Workforce Development Plan

Ending Hunger. For Good. - Pottstown Collaborative Initiative

Prepared By: Michelle Katz

Fels Institute
of Government
UNIVERSITY of PENNSYLVANIA

Table of Contents

Executive Summary

Food insecurity, defined by the US Department of Agriculture as "a household-level economic and social condition of limited or uncertain access to adequate food," is becoming an increasingly complex, urgent issue across the nation.[1] 1 in 8 Americans currently struggle with hunger and food insecurity, and in Philadelphia, 1 in 5 residents identify as being food-insecure.[2] Food insecurity has severe, adverse impacts on individuals and communities, with research showing that food-insecure individuals are significantly more likely to be affected by chronic diseases such as high blood pressure, asthma, and diabetes, and higher medical expenses as a result. Children are also disproportionately affected by food insecurity, with youth living in food-insecure households significantly more likely to have delayed development and behavioral problems such as hyperactivity, anxiety, and aggression.[3]

Research from Feeding America has shown a strong correlation between financial stability and food security, with households lacking financial stability significantly more likely to identify as food-insecure.[4] Thus, to develop a long-term solution to food insecurity, a plan is needed that addresses the root causes of hunger - a strategy that provides job training and career resources to lower-income, food-insecure individuals, with the goal of reducing barriers to better employment opportunities, and facilitating long-term food security through systemic change. The Philabundance *Ending Hunger. For Good.* initiative seeks to do just that - establishing a network of partner organizations and pilot programming that work to tackle the issues at the heart of food insecurity, providing participants with resources ranging from healthcare and housing, to job assistance and education, to financial literacy coaching - resources ultimately focused around ending hunger. For good.

Building off of progress made to-date through the *Ending Hunger. For Good.* initiative, including the participation of seven families and the establishment of the Pottstown Collaborative (a partnership comprised of Philabundance, the Pottstown Cluster of Religious Communities, and Habitat for Humanity of Montgomery and Delaware Counties) this workforce development document pulls together the information and resources needed to support and facilitate job training, career exploration, and workforce development opportunities for adult participants involved in the *Ending Hunger. For Good.* program. As such, this document lays out overarching findings and recommendations to Philabundance for establishing a workforce development strategy, highlights limitations and insights into the research and analysis process, and presents a toolkit to Philabundance and Collaborative partners to serve as a reference point when formulating, implementing, and evaluating a workforce plan. For ease of reference, the toolkit provided within this document has been broken down into the following sub-categories:

- *Workforce Development Modeling* - Analyzes and compares successful workforce development models across the country, including trends, best practices, and unique program features for Philabundance to consider in the development of their own strategy.
- *Workforce Profile* - Describes the demographic characteristics and current employment landscape for the State of Pennsylvania, Montgomery County, and the Pottstown Borough. Provides information on top employers, occupations, and industry-specific starting salaries for the region.
- *Career Assessment Tools* - Analyzes and compares career aptitude and assessment instruments that Philabundance may consider administering to program participants, to assess interest areas and expertise of individuals, and better align job training and career resources offered under workforce development programming.
- *Career Pathways Analysis* - Identifies specific job training resources and partnership opportunities for Philabundance to explore for participants around careers as a Certified Nursing Assistant (CNA). CNA careers have been identified as having a bright employment outlook, high-starting salaries, and potential for growth in Pennsylvania, and may offer participants a stable, affordable career path that improves long-term financial stability and food security.
- *Tracking and Evaluating Data - Best Practices* - Provides a set of tools and best practices for identifying, tracking, and analyzing program metrics in the evaluation of the *Ending Hunger. For Good.* workforce development initiative.

Methodology

In order to assemble a comprehensive workforce development plan for the *Ending Hunger. For Good.* initiative, research and analysis was needed into broader workforce development strategies, the demographic and employment landscape for Montgomery County, Pennsylvania (the primary location of program participants), and tools for assessing participant career interests and aptitudes, to inform recommendations for structuring, implementing, and evaluating a job development initiative within the Pottstown Collaborative's pilot program.

Thus, this document has been broken down into the following sub-categories:

- ☐ **Workforce Development Modeling**
- ☐ **Workforce Profile**
- ☐ **Career Assessment Tools**
- ☐ **Career Pathways Analysis**
- ☐ **Tracking and Evaluating Data - Best Practices**

While findings, recommendations, and lessons learned have been provided on the overarching workforce development plan presented within this document, a toolkit has also been created that provides a more in-depth analysis of the five sub-categories listed above. Additionally, specific tools and recommendations have been identified and developed to inform the Collaborative's next steps in planning and evaluating this initiative. While each sub-category builds upon the others in workforce development planning, each section of the toolkit may operate as a standalone document to reference for future planning and implementation efforts.

Findings

Workforce Development Modeling

☐ **Within successful workforce development models, organizations frequently incorporate workforce and organizational analysis into their planning efforts, to assess available resources, identify possible barriers to success, and better align workforce development goals with the organization's mission and regional employment landscape.**
To develop a successful job training program, organizations will frequently analyze their own organizational capacity - assessing the resources, objectives, and limitations involved in building out a workforce development plan, and ensuring that the initiative is closely aligned with broader organizational goals. Additionally, successful workforce development models will often include a workforce profile that surveys the local landscape of employers and employees, to identify hiring trends, employment opportunities, established job training resources, and any noticeable gaps that workforce development programming may fill. Complementing Philabundance's prior work in identifying organizational goals and a proposed timeline for establishing a workforce development pilot, as shown in the grant application found in *Appendix A*, this workforce plan also offers supplemental information on Montgomery County's workforce and job training landscape, to align this plan with the best practices of other, similar workforce models.

☐ **While some workforce development strategies offer resources for a single career path, others offer more diverse, individualized job training.**
Some workforce development models, such as that of the Maryland Food Bank and Food Bank of Delaware, center around one specific career area (e.g. culinary training), and provide all program participants with a single, standardized training curriculum. Other workforce strategies are broader, and involve numerous career training and educational resources that are tailored to the individual participant, such as that of the Community Services League and the Bucks County Opportunity Council. As the *Ending Hunger. For Good.* initiative offers personalized coaching and program supports to each individual participating, the organization's workforce development model will likely fall into the latter category and focus on tailoring career-readiness resources to meet each participant's interest areas and skillsets.

Workforce Profile

☐ **The business and finance operations industry offers the highest-paying entry-level jobs in Pennsylvania, with starting salaries averaging above $60,000.**
Analysis into Pennsylvania's employment landscape has shown that, across job industries, the business and finance sector offers the highest average starting salaries for jobs within Pennsylvania - above $60,000 annually. Additionally, jobs in the management, architecture and engineering, and protective service fields - sectors identified by the Department of Labor as being high-priority (having high potential for job growth, security, and liveable wages) - also have mean starting salaries

above $60,000 annually. This information suggests that Philabundance and Collaborative partners should explore these job industries for workforce development programming, and identify additional resources and services for participants that align with these career fields.

☐ **Healthcare and social assistance, retail trade, and manufacturing make up the majority of employment in Pennsylvania.**
Across Pennsylvania, healthcare and social assistance, retail trade, and manufacturing make up over one-third of the State's employment. These three job industries are also among the top ten employment industries, and largest employers, in Montgomery County, PA. Given the prominence of these industries across both Montgomery County and Pennsylvania, this information suggests that the healthcare and social assistance, retail trade, and manufacturing industries may offer an abundance of employment opportunities to participants within the *Ending Hunger. For Good.* initiative. As such, Philabundance and the Pottstown Collaborative may conduct further research into these job sectors and the local employment opportunities within these fields, to serve as resources under the Collaborative's workforce development initiative.

Career Pathways Analysis

☐ **Certified Nursing Assistant (CNA) careers offer ample employment opportunities and paid, local job training options to individuals throughout the Montgomery County region.**
Through analysis of Montgomery County's workforce profile, identification of career pathways, and review of participant interests under the *Ending Hunger. For Good.* initiative, it became clear that a Certified Nursing Assistant (CNA) career stands out as one of the most promising occupations for Philabundance and partners to explore within their workforce development initiative. Given the abundance of paid job training opportunities, open positions, and local training centers around Montgomery County for CNAs, this career path should be included within the workforce supports that are provided to individuals participating in the *Ending Hunger. For Good.* initiative, as they present a promising pathway leading to increased financial stability and food security.

Career Assessment Tools

☐ **Administering a career test or aptitude assessment can allow organizations to quickly determine the interest areas and skill levels of program participants.**
The results gained from career aptitude test administration can be used to inform workforce development programming, in allowing for more targeted, individualized employment resources that are provided to program participants. Within this workforce development plan, under *Assessment*, resources are provided that Philabundance may use to facilitate a career assessment, including a comparison of assessment instruments that are available for both in-person and remote administration.

☐ **Among the five career assessment tools that were analyzed, each had unique strengths and limitations. However, each career assessment instrument overall provided valuable information for use in workforce development planning; specifically in the alignment of career opportunities to individual interest and skillsets, and in suggestions for further employment resources.**
Of the career assessment tools that were analyzed, no one instrument was deemed to be a better fit than others for use in the *Ending Hunger. For Good.* workforce initiative. While some tools offered a more comprehensive assessment than others, ultimately each assessment had drawbacks in the form of self-reporting limitations, lack of accessibility, cost, or barriers to remote administration. However, despite no one tool being a perfect fit for use in the Philabundance pilot, each assessment does provide information that the Pottstown Collaborative may consider incorporating into their workforce development programming. Through the assessments, all of these tools provide a deeper understanding of the job industries that most closely align to participant interests and skill sets, and offer links to further employment resources for each job sector that is identified.

Tracking and Evaluating Data - Best Practices
☐ **Few established workforce development programs include a clearly defined, methodological approach to tracking and evaluating program data - rather, organizations define the success of workforce development programs in many different ways.** While several workforce models track the number of program graduates, the number of career trainings offered, and the average starting salary for popular career tracks, the workforce development models researched all lack a clearly defined set of program metrics to track and evaluate both qualitative and quantitative program data over time. Thus, within this document, under *Next Steps*, a recommended evaluation plan has been created for assessing the Collaborative's workforce development pilot and determining the success of this *Ending Hunger. For Good.* initiative.

