

RICK SNYDER  
GOVERNOR



CHRISTINE QUINN  
DIRECTOR

November 15, 2013

E-mailed 11/15/13(kj)

United States 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 2012 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 6-13, issued October 18, 2013.

If you have questions regarding the report, please contact Ms. Stephanie Beckhorn, Director, Workforce Policy and Strategic Planning Office, Workforce Development Agency at (517) 241- 4078.

Sincerely,

A handwritten signature in black ink, appearing to read "Christine Quinn", written over a horizontal line.

Christine Quinn, Director  
Workforce Development Agency

CQ:KJ:tk

Enclosure

cc: Byron Zuidema  
Malcom Jackson  
Clay Webb  
Michael Pohnl  
Stephanie Beckhorn  
Krista Johnson  
Joseph Billig  
Jackie Gaiters  
WIA Coordinators



Workforce Development Agency

State of Michigan

Program Year 2012

Workforce Investment Act Annual Report

July 1, 2012 – June 30, 2013



## **Introduction**

This report provides a summary of Michigan's Workforce Investment Act (WIA) programs, accomplishments, and performance results for Program Year (PY) 2012, the time period of July 1, 2012 through June 30, 2013. This report is being submitted in accordance with United States Department of Labor (USDOL) Training and Employment Guidance Letter (TEGL) 6-13, issued October 18, 2013.

## **Michigan's Vision and Mission**

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

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

The WDA will accomplish this by:

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

## **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.

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## **Executive Summary**

Overall WIA Adult, Dislocated Worker, and Youth program performance for PY 2012 resulted in Michigan meeting or exceeding its negotiated performance levels for all statutorily required measures, including both customer satisfaction measures.

## **Program Cost Effectiveness Analysis**

*Adult, Dislocated Worker, and Youth (See Tables 1-3 in Appendix A)*

During PY 2012, Michigan served 51,513 WIA adults, dislocated workers, and youth at an average cost per participant of \$2,032. This calculation is arrived at by taking the total program expenditures divided by the total number of participants served during PY 2012. For the year, on average, Michigan expended \$1,381 per adult, \$2,582 per dislocated worker, and \$2,572 per youth participant. Collectively, the state expended \$104,684,403 on services for the WIA Adult, Dislocated Worker, and Youth programs.

Michigan's Dislocated Worker program saw the highest per participant cost, which most likely can be attributed to a large portion of this population participating in various forms of training. The Adult program had the lowest per participant cost, likely due to statewide adherence to key principles of the workforce investment act system, including, but not limited to, empowering individuals through the provision of information, guidance, and support, increased accountability, and universal access to the one-stop system and to core employment-related services such as information about job vacancies available through Michigan's online labor exchange system, MiTalent Connect ([www.mitalent.org](http://www.mitalent.org)).

### *Incumbent Worker Training*

Michigan's Incumbent Worker Training program ensures that today's workers can meet tomorrow's challenges. The program is a locally-driven competitive grant opportunity that provides funding to businesses for implementation of a layoff aversion strategy. Training grants are available to help businesses grow and maintain their competitiveness by investing in training for their existing workforce. Training grants are structured to be flexible to meet the businesses' training objectives.

A brief analysis of the program reveals that it accounted for over 55 percent of the Adult program earnings for PY 2012. Total earnings for the Incumbent Worker Training program were \$99,946,971 for average earnings of \$32,524 per adult. This outcome propelled the State's Adult Average Earnings Rate to \$21,462 per participant.

## Evaluation of Programs

### *Customer Satisfaction Methodology (See Tables 4-5 in Appendix A)*

Michigan currently utilizes the American Customer Satisfaction Index (ACSI) to meet the customer satisfaction measurement requirements of the WIA. The survey approach utilized allows grantees flexibility while capturing common customer satisfaction information that can be aggregated and compared at the state and local levels. Michigan anticipates maintaining use of the ACSI methodology for PY 2013. Based upon the guidance provided in TEGL 6-13, Michigan will evaluate the use of the ACSI methodology for subsequent program years.

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 sample. A survey is considered *complete* when valid answers are provided by respondents for each of the core questions outlined by the Employment and Training Administration:

*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?*

Michigan recorded consistently high levels of satisfaction from customers surveyed. From January 1, 2012 to December 31, 2012, participants across the state reported an average score of 96.1 percent, exceeding Michigan's negotiated plan level of 93.0 percent and representing an increase of 1.0 percent from PY 2011. The response rate for the participant surveys was 90.2 percent.

Employers across the state reported an average score of 85.0 percent, achieving Michigan's negotiated plan level of 85.0 percent and representing a decrease of 2.6 percent from PY 2011. The response rate for the employer surveys was 95.7 percent.

Research has shown that when a person is satisfied with a service they are likely to share their experience with perhaps five or six other people. On the other hand, dissatisfied customers are likely to tell another ten people about their experience. Given the prevalence of social media in today's society, customers are now able to share their story with an even broader audience. As

such, Michigan sees the measurement of both participant and employer customer satisfaction as one key barometer of overall success in delivering services under the WIA.

#### *Waiver*

Michigan requested and was granted a waiver for PY 2012 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 2012. Michigan also has no information to include at this time regarding planned evaluations for PY 2013.

### **Adult, Dislocated Worker, and Youth Programs and Success Stories**

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

##### ***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 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 2012, Earn and Learn had 1,706 active participants. Of those participants, 1,333 (78%) were enrolled in training. As of June 30, 2013, 290 Earn and Learn participants had been

exited from Michigan's One-Stop Management Information System (OSMIS). Of those participants, 245 (84%) were employed at exit.

***Mid-Michigan Bio-Manufacturing Alliance***

Funding: WIA Statewide Activities

Mid-Michigan possesses a competitive advantage with diverse agricultural production, excess industrial capacity, and advanced educational attainment. In response to the growing bio-economy, the Alliance was formed to fill an economic void created by the loss of traditional manufacturing in the region by helping to connect agri-businesses to talent and resources.

In cooperation with employers, local community colleges, and universities, the Alliance's target population for training included dislocated workers and other WIA-eligible participants. The Alliance provided training and related services to 176 participants over four years that included hands-on experience and classroom training.

*Special Projects and Initiatives Success Stories*

**Name:** Ira St. John

**Program:** Earn and Learn

**Status:** Employed

**MWA:** Great Lakes Bay Michigan Works! Agency

**Prosperity Region:** 5

Ira St. John began services under the WIA on October 11, 2012. He was interested in training in the manufacturing field. Mr. St. John had recently moved to Michigan looking to start a new career. He determined that Michigan had affordable housing and programs available to assist people in need. When Mr. St. John registered with WIA, he was receiving food assistance and did not have transportation.

Mr. St. John learned about the Earn and Learn program in the Michigan Works! one-stop. Since he was chronically unemployed, staff invited him to attend the next Earn and Learn Orientation. Mr. St. John then was dually enrolled in the Earn and Learn program. He performed very well on the WorkKeys assessments and received soft skills training.

Mr. St. John began attending his first training through Earn and Learn at the Michigan Works! Academic Center in November 2012 and completed all four of the components of Microsoft Office 2003 in January of 2013. He went on to train in Microsoft Office 2007 and was able to complete those components the following April.

Mr. St. John was placed at a work experience through the Earn and Learn program due to his consistent attendance in training. He began working for a recycling center, which was a challenging job. Mr. St. John worked 24 hours a week on average, and also kept up his training attendance. His career managers felt that he needed a more advanced training, so he was enrolled in Building Maintenance training at Education and Training Connection in April of 2013.

In April 2013, Mr. St. John submitted his resume to Nexteer Automotive. He was hired and began employment in May of 2013. Mr. St. John is currently working for Nexteer earning \$12.00 per hour and working 40 to 60 hours per week.

When he began his position, Mr. St. John still lacked transportation and arranged to pay another Nexteer employee to assist him with rides to and from the worksite. In August 2013, Mr. St. John visited the Michigan Works! one-stop to see his career managers and to show off his brand new car. Mr. St. John thanked everyone for all the assistance he received and noted how much his life had changed.

During his participation in the WIA program, Mr. St. John received the following services: academic training, assessment, case management, job leads, soft skills training, vocational/occupational training, and other valuable assistance.

#### *WIA Success Stories*

A total of 547,507 adults and dislocated workers received services through the WIA during PY 2012. In addition, 14,112 youths received services through the WIA during PY 2012. Below are just a few examples of the success achieved by Michigan's WIA program participants. Stories from our employer customers are included as well.

