

RICK SNYDER
GOVERNOR



CHRISTINE QUINN
DIRECTOR

November 14, 2014

United States Department of Labor
Employment and Training Administration
Attn: Karen Staha
Division of Strategic Planning and Performance
200 Constitution Avenue N.W.
Room N-5641
Washington D.C. 20210

Dear Ms. Staha:

I am pleased to submit the State of Michigan's Program Year 2013 Workforce Investment Act Annual Report. The information contained in the report was assembled in accordance with United States Department of Labor Training and Employment Guidance Letter 9-14, issued on October 8, 2014.

If you have questions regarding this report, please contact Ms. Stephanie Beckhorn, Director, Office of Workforce Policy and Strategic Planning at (517) 241-4078 or via email at BeckhornS@michigan.gov.

Sincerely,

A handwritten signature in dark ink, appearing to read "Christine Quinn", with a stylized flourish extending to the right.

Christine Quinn, Director
Workforce Development Agency

CQ:JC:tk

Enclosure

cc:	Rose Zibert	Krista Johnson
	Danielle Waddell	Joseph Billig
	Tommy Ouyang	Jackie Gaiters
	Michael Pohnl	Sharon Wiegand
	Stephanie Beckhorn	WIA Coordinators



Victor Office Center | 201 North Washington Square, 5th Floor | Lansing, Michigan 48913
517.335.5858 | TTY 888.605.6722

Workforce Development Agency

State of Michigan

Program Year 2013

Workforce Investment Act Annual Report

July 1, 2013 – June 30, 2014



Introduction

This report provides a summary of Michigan's Workforce Investment Act (WIA) programs, accomplishments, and performance results for Program Year (PY) 2013, the time period of July 1, 2013 through June 30, 2014. This report is being submitted in accordance with United States Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 9-14, issued October 8, 2014.

Michigan's Vision and Mission

The Workforce Development Agency's (WDA's) vision is to promote a flexible, innovative, and effective workforce system within the State of Michigan.

The WDA's mission is to provide thoughtful leadership around critical talent gaps and employment issues, support the development of a strategy ensuring a pipeline of talent that will attract and retain businesses in Michigan, and facilitate the implementation of these strategies statewide.

The WDA will accomplish this by:

1. Supporting a demand-driven workforce system.
2. Assisting the structurally unemployed with financial independence.
3. Advocating for the integration of workforce development into the K-12 school system.
4. Supporting the alignment of workforce development with economic development efforts.
5. Advocating for the integration of workforce development into the adult education and postsecondary school systems.

Michigan's Strategy

The State's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters which are supported by labor market information. These key industry clusters are: agriculture, energy, healthcare, information technology, and manufacturing.

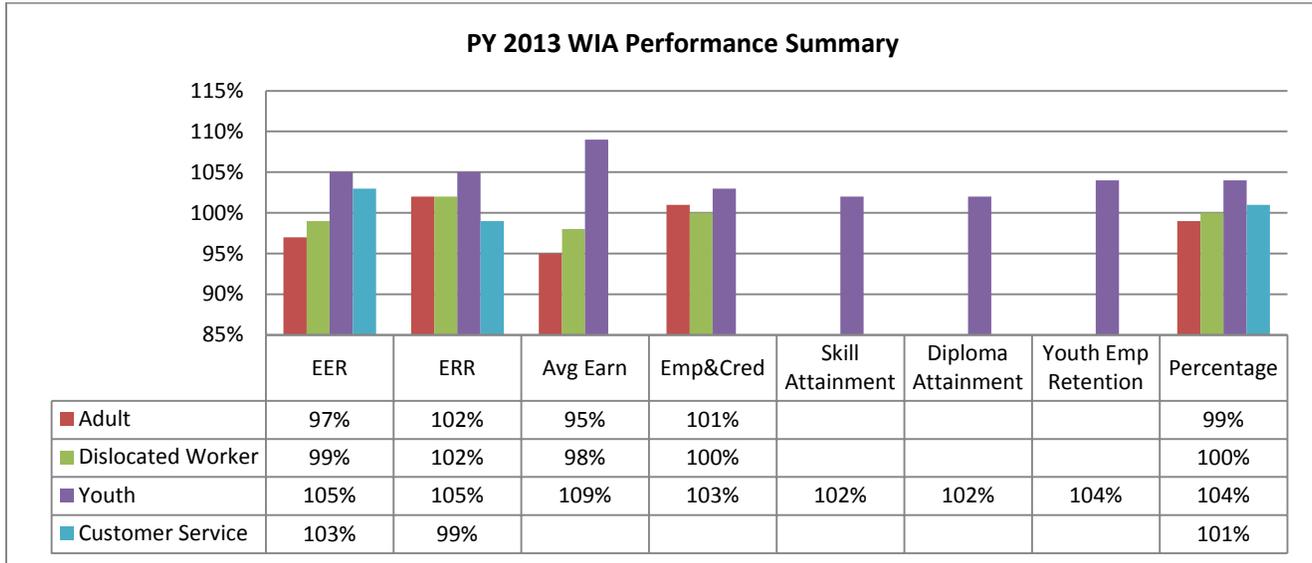
Report Contents

1. Executive Summary
2. Program Year 2013 Cost Effectiveness Analysis
3. Relative Cost Effectiveness Analysis
4. Customer Satisfaction Methodology and Process
5. Adult, Dislocated Worker, and Youth Programs and Success Stories
6. WIA Waivers and Success Stories
7. Appendix A: Tables A through Q – Program Results and Outcomes

EXECUTIVE SUMMARY

Michigan met or exceeded all 17 Workforce Investment Act Title I negotiated performance measures for PY 2013. Performance results for the 17 measures are outlined in the following table for Adults, Dislocated Workers, Youth, and Customer Satisfaction.

Table 1¹



¹ Key to Performance Measures in Table 1:

EER – Entry into unsubsidized employment.

ERR – Retention in unsubsidized employment six months after entry into employment.

Avg Earn – Earnings received in unsubsidized employment six months after entry into employment.

Emp&Cred – Attainment of a recognized credential relating to achievement of educational skills, which may include attainment of a secondary school diploma or its recognized equivalent, or occupational skills by participants who enter unsubsidized employment.

Skill Attainment – Attainment of basic skills, as appropriate, work readiness or occupational skills.

Diploma Attainment – Attainment of secondary school diplomas and their recognized equivalents.

Youth Emp Retention – Placement and retention in postsecondary education, advanced training, military service, employment, or qualified apprenticeships.

Percentage – Represents the percentage of all Adult, Dislocated Worker, Youth and Customer Service/Satisfaction performance results.

Job Seeker Services

The WIA Adult, Dislocated Worker, and Youth programs provide a variety of employment and training services for eligible individuals. All three programs are driven by local labor market needs.

The Adult and Dislocated Worker programs offer a range of services designed to improve the educational attainment and employment outcomes of participants. Core services provide outreach, job search and placement assistance, and labor market information to job seekers. Intensive services include more comprehensive assessments and development of individual employment plans, counseling, and career planning. Training services link customers to job opportunities in their communities by providing occupational and basic skill training.

The Youth program is designed with a strong connection between academic and occupational learning and coordinates closely with other community youth programs and resources. Case managers facilitate intake, assessment, and development of an Individual Service Strategy (ISS) for eligible youth. Ten services are available to all WIA youth, and are delivered as appropriate. ***In PY 2013, WIA programs served 26,891 Adults, 9,648 Dislocated Workers, and 12,564 Youth.***

Employer Services

Michigan Works! Agencies (MWAs) administer a variety of programs that assist local businesses. Many MWAs align their services with employer-led, industry-based talent groups and other locally identified priority industries. Business services are provided in a demand-driven system. A demand-driven system contributes to the state's economic vitality through the provision of workforce training and services that meet the needs of targeted business sectors and employers. A demand-driven system establishes employers – the “demand” side – as the primary customers of the workforce system. The employer creates a “pull” based on the demand they have and provides information including identifying what jobs exist, job vacancies, positions hard to fill, relevant training programs, and job candidate screening factors.

Using this information, MWA business services professionals help companies with their talent needs. Business service professionals' job duties include helping develop job descriptions or orders, identifying appropriate candidates, running job fairs, assisting with direct hires, writing and maintaining on-the-job training contracts, obtaining employer feedback to better prepare the job seeker pool, promoting the talent pool, and more. The services are robust, comprehensive, customizable, and include, but are not limited to, talent recruitment, candidate pre-screening services, workforce assessments, training support, labor market information, and layoff support and early warning systems.

In PY 2013, WIA programs assisted 40,090 employers through Michigan Works! One-Stop Service Centers. Businesses received services that helped them find workers, train new/existing workers, adapt and work with a diverse workforce, and deal with downsizing and/or closings.

Consolidated Dashboard

Michigan has developed a monthly dashboard which provides an overview of outcomes for various workforce programs. The dashboard displays a monthly and annual goal, as well as an annual target. The dashboard, for PY 2013, including definitions, is shown below.

Table 2

Michigan Works! System Dashboard							
Michigan							
July 1, 2013 - June 30, 2014							
	Baseline	Current	Target	Percent of Annual Target	Status	Trend	Notes
Skilled Trades Training Fund (Jobs)							
Number of Jobs Created		1,799	1,500	119.9%		↔	
Number of Jobs Retained		9,407	2,500	376.3%		↔	
Funding							
Amount of Funds Awarded		\$8,240,399	\$9,300,000	88.6%		↔	
Amount of Leveraged Funds		\$44,256,284	\$20,000,000	221.3%		↔	
Jobs Filled with Michigan Works Assistance*	65,278	79,689	70,666	112.8%		↑	
Projected Annual Job Openings	<i>For Future Use</i>						
Visitors to Service Centers							
Individuals Served (Unduplicated)	932,992	860,556	946,358	90.9%		↓	
Total Visits	2,328,303	1,951,330	2,475,396	78.8%		↑	
Employers Served (Unduplicated)	34,918	40,090	38,873	103.1%		↓	
Workforce Investment Act							
17 Federal Performance Measures	100.0%	100.0%	100.0%	100.0%		↑	
Customer Satisfaction							
Job Seekers	103.4%	103.1%	100.0%	103.1%		↓	
Employers	100.0%	98.4%	100.0%	98.4%		↓	
% Placements prepared for demand jobs	80.1%	83.2%	87.0%	95.6%			
TANF - federal work participation rate	51.3%	64.2%	50.0%	128.3%			
Unemployment Rate	8.9%	7.5%					

Michigan Works! System Dashboard Definitions

- **Skilled Trades Training Fund (STTF)**

The STTF provides competitive awards for employer-responsive training that enhances talent, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses.

- **Jobs Filled with Michigan Works Assistance**

Number of all jobs filled via any assistance from the MWA. This count includes those hired even if they received only Core Services.

- **Visitors to Service Centers**

Number of Individuals Served (Unduplicated)

Number of Total Visits

The number of unique individuals who came to a Michigan Works! Service Center (self-service and staff assisted).

Employers Served (Unduplicated)

Number of unique employers who received funded services. These could include assistance with job orders, application delivery, and job fairs. Contacts with the business through email, phone, and text messages are also included in this count.

- **Workforce Investment Act**

Federal Performance Measures

Percentage of WIA Performance Measures met or exceeded.

Customer Satisfaction

- a. Job seeker satisfaction rates are based on state delivered survey.
- b. Employer satisfaction rates are based on state delivered survey.

% of placements prepared for demand jobs

The percentage of WIA and TAA exiters who received training and were employed at exit in an in-demand occupation.

- **TANF - Federal Work Participation Rate**

The percentage of cases that successfully met the required participation hours in an approved activity.

- **Unemployment Rate**

Data published by Michigan Department of Technology, Management & Budget (DTMB).

PROGRAM YEAR 2013 COST EFFECTIVENESS ANALYSIS

Cost effectiveness analysis calculates the ratio of the amount of “effect” a program achieves for a given amount of cost incurred, or conversely the amount of cost required to achieve a given impact. For program evaluation, this means measuring the impact of a program in achieving a given outcome (for example, in order to achieve the desired employment rate, or level of earnings) against the cost of the program. This ratio, when calculated for a range of alternative programs addressing the same outcome, conveys the relative impacts and costs of these programs in an easy and intuitive way.

The value of cost effectiveness analysis is twofold: first, its ability to summarize a program in terms of an illustrative ratio of effects to costs, and second, the ability to use this common measure to compare multiple programs evaluated in different contexts and in different years. The first requires technical correctness with respect to the program’s actual costs and impacts as they were evaluated, while the second requires adherence to a common methodology for estimating costs and effects across various elements. Cost effectiveness analysis is useful and informative as it maximizes the comparability of elements within different programs without straying from a correct and complete representation of the costs and effects of each program as it was actually evaluated.

Michigan’s Adult program served 26,891 participants beyond self-service with expenditures totaling \$32.9 million, for an average cost per participant of \$1,226. Total Adult exits beyond self-service were 4,198 with 3,609 employed at time of exit, for an average cost per employment of \$9,137. The employment rate for Adult participants was 86.0 % while their average earnings were \$12.42 per hour.

The Dislocated Worker program served 9,648 participants with expenditures totaling \$31.3 million, for an average cost per participant of \$3,251. Total Dislocated Worker exits were 4,061 with 3,782 employed at the time of exit, for an average cost per employment of \$8,294. The employment rate for Dislocated Worker participants was 93.1 % while their average earnings were \$14.12 per hour.

The Youth program served 12,564 participants with expenditures totaling \$32.5 million, for an average cost per participant of \$2,591. Total Youth exits were 4,199 with younger youth (aged 14 to 18) representing a majority of the exits (3,319). Older youth exits totaled 880 with 653 employed at the time of exit. Return on investment is difficult to measure for the Youth program because a high number of younger youth are primarily exited to secondary school rather than employment. The employment rate for Older Youth was 87.7% while their average earnings were \$9.46 per hour.

Tables 3-6 provide a more comprehensive analysis of each performance measure within the Adult, Dislocated Worker, and Youth programs. Please note that certain outcomes among the younger youth measure were combined, due to the complexity of determining true effectiveness. Our statement of opinion is that when those measures are combined, it presents a more practical analysis on its overall effect.

Costs and impacts are calculated using the same methodology; program expenditures divided by the applicable program element, i.e. number of participants, exits, employed, retained, earnings, and other accomplishments.

The table below illustrates what effect expenditures have on program outcomes. In comparing PY 2013 to PY 2012, an increase in expenditures results in better outcomes.

Table 3

Adult Programs			Dislocated Worker Programs			Youth Programs		
Expenditures (\$)	Served (#)	Cost/Person Served	Expenditures (\$)	Served (#)	Cost/Person Served	Expenditures (\$)	Served (#)	Cost/Person Served
PY 2012								
\$32,412,264	23,469	\$1,381	\$35,974,380	13,932	\$2,582	\$36,297,759	14,112	\$2,572
PY 2013								
\$32,974,277	26,891	\$1,226	\$31,368,845	9,648	\$3,251	\$32,558,201	12,564	\$2,591
\$562,013	3,422	(\$155)	(\$4,605,535)	(4,284)	\$669	(\$3,739,558)	(1,548)	\$19

In PY 2013, Adult expenditures increased by \$562,013 over PY 2012. This resulted in 3,422 additional adults being served, while the cost per participant decreased by \$155.

Dislocated Worker expenditures decreased by \$4,605,535. This resulted in 4,284 less dislocated workers receiving services, negatively impacting the cost per participant.

Youth expenditures decreased by \$3,739,558. This resulted in 1,548 less youth served, negatively impacting the cost per participant.

