RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TALENT AND ECONOMIC DEVELOPMENT
LANSING

STEVE ARWOOD
DIRECTOR

December 15, 2015

E-mailed: 12/15/2015 (tk)

United States Department of Labor
Employment and Training Administration
Division of Strategic Planning and Performance
Attn: Karen Staha
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 2014 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 7-15, issued on November 4, 2015.

If you have questions regarding the report, please contact Mr. Joseph Billig, Director, Office of Talent Policy and Planning at (517) 241-8614 or via email at BilligJ@michigan.gov.

Sincerely,

Stephanie Beckhorn, Acting Director
Workforce Development Agency

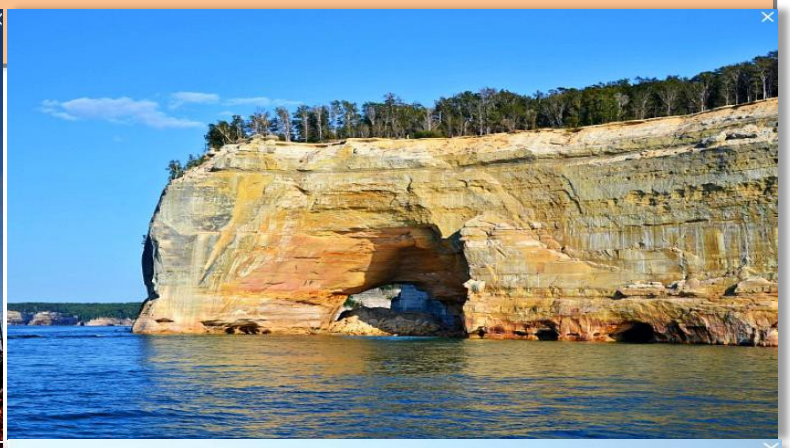
SB:FF:tk
Enclosure

cc:	Christine Quinn	Jackie Gaiters
	Danielle Waddell	Sharon Wiegand
	Tommy Ouyang	Frank Ferro
	Joseph Billig	Rick Niedieck
	Krista Johnson	Sue Ann Searles
	Tom Nicholas	WIOA State Coordinators

TED is an equal opportunity employer/program.
Auxiliary aids, services and other reasonable accommodations are available upon request to individuals with disabilities.
201 N. WASHINGTON SQUARE • LANSING, MICHIGAN 48913 • www.michigan.gov/tia • (517) 335-5858

STATE OF MICHIGAN
Workforce Development Agency

Program Year 2014
Workforce Investment Act Annual Report
July 1, 2014 – June 30, 2015



INTRODUCTION, VISION, MISSION, STRATEGY and REPORT CONTENTS

Introduction

This report provides a summary of Michigan's Workforce Investment Act (WIA) programs, accomplishments and performance results for Program Year (PY) 2014, the time period of July 1, 2014 through June 30, 2015. This report is being submitted in accordance with United States Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 7-15, issued November 4, 2015.

Michigan's Vision and Mission

The Workforce Development Agency's (WDA's) vision: We are recognized as an innovative and effective talent system supporting a healthy, resilient economy that improves the quality of life in Michigan.

The WDA's mission: We partner to provide a demand-driven talent system that supports business growth and a diverse skilled workforce.

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

Executive Summary
Cost Effectiveness Analysis
Program Relative Cost Effectiveness Analysis
Customer Satisfaction Methodology and Process
Adult, Dislocated Worker, and Youth Program Success Stories
WIA Waivers and Success Stories
Appendix: Tables A through Q – Program Results and Outcomes

Executive Summary

This report is an assessment of performance outcomes for workforce investment activities involving the four core indicators related to the WIA Adult, Dislocated Worker, and Older Youth programs (placement; retention; earnings; and skill attainment), and the three core indicators related to the WIA Younger Youth program (basic skills attainment and, as appropriate, occupational skills; high school diplomas/GEDs; and placement and retention in postsecondary education, advanced training, or employment).

Included in this report, is a cost per examination of programs offered by local workforce investment areas. These programs were designed to increase the employment, retention, and earnings of participants, and increase the occupational skill attainment of participants, consequently improving the quality of the workforce, decreasing welfare dependency, and enhancing the productivity and competitiveness of the state.

Program Descriptions

The WIA Adult and Dislocated Worker Programs

The Adult and Dislocated Worker programs, under Title I of the Workforce Investment Act of 1998, are designed to provide quality employment and training services to assist eligible individuals with finding and securing meaningful employment, and to help employers find the skilled workers they need to compete and grow in a global economy.

Goals

- To increase employment, as measured by entry into unsubsidized employment;
- To increase retention in unsubsidized employment six months after entry into employment;
- To increase earnings received in unsubsidized employment for dislocated workers; and
- To enhance customer satisfaction for participants and for employers.

The employment goals are measured using the Unemployment Insurance Wage Record System and the customer satisfaction goals are measured by sampling.

Services

Services are provided through the One-Stop delivery system. There are three levels of service:

- Core services - Include outreach, job search and placement assistance, and labor market information. Are available to all job seekers.
- Intensive services - Include more comprehensive assessments, development of individual employment plans, and counseling and career planning.
- Training services – Include both occupational and basic skills. Participants use an "individual training account" to select an appropriate training program from a qualified training provider.

Target Populations

Adults

- All adults, 18 years and older, are eligible for core services.
- Priority for intensive and training services must be given to recipients of public assistance and other low-income individuals, when funds are limited.
- In addition to unemployed adults, employed adults can also receive services to obtain or retain employment that allows for self-sufficiency. States and local areas must establish policies and procedures for applying the priority and self-sufficiency requirements.

Dislocated Workers

A dislocated worker is an individual who:

- Has been terminated or laid off, or has received a notice of termination or layoff from employment;
- Is eligible for or has exhausted unemployment insurance;
- Has demonstrated an attachment to the workforce, but is not eligible for unemployment insurance and is unlikely to return to a previous industry or occupation;
- Has been terminated or laid off or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
- Is employed at a facility where the employer has made a general announcement that the facility will close within 180 days;
- Was self-employed (including employment as a farmer, a rancher, or a fisherman), but is unemployed as a result of general economic conditions in the community or because of a natural disaster; or
- Is a displaced homemaker.

The WIA Youth Program

Under Title I of the WIA, funds are provided to states and local workforce investment areas via formula to deliver a comprehensive array of youth workforce development services. These services include: tutoring; alternative secondary school offerings; summer employment opportunities directly linked to academic and occupational learning; paid and unpaid work experiences, including internships and job shadowing; occupational skills training; leadership development; supportive services; adult mentoring; counseling; and follow-up services.

Eligible WIA youth must be low-income, in- or out-of-school, aged 14-21 with one or more of the following barriers to employment:

- Deficient in basic literacy skills;
- A school dropout;
- Homeless, a runaway, or in foster care;
- Pregnant or parenting;
- An offender; or
- An individual (including a youth with a disability) who requires additional assistance to complete an educational program or to secure and hold employment.

These youth are eligible to receive services to prepare them for post-secondary educational and employment opportunities, attain educational and/or skills training credentials, and secure employment.

Methods of Analysis

Methods of analysis include trend, horizontal and vertical, as well as ratios such as cost per as it relates to expenditures for participants. Other calculations include rates of return on investment and ratios on cost per dollar spent.

Findings

All calculations can be found in the section entitled Program Year 2014 Cost Effectiveness Analysis. Results of data analyzed show that all ratios and trends are positive and demonstrate the cost effectiveness of the programs. In particular, comparative performance meets or exceeds the state negotiated value in the areas of entered employment, retained employment, earnings, and credential/education.

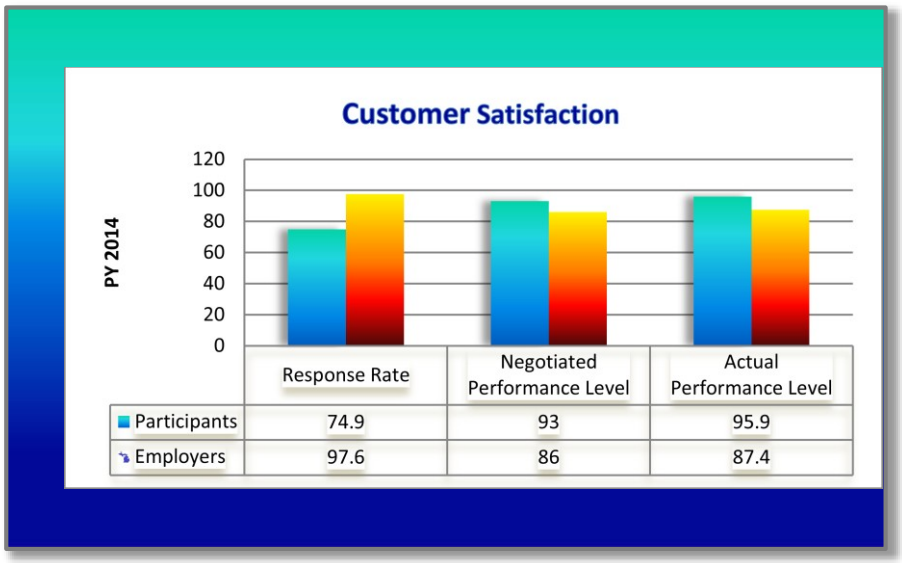
Conclusions

A study of the performance outcomes finds that the overall success and performance of the aforementioned Workforce Investment Act programs greatly contributed to the current economic standing in Michigan, which is positive and continues to surpass post-recession figures.

Program Outcome Summary

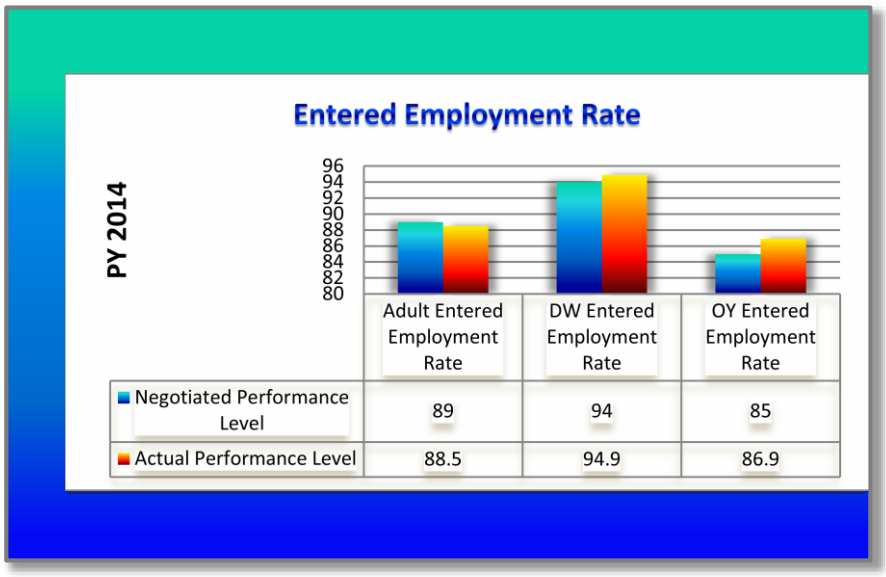
Michigan met or exceeded all 17 negotiated performance measures for Program Year (PY) 2014. The following charts show Michigan's actual performance results for PY 2014 for WIA Title I programs.

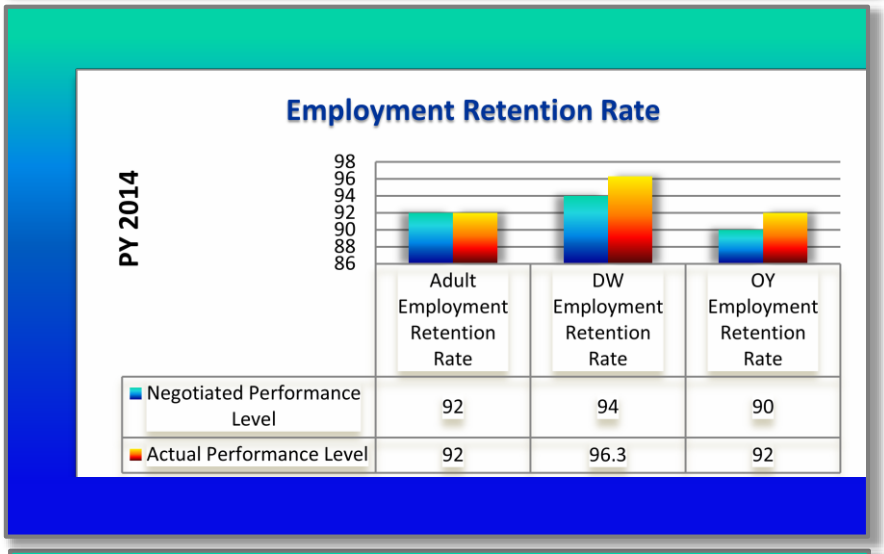
Customer Satisfaction Surveys – The WIA Title I-B participants who exit services are eligible to be chosen for inclusion in the random sample. The WIA Title I-B participants include individuals who are either adults, dislocated workers, older youth (ages 19- 21), or younger youth (ages 14- 18). All individuals from all the WIA formula funding streams in an exit cohort are eligible to be chosen.



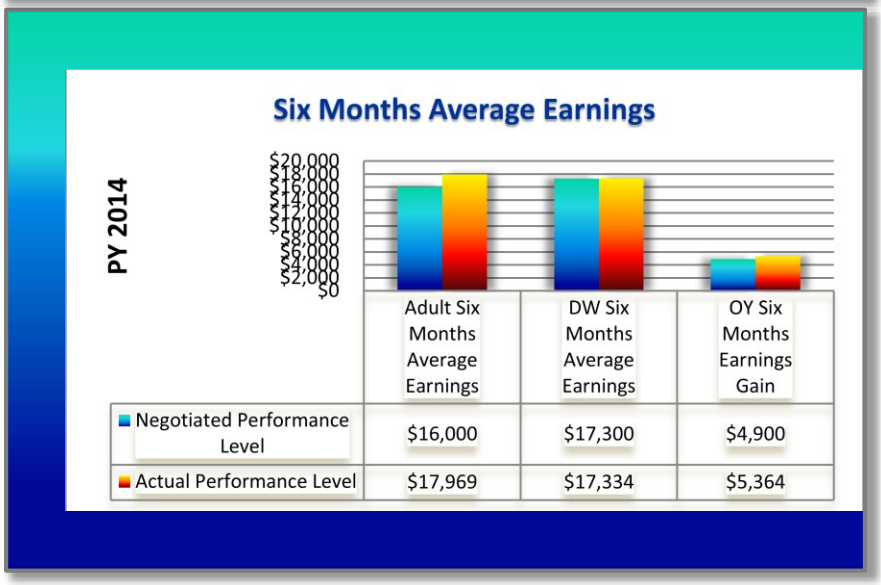
All employers who have received a substantial service involving personal contact with the WIA staff are eligible to be chosen for inclusion in the random sample. Examples of substantial services include staff facilitated job orders, customized job training, customized labor market information requests, and on-the-job training activities. As the chart above shows, Michigan exceeded both its participant and its employer customer satisfaction negotiated performance levels for PY 2014.

Entered Employment Rate: Rate is determined by dividing the number of participants who obtained and retained employment one quarter after their initial placement or when they "exited" the program by the total number of participants who have exited the program. In order to determine the entered employment rate, the program must track the employment status of their enrollees after they leave the program by contacting them in some way. As the chart to the right shows, Michigan exceeded its negotiated performance levels for entered employment rate for dislocated workers and older youth, and met its negotiated performance level for adults.