**Name:** Kimathi Austin

**Program:** Workforce Investment Act – Adult

**Employer:** United Van Lines

**MWA:** Detroit Employment Solutions Corporation

**Prosperity Region:** 10

On January 30, 2013, Kimathi Austin, 39, walked through the doors at Detroit Employment Solutions Corporation (DESC), a Michigan Works! Agency at 707 West Milwaukee in Detroit. Mr. Austin, a married father of a 12 year old son and a 4 year old daughter, had been working as a casual helper at a moving company, making \$11.00 an hour while receiving food stamps to support his family, but he wanted to broaden his skill set and get a better job.



“My goal was to obtain employment locally, with a company that could provide health care and job security for my two kids and my wife Shenee,” Austin said.

Rick Ferguson, an individual training account specialist at DESC, worked with Austin on registering him for the Workforce Investment Act Adult program. Ferguson asked Austin a series of questions to see what type of job he was looking for in a high-growth, high-demand industry. Then he screened Austin to make sure he was eligible, gave him the Test of Adult Basic Education to assess his skills, and determined that Austin was a great match to receive training to earn his CDL-A license.

“What stood out to me about Kimathi was his upbeat attitude,” Ferguson said. “He showed a great desire to obtain his CDL-A that would enable him to provide for his family and he always kept a positive outlook.”

On March 25, 2013, Austin began the 160 hour tractor trailer training course at U.S. Truck Driver Training School in Detroit. Ferguson and Austin kept in touch throughout the training process, with Austin providing updates on his progress. In between his classes, Austin returned to DESC to attend a resume writing workshop at the 455 West Fort Street Service Center. At the resume workshop, he learned how to structure his skills and experience in a marketable way. By April 19, he completed his semester of training and earned his CDL-A driver’s license. He proudly brought a copy of his CDL-A to the one-stop service center to show it to Ferguson and to update his file.

Five days later, United Van Lines, a full-service moving and storage company, hired Austin as a full-time supervisor. Austin’s annual salary is \$43,680. Ferguson was happy to see Austin again several weeks later, coincidentally, when United Van Lines delivered furniture to the DESC one-stop service center. Austin and his assistant mover were the ones to move the furniture into the building. “My life situation is back on track,” Austin told Ferguson. “I’m grateful to have had this opportunity.”

**Name:** Jacqueline Fox

**Program:** Workforce Investment Act – Dislocated Worker

**Employer:** Cascade Engineering

**MWA:** Michigan Works! West Central

**Prosperity Region:** 4

In January 2009, Jacqueline Fox, assistant buyer at Dura Automotive Systems in Fremont, learned she was going to be included in a company-wide layoff that was going to last a minimum of 90 days and could result in a permanent layoff. Worried about what she would do

if her layoff became permanent, Ms. Fox realized she needed to go back to school to earn her degree.

“I had found out there was a program available through Michigan Works! that would help dislocated workers go back to school and knew this would be my chance to get back into college again,” said Ms. Fox. Workforce Investment Act Placement Consultant Jill Gasaway worked with Ms. Fox and encouraged her to take a series of WorkKeys assessments that would gauge her skill levels in math, reading, and locating information. “The set of WorkKeys assessments really helped prepare me for the classes that I would soon start taking...it was really beneficial for me,” said Ms. Fox.

As a result of working with Michigan Works! West Central and receiving assistance with tuition and books through the WIA Dislocated Worker program, Ms. Fox completed an associate’s degree in business management from Muskegon Community College in 2012 with a cumulative GPA of 3.925. After obtaining her degree, Ms. Fox secured full-time employment as a senior purchasing agent at Cascade Engineering in Grand Rapids earning nearly \$22.00 per hour. “I highly recommend anyone who is in a similar situation as I was to seek help from Michigan Works! West Central,” Ms. Fox said. “Without the Dislocated Worker program and the encouragement and support of the staff at Michigan Works! West Central, I don’t think I would have even thought about going back to school.”

**Name:** Erin Lozen Stoneburg

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

**Employer:** Insight Institute of Neurosurgery and Neuroscience

**MWA:** ThumbWorks!

**Prosperity Region:** 6

Success isn’t easy and it rarely comes about as a result of one person alone. Success by definition is a favorable or desirable outcome in spite of difficulties along the way. For Erin Lozen Stoneburg, it was defined by her ability to maximize her potential, utilize all the resources available to her, and by determined commitment to achieve that favorable outcome.

Ms. Stoneburg began our program as an in-school youth whose parents had recently divorced and moved away leaving her to fend for herself. Having the support of friends, she was referred to ThumbWorks! and started working with Kelly Lewis from the KIND (Kids in New Directions) program of Lapeer County. Of all the things that “we” thought she was in dire need of, when Ms. Lewis met with Ms. Stoneburg, she simply stated, “all I need is someone to show me how to do things and give me some direction.”

Ms. Stoneburg had a job from the start and transportation that was not very reliable. ThumbWorks! was able to assist her with auto repairs so that she could complete high school and continue her employment, and pursue the additional training she knew would be necessary to become self-sufficient and successful.

KIND, as a partner agency, was an integral part of Ms. Stoneburg's success, providing not only mentoring and support services, but also assisting to coordinate community resources to keep her on course. Often, lack of success is not due to lack of will or want, but rather a simple lack of knowledge of all that is out there to provide a willing participant with all the necessary tools to succeed. Ms. Stoneburg is a success in every way because she saw opportunity in every difficulty. Her persistence and determination helped her attain her goals.

Ms. Stoneburg obtained her high school diploma and completed a certificate program in the healthcare field. She continues to be employed full-time at the Insight Institute of Neurosurgery and Neuroscience in Flint, Michigan as a Medical Assistant making \$10.00 per hour with benefits.

**Name:** Kaitlynn Terrell

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

**Employer:** Brookcrest Nursing Home

**MWA:** Area Community Services Employment & Training Council

**Prosperity Region:** 4

Kaitlynn Terrell entered the Michigan Works! Service Center with the hope of completing her GED. She quickly enrolled in the WIA Older Youth program and began working with her case manager by making goals for herself. At the time Ms. Terrell was not employed, but wanted full-time employment in order to provide for herself. Without her GED, Ms. Terrell found this to be a difficult task.

Ms. Terrell's first activity in WIA was completing the WorkKeys tests. She achieved a Gold certificate level. With this goal completed, Ms. Terrell then moved on to the GED program and created a fast-paced completion plan. She excelled wonderfully in the GED program and took three of the five tests within the first two weeks of enrollment. Ms. Terrell's attendance and motivation were consistent; she completed her GED two weeks later on 4/10/2012.

Ms. Terrell then took a short break to care for her newborn baby. During this time, she remained in contact with her case manager and smoothly transitioned into seeking employment through the WIA Adult program. Ms. Terrell was not certain what type of employment she wanted, but used the High Demand List to determine a starting point. Using

this resource, Ms. Terrell realized the medical field was hiring and this sparked her interest. She also realized she would need higher education to become a Certified Nurse Aid (CNA). Again, Ms. Terrell made training goals and applied for an Individual Training Account (ITA) through Michigan Works!. Meeting the ITA requirements, she was approved to attend the CNA program at Walker Medical.

Ms. Terrell's determination proved strong and she completed the CNA program on June 28, 2013. Her training and achievements opened the doorway for employment. On July 15, 2013, she began full-time employment at Brookcrest Nursing Home as a CNA. Ms. Terrell remains employed as a CNA and happily provides for her family. She is a success of the WIA program in many ways. She excelled at all levels of enrollment and now is able to use her training in the medical field to give back to her community.

### *Employer Success Stories*

**Employer:** Aggressive Manufacturing Innovations, Inc.

**MWA:** Eastern Upper Peninsula Michigan Works!

**Prosperity Region:** 1

Aggressive Manufacturing Innovations, Inc. (AMI) is a manufacturing company headquartered in Lewiston, Michigan. Founded in 2000, AMI is a Tier 1-2 supplier to the agriculture, construction, automotive, heavy truck, and marine industries. In 2010, AMI expanded its operations to Sault Ste. Marie, opening a facility in the local industrial park.

About six months prior to their projected opening date, AMI began working with the Eastern Upper Peninsula Michigan Works! Agency to discuss the available talent pool, collect resumes, and advertise the plant opening. The relationship that developed has been extremely beneficial to both AMI and Michigan Works!.

