



SPECIAL EXAMINATION • REPORT NUMBER 25-01 • DECEMBER 2025

Workforce Development

Requested information on selected workforce development programs

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Why we did this review

The House Appropriations Committee requested this special examination of Georgia's workforce development system. Based on this request, we reviewed (1) what programs are in the system; (2) program funding and expenditures; (3) how effectively the system meets individuals' needs through coordination and customer services; and (4) whether state leaders have sufficient performance information to make program decisions.

The audit focuses on a subset of the state's workforce development programs that assist individuals with barriers to employment in developing training and skills that lead to sustainable careers.

About Workforce Development

Georgia's workforce development system is a network of federal and state programs designed to help individuals—especially those facing barriers to employment—gain meaningful work and support the state's economic growth.

During state fiscal years 2022-2024, annual expenditures for programs in our review averaged \$156 million, with 80% federally funded. Core programs are administered by the Technical College System of Georgia (TCSG), the Georgia Vocational Rehabilitation Agency (GVRA), and 17 Local Workforce Development Areas. Non-core programs are administered by TCSG, the Georgia Department of Labor (GDOL), and the Georgia Department of Human Services (DHS).

Workforce Development

Requested information on selected workforce development programs

What we found

We reviewed 10 workforce development programs that have a primary goal of assisting individuals with barriers to employment. Funding constraints have limited services to individuals eligible for Title I programs and reduced the number of one-stop locations, which are intended to serve as access points for workforce development services. We also identified opportunities to improve program coordination and the transparency of program performance information.

Federal funding declines have resulted in fewer Title I participants and expanded use of waiting lists.

Federal awards account for nearly 80% of expenditures for Georgia's workforce development programs, with state and other sources making up the remainder. The primary source of funding for the Local Workforce Development Agencies (LWDAs) around the state—Workforce Innovation and Opportunity Act (WIOA) Title I—has declined significantly over the past decade, from \$94 million in 2016 to \$59.1 million in 2024. This decline is not a result of a reduction in overall federal workforce funding, but rather of federal formulas that allocate less to states like Georgia that have relatively lower unemployment rates.

The impact of declining federal funding is significant for those still seeking employment services. The number of individuals enrolled in Title I programs fell by more than half in the last five years, with adults and dislocated workers experiencing the largest drops. In addition, delayed federal allocations have forced LWDAs to create waiting lists for services. Eleven of the 17 LWDAs reported waiting lists for at least one program.

Enhanced coordination can improve service delivery, reduce duplications, and better serve individuals with barriers to employment.

Georgia has made progress in aligning core workforce programs within a single agency, but coordination with other programs serving similar populations remains limited.

Compared to other southeastern states, Georgia's workforce development plan includes fewer non-WIOA partner programs (known as non-core programs). For example, states like Alabama and Florida have integrated Employment & Training services under the Supplemental Nutrition Assistance Program (SNAP E&T), Temporary Assistance for Needy Families, and unemployment insurance into their workforce development plans, in an effort to expand services and deliver them more efficiently.

Coordination with programs outside the combined plan is inconsistent. Most LWDA's report little or no coordination with SNAP E&T, despite overlapping target populations and similar services. Only one LWDA serves as a SNAP E&T provider.

Better coordination between WIOA and SNAP E&T can create efficiencies, such as using WIOA funds for training and SNAP E&T funds for support services. This would allow more participants to be served and reduce wait times. Other states have demonstrated greater integration of these programs, with strategies such as designating all LWDA's as SNAP E&T training providers and utilizing SNAP E&T funding for clients when possible.

While Georgia's programs often met their performance goals, additional measures for all programs could be adopted to improve transparency.

In fiscal year 2024, Georgia's core workforce programs generally met or exceeded federally negotiated performance goals for measures such as employment rates, median earnings, and credential attainment. Many also surpassed national averages. Non-core programs are less likely to have established performance goals, making it difficult to assess their effectiveness. Some states have mandated that programs adopt additional performance measures—such as job retention rates, cost per participant, and employer satisfaction—that would provide a more comprehensive evaluation of the workforce system and allow additional program comparisons.

Existing performance information is spread across various sources, with no single location containing information from the programs reviewed. Performance information for WIOA programs is contained in the state plan, but that document is not updated annually. Some non-core programs only report performance information to their federal oversight agency, and the information is not included on a federal website. A single website—most likely hosted by the State Workforce Development Board (SWDB)—could provide decision makers with access to information needed to assess the state's efforts.

What we recommend

We recommend that the SWDB, in consultation with the governor, consider a number of steps to enhance the coordination of the reviewed programs. This includes adding programs to the state workforce development plan, enhancing relationships, and improving data sharing. We also recommend improvements to performance measurement and the transparency of results. Finally, we recommend an assessment of the current number of LWDA's due to the decline in federal funding.

See **Appendix A** for a detailed listing of recommendations.

Agency Response: The four agencies generally agreed with the report's findings. TCSG noted that the SWDB takes its directions from the governor and does not have authority over most programs reviewed. TCSG and DHS both indicated a desire for greater coordination between Title I and SNAP E&T, while TCSG noted that coordination across a range of programs can be accomplished without a program being added to the WIOA State Plan.

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Abbreviations

CSBG	Community Services Block Grant
CTE/Perkins	Career and Technical Education/Strengthening Career and Technical Education for the 21 st Century Act
CY	Calendar Year
DFCS	Georgia Department of Family and Children Services
DHS	Georgia Department of Human Services
FY	Fiscal Year
GDOL	Georgia Department of Labor
GVRA	Georgia Vocational Rehabilitation Agency
HUD	U.S. Department of Housing and Urban Development
JVSG	Jobs for Veterans State Grant
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
OWD	Office of Workforce Development
RESEA	Reemployment Services and Eligibility Assessment
SCSEP	Senior Community Service Employment Program
SNAP	Supplemental Nutrition Assistance Program
SNAP E&T	Supplemental Nutrition Assistance Program Employment & Training
SWDB	State Workforce Development Board
TAA	Trade Adjustment Assistance
TANF	Temporary Assistance for Needy Families
TCSG	Technical College System of Georgia
UI	Unemployment Insurance
USDOL	U.S. Department of Labor
WIOA	Workforce Innovation and Opportunity Act

Purpose of the Special Examination

This review of Georgia's workforce development system was conducted at the request of the House Appropriations Committee. Our review focuses on the following questions:

- What programs and services are included in the state's workforce development system and what are their funding levels?
- How well do the state's workforce development programs coordinate services?
- To what extent does the workforce development system meet individuals' needs?
- Does the state have appropriate information to evaluate the effectiveness of the workforce development system?

A description of the review's objectives, scope, and methodology is included in **Appendix B**. A draft of the report was provided to TCSG, GVRA, GDOL, and DHS for their review, and pertinent responses were incorporated into the report.

Background

A workforce development system includes federal, state, and local agencies partnering with nonprofits and businesses. Federal funding flows through state and local governments—which may also provide funding—to serve recipients. Services are delivered by state agencies, local governments, or nonprofits. The business community often plays a significant role in governance of state and local systems, advising on workforce needs. While programs often target individuals, they may also provide services to businesses.

Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA), passed in 2014, is the primary federal legislation that authorizes and funds public workforce development. WIOA defines six core programs that must coordinate their activities, as well as the performance measures for those programs. The performance measures (e.g., employment rate after program exit, median wage earnings, and credential attainment) are common across WIOA programs.

WIOA requires states to develop four-year plans that demonstrate coordination of the core programs. The plans detail state economic and workforce statistics, how the programs will work together, and program performance. Plans may include only the six core programs (unified plans) or those programs plus at least one partner program not authorized by WIOA (combined plans). In 2024, Georgia submitted a combined state plan for the first time.

WIOA also authorizes employment and training programs available through a nationwide system of one-stop centers that are designed to serve as central points of access and service. One-stop centers must include a list of core and non-core programs that serve individuals and businesses.

Workforce Development Programs

Workforce development programs help individuals develop skills to compete in the labor market and assist businesses with finding qualified workers. Various programs may be considered part of the workforce development system, including economic development incentive programs that provide job training for a company, technical education programs at the secondary or post-secondary level, and programs that target employment and career services to individuals with employment barriers.

As requested, this review is focused on employment and training programs designed primarily for populations who may have barriers to employment. This includes five of the WIOA core programs and five non-core programs. The programs are described below and in more detail in **Appendix C**.

Core Programs

WIOA has six core workforce development programs that provide career and training services for individuals seeking assistance with obtaining high-demand careers (see **Exhibit 1**). This review focuses on the five core programs established under Titles I, III, and IV, described below the exhibit.

Exhibit 1

WIOA consists of six core programs

Title I - Adult	<ul style="list-style-type: none"> Provides career and training services to adults (18+), with priority for recipients of public assistance, other low-income individuals, and those who are basic skills deficient
Title I - Dislocated Worker	<ul style="list-style-type: none"> Provides career and training services to support reemployment of adult workers unemployed through no fault of their own
Title I - Youth	<ul style="list-style-type: none"> Provides career and training services for out-of-school youth and low-income in-school youth to support educational attainment and career readiness
Title II - Adult Education¹	<ul style="list-style-type: none"> Provides services to individuals with limited basic skills to help them obtain skills and knowledge necessary for employment and postsecondary education
Title III - Wagner-Peyser	<ul style="list-style-type: none"> Provides career services to all job seekers who are eligible to work in the United States and employers to connect job seekers and employers seeking workers
Title IV - Vocational Rehabilitation	<ul style="list-style-type: none"> Provides career, training, and medical services to empower individuals with disabilities to maximize employment, independence, and social inclusion

¹ Title II - Adult Education is not included in this review.

Source: WIOA law and regulations

- **Title I** – Authorizes several state and national programs to provide job training and related services to unemployed or underemployed

individuals and establishes the governance and performance accountability system for WIOA. Title I includes three core programs: Adult, Dislocated Worker, and Youth. Most of the funding for WIOA Title I programs is provided through formula grants to states. Those eligible for Title I services typically face multiple barriers to employment, such as low income, lack of housing, or a lack of transportation.

- **Title III** – Amended the Wagner-Peyser Act of 1933 to integrate the U.S. Employment Service into the one-stop system authorized by WIOA. Services delivered through one-stop locations are designed to increase employment opportunities for all workers and meet the needs of businesses. One of Title III’s primary goals is to ensure job seekers and employers have access to basic labor exchange services (e.g., job listings, career counseling). All job seekers eligible to work in the United States may receive Title III (also referred to as Wagner-Peyser) services.
- **Title IV** – Amended the Rehabilitation Act of 1973 to authorize employment-related vocational rehabilitation services to individuals with disabilities and integrate these services into the one-stop delivery system.

Non-Core Programs

Georgia’s workforce development system includes several non-core programs and partners administered by various state agencies. This review focuses on a subset of non-core programs and partners that provide career and training services to job seekers (see **Exhibit 2**).

Exhibit 2

Five non-core programs are included in our review

TCSG - Jobs for Veterans State Grant¹ (JVSG) <ul style="list-style-type: none"> • Provides individualized career and training-related services to veterans with significant barriers to employment and assists employers with meeting their workforce needs with job-seeking veterans
GDOL - Reemployment Services and Eligibility Assessment (RESEA) <ul style="list-style-type: none"> • Provides unemployment insurance (UI) claimants in danger of exhausting their benefits individualized reemployment services and connects them with other WIOA programs
GDOL - Trade Adjustment Assistance (TAA) <ul style="list-style-type: none"> • Offers individuals impacted by foreign trade opportunities to build skills and certifications for employment
GDOL - Walking The Last Mile to Reentry <ul style="list-style-type: none"> • Three-year federal grant supporting those transitioning from incarceration to the the workforce by offering job coaching, training, and on-the-job learning opportunities in select counties
DHS - Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) <ul style="list-style-type: none"> • Voluntary program that helps SNAP-eligible individuals gain skills, training, and experience to become self-sufficient through employment

¹ JVSG is a combined plan program in Georgia’s program year 2024-2027 WIOA State Plan. A second non-core program, CTE/Perkins, is also part of the combined plan but is not included in our review.

Source: Federal and state agency documents; interviews with state officials



Services Provided

The Georgia workforce development programs in our review deliver two primary types of assistance to job seekers and employers: career services and training services. Career services help individuals assess their skills, explore employment opportunities, and connect with employers. Training services focus on developing occupational skills and credentials aligned with current labor market demand.

Exhibit 3 lists some of the career and training services provided across workforce development programs.

Exhibit 3

WIOA programs provide many career and training services

 CAREER SERVICES	 TRAINING SERVICES
<p>Career Counseling and Assessments – guiding participants in identifying career goals, strengths, and barriers</p> <p>Job Search and Placement Assistance – matching individuals with available positions and assisting with applications</p> <p>Labor Market Information – supplying data on high-demand industries, wages, and employment trends</p> <p>Reemployment Services – assisting UI claimants, dislocated workers, long-term unemployed, and transitioning veterans in returning to work</p> <p>Job Coaching – providing personalized guidance to improve job readiness and retention</p> <p>Job Fairs and Career Expos – providing opportunities for direct engagement between employers and job seekers</p> <p>Supportive Services – helping participants overcome employment barriers such as childcare, transportation, or work tools</p> <p>Employer Services – helping businesses recruit, train, and retain qualified workers</p>	<p>On-the-Job Training – hands-on instruction with employer wage support</p> <p>Apprenticeships and Work-Based Learning – classroom instruction with supervised employment</p> <p>Occupational and Classroom Training – education that leads to industry-recognized credentials or certifications</p> <p>Financial Assistance and Allowances – funding for tuition, materials, or related expenses necessary to complete training</p>

Source: Federal law and regulations

Program Administration

Workforce development programs are administered by different entities that provide funding, resources, and/or direct services. The entities include multiple federal agencies, state agencies, and Local Workforce Development Areas.

Federal Agencies

Three federal agencies coordinate to provide information and funding for states to administer the workforce development programs reviewed. The agencies listed in **Exhibit 4** provide oversight and funding to states administering key WIOA programs and services.

Exhibit 4

Three federal agencies fund programs in this review

U.S. Department of Labor	U.S. Department of Education	U.S. Department of Agriculture
Administers funds for WIOA Titles I and III, establishes performance accountability measures, and monitors performance of multiple state and local workforce development programs.	Administers programs related to adult education and literacy, as well as career and technical education.	Administers funds for the SNAP and SNAP E&T programs, establishes performance accountability measures, and monitors performance.
Issues regulations, guidance, and technical assistance to help states and local areas implement WIOA effectively.	Responsible for the Adult Education formula grant for states (WIOA Title II).	Issues regulations and guidance to states for program implementation.
	Funds the Vocational Rehabilitation grants authorized by WIOA Title IV.	

Source: Catalog of Federal Domestic Assistance, federal law, and regulations

State Entities

Multiple state agencies, along with the governor and the State Workforce Development Board, serve as partners in the state's workforce development system, as shown in **Exhibit 5**. These agencies participate in establishing the state's workforce development goals and administering programs to serve individuals and employers. Three entities have broader responsibilities over programs in this review, as described below.

- **Governor** – WIOA assigns the governor responsibility for many aspects of the state's workforce development system, including designating local workforce development areas and regions. The governor also appoints members of the State Workforce Development Board and approves the statewide workforce development plan.
- **State Workforce Development Board (SWDB)** – The SWDB is made up of representatives from businesses, state government, local government, and nonprofit organizations. It assists the governor with implementing statewide workforce development strategies, which can include agencies and programs outside the scope of this review (e.g., K-12 career and technical education, post-secondary programs). Major responsibilities include approving the High Demand Career List (which drives available training and programs for many workforce development programs); reviewing performance of providers of the Eligible Training Provider List; and overseeing the WIOA State Plan.
- **Technical College System of Georgia (TCSG)** – TCSG administers WorkSource Georgia, the state's federally funded workforce system. The agency receives and distributes WIOA Title I funding and provides oversight of fund recipients. TCSG's role in workforce development has expanded in recent years; the Title I programs moved to TCSG in 2018 (previously within the Georgia Department of Economic Development)

and Wagner-Peyser followed in 2023. In July 2022, TCSG was named the State Workforce Agency responsible for administering workforce development programs and reporting plans and performance information to federal funding agencies. TCSG also operates the WorkSource Georgia portal—which serves as the Statewide Labor Exchange System—that allows participants to access Title I and Wagner-Peyser services and case managers to track information.

Exhibit 5

Several state agencies and entities administer workforce development programs

Governor	State Workforce Development Board
<ul style="list-style-type: none"> - Designates local workforce development areas and regions - Approves the statewide workforce development plan - Appoints members to the state workforce development board and sits on the board - Sets priorities for the statewide workforce plan and system 	<ul style="list-style-type: none"> - Governing body responsible for administering WIOA funds across the state - Oversees the governor's state workforce development initiatives and services administered through LWDAs and monitors performance of programs through LWDA and one-stop reviews - Coordinates the development and submission of the state plan and assists the state in achieving strategic and operations vision and goals outlined in the state plan

Technical College System of Georgia
<ul style="list-style-type: none"> - The designated State Workforce Agency - Oversees workforce development programs and funds related to WIOA Titles I, II, and III and administers WorkSource Georgia - TCSG's Office of Workforce Development is responsible for programs included in this review <p>Programs Reviewed: Title I - Adult, Title I - Dislocated Workers, Title I - Youth, Title III/Wagner-Peyser, and JVSG</p>

Georgia Department of Labor	Georgia Vocational Rehabilitation Agency	Georgia Department of Human Services
<p>Administers several programs authorized and funded by the U.S. Department of Labor</p> <p>Programs Reviewed: RESEA TAA Walking the Last Mile</p>	<p>Administers programs authorized by WIOA Title IV and funded by the U.S. Department of Education</p> <p>Programs Reviewed: Vocational Rehabilitation (WIOA Title IV)</p>	<p>Administers programs authorized by the U.S. Department of Agriculture.</p> <p>Programs Reviewed: SNAP E&T</p>

Source: Federal and state agency documents and interviews with state officials

Other state agencies administer core and non-core programs in our review.

- The **Georgia Department of Labor** (GDOL) administers several workforce development programs funded by the U.S. Department of Labor. Unemployment insurance participants must register in the WorkSource Georgia portal to receive benefits.
- The **Georgia Vocational Rehabilitation Agency** (GVRA) provides workforce development services to individuals with disabilities, but unlike TCSG and GDOL, it reports to the U.S. Department of Education. Compared to TCSG-related services, GVRA services begin with a longer

assessment process to determine the appropriate accommodations and training needed by participants.