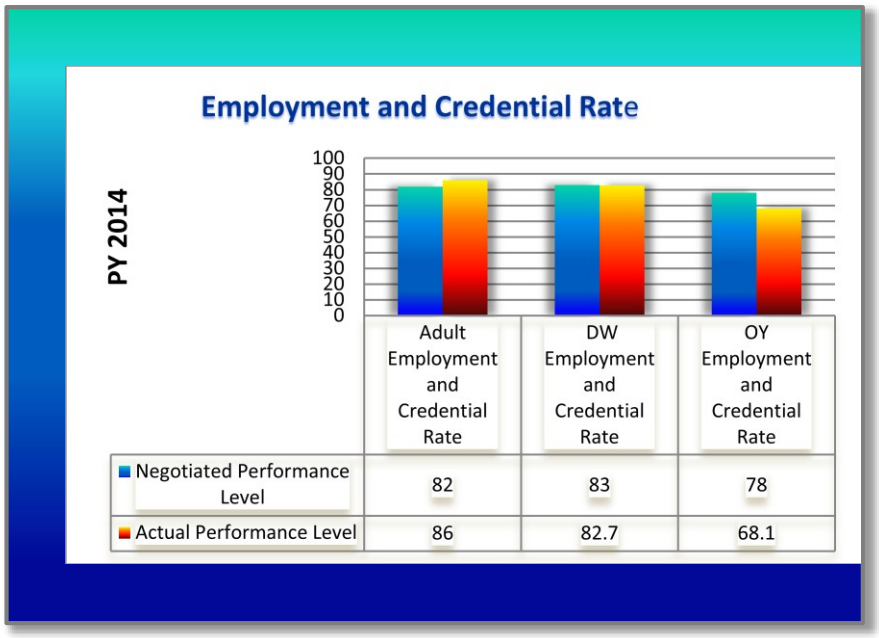


Retention Rate: Determined by dividing the number of participants who entered employment (or those exiters who earned wages in the quarter after their placement) by those exiters who also earned wages in all three quarters after their placement. Grantees will not have a reported retention rate in the first, second, or third quarters because it requires three quarters after placement to determine employment retention. As the chart above shows, Michigan exceeded its negotiated performance levels for employment retention rate for dislocated workers and older youth, and met its negotiated performance level for adults.

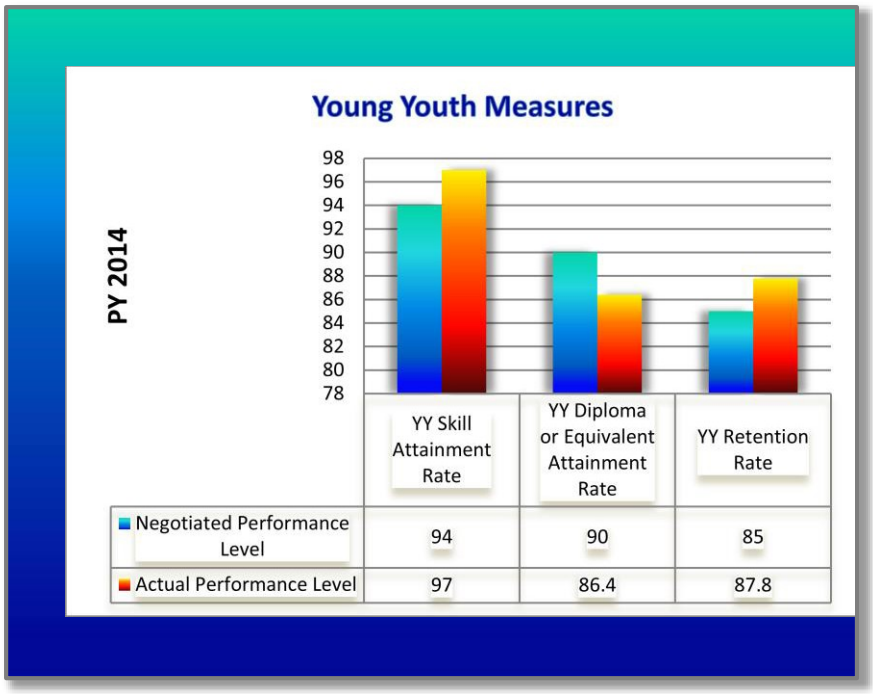


Average Earnings Rate: Based on earnings of the WIA participants in the 2nd and 3rd quarter after exit. This measure calculates the total earnings in the second quarter plus total earnings in the third quarter after exit divided by the number of participants who are employed in the 1st, 2nd, and 3rd quarters after exit. The Youth measure compares this same wage to earnings in the 2nd and 3rd quarter prior to enrollment. As the chart on the prior page shows, Michigan exceeded its negotiated performance levels for average earnings for adults, dislocated workers, and older youth.

Employment and Credential Rate: The number of participants who receive training services, who are employed in the first quarter after exit, and receive a credential/certificate by the end of the third quarter after exit divided by the number of adults/dislocated workers, who exit during the quarter. The youth measure allows educational services as an option. As the chart to the right shows, Michigan exceeded its negotiated performance level for employment and credential rate for adults, and met its negotiated performance levels for dislocated workers and older youth.



Younger Youth Goal/Skill Attainment Rate: Total number of basic skills goals attained plus total number of work readiness skills goals attained plus total number of occupational skills goals attained **divided by** total number of basic skills goals plus total number of work readiness skills goals plus total number of occupational skills goals set. As the chart to the right shows, Michigan exceeded its negotiated performance level for this measure.



Younger Youth Diploma Rate: Youth without a diploma at participation who attain a diploma by the end of 1st quarter after exit. As the chart above shows, Michigan met its negotiated performance level for this measure.

Younger Youth Retention Rate: Youth must attain one or more qualifying outcomes in the 3rd quarter after exit, i.e. postsecondary education; advanced training; military service; qualified apprenticeship; or unsubsidized employment. As the chart on the prior page shows, Michigan exceeded its negotiated

performance level for this measure.

Consolidated Program Performance Dashboard

Michigan has developed a performance matrix that provides a dashboard view of the progress of workforce programs on a monthly basis. The matrix gives a monthly and annual goal, as well as an annual target. The chart below describes the programs included, followed by a definition index.

Michigan Works! System Dashboard

Statewide

July 1, 2014 - June 30, 2015

	Baseline	Current	Target	Percent of Annual Target Completed	Status	Trend
Skilled Trades Training Fund (Jobs)						
Number of Jobs Created		2,483	1,500	165.5%		↔
Number of Jobs Retained		6,136	2,500	245.4%		↔
Funding						
Amount of Funds Awarded		**$8,475,611**	**$9,300,000**	**91.1%**		↔
Amount of Leveraged Funds		$101,548,706	**20,000,000**	507.7%		↔
Jobs Filled with Michigan Works Assistance*	79,809	80,596	76,211	**105.8%**		↑
Projected Annual Job Openings	***For Future Use***					
Visitors to Service Centers						
Individuals Served (unduplicated)	862,056	798,363	865,475	**92.2%**		↓
Total Visits	1,974,122	1,631,888	1,964,523	**83.1%**		↓
Employers Served (Unduplicated)	**34,067**	**34,293**	**35,768**	**95.9%**		↓
Worforce Investment Act						
17 Federal Performance Measures	100.0%	100.0%	100.0%	**100.0%**		↑
Customer Satisfaction						
Job Seekers	103.0%	103.1%	100.0%	103.1%		↑
Employers	99.0%	101.1%	100.0%	101.1%		↑
% Placements prepared for demand jobs	80.1%	80.7%	87.0%	**92.7%**		
TANF - *federal work participation rate*	64.5%	69.2%	50.0%	**138.5%**		
Unemployment Rate	7.5%	5.6%				

Legend

	90% or greater of program YTD target	↑	Accelerating towards target relative to previous
The "Jobs Filled", "Individuals Served", and "Total \	>75 to 90% of program YTD target	↔	Same proportional distance to target relative to
	<75% of program YTD target	↓	Decelerating from target relative to previous re
	% of Program YTD target		

Dashboard Definitions

- **Jobs Filled with Michigan Works Assistance**

  Number of all jobs filled via any assistance from the Michigan Works! Agency (MWA).
  Note: Intended to include all job postings and jobs filled, not just those specific to the WIA, TANF or program-specific clients; includes hiring of people even if they only received core services. View this from the employer side: any job opening serviced by the MWA that is then filled.

  - Reported by each MWA monthly, cumulative for the year to date.

- **Visitors to Service Centers**

  Number of Individuals Served (Unduplicated):

  Number of Total Visits
  The number of unique individuals who use the Service Centers, plus the total number of visits made by those individuals (i.e. traffic count). Access Points are included in the count.

  Employers Served (Unduplicated)
  The number of unique employers served over the course of the year. When defining an employer, the following service is considered: a job order, and emails, phone call, text messages, applications delivers, job fair, etc. Services are viewed as hard or soft services, both requiring a financial commitment from the system.

  - Reported by each MWA monthly, cumulative for the year to date.

- **Workforce Investment Act**

  Federal Performance Measures
  Met or exceeded federal performance standards.
  a. WIA - aggregate of all 17 performance standards; shown as a percentage of the 17 total measures, not weighted; example - 16 of 17 met would be 94 percent
  b. TANF (QG163 report)

  Customer Satisfaction
  a. Job seeker satisfaction rates are based on state delivered survey.
  b. Employers satisfaction rates are based on state delivered survey.

  Percentage of Placements Prepared for Demand Jobs
  Percentage of all placements for which the employee was trained by the MWA for an occupation in-demand, including OJT, CRT, IWT, etc.; represents the number of WIA and TAA exiters who received training and were employed at exit.

- **TANF - Federal Work Participation Rate**
  The percentage of cases needed to meet work participation requirements. This consists of a number of participants in a given month who are fully engaged in work or work-related activities (i.e., successfully meeting the required participation hours in approved activities).
  - Reported by WDA monthly for each MWA, cumulative for the year to date.

- **Unemployment Rate**
  Data published by Michigan Department of Technology, Management & Budget (DTMB).
  - Reported by WDA monthly for each MWA.

PROGRAM YEAR 2014 COST EFFECTIVENESS ANALYSIS

Cost effectiveness analysis, in the simplest terms, 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 (i.e., 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 WIA Adult program served 25,374 participants beyond self-service with expenditures totaling $31.2 million for an average cost per participant of $1,228. Total adult exits beyond self-service were 5,613 with 3,457 employed at the time of exit for an average cost per employment of $9,016. Adult participants' employment rate was 88.5 percent and their average earnings were $17,969 in six months.

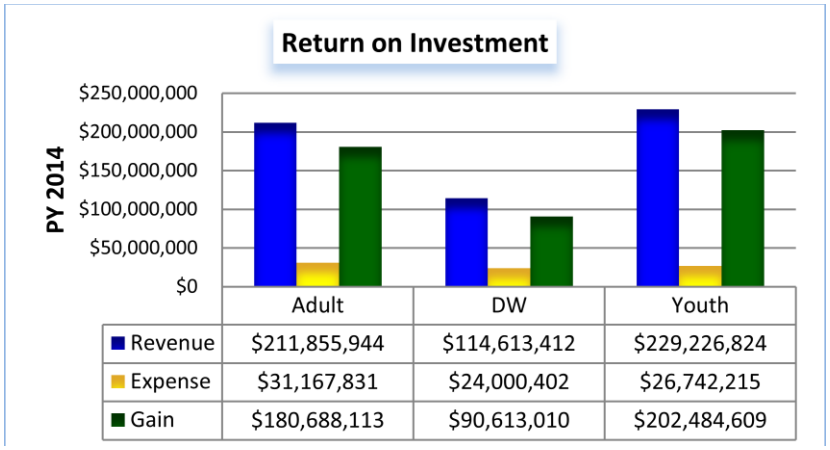
The Dislocated Worker program served 6,034 participants with expenditures totaling $31.3 million for an average cost per participant of $3,251. Total dislocated worker exits were 3,532 with 3,782 employed at the time of exit for an average cost per employment of $8,294. Dislocated Worker participants' employment rate was 94.9 percent and their average earnings were $17,334 in six months.

The Youth program served 12,564 participants with expenditures totaling $24.0 million for an average cost per participant of $3,978. Total youth exits were 3,913 with Younger Youth (aged 14 to 18) representing a majority of the exits (3,196). Older Youth exits totaled 712 with 619 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 to employment. Older Youth participants' employment rate was 86.9 percent and their average earnings gain was $5,364 in six months.

The charts on the following page show the Return on Investment (ROI) and the Cost per Dollar Earned for Michigan's WIA programs for PY 2014. ROI ranged from a high of $7.57 for the Youth program to $3.78 for the Dislocated Worker program. Cost per Dollar Earned ranged from a high of 21 cents for the Dislocated Worker program to 12 cents for the Youth program.

Return on Investment (ROI)

The return on investment is calculated by subtracting the gain from an investment by the cost of the investment and then dividing that figure by the cost of the investment. This ratio will tell the percentage gain earned per dollar invested, thus revealing the efficiency of the investment. This ratio is most useful when comparing past performance to determine trends of increasing or decreasing efficiency.

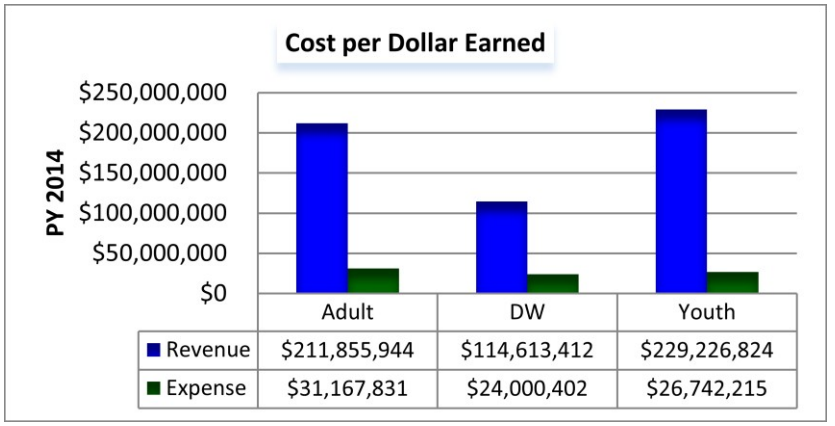


	Adult	DW	Youth
Revenue	$211,855,944	$114,613,412	$229,226,824
Expense	$31,167,831	$24,000,402	$26,742,215
Gain	$180,688,113	$90,613,010	$202,484,609

ROI	$5.80	$3.78	$7.57

Cost per Dollar Earned

The cost per dollar earned is calculated by the expenses divided by revenue (the inverse of ROI). The amount earned may be greater at the beginning of a program since the earnings are accumulative. Benchmarking between programs is not standard; therefore, costs per dollar raised can vary widely depending on interpretation and exclusion/inclusion of such things as training or educational costs.



	Adult	DW	Youth
Revenue	$211,855,944	$114,613,412	$229,226,824
Expense	$31,167,831	$24,000,402	$26,742,215

CPDR	$0.15	$0.21	$0.12

Tables 1 – 3 on the following pages provide a more comprehensive analysis of each performance measure within the Adult, Dislocated Worker, and Youth Program. Please note that certain outcomes among the Younger Youth measure were combined due to the complexity of determining their true effectiveness. When those measures are combined, it presents a more practical analysis of their overall effect.

PROGRAM RELATIVE COST EFFECTIVENESS ANALYSIS

Table 1: Adult Program Cost Analysis

Ratio	Calculation	PY 2014 Result
Cost per **Adult** Participant Served (CP)	Program expenditures / Participants served by counselor	$1,228
Cost per Exiter (CE)	Program expenditures / Total program exiters	$5,553
Cost per Entered Employment (CEE)	Program expenditures / First quarter exiters entering employment	$9,016
Cost per Retained Employment (CRE)	Program expenditures / Exiters employed in Q2 and Q3 after exit	$4,859
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	Program expenditures / Number of participants who attained certification or degree	$9,151
Cost per $1 in Post-Program Earnings (CPPE)	Program expenditures / Total exiters earnings in 2nd and 3rd post-program quarters	$0.29

Adult Program Outcome Definitions

"Adults"

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 still employed in the 2nd and 3rd quarters 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.

