

# Workforce Development

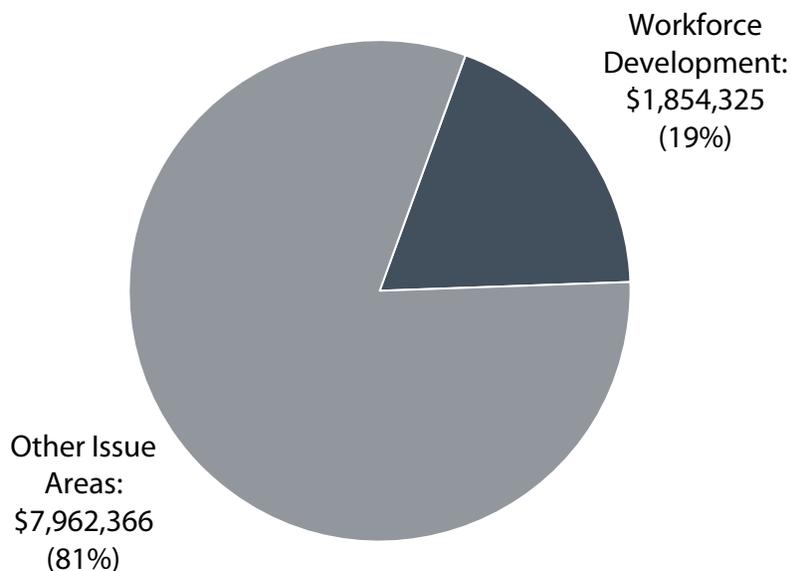
## GOALS AND SERVICES

Programs within this issue area provide employment and training services to help individuals improve workplace skills and obtain employment. Some examples of services provided by programs within this issue area include job readiness training, occupation-specific training, job search and job placement assistance, and related instruction, coaching or counseling leading to employment and earnings gain.

## CONTRACTED SERVICE PROVIDERS

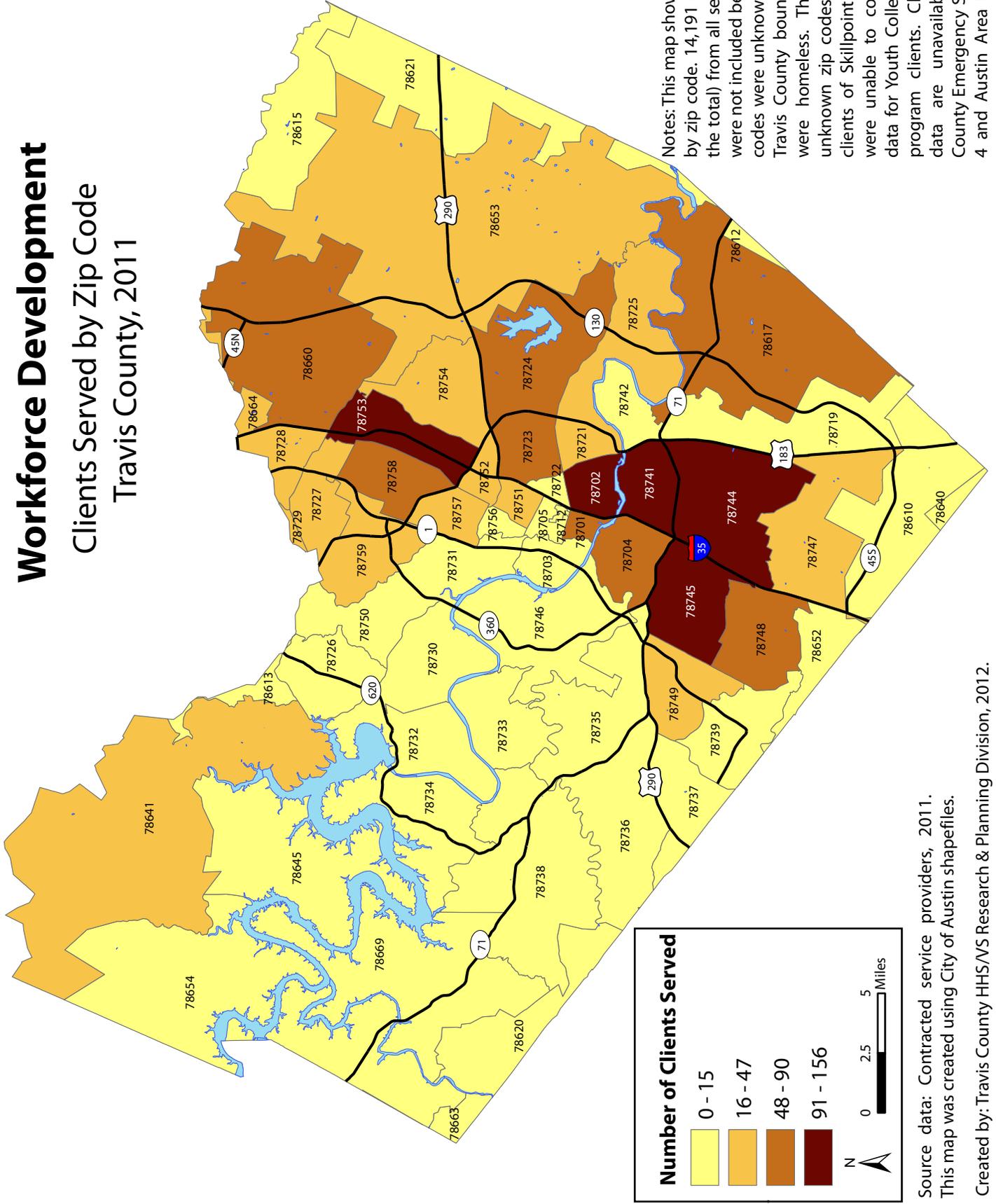
- American YouthWorks
- The Austin Academy
- Austin Area Urban League
- Austin Community College
- Capital IDEA
- Goodwill Industries of Central Texas
- Skillpoint Alliance
- Travis County Emergency Services District (ESD) 4
- Workforce Solutions—Capital Area Workforce Board: Rapid Employment Model

## INVESTMENT IN WORKFORCE DEVELOPMENT AND OTHER ISSUE AREAS, 2011



# Workforce Development

## Clients Served by Zip Code Travis County, 2011



Notes: This map shows 1,825 clients by zip code. 14,191 clients (89% of the total) from all service providers were not included because their zip codes were unknown or outside of Travis County boundaries or they were homeless. The majority of unknown zip codes (14,042) were clients of Skillpoint Alliance; they were unable to collect zip code data for Youth College and Career program clients. Client zip code data are unavailable for Travis County Emergency Services District 4 and Austin Area Urban League.

