

# PURE MICHIGAN\*

E-mailed 9/28/12(pv)

October 1, 2012

U.S. Department of Labor  
Employment and Training Administration  
Attention: Karen Staha  
200 Constitution Avenue, NW  
Room N-5641  
Washington, DC 20210

Dear Ms. Staha:

I am pleased to submit the State of Michigan's Program Year 2011 Workforce Investment Act Annual Report. The information contained in the Annual Report was assembled in accordance with USDOL Training and Employment Guidance Letter 29-11, issued May 16, 2012.

If you have questions regarding this report, please contact Mr. Gary Clark, Director, Office of Talent Development Services, Workforce Development Agency at (517) 335-5858.

Sincerely,



Christine Quimm, Director  
Workforce Development Agency

CQ:KJ:pv

Enclosure

cc: Byron Zuidema  
Malcom Jackson  
Clay Webb  
Christine Quinn  
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Robert Smith  
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Workforce Development Agency, State of Michigan

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# **Workforce Development Agency**

**State of Michigan**

## **Program Year 2011 Workforce Investment Act Annual Report**

**For the Period of July 1, 2011 through June 30, 2012**

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## **Introduction**

This Annual Report provides a summary of Michigan's Workforce Investment Act (WIA) programs, performance results, and accomplishments for Program Year (PY) 2011, the time period of July 1, 2011 through June 30, 2012. This report is being submitted in accordance with Training and Employment Guidance Letter 29-11, issued May 16, 2012.

## **Michigan's Vision**

We will transform the Michigan economy by growing and attracting business, keeping talented residents here, and revitalizing our urban centers.

## **Michigan's Strategy**

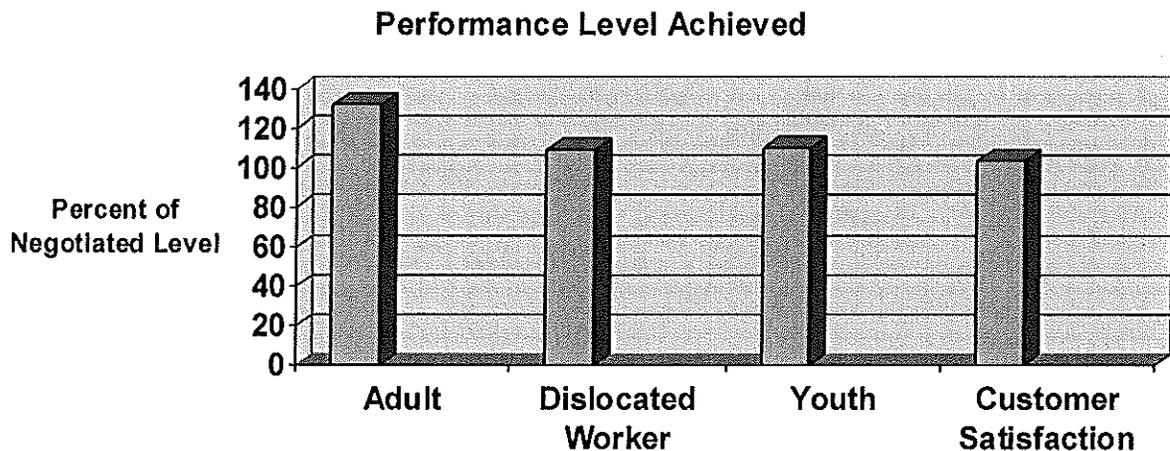
The State's primary workforce development strategy is a demand-driven system that focuses on aligning all efforts, initiatives, programs, and funding around key industry clusters which are supported by labor market information.

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### EXECUTIVE SUMMARY

As the table below illustrates, WIA Adult, Dislocated Worker (DW), and Youth program performance for PY 2011 has resulted in Michigan meeting or exceeding negotiated performance levels for all measures, including both Customer Satisfaction measures.



**Note:** Performance levels are calculated by dividing actual statewide PY 2011 performance by the negotiated planned level of performance for the state for each WIA program and overall customer satisfaction.

### **COST EFFECTIVE PROGRAMS**

The Adult program served 22,223 participants beyond self-service with expenditures totaling \$33.7 million, for an average cost per participant of \$1,517. Total Adult exits beyond self-service were 6,283 with 5,222 employed at the time of exit, for an average cost per employment of \$4,256. Adult participants' employment rate was 83.11 percent and their average earnings were \$12.47 per hour.

The DW program served 19,835 participants with expenditures totaling \$31.7 million, for an average cost per participant of \$1,601. Total DW exits were 5,957 with 5,250 employed at the time of exit, for an average cost per employment of \$3,778. DW participants' employment rate was 88.13 percent and their average earnings were \$14.62 per hour.

The Youth program served 16,381 participants with expenditures totaling \$36.2 million, for an average cost per participant of \$2,214. Total Youth exits were 5,402 with Younger Youth (those aged 14 to 18) representing the bulk of the exits at 4,021. Older Youth exits totaled 1,381 with 861 employed at the time of exit. Return on Investment (ROI) is difficult to measure for the Youth program because Younger Youth are primarily exited to secondary school rather than employment. Older Youth participants' employment rate was 62.35 percent and their average earnings were \$9.23 per hour.

### **EVALUATION OF PROGRAMS**

Michigan requested and was granted a waiver for PY 2011 from the requirement to conduct evaluations of workforce investment activities for Adults, DWs, 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 2011. Michigan also has no information to include at this time regarding planned evaluations for PY 2012.

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## **ADULT, DISLOCATED WORKER, and YOUTH PROGRAMS & SUCCESS STORIES**

### **INNOVATIVE SERVICE STRATEGIES**

#### **Improving the Skills of Michigan's Workforce: Special Projects and Initiatives**

##### **Gang Diversion Activities for At-Risk Youth**

Funding: WIA Statewide Activities

The Gang Diversion project supports coordinated efforts between local Michigan Works! Agencies (MWAs) and police and sheriff departments to create programs that offer gang diversion activities and support services to at-risk youth in select urban areas. Information about the program is provided to schools, service agencies, churches, and community organizations. Once eligibility is determined, a case coordinator is assigned to work one-on-one with the participant to develop a mutually derived education and training action plan, which is included in the Individual Service Strategy (ISS). Participation is encouraged through a variety of strategies to engage participants in the program's WIA Youth activities. After-school "clubs" were designed for active participation using stimulating resources and collaborative activities for in-school youth. Rewards and incentives and public recognition of successes were built into the program. Follow-up services are provided for twelve months after leaving the program.

A total of 93 youth participants received services through this project during 2011. This figure represents a 52 percent increase in the number of youth receiving services as compared to the previous year.

##### **Michigan Earn and Learn Initiative**

Funding: WIA Statewide Activities – Training

Wagner-Peyser – Job Development Specialists

Philanthropic Organizations/Foundations – Subsidized Wages

The Michigan Earn and Learn Initiative is a multi-year transitional jobs project which utilizes philanthropic and public funding resources to offer life-changing employment and educational opportunities to disadvantaged individuals with limited workforce attachment. Individuals prioritized for Earn and Learn include low-income, disconnected, at-risk youth ages 18-24, formerly incarcerated individuals re-entering the workforce, and chronically unemployed adults in select urban areas.

The philanthropic and public funding investments in Earn and Learn will create and fund immediate subsidized job opportunities that are intended to provide incentives for concurrent participant involvement in related education and training programs. Additionally, the program provides comprehensive barrier management, supportive services, and job placement assistance. As a condition of grant award distribution to selected areas, a one dollar to one dollar match in both local philanthropic and State of Michigan provided funds are matched with the Open

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Society Foundation's match of one dollar. That is, every dollar invested by the state is matched with two dollars in philanthropic funds.

During PY 2011, Earn and Learn had 816 active participants. Of those participants, 725 (89 percent) were enrolled in training. As of June 30, 2012, 59 Earn and Learn participants had been exited from Michigan's One-Stop Management Information System (OSMIS). Of those participants, 55 (93 percent) were employed at exit.

**Southeast Michigan Talent Enhancement Program (SEMTEP)**  
Funding: WIA Statewide Activities

The SEMTEP delivers training and education programs to targeted individuals leading to employment in the machining and information technology fields. The program targets low-wage, unemployed and underemployed, 18 to 24 year olds and provides them with assistance in developing career pathways that provide education and career options focused on meeting the workforce requirements of these two in-demand fields. The SEMTEP provides integrated training and education programs with both academic and practical learning modules that lead to an industry-recognized credential or certificate. The goal of the program is to serve at least 564 participants between March 6, 2012 and September 30, 2012.