Table 2: Dislocated Worker Program Cost Analysis

Ratio	Calculation	PY 2014 Result
Cost per **Dislocated Worker** Participant Served (CP)	Program expenditures / Participants served by counselor	$3,978
Cost per Exiter (CE)	Program expenditures / Total program exiters	$8,646
Cost per Entered Employment (CEE)	Program expenditures / First quarter exiters entering employment	$8,175
Cost per Retained Employment (CRE)	Program expenditures / Exiters employed in Q2 and Q3 after exit	$6,522
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	Program expenditures / Number of participants who attained certification or degree	$13,408
Cost per $1 in Post-Program Earnings (CPPE)	Program Expenditures / Total exiters earnings in 2nd and 3rd post- program quarters	$0.42

Dislocated Worker Program Outcome Definitions

"Dislocated Workers"

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 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.

Table 3: Youth Program Cost Analysis

Ratio	Calculation	PY 2014 Result
Cost per **Youth** Participant Served (CP)	Program expenditures / Participants served by counselor	$2,601
Cost per Exiter (CE)	Program expenditures / Total program exiters	$6,834
Cost per Positive Employment (CPE)	Program expenditures / OY employed + YY skill attainment	$3,042
Cost per Retained Employment (CRE)	Program expenditures / Exiters employed in OY retained + YY retained	$10,114
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	Program expenditures / Number of participants who attained diploma or equivalent\certificate or degree	$14,581

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 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 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 1st 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 in a qualified apprenticeship during the 3rd quarter after the exit quarter.

Cost of Workforce Investment Activities

The activities referenced in this analysis are core, intensive, and training services. For youth, the cost of youth services is analyzed, with 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/or affected the WIA performance outcome. Youth performance data is collected in a wide variety of formats that does not allow for easy comparison or analysis.

Mix of Services Definition

The Adult and Dislocated Worker programs, under Title I of the Workforce Investment Act of 1998, are designed to provide quality employment and training services to assist eligible individuals in finding and securing meaningful employment, and to help employers find the skilled workers they need to compete and grow in a global economy.

Goals

- To increase employment, as measured by entry into unsubsidized employment;
- To increase retention in unsubsidized employment six months after entry into employment;
- To increase earnings received in unsubsidized employment for dislocated workers; and
- To enhance customer satisfaction for participants and for employers.

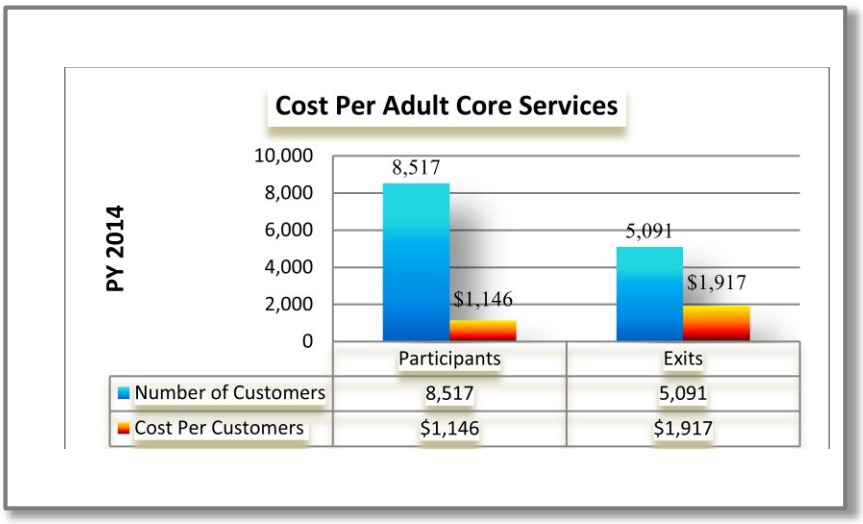
Services

Services are provided through the One-Stop delivery system. There are three levels of service:

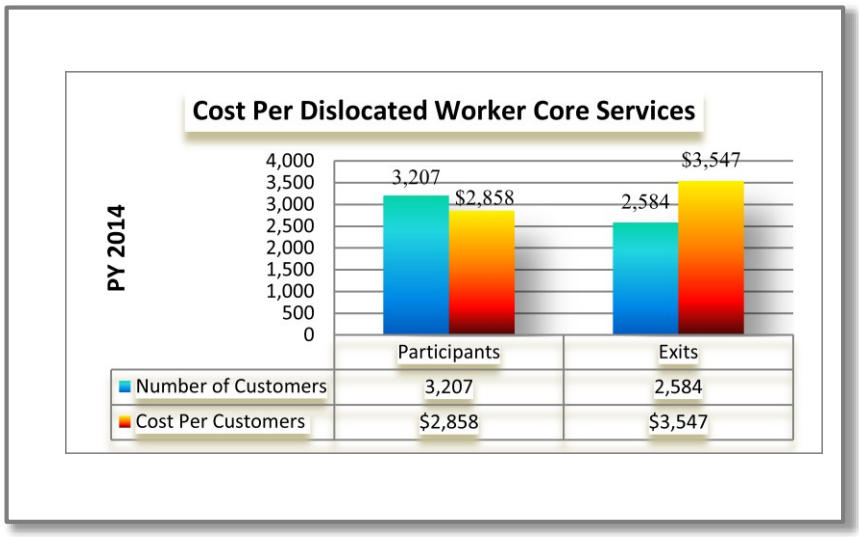
- Core;
- Intensive; and
- Training.

The following charts provide cost per information for adult and dislocated worker participants and exiters.

Core services include job search and placement assistance (including career counseling), labor market information (which identifies job vacancies, skills needed for in-demand jobs, and local, regional and national employment trends), initial skill assessment, information about available services, and follow-up services to help customers keep their jobs once they are placed.

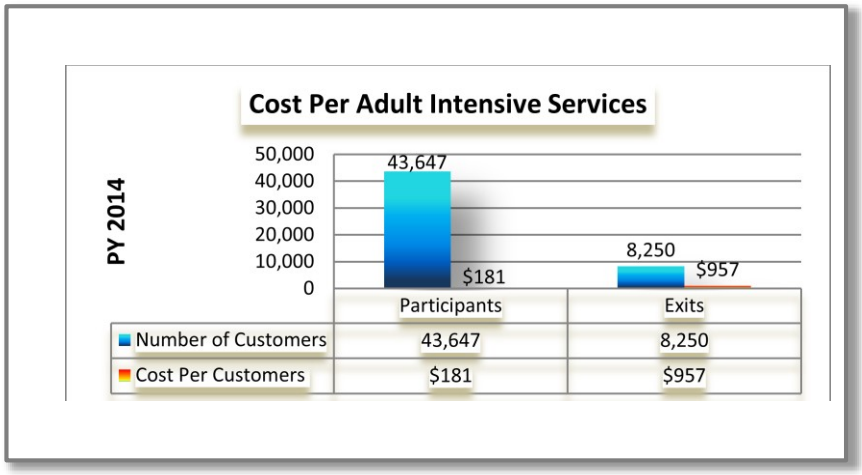


PY 2014 Adult Core Service Expenditures totaled **$9,759,112.**



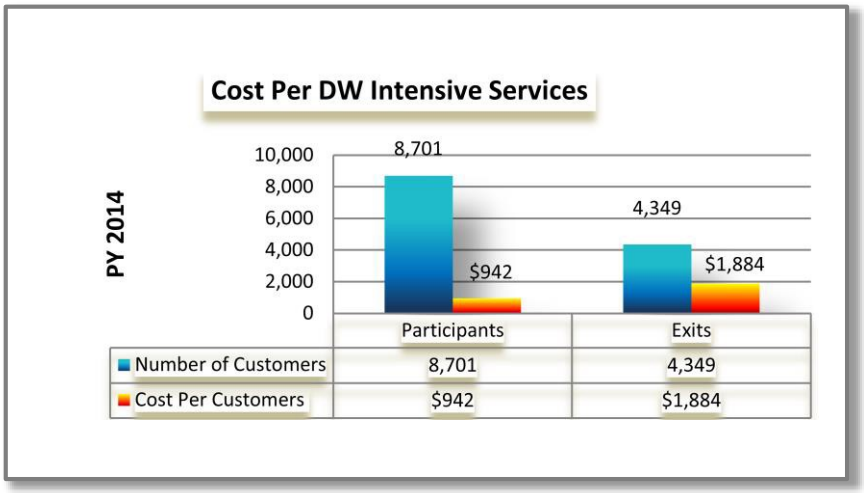
PY 2014 Dislocated Worker Core Service Expenditures totaled **$9,165,770.**

Intensive services include more comprehensive assessments, development of individual employment plans, group and individual counseling, case management, and short-term pre-vocational services.



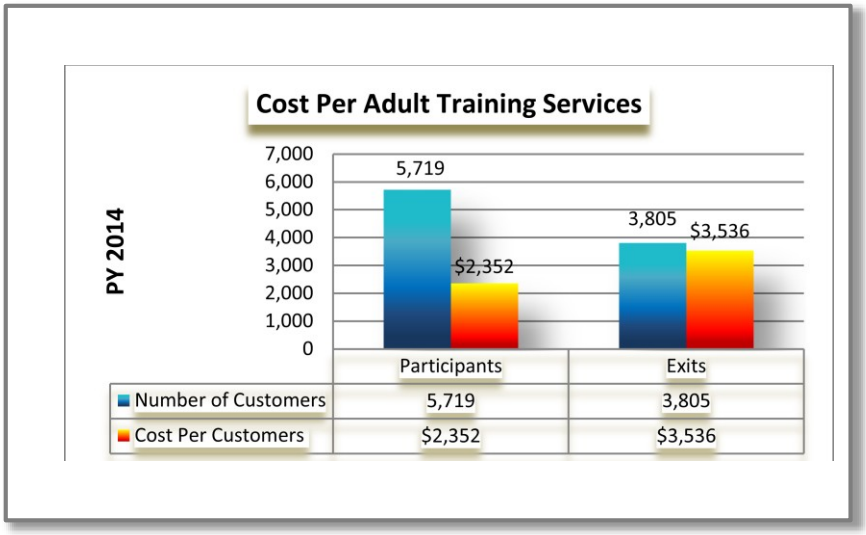
PY 2014 Adult Intensive Service Expenditures totaled **$7,895,614.**

PY 2014 Dislocated Worker Intensive Service Expenditures totaled **$8,194,861.**

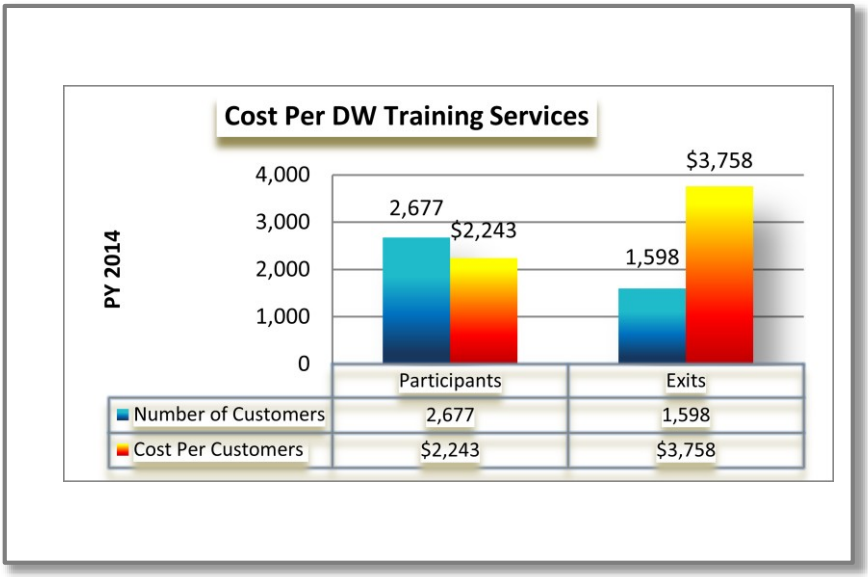


Training is available for those participants who were unable to find employment through intensive services.

PY 2014 Adult Training Service Expenditures totaled **$13,453,815**.



PY 2014 Dislocated Worker Training Service Expenditures totaled **$6,000,542**.



Workforce Investment Activities Outcomes

There were minimum effects on the WIA performance outcomes for the Adult and Dislocated Worker programs in terms of employment and retention; however, individuals who received core, intensive, and training services averaged higher wages than individuals who did not engage in these activities. 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 the training funded by the WIA for adults and dislocated workers was for on-the-job training.

Michigan's workforce programs continue to benefit from on-the-job training. On-the-job training refers to an arrangement whereby a new employee of a business, or a current employee needing to be trained for additional skills or a new position within the business, is trained by the business for a certain period of time. The business is reimbursed a portion of the cost of the training via the Michigan Works! Agency using WIA funds.

Training is available to employed and unemployed adults and dislocated workers who have met the eligibility requirements for intensive services and have received at least one intensive service but are still unable to obtain or retain employment that leads to self-sufficiency.

From an employer perspective, the benefit of on-the-job training is to train workers to be skilled and productive while receiving reimbursement for the extraordinary costs of that training. A quality on-the-job training and thereby a quality outcome occurs when the employer understands that the OJT is intended to provide employees with solid work skills and habits and a chance for career advancement.

From the trainee's perspective, on-the-job training is a way to gain entry to employment for which she/he needs additional training. It is also an opportunity to acquire the knowledge, skills and abilities that are essential to the full and adequate performance of the job. A quality on-the-job training and thereby a quality outcome occurs when the training matches the trainee's occupational interests and abilities, required working conditions, and the financial needs of the trainee. A quality training and outcome also occurs when the training provides the trainee with needed skills, and results in continued employment after the training in a job that offers adequate compensation, stability, and the possibility for advancement. The next six charts show how **Adult and Dislocated Worker** performance outcomes were affected by **Core, Intensive, or Training Services**.

How Mix of Service Affected the Actual Outcome for Adults

Services

Services are provided through the One-Stop delivery system. There are three levels of service:

Core services - include outreach, job search and placement assistance, and labor market information available to all job seekers.

Intensive services - Include more comprehensive assessments, development of individual employment plans, and counseling and career planning.

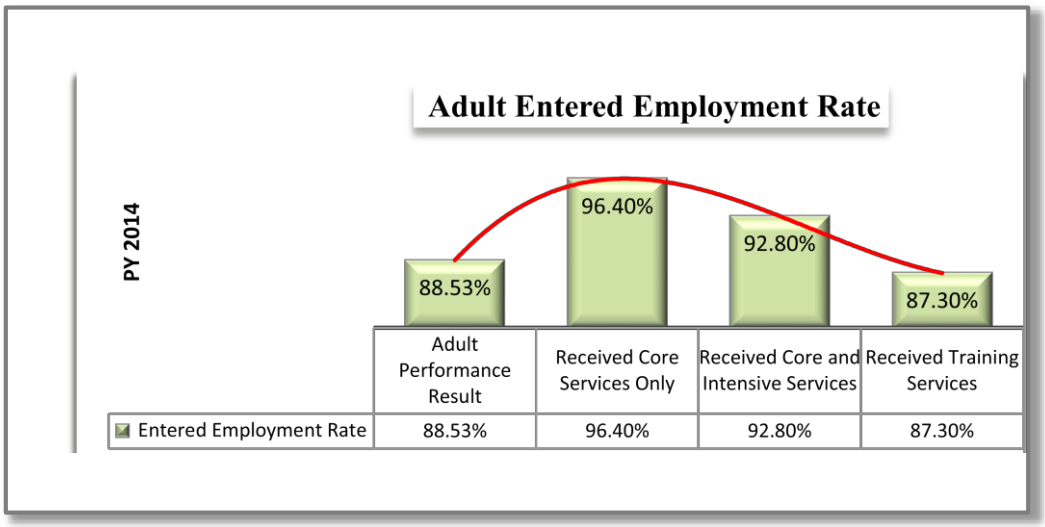
Training services - Customers are linked to job opportunities in their communities, including both occupational training and training in basic skills. Participants use an "individual training account" to select an appropriate training program from a qualified training provider.