Source data: Contracted service providers, 2011.  
This map was created using City of Austin shapefiles.

Created by: Travis County HHS/VS Research & Planning Division, 2012.

# American YouthWorks

## Workforce Development

### Program Description

The Workforce Development program provides job training and job placement services. The goal of job training is to prepare participants for successful entrance into and performance in the workplace and the program works to enroll participants into project-based training programs, such as Casa Verde Builders, Green Energy Corps, Environmental Corps (E-Corps), Computer Corps, and American YouthWorks' Service Learning Academy. The goal of job placement is to aid participants in finding and securing employment before, during, and after training. Participants work with an Academic Coach or Counselor for assistance in job search, gathering and completing applications, creating a professional portfolio, and preparing for and scheduling interviews.

In addition, TCHHS/VS pays the American YouthWorks E-Corps to conduct improvements to Travis County parks. These projects serve as a hands-on, work-based learning opportunity for participants in the Workforce Development program described above.

### Funding

The total TCHHS/VS investment in the Workforce Development program for 2011 was \$201,992. This investment comprised 8.5% of the total program budget. The additional TCHHS/VS investment towards E-Corps for 2011 was \$83,300.

### Eligibility Criteria

This program serves disengaged (out-of-school/out-of-work) youth between the ages of 16 and 24 years old living in Travis County. Participants are from low-income families at or below 200% of the Federal Poverty Income Guideline level or below 80% of Austin's Median Family Income level.<sup>m</sup> Clients may include homeless youth; persons with disabilities; victims of abuse, neglect, or violence; ex-offenders; and those in need of basic educational services.

<sup>m</sup> Please see Appendix D for 2011 Austin Median Family Income guidelines.

## Client Demographics

The Workforce Development program served nearly the same number of male and female clients. Over half (62%) of clients were between the ages of 18 and 24 and 26% of clients were in the 15 to 17 age range. More than half (52%) of clients were Hispanic or Latino and 81% were White. Over one-third (34%) of clients had unknown incomes and 22% of clients had incomes below 50% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

<b>Gender</b>			<b>Age</b>		
	Num.	Pct.		Num.	Pct.
Female	124	50%	15 to 17	65	26%
Male	126	50%	18 to 24	156	62%
<i>Total</i>	<i>250</i>	<i>100%</i>	25 to 39	28	11%
			Unknown	1	0.4%
			<i>Total</i>	<i>250</i>	<i>100%</i>

<b>Ethnicity</b>			<b>Income</b>		
	Num.	Pct.		Num.	Pct.
Hispanic or Latino	130	52%	<50% of FPIG	56	22%
Not Hispanic or Latino	108	43%	50% to 100%	40	16%
Unknown	12	5%	101% to 150%	46	18%
<i>Total</i>	<i>250</i>	<i>100%</i>	151% to 200%	9	4%
			>200%	13	5%
			Unknown	86	34%
			<i>Total</i>	<i>250</i>	<i>100%</i>

<b>Race</b>		
<i>Population of one race:</i>		
American Indian or Alaska Native	2	1%
Black or African American	28	11%
White	203	81%
<i>Population of two races:</i>		
All other two race combinations	7	3%
<i>Other and Unknown:</i>		
Other	4	2%
Unknown	6	2%
<i>Total</i>	<i>250</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

# Client Zip Codes

Nearly half (46%) of clients in this program resided in the Southeast area of Travis County. The Southwest area also comprised a sizeable share of the client population, with 22% of clients. (See Appendix F for zip code classification map.)

Northeast			Northwest			North		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78653	1	0.4%	78613	1	0.4%	78729	1	0.4%
78752	2	0.8%	78731	2	0.8%	78757	1	0.4%
78753	7	2.8%	78750	1	0.4%	78758	1	0.4%
78754	1	0.4%	<i>Total Northwest</i>	4	1.6%	78759	2	0.8%
<i>Total Northeast</i>	11	4.4%				<i>Total North</i>	5	2.0%

Southeast			Southwest			East		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78617	6	2.4%	78652	1	0.4%	78702	9	3.6%
78640	1	0.4%	78704	12	4.8%	78721	5	2.0%
78741	40	16.0%	78735	1	0.4%	78722	1	0.4%
78744	60	24.0%	78737	1	0.4%	78723	10	4.0%
78747	9	3.6%	78745	26	10.4%	78724	1	0.4%
<i>Total Southeast</i>	116	46.4%	78748	13	5.2%	78725	1	0.4%
			78749	1	0.4%	<i>Total East</i>	27	10.8%
			<i>Total Southwest</i>	55	22.0%			

Others			Central		
	Num.	Pct.		Num.	Pct.
Outside of Travis Co.	13	5.2%	78701	1	0.4%
Unknown	4	1.6%	78705	4	1.6%
<i>Total Others</i>	17	6.8%	78751	9	3.6%
			78756	1	0.4%
			<i>Total Central</i>	15	6.0%

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

American YouthWorks met all but one performance goal in 2011. Program staff noted that job training enrollments now include only those participating at least half-time in job training activities, leading to fewer numbers of participants enrolled (see the third output). The program is also adjusting to a single campus model, which led to some disruptions over the course of the year. Although some participants are still job searching or haven't yet begun post-secondary education (see the second outcome), the program reported their best percentage of livable wage jobs (see the first outcome) and an all-time high for job retention (see the third outcome), which staff credited to improved tracking of program alumni.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	250	200	125%
Number of participants enrolled in job readiness training	240	190	126%
Number of participants enrolled in job training	175	180	97%
<b>Outcomes</b>			
Percentage of non-college enrolled graduates who obtained employment at a livable wage of \$9.00 or more	49% (17/35)	51% (25/49)	95%
Percentage of participants receiving job placement services who obtained employment, post-secondary education, apprenticeship training, the military, or other national service	59% (56/95)	78% (70/90)	76%
Percentage of graduating participants who obtained employment, post-secondary education, apprenticeship training, the military, or other national service and retained employment for 6 months or longer	75% (39/52)	76% (53/70)	99%

# The Austin Academy

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## Workplace Competency

### Program Description

The Workplace Competency program at The Austin Academy<sup>n</sup> empowers at-risk youth and economically disadvantaged adults by teaching them the long-term skills necessary to: acquire and retain gainful employment; meet the hiring criteria of local employers; achieve economic and personal self-sufficiency; and contribute to their community in a positive manner. The program provides job readiness training, basic education (GED classes), job placement assistance, case management, wrap-around support services, and follow-up. The Austin Academy incorporates into its academic curriculum the basic life skills necessary for the economic and personal self-sufficiency of its participants.

### Funding

The total TCHHS/VS investment in the Workplace Competency program for 2011 was \$43,609. This investment comprised 8.4% of the total program budget.