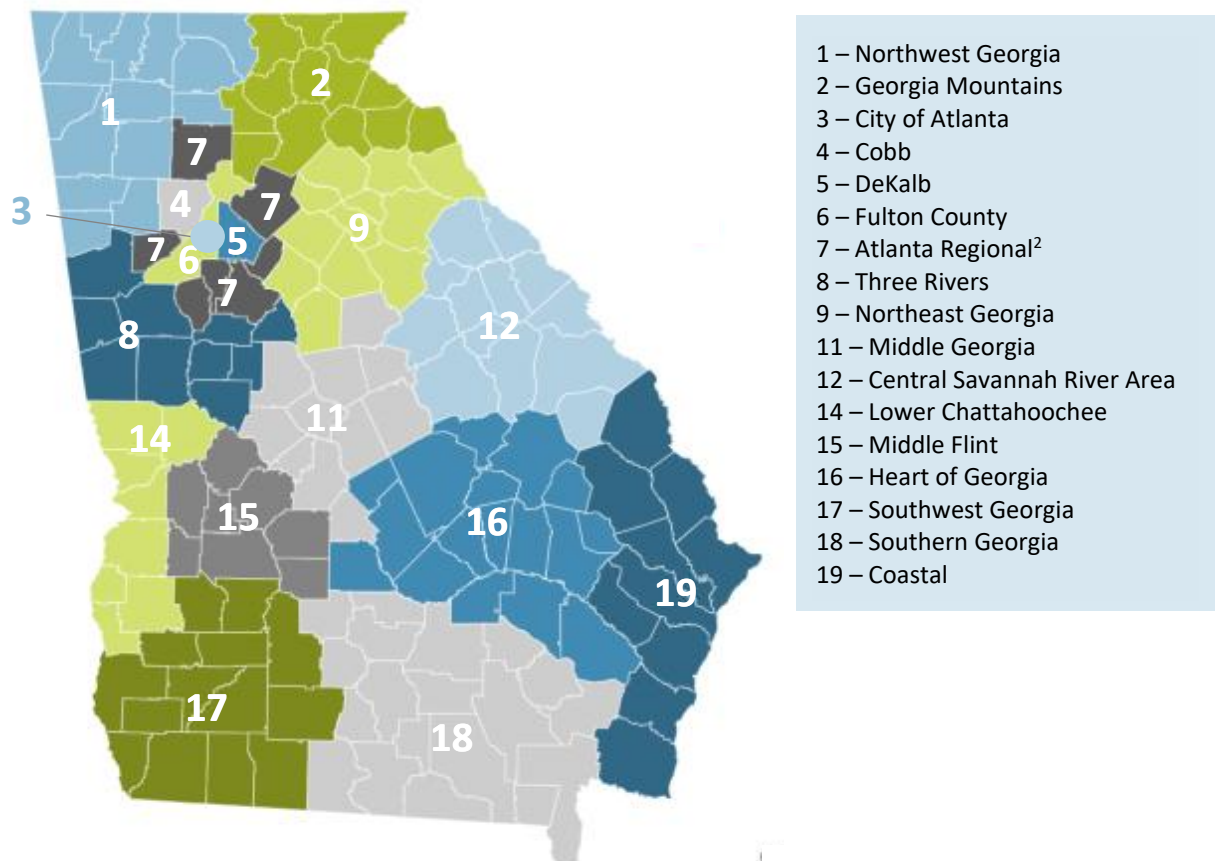
- The **Georgia Department of Human Services (DHS)** has programs to support many of the same individuals served by other workforce development programs. The Supplemental Nutrition Assistance Program, funded by the U.S. Department of Agriculture's Food and Nutrition Service, has an associated voluntary employment and training program (known as SNAP E&T).

Local Workforce Development Areas

As shown in **Exhibit 6**, Georgia has 17 Local Workforce Development Areas (LWDAs), which serve eligible participants with federal Title I funds provided through TCSG.¹ LWDAs employ or contract for case managers who ensure participants receive career services, enroll them in training programs, and provide or identify supportive services. LWDA services focus on the High Demand Career List and use providers on the Eligible Training Provider List.

Exhibit 6

Georgia has 17 Local Workforce Development Areas¹



¹ Prior to July of 2023 there were 19 LWDAs. LWDAs 10 and 11 merged in July of 2023 and LWDAs 12 and 13 merged in July 2024.

² LWDA 7 (Atlanta Regional Commission) is made up of non-contiguous counties, identified with "7" on the map.

Source: TCSG

¹ The SWDB has the power to establish, alter, or amend local workforce development areas.

WIOA requires each LWDA to have at least one comprehensive one-stop center for individuals seeking partner program services. LWDAs may also collaborate with other local entities that are not part of the one-stop center to assist with job and training referrals or provide other supportive services to participants.

Each LWDA is governed by a Local Workforce Development Board (LWDB) that directs the workforce activities at the community level and provides guidance for program implementation. LWDAs also have a chief local elected official who designates a fiscal agent to receive funding on behalf of the organization. Fiscal agents may be municipalities, counties, consolidated governments, or regional commissions.

One-Stop Centers

The WIOA one-stop system is intended to provide citizens with access to workforce development programs and is required in all states. Each LWDA must have at least one comprehensive one-stop center that includes all required partners to be present either physically or virtually.² Many comprehensive one-stop centers are WorkSource Career Centers that also serve as GDOL offices for unemployment insurance participants. Most LWDAs have additional one-stop centers—either affiliate or satellite—to expand physical access to programs.

WIOA requires LWDAs to contract with one-stop operators to manage the comprehensive center. The state's 17 centers are currently managed by eight operators.

² The list of required partners includes non-core programs in this review but is not limited to those programs. See page 44 for more detail.

Requested Information

Finding 1: Georgia's workforce development system consists of a network of federal and state programs administered by TCSG and other agencies.

Georgia's workforce development system includes a wide range of career and training programs intended to help individuals obtain well-paying jobs and provide the state's businesses with a sufficient, well-trained labor force. We identified a subset of programs that target populations who often experience barriers to employment. These include core programs as defined by WIOA, as well as non-core programs that offer similar services to comparable populations.

Exhibit 7 summarizes the career and training services that the 10 programs in our review provide to various populations. Detailed profiles of each program can be found in **Appendix C**. The programs' administration, populations, services, and size are described below.

- **Administration and Delivery** – Four state agencies share primary responsibility for administering Georgia's workforce development programs. TCSG oversees WIOA Title I services, which are delivered locally through the 17 LWDAs; the agency also provides services through two other programs. GVRA provides rehabilitation and employment services through its state and regional offices. Similarly, GDOL administers programs related to unemployment insurance and reemployment in career centers across the state. Finally, DHS implements the SNAP E&T program.

Individuals can receive workforce development services at one-stop centers, which are staffed by representatives from various agencies to provide access to multiple programs. Staff may serve participants onsite or refer them to technical colleges, employers, approved training providers, or community organizations for additional training and career support.

- **Services Provided** – As shown in the exhibit, core and non-core workforce development programs offer a wide range of services. While the specific mix varies by program and target population, most include a combination of career services and training opportunities to help individuals prepare for and sustain employment. It should be noted that two programs may implement the same service differently.

Services can generally be grouped by their level of support and duration. Programs such as WIOA Title I and Vocational Rehabilitation typically provide longer-term, comprehensive services that may include occupational skills training, on-the-job training, or postsecondary education—activities designed to promote lasting employment and career advancement. In contrast, programs such as SNAP E&T generally emphasize shorter-term, job-readiness or work-based training intended to help participants enter the labor market more quickly. Other programs, including Wagner-Peyser,

focus primarily on job search and placement assistance, career counseling, and access to labor market information. Finally, some programs provide supportive services—such as transportation or childcare assistance, stipends, or other financial support—to help participants overcome barriers to participation in training.

Exhibit 7

Services provided by core and select non-core programs in our review

Career														Training			
	Target population	Counseling/assessment	Job search/ placement	Job coaching	Support services	Labor market information	Reemployment services	Employer services	Job fairs/career expos	Apprenticeships	Occupational training	Allowance/financial support	On-the-job training				
TCSG																	
Title I - Adult*	Adults	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓				
Title I - Dislocated Worker*	Laid-off Workers	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓				
Title I - Youth*	Age 16-24	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓				
Title III - Wagner-Peyser*	General Public	✓	✓		✓	✓	✓	✓	✓								
JVSG	Veterans	✓	✓	✓	✓		✓	✓	✓								
GVRA																	
Title IV - Vocational Rehabilitation*	Individuals with Disabilities	✓	✓	✓	✓						✓	✓	✓				
GDOL																	
RESEA	Unemployment Claimants	✓	✓			✓	✓										
TAA ¹	Displaced Workers	✓	✓				✓				✓	✓	✓				
Walking the Last Mile	Justice-Involved		✓	✓	✓								✓				
DHS																	
SNAP E&T	SNAP Recipients	✓	✓		✓						✓	✓					

* WIOA core program

¹ As of July 1, 2022, the Trade Adjustment Assistance program no longer accepts new participants. Workers who were already receiving benefits prior to this date can continue to receive benefits.

Source: Federal law and regulations; interviews with state officials

- **Target Populations** – Georgia’s workforce programs serve a diverse range of participants. Core programs target broad groups such as adults, dislocated workers, and youth, as well as individuals with disabilities.

Other programs focus on specific populations such as veterans, recipients of public assistance such as SNAP, unemployment insurance claimants, and individuals with criminal justice involvement who are preparing to reenter the workforce. Program eligibility criteria vary by program but prioritize those with low income.

While each program is designed to address the needs of its primary population, participants may qualify for services under multiple programs. For example, an individual receiving WIOA Title I Adult services may also be eligible for SNAP E&T, Vocational Rehabilitation, or a reentry-focused program. Coordination among agencies and referral pathways through one-stop centers are intended to connect participants to the most appropriate combination of services for their needs.

- **Program Size and Reach** – Core programs operate statewide and serve thousands of participants each year, though program size varies. For example, in program year 2023,³ WIOA Title I Adult services reached approximately 4,800 participants, compared to approximately 12,000 served by Title IV Vocational Rehabilitation. These programs are present across all 17 LWDAs, providing access to career and training services throughout the state. Wagner-Peyser, which provides several career but not training services, serves approximately 100,000 annually.

Non-core programs also vary in scale and implementation, reflecting differences in federal funding levels, target populations, and program design. Some programs, such as SNAP E&T, RESEA, or JVSG, are available statewide but differ by the number of participants served and the level of service offered. In program year 2023, SNAP E&T served approximately 1,200 participants, while RESEA was projected to serve an estimated 18,000 participants.

TCSG Response: TCSG agreed with the finding.

GVRA Response: GVRA agreed with the finding.

GDOL Response: GDOL agreed with the finding.

DHS Response: DHS agreed with the finding.

³ WIOA program years begin July 1 and end June 30. For example, program year 2023 began July 1, 2023, and ended June 30, 2024.

Finding 2: Most funding for the workforce development programs in our review comes from federal awards, which have declined significantly for Title I programs.

The workforce development programs in our review have spent an average of \$156 million annually in recent years. During state fiscal years 2022-2024, federal funds were the source of nearly 80% of expenditures. Spending was higher among core programs, with Vocational Rehabilitation expenditures representing the largest percentage. Funding for Title I—the primary source of funding for the state’s LWDAs—has declined significantly over the last 10 years, from more than \$90 million to less than \$60 million.

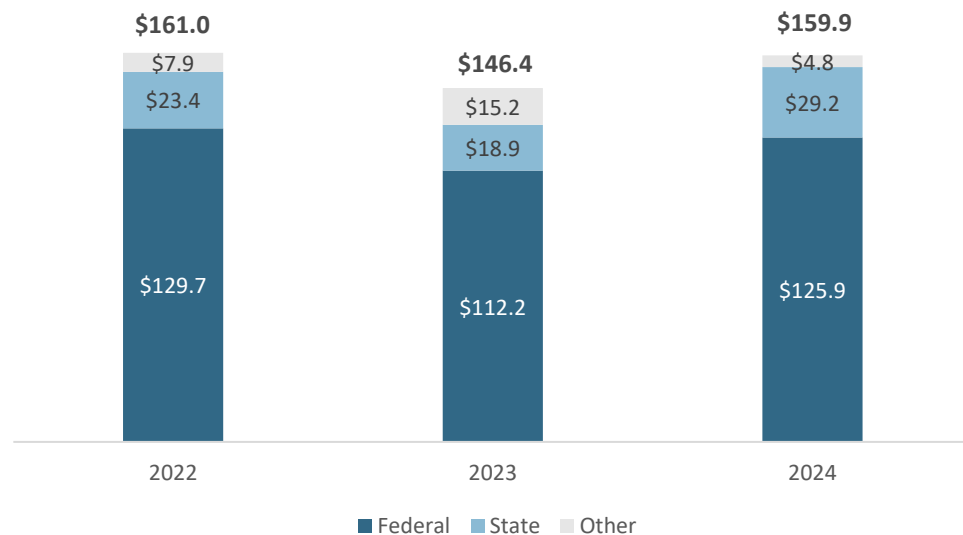
Expenditures by Fund Source

In state fiscal years 2022-2024, federal funds accounted for 77% to 81% of expenditures for workforce development programs in our review. Between 13% and 18% came from the state, and 3% to 11% from other sources such as local governments or nonprofit contributions.

As shown in **Exhibit 8**, total expenditures for workforce development were similar in fiscal years 2022 and 2024 but lower in fiscal year 2023. Federal funds were the primary source of funding (at approximately 80%) across the three years.

Exhibit 8

Most workforce development program expenditures are federal funds (FY 2022-2024)¹



¹ Amount, in millions.

Source: TeamWorks financials and agency documents

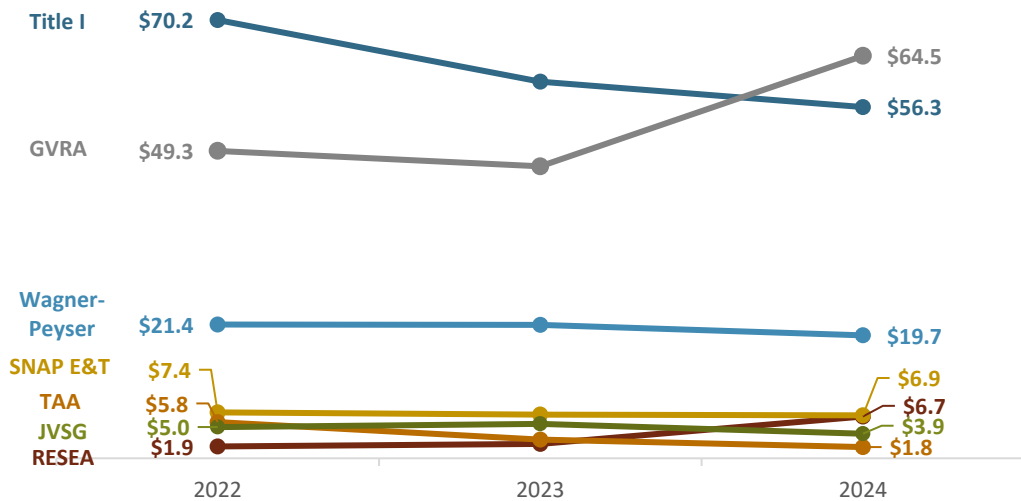
Expenditures by Program

In fiscal years 2022-2024, the five core programs represented nearly 90% of total expenditures. Spending was highest in Title IV Vocational Rehabilitation and the three Title I programs (Adult, Youth, Dislocated Workers).

Expenditure trends between fiscal years 2022 and 2024 varied by program, as shown in **Exhibit 9**. Notably, Vocational Rehabilitation expenditures increased by 31%, from \$49.3 million to \$64.5 million. According to program management, this increase is due to a 2023 policy adjustment that allowed GVRA to increase services, counselor pay, and transition benefits. By contrast, Title I programs decreased by 20%, from \$70.2 million to \$56.3 million. (See below for further discussion of federal award amounts for Title I programs.)

Exhibit 9

Most program expenditures were relatively stable (FY 2022-2024)^{1 2}



¹ Amount in millions. Three Title I programs (Adult, Youth, Dislocated Workers) have been combined. Additionally, Walking the Last Mile is not included in the expenditures because operations began after the period reviewed. The program has \$4 million in federal funds budgeted for use between January 2025 and December 2027.

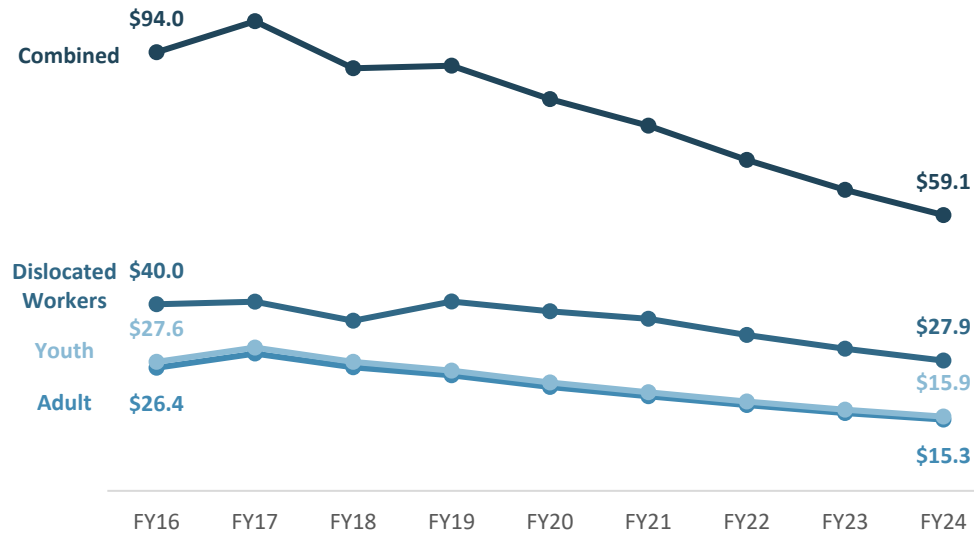
² While the Trade Adjustment Assistance program no longer accepts new workers, the program receives funds to continue providing services to workers determined eligible prior to the program's closure to new participants in 2022.

Source: Agency Records

Title I Awards

As previously discussed, federal funding for Title I programs has decreased over the past three fiscal years—from \$70.9 million to \$59.1 million. The decline has existed for a much longer period. As shown in **Exhibit 10**, federal Title I program funding has declined from \$94.0 million in fiscal year 2016 to \$59.1 million in fiscal year 2024, a decrease of \$34.9 million or 37%.

The drop in Georgia's Title I funding is not due to any corresponding decrease in available WIOA federal funding for all states. Instead, the decline is attributed to the Title I formula that determines the amount of funding each state will receive. Though formulas vary by program, each includes some metric of employment. According to TCSG officials, the state's relatively lower unemployment has led to the decline in Title I allotments. The WIOA Youth and Adult program formulas consider unemployment above 4.5%, high unemployment in concentrated areas, and share of youth or adults at high poverty levels. The Dislocated Worker program focuses on various measures of unemployment.

Exhibit 10**Title I federal awards have decreased significantly over the last decade (FY 2016-2024)¹**¹ Amount, in millions.

Source: Federal Registry

As discussed in Finding 3, this reduction has led to fewer program participants and impacted the state's ability to deliver timely and complete services. For example, LWDAs have been forced to establish waiting lists and delay or deny services because of reduced awards and delayed allocations.

Reconsideration of current LWDA structure needed due to declining Title I funding

Title I allocations to the state have dropped from more than \$100 million in fiscal year 2017 to less than \$60 million in fiscal year 2024. TCSG and LWDA officials noted the difficulty of maintaining services with the consistent funding decline. In recent years, the number of LWDAs has decreased from 19 to 17.

LWDAs can reduce staffing costs to a degree, but each must maintain minimum staffing to serve individuals and businesses through various programs, coordinate with other agencies, and comply with funding agencies' administrative requirements. As funding declines, it becomes increasingly difficult to provide services to those most in need. To maintain reasonable participant levels, LWDAs might prioritize serving those in need of less costly career services or those who need training but not support services. Individuals with the greatest needs are most at risk of not receiving services.

Given declining federal revenue, a review of the current LWDA system is warranted. A review would consider whether the current number of LWDAs continues to ensure effective service delivery. It could determine whether reducing the number of LWDAs to match the 12 regions would compromise services to individuals and businesses or allow a redirection of funds to training and/or support services. SWDB would also need to determine whether the number of comprehensive one-stop centers would necessarily be reduced, whether Title I services could be offered in WorkSource Career Centers (even if no longer a comprehensive one-stop location), or whether broader use of kiosks or other methods of virtual services would be appropriate.

RECOMMENDATION

1. The SWDB, in consultation with the governor, should evaluate the current number of LWDAs due to the consistent reduction in Title I funds used to support the system.