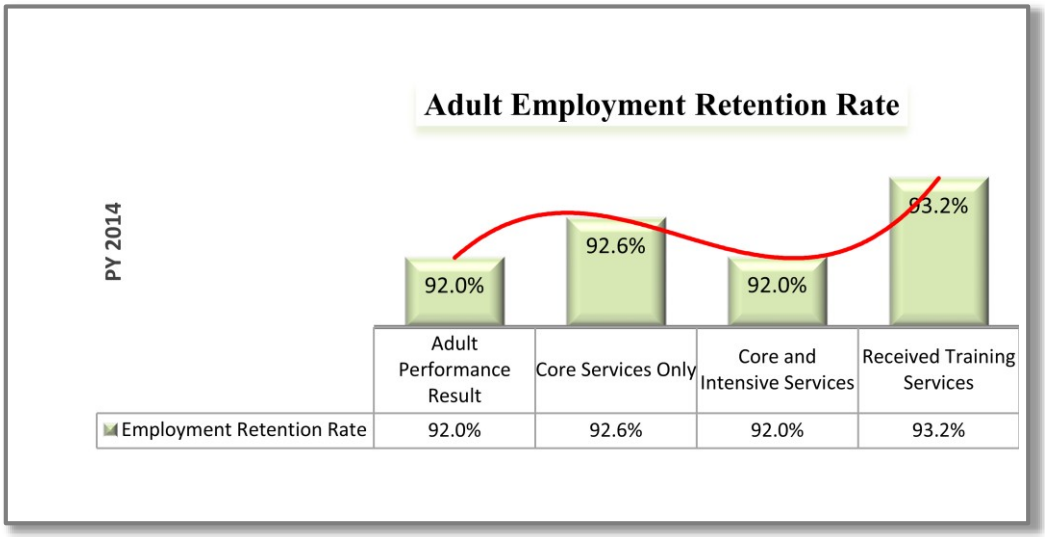
The charts show how each service level affected the performance outcomes for Adults, with the goal:

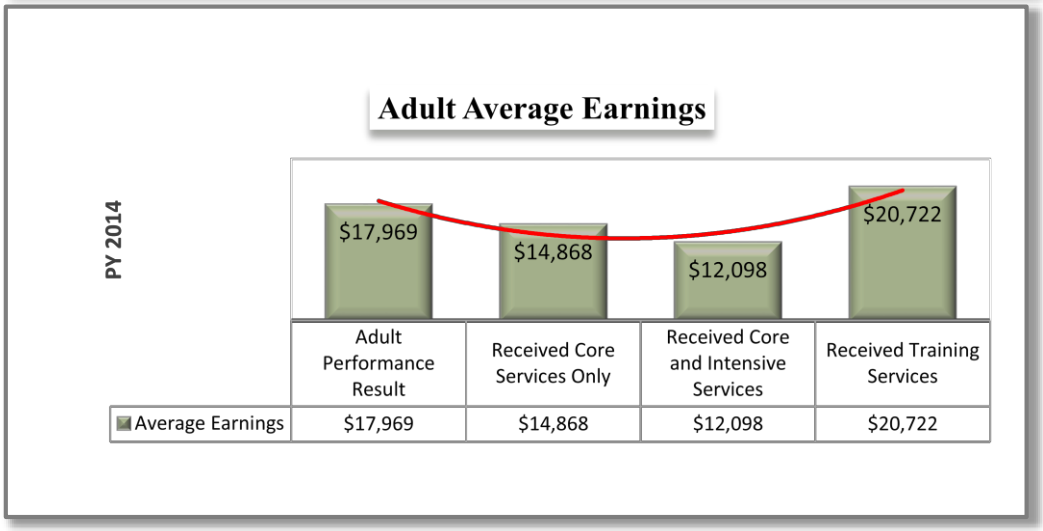
To increase employment;

To increase job retention in six months;

To increase earnings received in unsubsidized employment for adults.







How Mix of Service Affected the Actual Outcome for Dislocated Workers

Services

Services are provided through the One-Stop delivery system. There are three levels of service:

Core services - include outreach, job search and placement assistance, and labor market information available to all job seekers.

Intensive services - Include more comprehensive assessments, development of individual employment plans, and counseling and career planning.

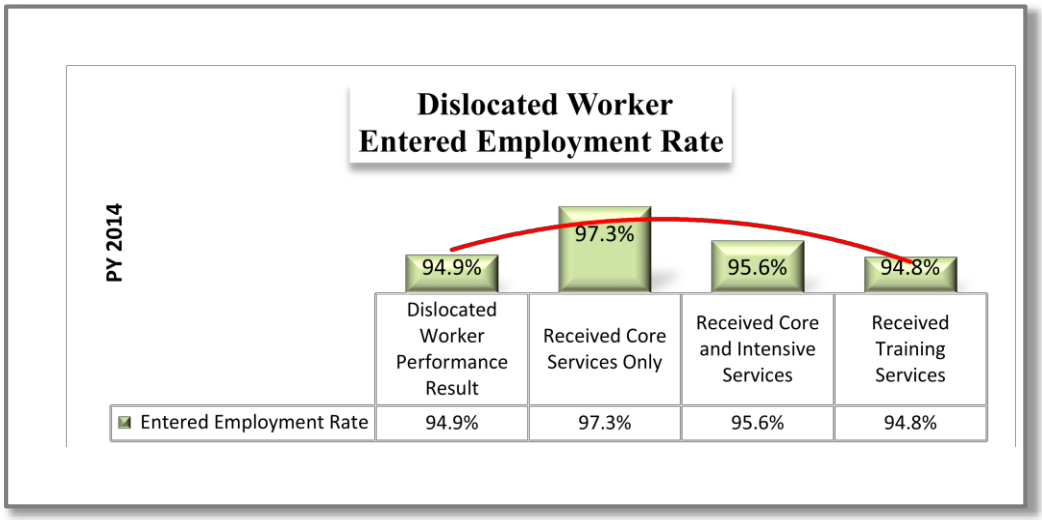
Training services - Includes both occupational and basic skills training. Participants use an "individual training account" to select an appropriate training program from a qualified training provider.

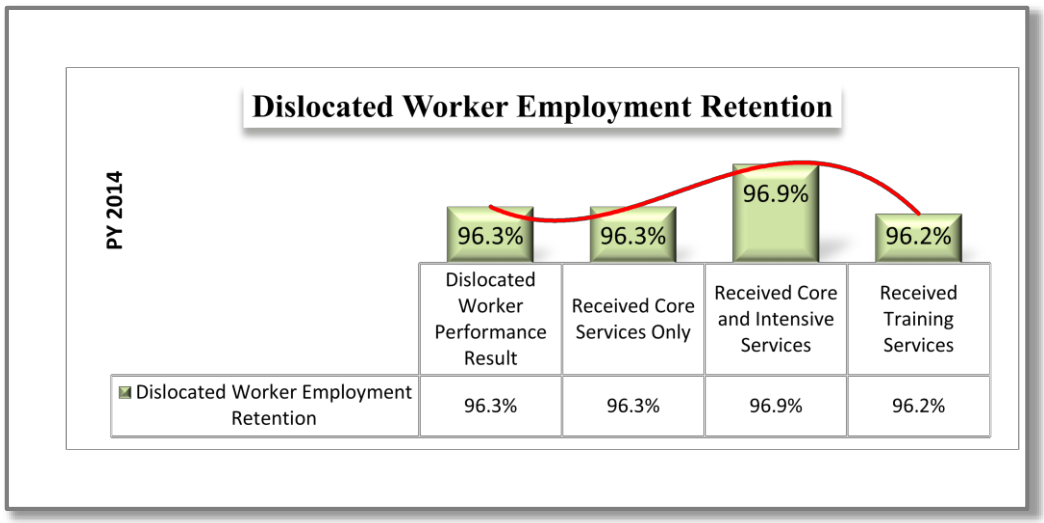
The charts show how each service level affected the performance outcomes for Dislocated Workers, with the goal:

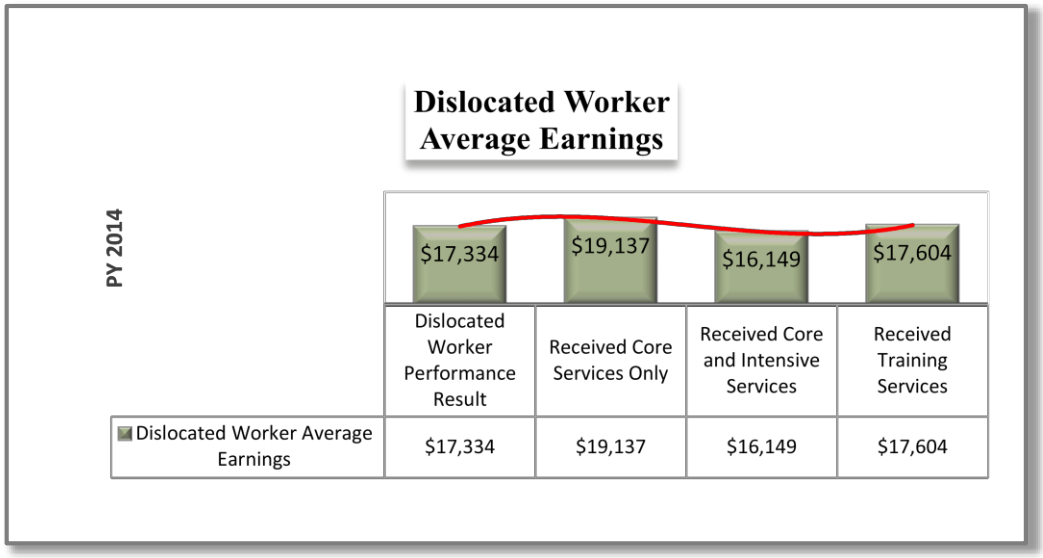
To increase employment;

To increase job retention in six months;

To increase earnings received in unsubsidized employment for dislocated workers.







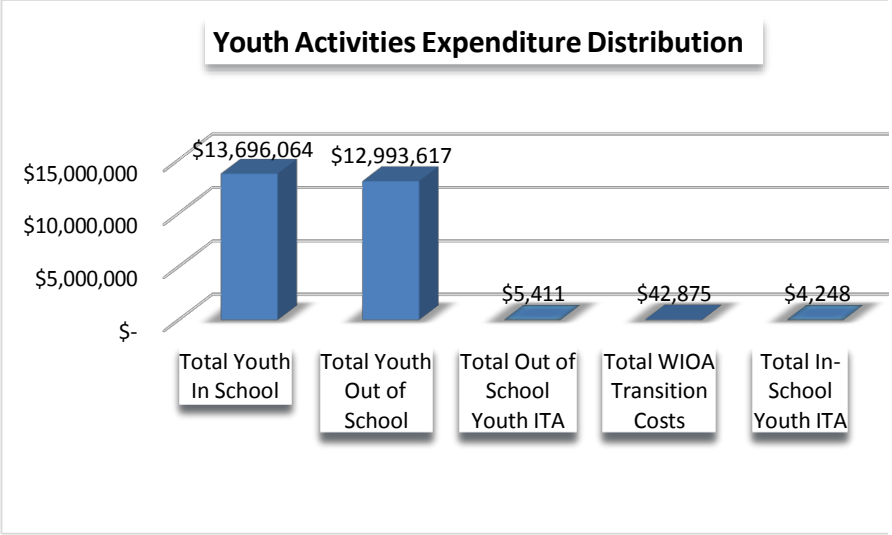
Youth Activities and Expenditures

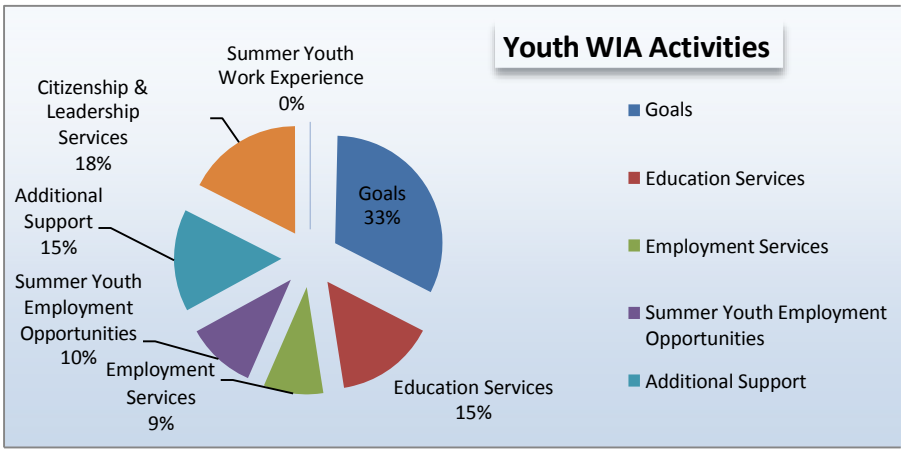
Program Elements - The ten program elements required under WIA Section 129(c)(2) and 20 CFR 664.410 are:

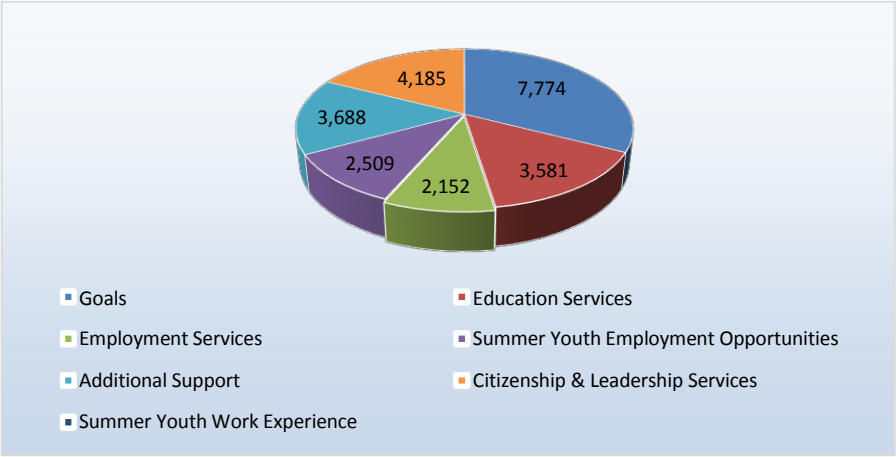
- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies;
- Alternative secondary school offerings;
- Summer employment opportunities linked to academic and occupational learning;
- Paid and unpaid work experiences;
- Occupational skills training;
- Leadership development opportunities;
- Supportive services;
- Mentoring;
- Follow-up services; and
- Comprehensive guidance and counseling.

Michigan Youth program expenditures totaled $26,742,215; 48.6 percent funded out-of-school youth. The expenditure and activities charts to the right provide a detailed service and activity breakdown, as well as the number of activities youth were enrolled in.

Goals made up 33 percent of all activities. These activities totaled $7,774.