Initially, AMI was assisted in staffing through grants from the WIA Adult, Dislocated Worker, and On-the-Job Training programs and the Michigan Prisoner ReEntry program. Following its ramp-up to full production, AMI now employs 85 people, many of whom were hired through collaboration with Michigan Works!.

Following its first year of production, AMI and other local manufacturers worked in partnership with Michigan Works! and Lake Superior State University to develop a Basic Machine Tool class to train employees in manufacturing technologies. Of the first 17 people that graduated from the training, AMI hired five, all of whom were funded through the WIA Adult program. Most recently, AMI hired an additional six employees from the Basic Machine Tool class that

graduated in June 2013; all six were funded through the WIA Adult and Dislocated Worker programs.

Primarily due to the relationships developed before opening and continuing to this day, AMI and Michigan Works! have had great success in developing the talent needed locally and getting employees into the job market. AMI has become a premier employer in Sault Ste. Marie, providing good paying jobs in an economically challenged region of the state.

### **WIA Waivers and Success Stories**

The following waivers, approved by the USDOL, were implemented during PY 2012.

- Waiver allowing local Workforce Development Boards to use up to twenty percent of Allocation Year (AY) 2012 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 fifty percent of local formula funds between the WIA Adult and Dislocated Worker programs under WIA Section 133(b)(4).
- Waiver allowing the use of a sliding scale based on employer size or length of unemployment for On-the-Job Training employer reimbursement under the WIA Section 101(31)(B).
- Waiver allowing a sliding scale based on employer size for the Customized Training employer contribution requirement under WIA Section 101(8)(C).
- Waiver allowing the use of Individual Training Accounts (ITAs) for Older and Out-of-School Youth program participants at 20 CFR 664.510.
- Waiver of the requirement at WIA Section 134(a)(2)(B)(ii) to conduct evaluations of WIA activities for adults, dislocated workers, and youth.

The aforementioned 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. Waivers are a critical tool for Michigan’s workforce investment system. 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 2012 to support IWT is documented in the table below. The amount of funds used for training varied greatly, with Kalamazoo/St. Joseph using 16 percent, while Region 7B used 1 percent. Additionally, two local areas received approval for, but did not utilize, this waiver during PY 2012.

**PY 2012 Dislocated Worker Funding for Incumbent Worker Training**

<b>Agency</b>	<b>IWT Costs</b>	<b>Formula Award</b>	<b>Percent of Award</b>
Berrien/Cass/Van Buren	\$20,700	\$884,528	2%
Calhoun ISD	\$22,338	\$662,991	3%
Central Area	\$39,254	\$673,727	6%
Genesee/Shiawassee	\$143,605	\$1,508,338	10%
Kalamazoo/St. Joseph	\$126,900	\$782,619	16%
Livingston County	\$20,448	\$453,538	5%
Region 7B	\$4,150	\$473,157	1%
South Central	\$66,261	\$878,040	8%
Southeast Michigan Community Alliance	\$300,797	\$3,599,024	8%
Thumb	\$14,903	\$846,727	2%

*Adult/Dislocated Worker Funding Transfer Waiver*

This waiver provided local areas greater flexibility by better aligning resources with current demand for services. A transfer authority of up to 50 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.

One out of seventeen 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 2012 as depicted in the table below. 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 2012 Transfers Between the Adult and Dislocated Worker Programs**

<b>Agency</b>	<b>From/To</b>	<b>Formula Award</b>	<b>Transfer Amount</b>	<b>Percent Transferred</b>
Capital Area	DW/Adult	\$1,084,655	\$140,000	13%
Central Area	DW/Adult	\$673,727	\$288,350	43%
Eastern U.P.	DW/Adult	\$196,408	\$46,000	23%
Northeast	DW/Adult	\$480,205	\$113,000	24%
Oakland County	DW/Adult	\$3,279,775	\$500,000	15%
Ottawa County	DW/Adult	\$767,103	\$49,500	6%
Region 7B	DW/Adult	\$473,157	\$40,000	8%
Thumb	DW/Adult	\$846,727	\$250,000	30%
West Central	DW/Adult	\$480,264	\$144,079	30%

Note: Eight additional local areas were granted approval to utilize this waiver during PY 2012 but did not enact any transfers between their WIA Adult and Dislocated Worker programs.

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

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

On-the-Job Training 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 ten local areas.

### *Waiver Impact*

The waivers granted to the State of Michigan for PY 2012 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 2012 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 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.



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- 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.

*Waiver Success Stories*

**Employer:** Sturgis Molded Products

**MWA:** Michigan Works! Kalamazoo and St. Joseph Counties

**Prosperity Region:** 8

Sturgis Molded Products was awarded an Incumbent Worker Training Grant designed to upgrade the skills of its employees. The \$36,683 grant was awarded through Michigan Works! Kalamazoo-St. Joseph Counties to help the company increase competitiveness through training initiatives with existing employees.

Process employees at the plant began training in early February. Classes included Systematic Molding and Master Molder I and II training. All of the training was completed in early May 2013.

“Strengthening today’s workforce is a critical component in business vitality,” said Glen Oaks Community College President, Gary Wheeler. “The bottom line is that we are addressing training needs so that area businesses can retain employees, avoid layoffs and focus on quality. This benefits employees and the company while contributing to economic development in the region. This is a great example of how collaborative efforts can identify and address needs.”

In addition to Sturgis Molded Products, the partnership involved Southwest Michigan First, the organization which was instrumental in identifying the need at the Sturgis plant, Michigan Works!, the agency which received the federal and state funds and awarded the grants, and Glen Oaks Community College, the institution administering the training.

One of the employees who received training was Andrew Hall. Mr. Hall completed the Systematic Molding I class and scored very high on his post-test. Since that time, he has applied the knowledge he acquired on material impact, mold design, machine constraints, and processing issues of pressure cooling. The results have been impressive; Mr. Hall’s shift/plant has attained 58 percent improvement in the quality of the parts produced and 28 percent improvement in productivity which was a direct intent of the course and training.

Mr. Hall has already benefitted from a 14 percent increase in wages in the six months following his training. Future career advancement opportunities for him will be in the form of leading a larger production area for his shift or promotion to the manager of his plant for all three shifts.

“By increasing our processing training, we will increase the number of employees who will be capable of running, understanding, trouble-shooting, and producing ‘perfect’ parts on all shifts

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and throughout the weekend,” said Kelly Presta, vice president, Sturgis Molded Products. “This is critical to meet the increasing volumes of our business and better support our customers in exceeding the needs of their marketplace.”

“The workforce of Sturgis Molded Products is what truly gives the company its competitive advantage,” said Ron Kitchens, chief executive officer of Southwest Michigan First.

“Manufacturing high quality products on demand requires workers to keep their skills ahead of market trends. When companies like Sturgis Molded Products commit to technical training offered at a variety of skill levels, they experience tremendous results.”

Sturgis Molded Products is a manufacturer of plastic injection molding parts serving the automotive, consumer, medical and nutrition, heavy truck, and appliance industries.

Appendix A  
Reference Tables 1-5

**Table 1: Adult Program Cost Analysis**

Ratio	Calculation	PY 2012 Result
Cost per <b>Adult</b> Participant served (CP)	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$1,381
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$4,985
Cost per Entered Employment (CEE)	$\frac{\text{Program expenditures}}{\text{First quarter exiters entering employment}}$	\$9,354
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$3,575
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained certification or degree}}$	\$11,295
Cost per \$1 in Post-Program Earnings (CPPE)	$\frac{\text{Program Expenditures}}{\text{Total exiters earnings in 2nd and 3rd post- program quarters}}$	\$.37

### Adult Program Outcome Definitions

#### “Adults”

- 1. Entered Employment Rate** Not employed at registration, but employed during the 1<sup>st</sup> quarter after program exit.
- 2. Employment Retention Rate** Employed in the 1st quarter after program exit and was still employed in the 2nd and 3rd quarters after program exit.
- 3. Earnings Change** Earnings in the 1<sup>st</sup>, 2nd, and 3<sup>rd</sup> quarters after program exit.
- 4. Credential Rate** Employed during the 1<sup>st</sup> 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 2012 Result
Cost per <b>Dislocated Worker</b> Participant served (CP)	Program expenditures ----- Participants served by counselor	\$2,582
Cost per Exiter (CE)	Program expenditures ----- Total program exiters	\$7,152
Cost per Entered Employment (CEE)	Program expenditures ----- First quarter exiters entering employment	\$7,257
Cost per Retained Employment (CRE)	Program expenditures ----- Exiters Employed in Q2 and Q3 after Exit	\$5,577
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	Program expenditures ----- Number of participants who attained certification or degree	\$8,629
Cost per \$1 in Post-Program Earnings (CPPE)	Program Expenditures ----- Total exiters earnings in 2 <sup>nd</sup> and 3 <sup>rd</sup> post-program quarters	\$.19