TCSG Response: *TCSG agreed with the finding and partially agreed with the recommendation. “TCSG agrees that the state and local areas should do as much as possible to make the administrative structure of the WIOA Title I program more efficient. In light of the consistent trend of funding reductions, administrative efficiencies are the only path toward stabilizing the funding that is allotted towards participant services. However, the realignment of the Georgia WIOA map and/or merger of local areas require the assistance and/or approval of the Governor, local elected officials, the United States Department of Labor, as well as the State Workforce Development Board. In other states that have undergone consolidation efforts, such large-scale realignments have been undertaken only when initiated through the Governor’s office and subsequently taken up for consideration for approval by the SWDB. As the WIOA Title I fiscal agent and staff to the SWDB, TCSG’s role would be to facilitate the process and conduct the staff work necessary once a merger has been approved in accordance with federal and state statutes.”*

GVRA Response: *GVRA partially agreed with the finding. The agency noted that its funding has “a 78.7% to 21.3% state match requirement” and that federal funds remained constant. GVRA’s ability to draw down additional federal funds relies on the amount appropriated from state funds.*

GDOL Response: *GDOL agreed with the finding.*

DHS Response: *DHS partially agreed with the finding. It noted that SNAP E&T’s funding from the USDA has not declined significantly.*

Finding 3: Declining federal funding and delayed allocations have reduced enrollment and led many LWDAs to adopt Title I program waiting lists.

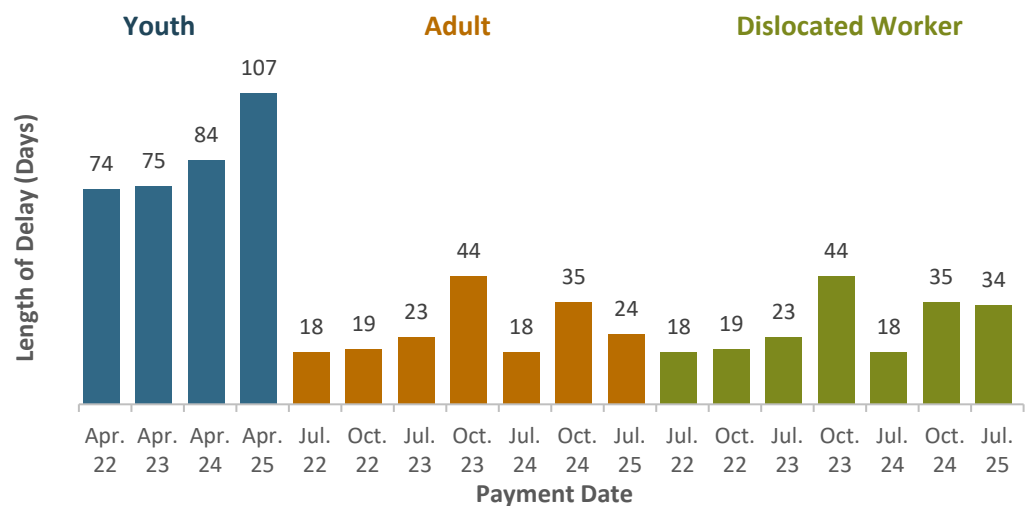
Due to significant WIOA funding decreases, the number of individuals enrolled in Title I programs fell by more than half in the last five years. Declines occurred within all three programs, with adults and dislocated workers seeing a larger drop than youth. In addition, the declines combined with delays in funding allocations have led some LWDAs to create waiting lists for services.

As shown in **Exhibit 10** on page 14, funding for the three WIOA Title 1 programs has dropped significantly and steadily for several years. Between fiscal years 2016 and 2024, funding for the three programs decreased by 37%—from \$94.0 million to \$59.1 million. The declines ranged from 30% for dislocated workers to 42% for adults and 38% for youth.

In addition to decreasing allotments, USDOL payments to TCSG have been delayed in recent years. USDOL is expected to provide a total of five allotments to states each year—two on July 1 and two on October 1 for the Adult and Dislocated Worker programs and one on April 1 for the Youth program. According to TCSG data, each of the allocation payments made to Georgia between April 2022 and July 2025 was delayed. As shown in **Exhibit 11**, the Youth program had the longest delays, all between 74 and 107 days. Delays for the Adult and Dislocated Worker programs were shorter, ranging from 18 to 44 days.

Exhibit 11

WIOA allocation payments were delayed up to 107 days (CY 2022-2025)

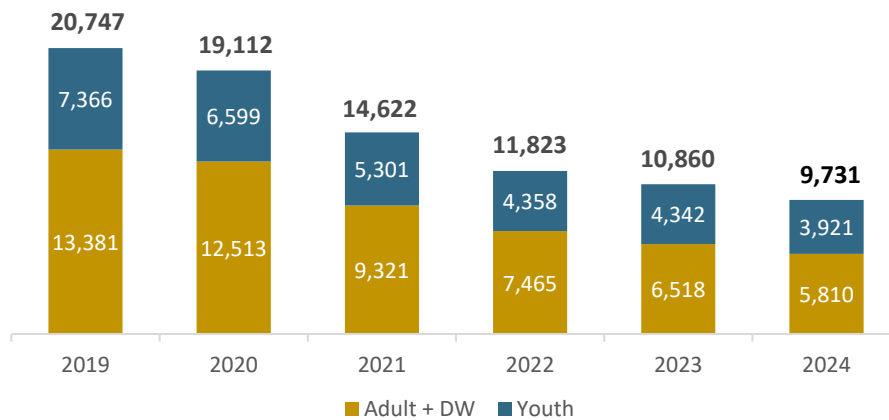


Source: TCSG reported allocation schedule and actual receipt dates

As discussed in Finding 2, federal funding represents virtually all Title I funding. When those funds decrease, fewer participants can be enrolled in the program. Additionally, delayed funding has increased programs' use of waiting lists. Each is discussed below.

Enrollment Decrease

WIOA Title I program enrollment has decreased by 53% since fiscal year 2019. As shown in **Exhibit 12**, all programs saw decreases in the number of participants. Adult and Dislocated Worker participants decreased from 13,381 in fiscal year 2019 to 5,810 in fiscal year 2024 (a 57% decline). Youth participants decreased from 7,366 to 3,921 (a 47% decline).

Exhibit 12**Title I program enrollment declined by 53% (FY 2019-2024)¹**

¹Adult and Dislocated Worker enrollment numbers are combined for the purposes of this exhibit.
Source: WIOA annual state performance reports

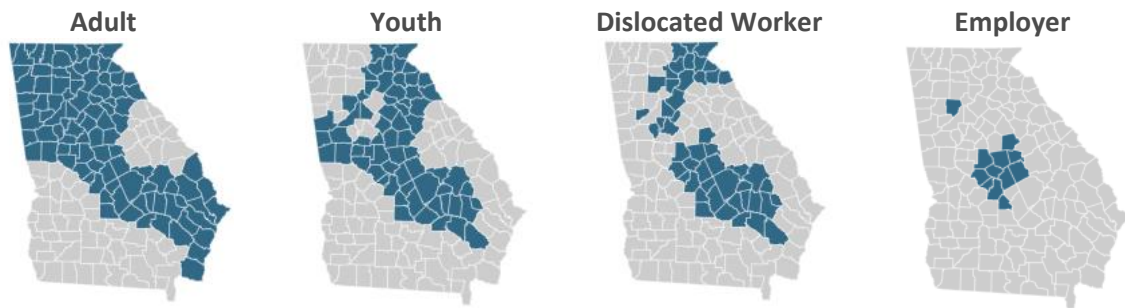
Program Waiting Lists

Allocation delays to LWDAs are problematic for Title I participants, particularly when combined with declining funding levels. Because LWDAs typically pay tuition to providers at registration, they are generally unable to enroll participants in training programs when allocations are delayed.⁴ As a result, individuals may miss enrollment deadlines, which leads to further delays in obtaining services while waiting for the next training period or semester. Some individuals on waiting lists reportedly lose interest and do not follow up. Additionally, participants may be placed on a waiting list prior to an eligibility determination, which means an individual may wait for weeks or months before learning they are not eligible for services.

Eleven of the 17 LWDAs reported a waiting list for at least one program. The Adult program most frequently had a waiting list (11 LWDAs), followed by the Youth program (8), Dislocated Worker (5), and employer services (2).⁵ As shown in **Exhibit 13**, waiting lists were most frequently reported in middle Georgia, metro Atlanta, and northeastern Georgia.

⁴ In some cases, a provider may accept a delayed payment or the LWDA's fiscal agent may provide a short-term loan while the LWDA awaits WIOA funding.

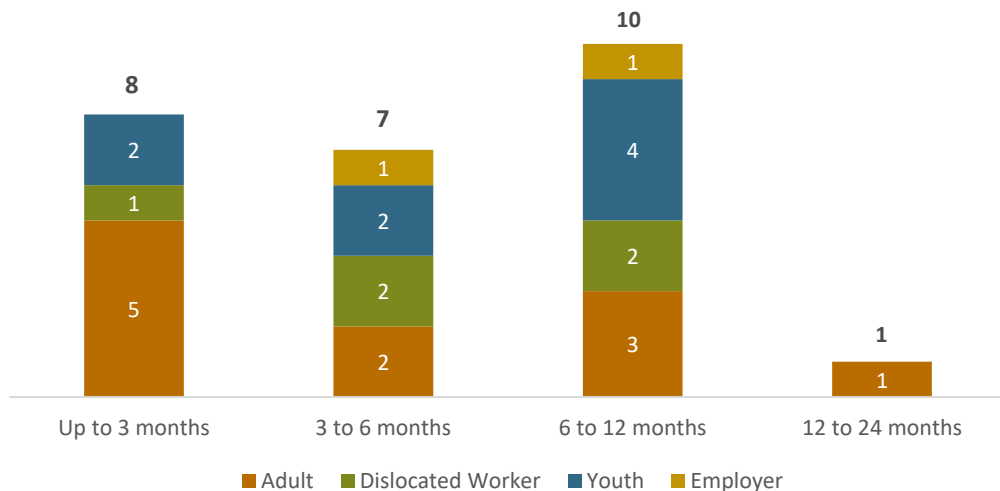
⁵ Employer services (or business services) is not a separate WIOA program; business services are included in the WIOA Title I program.

Exhibit 13**Waiting lists for Title I services are common in middle and northeast Georgia counties**

Source: DOAA LWDA survey results

LWDAs reported waiting lists are a result of federal funding delays and decreases. When funding levels were higher, an allocation delay would have less impact because the LWDA may have remaining funds from the previous allocation. With lower allocations, an LWDA is more likely to assign all funds prior to receiving the next allocation, leading to a waiting list. The waiting lists are relatively new—for example, the DeKalb and Northwest Georgia LWDAs reported beginning waiting lists in 2024 and 2025, respectively.

The amount of time participants spend on Title I program waiting lists, as reported by LWDAs, ranges from up to three months to two years. Most waiting lists are six months or less, though several are up to a year (see **Exhibit 14**).

Exhibit 14**LWDAs reported Title I waiting lists are six months or less in most cases**

¹ Eleven LWDAs reported having waiting lists for one or more programs. In total, these LWDAs reported 26 waiting lists for individual programs. Six LWDAs reported no waiting lists.

Source: LWDA survey, site visits, and interviews

We noted an option LWDAs could use to eliminate the need for waiting lists or at least mitigate the allocation delays. Larger fiscal agents (e.g., regional commission or county government) may provide funds to their LWDAs when WIOA allocations are delayed. These fiscal agents are then repaid when the LWDA receives the federal funds. Smaller fiscal agents that serve some LWDAs are less able to provide these bridge funds. TCSG officials noted it does not have state funding that can be used to bridge the delays for LWDAs.

RECOMMENDATION

1. The General Assembly should consider appropriating one-time funds to TCSG to enable the agency to establish a revolving loan program that provides bridge loans to LWDAs to mitigate the impact of federal funding delays.

TCSG Response: *TCSG agreed with the finding and partially agreed with the recommendation. The agency stated it would support the creation of a revolving loan program to help ensure uninterrupted services to jobseekers and employers in the event of federal funding delays. It noted that the amount of funds needed to cover LWDA costs incurred over a six-week period would be at least \$5.9 million. “However, to effectively run this program to serve in the event of any delay in funds, a higher loan fund amount would be encouraged.”*

GVRA Response: *Not applicable*

GDOL Response: *GDOL agreed with the finding.*

DHS Response: *Not applicable*

Finding 4: Incorporating additional programs into the state’s workforce development plan would strengthen coordination.

In recent years, Georgia has aligned most WIOA programs within a single agency to improve system coordination. However, activities to drive coordination with other workforce programs that serve similar populations have been limited. Compared to other states, Georgia’s workforce plan has few non-WIOA partner programs and SWDB activities related to WIOA programs are largely limited to ensuring compliance with federal requirements.

In recent years, two significant strategies have been employed to coordinate or align portions of Georgia’s workforce development system. The first is associated with programs that serve employers and job seekers, while the second focuses on improving the alignment of the education to employment pipeline.

- **Title I and Wagner-Peyser to TCSG** – Title I funding has been administered by TCSG’s Office of Workforce Development (OWD) since 2018. The transition of Wagner-Peyser to TCSG in 2023 further consolidated Georgia’s WIOA core programs and was intended to facilitate greater alignment activities.⁶ The business services units from Titles I and III are now combined, allowing OWD and LWDAs to assist employers more efficiently.
- **Top State for Talent Initiative** – This multi-agency initiative, which began in 2022, coordinates education and workforce systems to provide Georgians with access to high-value career pathways. The initiative includes aligning high school programs with technical colleges and universities, along with credential training programs. As part of this effort, the SWDB reviews and approves a High Demand Career List that is based on a review of employment-related data by the Governor’s Office of Student Achievement and OWD. The list is used to direct training for WIOA Title I participants.

While these actions address coordination within the workforce system, we found that other states have incorporated additional programs into their state workforce development plan in an attempt to improve coordination. To comply with federal requirements, the SWDB must develop a state workforce development plan every four years. Georgia has opted to submit a combined plan, which must include strategies, plans, and performance information for all core WIOA programs and at least one non-core program. USDOL lists 11 non-core programs that states can add to their combined plan.⁷

As shown in **Exhibit 15**, Georgia’s combined plan lacks all but two of the non-core programs available for inclusion. Those included are recent additions, with the JVSG program incorporated in 2024 and CTE/Perkins⁸ added in 2025. By contrast, most southeastern states we reviewed include several programs, including SNAP E&T, TANF, and unemployment insurance.

Other states reported several benefits of having multiple programs in the workforce development plan. Benefits identified in Alabama’s and Florida’s state plans are described below.

- **Alabama** – Because SNAP E&T is a combined plan partner, Alabama was able to use career centers to expand services across the state. Career centers now receive electronic SNAP E&T referrals, allowing any eligible client to access services immediately at any career center. Alabama intends to work with career centers in each county to develop tailored policies, priorities, and outreach for this population.

⁶ WIOA Title II-Adult Education, which is not included in this review, was already administered by TCSG.

⁷ Our review includes 5 of the 11 non-core programs that may be added to a combined plan.

⁸ CTE/Perkins refers to the Strengthening Career and Technical Education for the 21st Century Act, which is a federal law that provides funding and guidelines for career and technical education (CTE) programs in the U.S.

Exhibit 15**Georgia has fewer non-core programs in its combined plan than other states**

Combined Plan Program ¹	Target Population	AL	VA	FL	TN	SC	GA	NC ²
Jobs for Veterans State Grant (JVSG)	Veterans	✓	✓	✓	✓	✓	✓	
Senior Community Service Employment Program (SCSEP)	55 and older	✓	✓	✓	✓	✓		
SNAP Employment & Training (SNAP E&T)	Low-income	✓	✓	✓	✓	✓		
Trade Adjustment Assistance (TAA)	Displaced workers	✓	✓	✓	✓	✓		
Temporary Assistance for Needy Families (TANF)	Low-income	✓	✓	✓	✓	✓		
Unemployment Insurance (UI)	Unemployed	✓	✓	✓	✓	✓		
CTE/Perkins	High school students	✓	✓					✓
Community Services Block Grant (CSBG)	Low-income			✓	✓			
Total		7	7	7	7	6	2	0

¹ Only 8 of 11 non-core programs suggested by USDOL are listed because no southeastern states include HUD Employment & Training, Second Chance Act Programs, or SNAP in their combined plans.

² North Carolina has a unified plan, which does not include any non-core combined plan programs.

Source: Georgia's state plan and other state plans obtained from USDOL's website

- Florida** – Multiple partner programs (TANF, SNAP E&T, TAA, and JVSG) are administered through the state workforce agency. Florida's state plan highlights that this approach fosters a collaborative service delivery system, promoting coordination, co-enrollment, and stronger alignment of services with participant needs. Specifically for SNAP E&T, state agencies are working to broaden the third-party partnership model, which involves combining federal and non-federal funds to offer services. According to Florida's state plan, the strategy extends the program's reach and improves outcomes by using experienced providers.

While compliant with federal requirements, Georgia's current state plan does not include combined plan partners that serve populations with barriers to employment (e.g., TANF, SNAP E&T, TAA). The recent addition of Perkins V to the state plan has allowed for more communication, collaboration, and coordination between TCSG and state education agencies (University System of Georgia, Georgia Department of Education, Georgia Student Finance Commission). By contrast, LWDAs we visited reported inconsistent coordination with partner programs outside the combined plan.

As the creator of the workforce development plan, the SWDB has an opportunity to facilitate collaboration among entities involved. Currently, the SWDB's intended primary focus is to coordinate with private sector partners to ensure workforce needs are understood. Other than education agencies involved with the Top State for Talent Initiative, officials acknowledged that coordination with state agencies is limited. During calendar years 2023 and 2024, business representatives were significantly more likely to attend SWDB board meetings than representatives of the agencies administering programs included in this review (75% vs. 48%).

LWDAs Effectively Coordinate with Each Other and Partner Programs

Coordination Among LWDAs – LWDAs reported consistent communication with each other, both formally (e.g., weekly check-ins, Georgia Workforce Leadership Association meetings) and informally (e.g., ad hoc conference calls, group messaging). LWDAs also coordinate when drafting regional plans and work together to implement those plans. This can include establishing regional funding sources, standardizing processes, collaborating with strategic partners, and improving technology and data sharing.

Coordination with Partner Programs – Local plans discuss LWDA efforts to collaborate with WIOA core programs. Each of the six LWDAs we visited reported that they consistently coordinate with Wagner-Peyser, primarily through one-stop centers. Each also reported consistently coordinating with GVRA’s Vocational Rehabilitation program, although the coordination efforts were more varied. Coordination efforts mentioned include creating a standing council on a Workforce Development Board, including GVRA representatives on the local board, collaborating through the one-stop centers, sharing resources, and working through a memorandum of understanding.

If Georgia included additional programs in its combined plan, state agencies responsible would have more opportunity to facilitate coordination among the programs included in this review. For example, if SNAP E&T was included in the state plan, input from board members representing that program (i.e., DHS, DFCS) would be essential to any changes in how programs coordinate.

RECOMMENDATION

1. The SWDB, in consultation with the governor, should consider including additional non-core programs in the combined state plan to better incorporate other workforce programs that serve similar populations.

TCSG Response: TCSG partially agreed with the finding and recommendation. The agency noted that “increased planning between agencies can help to strengthen coordination and better align services,” but the WIOA State Plan is largely a compliance document. It noted that other potential partners also have planning documents with different requirements, “making coordination an administrative burden and those without a compelling motivation to engage may find these issues circumvent their willing engagement.” They noted that coordination can be accomplished in other ways, pointing to the Governor’s Workforce and Education Strategy Team efforts. “Bringing additional agencies to the table, especially in the social service arena, could buffer those efforts. TCSG would welcome efforts to increase coordination either through the state planning process or other means.”

Regarding the recommendation, TCSG noted the Carl Perkins program was added to the WIOA State Plan this year at the governor’s direction. “The agency will include any additional programs that the Governor directs in the future.”