Adult Program Cost Analysis

Table 4

Ratio	Calculation	PY 2013 Result
Cost per <u>Adult</u> Participant Served (CP)	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$1,226
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$4,383
Cost per Entered Employment (CEE)	$\frac{\text{Program expenditures}}{\text{First quarter exiters entering employment}}$	\$9,137
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$5,744
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained certification or degree}}$	\$8,350
Cost per \$1 in Post-Program Earnings (CPPE)	$\frac{\text{Program Expenditures}}{\text{Total exiters earnings in 2nd and 3rd post - program quarters}}$	\$0.39

Adult Program Outcome Definitions

1. **Entered Employment Rate** Those not employed at registration, but employed during the 1st quarter after program exit.
2. **Employment Retention Rate** Employed in the 1st quarter after program exit and was still employed in the 2nd and 3rd quarter after program exit.
3. **Earnings Change** Earnings in the 1st, 2nd, and 3rd quarter after program exit.
4. **Credential Rate** Employed during the 1st quarter after the exit quarter and received a credential/certificate by the end of the 3rd quarter after the exit quarter.

Dislocated Worker Program Cost Analysis

Table 5

Ratio	Calculation	PY 2013 Result
Cost per <u>Dislocated Worker</u> Participant Served (CP)	Program expenditures ----- Participants served by counselor	\$3,251
Cost per Exiter (CE)	Program expenditures ----- Total program exiters	\$8,881
Cost per Entered Employment (CEE)	Program expenditures ----- First quarter exiters entering employment	\$8,294
Cost per Retained Employment (CRE)	Program expenditures ----- Exiters Employed in Q2 and Q3 after Exit	\$6,716
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	Program expenditures ----- Number of participants who attained certification or degree	\$12,809
Cost per \$1 in Post-Program Earnings (CPPE)	Program Expenditures ----- Total exiters earnings in 2 nd and 3 rd post - program quarters	\$.045

Dislocated Worker Program Outcome Definitions

1. **Entered Employment Rate** Those not employed at registration, but employed during the 1st quarter after program exit.
2. **Employment Retention Rate** Employed in the 1st quarter after program exit and was still employed in the 2nd and 3rd quarter after program exit.
3. **Earnings Change** Earnings in the 1st, 2nd, and 3rd quarter after program exit.
4. **Credential Rate** Employed during the 1st quarter after the exit quarter and received a credential/certificate by the end of the 3rd quarter after the exit quarter.

Youth Program Cost Analysis

Table 6

Ratio	Calculation	PY 2013 Result
Cost per Youth Participant Served (CP)	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$2,591
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$7,754
Cost per Positive Employment (CPE)	$\frac{\text{Program expenditures}}{\text{OY Employed, YY Skill Attainment}}$	\$3,767
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$11,420
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained diploma or equivalent \ certificate or degree}}$	\$13,884

Youth Program Outcome Definitions

Older Youth – Youth 19-21 At Entry

- 1. Entered Employment Rate** Those not employed at registration, but employed during the 1st quarter after program exit. Not enrolled in post-secondary education or advanced training in the 1st quarter after the exit quarter or are employed in the 1st quarter after program exit.
- 2. Employment Retention Rate** Employed in the 1st quarter after program exit and was still employed in the 2nd and 3rd quarter after program exit. Not enrolled in post-secondary education or advanced training in the 3rd quarter after the exit quarter or are employed in the 3rd quarter after program exit.
- 3. Earnings Change** Employed in the 1st quarter after program exit. Not enrolled in post-secondary education or advanced training in the 3rd quarter after the exit quarter or are employed in the 3rd quarter after program exit. Compares earnings youth had before services and 6 months after services.
- 4. Credential Rate** Employed, or in post-secondary education or in advanced training, during the 1st quarter after the exit quarter and received a credential/certificate by the end of the 3rd quarter after the exit quarter.

Younger Youth – Youth 14 to 18 At Entry

- | | |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5. Skill Attainment Rate | In-school youth or out-of-school youth assessed to be in need of basic skills, work readiness skills, and/or occupational skills. |
| 6. Diploma or Equivalent Attainment Rate | Not enrolled in secondary school at exit. Attain a secondary school diploma or equivalent by the end of the 1 st quarter after program exit. |
| 7. Retention Rate | Not enrolled in secondary school at exit. Employed, or in post-secondary education, advanced training, military service, or a qualified apprenticeship during the 3 rd quarter after the exit quarter. |

RELATIVE COST EFFECTIVENESS ANALYSIS

Cost of Workforce Investment Activities

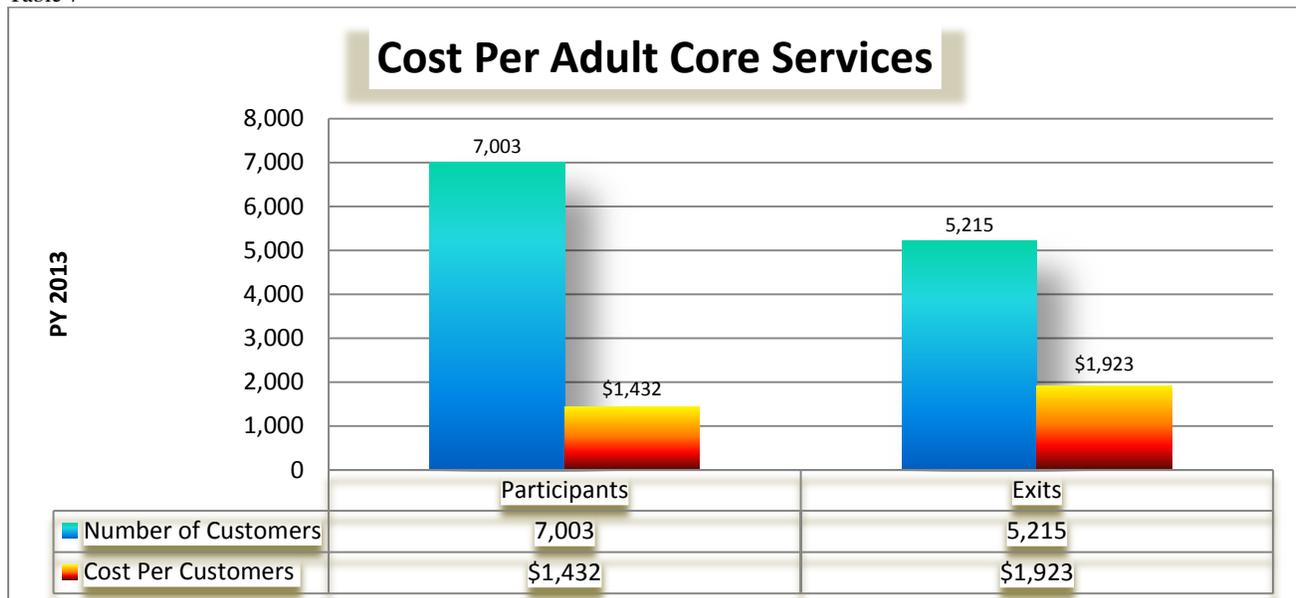
The activities referenced in this analysis are core, intensive, and training services. For youth, the cost of services includes an emphasis on direct service cost for summer youth employment opportunities. This analysis will show how the mix of services for adults, dislocated workers, and youth compare and how it affected the WIA performance outcome.

Services

Services are provided through Michigan Works! One-Stop Service Centers. There are three levels of service:

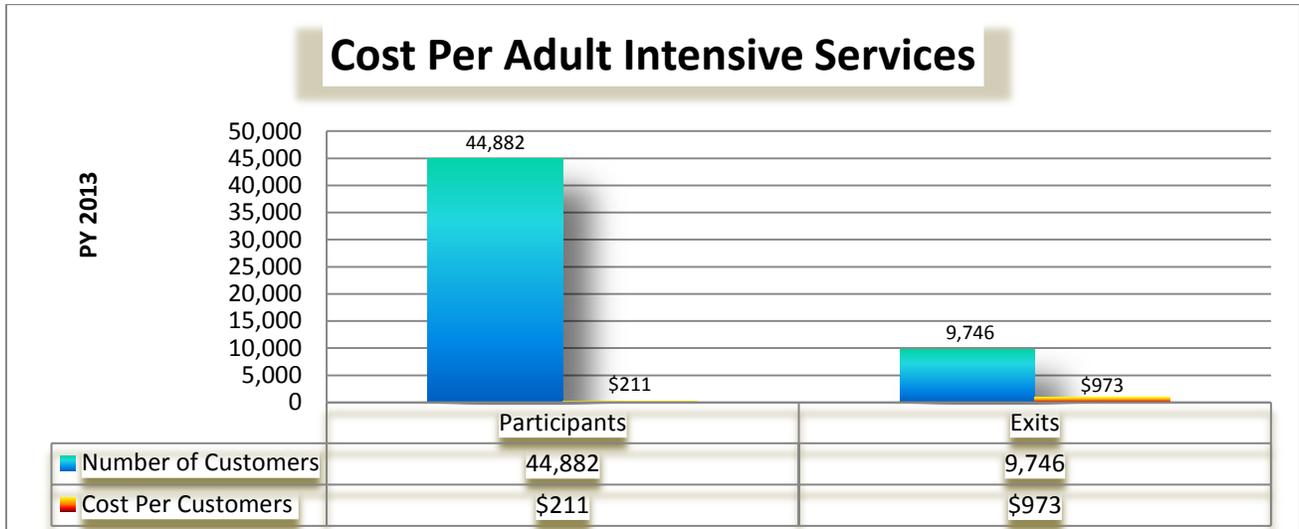
- **Core services** - includes outreach, job search and placement assistance, and labor market information available to all job seekers;
- **Intensive services** - Includes comprehensive assessments, the development of individual employment plans, and counseling and career planning; and
- **Training services** - Customers are linked to job opportunities in their communities, including both occupational training and training in basic skills. Participants use an Individual Training Account to select an appropriate training program from a qualified training provider.

Table 7



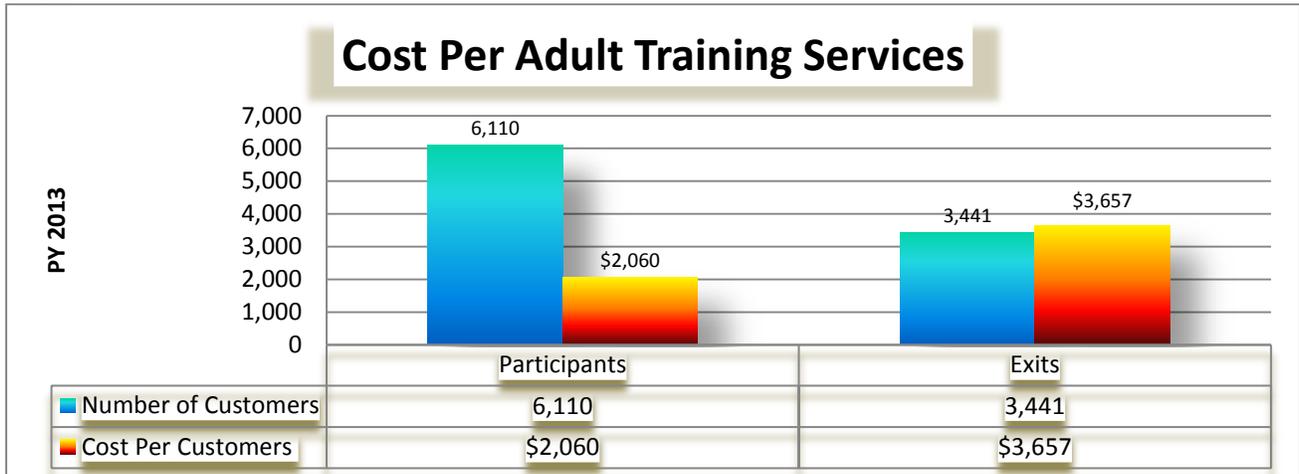
PY 13 Adult Core Service Expenditures **\$10,027,934**

Table 8



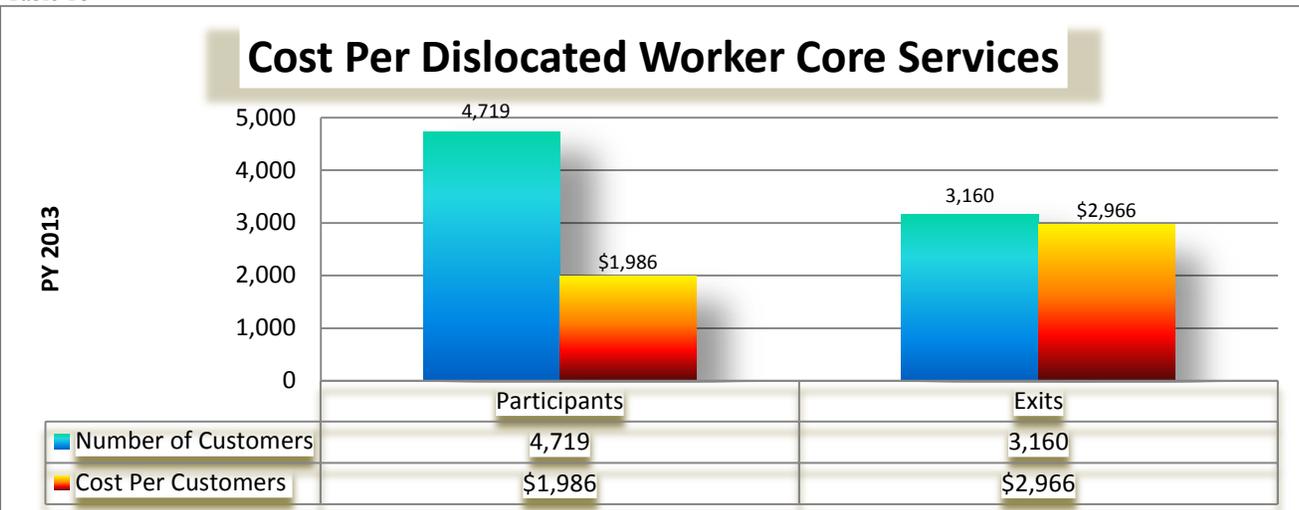
PY 13 Adult Intensive Service Expenditures **\$9,486,008**

Table 9



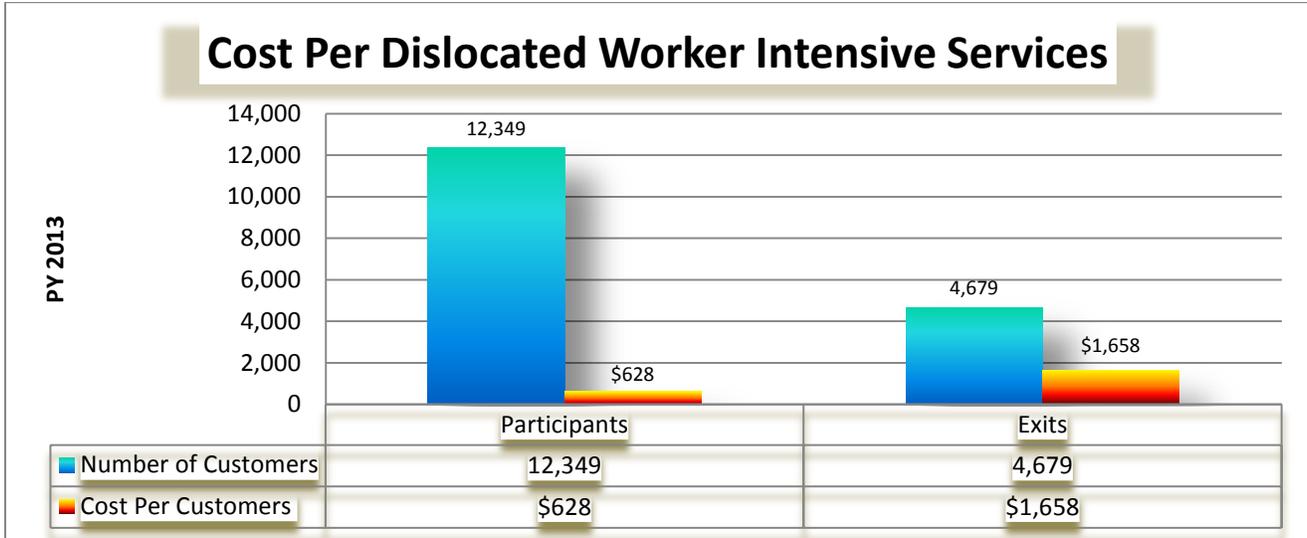
PY 13 Adult Training Service Expenditures **\$12,583,713**