**Special Projects and Initiatives Success Stories**

**Name:** Gabriel Waters  
**Program:** Gang Diversion  
**Status:** Student – Attending College  
**MWA:** Area Community Services Employment and Training (ACSET) Council

Gabriel Waters was an angry teen attending Lighthouse Academy's program for expelled and court-ordered students when she first enrolled in the Kent Intermediate School District's (ISD's) WIA program. She was dealing with family issues, was connected to gang activity, and often found herself in trouble. Upon entry into the WIA program, Ms. Waters and Kent ISD staff began the process of creating a trusting relationship.

The following year, Ms. Waters attended the Discovery Center, a Kent Transition Center (KTC) program. Discovery Center offers students in local high schools the opportunity to analyze their skills and interests, consider career options, and determine if a KTC program is right for them. Enrolled in the WIA program at Discovery Center, Ms. Waters bonded with her case manager and mentor. As a team, they tracked grades, attendance, discipline problems, and helped her get through classes. Ms. Waters participated in group meetings, college visits, and career activities.

Unable to finish her credits at the Discovery Center before she aged out, Ms. Waters was able to transfer to Godwin Learning Center and the WIA program there. Her mentor from the Discovery Center continued to work with her. Godwin Learning Center gave Ms. Waters one year to finish her credits – a challenge as she was progressing slowly. After a college visit with her WIA

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mentor, Ms. Waters became more serious about finishing high school and her case manager helped her and her mother through the financial aid process.

Ms. Waters, her mother, and her grandmother all proudly attended her WIA graduation dinner and enjoyed the college panel which addressed first year college transition. Her mentor and case manager attended her graduation and open house. Many tears and hugs were exchanged. Ms. Waters and her family expressed that she would never have graduated without the Kent ISD WIA mentoring program and were so grateful for the support and encouragement she received during the difficult times.

The Kent ISD WIA program continued to play a part in Ms. Waters' life over the summer as she was able to do a summer work experience. Working for the TEAM 21 program in one of the Wyoming schools, she learned employability skills and career readiness. Ms. Waters' supervisor gave her an excellent report and said that she was very popular with the children. She loved the work and it sparked an interest in a possible career as a pediatrician. The money Ms. Waters earned through this work experience has helped her buy books and pay for other college expenses this fall.

Ms. Waters met her case managers for lunch before she left for college and she again said how thankful she was for the Kent ISD WIA program. Weekly follow-up meetings will continue during her first year of college. During a recent phone conversation, Ms. Waters said she is loving college and dorm life and wouldn't be there without the WIA program's intervention.

## **PROGRAMS, INITIATIVES, AND STRATEGIES FOR SERVING VETERANS**

### **Priority of Service**

Priority of Service for veterans has been implemented following U.S. Department of Labor (USDOL) guidance. A sign announcing priority of service is prominently displayed at the entrance to all one-stops across the state and usually again at the registration desk. All customers at each one-stop are required to sign-in. At this time, intake staff will ask the customer if he/she is a veteran or an eligible spouse of a veteran. Veterans and eligible spouses are then identified on the sign-in roster as such. This information is then used to ensure that these individuals receive priority of service for all USDOL funded programs, in accordance with USDOL guidelines.

Some additional steps taken to ensure priority of service include holding veteran exclusive job fairs and classes throughout the state on a routine basis, allowing veterans entrance to some non-exclusive job fairs one or more hours in advance of the general public, only allowing jobs posted on the State's job bank to be viewable by veterans or eligible spouses for the first 24 hours after they are posted, and allowing veterans to choose to flag their job bank profile and resume so that employers can see that they are a veteran or an eligible spouse of a veteran.

Responsibility for the proper implementation of priority of service lies with each MWA. Staff from the Workforce Development Agency's Veterans' Services Division (VSD) monitor the implementation of priority of service at the local level and provide technical assistance to the MWAs and their staff. Staff from the VSD also provide ongoing training to MWAs and their staff regarding priority of service, including sharing best practices.

During PY 2010, some deficiencies regarding the implementation of priority of service were identified through the VETS Service Delivery Point Self-Assessment process. The VSD subsequently conducted a robust training program for MWAs and their staff to correct the identified deficiencies. The PY 2011 VETS Service Delivery Point Self-Assessment process showed improvement in the implementation of priority of service as compared to PY 2010.

### **Gold Card Initiative for Post-9/11 Veterans**

Implementation of the Gold Card Initiative in Michigan has followed USDOL guidance. Prior to the introduction of the Gold Card Initiative, intake staff at the MWAs were already identifying veterans at intake. This process has been expanded to identify veterans who may be Gold Card eligible. Implementation of the requirement to provide Gold Card information to veterans who may be Gold Card eligible has been uneven across the state. Since the start of the Gold Card Initiative in November of 2011, a total of 2,239 new Post-9/11 veterans had registered for services as of June 30, 2012. Of these, 1,277 (57percent) received intensive or staff-assisted services.

### **Interagency Collaboration Council for Veterans**

Earlier this year, the State of Michigan convened an Interagency Collaboration Council (ICC) for Veterans. Representatives from all state government departments and agencies that provide services to veterans are included on the ICC. The purpose of the ICC is to bring together the various departments and agencies in order to share information and improve the efficiency and effectiveness of service delivery to veterans. The ICC meets on a regular basis and has workgroups that meet as needed to work on specific issues related to veterans.

## **WIA SUCCESS STORIES**

A total of 19,376 WIA Adults and DWs participated in training services during PY 2011. In addition, 15,636 youths received services through the WIA Youth program during PY 2011. Below are just a few examples of the success achieved by Michigan's WIA participants. Stories from our employer customers are included as well.

**Name:** Joseph Cole  
**Program:** Workforce Investment Act - Adult  
**Employer:** S Group Automotive  
**MWA:** Genesee/Shiawassee Michigan Works! Career Alliance, Inc.

Joseph Cole was originally referred to SVRC Industries' Shiawassee County Prisoner Reentry Workforce Development program in July of 2011, after serving 11 years in prison. As Mr. Cole struggled with several key barriers to employment, he was enrolled in SVRC Industries' WIA Adult program as well in order to utilize all available services to achieve the best possible results. Services also included meeting with the local Veterans Representative as Mr. Cole had previous military service. Mr. Cole attended weekly Job Clubs and actively participated more as time went on. In January of 2012, Mr. Cole experienced a set-back as he was hospitalized for sudden onset diabetes. After a few weeks of struggling to make lifestyle adjustments, Mr. Cole embraced his diabetes wholeheartedly and continued on. Before long, he became a leader, great encourager and mentor to others in the Job Clubs.

In April of 2012, Mr. Cole interviewed with S Group Automotive in Williamston. They were interested in hiring him, but inquired about using the "Try-Out Employment" program available through the Michigan Prisoner Reentry Initiative. Arrangements were quickly made and Mr. Cole started working for S Group Automotive on April 16, 2012. He completed his trial work experience with flying colors and continued working full-time at S Group.

Mr. Cole has been with S Group Automotive for over four months now and continues to be a successful employee. He has received a raise and was recently recognized for perfect attendance in the company's newsletter. Mr. Cole has been able to obtain his own vehicle and has achieved self-sufficiency.

**Name:** Alycia Walters  
**Program:** Workforce Investment Act – Dislocated Worker  
**Employer:** Precision Aerospace  
**MWA:** Central Area Michigan Works! Consortium

Alycia Walters became an ideal employee, working in a non-traditional field, as a result of the services she received through the Central Area Michigan Works! Consortium. After losing her job in December of 2010, Ms. Walters came to the Michigan Works! Service Center in Ionia for help. She went through a comprehensive assessment, received career planning services and guidance, and achieved a Silver Level certificate as a result of her Work Keys testing.

Ms. Walters decided to attend Grand Rapids Community College's (GRCC'S) 16-week Machinist/CNC Technician training program. She excelled at GRCC and was offered a job by Precision Aerospace in Grand Rapids before she had even completed her training. Ms. Walters received her certificate from GRCC in October of 2011.

Today, Ms. Walters is working 40 hours per week at Precision Aerospace in a CNC position that pays well and offers full benefits. Tony Jerovsek, Human Resources Manager at Precision Aerospace, gave a raving review of her work performance saying, "*Alycia's performance here is outstanding. I wish I could find a hundred more employees like her.*"

Ms. Walters appreciates the assistance she was given through Michigan Works! saying, "*It really helped me out. I wouldn't have been able to go to school without the assistance I was given at Michigan Works!.*"

**Name:** Par Tial  
**Program:** Workforce Investment Act – Younger Youth  
**Status:** Student – Attending Lansing Community College  
**MWA:** Capital Area Michigan Works!

Par Tial came to the United States by herself, leaving Burma and her family behind due to political turmoil and the fact that there was no chance of her furthering her education or career opportunities. She was a refugee that came to Lansing as a minor and was put into the foster care system.