GVRA Response: GVRA partially agreed with the finding. The agency noted that while it understands the “importance of coordination across

existing programs and the advantages of additional partners,” additional programs may create some barriers due to their vast grant and service specific requirements. GVRA intends to continue to work with the workforce system to ensure it works for all prospective participants.

GDOL Response: *GDOL agreed with the finding and recommendation.*

DHS Response: *DHS agreed with the finding and recommendation. It noted SNAP E&T had reached out to WIOA-related agencies to “establish a partnership where SNAP E&T participants could also be served” but the efforts have “not been reciprocated.” Regarding the recommendation, DHS stated it already consults annually with a member of the SWDB. It added, “we recognize the value of incorporating additional combined plan programs into the state plan, [but] it is important to note that SNAP E&T operates under federal guidance” from the USDA. It added that alignment of programs “must remain consistent with federal requirements and the unique objectives of SNAP E&T.”*

Finding 5: Better coordination between WIOA and SNAP E&T could create efficiencies in service delivery.

WIOA and SNAP E&T each aim to assist individuals in acquiring skills, training, and experience for employment that leads to self-sufficiency. Although both programs offer training and support services to similar populations, there is limited coordination between them. Some states have integrated SNAP E&T and WIOA to ensure the services they provide are complementary rather than duplicative.

SNAP E&T and WIOA programs both have the goal of helping individuals overcome barriers to employment and become self-sufficient. To that end, they each provide similar services, including job assistance, training and education, work experience, and supportive services. The populations served are similar and overlapping—any adult who receives SNAP benefits is eligible for WIOA adult services through the low-income requirement, though not all those receiving WIOA adult services are eligible for SNAP.

Given the programs’ similarities, federal guidance and regulations recognize the opportunity for WIOA and SNAP E&T to work together. For example, federal regulations require that state agencies design their SNAP E&T program in consultation with the SWDB. Similarly, in 2023 joint guidance, USDOL’s Education and Training Administration and HHS’s Food and Nutrition Services encouraged agencies that administer programs under WIOA Title I (particularly Adult and Youth) to conduct outreach to SNAP beneficiaries to support their employment or career advancement.

Officials with Georgia’s two programs acknowledge efforts to coordinate have been minimal. While SNAP E&T officials stated they are interested in additional

coordination with WIOA and the LWDAs, only limited conversations have occurred. At this point, no formal processes exist for the programs to refer clients to each other, with the exception of a single LWDA.⁹ As shown in **Exhibit 16**, the majority of LWDAs reported having no coordination with SNAP E&T or no knowledge of its existence in the area.

Exhibit 16

Most LWDAs reported no coordination with SNAP E&T



Source: DOAA LWDA survey results

Coordination between SNAP E&T and LWDAs would provide several benefits, as discussed below.

- **Efficient use of funding** – Following federal guidance, LWDAs could provide training services to SNAP E&T participants through their existing infrastructure and with WIOA funds, while SNAP E&T could fund the support services for these clients. This would allow LWDAs to devote more WIOA funding to training services. It should be noted that SNAP E&T cannot reimburse LWDAs for services provided with federal funds; therefore, SNAP E&T would need to directly fund support services for its clients or LWDAs would need to use non-federal funds to obtain reimbursement.
- **Services aligned with population needs** – While SNAP and WIOA have similar goals, the scope of employment services is slightly different. In particular, SNAP E&T is more likely to provide short-term training related to immediate employment (e.g., restaurant service, retail), while the LWDA provider list is focused on the state's High Demand Career List and may require a longer training period. As such, one program may be more suitable for an individual depending on their employment needs. Coordination across the programs would help ensure individuals seeking workforce development services receive the level required.
- **Decreased wait times for participants** – As previously discussed, WIOA programs have waiting lists due to decreased or delayed funding.

⁹ WorkSource Fulton, one of the 17 LWDAs, also serves as a SNAP E&T provider. Fulton can receive referrals from SNAP E&T or suggest their clients be enrolled in SNAP E&T.

By contrast, SNAP E&T programs typically do not have waiting lists for individuals to receive services if they qualify. If SNAP E&T funded support services for co-enrolled participants, additional WIOA funds would remain available to serve WIOA participants, potentially shortening the LWDA waiting lists.

We found evidence of significant integration between the two programs in other states, as well as a limited relationship in one Georgia LWDA. In Texas and Florida, SNAP E&T services are provided through LWDAs. Texas encourages participants to co-enroll in WIOA, with both programs funding services. In Florida, LWDAs serve as SNAP E&T providers and SNAP E&T provides the LWDAs with reimbursements for some costs. Finally, in Georgia, the Fulton County LWDA became a third-party provider for SNAP E&T approximately two years ago. The LWDA receives referrals but services for these co-enrolled individuals are fully funded through WIOA Title I. LWDA officials indicated they could request SNAP E&T funding for training-related fees or support services if needed for the expenditure of non-federal funds. TCSG staff indicated it could be difficult for some LWDAs to receive reimbursements for services provided, because their funds are primarily federal and ineligible for SNAP E&T reimbursement.

RECOMMENDATION

1. DHS and TCSG should increase interagency cooperation, which may include establishing a formal referral mechanism between SNAP E&T and Title I or designating all LWDAs as SNAP E&T training providers.

TCSG Response: TCSG partially agreed with the finding and recommendation. It welcomed increased coordination between SNAP E&T and Title I programs.

Regarding the recommendation, TCSG agreed that a formal referral mechanism between programs would benefit participants. However, regarding LWDAs becoming SNAP E&T providers, TCSG noted there are “many structural impediments. LWDAs in Georgia do not receive any state appropriations and the vast majority of local areas do not receive any local funding. Due to federal and state policy surrounding the SNAP E&T program, this would not make it possible for local areas to participate in the program’s reimbursement model, as federal funds cannot be reimbursed. Moreover, the decision for an LWDA to become a provider is dependent on the local fiscal agent opting in. TCSG does not possess the authority to require LWDAs to self-designate as a SNAP E&T provider but can make significant efforts to encourage local fiscal agents to do so.”

GVRA Response: Not applicable

GDOL Response: GDOL agreed with the finding.

DHS Response: DHS agreed with the finding and recommendation. It

agreed that “stronger coordination between WIOA programs and SNAP E&T could improve service delivery efficiency, allowing participants to benefit from a more streamlined approach to training.” It noted that coordination must be consistent with USDA requirements.

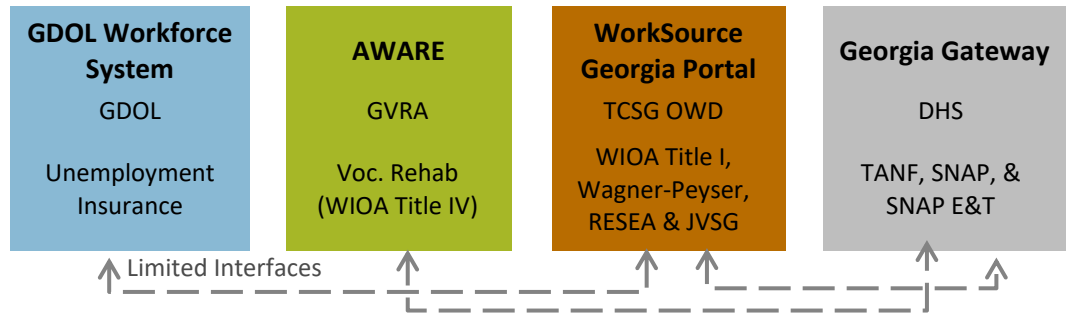
Regarding the recommendation, DHS stated it “recognizes and supports the exploration of collaborative models to better serve and improve participant outcomes.” DHS noted it has worked “to strengthen interagency cooperation and partnerships with TCSG and GDOL but has been unsuccessful. It noted that “establishing a formal referral system between programs like SNAP E&T and Title I or designating all (LWDAs) as SNAP E&T training providers, could create a more efficient process for participants.”

Finding 6: Limited data sharing across workforce programs hinders cross-agency coordination of services.

Georgia’s workforce development programs operate separate information systems and are unable to share participant data. The lack of data sharing hinders case management, reduces coordination, and weakens accountability. LWDAs and state agencies consistently identified the inability to access data held by other programs as a barrier to coordination and system efficiency.

WIOA requires that states coordinate service delivery, including data sharing, to support integrated and efficient services. USDOL guidance encourages a “One Workforce” strategy that allows partners to share case notes, track services and outcomes, and improve efficiency while protecting participant privacy. It also highlights the use of administrative data to identify service gaps, track co-enrollment, and ensure equitable access. In Georgia, the SWDB is charged with developing strategies to align partner data systems to strengthen service delivery and accountability.

At present, no statewide system supports real-time, cross-agency case management or participant tracking. As shown in **Exhibit 17**, Georgia’s workforce development programs operate through multiple, disconnected information systems. Each system tracks participant eligibility, enrollment, service data, and performance and outcome measures. Only limited data exchanges occur between systems, and those that exist vary in scope and timing. For example, Georgia Gateway exchanges limited data with GDOL and GVRA to verify eligibility information, and those connections primarily rely on batch uploads rather than real-time sharing. Georgia Gateway does support near-real-time communication with TCSG; however, this exchange is limited to client demographic information used to confirm school enrollment. TCSG interfaces with GDOL for wage matching, relying on scheduled file exchanges to support quarterly performance reporting.

Exhibit 17**Georgia's workforce data systems are fragmented**

Source: Georgia Combined State Plan, Interviews with TCSG and Georgia Gateway.

Staff from multiple local and state entities indicated the siloed information systems create challenges. In particular, staff reported issues with case coordination, administrative duplication, and accountability. Each is described below.

- Limited Case Coordination** – Staff have limited visibility into participants' engagement with other workforce programs, making it difficult to coordinate services or avoid redundant administrative tasks. Case managers often rely on participants to provide documentation—such as wage records or proof of SNAP benefits—that could otherwise be verified through data sharing. This can slow eligibility determinations and delay access to training and support services.
- Administrative Duplication** – When agencies cannot view each other's participant data, staff may repeat intake, eligibility verification, and referral processes that have already been completed elsewhere. A system used by Atlanta-area LWDAAs (ATL Works) and the WorkSource Georgia Portal have improved tracking in some regions, but systems used for Unemployment Insurance and SNAP E&T remain disconnected, requiring duplicate data entry and verification.
- Limited System Accountability** – The absence of integrated data prevents the state from fully tracking co-enrollment and outcomes across programs. Without this information, state leaders and the SWDB cannot easily access how participants move between programs or whether resources are being used effectively. While performance measures are tracked through individual reporting systems, siloed systems may not recognize co-enrolled individuals, resulting in a distorted view of program effectiveness and potential overstatement of the number served by the system.

Other states have made progress integrating their information through the use of formal agreements, shared technical infrastructure, and clear governance. Alabama's workforce data system includes WIOA Titles I and III, TAA, and veterans' employment programs and is linked to the state's longitudinal data system, which tracks individuals' education and employment. Formal data-sharing agreements are expanding this integration to include SNAP, TANF, and

Georgia Gateway's potential role in data integration

The Georgia Gateway system operated by DHS contains information on recipients of many federal benefit programs, such as SNAP, TANF, Medicaid, and others. Many individuals served by workforce development programs are recipients of benefits that rely on the Gateway system. By linking workforce programs to Gateway, agencies could automatically verify benefit eligibility, better identify participants enrolled in multiple programs, and support coordinated case management. This would improve efficiency, reduce manual data entry, and streamline services for participants. Gateway officials acknowledged the benefits but cited cost, privacy requirements, and technical development timelines as the primary barriers.

Gateway system supports 47 interfaces (including connections with TCSG, GDOL, and GVRA). These include application programming interfaces that allow real-time data sharing and batch reporting in which a large amount of information is periodically uploaded to another system. Officials indicated integration with workforce systems is technically feasible but would require new funding, legal agreements, and time. Gateway's privacy safeguards restrict personally identifiable information but allow the use of identifiers and status updates to confirm eligibility across programs.

vocational rehabilitation. Virginia is developing a system to integrate near real-time data from more than 20 workforce and education programs. Finally, Utah operates a single system that combines workforce and public assistance programs, allowing staff to view participant information and outcomes across many programs.

Although Georgia's progress toward information system integration has been more limited than some states, steps have been taken. Wagner-Peyser was incorporated into the WorkSource Georgia Portal, allowing it to synchronize participation and track outcomes with Title I and JVSG. TCSG and GDOL share data through a memorandum of understanding, including UI wage records and limited transactional access for LWDAs. Broader integration efforts with TAA and GVRA have stalled due to funding, technical, and coordination challenges. It should be noted that RESEA case management, which is currently in the WorkSource Georgia Portal, will move to GDOL's new UI information system when it is completed. According to TCSG, the agencies intend to have a system interface to allow unemployment claimant data to be shared with Wagner-Peyser.

Georgia's workforce programs continue to operate multiple, disconnected information systems for a number of reasons. Agency staff and the 2024 WIOA State Plan noted several factors that have limited progress in developing the formal agreements, common standards, and technical linkages that other states use to support systemwide coordination. These include:

- The SWDB lacks authority to require agency participation or mandate data standards;
- Agencies must focus on federal program-specific reporting requirements;
- No dedicated funding has been committed to develop or maintain statewide data connections; and
- Partners have historically had limited engagement in joint data initiatives.

These challenges are compounded by the absence of formal data-sharing agreements or memoranda of understanding that would allow secure exchange of participant level data among agencies. Virginia uses these agreements to address privacy and legal concerns while still operating separate systems. Without them, Georgia staff cannot build complete participant profiles, coordinate wraparound services, or track shared outcomes.

RECOMMENDATIONS

1. The SWDB, in consultation with the governor, should continue efforts to integrate data systems across workforce programs.
2. TCSG and DHS should establish a data sharing mechanism that assists LWDA staff with determining WIOA program eligibility.

TCSG Response: *TCSG partially agreed with the finding and recommendations. The agency stated it is a “willing partner relative to data sharing” but noted the challenges presented by varying data governance laws and different information systems. It noted that statutory or rule changes may be needed.*

Regarding recommendation 1, the agency stated, “on behalf of the SWDB, [TCSG] will initiate a conversation with the Governor’s office regarding the involvement of other state agency workforce programs in unified data sharing.”

Regarding recommendation 2, the agency stated that “a mechanism currently exists within the LWDA data entry system...[that] assists in determining if the participant is eligible for WIOA services. Given that the receipt of SNAP benefits qualifies an individual for WIOA services, what might be more beneficial is a formalized referral process ensuring that SNAP recipients get connected to WIOA services.”

GVRA Response: *GVRA partially agreed with the finding. The agency noted it worked closely with many of the current workforce partners to increase data sharing and update its agreements. “These improvements have allowed GVRA to develop better reporting integrity and create avenues for additional data sharing that is allowing us to better make data-driven decisions. GVRA will continue to explore opportunities to integrate its new case management system into the current workforce system ecosystem to increase opportunities for data sharing.”*

GDOL Response: *GDOL agreed with the finding and first recommendation.*

DHS Response: *DHS partially agreed with the finding and recommendations. The agency noted that while it has access to necessary data to manage its program, it recognized that limited data sharing across programs could hinder broader coordination efforts. “An integrated system would enable better service coordination among agencies, improve the ability to refer participants in real-time, increase efficiency, and enhance collaboration, all while providing timely and comprehensive support to participants.”*

Regarding recommendation 1, DHS stated that “improved data integration would enhance coordination, reduce duplication, and provide a more comprehensive view of participant outcomes. For programs such as SNAP E&T, alignment with broader workforce data systems could strengthen accountability, facilitate performance measurement, and ensure that participants receive more seamless services.” It added that integration must be consistent with federal guidance and protect program integrity.

Regarding recommendation 2, DHS noted that a “coordinated system would simplify the eligibility process, reduce redundant effort, and ensure participants are connected to the most suitable services more effectively.”

Finding 7: Title I and Wagner-Peyser programs met performance goals for most indicators and often surpassed national average performance.

Program goals are equivalent to the term “negotiated targets” used by some programs.

Workforce development programs in our review typically included outcome measures such as employment rates and median earnings, as well as other measures that are specific to individual programs. This review focuses on the WIOA measures required for core programs and the WIOA-related measures required for non-core programs. During fiscal year 2024, most of Georgia’s core programs met their performance goals. Non-core programs had similar measures and met goals when available.

Core programs were more likely than non-core programs to have goals associated with their performance measures (see **Exhibit 18**). Core programs negotiate

Exhibit 18

Core programs have goals for all applicable performance measures

	Employment Rate (2 nd Q)	Employment Rate (4 th Q)	Median Earnings (2 nd Q)	Measurable Skill Gains	Credential Rate
Core					
Title I - Adult	✓	✓	✓	✓	✓
Title I - Dislocated Worker	✓	✓	✓	✓	✓
Title I - Youth	✓	✓	✓	✓	✓
Title III - Wagner-Peyser	✓	✓	✓	N/A	N/A
Title IV - Vocational Rehabilitation	✓	✓	✓	✓	✓
Non-Core					
JVSG	✓	✓	✓	N/A	N/A
RESEA	✓	✗	✗	N/A	N/A
SNAP E&T	✗	✗	✗	N/A	N/A
TAA	✗	✗	✗	✗	✗
Walking the Last Mile	✓	✓	✓	✓	✓

✓ Has Performance Goal ✗ Does Not Have Performance Goal N/A Does Not Track Measure

Source: Georgia Combined State Plan, TCSG data, SNAP E&T annual report, GDOL data, and reports from USDOL’s website

with federal oversight agencies (Departments of Labor and Education) to establish annual goals for each of the WIOA performance measures they are required to track. Non-core programs often have similar performance measures, but associated goals are less common. When goals are not present, it is difficult to determine the program's effectiveness.

Program performance for fiscal year 2024 is detailed below.¹⁰ When available, we compared performance to program goals and/or the national average.

Core Program Performance

During fiscal year 2024, core programs collected and reported data for five performance measures related to employment, median earnings, credential attainment, and measurable skill gains.¹¹ These measures provide information to assess the extent to which core programs meet performance goals.

The Title I Adult, Dislocated Worker, and Youth programs exceeded most of their performance goals and exceeded national averages for most indicators. Wagner-Peyser generally met the goal for its three performance measures but did not consistently exceed the national averages. Finally, Vocational Rehabilitation met its own goals in three of five instances but fell below national averages in all.

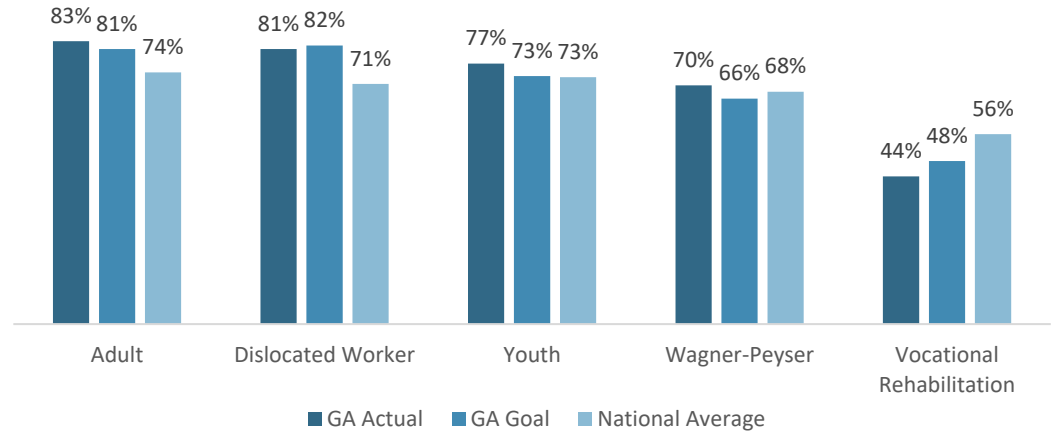
Employment rate in the 2nd quarter after exit

This measure captures the percentage of participants in unsubsidized employment during the second quarter after exiting the program.¹² As shown in **Exhibit 19**, three Georgia programs exceeded their goal. Dislocated Worker was one percentage point below its goal, while Vocational Rehabilitation was four percentage points below. GVRA reported difficulty reaching participants to confirm employment and obtaining documentation to verify employment. While each Title I program and Wagner-Peyser performed higher than the national average, the Vocational Rehabilitation program was lower.

