certified by the Governor is anticipated to occur fall 2008.

In 2007, 24 counties submitted competitive grant applications to become accelerated Certified Work Ready Communities. The graph below shows expenditures of the first 24 counties that received funds to accelerate their certification process. This graph clearly shows that these grant funds are producing the desired results. Due to the success of these 24 counties over the past year (see chart below) the Governor opened up another round of accelerated Work Ready Communities and 26 additional counties submitted competitive grants for \$12,000 - \$35,000 grants.



County	Goals							% Complete	HSGR Increase Goals	CWR C Round
	Private Sector	Government	Unemployed	High School	GED	College	TOTAL WRC			
Jefferson	84	25	120	23	5	28	284	99%	Increased	1
Hart	111	25	155	20	9	17	337	95%	Increased	1
Elbert	110	32	142	21	11	17	332	89%		1
Jenkins	59	19	53	13	9	17	170	77%	Increased	1
Floyd	354	64	396	67	39	70	990	76%		1
Pike	52	21	105	27	11	21	237	70%		1
Franklin	133	22	120	19	8	30	333	66%		1
Polk	194	40	210	43	22	31	540	64%	Increased	1
Dougherty	415	105	411	57	47	99	1134	63%	Met	1
Ware	236	20	176	33	28	91	583	62%	Increased	1
Walker	221	63	322	51	43	56	755	62%		1
Chattooga	115	24	121	21	15	31	327	61%	Met	1
Bartow	282	50	382	71	36	50	871	60%	Met	1
Wilkes	80	26	80	14	6	9	214	59%	Met	1
Harris	71	23	116	30	7	24	272	56%	Met	1
Upson	128	36	165	15	15	62	420	54%	Increased	1
Catoosa	254	47	277	57	28	29	691	53%		1
Laurens	315	88	248	52	14	69	786	52%		1
Brooks	63	22	93	14	8	19	219	48%	Increased	1
Warren	34	9	68	6	3	7	126	48%		1

Work Ready Regions

In developing Work Ready Regions, the Governor's Office of Workforce Development used knowledge gained from membership in several National Governor Association's policy academies. A brief overview of this work is outlined below:

- The Governor's Office of Workforce Development completed the National Governor's Association Policy Academy for Workforce Development Sector Strategies. The team was lead by the Governor's Office of Workforce Development and had membership from the following agencies: Governor's Policy Staff; Department of Economic Development; Department of Labor; University System of Georgia; Department of Technical and Adult Education; local workforce investment boards, local chambers and the Chairman of the LaGrange Industrial Authority. This effort produced the framework for the Work Ready Region statewide initiative discussed later in this report. This work became part of the framework for Work Ready Region concept and the foundation for the West Georgia AMP Work Ready Region. It led to Georgia's additional participation in the NGA Cluster policy academy.
- The Governor's Office of Workforce Development applied for and was accepted in the NGA regional cluster policy academy. This effort was led by the GOWD and the team consisted of members from the following agencies: Governor's Policy Staff, Department of Economic Development, Technical College System of Georgia, Georgia Research Alliance, Mr. Ed Graham, retired VP of Johnson & Johnson, Atlanta Regional Commission (local workforce board) and Georgia BIO. This group built upon the foundation established by the West Georgia sector strategy and added a cluster approach to the Work Ready regional framework. This effort was successfully concluded in spring 2008 and produced the Innovation Crescent Work Ready Region which has become the model framework for Georgia's Work Ready Region initiative.
- The Governor's Office of Workforce Development has been invited by NGA to be one of 12 states participating in the Peer to Peer Learning Network. The focus of this work will be to develop policies to sustain and grown regional workforce development strategies. Again, the Governor's Office of Workforce Development will lead a team of members consisting of State Workforce Investment Board members. This work is scheduled to begin in October 2008.

Using the knowledge learned above and building on the Certified Work Ready Communities, Work Ready Regions bring together their assets and leaders to create regional talent pools targeting existing strategic industries and to increase economic development opportunities.

Criteria for success includes creating industry-driven regional solutions to improving the high school graduation rate, engaging at-risk and out-of-school youth, supporting high school career coaches, retraining dislocated workers, increasing post-secondary

graduation rates and upgrading the skills of the existing workforce. More information may be found at www.gaworkready.org.

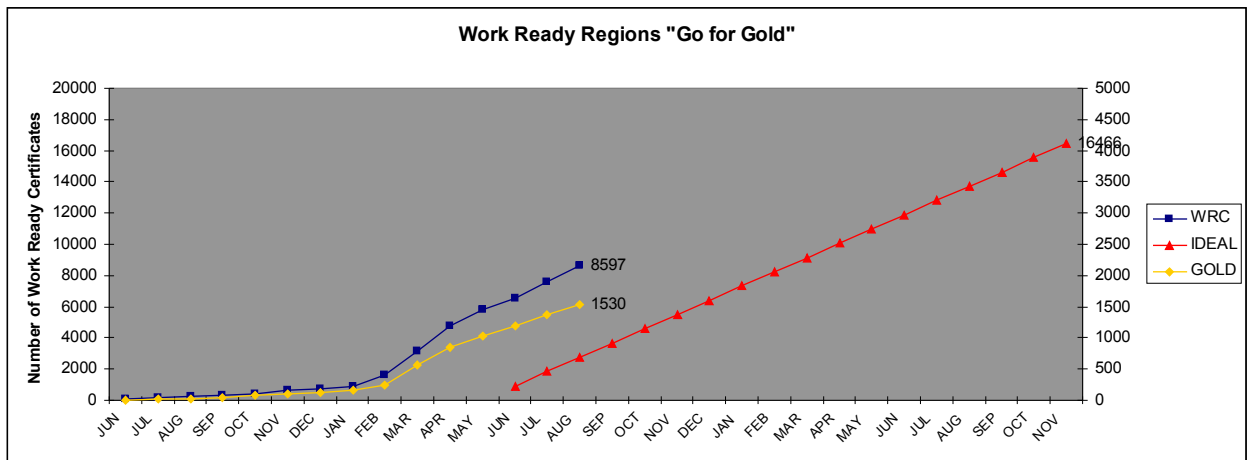
Each regional effort is being led by a local businessperson associated with the strategic industry. This leader has assembled an industry network to ensure the region’s plan meets the workforce needs of the industry, both current and future.

The seven inaugural Work Ready Regions include:

- Northwest Georgia for Automotive Advanced Manufacturing
- Western Central Georgia for Aerospace Advanced Manufacturing
- Middle Georgia for Aerospace Advanced Manufacturing
- Middle Georgia for Advanced Manufacturing
- Eastern Georgia for Logistics
- Western Georgia for Automotive Advanced Manufacturing
- Northeast Georgia for Bioscience

Competitive regional grants were awarded by the state to drive new thinking and develop Georgia’s “talented” regions. Applications for the grant fund demand-driven regions aligned by common natural and man-made resources and strong public-private partnerships with active participation from identified strategic industries. Regions are expected to show research that conclusively supports their selected regional strategic industries. In 2008, seven grants were awarded for a total of \$3.5 M dollars.

The regions are dedicated to closing the skills gap and are heavily engaged in the “Go for the Gold” campaign which aims to get 25% of the available workforce to earn a gold certificate. The summary of all regions progress is shown in the chart below.



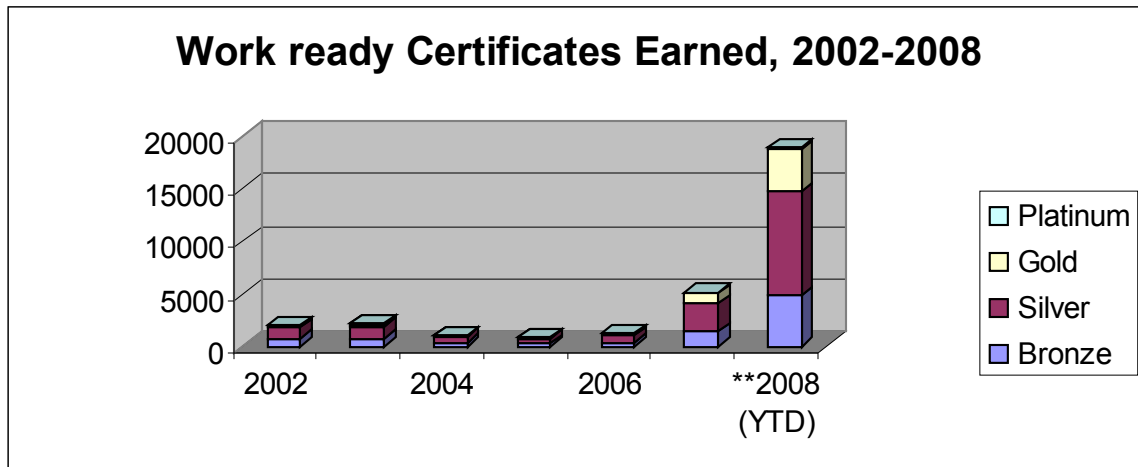
Regions are just beginning to move into Phase Two, Career Pathway development and will be focusing on develop articulated career pathways from high school to two year and four year institutions aligned to the regions growth industry. Emphasis is being placed on innovative approaches to including pathways for the transitioning worker.

In addition, Georgia is beginning to use sub-cluster analysis to develop secondary regions within prime Work Ready Regions through grant activities associated with the BRAC workforce demonstration grant. To date four additional WRR have been added bringing Georgia's WRR projects to eleven. A second competitive WRR RFP was released in the summer 2008 and grants are expected to be awarded late 2008 or early 2009.