Ms. Tial was placed in a work experience at Sparrow Health Care System's Food & Nutrition Department in October of 2010 as part of her participation in the WIA Youth program. She successfully completed her work experience in December of 2010. Ms. Tial's WIA case managers were able to place her back at Sparrow following her junior year of high school giving her another opportunity to expand her work experience at the hospital. Ms. Tial received excellent evaluations.

Ms. Tial continued to attend Lansing's Everett High School and enrolled in the Emergency Medical Technician Healthcare Program her senior year. She graduated in June of 2012 with a 3.3 GPA and the goal of becoming a nurse. Prior to graduation, Sparrow offered Ms. Tial a part-time position with benefits. She is living independently now due to her job at Sparrow and is attending Lansing Community College where she is taking her prerequisites for the nursing program.

Ms. Tial has overcome many obstacles and has taken full advantage of the opportunities which have been presented to her. She is grateful for the assistance that was provided to her by Sparrow and the WIA Youth program. Ms. Tial is a great example of a resilient young lady who will make the most of every opportunity given to her to create a successful future.

**Name:** Devin Jones

**Program:** Workforce Investment Act – Older Youth

**Status:** Student – Grand Rapids Community College

**MWA:** Area Community Services Employment and Training (ACSET) Council

Devin Jones grew up in the foster care system. Being legally blind, he has faced many challenges throughout his life. Mr. Jones graduated from East Kentwood High School wanting to pursue a degree and career in clothing design and art. After completing high school, he enrolled in the WIA Youth program at Bethany Christian Services. Mr. Jones received case management assistance and eventually enrolled in the Youth Build program, a partner program between Bethany Christian Services and Habitat for Humanity.

While participating in Youth Build, he received leadership development training, career exploration assistance, and educational planning services - all while still staying engaged with the WIA Youth program. Additionally, as part of the Youth Build program, Mr. Jones assisted with building a house for Habitat for Humanity. He completed the year-long Youth Build program, excelling in several areas. He was always positive and had a smile on his face. Mr. Jones did so well that he was asked to stay on as an intern for Youth Build. Through the WIA Youth program at Bethany Christian Services, he was placed in the Youth Build program as an intern.

Mr. Jones was able to use the skills he learned from the WIA Youth and Youth Build programs to assist in the recruitment and orientation of the next cohort of Youth Build students. Upon completion of his internship, he will be starting at Grand Rapids Community College where he will study design and art. Mr. Jones was able to work toward his goals with both drive and determination thanks to assistance he received through both the WIA Youth and Youth Build programs.

## **EMPLOYER TESTIMONIALS**

**Employer:** Hornet Manufacturing

**MWA:** South Central Michigan Works!

Hornet Manufacturing, located just outside Hudson, has been working with South Central Michigan Works! (SCMW) since it was founded six years ago. During that time, SCMW has assisted Hornet with their recruiting, hiring, and training needs.

Hornet is a contract manufacturer of fabricated metal products specializing in robotic and manual MIG welding, as well as resistance spot and projection welding. Hornet has been experiencing steady growth for the past few years and is in constant search for qualified, skilled welders. SCMW has been meeting Hornet's need for welders by recruiting experienced individuals from the local labor pool, as well as having the employer recruit directly at "reverse job fairs" designed to showcase welding trainees enrolled in the Welding Certificate program developed and conducted by the Academy for Manufacturing Careers (AMC), one of the local training

partners. At one of the reverse job fairs, Christi Shalosky, co-owner of Hornet Manufacturing, commented, *"It is great that this program is available to potential workers and employers."*

Hornet, because of the nature of its welding, needs highly skilled welders who are able to achieve rigorous industry certifications. It is the expectation of Hornet that individuals, once hired, will continue their training in an apprenticeship that meets these high standards. The AMC is working with SCMW to develop an apprenticeship training program to meet Hornet's needs. To help fund the training, SCMW connected Hornet to Jackson Community College to leverage Michigan New Jobs Training Program funds for the project.

Over the last year, Hornet's workload has increased dramatically, necessitating the need for up to an additional 20 skilled welders. A fact finding meeting was held with the employer to determine what its near-term needs are and to begin the process of developing a solution that will allow for Hornet's continued growth. In discussions, it was suggested that a new "grow your own" approach be taken to meet this immediate need.

The solution proposed and agreed to by Hornet was to create an employer-paid, short-term, full-emersion training to give candidates the needed skills to pass Hornet's base welding test and to continue training after hire in an apprenticeship, as previously planned. As a result of this training, Hornet hired nine individuals. One of the individuals hired was Ryan Elston, a veteran who served six years active duty in the United States Air Force. Mr. Elston lacked any previous welding experience, but impressed Hornet's owners in the pre-training screening interviews with his positive attitude and demonstrated worth ethic. Mr. Elston successfully completed the customized training and continues to increase his skills through an On-the-Job Training contract set up and funded by SCMW.

SCMW has helped Hornet Manufacturing grow from a start-up company with no employees to one that now employs 42. SCMW plans to continue partnering with Hornet as the company continues to grow.

**Employer:** Detroit Manufacturing Systems  
**MWA:** Detroit Employment Solutions Corporation

Detroit Employment Solutions Corporation (DESC) is working to assist Detroit Manufacturing Systems (DMS) to fill 500 open positions by the Second Quarter of 2013. DESC has partnered with a vast network of community-based organizations and educational organizations to recruit prospective candidates into the screening process, which includes math, reading, manual dexterity, and cultural assessments to identify the highest quality candidates. DMS has utilized DESC facilities to conduct all of their interviews. Based on DESC's expertise as employment and placement professionals and through their refined process of candidate evaluation, they have placed over 40 jobseekers already and achieved a 2:1 recruit-to-hire ratio with DMS. The services provided by DESC have allowed DMS to save time and resources.

## WIA WAIVERS & SUCCESS STORIES

### 1) Waivers for which the State has received approval

The following waivers, approved by the USDOL, were implemented during PY 2011.

- Waiver allowing local Workforce Development Boards (WDBs) to use up to *twenty percent* of Allocation Year (AY) 2011 **DW** funds to support local Incumbent Worker (IW) training 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 *fifty percent* of local formula funds **between the Adult and DW** programs under Section 133(b)(4).
- Waiver allowing the use of a **sliding scale** based on employer size for **On-the-Job Training** employer **reimbursement** under the WIA Section 101(31)(B).
- Waiver allowing a **sliding scale** based on employer size for the **customized training** employer **contribution** requirement under WIA Section 101(8)(C).
- Waiver allowing the use of **Individual Training Accounts (ITAs)** for **Older and Out-of-School Youth** program participants at 20 CFR 664.510.
- Waiver of the **requirement** at WIA Section 134(a)(2)(B)(ii) to **conduct evaluations** of WIA activities for adults, dislocated workers, and youth.

### 2) How waivers have changed the activities of the State and local areas

The aforementioned waivers assisted the State and local areas in further developing and operating an IW training program focused on layoff aversion and skill attainment activities, increased local WDBs' flexibility to meet fluctuating demand for services, and increased the capacity of local WDBs to respond to individual training needs.

Additional analysis and data to reflect how waivers were implemented and the impact on program operations at both the State and local level is provided on the next page.

**Waiver Implementation**

Waivers are a critical tool for Michigan’s workforce investment system. They provide local areas with needed flexibility necessary to respond efficiently and effectively to changing local conditions and demand for services.

**Incumbent Worker (IW) Training 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. IW training 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 DW formula funds to support IW training. The use of DW formula funds during PY 2011 to support IW training is documented in the table below. The amount of funds used for training varied greatly, with Central Area using almost 16 percent, while Capital Area and Muskegon used less than 2 percent.

**PY 2011 DW Funding for IW Training**

AGENCY	WAIVER	Dislocated Worker (DW)		
		FORMULA \$	\$ To IW	Percent
B/C/VB	20% DW for IW	\$1,122,795	\$60,539	5.4%
Capital Area	20% DW for IW	\$1,352,633	\$21,633	1.6%
Career Alliance	20% DW for IW	\$2,257,416	\$86,285	3.8%
Central Area	20% DW for IW	\$828,786	\$131,160	15.8%
Livingston	20% DW for IW	\$541,264	\$43,533	8.0%
Muskegon	20% DW for IW	\$868,864	\$14,880	1.7%
South Central	20% DW for IW	\$1,135,056	\$45,067	4.0%

\*Northeast (20% DW), Oakland (20% DW), Ottawa (20% DW), Region 7B (20% DW), SEMCA (20% DW), and West Central (20% DW) all had waiver approval but chose not to implement the waiver.

**Adult/Dislocated Worker (DW) Funding Transfer Waiver**

This waiver provided local WDBs greater flexibility by aligning resources with current demand for services. A transfer authority of up to 50 percent between the Adult and DW programs allowed both programs to more efficiently and effectively respond to changes in demand for services, increased capacity, and improved customer service.