¹⁰ It should be noted that programs rely on information provided by employers to GDOL's Unemployment Insurance program to determine employment rates and quarterly earnings. If a former program participant is self-employed or their employer does not report to GDOL, they will not be included in the performance data.

¹¹ Programs have two performance indicators to measure employment at different intervals. In fiscal year 2025, states were required to begin collecting data for a sixth measure related to the effectiveness of serving employers.

¹² In unsubsidized employment, employers do not receive a subsidy from public funds to offset all or part of the wages and costs of employing an individual. For Youth programs, this measure also includes those who were in education or training activities during the second quarter after exit.

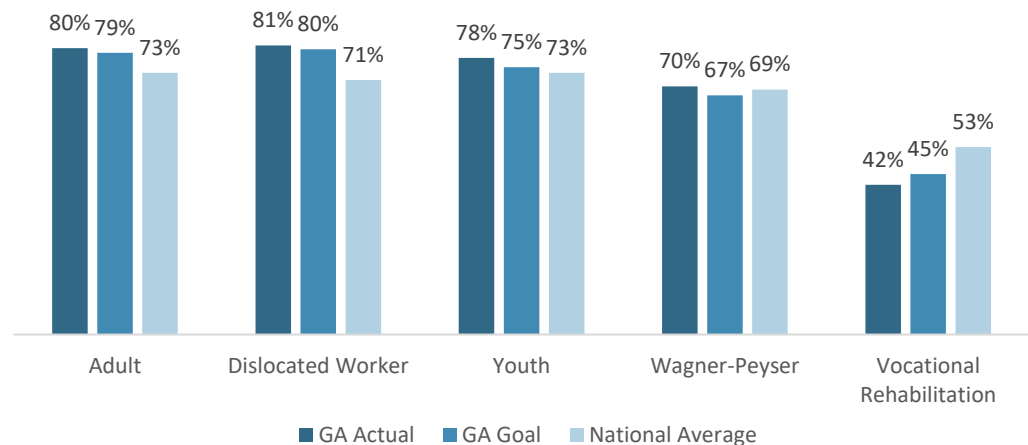
Exhibit 19**Most programs exceeded their 2nd quarter employment rate goal and the national average (FY 2024)¹**

¹ Title I programs include Adult, Dislocated Worker, and Youth programs.

Source: WIOA Statewide Performance reports and WIOA National Performance Summary reports

Employment rate in the 4th quarter after exit

Similar to the measure above, this shows the percentage of participants in unsubsidized employment during the fourth quarter after program exit. Most Georgia programs exceeded the goal for this measure; however, Vocational Rehabilitation was three percentage points lower for reasons discussed above (see **Exhibit 20**). Vocational Rehabilitation performance was also lower than the national average (11 points), while other programs performed better.

Exhibit 20**Most programs exceeded their 4th quarter employment rate goal and the national average (FY 2024)**

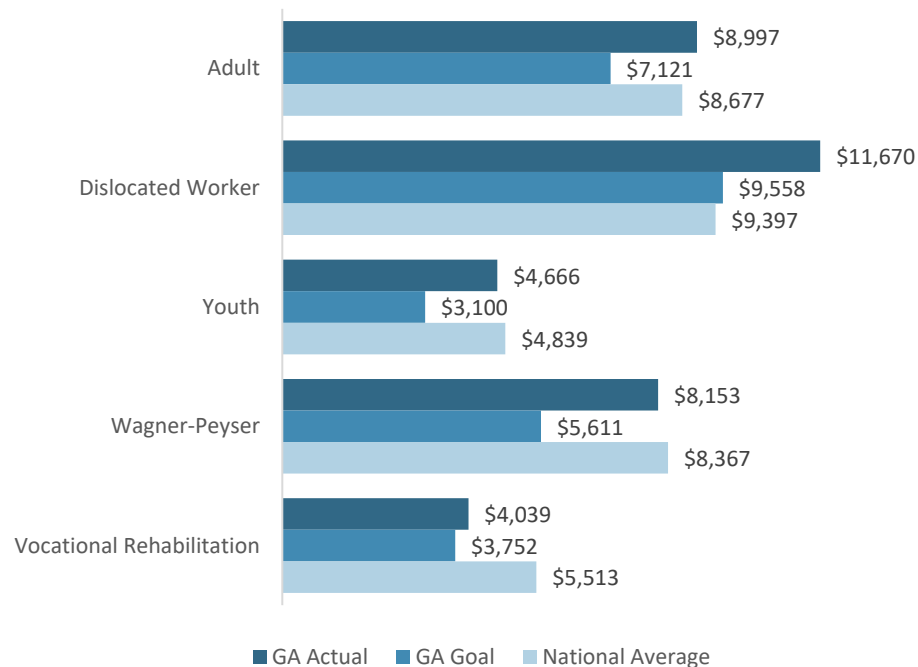
Source: WIOA Statewide Performance reports and WIOA National Performance Summary reports

Median earnings in the 2nd quarter after exit

This measure shows the median earnings of participants in unsubsidized employment during the second quarter after program exit. All Georgia programs exceeded the goal for this measure (see **Exhibit 21**). Median earnings for Adult and Dislocated Worker programs were higher than national average, but lower for the Youth, Wagner-Peyser, and Vocational Rehabilitation programs.

Exhibit 21

All core programs exceeded their 2nd quarter median earnings goal (FY 2024)



Source: WIOA Statewide Performance reports and WIOA National Performance Summary reports

Georgia's WIOA programs met federal performance requirements

The federal Departments of Labor and Education assess whether state core programs meet performance requirements by comparing outcomes to the adjusted levels of performance. The adjusted levels of performance account for the characteristics of actual participants and their economic conditions and thus differ slightly from negotiated performance goals, which are set prior to the program year. The assessment, which is limited to the indicators selected for review during that period, determines the program's performance score.

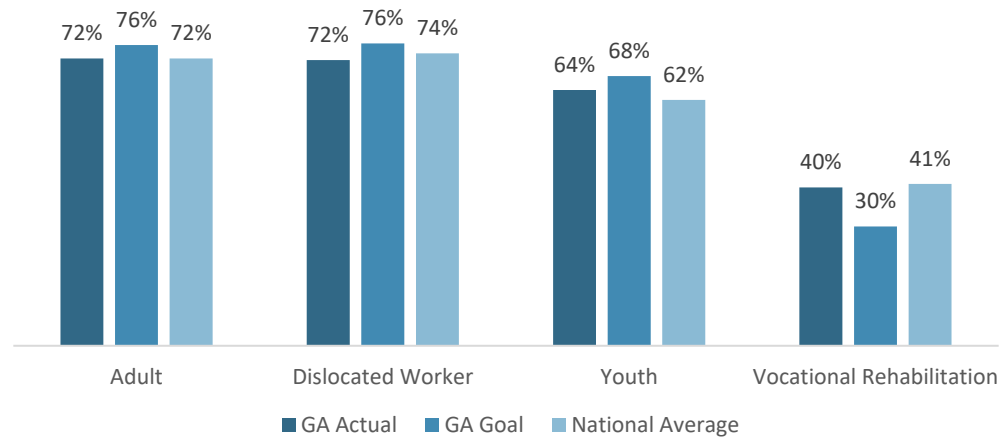
Like most states, Georgia's WIOA programs met compliance assessment standards in fiscal year 2024. Only Arizona, New Jersey, and Puerto Rico had a reported "performance failure."

Credential attainment rate

This measure captures the percentage of participants who obtained a recognized post-secondary credential or a secondary school diploma (or equivalent) while participating in the program or within one year of exit. Three programs did not meet their goal for this measure (each was four points lower), while Vocational Rehabilitation met its goal (see **Exhibit 22**). The national average was met or exceeded by two programs; the Vocational Rehabilitation program was one percentage point lower while the Dislocated Worker program was two percentage points lower.

Exhibit 22

Most core programs did not meet their credential attainment goal and the national average (FY 2024)¹

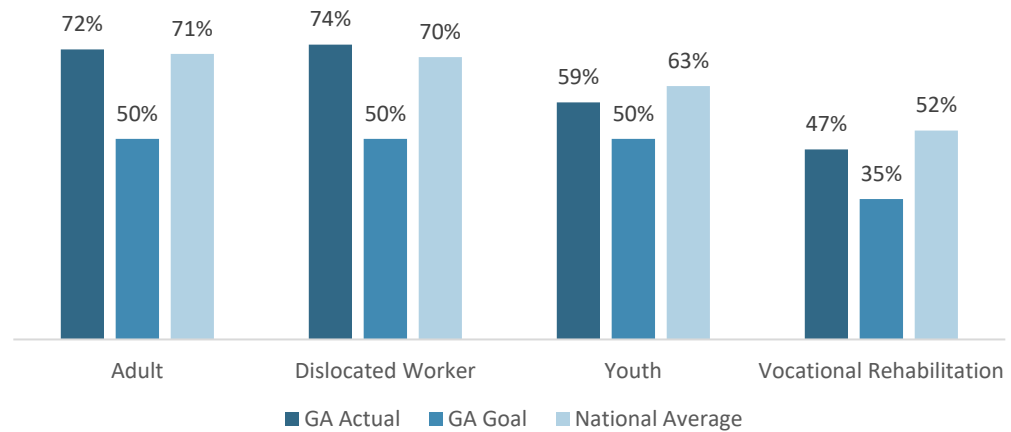


¹ Credential attainment is not applicable to the Wagner-Peyser program.

Source: WIOA Statewide Performance reports and WIOA National Performance Summary reports

Measurable Skill Gains

This measure shows the percentage of participants who are in an education or training program (academic, technical, or occupational) that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains. As shown in **Exhibit 23**, all Georgia programs with this measure exceeded their goal in fiscal year 2024. Both the Adult and Dislocated Worker programs exceeded the national average.

Exhibit 23**All core programs exceeded their measurable skill gains goal (FY 2024)**

¹The measurable skill gains measure is not applicable to the Wagner-Peyser program.

Source: WIOA Statewide Performance reports and WIOA National Performance Summary reports

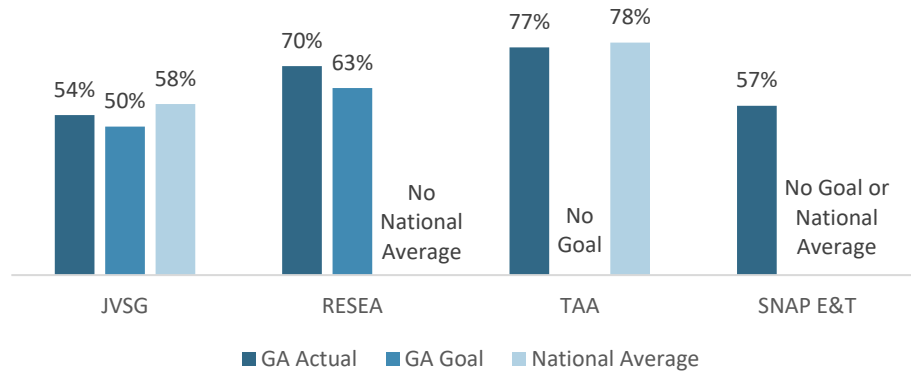
Non-Core Programs

Similar to WIOA core programs, non-core programs report data for performance measures to provide information to assess program success. All non-core programs track participant employment rates and median earnings, but only TAA and Walking the Last Mile report credential attainment and measurable skill gains. JVSG and Walking the Last Mile established goals for each of their performance measures, while RESEA had goals for one of its three performance measures. TAA and SNAP E&T reported no goals associated with their performance measures.

The JVSG program met its performance goals during fiscal year 2024. However, both JVSG and TAA programs performed lower than the national average for most indicators. Walking the Last Mile is a newly implemented program; although it has WIOA performance measures and goals, data was not available for our review period. Therefore, it is excluded from the discussion below.

Employment rate in the 2nd quarter after exit

In fiscal year 2024, all four non-core programs tracked this measure, and two had associated goals (see **Exhibit 24**). JVSG's employment rate exceeded its goal but was below the national average. RESEA exceeded its goal, while TAA lacks a goal and was below the national average. SNAP E&T does not have a goal or national average related to this measure.

Exhibit 24**Non-core programs' 2nd quarter employment rates were lower than the national average (FY 2024)¹**

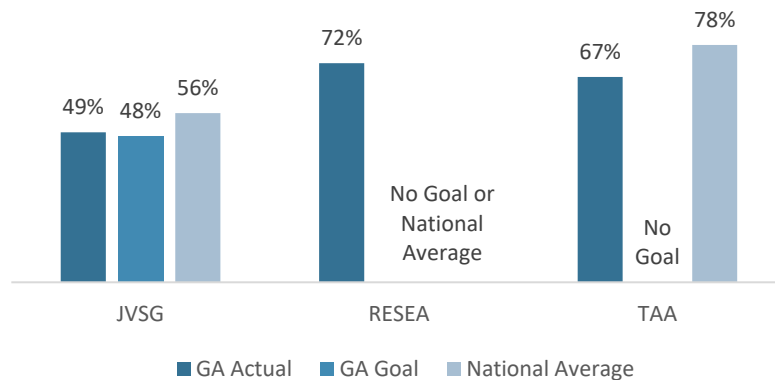
¹ JVSG data is reported for the state fiscal year, while data for SNAP E&T, RESEA, and TAA are reported for the federal fiscal year. For SNAP E&T, FY 2023 data is reported because FY 2024 data was not available.

Source: Georgia Combined State Plan, TCSG data, SNAP E&T annual report, GDOL data and USDOL data and reports

As a new program, Walking the Last Mile did not have data available in fiscal year 2024. As such, it is excluded from the performance discussion.

Employment rate in the 4th quarter after exit

Four programs tracked this measure in fiscal year 2024, and only one had an associated goal (see **Exhibit 25**).¹³ JVSG's employment rate met the goal; however, it was seven percentage points below the national average. TAA has no goal and was 11 percentage points lower than the national average. SNAP E&T does not have a goal or national average for this measure. While SNAP E&T tracks the employment rate, data for this measure was not reliable. DHS reported that 4th quarter employment data does not reflect actual outcomes.

Exhibit 25**Non-core programs' 4th quarter employment rates were below the national average (FY 2024)¹**

¹ Data for JVSG is reported for the state fiscal year, while data for SNAP E&T, RESEA and TAA is reported for the federal fiscal year.

Source: GDOL data and USDOL data and reports

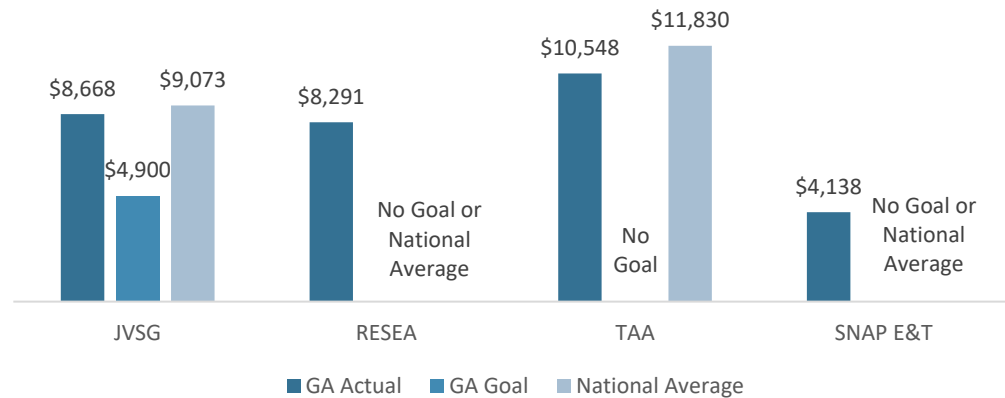
¹³ SNAP E&T also reports 4th quarter employment rates, but data was not reliable due to reporting inconsistencies.

Median earnings in the 2nd quarter after exit

Only one of the four programs tracking this measure in fiscal year 2024 had an associated goal (see **Exhibit 26**). JVSG's median earnings exceeded the goal by approximately \$3,800; however, it was \$400 below the national average. TAA's median earnings were approximately \$1,300 less than the national average. Median earnings for SNAP E&T, which does not have performance goals or a national average, were \$440 lower than in fiscal year 2022.

Exhibit 26

Non-core programs' 2nd quarter median earnings were below the national average (FY 2024)¹



¹ Data for JVSG is reported for the state fiscal year, while data for RESEA, SNAP E&T, and TAA is reported for the federal fiscal year. For SNAP E&T, FY 2023 data is reported because FY 2024 data was not available.

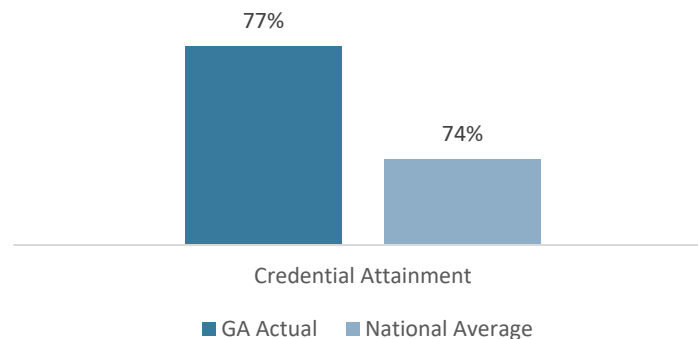
Source: Georgia Combined State Plan, SNAP E&T annual report, GDOL data, and USDOL data and reports

Credential attainment rate

TAA is the only non-core program that measured the credential attainment rate during our review period, and it does not have a goal associated with the metric. As shown in **Exhibit 27**, the program's rate exceeded the national average during fiscal year 2024.

Exhibit 27

TAA's credential attainment rate exceeded the national average (FY 2024)



Source: USDOL data

Measurable skill gains

TAA is the only program that tracked measurable skill gains during our review period. However, TAA's data for this indicator was not reliable due to reporting inconsistencies. DOL reported that measurable skill gains outcomes were negatively affected by problems in the co-enrollment process between TAA and WIOA programs. To ensure eligible participants are appropriately captured in outcome data, DOL and TCSG staff implemented a coordinated co-enrollment process.

RECOMMENDATION

1. All agencies should establish goals for each performance measure to provide information useful for assessing program results.

TCSG Response: *TCSG agreed with the finding and partially agreed with the recommendation. It stated that it “continues to operate towards performance that sets the national standard.” Regarding the recommendation, it supported other workforce-related programs to establish common performance measures and “highly recommends” that they be based on the common measures used by WIOA (and shown in the finding). “TCSG will support this effort while recognizing our limited authority to ensure that this recommendation is implemented.”*

GVRA Response: *GVRA partially agreed with the finding. GVRA noted that the state continues to make progress systemwide and that while “opportunities for improvement remain, GVRA understands the comparison to national averages but works closely with its federal partners in establishing its negotiated performance rates. The negotiated rates include the WIOA Statistical Adjustment Model which allows states to factor in barriers and/or conditions related to employment, regional labor market realities, and historical performance trends specific to their ecosystem. The model allows for a comparison that promotes continuous improvement without penalizing the state for factors outside its control. GVRA continues to see a positive trend including the latest data available.”*

GDOL Response: *GDOL agreed with the finding and the recommendation.*

DHS Response: *DHS partially agreed with the finding and agreed with the recommendation. DHS noted that the USDA modifications to the annual report methodology impacted SNAP E&T's 4th quarter data and that 2nd quarter data (57% in 2023) “should be regarded as the more accurate measure.” It added that the USDA “measures performance goals differently for SNAP E&T... Performance metrics are designed to reflect program-specific goals and compliance standards. As a result, direct comparisons across programs are limited, but each program plays a unique role in advancing workforce development and helping participants reach long-term employment goals.”*

Regarding recommendation one, DHS stated it recognizes that “agencies should set specific goals for each performance measure to accurately evaluate program results. Clear performance goals are crucial for

transparency, accountability, and ongoing improvement,” but direct comparisons across programs are limited.

