Dear Fellow Georgians:

We are fortunate to live in one of the most dynamic states in the nation. Our foundation of solid economic growth, based on policies that encourage business investment and job growth, have encouraged hundreds of thousands of people to pick Georgia as their home in this decade. Today Georgia has over 9.5 million residents. Our growth of 16.6% from 2000 to 2007 was more than twice the national average and the fourth fastest growing state in the nation. We are now the ninth largest state in the country.

With this growth has come increasing demands on state government to provide necessary services in such areas as education, transportation, health care, and environmental protection. Even as we work to encourage effectiveness and efficiency at all levels of state government, and provide services with the resources provided, demand for services continues by way of increasing student enrollment, maintaining our infrastructure, and providing safety net services for Georgia’s most vulnerable citizens.

In state dollars, our budget now stands at over $18.5 billion annually. In today’s economy of limited resources, performance data provides the information to ensure that funds are utilized in the most effective manner to benefit all of Georgia’s people. Updated every two years, Georgia In Perspective is a concise summary of data that provides policy makers a context for making resource allocation decisions, set policy, and determine if the policies implemented are having the desired effect.

The information is presented by policy area: Growing Georgia, Educated Georgia, Healthy Georgia, Safer Georgia, and Best Managed State. These five policy areas are used by Governor Sonny Perdue in developing the state budget and setting spending priorities. The five policy areas also provide the framework for the state’s strategic goals. By grouping state services by policy area, it is possible to get a quick overview of work of state government and state programs. Captured in this one publication are some of the important trends and statistics with a national, regional or county comparison.

The data offered in this publication provides an understanding of where we are as a state today and some of our past experience. Using performance and trend information, we can make better informed decisions that insure that a future generation of Georgians will enjoy increasing prosperity as a result of policies that promote and sustain growth.

Sincerely,

Trey Childress, Director
Governor’s Office of Planning and Budget

GEORGIA IN PERSPECTIVE
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As a growing state, with the 9th largest population in the nation, Georgia continues to attract new business. Georgia has superb logistics, a young and growing workforce, low operating costs, international business connections, outstanding business environment and a great quality of life.

(Georgia Department of Economic Development)
Population Growth in Georgia

- Georgia has experienced rapid population growth over the past several decades. Overall, the state’s population doubled during the period from 1960 to 2000.

- During the 1960s Georgia’s population grew by 16%, followed by rates of approximately 19% during each of the succeeding two decades.

- During the 1990s Georgia ranked sixth in population growth among the states, growing by 26.4%, which was twice the national average rate (13.2%).

- Georgia grew by approximately 1.3 million people between 2000 and 2007.

- Georgia’s population grew by approximately 188,000 each year between 2000 and 2007, making it the fourth fastest growing state in the nation.

- The higher growth rate between 2005 and 2006 was due, in part, to migration following Hurricane Katrina.

Two of Georgia’s metropolitan statistical areas rank among the country’s 25 fastest growing this decade. Gainesville, with a growth rate of 29%, ranks 9th and Atlanta-Sandy Springs-Marietta ranks 22nd among the nation’s 363 metropolitan areas. Within the Atlanta MSA, six counties have experienced growth rates exceeding 40% (Barrow, Cherokee, Forsyth, Henry, Newton, and Paulding).

Two of the Savannah metropolitan area counties have also experienced rapid population expansion during the current decade; Effingham (35%) and Bryan (29%).

Source: U.S. Census Bureau
Georgia's population increased at the fastest pace among southeastern states between 2000 and 2007.

Between 2000 and 2007, Georgia's population grew by an estimated 16.6%, more than twice the national growth rate of 7.2%.

Less than half (42%) of Georgia's population growth was due to natural increase between 2000 and 2007. The balance of the growth was due to net migration.

Population change occurs due to natural increase (number of births minus number of deaths) and net migration (people moving into the area minus people moving out).

Net migration is the leading contributor to population growth in all but one of the southeastern states. The percentage of population growth attributable to net migration ranges from 84.5% in Florida to 46.8% in Alabama. In Alabama, more than half of the growth is a result of natural increase.
Domestic migration has been a primary source of Georgia’s population growth for most of the period from 1990 through 2007.

During the period from 2006 to 2007, approximately 94,000 domestic migrants and 31,000 international migrants moved to Georgia.

Approximately 1 out of 3 people moving to Georgia are international migrants; approximately 34,402 people moved annually to Georgia from another country between 2000 and 2007.

The U.S. Department of Homeland Security estimates that 490,000 unauthorized immigrants resided in Georgia in January 2007, more than double the 2000 estimate of 220,000.

Georgia ranks 9th among the states in the number of legal permanent residents according to the Department of Homeland Security. In FY 2007, 27,353 legal permanent residents immigrated to Georgia.

In 2007, whites represented more than half of Georgia’s population (58%) which is slightly lower than in 2000 (63%). Blacks represent the second largest race group, comprising almost 30% of the total population in 2007, consistent since 2000.

The Hispanic population nearly doubled between 2000 and 2004 while Asian and persons of two or more races remained stable. The white population decreased by 7.4% in the same years.
• Over this decade, the percentage of Black births has remained constant at 33% in Georgia.

• Hispanic births in Georgia have increased as a percentage of total births this decade, from 10% in 2000 to 16% in 2006.

• The fertility rate of women in Georgia was 72.4 in 2006, the highest in the Southeast. Fertility rates have continued to rise since 2000. Nationally, the rate is 68.5.

Note: The fertility rate is defined as the number of live births per 1,000 women aged 15-44 years in a specified group.

• Census figures indicate that Georgia’s youngest and oldest populations are growing the fastest. Between 2000 and 2007, the under 5 population increased by 23.9% and the 85 years and over population grew by 34.3%.

• The U.S. Census Bureau projects that by 2030 the 65 and over population will be twice as large as it was in 2000 and will number 72 million people, or 20% of the total population nationally.

• Approximately 4 out of 5 seniors in the United States have one chronic health condition and half have two or more conditions. The conditions that most frequently limit activity among older Americans include arthritis, hypertension, heart disease, diabetes and respiratory diseases. (Census Bureau)

• Georgia has a relatively young population, with 36% of the residents under the age of 24 years.

• Georgia’s elderly population continues to increase; residents who are over the age of 65 years account for 9.8% of the population, an increase of 20.1% since 2000.

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**Births by Race/Ethnicity: 2006**

- **Georgia**
  - White: 47%
  - Black or African American: 33%
  - Hispanic: 16.3%
  - Other: 4%

- **United States**
  - White: 54%
  - Black or African American: 15%
  - Hispanic: 7%
  - Other: 12%

---

**Age Distribution: Georgia and the United States, 2007**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percent of Total Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>Georgia: 26.5% United States: 24.5%</td>
</tr>
<tr>
<td>18-24</td>
<td>Georgia: 9.5% United States: 9.8%</td>
</tr>
<tr>
<td>25-44</td>
<td>Georgia: 29.8% United States: 27.8%</td>
</tr>
<tr>
<td>45-64</td>
<td>Georgia: 24.3% United States: 25.4%</td>
</tr>
<tr>
<td>65-84</td>
<td>Georgia: 8.6% United States: 10.7%</td>
</tr>
<tr>
<td>85+</td>
<td>Georgia: 12% United States: 18%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau
Statewide, a small portion of Georgia’s public school students (5%) have limited proficiency in English.

School systems vary greatly in the proportion of students who have limited English proficiency, from 0% to 29%.

Nine school systems have 10% or more students with limited English proficiency (Gainesville City, Dalton City, Marietta City, Hall County, Whitfield County, Gwinnett County, Buford City, Clarke county, and Gilmer County).

Twenty-nine school systems have between 5% and 9% of students with limited English proficiency and 54 systems have less than 1% of students with limited proficiency.

Source: Georgia Department of Education
Per capita income is a measure of well-being of the average Georgian.

Georgia’s per capita income increased by 40.6% from $23,795 in 1997 to $33,457 in 2007.

However, overall Georgia’s per capita income has been lower than the national average since 1997.

The decline in growth is offset by the cost of living in Georgia, which has remained relatively low allowing Georgian’s to do more with the income they do earn.

Georgia ranked 9th in the nation for cost of living in America’s Top States for Businesses, a study conducted annually by CNBC. In the same study, Georgia ranked 4th as the best state to do business in.

A lower cost of living continues to make Georgia attractive to growing businesses.

Gross Domestic Product (GDP) by state is the total value of goods and services produced by a state.

In Georgia, total state GDP increased by 9.2% between 1997 and 2007, however, it has remained relatively flat since 2000.

Note: Chained 2000 dollars is an economic term used to define the level of real GDP by setting it equal to the GDP of a selected base year and then “chaining” forward and backward from the base year to calculate growth rates.
• Georgia’s median household income of $49,387 continues to be second highest among Southeastern states (Virginia is first).

• Nationally, Georgia ranks in the middle (24th) for median household income.

• In 2007, Forsyth County ranked among the top ten counties with 65,000-250,000 residents with the 6th highest median household income.

Mediation Household Income and Employment

Source: U.S. Department of Commerce

• Household income as well as per capita income rise significantly as educational attainment increases (U.S. Census Bureau).

• Georgia has a young and growing workforce with more than half the population between the ages of 20 and 54 years. Georgia continues to attract more residents, up to 100,000 annually.

• A younger population contributes to a growing workforce, currently estimated to be at 4.7 million. Georgia was ranked number 1 by Expansion Magazine in workforce training.

Employment by Major Industry: Georgia

Source: Georgia Statistics System-University of Georgia

• Historically, Georgia has been a transportation hub, an industry that employed 21% of workers in 2007.

• Employment in the manufacturing industry decreased by 26.7% from 2000 to 2007.

• The percentage of jobs in the public sector remained stable between 2000 (5.5%) and 2007 (6.4%).

Note: Other services are comprised of leisure and hospitality, information, education and health.

• Georgia’s unemployment rate increased from 5.2 percent in January 2008 to 8.5 percent in January 2009.

• Local unemployment rates vary greatly, from 3.2% in Echols County up to 12.4% in Jenkins County. For Jenkins County, that means 1 out of every 8 workers was out of work and actively looking for a job (GBPI).

• The poverty rate measures the percentage of people or families who are below the income threshold specified by the federal government. The threshold varies by family size and composition (see chart below graph).

• The percent of Georgia’s families living below the poverty threshold has remained above the national rate in recent years.

• Georgia’s poverty rate in 2007 ranked 13th highest in the nation.

Source: Bureau of Labor Statistics, State and Local Unemployment

Source: US Census Bureau
• TANF is a monthly cash assistance program for low income families and children under the age of 18.

• The number of TANF cases decreased 61.8% from 55,630 in FY 2003 to 21,231 in FY 2009.

• Georgia’s adult work participation rate, a major component of the program, has increased, while the number of families receiving assistance has declined.

In Georgia, 7.9% of all households received food stamps while 1.1% received cash public assistance in 2007.

The average amount a family receives in food stamp assistance is $275 a month. The eligible household resources such as checking accounts, savings accounts, and savings bonds are limited to a combined value of no more than $2,000 (DHR).

The number of poor families with children in Georgia is not decreasing as evidenced by the increasing poverty rate, higher unemployment rates and food stamp and Medicaid caseloads increasing.

Between October 2007 and October 2008, the number of families seeking food stamps increased by 18.4%.

In the last six months (April to October 2008), food stamp cases jumped by 14.4%.

Since July, the state has had approximately 10,000 new cases each month.

Note: Cases can include one person or entire families; the actual number of persons receiving assistance is likely higher.
• Georgia’s homeownership rate dropped by 4.7% between 2004 and 2007. Nationally, rates dropped by 1.3% during the same period.

• Homeownership rates are the number of owner-occupied housing units divided by the number of occupied housing units.

• Georgia, compared to other states, continues to have moderate housing costs and low tax rates.

• Georgia has the sixth highest rate of foreclosure in the nation, as of November 2008. There were 10,003 filings—1 in every 387 Georgia households has been foreclosed. However, November 2008 was the first month since June of 2008 that decreases were evident.

• Clayton County and Augusta have the state’s highest rate of foreclosures.

• The median housing value in Georgia grew at an average of 6.5% compared to 8.8% nationally, since 2000.

• Adequate, affordable housing is important as it helps foster safer, more equitable, productive, and healthier communities.
• The number of non-agricultural jobs declined from 3,913,547 in 2000 to 3,786,976 in 2003 (-3.2%).

• During the next four years the number of non-agricultural jobs increased 7.9%, to 4,179,000 in 2007.