Four out of seventeen MWAs utilized their waiver authority to transfer funds in excess of the 30 percent limitation between the Adult and DW programs, as documented in the table below. The 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.

### 2011 WIA Adult/DW Transfers

AGENCY	WAIVER	FROM/TO	FORMULA \$	TRANSFER	PERCENT
B/C/VB	50% A < DW	DW/Adult	\$1,122,795	\$448,945	40.0%
Capital Area	50% A < DW	DW/Adult	\$1,352,633	\$75,000	5.5%
Central Area	50% A < DW	DW/Adult	\$828,786	\$155,000	18.7%
Eastern UP	50% A < DW	DW/Adult	\$240,912	\$30,000	12.5%
Northeast	50% A < DW	DW/Adult	\$949,642	\$245,000	25.8%
Oakland	50% A < DW	DW/Adult	\$4,374,692	\$500,000	11.4%
South Central	50% A < DW	Adult/DW	\$1,180,304	\$478,024	40.5%
SEMCA	50% A < DW	Adult/DW	\$3,041,425	\$1,520,712	50.0%
Thumb Area	50% A < DW	DW/Adult	\$1,085,189	\$540,000	49.8%
West Central	50% A < DW	Adult/DW	\$584,507	\$55,000	9.4%

\*Career Alliance (50%), Great Lakes Bay (50%), Kalamazoo (50%), Livingston (50%), Ottawa (50%), Region 7B (50%), and Western U.P. (50%) all had waiver approval, but chose not to transfer funds between Adult and DW.

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

Waivers were granted to four MWAs that allowed sliding scales based on employer size for customized training employer contribution requirements. In addition, waivers were granted to seven MWAs that allowed sliding scales based on employer size for OJT employer reimbursement.

OJT waivers to increase employer reimbursement for OJT through a sliding scale were based on the size of the business. All training delivered under the waiver was restricted to skill attainment activities and allowed local WDBs to provide additional assistance to area employers in creating jobs for WIA participants. The waivers provide assistance to employers in creating jobs sooner, rather than later, by reimbursing 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 business. 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 nine of the MWAs.

### **3) How activities carried out under the waivers directly, or indirectly, affected State and local area performance outcomes**

The PY 2011 waivers provided the State and local service delivery 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 insure specific needs were met. DW formula funds used to provide IW training enabled local service delivery areas to provide definitive layoff aversion strategies through upgrading and expanding the skills of their current workforce.

#### **Challenges**

As in prior years, there were challenges identified with operating an IW training 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 IW training programs. Employers view IW reporting requirements as “bureaucratic red tape.” The time required by WDB staff to conduct expanded data entry and documentation 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 WDBs.
- Ensuring that MWAs are operating IW training programs that are in compliance with USDOL’s definition of layoff aversion. The narrowly defined layoff aversion strategy offers less flexibility in the use of funds for companies expanding or diversifying product lines and operations. The additional flexibility would benefit more employers, workers, and regional economies.

## **Impact**

As in prior years, Michigan's waivers for PY 2011 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. Waiver impact can be summarized 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 positions or maintain their current jobs and avoid layoffs. Increased skills increases long-run earnings potential.
- Filled employment gaps in high-demand, high-growth occupational fields, such as manufacturing, healthcare, information technology, agriculture, and energy with training relevant to employer needs.
- Built and expanded positive relationships between employers, WDBs, 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.
- Michigan's IW training funds, leveraged with other training funds, proved to be a very cost effective method for providing training with limited resources.

Michigan's PY 2011 waivers encouraged innovative solutions in averting layoffs and assisting employers in retooling their businesses to adjust to a difficult economic environment. The impact of the waivers can be defined in greater detail in the "Waiver Success Stories" section below.

## **WAIVER SUCCESS STORIES**

**Employer:** Roto Plastics

**MWA:** South Central Michigan Works! (SCMW)

**Waiver:** Dislocated Worker Formula Funding to Support IW Training

Roto Plastics specializes in plastisol rotomolding and compression molded foam. They serve a nationwide customer base from their manufacturing headquarters in Adrian. Roto Plastics came to SCMW requesting assistance. Their business had been in decline over the last few years and they were struggling to survive.

Fact finding meetings were held to assess the situation. In these meetings, it was discovered that during the recent economic downturn sales for Roto Plastics had dropped dramatically, largely as the result of having their single largest customer move 95 percent of its business overseas. Over the last five years, Roto Plastics had gone from a healthy company employing approximately 60 people to a company employing 24 people, with more layoffs possible. During this period, wages had been reduced three times, all health care insurances had been eliminated, 401K match had been discontinued, and paid vacations had been cut in half. The viability of the company was certainly in question.

SCMW worked with the Michigan Manufacturing Technology Center (MMTC) to design a solution that would include training for top management at Roto Plastics in Market Diversification and Lead Generation. Roto Plastics applied for and received an IW training grant through SCMW to support the agreed upon training plan.

The training involved three major elements:

1. Identify potential new customers. Begin by identifying current “best customers” based on a number of criteria (profits, volume, etc.), then search for more potential customers like them using a business database accessed over the internet and widely available through the Michigan Library system called Reference USA. From here, build a Prospect List of businesses that match the current “best customers” and other specific criteria, such as geography, good credit rating, etc. From the business directory, amend the Prospect List with e-mail addresses for the appropriate contacts at the target companies which will be used for Step #3 below.
2. Develop the right message. Put the best foot forward to the Prospect List targets with a company message that “cuts through the clutter” of today’s world. The target audience is likely a mix of engineers, program managers, purchasing agents, and senior management at the companies on the Prospect List. In order for these individuals to pay attention, a message is needed that indicates an understanding of their needs and challenges. The message should also demonstrate company competitive advantages, customer benefits, etc.

3. Send message to target prospects. Everyone today is busy. Reach them on their terms and on their time. This means the company is mission central and tools need to be developed that send prospects to specific areas of the Web site that are appropriate for their needs. Targeted e-mailers and Pay per Click (PPC) advertising campaigns (Google Ads) are the two fastest means of doing so. Both were used at Roto Plastics.

During a recent follow-up conversation, Joe Cabello, Vice President of Roto Plastics, had this to say about the IW training the company received:

*"This training really helped us. Every week we review leads and add more than we take off. The e-mailing and advertising are working. We've added five new volume jobs since the training. We now have three Roto machines running 24/5 and the foam department is the busiest it's been in three years. Best of all, we've hired three new people and are posting four more."*

Roto Plastics found success through its collaboration with MMTC and SCMW.

**Program Year 2011 WIA Annual Report Tables**

**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	91.0	95.1	14,931	20,353	17,611	84.8
Employers	86.0	87.6	1,873	2,348	2,348	79.8

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	88.0	88.8	5,284 5,950
Employment Retention Rate	85.0	93.8	12,118 12,913
Average Earnings	10,200	23,782	255,918,284 10,761
Employment and Credential Rate	83.0	69.1	7,511 10,863

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	81.9	1,359 1,660	86.2	26 30	76.7	188 245	89.5	349 390
Employment Retention Rate	87.8	1,741 1,984	94.4	58 62	89.1	244 274	93.1	1,054 1,132
Average Earnings Rate	10,927	15,177,820 1,389	27,881	14 50	14,954	2,766,553 185	32,225	30,871,519 958
Employment and Credential Rate	79.4	1,066 1,342	53.7	32 60	68.2	137 201	63.5	801 1,262

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	91.2	3,332 3,655	85.1	1,952 2,295
Employment Retention Rate	95.4	9,759 10,232	88.0	2,359 2,681
Average Earnings Rate	26,272	234,559,906 8,928	11,652	21,358,378 1,833

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	94.0	95.1	7,689 8,089
Employment Retention Rate	92.0	94.8	8,320 8,779
Average Earnings	13,200	17,475	126,223,731 7,223
Employment and Credential Rate	83.0	83.1	5,010 6,031

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	92.9	512	94.0	156	91.6	798	85.0	17
		551		166		871		20
Employment Retention Rate	94.5	604	92.5	172	91.7	893	94.6	35
		639		186		974		37
Average Earnings Rate	18,878	9,873,238	15,464	2,319,718	18,969	14,511,263	11,658	326,445
		523		150		765		28
Employment and Credential Rate	82.1	317	78.5	102	83.0	502	75.0	12
		386		130		605		16

**Table G - Other Outcomes for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	95.3	5,612	94.5	2,077
		5,890		2,199
Employment Retention Rate	95.1	5,823	94.0	2,497
		6,122		2,657
Average Earnings Rate	17,959	90,948,745	16,338	35,274,986
		5,064		2,159

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	70.0	3,206 4,580
Attainment of Degree or Certificate	N/A	50.3	1,677 3,333
Literacy and Numeracy Gains	N/A	3.7	49 1,334