**Dislocated Worker Program Outcome Definitions****“Dislocated Workers”**

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

**Table 3: Youth Program Cost Analysis**

Ratio	Calculation	PY 2012 Result
Cost per <u>Youth</u> Participant served (CP)	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$2,572
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$8,100
Cost per Positive Employment (CPE)	$\frac{\text{Program expenditures}}{\text{OY Employed, YY Skill Attainment}}$	\$3,574
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$11,151
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained diploma or equivalent \ certificate or degree}}$	\$13,120

### Youth Program Outcome Definitions

#### “Older Youth”

- 1. Entered Employment Rate**

Not employed at registration, but employed during the 1<sup>st</sup> quarter after program exit. Not enrolled in post-secondary education or advanced training in the 1<sup>st</sup> quarter after the exit quarter or are employed in the 1<sup>st</sup> quarter after program exit.
- 2. Employment Retention Rate**

Employed in the 1st quarter after program exit and was still employed in the 2<sup>nd</sup> and 3<sup>rd</sup> quarters after program exit. Not enrolled in post-secondary education or advanced training in the 3<sup>rd</sup> quarter after the exit quarter or are employed in the 3<sup>rd</sup> 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 3<sup>rd</sup> quarter after the exit quarter or are employed in the 3<sup>rd</sup> quarter after program exit. Compares earnings youth had before services and 6 months after services.
- 4. Credential Rate**

Employed, or in post-secondary education, or in advanced training during the

first quarter after the exit quarter and received a credential/certificate by the end of the third quarter after the exit quarter.

**“Younger Youth”**

**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**

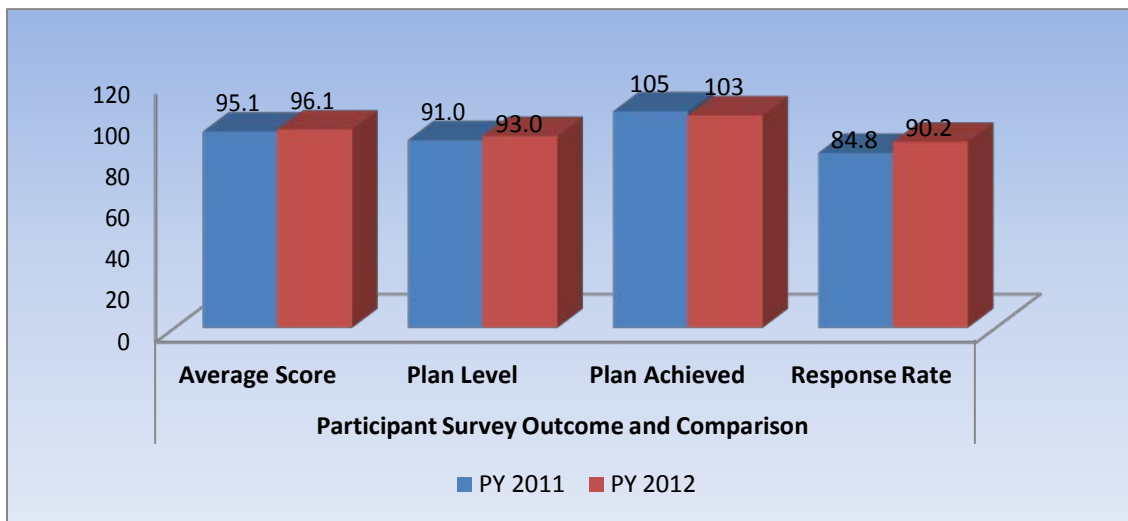
Not enrolled in secondary school at exit. Attain a secondary school diploma or equivalent by the end of the first quarter after program exit.

**7. Retention Rate**

Not enrolled in secondary school at exit. Employed, or in post-secondary education, or in advanced training, or in military service, or in a qualified apprenticeship during the third quarter after the exit quarter.

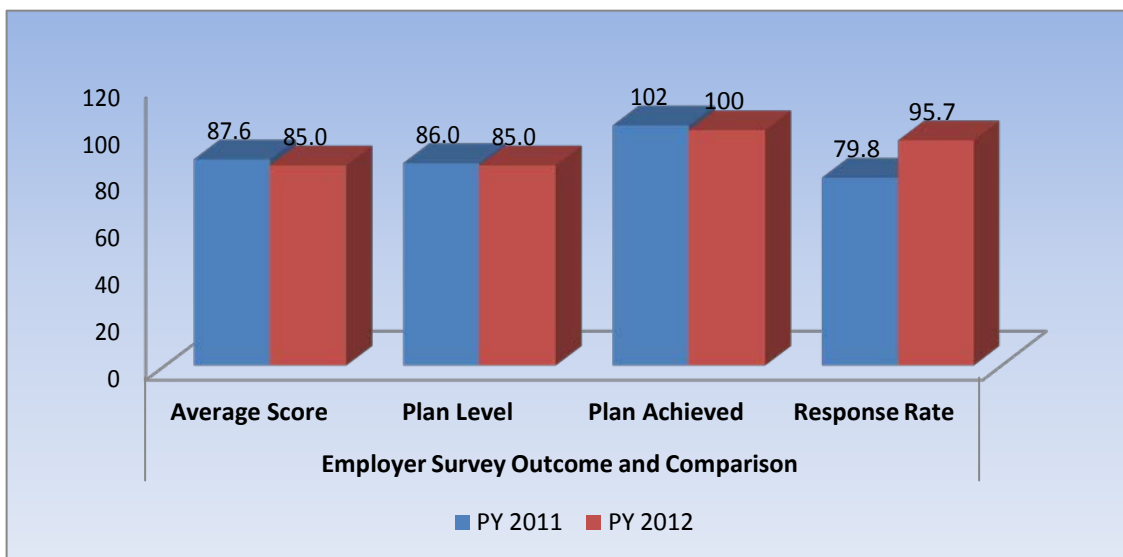


**Table 4: WIA Participant Customer Satisfaction**



**Note:** 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.

**Table 5: WIA Employer Customer Satisfaction**



**Note:** 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.

# Appendix B

## Performance Tables A-O

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**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	93.0	96.1	10,114	14,383	11,218	90.2
Employers	85.0	85.0	1,203	1,257	1,257	95.7

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	89.0	89.9	3,465
			3,854
Employment Retention Rate	90.0	92.5	9,066
			9,804
Average Earnings	16,000	21,462.2	172,727,793
			8,048
Employment and Credential Rate	81.0	82.2	3,756
			4,572

**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	83.2	1,048	91.0	183	78.3	126	90.8	198
		1,259		201		161		218
Employment Retention Rate	88.0	1,493	93.9	414	91.6	206	90.9	797
		1,697		441		225		877
Average Earnings Rate	11,186	13,759,897	21,198	7,440,740	13,648	1,965,423	30,414	21,472,690
		1,230		351		144		706
Employment and Credential Rate	77.8	818	82.0	173	76.9	93	82.8	216
		1,051		211		121		261

**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	90.5	2,175	89.0	1,290
		2,404		1,450
Employment Retention Rate	93.2	7,120	89.8	1,946
		7,637		2,167
Average Earnings Rate	23,653	153,820,929	12,237	18,906,863
		6,503		1,545

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	94.0	95.1	4,957
			5,213
Employment Retention Rate	93.0	95.4	6,450
			6,758
Average Earnings	16,000	17,431	97,264,734
			5,580
Employment and Credential Rate	83.0	83.7	3,185
			3,807

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	92.3	372	94.8	91	90.7	514	86.7	13
		403		96		567		15
Employment Retention Rate	95.4	452	94.2	113	94.2	618	100.0	13
		474		120		656		13
Average Earnings Rate	19,235	7,405,753	17,134	1,644,880	16,748	8,658,935	9,340	112,084
		385		96		517		12
Employment and Credential Rate	80.2	219	77.8	49	78.7	280	72.7	8
		273		63		356		11