Table 10



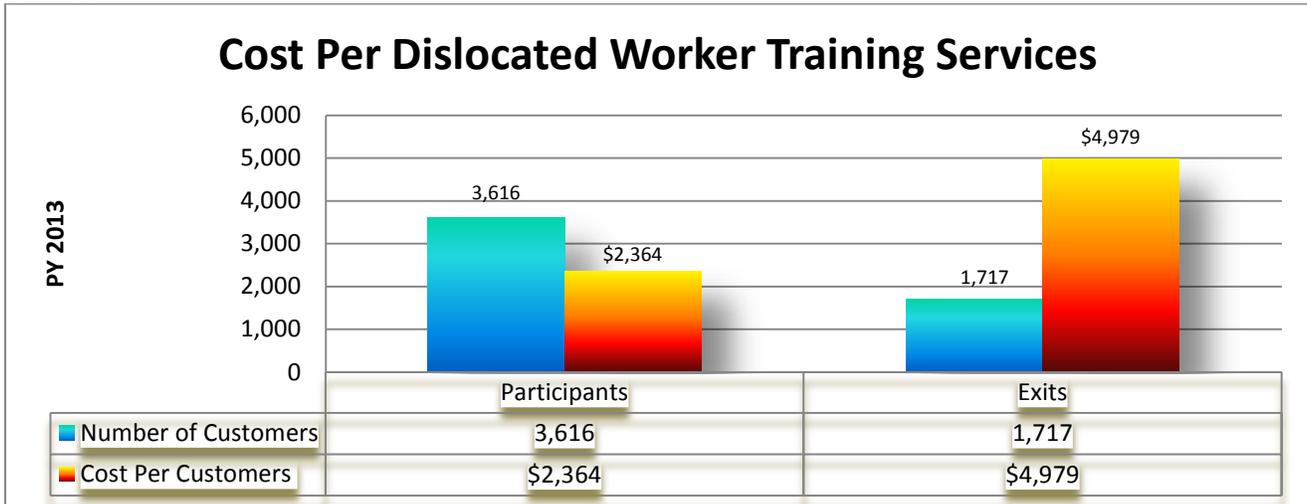
PY 13 DW Core Service Expenditures **\$9,373,291**

Table 11



PY 13 DW Intensive Service Expenditures **\$7,757,613**

Table 12



PY 13 DW Training Service Expenditures **\$8,549,362**

Workforce Investment Activity Outcomes

Individuals who received training services averaged higher wages than individuals who received only core and intensive services. Adult participants who received training services accounted for 46.3 percent of all adult exiters and 45.7 percent of all Adult participants who were employed at exit. A large percentage of training funded through WIA for Adults and Dislocated Workers was for on-the-job training.

On-the-job training is provided by the employer and is targeted to individuals that need to upgrade or acquire new skills. For an individual to be eligible for on-the-job training, they must be an Adult or Dislocated Worker participant who has met the eligibility requirements for intensive services and has received at least one intensive service.

An On-The-Job Training is considered successful when the trainee gains additional skills, knowledge, and abilities that are essential to the full and adequate performance of the job. A portion of the cost of this training may be funded by the WIA and be reimbursed to the employer via the Michigan Works! Agency.



The following tables show the entered employment, retained employment, and average earnings outcomes for Adult and Dislocated Workers. This provides comparison for performance outcomes relative to the level of services received.

Table 13

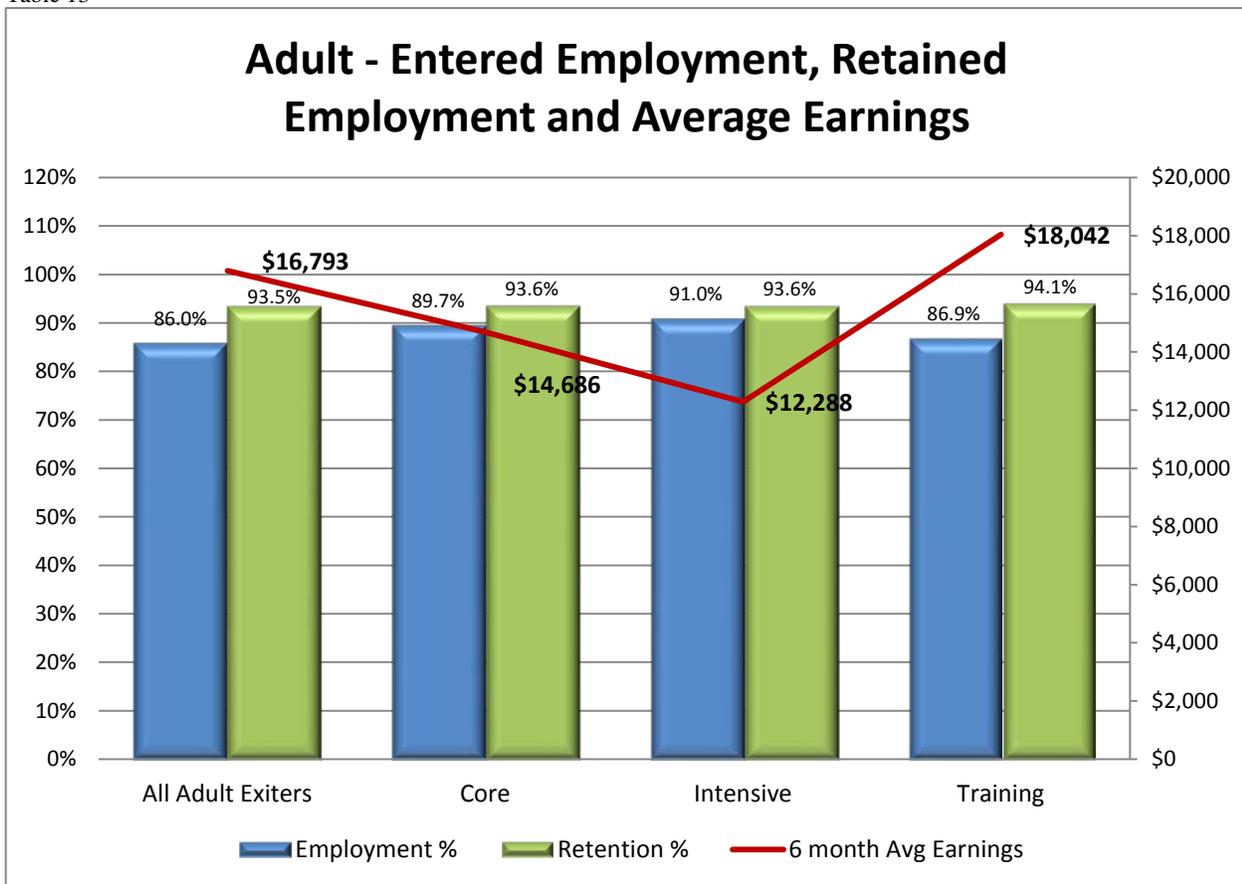
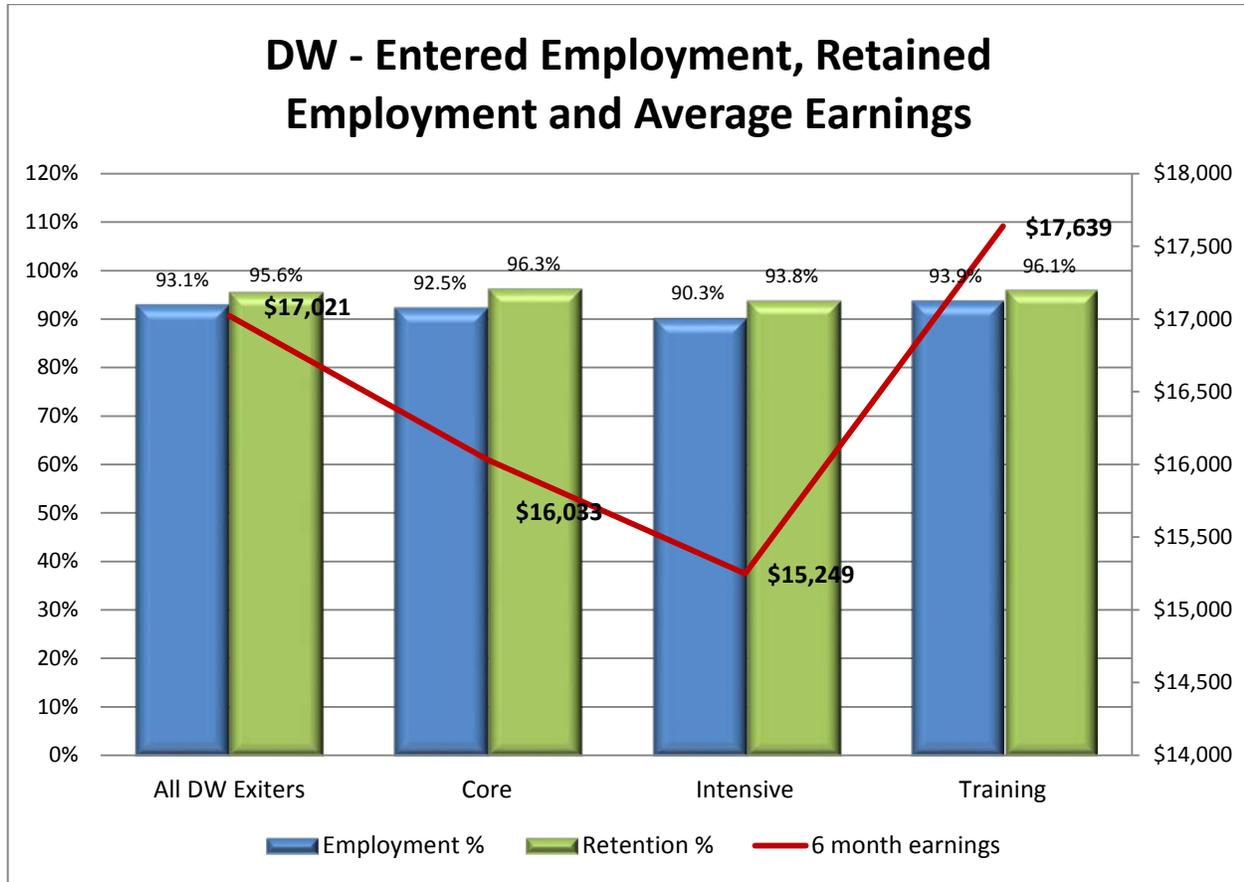


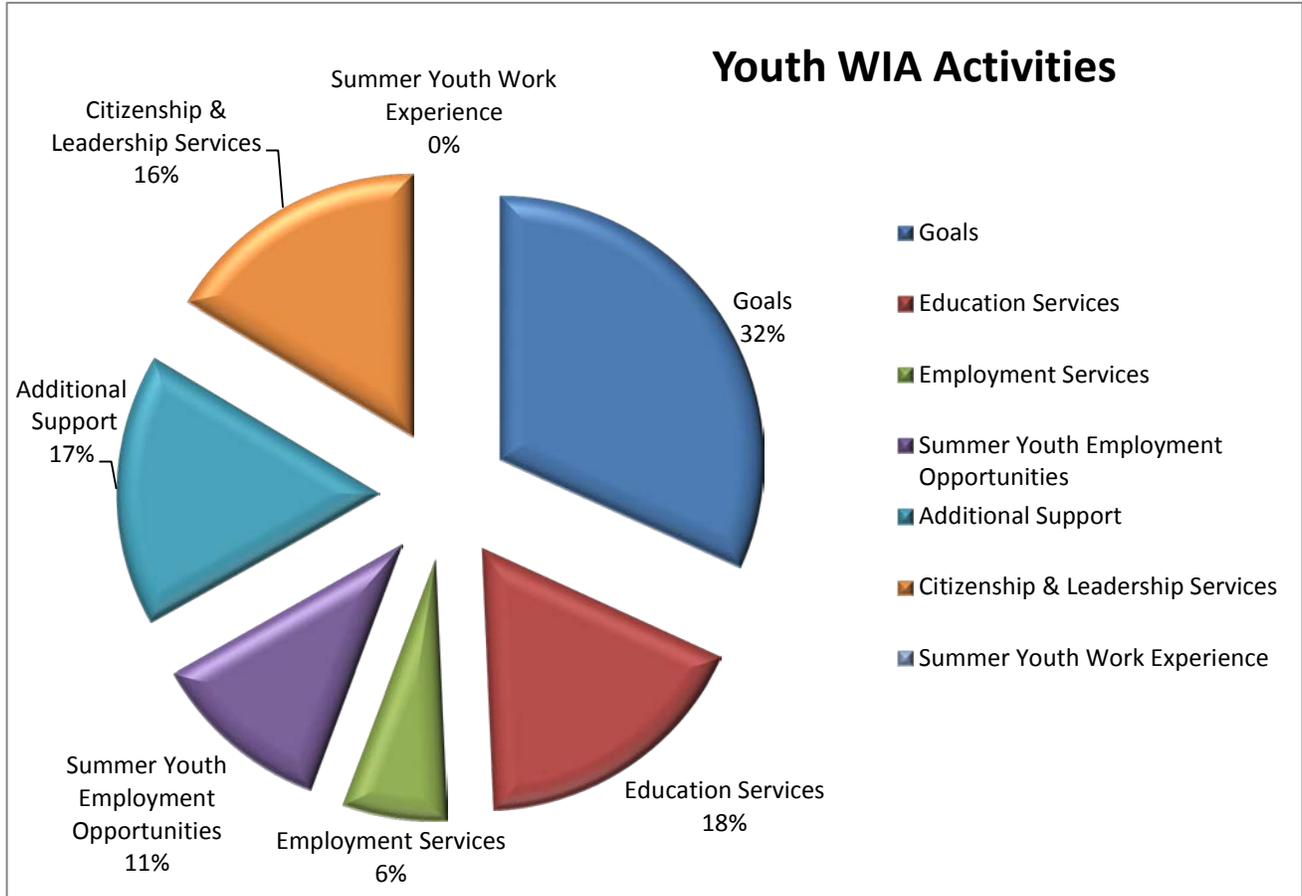
Table 14



WIA Youth Activities

The chart below shows a breakdown of the activities provided to youth during PY 2013. Goals represent 32% of all activities assigned to youth. Other common activities assigned are education services, additional support, and citizenship and leadership services.

Table 15



CUSTOMER SATISFACTION METHODOLOGY AND PROCESS

Michigan continues to utilize the American Customer Satisfaction Index (ACSI) to meet the customer satisfaction measurement needs of the Workforce Investment Act (WIA). The survey approach utilized allows the state flexibility and, at the same time, captures common customer satisfaction information for 25 local areas, resulting in an aggregate count for the state.

The sampling methodology used to select potential respondents for the surveys ensures the consistent random selection of a sample of customers eligible for the surveys. Participant samples are drawn on a monthly basis.