### Eligibility Criteria

This program serves members of households with incomes under 200% of the Federal Poverty Income Guideline who reside in Travis County and surrounding counties. Although not an eligibility requirement, the majority of clients reside in Dove Springs, South Austin, Montopolis, DelValle, East Austin and Northeast Austin. Residents with low socioeconomic status and low educational attainment disproportionately populate these areas.

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<sup>n</sup> The Austin Academy is now known as Ascend Center for Learning.

# Client Demographics

More than half (59%) of clients at The Austin Academy were female. Nearly half (45%) of clients were between 25 and 39 years of age and over one-quarter (27%) were in the 18 to 24 age group. Over half (51%) of clients were Hispanic or Latino. Two-thirds of clients were White and 29% were Black or African American. Nearly half (49%) of clients had incomes below 50% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

Gender	Num.	Pct.
Female	152	59%
Male	107	41%
<i>Total</i>	<i>259</i>	<i>100%</i>

Ethnicity	Num.	Pct.
Hispanic or Latino	131	51%
Not Hispanic or Latino	126	49%
Unknown	2	1%
<i>Total</i>	<i>259</i>	<i>100%</i>

Race	Num.	Pct.
<i>Population of one race:</i>		
American Indian or Alaska Native	2	1%
Asian	3	1%
Black or African American	75	29%
White	173	67%
Some other race	3	1%
<i>Population of two races:</i>		
Black or African American <b>and</b> White	1	0.4%
<i>Other and Unknown:</i>		
Unknown	2	1%
<i>Total</i>	<i>259</i>	<i>100%</i>

Age	Num.	Pct.
18 to 24	69	27%
25 to 39	116	45%
40 to 59	68	26%
60 to 74	6	2%
<i>Total</i>	<i>259</i>	<i>100%</i>

Income	Num.	Pct.
<50% of FPIG	127	49%
50% to 100%	79	31%
101% to 150%	25	10%
151% to 200%	15	6%
>200%	2	1%
Unknown	11	4%
<i>Total</i>	<i>259</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

## Client Zip Codes

Close to one-third (32%) of clients were located in the East area of Travis County while more than one-quarter (26%) of clients in lived in the Southeast area. (See Appendix F for zip code classification map.)

Northeast			Northwest			North		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78621	2	0.8%	78726	1	0.4%	78727	2	0.8%
78653	2	0.8%	78731	2	0.8%	78728	1	0.4%
78660	3	1.2%	78732	1	0.4%	78729	2	0.8%
78664	1	0.4%	78750	1	0.4%	78757	7	2.7%
78752	5	1.9%	<i>Total Northwest</i>	5	1.9%	78758	9	3.5%
78753	13	5.0%				78759	1	0.4%
78754	2	0.8%				<i>Total North</i>	22	8.5%
<i>Total Northeast</i>	28	10.8%						
Southeast			Southwest			East		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78610	3	1.2%	78704	18	6.9%	78702	44	17.0%
78617	16	6.2%	78735	2	0.8%	78721	13	5.0%
78719	3	1.2%	78745	8	3.1%	78723	14	5.4%
78741	25	9.7%	78748	4	1.5%	78724	10	3.9%
78742	4	1.5%	<i>Total Southwest</i>	32	12.4%	78725	2	0.8%
78744	13	5.0%				<i>Total East</i>	83	32.0%
78747	2	0.8%						
<i>Total Southeast</i>	66	25.5%						
West			Others			Central		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78703	2	0.8%	Homeless	9	3.5%	78701	6	2.3%
<i>Total West</i>	2	0.8%	Unknown	2	0.8%	78751	2	0.8%
			<i>Total Others</i>	11	4.2%	78756	2	0.8%
						<i>Total Central</i>	10	3.9%

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

The Austin Academy exceeded performance goals for all but one measure. Staff members reported that Austin Community College continues to refer overflow clients to their program, leading to higher numbers of clients served (see the first output). Other contributing factors include the economy, which is forcing people to get training to improve their job skills, and the addition of an Adult Basic Education program. Staff explained that the number of clients enrolled in Job Readiness and Computer Literacy (see the second output) is lower than anticipated for two reasons: 1) the program has lengthened the time it takes to become a permanent student from two weeks to 30 days, and 2) they have combined workplace and computer literacy into a more rigorous program called Job Readiness and it is a slower process for some to complete the program. The Austin Academy added Adult Basic Education classes to their offering in January 2011, which has greatly increased the number of clients enrolled in Basic Education (see the third output). Finally, staff believe that the program's outcome measures are higher than anticipated because their career services manager tries to match students with jobs that suit their skills and are interesting to them. It has been a successful way for students to remain in their jobs. The career services manager continues to network and develop relationships with employers and she has been trained to help people who have criminal records find jobs.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	259	110	235%
Number of clients enrolled in Job Readiness and Computer Literacy	66	80	83%
Number of clients enrolled in Basic Education	87	25	348%
<b>Outcomes</b>			
Percentage of clients who completed Job Readiness and obtained employment	95% (59/62)	66% (37/56)	144%
Percentage of Job Readiness clients who retained employment 6 months after placement	76% (35/46)	57% (21/37)	134%
Percentage of Job Readiness clients who obtained employment at \$9.00/hour or more	85% (50/59)	81% (30/37)	105%

# Austin Area Urban League

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## Work Force Training

### Program Description

The Austin Area Urban League's Work Force Training program provides typically underserved residents with access to employment opportunities, job-landing techniques, computer software usage skills, and GED education services from an accredited degree-granting institution. The program also provides wrap-around client assistance, such as help with utility bills or other needs that, if unmet, would pose a barrier to the client receiving the benefit of workforce development services.

### Funding

The total TCHHS/VS investment in the Work Force Training program for 2011 was \$45,774. This investment comprised 12.1% of the total program budget.

### Eligibility Criteria

Eligible participants include youth, young adults, and adults, the vast majority of whom are considered working age (16 years and above). Most participants have incomes at or below 150% of the Federal Poverty Income Guideline level.

### Client Demographics and Client Zip Codes

Client demographic data and client zip code data are unavailable.

## Performance Goals and Results

Austin Area Urban League (AAUL) had mixed performance results in 2011. Program staff reported that more clients were seeking training to improve their position in light of the current economic climate, leading to greater numbers of Essential Office Skills clients served (see the second output). Staff also noted that fewer clients visited AAUL due to the holidays, which impacted the number of Career Connections Center clients receiving assistance (see the third output).