• Georgia has the 20th largest economy in the world; last year, 43 countries operated over 1,600 internationally owned facilities. These international companies accounted for 17% of project announcements and 17% of total jobs announced.

• Nationally, Georgia ranked first in exports of poultry and peanuts in 2007 and fourth in cotton exports.

• Georgia ranks 2nd in business climate (Site Selection magazine) and 3rd in entrepreneurial activity (Kauffman Foundation).

• Vidalia® onions are Georgia's state vegetable; the Vidalia name was coined by tourists who bought the sweet onion at the Vidalia Farmers market. The onion is grown exclusively in a 20-county region in Georgia.

• Top Five Agricultural Commodities in 2007:
  - Broilers
  - Cotton
  - Chicken Eggs
  - Greenhouse/nursery
  - Peanuts

• Georgia is the nation’s leading pecan producing state. Albany and Dougherty County are known as the “pecan capital of the world” due to the large number of pecan trees in the area.

Note: Value of agricultural sector production is the gross value of the commodities and services produced within a year.
• Canada, Japan, Mexico, Japan, China and the United Kingdom are Georgia’s top five trade partners. Georgia exports more than one billion in exports with each country.

• A total of 7,891 companies exported from Georgia locations in 2006.

• **Top Five Georgia Exports in 2007:**
  - Transportation equipment
  - Machinery
  - Chemical
  - Computers and electronic products
  - Paper products

• Georgia exported to 213 destinations in 2007 and is ranked 14th in the nation in terms of export value.

• Georgia continues to rank among the top states in tourism expenditures in the Southeast, second only to Florida.

• The state cultivates strong tourism through convention and conference business, coastal tourism and the world’s busiest airport.

• Georgia consistently ranks 8th in the nation for direct tourism expenditures in the state.

• On average, every $83,731 spent in Georgia by tourists generated one job in 2007 (Georgia Department of Economic Development).

• The state and local benefit (via tax savings and revenues) for all Georgia residents from tourism expenditures is $510.
Cargo: Sea Ports and Airports

- The Port of Savannah is the second largest container port on the East Coast and is the fastest growing in the country, with a growth of 28% last year (2007).
- Brunswick is the 6th largest auto port in the United States.
- 5,000 logistics-related companies employ over 110,000 Georgians, equivalent to 1 in every 10 jobs in Georgia.
- 2,346 trucks receive cargo daily at the Savannah port, making as many as 3,500 daily round trips.

Georgia’s deepwater ports and inland barge terminals contribute over 286,000 jobs and $73.5 billion in incomes, revenues and state and local taxes.

By 2015, Georgia ports are projected to be handling 4.4 million twenty foot equivalent units (TEU), which is almost double the current load of 2.3 million (TEU).

80 percent of U.S. consumers (more than 200 million people) are within two hours’ flight time from Hartsfield-Jackson or one day’s trucking by highway (Georgia Economic Development).

In 2007, Hartsfield-Jackson was ranked 11th in the nation in total cargo.

Hartsfield-Jackson houses a U.S. Department of Agriculture-approved Perishables Complex, one of a kind in the Southeast United States.

Hartsfield-Jackson has three main air cargo complexes which maintain more than 1.5 million square feet of cargo handling space.

Hartsfield-Jackson International Airport’s economic impact was more than $23.5 billion in 2007.

Note: Total cargo is composed of freight, express and mail.
Hartsfield-Jackson is the world’s busiest passenger airport, followed by Chicago O’Hare International Airport.

Hartsfield-Jackson hosts 32 passenger airlines and 19 cargo airlines.

Hartsfield-Jackson expanded the airport by adding a fifth runway of 9,000 feet which was opened in 2006.

The new runway and taxiway have improved airport efficiency and reduced airline delays, saving the airlines approximately $27 million a year in fuel costs.

In 2008, Hartsfield-Jackson was awarded the Air Transport Research Society’s Global Top Efficiency Award. In 2007, the airport earned the Leading Edge Award for Best U.S. Airport by Executive Travel Magazine.

Reasons why businesses continue to choose Georgia: 1) superb logistics, 2) young and growing workforce, 3) low operating costs, 4) international business connections, 5) outstanding business environment and 6) great quality of life.

There are a total of 102 local, regional and business airports in Georgia. Local and business airports that meet the recommended length are helping bring business to rural Georgia and foster economic development.

Georgia continues to attract new business, with help from airports that enable business prospects to fly directly to the city or county in which they are doing business.
Georgia has expanded the Intelligent Transportation System (ITS) and Highway Emergency Response Operators (HERO) coverage to more safely and efficiently clear traffic incidents that disrupt the flow of traffic and cause delays. The goal is to reduce the peak hour delays by 30%.

Investing in Tomorrow’s Transportation Today, or IT3, established in June of 2008, is charged with developing transportation strategies to improve access and mobility for Georgians. This business case analysis will give legislators and state planners a clear understanding of how to invest in transportation infrastructure and services that will yield positive returns for Georgia’s citizens, businesses and visitors.

The Planning Time Index (PTI) helps a traveler plan for the amount of time it will take to make a trip under congested conditions relative to free flow conditions so that the traveler can arrive on time 95% of the time. The higher the PTI number, the less reliable the travel time.

As the PTI indicates, existing transportation systems are not sufficiently meeting the growing needs of businesses and Georgians.

Passenger trips per transit hour reflects the average number of unlinked passenger trips per revenue hour that trains and buses are running and available to carry passengers in a given year.

An increase in passenger trips per transit hour equates to an increase in the transit system effectiveness, however, since the baseline year of 2001, overall ridership has decreased by 6%.

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- Four main fuel types contribute to Georgia’s total energy consumption: coal, petroleum, natural gas and electricity fuels such as nuclear, hydropower and wood.

- Energy use relative to GDP shows the relationship of energy consumption to economic development and illustrates the energy used to support the state’s economy.

- The average amount of energy each Georgian uses per year decreased by 5% from 1997 to 2005.

Source: Energy Information Administration and Bureau of Economic Analysis

- “America’s Best Places for Alternative Energy”, a study conducted annually by Forbes, ranked Georgia 3rd in the nation for potential biomass energy.

- From 1997 to 2005, Georgia’s GDP increased by 51% and Georgia’s energy consumption increased by 16%.

- Pollutants that cause water quality standard violations can pose risks to human health from contact with these waters, impacts on fish and wildlife and decrease the recreational quality of these waters.

- Total number of river miles in Georgia: 70,150.

- Total number of river miles assessed in 2006-2007: 14,027.

- In 2006-2007, only 39% of the assessed river miles met water quality standards and supported designated uses. In 2004-2005, 43% of assessed miles supported designated uses.

Note: Water quality standards define the goals for a water body by designating its uses and setting criteria to protect those uses, including limits that define acceptable amounts of specific pollutants.

Source: Georgia Department of Natural Resources, Environmental Protection Division
### Air Quality

**Particulate Matter (PM-2.5) Concentration Levels:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Concentration of PM-2.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>19.5</td>
</tr>
<tr>
<td>2000</td>
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<tr>
<td>2001</td>
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<tr>
<td>2005</td>
<td>15.1</td>
</tr>
<tr>
<td>2006</td>
<td>15.2</td>
</tr>
</tbody>
</table>

**National Air Quality Standard for PM-2.5:**

- Ozone is created by a complex series of reactions in the air between nitrogen oxides and volatiles organic compounds.
- Ozone is emitted by both mobile and stationary sources including, automobiles, lawn mowers, print shops and trees.
- The Clean Air Campaign in Georgia estimates that by using commute alternatives, Georgians reduce the amount of pollutants released into the air by 1,800 pounds.
- Commute alternatives include vanpools, carpools, teleworking and public transit.

**Source:** Georgia Department of Natural Resources, Environmental Protection Division, Ambient Monitoring Program

**Ozone levels: Georgia, 1998-2006**

- Ozone and particulate matter 2.5 are the only two pollutants for which Georgia continues to be in "non-attainment status". Non-attainment occurs when the area in question does not meet the air quality standards set by the U.S. EPA. Georgia currently has 28 counties in non-attainment status.
- Ozone and particulate matter, at increased levels, can cause or worsen health problems such as asthma, bronchitis, respiratory illnesses and nonfatal heart attacks.
- The Georgia Clean Air Campaign offers financial incentives to Georgians who use commute alternatives, including commuter cash and prizes as well as carpool rewards.

**Source:** Georgia Department of Natural Resources, Environmental Protection Division, Ambient Monitoring Program

**Particulate Matter (PM-2.5) Concentration Levels:**

- Particulate matter 2.5 is a mixture of solid particles and liquid droplets found in the air. Fine particulate matter is less than 2.5 microns in diameter.
- Particulate matter 2.5 can penetrate into the lungs and cause serious health problems.
- Georgia exceeded the national air quality standard for all years measured, with the exception of 2002-2003. Georgia continues to work to reduce PM-2.5 emissions and reach levels below the national air quality standard.

**Source:** Georgia Department of Natural Resources, Environmental Protection Division, Ambient Monitoring Program
In 2008, June was one of the driest months in recent years: Atlanta received 0.58 inches while Columbus and Athens received 1.72 and 1.22 inches respectively.

Normal rainfall ranges are calculated using a 30 year average; for Georgia normal rainfall is between 40 and 60 inches. In the last ten years, Atlanta, Athens, Columbus and Macon have received less than 47 inches annually, on average. Relative to this average, in 2006 and 2007, the same four areas received between 31 and 38 inches.
Georgia has successfully increased access for the uninsured and underserved in Georgia through its safety net clinics. The number of Federally Qualified Health Centers (FQHCs) in the state has increased by 18.2% over the last 5 years and 81% of counties have some form of a safety net clinic available to their residents.

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Factors Influencing Health Status

- **Health Care** 10%
- **Environment** 19%
- **Human Biology** 20%
- **Lifestyle** 51%

**Health Care**
- Insurance status
- Prenatal care
- Immunizations and dental care

**Environment**
- Housing
- Access to food
- Income distribution
- Transportation means
- Racial disparities

**Human Biology**

**Lifestyle**
- Behavioral risk factors such as smoking, obesity, stress, nutrition, blood pressure, and alcohol and drug use

**A Healthier Georgia**

American’s Health Rankings™ combines individual measures of each of the determinants (personal behaviors, clinical care, community environment and public and health policy) into one comprehensive measure of the state’s health.

In 2008, Georgia dropped to 41st in the health rankings, down one ranking from 2007. Georgia had been steadily climbing upwards from 45th in 2004.

Source: United Health Foundation, America’s Health Rankings 2008

Note: Scores presented in the table indicate the percentage a state is above or below the national norm. For example, a state with a score of 20 is 20 percent above the national average for that component. A negative score means the state is below the national average.

- Georgia is 7.8% below the national norm in terms of overall health outcomes and determinants, however, this is an increase from 2006, when Georgia was more than 10% below.
- According to the Centers for Disease Control and Prevention, lifestyle choices have the greatest impact on a person’s health.
- Georgia ranks 38th among the states on the percentage of adults participating in exercise (75.3%), compared to the national average of 77.4%.
- Over the past decade the percentage of adults in Georgia rating their health as either excellent or very good declined from 62.3% in 1997 to 54.1% in 2007.

Source: Georgia Health Policy Center, Georgia State University and National Center for Chronic Disease Prevention & Health Promotion
• Between 2000 and 2007, the number of dentists per capita in Georgia decreased by 22.2% despite an increase of 3.9% between 2004 and 2007.

• The Medical College of Georgia, School of Dentistry is the only dental school in Georgia. The most recent class graduated 56 dentists.

• Georgia was one of 16 states to receive federal funding for FY 2009 from the CDC to improve basic state oral health services. The goal is to strengthen state-based public health programs that are critical to oral health.

• Over the last 30 years, 85% of graduates from Georgia’s dental program have remained in Georgia to practice.

• The National Institutes of Dental and Craniofacial Research and the National Education Association cite research indicating that American children miss 52 million hours of school each year due to oral health problems. Additionally, dental problems and the associated pain distract children from learning.

• Dental disease places children at risk for expensive chronic diseases such as cardiovascular disease and diabetes. Maternal dental problems can lead to increased risk of low birth weight in infants.

• Dental sealants help prevent caries (dental decay) in risk groups and cost approximately one-third ($27) the cost of an average filling ($73).

Oral Health of Georgia’s Children:
Results from the 2005 Georgia Third Grade Oral Health Survey:
• 1 in 2 (56%) 3rd grade children in Georgia have caries (dental decay) experience.