Recommendations

☐ **Continue building out a network of partnerships to expand the job training and career-readiness resources that Philabundance can provide to program participants.**
As successful workforce development models across the nation utilize robust partnerships to offer individualized employment and job training resources to participants, Philabundance and Collaborative partners may consider expanding partnerships with local community colleges, job training organizations, and large employers locally. Philabundance may specifically target organizations for partnership development that offer career-readiness workshops, career assessment administration, or entry-level job openings that cannot be offered directly by the Collaborative (e.g. Montgomery County Community College, Montgomery County CareerLink, Pottstown Area Industrial Development, Inc.)

☐ **Develop a comprehensive evaluation plan for tracking participant employment progress following the completion of the workforce development program, and to quantify the success of the pilot program.**
To effectively track the progress and successes of this workforce development initiative, and to better identify gaps in programming or areas for improvement, Philabundance and partners should consider developing a comprehensive evaluation plan. This plan, while iterative, should include the initial identification of program metrics, a system to collect and track both quantitative and qualitative data, and a general structure for analyzing the data that is collected to determine the program's success.

☐ **Advertise workforce development resources more widely to increase participation rates.**
Following the successful implementation of a workforce development strategy, Philabundance and Collaborative partners should more widely advertise the program to *Ending Hunger. For Good.* participants, to increase engagement and participation rates. Once an evaluation has been completed for the initial cohort of workforce development participants, Philabundance should advertise the benefits of partaking in the workforce development program, and look to expand the number of participants that are included for each cycle. Advertising efforts may include written or verbal communications to *Ending Hunger. For Good.* program participants, flyering at Pottstown food pantries, and/or direct outreach by Collaborative partners to at-risk and in-need families that have been identified.

Reflections and Limitations

There are several limitations to the assessment methodology described, and to the employment data and resources that have been compiled within this document. First, although the *Workforce Profile* analysis has attempted to capture the most up-to-date workforce and employment information for the State of Pennsylvania, Montgomery County, and the Pottstown Borough, the employment data shown was gathered before COVID-19, and thus may not reflect significant employment changes resulting from the pandemic. As COVID-19 has led to mass layoffs and the closure of restaurants and non-essential businesses nationwide, the employment data provided does not represent Montgomery County's workforce profile post-pandemic. Similarly, while local job training and career resources have been catalogued within this workforce development plan, due to the pandemic, not all resources may be open or operating at their full capacity, per recommendations and guidance put forth by the federal and state governments, as well as the Center for Disease Control (CDC).

Additionally, in light of COVID-19, many organizations offering job training and career exploration tools have significantly reduced or cancelled upcoming events and programming. It has become increasingly apparent through workforce development research that the majority of job training and career-readiness resources rely heavily on an in-person format. While certain organizations such as CareerLink have been able to switch many workshops to an online format, the pandemic has led to an overall reduction in employment and career-readiness resources that are available to the public - particularly those that are free and local. Online programming relies heavily on remote internet connection and a quiet workspace to complete trainings or assessments, and thus this switch to virtual resources may not be inclusive to all individuals - particularly those who may be lower-income, and without access to such amenities.

Thirdly, as the *Ending Hunger. For Good.* initiative is ongoing, but the work on this report extends only from January - August of 2020, this report does not capture any progress on workforce development following this date range. As a career aptitude assessment tool was not yet administered as of August 2020 to program participants, no evaluation, lessons learned, or analysis have been taken from assessment administration, but rather, the process of building out a workforce development plan overall. As Philabundance and the Pottstown Collaborative continue working to administer a career assessment to pilot participants and expand workforce development efforts, new analyses, best practices, and program priorities may be established that are not encompassed within this report, and develop later on in the process.

Finally, as the cohort of program participants has been recruited from those already participating in the *Ending Hunger. For Good.* pilot, the sample of workforce development participants, and their respective career interests and aptitudes, may not be representative of the larger Montgomery County area, or of the population that is utilizing the Collaborative's food and workforce resources. Thus, any findings or trends that are taken from this workforce development pilot can only be applied to the individual cohort, and - given the small sample size - cannot be extrapolated to larger groups or populations.

Resource Toolkit

The following sections of this document provide more in-depth research, analysis, and tools for implementing and evaluating a workforce development strategy, specifically citing ways in which this information may be applied to the *Ending Hunger. For Good.* initiative. Mirroring the findings listed above, the sections of this toolkit are broken down into the following categories:

- ☐ **Workforce Development Modeling** - This section provides analysis and comparison between successful workforce development models across the country, to assess similarities, standard best practices, and/or opportunities for development that the Pottstown Collaborative may choose to use within their workforce development strategy.
- ☐ **Workforce Profile** - The workforce profile section describes the demographic characteristics and current employment landscape for the State of Pennsylvania, providing an overview of statewide employer trends and median income levels locally, and a more micro-level breakdown of employment and job training opportunities in the Pottstown Borough and Montgomery County area. This information may be used to assess possible career paths for program participants, in tandem with career aptitude test results as discussed within the *Career Assessment Tools* section of this document.
- ☐ **Career Assessment Tools** - This section analyzes and compares career aptitude assessment instruments, including question styles, assessment length, pricing, and scoring information for five available assessment tools. Philabundance may consider using this information to inform possible career aptitude test administration to program participants, to better inform the resources and information provided in the workforce development program.
- ☐ **Career Pathways Analysis** - The career pathways analysis section identifies specific job training resources and partnership opportunities for Philabundance to explore around careers as a certified nursing assistant (CNA). CNA careers have been identified as having a bright employment outlook, high-starting salaries, and potential for growth in Pennsylvania, and may offer program participants a career path that significantly improves financial stability and food security.
- ☐ **Tracking and Evaluating Data - Best Practices** - This section provides tools for identifying, tracking, and analyzing program metrics in the evaluation of the *Ending Hunger. For Good.* workforce initiative, including identification of sample metrics, recommendations for tracking data, and a sample metrics tracking spreadsheet.

While all sections of the tool kit may be viewed in their entirety, each section may also act as a standalone resource for Philabundance and Collaborative partners, offering analysis, suggestions, and tools that inform various aspects of workforce development planning and strategizing.

Workforce Development Modeling

An initial analysis of existing workforce development models was conducted to determine best practices, trends, and insights into effective strategies when building out a workforce development plan. Research into such models has been tracked and categorized below. Philabundance and Collaborative partners may use the best practices gained from these models to inform the structure of the *Ending Hunger. For Good.* workforce development initiative, particularly in framing the features, duration, and size of the Collaborative's workforce program strategy.

Workforce Development Models					
Organization Name	**Program Type**	**Number of Participants**	**Length of Program**	**Program/Strategy Features**	**More Information**
Maryland Food Bank - FoodWorks[5]	Culinary Training Program	100 annually	12 weeks	- 12 week professional training - ServSafe certification - Job placement	https://mdfoodbank.org/hunger-in-maryland/approach/programs/foodworks/
Food Bank of Delaware - The Culinary School[6]	Culinary Training Program	400 to-date	14 weeks	- 12 week professional training - 2 week paid work experience at professional food company, restaurant, or catering company	https://www.fbd.org/the-culinary-school/
Community Services League -Bridges to Career Opportunities (BCO) Program[7]	- Certified Nursing Assistant (CNA); Medical Coding and Billing; Clinical Medical Assistant; Welding Training	100 (since 2016)	8-12 weeks	- Professional career training - Industry Recognized Credentials (IRCs) offered	https://www.cslcares.org/bco
Denver Public Health - Workforce Development Plan	- Overarching Workforce Development Strategy	N/A	N/A	- Agency and workforce profile - Needs assessment - Catalogue of employee workforce trainings	http://www.phf.org/resourcestools/Documents/WFD_Plan_Denver_Public_Health_2014.pdf

Bucks County Opportunity Council (BCOC) - Economic Self-Sufficiency Program	-Individualized Career-Readiness Program	976 participants; 345 graduates[8]	N/A	- Personal career assessments - Career coaching and counseling - Individualized education and job training	https://www.bcoc.org/i-need-help-with/self-sufficiency/overview/

Workforce Profile

This workforce profile describes the demographic characteristics and current employment landscape for the State of Pennsylvania - providing a broad overview of statewide employer trends and median income levels per job industry, and a more micro-level breakdown of employment and job training opportunities available in the Pottstown Borough and surrounding Montgomery County area. Building off of the findings from the previous section of this document, *Workforce Development Modeling*, a workforce profile has been provided to better tailor job training and career-readiness resources offered to program participants under the *Ending Hunger. For Good.* initiative, based upon the current employment landscape within Montgomery County. More specifically, Philabundance and Collaborative partners may use the information found in the below workforce profile to identify current hiring and employment trends, available job training resources, and gaps in Montgomery County's employment services that may be filled through the *Ending Hunger. For Good.* workforce development initiative, to improve the career outlook, financial stability, and ultimately food security of program participants.

The compiled data has been largely sourced from publicly available information found on the United States Census Bureau website, as well as the Pennsylvania Department of Labor and Industry Center for Workforce Information and Analysis. It should be noted that while the employment data provided is the most up-to-date information available per the US Census Bureau and Pennsylvania Department of Labor and Industry, this information may not reflect changes in the current workforce and employment/job training opportunities available due to COVID-19 and the ongoing public health crisis.