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

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	95.1	3,508	95.1	1,449
		3,690		1,523
Employment Retention Rate	95.6	4,713	95.0	1,737
		4,930		1,828
Average Earnings Rate	17,799	72,462,637	16,436	24,802,098
		4,071		1,509

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	66.7	2,903
			4,355
Attainment of Degree or Certificate	N/A	49.8	1,723
			3,460
Literacy and Numeracy Gains	N/A	3.8	82
			2,152

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	86.6	781
			902
Employment Retention Rate	85.0	92.9	959
			1,032
Average Earnings	4,100	5,135	3,907,894
			761
Credential Rate	78.0	78.8	863
			1,095

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

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
EER Rate	83.2	391	75.0	3	87.4	83	86.7	676
		470		4		95		780
ERR Rate	91.0	406	100.0	6	92.7	101	92.4	799
		446		6		109		865
Average Earnings Rate	4,864	1,614,982	3,508	14,034	4,583	330,026	4,886	3,102,900
		332		4		72		635
Credential Rate	75.1	416	80.0	4	80.9	89	78.5	712
		554		5		110		907

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	94.0	94.6	9,284
			9,810
Youth Diploma or Equivalent Rate	90.0	92.4	1,879
			2,034
Retention Rate	81.0	87.6	2,267
			2,589

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

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	94.8	5,038	95.0	1,788	94.1	2,135
		5,317		1,883		2,269
Youth Diploma or Equivalent Rate	92.4	1,002	90.5	354	87.8	352
		1,084		391		401
Retention Rate	87.8	1,151	86.7	366	84.3	525
		1,311		422		623

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning 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	9,166	5,327	51,208,019	3.6	124	6,192	18,174,935	68.6	1,492
		10,828		9,612		3,465		2,935		2,175
Dislocated Workers	85	6,526	142	108,852,834	3.3	162	8,083	35,647,039	69.1	2,425
		7,676		76,300,044		4,957		4,410		3,508
Older Youths	74.1	773	4,875	3,749,517	3.8	30	2,894	1,826,438		
		1,043		769		781		631		

**Table M - Participation Levels**

<b>Reported Information</b>	<b>Total Participants Served</b>	<b>Total Exiters</b>
Total Adult Customers	547,507	527,801
Total Adult Self-Service Only	510,416	516,554
WIA Adult	533,575	522,771
WIA Dislocated Worker	13,932	5,030
Total Youth (14-21)	14,112	4,481
Younger Youth (14-18)	9,869	3,410
Older Youth (19-21)	4,243	1,071
Out-of-School Youth	5,838	1,565
In-School Youth	8,274	2,916

**Table N - Cost of Program Activities**

<b>Program Activity</b>	<b>Total Federal Spending</b>	
Local Adults	\$32,412,264	
Local Dislocated Workers	\$35,974,380	
Local Youth	36,297,759	
Rapid Response - WIA Section 134(a)(2)(B)	\$6,240,758	
Statewide Required Activities - WIA Section 134(a)(2)(B)	\$3,550,670	
Statewide Allowable Activities WIA Section 134(a)(3)	<b>Program Activity Description</b>	
	WF - Support (JET)	\$958,184
	Southeast Michigan Talent (Focus HOPE)	\$75,946
	Earn & Learn	\$2,433,160
	Capacity Building	\$342,550
	Miscellaneous	\$3,740,452
Total of All Federal Spending Listed Above		
	\$122,026,123	

**Table O – Local Performance**

Local Area Name ACSET	Total Participants Served	Adults	34,107
		Dislocated Workers	914
		Older Youth (19 - 21)	604
		Younger Youth (14 - 18)	845
ETA Assigned # 26160	Total Exitors	Adults	33,765
		Dislocated Workers	413
		Older Youth (19-21)	239
		Younger Youth (14-18)	452

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	97.9
	Employers	85.0	83.1
Entered Employment Rates	Adults	90.0	96.0
	Dislocated Workers	95.0	99.3
	Older Youth	83.0	93.7
Retention Rates	Adults	91.0	94.5
	Dislocated Workers	93.0	98.4
	Older Youth	86.0	92.3
	Younger Youth	82.0	89.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,800	12,213
	Dislocated Workers	16,200	15,804
	Older Youth	4,100	3,921
Credential/Diploma Rates	Adults	82.0	89.0
	Dislocated Workers	84.0	90.8
	Older Youth	80.0	92.1
	Younger Youth	91.0	93.3
Skill Attainment Rate	Younger Youth	95.0	96.9
Placement in Employment or Education	Youth (14 - 21)	N/A	58.5
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	31.3
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

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



**Table O – Local Performance**

Local Area Name Berrien/Cass/Van Buren	Total Participants Served	Adults	15,895
		Dislocated Workers	296
		Older Youth (19 - 21)	39
		Younger Youth (14 - 18)	242
ETA Assigned # 26110	Total Exiters	Adults	16,267
		Dislocated Workers	81
		Older Youth (19-21)	4
		Younger Youth (14-18)	78

Reported Information		Negotiated Performance	Actual Performance
Customer Satisfaction	Program Participants	93.0	95.9
	Employers	85.0	77.3
Entered Employment Rates	Adults	83.0	100
	Dislocated Workers	93.0	97.4
	Older Youth	83.0	100
Retention Rates	Adults	85.0	97.1
	Dislocated Workers	92.0	100
	Older Youth	86.0	88.9
	Younger Youth	74.0	100
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,800	16,889
	Dislocated Workers	15,200	18,988
	Older Youth	3,900	4,584
Credential/Diploma Rates	Adults	78.0	88.0
	Dislocated Workers	78.0	97.0
	Older Youth	65.0	100
	Younger Youth	86.0	100
Skill Attainment Rate	Younger Youth	92.0	94.7
Placement in Employment or Education	Youth (14 - 21)	N/A	25.9
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	5.9
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name  Calhoun ISD	Total Participants Served	Adults	13,702
		Dislocated Workers	300
		Older Youth (19 - 21)	120
		Younger Youth (14 - 18)	176
ETA Assigned #  26050	Total Exiters	Adults	13,565
		Dislocated Workers	193
		Older Youth (19-21)	22
		Younger Youth (14-18)	41

Reported Information		Negotiated Performance	Actual Performance
Customer Satisfaction	Program Participants	93.0	94.7
	Employers	85.0	81
Entered Employment Rates	Adults	90.0	94.8
	Dislocated Workers	94.0	96.3
	Older Youth	83.0	100
Retention Rates	Adults	89.0	93.2
	Dislocated Workers	92.0	95.6
	Older Youth	82.0	95.2
	Younger Youth	82.0	90.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,900	16,185
	Dislocated Workers	15,400	17,586
	Older Youth	4,400	6,866
Credential/Diploma Rates	Adults	82.0	83.9
	Dislocated Workers	84.0	87.7
	Older Youth	77.0	82.4
	Younger Youth	90.0	100
Skill Attainment Rate	Younger Youth	95.0	95.8
Placement in Employment or Education	Youth (14 - 21)	N\A	83.9
Attainment of Degree or Certificate	Youth (14 - 21)	N\A	77.1
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	0.0

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

**Table O – Local Performance**

Local Area Name  Capital Area	Total Participants Served	Adults	17,361
		Dislocated Workers	579
		Older Youth (19 - 21)	164
		Younger Youth (14 - 18)	716
ETA Assigned #  26045	Total Exiters	Adults	18,572
		Dislocated Workers	306
		Older Youth (19-21)	46
		Younger Youth (14-18)	232

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	97.1
	Employers	85.0	82.8
Entered Employment Rates	Adults	90.0	94.5
	Dislocated Workers	94.0	99.3
	Older Youth	83.0	91.8
Retention Rates	Adults	90.0	94.8
	Dislocated Workers	94.0	97.6
	Older Youth	85.0	95.9
	Younger Youth	81.0	89.9
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,600	15,257
	Dislocated Workers	15,800	16,256
	Older Youth	3,600	5,375
Credential/Diploma Rates	Adults	82.0	95.5
	Dislocated Workers	84.0	98.6
	Older Youth	79.0	87.9
	Younger Youth	89.0	94.4
Skill Attainment Rate	Younger Youth	95.0	99.0
Placement in Employment or Education	Youth (14 - 21)	N/A	92.8
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	93.8
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