• 1 in 4 (27%) 3rd grade children in Georgia have untreated dental decay.

• Children from rural areas and suburban Atlanta are most likely to have caries experience.

• Only Metropolitan Atlanta (20%) met the Healthy People 2010 objective for untreated dental decay.
Insurance Status

Health Insurance Coverage: 2007

- Approximately 1.6 million (17.7%) Georgians are uninsured, ranking Georgia 6th in the nation for the number of uninsured in the state.
- The majority of Americans and Georgians are insured through their employer, however, as health care premiums and unemployment rates continue to increase, more workers are expected to lose coverage.
- Despite rising premium costs, 55.1% of Georgians have employer sponsored health insurance coverage, an increase of almost 4% since 2005.

- The number of Georgians covered by Medicaid increased by 7.5% between October 2007 and October 2008, from 597,221 to 641,789.
- Nearly 40% of the uninsured population in the United States reside in households that earn $50,000 or more annually (U.S. Census Bureau).
- Premiums for employer-based health insurance increased 6.1% in 2007, compared to a 3.7% increase in wages.

Average Monthly Medicaid and PeachCare Enrollment: Georgia FY 2000 to FY 2007

- Average monthly Medicaid enrollment in Georgia increased 35% between FY2000 and FY2007, from 947,054 to 1,278,477.
- Enrollment in PeachCare, Georgia’s State Children’s Health (SCHIP) Insurance Program, increased 365% between FY2000 and FY2007, from 58,891 to 274,024.
- Georgia ranks 4th among the states with respect to the highest number of children enrolled in SCHIP.

Source: Kaiser Family Foundation, State Health Facts

Source: Department of Community Health

A HEALTHIER GEORGIA
• Georgia ranks 38th in the nation with respect to the number of physicians per capita; a decline from 35th in 2002.

• Primary care specialties include pediatrics, internal medicine, family medicine and OB/GYN.

• The rate of pediatricians per 100,000 population is five times greater in urban areas than in rural areas.

• Safety net clinics include the following in Georgia: Federally Qualified Health Centers, Free Clinics, Georgia Farm Worker Health Programs, Georgia Volunteer Health Care Program, Rural Health Clinics and the Rural Health Safety Net Project.

• Nearly 81% of counties in Georgia have some type of safety net clinic; however, 30 counties (19%), have no safety net clinic available to serve its residents.

• Georgia received $8.3 million from the federal government and invested $4.4 million in state funds towards expanding Safety Net Clinics throughout Georgia (urban and rural) between FY 2006 – FY 2008.
Emergency Room Utilization

Georgia ranks 32nd among the states with respect to the number of emergency room visits per 100,000 population.

Results of the Medical Expenditure Panel Survey indicate emergency room visits are five times more expensive than office-based visits.

More than one out of four hospital emergency rooms (27%) in Georgia are owned by state and/or local government compared to the national average of 16%.

Nationally, Georgia ranks 11th highest in the percentage of hospital emergency rooms owned by state and/or local government.

Source: Georgia Department of Human Resources, Division of Public Health, OASIS
Data from the Mental Health Community Services Block Grant Reporting System indicate a decline in the rate at which Georgians utilized mental health services, between 2003 and 2006 from 18.13 per 1,000 residents to 17.24.

The rate at which mental health patients utilized hospital based services remained relatively stable between 2003 and 2006.

The state of Georgia instituted the Georgia Crisis and Access Line in order to centralize and improve access to mental services.

Georgia was recently awarded the 2008 Council of State Governments Innovations Award for pioneering a high-tech statewide crisis and access line center known as the Georgia Crisis & Access Line (GCAL).

In 2006, 13.9% of Georgia’s children had special health care needs (CSHCN), an increase of 9.4% since 2001.

18.8% of CSHCN families pay $1,000 or more out of pocket for medical expenses annually and 23.8% have conditions that require a family member to reduce work hours or leave the labor force.

Georgia’s hospitalization and discharge rate of patients with mental health disorders declined 12.2% between 1999 and 2006.

The National Institute of Mental Health estimates that approximately 1 in 4 adults suffer from a diagnosable mental disorder each year, including depression.

Georgia provides crisis services, outpatient services, community support services, residential support and day and employment services.

Source: Georgia Department of Human Resources, Division of Public Health, OASIS
Vaccinations: Children and Adults

- All children attending day care or school are required to be vaccinated against: diphtheria (4 doses), polio (3 doses), measles, mumps and rubella (1 dose), Hib (3 doses), Hepatitis B (3 doses), varicella (1 dose) as well as pneumonia and pertussis.

- Georgia ranks 11th among the states for percentage of children 19-35 months of age who are vaccinated.

- Georgia ranks 2nd among its southeast neighbors for the percent age of children vaccinated; this is a decline from 1st over the past few years.

- To overcome barriers to vaccination, Georgia’s public health departments remind parents when their children’s vaccinations are due; offer extended clinic hours; provide vaccinations on a walk-in basis; and distribute educational materials on immunization (DHR).

- Infections caused by pneumococci are a major cause of death and disease globally. Pneumococcal vaccinations in Georgia are given year round and usually only has to be administered once after the age of 65 years. Some adults with weakened immune systems may receive more than one dose over their lifetime.

- Influenza and pneumococcal vaccinations are covered by Medicare Part B.

- Pneumonia and meningitis are the most common manifestations of invasive pneumococcal disease. Bacteria spread in the respiratory tract to cause ear infection, sinusitis or recurrent bronchitis (World Health Organization).

- The highest rate of pneumococcal disease occurs in the elderly and young children and affects those suffering from chronic conditions and weakened immune systems.

- 64% of elderly Georgians were vaccinated in 2007.
In 2005, Georgia ranked 43rd nationally in number of teen births and had the second highest rate among its southeast neighbors—Alabama has the highest.

Georgia’s teen birth rate steadily decreased by 20.2% between 1997 and 2005.

However, in 2006, teen birth rates increased by 3.4% from 2005.

Children born to teen mothers are more likely to have increased health and behavioral problems and poor school performance. They are also at increased risk of child abuse and neglect (Kids Count Data Book 2008).

Educating expectant mothers about smoking cessation during pregnancy, prenatal care, eating right and appropriate weight gain can help deter low birthweight. Socioeconomic factors must also be considered; low birthweight babies and teen mothers are more likely to use Medicaid and state services.

Low birthweight babies weigh less than 5 pounds, 8 ounces and face an increased risk of death, long-term disability and developmental delays.

Georgia’s low birthweight rate has continued to increase, reaching 9.6% in 2006, ranking Georgia 43rd nationally.

Dade, Chattahoochee and Gordon counties had the lowest rates of low birthweight in Georgia while, Ben Hill, Early and Twiggs counties had the highest (up to 22.5%).

Source: Georgia Department of Human Resources, Division of Public Health, OASIS and CDC National Center for Health Statistics

Source: Georgia Department of Human Resources, Division of Public Health, OASIS and CDC National Center for Health Statistics
Obesity: Children, Youth and Adults

- 15,000 (15%) Georgia children aged 2-4 years in the Women, Infant and Children program are obese.
- 128,000 (24%) of third graders in Georgia are obese.
- 43,000 (15%) of middle school children are obese.
- 62,000 (14%) of high school students are obese.
- Until the early 1990’s, Type II diabetes was rarely diagnosed in children; today nearly half of the newly diagnosed patients with Type II diabetes are children.

*M A child who is classified as obese has a body mass index (BMI) for age that is greater than or equal to the 95th percentile.

Source: CDC, Youth Risk Behavior Surveillance System and DHR, Division of Public Health, Obesity in Georgia’s 3rd Grade Children.

- Many factors, including poor diet and physical inactivity have contributed to the rise in both adult and youth obesity.
- DHR, Division of Public Health estimates the annual cost of obesity in Georgia at $2.1 billion, or approximately $250 per Georgian each year.

- Adult obesity is defined by a body mass index (BMI) of 30 or greater.
- Obesity increases the risk of many diseases and health conditions, including hypertension, type 2 diabetes, coronary heart disease, stroke, osteoarthritis, dyslipidemia and some cancers.
- Georgia was ranked as the 11th most obese state in the nation in 2007.
- 5,200 deaths or 8% of all Georgia deaths were attributable to obesity in 2005.

Source: CDC Behavioral Risk Factor Surveillance System
• Approximately 23,000 (6%) of middle school students and 81,000 (19%) of high school students in Georgia smoke cigarettes.

• Youth are more at risk for smoking if their peers, siblings, parents or guardians smoke, have low levels of academic achievement, and if tobacco products are readily available or affordable.

• Tobacco use in adolescence is associated with other risky behaviors including sexual behavior and alcohol and drug use.

Note: The dashed line in the chart indicates the gap in years for which Georgia did not collect data for the national survey (between 1993 and 2003).

• 1 out of 5 (19.4%) adult Georgians smoke, a decrease of 12.2% since 2005. Georgia ranks 23rd in the nation and has the second lowest rate in the Southeast.

• Tobacco costs approximately $5 billion annually in direct adult and infant medical expenditures and productivity losses.

• In 2003, Governor Sonny Perdue successfully increased the tobacco tax by 25 cents (from 12 to 37 cents per pack). Tobacco taxes raise revenue for the state and contribute to a decline in smoking, especially among youth.

Source: Georgia Department of Human Resources, Division of Public Health, OASIS and CDC Behavioral Risk Factor Surveillance System
### Diabetes and Cardiovascular Disease

- In 2007, 10.1% of Georgia adults were diabetic. In 2007, the CDC estimated that 23.7 million (7.8%) people in the United States have diabetes.

- Americans continue to develop diabetes at an unprecedented rate. If current trends continue, 1 in 3 Americans born in 2000 will develop diabetes in their lifetime (American Diabetes Association).

- Diabetes is the leading cause of blindness and kidney failure. Stroke and heart disease are the two leading causes of death in patients with diabetes.

- Cardiovascular disease (CVD) includes all diseases of the heart and blood vessels, including ischemic heart disease, stroke, congestive heart failure, hypertensive disease and atherosclerosis.

- Modifiable risk factors for CVD include: smoking, poor diet, lack of physical activity, obesity, high blood pressure, high cholesterol and diabetes.

- CVD accounted for one third (32%) of deaths in Georgia, with 21,754 CVD deaths in 2006.

- In 2006, Georgia’s CVD death rate was 9% higher than the national rate.

- CVD death rate increases with age; however, 1 in 4 persons who died from CVD in 2006 was less than 65 years of age.
Mammograms screen for breast cancer and allow for early detection. When detected early, especially when the woman exhibits no other signs or symptoms of the cancer, her survival rate increases by as much as 30%.

Mammograms are recommended biannually for women over 40 years of age and annually for those over the age of 50.

Georgia women were screened at a higher rate (78.6%) than the U.S. average in 2006.

Breast cancer is the second leading cancer killer of women, after lung cancer.

A recent telephone survey conducted by the CDC (2007) found that of the 3,000 teens ages 13-17 years surveyed, approximately 1 in 4 girls (25%) had received at least one shot in the three series HPV vaccination (Gardasil). The responses were verified through medical records.

Pap tests primarily detect cervical cancer; and like mammograms early detection improves survival rates.

87% of women in Georgia had a pap test in 2006, ranking Georgia 7th in the nation.

The Human Papillomavirus (HPV) is the primary risk factor for cervical cancer, however, a woman’s age and genetic factors also play a role.
Colorectal Cancer and Cancer Mortality

- Colorectal cancer screenings are recommended for both men and women over the age of 50.
- Colon cancer is detected through colonoscopy, flexible sigmoidoscopy and fecal occult blood test. Polyps in the colon detected by these tests can be removed and prevent the onset of cancer or allow for earlier, aggressive treatment.
- In men, colorectal cancer is the third most common type of cancer after lung and prostate cancers.

- It is estimated that as many as 60% of deaths from colorectal cancer could be prevented if all men and women over the age of 50 years were screened routinely for colorectal cancer (CDC).
- Among cancers that affect men and women, colorectal cancer is the second leading cause of cancer-related death in the United States (CDC).
- Cancer is the second leading cause of all deaths in Georgia (cardiovascular disease is the leading cause).

- Cancer mortality rates in Georgia have declined at an average annual rate of 1.3% since 1999.
- The cancer mortality rate among Georgia males (249.4 per 100,000 population) is 58 percent higher than that for Georgia females (157.4 per 100,000).
- Lung cancer is the leading cause of cancer death among Georgians, with a mortality rate of 58.5 per 100,000 population. This is followed by prostate cancer for males (30.4 per 100,000) and breast cancer for females (24.6 per 100,000).
During the 5-year period between 2002 and 2006, 70,623 Georgians died of cancer. The age-adjusted cancer mortality rate during this period declined 10.4%, from 199.0 to 178.3 per 100,000 residents.