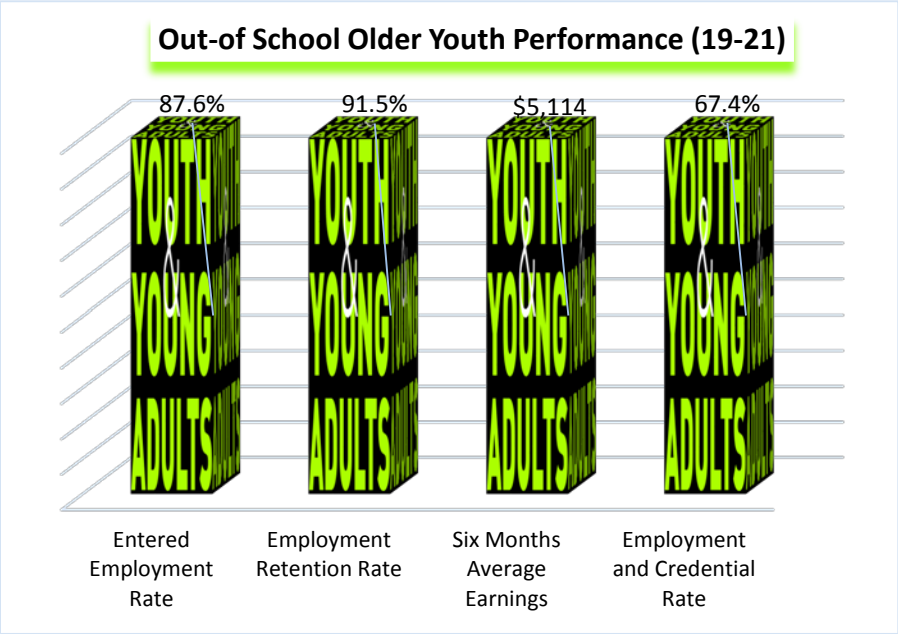


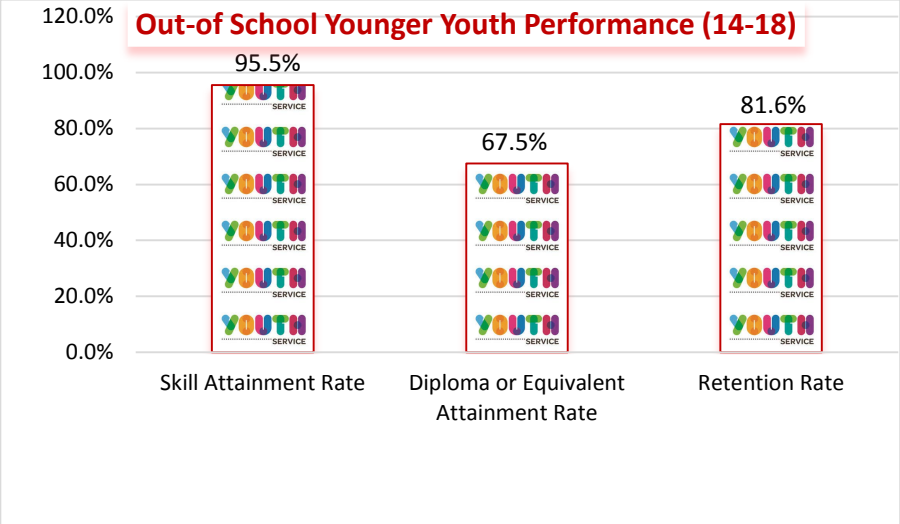


Michigan's PY 2014
Out-of-School Youth Performance

An eligible youth who is a school drop-out; or an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed may receive services through the WIA Youth program.

The experiences of young people that drop out of school or soon after they leave school often play a critical part in their long-term future. It is a time when they develop occupational competence, learn to apply their academic capabilities, and gain the generic workplace skills required for most jobs. It is often a time of testing careers and of completing formal education. Starting out on the right foot also allows youth to demonstrate a track record necessary for a productive career.





WIA Youth programs are operated on a year-round basis by local Michigan Works! Agencies (MWAs). Available services include tutoring, study skills training, alternative secondary school offerings, dropout recovery services, paid and unpaid work experiences, including summer employment opportunities, occupational skills training, education offered concurrently with workforce preparation, leadership development opportunities, supportive services, adult mentoring, follow-up services, education, entrepreneurial skills training, provision of labor market and employment information, and activities that help youth prepare for, and transition to, post-secondary education and training.

Michigan's Out-of-School Youth met or exceeded six of the seven negotiated plan levels. This is taking into account that they were basic skills deficient, low income, and possibly an offender, homeless, runaway, pregnant or parenting, disabled, or a current or a prior foster child.

CUSTOMER SATISFACTION METHODOLOGY AND PROCESS

Customer satisfaction is essential to the continuous improvement of services administered through the Workforce Investment Act (WIA). We find that the best way to determine whether our customers are satisfied or not is to ask them.

Michigan continues to utilize the American Customer Satisfaction Index (ACSI) to meet the customer satisfaction measurement requirements of the WIA. The survey approach utilized allows the state flexibility and, at the same time, captures common customer satisfaction information for all 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.

The minimum response rate is 70 percent. The response rate is calculated as the number of respondents with *complete* customer satisfaction information divided by the total number in the sampling. A survey is considered *complete* when valid answers are provided by respondents for each of the core questions outlined by the state. The core questions are:

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

For PY 2014, Michigan recorded high levels of satisfaction from participants surveyed. From January 1, 2014 to December 31, 2014, participants across the state reported an average score of 95.9 percent, exceeding the negotiated plan level of 93 percent. This resulted in 103 percent of the plan achieved and a response rate of 74.9 percent. Employers working with Michigan's workforce development service programs reported an average score of 87.4 percent, exceeding the negotiated plan level of 86 percent, with 101.6 percent of the plan achieved and a response rate of 97.6 percent.

When to Conduct a Customer Satisfaction Survey?

The best time to conduct a customer satisfaction survey is when the experience is fresh in the participant's mind. If you wait to conduct a survey, the customer's response may be less accurate.

Who are surveyed?

WIA Title I-B participants with a last expected service date are eligible to be chosen for inclusion in the random sample. WIA Title I-B participants include individuals who are either adults, dislocated workers, older youth, or younger youth.

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**[i]	**REF**[ii]
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? 1 now means "**Falls Short of Your Expectations**" and 10 means "**Exceeds 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? 1 now means "**Not Close to Ideal**" and 10 means "**Very Close to Ideal**."

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

WIA Participant Customer Satisfaction

The weighted average of participant ratings on each of the three questions regarding overall satisfaction is reported on a 0-100 point scale. The score is a weighted average, not a percentage.

Participant customer satisfaction responses are collected by way of telephone interviews.

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

What is your overall satisfaction with the services?

To what extent have the services met your expectations?

How well did the services you received compare with the ideal set of services?

The average score is of the three survey questions completed by the respondent.

Response Rate - The percentage of people in the sample who are contacted and responded to the all three core questions on the survey.

Measuring Employer Customer Satisfaction

The weighted average of employer ratings on each of the three questions regarding overall satisfaction is reported on a 0 - 100 point scale. The score is a weighted average, not a percentage.

Employer customer satisfaction responses are collected by way of telephone interviews.

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

What is your overall satisfaction with the services?

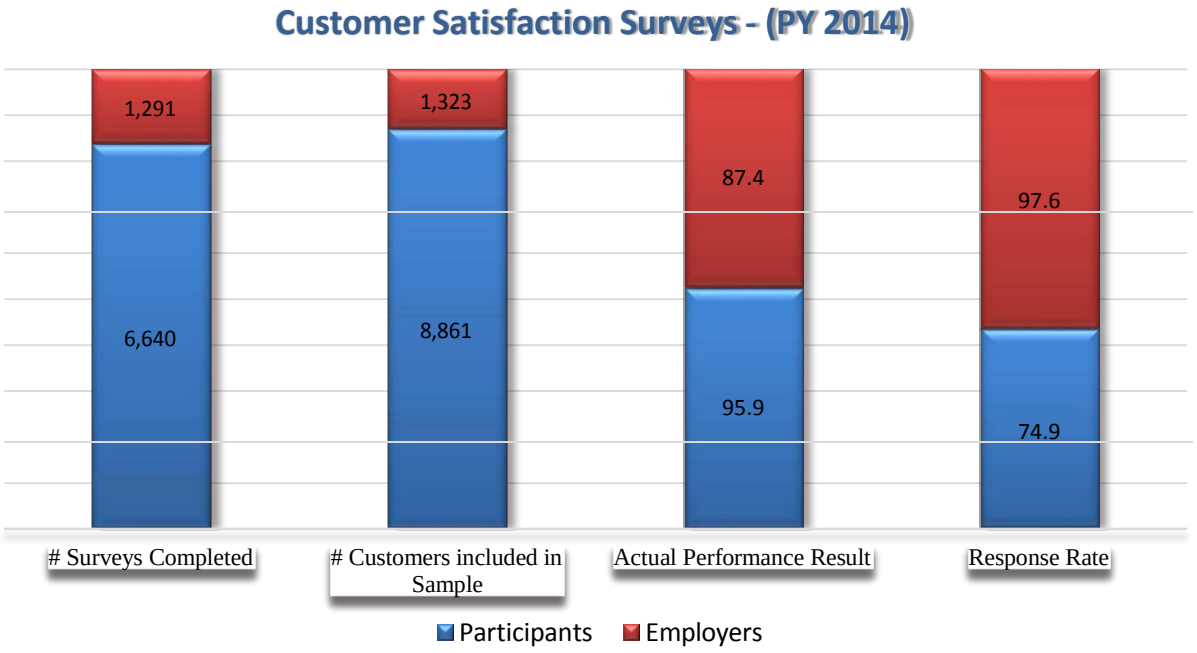
To what extent have the services met your expectations?

How well did the services you received compare with the ideal set of services?

The average score is of the three survey questions completed by the respondent.

Response Rate - The percentage of employers in the sample who are contacted and responded to all three core questions on the survey.

The following chart shows customer satisfaction results for Michigan for PY 2014.



Customer Service Feedback

Michigan's 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 focus on an improvement in service delivery.

WIA ADULT, DISLOCATED WORKER, AND YOUTH PROGRAM SUCCESS STORIES

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

Name: Anthony Priest
Employer: GIC Thermodynamics
MWA: Northwest Michigan Works!
Prosperity Region: 2

Anthony Priest was fresh out of college and having difficulty finding a job because he had no job experience when he came to Northwest Michigan Works! in September 2014. He worked one-on-one with career facilitators and business liaisons on resume development, interviewing, networking, and refining his career target. Mr. Priest also received job search assistance from Michigan Rehabilitation Services and Grand Traverse Industries. After reworking his resume and practicing his interview skills, Mr. Priest was able to land a full-time job in March 2015 as an engineer at GIC Thermodynamics in Charlevoix.

"I think the strongest thing was the resume building. Prior to that, I wasn't getting in the door."

Name: Mary Cross
Employer: Physician Healthcare Network
MWA: ThumbWorks!
Prosperity Region: 6

Mary Cross had worked at Port Huron Hospital as a customer service/insurance verification representative for sixteen years when she was laid off. Her job loss came as a shock to say the least. Facing the reality of having to compete for a job in an employers' job market was daunting. With an outdated vocational certificate in computers from 1995, Ms. Cross knew that she would have to update her skills.

Ms. Cross looked in to local training programs that might complement her existing work experience and boost her employability in the healthcare support field. She found some great short-term low-cost options at her local vocational training facility, the Sanilac Career Center.

Ms. Cross applied for training assistance with Thumbworks! in September 2013 and was approved under the WIA Adult and Dislocated Worker programs. Within just three months, she had successfully completed vocational certificates in Medical Coding, Medical Billing, and Medical Administrative Assistant at the Sanilac Career Center. Ms. Cross went on to pass certification exams in Medical Administrative Assistant and Billing and Coding Specialist.

Ms. Cross was hired as a front desk receptionist with Physician Healthcare Network in August 2014, making $10.50 per hour. While that is a significantly lower salary than she was making previously, Ms. Cross is sure that with the updated skills that she has obtained and the wealth of knowledge she has of the industry, she will be back to her original wage in no time.

Name: Thomas Alexander
Employer: Sakthi Automotive
MWA: Detroit Employment Solutions Corporation
Prosperity Region: 10

Finding employment is difficult, even more so for returning citizens. Knowing this, Thomas Alexander visited a Detroit Employment Solutions Corporation (DESC) One-Stop Service Center in May 2014 for help. He met with his Career Advisor, Cyrus Wheeler, to discuss available training and employment opportunities. Mr. Alexander was then enrolled in DESC's returning citizen week-long workshop and learned how to set goals, build his resume, and participated in mock interviews.

After completing the workshop, Mr. Alexander met with Mr. Wheeler who sent him to a recruitment event for Southwest Detroit auto supplier, Sakthi Automotive. Mr. Alexander was not hired due to deficiencies in his resume, so he revamped it and applied again. This time Mr. Alexander was hired full-time as a Quality Inspector, earning $11.00/hour.

"We've had a lot of success hiring returning citizens," said Michael Hartt, Executive HR Director for Sakthi Automotive. "Thomas Alexander didn't give up and showed a clear desire to work here. That sort of dedication and perseverance goes a long way."

In June 2015, at a press conference during which Detroit Mayor Mike Duggan and U.S. Deputy Assistant Secretary of Labor Eric Seleznow announced a $5M grant to assist traditionally hard-to-serve populations, Mr. Alexander spoke to the media about his experiences and the satisfaction of finding full-time employment.

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

Name: Thomas LaFave
Employer: Great Lakes Tissue
MWA: Northeast Michigan Consortium
Prosperity Region: 3

On September 23, 2014, laid off lumber worker Thomas LaFave decided to visit the Northeast Michigan Consortium office in Onaway to look for a new career. Talent Specialist Yolanda Harrison explained the Dislocated Worker eligibility requirements to Mr. LaFave and assisted him with creating his new resume.

Ms. Harrison worked with Certified Business Solutions Professional Nicole Chamberlain to contact Great Lakes Tissue to explain that Mr. LaFave was eligible for On-the-Job Training (OJT) funds since he needed additional training in order to qualify for their available maintenance worker position. Mr. LaFave applied and was granted an interview with Great Lakes Tissue. He successfully completed his OJT and received an Industrial Standard Credential as a maintenance worker.

On October 8, 2014, Mr. LaFave was hired in to the Great Lakes Tissue Paper Product Maintenance Department, making $0.85 more per hour than his previous job.

"I would not have got the job had it not been for the help of the Michigan Works! Office."

Name: Jeffrey Simons
Employer: Dow Chemical
MWA: Great Lakes Bay Michigan Works!
Prosperity Region: 5

Jeffrey Simons had been working in manufacturing for seven years in Saginaw when the plant he was working at closed in February 2014. He was the main source of income for his family of five. Mr. Simons and his family were lost and didn't know which way to turn. He heard about the Chemical Process Fast Start training program from Great Lake Bay Michigan Works!. Mr. Simons came into the Saginaw one-Stop to begin the process to get into the program and develop a new career.

Great Lakes Bay Michigan Works! career managers and other staff worked with Mr. Simons to ensure that he had the tools to be successful. It was a very stressful time for him and his family. His only other job lead for comparable employment was for Ford in Buffalo, NY. After much preparation, Mr. Simons was relieved to learn that he had been accepted in to the Delta College Chemical Process Fast Start training program and that Michigan Works! would fund his training. He had some depredation as it had been twenty-two years since he had been in a classroom. The Michigan Works! staff all understood that it had been a long time since Mr. Simons had been in a classroom setting and helped by preparing him for the experience. After graduation Mr. Simons received a call for an interview at Dow Chemical. His household was filled with excitement and nervousness. Dow Chemical offered Mr. Simons a position. He was unable to describe how he felt, but it was such a relief for him and his family. All he could say is "we made it"!

Since accepting a position with Dow Chemical, Mr. Simons has been contacted by several more good employers. It wasn't easy, but with the support of his family and Great Lakes Bay Michigan Works!, his job preparation experience was worthwhile. Mr. Simons will always be grateful to the Michigan Works! staff.