Staff members explained that the percentage of clients advancing in or gaining employment (see the first outcome) under-performed because the skill set is low for those seeking employment through their program and the job prospects are even fewer. The lower number of clients obtaining employment at a livable wage (see the second outcome) was also attributed to more low-skilled individuals seeking employment assistance through AAUL and the lackluster economy. However, more than half of the clients obtaining jobs did retain their employment (see the third outcome). Finally, although much effort went into a widely-attended job fair, too few people reported getting a job/career as a result (see the fourth outcome). After the event in January, staff emailed all participants twice asking for follow-up. Staff plan to use these results to determine whether the costs to assemble a job fair are actually worth the benefits of the job fair, from the perspective of their clients.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	747	810	92%
Number of Essential Office Skills (EOS) clients served	110	90	122%
Number of Career Connections Center (CCC) clients receiving job placement assistance (more than one-time service through job fairs) that do not participate in EOS	271	420	65%
Number of Career Connections Center (CCC) clients receiving only one-time services through job fairs (i.e. not receiving any ongoing services)	366	300	122%
<b>Outcomes</b>			
Percentage of CCC clients receiving ongoing services who advance in or gain employment	16% (62/381)	60% (306/510)	27%
Percentage of CCC clients receiving ongoing services who obtain employment at a livable wage of \$10.00/hour or more	55% (34/62)	78% (238/306)	71%
Percentage of CCC clients who advanced in or gained employment 6 months prior and retained employment for 6 months	56% (33/59)	62% (189/306)	91%
Percentage of CCC clients receiving only one-time services through job fairs who obtained employment within a four-month period after the job fair	1% (3/366)	53% (159/300)	2%

# Austin Community College

## Teacher and Director TRAC

### Program Description

The goal of Teacher TRAC is to increase the number of professionally trained early care and education workers in Travis County. The goal of Director TRAC is to improve the qualifications of Travis County child care directors, permitting directors to meet Texas Department of Family and Protective Services Minimum Standards and Texas Rising Star Director Standards through college credit coursework. These Austin Community College (ACC) programs assist participants in successfully enrolling in and completing college courses by providing help in accessing student success services at ACC, monitoring students' progress in courses and contacting students to discuss student success strategies, including life coaching as needed.

Child care employees receive a \$75 bonus after the completion of their first ACC course with a "C" or above and additional bonuses of \$100 after each additional 12 hours completed with a "C" or above. Child care center directors receive a bonus of \$100 after the completion of 6-9 hours with a "C" or above. Financial support is also provided for credentialing application fees.

### Funding

The total TCHHS/VS investment in the Teacher and Director TRAC program from October 1, 2010 to September 30, 2011 was \$56,758. This investment comprised 25.4% of the total program budget.

### Eligibility Criteria

Eligibility for first enrollment priority requires child care employees (Teacher TRAC) or directors and assistant directors (Director TRAC) to: work full-time (30 hours per week or more), live or work full-time in the City of Austin or Travis County, and have a family income below 200% of the Federal Poverty Income Guideline level. Once eligibility is determined, enrollment preference is ranked by: 1) continuing Teacher or Director TRAC students; 2) individuals working in a center participating in Texas or Austin Rising Star and/or the QC3 Mentoring Project; 3) individuals working in a center enrolled in other Travis County or City of Austin-funded projects; and 4) individuals working in a center located within the City of Austin or Travis County.

## Client Demographics

Nearly all (99%) of clients served by Austin Community College were female. Clients were predominately between the ages of 25 and 39 (44%) or 40 and 59 (34%). Close to half (46%) of clients were Hispanic or Latino. Almost two-thirds (64%) of clients were White and 24% were Black or African American. Clients with incomes between 101% and 150% of the Federal Poverty Income Guideline level represented 31% of the total client population. (See Appendix C for specific guideline income levels.)

Gender	Num.	Pct.
Female	223	99%
Male	3	1%
<i>Total</i>	226	100%

Ethnicity	Num.	Pct.
Hispanic or Latino	105	46%
Not Hispanic or Latino	121	54%
<i>Total</i>	226	100%

Race	Num.	Pct.
<i>Population of one race:</i>		
American Indian or Alaska Native	3	1%
Asian	9	4%
Black or African American	54	24%
White	144	64%
<i>Population of two races:</i>		
American Indian or Alaska Native <b>and</b> White	2	1%
Asian <b>and</b> White	2	1%
Black or African American <b>and</b> White	6	3%
All other two race combinations	6	3%
<i>Total</i>	226	100%

Age	Num.	Pct.
18 to 24	48	21%
25 to 39	100	44%
40 to 59	76	34%
60 to 74	2	1%
<i>Total</i>	226	100%

Income	Num.	Pct.
<50% of FPIG	6	3%
50% to 100%	53	23%
101% to 150%	71	31%
151% to 200%	56	25%
>200%	40	18%
<i>Total</i>	226	100%

Note: Percentages may not total to 100% due to rounding.

# Client Zip Codes

Clients in the Teacher and Director TRAC resided throughout Travis County, with 20% of clients living in the Southwest area and another 20% located in the East area. The Southeast (18%) and Northeast (17%) areas also had substantial portions of the client population. (See Appendix F for zip code classification map.)

<b>Northeast</b>	Num.	Pct.
78621	1	0.4%
78653	5	2.2%
78660	10	4.4%
78664	4	1.8%
78752	4	1.8%
78753	10	4.4%
78754	4	1.8%
<i>Total Northeast</i>	<i>38</i>	<i>16.8%</i>

<b>Southeast</b>	Num.	Pct.
78610	4	1.8%
78617	4	1.8%
78741	15	6.6%
78744	15	6.6%
78747	2	0.9%
<i>Total Southeast</i>	<i>40</i>	<i>17.7%</i>

<b>West</b>	Num.	Pct.
78703	3	1.3%
78746	2	0.9%
<i>Total West</i>	<i>5</i>	<i>2.2%</i>

<b>Northwest</b>	Num.	Pct.
78613	2	0.9%
78641	1	0.4%
78726	2	0.9%
78731	1	0.4%
78734	3	1.3%
78750	1	0.4%
<i>Total Northwest</i>	<i>10</i>	<i>4.4%</i>

<b>Southwest</b>	Num.	Pct.
78704	7	3.1%
78736	2	0.9%
78745	17	7.5%
78748	9	4.0%
78749	11	4.9%
<i>Total Southwest</i>	<i>46</i>	<i>20.4%</i>

<b>Others</b>	Num.	Pct.
Outside of Travis Co.	1	0.4%
<i>Total Others</i>	<i>1</i>	<i>0.4%</i>

<b>North</b>	Num.	Pct.
78727	7	3.1%
78728	3	1.3%
78729	3	1.3%
78757	5	2.2%
78758	9	4.0%
78759	4	1.8%
<i>Total North</i>	<i>31</i>	<i>13.7%</i>