The ten counties with the largest number of cancer deaths between 2002 and 2006 are: Fulton, DeKalb, Cobb, Gwinnett, Chatham, Richmond, Muscogee, Bibb, Clayton, and Hall.

The highest five year age-adjusted cancer mortality rates for the period between 2002 and 2006 were recorded in: Atkinson, Terrell, Calhoun, Clinch, Lincoln, Quitman and Taylor. The counties with the highest cancer mortality rates are small communities with fewer than 11,000 residents.
HIV/AIDS and Pneumonia Mortality

- The human immunodeficiency virus (HIV) affects the immune system, and the acquired immunodeficiency syndrome (AIDS) is the advanced stage of HIV.
- In 2007, there were 20,507 known Georgians living with AIDS. Of those, 76% were male, 24% female. The majority of persons (69%) were 40 years of age and older.
- The number of persons living with AIDS continues to increase each year, decreasing the mortality rate. Effective drug treatments and therapies are prolonging the lives of those living with AIDS.

- Early screening helps detect HIV earlier, prevents the transmission of HIV and allows for initiation of treatment to slow the onset of AIDS.
- High risk behaviors, such as engaging in unprotected sex or intravenous drug use, are associated with the transmission of HIV, along with a host of other sexually transmitted diseases and teen pregnancy. HIV disproportionately affects teens, minorities and rural communities.

- Georgia’s pneumonia mortality rate decreased by 30.3% between 2002 and 2006. During this same period, Georgia’s vaccination rate of elderly Georgians increased by 6.3%.
- Pneumonia related deaths most often occur among the elderly population (65 years and older), the very young (under the age of 2 years) or in patients with diseases that weaken the immune system, such as AIDS.
- Flu and pneumonia together are the fifth leading cause of death in the United States.

Source: Georgia Department of Human Resources, Division of Public Health, Annual Health Status Measures 2007 and CDC WONDER
In 2007, 45% of traumatic injuries in Georgia were caused by motor vehicle crashes. Other causes include assault/abuse (6%), pedestrian accidents (5%), weapons (12%) and falls (23%). Traumatic injuries include multiple fractures, paralysis, punctured lungs, stab wounds and brain injuries. These types of injury must be treated at a trauma center as death or the inability to recover may result if not treated within the first hour of injury.

Georgia’s trauma mortality rate is 20% higher than the national average, which is equivalent to approximately 700 more deaths a year.

According to the findings of the Georgia Trauma Commission in 2008, Georgia has only 15 designated trauma centers, leaving gaps in trauma coverage throughout the state. By comparison, South Carolina, home to roughly 4.3 million residents, has 22 designated trauma centers with four hospitals serving at a Level 1 status.
Georgia’s high school graduation rate has continued to improve. 75.4% of students graduated in the 2007-2008 school year. The state hopes to achieve 80% by 2010.

INDICATORS

- Education Level of Population 25 Years and Older
- Earnings and Unemployment of Population 25 Years and Older
- Pre-K through 12th Grade Enrollment
- Public, Private and Home School Enrollment
- National Assessment of Educational Progress
- High School Graduation and Dropout Rates
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- University System of Georgia Enrollment
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- HOPE Scholarship and Tuition Costs
- University System of Georgia: Map
Education invests a significant portion of the State’s annual budget to educate its citizens. Education is Georgia’s number one priority, representing more than 55% of the state’s total budget.

The proportion of Georgians 25 years and older completing high school more than doubled between 1970 (40.6%) and 2006 (84.2%).

The percent of Georgians age 25 and older who have completed high school is comparable to the national average (85.5%).

Georgia’s adults 25 years and older (28.1%) have earned a college degree, equivalent to the national average (28.0%).

The percentage of Georgians completing a college degree increased from 9.2% in 1970 to 28.1% in 2006.
Earnings and Unemployment of Population 25 Years and Older

- Median income increases with each level of education completed.
- A college graduate with a bachelor’s degree in Georgia earns, on average, $20,638 more per year compared to a high school graduate.
- Earnings for Georgia’s college graduates ($47,029) are slightly higher than the national average ($46,805).

Education is a crucial element in sustaining and growing the economy of the state, Georgia has made significant investments in education and training in strategic industries and high demand professions, such as health professions with service cancelable loans and other incentive programs.

- Less educated working age adults, 25 to 64 years, are more likely to be unemployed compared to college graduates.
- Only 2.2% of Georgia’s working age college graduates were unemployed in 2007.
- Adults in Georgia who have not completed high school have a slightly higher unemployment rate (6.5%) compared to their counterparts nationally (5.8%).

Source: U.S. Census Bureau, 2007 American Community Survey
**Pre-K through 12th Grade Enrollment**

- Over the past decade Pre-K enrollment in Georgia increased by 16,960 children (28.4%); from 59,626 in 1997 to 76,586 in 2006.

- Georgia ranked third highest among the states in the proportion of four year olds enrolled in Pre-K (53%) during the 2006-2007 school year.

- Georgia’s Lottery funds the Pre-K program. The FY 2009 budget for Pre-K is more than $337 million.

- Children who attend Pre-K perform better in reading, language and math in kindergarten.

- Georgia became the first state in the country to provide Pre-K to all four year olds in 1995. More than half of Pre-K students (57%) are enrolled in private schools and 43% are enrolled in public schools.

- Children whose parents read to them tend to become better readers and perform better in school. Other family activities such as telling stories and singing songs also encourage children’s acquisition of literacy skills.

- The percentage of 3–5 year olds read to three or more times a week increased from 78 percent in 1993 to 86 percent in 2005. The percentage of children whose family members frequently told them a story increased from 43 to 54 percent.

- Georgia’s public schools educated more than 1.6 million children during the 2007-2008 school year.

- Over the past decade, public school enrollment increased by approximately 240,000 students; a 17.5% increase over the decade, a 1.7% annual increase.

- The largest increase in public school enrollment took place in high school with an increase of 26.6% between the 1998-1999 and 2007-2008 school years. Elementary and middle school enrollment increased 12.8% and 15.6% respectively.

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**AN EDUCATED GEORGIA**

48 GEORGIA IN PERSPECTIVE
• Georgia’s public school population has become increasingly diverse. During the 2007-2008 school year, 54% of students were racial or ethnic minorities.

• The percentage of Black students enrolled in Georgia’s public schools has remained at 38% over the past decade.

• The Hispanic K-12 student population has grown by 241% since the 1998-1999 school year.

• The number of Asian students increased by 78.5% between the 1998-1999 and the 2007-2008 school years.

• Approximately 8 percent of Georgia’s students (137,223) attended non-public schools in FY 2005-06; 96,433 students attended private schools, 36,624 were home schooled and 4,166 attended military or out of state schools.

• The number of students who are home schooled nearly doubled between 1997 and 2005, from 18,950 to 36,624.

• One out of twelve children in Georgia (137,233) are enrolled in home study (2.1%), private schools (5.6%), or military schools (0.1%).

• The number of children enrolled in home study nearly doubled between 1997 and 2007, from 18,950 to 36,624.
In 2007, fourth grade students scored 19 points higher in math than in 1992, when the test was first administered.

In 2007, Georgia fourth grade math students were behind the national average by 5 points.

From 1992 to 2007, Georgia fourth grade math scores have continuously improved.

The National Assessment of Educational Progress (NAEP) is administered by the National Center for Education Statistics to elementary and secondary students in various subject areas. Four of the nine total subject areas are reported at the state level including mathematics and reading. Both private and public school children are assessed, however, only public school data is available for state comparisons.

Under the No Child Left Behind Act, all states are required to participate in the biennial NAEP tests for fourth and eighth grade reading and mathematics assessments.

The NAEP results provide a national comparison of student academic progress over time.

In 2007, Georgia reached the national average in fourth grade reading for the first time since testing began in 1992.
Eighth Grade NAEP Math Scores: United States and Georgia, 1992-2007

- In 2007, eighth grade students scored 16 points higher in math than in 1992.
- However, eighth grade math students lag behind the national average by 6 points, with a score of 275.
- Similar to the fourth grade scores, eighth grade math scores have continuously improved since 1992.

Eighth Grade NAEP Reading Scores: United States and Georgia, 1998-2007

- Eighth grade reading scores demonstrate continued learning in the classroom, when compared to their fourth grade counterparts. For example, in 1992, the fourth grade average was 209. In 2002, that same class scored a 258 in eighth grade reading.
- In 2007, Georgia fourth grade reading scores were only 4 points behind the national average.

Note: The eighth grade reading test was not assessed on the state level until 1998.

Source: National Center on Education Statistics, National Assessment of Educational Progress, Nation’s Report Card
High School Graduation and Dropout Rates

- Georgia’s graduation rate has steadily increased since the 2000-2001 school year, from 58.7% to 75.4%.
- The graduation rate reflects the percentage of students who entered ninth grade in a given year and were in the graduating class four years later.
- The state hopes to achieve an 80% graduation rate by 2010.

Note: Georgia’s methodology for calculating the graduation rate will change in 2009, to implement the National Governor’s Association Compact definition and will then be comparable to national calculations and comparison.

Source: Georgia Governor’s Office of Student Achievement and National Center for Education Statistics, Digest for Education Statistics

Risk factors related to dropping out of school:
- Disengaged or bored with school
- Academically unprepared
- Transient population – foster children and homeless
- Students with disabilities
- English language learners
- Economically disadvantaged

- The dropout rate calculation is the number of students with a withdrawal code corresponding to a dropout divided by the number of students that attended the school
- In the 2007-2008 school year, 2,241 fewer students dropped out.

Source: Georgia Governor’s Office of Student Achievement and National Center for Education Statistics, Common Core of Data
• Students who took the SAT after 2005 were tested in mathematics, critical reading and writing, for a composite score of 2,400 (each section is worth a total of 800 points). Previously, students were tested in mathematics and critical reading, for a composite score of 1600.

• Between 2006 and 2007, Georgia’s national SAT ranking improved 4 positions from 46th to 42nd.

• 65,287 Georgia students took the SAT in 2008; a 70% participation rate for the state.

• The Scholastic Aptitude Test (SAT) is a standardized test used by most colleges to determine admittance along with other deciding factors including coursework, grades, letters of recommendations, and other criteria.

• The ACT is a standardized test that colleges use comparably to the SAT to determine admittance. The ACT assesses student’s general educational development and ability to complete college-level work.

• The ACT tests four subjects—English, reading, math and science. Each section is worth a maximum of 36 points and the total score, or composite score, is the average of all four sections.

• 33,238 (38%) Georgia graduating seniors took the ACT in 2008, an increase of almost 4,000 students from 2007.

• In 2008, 19% of Georgia students taking the ACT met the minimum score in the four subject areas indicating college readiness, an increase of 4% since 2004.
• Since 2001 the percentage of Georgia’s students with developmental disabilities has remained constant at 12 percent.
• Two state schools serve students with disabilities: the Georgia Academy for the Blind in Macon and the Georgia School for the Deaf in Cave Spring in Floyd County.
• Among Georgia’s school systems, the percentage of students with developmental disabilities ranges from 7 percent (Bryan County, Schley County, Webster County, and Vidalia City) to 23 percent (Meriwether County).
• Adequate yearly progress is measured by a series of performance goals that each school must achieve within time frames specified in No Child Left Behind Act.

• The percentage of Georgia schools meeting AYP has remained relatively constant; 79.5% met AYP in 2004 and 82.2% in 2007.

• In 2007, 99% of schools met No Child Left Behind participation requirements.

• Children and youth between the ages of 8 and 18 spend approximately four hours a day watching television and two hours on the computer on non-educational activities, including video games. Television can interfere with homework, physical activities, reading, playing with friends, and family time. (KidsHealth.org)

• A school that does not make AYP for two consecutive years in the same content area is designated as a school in need of improvement.

• The number of Georgia schools in needs improvement status declined from 533 in 2003 to 323 in 2007.
Educator Salaries

- The average teacher salary in Georgia was $49,905 during the 2005-2006 school year, compared to the national average $50,816.

- Teacher salary in Georgia is competitive among the seven southeast states, more than $4,000 higher than the salary in North Carolina, which recorded the second highest salary in the region.

NOTE: Average annual teacher salary also includes adjustments for cost of living and benefits.

- Georgia’s teacher salary ranked 18th among the states.