A survey is considered *complete* where valid answers are provided by respondents for each of the core questions outlined by the state:

1. What is your overall satisfaction with the services?
2. To what extent have the services met your expectations?
3. How well did the services you received compare with the ideal set of services?

Sample of Interview Questions

Utilizing a scale of 1 to 10 where a 1 means “Very Dissatisfied” and 10 means “Very Satisfied” what is your overall satisfaction with the services provided from _____?

Very Dissatisfied										Very Satisfied	DK	REF
1	2	3	4	5	6	7	8	9	10	11	12	

Considering all of the expectations you may have had about the services, to what extent have the services met your expectations? A 1 now means “Falls Short of Your Expectations” and 10 means “Exceeds Your Expectations.”

Falls Short of Expectations										Exceeds Expectations	DK	REF
1	2	3	4	5	6	7	8	9	10	11	12	

Now think of the ideal program for people in your circumstances. How well do you think the services you received compare with the ideal set of services? A 1 now means “Not Close to the Ideal” and 10 means “Very Close to the Ideal.”

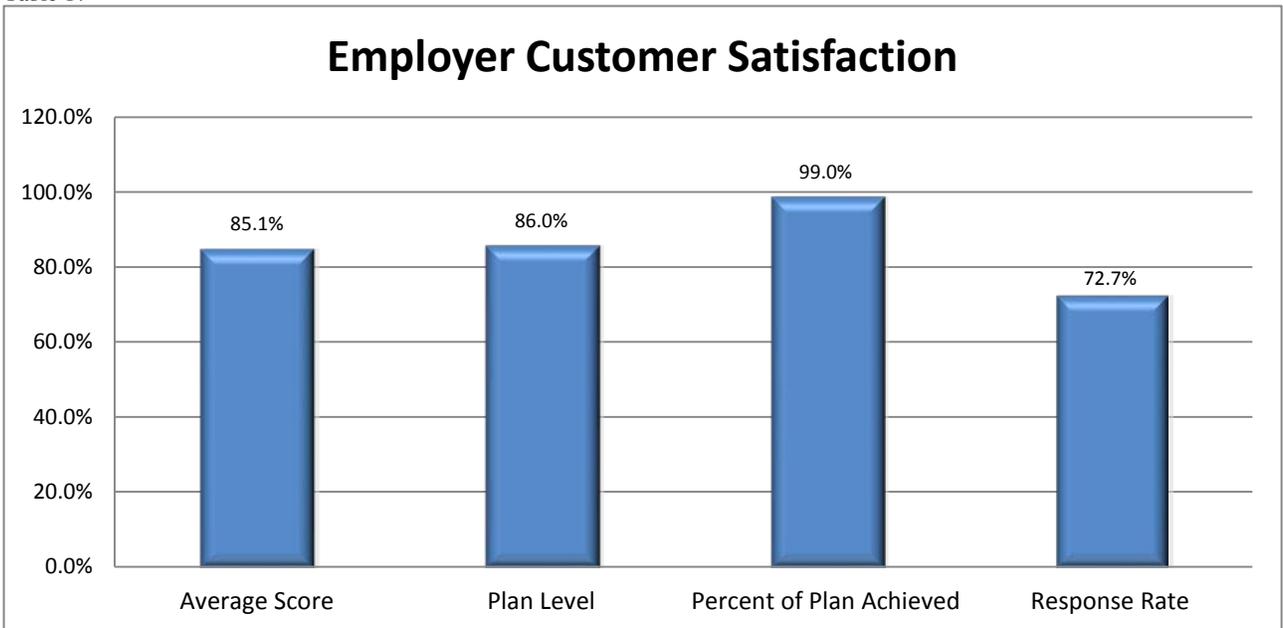
Not Close To Ideal										Very Close To Ideal	DK	REF
1	2	3	4	5	6	7	8	9	10	11	12	

Michigan’s minimum response rate is 70 percent and our State has consistently recorded high levels of satisfaction from participants surveyed. From January 1, 2013 to December 31, 2013, the State had an average score of 96 percent, exceeding the negotiated plan level of 93 percent. This resulted in 103 percent of our plan level being achieved and a response rate of 79.6 percent. Employers working with Michigan’s job seeker service programs reported an average score of 85.1, alongside a plan level of 86 percent, exceeding our plan level with 99 percent achieved and a response rate of 72.7 percent.

Table 16



Table 17



Customer Service Feedback

Michigan's customer satisfaction survey format gives the service providers an understanding of customers' expectations and satisfaction. The customer satisfaction survey represents multiple questions that address different dimensions of the satisfaction concept. This comprises a measure of overall satisfaction, satisfaction with individual service, and service attributes.

In order to capture the state of mind customers have about a service when their expectations have not been met or exceeded, Michigan collects transcripts on each survey taken. Those transcripts are available and utilized to frame a training outline that focuses on an improvement in service delivery.

WIA ADULT, DISLOCATED WORKER, AND YOUTH PROGRAMS SUCCESS STORIES

Improving the Skills of Michigan's Workforce: Talent Tours

Talent Tours introduce youth, parents, and teachers to available career paths in their region by offering a behind-the-scenes look into in-demand businesses and industries. Locally funded, Talent Tours help students understand employer, education, and training requirements necessary to secure employment. Impacts include relationship building, establishing a talent pipeline, talent retention, and the opportunity to see real-life application of coursework.

The local Michigan Works! Agencies (MWAs) facilitate relationship building between educational partners and businesses. Businesses define roles, skills, and training expectations via short presentations and hands-on experiences. Educational partners generally arrange transportation, monitor student safety and behavior, and encourage engagement and open communication.

A minimum of two Talent Tours must be conducted per MWA, per year. The Workforce Development Agency (WDA) encourages a regional approach to Talent Tours, where appropriate.

Criteria:

1. Local in-demand industries are targeted. These industries will be identified by region.
2. Tours are to be conducted on-site at the employer's business, or at a simulated workplace where the employer provides hands-on-experience.
3. An overview of the industry and key positions in-demand are to be provided.
4. The educational requirements for key positions in-demand (credential, apprenticeship, two or four year degree, etc.) are to be provided.
5. The Tour is to highlight "an average day on the job".
6. Potential should exist for job shadowing, internships, and/or other work experiences with participating employers.

Partner Roles:

1. The MWAs: Facilitate relationship building between educational partners and businesses.
2. Businesses: Define roles, skills, and training expectations via short presentations and hands-on experiences.
3. Educational Partners: Arrange transportation, monitor student safety and behavior, and encourage engagement and open communication.

As of June 30, 2014, a total of 1,118 students participated in Talent Tours of high-demand industries, with the majority of tours being in the manufacturing sector.

Improving the Skills of Michigan’s Workforce: WIA Adult Programs

Artprize



Name: Consuelo Poland
Employers: DeWys Manufacturing, Joseph Jeup Inc.
MWA: Eastern Upper Peninsula Michigan Works!
Prosperity Region: 1

Consuelo Poland, also known as Coney, moved to St. Ignace from Grand Rapids after graduating from the Kendall College of Art and Design in May 2012 with a Bachelors of Fine Arts in Functional Art. She spent her summer working on Mackinac Island as a sales representative in “Paintings by Marlee” Gallery in the Grand Hotel, gaining some hands-on experience in sales. In September 2012, determined to figure out a direction for her art career, Coney met with Michigan Works! to discuss going back to school for welding. After being approved for training, Coney returned to Grand Rapids to attend Grand Rapids Community College’s Tassell Michigan Technical Education Center (M-TEC) for an 18-week welding/fabricating job training program. While attending the M-TEC, the dean approached Coney about sponsoring her during Artprize 2013², which meant all expenses would be paid for by the Tassel family. After thinking it over, Coney decided it was an offer too good to refuse and the “Arboleda Maya Urbana” (Mayan Urban Arbor) was born. Completing all course requirements a few weeks ahead of schedule, Consuelo was able to work on the structure during the duration of the training program.



Arboleda Maya Urbana

After completing school, Coney was offered a welding position at DeWys Manufacturing. While at DeWys, she was one of the only women to receive additional education at “DeWys University,” which gained the interest, financial and media support from the business owner, making him an additional sponsor.

After Artprize, Coney was offered a job at Joseph Jeup, Inc., a contemporary high-end furniture company, as a finisher in charge of tulle, staining, glazing, and doing touch up work on furniture.

A Light at the End of the Tunnel



Name: Suzette deGraaf
Employer: Fresenius Medical Care
MWA: Central Area Michigan Works! Consortium
Prosperity Regions: 4 and 5

Suzette deGraaf had years of experience and skills working as an office manager, secretary, bookkeeper, business process supervisor, as well as with warehouse shipping and receiving, but she dreamed of becoming part of the fast-growing medical field, making a difference in people’s lives.

² Artprize is an international art competition, open to any artist. The artwork is available for public display during the 19-day event, with prizes decided by public vote. During 2014, Artprize included 1,536 participants representing 51 countries and 42 U.S. states and territories.

In June of 2011, Suzette came to Michigan Works! seeking funding for training to get started on a new career path. She completed Work Keys to earn a silver National Career Readiness Certificate and began investigating training programs. New Horizons had a Healthcare Information Management training program that offered training in additional skills needed for a career in medical information. Suzette's training began at the end of June with Michigan Works! funding the cost of her classes and training materials. She successfully finished her training in September of 2012, and then completed an internship at St. Mary's Hospital in December of 2013. She earned her American Academy of Professional Coders (AAPC) certification and the National Health-Career Administration (NHA) certification, to become a Certified Medical Administrative Assistant.

Fresenius Medical Care in Holland offered Suzette a position as a medical secretary after interviewing her in January 2014. Her new job began in February and she loves it. She says, *"My life started to change in June 2011 when I received a Michigan Works! grant to be able to go to school in the medical field. The journey has been worth it all. There is a light at the end of the tunnel if you are willing to do what it takes to make a change in your life."*

Diligence Leads to a New Job



Name: Mindy Leichty
Employer: Fenton Glass
MWA: Livingston County Michigan Works!
Prosperity Region: 9

As a military spouse, Mindy Leichty moved around extensively while her husband served our country. Upon his discharge, they returned home to Michigan where he found employment with a local company. Although Mindy actively sought work, she wasn't very successful in securing a good job and experienced long-term unemployment. When she learned of a customer service position at Fenton Glass, she diligently called until she secured an interview. After meeting with the owners, Mindy was equally determined to land the job.

The glass industry is complex. It involves quoting, understanding both the commercial, residential and automotive sides of the business and supporting the back office operations. Fenton glass partnered with Livingston County Michigan Works! to implement an On-the-Job Training for Mindy. Since starting her job, Mindy has eagerly approached her learning and is fully meeting the company's expectations.

Improving the Skills of Michigan's Workforce: WIA Dislocated Worker Programs

Demand-Driven Workforce System Matches Employer Needs with Employee Skills



Name: Angel Conan
Employer: Alcona Health Center Dental
MWA: Northeast Michigan Consortium
Prosperity Region: 3

Angel Conan earned an Associate Degree as a Medical Information Specialist in December 2011. Eligible for the WIA Adult training program,

she obtained assistance with tuition, child care, and auto insurance. Upon graduation, she became employed, putting her degree to use at a health clinic in Alpena.

Unfortunately, in November 2013, Angel noticed the focus of her employment was changing and the need for her skills and training was less. Concerned about losing her job, she took a proactive approach and visited the Resource Room at Michigan Works! where she knew from prior experience help was available. Working with the Talent Specialist who enrolled Angel in the Job Pool, Angel received tips about job search and was given leads matching her skills to employers' needs.

As a result of the services, Angel was hired in April 2014 at Alcona Health Center Dental as a front desk receptionist. She appreciates the services she received telling staff, *"I am very grateful for the help I received. I have started a new job with excellent benefits and expect to move up within the business."*

"You Guys are Great" - A Veteran's Success Story



Name: Kevin Lohr
Employer: Armor Express
MWA: Northwest Michigan Council of Governments
Prosperity Region: 2

U.S. Navy Veteran Kevin Lohr was unemployed when he came to Northwest Michigan Works! in June of 2014. Lohr met with the Veteran's Outreach Program Specialist who completed a comprehensive assessment and forwarded Lohr's resume to the MWA's Business Liaison, who was aware that Armor Express was looking for someone with Kevin's skill set. His resume was sent to the company and Mr. Lohr was interviewed the next day, landing a job as a procurement manager earning \$40,000 per year. *"Shortly after I left [Northwest Michigan Works!] I had a serious job offer! You guys are great!"*

Determined to Succeed

Name: Marsha Short
Employer: Lake Huron Veterinary Clinic
MWA: ThumbWorks!
Prosperity Region: 6

Perseverant. This is one word to describe Marsha Short. Marsha was laid off from her press operator position with PME in May of 2009 and came to ThumbWorks! shortly after to look into the possibility of training for a new field. In the fall of 2009, Marsha enrolled into the Associate of Applied Science Veterinary Technician degree program at Baker College of Port Huron.

Marsha applied to the competitive Veterinary Technician program in the spring of 2011 with a GPA of 3.5 in all of her general education and pre-requisite classes. Despite her good grades, Marsha was not accepted to the program. She was disappointed, but didn't give up. Marsha continued to take classes that would be applicable to both the Vet Tech program and an alternate degree path, and reapplied to the Vet Tech program in July of 2011. She was admitted and started in her core classes that fall.

Marsha found her first semester in the program highly challenging, and despite her best efforts, Marsha's GPA dropped. As a result, she was dismissed from the Vet Tech program. It was another

set-back, but Marsha persisted. She applied, a third time, to the Veterinary Technician program and was admitted in August of 2012.

Marsha's perseverance paid off, as she completed her Associate of Applied Science Degree to be a Veterinary Technician in June of 2013. Within 3 months of graduation, Marsha secured employment as a veterinary technician at Lake Huron Veterinary Clinic in Port Huron.

New Year, New Career



Name: Deborah Schollaart

Employer: Women's Resource Center

MWA: Area Community Services Employment & Training (ACSET) Council

Prosperity Region: 4B

Deborah came to Michigan Works! for an On-the-Job Training (OJT) opportunity in December 2013, just weeks after her unemployment claim was exhausted. She had been job searching tenaciously and found an opportunity with the Women's Resource Center as a Finance Manager. While Deborah had experience as an accountant, there were some aspects of the position, such as preparing budgets for grant and contract requests in which she required additional training.

Deborah was enrolled into the program and received OJT funds to help her sharpen the skills she already had in accounting and learn some new responsibilities as a Finance Manager, paying a rate of \$19.71 per hour. This helped her gain the skills she needed to ensure her success with the Women's Resource Center.

Improving the Skills of Michigan's Workforce: WIA Younger Youth Programs

Youth Begins Paid Apprenticeship after High School Graduation



Name: Nathan (Nate) Race

Employer: Buist Electric

MWA: Ottawa County Michigan Works!

Prosperity Region: 4A

Nate was a high school junior when he enrolled in the WIA Youth Program. He had no work experience and a disability that made getting a job difficult. He was in need of job search assistance and work experience. His desired career is in Electrical Engineering.

Nate received employment training through the summer work experience program and a three-month job placement at Mel Trotter Industries with wages paid from WIA funding. In addition to valuable work skills, he also received a portfolio for his professional documents to take on interviews and a USB for digital storage of his documents.

Nate graduated in May 2014 and used his interview skills to obtain an apprenticeship with a local company. He began a paid apprenticeship as an electrician immediately after graduation with Buist Electric. He plans to attend Grand Rapids Community College in the fall of 2014.

"I want to thank Michigan Works! for the job training and for helping me get a job at Mel Trotter two

years ago through the work experience program.” The company I currently work for is a Christian company that is well established and is growing every year and it’s what I’ve always wanted to do and I like it a lot. I am working in the electrical field.”