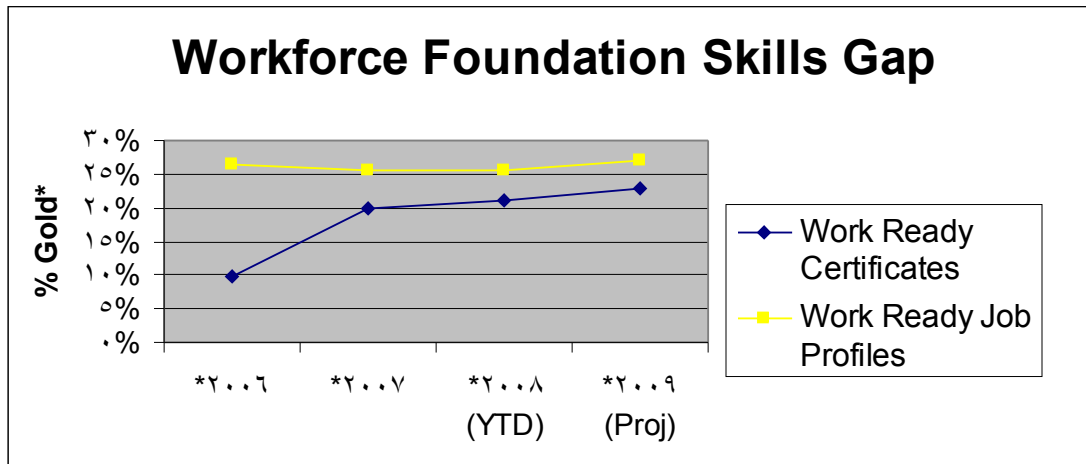
Work Ready State

From a state perspective, Georgia Work Ready is designed to eliminate the skills gap, improve the education attainment levels in Georgia and enable the GOWD to regionally manage talent develop aligned with Georgia's growth industries. Following are Georgia's results to date:

Work Ready Certificates powered by ACT WorkKeys®, National Career Readiness Certificate earned by Georgians

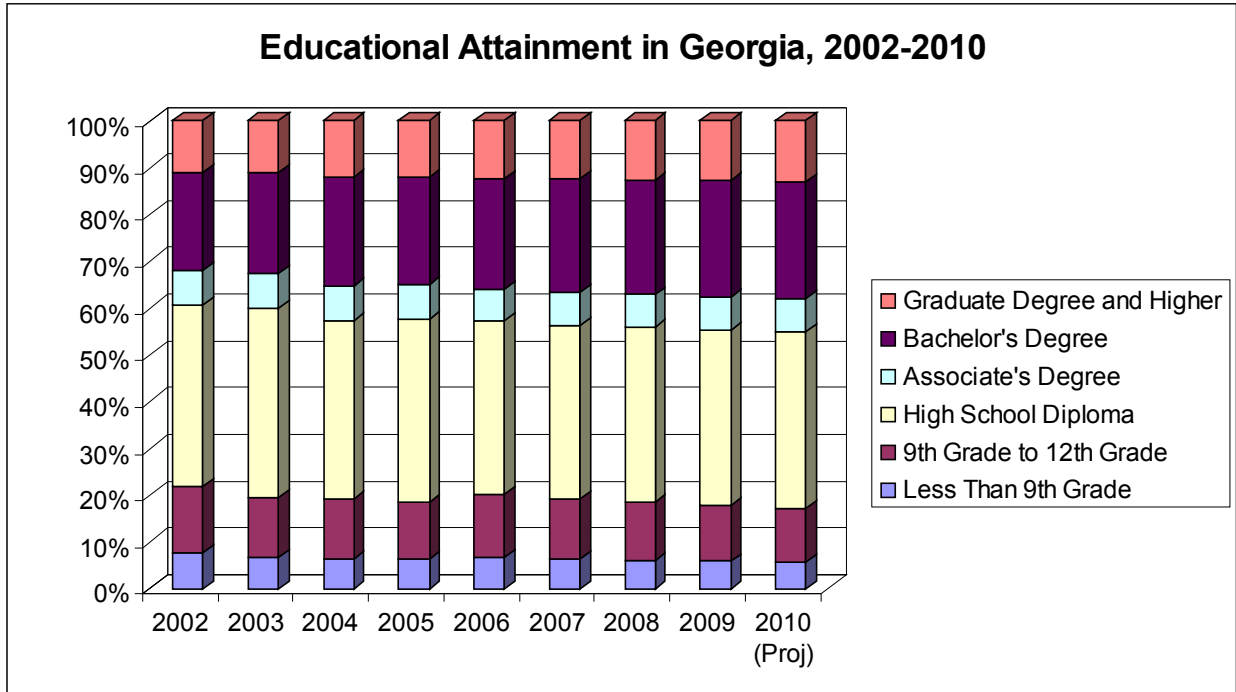


Eliminating the Skills Gap in Georgia



Work Ready Certificates are powered by ACT WorkKeys® National Career Readiness Certificate. A Gold level certificate is an indication of an individual being ready to be trained for 90% of the jobs nationally. It is also an indicator of college readiness without remediation.

Georgia educational attainment levels



Other efforts led and managed by Governor's Office of Workforce Development

Under the direction of Governor Perdue, GOWD is working with Georgia's Military Affairs Coordinating Committee on several workforce development efforts to support Georgia's military bases and their families including Career Advancement Accounts and BRAC workforce development demonstration grant.

Military Spouses Career Advancement Accounts

Georgia is one of seven states participating in the Military Spouse Career Advancement Account demonstration grant. GOWD working with the local community has developed a partnership among the local career center, chamber, local education institutions and Ft. Benning to deliver CAA services to military spouses. **As of September 30, 2008, 160 CAA have been issued to Ft. Benning military spouses and \$495,000 has been obligated to this program.**

BRAC workforce development implementation grant

Georgia applied for and received five million dollars in a BRAC workforce development demonstration grant to assist with both the Ft. Benning base expansion and the three bases closing in the Athens to Metro-Atlanta area. This is being implemented in two regional efforts aligning to the Georgia Work Ready Regions initiative. Below are highlights of both regional efforts to date.

Innovation Crescent Work Ready Region: The Innovation Crescent WRR is a bio (life) science industry-cluster initiative. The BRAC workforce development effort is being integrated into this WRR effort as two of the three bases will have a bio (life) science component to them post transition (Ft. McPherson and the Navy Supply Corps School). In addition, a secondary industry-cluster effort is being formed in logistics as a result of logistic assets associated with two of the three bases slated to close (Ft. Gillem and the Navy Supply Corps School) and a statewide effort to strengthen the logistics industry in Georgia. In reviewing the civilian occupations currently employed at the three bases in the region, a substantial number of these workers have skill sets that could either move directly into (or with some additional training prepare for) the private sector bio-science or logistics jobs where growth is anticipated in the next few years. At this time we are working with base commanders to meet with the civilian workforce and begin to offer ITA and CAA grants for eligible workers beginning in January 2009.

Chattahoochee Valley Work Ready Region: The Chattahoochee Valley WRR began as an aerospace WRR funded by GOWD. The additional funds received from the BRAC demo grant are being used to develop three additional WRR efforts in automotive maintenance, green industrial construction and advanced communications. All three efforts are being led by Ft. Benning industry experts with staff support provided by the Valley Partnership. Current data analysis shows a significant growth for the private sector industries in both automotive and aerospace in occupations that overlap in skill sets. This presents a challenge that is welcome by the local leadership in recruiting people into occupations to support these industries. Because of the high number of transitioning workers in this area because of increased unemployment due to low skill jobs leaving the region, Georgia Work Ready Certificates and job profiles are being used to move these workers from lower to high foundation skill levels in preparation for training for these new, more knowledge based manufacturing jobs.

Summary of Governor's Office of Workforce Development performance

In summary, the Governor's Office of Workforce Development has developed and implemented a transformational workforce development strategy through Georgia Work Ready. Any and all of Georgia's workforce development efforts are being linked and

aligned through an enterprise called Georgia Work Ready whose purpose is to manage Georgia's talent development aligned to economic growth.

GEORGIA DEPARTMENT OF LABOR AND LOCAL WORKFORCE INVESTMENT BOARDS

Through the Governor's Executive Order of February 2, 2006, the Georgia Department of Labor serves as the administrative entity responsible for direction and support for the state's twenty local workforce areas. Under the visionary leadership of Commissioner Michael Thurmond, the Georgia Department of Labor's (GDOL) customer-focused, integrated service delivery system is built upon the services of many state and local partners. The vast number of locations in this network gives individuals and businesses access to a rich array of workforce services with a standard, consistent framework throughout the state. Local workforce area agencies and GDOL career centers have drawn on their unique community resources and assets to ensure that all partners are working together to achieve desired outcomes for their business and job seeker customers.

The GDOL statewide network of 53 career centers plays an important role in the state's workforce development system. All career centers and Vocational Rehabilitation offices serve as access points for workforce services, and more than two-thirds of the GDOL career centers are designated as comprehensive One-Stop sites by the local workforce boards. The service network extends beyond these permanent locations, with outreach staff for special populations such as offenders and homeless individuals, services to separating veterans at nine military bases, and virtual access via the department's web site.

Career centers provide an extensive array of services for job seekers, employers, training providers, partner agencies and other customers, on-site and through the Internet. These services are integrated into a user-friendly, demand-driven service delivery system. Job seekers are provided with career guidance, Unemployment Insurance claim filing, occupational data, job search workshops and job listings, as well as information on training programs, training providers and support services. Employer services include Business Centers located in the career centers where group meeting space, copiers, fax machines, and interview rooms are available. The business services available to Georgia's employers include recruiting, screening, job referrals, labor market information, tax credits and workforce planning.

Georgia's system uses technology as a fundamental means of providing state-of-the-art and "no wrong door" service to Georgia's companies and job seekers. The department provides a multitude of resources to ensure that every job seeker has an equal opportunity to access all available services. Resource rooms are equipped with assistive technology to provide customers with disabilities full access to tools, resources and services within the One-Stop system.

GDOL has developed a statewide web-based automated system that incorporates data entry, retrieval and reporting capabilities for WIA, Wagner-Peyser, Veterans, Unemployment Insurance, Trade Act and state programs. Customers seeking any of these services only have to provide basic information once, and comprehensive data records are built and maintained for customers receiving multiple services. GDOL supports this system through a cadre of trained professional staff who provide day-to-day support and technical assistance on data management and reporting issues. The state also provides local systems with performance tools, including WebFOCUS software, through which standard and ad-hoc data queries help local systems track and manage customer activities and outcomes.