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	88.3	956 ----- 1,083
Employment Retention Rate	85.0	92.0	1,146 ----- 1,246
Average Earnings	3,500	4,912	4,573,062 ----- 931
Credential Rate	79.0	82.7	1,136 ----- 1,374

**Table I - Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
EER Rate	84.7	383 ----- 452	66.7	2 ----- 3	82.9	87 ----- 105	87.5	809 ----- 925
ERR Rate	90.2	449 ----- 498	100.0	7 ----- 7	90.3	112 ----- 124	91.1	940 ----- 1,032
Average Earnings Rate	4,520	1,812,876 ----- 401	7,355	44,131 ----- 6	4,981	433,412 ----- 87	4,763	3,686,957 ----- 774
Credential Rate	80.7	461 ----- 571	80.0	4 ----- 5	72.6	85 ----- 117	81.0	942 ----- 1,163

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	95.0	96.0	9,938 ----- 10,350
Youth Diploma or Equivalent Rate	89.0	92.2	2,134 ----- 2,315
Retention Rate	79.0	86.9	2,516 ----- 2,895

**Table K - Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	95.1	5,303 ----- 5,576	95.5	1,732 ----- 1,814	92.2	1,953 ----- 2,119
Youth Diploma or Equivalent Rate	92.6	1,131 ----- 1,221	91.1	358 ----- 393	79.7	337 ----- 423
Retention Rate	87.7	1,102 ----- 1,257	86.1	510 ----- 592	85.2	698 ----- 819

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earnings Increase (Adults and Older Youth) or 12 Month Earnings Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages at Entry into Employment for those Individuals who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of those who Completed Training Services	
Adults	84.7	10,683 ----- 12,619	5,542	61,830,358 ----- 11,155	3.2	168 ----- 5,284	6,220	27,847,910 ----- 4,477	68.9	2,296 ----- 3,332
Dislocated Workers	86.1	7,605 ----- 8,834	133.7	126,371,718 ----- 94,503,722	3.6	273 ----- 7,689	8,025	55,037,690 ----- 6,858	69.2	3,881 ----- 5,612
Older Youths	73.2	1,001 ----- 1,368	4,484	4,480,187 ----- 999	1.9	18 ----- 948	3,023	2,298,109 ----- 760		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	581,712	536,663
Total Adult Self-Service Only	538,736	518,211
WIA Adult	561,983	529,501
WIA DW	19,729	7,162
Total Youth (14-21)	15,636	5,363
Younger Youth (14-18)	10,918	3,992
Older Youth (19-21)	4,718	1,371
Out-of-School Youth	6,310	1,934
In-School Youth	9,326	3,429

**Table N – Cost of Program Activities**

Program Activity		Total Federal Spending
Local Adult		\$ 33,716,568
Local DW		\$ 31,760,810
Local Youth		\$ 36,268,781
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$ 8,259,245
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$2,490,721
Statewide Allowable Activities	<b>Program Activity Description</b>	
	Work First Support (JET)	\$ 4,901,919
	SEMTEP (Focus HOPE)	\$ 3,027,046
	Earn & Learn	\$ 998,872
	Miscellaneous Other(s)	\$ 6,160,014
<b>Total of All Federal Spending Listed Above</b>		<b>\$ 127,583,976</b>

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Local Area Name <b>ACSET</b>	Total Participants Served	Adults	38,668
		Dislocated Workers	1,077
		Older Youth (19 - 21)	677
		Younger Youth (14 - 18)	956
ETA Assigned # <b>26160</b>	Total Exiters	Adults	37,453
		Dislocated Workers	535
		Older Youth (19 - 21)	328
		Younger Youth (14 - 18)	540
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0	96.3
	Employers	86.0	86.8
Entered Employment Rates	Adults	89.0%	96.0%
	Dislocated Workers	95.0%	98.4%
	Older Youth	84.0%	92.6%
Retention Rates	Adults	86.0%	96.3%
	Dislocated Workers	93.0%	97.7%
	Older Youth	86.0%	90.8%
	Younger Youth	80.0%	88.6%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$14,512
	Dislocated Workers	\$13,400	\$16,098
	Older Youth	\$3,500	\$3,966
Credential/Diploma Rates	Adults	84.0%	89.0%
	Dislocated Workers	84.0%	87.7%
	Older Youth	80.0%	91.7%
	Younger Youth	90.0%	91.7%
Skill Attainment Rate	Younger Youth	95.0%	95.4%
Placement in Employment or Education	Youth (14 - 21)	N.A.	64.9%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	43.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded

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Local Area Name <b>Berrien/Cass/Van Buren</b>	Total Participants Served	Adults	19,174
		Dislocated Workers	261
		Older Youth (19 - 21)	43
		Younger Youth (14 - 18)	269
ETA Assigned # <b>26110</b>	Total Exiters	Adults	18,355
		Dislocated Workers	48
		Older Youth (19 - 21)	10
		Younger Youth (14 - 18)	111
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	91.9%
	Employers	86.0%	87.2%
Entered Employment Rates	Adults	82.0%	100%
	Dislocated Workers	93.0%	95.0%
	Older Youth	77.0%	100%
Retention Rates	Adults	80.0%	93.8%
	Dislocated Workers	92.0%	98.0%
	Older Youth	86.0%	100%
	Younger Youth	67.0%	95.0%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,000	\$14,762
	Dislocated Workers	\$12,800	\$17,595
	Older Youth	\$3,300	\$3,771
Credential/Diploma Rates	Adults	62.0%	78.3%
	Dislocated Workers	75.0%	94.6%
	Older Youth	65.0%	71.4%
	Younger Youth	82.0%	100%
Skill Attainment Rate	Younger Youth	92.0%	97.3%
Placement in Employment or Education	Youth (14 - 21)	N.A.	51.4%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	16.7%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		<b>X</b>	

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Local Area Name  Calhoun ISD	Total Participants Served	Adults	14,800
		Dislocated Workers	500
		Older Youth (19 - 21)	125
		Younger Youth (14 - 18)	197
ETA Assigned #  <u>26050</u>	Total Exiters	Adults	14,195
		Dislocated Workers	266
		Older Youth (19 - 21)	26
		Younger Youth (14 - 18)	70
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	96.2%
	Employers	86.0%	87.7%
Entered Employment Rates	Adults	89.0%	96.9%
	Dislocated Workers	94.0%	97.9%
	Older Youth	78.0%	84.2%
Retention Rates	Adults	84.0%	92.1%
	Dislocated Workers	92.0%	94.9%
	Older Youth	82.0%	100%
	Younger Youth	80.0%	98.4%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$14,630
	Dislocated Workers	\$13,200	\$22,545
	Older Youth	\$3,800	\$5,633
Credential/Diploma Rates	Adults	84.0%	93.4%
	Dislocated Workers	84.0%	84.7%
	Older Youth	77.0%	85.7%
	Younger Youth	89.0%	97.9%
Skill Attainment Rate	Younger Youth	95.0%	99.6%
Placement in Employment or Education	Youth (14 - 21)	N.A.	91.6%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	75.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name  Capital Area	Total Participants Served	Adults	21,222
		Dislocated Workers	752
		Older Youth (19 - 21)	209
		Younger Youth (14 - 18)	855
ETA Assigned #  26045	Total Exiters	Adults	20,405
		Dislocated Workers	352
		Older Youth (19 - 21)	63
		Younger Youth (14 - 18)	221

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	95.2%
	Employers	86.0%	83.7%
Entered Employment Rates	Adults	89.0%	91.4%
	Dislocated Workers	94.0%	96.0%
	Older Youth	82.0%	81.0%
Retention Rates	Adults	85.0%	96.8%
	Dislocated Workers	92.0%	95.0%
	Older Youth	85.0%	92.2%
	Younger Youth	79.0%	93.3%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$14,306
	Dislocated Workers	\$13,000	\$17,202
	Older Youth	\$3,000	\$3,927
Credential/Diploma Rates	Adults	84.0%	93.0%
	Dislocated Workers	84.0%	93.5%
	Older Youth	79.0%	80.8%
	Younger Youth	88.0%	87.5%
Skill Attainment Rate	Younger Youth	95.0%	98.7%
Placement in Employment or Education	Youth (14 - 21)	N.A.	89.9%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	87.3%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1))  
 Insert additional rows if there are more than two other state indicators of performance

NONE

NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name  Career Alliance	Total Participants Served	Adults	29,975
		Dislocated Workers	2,750
		Older Youth (19 - 21)	617
		Younger Youth (14 - 18)	1,052
ETA Assigned #  <u>26030</u>	Total Exiters	Adults	26,156
		Dislocated Workers	503
		Older Youth (19 - 21)	66
		Younger Youth (14 - 18)	273