<b>East</b>	Num.	Pct.
78702	14	6.2%
78721	7	3.1%
78722	3	1.3%
78723	7	3.1%
78724	14	6.2%
<i>Total East</i>	<i>45</i>	<i>19.9%</i>

<b>Central</b>	Num.	Pct.
78701	1	0.4%
78705	2	0.9%
78751	6	2.7%
78756	1	0.4%
<i>Total Central</i>	<i>10</i>	<i>4.4%</i>

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

Austin Community College exceeded all performance targets in fiscal year 2011. Program staff members explained that they received additional stimulus money that was not anticipated, so they were able to serve more students than anticipated and allow students to take more courses than originally planned (see the first output). Staff members also noted that more students enrolled in and completed CDA coursework than originally anticipated (see the second outcome). One factor that may have contributed to this result was that 45 students who completed the sequence in Fall 2011 earned a \$1,000 bonus; however, the program no longer has that incentive for students.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated early childhood development staff receiving training or technical assistance (scholarships or books, depending on participants' funding source)	226	185	122%
Number of hours of participant contact for: advising; assistance in accessing ACC student success services; monitoring academic progress; and developing student success strategies, including life coaching	360	350	103%
<b>Outcomes</b>			
Percentage of Teacher and Director TRAC students completing coursework with a "C" or better	80% (204/255)	75% (140/185)	106%
Percentage of Teacher TRAC CDA students who completed their coursework or are still enrolled in coursework	81% (61/75)	66% (33/50)	123%
Percentage of Director TRAC participants who complete 2 college-level courses	73% (8/11)	70% (7/10)	104%

# Capital IDEA

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## Long-Term Training

### Program Description

The Long-Term Training program provides long-term educational sponsorship to low-income adults so that they can reach lifelong self-sufficiency by entering high-skilled, high-paying careers. The program includes: outreach, assessment, counseling and case management, English for Speakers of Other Languages (ESOL) classes, specialized education for entry into employer-sponsored training, Texas Higher Education Assessment (THEA) test preparation, high skills education for targeted occupations, wrap-around social services, and job placement and retention services.

### Funding

The total TCHHS/VS investment in the Long-Term Training program for 2011 was \$700,213. This investment comprised 23.4% of the total program budget.

### Eligibility Criteria

This program serves Central Texas residents (10-county region) with incomes at or below 200% of the Federal Poverty Income Guideline level. Clients must also be U.S. citizens or permanent residents, be 18 years of age or older, have a high school diploma or GED, have not completed a college degree, and make a commitment to give back to the community upon graduating.

## Client Demographics

Nearly three-quarters (74%) of clients in the Long-Term Training program were female and over half (52%) were in the 25 to 39 age group. Hispanic or Latino clients comprised 43% of all clients. More than half (61%) of clients were White and 24% were Black or African American. Over two-thirds (68%) of clients had incomes between 151% and 200% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

Gender			Age		
	Num.	Pct.		Num.	Pct.
Female	520	74%	18 to 24	231	33%
Male	183	26%	25 to 39	368	52%
<i>Total</i>	<i>703</i>	<i>100%</i>	40 to 59	102	15%
			60 to 74	2	0.3%
			<i>Total</i>	<i>703</i>	<i>100%</i>

Ethnicity			Income		
	Num.	Pct.		Num.	Pct.
Hispanic or Latino	302	43%	50% to 100%	222	32%
Not Hispanic or Latino	401	57%	151% to 200%	481	68%
<i>Total</i>	<i>703</i>	<i>100%</i>	<i>Total</i>	<i>703</i>	<i>100%</i>

Race		
<i>Population of one race:</i>		
American Indian or Alaska Native	2	0.3%
Asian	37	5%
Black or African American	169	24%
White	431	61%
<i>Population of two races:</i>		
Asian <b>and</b> White	1	0.1%
Black or African American <b>and</b> White	10	1%
All other two race combinations	11	2%
<i>Other and Unknown:</i>		
Other	42	6%
<i>Total</i>	<i>703</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

## Client Zip Codes

One-quarter of clients in this program were located in the Northeast area of Travis County. A larger number of clients also resided in the Southeast (17%) and North (16%) areas of the county. (See Appendix F for zip code classification map.)

Northeast			Northwest			North		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78621	6	0.9%	78613	9	1.3%	78727	19	2.7%
78653	12	1.7%	78641	19	2.7%	78728	14	2.0%
78660	45	6.4%	78645	1	0.1%	78729	11	1.6%
78664	34	4.8%	78726	2	0.3%	78757	5	0.7%
78752	9	1.3%	78731	3	0.4%	78758	47	6.7%
78753	56	8.0%	78732	1	0.1%	78759	13	1.8%
78754	16	2.3%	78734	4	0.6%	<i>Total North</i>	<i>109</i>	<i>15.5%</i>
<i>Total Northeast</i>	<i>178</i>	<i>25.3%</i>	78750	5	0.7%			
			<i>Total Northwest</i>	<i>44</i>	<i>6.3%</i>			
Southeast			Southwest			East		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78610	2	0.3%	78704	14	2.0%	78702	16	2.3%
78612	1	0.1%	78735	1	0.1%	78721	10	1.4%
78617	27	3.8%	78736	2	0.3%	78722	4	0.6%
78640	7	1.0%	78745	39	5.5%	78723	22	3.1%
78719	3	0.4%	78748	22	3.1%	78724	16	2.3%
78741	38	5.4%	78749	5	0.7%	78725	8	1.1%
78744	30	4.3%	<i>Total Southwest</i>	<i>83</i>	<i>11.8%</i>	<i>Total East</i>	<i>76</i>	<i>10.8%</i>
78747	11	1.6%						
<i>Total Southeast</i>	<i>119</i>	<i>16.9%</i>						
West			Others			Central		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78620	1	0.1%	Outside of Travis Co.	79	11.2%	78701	4	0.6%
78703	2	0.3%	<i>Total Others</i>	<i>79</i>	<i>11.2%</i>	78705	2	0.3%
78746	3	0.4%				78751	3	0.4%
<i>Total West</i>	<i>6</i>	<i>0.9%</i>				<i>Total Central</i>	<i>9</i>	<i>1.3%</i>

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

Capital IDEA met all but one performance target, falling short of goals on the percentage of clients obtaining employment (see the first outcome). Staff members noted that 18 clients graduated in December 2011 and have only just begun their employment search. Also, staff reported that many participants continue to seek employment for longer periods of time than in the past, primarily due to the ongoing economic downturn.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	703	700	100%
Number of clients who entered basic education skills training (ESL/ACC English)	50	50	100%
Number of clients who entered job training (degree- or certificate-level)	653	650	100%
<b>Outcomes</b>			
Percentage of clients actively seeking employment who obtained employment	65% (70/107)	90% (63/70)	73%
Percentage of clients who obtained employment two (2) quarters prior and retained employment for 6 months	97% (77/79)	95% (62/65)	102%
Percentage of clients who obtained employment at a livable wage of \$9.00/hour or higher	100% (70/70)	97% (61/63)	103%