Finding 8: Adopting additional performance measures and compiling measures in a single location would enable a more effective evaluation of the workforce development system.

While the workforce programs reviewed often have federally mandated performance measures, the adoption of other measures across programs would provide decision makers with additional insight. We also noted the reporting of performance data across the 10 programs is fragmented, limiting decision makers’ ability to access and monitor program results.

Decision makers need comprehensive and consistent information across programs to guide strategic planning and to inform decisions regarding a program or initiative. We found improvements can be made to program performance tracking to ensure more comprehensive evaluation of workforce development in Georgia. These areas are discussed below.

Additional Performance Measures

As discussed on page 31, workforce development programs often include measures like employment rates and median earnings. While these align with WIOA requirements and focus on outcomes, additional metrics can offer insight into program efficiency and effectiveness.

Exhibit 28 provides individual- and business-associated performance measures used by a portion of the programs reviewed or used by other states. For example, TCSG reported that it tracks several measures shown in the exhibit, such as training completion rate and job seeker satisfaction for Title I programs, as well as employers returning for additional hiring assistance. North Carolina tracks earnings gains for program participants over several years to determine each program’s long-term impact on participants.

Systemwide measures allow assessment of efforts of multiple strategies

Georgia’s workforce development programs have performance measures that provide insight into each program. However, the state could benefit from measures that provide a view of the overall performance of the state’s workforce development system. While systemwide measures do not indicate whether a specific program is effective, they do help assess the collective success of state strategies created to address selected issues.

Selecting the most appropriate systemwide performance measures would depend on policymakers determining the broad goals for the state’s programs and initiatives. Examples of systemwide measures for workforce development include the labor force participation rate, unemployment rates for specific populations (e.g., youth, veterans), and job openings. Unlike program performance measures, the data required for systemwide measures is likely obtained from readily available sources, such as the Bureau of Labor Statistics, U.S. Census Bureau, or the Federal Reserve.

Exhibit 28**Examples of additional measures for assessing program effectiveness**

Individuals	
Cost Per Participant	Funds spent per participant who received training services
Customer Satisfaction Rate	Percentage of participants that report being satisfied with the services they received
Training Completion Rate	Percentage of participants who successfully completed training
In Field Placement Rate	Percentage of participants employed in an occupation that is related to the education or training provided
Earnings Gain	Difference between pre- and post-program earnings
Businesses	
Employer Satisfaction Rate	Percentage of businesses that report being satisfied with the services received
Employer Repeat Utilization Rate	Percentage of employers who return for additional hiring assistance
Business Placement Rate	Percentage of businesses that received a business service who had employed a recently exited participant

Source: Review of state websites and reports

Tracking the same performance measures across multiple programs enables decision makers to make valuable comparisons while still allowing each program to set its own goals for a given measure. To ensure consistency across programs, it is necessary to develop common definitions and methodologies for calculations.

Performance Data Accessibility

Performance information for Georgia's workforce development programs is spread across multiple documents and/or websites.¹⁴ Housing performance information in separate locations limits decision makers' access to information necessary for monitoring trends and evaluating effectiveness.

As shown in **Exhibit 29** and described below, those seeking performance data must identify multiple sources. No single source or location contains information related to all programs, despite the similarity in the programs' purposes and goals. In particular, performance data for all non-core programs was not readily available, and SNAP E&T and RESEA performance information was not included in any published document or website.

¹⁴ This analysis does not include Walking the Last Mile to Reentry. The program began in January 2025 and has not produced performance results.

Exhibit 29**Performance data is reported in various locations**

	Title I Adult	Title I Dislocated Worker	Title I Youth	Title III Wagner- Peyser	Title IV Voc Rehab.	JVSG	RESEA	TAA	SNAP E&T
WIOA Reports									
Georgia Combined State Plan	✓	✓	✓	✓	✓				
Georgia Annual Performance Report	✓	✓	✓						
Other Reports									
Governor's Office of Planning & Budget Performance Measures Report ¹	✓	✓	✓						
Trade Adjustment Assistance for Workers Program Annual Report								✓	
USDOL Veteran's Employment & Training Service Annual Report						✓			
Federal Agency Websites									
USDOL Employment & Training Administration	✓	✓	✓	✓				✓	
USDOL Veterans Employment & Training Service						✓			
USDOE Rehabilitation Services Administration					✓				

¹ Performance data for Title I Adult, Dislocated Worker, and Youth is reported as a single program.

Source: Georgia Combined State Plan, Governor's Office of Planning & Budget Performance Measure Report, USDOL website and reports, and USDOE website

- **State Plans & WIOA Reports** – Georgia's combined state plan provides outcome data and goals for the five core programs reviewed (as described in Finding 7, the state plan does not include non-core programs). The WIOA Annual Performance Report describes the progress toward goals outlined in the state plan for the three Title I programs and Wagner-Peyser.

Both SNAP E&T and RESEA produce state plans, but the plans do not include performance results. The SNAP E&T state plan notes the metrics used, but not the actual results. The RESEA state plan does not provide performance metrics or results.

- **Other Reports** – The Governor's Office of Planning and Budget Performance Measures Report publishes information on many state agency programs. However, it did not contain significant information on the programs reviewed. While both TCSG and GVRA provide performance data for the report, they do not provide WIOA measure results for individual programs. The report did contain performance data for Title I, but the Adult, Dislocated Workers, and Youth data were combined.

The national Trade Adjustment Assistance for Workers Program Annual

Report provides information, including performance measures and outcomes, specifically for the TAA program. Similarly, USDOL's annual report on Veteran's Employment & Training Service provides performance measures and outcomes, specifically for the JVSG.

- **Federal Agency Websites** – With the exception of SNAP E&T and RESEA, program data could be found on federal agency websites, though the information was included in different locations depending on the relevant oversight office. For example, USDOL Employment & Training Administration publishes performance data for the Title I and Wagner-Peyser programs. JVSG and TAA performance data was located on different portions of the agency website.

Other websites and program reports examined did not provide performance data. For example, GVRA, DHS, and GDOL do not report workforce program performance information among the publications on their websites.

We found some other states report performance information for selected workforce programs in one location. For example, Washington's Workforce Training and Education Coordinating Board publishes performance data and reports for the state's largest workforce development programs on its website.¹⁵ Similarly, the California Workforce Development Board's website contains workforce development resources, which includes a workforce metric dashboard report of performance data for each WIOA and partner program. North Carolina produces a single report that includes outcome data for performance measures common to all programs within its workforce development system.

Both the SWDB and TCSG are responsible for functions pertaining to the state's workforce development system and could serve as the source of information for decision makers and the public. SWDB could direct agencies that administer workforce development programs to share state performance reporting results. As the state workforce agency, TCSG could coordinate with SWDB to ensure performance data is published on its website.

RECOMMENDATIONS

1. The SWDB, in consultation with the governor, should require state agencies with workforce development programs to report a common set of state performance measures.
2. TCSG should coordinate with the SWDB to collect and publish program performance data in a common location, such as the SWDB website.
3. The SWDB should consider adopting systemwide measures that demonstrate the collective performance of the state's workforce development system programs and initiatives.

¹⁵ These programs account for the majority of the federal and state funds spent on the state's workforce development system.

TCSG Response: TCSG partially agreed with the finding, noting it would be beneficial to establish additional measures that span across all workforce-related state agency programs. The agency will support this effort while recognizing the limited authority to ensure these recommendations are implemented. Some additional performance measures may also require legislative support, such as altering the employer wage record collection to include occupational code information so a training-related employment measure can be more easily, and accurately, calculated.

TCSG partially agreed with the first and third recommendations. Their response to both acknowledged it would be beneficial for other workforce-related state agency programs to establish some type of common performance measures, but the SWDB has no authority to require such action from state agencies beyond TCSG in regard to WIOA Title I.

TCSG agreed with the second recommendation. The agency noted it is “currently in the process of setting up a new WorkSource Georgia website and plans to include the publishing of performance data.” It acknowledged that while annual performance data for Title I is published in the WIOA Annual Narrative Report, which is on the agency’s website, the information is not easily located. The agency intends to make all performance information “more readily accessible and visible on the new website.”

GVRA Response: GVRA partially agreed with the finding. The agency noted that it “maintains internal data points to assist with program and service level performance. In many cases, the data provides insight into the health of the services and systems we use. GVRA believes in transparency and that data provides an avenue for measuring how well the workforce system is doing.”

GVRA intends to defer to the workforce system on “how best to evaluate various services with various reporting requirements and barriers to those services.” While GVRA acknowledges that a centralized location would assist those looking for a “one-stop” approach, it pointed to advantages of dedicated locations operated by federal agencies that “offer additional expertise and governance based on their grant reporting requirements.”

GDOL Response: GDOL agreed with the finding and recommendations.

DHS Response: DHS disagreed with the finding and first recommendation; it partially agreed with the second recommendation.

DHS noted that while additional measures and collecting information in a single location “could allow for a more effective evaluation of the workforce development system,” it is important to recognize components within programs can “vary significantly from one another. These differences make consolidating all measures into a single location challenging.” DHS also noted that SNAP E&T’s measures reflect program-specific objectives and compliance requirements and are different from those used in Title I programs, which limit comparisons.

Regarding recommendation 1, DHS disagreed because “direct comparisons with Title I or Wagner-Peyser programs are limited.” It stated that “each

program contributes uniquely to advancing workforce development and supporting participants in achieving long-term employment outcomes.”

Regarding recommendation 2, DHS partially agreed. It stated that information should be in a common location but it “could create misleading impressions and obscure the unique goals and outcomes of each program if metrics and/or goals of each program(s) are not clearly defined.” DHS did not respond directly to recommendation 3.

Finding 9: Fewer one-stop center locations, the absence of required partners, and unreliable location information may decrease access to services.

The WIOA one-stop system is intended to provide citizens with access to a network of workforce development programs, but we noted those seeking assistance face several issues. The number of sites has declined in recent years, reducing physical access. Some comprehensive one-stop centers do not contain all required program partners, though some partners do not exist in every area or have lost all funding. Finally, information about the location of one-stop centers is difficult to locate and not always accurate.

Under WIOA, each state must operate one-stop centers that provide access to workforce services. While there are various types of centers, every LWDA must have at least one physical comprehensive center that provides services from all WIOA-mandated partners. Affiliate centers and satellite centers (including mobile units) must have one or more partners to provide services, or are only in a location for a short time. States and local areas must ensure all workforce services are reasonably accessible to all populations, including those in rural or underserved communities.

Issues impacting access to the state’s one-stop centers are discussed below.

Number of One-Stops

The number of one-stop centers in Georgia is declining. Since 2021, 14 of the 72 locations (13 affiliates and one comprehensive center) in the six local areas reviewed have closed, and another comprehensive center was reclassified as an affiliate location.¹⁶ TCSG and LWDA staff reported reductions in one-stop center locations and staff are due to a decrease in funding.

LWDA staff noted that fewer one-stop locations result in higher travel costs for applicants, which may discourage them from seeking services. For example, Central Savannah River Area’s merger with another LWDA has resulted in some residents being located 90 miles from their comprehensive one-stop location in

¹⁶ Both comprehensive centers’ status was impacted by area mergers—the reclassification was the result of the merger of Areas 10 (Macon-Bibb) and 11 (Middle Georgia) in July 2023 and the closure was after Areas 12 (Central Savannah River Area) and 13 (East Central Georgia) merged in July 2024.

LWDAs recommended that SNAP be a required partner in the one-stop system

LWDA and one-stop operators noted the benefits of SNAP being included in the one-stop system. Staff reported that while they do coordinate with SNAP to assist clients, additional integration would reduce service gaps and help ensure seamless delivery of services to individuals. For example, if an adult seeking workforce development services is able to enroll in SNAP, they are automatically eligible for Title I Adult services. The Commissioner of the agency responsible for administering SNAP (DHS) does not currently serve on the state workforce development board. Additionally, the program is not included in the state plan. If SNAP was a required partner, they would have to pay a portion of the costs to maintain the one-stop delivery system.

Augusta. Statewide, approximately 3.5 million people in the working age population (53%) live more than 10 miles from a comprehensive one-stop center and approximately 2.8 million (26%) live more than 20 miles.

To address the lack of physical locations and the public's expectation for virtual services, TCSG implemented a pilot kiosk system in October 2024. Currently seven kiosks across the state provide access only to JVSG and Wagner-Peyser services. TCSG staff reported they would like to increase the number of kiosks and the programs available. However, the agency is evaluating a pending federal requirement to verify citizenship before expanding the kiosk system. The resulting time and effort required of individuals seeking even short-term services (e.g., job search) could depress demand for the kiosks.

Presence of Partner Programs

Under WIOA, comprehensive one-stop centers must provide access to services from 12 required partners.¹⁷ These required partners include programs administered under Titles I-IV and those authorized under the state unemployment compensation law. The programs may be present either physically in the location or virtually.¹⁸ Required partners must use a portion of their funds to help maintain the one-stop delivery system.

As shown in **Exhibit 30**, eight partners were present at all six centers we reviewed, including the programs likely to serve the most people (WIOA, unemployment, GVRA). Additionally, most of these programs were accessible virtually rather than in person.

Most partners that were not present in every center have reasonable justification, such as a program not being available in the LWDA or a pause on federal funding for the program. The reason(s) each program is not present in the comprehensive one-stop centers is described below.

- **Senior Community Service Employment Program (SCSEP)** – LWDAs reported that federal funding for SCSEP was eliminated in July 2025, and the program no longer provides services.

¹⁷ WIOA has 13 required partners including TANF when not exempted. In Georgia, the governor exempted TANF because it was determined the cost share requirement at one-stop centers would not be cost effective.

¹⁸ Partners that use electronic means include Title IV services, Title II services, and CTE/Perkins services.

Exhibit 30**Major programs available at comprehensive one-stop centers**

	Local Workforce Development Areas					
	1	5	11	12	16	17
Title I – Workforce Development	✓	●	✓	●	●	●
Title II – Adult Education	✓	✓	✓	✓	✓	✓
Title III – Wagner-Peyser	✓	✓	✓	✓	✓	✓
Title IV – Vocational Rehabilitation	✓	✓	✓	✓	✓	✓
Senior Community Service Employment Program (SCSEP)	✗	✗	✗	✗	✗	✗
CTE/Perkins	✓	✓	✓	✓	✓	✓
Trade Adjustment Assistance (TAA)	✓	✓	✓	✓	✓	✓
Jobs for Veterans State Grant (JVSG)	✓	✓	✓	✓	✓	✓
Community Services Block Grant Employment & Training (CSBG E&T)	✓	✓	✓	✗	✓	✗
Housing and Urban Development Employment & Training (HUD E&T)	✓	✓	✓	✗	✓	✗
Unemployment Insurance (UI)	✓	✓	✓	✓	✓	✓
Second Chance Act	✗	✗	✗	✗	✗	✗

✓ Physical ✓ Virtual ● Physical & Virtual ✗ Not Present

Source: One-Stop Operator documents

- Community Services Block Grant Employment and Training (CSBG E&T)** – One LWDA reported that programs under CSBG chose not to participate in the comprehensive one-stop center, but services can still be accessed at local CSBG offices and WIOA staff make referrals to the program regularly. Another LWDA reported that CSBG does not have a workforce component in their area.
- Housing and Urban Development Employment and Training (HUD E&T)** – One LWDA reported that while services can be accessed at HUD-funded local agencies and WIOA staff make referrals, the program chose to not participate in the comprehensive one-stop center. Another LWDA reported that HUD does not have a workforce component in their area.
- Second Chance Act of 2007 Programs** – LWDA reported that of the required programs not in the one-stop centers, those under the Second Chance Act of 2007 would be used most frequently by job seekers. However, the only Georgia grant recipient of the Second Chance Act of 2007 is a nonprofit that serves incarcerated or formerly incarcerated individuals. Their clients are exclusively reached through prisons or transitional centers across the state, making presence within a one-stop unnecessary.

Information Accuracy

One-stop locations, services, and names are often inaccurate in sources available to the public, such as LWDA websites and the federal one-stop website. We compared these sources to up-to-date information from one-stop operators for six areas and found the errors discussed below.

- **LWDA Websites** – LWDA websites did not always match the correct count of one-stop locations. For example, one LWDA website displayed only one one-stop location, while the one-stop operator’s location count was 20. Only three of the six LWDAs had the correct number of one-stop locations listed on their websites.

One-stop center location information published online is also sometimes inaccurate. For example, one LWDA’s website listed an address for one of its affiliate locations that was not an active location. A website search for one-stop center locations found that some LWDAs used different names. For example, titles used for the locations ranged from one-stop center to Comprehensive American Job Center.

- **Federal Website** – Location counts on the federal career one-stop center website are also inaccurate. For example, the federal website only had the location for one of Heart of Georgia’s 10 one-stop locations. The federal website also lists 23 comprehensive one-stop centers when Georgia only has 17.

TCSG staff stated LWDAs assess their one-stop locations annually and may close or change locations a few times a year. TCSG is not directly notified of changes but rather finds out through annual monitoring or when reviewing one-stop MOUs. As such, one-stop center relocations and closures have not been communicated in a timely manner to TCSG or to the public via websites.

TCSG’s website also does not currently publish a comprehensive list of one-stop centers that would allow people to search for their nearest one-stop center. The agency reported it is unable to add the lookup feature to its existing website but is developing a new WorkSource Georgia website that will allow the feature. TCSG has selected a vendor and expects to release the new website by May 2026. As TCSG implements its system, it will need to ensure its internal information is correct; we identified errors in the number of one-stop center locations recorded by TCSG for four of the six LWDAs we reviewed.

RECOMMENDATIONS

1. TCSG should continue efforts to expand virtual one-stop locations and services across the state.
2. The SWDB, in consultation with the governor, should consider adding SNAP as a required partner at comprehensive one-stop centers to assist with Title I eligibility determinations.

3. LWDAs should ensure information on their websites about the number, location, and names of one-stop centers is accurate and consistent.
4. TCSG should coordinate with one-stop operators to ensure information about their locations is accurate and consistent on the TCSG website.
5. TCSG should include a one-stop location search feature on its new WorkSource Georgia website to provide accessible information for job seekers.

TCSG Response: TCSG partially agreed with the finding and most recommendations. “TCSG agrees that the decrease in funding allocations has led to fewer service locations. TCSG is currently working to increase meaningful virtual service options. TCSG is also working with [GDOL] and the State Properties Commission to ensure that existing sites are best positioned to provide services to participants. Due to this effort, the agency anticipates further changes to their physical footprint and hopes to take advantage of other locations around the state that provide government services.”

TCSG agreed with the first, third, fourth, and fifth recommendations. Its responses to these recommendations state that the agency will continue to dedicate resources to better virtual service options, will work with LWDAs to ensure compliance with posting accurate location information on LWDA websites, is working to post accurate location information on the TCSG website, and will include a one-stop location search feature in its new website.

TCSG partially agreed with the second recommendation, noting the SWDB lacks the authority require DHS participation as a required partner. It stated it would welcome SNAP inclusion but acknowledged the financial obligation of one-stop partners. “The agency would defer to DHS regarding the availability of funding.”

GVRA Response: Not applicable

GDOL Response: GDOL agreed with the finding and recommendations.