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	95.3%
	Employers	86.0%	84.6%
Entered Employment Rates	Adults	82.0%	86.5%
	Dislocated Workers	92.0%	92.7%
	Older Youth	80.0%	92.0%
Retention Rates	Adults	80.0%	86.4%
	Dislocated Workers	90.0%	90.9%
	Older Youth	75.0%	95.0%
	Younger Youth	67.0%	80.3%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,500	\$10,132
	Dislocated Workers	\$10,800	\$12,788
	Older Youth	\$2,600	\$4,592
Credential/Diploma Rates	Adults	80.0%	91.2%
	Dislocated Workers	83.0%	88.7%
	Older Youth	75.0%	74.2%
	Younger Youth	90.0%	94.8%
Skill Attainment Rate	Younger Youth	92.0%	96.9%
Placement in Employment or Education	Youth (14 - 21)	N.A.	60.6%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	63.6%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name  Central Area	Total Participants Served	Adults	6,465
		Dislocated Workers	273
		Older Youth (19 - 21)	201
		Younger Youth (14 - 18)	135
ETA Assigned #  <u>26130</u>	Total Exiters	Adults	4,242
		Dislocated Workers	283
		Older Youth (19 - 21)	159
		Younger Youth (14 - 18)	78

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	97.7%
	Employers	86.0%	92.4%
Entered Employment Rates	Adults	89.0%	79.5%
	Dislocated Workers	91.0%	79.3%
	Older Youth	77.0%	64.2%
Retention Rates	Adults	86.0%	86.8%
	Dislocated Workers	92.0%	89.2%
	Older Youth	86.0%	79.2%
	Younger Youth	69.0%	57.0%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,500	\$12,859
	Dislocated Workers	\$12,800	\$13,112
	Older Youth	\$3,800	\$4,586
Credential/Diploma Rates	Adults	81.0%	79.1%
	Dislocated Workers	84.0%	69.1%
	Older Youth	65.0%	56.3%
	Younger Youth	89.0%	73.2%
Skill Attainment Rate	Younger Youth	95.0%	86.9%
Placement in Employment or Education	Youth (14 - 21)	N.A.	63.2%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	37.1%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	24.4%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name  City of Detroit	Total Participants Served	Adults	31,964
		Dislocated Workers	945
		Older Youth (19 - 21)	860
		Younger Youth (14 - 18)	1,680
ETA Assigned #  <u>26010</u>	Total Exiters	Adults	29,980
		Dislocated Workers	167
		Older Youth (19 - 21)	43
		Younger Youth (14 - 18)	320

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	90.9%
	Employers	86.0%	83.3%
Entered Employment Rates	Adults	82.0%	90.5%
	Dislocated Workers	94.0%	96.9%
	Older Youth	78.0%	81.8%
Retention Rates	Adults	82.0%	89.6%
	Dislocated Workers	90.0%	93.4%
	Older Youth	85.0%	100%
	Younger Youth	67.0%	68.6%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$10,898
	Dislocated Workers	\$11,300	\$18,553
	Older Youth	\$3,500	\$5,253
Credential/Diploma Rates	Adults	84.0%	68.4%
	Dislocated Workers	84.0%	77.2%
	Older Youth	72.0%	87.5%
	Younger Youth	90.0%	92.7%
Skill Attainment Rate	Younger Youth	96.0%	91.4%
Placement in Employment or Education	Youth (14 - 21)	N.A.	50.6%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	43.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>Eastern U.P.</b>	Total Participants Served	Adults	1,343
		Dislocated Workers	56
		Older Youth (19 - 21)	26
		Younger Youth (14 - 18)	24
ETA Assigned # <u>26115</u>	Total Exiters	Adults	1074
		Dislocated Workers	33
		Older Youth (19 - 21)	18
		Younger Youth (14 - 18)	14
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	93.8%
	Employers	86.0%	90.5%
Entered Employment Rates	Adults	89.0%	87.1%
	Dislocated Workers	95.0%	100%
	Older Youth	84.0%	100%
Retention Rates	Adults	86.0%	86.6%
	Dislocated Workers	92.0%	95.7%
	Older Youth	86.0%	100%
	Younger Youth	80.0%	100%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$15,396
	Dislocated Workers	\$12,200	\$13,577
	Older Youth	\$3,800	\$10,775
Credential/Diploma Rates	Adults	84.0%	86.0%
	Dislocated Workers	84.0%	95.0%
	Older Youth	80.0%	100%
	Younger Youth	90.0%	100%
Skill Attainment Rate	Younger Youth	96.0%	97.1%
Placement in Employment or Education	Youth (14 - 21)	N.A.	100%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	50.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>Great Lakes Bay</b>	Total Participants Served	Adults	19,806
		Dislocated Workers	1,008
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	626
ETA Assigned # <b>26020</b>	Total Exitters	Adults	17,679
		Dislocated Workers	518
		Older Youth (19 - 21)	1
		Younger Youth (14 - 18)	238
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	98.8%
	Employers	86.0%	90.2%
Entered Employment Rates	Adults	89.0%	89.0%
	Dislocated Workers	94.0%	93.2%
	Older Youth	80.0%	100%
Retention Rates	Adults	85.0%	97.2%
	Dislocated Workers	92.0%	96.2%
	Older Youth	75.0%	100%
	Younger Youth	77.0%	90.1%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$15,795
	Dislocated Workers	\$13,200	\$18,136
	Older Youth	\$2,400	\$10,141
Credential/Diploma Rates	Adults	84.0%	94.7%
	Dislocated Workers	84.0%	94.0%
	Older Youth	72.0%	100%
	Younger Youth	82.0%	85.5%
Skill Attainment Rate	Younger Youth	92.0%	97.4%
Placement in Employment or Education	Youth (14 - 21)	N.A.	88.4%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	91.1%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	42.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			<b>X</b>

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Local Area Name <b>Kalamazoo-St. Joseph</b>	Total Participants Served	Adults	16,685
		Dislocated Workers	230
		Older Youth (19 - 21)	160
		Younger Youth (14 - 18)	209
ETA Assigned # <b><u>26040</u></b>	Total Exiters	Adults	16,283
		Dislocated Workers	168
		Older Youth (19 - 21)	46
		Younger Youth (14 - 18)	117
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	91.9%
	Employers	86.0%	84.4%
Entered Employment Rates	Adults	89.0%	95.9%
	Dislocated Workers	95.0%	95.9%
	Older Youth	84.0%	93.9%
Retention Rates	Adults	85.0%	95.5%
	Dislocated Workers	92.0%	91.3%
	Older Youth	85.0%	96.3%
	Younger Youth	79.0%	91.9%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,000	\$12,891
	Dislocated Workers	\$13,400	\$16,434
	Older Youth	\$3,300	\$4,377
Credential/Diploma Rates	Adults	82.0%	92.7%
	Dislocated Workers	84.0%	97.1%
	Older Youth	79.0%	87.7%
	Younger Youth	89.0%	92.5%
Skill Attainment Rate	Younger Youth	92.0%	99.6%
Placement in Employment or Education	Youth (14 - 21)	N.A.	79.9%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	62.9%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		<b>X</b>	