The Engineer Within the Athlete



Name: Omari McCauley
Employer: UAW Ford Skilled Trades Program
MWA: Detroit Employment Solutions Corporation (DESC)
Prosperity Region: 10

Omari McCauley, a younger youth, entered DESC Michigan Works! and was referred to the Midnight Golf Year Round Youth Program in July 2013. Omari was basic skills deficient in math and reading and received tutoring. He obtained leadership skills and gained an extended family.

Omari worked this past summer with UAW Ford Skilled Trades Program gaining technical skills utilizing hand and power tools, common measurement, plate layout, measure and pipe threading, basic automobile maintenance, and blueprinting, while programming robots and troubleshooting. Omari graduated from high school in June 2014, receiving a full scholarship to play football at Ferris State University.

DESC provided Omari with multiple life skills, mentoring, leadership, and employability skills. Omari plans to pursue a career in automotive engineering. He took advantage of tutoring, achieving a three grade level improvement in math. Prior to participating in the program, Omari was unsure of what he wanted to do with his life, other than play football. Omari considered time management the most important lesson he learned. Omari will carry a full schedule as an athlete and a student and knows the importance of using his time wisely.

Pursuing the Dream



Name: Larissa Iveson
Employer: Hillsdale County Medical Care Facility
MWA: South Central Michigan Works!
Prosperity Region: 9

Larissa’s goal was to graduate from high school, become a certified nursing assistant (CNA), and gain employment in the medical field with future plans on attending college for nursing. After graduation, she was referred to a local hospital’s CNA training where she applied and was accepted into the program. After obtaining her CNA license, the MWA assisted Larissa with updating her resume with her new skills and an interview was scheduled at the Hillsdale County Medical Care Facility. Through the Youth program’s work experience program, Larissa completed a 180-hour paid work experience and was offered and accepted employment with the Hillsdale County Medical Care Facility upon program completion.

Improving the Skills of Michigan's Workforce: WIA Older Youth Programs

The Long Road to Success



Name: Lavie Ferrell

Employer: Senior Services

MWA: Michigan Works! Kalamazoo-St. Joseph

Prosperity Region: 8

Lavie Ferrell enrolled in the WIA Youth program with several barriers. She was a high school dropout who moved to Kalamazoo from the east side of Michigan. She was basic skills deficient and unemployed with an unstable housing situation. Lavie was seeking help with enrollment in a GED program, tutoring services, employability skills training, job search techniques, and paid work experience. She was provided referral information to Housing Resources, Inc. and the Kalamazoo Gospel Mission to assist with finding stable housing until placement in a paid work experience.

Lavie was very motivated to succeed. She overcame her barriers and followed through on completing goals that were established for her, including enrollment in a GED program. She also completed employability skills training and faithfully attended Job Search Club. Wanting to get a better idea of college life and possibly enroll in college once she completed her GED, Lavie excitedly participated in a college tour to Michigan State University.

Lavie was placed at Senior Services as a Kitchen Aide through the WIA Youth paid work experience component. While working there, Lavie completed ServSafe training through Youth Opportunities Unlimited (Y.O.U.) and earned a credential for food handling which made her more marketable.

As a result of her strong interpersonal skills and great work ethic, she was hired in at Senior Services, Inc., earning over minimum wage and working over twenty hours per week. Her manager stated, *“Lavie has come a long way since she originally started working here. She has overcome issues of trusting others and relying on people to help her. Lavie is a great asset to the company and a productive member of the team who displays excellent abilities in all areas of the group.”*

Lavie worked hard and was able to obtain her own apartment and earn her GED. She is very dependable and outgoing with a personality that is full of life. She was also given an opportunity to speak at a Workforce Development Board meeting and attended a Community Conversations Forum at Y.O.U. that was hosted by the Center for Michigan. Lavie also won a Kalamazoo Regional Educational Service Agency Foundation Scholarship and is looking forward to attending Kalamazoo Community College and then transferring to Western Michigan University.

Lavie recently commented, *“Y.O.U. encouraged me to further my education and provided opportunities for me to get my job. It also allowed personal growth in community settings and working with people with different attitudes and personalities.”*

Anything is Possible



Name: Jessica Beaudry
Employer: BAE Industry
MWA: Northeast Michigan Consortium
Prosperity Region: 3

Jessica was in ninth grade when she was referred to Project Explore and Succeed, a youth Workforce Investment Act program at Inland Lakes High School. Her mother, a single parent, was seriously ill and hospitalized off and on throughout her high school years. In spite of these personal challenges, Jessica worked hard in school, participated in sports, and held a part-time job. She graduated in the top ten of her class.

Jessica met often with WIA staff, was able to earn some spending money through stipends, and actively participated in WIA activities including educational trips, team building/ rock climbing, and job shadowing. She worked part-time in high school trying to save money to accompany her French class to France. WIA staff were able to locate a private benefactor who was able to supplement savings and paid for her trip. WIA staff met with her several times a week, talked about her situation, progress in school, college plans, and referred her to potential employers and community resources as needed.

After graduation, she attended Lake Superior State University. Staff followed up with her monthly and enrolled her in the summer youth program as an administrative assistant the following year. In addition, staff helped her find a part-time job with a local newspaper. She received a partial scholarship through the Inland Lakes Education Foundation as well as other scholarships and grants.

Jessica's mother passed away in 2008 and Jessica totally supported herself through college. In 2013 she graduated from college with a degree in Forensic Chemistry. WIA staff served as references and met with an investigator who conducted a detailed federal background check for her new career. As she predicted in a ninth grade interest survey for the WIA program, she became a forensic scientist. Jessica was hired as a Fingerprint Specialist for BAE Industry in Virginia.

Jessica feels that education was the key and although it was harder for her due to personal challenges, she used those challenges to fuel her efforts. She indicated that with determination and persistence, she was able to find assistance from outside resources to complete school. Her mother inspired her through her love and belief that she could succeed. She stated that in high school she was told anything was possible: but doubted it. Now, she believes it.

Improving the Skills of Michigan's Workforce: Employer Success Stories

A Win-Win for the Community, High School Seniors, and the Board of Water and Light



Employer: Lansing Board of Water and Light
MWA: Capital Area Michigan Works!
Prosperity Region: 7

When the Lansing Board of Water and Light realized over 40 percent of its entire workforce was eligible to retire at any moment, it knew it had to develop an innovative demand-driven solution to talent development. As a result, in 2007 the LBWL

joined together with Capital Area Michigan Works!, IBEW Local 352, local school districts, and Lansing Community College to develop a program to engage local area high school seniors in work-based learning activities that would develop the students' employability and skill levels for general employment as well as specific jobs at the LBWL.

After much work, 1st S.T.E.P. (School to Training and Employment Program) launched in 2008 with students attending classes at their high school half days and working at LBWL. Still in action today, students work in various entry-level positions with direct exposure to the vast career opportunities within the public power industry. Students successfully completing the program and their high school graduation requirements are awarded a scholarship to attend Lansing Community College.

Since its inception, 67 students have successfully completed the program. \$100,500 in scholarship dollars have been awarded and 20 program graduates have been hired to continue employment at the Lansing Board of Water and Light, while five program graduates are in technical progressions or apprenticeships.

"1st S.T.E.P. provides us with another way of partnering with our community in service to young people who might not otherwise have the opportunity to learn about, and potentially obtain a high quality position in the utility trades," said J. Peter Lark, general manager and CEO of the LBWL. *"This path is a gateway into the technological jobs of the future. 1st S.T.E.P. is a win-win-win for the community, high school seniors, and the Board of Water and Light."*

Collaboration

Employer: Hi-Lex Controls
MWA: South Central Michigan Works!
Prosperity Region: 9



Hi-Lex Controls is a global company. They are a supplier of automakers. Providing innovative, high-quality electromechanical devices and control cables tailored to their customer needs. One of their plants is located in Hudson, Michigan employing over 165 workers. Over the last year their work orders have increased dramatically, necessitating the need for up to an additional 60 production workers at their Hudson plant. As Hi-Lex Controls continued to grow, they placed Elwood Staffing Agency in their organization to help them meet their hiring needs. Elwood staffing in turn has reached out to South Central Michigan Works! requesting assistance in providing qualified applicants.

South Central Michigan Works! and Elwood Staffing entered into a memorandum of understanding. This is a collaborative partnership and was designed to provide outreach and recruit the workforce necessary to meet the talent needs of the employer. Through our collaborative efforts, residents of our tri-county area will have enhanced opportunities for permanent employment, career development, and increased earnings to ensure their economic viability.

Through this collaboration, we have successfully placed over 43 jobseekers at Hi-Lex within a two-month timeframe.

A testimonial from Elwood Staffing states that, *"forming a partnership with South Central Michigan Works! has been a great success! In September 2013, we began one day per month in each of the three South Central Michigan Works! offices. The main purpose of this is to recruit for open positions we are working to fill in the tri-county area. The recruiting being done in the Lenawee County office is*

mainly for one of our largest customers, Hi-Lex Controls in Hudson, Michigan. Since we do not have an Elwood Staffing office in Adrian, we had not had much of an opportunity to let the people in the area know about job opportunities in the neighboring city of Hudson. Partnering with South Central Michigan Works! has allowed us to have a presence in Adrian to get that word out. We have been able to place 43 people in jobs at Hi-Lex Controls from our efforts of recruiting onsite at the Lenawee Michigan Works! office. The staff at the Lenawee Michigan Works! office has been great to work with! Jack, Susan, Naomi, and Tammy have all been eager to assist us in any way possible. Working together we have been able to put the people of Lenawee county to work and have been able to fill a large manufacturers needs with employees local to the County. This is a win/win partnership for sure. We look forward to the continued partnership with South Central Michigan Works!."

Mercy Health Values Faster Hiring



Employer: Mercy Health

MWA: Michigan Works! Muskegon – Oceana

Prosperity Regions: 4A and 4B

Mercy Health is Muskegon County's largest employer of record with 3,657 employees. Michigan Works! Muskegon-Oceana (MWMO) has partnered closely with Mercy Health through job postings and assistance with WorkKeys testing. This partnership has been raised to a new level, as MWMO is the sole testing location for WorkKeys for this employer. In order to connect this employer with qualified workers, MWMO has committed to posting their vacant positions on the Pure Michigan Talent Connect, and have posted 346 Job Orders for them since October 2013. As a result of this joint effort, Mercy Health has reported 342 hires to us during this time period. MWMO also has the ability to perform targeted candidate searches for specific positions or skills sets as requested.

Additionally, MWMO scholarship programs include educational opportunities for the most in-demand occupations in the medical field, including Registered Nurse, Medical Assistant, and Certified Nurse Aide, all of which carry our area's "Hot Jobs" designation. Vickie Hillard, Director of Human Resources for Mercy Health Muskegon says, *"Our partnership with Michigan Works! has saved us staff time and enables us to assess more individuals and conduct our hiring at a faster pace. We value the efficiency our partnership has created."*

WIA WAIVERS AND SUCCESS STORIES

The following waivers, approved by the USDOL, were implemented during PY 2013.

- Waiver allowing local Workforce Development Boards (WDBs) to use up to twenty percent of Allocation Year (AY) 2013 WIA Dislocated Worker funds to support local Incumbent Worker Training (IWT) programs as part of a layoff aversion strategy under the WIA Section 134(a). All training under this waiver is restricted to skill attainment activities.
- Waiver allowing the transfer of up to seventy-five percent of local formula funds between the WIA Adult and Dislocated Worker programs under WIA Section 133(b)(4).
- Waiver allowing the use of a sliding scale based on employer size or length of unemployment for On-the-Job Training employer reimbursement under the WIA Section 101(31)(B).
- Waiver allowing a sliding scale based on employer size for the Customized Training employer contribution requirement under WIA Section 101(8)(C).
- Waiver allowing the use of Individual Training Accounts (ITAs) for Older and Out-of-School Youth program participants at 20 CFR 664.510.
- Waiver of the WIA Regulations at Section 666.100 to exempt from inclusion in the credential performance measure calculations credential attainment outcomes for participants enrolled in OJT.
- Waiver of the requirement at WIA Section 134(a)(2)(B)(ii) to conduct evaluations of WIA activities for adults, dislocated workers, and youth.

Michigan requested and was granted a waiver for PY 2013 from the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to promote, establish, and implement methods for continuous improvement in the efficiency and effectiveness of the statewide workforce investment system in improving the employability of job seekers and the competitiveness of employers. As such, Michigan has no information to include in this report concerning evaluations that either concluded, or commenced, during PY 2013. Michigan also has no information to include at this time regarding planned evaluations for PY 2014.

The above waivers assisted the State and local areas in further developing and operating an IWT program focused on layoff aversion and skill attainment activities, increased local areas' flexibility to meet fluctuating demand for services, and increased the capacity of local areas to respond to individual training needs. They provide local areas with the flexibility necessary to respond efficiently and effectively to changing local conditions and demands.

Incumbent Worker Training (IWT) Waiver

Training for employed workers is beneficial for employers, workers, and regional economies. Layoff aversion strategies focus workforce development efforts on upgrading and expanding the skills of employed workers to prevent layoffs. IWT promotes greater job retention, facilitates more stability in the workforce, and heightens chances for advancement, higher wages, and continued employability.

Michigan was granted a waiver to allow local areas to use Dislocated Worker formula funds to support IWT. The use of Dislocated Worker formula funds during PY 2013 to support IWT is documented in the table below. The amount of funds used for training varied greatly, with Central Area using 15 percent, while Region 7B used 0.1 percent. Additionally, six local areas received approval for, but did not utilize, this waiver during PY 2013.

PY 2013 Dislocated Worker Funding for Incumbent Worker Training

Agency	IWT Costs	Formula Award	Percent of Award
Berrien/Cass/Van Buren	\$ 10,560	\$ 754,383	1%
Central Area	\$ 99,849	\$ 668,688	15%
Genesee/Shiawassee	\$ 39,008	\$ 1,257,239	3%
Livingston County	\$ 48,251	\$ 375,355	13%
Region 7B	\$ 582	\$ 432,544	0.1%
South Central	\$ 102,151	\$ 709,119	14%
Southeast Michigan (SEMCA)	\$ 24,700	\$ 2,535,882	1%

Adult/Dislocated Worker Funding Transfer Waiver

This waiver provided local areas greater flexibility by better aligning resources with current demand for services. Transfer authorities of up to 75 percent between the Adult and Dislocated Worker programs allowed both programs to more efficiently and effectively respond to changes in demand for services, increased capacity, and improved customer service.

Two out of six local areas utilized their granted waiver authority to transfer funds in excess of the 30 percent limitation between the WIA Adult and Dislocated Worker programs during PY 2013 as depicted in the following table. Waivers were utilized to keep students enrolled in training, eliminate waiting lists, enroll students into accelerated certificate programs, and to provide innovative training in high-growth, high-demand industry areas.

PY 2013 Transfers Between the Adult and Dislocated Worker Programs

Agency	From/To	Formula Award	Transfer Amount	Percent Transferred
Central Area	DW/Adult	\$ 419,371	\$ 109,380	26%
Eastern U.P.	DW/Adult	\$ 176,658	\$ 25,000	14%
Genesee/Shiawassee	DW/Adult	\$ 1,257,239	\$ 355,000	28%
Northeast	DW/Adult	\$ 467,157	\$ 105,000	27%
Thumb Area	DW/Adult	\$ 699,501	\$ 300,000	43%
Washtenaw County	DW/Adult	\$ 541,938	\$ 270,969	50%

Note: Ten additional local areas were granted approval to utilize this waiver during PY 2013 but did not enact any transfers between their WIA Adult and Dislocated Worker programs.