# Goodwill Industries of Central Texas

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## Ready to Work

### Program Description

The Ready to Work program assists low-income persons with barriers to employment in finding and retaining employment in the local job market. Services are provided at the Rosewood Family Enrichment Center located in East Austin, the Goodwill Community Center in Northeast Austin, and in the Travis County Service Centers at Pflugerville and at Palm Square in Austin. The program's objectives are to: assist clients to establish and attain goals in their Individual Service Plan; develop job preparation skills for clients; assist clients to attain employment through the provision of job placement services; assist clients to attain employment at a livable wage; provide retention services that enable clients attaining employment to maintain employment; and reward responsible behavior leading to work attachment and job retention. Services include: intake, assessment and goal-setting with an Individual Service Plan; job readiness training; intensive family case management; job placement assistance; and job retention services, including financial assistance and incentives.

### Funding

The total TCHHS/VS investment in the Ready to Work program for 2011 was \$137,439. This investment comprised 19.8% of the total program budget.

### Eligibility Criteria

This program serves unemployed and low-income individuals living in neighborhoods that have the highest unemployment and poverty rates in Austin and Travis County. Participants must live at or below 200% of the Federal Poverty Income Guideline level. The program's target population includes: residents of housing developments and surrounding neighborhoods, welfare recipients, single-parent families, persons who are homeless, persons with minimal work experience, the working poor, and persons needing life and work skills. The program also places an emphasis on serving individuals who have previously been incarcerated or who have a criminal background.

## Client Demographics

The Ready to Work program served more male (66%) than female (34%) clients. Nearly half (49%) of clients were ages 40 to 59 and 34% were in the 25 to 39 age range. Almost one-third (31%) of clients were Hispanic or Latino. Most clients were either White (62%) or Black or African American (35%). Almost all (94%) clients had incomes below 50% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

Gender			Age		
	Num.	Pct.		Num.	Pct.
Female	96	34%	18 to 24	30	11%
Male	188	66%	25 to 39	97	34%
<i>Total</i>	<i>284</i>	<i>100%</i>	40 to 59	140	49%
			60 to 74	17	6%
			<i>Total</i>	<i>284</i>	<i>100%</i>

Ethnicity			Income		
	Num.	Pct.		Num.	Pct.
Hispanic or Latino	89	31%	<50% of FPIG	268	94%
Not Hispanic or Latino	195	69%	50% to 100%	7	2%
<i>Total</i>	<i>284</i>	<i>100%</i>	101% to 150%	7	2%
			151% to 200%	2	1%
			<i>Total</i>	<i>284</i>	<i>100%</i>

Race		
	Num.	Pct.
<i>Population of one race:</i>		
Asian	3	1%
Black or African American	100	35%
White	176	62%
Some other race	1	0.4%
<i>Other and Unknown:</i>		
Other	4	1%
<i>Total</i>	<i>284</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

# Client Zip Codes

Over one-quarter (29%) of clients served by Goodwill resided in the East area of Travis County, followed by the Southeast (15%) area. The Central (14%), Northeast (13%), and Southwest (13%) areas had similar percentages of the client population. (See Appendix F for zip code classification map.)

<b>Northeast</b>			<b>Northwest</b>			<b>North</b>		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78621	2	0.7%	78641	2	0.7%	78727	2	0.7%
78653	4	1.4%	78726	1	0.4%	78728	4	1.4%
78660	8	2.8%	<i>Total Northwest</i>	3	1.1%	78729	1	0.4%
78752	6	2.1%			78758	11	3.9%	
78753	14	4.9%	<b>Southwest</b>			78759	4	1.4%
78754	4	1.4%	78704	12	4.2%	<i>Total North</i>	22	7.7%
<i>Total Northeast</i>	38	13.4%	78735	1	0.4%			
			78736	1	0.4%	<b>East</b>		
			78745	17	6.0%	78702	51	18.0%
			78748	5	1.8%	78721	9	3.2%
			78749	2	0.7%	78723	15	5.3%
			<i>Total Southwest</i>	38	13.4%	78724	7	2.5%
						<i>Total East</i>	82	28.9%
			<b>Others</b>					
			Outside of Travis Co.	15	5.3%	<b>Central</b>		
			Unknown	4	1.4%	78701	31	10.9%
			<i>Total Others</i>	19	6.7%	78705	1	0.4%
						78751	4	1.4%
						78756	3	1.1%
						<i>Total Central</i>	39	13.7%

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

Goodwill had mixed performance results in 2011, exceeding all outcome goals but falling slightly short of expectations on two of three output measures. Staff members reported that the Fatherhood Works program funding ended on September 30, 2011 and no clients were enrolled during the fourth quarter of the year. This impacted the total number of clients served (see the first output).

All clients are expected to participate in a mandatory Job Search Workshop prior to working individually with a case manager, leading to greater numbers of clients participating in training (see the second output). Finally, staff members attribute the increased percentage of clients obtaining employment at a livable wage (see the third outcome) to an increased emphasis on financial literacy in the United Way program in particular and all programs in general. More clients are receiving financial literacy training, setting financial goals, and receiving case management towards reaching higher wage goals.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	284	340	84%
Number of clients participating in training	268	238	113%
Number of clients who obtained employment	200	238	84%
<b>Outcomes</b>			
Percentage of clients who obtained employment	70% (200/284)	70% (238/340)	101%
Percentage of clients who obtained employment two (2) quarters prior and retained employment for 6 months	54% (126/233)	50% (119/238)	108%
Percentage of clients who obtained employment at a livable wage of \$9.00/hour or more	57% (113/200)	50% (119/238)	113%

# Skillpoint Alliance

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## Youth College and Career / Adult Workforce (Gateway)

### Program Description

The goal of the Youth College and Career (YCC) program is to work with schools to build and deliver programs that prepare students for college and career success by creating partnerships with industry and community organizations. YCC focuses on building the college and career awareness of youth in the emerging workforce. The Gateway program seeks to strengthen the local economy by working with employers to build a quality workforce through adult training and education initiatives that will impact the region's most challenged citizens working in the construction and building industries. Gateway provides critical entry-level skills in the construction industry to adults with significant barriers to employment.