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Local Area Name  Livingston County	Total Participants Served	Adults	7,228
		Dislocated Workers	418
		Older Youth (19 - 21)	28
		Younger Youth (14 - 18)	107
ETA Assigned #  <u>26145</u>	Total Exiters	Adults	6,881
		Dislocated Workers	120
		Older Youth (19 - 21)	1
		Younger Youth (14 - 18)	28
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	98.8%
	Employers	86.0%	93.1%
Entered Employment Rates	Adults	89.0%	100%
	Dislocated Workers	95.0%	98.2%
	Older Youth	84.0%	100%
Retention Rates	Adults	86.0%	97.1%
	Dislocated Workers	92.0%	99.4%
	Older Youth	86.0%	100%
	Younger Youth	80.0%	83.3%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$16,501
	Dislocated Workers	\$13,200	\$25,812
	Older Youth	\$2,200	\$4,700
Credential/Diploma Rates	Adults	84.0%	97.2%
	Dislocated Workers	84.0%	93.9%
	Older Youth	80.0%	75.0%
	Younger Youth	90.0%	95.2%
Skill Attainment Rate	Younger Youth	92.0%	93.9%
Placement in Employment or Education	Youth (14 - 21)	N.A.	83.3%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	69.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>Macomb/St. Clair</b>	Total Participants Served	Adults	62,845
		Dislocated Workers	2,908
		Older Youth (19 - 21)	188
		Younger Youth (14 - 18)	1,579
ETA Assigned # <b>26015</b>	Total Exiters	Adults	57,850
		Dislocated Workers	689
		Older Youth (19 - 21)	79
		Younger Youth (14 - 18)	603
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	93.5%
	Employers	86.0%	83.0%
Entered Employment Rates	Adults	88.0%	93.8%
	Dislocated Workers	94.0%	95.7%
	Older Youth	80.0%	98.1%
Retention Rates	Adults	85.0%	94.3%
	Dislocated Workers	92.0%	94.3%
	Older Youth	78.0%	89.1%
	Younger Youth	79.0%	90.9%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,500	\$14,970
	Dislocated Workers	\$12,800	\$17,900
	Older Youth	\$3,000	\$4,484
Credential/Diploma Rates	Adults	82.0%	76.0%
	Dislocated Workers	83.0%	71.6%
	Older Youth	72.0%	80.5%
	Younger Youth	88.0%	97.1%
Skill Attainment Rate	Younger Youth	92.0%	93.3%
Placement in Employment or Education	Youth (14 - 21)	N.A.	82.0%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	76.2%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance.		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name <b>Muskegon County</b>	Total Participants Served	Adults	21,298
		Dislocated Workers	888
		Older Youth (19 - 21)	111
		Younger Youth (14 - 18)	353
ETA Assigned # <u>26055</u>	Total Exiters	Adults	20,434
		Dislocated Workers	423
		Older Youth (19 - 21)	44
		Younger Youth (14 - 18)	134
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	95.0%
	Employers	86.0%	81.7%
Entered Employment Rates	Adults	89.0%	89.2%
	Dislocated Workers	95.0%	96.1%
	Older Youth	84.0%	90.5%
Retention Rates	Adults	86.0%	89.6%
	Dislocated Workers	92.0%	96.2%
	Older Youth	86.0%	90.6%
	Younger Youth	80.0%	83.3%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$11,200
	Dislocated Workers	\$13,200	\$16,750
	Older Youth	\$2,600	\$5,718
Credential/Diploma Rates	Adults	84.0%	93.4%
	Dislocated Workers	84.0%	86.4%
	Older Youth	71.0%	89.3%
	Younger Youth	89.0%	93.7%
Skill Attainment Rate	Younger Youth	95.0%	97.2%
Placement in Employment or Education	Youth (14 - 21)	N.A.	87.1%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	76.6%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		<b>X</b>	

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Local Area Name <b>Northeast</b>	Total Participants Served	Adults	10,705
		Dislocated Workers	143
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	332
ETA Assigned # <b>26060</b>	Total Exiters	Adults	10,515
		Dislocated Workers	76
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	148
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	92.3%
	Employers	86.0%	91.7%
Entered Employment Rates	Adults	89.0%	90.0%
	Dislocated Workers	95.0%	94.1%
	Older Youth	84.0%	0.0%
Retention Rates	Adults	86.0%	94.1%
	Dislocated Workers	93.0%	94.2%
	Older Youth	86.0%	100.0%
	Younger Youth	80.0%	82.5%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$15,547
	Dislocated Workers	\$13,000	\$16,519
	Older Youth	\$3,100	\$6,567
Credential/Diploma Rates	Adults	84.0%	88.8%
	Dislocated Workers	84.0%	93.8%
	Older Youth	80.0%	0.0%
	Younger Youth	90.0%	91.0%
Skill Attainment Rate	Younger Youth	96.0%	99.2%
Placement in Employment or Education	Youth (14 - 21)	N.A.	57.6%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	58.2%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		<b>X</b>	

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Local Area Name <b>Northwest</b>	Total Participants Served	Adults	20,819
		Dislocated Workers	352
		Older Youth (19 - 21)	56
		Younger Youth (14 - 18)	256
ETA Assigned # <b>26105</b>	Total Exiters	Adults	20,568
		Dislocated Workers	138
		Older Youth (19 - 21)	27
		Younger Youth (14 - 18)	134
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	97.7%
	Employers	86.0%	92.0%
Entered Employment Rates	Adults	89.0%	91.5%
	Dislocated Workers	95.0%	97.8%
	Older Youth	83.0%	96.6%
Retention Rates	Adults	85.0%	94.6%
	Dislocated Workers	92.0%	93.2%
	Older Youth	86.0%	95.7%
	Younger Youth	80.0%	93.4%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$14,528
	Dislocated Workers	\$13,400	\$15,891
	Older Youth	\$3,300	\$4,640
Credential/Diploma Rates	Adults	83.0%	87.9%
	Dislocated Workers	77.0%	94.8%
	Older Youth	80.0%	97.2%
	Younger Youth	90.0%	90.0%
Skill Attainment Rate	Younger Youth	96.0%	97.8%
Placement in Employment or Education	Youth (14 - 21)	N.A.	78.6%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	57.4%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	17.6%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded

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Local Area Name <b>Oakland County</b>	Total Participants Served	Adults	52,642
		Dislocated Workers	570
		Older Youth (19 - 21)	187
		Younger Youth (14 - 18)	529
ETA Assigned # <u>26170</u>	Total Exiters	Adults	49,308
		Dislocated Workers	140
		Older Youth (19 - 21)	40
		Younger Youth (14 - 18)	401
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	93.6%
	Employers	86.0%	88.8%
Entered Employment Rates	Adults	89.0%	96.0%
	Dislocated Workers	95.0%	99.4%
	Older Youth	84.0%	100.0%
Retention Rates	Adults	86.0%	97.4%
	Dislocated Workers	92.0%	99.0%
	Older Youth	86.0%	100.0%
	Younger Youth	80.0%	98.4%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,400	\$20,551
	Dislocated Workers	\$13,400	\$24,132
	Older Youth	\$3,800	\$5,039
Credential/Diploma Rates	Adults	84.0%	87.9%
	Dislocated Workers	84.0%	90.4%
	Older Youth	79.0%	100.0%
	Younger Youth	90.0%	97.8%
Skill Attainment Rate	Younger Youth	96.0%	99.6%
Placement in Employment or Education	Youth (14 - 21)	N.A.	46.2%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	14.0%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			<b>X</b>

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Local Area Name <b>Ottawa County</b>	Total Participants Served	Adults	12,050
		Dislocated Workers	550
		Older Youth (19 - 21)	47
		Younger Youth (14 - 18)	280
ETA Assigned # <b>26165</b>	Total Exiters	Adults	11,940
		Dislocated Workers	195
		Older Youth (19 - 21)	16
		Younger Youth (14 - 18)	87
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	97.9%
	Employers	86.0%	86.5%
Entered Employment Rates	Adults	88.0%	92.0%
	Dislocated Workers	94.0%	91.2%
	Older Youth	83.0%	90.0%
Retention Rates	Adults	85.0%	91.6%
	Dislocated Workers	92.0%	95.3%
	Older Youth	85.0%	95.0%
	Younger Youth	79.0%	80.0%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,000	\$12,147
	Dislocated Workers	\$12,800	\$16,101
	Older Youth	\$3,100	\$4,341
Credential/Diploma Rates	Adults	80.0%	86.1%
	Dislocated Workers	84.0%	81.8%
	Older Youth	80.0%	83.3%
	Younger Youth	82.0%	84.3%
Skill Attainment Rate	Younger Youth	96.0%	89.2%
Placement in Employment or Education	Youth (14 - 21)	N.A.	57.5%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	40.3%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			<b>X</b>

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Local Area Name <b>Region 7B</b>	Total Participants Served	Adults	12,613
		Dislocated Workers	143
		Older Youth (19 - 21)	33
		Younger Youth (14 - 18)	165
ETA Assigned # <b>26095</b>	Total Exiters	Adults	12,597
		Dislocated Workers	73
		Older Youth (19 - 21)	7
		Younger Youth (14 - 18)	79
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	94.1%
	Employers	86.0%	81.2%
Entered Employment Rates	Adults	89.0%	94.0%
	Dislocated Workers	94.0%	97.5%
	Older Youth	83.0%	77.8%
Retention Rates	Adults	85.0%	94.2%
	Dislocated Workers	92.0%	97.9%
	Older Youth	85.0%	90.0%
	Younger Youth	77.0%	67.1%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,500	\$13,210
	Dislocated Workers	\$11,200	\$14,608
	Older Youth	\$3,100	\$4,549
Credential/Diploma Rates	Adults	83.0%	91.1%
	Dislocated Workers	84.0%	94.7%
	Older Youth	80.0%	80.0%
	Younger Youth	90.0%	78.8%
Skill Attainment Rate	Younger Youth	95.0%	94.6%
Placement in Employment or Education	Youth (14 - 21)	N.A.	54.4%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	71.4%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		<b>X</b>	