- Teacher salaries comprise 85% of the $7.4 billion budget for K-12 schools.

- The average salary for faculty at two-year colleges in Georgia was $45,431 in 2006-2007, ranking fourth among the seven southeast states.

- Georgia’s two year college faculty earned $11,344 less compared to the national average salary.

- The average instructor salary at four-year colleges and universities in Georgia during 2006-2007 was $1,241 below the national average salary.

- The average salary for faculty at four-year colleges in Georgia was $69,795 in 2006-2007, ranking third among the seven southeast states.
During the 2007-2008 school year, the Technical College System enrolled 152,911 students; a 63.7% increase compared to the 1998-1999 school year.

The number of Technical College System awards conferred to graduates more than doubled between 2000 and 2008, from 15,304 to 36,623.

The Technical College System of Georgia provides student-centered, high quality, and affordable technical, academic, adult education and training. This contributes to building literate and economically strong communities and businesses in Georgia.

Georgia’s Technical College System students may enroll in programs that lead to an associate degree, a diploma, or a technical certificate.

More than one out of three Technical College System students continue their education following completion of a course of study.

In 2008, almost three out of four Technical College System award recipients were employed either in the field or a related field (59%) or another field (14%).

Note: There is some duplication of graduates who are both employed and continuing their education.
Students in Technical College programs increase their earnings following graduation, ranging from 9% among energy and environmental program graduates to 67% among life science program graduates.

More than 56,000 students are enrolled in programs that prepare graduates to work in strategic industries.

Georgia’s public colleges and universities operate under the University System of Georgia umbrella. The system consists of 4 research universities, 2 regional universities, 13 state universities, 4 state colleges and 12 two-year colleges.

The University System of Georgia (USG) is responsible for providing higher education to Georgia residents to create a more educated Georgia through instruction, research and public service.

In 2007, more than one-quarter of a million students attended a University System of Georgia college or university.

Enrollment in the University System of Georgia has increased by 34.9% over the past decade from 200,102 in 1998-1999 to 270,022 in 2007-2008.
• The Black student population enrolled at University System of Georgia institutions increased by 49.4% between 1998 and 2007.

• The percentage of Asian American students enrolled in the University system increased from 4.5% in 1998 to 6.2% in 2007.

• The Hispanic student population more than doubled (138.9%) over the past decade.

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The University of Georgia System student minority population has increased significantly over the past decade.

• Females comprised more than half of student population (57.9%) in the University System of Georgia in 2007.

• The number of foreign students enrolled in the University System of Georgia increased by 297% between 1988 and 2007.

International students comprised 7.5% (20,302) of students within the University System of Georgia in 2007.

• Approximately one-quarter of foreign students (26.6%) are from East Asian and Pacific region and 20.3% are from Latin America and the Caribbean.

Source: Georgia Board of Regents
The six-year graduation rate for first-time, full-time freshman at four-year colleges and the three-year graduation rate for first-time, full-time freshmen at two-year colleges are key indicators of post-secondary performance.

Three-quarters of students entering a University System of Georgia college or university return to school the following fall.

Among degree seeking, first-time freshmen who entered a University System of Georgia institution in fall 2006, 70.2% returned to the same institution in fall of 2007, and 75.9% returned to the same or another USG institution.

The proportion of Georgia’s university students completing their degree has increased significantly since the mid-1990s.

Among first-time, full-time freshmen who entered a four-year University System of Georgia college or university in fall 2001, half (50.8%) graduated from the same institution within six years and more than half (57.8%) graduated from an institution within the system.
Between FY 2001 and FY 2007, the University System of Georgia was awarded more than $5.6 billion in research funds.

In FY 2007, the University System of Georgia received $840 million extramural funding, $9.5 million more than the previous year.

Research within the University System of Georgia spans many subject areas and is primarily concentrated in the four research universities: the University of Georgia, Georgia Institute of Technology, Georgia State University and the Medical College of Georgia.

Three-fourths of extramural funding received by the University System of Georgia in FY 2007 was for research (78%), 11% was for public service, and 10% for instruction.

The majority of USG research funding is provided by the federal government (59%).

State and local and industry provide approximately one-quarter of USG research funds.

Source: Georgia Board of Regents
HOPE Scholarship and Tuition Costs

- Median average tuition at Georgia's universities and colleges is the most affordable in the southeast region.

- Tuition in Georgia was $3,236 during the 2006-2007 school year, compared to $5,264 nationally and $7,234 in South Carolina.

- Tuition in Georgia as a percentage of median household income (6.6%) is the lowest among the southeast states, which range from 6.6% to 18.3%.

- HOPE, Georgia's scholarship and grant program, provides financial assistance at public and private colleges and universities and public technical colleges.

- Half of Georgia's HOPE recipients attend public technical colleges (49.4%), 39.7% attend public colleges and universities, and 11% attend private colleges and universities.

- Between September 1, 1993 and November 1, 2008, $4.3 billion were disbursed through Georgia HOPE scholarships and grants.

- Two-thirds of the HOPE scholarships and grants have been disbursed to public colleges and universities, one-quarter were disbursed to public technical colleges and the approximately 12% remaining went to private colleges and universities.
Georgia’s incarceration rate is one of the highest in the nation (6th). Georgia remains tough on crime; violent and sexual crime offenders serve over 80% of their sentences behind bars.

## INDICATORS

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<td>Juvenile Admissions and Placements</td>
<td>76</td>
</tr>
<tr>
<td>Seat Belt Use</td>
<td>77</td>
</tr>
<tr>
<td>State Highway Safety</td>
<td>78</td>
</tr>
</tbody>
</table>
In fiscal year 2007, DFCS received 92,268 reports of child abuse and neglect. Of those reports: 16% did not meet the definition of maltreatment, 36% were identified as diversion, and 47% were investigated.

The number of case mangers with 20 or more ongoing child protective services cases decreased from 125 in July 2007 to 52 in July 2008.

Case mangers with 20 or more investigations dropped from 76 in July 2007 to 11 in July 2008.

In order to concentrate on cases where actual abuse and neglect have occurred, DFCS generally refers families with poverty-related problems to community resources.

The number of active Child Protective Service (CPS) cases decreased 61%, from 28,815 in July 2004 to 11,345 in July 2008.

Active CPS cases have declined largely in response to the utilization of diversion.

Diversion is an option DFCS uses to assist families when the safety of children is not in question, which emphasizes a strength-based, prevention-driven, community response to vulnerable children and families.

More than one-quarter of the 22,123 children in DFCS custody (28%) in SFY 2007 were under the age of 4 years.

The maltreatment rate per 1,000 children peaked nationwide in 1996 at 14.7, then declined to 12 per 1,000 and has remained fairly constant since that time.

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The maltreatment rate per 1,000 children peaked nationwide in 1996 at 14.7, then declined to 12 per 1,000 and has remained fairly constant since that time.
• More than half of child maltreatment reports investigated by DFCS offices in FY 2007 (57%) were found to be unsubstantiated, and the remainder were substantiated (43%).

• Substantiated cases of maltreatment are opened for ongoing CPS services when the level of risk for recurring maltreatment is high or moderate.

• The majority of perpetrators in substantiated DFCS investigations are biological parents (84%), 5% are non-biological parents, 6% are relatives, and 5% are other persons.

• The percentage of children who had a subsequent substantiated report of maltreatment within 6 months declined in Georgia from 3.6% in July 2007 to 2.6% in July 2008. The proportion of children in Georgia with a recurrence of maltreatment is below the national standard of 5.4%.

• The major reasons for discharge from DFCS custody in SFY 2007 included reunification with their parents (46%), living with another relative (27%), and adoption (14%).

• Approximately one-quarter of GBI investigative hours (27%) were spent on polygraphs and background examinations.

• Almost another quarter (23%) of GBI investigative hours were spent on crimes against persons and narcotics investigations.

• Crime scenes, property crimes, bomb disposal, and intelligence examinations each account for 5% or less of GBI total investigative hours.

Note: Other Investigations include intelligence investigations, preliminary investigations, public corruption, et cetera.
• Since 2000, there has been a 22% decline in the overall number of cases investigated by the GBI, which is mostly due to limited resources and workforce reductions, according to GBI.

• The number of polygraph and background examinations conducted by the GBI declined 49% between 2000 and 2008 while property cases declined 26% during the same period.

• Cases involving crimes against persons, other types of investigations and narcotics declined 9%, 6%, and 2% respectively.

• Georgia ranks fourth highest among the southeastern states with respect to the murder and non-negligent manslaughter rate. Georgia’s rate is 7.5 per 100,000 residents, compared to 6.0 in Tennessee, 6.5 in North Carolina, 6.6 in Florida, 7.1 in Mississippi, 8.0 in South Carolina, and 8.9 in Alabama.

• In 2007, the highest violent and property crime rates in Georgia were reported in the state’s cities with fewer than 50,000 residents, followed by the rates recorded in metropolitan statistical areas, and the lowest rates were recorded in non-metropolitan/rural counties.

• Georgia has the lowest property crime rate among the southeastern states at 3,901 per 100,000 residents and South Carolina ranks highest in the region at 4,272 per 100,000.

• Georgia ranks 3rd lowest in overall violent crime rate among the southeastern states at 493 per 100,000 residents. The state with the lowest rate in the region is Alabama with a rate of 448 and South Carolina ranks highest at 788.
Georgia's property crime rate continued to exceed the national average over the past decade, despite a decrease of 31.4% during that period.

Larceny-theft is the most frequently reported property crime with a rate of 2,541 per 100,000 residents, followed by burglary at 950 per 100,000, and Motor Vehicle Theft at 446 per 100,000 residents.

During the period from 1996 to 2006, Georgia's rate of reported violent crime was similar to the national average; however, Georgia's reported property crime rate was consistently higher.

U.S. Department of Justice statistics indicate that violent offenders have a greater probability of being arrested than property offenders. Clearance rates (by arrest) in 2007 were 61.2% for murder and non-negligent manslaughter, 54.1% for aggravated assaults, 40.0% for forcible rapes, and 25.9% for robbery. In contrast, the clearance rate was 12.4% for burglary, 18.6% for larceny-theft, and 12.6% for motor vehicle theft.
Incarceration rates are determined by the number of offenders convicted and committed, the length of time served, and the rate of recidivism.

- The average length of time served by Georgia offenders increased 58% over the past decade from 2.1 to 3.2 years.
- The percentage of Georgia’s inmates released to parole declined from 87% in 1991 to 62% in 2007.

Leading factors contributing to Georgia’s 6th place national ranking in incarceration rate include discontinuance of Earned Time Credit in the mid-1980’s, mandatory sentencing statutes enacted during the mid-1990’s, a lower proportion of inmates paroled, and an increase in the amount of time offenders are serving in prison.

Georgia’s incarceration rate has remained above the national average for the past 29 years.

- In 2006, Georgia’s incarceration rate (558 prisoners per 100,000 residents) ranked 6th highest in the nation, behind Louisiana (857), Mississippi (723), Texas (682), Oklahoma (670) and Alabama (611).
- Currently, Georgia is the only southern state (as defined by the Southern Legislative Conference) that does not offer any substantive sentence reduction credit in its state prison system.
State Prisoners and Time Served

- In Georgia, sex offenders serve the greatest proportion of their sentence (98%). The average sentence is 5.9 years and average time served is 5.8 years.

- Violent offenders serve 84% of their sentence. The average sentence for violent crimes is 6.4 years and average time served is 6.0 years.

- Property offenders serve 63% of their sentence. The average sentence for this type of crime is 3.6 years and average time served is 2.3 years.

**Georgia’s Active Inmate Profile**

<table>
<thead>
<tr>
<th>Race</th>
<th>62% non-white; 38% white</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>93% male; 7% female</td>
</tr>
<tr>
<td>Average Age</td>
<td>36 years</td>
</tr>
<tr>
<td>Probation to Follow Release from Prison</td>
<td>40%</td>
</tr>
<tr>
<td>Prior Georgia Incarcerations</td>
<td>58% none; 18% have one; 24% have two or more</td>
</tr>
</tbody>
</table>

- In FY 1991, Georgia’s parole population (23,302) and prison population (23,005) were approximately the same size.

- Since FY 1991, Georgia’s inmate population has more than doubled (133.3%), while the parole population remained stable, increasing only 0.7%.