### Funding

The total TCHHS/VS investment in the Youth College and Career / Adult Workforce (Gateway) program for 2011 was \$244,965. This investment comprised 17.2% of the total program budget. Skillpoint Alliance also received an additional \$150,000 in one-time funding for the Adult Workforce (Gateway) program from October 1, 2011 to December 31, 2012.

### Eligibility Criteria

YCC and Gateway services target multiple populations by providing intermediary and programmatic activities, including: business and industry representatives; educators at the administrative and instructional levels; students K-12, primarily in Travis County school districts with efforts expanding to surrounding counties; and low-income, disadvantaged adults with significant barriers to employment, such as low literacy, criminal history, substance abuse, and homelessness.

## Client Demographics

Client demographic data are not collected for clients in the Youth College and Career program due to data collection challenges at large-scale events.

Client demographic data were collected for clients enrolled in the Gateway program. A majority (70%) of clients were male, and close to half (43%) were in the 25 to 39 age group. Over one-third (35%) of clients were Hispanic or Latino. Half of clients were White and 37% were Black or African American. Most (85%) clients had incomes below 50% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

<b>Gender</b>			<b>Age</b>		
	Num.	Pct.		Num.	Pct.
Female	42	30%	18 to 24	36	25%
Male	100	70%	25 to 39	61	43%
<i>Total</i>	<i>142</i>	<i>100%</i>	40 to 59	45	32%
			<i>Total</i>	<i>142</i>	<i>100%</i>

<b>Ethnicity</b>			<b>Income</b>		
	Num.	Pct.		Num.	Pct.
Hispanic or Latino	49	35%	<50% of FPIG	121	85%
Not Hispanic or Latino	93	65%	50% to 100%	21	15%
<i>Total</i>	<i>142</i>	<i>100%</i>	<i>Total</i>	<i>142</i>	<i>100%</i>

<b>Race</b>		
<i>Population of one race:</i>		
American Indian or Alaska Native	3	2%
Asian	3	2%
Black or African American	52	37%
Native Hawaiian or Other Pacific Islander	2	1%
White	71	50%
Some other race	9	6%
<i>Other and Unknown:</i>		
Other	2	1%
<i>Total</i>	<i>142</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

# Client Zip Codes

Client zip code data are not collected for clients in the Youth College and Career program, due to data collection challenges at large-scale events.

Client zip code data are collected for clients enrolled in the Gateway program. Over one-quarter (26%) of clients were located in the Southeast area of Travis County, and 16% of clients resided in the East area. (See Appendix F for zip code classification map.)

Northeast			Northwest			North		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78660	5	3.5%	78613	3	2.1%	78727	1	0.7%
78664	2	1.4%	78641	1	0.7%	78728	3	2.1%
78752	3	2.1%	78726	1	0.7%	78757	1	0.7%
78753	8	5.6%	78734	1	0.7%	78758	7	4.9%
<i>Total Northeast</i>	<i>18</i>	<i>12.7%</i>	78750	2	1.4%	<i>Total North</i>	<i>12</i>	<i>8.5%</i>
			<i>Total Northwest</i>	<i>8</i>	<i>5.6%</i>			
Southeast			Southwest			East		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78610	2	1.4%	78704	3	2.1%	78702	5	3.5%
78617	1	0.7%	78737	2	1.4%	78721	2	1.4%
78640	1	0.7%	78739	1	0.7%	78722	1	0.7%
78741	17	12.0%	78745	8	5.6%	78723	6	4.2%
78742	4	2.8%	78748	3	2.1%	78724	5	3.5%
78744	11	7.7%	<i>Total Southwest</i>	<i>17</i>	<i>12.0%</i>	78725	3	2.1%
78747	1	0.7%			<i>Total East</i>	<i>22</i>	<i>15.5%</i>	
<i>Total Southeast</i>	<i>37</i>	<i>26.1%</i>						
Others			Central					
	Num.	Pct.		Num.	Pct.			
Outside of Travis Co.	20	14.1%	78701	4	2.8%			
<i>Total Others</i>	<i>20</i>	<i>14.1%</i>	78705	2	1.4%			
			78751	1	0.7%			
			78756	1	0.7%			
			<i>Total Central</i>	<i>8</i>	<i>5.6%</i>			

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

Skillpoint Alliance met or exceeded performance targets on four measures but fell short of goals on three measures. Staff members explained that the annual College & Career Expo and the First Lego League competition met attendance expectations; however, the program over-projected the number of students it would reach through the annual Discover Engineering event, leading to fewer numbers of students provided college and career awareness and training (see the first output).

The program output in the fourth quarter of 2011 was the highest of any quarter during the year, with 60 clients enrolled in Gateway training (see the third output). Five classes were delivered during the period in four different training disciplines. Although below goal for the year, staff believe that the program's new delivery format and additional training offerings are proving successful. Finally, staff noted that, in general, clients are experiencing longer elapsed times in job search with the current economy (see the second outcome).

Performance Measure	Total Program Performance Results	Total Program Performance Goals*	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of K-12 students provided college and career awareness and training (YCC)	14,042	23,340	60%
Number of educators receiving professional development training through educator institutes (YCC)	127	120	106%
Number of unduplicated clients enrolled in job training (Gateway)	142	174	82%
<b>Outcomes</b>			
Percentage of clients enrolled in job training who successfully completed training	87% (123/142)	80% (139/174)	108%
Percentage of clients actively seeking employment who obtained employment	57% (70/123)	73% (101/139)	78%
Percentage of clients who obtained employment at a living wage of \$9.00/hour or more	93% (65/70)	75% (76/101)	123%
Percentage of clients who obtained employment two (2) quarters prior and retained employment for 6 months	69% (44/64)	74% (74/101)	94%

\* Total Program Performance Goals include 2011 contract year goals plus the performance goals attributable to the additional, one-time money expended in the last quarter of 2011.

# Travis County Emergency Services District (ESD) 4

## Travis County ESD 4 Fire Academy

### Program Description

The Travis County Emergency Services District (ESD) 4 Fire Academy is an intense, compressed 6-month course of study with 8 weeks dedicated to Emergency Medical Technician (EMT) training and the remaining 18 weeks dedicated to Firefighter curriculum. The Fire Academy strives to provide each student with the knowledge and skills to become certified through the Texas Commission on Fire Protection as a Basic Structural Firefighter and to become certified through the National EMT Registry, and licensed through the Texas Department of State Health Services as an EMT-Basic. This prepares the ESD 4 Fire Academy cadet graduates with the requirement which most fire departments in the State of Texas require to receiving consideration for employment as a firefighter.

### Funding

The total TCHHS/VS investment in the Travis County ESD 4 Fire Academy program from October 1, 2010 to September 30, 2011 was \$96,000 through an interlocal agreement.