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Local Area Name <b>SEMCA</b>	Total Participants Served	Adults	89,053
		Dislocated Workers	2,860
		Older Youth (19 - 21)	329
		Younger Youth (14 - 18)	391
ETA Assigned # <b>26155</b>	Total Exiters	Adults	82,595
		Dislocated Workers	1,168
		Older Youth (19 - 21)	154
		Younger Youth (14 - 18)	132
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	92.5%
	Employers	86.0%	88.1%
Entered Employment Rates	Adults	89.0%	94.3%
	Dislocated Workers	94.0%	98.6%
	Older Youth	83.0%	96.9%
Retention Rates	Adults	85.0%	94.4%
	Dislocated Workers	92.0%	95.7%
	Older Youth	85.0%	91.2%
	Younger Youth	79.0%	91.7%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$16,595
	Dislocated Workers	\$13,400	\$20,381
	Older Youth	\$3,300	\$6,805
Credential/Diploma Rates	Adults	84.0%	79.7%
	Dislocated Workers	84.0%	81.5%
	Older Youth	75.0%	80.0%
	Younger Youth	89.0%	96.7%
Skill Attainment Rate	Younger Youth	95.0%	95.2%
Placement in Employment or Education	Youth (14 - 21)	N.A.	94.4%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	84.2%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	7.7%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>South Central</b>	Total Participants Served	Adults	19,157
		Dislocated Workers	710
		Older Youth (19 - 21)	138
		Younger Youth (14 - 18)	144
ETA Assigned # <b>26080</b>	Total Exiters	Adults	18,089
		Dislocated Workers	237
		Older Youth (19 - 21)	26
		Younger Youth (14 - 18)	52
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	96.3%
	Employers	86.0%	82.6%
Entered Employment Rates	Adults	89.0%	99.4%
	Dislocated Workers	95.0%	100%
	Older Youth	84.0%	100%
Retention Rates	Adults	86.0%	98.0%
	Dislocated Workers	93.0%	97.3%
	Older Youth	85.0%	100%
	Younger Youth	80.0%	100%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$16,745
	Dislocated Workers	\$13,200	\$18,870
	Older Youth	\$3,500	\$3,893
Credential/Diploma Rates	Adults	84.0%	93.3%
	Dislocated Workers	84.0%	92.4%
	Older Youth	80.0%	100%
	Younger Youth	90.0%	100%
Skill Attainment Rate	Younger Youth	96.0%	100%
Placement in Employment or Education	Youth (14 - 21)	N.A.	100%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	93.3%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>The Job Force</b>	Total Participants Served	Adults	8,816
		Dislocated Workers	371
		Older Youth (19 - 21)	70
		Younger Youth (14 - 18)	118
ETA Assigned # <b>26125</b>	Total Exiters	Adults	8,189
		Dislocated Workers	189
		Older Youth (19 - 21)	44
		Younger Youth (14 - 18)	37

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	99.7%
	Employers	86.0%	89.7%
Entered Employment Rates	Adults	89.0%	91.8%
	Dislocated Workers	95.0%	95.5%
	Older Youth	84.0%	86.2%
Retention Rates	Adults	86.0%	97.4%
	Dislocated Workers	93.0%	95.9%
	Older Youth	86.0%	100%
	Younger Youth	80.0%	94.4%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,500	\$14,970
	Dislocated Workers	\$12,800	\$19,372
	Older Youth	\$3,500	\$6,693
Credential/Diploma Rates	Adults	84.0%	89.7%
	Dislocated Workers	84.0%	88.6%
	Older Youth	79.0%	90.7%
	Younger Youth	90.0%	100%
Skill Attainment Rate	Younger Youth	95.0%	100%
Placement in Employment or Education	Youth (14 - 21)	N.A.	79.5%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	44.9%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			<b>X</b>

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Local Area Name <b>Thumb Area</b>	Total Participants Served	Adults	16,214
		Dislocated Workers	465
		Older Youth (19 - 21)	212
		Younger Youth (14 - 18)	78
ETA Assigned # <u>26120</u>	Total Exiters	Adults	16,119
		Dislocated Workers	304
		Older Youth (19 - 21)	116
		Younger Youth (14 - 18)	53
Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	91.0%	89.4%
	Employers	86.0%	82.5%
Entered Employment Rates	Adults	78.0%	66.3%
	Dislocated Workers	87.0%	84.4%
	Older Youth	80.0%	80.0%
Retention Rates	Adults	84.0%	82.8%
	Dislocated Workers	92.0%	91.1%
	Older Youth	85.0%	74.2%
	Younger Youth	79.0%	66.1%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,000	\$15,376
	Dislocated Workers	\$12,800	\$15,729
	Older Youth	\$3,300	\$4,459
Credential/Diploma Rates	Adults	75.0%	78.3%
	Dislocated Workers	72.0%	63.0%
	Older Youth	72.0%	63.2%
	Younger Youth	89.0%	91.9%
Skill Attainment Rate	Younger Youth	92.0%	95.9%
Placement in Employment or Education	Youth (14 - 21)	N.A.	70.5%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	34.3%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>Washtenaw County</b>	Total Participants Served	Adults	13,675
		Dislocated Workers	418
		Older Youth (19 - 21)	134
		Younger Youth (14 - 18)	194
ETA Assigned # <u>26150</u>	Total Exiters	Adults	13,277
		Dislocated Workers	108
		Older Youth (19 - 21)	35
		Younger Youth (14 - 18)	18
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	96.5%
	Employers	86.0%	87.2%
Entered Employment Rates	Adults	89.0%	82.6%
	Dislocated Workers	92.0%	95.6%
	Older Youth	84.0%	92.3%
Retention Rates	Adults	86.0%	96.7%
	Dislocated Workers	92.0%	92.8%
	Older Youth	85.0%	100%
	Younger Youth	80.0%	92.1%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$29,947
	Dislocated Workers	\$13,400	\$20,119
	Older Youth	\$3,000	\$4,090
Credential/Diploma Rates	Adults	84.0%	79.7%
	Dislocated Workers	83.0%	89.6%
	Older Youth	80.0%	89.4%
	Younger Youth	89.0%	100%
Skill Attainment Rate	Younger Youth	95.0%	97.7%
Placement in Employment or Education	Youth (14 - 21)	N.A.	91.4%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	66.7%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name <b>West Central</b>	Total Participants Served	Adults	10,840
		Dislocated Workers	181
		Older Youth (19 - 21)	102
		Younger Youth (14 - 18)	76
ETA Assigned # <b>26100</b>	Total Exiters	Adults	10,595
		Dislocated Workers	71
		Older Youth (19 - 21)	21
		Younger Youth (14 - 18)	39
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	90.5%
	Employers	86.0%	89.7%
Entered Employment Rates	Adults	88.0%	90.5%
	Dislocated Workers	94.0%	94.8%
	Older Youth	84.0%	96.2%
Retention Rates	Adults	84.0%	91.4%
	Dislocated Workers	92.0%	95.0%
	Older Youth	85.0%	91.9%
	Younger Youth	80.0%	95.5%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,200	\$12,567
	Dislocated Workers	\$13,200	\$13,761
	Older Youth	\$3,800	\$5,328
Credential/Diploma Rates	Adults	82.0%	87.6%
	Dislocated Workers	83.0%	80.6%
	Older Youth	79.0%	85.0%
	Younger Youth	89.0%	90.0%
Skill Attainment Rate	Younger Youth	95.0%	95.5%
Placement in Employment or Education	Youth (14 - 21)	N.A.	68.7%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	23.5%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

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Local Area Name <b>Western U.P.</b>	Total Participants Served	Adults	1,282
		Dislocated Workers	234
		Older Youth (19 - 21)	159
		Younger Youth (14 - 18)	280
ETA Assigned # <b>26090</b>	Total Exiters	Adults	518
		Dislocated Workers	21
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	58
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	91.0%	98.8%
	Employers	86.0%	96.9%
Entered Employment Rates	Adults	87.0%	83.3%
	Dislocated Workers	94.0%	86.7%
	Older Youth	78.0%	100.0%
Retention Rates	Adults	82.0%	90.5%
	Dislocated Workers	92.0%	94.7%
	Older Youth	78.0%	100.0%
	Younger Youth	67.0%	83.3%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,500	\$12,651
	Dislocated Workers	\$12,200	\$15,523
	Older Youth	\$3,000	\$0
Credential/Diploma Rates	Adults	83.0%	87.9%
	Dislocated Workers	84.0%	84.8%
	Older Youth	70.0%	100%
	Younger Youth	82.0%	77.8%
Skill Attainment Rate	Younger Youth	96.0%	95.0%
Placement in Employment or Education	Youth (14 - 21)	N.A.	32.3%
Attainment of Degree or Certificate	Youth (14 - 21)	N.A.	13.1%
Literacy or Numeracy Gains	Youth (14 - 21)	N.A.	0.0%
Description of Other State Indicators of Performance (WIA Section 136(d)(1)) Insert additional rows if there are more than two other state indicators of performance		NONE	NONE

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	