**Incarceration Rate Rankings - 2007**

(per 100,000 residents)

<table>
<thead>
<tr>
<th>Rank</th>
<th>State</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Louisiana</td>
<td>857</td>
</tr>
<tr>
<td>2</td>
<td>Mississippi</td>
<td>723</td>
</tr>
<tr>
<td>3</td>
<td>Texas</td>
<td>682</td>
</tr>
<tr>
<td>4</td>
<td>Oklahoma</td>
<td>670</td>
</tr>
<tr>
<td>5</td>
<td>Alabama</td>
<td>611</td>
</tr>
<tr>
<td>6</td>
<td>Georgia</td>
<td>558</td>
</tr>
<tr>
<td>7</td>
<td>Arizona</td>
<td>546</td>
</tr>
<tr>
<td>8</td>
<td>South Carolina</td>
<td>526</td>
</tr>
<tr>
<td>9</td>
<td>Florida</td>
<td>521</td>
</tr>
<tr>
<td>10</td>
<td>Missouri</td>
<td>509</td>
</tr>
<tr>
<td></td>
<td>U.S. Average</td>
<td>509</td>
</tr>
</tbody>
</table>

*Note: Using rates, such as crime rates or incarceration rates allows more accurate comparisons of one state to another to account for differences in overall state population.*

Source: U.S. Department of Justice, Bureau of Justice Statistics
• The majority of Georgia’s offenders (75-80%) have substance abuse problems.

• Over half of Georgia’s offenders (56%) have mental health problems.

• Less than one-third (31%) of Georgia’s inmates have earned a GED or its equivalent.

• A number of states utilize drug and mental health courts to treat offenders and reduce recidivism. Georgia has 63 active drug courts throughout the state.

• The number of county jails over capacity increased from 37 in October 2007 to 49 in October 2008.

• In October 2008, there were 42,081 inmates in county jails; an increase of 6.4% compared to October 2007.

• The number of county jail inmates sentenced to state institutions increased by 18.0% from 4,060 in October 2007 to 4,792 in October 2008.
- Paroled offenders are released prior to serving their entire sentence based on their likelihood of re-offending.

- Nearly two out of three (61%) of Georgia parolees successfully complete their supervision, above the national average of 45%.

- Approximately 84% of employment eligible parolees are employed, compared to 52% of parolees prior to incarceration.

- The average age of Georgia parolees is 38 years.

- Georgia has the 14th highest parole population in the United States with 329 parolees per 100,000 adult residents, which is higher than the U.S. average of 313 (excluding federal parolees).

- In FY 2007, parole officers logged over 418,000 face-to-face contacts with parolees outside the parole office. Additionally, officers conducted over 93,262 drug screenings and increased the number of parolees referred to treatment by 16%.

- Discretionary parole decisions can enhance public safety by ensuring that dangerous offenders remain incarcerated and by providing the necessary structure and assistance to select offenders who seek to become law-abiding citizens.

- Between FY1996 and FY2007, Georgia’s inmate population increased at a much faster rate (54.6%), compared to the parole (10.2%) or probation (8.9%) populations.

- In an effort to reduce recidivism, Georgia has adopted a system-wide offender risk and needs assessment tool that will be used at all stages of the offender’s movement through the system.
Georgia’s return to prison and felony reconviction rates remained fairly stable between 2000 and 2004.

The return to prison rate is defined as the percentage of offenders who return to prison for either new offenses or for technical violations of their probation or parole.

The 3 year felony reconviction rate is defined as the percentage of offenders who return to prison after being convicted of a felony within 3 years of release.

- The Georgia Department of Corrections offers a variety of programs including education, vocational training, and substance abuse treatment, in an effort to decrease recidivism rates. Research indicates that offenders who participate in these types of programs tend to have lower recidivism rates than those who do not participate in such programs.

- The return to prison rate among inmates who participated in vocational training is 11.2% lower compared to non-participants.

- Inmates who participated in educational programs have a 6.7% lower return rate than non-participants.

Completion rates for parolees were higher in Georgia (60%) compared to the nation as a whole (45%) in FY 2006.

The state adopted the national standard for calculating the average parole completion rate in 2003. This explains the shift from 72% in 2002 to 61% in 2003.

Nation-wide, the average parole completion rate has remained fairly stable at approximately 45% over the past decade.
In FY 2007, the Georgia Department of Corrections operated:

- 49 Probation circuit offices
- 1 Probation boot camp
- 5 Day reporting centers
- 7 Pre-release centers
- 12 Transitional centers
- 37 State prisons
- 3 Private prisons by contract
- 24 County prisons by contract
- 1 Inmate boot camp

<table>
<thead>
<tr>
<th>State Daily Cost by Offender Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.30</td>
</tr>
<tr>
<td>Regular Probation Supervision</td>
</tr>
<tr>
<td>$3.40</td>
</tr>
<tr>
<td>Intensive Probation Supervision</td>
</tr>
<tr>
<td>$9.18</td>
</tr>
<tr>
<td>Day Reporting Centers</td>
</tr>
<tr>
<td>$32.62</td>
</tr>
<tr>
<td>Pre-release Centers</td>
</tr>
<tr>
<td>$34.42</td>
</tr>
<tr>
<td>Transition Centers</td>
</tr>
<tr>
<td>$30.31</td>
</tr>
<tr>
<td>Diversion Centers</td>
</tr>
<tr>
<td>$42.37</td>
</tr>
<tr>
<td>Detention Centers</td>
</tr>
<tr>
<td>$46.14</td>
</tr>
<tr>
<td>State Prisons</td>
</tr>
</tbody>
</table>

Source: Georgia Bureau of Investigation—Georgia Crime Information Center

- The average cost per Georgia offender in state prison is $16,841 per year compared to $474.50 for regular probation supervision and $1,241.00 for intensive probation supervision.

- Incarceration costs vary depending upon the level of security needed to maintain the prisoner. The cost per offender for close security prisons or higher is $18,582 per year while the cost per offender for medium security prisons or lower is $14,016 per year.

- In contrast to incarceration, parole cost approximately $1,792 per offender, per year.

- Juvenile arrest rates reflect differences in law-abiding behavior, police behavior, and/or community standards.

- Georgia’s juvenile crime index (377) is well above the national average (315 per 100,000 juveniles).

- Georgia has the 2nd highest juvenile violent crime index among the southeastern states; below Florida at 485, while exceeding rates in South Carolina (342), Tennessee (321), North Carolina (287), and Alabama (141).

Source: Georgia Bureau of Investigation—Georgia Crime Information Center
Juvenile Admissions by Offense

- Juvenile offenders under DJJ supervision most frequently entered the system due to a status offense (22%), property offense (21%), or public order offense (16%).

- Status offenses are crimes that are defined as criminal due to the offender’s age, such as truancy and curfew violations.

Note: N = 34,439
Note: VOP/VOAC/VOAP are violations of probation/supervision.

Source: Georgia Department of Juvenile Justice

- Many of Georgia’s high school students are exposed to criminal activity at school. In 2007, one-third of students (32%) reported drugs were available on school property.

- One out of twelve Georgia high school students (8.3%) reported being threatened with a weapon on school property during the past year, similar to the national average of 7.9%.

- More than one out of four juvenile offenders admitted to DJJ in 2007 was charged with one of the following offenses: violent offense (14%), violent sex offense (2%), weapon violation (3%) or some type of drug offense (8%).

- Although status offenses and traffic violations account for approximately one-third of total juvenile system admissions, they represent only 1% of long-term YDC placements.

- The majority of youth in long-term YDC placements (62%) committed property or violent offenses.

- Other youth in long-term placements committed drug offenses, representing 6% of long-term admissions or sex offenses which account for 7% of such placements.

Note: N = 1,009

Source: Georgia Department of Juvenile Justice

A SAFER GEORGIA

76 GEORGIA IN PERSPECTIVE
**Juvenile Placements and Seat Belt Use**

- The majority of youth offenders entering the juvenile justice system are placed in community programs (81%).

- The remainder of juvenile offenders are evenly distributed among non-secure residential settings (6%), YDC (7%), and RYDC (6%).

- Youth awaiting trial or placement elsewhere may be held in Regional Youth Development Centers (RYDC). Committed youth may be placed in a Youth Development Campus (YDC).

### Juvenile Arrest Dispositions: Georgia 2003—2007

<table>
<thead>
<tr>
<th>Year</th>
<th>Handled Within Department</th>
<th>Referred to Juvenile Court</th>
<th>Referred to Welfare Department</th>
<th>Referred to Other Police Department</th>
<th>Referred to Adult/Criminal Court</th>
<th>Total Dispositions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>8,792</td>
<td>28,562</td>
<td>930</td>
<td>706</td>
<td>4,171</td>
<td>43,161</td>
</tr>
<tr>
<td>2004</td>
<td>9,453</td>
<td>32,105</td>
<td>2,070</td>
<td>856</td>
<td>5,292</td>
<td>49,776</td>
</tr>
<tr>
<td>2005</td>
<td>9,133</td>
<td>30,161</td>
<td>893</td>
<td>831</td>
<td>4,233</td>
<td>45,251</td>
</tr>
<tr>
<td>2006</td>
<td>7,539</td>
<td>23,273</td>
<td>703</td>
<td>440</td>
<td>4,825</td>
<td>36,780</td>
</tr>
<tr>
<td>2007</td>
<td>7,565</td>
<td>29,479</td>
<td>538</td>
<td>517</td>
<td>9,609</td>
<td>47,708</td>
</tr>
</tbody>
</table>

- A greater proportion of Georgians wear seatbelts compared to the nation as a whole.

- Georgia recorded an increase in the percentage of residents who use seatbelts between 1998 and 2007, from 74% to 89%.

- The use of seat belts reduces the risk of fatality and serious injury by nearly 50%.

- In 2007, Georgia qualified for U.S. DOT Section 406 grant funding due to consecutive three year safety belt usage.

### Safety Belt Use: The United States and Georgia, 1998-2007

- Source: Governor's Office of Highway Safety
• Georgia’s state highway injury rate has fluctuated considerably over the past decade due to changes in driving behavior, changes in motor vehicle design, and other physical factors.

• The injury rate in Georgia declined from 260 per 10,000 licensed drivers in 1997 to 192 in 2003, after increasing dramatically in 2004 it again declined to 204 in 2006.

• The injury rate on Georgia's highways and roads decreased from 1997 to 2006 by an average of 0.04% a year.

• The National Highway Traffic Safety Administration estimates that approximately one-quarter of reported motor vehicle crashes are due to driver inattention.

• University of North Carolina has identified 10 top driver distractions: things outside the car, adjusting the radio or CD, other occupants, moving objects in the car, other objects in the car, vehicle controls, eating and/or drinking, cell phones, smoking, and other distractions.

• Georgia’s traffic fatality rate per 100,000 population has remained above the national average over the past decade.

• The traffic fatality rate declined from 1997 to 2006 both nationally and in Georgia. Georgia’s fatality rate declined by 14% during this period, compared to a 10% decrease nation-wide.

• While the number of injuries on Georgia roads increased from 2003 to 2004, the number of traffic fatalities remained constant.
Motor Vehicle Fatalities

- Vehicle miles traveled on county roads increased 14% between 2000 and 2006 and the fatality rate increased by 16% during the same period.

- In 2007, 1,641 people were killed in motor vehicles crashes in Georgia.

- Non-interstate state routes and county roads have much higher fatality rates than interstates. In fact, 32% of all fatalities in 2006 occurred in rural counties—which account for just 18% of all counties.

- Motor vehicle crashes are the leading cause of death for 15-20 year olds.

- In 2007, 120 young Georgian drivers died in crashes. In the same year, 95 passengers of young drivers were also killed.

- According to the Insurance Institute for Highway Safety, per mile driven, teen drivers are four times more likely than older drivers to crash.

Note: Passengers include those who were traveling in the vehicle with the young driver at the time of the crash and all others are other occupants of other vehicles and non-occupants (pedestrians etc.).

Source: National Highway Safety Travel Administration, National Center for Statistics and Analysis
Georgia has raised its government performance score from the midpoint among states in 2005 to the top 8 states in 2008.

(Pew Center on the States, Grading the States)

INDICATORS

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Georgia is one of eight states ranked in the top grades of A minus to B plus on the Grading the States report card.

Georgia's ranking on the prudent government measure has improved from 19th in 2003 to 5th in 2008.

The PEW ratings of the states include an evaluation of the state in four management areas: People, Money, Infrastructure, and Information.

Note: The categories used to grade the states changed between 2001 and 2005; comparison is only relevant for 1999 and 2001, and 2005 and 2008. Dashed line represents the change in methodology.

In 2003, Governor Sonny Perdue established the private-sector Commission for a New Georgia (CNG) to partner with government in a concerted mission to reach the performance benchmarks of a best-managed state.