Mr. Simons started his new full-time position as a Chemical Process Operator with Dow Chemical on July 14, 2014, making $22.25 per hour with benefits. His best advice, “is to take control of your own destiny by directing it not just following along and taking what comes and don't let the fear of the unknown or of returning to school after several years stop you from taking charge of your own life. Returning to school turned out to be the best thing I could have ever done.”

Name: Cynthia Disbrow
Employer: Kirchoff-Van Rob
MWA: Capital Area Michigan Works!
Prosperity Region: 7

Cynthia Disbrow was working in production and was not happy. She learned about the WIA program at Capital Area Michigan Works! and was interested in learning about becoming educated in a new field in which she’d be more marketable and that she enjoyed.

Ms. Disbrow was thrilled to learn that Capital Area Michigan Works! has developed a partnership with Lansing Community College in order to help participants take a Welding Basics course. She enrolled and sent her case manager weekly updates expressing her sheer excitement and gratitude for helping her obtain a new skill.

Immediately after graduation, Ms. Disbrow was offered a position with Kirchoff-Van Rob as a Robot Cell Operator earning $10.00 per hour. She has already been assured that they will be promoting her soon to a team lead position and that since she is getting in on the ground level of a new shop, she will also have the responsibility of training new team members. Ms. Disbrow sends frequent emails letting her case manager know how much she loves her new job.

"Thanks so much for everything you helped me with. You did an excellent job!"

Name: Gerald Smith
Employer: Classic Precision
MWA: Livingston County Michigan Works!
Prosperity Region: 9

Although Gerald Smith has over nineteen years of manual CNC experience, he was laid off due to a workforce reduction at his job. Given the experience level he exhibited, Mr. Smith wanted to upgrade his skills and continue in the field with another company. When he came to register with Livingston County Michigan Works!, he noticed a flyer for a CNC Operator/Programmer certificate program at Mott Community College. With assistance from the WIA Dislocated Worker program, Mr. Smith registered for the class and said it was the best decision he ever made.

Mr. Smith had set a goal for himself to get back into the same industry without making a career change at this stage of his life. He realized this certificate combined with the over nineteen years of experience he brought to the classroom would make him even more marketable. Mr. Smith stayed late to get assistance from his teacher with trigonometry and the programming software for MasterCam. He also went to the library to find books on the subject that would assist him further.

Shortly after receiving his certificate of completion from the CNC program, Mr. Smith was sought after by several major companies in the industry. He finally settled on Classic Precision who offered a competitive wage and benefit package. As a result of his training, Mr. Smith now trains other entry level employees on the job as well as maintaining his day-to-day job responsibilities.

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

Name: Kenneth Valentine
Employer: Blu Perspective
MWA: Ottawa County Michigan Works!
Prosperity Region: 4

Kenneth Valentine came to the Ottawa County Michigan Works! WIA Older Youth program for assistance with obtaining his GED and employment. He had never worked before and lacked the tools to obtain employment. Mr. Valentine was also interested in attending college, but needed to obtain his GED beforehand. Mr. Valentine received assistance with GED preparation to ensure that he would be successful when he took the official GED tests. Mr. Valentine was provided with employment resources to assist with his job search. Mr. Valentine successfully completed his GED requirements and obtained his official GED.

Mr. Valentine maintained monthly contact with his Career Development Associate and received job lead assistance. He attended an "Employer of the Day" event at Ottawa County Michigan Works! where Blu Perspective was present. Mr. Valentine interviewed for a production position and was offered employment. He is currently working at Blu Perspective making $9.00 per hour.

Name: Lucas Young
Employer: Eagle Technologies
MWA: Berrien-Cass-Van Buren Michigan Works!
Prosperity Region: 8

Lucas Young spent his senior year of high school trying to decide on a definitive career path, and although he was enrolled in career and technical education classes, he was feeling lost as to what to do next. That is where the Pre-Apprenticeship Academy, a partnership between Michigan Works!, the Lake Michigan College M-TEC, and Berrien County Manufacturers stepped in to assist him in June 2014 by allowing him to enroll in classes. Mr. Young is from a single parent family and was struggling with how to finance his post-secondary training.

Michigan Works! assisted Mr. Young with tuition and guided him to employment opportunities. He started working at Eagle Technologies and Michigan Works! further assisted him with work-related tools. Through his pre-apprenticeship training, Mr. Young became employed at Eagle Technologies in a high-wage occupation as an Electrical Apprentice. Mr. Young stated that he has learned what it takes to hold a career and that working hard pays off.

"I enjoy working at Eagle Technologies and think it was amazing what Michigan Works! did to guide me through the process."

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

Name: Jordyn Bowling
Employer: N/A
MWA: Northeast Michigan Consortium
Prosperity Region: 3

In September 2014, Jordyn Bowling relocated from Ohio to Northern Michigan due to personal challenges. Moving to a new area as a senior, Ms. Bowling was feeling very uncertain about enrolling in a new school in a small town with kids who had been together for years. In addition, she faced the challenges of being homeless and knowing few people in the area. Thanks to the *McKinney-Vento* Homeless Education Assistance Act, Ms. Bowling is now doubled up with friends. She did not start classes immediately and, being shy, was considering taking classes online. However, it was important to Ms. Bowling to graduate high school on time because she wants to attend college and pursue a career in the medical field. Despite being behind in credits, she knew returning on a full-time basis was her best option. Thankfully, Ms. Bowling has been able to make up her classes through a special program available through Inland Lakes and she is on track to graduate in June 2015.

Ms. Bowling said that being part of Project Explore and Succeed, a WIA Youth program, helped her be successful and eased her way into the new school. The program offered her counseling, leadership development activities, support, and helped her adjust to the new area with improved confidence. In addition, stipends have helped pay for basic needs as Ms. Bowling depends on friends for her support. She feels regular meetings with her case manager also have helped her to feel more comfortable, as well as the fact that other members of the program have become her good friends.

Ms. Bowling plans on applying for the Summer of Service program through McLaren Hospital this

summer to gain valuable experience and knowledge of careers in the medical field. She is enrolling in the nursing program through North Central Michigan College in the fall.

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

Employer: Verso
MWA: Michigan Works! The Job Force Board
Prosperity Region: 1

Recently, Verso Paper Company, one of Dickinson County's largest employers, reached out to Michigan Works! in regards to their hiring needs. The Service Center team and the Business Service Consultant worked very closely together to be sure that a solid process was immediately put into place.

A job posting was placed on the Michigan Talent Connect as soon as we received the job description from Verso. Verso is a highly respected company within our community and within two weeks of having it posted, we received over 280 candidates. All applicants were required to come to the service center to apply. The team worked with just about all the applicants with either creating or updating their resumes and completing the application.

Once all of the applications and resumes were collected, the Business Services Consultant went through each and every one, verifying the skills required to the applicant skills. The Business Services Consultant was able to organize the resumes before hand-delivering them over to Verso as requested by Verso.

Within a couple weeks of receiving the applications and resumes from Michigan Works!, Verso was ready to move ahead with the process. They had chosen 55 of the applicants for the assessments. The service team contacted each person and scheduled all 55 of them to come to the center the following week and take the Skillcheck assessments. Each candidate was required to take four different assessments. Once complete, the service team proceeded to schedule pre-interviews for each of them. These interviews were held right at our Service Center and Verso was very pleased with the amount of privacy we were able to accommodate them with.

Verso fully appreciated the amount of work that the entire Michigan Works! team invested in to their hiring process and was impressed by the efficiency of our operation.

WIA WAIVERS AND SUCCESS STORIES

The following waivers, approved by the USDOL, were implemented during PY 2014.

- Waiver allowing local Workforce Development Boards (WDBs) to use up to twenty percent of Allocation Year (AY) 2014 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 all Youth program participants at 20 Code of Federal Regulation (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 the 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 2014 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 2014. Michigan also has no information to include at this time regarding planned evaluations for PY 2015.

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 2014 to support IWT is documented in the table below. As you can see, the amount of funds used for IWT varied greatly. Additionally, nine local areas received approval for, but did not utilize, this waiver during PY 2014.

PY 2014 Dislocated Worker Funding for Incumbent Worker Training

Agency	IWT Costs	Formula Award	Percent of Award
Berrien/Cass/Van Buren	$9,034	$834,740	1%
Central Area	$113,515	$743,198	15%
Genesee/Shiawassee	$24,171	$1,526,510	2%
Livingston County	$39,939	$449,840	9%
South Central	$43,307	$3,387,321	1%
Southeast Michigan (SEMCA)	$56,661	$854,565	7%

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.

Nine out of twenty-one 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 2014, 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 2014 Transfers Between the Adult and Dislocated Worker Programs

Agency	From/To	Formula Award	Transfer Amount	Percent Transferred
ACSET	DW/Adult	$1,563,882	$876,379	56%
Central Area	DW/Adult	$743,198	$368,208	50%
DESC	DW/Adult	$4,342,090	$2,144,255	49%
Eastern U.P.	DW/Adult	$233,031	$120,443	52%
Macomb/St. Clair	DW/Adult	$3,184,241	$1,600,000	50%
Muskegon/Oceana	DW/Adult	$605,612	$270,000	45%
Northeast	DW/Adult	$538,637	$235,000	44%
Thumb Area	DW/Adult	$935,891	$600,000	64%
West Central	DW/Adult	$557,307	$195,000	35%

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

Waivers were granted to eleven local areas that allowed sliding scales based on employer size for Customized Training employer contribution requirements. In addition, waivers were granted to fifteen 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 fifteen local areas. In addition, two local areas received authority via waiver to use ITAs for In-School Youth as well.

Waiver Impact

The waivers granted to the State of Michigan for PY 2014 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 2014 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 Story

Name: James Furman
Employer: Michigan Produce Haulers and Sprinter Services
MWA: Central Area Michigan Works! Consortium
Prosperity Regions: 4 and 5

When he came to Michigan Works!, James Furman was employed at a minimum wage job. He had held several of these low-paying jobs over the past couple of years, but really wanted something more. Mr. Furman faced several challenges. He had dropped out of school and had some difficulty with reading, but he really needed a job that paid well so he could support himself. Mr. Furman wanted to be a truck driver and he knew that he needed training to accomplish his dream. He also knew that the cost of the training would mean saving for months at his current wage.

The WIA Older Youth program was a perfect fit for Mr. Furman's training thanks to the availability of the Individual Training Account (ITA) waiver for WIA Older Youth. In April 2014, he began CDL training at West Michigan CDL in Howard City. Mr. Furman was an incredibly diligent and a conscientious student and was quickly rewarded when he was hired by Michigan Produce Haulers in Fremont before he completed his training. Today, Mr. Furman loves his job and is working at Sprinter Services in Grand Rapids, earning $14.50 per hour. He stated, "I couldn't have gotten to where I am today if the staff at Michigan Works! didn't believe in me".

PY 2014 WIA Annual Report Appendix

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	95.9	6,640	11,466	8,861	74.9
Employers	86.0	87.4	1,291	1,323	1,323	97.6

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	89.0	88.5	3,457
			3,905
Employment Retention Rate	92.0	92.0	6,415
			6,970
Six Months Average Earnings	$16,000	$17,969	$105,927,972
			5,895
Employment and Credential Rate	82.0	86.0	3,406
			3,959

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	86.0	1,205	90.9	139	87.9	116	86.2	238
		1,401		153		132		276
Employment Retention Rate	87.0	1,629	94.9	221	83.2	129	95.3	461
		1,872		233		155		484
Six Months Average Earnings	$11,541	$16,931,251	$19,957	$3,791,843	$14,442	$1,516,412	$24,318	$10,286,646
		1,467		190		105		423
Employment and Credential Rate	81.9	1,038	78.9	97	80.0	76	82.3	214
		1,268		123		95		260

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	96.4	243	92.8	1,122	87.3	1,780
		252		1,209		2,039
Employment Retention Rate	92.6	264	92.0	1,469	93.2	4,271
		285		1,596		4,581
Six-Months Average Earnings	$14,868	$3,404,788	$12,098	$15,980,899	$20,722	$81,893,675
		229		1,321		3,952

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	94.0	94.9	2,936
			3,095
Employment Retention Rate	94.0	96.3	3,680
			3,823
Six Months Average Earnings	$17,300	$17,334	$57,306,706
			3,306
Employment and Credential Rate	83.0	82.7	1,790
			2,164

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	97.3	179	96.2	51	89.9	292	94.1	16
		184		53		325		17
Employment Retention Rate	97.9	229	95.5	64	92.9	355	90.5	19
		234		67		382		21
Six Months Average Earnings	$18,773	$3,754,637	$13,932	$752,326	$15,812	$4,617,055	$18,442	$313,508
		200.00		54		292		17
Employment and Credential Rate	91.3	116	89.5	34	79.4	146	88.9	16
		127		38		184		18

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	97.3	183	95.6	585	94.8	1,979
		188		612		2,087
Employment Retention Rate	96.3	206	96.9	650	96.2	2,610
		214		671		2,712
Six-Months Average Earnings	$19,137	$3,597,717	$16,149	$9,285,422	$17,604	$41,474,152
		188		575		2,356

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education Rate	0.0	58.4	2,340
			4,007
Attainment of Degree or Certificate Rate	0.0	37.0	1,213
			3,282
Literacy and Numeracy Gains	$0	5.5	78
			1,419

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

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities			
Placement in Employment or Education Rate	54.4	1149	0.0	0	67.1	387	81.2	948
		2112		0		577		1168
Attainment of Degree or Certificate Rate	35.1	616	0.0	0	57.7	292	12.4	42
		1756		0		506		338
Literacy and Numeracy Gains	4.4	28	0.0	0	17.9	25	5.5	78
		644		0		140		1419

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0	86.9	619
			712
Employment Retention Rate	90.0	92.0	786
			854
Six Months Average Earnings	$4,900	$5,364	$3,765,373
			702
Employment and Credential Rate	78.0	68.1	579
			850

Table I - Outcomes for Older Youth Special Populations*

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate		257		0		67		563
	87.7	293	0.0	0	91.8	73	87.6	643
Employment Retention Rate		347		1		66		702
	91.1	381	100.0	1	94.3	70	91.5	767
Six Months Average Earnings		$1,579,614		$7,178		$369,190		$3,252,672
	$4,952	319	$7,178	1	$6,257	59	$5,114	636
Employment and Credential Rate		255		0		64		508
	75.2	339	0.0	0	79.0	81	67.4	754

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

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	94.0	97.0	8,171
			8,422
Diploma or Equivalent Attainment Rate	90.0	86.4	1,255
			1,453
Retention Rate	85.0	87.8	1,858
			2,117

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
		4,198		1,647		1,473
Skill Attainment Rate	96.6	4,344	97.2	1,694	95.5	1,543
		632		296		164
Diploma or Equivalent Attainment Rate	86.9	727	90.5	327	67.5	243
		947		314		520
Retention Rate	88.1	1,075	89.0	353	81.6	637

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	
		6,167		$41,617,749		160		$18,607,036		1,130
Adults	85.5	7,210	$6,318	6587	4.6	3,457	$5,866	3172	$63	1,780
		3,705		$61,411,059		87		$21,644,673		1,242
Dislocated Workers	87.0	4,257	$145	$42,336,789	3.0	2,936	$7,999	2706	$63	1,979
		673		$3,359,654		11		$1,682,597		
Older Youth	77.2	872	$4,897	686	1.8	619	$3,082	546		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adults	344,634	324,101
Total Adults (self)	313,226	315,712
WIA Adults	338,600	321,325
WIA Dislocated Workers	6,034	2,776
Total Youth (14-21)	10,283	3,913
Younger Youth (14-18)	7,733	3,196
Older Youth (19-21)	2,550	717
Out-of-School Youth	3,677	1,081
In-School Youth	6,606	2,832

Table N - Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		$31,167,831
Local Dislocated Workers		$24,000,402
Local Youth		$26,742,215
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		$3,125,637
Statewide Required Activities (up to 15%) WIA Section 134 (a)(2)(B)		$2,662,348
Statewide Allowable Activities WIA Section 134 (a)(3)	Program Activity Description	
	Capacity Building	$573,000
	JAG Expansion	$514,177
	LMI MOU	$16,980
	GTIB	$21,495
	Miscellaneous	$2,793,138
Total of All Federal Spending Listed Above		$91,617,223

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

Local Area Name **ACSET**	**Total Participants Served**	**Adults**	24,307
		Dislocated Workers	295
		Older Youth (19-21)	287
		Younger Youth (14-18)	701
ETA Assigned Number **26160**	**Total Exiters**	**Adults**	24,149
		Dislocated Workers	206
		Older Youth (19-21)	98
		Younger Youth (14-18)	336

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	96.0
	Employers	86.0	88.0
Entered Employment Rates	**Adults**	90.0	97.0
	Dislocated Workers	95.0	98.0
	Older Youth	83.0	100.0
Retention Rates	**Adults**	93.0	97.0
	Dislocated Workers	94.0	99.0
	Older Youth	90.0	97.0
	Younger Youth	86.0	91.0
Six Months Average Earnings	**Adults**	$15,200	$17,214
	Dislocated Workers	$16,600	$18,217
Six Months Earnings Increase	**Older Youth**	$4,500	$5,594
Credential/Diploma Rates	**Adults**	83.0	95.0
	Dislocated Workers	84.0	88.0
	Older Youth	80.0	99.0
	Younger Youth	91.0	95.0
Skill Attainment Rate	**Younger Youth**	95.0	97.0
Placement in Employment or Education	**Youth (14-21)**	N/A	67.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	31.0
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 (26110) - Berrien-Cass-Van Buren Michigan Works!