On-the-Job Training (OJT) and Customized Training Waivers

Waivers were granted to nine local areas that allowed sliding scales based on employer size for Customized Training employer contribution requirements. In addition, waivers were granted to thirteen local areas that allowed sliding scales based on employer size and/or length of unemployment for OJT employer reimbursement.

OJT waivers to increase employer reimbursement for OJT through a sliding scale were based on the size of the business or the length of an individual's unemployment. Training delivered under the waiver allowed local areas to provide additional assistance to employers in creating jobs for WIA participants. The waivers provide assistance to employers in creating jobs sooner, rather than later, by reimbursing some of the cost of training new workers.

Waivers of the required 50 percent employer contribution for Customized Training utilizing a sliding scale were also based on the size of the employer. Under the waiver, a sliding scale for the employer matching cost component created an incentive for small and mid-sized employers to participate in Customized Training, resulting in high-skill, high-demand, and/or high-wage attainment.

Individual Training Accounts (ITAs) for Older and Out-of-School Youth

Funds utilized for Older and Out-of-School Youth ITAs allowed youth to access training earlier and provided the experience of responsibility through real-life, informed decision-making. Allowing youth to use ITAs streamlined services, increased customer choice, and increased local flexibility. Waivers were approved for eleven local areas.

Waiver Impact

The waivers granted to the State of Michigan for PY 2013 provided the State and local areas with increased flexibility in the administration and operation of WIA-funded programs. The increased flexibility enabled local areas to tailor their programs to meet local participant and employer demands and to ensure specific needs were met. Dislocated Worker formula funds used to provide IWT enabled local areas to design layoff aversion strategies including upgrading and expanding the skills of their existing workforce.

As in prior years, Michigan's waivers for PY 2013 focused primarily on program operations, rather than on local performance outcomes. The waivers indirectly affected performance by averting potential layoffs, thereby reducing the number of additional dislocated workers who need the services of the public workforce investment system following layoff. Key waiver impacts were as follows:

- Local areas had greater control over program design and program management. The increased local flexibility to respond to ever-changing local and regional economic conditions provided the ability to more efficiently and effectively respond to ever changing workforce training demands.
- Provided employers with access to training resources necessary to remain viable and competitive in today's global economy. Higher local labor force quality is a key competitive factor affecting a local area's attractiveness for location and growth of business. Higher labor force quality drives local creation of high-quality jobs, thereby resulting in increases in local earnings per capita.
- Increased the skills of local and regional workforces by learning new technologies, enabling Michigan's workers to be globally competitive and offering workers the chance to advance to higher paying positions or maintain their current jobs and avoid layoffs. Increased skills increases long-range earnings potential.
- Filled employment gaps in high-demand, high-growth occupational fields, such as agriculture, energy, healthcare, information technology, and manufacturing with training relevant to employer needs.
- Built and expanded positive relationships between employers, local areas, service providers, and community colleges and other training institutions by better aligning capacity with demand for services.
- Increased access to training and consumer choice through building a stronger partnership base with training institutions by offering training that is customized to the particular skill needs of individual employers.
- IWT funds, leveraged with other training funds, proved to be a very cost effective method for providing training with limited resources.

Challenges

As in prior years, there were challenges identified with operating an IWT program as authorized under our waiver. Challenges included:

- Additional administrative responsibilities and costs associated with reporting requirements. Employer time and costs associated with the coordination and follow-up with paperwork and documentation creates administrative burdens and disincentives for employers to participate in IWT programs. Employers view IWT reporting requirements as “bureaucratic red tape.” The time required by local area staff to conduct expanded data entry and documentation collection requirements adds additional administrative costs.
- Employer liability concerns in collecting data to satisfy reporting requirements. Employers are apprehensive about possible complications and ramifications for collecting, maintaining, and disposing of additional employee records.
- Worker privacy concerns over the collection of private information by employers and local areas.

WIA Waiver Success Stories

“An Opportunity to Get my Foot in the Door”

Employer: Timmy Tire Center

MWA: Region 7B Consortium

Prosperity Regions: 3 and 5

Richard Janczuk, an automotive technician by trade, was employed at a local auto repair facility from 2001 through 2012, when the facility unexpectedly closed in December. Richard had not been searching in the job market for 11 years, and utilized the Arenac County MWA for his job search and Unemployment Insurance needs. Richard had a few interviews, but did not land the jobs due to the facilities having more state of the art equipment than his previous employer. Richard became eligible for the Dislocated Worker National Emergency Grant On-the-Job Training program after drawing 16 weeks of Unemployment Insurance. Timmy Tire was in need to hire an automotive technician and was willing to train the right person to use their equipment for diagnostic and repair purposes. Timmy Tire interviewed Richard and was impressed with his current skills, and found him to be a prospect for training on their equipment. Roscommon County Business Solutions Professional, Brenda, completed the NEG OJT contract with Timmy Tire at a wage reimbursement of 90% and with the support service of a tool purchase, Richard began employment. Richard received complimentary reviews, and remains employed at Timmy Tire.

Jeremy Coiner, his manager, stated, *“Richard has worked out great, he’s still here and we really appreciate having him. The OJT is a great program and we’d be interested in doing it again.”*

Richard said, *“The OJT helped me gain new skills. I had been at a shop before that was pretty outdated. The program gave me an opportunity to get my foot in the door and show them what I was capable of doing.”*

Meeting Training Goal Helps Young Woman's Family



Employer: MyCare Health Center
MWA: Macomb-St. Clair Michigan Works!
Prosperity Region: 10

Mervet Sitto came to the Clinton Township Michigan Works! Service Center in December 2012 after she lost her job of 2 ½ years as a parts supervisor. This was a job that she had depended on to help contribute towards the family home where she lived with her mother, who was unable to work, and her sister.

Mervet's job loss and its effect on the family household was magnified by the fact that her sister was also unemployed. Mervet, a young woman of 20, remembers how scared she was about all of the bills that were coming in and whether or not she would be able to fulfill one of her long-time dreams of becoming a Medical Assistant. She had enrolled in Dorsey Schools and knew she had a future of loans to pay off. Her unemployment benefits and limited household income would not be enough.

Once she was enrolled in the Workforce Investment Act (WIA) Youth Employment Program and connected with the youth advocate, Mervet was given a ray of hope. Mervet learned that she could get help with many of her needs, including basic skills enhancement, tuition assistance, résumé preparation assistance, and job placement services. In addition to all of this help, she would eventually get experience working in a medical office through the paid work experience aspect of the program.

After meeting with Lead Youth Advocate, it was discovered that Mervet needed help with improving her reading and math skills, particularly because English was her second language. In just a few weeks of in-house tutoring, Mervet's skills improved and she was approved for training at Dorsey Schools with WIA Youth funds available through an Individual Training Account.

Once Mervet was on track for Medical Assistant training, attention was turned to helping her obtain a job and get her some experience in the medical field. A paid work experience was developed at MyCare Health Center in Center Line. By June 2013, Mervet was not only working and getting paid, but also learning the day-to-day operations of a medical center along with many of the skills necessary for her to become an experienced Receptionist/Medical Assistant. The WIA Youth Employment Program also helped Mervet with her transportation needs and needed uniforms. She had been wearing the same uniform to work and school and was so happy to receive the additional assistance.

As one might imagine from this hard-working, dedicated young lady, Mervet eventually went on to graduate from Dorsey Schools in February 2014. She was so valued by MyCare Health Center that they provided her with an externship through Dorsey before graduation and hired her on a full-time basis as a medical assistant, with benefits, when she completed school. Mervet says she loves her employer. She can now work alongside the doctors who are always teaching her more, and she can help them with the patients who need her Arabic and Chaldean translating skills.

When asked about the WIA Youth Employment Program and Michigan Works! Mervet exclaimed, *“I am so happy! I thank God for Michigan Works! I don’t have to worry about my school loans now. And if I was given a range from 1-20 to rate the help I received, I would give them a 30!”*

Incumbent Worker Training Provides “Basics”

Employer: Morbark Products

MWA: Central Area Michigan Works! Consortium

Prosperity Regions: 4 and 5

Electrical and hydraulics systems are essential to the operation, quality, and reliability of Morbark Products. Knowledge of the fundamental components and concepts of these systems are important for safety, technical communications, identification of symptomatic conditions, system upkeep, validity of proper assembly and operation, efficient troubleshooting, and determination of best practices. System understanding builds a foundation that also enables employees to better transition into positions and duties that require a greater technical understanding. Additionally, this knowledge will assist employees to better communicate technical information internally and externally to customers and vendors.

Upon learning about the available funding, we quickly engaged with the Michigan Works! Agency, Morbark stakeholders, and our training provider (Ferris State University) to design classes specific to the needs of our workforce: Electricity and Electrical Circuits, Fundamentals of Control Devices, Ladder Diagrams, and Troubleshooting and Hydraulics. A basic understanding of these concepts is important to the long-term success and viability of Morbark, and its employees. *“While it is best to provide these trainings in a continuum, we would not have been able to provide all of the segments at this time. I’m a busy guy, but Central Area Michigan Works! Consortium made the funding process pretty easy to get through, which allowed me to focus on other projects at the same time. Much appreciated.”*

“The training through Ferris State has greatly improved our employees’ ability to understand how Control Circuits work and how to solve basic logic, in most cases. Understanding magnetics, solenoids, relays, contactors, starters, motors, and ladder diagrams has improved in all cases, and students continue to ask questions and seek additional information. They were genuinely concerned with how to use this information to improve their work quality and to better understand future innovations.”

As a result of the training and services rendered, 19 individuals were trained, thereby averting 19 layoffs.

Appendix A
Tables A through Q
Program Results and Outcomes

WIA Annual Report (PY 2013)

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	93.0	96.0	8,457	13,460	10,621	79.6
Employers	86.0	85.1	1,141	1,570	1,570	72.7

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	89.0	86.0	3,609
			4,198
Employment Retention Rate	92.0	93.5	5,741
			6,138
Six Months Average Earnings	\$17,700	\$16,793	\$84,419,854
			5,027
Employment and Credential Rate	82.0	83.0	3,949
			4,760

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services	Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	79.9	1,182	151		117		211
		1,480	176	85.8	75.0	156	81.8
Employment Retention Rate	90.0	1,381	234		146		371
		1,535	244	95.9	88.0	166	94.2
Six Months Average Earnings	\$11,453	\$13,399,541	\$3,876,574		\$1,491,709		\$6,595,787
		1,170	212	\$18,286	\$12,535	119	\$20,612
Employment and Credential Rate	77.2	909	145		73		282
		1,177	177	81.9	76.0	96	81.0

Table D - Outcome Information by Service Level for the Adult Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	89.7	208	91.0	366	86.9	1,975
		232		402		2,272
Employment Retention Rate	93.6	322	93.6	552	94.1	4,258
		344		590		4,527
Six Months Average Earnings	\$14,686	\$3,627,481	\$12,288	\$5,062,777	\$18,042	\$69,299,334
		247		412		3,841

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	94.0	93.1	3,782
			4,061
Employment Retention Rate	94.0	95.6	4,671
			4,887
Six Months Average Earnings	\$17,300	\$17,021	\$69,308,354
			4,072
Employment and Credential Rate	83.0	82.9	2,449
			2,953

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	94.5	256	86.4	57	88.9	417	80.0	12
		271		66		469		15
Employment Retention Rate	95.0	302	94.8	73	93.9	489	100.0	21
		318		77		521		21
Six Months Average Earnings	\$17,918	\$4,604,812	\$13,499	\$890,922	\$15,828	\$6,536,855	\$12,446	\$248,916
		257.00		66		413		20
Employment and Credential Rate	83.6	163	81.4	35	81.1	244	70.6	12
		195		43		301		17

Table G - Outcome Information by Service Level for the Dislocated Worker Program

Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	92.5	209	90.3	430	93.9	2,695
		226		476		2,869
Employment Retention Rate	96.3	288	93.8	592	96.1	3,289
		299		631		3,424
Six Months Average Earnings	\$16,033	\$3,703,681	\$15,249	\$7,761,630	\$17,639	\$50,905,191
		231		509		2,886

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education Rate	N/A	65.8	2,485
			3,779
Attainment of Degree or Certificate Rate	N/A	50.1	1,491
			2,975
Literacy and Numeracy Gains	N/A	5.5	107
			1,953

Table H.1.A - Outcomes for Youth Special Populations*

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	62.3	1315	66.7	2	68.4	359	82.0	989
		2112		3		525		1206
Attainment of Degree or Certificate Rate	47.3	799	50.0	1	63.6	278	22.3	60
		1691		2		437		269
Literacy and Numeracy Gains	5.3	51	0.0	0	22.7	37	5.5	107
		955		0		163		1953

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	87.7	653
			745
Employment Retention Rate	89.0	93.5	809
			865
Six Months Average Earnings	\$4,900	\$5,369	\$3,613,444
			673
Employment and Credential Rate	78.0	80.8	727
			900

Table I - Outcomes for Older Youth Special Populations*

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	85.4	339	66.7	2	83.3	55	87.5	560
		397		3		66		640
Employment Retention Rate	92.3	407	0.0	0	95.5	64	93.1	670
		441		0		67		720
Six Months Average Earnings	\$5,353	\$1,959,038	\$0	\$0	\$5,628	\$270,167	\$5,086	\$2,853,357
		366		0		48		561
Employment and Credential Rate	77.8	361	66.7	2	81.7	67	79.6	606
		464		3		82		761

Table J - Younger Youth Results (14-18)*

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	94.0	96.7	7,989
			8,264
Diploma or Equivalent Attainment Rate	90.0	91.5	1,618
			1,769
Retention Rate	85.0	88.6	2,042
			2,304

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	97.0	4,471	97.2	1,392	93.7	1,741
		4,610		1,432		1,859
Diploma or Equivalent Attainment Rate	92.3	848	91.6	296	83.3	345
		919		323		414
Retention Rate	87.9	1,060	86.1	390	86.3	473
		1,206		453		548

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	83.8	5,190	\$6,274	\$33,461,740	5.4	193	\$5,531	\$18,030,966	\$67	1,315
		6,193		5,333		3,609		3,260		1,975
Dislocated Workers	86.6	4,433	\$150	\$71,450,930	3.2	121	\$7,876	\$26,338,701	\$69	1,853
		5,119		\$47,659,353		3,782		3,344		2,695
Older Youth	75.7	704	\$5,055	\$3,564,108	1.4	9	\$3,166	\$1,624,185		
		930		705		653		513		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adults	430,648	429,261
Total Adults (self)	394,109	418,206
WIA Adults	421,000	425,729
WIA Dislocated Workers	9,648	3,532
Total Youth (14-21)	12,564	4,199
Younger Youth (14-18)	9,132	3,319
Older Youth (19-21)	3,432	880
Out-of-School Youth	4,939	1,432
In-School Youth	7,625	2,767

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$32,974,277
Local Dislocated Workers		\$31,368,845
Local Youth		\$32,558,201
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$2,586,537
Statewide Required Activities (up to 15%) WIA Section 134 (a)(2)(B)		\$2,209,870
Statewide Allowable Activities WIA Section 134 (a)(3)	Program Activity Description	
	EARN & LEARN	\$228,241
	CAPACITY BUILDING	\$365,000
	LMI MOU	\$39,744
	GTIB	\$25,731
	MISCELLANEOUS	\$2,172,798
Total of All Federal Spending Listed Above		\$104,529,244

Table O - Local Performance

Local Board (26160) - Area Community Services Employment and Training (ACSET)

Local Area Name ACSET	Total Participants Served	Adults	26,573
		Dislocated Workers	606
		Older Youth (19-21)	426
		Younger Youth (14-18)	833
ETA Assigned Number 26160	Total Exiters	Adults	26,967
		Dislocated Workers	239
		Older Youth (19-21)	125
		Younger Youth (14-18)	317

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	98.0
	Employers	86.0	86.0
Entered Employment Rates	Adults	90.0	94.0
	Dislocated Workers	95.0	99.0
	Older Youth	83.0	94.0
Retention Rates	Adults	93.0	95.0
	Dislocated Workers	94.0	98.0
	Older Youth	90.0	97.0
	Younger Youth	86.0	95.0
Six Months Average Earnings	Adults	\$15,200.00	\$15,905.00
	Dislocated Workers	\$16,600.00	\$18,532.00
Six Months Earnings Increase	Older Youth	\$4,500.00	\$4,639.00
Credential/Diploma Rates	Adults	83.0	93.0
	Dislocated Workers	84.0	91.0
	Older Youth	80.0	94.0
	Younger Youth	91.0	96.0
Skill Attainment Rate	Younger Youth	95.0	97.0
Placement in Employment or Education	Youth (14-21)	N/A	69.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	40.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met	Exceeded X

**Table O - Local Performance
Local Board (26050) - Barry-Branch-Calhoun**

Local Area Name Barry-Branch-Calhoun	Total Participants Served	Adults	10,858
		Dislocated Workers	145
		Older Youth (19-21)	101
		Younger Youth (14-18)	167
ETA Assigned Number 26050	Total Exiters	Adults	11,935
		Dislocated Workers	144
		Older Youth (19-21)	19
		Younger Youth (14-18)	41

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	94.0
	Employers	86.0	85.0
Entered Employment Rates	Adults	90.0	94.0
	Dislocated Workers	94.0	95.0
	Older Youth	84.0	92.0
Retention Rates	Adults	91.0	94.0
	Dislocated Workers	93.0	95.0
	Older Youth	86.0	92.0
	Younger Youth	86.0	85.0
Six Months Average Earnings	Adults	\$15,300	\$16,563
	Dislocated Workers	\$16,100	\$17,190
Six Months Earnings Increase	Older Youth	\$5,100	\$5,633
Credential/Diploma Rates	Adults	82.0	85.0
	Dislocated Workers	84.0	85.0
	Older Youth	77.0	81.0
	Younger Youth	90.0	90.0
Skill Attainment Rate	Younger Youth	95.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	89.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	78.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26110) - Berrien-Cass-Van Buren Michigan Works!