### Eligibility Criteria

Applicants are required to have completed and submit their high school diploma or GED equivalent diploma. Each applicant is required to have a Texas Department of Public Safety (DPS) criminal background check performed and the sealed record submitted to ESD 4 for review. Cadets do not have to be Travis County residents; however, the goal is to conduct an academy with 21 cadets, of which 15 cadets are Travis County residents. The program is focused on garnering applications from demographic populations not highly represented in the fire service profession, including females of all ethnicities and males from Hispanic, Black or African American, and Asian groups.

### Client Demographics and Client Zip Codes

Client demographic data and client zip code data are unavailable.

### Performance Goals and Results

Performance data were unavailable at the time of this report's publication. Performance data will be available for the 2012 contract year.

# Workforce Solutions—Capital Area Workforce Board

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## Rapid Employment Model

### Program Description

The Rapid Employment Model (REM) program strives to improve work readiness, job placement, and retention among disadvantaged residents eligible for services. The program utilizes a consistent, holistic process to assess residents for eligibility and implements a customer-driven system to provide an array of short-term (6 months or less), occupation-specific training and job placement, or immediate placement for on-the-job training. Placement assistance and post-placement support for participants who successfully complete work readiness and occupation-specific training are provided. The program also works to improve placement outcomes for additional hard-to-serve participants who do not enroll in the full REM continuum (pre-employment, training, and placement).

### Funding

The total TCHHS/VS investment in the Rapid Employment Model program for 2011 was \$244,275. This investment comprised 100% of the total program budget. TCHHS/VS also funds two additional programs at Workforce Solutions—Capital Area Workforce Board: the Child Care Local Match program and the Quality Child Care Collaborative program, both described in the Child and Youth Development issue area section.

### Eligibility Criteria

Participants enter into the program via Workforce Solutions Career Centers or TCHHS/VS Community Centers. Participants are assessed by Workforce Solutions program specialists and must meet eligibility requirements for at least one of the following Workforce Solutions programs: Project RIO (for felony offenders released from state facilities), Supplemental Nutrition Assistance Employment and Training (for food stamp recipients), or Choices (for TANF recipients).

# Client Demographics

Three-quarters of clients in the Rapid Employment Model program were male and the remaining one-quarter were female. Slightly more than half (51%) of clients were between 25 and 39 years of age. Hispanic or Latino clients comprised 20% of the client population and 52% of clients were Black or African American. A majority (82%) of clients had incomes below 50% of the Federal Poverty Income Guideline level. (See Appendix C for specific guideline income levels.)

Gender	Num.	Pct.
Female	28	25%
Male	82	75%
<i>Total</i>	<i>110</i>	<i>100%</i>

Ethnicity	Num.	Pct.
Hispanic or Latino	22	20%
Not Hispanic or Latino	88	80%
<i>Total</i>	<i>110</i>	<i>100%</i>

Race	Num.	Pct.
<i>Population of one race:</i>		
American Indian or Alaska Native	1	1%
Black or African American	57	52%
White	32	29%
<i>Population of two races:</i>		
Black or African American <b>and</b> White	2	2%
Black or African American <b>and</b> American Indian or Alaska Native	1	1%
All other two race combinations	3	3%
<i>Other and Unknown:</i>		
Unknown	14	13%
<i>Total</i>	<i>110</i>	<i>100%</i>

Age	Num.	Pct.
18 to 24	7	6%
25 to 39	56	51%
40 to 59	43	39%
60 to 74	4	4%
<i>Total</i>	<i>110</i>	<i>100%</i>

Income	Num.	Pct.
<50% of FPIG	90	82%
50% to 100%	20	18%
<i>Total</i>	<i>110</i>	<i>100%</i>

Note: Percentages may not total to 100% due to rounding.

# Client Zip Codes

Over one-quarter (29%) of Workforce Solutions clients resided in the Southeast area of Travis County. The Northeast and East areas each represented 20% of the client population. (See Appendix F for zip code classification map.)

Northeast			Northwest			North		
	Num.	Pct.		Num.	Pct.		Num.	Pct.
78653	3	2.7%	78726	1	0.9%	78727	9	8.2%
78660	5	4.5%	<i>Total Northwest</i>	<i>1</i>	<i>0.9%</i>	78757	1	0.9%
78664	1	0.9%				78758	6	5.5%
78752	3	2.7%	Southwest			78759	1	0.9%
78753	10	9.1%	78704	1	0.9%	<i>Total North</i>	<i>17</i>	<i>15.5%</i>
<i>Total Northeast</i>	<i>22</i>	<i>20.0%</i>	78745	5	4.5%			
			78749	2	1.8%	East		
Southeast			<i>Total Southwest</i>	<i>8</i>	<i>7.3%</i>	78702	3	2.7%
78617	18	16.4%	Others			78721	1	0.9%
78741	5	4.5%	Unknown	2	1.8%	78722	1	0.9%
78744	9	8.2%	<i>Total Others</i>	<i>2</i>	<i>1.8%</i>	78723	9	8.2%
<i>Total Southeast</i>	<i>32</i>	<i>29.1%</i>	Central			78724	5	4.5%
			78701	4	3.6%	78725	3	2.7%
West			78756	1	0.9%	<i>Total East</i>	<i>22</i>	<i>20.0%</i>
78703	1	0.9%	<i>Total Central</i>	<i>5</i>	<i>4.5%</i>			
<i>Total West</i>	<i>1</i>	<i>0.9%</i>						

Note: Percentages may not total to 100% due to rounding.

## Performance Goals and Results

The REM program exceeded all performance targets. Staff reported that a high number of carryover clients from 2010 plus additional funds leveraged in 2011 resulted in higher-than-expected enrollment numbers (see the first output). These factors also resulted in higher than expected outcomes for the number of clients completing training and entering employment (see the first and second outcomes).

Clients continue to find employment with an average wage above the program goal of \$9.00 (see the third output). As a result, the program goal for 2012 was increased to \$10.00/hour. The higher wage is also the result of outliers, particularly for clients who complete the Truck Driving Program. These clients often find employment with a starting wage substantially higher than that of other clients completing the program.

Performance Measure	Total Program Performance Results	Total Program Performance Goals	Total Program Performance Goal Achieved
<b>Outputs</b>			
Number of unduplicated clients served	110	81	136%
Number of clients completing pre-employment training	71	65	109%
Number of clients completing occupation-specific training	65	52	125%
<b>Outcomes</b>			
Percentage of clients employed within three months of completing occupation-specific training	68% (44/65)	65% (34/52)	104%
Percentage of clients who retained employment for 6 months	63% (19/30)	56% (19/34)	113%
Average wage at entry	\$11.00/hour	\$9.00/hour	122%