For five years, the Commission’s work has been ongoing and government-wide. Nearly 400 Georgia executives and expert consultants have served on a series of focused, short-term task forces which analyze key functional areas on a business basis.

To date, 23 task forces have produced 121 actionable recommendations. Outcomes are aimed at instituting best practices and performance standards for all functions, creating systems for accountability, managing state operations on an enterprise-wide basis and streamlining service delivery. (Task force reports available on the CNG website, www.newgeorgia.org)

Commission recommendations have been a catalyst for change in a broad array of operations and services, with results measured in improved efficiency, cost savings, accountability and service.

- Results of CNG recommendations are represented in the progress of performance indicators in this report: fleet reduction, risk claims, process improvement in customer service, energy consumption and on-time construction projects.
- Statewide, CNG initiatives have created the platform for an enterprise approach to strategic management, aligning agencies in a system focused on continuously improving performance and a culture of public service.

Best Managed State Rankings

![Best Managed State Rankings](image_url)

**COMMISSION for A NEW GEORGIA**

**GOVERNOR’S OFFICE of IMPLEMENTATION**

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- Statewide, CNG initiatives have created the platform for an enterprise approach to strategic management, aligning agencies in a system focused on continuously improving performance and a culture of public service.
• On a national basis, Georgia’s overall progress has been validated by the Pew Foundation’s Government Performance Project, which ranked Georgia in the top-tier of best-managed states for the first time.
  ♦ In 2005, Georgia was among 21 states with a rating of “average”. In 2008, Georgia was in the top 8 states, one of 5 making B+ on a scale of A– to D.
  ♦ In recognition of Georgia’s achievements, the Pew Foundation invited Governor Sonny Perdue to speak at the 2008 announcement of performance rankings.
  ♦ In 2009, Governor Perdue will serve as a charter member of the Pew Foundation’s Future States Council, and the state will host Governing magazine’s national conference on Performance Management.

• The Commission’s record of success is driven by the Governor’s Office of Implementation, established in 2004 to initiate and organize administration and agency action and measure results.
  ♦ Since 2003, 87 CNG recommendations have completed the implementation review process.
  ♦ 74 recommendations-85%- have been instituted by agencies.
  ♦ 34 recommendations are in progress with cross-agency implementation teams.
  ♦ CNG initiatives have been supported by 13 legislative bills, including establishment of Georgia’s first State Property Officer, and appropriations for modernizing technologies and practices.

CNG Task Forces and Implementation Record

- Administrative Services
- Procurement
- Fleet Management I and II
- Capital Construction
- Space Management
- Public Finance Options
- Receivables
- Leadership Development
- Customer Service
- Tourism
- Strategic Industries
- Competitiveness
- Workforce Development
- Community Care for Behavioral and Developmental Disabilities
- State Health Benefits
- Aviation
- Risk Management
- Service Delivery
- Transportation
- Freight and Logistics
- Commercialization of Intellectual Property
- Recruitment, Retention, Retirement
- Strategic Investment

<table>
<thead>
<tr>
<th>IMPLEMENTATION SCORECARD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TASK FORCES TO DATE: 2003-2008</strong></td>
</tr>
<tr>
<td>24 Task Forces launched in key areas</td>
</tr>
<tr>
<td>23 Task Forces have reported recommendations</td>
</tr>
<tr>
<td>(1 underway, to report January 2009)</td>
</tr>
<tr>
<td>121 Recommendations for action sent forward</td>
</tr>
<tr>
<td><strong>IMPLEMENTATION: COMPLETED INITIATIVES</strong></td>
</tr>
<tr>
<td>19 TF reports complete implementation planning</td>
</tr>
<tr>
<td>87 Recommendations reviewed for feasibility</td>
</tr>
<tr>
<td>74 Recommendations instituted by agencies</td>
</tr>
<tr>
<td><strong>IMPLEMENTATION: CURRENT INITIATIVES</strong></td>
</tr>
<tr>
<td>4 Implementation teams in progress</td>
</tr>
<tr>
<td>34 Recommendations in process</td>
</tr>
</tbody>
</table>

121 87 74 34
In the original FY 2009 budget, Georgia estimated revenues of $20.5 billion in state funds and approximately $19.6 in federal and other funds for a total revenue of $40.1 billion. This would place the state of Georgia at 177 on the Fortune 500 list among companies like NEC, Intel, and Lockheed Martin in terms of revenues.

Georgia is ranked first in fiscal policies according to the Laffer Report.

The state has maintained its triple-A bond rating from all three rating agencies for over 20 years.

Georgia is 1 of 7 states with a triple-A bond rating from all three major bond rating agencies.
• Georgia has implemented a formal debt management plan to help the State fund ongoing spending priorities for projects such as new schools and highways.

The debt management plan guides the State in determining the proper level of bonds that can be sold to meet these needs without jeopardizing its triple-A rating.

The better a state’s bond rating, the lower the interest it must pay for borrowing.

The 2007 Debt Management Plan sets three limits: maximum debt ratios as measured by debt service to prior year revenues, debt to personal income, and debt per capita. The plan then uses these limits as benchmarks for determining the estimated bond obligations the state can incur during the plan years.

---

### Projected Debt Ratios without GARVEEs

<table>
<thead>
<tr>
<th></th>
<th>Triple A Average</th>
<th>Maximum Plan Level</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service to Prior Year Receipts**</td>
<td>NA*</td>
<td>7.00%</td>
<td>5.64%</td>
<td>6.16%</td>
<td>6.27%</td>
<td>6.17%</td>
<td>5.93%</td>
<td>5.63%</td>
</tr>
<tr>
<td>Debt Service to Current Year Receipts **</td>
<td>NA*</td>
<td>NA</td>
<td>5.51%</td>
<td>5.85%</td>
<td>5.94%</td>
<td>5.90%</td>
<td>5.69%</td>
<td>5.39%</td>
</tr>
<tr>
<td>Debt to Personal Income</td>
<td>3.30%</td>
<td>3.50%</td>
<td>2.71%</td>
<td>2.73%</td>
<td>2.64%</td>
<td>2.56%</td>
<td>2.47%</td>
<td>2.40%</td>
</tr>
<tr>
<td>Debt per capita</td>
<td>$915</td>
<td>$1,200</td>
<td>$929</td>
<td>$966</td>
<td>$974</td>
<td>$975</td>
<td>$977</td>
<td>$979</td>
</tr>
<tr>
<td>Debt to Actual Value</td>
<td>——</td>
<td>0.90%</td>
<td>0.90%</td>
<td>0.87%</td>
<td>0.85%</td>
<td>0.82%</td>
<td>0.80%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Peak debt ratios shown in bold. Based on debt outstanding at the end of the year.

*Georgia’s constitutional debt limit is for both general obligation and guaranteed revenue debt, the highest aggregate annual debt service requirements, including proposed debt, for the current year or any subsequent year, cannot exceed 10 percent of the prior year’s total treasury receipts. In addition, 10 percent is the standard used by rating agency analysts as a warning level that should not be exceeded, as a greater percentage could place too heavy a fixed-cost burden on the budget, thereby limiting fiscal flexibility.

**Debt service includes amounts authorized, but currently un-issued.

### Projected Debt Ratios with GARVEEs

<table>
<thead>
<tr>
<th></th>
<th>Triple A Average</th>
<th>Maximum Plan Level</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Service to Prior Year Receipts and Federal Reimbursements</td>
<td>NA*</td>
<td>8.00%</td>
<td>5.87%</td>
<td>6.78%</td>
<td>7.19%</td>
<td>7.26%</td>
<td>6.97%</td>
<td>6.62%</td>
</tr>
<tr>
<td>Debt Service to Current Year Receipts and Federal Reimbursements</td>
<td>NA*</td>
<td>NA</td>
<td>5.79%</td>
<td>6.45%</td>
<td>6.82%</td>
<td>6.94%</td>
<td>6.68%</td>
<td>6.34%</td>
</tr>
<tr>
<td>Debt to Personal Income</td>
<td>3.30%</td>
<td>4.00%</td>
<td>3.03%</td>
<td>3.23%</td>
<td>3.27%</td>
<td>3.23%</td>
<td>3.07%</td>
<td>2.90%</td>
</tr>
<tr>
<td>Debt per capita</td>
<td>$915</td>
<td>$1,500</td>
<td>$1,039</td>
<td>$1,142</td>
<td>$1,207</td>
<td>$1,233</td>
<td>$1,211</td>
<td>$1,185</td>
</tr>
<tr>
<td>Debt to Actual Value</td>
<td>——</td>
<td>1.01%</td>
<td>1.06%</td>
<td>1.08%</td>
<td>1.07%</td>
<td>1.02%</td>
<td>0.97%</td>
<td></td>
</tr>
</tbody>
</table>

Note: Peak debt ratios shown in bold. Based on debt outstanding at the end of the year.

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### Comparison of Debt Ratios for Triple-A States

<table>
<thead>
<tr>
<th>State</th>
<th>Net Tax-Supported Debt Per Capita (1)</th>
<th>Ranking Among 50 States (1)</th>
<th>Net Tax-Supported Debt as a % of 2005 Personal Income (1)</th>
<th>Ranking Among 50 States (1)</th>
<th>Percent FY2006 Debt Service to Prior Year Revenues (2)</th>
<th>Debt to Full Value (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia</td>
<td>$916</td>
<td>23</td>
<td>3.0%</td>
<td>20</td>
<td>5.67%</td>
<td>0.95%</td>
</tr>
<tr>
<td>Delaware</td>
<td>1,998</td>
<td>6</td>
<td>5.5</td>
<td>7</td>
<td>5.19</td>
<td>1.15</td>
</tr>
<tr>
<td>Maryland</td>
<td>1,171</td>
<td>18</td>
<td>2.8</td>
<td>22</td>
<td>5.82</td>
<td>1.43</td>
</tr>
<tr>
<td>Missouri</td>
<td>613</td>
<td>33</td>
<td>1.9</td>
<td>34</td>
<td>2.31</td>
<td>0.68</td>
</tr>
<tr>
<td>North Carolina</td>
<td>728</td>
<td>27</td>
<td>2.4</td>
<td>25</td>
<td>3.85</td>
<td>1.20</td>
</tr>
<tr>
<td>Utah</td>
<td>621</td>
<td>32</td>
<td>2.3</td>
<td>26</td>
<td>5.11</td>
<td>0.66</td>
</tr>
<tr>
<td>Virginia</td>
<td>692</td>
<td>25</td>
<td>1.8</td>
<td>36</td>
<td>3.33</td>
<td>1.00</td>
</tr>
<tr>
<td>Triple-A Median</td>
<td>728</td>
<td>24</td>
<td>2.4</td>
<td>5.19</td>
<td>0.67</td>
<td>1.00</td>
</tr>
<tr>
<td>Triple-A Average</td>
<td>963</td>
<td>28</td>
<td>2.8</td>
<td>4.56</td>
<td>1.01</td>
<td>1.00</td>
</tr>
<tr>
<td>50-State Median</td>
<td>787</td>
<td>NA</td>
<td>2.4</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>50-State Average</td>
<td>1,101</td>
<td>3.2</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

Note: Peak debt ratios shown in bold. Based on debt outstanding at the end of the year.

*Georgia’s constitutional debt limit is for both general obligation and guaranteed revenue debt, the highest aggregate annual debt service requirements, including proposed debt, for the current year or any subsequent year, cannot exceed 10 percent of the prior year’s total treasury receipts. In addition, 10 percent is the standard used by rating agency analysts as a warning level that should not be exceeded, as a greater percentage could place too heavy a fixed-cost burden on the budget, thereby limiting fiscal flexibility.

**Debt service includes amounts authorized, but currently un-issued.

Source: Georgia State Finance and Investment Commission, State Debt Management Plan
Georgia has a diversified tax base with 29% of revenues coming from sales tax and over 45% coming from income tax.

Motor fuel tax is 7.5 cents per gallon and 4% sales tax on every gallon gas.

The state constitution stipulates that motor fuel funds can only be used for the construction and maintenance of roads and bridges.

Since 1980, state fund revenues have increased from $2.8 billion to $19.8 billion in FY 2008.

Fiscal year 2008 revenues declined -0.56% compared to the previous year.


The state aggressively funded the revenue short fall reserve in FY 2006 and FY 2007, which helped to cushion the impact of the latest revenue decline.

The state sales tax is set at 4%. Local governments may assess additional sales tax with the approval of its voters.

On average, for every dollar spent on a lottery ticket, 25 cents funds the Pre-K and HOPE programs.