Local Area Name Berrien/Cass/Van Buren	Total Participants Served	Adults	11,783
		Dislocated Workers	335
		Older Youth (19-21)	53
		Younger Youth (14-18)	176
ETA Assigned Number 26110	Total Exiters	Adults	12,221
		Dislocated Workers	73
		Older Youth (19-21)	8
		Younger Youth (14-18)	54

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	93.0
	Employers	86.0	80.0
Entered Employment Rates	Adults	83.0	98.0
	Dislocated Workers	93.0	98.0
	Older Youth	84.0	100.0
Retention Rates	Adults	87.0	97.0
	Dislocated Workers	93.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	78.0	100.0
Six Months Average Earnings	Adults	\$15,200	\$18,068
	Dislocated Workers	\$16,200	\$19,860
Six Months Earnings Increase	Older Youth	\$4,300	\$3,942
Credential/Diploma Rates	Adults	79.0	89.0
	Dislocated Workers	81.0	97.0
	Older Youth	65.0	100.0
	Younger Youth	86.0	80.0
Skill Attainment Rate	Younger Youth	92.0	96.0
Placement in Employment or Education	Youth (14-21)	N/A	29.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	11.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

**Table O - Local Performance
Local Board (26045) - Capital Area Michigan Works!**

Local Area Name Capital Area	Total Participants Served	Adults	12,994
		Dislocated Workers	397
		Older Youth (19-21)	118
		Younger Youth (14-18)	604
ETA Assigned Number 26045	Total Exiters	Adults	13,604
		Dislocated Workers	192
		Older Youth (19-21)	42
		Younger Youth (14-18)	210

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	98.0
	Employers	86.0	90.0
Entered Employment Rates	Adults	90.0	90.0
	Dislocated Workers	94.0	94.0
	Older Youth	83.0	97.0
Retention Rates	Adults	92.0	95.0
	Dislocated Workers	95.0	98.0
	Older Youth	89.0	100.0
	Younger Youth	85.0	93.0
Six Months Average Earnings	Adults	\$15,000	\$14,946
	Dislocated Workers	\$16,000	\$16,389
Six Months Earnings Increase	Older Youth	\$4,200	\$7,271
Credential/Diploma Rates	Adults	83.0	88.0
	Dislocated Workers	84.0	93.0
	Older Youth	79.0	94.0
	Younger Youth	89.0	94.0
Skill Attainment Rate	Younger Youth	95.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	94.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	94.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance
Local Board (26130) - Central Area Michigan Works! Consortium

Local Area Name Central Area	Total Participants Served	Adults	8,166
		Dislocated Workers	105
		Older Youth (19-21)	102
		Younger Youth (14-18)	98
ETA Assigned Number 26130	Total Exiters	Adults	8,824
		Dislocated Workers	71
		Older Youth (19-21)	78
		Younger Youth (14-18)	59

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	97.0
	Employers	86.0	83.0
Entered Employment Rates	Adults	90.0	91.0
	Dislocated Workers	94.0	94.0
	Older Youth	83.0	75.0
Retention Rates	Adults	93.0	92.0
	Dislocated Workers	93.0	94.0
	Older Youth	90.0	83.0
	Younger Youth	80.0	70.0
Six Months Average Earnings	Adults	\$13,500	\$15,221
	Dislocated Workers	\$13,800	\$15,784
Six Months Earnings Increase	Older Youth	\$4,400	\$3,962
Credential/Diploma Rates	Adults	83.0	89.0
	Dislocated Workers	83.0	95.0
	Older Youth	65.0	52.0
	Younger Youth	82.0	67.0
Skill Attainment Rate	Younger Youth	95.0	99.0
Placement in Employment or Education	Youth (14-21)	N/A	68.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	52.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	56.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26010) - Detroit Employment Solutions Corporation

Local Area Name Detroit Employment Solutions	Total Participants Served	Adults	31,606
		Dislocated Workers	688
		Older Youth (19-21)	566
		Younger Youth (14-18)	2,165
ETA Assigned Number 26010	Total Exiters	Adults	20,799
		Dislocated Workers	8
		Older Youth (19-21)	47
		Younger Youth (14-18)	627

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	82.0
Entered Employment Rates	Adults	83.0	95.0
	Dislocated Workers	95.0	100.0
	Older Youth	83.0	87.0
Retention Rates	Adults	89.0	96.0
	Dislocated Workers	91.0	91.0
	Older Youth	89.0	100.0
	Younger Youth	78.0	85.0
Six Months Average Earnings	Adults	\$11,400	\$14,644
	Dislocated Workers	\$15,800	\$15,835
Six Months Earnings Increase	Older Youth	\$4,500	\$6,265
Credential/Diploma Rates	Adults	82.0	88.0
	Dislocated Workers	84.0	86.0
	Older Youth	72.0	85.0
	Younger Youth	91.0	89.0
Skill Attainment Rate	Younger Youth	96.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	32.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	17.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26115) - Eastern U.P. Employment & Training Consortium

Local Area Name Eastern U.P.	Total Participants Served	Adults	869
		Dislocated Workers	78
		Older Youth (19-21)	11
		Younger Youth (14-18)	21
ETA Assigned Number 26115	Total Exiters	Adults	1,146
		Dislocated Workers	16
		Older Youth (19-21)	7
		Younger Youth (14-18)	10

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	98.0
	Employers	86.0	87.0
Entered Employment Rates	Adults	90.0	89.0
	Dislocated Workers	94.0	92.0
	Older Youth	84.0	86.0
Retention Rates	Adults	93.0	97.0
	Dislocated Workers	95.0	86.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	Adults	\$14,800	\$15,383
	Dislocated Workers	\$14,400	\$12,996
Six Months Earnings Increase	Older Youth	\$5,400	\$13,655
Credential/Diploma Rates	Adults	82.0	87.0
	Dislocated Workers	83.0	87.0
	Older Youth	80.0	93.0
	Younger Youth	91.0	100.0
Skill Attainment Rate	Younger Youth	96.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	92.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	47.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26030) - Genesee / Shiawassee Michigan Works! Inc.

Local Area Name Genesee/Shiawassee	Total Participants Served	Adults	19,114
		Dislocated Workers	662
		Older Youth (19-21)	355
		Younger Youth (14-18)	762
ETA Assigned Number 26030	Total Exiters	Adults	19,536
		Dislocated Workers	264
		Older Youth (19-21)	43
		Younger Youth (14-18)	220

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	96.0
	Employers	86.0	85.0
Entered Employment Rates	Adults	82.0	85.0
	Dislocated Workers	92.0	90.0
	Older Youth	83.0	84.0
Retention Rates	Adults	87.0	95.0
	Dislocated Workers	91.0	93.0
	Older Youth	84.0	96.0
	Younger Youth	78.0	75.0
Six Months Average Earnings	Adults	\$10,600	\$11,080
	Dislocated Workers	\$13,300	\$13,652
Six Months Earnings Increase	Older Youth	\$3,900	\$3,936
Credential/Diploma Rates	Adults	78.0	82.0
	Dislocated Workers	83.0	80.0
	Older Youth	75.0	57.0
	Younger Youth	91.0	92.0
Skill Attainment Rate	Younger Youth	92.0	94.0
Placement in Employment or Education	Youth (14-21)	N/A	46.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	43.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met X	Met	Exceeded

**Table O - Local Performance
Local Board (26020) -Great Lakes Bay Michigan Works!**

Local Area Name Great Lakes Bay	Total Participants Served	Adults	16,830
		Dislocated Workers	523
		Older Youth (19-21)	0
		Younger Youth (14-18)	569
ETA Assigned Number 26020	Total Exiters	Adults	16,978
		Dislocated Workers	280
		Older Youth (19-21)	0
		Younger Youth (14-18)	144

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	99.0
	Employers	86.0	82.0
Entered Employment Rates	Adults	90.0	85.0
	Dislocated Workers	94.0	94.0
	Older Youth	83.0	0.0
Retention Rates	Adults	92.0	94.0
	Dislocated Workers	93.0	95.0
	Older Youth	84.0	0.0
	Younger Youth	83.0	87.0
Six Months Average Earnings	Adults	\$16,500	\$14,974
	Dislocated Workers	\$16,700	\$16,739
Six Months Earnings Increase	Older Youth	\$3,400	\$0
Credential/Diploma Rates	Adults	82.0	87.0
	Dislocated Workers	84.0	96.0
	Older Youth	72.0	0.0
	Younger Youth	86.0	91.0
Skill Attainment Rate	Younger Youth	92.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	90.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	95.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	31.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26040) - Kalamazoo-St. Joseph Michigan Works!

Local Area Name Kalamazoo-St. Joseph	Total Participants Served	Adults	11,634
		Dislocated Workers	172
		Older Youth (19-21)	174
		Younger Youth (14-18)	153
ETA Assigned Number 26040	Total Exiters	Adults	12,240
		Dislocated Workers	126
		Older Youth (19-21)	53
		Younger Youth (14-18)	79

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	84.0
Entered Employment Rates	Adults	91.0	99.0
	Dislocated Workers	95.0	98.0
	Older Youth	83.0	95.0
Retention Rates	Adults	92.0	93.0
	Dislocated Workers	93.0	91.0
	Older Youth	89.0	95.0
	Younger Youth	85.0	89.0
Six Months Average Earnings	Adults	\$13,500	\$12,364
	Dislocated Workers	\$16,300	\$15,214
Six Months Earnings Increase	Older Youth	\$4,300	\$4,747
Credential/Diploma Rates	Adults	80.0	97.0
	Dislocated Workers	84.0	93.0
	Older Youth	79.0	88.0
	Younger Youth	90.0	96.0
Skill Attainment Rate	Younger Youth	92.0	99.0
Placement in Employment or Education	Youth (14-21)	N/A	84.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	63.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26145) - Livingston County Michigan Works!

Local Area Name Livingston County	Total Participants Served	Adults	5,628
		Dislocated Workers	109
		Older Youth (19-21)	20
		Younger Youth (14-18)	104
ETA Assigned Number 26145	Total Exiters	Adults	5,800
		Dislocated Workers	57
		Older Youth (19-21)	5
		Younger Youth (14-18)	16

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	97.0
	Employers	86.0	93.0
Entered Employment Rates	Adults	90.0	100.0
	Dislocated Workers	95.0	98.0
	Older Youth	84.0	100.0
Retention Rates	Adults	93.0	95.0
	Dislocated Workers	92.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	87.0
Six Months Average Earnings	Adults	\$16,500	\$18,404
	Dislocated Workers	\$17,900	\$19,593
Six Months Earnings Increase	Older Youth	\$3,400	\$6,051
Credential/Diploma Rates	Adults	82.0	100.0
	Dislocated Workers	84.0	93.0
	Older Youth	80.0	90.0
	Younger Youth	91.0	94.0
Skill Attainment Rate	Younger Youth	92.0	96.0
Placement in Employment or Education	Youth (14-21)	N/A	96.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	85.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance
Local Board (26015) - Macomb-St. Clair Workforce Development Board, Inc.

Local Area Name Macomb/St. Clair	Total Participants Served	Adults	47,450
		Dislocated Workers	2,052
		Older Youth (19-21)	158
		Younger Youth (14-18)	1,161
ETA Assigned Number 26015	Total Exiters	Adults	47,407
		Dislocated Workers	356
		Older Youth (19-21)	55
		Younger Youth (14-18)	506

Reported Information		Negotiated Performance Level	
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	85.0
Entered Employment Rates	Adults	90.0	89.0
	Dislocated Workers	94.0	92.0
	Older Youth	83.0	96.0
Retention Rates	Adults	92.0	94.0
	Dislocated Workers	93.0	96.0
	Older Youth	87.0	94.0
	Younger Youth	85.0	91.0
Six Months Average Earnings	Adults	\$15,800	\$13,679
	Dislocated Workers	\$17,300	\$18,442
Six Months Earnings Increase	Older Youth	\$4,000	\$5,281
Credential/Diploma Rates	Adults	79.0	68.0
	Dislocated Workers	80.0	71.0
	Older Youth	72.0	83.0
	Younger Youth	89.0	94.0
Skill Attainment Rate	Younger Youth	92.0	92.0
Placement in Employment or Education	Youth (14-21)	N/A	90.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	80.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26055) - Muskegon - Oceana Consortium

Local Area Name Muskegon County	Total Participants Served	Adults	13,219
		Dislocated Workers	115
		Older Youth (19-21)	23
		Younger Youth (14-18)	107
ETA Assigned Number 26055	Total Exiters	Adults	14,898
		Dislocated Workers	94
		Older Youth (19-21)	11
		Younger Youth (14-18)	60

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	87.0
	Employers	86.0	83.0
Entered Employment Rates	Adults	89.0	85.0
	Dislocated Workers	95.0	87.0
	Older Youth	83.0	72.0
Retention Rates	Adults	93.0	93.0
	Dislocated Workers	93.0	89.0
	Older Youth	90.0	81.0
	Younger Youth	86.0	80.0
Six Months Average Earnings	Adults	\$11,700	\$13,261
	Dislocated Workers	\$15,800	\$14,966
Six Months Earnings Increase	Older Youth	\$3,600	\$4,231
Credential/Diploma Rates	Adults	83.0	73.0
	Dislocated Workers	84.0	72.0
	Older Youth	71.0	57.0
	Younger Youth	90.0	100.0
Skill Attainment Rate	Younger Youth	95.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	43.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	25.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