DHS Response: DHS disagreed with the finding, primarily due to recommendation 2 that the governor consider adding SNAP as a required partner in comprehensive one-stop centers. The agency noted that while not part of one-stop centers, “through partnerships with TCSG, GDOL, and other agencies, referrals to our program can be made to ensure participants are connected to the appropriate services.”

Regarding recommendation 2, DHS disagreed because “placing staff at every one-stop center would significantly increase costs and cut into the federal funds we receive, thereby limiting our ability to cover other necessary program expenses and operate effectively.”

Finding 10: Obstacles such as affordable childcare and adequate transportation prevent some participants from obtaining workforce development services.

Many potential workforce development participants face challenges that may prevent them from accessing career and training services. Lack of access to affordable childcare, reliable transportation, and broadband services can limit an applicant's ability to receive services. Supportive services may be provided to address some challenges but are limited and not sufficient to meaningfully assist all applicants.

WIOA recognizes that individuals can have various obstacles to the successful completion of training and employment. Obstacles can result in an otherwise eligible individual being deemed unsuitable to receive services (e.g., person wanting to enroll in in-person training program but lacks transportation). WIOA and SNAP E&T allow the use of funds for supportive services, such as childcare subsidies, that can reduce some obstacles; however, use of funding for this purpose reduces funding for training. In addition, the funding available cannot address obstacles when the underlying infrastructure is not present.

LWDAs frequently noted individuals faced the following obstacles when seeking workforce development services:

LWDAs cited the availability and affordability of childcare as an obstacle to parents' ability to receive services.

- **Childcare** – Lack of reliable childcare prevents parents/guardians from consistently attending training and maintaining employment, making them unsuitable to receive services. Almost every LWDA cited the availability and affordability of childcare as an obstacle. Even in areas where childcare is available, affordability can be a challenge for those eligible for most WIOA services. According to a 2023 U.S. Census estimate, approximately 18.8% of children in Georgia live in poverty.

Most LWDAs provide childcare support in the form of a stipend or reimbursement, with amounts ranging from \$12-\$30 per day. This amount covers up to 75% of costs for center-based care.¹⁹ A participant who cannot obtain childcare after the subsidy may not receive WIOA services. Participants in need of childcare assistance may also be referred to the state's Child and Parents Services program, though not all childcare providers accept program payments.

In much of the state, participants who do not own a vehicle are likely to have no access to transportation.

- **Transportation** – Reliable transportation is necessary for participants to attend classes or other training, as well as obtain employment after training. Almost every LWDA cited the availability of transportation as a challenge for applicants. In much of the state, participants who do not own an automobile are likely to have no access to transportation.

Some LWDAs provide transportation support services, often in the form of either a stipend or mileage reimbursement. The stipend can be used for ridesharing, gas mileage reimbursement, and/or public transportation.

¹⁹ While the cost of daycare varies by region and age group, the average weekly cost is \$200-\$270 for center-based care. The average weekly cost of home-based care is \$130-\$180, which may be a more affordable option for parents if available.

However, ridesharing and taxi services are not available in many parts of the state. Even if participants have access to reimbursable services, transportation allowances are not guaranteed to cover all costs.

Some LWDAs have implemented strategies to address this gap. One LWDA offers a transportation program modeled after the Wheels to Work program, a nationwide assistance program that offers transportation for low-income individuals and those with disabilities. The Wheels to Work program offers benefits like the donation of used vehicles, low-cost and brand-new cars, grants for auto repairs, free emergency repair services, affordable insurance policies, and no-interest car loans. Another LWDA partnered with Uber and United Way to increase the availability of transportation; however, funds for this program have since been exhausted.

While heavily populated areas have greater access to high-speed internet, rural areas have more limited or slower access.

- **Internet** – Internet access is necessary to allow participants who do not have reliable transportation or live a considerable distance from a training center to attend online classes. More than half of the LWDAs, primarily in rural Georgia, cited broadband availability as a challenge for participants. While the Metro Atlanta area and other heavily populated areas have greater access to high-speed internet, some rural areas continue to have more limited or slower access.

One-stop centers and affiliate locations offer free internet service to support participants without internet access. However, individuals with unreliable transportation may not be able to utilize this service.

Housing is a barrier to both training and employment which must be addressed prior to starting training for successful completion to maintain and/or obtain self-sufficiency.

- **Housing** – More than half of LWDAs cited the lack of affordable housing as an obstacle for individuals seeking workforce services. Individuals experiencing homelessness may be unable to reliably attend training, and those facing housing insecurity may be unable to leave their current job to participate in a training program that may lead to a higher paying job. LWDA officials have also stated they are aware that housing is a barrier to successful completion of training and employment.

While housing is one of the available supportive services under WIOA Title I, LWDAs work with partner programs and local organizations to assist participants with housing. LWDA boards may include members from the local housing authority. Some LWDAs have also partnered with nonprofits and other local organizations such as Goodwill and other emergency relief groups.

- **Behavioral Health** – Several LWDAs indicated behavioral health—which encompasses substance abuse/addiction and other mental illnesses—was a challenge. Those suffering from mental health issues can have difficulties reliably attending training or maintaining employment. Each LWDA is required to provide comprehensive guidance and counseling to youth (e.g., drug and alcohol abuse counseling, mental health counseling, referrals to partner programs). However, these issues are present in all populations, and LWDAs

reported limited resources to provide supportive services. The City of Atlanta LWDA reported the inflexibility of funding as a weakness in its ability to serve the most challenging demographics.

Some LWDAAs have begun partnering with their local hospital systems and/or nonprofits to better understand mental health challenges and how to assist their participants. For example, the Middle Georgia LWDA is partnering with the Georgia Mental Health Consumer Network Recovery to Work Project to provide forensic peer mentors in Warner Robins.²⁰ These individuals have criminal justice experience and training to assist others in overcoming similar obstacles. Additionally, the Southern Georgia LWDA is part of a committee, which includes the U.S. Veterans Administration, to collaborate on mental health issues.

TCSG Response: *TCSG agreed with the finding.*

GVRA Response: *GVRA agreed with the finding.*

GDOL Response: *GDOL agreed with the finding.*

DHS Response: *DHS agreed with this finding. The agency noted it “recognizes that barriers like affordable childcare and reliable transportation can prevent some participants from accessing workforce development services. To help address these challenges, DHS provides information about childcare assistance available through the Georgia Department of Early Care and Learning (DECAL) and assists with transportation options by reimbursing its third-party providers such as Lyft, MARTA, and others for the services they provide.”*

²⁰ The Georgia Mental Health Consumer Network is integrating recovery services for returning citizens who are living with behavioral health concerns and who are trying to reenter the workforce.

Appendix A: Table of Findings and Recommendations

	Agree, Partial Agree, Disagree	Implementation Date
Finding 1: Georgia's workforce development system consists of a network of federal and state programs administered by TCSG and other agencies. (p. 9)	Agree: TCSG, GVRA, GDOL, DHS	N/A
1.1 No recommendations.		
Finding 2: Most funding for the workforce development programs in our review comes from federal awards, which have declined significantly for Title I programs. (p. 12)	Agree: TCSG, GDOL Partially Agree: DHS, GVRA	N/A
2.1 The SWDB, in consultation with the governor, should evaluate the current number of LWDAs due to the consistent reduction in Title I funds used to support the system.	Partially Agree: TCSG N/A: GVRA, GDOL, DHS	TBD: TCSG
Finding 3: Declining federal funding and delayed allocations have reduced enrollment and led many LWDAs to adopt Title I program waiting lists. (p. 15)	Agree: TCSG, GDOL N/A: GVRA, DHS	N/A
3.1 The General Assembly should consider appropriating one-time funds to TCSG to enable the agency to establish a revolving loan program that provides bridge loans to LWDAs to mitigate the impact of federal funding delays.	Partially Agree: TCSG N/A: GVRA, GDOL, DHS	N/A
Finding 4: Incorporating additional programs into the state's workforce development plan would strengthen coordination. (p. 19)	Agree: GDOL, DHS Partially Agree: TCSG, GVRA	N/A
4.1 The SWDB, in consultation with the governor, should consider including additional non-core programs in the combined state plan to better incorporate other workforce programs that serve similar populations.	Agree: GDOL, DHS Partially Agree: TCSG N/A: GVRA	TBD: TCSG
Finding 5: Better coordination between WIOA and SNAP E&T could create efficiencies in service delivery. (p. 23)	Agree: GDOL, DHS Partially Agree: TCSG N/A: GVRA	N/A
5.1 DHS and TCSG should increase interagency cooperation, which may include establishing a formal referral mechanism between SNAP E&T and Title I or designating all LWDAs as SNAP E&T training providers.	Agree: DHS Partially Agree: TCSG N/A: GVRA, GDOL	TBD: DHS, TCSG
Finding 6: Limited data sharing across workforce programs hinders cross-agency coordination of services. (p. 26)	Agree: GDOL Partially Agree: TCSG, DHS, GVRA	N/A
6.1 The SWDB, in consultation with the governor, should continue efforts to integrate data systems across workforce programs.	Agree: GDOL Partially Agree: TCSG, DHS N/A: GVRA	TBD: TCSG

	Agree, Partial Agree, Disagree	Implementation Date
6.2 TCSG and DHS should establish a data sharing mechanism that assists LWDA staff with determining WIOA program eligibility.	Partially Agree: TCSG, DHS N/A: GVRA, GDOL	TBD: TCSG, DHS
Finding 7: Title I and Wagner-Peyser programs met performance goals for most indicators and often surpassed national average performance. (p. 30)	Agree: TCSG, GDOL Partially Agree: GVRA, DHS	N/A
7.1 All agencies should establish goals for each performance measure to provide information useful for assessing program results.	Agree: GDOL, DHS Partially Agree: TCSG N/A: GVRA	Ongoing: TCSG TBD: GDOL, DHS
Finding 8: Adopting additional performance measures and compiling measures in a single location would enable a more effective evaluation of the workforce development system. (p. 39)	Agree: GDOL Partially Agree: TCSG, GVRA Disagree: DHS	N/A
8.1 The SWDB, in consultation with the governor, should require state agencies with workforce development programs to report a common set of state performance measures.	Agree: GDOL Partially Agree: TCSG Disagree: DHS N/A: GVRA	TBD: TCSG
8.2 TCSG should coordinate with the SWDB to collect and publish program performance data in a common location, such as the SWDB website.	Agree: TCSG, GDOL Partially Agree: DHS N/A: GVRA	May 2026: TCSG
8.3 The SWDB should consider adopting systemwide measures that demonstrate the collective performance of the state's workforce development system programs and initiatives.	Agree: GDOL Partially Agree: TCSG N/A: GVRA, DHS	TBD: TCSG
Finding 9: Fewer one-stop center locations, the absence of required partners, and unreliable location information may decrease access to services. (p. 44)	Agree: GDOL Partially Agree: TCSG Disagree: DHS N/A: GVRA	N/A
9.1 TCSG should continue efforts to expand virtual one-stop locations and services across the state.	Agree: TCSG N/A: GVRA, GDOL, DHS	Ongoing: TCSG
9.2 The SWDB, in consultation with the governor, should consider adding SNAP as a required partner at comprehensive one-stop centers to assist with Title I eligibility determinations.	Partially Agree: TCSG Disagree: DHS N/A: GVRA, GDOL	TBD: TCSG
9.3 LWDA's should ensure information on their websites about the number, location, and names of one-stop centers is accurate and consistent.	Agree: TCSG N/A: GVRA, GDOL, DHS	Ongoing: TCSG
9.4 TCSG should coordinate with one-stop operators to ensure information about their locations is accurate and consistent on the TCSG website.	Agree: TCSG N/A: GVRA, GDOL, DHS	Ongoing: TCSG

	Agree, Partial Agree, Disagree	Implementation Date
9.5 TCSG should include a one-stop location search feature on its new WorkSource Georgia website to provide accessible information for job seekers.	Agree: TCSG N/A: GVRA, GDOL, DHS	Ongoing: TCSG
Finding 10: Obstacles such as affordable childcare and adequate transportation prevent some participants from obtaining workforce development services. (p. 49)	Agree: TCSG, GVRA, GDOL, DHS	N/A
10.1 No recommendations		

Appendix B: Objectives, Scope, and Methodology

Objectives

This report examines the Workforce Development System in Georgia. Specifically, our examination set out to determine the following:

1. What programs and services are included in the state's workforce development system and what are their funding levels?
2. How well do the state's workforce development programs coordinate services?
3. To what extent does the workforce development system meet individuals' needs?
4. Does the state have appropriate information to evaluate the effectiveness of the workforce development system?

Scope

This special examination generally covered activity related to workforce development programs during fiscal years 2022 to 2024, with consideration of earlier or later periods when relevant.

Government auditing standards require that we also report the scope of our work on internal control that is significant within the context of the audit objectives. We reviewed internal controls as part of our work on Objectives 2, 3, and 4. Specific information related to the scope of our internal control work is described by objective in the methodology section below.

Methodology

Information used in this report was obtained by conducting site visits; interviewing agency officials and staff from Technical College System of Georgia (TCSG), Georgia Department of Labor (GDOL), Georgia Vocational Rehabilitation Agency (GVRA), and Georgia Department of Human Services (DHS); analyzing data and reports; surveying local workforce development areas (LWDAs); reviewing best practices; reviewing relevant federal and state laws, rules, and regulations; and reviewing other states' workforce development systems.

Several methodologies were used to address multiple objectives:

- We reviewed federal Workforce Innovation and Opportunity Act (WIOA) and other rules and regulations relevant to the workforce development programs included in our scope.
- Some objectives focused on a sample of six LWDAs²¹ across the state. For each LWDA in the sample, we visited the main office, interviewed staff, and reviewed documentation. We also visited comprehensive one-stop centers to interview staff. Sample sites were chosen to represent a range of geographic locations and populations. Results cannot be extrapolated to all LWDAs.
- We surveyed the 17 LWDAs in Georgia to collect information relevant to the objectives. We emailed the survey to the director of each LWDA using contact information provided by TCSG. We collected responses from each LWDA (100% response rate) and conducted follow-up interviews as needed.

²¹ The six LWDAs in the sample are Heart of Georgia, Middle Georgia, DeKalb, Central Savannah River Area, Northwest Georgia, and Southwest Georgia.

- We conducted online research to obtain information about workforce development systems in six contiguous states,²² as well as Utah, Michigan, Virginia, and Texas. We interviewed staff from Virginia and Alabama about topics such as performance monitoring, data sharing, coordination, and barriers to services.
- We reviewed Georgia's WIOA State Plan to review the structure of the workforce development system, including coordination with other programs and performance measures. We also reviewed program state plans for SNAP E&T and RESEA.

To determine what programs and services are included in the state's workforce development system and their funding levels, we reviewed the combined state plan to identify core and non-core workforce development programs. We interviewed TCSG, GDOL, GVRA, and DHS staff about the programs they administer. We also reviewed agency documents and program websites to compile information about these programs, including their purpose, population served, services offered, lead agency, and geographic coverage.

To determine program funding and expenditures, we examined federal grants through USA Spending, award documentation, and reports. We analyzed state financial information, including Appropriations Acts, TeamWorks financial data, and agency financial reports to determine state, federal, and other funding levels and expenditures for each identified program. We also analyzed LWDA financial information obtained from TCSG, including how funds are distributed to LWDAs.

To determine how the state's workforce development programs coordinate services, we included questions in the LWDA survey regarding coordination with other programs, reasons for coordination or lack of coordination, duplication of services, and gaps in services. We interviewed LWDA staff in the six local areas we visited regarding their coordination, potential duplication, and potential service gaps. (One-stop center staff were also interviewed during most site visits.) We also interviewed agency staff at TCSG, GDOL, DHS, and GVRA to determine the extent to which each agency's workforce programs coordinate with other state and local entities, whether they utilize integrated data systems, the potential for duplication, and identify service gaps. We reviewed Georgia's WIOA combined state plan and workforce development plans for the six local areas we visited to determine the extent to which programs coordinate in each area. We compared Georgia's WIOA combined state plan to state plans for six other states to identify the workforce development programs administered. We also interviewed workforce development system officials in Alabama and Virginia regarding their efforts to ensure coordination across programs, including the use of integrated data systems.

To determine the structure and activities of the state workforce development board (SWDB), we reviewed state statutes, SWDB by laws, and meeting minutes. We also interviewed the SWDB chairman regarding the board's role in coordinating workforce development functions in the state.

To determine the extent to which the workforce development system meets individuals' needs, we interviewed staff at TCSG and the six LWDAs we visited about their outreach methods, target populations, and process for determining participant eligibility and suitability. We reviewed WIOA laws and the Code of Federal Regulations to determine what programs are required to be provided at comprehensive one-stop centers. For the six LWDAs we visited, we conducted interviews

²² We examined Alabama, Florida, North Carolina, South Carolina, Tennessee, and Virginia.

and reviewed documentation to determine which services are provided at the comprehensive one-stop centers, the partners present, and whether the partners were present virtually or physically. For both the survey and site visits, we asked about when and why individuals are unable to receive employment services. Additionally, we included questions in the survey regarding waiting lists for Title I programs, including the typical length of waiting lists. We also discussed waitlists during site visits and agency interviews.

To determine whether the state has appropriate information to evaluate the effectiveness of the workforce development system, we reviewed performance measures, goals, outcomes, and reporting requirements for each program examined. We reviewed policies and guidance issued by federal oversight agencies regarding program performance measures and compared Georgia's outcomes to national averages when available. To assess the availability of performance data for Georgia's workforce development programs, we reviewed Georgia's combined state plan, Georgia WIOA Annual Narrative report, Governor's Office of Planning and Budget Performance Measures report, state agency websites, and agency annual reports. We reviewed federal program guidance, reports, websites, data and other relevant performance information, including the WIOA National Performance Summary, WIOA National Performance Assessment, U.S. Department of Labor Veterans' Employment and Training Services annual report, and U.S. Department of Labor's Trade Adjustment Assistance annual report. We reviewed workforce development system reports, data dashboards, and websites for other states to identify additional measures and examine the accessibility of program performance data.²³

We treated this review as a performance audit. We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

If an auditee offers comments that are inconsistent or in conflict with the findings, conclusions, or recommendations in the draft report, auditing standards require us to evaluate the validity of those comments. In cases when agency comments are deemed valid and are supported by sufficient, appropriate evidence, we edit the report accordingly. In cases when such evidence is not provided or comments are not deemed valid, we do not edit the report and consider on a case-by-case basis whether to offer a response to agency comments.

²³ We examined California, North Carolina, Pennsylvania, and Washington.

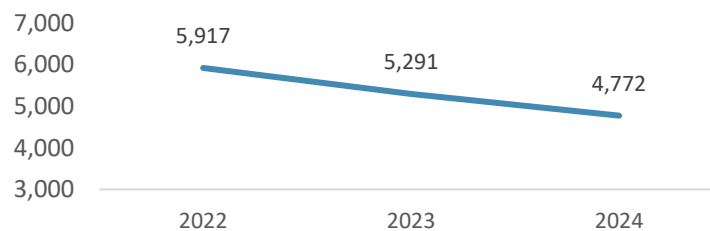
Appendix C: Program Overviews

Appendix C-1: WIOA – Title I Adult

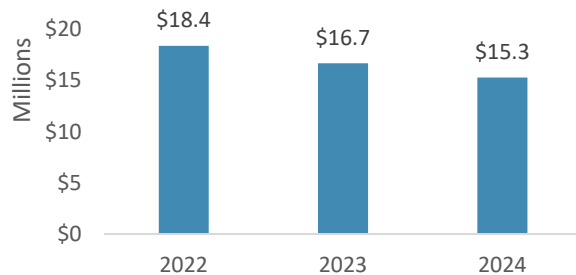
WIOA is the primary federal law that supports workforce development, including employment and training programs. The WIOA Title I Adult program provides career and training services for adults to prepare them for good jobs, with priority for recipients of public assistance, other low-income individuals, and those who lack basic skills. Participants must be 18 years of age, authorized to work in the U.S., registered for selective service (if applicable), and unemployed or underemployed.