Comparative Demographics at a Glance

	State of Pennsylvania[9]	Montgomery County[10]	Pottstown Borough
Population:	12,801,989[11]	830,915	22,600
Median Household Income:	$59,445[12]	$88,166	$49,377
Persons per Household:	2.46	2.55	2.48
Online Job Postings (2020):	96,205	10,460	N/A
% of High School Graduates:	90%	94%	87%

Statewide Employment Trends

In assessing workforce and employer trends for the State of Pennsylvania, several career industries stand out as having the highest percentage of employment for the state. These industries include:

1) **Healthcare and Social Assistance**
2) **Retail Trade**
3) **Manufacturing**

Figure 1 below presents 2019 employment information for Pennsylvania, including a breakdown of the state's employment by industry.
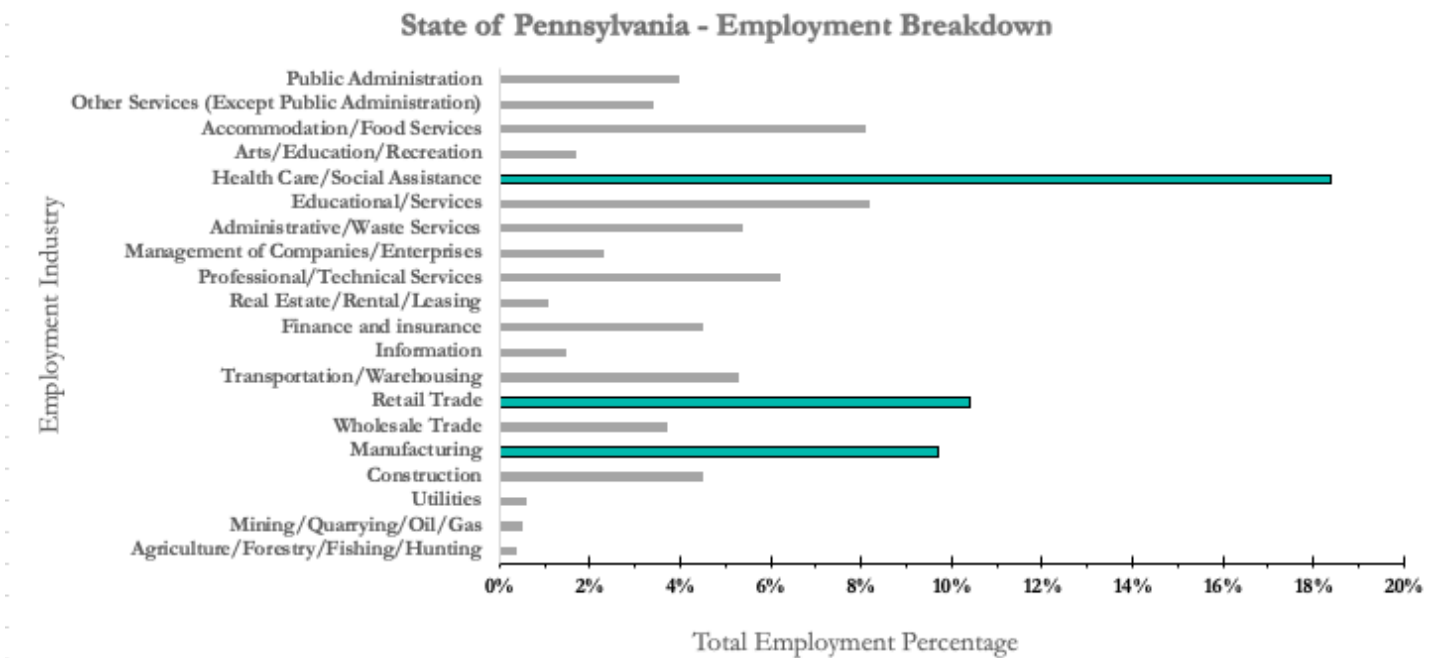

Figure 1: Pennsylvania Employment Breakdown

As highlighted by the three blue bars shown, healthcare and social assistance, retail trade, and manufacturing make up over 38% of employment for Pennsylvania. Other industries including accommodation and food services, educational services, and professional and technical services make up a smaller, but still significant, portion of Pennsylvania's employment breakdown.

Pennsylvania's top employment industry - healthcare and social assistance - makes up over 18% of the state's total employment. [13] This job industry, including any organization that provides healthcare or social assistance to individuals, is made up of hospitals, nursing and residential care facilities, ambulatory health care services, and social assistance programs.[14]

Per data from the US Census Bureau, Pennsylvania employment trends also show that entry-level salaries vary significantly between industries, with three industries in particular - business and finance operations, architecture and engineering, and life/physical/social sciences - having the highest starting salary on average.

As shown in *Figure 2*, entry-level business and finance positions see the greatest average annual salary, at almost $63,000 per year. Within this industry, occupational areas include accounting, tax preparation,

bookkeeping, and payroll services, insurance and employee benefits, financial investments and commodity contracts, among others.[15] A comprehensive list of occupations within this occupation, including tasks, skills and abilities needed to perform the work, educational credentials, and wage and employment trends, can be found online at the Occupational Information Network (O*NET), a comprehensive occupational database sponsored by the US Department of Labor and Employment and Training Administration.[16]
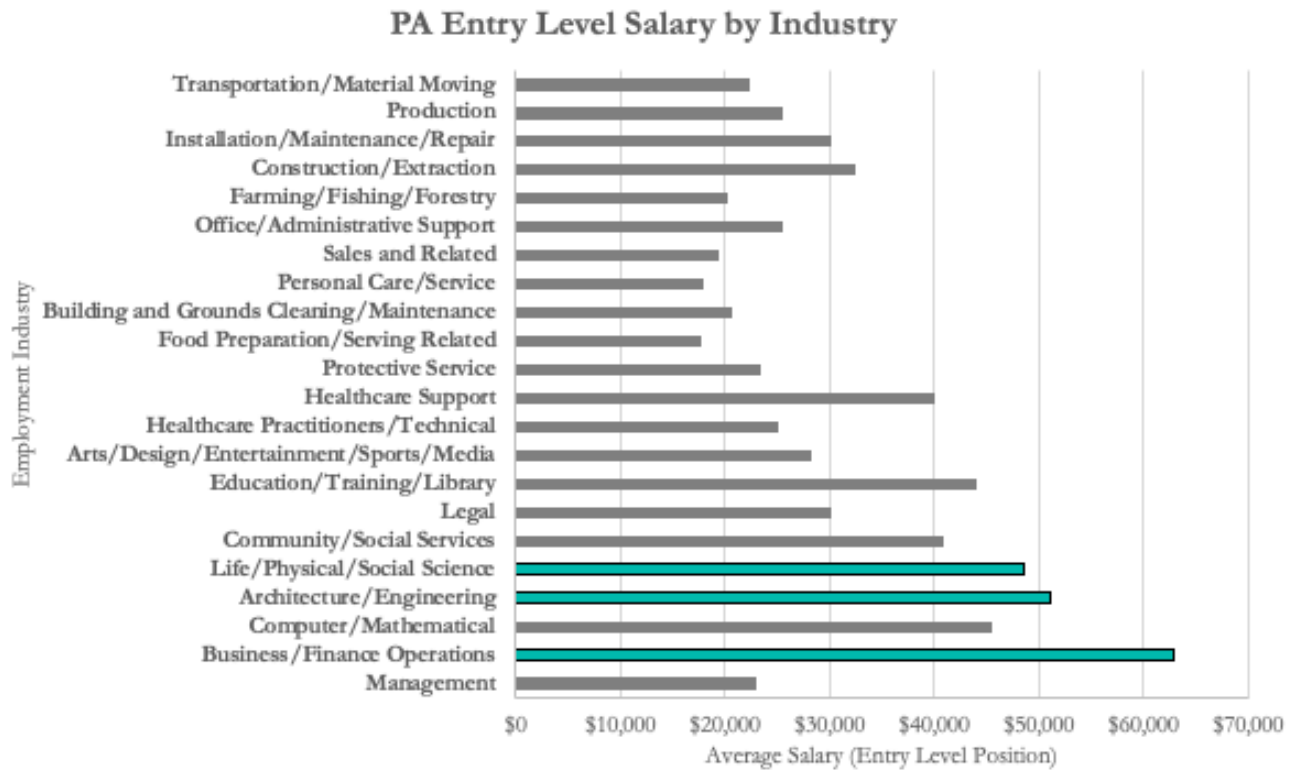

PA Entry Level Salary by Industry

Figure 2: Pennsylvania Salaries by Industry

Pottstown Demographics

Looking more locally at the demographic characteristics of the Pottstown Borough of Montgomery County, Pennsylvania - where the *Ending Hunger. For Good.* initiative is based - research has shown a historically high poverty rate in Pottstown, more than three times higher than the County average.[17] As of 2019, the poverty rate in Pottstown exceeded 19%, with the median annual household income just above $49,000.[18] Among children living in the Pottstown Borough, an estimated 30% are living below the poverty line - 1.5x that of the youth poverty rate across the State of Pennsylvania.[19] Gender, race, and level of educational attainment are also related to poverty incidence within Pottstown, with females, those identifying as Asian or Native Hawaiian/Pacific Islander, and individuals without a high school degree significantly more likely to be living below the poverty line.[20]

While there are conflicting reports on the current unemployment rate for the Pottstown Borough, hovering anywhere between 3-5%, the unemployment rate for Montgomery County as of early 2020 was 4.6%, or roughly 17,500 individuals - a number that has been largely on the rise since early 2019. [21]

A more detailed breakdown of Pottstown's workforce demographics, including education, race, age, gender, average commute time, and internet accessibility amongst residents, can be found on the following page.

The Pottstown Workforce

Education: While nearly 90% of the residents living in Pottstown have at least a high school diploma in terms of education level, just 20% of the population has a Bachelor's degree or higher.[22]

Race: The majority of Pottstown residents (69%) identify as White, while 21% identify as Black or African American, 8% identify as Hispanic or Latino, and less than 1% identify as American Indian/Alaska Native, Asian, or Native Hawaiian/Pacific Islander.[23]

Age: The majority of Pottstown residents are of working, adult age, between 18 and 64.[24] 25% of residents are under the age of 18, while13% are 65 or older.

Gender: A slight majority of residents living in Pottstown identify as female - roughly 52%.[25]

Work Commute: The majority of Pottstown residents commute to work via car, driving alone, with the average household owning two cars. [26] The average commute time to work amongst residents is roughly 27 minutes.

Internet Accessibility: While 86% of Pottstown households reported owning a computer between 2014 and 2018, just 76% of households during this period also reported having a broadband internet subscription.[27]

Local Employers

To provide more context into Montgomery County's current employment landscape, and to offer ideas to Philabundance on possible partnerships and career opportunities to explore under the *Ending Hunger. For Good.* workforce development initiative, popular employment industries have been identified on the following page.