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

**Table O – Local Performance**

Local Area Name  Central Area	Total Participants Served	Adults	10,078
		Dislocated Workers	78
		Older Youth (19 - 21)	129
		Younger Youth (14 - 18)	98
ETA Assigned #  26130	Total Exiters	Adults	10,177
		Dislocated Workers	79
		Older Youth (19-21)	76
		Younger Youth (14-18)	61

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	96.8
	Employers	85.0	81.5
Entered Employment Rates	Adults	90.0	91.2
	Dislocated Workers	95.0	86.1
	Older Youth	83.0	78.8
Retention Rates	Adults	91.0	93.0
	Dislocated Workers	92.0	92.3
	Older Youth	86.0	87.9
	Younger Youth	76.0	68.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13,100	12,911
	Dislocated Workers	13,400	12,561
	Older Youth	4,400	4,234
Credential/Diploma Rates	Adults	82.0	89.4
	Dislocated Workers	84.0	75.2
	Older Youth	65.0	68.1
	Younger Youth	90.0	76.7
Skill Attainment Rate	Younger Youth	95.0	89.1
Placement in Employment or Education	Youth (14 - 21)	N\A	69.1
Attainment of Degree or Certificate	Youth (14 - 21)	N\A	52.0
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	37.9

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name Detroit Employment Solutions	Total Participants Served	Adults	32,478
		Dislocated Workers	845
		Older Youth (19 - 21)	900
		Younger Youth (14 - 18)	1657
ETA Assigned # 26010	Total Exiters	Adults	26,646
		Dislocated Workers	37
		Older Youth (19-21)	35
		Younger Youth (14- 18)	176
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	93.0	92.2
	Employers	85.0	81.6
Entered Employment Rates	Adults	83.0	89.8
	Dislocated Workers	94.0	97.8
	Older Youth	83.0	81.3
Retention Rates	Adults	87.0	92.5
	Dislocated Workers	90.0	89.4
	Older Youth	85.0	96.2
	Younger Youth	74.0	88.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,100	11,363
	Dislocated Workers	14,600	17,919
	Older Youth	4,100	4,340
Credential/Diploma Rates	Adults	82.0	83.0
	Dislocated Workers	84.0	83.3
	Older Youth	72.0	84.4
	Younger Youth	91.0	92.5
Skill Attainment Rate	Younger Youth	96.0	92.7
Placement in Employment or Education	Youth (14 - 21)	N/A	35.9
Attainment of Degree or	Youth (14 - 21)	N/A	17.8
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O – Local Performance**

Local Area Name Eastern U.P.	Total Participants Served	Adults	1,912
		Dislocated Workers	55
		Older Youth (19 - 21)	24
		Younger Youth (14 - 18)	27
ETA Assigned # 26115	Total Exiters	Adults	1,847
		Dislocated Workers	23
		Older Youth (19-21)	10
		Younger Youth (14-18)	6

Reported Information		Negotiated Performance	Actual Performance
Customer Satisfaction	Program Participants	93.0	96.9
	Employers	85.0	85.5
Entered Employment Rates	Adults	90.0	100
	Dislocated Workers	95.0	95.8
	Older Youth	83.0	100
Retention Rates	Adults	91.0	95.7
	Dislocated Workers	94.0	94.1
	Older Youth	86.0	100
	Younger Youth	82.0	100
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,400	12,640
	Dislocated Workers	13,800	15,508
	Older Youth	4,400	11,585
Credential/Diploma Rates	Adults	82.0	85.2
	Dislocated Workers	84.0	88.5
	Older Youth	80.0	100
	Younger Youth	91.0	100
Skill Attainment Rate	Younger Youth	96.0	96.7
Placement in Employment or Education	Youth (14 - 21)	N/A	100
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	42.9
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

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

**Table O – Local Performance**

Local Area Name Genesee/Shiawassee	Total Participants Served	Adults	26,883
		Dislocated Workers	1196
		Older Youth (19 - 21)	439
		Younger Youth (14 - 18)	1142
ETA Assigned # 26030	Total Exiters	Adults	26,085
		Dislocated Workers	345
		Older Youth (19-21)	67
		Younger Youth (14- 18)	255

Reported Information		Negotiated Performance	Actual Performance
Customer Satisfaction	Program Participants	93.0	95.5
	Employers	85.0	81.7
Entered Employment Rates	Adults	82.0	93.1
	Dislocated Workers	92.0	92.5
	Older Youth	83.0	97.5
Retention Rates	Adults	85.0	91.2
	Dislocated Workers	90.0	94.0
	Older Youth	80.0	96.8
	Younger Youth	74.0	80.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10,300	10,869
	Dislocated Workers	13,000	14,197
	Older Youth	3,200	5,657
Credential/Diploma Rates	Adults	78	86.1
	Dislocated Workers	83	82.4
	Older Youth	75	80.0
	Younger Youth	91	92.7
Skill Attainment Rate	Younger Youth	92	95.6
Placement in Employment or Education	Youth (14 - 21)	N/A	47.5
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	42.9
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name Great Lakes Bay	Total Participants Served	Adults	16,370
		Dislocated Workers	668
		Older Youth (19 - 21)	2
		Younger Youth (14 - 18)	594
ETA Assigned # 26020	Total Exiters	Adults	16,558
		Dislocated Workers	341
		Older Youth (19 - 21)	0
		Younger Youth (14- 18)	151

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	97.0
	Employers	85.0	81.1
Entered Employment Rates	Adults	90.0	90.6
	Dislocated Workers	94.0	96.1
	Older Youth	83.0	0.0
Retention Rates	Adults	90.0	87.4
	Dislocated Workers	92.0	91.0
	Older Youth	80.0	100
	Younger Youth	79.0	85.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	14,881
	Dislocated Workers	16,500	17,071
	Older Youth	3,000	0
Credential/Diploma Rates	Adults	82.0	90.3
	Dislocated Workers	84.0	95.5
	Older Youth	72.0	0.0
	Younger Youth	86.0	91.3
Skill Attainment Rate	Younger Youth	92.0	99.1
Placement in Employment or Education	Youth (14 - 21)	N/A	88.3
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	88.8
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	50.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	



**Table O – Local Performance**

Local Area Name  The Job Force	Total Participants Served	Adults	9,140
		Dislocated Workers	274
		Older Youth (19 - 21)	45
		Younger Youth (14 - 18)	117
ETA Assigned #  26125	Total Exiters	Adults	9,404
		Dislocated Workers	152
		Older Youth (19-21)	30
		Younger Youth (14-18)	32

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	99.8
	Employers	85.0	83.6
Entered Employment Rates	Adults	90.0	98.9
	Dislocated Workers	95.0	97.1
	Older Youth	83.0	94.7
Retention Rates	Adults	91.0	97.1
	Dislocated Workers	93.0	100.0
	Older Youth	86.0	100.0
	Younger Youth	82.0	90.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	15,300	14,529
	Dislocated Workers	16,500	17,924
	Older Youth	4,100	7,174
Credential/Diploma Rates	Adults	82.0	96.8
	Dislocated Workers	84.0	87.2
	Older Youth	79.0	96.8
	Younger Youth	91.0	100
Skill Attainment Rate	Younger Youth	95.0	94.4
Placement in Employment or Education	Youth (14 - 21)	N\A	88.9
Attainment of Degree or Certificate	Youth (14 - 21)	N\A	56.8
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	0.0

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

**Table O – Local Performance**

Local Area Name Kalamazoo-St. Joseph	Total Participants Served	Adults	15,122
		Dislocated Workers	200
		Older Youth (19 - 21)	181
		Younger Youth (14 - 18)	190
ETA Assigned # 26040	Total Exiters	Adults	15,293
		Dislocated Workers	137
		Older Youth (19-21)	29
		Younger Youth (14-18)	91

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	97.5
	Employers	85.0	83.8
Entered Employment Rates	Adults	91.0	92.4
	Dislocated Workers	95.0	95.7
	Older Youth	83.0	91.7
Retention Rates	Adults	90.0	96.5
	Dislocated Workers	92.0	90.9
	Older Youth	85.0	90.3
	Younger Youth	81.0	90.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13,100	16,324
	Dislocated Workers	15,700	17,274
	Older Youth	3,900	3,780
Credential/Diploma Rates	Adults	80.0	90.2
	Dislocated Workers	84.0	89.0
	Older Youth	79.0	86.7
	Younger Youth	90.0	92.8
Skill Attainment Rate	Younger Youth	92.0	98.1
Placement in Employment or Education	Youth (14 - 21)	N/A	81.5
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	73.1
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name  Livingston County	Total Participants Served	Adults	7,195
		Dislocated Workers	216
		Older Youth (19 - 21)	26
		Younger Youth (14 - 18)	87
ETA Assigned #  26145	Total Exiters	Adults	7,168
		Dislocated Workers	100
		Older Youth (19-21)	5
		Younger Youth (14- 18)	25