PY2007 ACCOMPLISHMENTS

The effectiveness of Georgia's workforce development system is reflected in a variety of noteworthy achievements noted on the following pages. This success is due, in part, to the strong spirit of collaboration among the major federal programs administered through the GDOL: Unemployment Insurance, Employment Services, Workforce Investment Act, and Rehabilitation Services, among others.

Program Year 2007 (PY2007) included a number of events that demonstrated the strength of Georgia's workforce system. Lay-offs and plant closures across the state hit many areas hard and will affect some communities for years to come. Large numbers of service members from Georgia's National Guard returning home after serving in combat overseas required career transition assistance. In the midst of these events, natural disasters brought many displaced individuals to Georgia seeking assistance of every kind.

The state is pleased to report that Georgia's PY2007 WIA performance was outstanding as all of the state's negotiated performance levels were exceeded or met for the sixth consecutive year. A comparison to national averages shows that Georgia exceeded national performance on eight measures, as follows:

Georgia Measures Exceeding the National Average

<u>Performance Measure</u>	<u>Georgia</u>	<u>National Avg.</u>
Adult Entered Employment Rate	82.3%	67.9%
Adult Employment Retention Rate	85.6%	65.2%
Dislocated Worker Entered Employment Rate	83.3%	72.1%
Dislocated Worker Employment Retention Rate	91.9%	86.7%
Older Youth Employment Retention Rate	83.6%	83.5%
Older Youth Credential Rate	51.2%	49.1%
Younger Youth Diploma or Equivalent Rate	75.6%	69.5%
Younger Youth Retention Rate	75.9%	70.5%
Information is based upon the rolling four quarter period of the 3 rd Quarterly WIA Performance Report		

- The American Institute for Full Employment has awarded its 2008 Full Employment Award to the Georgia Department of Labor in recognition of the department's continuing excellence and commitment to the re-employment of Unemployment Insurance (UI) claimants. The Georgia Department of Labor achieved an average 11.3 weeks claim duration for the 12 months ending March 2008 - the lowest in the country and significantly below the national average of 15.2 weeks. This accomplishment was noted in a *USA Today* article in September 2007.

Under the leadership of Commissioner Michael Thurmond, the Georgia Department of Labor developed proactive strategies to effectively connect UI claimants with Georgia's workforce programs. UI claimants have maximum exposure to job placement, career guidance and training services. Commissioner Thurmond developed the innovative *Georgia Works* program, which provides claimants a training opportunity with prospective employers to demonstrate their skills and abilities. As a result, 63% of the program enrollees were placed in employment.

- The Unemployment Insurance (UI) program was honored with an award for Performance Excellence in Tax Operations reflecting the highest quality UI tax operation nationwide. In addition, the UI Board of Review is number one in the nation for meeting timeliness requirements of making determinations in 45 days or less.

- The Jobs for Georgia's Graduate (JGG) Program continues to demonstrate remarkable success in improving the high school graduation rates of participating students. The 2007 JGG graduating class of 895 youth achieved a 90% graduation rate. This is 18 percentage points higher than Georgia's graduation rate of 72%. JGG's performance outcomes were also exemplary for African American males, with a 90% graduation rate, and the number of 2007 graduates who enrolled in post-secondary programs with full-time enrollment and part time jobs was 54%.
- Through *GoodWorks*, a welfare-to-work service strategy, the Georgia Department of Labor continued to exceed expectations in providing services to Temporary Assistance to Needy Family (TANF) customers, via an agreement with the Department of Human Resources, the state TANF agency. Over 650 TANF customers were served by the Georgia Department of Labor during the period between October 1, 2006 and October 31, 2007. The outcomes are as follows:

Customers Served in the FFY'07 GoodWorks Contract: October 1, 2006 - October 31, 2007, Outcomes through October 31, 2007							
Customer	No. Served	No. Placed	Contract Goal	Actual Placement Rate	Ave. Hourly Wage	30 Day Retention	Percent Employed Retained
TANF Applicants	260	150	50%	58%	\$7.10		
Job Ready TANF Recipients	226	150	55%	66%	\$8.65	119	79%
TANF Recipients with Identified Challenges	170	68	20%	40%	\$7.14	47	69%

Customers Served in the FFY'07 GoodWorks Contract: October 1, 2006 - October 31, 2007, Outcomes through June 30, 2008							
Customer	No. Served	No. Placed	Contract Goal	Actual Placement Rate	Ave. Hourly Wage	30 Day Retention	Percent Employed Retained
TANF Applicants	260	162	50%	62%	\$7.16		
Job Ready TANF Recipients	226	172	55%	76%	\$8.58	154	90%
TANF Recipients with Identified Challenges	170	109	20%	64%	\$7.11	94	86%

- When KIA announced that a state of the art auto manufacturing plant in West Georgia would begin accepting employment applications online, more than 43,000 people sent applications to the KIA website over a four week period. The Georgia Department of Labor assisted KIA by establishing a fully staffed call center to provide information on the application process and an on-site application center near the KIA site with access to computers and staff trained in the KIA application process. The department also partnered with the Technical College

- System of Georgia to hold KIA job fairs in technical colleges across the state and provided Internet access at all 53 career centers for KIA applicants.
- In response to the growing number of business closures in North Georgia, GDOL expanded its annual televised job fair. The event, co-sponsored by Georgia Public Broadcasting, was broadcast in three locations - Toccoa, Albany, and Atlanta. In addition, the job fair streamed live on the Internet. As a result, an increased number of Georgians benefitted from the job search information and job listings that were aired.
 - Under the leadership of Commissioner Michael L. Thurmond, the Georgia Department of Labor responded to local workforce area agencies' requests for an Individual Training Account tracking system that would be housed and integrated into the state's current operations and data collection system, the Georgia Workforce System (GWS). The WIA/TAA Tracking and Reporting System was implemented in May of 2008 and allows users to record cost commitments for training and other activities, track the training expenses incurred by participants, and print the necessary training vouchers, as well as many other financially-related tasks. By integrating this tracking system within GWS, it allows for ease of use and reduced duplicate data entry for the local areas.
 - The department continues to serve customers through its web site (www.dol.state.ga.us) by offering access to over 800 electronic pages of information including a variety of on-line services, forms and publications, and links to additional resources. Over nine million pages are viewed monthly and more than 35,000 referrals to job openings are requested weekly. The agency also continues to advertise job fairs, employer seminars, and other events to the community as well as provide access to a variety of labor market information resources and information for businesses.
 - The ninth annual Georgia Workforce Conference was held at the Savannah International Trade and Convention Center, with over 1,300 workforce and business professionals from throughout the state in attendance. The focus of the conference was on the importance of building and maintaining stronger relationships with employers to create greater career opportunities for all Georgians. This year's conference focused on regional best practices – what works when providing workforce services to nontraditional and specialized workers such as older workers, veterans, ex-offenders, youth, individuals receiving welfare, individuals with disabilities, and others seeking their niche in Georgia's workforce. Bringing employers and workforce professionals together to discuss workforce needs and strategies is critical to Georgia's success.
 - In April 2007, The Offender Parolee Probationer State Training Employment Program received the National Re-Entry Program of the Year award from the National Institute of Offender Workforce Development. The award was in recognition of Georgia's performance in providing job placement assistance to rehabilitated ex-offenders. In addition, GDOL received the 2007 Outstanding

Performance Award from the Federal Bonding Program for leadership in the use of Fidelity Bonding services to assist job seekers with barriers to employment.

- The Georgia Department of Labor is engaged in three ongoing partnerships to serve persons who are homeless, including the 24/7 Gateway Center, Samaritan House and Trinity Community Ministries. Each outreach initiative aids homeless persons in accessing job search, training and employment assistance. Due in part to its innovative programs and partnerships, the Samaritan House of Atlanta received a \$238,000 grant from the US Department of Labor in June 2007. This grant will fund programs to assist homeless veterans with occupational, classroom and on-the-job-training along with job search and placement assistance.
- GDOL launched the concept of “Accessibility Plus”, a project designed to ensure that persons with disabilities have enhanced access to career center services and resources. Preparation for the initiative included staff training, reconfiguration of workspaces and redesign of public access areas. Accessibility Plus exceeds mandated structural requirements for public facilities and provides a more inclusive delivery of services.
- This year, \$9,932,000 in state funds was made available to match federal funds to design and construct a new Vocational Residential Facility at the Roosevelt Warm Springs Institute for Rehabilitation. GDOL is in the process of obtaining a comprehensive design study to construct a new facility that will provide a safe living environment for the students to learn academic and occupational skills as they become productive members of the workforce.
- In March 2008, Warm Springs was proud to begin providing outpatient therapy services in its new state-of-the-art Blanchard Hall that integrated all outpatient services under one roof. Named for business and community leader James Blanchard, former Chairman and CEO of Synovus, this nearly \$7 million project is the result of a public-private partnership between the state and 126 individual donors.
- In 2008, the Warm Springs Vocational Rehabilitation (VR) Unit Academic Program became a certified school under the Veterans Administration “G.I. Bill”, and the VR Unit began providing injured soldiers and veterans with a variety of individualized services.
- In FY 2008 the VR program focused on enhancing services and improving employment outcomes for individuals who have sensory impairments. A new model of service delivery was established, providing counselors with specialty skills in deafness and blindness to help customers find and retain gainful employment.
- Last year 88 local school systems participated in 65 VR and Department of Education Collaborative Agreements. These agreements enhance VR services to

eligible students with disabilities as they transition from school to work or post-secondary training. VR increased the number of students receiving transition services from 6,075 in PY2003 to 8,117 in PY2007.