In Montgomery County, Pennsylvania, the top ten industries employing individuals as of 2019 include:[28]

Top Employment Industries - Montgomery County, PA	
1	Restaurants/Eating Establishments
2	Elementary/Secondary Schools
3	General Medical/Surgical Hospitals
4	Scientific Research/Development Services
5	Management of Companies/Enterprises
6	Employment Services
7	Individual/Family Services
8	Grocery Stores
9	Pharmaceutical/Medicine Manufacturing
10	Computer Systems Design/Related Services

More specifically, the top ten employers within Montgomery County, as of 2019, include:[29]

	Top Employers - Montgomery County, PA	
	Employer Name	**Industry Classification**
1	Merck Sharp & Dohme Corporation	Pharmaceuticals
2	Abington Memorial Hospital	Hospital
3	Pennsylvania State Government	Government
4	Main Line Hospitals Inc.	Medical/Surgical Hospital Services
5	SmithKline Beecham Corporation	Pharmaceuticals
6	Albert Einstein Medical Center	Hospital
7	Giant Food Stores LLC	Grocery and Pharmacy
8	SEI Investments	Financial Services
9	Montgomery County	Government
10	Lockheed Martin Corp	Aerospace, Defense, Security, & Advanced Technologies

In addition to the aforementioned industries and employers, the Pennsylvania Department of Labor and Industry has also identified High Priority Occupations, or HPOs, throughout the Commonwealth. HPOs, defined as "job categories that are in demand by employers, have evolving skill needs, and are likely to provide family-sustaining wages," are part of DOL's workforce development strategy, and utilize occupational data, economic development investments, business demand, and labor market trends to determine which occupations have the greatest potential for employment locally, offer livable wages, and have the greatest career advancement potential. [30]

The full list of HPOs for Montgomery County can be found online at the Department of Labor's Center for Workforce Information and Analysis website. Among the HPOs listed, common occupational industries for jobs in Montgomery County, Pennsylvania include management, business and financial operations, computer and mathematics, architecture and engineering, community and social services, healthcare, sales, office and administrative supports, construction and extraction, installation/maintenance/repairs, production, and military career pathways.[31] In total, there are 84 Standard Occupational Classifications (SOCs) referenced in the Department of Labor's HPOs - a classification system used by federal agencies to systematize jobs into different occupational categories. In *Figure 3* below, average entry level salary ranges

are shown for some of the most common HPO job areas in Montgomery County, based upon their SOC classification. An accompanying *SOC Classification Legend* is also included on the following page, which identifies the occupation area for each SOC code identification number shown on the below graph.
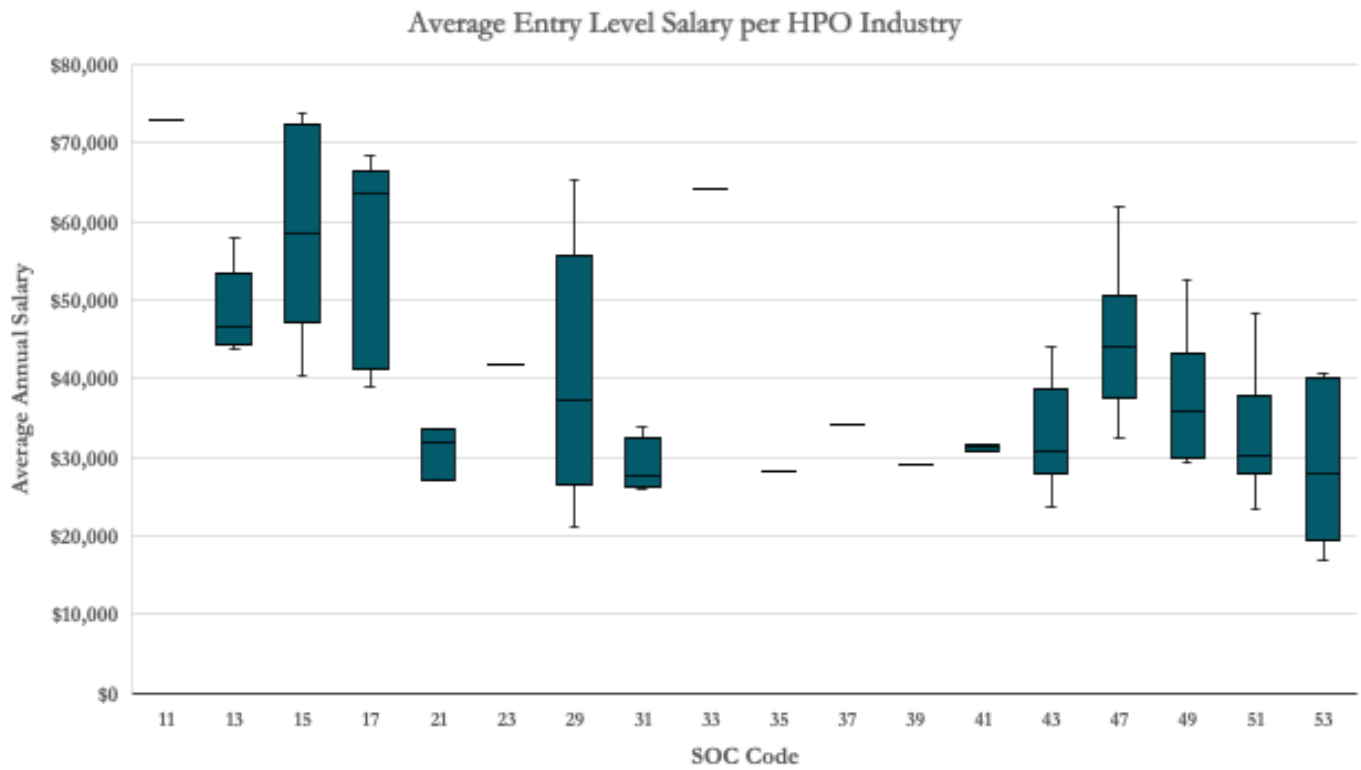

Figure 3: Entry Level Salary Ranges for HPO Industries in Montgomery County, PA

SOC Code Classification Legend			
SOC Code[32]	**Occupation**	**SOC Code**	**Occupation**
11	Management	**35**	Food Preparation and Serving Related
13	Business and Financial Operations	**37**	Building and Grounds Cleaning and Maintenance
15	Computer and Mathematical	**39**	Personal Care and Service
17	Architecture and Engineering	**41**	Sales and Related
21	Community and Social Service	**43**	Office and Administrative Support
23	Legal	**47**	Construction and Extraction
29	Healthcare Practitioners and Technical	**49**	Installation, Maintenance, and Repair
31	Healthcare Support	**51**	Production
33	Protective Service	**53**	Transportation and Material Moving

Among the 84 high priority occupations (HPOs) identified by the Department of Labor, 59 require on-the-job or postsecondary training, while 25 occupations require an associate's degree or higher. 18 of the most common SOC code classifications from among the HPO industries identified are included in the above graph, along with the ranges of starting salary (on average) for jobs within each SOC category. As a whole, jobs in the Management (11), Architecture and Engineering (17), and Protective Service (33) occupational areas have the highest average entry level salaries, with a mean income above $60,000 annually. Jobs in the Computer and Mathematical (15), Healthcare Practitioners and Technical (29), and Construction and Extraction (47) fields also have a higher entry-level salary, on average, compared to the other SOCs, but also reflect a much larger range for starting salary for jobs within each field.

Local Job Training Resources

A summary of existing job training resources in Montgomery County has been outlined in the table below. These resources have the potential to complement the *Ending Hunger. For Good.* workforce pilot program, and present opportunities for expanded partnerships and capacity-building in future years as the pilot program continues to develop. The list of below organizations may also provide successful job training tools and career workshops that align with the career pathways participants express interest and aptitude in. More information on possible career pathways and associated resources can be found further down within this document, under *Career Pathways Analysis*.

Job Training Resources - Montgomery County, PA	
Organization Name	**Career Resources/Information Offered**
[Montgomery County Community College - West Campus](#)	- Non-credit job training programs offered both individually and to organizations, six weeks or less. - Career tracks include: Culinary, Healthcare Training, Information Technology, "Fast Track to Employment", Office Administration, Professional Development, Customer Experience, Industrial and Manufacturing Training, Municipal Police Academy, Patient Experience, Real Estate.[33]
[PA CareerLink Montgomery County](#)	- Both employer and job seeker resources offered.[34] - In-person career workshops and training sessions held throughout the calendar year, including resume building workshops, interviewing strategies, Microsoft Office and Excel training, networking preparation events, and individual career consultations.
[Pottstown Area Industrial Development Inc. (PAID)](#)	- Information featured on "anchor" institutions who serve as the largest employers in the Pottstown area (include Montgomery County Community College, Pottstown Hospital/Tower Health, and the Hill School). [35]
[Montgomery County Employment Advancement and Retention Network (EARN)](#)	-Job search assistance and career guidance offered to participants, including career wardrobe services, computer labs, life-skill workshops, and individualized supports.[36] -To be eligible, participants must have children and be referred by the County Assistance Office.

Career Assessment Tools

As described in the *Findings* section above, career aptitude assessments can serve as a valuable resource for gathering information on participant skills and interest areas for use in workforce development planning. To implement such an assessment for *Ending Hunger. For Good.* program participants, assessment tools have been identified below which have the potential to evaluate individual interests and professional skillsets, and provide recommendations for individualized, aligned career pathways. In light of COVID-19, assessment options have been limited to tools that offer remote administration, and organizations that have postponed all in-person assessment workshops to a later date.

Possible career assessment tools are identified and compared below. For additional information on each assessment instrument, please refer to the contact information included in *Appendix B*.

- ☐ CareerLink
- ☐ CareerScope
- ☐ ACT - WorkKeys
- ☐ CareerOneStop - Skills Matcher
- ☐ Career Coach - Emsi

CareerLink

CareerLink, a workforce development system that was established through a partnership with the Department of Labor and Industry and Human Services, offers numerous career supports to individuals, including technical assistance with unemployment compensation claims, skill-building workshops, short-term training programs (both in-person and online), and individualized career coaching services.[37]