**Table O - Local Performance
Local Board (26060) - Northeast Michigan Consortium**

Local Area Name Northeast	Total Participants Served	Adults	9,007
		Dislocated Workers	24
		Older Youth (19-21)	7
		Younger Youth (14-18)	210
ETA Assigned Number 26060	Total Exiters	Adults	9,683
		Dislocated Workers	21
		Older Youth (19-21)	0
		Younger Youth (14-18)	114

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	93.0
	Employers	86.0	89.0
Entered Employment Rates	Adults	92.0	89.0
	Dislocated Workers	95.0	100.0
	Older Youth	83.0	0.0
Retention Rates	Adults	93.0	94.0
	Dislocated Workers	95.0	97.0
	Older Youth	90.0	0.0
	Younger Youth	86.0	90.0
Six Months Average Earnings	Adults	\$15,000	\$14,350
	Dislocated Workers	\$13,200	\$16,085
Six Months Earnings Increase	Older Youth	\$4,100	\$0
Credential/Diploma Rates	Adults	82.0	83.0
	Dislocated Workers	84.0	100.0
	Older Youth	80.0	0.0
	Younger Youth	91.0	93.0
Skill Attainment Rate	Younger Youth	96.0	99.0
Placement in Employment or Education	Youth (14-21)	N/A	58.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	43.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26105) - Northwest Michigan Council of Governments

Local Area Name Northwest	Total Participants Served	Adults	13,908
		Dislocated Workers	175
		Older Youth (19-21)	24
		Younger Youth (14-18)	196
ETA Assigned Number 26105	Total Exiters	Adults	15,205
		Dislocated Workers	129
		Older Youth (19-21)	15
		Younger Youth (14-18)	88

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	99.0
	Employers	86.0	88.0
Entered Employment Rates	Adults	90.0	95.0
	Dislocated Workers	95.0	99.0
	Older Youth	84.0	100.0
Retention Rates	Adults	92.0	93.0
	Dislocated Workers	92.0	96.0
	Older Youth	90.0	95.0
	Younger Youth	86.0	98.0
Six Months Average Earnings	Adults	\$15,200	\$13,670
	Dislocated Workers	\$14,000	\$14,274
Six Months Earnings Increase	Older Youth	\$4,800	\$6,851
Credential/Diploma Rates	Adults	81.0	84.0
	Dislocated Workers	83.0	89.0
	Older Youth	80.0	100.0
	Younger Youth	91.0	88.0
Skill Attainment Rate	Younger Youth	96.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	80.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	56.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	70.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26170) - Oakland County Employment and Training Division

Local Area Name Oakland County	Total Participants Served	Adults	43,138
		Dislocated Workers	331
		Older Youth (19-21)	132
		Younger Youth (14-18)	407
ETA Assigned Number 26170	Total Exiters	Adults	43,951
		Dislocated Workers	83
		Older Youth (19-21)	11
		Younger Youth (14-18)	259

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	93.0
	Employers	86.0	90.0
Entered Employment Rates	Adults	91.0	99.0
	Dislocated Workers	95.0	99.0
	Older Youth	84.0	93.0
Retention Rates	Adults	93.0	96.0
	Dislocated Workers	93.0	97.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	98.0
Six Months Average Earnings	Adults	\$16,500	\$20,920
	Dislocated Workers	\$17,900	\$25,910
Six Months Earnings Increase	Older Youth	\$4,800	\$10,490
Credential/Diploma Rates	Adults	83.0	92.0
	Dislocated Workers	84.0	86.0
	Older Youth	79.0	88.0
	Younger Youth	91.0	100.0
Skill Attainment Rate	Younger Youth	96.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	28.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	25.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

**Table O - Local Performance
Local Board (26165) - Ottawa County Michigan Works!**

Local Area Name Ottawa County	Total Participants Served	Adults	8,244
		Dislocated Workers	291
		Older Youth (19-21)	37
		Younger Youth (14-18)	187
ETA Assigned Number 26165	Total Exiters	Adults	8,303
		Dislocated Workers	172
		Older Youth (19-21)	9
		Younger Youth (14-18)	90

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	84.0
	Employers	86.0	78.0
Entered Employment Rates	Adults	88.0	87.0
	Dislocated Workers	94.0	88.0
	Older Youth	83.0	88.0
Retention Rates	Adults	92.0	89.0
	Dislocated Workers	93.0	96.0
	Older Youth	89.0	100.0
	Younger Youth	85.0	85.0
Six Months Average Earnings	Adults	\$12,800	\$13,545
	Dislocated Workers	\$14,500	\$15,796
Six Months Earnings Increase	Older Youth	\$4,100	\$2,345
Credential/Diploma Rates	Adults	78.0	77.0
	Dislocated Workers	82.0	75.0
	Older Youth	80.0	80.0
	Younger Youth	86.0	87.0
Skill Attainment Rate	Younger Youth	96.0	88.0
Placement in Employment or Education	Youth (14-21)	N/A	79.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	81.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met X	Met	Exceeded

Table O - Local Performance
Local Board (26095) - Region 7B Employment & Training Consortium

Local Area Name Region 7B	Total Participants Served	Adults	8,586
		Dislocated Workers	92
		Older Youth (19-21)	8
		Younger Youth (14-18)	73
ETA Assigned Number 26095	Total Exiters	Adults	9,119
		Dislocated Workers	49
		Older Youth (19-21)	5
		Younger Youth (14-18)	44

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	96.0
Entered Employment Rates	Adults	90.0	90.0
	Dislocated Workers	92.0	94.0
	Older Youth	78.0	80.0
Retention Rates	Adults	92.0	94.0
	Dislocated Workers	93.0	97.0
	Older Youth	88.0	71.0
	Younger Youth	83.0	67.0
Six Months Average Earnings	Adults	\$13,900	\$14,477
	Dislocated Workers	\$13,500	\$13,879
Six Months Earnings Increase	Older Youth	\$4,100	\$4,012
Credential/Diploma Rates	Adults	81.0	92.0
	Dislocated Workers	81.0	94.0
	Older Youth	80.0	80.0
	Younger Youth	91.0	87.0
Skill Attainment Rate	Younger Youth	95.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	57.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	50.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26080) - South Central Michigan Works!

Local Area Name South Central	Total Participants Served	Adults	13,188
		Dislocated Workers	235
		Older Youth (19-21)	137
		Younger Youth (14-18)	138
ETA Assigned Number 26080	Total Exiters	Adults	13,918
		Dislocated Workers	67
		Older Youth (19-21)	34
		Younger Youth (14-18)	52

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	98.0
	Employers	86.0	75.0
Entered Employment Rates	Adults	91.0	97.0
	Dislocated Workers	95.0	98.0
	Older Youth	84.0	94.0
Retention Rates	Adults	93.0	98.0
	Dislocated Workers	95.0	98.0
	Older Youth	89.0	93.0
	Younger Youth	86.0	97.0
Six Months Average Earnings	Adults	\$16,500	\$15,667
	Dislocated Workers	\$16,900	\$17,410
Six Months Earnings Increase	Older Youth	\$4,500	\$6,466
Credential/Diploma Rates	Adults	82.0	68.0
	Dislocated Workers	84.0	65.0
	Older Youth	80.0	96.0
	Younger Youth	91.0	93.0
Skill Attainment Rate	Younger Youth	96.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	100.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	84.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met X	Met	Exceeded

Table O - Local Performance
Local Board (26155) - Southeast Michigan Community Alliance

Local Area Name SEMCA	Total Participants Served	Adults	66,509
		Dislocated Workers	1,579
		Older Youth (19-21)	351
		Younger Youth (14-18)	383
ETA Assigned Number 26155	Total Exiters	Adults	70,125
		Dislocated Workers	645
		Older Youth (19-21)	100
		Younger Youth (14-18)	132

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	74.0
Entered Employment Rates	Adults	91.0	88.0
	Dislocated Workers	94.0	91.0
	Older Youth	83.0	97.0
Retention Rates	Adults	92.0	94.0
	Dislocated Workers	93.0	96.0
	Older Youth	89.0	98.0
	Younger Youth	85.0	93.0
Six Months Average Earnings	Adults	\$16,500	\$15,568
	Dislocated Workers	\$16,900	\$18,494
Six Months Earnings Increase	Older Youth	\$4,300	\$5,951
Credential/Diploma Rates	Adults	82.0	78.0
	Dislocated Workers	84.0	82.0
	Older Youth	75.0	92.0
	Younger Youth	90.0	94.0
Skill Attainment Rate	Younger Youth	95.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	90.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	89.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

**Table O - Local Performance
Local Board (26125) - The Job Force Board**

Local Area Name The Job Force	Total Participants Served	Adults	7,278
		Dislocated Workers	203
		Older Youth (19-21)	39
		Younger Youth (14-18)	137
ETA Assigned Number 26125	Total Exiters	Adults	7,583
		Dislocated Workers	82
		Older Youth (19-21)	19
		Younger Youth (14-18)	34

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	100.0
	Employers	86.0	86.0
Entered Employment Rates	Adults	90.0	100.0
	Dislocated Workers	95.0	97.0
	Older Youth	83.0	100.0
Retention Rates	Adults	93.0	97.0
	Dislocated Workers	94.0	97.0
	Older Youth	90.0	97.0
	Younger Youth	86.0	84.0
Six Months Average Earnings	Adults	\$15,800	\$14,653
	Dislocated Workers	\$16,900	\$16,322
Six Months Earnings Increase	Older Youth	\$4,500	\$8,703
Credential/Diploma Rates	Adults	83.0	99.0
	Dislocated Workers	84.0	89.0
	Older Youth	79.0	95.0
	Younger Youth	91.0	93.0
Skill Attainment Rate	Younger Youth	95.0	100.0
Placement in Employment or Education	Youth (14-21)	N/A	86.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	65.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

**Table O - Local Performance
Local Board (26120) – ThumbWorks!**

Local Area Name ThumbWorks!	Total Participants Served	Adults	12,473
		Dislocated Workers	236
		Older Youth (19-21)	214
		Younger Youth (14-18)	54
ETA Assigned Number 26120	Total Exiters	Adults	13,222
		Dislocated Workers	166
		Older Youth (19-21)	146
		Younger Youth (14-18)	40

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	92.0
	Employers	86.0	84.0
Entered Employment Rates	Adults	78.0	68.0
	Dislocated Workers	87.0	84.0
	Older Youth	80.0	71.0
Retention Rates	Adults	91.0	81.0
	Dislocated Workers	93.0	92.0
	Older Youth	88.0	82.0
	Younger Youth	85.0	73.0
Six Months Average Earnings	Adults	\$16,200	\$13,567
	Dislocated Workers	\$14,700	\$14,387
Six Months Earnings Increase	Older Youth	\$4,300	\$4,003
Credential/Diploma Rates	Adults	77.0	71.0
	Dislocated Workers	77.0	77.0
	Older Youth	72.0	74.0
	Younger Youth	90.0	72.0
Skill Attainment Rate	Younger Youth	92.0	91.0
Placement in Employment or Education	Youth (14-21)	N/A	69.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	30.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

Table O - Local Performance
Local Board (26150) - Washtenaw County Employment Training & Community Services
Group

Local Area Name Washtenaw County	Total Participants Served	Adults	9,275
		Dislocated Workers	232
		Older Youth (19-21)	170
		Younger Youth (14-18)	262
ETA Assigned Number 26150	Total Exiters	Adults	9,101
		Dislocated Workers	72
		Older Youth (19-21)	16
		Younger Youth (14-18)	23

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	95.0
	Employers	86.0	89.0
Entered Employment Rates	Adults	87.0	100.0
	Dislocated Workers	92.0	94.0
	Older Youth	83.0	95.0
Retention Rates	Adults	93.0	97.0
	Dislocated Workers	93.0	99.0
	Older Youth	89.0	100.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	Adults	\$16,500	\$19,002
	Dislocated Workers	\$17,900	\$18,641
Six Months Earnings Increase	Older Youth	\$4,000	\$7,638
Credential/Diploma Rates	Adults	83.0	98.0
	Dislocated Workers	84.0	90.0
	Older Youth	80.0	93.0
	Younger Youth	90.0	94.0
Skill Attainment Rate	Younger Youth	95.0	98.0
Placement in Employment or Education	Youth (14-21)	N/A	100.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	65.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	3.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met	Exceeded X

Table O - Local Performance
Local Board (26100) - Michigan Works! West Central

Local Area Name West Central	Total Participants Served	Adults	7,061
		Dislocated Workers	106
		Older Youth (19-21)	78
		Younger Youth (14-18)	61
ETA Assigned Number 26100	Total Exiters	Adults	7,607
		Dislocated Workers	41
		Older Youth (19-21)	10
		Younger Youth (14-18)	31

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	93.0
	Employers	86.0	89.0
Entered Employment Rates	Adults	86.0	97.0
	Dislocated Workers	95.0	98.0
	Older Youth	84.0	100.0
Retention Rates	Adults	91.0	98.0
	Dislocated Workers	94.0	95.0
	Older Youth	89.0	97.0
	Younger Youth	86.0	95.0
Six Months Average Earnings	Adults	\$13,200	\$12,451
	Dislocated Workers	\$14,400	\$15,592
Six Months Earnings Increase	Older Youth	\$4,800	\$7,846
Credential/Diploma Rates	Adults	80.0	98.0
	Dislocated Workers	82.0	93.0
	Older Youth	79.0	92.0
	Younger Youth	90.0	92.0
Skill Attainment Rate	Younger Youth	95.0	97.0
Placement in Employment or Education	Youth (14-21)	N/A	43.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	47.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met	Met X	Exceeded

**Table O - Local Performance
Local Board (26090) - Western U.P. Michigan Works!**

Local Area Name Western U.P.	Total Participants Served	Adults	3,258
		Dislocated Workers	16
		Older Youth (19-21)	41
		Younger Youth (14-18)	18
ETA Assigned Number 26090	Total Exiters	Adults	3,598
		Dislocated Workers	58
		Older Youth (19-21)	16
		Younger Youth (14-18)	54

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	99.0
	Employers	86.0	89.0
Entered Employment Rates	Adults	89.0	70.0
	Dislocated Workers	94.0	79.0
	Older Youth	77.0	90.0
Retention Rates	Adults	89.0	94.0
	Dislocated Workers	92.0	93.0
	Older Youth	85.0	82.0
	Younger Youth	78.0	70.0
Six Months Average Earnings	Adults	\$13,300	\$10,474
	Dislocated Workers	\$13,000	\$14,329
Six Months Earnings Increase	Older Youth	\$4,000	\$5,528
Credential/Diploma Rates	Adults	79.0	74.0
	Dislocated Workers	84.0	67.0
	Older Youth	70.0	61.0
	Younger Youth	86.0	74.0
Skill Attainment Rate	Younger Youth	96.0	67.0
Placement in Employment or Education	Youth (14-21)	N/A	66.0
Attainment of Degree or Certificate	Youth (14-21)	N/A	51.0
Literacy or Numeracy Gains	Youth (14-21)	N/A	N/A
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
N/A		N/A	N/A
N/A		N/A	N/A
Overall Status of Local Performance	Not Met X	Met	Exceeded

Table P - Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	500	
Covered Entrants Who Received a Service During the Entry Period	428	85.6
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	425	85.0

Table Q - Veterans' Outcomes by Special Populations

Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop Veterans	
Entered Employment Rate	100.0	12.0	100.0	12.0	0.0	0.0
		12.0		12.0		0.0
Employment Retention Rate	100.0	5.0	100.0	5.0	100.0	1.0
		5.0		5.0		1.0
Six Months Average Earnings	\$13,049	\$65,245	\$13,049	\$65,245	\$40,882	\$40,882
		5.0		5.0		1.0