- The High School/High Tech Program (HS/HT) served 434 students in 35 high schools in 2008. An average of only 5% of HS/HT participants drop out of high school compared to the drop out rate of approximately 35% of all students with disabilities. This summer, over 100 HSHT students participated in the department's summer paid employment program, bringing them work skills and income.
- Developed as part of a national competitive grant awarded to Georgia VR Tools for Life in 2007, the Pass It On Technical Assistance Center for the Reutilization of Assistive Technology was acclaimed to have developed the most technologically sophisticated content management database system for the safe, appropriate reutilization of assistive technology.
- The Georgia Industries for the Blind opened the first expansion in over 20 years with a new satellite plant in Albany, Georgia to provide more employment opportunities for people who are blind or severely visually impaired.

PY2007 STRATEGIES AND INITIATIVES

Georgia is proud of the way the workforce system has responded to the challenges that occurred in PY2007. Highlights of some innovative strategies and initiatives are described below.

Response to Dislocated Workers

In PY2007, almost 350,000 Georgians filed initial UI claims from every sector of the economy. In particular, Georgia has been adversely affected by the growing movement of manufacturing jobs to workers overseas. In response to this shift, the Georgia Department of Labor continues to work proactively with employers to help workers with job search assistance, education and training options. GDOL provided rapid response services to over 112 large company layoffs and closures, involving more than 13,000 dislocated workers in the last year. Staff also assisted employers in learning about and filing for Trade Act petitions. Over 70 Trade Act petitions were filed and 36 were certified during PY2007; 2,560 customers were enrolled in Trade-approved training during this time. Additionally, GDOL and local WIA partners assisted customers who were part of larger layoffs by establishing 12 on-site transition centers, serving over 5,500 customers.

As a means of enhancing dislocation services to groups with special circumstances, GDOL led several key initiatives this program year.

- Georgia’s automotive and air transportation industries were hard hit during PY2007. General Motors (GM) announced the September 26, 2008 closure of its Doraville plant, setting off a chain reaction of layoffs and closures of GM suppliers around the state, totaling approximately 2,300 workers. The Delta Airlines merger with Northwest Airlines resulted in approximately 4,000 workers nationally taking “voluntary” separations. Air Tran and American Airlines were forced to lay off workers due to the high cost of fuel. The ripple effect from these layoffs resulted in the loss of contracts at supplier companies, causing more layoffs. GDOL’s Rapid Response Unit in partnership with local workforce area agencies provided information and coordinated assistance to all of these workers connecting them with reemployment, education and support services.

Because the GM closure affected so many workers, a transition center was initially established on-site. Services provided included workshops on résumé writing, résumé critiques, information concerning training and referral to local workforce boards, job hunting pointers, job search workshops and much more. The GM Transition Center, opened in December 2006, will relocate to one of the GDOL career centers in September 2008 and will continue to serve not only GM workers, but all workers laid off from automotive firms.

- Several large layoffs and plant closures occurred in the small, rural town of Millen within a few months of each other. A transition center, which began in a small room of the largest factory to close, was established and quickly outgrew its space. GDOL again met the needs of the community by converting a trailer into a One-Stop Center until space became available at a nearby small technical college. This was especially important to the community due to the distance from Millen to the closest One-Stop site. Résumé assistance, GED preparation, Trade Act and Unemployment Insurance services, basic literacy, interviewing skills, career counseling and other services continue to be provided at this site. A retired career center manager and representatives from two workforce areas, local technical colleges, adult literacy and consumer credit counseling work together to serve the laid off workers, providing a community hub for this small town. Despite the town’s size of only 12,000 residents, this center is the most visited transition center in the state, truly making a difference for rural Georgians.
- The downturn in the general economy led to a number of plant closures and large layoffs, causing a significant rise in Georgia’s unemployment rate and in the number of Unemployment Insurance payments issued. Commissioner Thurmond challenged GDOL staff to develop innovative ways to assist customers to return to work more quickly. As a result, training seminars focusing on customized career center strategies to address emerging economic and workforce-related issues were developed and delivered statewide in PY2007. Career center managers and employer marketing representatives participated in two-day seminars and left with an action plan that detailed specific tasks related to reducing unemployment insurance continued claims and helping job seekers return to work sooner. This strategy was one of many that helped Georgia have the lowest duration of unemployment benefits in the nation.

- Georgia continued to receive funding for its Health Coverage Tax Credit Bridge program, which has provided payments of over \$220,000 to 300 Trade-eligible workers to assist them in making health insurance premium payments. Additional infrastructure funding for outreach and technology from USDOL allowed GDOL to enhance its outreach efforts for this program.
- Georgia received a \$250,000 MIS grant to assist in updating the Trade Adjustment Assistance (TAA) automated system. The new system, expected to launch during PY2008, will provide improved access to partners as well as enhanced reporting options, which will help staff ensure the delivery of quality services to Trade-eligible customers.
- The North Georgia region experienced high unemployment as a result of the downturn in the housing construction industry and the closures of several major carpet manufacturers. In response to the area's economic challenges, Commissioner Thurmond established a GDOL team to strategically meet the workforce-related needs of the area. Accomplishments of the team and related partners include:
 - Through the partnership with Northwest Georgia Technical College, 175 retraining opportunities were provided to dislocated workers.
 - On-the-Job training activity will be increased through the Career Advancement Account pilot initiative.
 - Auto Alley provided \$60,000 in training funds for the automotive trade.
 - A transition center was established.

Adult Service Strategies

Local workforce boards in Georgia have embraced the flexibility inherent under WIA to create unique, successful partnerships for employers and the workforce. Partners include technical colleges, corporate sponsors, economic development entities, medical associations and boards, USDOL Office of Apprenticeship, learning associations, hospitals and nursing homes, and many more. The following are a few examples of the many creative, demand-driven initiatives throughout the state:

- Atlanta Regional and DeKalb County workforce boards' Georgia Perimeter College Community Based Job Training Grant project increases the number of healthcare professionals in metropolitan Atlanta through capacity building and training activities in the area of nursing. The project's two main goals are to increase the hospital's capacity to train healthcare professionals, and to increase the number of trained healthcare professionals overall.
- In their One-Stop in Glennville, Georgia near Fort Stewart, the Heart of Georgia workforce area agency provides job application assistance for individuals seeking overseas employment with subcontractors under federal defense contracts in Iraq. The process, which includes specialized counseling and case management assistance, may take as long as three hours to complete and has attracted job

seekers from as far away as Atlanta and Augusta. One job seeker, a single mother with four children, recently secured a one-year \$80,000 salaried overseas position that will meet her family's future needs.

- The DeKalb County Medical Lab Technicians Project was designed to address the high drop out rate of Medical Lab students. The addition of a stipend, transportation assistance, and mentoring during the final six months of clinical externship have produced stellar results. Over the past two years, 23 students graduated from the project and earned a credential, and 22 students went to work after their externship – a 95 percent success rate.
- The Atlanta Regional – Georgia Certified Nursing Assistant (CNA) Career Ladder program was developed in response to the critical shortage of nursing personnel, particularly those employed in long-term care facilities. Partners are working together to provide experienced CNAs with access to an educational development pathway leading to specialty certificates and/or Licensed Practical Nursing. The program incorporates apprenticeship and on-line learning approaches to make it easier for working adults to advance through the career ladder while working full-time.
- In the Northwest Georgia workforce area, 26 individuals over the age of 50 were served in an on-the-job (OJT) program through Mercy Senior Care. Mercy Senior Care, a faith-based partner, is located in several Northwest Georgia career centers several days a week to serve older individuals who could benefit from OJT.
- In the rural South and Southeast Georgia workforce areas, there is a crucial shortage of workers in the medical and education fields, as these local economies do not have the salary structures or amenities to attract nurses and teachers from the more metropolitan areas surrounding their communities. As a result, the local Workforce Investment Boards have emphasized training current residents in these critical occupations. These two workforce areas trained 36 teachers and another 358 customers in medical or related occupations - outcomes that have significantly enhanced their local and regional economies.
- The Northwest Georgia workforce area is actively involved in a 26-county Tri-State Regional Workforce Alliance, which is a direct result of a partnership developed to prepare and submit grant proposals for the Workforce Innovation Regional Economic Development (WIRED) Initiative and the Science, Technology, Engineering and Mathematics (STEM) Initiative. The Alliance continues to focus on advancing the region's economic competitiveness by promoting collaborative talent development for the area's workforce that transcends county and state lines. The group is participating in an innovative approach to support the automotive industry; as a result, the Volkswagen Automobile Plant is now a viable employer in this tri-state region. The Alliance

utilizes its regional skills database in conjunction with WorkKeys® skills profiling, to assist businesses in identifying skilled workers.

- Through the Coastal Workforce Area, 56 adults were trained at the Southeast Lineman Training Center in Trenton, Georgia. This highly specialized, 15-week training program prepares students to be apprentice line workers for power line construction and utility companies, to ensure a skilled workforce to meet Georgia's future industry needs. Of the 56 students trained, 50 went to work - an 89% employment rate.
- Georgia's local workforce area agencies now have a total of ten mobile units, as three local workforce areas - Atlanta Regional, Cobb County, and West Central Georgia - invested in new mobile units this past year. The Richmond-Burke, Northeast Georgia, Northwest Georgia, and the City of Atlanta workforce area agencies also have mobile units. These mobile One-Stops are state-of-the-art, fully accessible computer labs used creatively to strengthen workforce services in Georgia. Examples include use at job fairs, dislocation events, youth events and for Work Ready and basic skills assessment.
- The Atlanta Regional Workforce Area relocated their Clayton County Career Resource Center to a new location to better serve customers in the community. In developing the new space, they incorporated several key design elements to make the One-Stop site environmentally friendly. Examples include purchasing used furniture, installing carpeting containing recycled materials and using energy-saving lighting indoors and in the parking lot.

Youth Service Strategies

Local workforce areas and their partners have worked strategically to meet the challenges faced by Georgia's youth. The workforce system has developed a variety of initiatives and service strategies to assist members of the future workforce achieve successful outcomes, while providing Georgia's businesses with the talented workers they need. Some examples are highlighted below.

- **Georgia's Statewide Youth Development System** - As a result of Commissioner Thurmond's commitment to youth, the department continues to place great emphasis on youth and is engaged in a multitude of strategies to enhance the lives of all youth, including youth with special needs.