After registering for a free CareerLink account online, individuals are given access to numerous online resources and tools, including a free skills assessment through TORQ (Total Occupational Readiness Quotient) that identifies transferable skills that individuals possess, and offers suggestions on recommended career pathways.[38] The TORQ assessment is brief, asking individuals to input prior work experience and education before presenting a list of possible career options, as shown below, including a "TORQ Score" and "Exposure Risk" score for each.
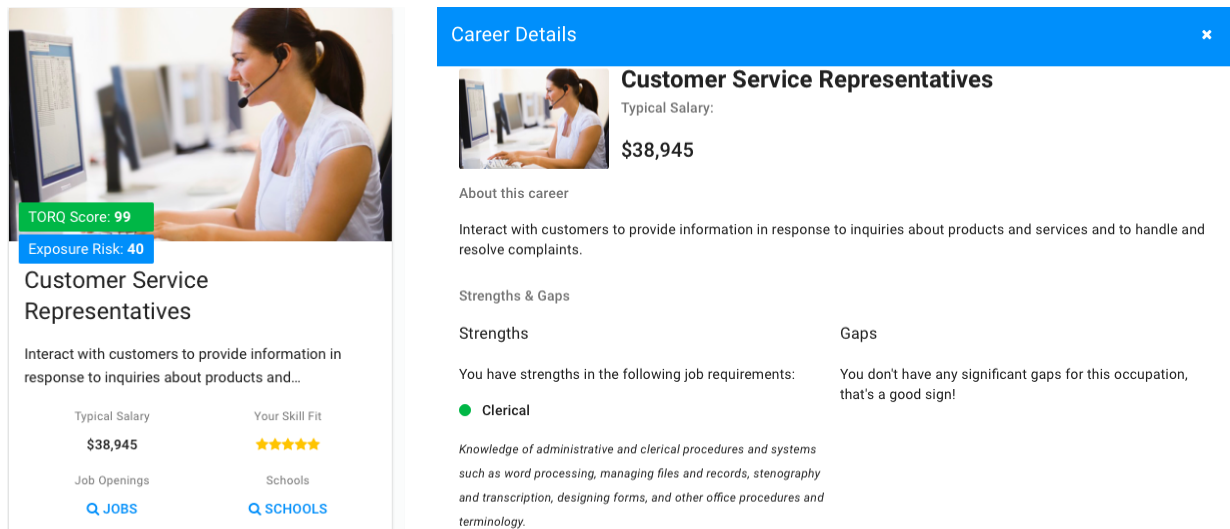
Figure 4: Sample CareerLink Career Assessment Results

While the "TORQ Score" identifies an individual's chance of success in a job field based upon their self-reported background, the "Exposure Risk" score measures how likely an occupation is to expose workers to infectious diseases.[39] In addition, the TORQ assessment results show specific job strengths that align with the individuals' prior work experiences, the average salary for each occupation listed, and any potential gaps in individual qualifications needed for a specific job.

In addition to the online TORQ assessment, CareerLink also offers assessments to individuals at their office locations, in tandem with a series of job training workshops. The Montgomery County CareerLink office is located at 1855 New Hope Street in Norristown, PA. Due to COVID-19, all in-person workshops have been moved online, and assessment administration has been temporarily postponed. A full calendar of online career resources currently offered can be found on the [CareerLink website](#).[40]

WorkKeys

WorkKeys offers a variety of assessment options to measure both hard and soft skills across job industries. Individual WorkKeys assessments must be taken at a licensed testing location, offered at various colleges, universities, and corporations across the nation. Testing sites in Pennsylvania include Philadelphia, Allentown, Reading, Norristown, Bluebell, and Chester.[41]
Organizations also have the ability to purchase batches of WorkKeys assessments, allowing a lead organization to set up accounts within the WorkKeys testing system (RegiSTAR), and to run testing and certificate data reports. Once individual assessments have been completed, score reports are made immediately available, and PDF completion certificates can be downloaded the following day, in addition to alternative data analysis. More information on WorkKeys, including a contact inquiry form, can be found [here](#).

Under ACT's WorkKeys, there are multiple assessment options offered. These include:

1. Applied Math
2. Graphic Literacy
3. Workplace Documents
4. Applied Technology
5. Business Writing
6. Workplace Observation
7. Fit
8. Talent

Pricing for WorkKeys is based upon the number of individual assessments purchased. Foundational skill assessments (including Applied Math, Graphic Literacy, Workplace Documents, and Applied Technology) are $12.00 each. Business Writing and Workplace Observation assessments are priced at $20.00 each. Soft skills assessments, including Fit and Talent skill areas, are also $12.00 per assessment.

CareerScope

CareerScope, the Vocational Research Institute's career assessment and reporting system, includes a self-administered career assessment that measures individual interests and aptitude through a series of timed assessment questions. The Interest Inventory portion of the assessment measures and identifies personal interest level in careers that correspond to the US Department of Labors Interest Areas, including: Artistic, Plants/Animals, Mechanical, Business Detail, Accommodating, Leading/Influencing, Scientific, Protective, Industrial, Selling, Humanitarian, and Physical Reporting.[42] Aptitudes are also measured through the CareerScope assessment for the following areas: General Learning Ability, Verbal Aptitude, Numerical Aptitude, Spatial Aptitude, Form Perception, and Clerical Perception.

The CareerScope career assessment structure can be broken down as follows:

CareerScope Online Assessment Structure	
Task Type	**Time To Complete Task**
Career Interests	
Interest Inventory	10 - 15 minutes, untimed (141 questions)
Aptitude Subtasks	
Object Identification	1 minute, 15 seconds
Abstract Shape Matching	2 minutes, 30 seconds
Clerical Matching	1 minute, 15 seconds
Pattern Visualization	5 minutes
Computation	5 minutes
Numerical Reasoning	7 minutes
Word Meanings	2 minutes, 15 seconds

Individual participants are able to complete CareerScope assessments remotely on their own time. Following the completion of the online assessment, results are made immediately available in the form of an *Assessment Profile* that provides individually tailored career recommendations based upon each individual's high-aptitude and high-interest areas. Additionally, a *Counselor Report* and *Summary Report* are made available that highlight key information from the *Assessment Profile*, and provide workforce data in a tabular format. Pricing for CareerScope is based upon an annual subscription fee for assessment services ($299), on top of charges for each assessment purchased, at $16 per assessment, with a minimum of 10 assessments available to order.

While the CareerScope assessment provides more in-depth, comprehensive results as compared to WorkKeys and the CareerLink TORQ assessment, there are limitations in using this assessment tool, including cost and in the difficulty of assessment questions, which may act as a barrier to exploring better employment opportunities for some program participants.

CareerOneStop - Skills Matcher[43]

CareerOneStop, sponsored by the US Department of Labor, Employment, and Training Administration, provides a short, online skills assessment that uses a 40-question test model to match a participant's

self-described skills to a list of careers that align with the participant's areas of expertise. This assessment is free to take, and the questions asked are extremely brief, as shown in *Figure 5* below. Immediately following completion of the 4-page assessment, participants are shown their results, including a list of careers ranked in order of alignment with individual skill sets, and information shown on the median salary, education requirements, and anticipated career outlook for each career path included on the list.

Figure 5: CareerOneStop "Skills Matcher" Assessment

It should be noted that while CareerOneStop offers a quick, free way to gauge participant interests and aptitudes for career-matching purposes, the Skills Matcher assessment is limited by the lack of specificity in assessment questions, and in the self-reporting of skill levels.

Career Coach - Emsi[44]

The Career Coach assessment tool, created by Strada Education Network affiliate Emsi, provides two free career assessment options to participants - a quick 6-question assessment, and a longer, more detailed 60-question quiz. These two assessment tools are free to take online and take less than 10 minutes to complete.

For both formats, each assessment question asks participants to rate how much they would like to work on certain job tasks, on a likert scale from 'strongly disagree' to 'strongly agree'.
Example questions from the Career Coach assessments are included on the following page.

You would like to…

Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree

- **Build kitchen cabinets**
- **Play a musical instrument**
- **Buy and sell stocks and bonds**
- **Raise fish in a fish hatchery**

Following completion of either assessment, participants are immediately shown their results, including the top three traits they possess based on responses, a list of career matches by occupational area (e.g. Education and Training, Manufacturing, etc.) and a breakdown of specific jobs in each industry, as well as a career matching percentage for each. Similar to the Skills Matcher and TORQ assessments identified above, Career Coach offers a fast, free way for participants to identify possible career matches, as well as available jobs and median salary information for each industry. However, it should be noted that the Career Coach assessment only asks about what participants would *like* to do, rather than qualifications, and thus results cannot be used to assess which career paths individuals are qualified to pursue without further training or education.

Career Pathways Analysis

While a career readiness assessment was not yet conducted with *Ending Hunger. For Good.* program participants as of August 2020, one career pathway was identified for further research and consideration in future workforce development programming, based upon participant interests and available job training resources. Additional information has been provided below for this occupation - as a Certified Nursing Assistant (CNA) - to serve as a starting point for Philabundance and Collaborative partners when building out resources and employment supports offered to participants in the *Ending Hunger. For Good.* program, who may be interested in exploring job training and career opportunities within the CNA field.

Certified Nursing Assistant (CNA) Training

As a Certified Nursing Assistant, individuals can expect a career that centers around patient care, with CNAs regularly performing care duties under the direction of nursing staff, including feeding, bathing, grooming, dressing, and transporting patients as needed in long-term care facilities, hospitals, and nursing homes. The average national salary for a Nursing Assistant is $28,540, while in Pennsylvania the average CNA salary is slightly above this, at around $30,630 annually.[45] The career outlook for Certified Nursing Assistants in Pennsylvania is extremely positive, with Pennsylvania ranking among the top five states of employment for Nursing Assistants in the United States.

In order to become a Certified Nursing Assistant, a high school diploma or GED is required, in addition to nursing aide training (offered at community colleges, trade schools, and medical facilities), culminating in the completion of a state certification exam.[46] 130+ hours of instruction are typically involved in training and may take 4-8 weeks to complete.

Paid training programs in Montgomery County include:
- [Montgomery County Community College](#)- Offers a CNA program that is less than six weeks long, and includes classes both in Pottstown and in Blue Bell.[47]
- Philadelphia Academy for Nurse Aide Training (PANAT) - Offers a four-week CNA training program that results in a Nurse Aide Training diploma, as well as certifications in CPR, First Aid, and Alzheimer's and Dementia Care.

In the State of Pennsylvania, nursing homes and healthcare facilities will often offer free or reduced job training, or reimburse CNA tuition costs, in exchange for working for that facility upon completion of the CNA certification exam.
A full list of CNA classes offered across Pennsylvania can be found online at [RegisteredNursing.org](#).

While the list of employers offering paid or reimbursed CNA training fees is often changing, there are several online resources that can be used to identify open Nursing Assistant positions, including information on whether an individual employer is willing to pay for or reimburse CNA training costs.
These resources include [CNA Free Training](#) online, as well as direct job postings via [Indeed](#).[48]

Tracking and Evaluating Data - Best Practices

In thinking through the next steps for implementing and evaluating the *Ending Hunger. For Good.* workforce development pilot, and scaling participation for future cohorts, a plan should be established that clearly outlines the process for executing next steps, tracking all quantitative and qualitative program data, and analyzing/communicating the successes of the overall pilot to both internal and external audiences. Thus, this *Best Practices* section provides Philabundance and Pottstown Collaborative partners with the tools and information needed to identify, track, and evaluate program metrics under the workforce development piece of the *Ending Hunger. For Good.* initiative.