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• CAFR stands for Comprehensive Annual Financial Report and is a standard annual financial report prepared by most governments that includes basic information about the state, the auditor’s report, financial statements and a statistical section.

• In 2004 Governor Perdue set a goal and challenged state agencies to complete the CAFR in 6 months or less.

• The amount of time to compile the CAFR has decreased from 18 months in FY 2003 to 7 months in 2007.

• Georgia established a State Accounting Office in 2005 to create statewide standards and practices and align responsibility for the state’s financial reports and the accounting system.

• Of the 93 state agencies, 88 agencies use PeopleSoft HR modules and 78 use PeopleSoft financials.

• The state is evaluating a pilot project to consolidate state bank accounts. Among the 6 agencies in the pilot project, 36 accounts have been closed. The number of state bank accounts has been reduced from 1,471 to 1,435.

• The number of qualifications went from 10 in 1998 to 0 in 2007. This trend signals an improvement in the state’s accounting practices.

Note: The Department of Audits and Accounts gave an unqualified opinion of the FY 2007 CAFR, meaning that no qualifications were issued. The goal is to achieve an unqualified opinion.
The goal of the Department of Audits and Accounts is for 80% of its recommendations be implemented within 24 months of the release of the report. The department has met or exceeded this goal.

The Department of Audits has 350 employees. The major offices and divisions include: Administrative, Education Audit, Healthcare Audits, Information Systems Audit and Assurance Services, Information Technology, Nonprofit and Local Government Audits, Performance Audit Operations, the Sales Ratio, and State Government Division.

The Employee Retirement System (ERS) reports that the retirement fund’s assets are well diversified and the fund holds approximately 2,000 different stocks and bonds. No one stock, or even a handful of stocks, has a material effect on the retirement fund. Due to the conservative and active management of the pension assets, the fund has outperformed its performance benchmark for this year (Source: ERS website).

Benefit payments paid to ERS retirees and beneficiaries increased by $82.6 million, (7.7%) from $1.07 billion in 2007 to $1.15 billion in 2008. This increase was the result of increases in the number of retirees and beneficiaries receiving benefits across all plans and postretirement cost-of-living increases in benefits as well as a contingent liability involving retroactive benefit payments (2007 ERS Auditors Report).

The net assets of the Employees Retirement System (ERS) decreased by $1.4 billion, (7.8%), from $17.5 billion at June 30, 2007 to $16.1 billion at June 30, 2008. The decline was primarily due to a decrease in the fair value of investments (2007 ERS Auditors Report).

The Teachers Retirement System (TRS) is the largest public retirement system in the State of Georgia and the 27th largest retirement system in the United States, the System pays out $2.2 billion in benefits per year (Source: 2007 TRS CAFR).

Note: Funds over 100% means actuarial assets are greater than actuarial liabilities.
• 45% of state employees have been employed with the state 5 years or less.

• 21% of state employees have 6 to 10 years of employment with the state.

• 45% of state employee are age 46 to 65.

• The state positions with the highest turnover are Correctional Officer and Juvenile Correctional Officer One.

• The State workforce is aging; 46% of the workforce is currently over the age of 45; yet over 65% of the workforce has less than 10 years of tenure with the State.

• The average tenure of State employees based on reported service date is 9.24 years.

• State government is an “at-will” employer meaning either party may end the employment relationship at any time for no reason at all, without incurring a penalty. The state eliminated its civil service system in 1996.

<table>
<thead>
<tr>
<th>Pay Grade</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay Grades 5-10</td>
<td>$14,600</td>
<td>$38,600</td>
</tr>
<tr>
<td>Pay Grades 11 to 13</td>
<td>$24,300</td>
<td>$51,400</td>
</tr>
<tr>
<td>Pay Grades 14-18</td>
<td>$32,400</td>
<td>$82,900</td>
</tr>
<tr>
<td>Pay Grades 19-27</td>
<td>$52,100</td>
<td>$195,600</td>
</tr>
</tbody>
</table>

• Over 74% of state employees are in pay grade 13 and below.

• The state personnel administration issues an annual report and regular analytical reports on the state’s workforce. These reports can be found at www.spa.ga.gov.
Six agencies have an average tenure of 8 years or less. These agencies are: Public Defender Standards, Road & Tollway Authority, State Finance and Investment Commission, Juvenile Justice, State Accounting Office, Department of Education, and the Office of Planning and Budget.

Faster, Friendlier, and Easier has been the slogan of a sustained effort to improve customer service in the state. Significant progress is being made to improve state services. For example, State call centers have improved speed to answer from 5 minutes to 1 1/2 minutes. See below for additional results.

A 2007 survey measured public opinion of state customer service in 18 different services. The statewide customer service quality score was 74% or very good.

Voluntary turnover includes resignations and employees departing for professional and personal reasons.

Involuntary turnovers include dismissals, releases, and reductions in force.

Of the total amount of turnover, 91% is comprised of employees exiting State Government (external).

79% of employees who exited State Government resigned, while 12% retired.

9% of turnover is comprised of interagency transfers (internal).

The state has over 31 service specific call centers 11 of which are outsourced. The state recently created a statewide call center (1-800-Georgia) to connect Georgians to the right government service on their first call.

State call centers receive close to 900,000 calls per month.

1-800-Georgia has a 94% customer satisfaction rating.

Georgia’s national ranking among the 50 states with respect to its ability to collect and distribute child support improved dramatically from 47th in FY 2006 to 38th in FY 2007.
• There were 1,638 fewer worker compensation claims in FY 2008 compared to FY 2005.

• 62% of all workers compensation claims come from three state agencies: Department of Human Resources (22%), Board of Regents (22%), and Department of Corrections (18%).

• The cost of claims has risen due to inflation in medical costs (up 19%), increase in utilization of medical treatments, severity of injuries, and an increase in rehabilitation services and costs.

Note: To reduce long-term exposure, approximately 240 permanent total disability cases were settled in FY08, increasing the lump sum indemnity paid out.

• Property Claims increased by 185 from FY 2005 to FY 2008. The cost of claims increased from $3.7 million to $32 million between FY 2007 and FY 2008 due to the storms (tornadoes) in the spring of 2008.

• 48% of all claims in FY 2008 came from two agencies: Board of Regents (37%) and the Department of Corrections (11%).

• The top three agencies in terms of cost of claims are: Georgia World Congress Center, Board of Regents, and Community Service Boards.

• Auto liability claims decreased by 168 claims from FY 2005 to FY 2008.

• The cost of auto liability claims has fluctuated between $8 million and $4.7 million over the past four years, while at the same time the number of claims has decreased.

• The agencies that have the most auto liability claims are: Board of Regents (23%), Community Service Boards (16%), Transportation (15%), Human Resources (14%), and Public Safety (8%).
• The average age of a vehicle in the state fleet is approximately 9 years.

• Largest (Top 10) Fleet Agencies are listed below:

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>4,162</td>
</tr>
<tr>
<td>Corrections</td>
<td>1,999</td>
</tr>
<tr>
<td>Regents-UGA</td>
<td>1,649</td>
</tr>
<tr>
<td>DNR</td>
<td>1,432</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,400</td>
</tr>
<tr>
<td>Public Safety</td>
<td>1,377</td>
</tr>
<tr>
<td>Georgia Forestry</td>
<td>678</td>
</tr>
<tr>
<td>Georgia Bureau/Invest</td>
<td>429</td>
</tr>
<tr>
<td>Regents-Georgia Tech</td>
<td>398</td>
</tr>
<tr>
<td>Agriculture</td>
<td>274</td>
</tr>
</tbody>
</table>

• The number of vehicles in the state fleet has decreased 7.6% from 21,419 in June 2004 to 19,795 in June 2008.

• The state operates the fourth largest state government fleet with over 19,000 on-road passenger vehicles.

• The Capitol Hill motor pool was outsourced to Enterprise Rent-A-Car; saving an estimated $1.3 million on the cost of upgrading and maintaining the DOAS rental fleet and fuel tanks.

• The average mileage of a vehicle in the state fleet is 92,863 miles.

• The percent of the state fleet with over 135,000 miles has increased from 24.4% of the fleet in FY 2006 to 31.5% in FY 2008. This percentage is likely to increase due to limited funding for replacement vehicles.

• The number of vehicles with over 200,000 miles increased 31% from 937 in FY 2006 to 6,217 in FY 2008.
• Electricity consumption at all GBA operated facilities has decreased 3.3 million kilowatt hours or 3% from FY 2007 to FY 2008.

• The cost of electricity for all GBA operated facilities increased by $483,358 from FY 2007 to FY 2008.

• GBA manages space totaling approximately 7.6 million gross square feet.

• GBA provides access control and security to state facilities for over 13,000 state employees.

• The Georgia Building Authority (GBA) operates 35 buildings which includes the state capitol building, surrounding office buildings, and the Governor’s Mansion. It also operates or manages 19 parking facilities, 2 parks or plazas, 6 confederate cemeteries, and 2 warehouse complexes.

• The State of Georgia owns 1.1 million acres of land.

• The state leases space in over 1,800 locations and owns just over 15,000 facilities and buildings.

• A state property officer (SPO) was established in 2006 with responsibility for the State Properties Commission, Georgia Building Authority, and Georgia State Finance and Investment Commission to oversee all of the states’ real estate and facilities.

• A new state construction manual was issued in 2007. This is the first update since 1954.

• GSIFIC managed construction projects completed on time increased from 60% in FY 2007 to 85% in FY 2008.
IT Systems

<table>
<thead>
<tr>
<th>Critical / Impact</th>
<th>Number of Systems Reported</th>
<th>Systems with Security Plans</th>
<th>Systems Independently Assessed</th>
<th>Systems with Disaster Recovery Plans</th>
<th>Tested Disaster Recovery Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGH</td>
<td>69</td>
<td>20</td>
<td>19</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>MODERATE</td>
<td>262</td>
<td>53</td>
<td>50</td>
<td>114</td>
<td>67</td>
</tr>
<tr>
<td>LOW</td>
<td>168</td>
<td>7</td>
<td>11</td>
<td>47</td>
<td>19</td>
</tr>
<tr>
<td>UNKNOWN</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALL</td>
<td>502</td>
<td>80</td>
<td>80</td>
<td>183</td>
<td>102</td>
</tr>
</tbody>
</table>

High Impact – Those systems where an incident affecting information confidentiality, integrity, or availability would have a severe or catastrophic adverse effect.

Moderate Impact – Those systems where an incident affecting information confidentiality, integrity, or availability would have a serious adverse effect.

Low Impact – Those systems where an incident affecting information confidentiality, integrity, or availability would have a limited adverse effect.

Source: GTA Enterprise Information Security Report, FY 2008

- GTA issued a report in October 2008 of the first assessment of the security of the state’s IT systems.
- The table displays the total number of systems reported for each impact categorization. It also indicates the number of systems reported to have security plans and the number with independent assessments. The requirement for independent assessments only applies to high-impact systems, where it is an annual requirement.
- The full IT security report can be downloaded from the GTA’s website.
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- Georgia Department of Community Health, [http://dch.georgia.gov/02/dch/home/0.2467.31446711.00.html?sessionid=395ECA7270937E11E81A4ED157A76](http://dch.georgia.gov/02/dch/home/0.2467.31446711.00.html?sessionid=395ECA7270937E11E81A4ED157A76)
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• Technical College System of Georgia; http://www.technicalcollegesystemofgeorgia.org/
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A SAFER GEORGIA

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• Georgia Department of Corrections, http://www.dcor.state.ga.us/
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• Georgia State Board of Pardons and Paroles, http://www.pap.state.ga.us/opencms/opencms/

BEST MANAGED STATE

• Governor’s Office of Planning and Budget; www.opb.state.ga.us
• CAFR statistics and charts prepared by the Office of Planning and Budget based on information from the State Accounting Office (http://www.sao.georgia.gov) and Department of Audits and Accounts (www.audits.state.ga.us/)
• State Personnel Administration Enterprise Workforce Report, June 30, 2008;
  http://www.spa.ga.gov/word/wfp/wfp.EnterpriseReFY09.doc
• Unpublished information and data for the call centers and rapid process improvement was provided by the Office of Customer Service.
• Unpublished internal performance measures and statistics on risk management and fleet management were provided by the Department of Administrative Services. www.doas.ga.gov
• Unpublished internal performance measures and statistics on GBA electricity consumption and cost and statistics on GSIFIC managed construction projects completed on time were provided by Office of the State Property Officer.
• GTA Enterprise Information Security Report, FY 2008; http://gta.georgia.gov/00/channel_title/0.2094.1070969_84340779.00.html