The Shared Youth Vision for Georgia is a collaboration of state agencies serving out-of-school and at-risk youth. The vision frames more effective collaboration and coordination between agencies to better serve Georgia's youth. This group of state agencies, known as the Georgia State Team, is spearheaded by the Georgia Department of Labor. The team meets quarterly to focus on youth strategies to reduce the number of high school dropouts, increase the percentage of high school graduates and numerous youth-related issues.

The team has engaged in many key activities to strengthen agency collaboration and Georgia's statewide youth development system, including the following:

Focus on Alternative Education

- On-line high school diploma programs are available.
- Mobile learning labs serve youth through various assessment and credentialing activities.

Focus on Business Demands

- GDOL High School/High Tech (HS/HT) is a program that serves youth with disabilities transitioning out of school. HS/HT emphasizes careers in technology.
- The Health Care Retraining Partnership Program exposes at-risk youth to the health care industry.
- Apprenticeship programs for youth have been developed in collaboration with Georgia Power and other energy industries, advanced manufacturing, construction and allied health.

Focus on Youth with Barriers to Employment

- The Metropolitan Area Youth Opportunity Initiative (MAYOI) is a group concerned with the plight of youth transitioning from foster care. Local workforce area agencies and MAYOI work together to assist transitioning foster care youth with employment opportunities.
- Summer employment training opportunities have been developed for WIA-eligible youth and youth with special needs.

Focus on Improved Performance

- Performance roundtables are conducted with local workforce area agencies to improve performance. National trainers, such as Public/Private Ventures, have been retained to educate local areas on national trends and performance.
- Strong working partnerships have been developed with:
 - The Georgia Afterschool Investment Council, which has a large membership base representing state agencies, community-based groups and faith-based groups.
 - Communities in Schools (CiS) of Georgia. The CiS model is the largest drop out prevention program in the country.

The team has accomplished the following:

- Assisted in preparing the Department of Education's application for the Carl Perkins Grant.
- Prepared a directory of youth partner contacts at the local and state levels to promote effective communication and coordination.
- Developed a marketing brochure outlining Georgia's Youth Vision.
- Developed a repository of best local youth practices.

The Shared Youth Vision is implemented locally in various ways, depending on the needs of the community. For example, when East Central Georgia Consortium (ECGC) workforce staff learned that Independent Living Program (ILP) coordinators were required to facilitate Family Team Meetings for foster youth, it was agreed that this service was needed for all at-risk youth in the community. ECGC entered into an agreement with the Department of Family and Children Services (DFCS) Region IV to provide these services, and has presented the model at a statewide meeting of DFCS and ILP coordinators.

Other examples of state and local initiatives advancing Georgia's Youth Vision include the following:

- In response to the energy industry's urgent workforce needs, GDOL and local workforce area agencies are partnering with companies such as Georgia Power, the Southern Company and others to address pending workforce shortages. For example, the DeKalb County Workforce Board is partnering with local high schools, a technical college, and Georgia Power/Southern Company to implement the Electrical Line Worker Apprenticeship Program. The first E3 energy effort resulted in 100% of (eight) students entering employment. Eleven youth are currently attending the line worker training, and ten of the students will soon be considered by Georgia Power for employment. These youth are on track for an annual wage of \$30,000-\$70,000. The DeKalb County workforce area was also recently awarded a grant under the President's High Growth Job Training Initiative for a project to provide potential workers with skills-based job training to enter careers in the energy industry. A total of \$10 million was awarded to 11 states.
- Georgia is meeting the demands of business, especially in high-growth industries and occupations, through programs that include High School/High Tech, apprenticeship programs, and train-the-trainer strategies such as the *Education Rocks!* labor market presentation developed by the Georgia Department of Labor. GDOL also held its third Youth Conference entitled "R U RDY 4 Success?", and created programs that introduce youth to business such as job shadowing days and a task force to increase student awareness of how the business world operates.
- My Career Pathways: *I Own It!* is a GED and life skills program operated by the DeKalb County Workforce Development agency in partnership with the Department of Family and Children Services. At the beginning of the program no students were able to pass the GED pretest in math and reading. Youth

achievements to date for program participants include: GED's or high school diplomas, work experience, full-time jobs, college enrollment, occupational training enrollment, and increases in math and reading scores. The program is reducing welfare dependency and changing the face of public assistance.

- The Zone is the name of the Middle Flint workforce area's intensive GED remediation and work readiness training operated by the Paxen Group to address the region's extremely high school dropout and unemployment rates. The Zone is modeled on collaboration between Paxen and the Arkansas National Guard for National Guard recruits, and resulted in 30 area youth obtaining their GEDs this spring.
- The Northwest Georgia workforce agency contracts with their Regional Educational Services Agency to operate an apprenticeship training program for in-school youth. The WIA funding expands the school program to include youth who would not otherwise be eligible to participate in the program. One employer who worked with an apprentice from the program has now obtained state recognition as a certified apprenticeship site.
- One reason youth drop out of high school is that they are so far behind in earning credits for graduation, they have little hope of graduating with their peers. The Southwest Georgia workforce agency offers several High School Diploma On-line programs to address this challenge. Students, both dropouts and in-school youth, take on-line courses offered through various providers to earn their diploma. Youth work at their own pace with assistance from a certified instructor, and all exams are administered by proxy. In some counties, additional WIA-funded basic skills remediation is provided by tutors to help youth pass the Georgia High School Graduation test. At the satisfactory conclusion of all required coursework, students must also complete a community service project. They are then allowed to join their peers in the graduation ceremony at their local high school.
- **Jobs for Georgia Graduates (JGG)** - Commissioner Thurmond has a strong commitment to serving youth, which is demonstrated in his on-going leadership and support of various youth initiatives. Since its inception in 1987, the department's innovative JGG Program has served more than 12,145 students. The program is currently offered in 37 high schools and has maintained a high school graduation rate of 90 percent or better for the last five years. JGG provides high school students with pre-employment training, work skills, motivational activities, and job development.

During the Jobs for America's Graduates (JAG) National Training Seminar in New Orleans, Louisiana, Georgia received national recognition in the following areas:

- Top JAG State Organization Senior Year Program- Average number of Community Service Hours

- Top JAG State Organization JAG Model Performance Outcomes-Graduation Rate and Education Rate
- Top JAG State Organization Placement in High Wage Industries-Manufacturing Industry (Multi-Year)

Jobs for America's Graduates also recognized five Outstanding Specialists in JGG for meeting five of five performance outcomes, and recognized three additional high performers in specific categories of the JAG program.

The Jobs for Georgia Graduates 21st Annual State Career Association Conference was held in Athens, Georgia, with 650 seniors representing 25 high schools from throughout the state in attendance. The conference included a College/Career Fair and Life Skills Workshops with representatives from several colleges and universities in attendance. JGG students were able to complete on-site registration, and several students were awarded scholarships. Benedict College in Columbia, South Carolina, committed \$190,000 in scholarship awards and Fort Valley State University committed the Presidential Scholarship in the amount of \$75,000 to a JGG student from North Springs Charter High School.

The Jobs for Georgia Graduates program also hosted the Annual Training Seminar and Awards Luncheon this spring in College Park, Georgia, with 350 freshman, sophomores, and juniors representing eleven high schools from throughout the state in attendance. Representatives from area colleges and universities and Chick-fil-A attended, generating summer employment opportunities for many youth and early connection of students with post-secondary opportunities.

- **GoodWorks Kids** - *GoodWorks Kids* is a service strategy designed to support children of custodial and non-custodial parents participating in the *GoodWorks* Service Strategy with critical workforce development activities. Youth who have risk factors or barriers that make it difficult for them to make a successful transition into the workforce are targeted for additional support via participation in other relevant programs, such as JGG, GDOL internships, Summer Youth Work Experience Program, and/or local WIA year-round youth services.
- The GDOL Summer Youth Work Experience Program was initiated in 2003 by Commissioner Michael Thurmond in partnership with Georgia's 20 local workforce investment areas. In announcing the initiative, Commissioner Thurmond said, "The jobs created by this grant will offer young people the chance to earn wages and develop good work ethics, such as respect for authority and the value of deferred gratification. Skills such as these are critical to long-term success in the workplace."

Beginning in 2003 and for each of the past six years, Commissioner Thurmond has allocated over a million dollars each summer to local workforce areas to provide summer work experience jobs to youth age 14-21. This funding is in addition to summer activities funded through regular WIA youth allocations. To date, over 6,440 students have participated in GDOL's Summer Work Experience Program. The six

to eight week Work Experience Program provides young people a chance to earn and learn. In addition to earning minimum wage or above, the experience gained is often important in helping a young person begin their career path. For example, students who have worked at television stations, water departments, day care centers, and hospitals have decided to pursue careers in these fields.

For the past three years, there has been a concerted effort to enroll GDOL High School/High Tech participants in the summer program to provide meaningful work experience for youth with disabilities and enhance the department's service integration efforts. Effective collaboration among local WIA staff, Vocational Rehabilitation staff, and employers has resulted in opportunities to develop creative, nontraditional work experiences that benefit both students and employers. For example, one student with excellent computer skills experienced seizures if she was not in a temperature-controlled environment. Her work assignment was to work from her temperature-controlled home doing data entry for a sports web site. Coordination with High School/High Tech has provided a very positive learning experience for everyone involved.

- The highly successful Summer Youth Internship Program developed by Commissioner Michael Thurmond, provides graduating seniors and colleges students with valuable work experience in a real work environment. Interns are placed in GDOL's central office, career centers and Vocational Rehabilitation offices. While there were 78 interns placed in 2007, the number of participants increased to 85 interns in 2008. Because students in this program may earn school credits, great emphasis is placed on ensuring that the professional work experience will complement the students' areas of study. An important goal of this summer internship program is to create a talent pool of future Department of Labor employees. These students gain exposure to functions and responsibilities of various divisions within the Department. If they choose a career in public service, their knowledge base will be beneficial in replacing and enhancing staff.
- The Department of Labor and Junior Achievement continue to partner to provide youth with opportunities for job shadowing. GDOL has provided sites for Junior Achievement Job Shadow Day at several career centers and One-Stops.