To achieve this, Philabundance should first administer a career aptitude and interest assessment to each participant, to identify matching career paths and employment industries for those participating in the workforce development pilot. Following this assessment and review of the results, Philabundance and organizational partners in the Pottstown Collaborative should direct each individual to further job training and educational resources tailored to their specific career matches. The resources offered through CareerLink and Montgomery County Community College, and those identified throughout this planning document (particularly in the *Workforce Profile* and *Career Pathways Analysis* sections), may serve as a starting point for pulling together such resources, and developing job training partnerships.

Identifying Metrics

Key performance indicators, or KPIs, should be identified and tracked as specific, quantifiable outcomes to measure the program's success. Highlighted in *Figure 6* on the following page are possible performance indicators to track for this cohort of program participants, and future workforce development cohorts. Each metric shown has also been tagged as either a number or a percentage change, to inform how to best track and analyze outcomes.

 # Number of program participants

% Percentage change in participant employment status

% Percentage change in annual salary

 # Number of career partnerships developed

 # Hours completed of career training programs/workshops

% Change in participant food purchasing habits pre/post pilot

% Change in participant financial security perceptions pre/post pilot

% Change in partcipant food security perceptions pre/post pilot

Figure 6: Identification of Workforce Pilot Metrics

Collecting Data

In order to gather participant data to inform program evaluation and future workforce development initiatives, data should be collected from pilot participants to track progress and changes to employment status, perceptions of food security and financial stability, and partnership development over time. Data may be collected from individual participants by Philabundance and Collaborative partners, such as the case manager, or a survey may be established to uniformly collect data across cohorts. Survey data may be collected periodically - before the program begins, and after defined periods following completion of the workforce development program (e.g. 6 months, 1 year), *or* one time through a pre-post retrospective survey. Philabundance and partners in the Pottstown Collaborative may also consider the use of small focus groups with pantry users who have completed the workforce development pilot, and those who are not interested in participating in workforce development programming, to gain insights into program successes, areas for improvement, and how to increase interest and participation in the workforce development initiative.

To accurately track and report on program metrics, a formal methodology should be developed in order to collect information over time and capture program data that can be used to inform progress and milestones on the Collaborative's workforce development strategy. Philabundance may consider developing a metrics tracking spreadsheet within Microsoft Excel, or through a similar platform, to serve as a place to house,

track, and analyze all program metrics within and across cohorts. A sample metrics tracking spreadsheet has been developed, as shown below in *Figure 7*. The full metrics tracking spreadsheet can be found here, and is also shown in *Appendix C*.

Workforce Development - Metrics Dashboard			
Organization Name: Philabundance			
Program: *Ending Hunger. For Good.* Workforce Development Pilot			
	Cohort 1	Cohort 2	Cohort 3
Metric			
Pilot Progress			
# of Program Participants			
# of Career Partnerships Developed			
# of Participant Hours of Career Training Programs/Workshops Completed			
Salary Metrics			
Avg Participant Salary at Start of Program			
Avg Participant Salary 6 Months *AFTER* Program			
Avg Participant Salary 1 Year *AFTER* Program			
Employment Metrics			
# of Participants Employed at Start of Program			
# of Participants Employed 6 Months *AFTER* Program			
# of Participants Employed 1 Year *AFTER* Program			
Financial Security Metrics			
% of Participants Feeling Financially Secure at Start of Program			
% of Participants Feeling Financially Secure 6 Months *AFTER* Program			
% of Participants Feeling Financially Secure 1 Year *AFTER* Program			
Food Security Metrics			
% of Participants Feeling Food Secure at Start of Program			
% of Participants Feeling Food Secure 6 Months *AFTER* Program			
% of Participants Feeling Food Secure 1 Year *AFTER* Program			

Figure 7: Workforce Development Metrics Dashboard

Appendices

Appendix A: Healthspark Design Grant Application

Project Overview

Project Name

Ending Hunger Pottstown Collaborative Workforce Development Expansion

Brief Project Description

The proposed project is a partnership between Philabundance, the Pottstown Cluster of Religious Communities, and Habitat for Humanity to identify and convene key providers of job training, education, and hiring to address the current lack of clear pathways for better employment opportunities in the Pottstown community of Montgomery County. This collaborative will design a model for a cross-sector system to support individuals' aspirations and capabilities as they work towards financial stability and independence.

Amount Requested

$26,344

Project Start Date

February 2020

Project End Date

September 2020

Design Grant Goal Achievement

We have identified that income levels significantly limit the ability of individuals participating in our current Ending Hunger pilot to achieve financial stability, and therefore food security, without the support of the hunger relief system (SNAP, food pantry, grocery gift cards, friends and neighbors). To increase income, participants need higher-paying jobs, but often find it difficult to know what jobs would be suitable and desirable and what would be required to qualify. At the same time, employers state that they have positions to fill but can't find the skilled workforce to fill them. Our project is designed to respond to these linked issues by connecting job seekers with employment resources.

Design Grant Idea

This project will begin with research to clarify the gaps between skill levels, available training and education, and available employment in the Pottstown area. After gaining an understanding of those gaps, we will convene cross-sector discussions among local employers and organizations that provide training and education in order to collaboratively define the potential to connect interested job seekers with training and subsequently with employment and higher wages. Our goal is to create a scalable model that could be expanded to additional collaborations, thereby facilitating long-term change through systems improvement.

System Change Indicators

This project will impact programmatic/service access and alignment by creating a prototype methodology to assist case managers in facilitating job development support and illustrating a process to bring service providers and employers together to achieve tangible results for individual families. The anticipated result is a roadmap to streamline

connection of participants interested in job development to skill development and to proficiency in accessing employment opportunities.

Financial Resiliency

The Pottstown Anti-Hunger Collaborative, of which the proposed project is an expansion, began through participation in the HealthSpark Safety Net Resiliency Initiative Design Team. Since its formation, the collaborative has facilitated robust investments in the Montgomery County safety net system from a variety of funding sources from both corporate and nonprofit entities. These funding partners are committed to supporting the safety net system over multiple years. In particular, HealthSpark has generously supported the initial Pottstown Anti-Hunger Collaborative by providing $50,000 to fund two cohorts of participants receiving financial literacy training and ongoing stability coaching and financial coaching in 2019. We have been able to leverage HealthSpark's initial support to receive $100,000 from Capital One to extend coaching support for the first two cohorts for a second year (2020) and begin a new cohort receiving financial literacy training, financial coaching, and stability coaching in October of 2020 through June of 2022. Capital One's support also includes $20,000 of funding for job development coaching, which will be strengthened with the $26,344 from this HealthSpark design grant for broader research and definition of a model. Additionally, PCRC has been awarded funding from the Pottstown Area Health and Wellness Foundation to support the continuing case management/coaching for participants in the first two cohorts and to support work in the new cohort in October 2020 ($19,840). We believe this collaborative effort will assist the long-term resiliency of the safety net system by ensuring that the necessary resources are always available for those who need them most.

Diversity, Equity, and Inclusion

The Ending Hunger For Good initiative from which this project stems focuses on addressing a key challenge within marginalized communities: food insecurity. In Montgomery County, 7.6% of the total population has an income of less than 125% of the federal poverty level. However, that percentage rises to 16.9% among Black and African American residents, and 17.3% among Hispanic and Latino residents. Financial challenges frequently lead to food insecurity; according to the Urban Institute, "Tackling the root causes of food insecurity requires communities to weave strategies for bolstering family food resources into broader efforts to address the causes and consequences of financial instability and economic hardship." Marginalized communities whose members experience food insecurity and other negative impacts on social determinants of health are in need of cross-sector strategies like the proposed project that are capable of effectively addressing these "root causes" of food insecurity.

Customer Engagement

This collaborative will authentically engage with the participants of our current Ending Hunger pilot to holistically assess their needs and understand their barriers to accessing the training and resources needed to obtain better paying jobs. Beyond assessment and referral, we will engage participants in cross-sector conversations about how to improve service access and alignment for similar populations.

Milestones & Timeline

Months 1-5
1) Identify individuals in at least 4 of 7 of the currently active pilot households who wish to develop a job improvement plan (Philabundance to create questionnaire to identify families, PCRC to assess results and identify individuals)
2) Using those individuals as concrete examples, identify a partner organization that can support their development of goals and a pathway to achieve them, as well as potential employment opportunities (all partners)
3) Based on their goals, identify partner(s) that can provide the necessary skill building (all partners)

4) Begin implementation of goal pathways (PCRC to schedule, HFH and Philabundance to review and provide administrative support)

Months 6-8
1) Using what we have learned from connecting services for initial pilot participants, convene training providers and employers to develop ongoing opportunities for internships/training which will provide individuals with the necessary qualifications for jobs in the area (all partners)
2) Use this collaboration to support job development for participants in the 3rd pilot cohort which will launch in October 2020 (all partners)

Our proposed deliverables are:
- ·   an assessment template for partners to implement with participants
- ·   development of individual job improvement plans for participants
- ·   identification of partner organizations to support participant goals
- ·   a project outline of next steps for expansion

Lessons Learned
Design Phase Goals
Short term
- ·   Gain understanding of needs of a small group of participants
- ·   Connect participants with resources to define goals, create a plan, build needed skills and access employment opportunities

Long term
- ·   Use what we have learned to inform convening of partners to define an intentional and structured process to connect people who need higher paying jobs with training and employment
- ·   Expand availability of this process

Design Phase Evaluation
Describe how the partner organizations will collectively evaluate progress towards meeting the key milestones and end goal(s).
We will create a template to formalize assessment of participant aspirations, current skills, and needed skills; goals will be defined with corresponding individual milestones.   Achievement of goals will be measured against milestones. We will also create measures of expected success and milestones for convening partners and establishing a structured process. We will use experience and learnings to define a measurement plan for expansion of the process.

Partnership
Lead Organization
Philabundance knows providing food relief can connect people with other services that assist them to improve their circumstances, thus supporting the second pillar of our mission—Ending Hunger For Good. Recently, we have created and refined a theory of change with our board, senior leadership, and staff while moving in a way that is manageable and keeps all stakeholders, including donors, engaged in the process. Philabundance was selected as the lead agency of this program pilot to test our theory of change. We recognize the need for a collaborative and cohesive effort to establish initial financial stability, and therefore food security, for a target population. Philabundance will not directly offer services beyond food. Our role will be that of convener of this collaboration because of our brand

awareness, reputation, and infrastructure. Another important contribution will be our access to resources from Feeding America, which is piloting initiatives with a similar vision.