Services typically provided through the program range from outreach, intake, eligibility determinations, and skills assessments to individual training accounts for courses, on-the-job training, apprenticeships, internships, and supported work experiences.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
State	\$0.0	\$0.0	\$0.0	-
Federal	\$18.2	\$16.4	\$15.9	(12%)
Other	\$0.0	\$0.0	\$0.0	=
Total	\$18.1	\$16.4	\$15.9	(12%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

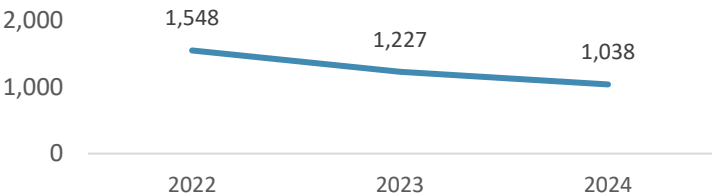
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	83.3%	81.0%	83.3%	74.1%	3.2%	4.0%
Q4 Employment	80.3%	79.0%	80.3%	73.4%	1.3%	6.8%
Median Earnings	\$8,997	\$7,121	\$8,997	\$8,677	\$727	\$1,125
Credential Attainment	72.2%	75.6%	72.2%	72.2%	(5.6%)	2.2%
Measurable Skill Gains	72.3%	50.0%	72.3%	71.2%	11.7%	7.8%

Appendix C-2: WIOA Title I – Dislocated Workers

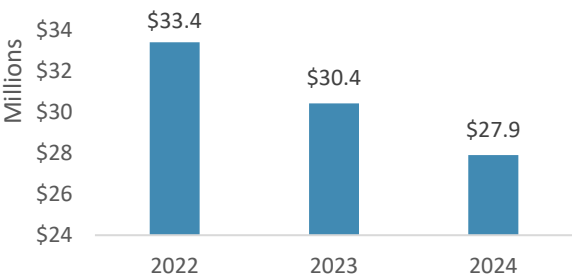
WIOA is the primary federal law that supports workforce development, including employment and training programs. The WIOA Title I Dislocated Worker program provides career and training services for adult workers who are unemployed through no fault of their own or laid off. Participants must also be 18 years of age, authorized to work in the U.S., and registered for selective service (if applicable).

Services typically provided through the program range from outreach, intake, eligibility determinations and skills assessments to individual training accounts for courses, on-the-job training, apprenticeships, internships, and supported work experiences.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$0.0	\$0.0	\$0.0	-
Federal	\$33.2	\$27.0	\$28.8	(13%)
Other	\$0.0	\$0.0	\$0.0	-
Total	\$33.2	\$27.0	\$28.8	(13%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

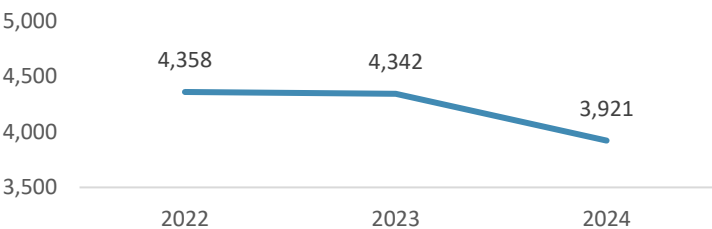
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	81.0%	82.0%	81.0%	70.7%	-0.2%	5.7%
Q4 Employment	81.1%	80.0%	81.1%	71.4%	1.3%	11.4%
Median Earnings	\$11,670	\$9,558	\$11,670	\$9,397	(\$8)	\$809
Credential Attainment	71.8%	76.0%	71.8%	73.5%	(9.6%)	2.3%
Measurable Skill Gains	73.5%	50.0%	73.5%	70.4%	9.0%	5.9%

Appendix C-3: WIOA Title I – Youth

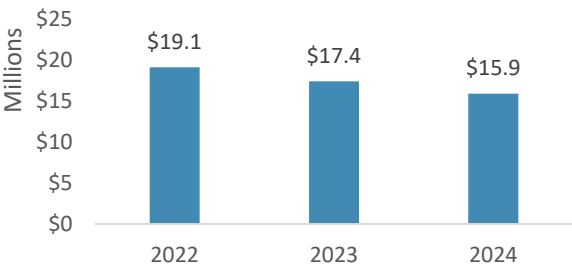
WIOA is the primary federal law that supports workforce development, including employment and training programs. The WIOA Title I Youth program provides career and training services for in-school and out-of-school youth to prepare them for good jobs. In-school participants must be 14-21 years of age, low-income, and have one or more barriers to employment. Out-of-school participants must be 16-24 years of age and have one or more barriers to employment.

Services typically provided through the program include tutoring, study skills training, instruction, dropout prevention activities, paid and unpaid work experience, occupational skills training, adult mentoring, and apprenticeship.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$0.0	\$0.0	\$0.0	-
Federal	\$18.9	\$16.9	\$11.5	(39%)
Other	\$0.0	\$0.0	\$0.0	-
Total	\$18.9	\$16.9	\$11.5	(39%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

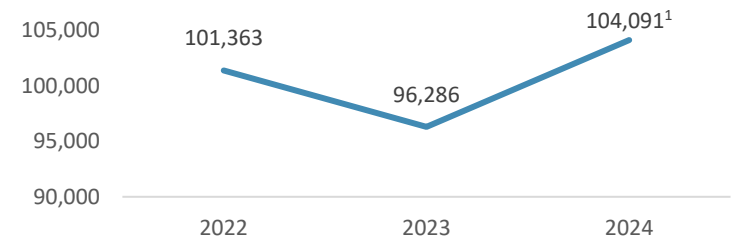
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	76.7%	73.0%	76.7%	72.7%	1.4%	(0.4%)
Q4 Employment	77.6%	75.0%	77.6%	73.4%	4.2%	2.5%
Median Earnings	\$4,666	\$3,100	\$4,666	\$4,839	\$1,089	\$604
Credential Attainment	64.3%	67.8%	64.3%	61.8%	(2.2%)	1.8%
Measurable Skill Gains	59.1%	50.0%	59.1%	63.2%	13.9%	8.5%

Appendix C-4: WIOA Title III – Wagner Peyser

The Wagner-Peyser Act established a nationwide system of public employment offices known as the Employment Service. The Employment Service has the goal of bringing together individuals seeking employment with employers seeking workers.

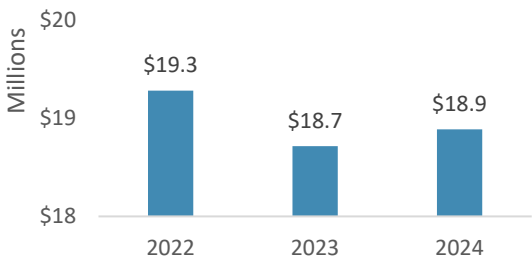
Wagner-Peyser services provided to job seekers typically include job search assistance, workshops, and interview skills and resume writing assistance. Services provided to employers typically include assistance with job postings, candidate referrals, and hosting job fairs.

Program Participants



¹ The participation number for FY 2024 is an approximation and may not be exact.

Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$6.6	\$0.0	\$8.7	32%
Federal	\$12.7	\$14.6	\$10.9	(14%)
Other	\$2.2	\$6.8	\$0.1	(93%)
Total	\$21.4	\$21.4	\$19.7	(8%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

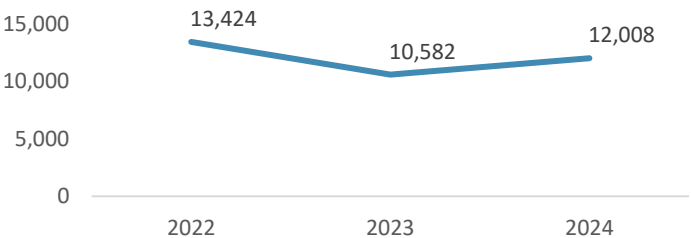
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	70.3%	66.4%	70.3%	68.4%	9.4%	5.5%
Q4 Employment	69.6%	67.1%	69.6%	68.7%	5.3%	6.5%
Median Earnings	\$8,153	\$5,611	\$8,153	\$8,367	\$1,481	\$978

Appendix C-5: WIOA Title IV – Vocational Rehabilitation

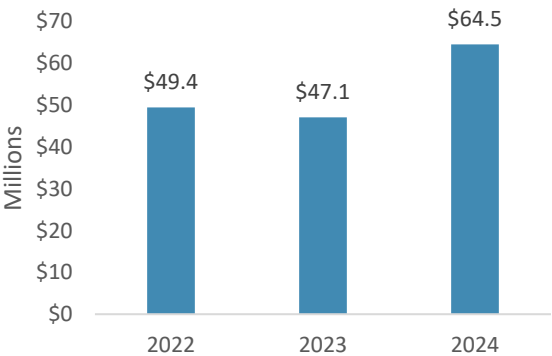
The Vocational Rehabilitation program was established to provide employment, education, and training opportunities for individuals with physical and/or mental disabilities. Vocational rehabilitative services include transition services for students with disabilities and programs that promote integration into the community and prepare individuals with disabilities for competitive integrated employment.

Services typically provided through the program include job counseling and placement, vocational training, reader services for the blind, interpreter services, medical services, prosthetic devices, rehabilitation technology, and transportation.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
State	\$15.4	\$17.7	\$19.2	24%
Federal	\$28.2	\$20.7	\$40.6	44%
Other	\$5.6	\$8.4	\$4.7	(17%)
Total	\$49.3	\$46.8	\$64.5	31%

Program Performance Goals and Metrics

(Red indicates below benchmark)

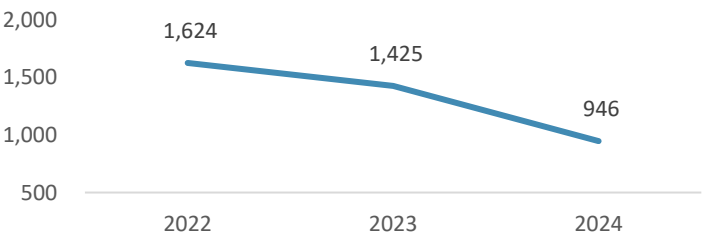
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	43.5%	48.0%	43.5%	55.9%	1.3%	3.4%
Q4 Employment	42.0%	45.0%	42.0%	52.6%	(0.4%)	4.6%
Median Earnings	\$4,039	\$3,752	\$4,039	\$5,513	\$362	\$737
Credential Attainment	39.8%	30.0%	39.8%	40.7%	8.9%	9.9%
Measurable Skill Gains	47.4%	35.0%	47.4%	52.1%	7.5%	9.1%

Appendix C-6: Jobs for Veterans State Grants (JVSG)

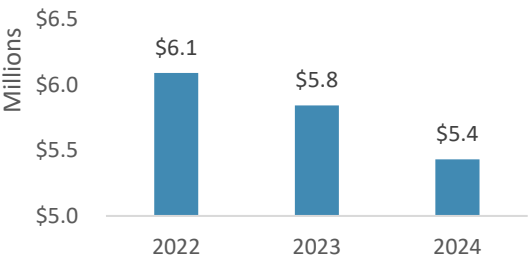
JVSG provides federal funding to State Workforce Agencies to hire dedicated staff to provide career and training services to eligible veterans and other authorized populations, with the goal of helping employers connect with job-seeking veterans.

JVSG services provide resources and prepare eligible individuals to obtain meaningful careers and maximize their employment opportunities. This includes providing direct individualized career services to military members and their spouses and developing employment opportunities for eligible veterans. Services provided typically include career guidance services, individual employment plans, job search activities, job fairs, and employer outreach.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$0.0	\$0.0	\$0.0	-
Federal	\$5.0	\$5.5	\$3.9	(21%)
Other	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	<u>-</u>
Total	\$5.0	\$5.5	\$3.9	(21%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

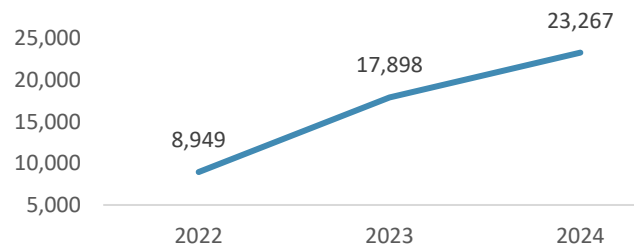
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	53.9%	50.0%	53.9%	57.6%	1.6%	4.1%
Q4 Employment	49.4%	48.0%	49.4%	55.5%	(4.0%)	3.6%
Median Earnings	\$8,668	\$4,900	\$8,668	\$9,073	\$534	\$1,075

Appendix C-7: Reemployment Services and Eligibility Assessment (RESEA)

The RESEA program is designed to offer customized support to individuals who are close to exhausting their UI benefits before successfully returning back to work. RESEA participants have a one-on-one meeting to develop an individual reemployment plan.

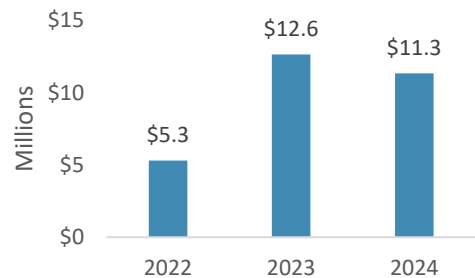
Services provided in addition to unemployment insurance include workforce partner services, local and state board labor market information, customized reemployment planning, and job search counseling.

Program Participants



Note: GDOL could not provide actual participants. These were planned targets.

Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$0.0	\$0.0	\$0.0	-
Federal	\$1.9	\$2.3	\$6.7	255%
Other	<u>\$0.0</u>	<u>\$0.0</u>	<u>\$0.0</u>	-
Total	\$1.9	\$2.3	\$6.7	255%

Program Performance Goals and Metrics

(Red indicates below benchmark)

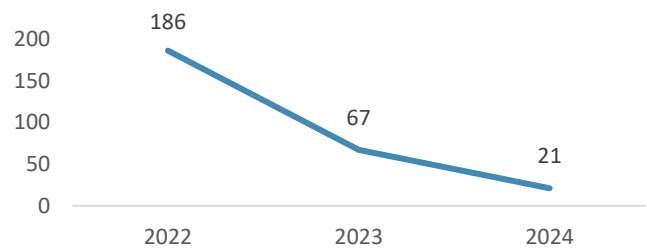
	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change Since 2022
	GA	Goal	GA	U.S.	
Q2 Employment	70.4%	63%	70.4%	None	Data Unavailable
Q4 Employment	71.9%	None	71.9%	None	
Median Earnings	\$8,291	None	\$8,291	None	

Appendix C-8: Trade Adjustment Assistance (TAA)

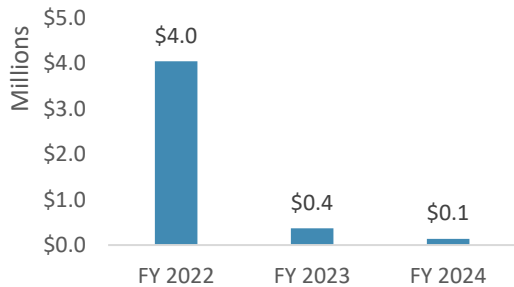
Trade Adjustment Assistance is designed to support individuals who have lost jobs due to the impact of foreign trade. The program offers opportunities to build skills and industry certifications to return to suitable employment or change careers. The program closed to new participants on July 1, 2022.

Services to participants include classroom and online learning, industry certifications, on-the-job training (OJT), and individual career services. Once an individual has completed TAA-approved training, they are eligible to receive a job search and/or relocation allowance.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

(\$ in millions)	2022	2023	2024	% Change (22-24)
State	\$0.0	\$0.0	\$0.0	-
Federal	\$5.8	\$3.0	\$1.8	(69%)
Other	\$0.0	\$0.0	\$0.0	
Total	\$5.8	\$3.0	\$1.8	(69%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

	Comparison to 2024 Goal		Comparison to 2024 U.S.		Change since 2022	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	76.7%	None	76.7%	78.3%	8.4%	7.2%
Q4 Employment	67.4%	None	67.4%	77.9%	(2.6%)	None
Median Earnings	\$10,548	None	\$10,548	\$11,830	\$2,786	\$1,129
Credential Attainment	77.0%	None	77.0%	73.6%	13.7%	3.6%

Appendix C-9: Walking The Last Mile to Reentry

Walking the Last Mile to Reentry is a new initiative that began in January 2025. It is designed to support individuals transitioning from incarceration back into society. The goal is to mitigate or eliminate barriers to gain employment and create a path to self-sufficiency. It is currently focused in the Metro Atlanta region and is available in Dekalb, Fulton, and Gwinnett counties.

Services include industry credentialing, personal development and personal insight training, job readiness/skill building, job connection and placement, connection to community resources, and educational support.

In June 2024, Georgia was awarded \$4 million to operate this program through December 2027.

Program Performance Goals and Metrics

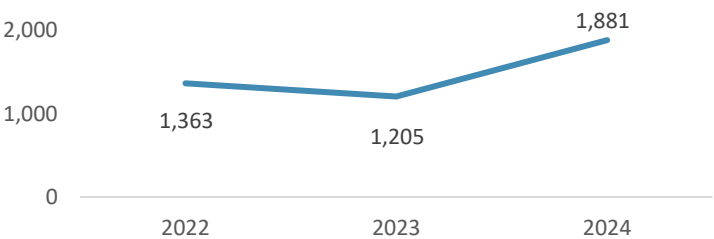
	2025 Goal
Participants served	400
Participants earning industry credential achievement	60%
Enrollment in occupational skills training	70%
Participants earning measurable skills gain	65%
Employment 2 nd quarter after exit	55%
Employment 4 th quarter after exit	45%
Median Earnings 4 th quarter after exit	\$6,000

Appendix C-10: Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T)

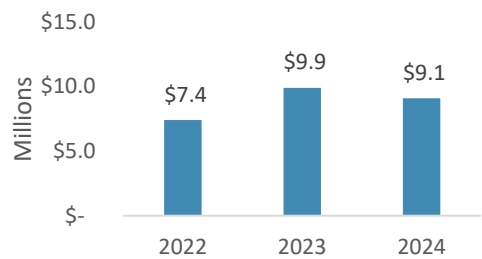
SNAP E&T program is Georgia’s Employment and Training initiative for SNAP recipients. It is a voluntary state program designed to help individuals gain skills, training, and experience to become self-sufficient through employment. The program assists unemployed and underemployed Georgians to gain marketable skills and increases their ability to obtain regular employment by establishing partnerships with community providers who have a direct link to employment and offer E&T services.

SNAP E&T operates in all 159 Georgia counties and utilizes third-party partners and intermediaries to ensure opportunities for all eligible recipients to become self-reliant and financially independent. Services provided include individualized employment plans, supervised job search, job retention, basic career/technical education, work readiness training, and work-based learning opportunities. Participant reimbursement services help eliminate or reduce barriers to obtaining regular employment.

Program Participants



Federal Awards or Allotments



Program Expenditures by Fund Source

	2022	2023	2024	% Change (22-24)
(\$ in millions)				
State	\$1.4	\$1.3	\$1.3	(4%)
Federal	\$6.0	\$5.7	\$5.6	(7%)
Other	\$0.0	\$0.0	\$0.0	-
Total	\$7.4	\$7.0	\$6.9	(6%)

Program Performance Goals and Metrics

(Red indicates below benchmark)

	Comparison to 2023 Goal		Comparison to 2023 U.S.		Change since 2021	
	GA	Goal	GA	U.S.	GA	U.S.
Q2 Employment	57.0%	None	57.0%	None	22.0%	None
Median Earnings	\$4,138	None	\$4,138	None	\$448	None

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