Georgia Fatherhood Program

The Georgia Fatherhood Program, administered by the Department of Human Resources/Office of Child Support Enforcement, is an innovative collaborative effort that also involves GDOL, the Technical College System of Georgia and the Board of Pardons and Paroles. Through this successful partnership, non-custodial parents who are unemployed or underemployed are provided education, training, and job placement services.

The program was initiated in 1998 by Commissioner Thurmond, former director of the Division of Family and Children Services, and was offered in 33 technical colleges and three liberal arts institutions in PY2007. Through strong statewide services and

resolution of child support enforcement cases, the Georgia Fatherhood Program has strengthened families and substantially reduced costs related to child support enforcement, the courts and incarceration. In PY2007, the Georgia Fatherhood Program served 2,753 individuals with an entered employment rate of 59%. Notably, the Fatherhood Program collected more than \$12 million in child support payments in PY 2006. When compared with other non-custodial parents, the participants in this program had a higher rate of regular child support payments.

Beginning July 2008, GDOL entered into a formal agreement with the Technical College System to further strengthen the partnership and provide Georgia Fatherhood Program participants more linkages to Georgia's workforce development system.

GoodWorks Intensive Services

GoodWorks is a transitional service strategy of Georgia's workforce development system designed to meet the needs of unemployed customers receiving Temporary Assistance to Needy Families (TANF). Georgia *GoodWorks* has been highlighted by Mathematica Policy Research as a very successful and innovative practice model. Through a partnership with GDOL, the Department of Human Resources, and other public and private organizations, Intensive Services addresses the needs of "hard-to-serve" customers, specifically those with barriers to employment such as substance abuse, mental health, and domestic violence issues, physical disabilities, and others. Using the workplace as a training site, the TANF customer is quickly connected to the workforce while also receiving intensive support, training, guidance, and follow-up assistance through a Personal Advisor and a Job Coach. Worksite placements often lead to unsubsidized employment with the company, resulting in a verifiable work reference as well as a certificate of completion.

GoodWorks, with a strong focus on employment, has been a successful service strategy in Georgia since 2000. From its inception through June 2007, over 6,000 TANF customers have been enrolled, and 58% have been placed in unsubsidized employment at an average wage of \$6.59 per hour. From July 1, 2007 – June 30, 2008, the average wage at placement rose to \$7.07 per hour.

GDOL also provides services to other TANF customers through the GDOL career centers. Job Ready TANF Recipients are referred for an intensive four-week job search activity to assist with placement and employment retention services. TANF Applicants are also referred for a one-week job search activity to assist with placement into employment in lieu of TANF receipt.

GDOL's Vocational Rehabilitation Division also provided vocational rehabilitation assessments to 200 TANF customers referred by the Department of Human Resources. These assessments are used to identify customers' employment strengths and needs as well as identify individuals with disabilities who may qualify for VR services.

Disability Program Navigator Initiative

Georgia received funding from USDOL for the Disability Program Navigator (DPN) initiative in May 2007. This funding enabled Georgia to hire eight talented individuals with diverse backgrounds and experiences, who started with the department in January 2008 and serve under the direction of the Commissioner's Office to assist in creating true service integration throughout the department. The primary focus of the initiative has been to strengthen the ability of GDOL Career Centers and other workforce centers across the state to provide comprehensive and accessible service to people with disabilities. To this end, Georgia's DPN team has conducted over 150 learning sessions at workforce centers on topics including the following: People First Language, Assistive Technology and Accessibility, Natural Supports and Essential Job Functions, Disability is Natural, Serving Customers with Disabilities, Focus on Abilities, Disability Etiquette, and Deaf and Hearing People Working Together.

Georgia's Navigators are now focused on conducting outreach to agencies and organizations that serve people with disabilities in order to market the services of all workforce centers and promote their use by job seekers with disabilities. Another focus is to educate businesses on the benefits of employing people with disabilities.

Services to Limited English Proficiency Customers

The Georgia Department of Labor is committed to providing all customers with outstanding service, and has developed an array of tools and resources for staff to ensure that customers with limited English proficiency are effectively served. These include the following:

- Multi-Lingual Directory - A directory of GDOL staff who speak, read, or write another language fluently.
- Network Omni Language Line - A telephone translation service.
- Website Translation - Internet web sites that may translate text or another web site into various languages.
- Sign Language Interpreter Reference Card - Provides a toll free number for certified sign language interpreters.
- GDOL Forms/Publications Available in Other Languages.
- Language Identification Flashcard - To help staff determine the language to be translated.

Throughout PY2007, field staff continued to be briefed on these tools and on approaches for providing effective services to customers with limited English proficiency. Additionally, in partnership with community resources including technical colleges, chambers of commerce, boards of education, colleges and universities, county governments, and community based organizations such as the Latin American Association in metro Atlanta - GDOL is providing exemplary customer service to Limited English Proficiency Customers.

PY2007 PROGRAM EVALUATION

WIA section 136(e) directs states to "... conduct ongoing evaluation studies of workforce investment activities carried out in the state under this subtitle in order to promote, establish, implement, and utilize methods for continuously improving the activities in order to achieve high-level performance within, and high-level outcomes from, the statewide workforce investment system."

Georgia's emphasis in evaluating activities carried out under WIA is on providing timely data in support of effective program and performance management and sound policy development. Our strategy for doing so includes the following elements:

- The Georgia Workforce System (GWS), a comprehensive management information system that supports WIA, and Wagner-Peyser services. This system provides integrated support of customer service and includes a broad array of data on customers, services, and outcomes.
- A WebFOCUS-based system of user-friendly pre-programmed reports and ad hoc reporting capability based on GWS data. This system generates daily, weekly, and monthly automated management reports and gives users at the state and local level the capability to customize pre-programmed reports to their specific needs and create reports of their own design using a menu-driven report generator.
- The capacity to download data from GWS and import it into statistical reporting software, where it can be merged with data from other sources and complex analyses can be carried out by state technical staff. This capability is not only used in routine reporting, but is also used to do program evaluation and policy analysis as issues and information needs are identified.

Routine reports are used in a variety of ways to promote high-quality services. Weekly automated reports on service milestones help local area staff ensure that customer services are delivered in a timely manner and that data entry is current. Exception reports direct staff attention to individual cases needing administrative attention. Projected performance reports enable local areas to anticipate their performance on the WIA performance measures based on "real time" data. This information provides them with timely feedback on the extent to which they and their customers are achieving program goals. Quarterly reports on state and local performance are used to identify program strengths and weaknesses and help identify technical assistance needs. Special reports and analyses provide timely information on issues that affect program policy and strategy.

In addition to the regular design, review and analysis of various reports, annual WIA Program Reviews are conducted by a team of GDOL staff on-site at each local workforce area agency. These teams are comprised of WIA field representatives, financial staff, grant management experts and Rapid Response Coordinators. The overall purpose of the reviews, which focus on both programmatic and financial systems, is to:

- Ensure compliance with relevant laws and regulations
- Improve outcomes for youth and adult customers
- Prepare grant recipients for state and federal audits and focus on cost effectiveness and return on investment
- Provide local workforce boards with tools to assist in managing and integrating workforce services and economic development strategies in local and regional communities
- Provide GDOL senior management with essential information for informed decision-making
- Provide meaningful technical assistance
- Enhance knowledge, skills and abilities to promote demand-driven service delivery strategies
- Identify and share best practices

Georgia requested a waiver, which was approved January 21, 2003, to serve youth under the framework of the state's Individual Training Account (ITA) system. This was designed to provide local workforce agencies with greater availability of suitable training opportunities for youth in a timely and efficient manner. This is especially relevant in delivering youth services effectively, and increasingly important in a rapidly changing labor market, where educational institutions must constantly update their programs to meet the demand for skilled workers.

Since 2003, many local workforce area agencies have provided occupational skills training through ITAs to youth who would not otherwise have received such training. In some respects, this was due to a shortage of available adult funding, and in other respects, competitively procured services did not provide enough options for youth. As a result, local area agency performance as well as state performance on Older Youth performance measures has been positively impacted. During the PY2007 performance period, eight of the 20 local areas provided ITAs to 119 older youth. More than 82% of these youth were employed and 68% received credentials and were employed. By contrast, the employment rate for the nearly 300 youth who did not receive ITAs was 68%, with only 44% attaining credentials and employment.

In addition, employment retention and earnings were also dramatically improved for those youth receiving ITAs. Approximately 30% of the cohorts for the Earnings Change and Employment Retention measures were older youth who benefitted from the ITA training option. Of these, 89% were retained in employment, with an average earnings change of approximately \$4,650. Older youth not participating in ITAs had a retention rate of 84%, with an average earnings change of approximately \$3,950. It is apparent that the added flexibility provided through this waiver has afforded Georgia's youth access to more diverse and relevant training options to meet local and regional labor market demands.

PY2007 COST EFFECTIVENESS

In addition to WIA formula funds, a variety of resources are available to serve Georgia's workforce customers. Funds include National Emergency Grants, Pell grants, partner funds and a lottery-sponsored scholarship program, HOPE. These resources support local infrastructures and self-service and informational activities, as well as direct service delivery. The varied funding options are a plus and enhance service to our customers; however, it makes evaluating cost effectiveness of WIA formula funds more challenging.

Georgia has chosen to consider WIA participant counts and formula fund expenditures as one method to analyze cost effectiveness. We will continue to explore local area funding and service delivery strategies. The following table shows the number of participants served during PY2007, expenditures for each WIA formula funding stream, and the expenditures divided by participants.

PY2007 Participants and Expenditures

Funding Stream	Participants	Expenditures	Exp/Participants
Adult	11,511	\$11,017,941	\$957
Dislocated Worker	4,926	\$12,556,263	\$2,549
Youth	6,517	\$14,250,123	\$2,187
Totals/Average	22,954	\$37,824,326	\$1,648

INTRODUCTION TO THE PY2007 DATA

The following tables represent Georgia's state-level and local area performance data for PY2007. While state-level Tables B through L include numerators and denominators as well as performance rates, the federal reporting format does not include anything but the negotiated and actual performance rates for the local area data in Table O.