Milestones

Philabundance is serving as the lead agency during this design grant in the spirit of the second pillar of our mission—ending hunger for good. Philabundance will continue to provide staff time to convene job training, education and employer partners.

Pottstown Cluster of Religious Communities will provide staff time to gather data from pilot participants about potential job/education goals and also to convene job training, education and employer partners. The participants in the current pilot cohorts are all clients at the PCRC pantry and are receiving regular case management from the on-site case manager. Cohort participants will continue to receive case management during this design process and will benefit directly from the partnerships and training/education opportunities which arise from this collaboration.

Habitat for Humanity of Montgomery and Delaware Counties will provide staff time to convene job training, education and employer partners.

Additionally, all partners will provide resources to support meetings, conferences, and travel, as outlined in our budget narrative.

Potential to Leverage Participation

Over the past year, this collaborative has leveraged significant staff time and talent: Philabundance has provided collective impact backbone services, food and logistics, and the management of data collection and evaluation; Habitat for Humanity has provided financial literacy education and coaching; and PCRC has provided food cupboard administration and case management services. In the proposed project, these partners will continue to provide their time and talents as outlined in our milestones narrative.

We have noticed increasingly that organizations and funders alike are focusing more on holistic approaches to helping vulnerable populations and those social determinants of health that contribute to food, housing, and financial insecurity. The collaborative has several well-established resources to leverage time, talent, and financial support from community agencies and foundations, and to participate in corporate engagement opportunities. Philabundance seeks to deepen our pool of 15,000 annual volunteers to incorporate more skilled volunteers who can contribute a particular skill set as well as their time. Additionally, each partner has secured financial support from community agencies and foundations, including both public (Pottstown Area Health and Wellness Foundation) and private (Capital One) entities. As we move forward, this will contribute to catalyzing conversations regarding county-wide systems change forward.

In addition to financial support, Feeding America offers opportunities for member nonprofits to connect through support groups and conferences. We are current participants in a Feeding America cohort for nonprofits who are piloting programs focused on addressing the root causes of hunger. The cohort meets regularly to share best practices and gain insight to other procedures, methods, and strategies to make more informed decisions and share success and challenges.

Key Project Participant Qualifications

Philabundance

Mary Gainer is the Director of Research and Evaluation for the Ending Hunger for Good department. She has been with Philabundance since 2003, serving as Director Agency Community Relations, and Director Reporting & Analysis. Prior to Philabundance, her experience includes marketing, constituent relations, and IT with the Association of American Medical Colleges, the National Education Association, Conrail, and the Vanguard Group. She is one of the founders of MANNA. She has a Bachelor's degree from American University and an MBA from Stanford University.

Jessica Wyckoff is the Deputy Director of Programs in the Ending Hunger for Good department. Previously, she served a variety of roles in the Agency Relations department over her 10-year tenure at Philabundance, including managing the Fresh For All program and recruiting new agency partners. Jessica graduated from Temple University with a Bachelor of Arts in Environmental Studies/Geography and Urban Studies.

PCRC
Barbara Wilhelmy, LCSW, Executive Director, PCRC of Religious Communities, has 33 years' experience working in the Human Service field in Montgomery County, PA in leadership and direct service positions. Barbara holds a BSW from Moravian College, and a MSW Marywood College, Graduate School of Social Work.

Ryli Meyer, Community Engagement Specialist, PCRC of Religious Communities, provides training and education to community organizations, consumers, and residents in the quest to end and alleviate poverty. Ryli holds a Bachelor of Social Work from Temple University and is a Certified Trainer through the Bridges Out of Poverty / AHA PROCESS.

Habitat for Humanity of Montgomery and Delaware Counties
Chad E. Guth, Director, Family Services, previously served as Associate Director for Bucks and Montgomery County Housing Programs at Valley Youth House. His experience includes supervising county and federally funded housing and life skill programs serving transitional age youth and managing client and stakeholder engagement. Chad holds a Master of Science from LaSalle University in Nonprofit Leadership and a Bachelor of Science in Elementary Education from Illinois State University.

Kimberly C. Cassada, Intake and Education Coordinator, Family Services, previously served as an AmeriCorps Site Coordinator and Senior Regional AmeriCorps Site Coordinator for Reading Partners in Washington, DC. Her experience includes implementing the Reading Partners one on one tutoring model to 19 schools in the district while maintaining volunteer engagement. Kim holds a Bachelor of Arts degree from High Point University in Nonprofit Leadership and Management.

Board Support

The Philabundance board of directors has identified the Ending Hunger for Good initiative as a key pillar of our current operating plan and two members of our board participate in our Ending Hunger for Good advisory committee. Our 19-member board is composed of business, community, and philanthropic leaders from throughout the 9-county region we serve who bring a diverse range of skill sets and experiences to support the work of Philabundance, providing financial oversight and strategic planning expertise in addition to a 100% board contribution rate.

The PCRC board is committed to collaborative opportunities to support and enhance the services PCRC has historically delivered. Board members have participated in Community of Practice events addressing the Safety Net over the past few years, and members receive ongoing communication about grant and program work.

The Habitat for Humanity MontDelco board of directors is comprised of 15 members. Over the years, the board has encouraged the success of HFHMDC's programs with 100% of the board financially supporting the organization. Our current Vice Chair has served as a financial coach since the first session of the Almost Home program in 2015. She has been a vocal advocate and has been a key recruiter of volunteer financial coaches. Perhaps the most visible representation of Board support is the attendance of board members at the session graduations, where the impact of the program on participants' lives reinvigorates the commitment to deliver Almost Home to many more in our counties.

Organizational Information

Organization Summary

Philabundance's mission is to drive hunger from our communities today and to end hunger for good. As the Delaware Valley's largest hunger relief organization, we serve 90,000 children, families, and older adults every week through our member agency network and other programs.

Last year, Philabundance distributed 3.6 million lbs. of food in Montgomery County, which makes up 13% of our yearly distribution of 26 million lbs., distinguishing the County as the second highest in pounds distributed out of the 5 counties we serve in PA. We serve 3 schools in the County, totaling 892 students.

Since receiving a $50,000 grant from HealthSpark in February 2019, our key organizational development has been breaking ground on a dedicated site to build a new home for the Philabundance Community Kitchen, our workforce development and culinary arts job training program for low- and no-income adults. The 19,000-square-foot facility currently under construction will enable us to serve twice as many students per year while nearly quadrupling the capacity of our meal production operation.

Appendix B: Contact Information

☐ **<u>CareerLink</u>**

Craig Cuthbert, Operator Manager
ccuthbert@montcopa.org
610.270.3429 x 201

☐ **<u>CareerScope</u>**

Mary Beth Smith
Vocational Research Institute
marybeth@vri.org
215.875.7368

Career Scope - General Customer Support Line
800.874.5387

☐ **<u>WorkKeys</u>**

Terra Hadley
ACT
terra.hadley@act.org

Appendix C: Metrics Dashboard

Workforce Development - Metrics Dashboard				
Organization Name: Philabundance				
Program: *Ending Hunger. For Good.* Workforce Development Pilot				
	Cohort 1	**Cohort 2**	**Cohort 3**	**Cohort 4**
Metric				
Pilot Progress				
# of Program Participants				
# of Career Partnerships Developed				
# of Participant Hours of Career Training Programs/Workshops Completed				
Salary Metrics				
Avg Participant Salary at Start of Program				
Avg Participant Salary 6 Months *AFTER* Program				
Avg Participant Salary 1 Year *AFTER* Program				
Employment Metrics				
# of Participants Employed at Start of Program				
# of Participants Employed 6 Months *AFTER* Program				
# of Participants Employed 1 Year *AFTER* Program				
Financial Security Metrics				
% of Participants Feeling Financially Secure at Start of Program				
% of Participants Feeling Financially Secure 6 Months *AFTER* Program				
% of Participants Feeling Financially Secure 1 Year *AFTER* Program				
Food Security Metrics				
% of Participants Feeling Food Secure at Start of Program				
% of Participants Feeling Food Secure 6 Months *AFTER* Program				
% of Participants Feeling Food Secure 1 Year *AFTER* Program				

Endnotes

1. Coleman-Jensen, Alisha, et al. "Definitions of Food Security." *USDA ERS - Definitions of Food Security*, United States Department of Agriculture, 4 Sept. 2019, www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/definitions-of-food-security/.

2. "About Philabundance - Fighting Against Hunger & Food Insecurity." *Philabundance*, 31 Mar. 2020, www.philabundance.org/about/.

3. "Hunger in America." *Feeding America*, 2020, www.feedingamerica.org/hunger-in-america/impact-of-hunger#:~:text=The%20impact%20of%20hunger%20on,adverse%20effects%20to%20overall%20health.

4. "Ending Hunger For Good." *Philabundance*, 27 Aug. 2019, www.philabundance.org/endinghunger/.

5. "Workforce Development: Providing Pathways Out of Hunger." *Maryland Food Bank*, 21 May 2019, mdfoodbank.org/news/workforce-development-providing-pathways-out-of-hunger/.

6. "The Culinary School." *Food Bank of Delaware*, www.fbd.org/the-culinary-school/?gclid=Cj0KCQjw3Nv3BRC8ARIsAPh8hgLtXk49rD82r6DPk3iwKU1dkVbtMIOFfLoRqr6x6hr5MYJfYFsv5iEaAtHZEALw_wcB.

7. "Bridges to Career Opportunities." *Community Services League*, www.cslcares.org/bco.

8. Bucks County Opportunity Council. "Community Impact Report 2018 - 2019." *Bucks County Opportunity Council*, 2019, www.bcoc.org/assets/Documents/Community-ImpactReport2019web.pdf.

9. https://www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania,PA,montgomerycountypennsylvania/HSD310218#HSD310218

10. https://www.workstats.dli.pa.gov/Products/Pages/Products%20By%20Geography.aspx

11. As of July 2019 (via census.gov) https://www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania,PA,montgomerycountypennsylvania/HSD310218#HSD310218

12. https://www.census.gov/quickfacts/montgomerycountypennsylvania

13. Center for Workforce Information & Analysis. "Montgomery County 4th Quarter 2019." *WorkStats*, Pennsylvania Department of Labor & Industry Center for Workforce Information & Analysis, May 2020, www.workstats.dli.pa.gov/Documents/Top%2050/Montgomery_County_Top_50.pdf.

14. "Industries at a Glance." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 31 July 2020, www.bls.gov/iag/tgs/iag62.htm.