Local Area Name **Berrien/Cass/Van Buren**	**Total Participants Served**	**Adults**	9,875
		Dislocated Workers	231
		Older Youth (19-21)	29
		Younger Youth (14-18)	102
ETA Assigned Number **26110**	**Total Exiters**	**Adults**	9,749
		Dislocated Workers	125
		Older Youth (19-21)	16
		Younger Youth (14-18)	61

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	94.0
	Employers	86.0	87.0
Entered Employment Rates	**Adults**	83.0	99.0
	Dislocated Workers	93.0	97.0
	Older Youth	84.0	100.0
Retention Rates	**Adults**	87.0	98.0
	Dislocated Workers	93.0	99.0
	Older Youth	90.0	100.0
	Younger Youth	78.0	80.0
Six Months Average Earnings	**Adults**	$15,200	$18,196
	Dislocated Workers	$16,200	$17,998
Six Months Earnings Increase	**Older Youth**	$4,300	$6,528
Credential/Diploma Rates	**Adults**	79.0	89.0
	Dislocated Workers	81.0	83.0
	Older Youth	65.0	100.0
	Younger Youth	86.0	97.0
Skill Attainment Rate	**Younger Youth**	92.0	98.0
Placement in Employment or Education	**Youth (14-21)**	N/A	58.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	41.0
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 (26045) - Capital Area Michigan Works!

Local Area Name **Capital Area**	**Total Participants Served**	**Adults**	11,975
		Dislocated Workers	310
		Older Youth (19-21)	78
		Younger Youth (14-18)	410
ETA Assigned Number **26045**	**Total Exiters**	**Adults**	12,046
		Dislocated Workers	163
		Older Youth (19-21)	20
		Younger Youth (14-18)	119

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	98.0
	Employers	86.0	91.0
Entered Employment Rates	**Adults**	90.0	95.0
	Dislocated Workers	94.0	95.0
	Older Youth	83.0	100.0
Retention Rates	**Adults**	92.0	95.0
	Dislocated Workers	95.0	98.0
	Older Youth	89.0	100.0
	Younger Youth	85.0	97.0
Six Months Average Earnings	**Adults**	$15,000	$15,381
	Dislocated Workers	$16,000	$16,428
Six Months Earnings Increase	**Older Youth**	$4,200	$6,851
Credential/Diploma Rates	**Adults**	83.0	93.0
	Dislocated Workers	84.0	85.0
	Older Youth	79.0	79.0
	Younger Youth	89.0	93.0
Skill Attainment Rate	**Younger Youth**	95.0	99.0
Placement in Employment or Education	**Youth (14-21)**	N/A	92.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	95.0
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**	7,431
		Dislocated Workers	70
		Older Youth (19-21)	71
		Younger Youth (14-18)	78
ETA Assigned Number **26130**	**Total Exiters**	**Adults**	7,380
		Dislocated Workers	69
		Older Youth (19-21)	62
		Younger Youth (14-18)	70

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	93.0
	Employers	86.0	84.0
Entered Employment Rates	**Adults**	90.0	90.0
	Dislocated Workers	94.0	90.0
	Older Youth	83.0	78.0
Retention Rates	**Adults**	93.0	94.0
	Dislocated Workers	93.0	86.0
	Older Youth	90.0	79.0
	Younger Youth	80.0	64.0
Six Months Average Earnings	**Adults**	$13,500	$15,487
	Dislocated Workers	$13,800	$17,086
Six Months Earnings Increase	**Older Youth**	$4,400	$4,115
Credential/Diploma Rates	**Adults**	83.0	89.0
	Dislocated Workers	83.0	84.0
	Older Youth	65.0	49.0
	Younger Youth	82.0	59.0
Skill Attainment Rate	**Younger Youth**	95.0	97.0
Placement in Employment or Education	**Youth (14-21)**	N/A	61.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	32.0
Literacy or Numeracy Gains	**Youth (14-21)**	N/A	36.0
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 (26010) - Detroit Employment Solutions Corporation

Local Area Name **Detroit Employment Solutions**	**Total Participants Served**	**Adults**	29,542
		Dislocated Workers	653
		Older Youth (19-21)	673
		Younger Youth (14-18)	2,575
ETA Assigned Number **26010**	**Total Exiters**	**Adults**	14,295
		Dislocated Workers	12
		Older Youth (19-21)	5
		Younger Youth (14-18)	595

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	96.0
	Employers	86.0	83.0
Entered Employment Rates	**Adults**	83.0	89.0
	Dislocated Workers	95.0	100.0
	Older Youth	83.0	88.0
Retention Rates	**Adults**	89.0	90.0
	Dislocated Workers	91.0	95.0
	Older Youth	89.0	91.0
	Younger Youth	78.0	90.0
Six Months Average Earnings	**Adults**	$11,400	$11,641
	Dislocated Workers	$15,800	$23,030
Six Months Earnings Increase	**Older Youth**	$4,500	$4,603
Credential/Diploma Rates	**Adults**	82.0	79.0
	Dislocated Workers	84.0	75.0
	Older Youth	72.0	60.0
	Younger Youth	91.0	81.0
Skill Attainment Rate	**Younger Youth**	96.0	99.0
Placement in Employment or Education	**Youth (14-21)**	N/A	15.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	4.0
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 (26115) - Eastern U.P. Employment & Training Consortium

Local Area Name **Eastern U.P.**	**Total Participants Served**	**Adults**	365
		Dislocated Workers	93
		Older Youth (19-21)	5
		Younger Youth (14-18)	17
ETA Assigned Number **26115**	**Total Exiters**	**Adults**	312
		Dislocated Workers	38
		Older Youth (19-21)	6
		Younger Youth (14-18)	9

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	98.0
	Employers	86.0	93.0
Entered Employment Rates	**Adults**	90.0	100.0
	Dislocated Workers	94.0	94.0
	Older Youth	84.0	100.0
Retention Rates	**Adults**	93.0	93.0
	Dislocated Workers	95.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	**Adults**	$14,800	$12,828
	Dislocated Workers	$14,400	$14,374
Six Months Earnings Increase	**Older Youth**	$5,400	$7,688
Credential/Diploma Rates	**Adults**	82.0	92.0
	Dislocated Workers	83.0	97.0
	Older Youth	80.0	100.0
	Younger Youth	91.0	86.0
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	38.0
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 (26030) - Genesee / Shiawassee Michigan Works! Inc.

Local Area Name **Genesee/Shiawassee**	**Total Participants Served**	**Adults**	15,974
		Dislocated Workers	263
		Older Youth (19-21)	115
		Younger Youth (14-18)	344
ETA Assigned Number **26030**	**Total Exiters**	**Adults**	15,982
		Dislocated Workers	224
		Older Youth (19-21)	130
		Younger Youth (14-18)	333

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	98.0
	Employers	86.0	86.0
Entered Employment Rates	**Adults**	82.0	95.0
	Dislocated Workers	92.0	91.0
	Older Youth	83.0	73.0
Retention Rates	**Adults**	87.0	92.0
	Dislocated Workers	91.0	97.0
	Older Youth	84.0	82.0
	Younger Youth	78.0	68.0
Six Months Average Earnings	**Adults**	$10,600	$10,631
	Dislocated Workers	$13,300	$14,818
Six Months Earnings Increase	**Older Youth**	$3,900	$4,172
Credential/Diploma Rates	**Adults**	78.0	78.0
	Dislocated Workers	83.0	75.0
	Older Youth	75.0	25.0
	Younger Youth	91.0	75.0
Skill Attainment Rate	**Younger Youth**	92.0	95.0
Placement in Employment or Education	**Youth (14-21)**	N/A	57.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	29.0
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 (26020) -Great Lakes Bay Michigan Works!

Local Area Name **Great Lakes Bay**	**Total Participants Served**	**Adults**	15,156
		Dislocated Workers	619
		Older Youth (19-21)	0
		Younger Youth (14-18)	398
ETA Assigned Number **26020**	**Total Exiters**	**Adults**	14,906
		Dislocated Workers	265
		Older Youth (19-21)	0
		Younger Youth (14-18)	202

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	99.0
	Employers	86.0	87.0
Entered Employment Rates	**Adults**	90.0	91.0
	Dislocated Workers	94.0	96.0
	Older Youth	83.0	0.0
Retention Rates	**Adults**	92.0	90.0
	Dislocated Workers	93.0	95.0
	Older Youth	84.0	0.0
	Younger Youth	83.0	77.0
Six Months Average Earnings	**Adults**	$16,500	$14,098
	Dislocated Workers	$16,700	$16,208
Six Months Earnings Increase	**Older Youth**	$3,400	$0
Credential/Diploma Rates	**Adults**	82.0	85.0
	Dislocated Workers	84.0	87.0
	Older Youth	72.0	0.0
	Younger Youth	86.0	68.0
Skill Attainment Rate	**Younger Youth**	92.0	94.0
Placement in Employment or Education	**Youth (14-21)**	N/A	72.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	73.0
Literacy or Numeracy Gains	**Youth (14-21)**	N/A	38.0
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 (26040) - Michigan Works! Southwest

Local Area Name **Michigan Works! Southwest**	**Total Participants Served**	**Adults**	16,509
		Dislocated Workers	313
		Older Youth (19-21)	172
		Younger Youth (14-18)	216
ETA Assigned Number **26040**	**Total Exiters**	**Adults**	16,189
		Dislocated Workers	185
		Older Youth (19-21)	40
		Younger Youth (14-18)	101

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	95.0
	Employers	86.0	86.0
Entered Employment Rates	**Adults**	91.0	96.0
	Dislocated Workers	95.0	97.0
	Older Youth	83.0	97.0
Retention Rates	**Adults**	92.0	92.0
	Dislocated Workers	93.0	95.0
	Older Youth	89.0	95.0
	Younger Youth	85.0	87.0
Six Months Average Earnings	**Adults**	$13,500	$14,455
	Dislocated Workers	$16,300	$16,263
Six Months Earnings Increase	**Older Youth**	$4,300	$5,550
Credential/Diploma Rates	**Adults**	80.0	92.0
	Dislocated Workers	84.0	93.0
	Older Youth	79.0	90.0
	Younger Youth	90.0	91.0
Skill Attainment Rate	**Younger Youth**	92.0	98.0
Placement in Employment or Education	**Youth (14-21)**	N/A	81.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	49.0
Literacy or Numeracy Gains	**Youth (14-21)**	N/A	1.0
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 (26145) - Livingston County Michigan Works!

Local Area Name **Livingston County**	**Total Participants Served**	**Adults**	4,369
		Dislocated Workers	106
		Older Youth (19-21)	26
		Younger Youth (14-18)	107
ETA Assigned Number **26145**	**Total Exiters**	**Adults**	4,477
		Dislocated Workers	35
		Older Youth (19-21)	9
		Younger Youth (14-18)	43

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	100.0
	Employers	86.0	94.0
Entered Employment Rates	**Adults**	90.0	100.0
	Dislocated Workers	95.0	100.0
	Older Youth	84.0	100.0
Retention Rates	**Adults**	93.0	100.0
	Dislocated Workers	92.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	**Adults**	$16,500	$15,037
	Dislocated Workers	$17,900	$20,541
Six Months Earnings Increase	**Older Youth**	$3,400	$7,367
Credential/Diploma Rates	**Adults**	82.0	100.0
	Dislocated Workers	84.0	81.0
	Older Youth	80.0	78.0
	Younger Youth	91.0	78.0
Skill Attainment Rate	**Younger Youth**	92.0	99.0
Placement in Employment or Education	**Youth (14-21)**	N/A	89.0
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**	**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**	26,661
		Dislocated Workers	770
		Older Youth (19-21)	141
		Younger Youth (14-18)	706
ETA Assigned Number **26015**	**Total Exiters**	**Adults**	25,939
		Dislocated Workers	321
		Older Youth (19-21)	41
		Younger Youth (14-18)	401

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	95.0
	Employers	86.0	87.0
Entered Employment Rates	**Adults**	90.0	94.0
	Dislocated Workers	94.0	95.0
	Older Youth	83.0	100.0
Retention Rates	**Adults**	92.0	93.0
	Dislocated Workers	93.0	95.0
	Older Youth	87.0	95.0
	Younger Youth	85.0	98.0
Six Months Average Earnings	**Adults**	$15,800	$14,417
	Dislocated Workers	$17,300	$18,129
Six Months Earnings Increase	**Older Youth**	$4,000	$3,960
Credential/Diploma Rates	**Adults**	79.0	87.0
	Dislocated Workers	80.0	80.0
	Older Youth	72.0	83.0
	Younger Youth	89.0	94.0
Skill Attainment Rate	**Younger Youth**	92.0	94.0
Placement in Employment or Education	**Youth (14-21)**	N/A	90.0
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**	**Met**	**Exceeded**
		X	

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

Local Area Name **Muskegon/Oceana**	**Total Participants Served**	**Adults**	13,391
		Dislocated Workers	70
		Older Youth (19-21)	14
		Younger Youth (14-18)	80
ETA Assigned Number **26055**	**Total Exiters**	**Adults**	12,775
		Dislocated Workers	45
		Older Youth (19-21)	9
		Younger Youth (14-18)	45

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**	89.0	88.0
	Dislocated Workers	95.0	89.0
	Older Youth	83.0	86.0
Retention Rates	**Adults**	93.0	94.0
	Dislocated Workers	93.0	95.0
	Older Youth	90.0	83.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	**Adults**	$11,700	$13,648
	Dislocated Workers	$15,800	$17,070
Six Months Earnings Increase	**Older Youth**	$3,600	$3,933
Credential/Diploma Rates	**Adults**	83.0	74.0
	Dislocated Workers	84.0	76.0
	Older Youth	71.0	57.0
	Younger Youth	90.0	75.0
Skill Attainment Rate	**Younger Youth**	95.0	94.0
Placement in Employment or Education	**Youth (14-21)**	N/A	46.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	24.0
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 (26060) - Northeast Michigan Consortium