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	98
	Employers	85.0	100
Entered Employment Rates	Adults	90.0	100
	Dislocated Workers	95.0	98.5
	Older Youth	83.0	100
Retention Rates	Adults	91.0	100
	Dislocated Workers	91.0	98.3
	Older Youth	86.0	100
	Younger Youth	82.0	91.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	18,332
	Dislocated Workers	16,500	21,498
	Older Youth	2,800	7,529
Credential/Diploma Rates	Adults	82.0	94.0
	Dislocated Workers	84.0	89.1
	Older Youth	80.0	100.0
	Younger Youth	91.0	95.0
Skill Attainment Rate	Younger Youth	92.0	92.9
Placement in Employment or Education	Youth (14 - 21)	N/A	80.0
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	73.1
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

**Table O – Local Performance**

Local Area Name Macomb/St. Clair	Total Participants Served	Adults	60,823
		Dislocated Workers	2774
		Older Youth (19 - 21)	187
		Younger Youth (14 - 18)	1359
ETA Assigned # 26015	Total Exiters	Adults	59,446
		Dislocated Workers	384
		Older Youth (19-21)	70
		Younger Youth (14- 18)	627

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	94.0
	Employers	85.0	83.9
Entered Employment Rates	Adults	90.0	94.0
	Dislocated Workers	94.0	95.2
	Older Youth	83.0	97.5
Retention Rates	Adults	90.0	91.1
	Dislocated Workers	92.0	94.3
	Older Youth	81.0	98.2
	Younger Youth	81.0	90.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	15,300	15,986
	Dislocated Workers	16,500	19,090
	Older Youth	3,600	4,371
Credential/Diploma Rates	Adults	80.0	70.8
	Dislocated Workers	82.0	71.7
	Older Youth	72.0	84.3
	Younger Youth	89.0	97.4
Skill Attainment Rate	Younger Youth	92.0	90.4
Placement in Employment or Education	Youth (14 - 21)	N/A	85.1
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	83.7
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name  Muskegon County	Total Participants Served	Adults	21,266
		Dislocated Workers	337
		Older Youth (19 - 21)	56
		Younger Youth (14 - 18)	212
ETA Assigned #  26055	Total Exiters	Adults	21,833
		Dislocated Workers	286
		Older Youth (19-21)	57
		Younger Youth (14-18)	161

Reported Information		Negotiated Performance	Actual Performance
Customer Satisfaction	Program Participants	93.0	93.4
	Employers	85.0	85.3
Entered Employment Rates	Adults	89.0	76.6
	Dislocated Workers	95.0	86.3
	Older Youth	83.0	89.7
Retention Rates	Adults	91.0	86.7
	Dislocated Workers	92.0	93.5
	Older Youth	86.0	96.8
	Younger Youth	82.0	80.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,400	13,063
	Dislocated Workers	15,700	15,736
	Older Youth	3,200	6,358
Credential/Diploma Rates	Adults	82.0	65.8
	Dislocated Workers	84.0	76.2
	Older Youth	71.0	24.4
	Younger Youth	90.0	64.2
Skill Attainment Rate	Younger Youth	95.0	91.0
Placement in Employment or Education	Youth (14 - 21)	N/A	69.3
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	43.7
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

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

**Table O – Local Performance**

Local Area Name Northeast	Total Participants Served	Adults	10,866
		Dislocated Workers	55
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	274
ETA Assigned # 26060	Total Exiters	Adults	10,738
		Dislocated Workers	63
		Older Youth (19 - 21)	0
		Younger Youth (14 - 18)	148

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	95
	Employers	85.0	90.2
Entered Employment Rates	Adults	92.0	86.0
	Dislocated Workers	95.0	95.3
	Older Youth	83.0	0.0
Retention Rates	Adults	91.0	95.8
	Dislocated Workers	94.0	94.5
	Older Youth	86.0	0.0
	Younger Youth	82.0	85.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	15,500	13,092
	Dislocated Workers	12,800	16,093
	Older Youth	3,700	0
Credential/Diploma Rates	Adults	82.0	84.1
	Dislocated Workers	84.0	87.0
	Older Youth	80.0	0.0
	Younger Youth	91.0	95.4
Skill Attainment Rate	Younger Youth	96.0	97.8
Placement in Employment or Education	Youth (14 - 21)	N/A	66.4
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	40.9
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name  Northwest	Total Participants Served	Adults	18,908
		Dislocated Workers	312
		Older Youth (19 - 21)	45
		Younger Youth (14 - 18)	227
ETA Assigned #  26105	Total Exiters	Adults	18,893
		Dislocated Workers	190
		Older Youth (19-21)	26
		Younger Youth (14- 18)	135

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	98.1
	Employers	85.0	90.5
Entered Employment Rates	Adults	90.0	97.7
	Dislocated Workers	95.0	96.6
	Older Youth	83.0	100
Retention Rates	Adults	90.0	93.2
	Dislocated Workers	91.0	98.0
	Older Youth	86.0	85.7
	Younger Youth	82.0	98.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	14,800	14,252
	Dislocated Workers	13,600	14,307
	Older Youth	3,900	7,427
Credential/Diploma Rates	Adults	81.0	83.2
	Dislocated Workers	83.0	82.8
	Older Youth	80.0	100
	Younger Youth	91.0	87.8
Skill Attainment Rate	Younger Youth	96.0	99.8
Placement in Employment or Education	Youth (14 - 21)	N/A	79.5
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	53.3
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	60.6

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

**Table O – Local Performance**

Local Area Name Oakland County	Total Participants Served	Adults	53,196
		Dislocated Workers	451
		Older Youth (19 - 21)	168
		Younger Youth (14 - 18)	442
ETA Assigned # 26170	Total Exiters	Adults	51,871
		Dislocated Workers	124
		Older Youth (19-21)	8
		Younger Youth (14-18)	233

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	96.1
	Employers	85.0	91.9
Entered Employment Rates	Adults	91.0	96.9
	Dislocated Workers	95.0	99.4
	Older Youth	83.0	100
Retention Rates	Adults	91.0	99.2
	Dislocated Workers	92.0	97.7
	Older Youth	86.0	100
	Younger Youth	82.0	99.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	21,341
	Dislocated Workers	16,500	25,866
	Older Youth	4,400	6,860
Credential/Diploma Rates	Adults	82.0	89.2
	Dislocated Workers	84.0	87.7
	Older Youth	79.0	100
	Younger Youth	91.0	98.3
Skill Attainment Rate	Younger Youth	96.0	100
Placement in Employment or Education	Youth (14 - 21)	N/A	37.6
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	35.0
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
			X



**Table O – Local Performance**

Local Area Name  Ottawa County	Total Participants Served	Adults	9,862
		Dislocated Workers	485
		Older Youth (19 - 21)	40
		Younger Youth (14 - 18)	240
ETA Assigned #  26165	Total Exiters	Adults	10,351
		Dislocated Workers	216
		Older Youth (19-21)	14
		Younger Youth (14- 18)	78

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	98.5
	Employers	85.0	82.8
Entered Employment Rates	Adults	88.0	76.9
	Dislocated Workers	94.0	90.6
	Older Youth	83.0	90.0
Retention Rates	Adults	90.0	91.8
	Dislocated Workers	92.	96.0
	Older Youth	85.0	100
	Younger Youth	81.0	87.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12,400	13,283
	Dislocated Workers	14,100	15,792
	Older Youth	3,700	8,651
Credential/Diploma Rates	Adults	78.0	79.6
	Dislocated Workers	84.0	75.8
	Older Youth	80.0	80.0
	Younger Youth	86.0	91.8
Skill Attainment Rate	Younger Youth	96.0	90.0
Placement in Employment or Education	Youth (14 - 21)	N/A	84.0
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	85.4
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name Region 7B	Total Participants Served	Adults	10,819
		Dislocated Workers	94
		Older Youth (19 - 21)	9
		Younger Youth (14 - 18)	113
ETA Assigned # 26095	Total Exiters	Adults	11,000
		Dislocated Workers	54
		Older Youth (19-21)	25
		Younger Youth (14- 18)	81