States and local areas negotiate performance levels for each program year. A state is considered to "meet" its target if it attains at least 90 percent of the negotiated level. The state "exceeds" its target when outcomes are higher than negotiated rates. Georgia uses the same 10 measures but considers a local area to have met its target if it attains at least 80% of its negotiated level. Georgia has not yet implemented common measures. The 17 statutory measures are still utilized as the performance standards.

For self-service customers, Georgia is working to implement a mechanism to capture and report these participants. On this year's annual report, self-service participant numbers are designated by INA.

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	75.0	74.1	1,357	8,389	1,758	77.2%
Employers	78.0	78.7	4,269	38,157	5,198	82.1%

Table B - Adult Program Results

	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	80.0%	83.4%
Employment Retention Rate	82.0%	85.9%
Average Earnings	\$10,000	\$12,046
Employment and Credential Rate	65.0%	64.9%
		1,689
		2,026
		1,908
		2,106
		\$21,706,204
		1,802
		1,047
		1,613

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	81.6%	342 419	83.1%	123 148	69.6%	39 56	73.0%	73 100
Employment Retention Rate	84.3%	381 452	87.9%	123 140	72.3%	34 47	84.9%	62 73
Average Earnings	\$10,466	\$3,977,022 380	\$12,081	\$1,485,929 123	\$9,334	\$317,367 34	\$9,877	\$602,470 61
Employment and Credential Rate	61.7%	290 470	66.7%	66 99	55.9%	19 34	48.8%	20 41

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services	Individuals Who Only Received Core and Intensive Services
Entered Employment Rate	82.6%	84.8%
Employment Retention Rate	86.3%	85.2%
Average Earnings	\$12,159	\$11,826
	1,066 1,291 1,194 1,384	623 735 615 722
	\$14,445,301 1,188	\$7,260,903 614

Table E - Dislocated Worker Program Results

	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate	84.5%		87.0%	1,437 1,651
Employment Retention Rate	90.0%		92.5%	1,387 1,500
Average Earnings	\$13,500		\$14,682	\$20,275,403 1,381
Employment and Credential Rate	65.0%		69.7%	956 1,371

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Rate	Count	Rate	Count	Rate	Count	Rate	Count
Entered Employment Rate	86.2%	162	82.4%	14	77.8%	112	N/A	0
Employment Retention Rate	90.3%	140	100.0%	17	86.1%	93	N/A	0
Average Earnings	\$16,797	\$2,334,753	\$14,403	19	\$15,001	\$1,380,111	N/A	\$0
Employment And Credential Rate	70.8%	121	68.8%	19	59.6%	68	N/A	0
		171		16		114		0

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate	Entered Employment Rate	Entered Employment Rate	Entered Employment Rate
Entered Employment Rate	87.5%	1,157 1,322	85.1%	280 329
Employment Retention Rate	92.3%	1,203 1,304	93.9%	184 196
Average Earnings	\$14,733	\$17,635,734 1,197	\$14,346	\$2,639,668 184

Table H.1 - Youth (14-21) Program Results

	Negotiated Performance Level	Actual Performance Level
Placement in Employment or Education	N/A	70.4%
Attainment of Degree or Certificate	N/A	61.5%
Literacy and Numeracy Gains	N/A	34.5%
		1,457 2,071
		1,253 2,039
		195 566

Table H.2 - Older Youth (19-21) Results

	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	71.0%	72.6%
		260
		358
Employment Retention Rate	82.0%	85.3%
		291
		341
Earnings Change in Six Months	\$3,500	\$4,148
		\$1,406,233
		339
Credential Rate	47.0%	51.8%
		231
		446

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	69.2%	128	N/A	0	63.6%	21	71.0%	203
		185	0	33		286		
Employment Retention Rate	85.7%	132	N/A	0	79.2%	19	84.0%	236
		154	0	24		281		
Earnings Change in Six Months	\$4,044	\$622,811	N/A	\$0	\$3,560	\$85,444	\$3,760	\$1,052,823
		154	0	24		280		
Credential Rate	44.7%	96	N/A	0	39.0%	16	47.3%	168
		215	0	41		355		

Table J - Younger Youth (14-18) Results

	Negotiated Performance Level	Actual Performance Level
Skill Attainment Rate	87.0%	80.5%
		4,019
		4,992
Youth Diploma or Equivalent Rate	73.0%	78.2%
		1,060
		1,355
Retention Rate	70.0%	73.5%
		836
		1,137

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients	Individuals With Disabilities	Out-of-School Youth
Skill Attainment Rate	78.5%	83.8%	78.8%
	2,537	389	658
	3,231	464	835
Youth Diploma or Equivalent Rate	77.8%	80.3%	56.5%
	706	94	143
	907	117	253
Retention Rate	74.2%	62.1%	67.8%
	472	105	238
	636	169	351

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	85.6%	1,816	\$5,941	\$12,516,822	2.7%	46	\$5,301	\$8,932,359	72.3%	771
		2,121		2,107		1,689		1,685		1,066
Dislocated Workers	91.5%	1,416	117.5%	\$21,435,647	7.0%	100	\$6,777	\$9,698,194	71.5%	827
		1,548		\$18,242,474		1,437		1,431		1,157
Older Youth	77.3%	279	\$3,768	\$1,345,023	2.7%	7	\$2,524	\$656,151		
		361		357		260		260		

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exitors
Total Adult Customers	11,511	4,676
Total Adults (self-service only)	INA	INA
WIA Adults	6,663	2,803
WIA Dislocated Workers	4,926	1,915
Total Youth (14-21)	6,517	2,413
Younger Youth (14-18)	4,979	1,901
Older Youth (19-21)	1,538	512
Out-of-School Youth	2,165	746
In-School Youth	4,352	1,667

Table N - Cost of Program Activities

	Program Activity	Total Federal Spending
Local Adults		\$34,962,675
Local Dislocated Workers		\$37,343,674
Local Youth		\$40,506,256
Rapid Response (up to 25%) 134 (a) (2) (A)		\$11,887,177
Statewide Required Activities (up to 25%) 134 (a) (2) (B)		\$14,366,690
Statewide Allowable Activities 134 (a) (3)		
	Total of All Federal Spending Listed Above	\$139,066,472

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
Northwest Georgia (Area 1)		Dislocated Workers 270
ETA Assigned #		Older Youth (19-21) 740
13210		Younger Youth (14-18) 51
	Total Exitters	Adults 109
		Dislocated Workers 120
		Older Youth (19-21) 388
		Younger Youth (14-18) 23
		43
		Negotiated Performance Level
		Actual Performance Level
Customer Satisfaction	Program Participants	76.7
	Employers	79.0
	Adults	79.0%
	Dislocated Workers	89.0%
	Older Youth	73.0%
	Adults	87.6%
	Dislocated Workers	91.0%
	Older Youth	85.9%
	Younger Youth	73.2%
	Adults	\$9,003
	Dislocated Workers	\$11,430
	Older Youth	\$3,160
	Adults	65.0%
	Dislocated Workers	65.0%
	Older Youth	67.0%
	Younger Youth	76.5%
	Younger Youth	91.8%
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")		
Overall Status of Local Performance	Not Met	Met
		Exceeded
		X

Table O - Local Program Activities

Local Area Name City of Atlanta (Area 3) ETA Assigned # 13235	Total Participants Served Total Exitters	Adults 719 Dislocated Workers 110 Older Youth (19-21) 46 Younger Youth (14-18) 790 Adults 560 Dislocated Workers 65 Older Youth (19-21) 28 Younger Youth (14-18) 587
	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants Employers 74.0 Adults 74.0	71.5 74.6
Entered Employment Rate	Dislocated Workers Older Youth Adults 69.4% 82.0% 90.0%	83.4% 83.3% 69.4% 87.2% 87.0%
Retention Rate	Older Youth Younger Youth Adults 77.8% 60.0%	89.8% 78.0% 78.0%
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Dislocated Workers Older Youth Adults \$8,029 \$13,410 \$2,503 65.0%	\$12,751 \$11,517 \$3,791 40.4%
Credentialed/Diploma Rate	Dislocated Workers Older Youth Younger Youth 57.1%	53.8% 31.0% 92.5%
Skill Attainment Rate	Younger Youth 78.0%	76.2%
Placement in Employment or Education	Youth (14-21) N/A	72.9%
Attainment of Degree or Certificate	Youth (14-21) N/A	73.9%
Literacy or Numeracy Gains	Youth (14-21) N/A	0.0%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (insert additional rows if there are more than two "Other State Indicators of Performance")		
Overall Status of Local Performance	Not Met	Met X Exceeded

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
Cobb County (Area 4)		142
ETA Assigned # 13245	Total Exitters	196
		49
		112
		42
		96
		14
		41
		Actual Performance Level
Customer Satisfaction	Program Participants	72.4
	Employers	74.0
	Adults	74.6
Entered Employment Rate	Dislocated Workers	81.0%
	Older Youth	83.3%
	Adults	86.4%
	Dislocated Workers	75.0%
	Older Youth	84.6%
Retention Rate	Youth (14-21)	91.6%
	Adults	90.7%
	Dislocated Workers	77.8%
	Older Youth	60.0%
	Adults	65.6%
	Dislocated Workers	\$14,505
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Older Youth	\$21,661
	Adults	\$2,503
	Dislocated Workers	73.7%
	Older Youth	72.0%
Credentia/Diploma Rate	Youth (14-21)	47.0%
Skill Attainment Rate	Youth (14-21)	70.7%
Placement in Employment or Education	Youth (14-21)	80.1%
Attainment of Degree or Certificate	Youth (14-21)	N/A
Literacy or Numeracy Gains	Youth (14-21)	N/A
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")		
Overall Status of Local Performance	Not Met	Exceeded
		X