Local Area Name **Northeast**	**Total Participants Served**	**Adults**	7,396
		Dislocated Workers	28
		Older Youth (19-21)	19
		Younger Youth (14-18)	173
ETA Assigned Number **26060**	**Total Exiters**	**Adults**	7,617
		Dislocated Workers	11
		Older Youth (19-21)	0
		Younger Youth (14-18)	90

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	97.0
	Employers	86.0	90.0
Entered Employment Rates	**Adults**	92.0	100.0
	Dislocated Workers	95.0	100.0
	Older Youth	83.0	0.0
Retention Rates	**Adults**	93.0	100.0
	Dislocated Workers	95.0	100.0
	Older Youth	90.0	0.0
	Younger Youth	86.0	88.0
Six Months Average Earnings	**Adults**	$15,000	$16,152
	Dislocated Workers	$13,200	$14,224
Six Months Earnings Increase	**Older Youth**	$4,100	$0
Credential/Diploma Rates	**Adults**	82.0	84.0
	Dislocated Workers	84.0	79.0
	Older Youth	80.0	0.0
	Younger Youth	91.0	92.0
Skill Attainment Rate	**Younger Youth**	96.0	98.0
Placement in Employment or Education	**Youth (14-21)**	N/A	66.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	49.0
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 (26105) - Northwest Michigan Council of Governments

Local Area Name **Northwest**	**Total Participants Served**	**Adults**	11,409
		Dislocated Workers	158
		Older Youth (19-21)	20
		Younger Youth (14-18)	192
ETA Assigned Number **26105**	**Total Exiters**	**Adults**	11,399
		Dislocated Workers	104
		Older Youth (19-21)	6
		Younger Youth (14-18)	110

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**	90.0	100.0
	Dislocated Workers	95.0	100.0
	Older Youth	84.0	100.0
Retention Rates	**Adults**	92.0	92.0
	Dislocated Workers	92.0	97.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	94.0
Six Months Average Earnings	**Adults**	$15,200	$14,026
	Dislocated Workers	$14,000	$14,703
Six Months Earnings Increase	**Older Youth**	$4,800	$4,994
Credential/Diploma Rates	**Adults**	81.0	93.0
	Dislocated Workers	83.0	89.0
	Older Youth	80.0	100.0
	Younger Youth	91.0	91.0
Skill Attainment Rate	**Younger Youth**	96.0	100.0
Placement in Employment or Education	**Youth (14-21)**	N/A	89.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	64.0
Literacy or Numeracy Gains	**Youth (14-21)**	N/A	90.0
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 (26170) - Oakland County Employment and Training Division

Local Area Name **Oakland County**	**Total Participants Served**	**Adults**	32,074
		Dislocated Workers	264
		Older Youth (19-21)	106
		Younger Youth (14-18)	446
ETA Assigned Number **26170**	**Total Exiters**	**Adults**	31,979
		Dislocated Workers	76
		Older Youth (19-21)	12
		Younger Youth (14-18)	325

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	93.0
	Employers	86.0	91.0
Entered Employment Rates	**Adults**	91.0	98.0
	Dislocated Workers	95.0	98.0
	Older Youth	84.0	88.0
Retention Rates	**Adults**	93.0	100.0
	Dislocated Workers	93.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	**Adults**	$16,500	$26,174
	Dislocated Workers	$17,900	$23,945
Six Months Earnings Increase	**Older Youth**	$4,800	$6,498
Credential/Diploma Rates	**Adults**	83.0	89.0
	Dislocated Workers	84.0	93.0
	Older Youth	79.0	80.0
	Younger Youth	91.0	98.0
Skill Attainment Rate	**Younger Youth**	96.0	100.0
Placement in Employment or Education	**Youth (14-21)**	N/A	25.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	16.0
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**	6,944
		Dislocated Workers	142
		Older Youth (19-21)	28
		Younger Youth (14-18)	134
ETA Assigned Number **26165**	**Total Exiters**	**Adults**	7,002
		Dislocated Workers	106
		Older Youth (19-21)	18
		Younger Youth (14-18)	55

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	76.0
	Employers	86.0	78.0
Entered Employment Rates	**Adults**	88.0	78.0
	Dislocated Workers	94.0	86.0
	Older Youth	83.0	93.0
Retention Rates	**Adults**	92.0	91.0
	Dislocated Workers	93.0	95.0
	Older Youth	89.0	86.0
	Younger Youth	85.0	83.0
Six Months Average Earnings	**Adults**	$12,800	$12,764
	Dislocated Workers	$14,500	$14,928
Six Months Earnings Increase	**Older Youth**	$4,100	$5,707
Credential/Diploma Rates	**Adults**	78.0	64.0
	Dislocated Workers	82.0	58.0
	Older Youth	80.0	53.0
	Younger Youth	86.0	68.0
Skill Attainment Rate	**Younger Youth**	96.0	88.0
Placement in Employment or Education	**Youth (14-21)**	N/A	78.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	87.0
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 (26095) - Region 7B Employment & Training Consortium

Local Area Name **Region 7B**	**Total Participants Served**	**Adults**	7,047
		Dislocated Workers	50
		Older Youth (19-21)	20
		Younger Youth (14-18)	48
ETA Assigned Number **26095**	**Total Exiters**	**Adults**	7,188
		Dislocated Workers	36
		Older Youth (19-21)	2
		Younger Youth (14-18)	46

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	97.0
	Employers	86.0	89.0
Entered Employment Rates	**Adults**	90.0	93.0
	Dislocated Workers	92.0	95.0
	Older Youth	78.0	100.0
Retention Rates	**Adults**	92.0	93.0
	Dislocated Workers	93.0	98.0
	Older Youth	88.0	100.0
	Younger Youth	83.0	70.0
Six Months Average Earnings	**Adults**	$13,900	$15,065
	Dislocated Workers	$13,500	$15,180
Six Months Earnings Increase	**Older Youth**	$4,100	$0
Credential/Diploma Rates	**Adults**	81.0	93.0
	Dislocated Workers	81.0	95.0
	Older Youth	80.0	100.0
	Younger Youth	91.0	100.0
Skill Attainment Rate	**Younger Youth**	95.0	100.0
Placement in Employment or Education	**Youth (14-21)**	N/A	56.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	60.0
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 (26080) - South Central Michigan Works!

Local Area Name **South Central**	**Total Participants Served**	**Adults**	10,738
		Dislocated Workers	147
		Older Youth (19-21)	103
		Younger Youth (14-18)	136
ETA Assigned Number **26080**	**Total Exiters**	**Adults**	10,688
		Dislocated Workers	48
		Older Youth (19-21)	25
		Younger Youth (14-18)	47

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	96.0
	Employers	86.0	97.0
Entered Employment Rates	**Adults**	91.0	92.0
	Dislocated Workers	95.0	96.0
	Older Youth	84.0	87.0
Retention Rates	**Adults**	93.0	97.0
	Dislocated Workers	95.0	96.0
	Older Youth	89.0	97.0
	Younger Youth	86.0	98.0
Six Months Average Earnings	**Adults**	$16,500	$16,933
	Dislocated Workers	$16,900	$17,819
Six Months Earnings Increase	**Older Youth**	$4,500	$9,021
Credential/Diploma Rates	**Adults**	82.0	84.0
	Dislocated Workers	84.0	75.0
	Older Youth	80.0	82.0
	Younger Youth	91.0	95.0
Skill Attainment Rate	**Younger Youth**	96.0	100.0
Placement in Employment or Education	**Youth (14-21)**	N/A	95.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	86.0
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 (26155) - Southeast Michigan Community Alliance

Local Area Name **SEMCA**	**Total Participants Served**	**Adults**	55,655
		Dislocated Workers	826
		Older Youth (19-21)	254
		Younger Youth (14-18)	310
ETA Assigned Number **26155**	**Total Exiters**	**Adults**	55,665
		Dislocated Workers	421
		Older Youth (19-21)	75
		Younger Youth (14-18)	76

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	95.0
	Employers	86.0	93.0
Entered Employment Rates	**Adults**	91.0	97.0
	Dislocated Workers	94.0	98.0
	Older Youth	83.0	98.0
Retention Rates	**Adults**	92.0	96.0
	Dislocated Workers	93.0	97.0
	Older Youth	89.0	95.0
	Younger Youth	85.0	90.0
Six Months Average Earnings	**Adults**	$16,500	$15,028
	Dislocated Workers	$16,900	$18,852
Six Months Earnings Increase	**Older Youth**	$4,300	$5,839
Credential/Diploma Rates	**Adults**	82.0	95.0
	Dislocated Workers	84.0	93.0
	Older Youth	75.0	97.0
	Younger Youth	90.0	98.0
Skill Attainment Rate	**Younger Youth**	95.0	99.0
Placement in Employment or Education	**Youth (14-21)**	N/A	94.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	95.0
Literacy or Numeracy Gains	**Youth (14-21)**	N/A	1.0
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 (26125) - The Job Force Board

Local Area Name **The Job Force**	**Total Participants Served**	**Adults**	5,141
		Dislocated Workers	190
		Older Youth (19-21)	32
		Younger Youth (14-18)	142
ETA Assigned Number **26125**	**Total Exiters**	**Adults**	5,359
		Dislocated Workers	75
		Older Youth (19-21)	11
		Younger Youth (14-18)	63

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	99.0
	Employers	86.0	85.0
Entered Employment Rates	**Adults**	90.0	94.0
	Dislocated Workers	95.0	97.0
	Older Youth	83.0	100.0
Retention Rates	**Adults**	93.0	99.0
	Dislocated Workers	94.0	100.0
	Older Youth	90.0	100.0
	Younger Youth	86.0	91.0
Six Months Average Earnings	**Adults**	$15,800	$15,875
	Dislocated Workers	$16,900	$16,528
Six Months Earnings Increase	**Older Youth**	$4,500	$7,462
Credential/Diploma Rates	**Adults**	83.0	97.0
	Dislocated Workers	84.0	88.0
	Older Youth	79.0	92.0
	Younger Youth	91.0	95.0
Skill Attainment Rate	**Younger Youth**	95.0	99.0
Placement in Employment or Education	**Youth (14-21)**	N/A	90.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	77.0
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) - Thumb Area Employment & Training Consortium

Local Area Name **Thumb Area**	**Total Participants Served**	**Adults**	9,902
		Dislocated Workers	173
		Older Youth (19-21)	117
		Younger Youth (14-18)	22
ETA Assigned Number **26120**	**Total Exiters**	**Adults**	9,926
		Dislocated Workers	112
		Older Youth (19-21)	85
		Younger Youth (14-18)	18

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	93.0
	Employers	86.0	84.0
Entered Employment Rates	**Adults**	78.0	78.0
	Dislocated Workers	87.0	82.0
	Older Youth	80.0	77.0
Retention Rates	**Adults**	91.0	77.0
	Dislocated Workers	93.0	87.0
	Older Youth	88.0	87.0
	Younger Youth	85.0	76.0
Six Months Average Earnings	**Adults**	$13,220	$11,514
	Dislocated Workers	$14,700	$14,291
Six Months Earnings Increase	**Older Youth**	$4,300	$3,943
Credential/Diploma Rates	**Adults**	77.0	75.0
	Dislocated Workers	77.0	74.0
	Older Youth	72.0	78.0
	Younger Youth	90.0	80.0
Skill Attainment Rate	**Younger Youth**	92.0	97.0
Placement in Employment or Education	**Youth (14-21)**	N/A	75.0
Attainment of Degree or Certificate	**Youth (14-21)**	N/A	27.0
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 (26150) - Washtenaw County Employment Training & Community Services Group

Local Area Name **Washtenaw County**	**Total Participants Served**	**Adults**	7,229
		Dislocated Workers	113
		Older Youth (19-21)	181
		Younger Youth (14-18)	252
ETA Assigned Number **26150**	**Total Exiters**	**Adults**	7,322
		Dislocated Workers	33
		Older Youth (19-21)	3
		Younger Youth (14-18)	6

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	89.0
	Employers	86.0	86.0
Entered Employment Rates	**Adults**	87.0	100.0
	Dislocated Workers	92.0	100.0
	Older Youth	83.0	100.0
Retention Rates	**Adults**	93.0	99.0
	Dislocated Workers	93.0	99.0
	Older Youth	89.0	100.0
	Younger Youth	86.0	89.0
Six Months Average Earnings	**Adults**	$16,500	$19,813
	Dislocated Workers	$17,900	$20,758
Six Months Earnings Increase	**Older Youth**	$4,000	$4,905
Credential/Diploma Rates	**Adults**	83.0	94.0
	Dislocated Workers	84.0	87.0
	Older Youth	80.0	100.0
	Younger Youth	90.0	100.0
Skill Attainment Rate	**Younger Youth**	95.0	93.0
Placement in Employment or Education	**Youth (14-21)**	N/A	100.0
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**	**Exceeded**
		X	

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

Local Area Name **West Central**	**Total Participants Served**	**Adults**	5,612
		Dislocated Workers	31
		Older Youth (19-21)	27
		Younger Youth (14-18)	36
ETA Assigned Number **26100**	**Total Exiters**	**Adults**	5,569
		Dislocated Workers	26
		Older Youth (19-21)	12
		Younger Youth (14-18)	26

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	94.0
	Employers	86.0	83.0
Entered Employment Rates	**Adults**	86.0	89.0
	Dislocated Workers	95.0	98.0
	Older Youth	84.0	100.0
Retention Rates	**Adults**	91.0	89.0
	Dislocated Workers	94.0	99.0
	Older Youth	89.0	97.0
	Younger Youth	86.0	100.0
Six Months Average Earnings	**Adults**	$13,200	$12,621
	Dislocated Workers	$14,400	$16,092
Six Months Earnings Increase	**Older Youth**	$4,800	$7,975
Credential/Diploma Rates	**Adults**	80.0	94.0
	Dislocated Workers	82.0	79.0
	Older Youth	79.0	74.0
	Younger Youth	90.0	86.0
Skill Attainment Rate	**Younger Youth**	95.0	98.0
Placement in Employment or Education	**Youth (14-21)**	N/A	81.0
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**	**Exceeded**
		X	

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

Local Area Name **Western U.P.**	**Total Participants Served**	**Adults**	2,658
		Dislocated Workers	39
		Older Youth (19-21)	4
		Younger Youth (14-18)	21
ETA Assigned Number **26090**	**Total Exiters**	**Adults**	2,688
		Dislocated Workers	4
		Older Youth (19-21)	4
		Younger Youth (14-18)	2

Reported Information		**Negotiated Performance Level**	**Actual Performance Level**
Customer Satisfaction	**Program Participants**	93.0	99.0
	Employers	86.0	77.0
Entered Employment Rates	**Adults**	89.0	100.0
	Dislocated Workers	94.0	88.0
	Older Youth	77.0	100.0
Retention Rates	**Adults**	89.0	88.0
	Dislocated Workers	92.0	93.0
	Older Youth	85.0	86.0
	Younger Youth	78.0	85.0
Six Months Average Earnings	**Adults**	$13,300	$15,103
	Dislocated Workers	$13,000	$17,273
Six Months Earnings Increase	**Older Youth**	$4,000	$9,200
Credential/Diploma Rates	**Adults**	79.0	100.0
	Dislocated Workers	84.0	100.0
	Older Youth	70.0	100.0
	Younger Youth	86.0	50.0
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	67.0
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 P - Veteran Priority of Service

	Total	Percent Served
Covered Entrants Who Reached the End of the Entry Period	510	
Covered Entrants Who Received a Service During the Entry Period	429	84.1
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	428	83.9

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	
		58.0		55.0		7.0
Entered Employment Rate	98.3	59.0	98.2	56.0	100.0	7.0
		38.0		37.0		1.0
Employment Retention Rate	97.4	39.0	97.4	38.0	100.0	1.0
		$629,163		$629,163		$16,655
Six Months Average Earnings	$20,296	31.0	$20,296	31.0	$16,655	1.0