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	94.5
	Employers	85.0	92.6
Entered Employment Rates	Adults	90.0	80.0
	Dislocated Workers	94.0	77.9
	Older Youth	83	60.0
Retention Rates	Adults	90.0	91.6
	Dislocated Workers	92.0	97.0
	Older Youth	85.0	80.0
	Younger Youth	79.0	63.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13,500	12,736
	Dislocated Workers	13,100	14,130
	Older Youth	3,700	8,669
Credential/Diploma Rates	Adults	81.0	84.5
	Dislocated Workers	83.0	72.1
	Older Youth	80.0	46.4
	Younger Youth	91.0	75.0
Skill Attainment Rate	Younger Youth	95.0	77.4
Placement in Employment or Education	Youth (14 - 21)	N/A	62.7
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	65.5
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
	X		

**Table O – Local Performance**

Local Area Name  South Central	Total Participants Served	Adults	18,341
		Dislocated Workers	492
		Older Youth (19 - 21)	167
		Younger Youth (14 - 18)	145
ETA Assigned #  26080	Total Exiters	Adults	18,496
		Dislocated Workers	161
		Older Youth (19-21)	27
		Younger Youth (14-18)	36

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	96.6
	Employers	85.0	85.8
Entered Employment Rates	Adults	91.0	97.7
	Dislocated Workers	95.0	99.4
	Older Youth	83.0	100
Retention Rates	Adults	91.0	94.6
	Dislocated Workers	94.0	98.4
	Older Youth	85.0	94.7
	Younger Youth	82.0	100
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	16,152
	Dislocated Workers	16,500	19,252
	Older Youth	4,100	6,776
Credential/Diploma Rates	Adults	82.0	91.0
	Dislocated Workers	84.0	94.4
	Older Youth	80.0	100
	Younger Youth	91.0	100
Skill Attainment Rate	Younger Youth	96.0	99.0
Placement in Employment or Education	Youth (14 - 21)	N/A	100
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	78.6
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

**Table O – Local Performance**

Local Area Name SEMCA	Total Participants Served	Adults	88,099
		Dislocated Workers	2091
		Older Youth (19 - 21)	330
		Younger Youth (14 - 18)	412
ETA Assigned # 26155	Total Exiters	Adults	87,059
		Dislocated Workers	779
		Older Youth (19-21)	87
		Younger Youth (14-18)	133
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	93.0	94.4
	Employers	85.0	87.9
Entered Employment Rates	Adults	91.0	96.7
	Dislocated Workers	94.0	98.9
	Older Youth	83.0	87.9
Retention Rates	Adults	90.0	95.2
	Dislocated Workers	92.0	96.9
	Older Youth	85.0	92.6
	Younger Youth	81	88.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	15,031
	Dislocated Workers	16,500	19,428
	Older Youth	3,900	5,496
Credential/Diploma Rates	Adults	82.0	83.4
	Dislocated Workers	84.0	79.6
	Older Youth	75.0	78.4
	Younger Youth	90.0	98.3
Skill Attainment Rate	Younger Youth	95.	96.4
Placement in Employment or Education	Youth (14 - 21)	N\A	92.6
Attainment of Degree or Certificate	Youth (14 - 21)	N\A	91.7
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	3.3

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

**Table O – Local Performance**

Local Area Name Thumb Area	Total Participants Served	Adults	15,001
		Dislocated Workers	341
		Older Youth (19 – 21)	221
		Younger Youth (14 – 18)	68
ETA Assigned # 26120	Total Exiters	Adults	14,216
		Dislocated Workers	220
		Older Youth (19-21)	121
		Younger Youth (14-18)	35
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	93.0	90.7
	Employers	85.0	78.6
Entered Employment Rates	Adults	80.	68.9
	Dislocated Workers	87.0	85.7
	Older Youth	83.0	69.1
Retention Rates	Adults	89.0	87.0
	Dislocated Workers	92.0	93.8
	Older Youth	85.0	82.1
	Younger Youth	81.0	75.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	15,700	16,709
	Dislocated Workers	14,300	16,909
	Older Youth	3,900	5,195
Credential/Diploma Rates	Adults	79.0	66.7
	Dislocated Workers	79.0	68.1
	Older Youth	72.0	64.8
	Younger Youth	90.0	80.0
Skill Attainment Rate	Younger Youth	92.0	88.7
Placement in Employment or Education	Youth (14 – 21)	N\A	65.1
Attainment of Degree or Certificate	Youth (14 – 21)	N\A	23.4
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	0.0

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

**Table O – Local Performance**

Local Area Name Washtenaw County	Total Participants Served	Adults	10,911
		Dislocated Workers	290
		Older Youth (19 - 21)	153
		Younger Youth (14 - 18)	222
ETA Assigned # 26150	Total Exiters	Adults	11,225
		Dislocated Workers	81
		Older Youth (19-21)	19
		Younger Youth (14-18)	20

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	96.4
	Employers	85.0	80.1
Entered Employment Rates	Adults	87.0	100
	Dislocated Workers	92.0	97.4
	Older Youth	83.0	95.0
Retention Rates	Adults	91.0	100
	Dislocated Workers	92.0	97.5
	Older Youth	85.0	100
	Younger Youth	82.0	93.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	16,000	18,936
	Dislocated Workers	16,500	23,112
	Older Youth	3,600	6,440
Credential/Diploma Rates	Adults	82.0	95.8
	Dislocated Workers	84.0	92.7
	Older Youth	80.0	92.6
	Younger Youth	90.0	100
Skill Attainment Rate	Younger Youth	95.0	96.1
Placement in Employment or Education	Youth (14 - 21)	N/A	96.8
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	68.0
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	5.5

Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

**Table O – Local Performance**

Local Area Name West Central	Total Participants Served	Adults	9,405
		Dislocated Workers	140
		Older Youth (19 - 21)	97
		Younger Youth (14 - 18)	74
ETA Assigned # 26100	Total Exiters	Adults	9,633
		Dislocated Workers	34
		Older Youth (19-21)	12
		Younger Youth (14- 18)	25
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance</b>
Customer Satisfaction	Program Participants	93.0	94.5
	Employers	85.0	91.1
Entered Employment Rates	Adults	86.0	92.9
	Dislocated Workers	94.0	98.6
	Older Youth	83.0	100
Retention Rates	Adults	89.0	88.3
	Dislocated Workers	93.0	96.1
	Older Youth	85.0	100
	Younger Youth	82.0	100
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12,800	13,526
	Dislocated Workers	14,000	15,608
	Older Youth	4,400	5,521
Credential/Diploma Rates	Adults	80.0	78.8
	Dislocated Workers	82.0	93.0
	Older Youth	79.0	96.2
	Younger Youth	90.0	91.7
Skill Attainment Rate	Younger Youth	95.0	88.5
Placement in Employment or Education	Youth (14 - 21)	N\A	70.3
Attainment of Degree or Certificate	Youth (14 - 21)	N\A	29.0
Literacy or Numeracy Gains	Youth (14 - 21)	N\A	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O – Local Performance**

Local Area Name Western U.P.	Total Participants Served	Adults	2,475
		Dislocated Workers	147
		Older Youth (19 - 21)	89
		Younger Youth (14 - 18)	148
ETA Assigned # 26090	Total Exiters	Adults	1,424
		Dislocated Workers	65
		Older Youth (19-21)	41
		Younger Youth (14-18)	93

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	93.0	99.8
	Employers	85.0	81.8
Entered Employment Rates	Adults	89.0	76.5
	Dislocated Workers	94.0	80.6
	Older Youth	83.0	37.0
Retention Rates	Adults	87.0	89.6
	Dislocated Workers	91.0	83.9
	Older Youth	81.0	80.0
	Younger Youth	74.0	60.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12,900	11,388
	Dislocated Workers	12,600	15,762
	Older Youth	3,600	3,856
Credential/Diploma Rates	Adults	81.0	83.7
	Dislocated Workers	83.0	78.4
	Older Youth	70.0	10.7
	Younger Youth	86.0	77.8
Skill Attainment Rate	Younger Youth	96.0	94.4
Placement in Employment or Education	Youth (14 - 21)	N/A	29.3
Attainment of Degree or Certificate	Youth (14 - 21)	N/A	18.3
Literacy or Numeracy Gains	Youth (14 - 21)	N/A	0.0

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