Table O - Local Program Activities

Local Area Name DeKalb County (Area 5) ETA Assigned # 13240	Total Participants Served	Adults Dislocated Workers 839 Older Youth (19-21) 211 Younger Youth (14-18) 82 Adults 529 Dislocated Workers 353 Older Youth (19-21) 96 Younger Youth (14-18) 11 Younger Youth (14-18) 80
	Total Exitters	
Customer Satisfaction	Program Participants Employers	Negotiated Performance Level 76.6 74.0
Entered Employment Rate	Adults Dislocated Workers Older Youth Adults	Actual Performance Level 74.6 91.3% 94.1% 84.6%
Retention Rate	Dislocated Workers Older Youth Younger Youth Adults	88.5% 90.7% 83.3% 71.9%
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Dislocated Workers Older Youth Adults	\$12,704 \$17,961 \$4,081
Credential/Diploma Rate	Dislocated Workers Older Youth Younger Youth	76.8% 89.4% 81.3%
Skill Attainment Rate	Younger Youth	94.4%
Placement in Employment or Education	Youth (14-21)	92.0%
Attainment of Degree or Certificate	Youth (14-21)	N/A
Literacy or Numeracy Gains	Youth (14-21)	N/A
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")		N/A
Overall Status of Local Performance	Not Met	Met
		Exceeded X

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
Atlanta Regional (Area 7)		Dislocated Workers 551
ETA Assigned #		Older Youth (19-21) 656
13255		Younger Youth (14-18) 206
		Adults 187
	Total Exitters	Dislocated Workers 299
		Older Youth (19-21) 53
		Younger Youth (14-18) 130
		Negotiated Performance Level
		Actual Performance Level
Customer Satisfaction	Program Participants	74.0
	Employers	74.0
	Adults	79.0%
Entered Employment Rate	Dislocated Workers	83.4%
	Older Youth	80.0%
	Adults	85.1%
	Dislocated Workers	90.0%
	Older Youth	82.4%
	Younger Youth	60.0%
Retention Rate	Adults	\$11,540
	Dislocated Workers	\$15,271
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Older Youth	\$4,011
	Adults	69.8%
	Dislocated Workers	74.0%
	Older Youth	61.7%
Credential/Diploma Rate	Younger Youth	68.5%
Skill Attainment Rate	Younger Youth	84.7%
Placement in Employment or Education	Youth (14-21)	N/A
Attainment of Degree or Certificate	Youth (14-21)	N/A
Literacy or Numeracy Gains	Youth (14-21)	N/A
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")		
Overall Status of Local Performance	Not Met	Met
		Exceeded X

Table O - Local Program Activities

Local Area Name	Total Participants Served	Actuals
West Central Georgia (Area 8)		731
ETA Assigned #		589
13225		180
		206
		196
		127
		9
		4

Table O - Local Program Activities

Local Area Name	Total Participants Served	Actual
Northeast Georgia (Area 9)	Total Participants Served	373
ETA Assigned #	Total Exitters	267
13275	Total Exitters	24
		202
		157
		112
		14
		48
		Actual Performance Level
Customer Satisfaction	Program Participants	78.9
	Employers	76.2
	Adults	77.0
	Dislocated Workers	79.0%
Entered Employment Rate	Dislocated Workers	83.3%
	Older Youth	87.2%
	Adults	92.8%
	Dislocated Workers	69.4%
	Older Youth	81.8%
	Adults	86.9%
	Dislocated Workers	82.6%
	Older Youth	91.0%
	Younger Youth	88.5%
	Adults	77.8%
	Dislocated Workers	76.5%
	Older Youth	60.9%
	Younger Youth	\$10,386
	Adults	\$14,064
	Dislocated Workers	\$10,042
	Older Youth	\$13,193
	Adults	\$2,503
	Dislocated Workers	65.0%
	Older Youth	74.8%
	Younger Youth	65.0%
	Younger Youth	47.0%
	Youth (14-21)	66.7%
	Youth (14-21)	62.0%
	Youth (14-21)	78.0%
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
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	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
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	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
Middle Georgia (Area 11)		191
ETA Assigned #		238
13265		46
		119
		79
		78
		12
		33

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	297
Richmond-Burke (Area 12)		Dislocated Workers	114
ETA Assigned #		Older Youth (19-21)	135
13195		Younger Youth (14-18)	199
		Adults	113
	Total Exitters	Dislocated Workers	19
		Older Youth (19-21)	55
		Younger Youth (14-18)	59
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77.0	82.1
	Employers	75.9	77.7
	Adults	88.0%	77.2%
Entered Employment Rate	Dislocated Workers	91.2%	100.0%
	Older Youth	81.7%	96.6%
	Adults	84.4%	77.3%
	Dislocated Workers	91.0%	89.5%
	Older Youth	78.5%	87.1%
	Younger Youth	66.5%	75.0%
Retention Rate	Adults	\$7,926	\$8,700
	Dislocated Workers	\$10,781	\$11,062
	Older Youth	\$3,142	\$3,077
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Adults	77.0%	69.2%
	Dislocated Workers	73.2%	93.3%
	Older Youth	65.3%	93.2%
Credential/Diploma Rate	Younger Youth	74.3%	69.6%
Skill Attainment Rate	Younger Youth	88.8%	96.7%
Placement in Employment or Education	Youth (14-21)	N/A	88.6%
Attainment of Degree or Certificate	Youth (14-21)	N/A	47.5%
Literacy or Numeracy Gains	Youth (14-21)	N/A	28.6%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
East Central Georgia (Area 13)		238
ETA Assigned #		113
13260		44
Total Exitters		190
		80
		25
		26
		50
		Actual Performance Level
Customer Satisfaction	Program Participants	74.0
	Employers	75.9
	Adults	82.3%
Entered Employment Rate	Dislocated Workers	91.2%
	Older Youth	69.4%
	Adults	88.1%
	Dislocated Workers	93.9%
	Older Youth	81.6%
Retention Rate	Younger Youth	60.0%
	Adults	\$7,604
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Dislocated Workers	\$9,583
	Older Youth	\$4,011
	Adults	65.0%
	Dislocated Workers	68.9%
	Older Youth	47.0%
Credential/Diploma Rate	Younger Youth	62.0%
Skill Attainment Rate	Younger Youth	78.0%
Placement in Employment or Education	Youth (14-21)	N/A
Attainment of Degree or Certificate	Youth (14-21)	N/A
Literacy or Numeracy Gains	Youth (14-21)	N/A
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")		
Overall Status of Local Performance	Not Met	Met
		Exceeded X

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults
Lower Chattahoochee (Area 14)		35
ETA Assigned #		94
13110		25
Total Exitters		188
		25
		15
		6
		23
		Actual Performance Level
Customer Satisfaction	Program Participants Employers	76.4
Entered Employment Rate	Adults	78.7
Retention Rate	Dislocated Workers	80.0%
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Older Youth	86.3%
Credential/Diploma Rate	Adults	80.9%
Skill Attainment Rate	Dislocated Workers	85.8%
Placement in Employment or Education	Older Youth	90.0%
Attainment of Degree or Certificate	Younger Youth	81.5%
Literacy or Numeracy Gains	Adults	85.9%
Description of Other State Indicators of Performance (WIA section 136(d)(1) (Insert additional rows if there are more than two "Other State Indicators of Performance"))	Dislocated Workers	76.0%
Overall Status of Local Performance	Adults	\$7,375
	Dislocated Workers	\$10,105
	Older Youth	\$4,011
	Adults	73.9%
	Dislocated Workers	76.0%
	Older Youth	47.0%
	Younger Youth	78.0%
	Younger Youth	92.0%
	Youth (14-21)	N/A
	Youth (14-21)	N/A
	Youth (14-21)	N/A
		0.0%

Table O - Local Program Activities

Local Area Name	Total Participants Served	Actuals
Southwest Georgia (Area 17)	Dislocated Workers	590
ETA Assigned #	Older Youth (19-21)	131
13075	Younger Youth (14-18)	85
	Total Exitters	472
		161
		34
		45
		188

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	238
South Georgia (Area 18)		Dislocated Workers	155
ETA Assigned #		Older Youth (19-21)	75
New # 13300 (was 13290)		Younger Youth (14-18)	194
	Total Exitters	Adults	97
		Dislocated Workers	54
		Older Youth (19-21)	28
		Younger Youth (14-18)	34
		</	

Table O - Local Program Activities

Local Area Name	Total Participants Served	Actuals
Southeast Georgia (Area 19)		207
ETA Assigned #		71
New # 13305 (was 13095)		75
		14
		59
		52
		13
		7

Table O - Local Program Activities

Local Area Name	Total Participants Served	Adults	211
Coastal (Area 20)		Dislocated Workers	115
ETA Assigned #		Older Youth (19-21)	163
13270		Younger Youth (14-18)	214
		Adults	84
	Total Exitters	Dislocated Workers	62
		Older Youth (19-21)	55
		Younger Youth (14-18)	67
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	74.2	81.3
	Employers	74.5	77.9
	Adults	79.0%	84.1%
Entered Employment Rate	Dislocated Workers	83.3%	84.3%
	Older Youth	73.8%	65.8%
	Adults	84.2%	86.7%
	Dislocated Workers	90.8%	91.1%
	Older Youth	85.9%	87.5%
	Younger Youth	76.5%	77.6%
Retention Rate	Adults	\$9,281	\$10,423
	Dislocated Workers	\$10,307	\$15,634
	Older Youth	\$3,215	\$3,196
	Adults	65.0%	59.6%
Average Earnings (Adults/Dislocated Workers) / Earnings Change in Six Months (Older Youth)	Dislocated Workers	65.0%	60.0%
	Older Youth	67.0%	50.0%
	Younger Youth	74.0%	60.8%
	Younger Youth	86.4%	77.2%
Credential/Diploma Rate	Youth (14-21)	N/A	80.4%
Skill Attainment Rate	Youth (14-21)	N/A	39.8%
Placement in Employment or Education	Youth (14-21)	N/A	15.7%
Attainment of Degree or Certificate			
Literacy or Numeracy Gains			
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X