15. "Occupational Employment Statistics." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 30 Mar. 2018, www.bls.gov/oes/2017/may/oes130000.htm.

16. "Browse by Job Family." *O*NET OnLine*, U.S. Department of Labor, Employment and Training Administration, 28 July 2020, www.onetonline.org/find/family?f=13&g=Go.

17. Leigh, Harri. "Amid Affluence, Pockets of Poverty." *PBS39 WLVT*, Lehigh Valley Public Medica, 13 Dec. 2018, www.wlvt.org/blogs/montgomery/poverty-deepening-in-pockets-of-montgomery-county/.

18. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

19. "Pottstown, PA." *Census Reporter*, 2018, censusreporter.org/profiles/16000US4262416-pottstown-pa/.

20. "Poverty Status in the Past 12 Months." *Data.census.gov*, United States Census Bureau, 2018, data.census.gov/cedsci/table?tid=ACSST5Y2018.S1701.

21. "Unemployment Rate in Montgomery County, PA." *FRED Economic Research*, Federal Reserve Bank of St. Louis, 29 July 2020, fred.stlouisfed.org/series/PAMONT5URN.

22. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

23. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

24. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

25. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

26. "Pottstown, PA." *Data USA*, Deloitte; Datawheel, 2020, datausa.io/profile/geo/pottstown-pa.

27. "QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.
28. Center for Workforce Information & Analysis. "Montgomery County 4th Quarter 2019." *WorkStats*, Pennsylvania Department of Labor & Industry Center for Workforce Information & Analysis, May 2020, www.workstats.dli.pa.gov/Documents/Top%2050/Montgomery_County_Top_50.pdf.
29. Center for Workforce Information & Analysis. "Montgomery County 4th Quarter 2019." *WorkStats*, Pennsylvania Department of Labor & Industry Center for Workforce Information & Analysis, May 2020, www.workstats.dli.pa.gov/Documents/Top%2050/Montgomery_County_Top_50.pdf.
30. Pennsylvania Department of Labor & Industry. "High Priority Occupations." *WorkStats*, Pennsylvania Department of Labor & Industry, Apr. 2020, www.workstats.dli.pa.gov/Documents/High%20Priority%20Occupations/HPO%20Methodology%20041520.pdf.
31. "2018 Standard Occupational Classification System." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 17 Apr. 2020, www.bls.gov/soc/2018/major_groups.htm.
32. "2018 Standard Occupational Classification System." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 17 Apr. 2020, www.bls.gov/soc/2018/major_groups.htm.
33. "Businesses." *Montgomery County Community College*, www.mc3.edu/resources-for/workforce-development/businesses.
34. "PA CareerLink® Montgomery County: Montgomery County, PA - Official Website." *Montgomery County Pennsylvania*, Montgomery County Pennsylvania, 31 July 2020, www.montcopa.org/2114/PA-CareerLink-Montgomery-County.
35. "Partnership for Economic Development." *Pottstown Area Industrial Development, Inc.*, Borough of Pottstown, Pottstown School District, Montgomery County Redevelopment Authority, 2020, www.paidinc.org/resources.php.
36. "Employment Advancement and Retention Network." *Montgomery County Pennsylvania*, Montgomery County Pennsylvania, 2020, pottsgrovemanor.montcopa.org/2115/Employment-Advancement-and-Retention-Net.
37. "PA CareerLink® Montgomery County: Montgomery County, PA - Official Website." *Montgomery County Pennsylvania*, Montgomery County Pennsylvania, 31 July 2020, www.montcopa.org/2114/PA-CareerLink-Montgomery-County.
38. "Assess Your Transferable Job Skills." *Pennsylvania CareerLink*, Commonwealth of Pennsylvania, 2020, www.pacareerlink.pa.gov/jponline/JobSeeker/ManageJobSearch/Torq.aspx?NyMdz3b1DMaYa1hByHHJ7_1lbGbjw2XXNFZPyohn4pM-N7MwQgPwNAFrYu5sr8aAa7CVFnaKz%40yl%40DB4cpS1PJuhaC6wVQA.
39. McDonald July 23, Kyle. "What Is the TORQ Exposure Risk?" *TORQ*, TORQworks, 22 July 2020, help.torqworks.com/hc/en-us/articles/360043458052-What-is-the-TORQ-Exposure-Risk-.
40. "Online Workshops July 2020." *Pennsylvania CareerLink*, July 2020, www.montcopa.org/DocumentCenter/View/28138/7-2020-PA-CareerLink-Online-Workshop.
41. "WorkKeys Test Site Locator." *ACT*, www.act.org/content/act/en/products-and-services/workkeys-for-job-seekers/shared/test-site-locator-form.html.
42. "CareerScope - Career Assessment and Reporting System." *CareerScope – Career Assessment and Reporting System*, Vocational Research Institute, 2020, vri.org/.
43. "Skills Matcher." *CareerOneStop*, US Department of Labor, Employment and Training Administration, 2020, www.careeronestop.org/Toolkit/Skills/skills-matcher.aspx.
44. "Assessment." *Career Coach*, Emsi, 2020, ccac.emsicc.com/assessment?region=Pittsburgh%2C+PA.
45. "Occupational Employment and Wages, May 2018 31-1014 Nursing Assistants." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 29 Mar. 2019, www.bls.gov/oes/2018/may/oes311014.htm.
46. "CNA Classes & Programs in Pennsylvania." *Registered Nursing.org*, 24 Feb. 2020, www.registerednursing.org/certified-nursing-assistant/programs/pennsylvania/.
47. "Nurse Aide Training." *Montgomery County Community College*, www.mc3.edu/degrees-and-programs/non-credit/health-sciences/nursing-aide.
48. "Find Free CNA Training and Classes Near You: Classes, Practice, Tests & Resources." *CNA Free Training*, PB International, 27 Jan. 2020, cnafreetraining.com/.

Works Cited

"2018 Standard Occupational Classification System." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 17 Apr. 2020, www.bls.gov/soc/2018/major_groups.htm.

"About Philabundance - Fighting Against Hunger & Food Insecurity." *Philabundance*, 31 Mar. 2020, www.philabundance.org/about/.

"Assess Your Transferable Job Skills." *Pennsylvania CareerLink*, Commonwealth of Pennsylvania, 2020, www.pacareerlink.pa.gov/jponline/JobSeeker/ManageJobSearch/Torq.aspx?NyMdz3b1DMaYa1hByHHJ7_1 lbGbjw2XXNFZPyohn4pM-N7MwQgPwNAFrYu5sr8aAa7CVFnaKz%406yl%40DB4cpS1PJuhaC6wVQA.

"Assessment." *Career Coach*, Emsi, 2020, ccac.emsicc.com/assessment?region=Pittsburgh%2C+PA.

"Bridges to Career Opportunities." *Community Services League*, www.cslcares.org/bco.

"Browse by Job Family." *O*NET OnLine*, U.S. Department of Labor, Employment and Training Administration, 28 July 2020, www.onetonline.org/find/family?f=13&g=Go.

Bucks County Opportunity Council. "Community Impact Report 2018 - 2019." *Bucks County Opportunity Council*, 2019, www.bcoc.org/assets/Documents/Community-ImpactReport2019web.pdf.

"Businesses." *Montgomery County Community College*, www.mc3.edu/resources-for/workforce-development/businesses.

"CareerScope - Career Assessment and Reporting System." *CareerScope – Career Assessment and Reporting System*, Vocational Research Institute, 2020, vri.org/.

Center for Workforce Information & Analysis. "Montgomery County 4th Quarter 2019." *WorkStats*, Pennsylvania Department of Labor & Industry Center for Workforce Information & Analysis, May 2020, www.workstats.dli.pa.gov/Documents/Top%2050/Montgomery_County_Top_50.pdf.

"CNA Classes & Programs in Pennsylvania." *Registered Nursing.org*, 24 Feb. 2020, www.registerednursing.org/certified-nursing-assistant/programs/pennsylvania/.

Coleman-Jensen, Alisha, et al. "Definitions of Food Security." *USDA ERS - Definitions of Food Security*, United States Department of Agriculture, 4 Sept. 2019, www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/definitions-of-food-security/.

"The Culinary School." *Food Bank of Delaware*, www.fbd.org/the-culinary-school/?gclid=Cj0KCQjw3Nv3BRC8ARIsAPh8hgLtXk49rD82r6DPk3iwKU1dk VbtMIOFfLoRqr6x6hr5MYJfYFsv5iEaAtHZEALw_wcB.

"Employment Advancement and Retention Network." *Montgomery County Pennsylvania*, Montgomery County Pennsylvania, 2020, pottsgrovemanor.montcopa.org/2115/Employment-Advancement-and-Retention-Net.

"Ending Hunger For Good." *Philabundance*, 27 Aug. 2019, www.philabundance.org/endinghunger/.

"Find Free CNA Training and Classes Near You: Classes, Practice, Tests & Resources." *CNA Free Training*, PB International, 27 Jan. 2020, cnafreetraining.com/.

"Free CNA Training Jobs in Pennsylvania." *Indeed*, 2020, www.indeed.com/q-Free-CNA-Training-l-Pennsylvania-jobs.html.

"Hunger in America." *Feeding America*, 2020, www.feedingamerica.org/hunger-in-america/impact-of-hunger#:~:text=The%20impact%20of%20hunger%2 0on,adverse%20effects%20to%20overall%20health.

"Industries at a Glance." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 31 July 2020, www.bls.gov/iag/tgs/iag62.htm.

Leigh, Harri. "Amid Affluence, Pockets of Poverty." *PBS39 WLVT*, Lehigh Valley Public Medica, 13 Dec. 2018, www.wlvt.org/blogs/montgomery/poverty-deepening-in-pockets-of-montgomery-county/.

McDonald   July 23, Kyle. "What Is the TORQ Exposure Risk?" *TORQ*, TORQworks, 22 July 2020, help.torqworks.com/hc/en-us/articles/360043458052-What-is-the-TORQ-Exposure-Risk-.

"Nurse Aide Training." *Montgomery County Community College*, www.mc3.edu/degrees-and-programs/non-credit/health-sciences/nursing-aide.

"Occupational Employment and Wages, May 2018 31-1014 Nursing Assistants." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 29 Mar. 2019, www.bls.gov/oes/2018/may/oes311014.htm.

"Occupational Employment Statistics." *U.S. Bureau of Labor Statistics*, U.S. Bureau of Labor Statistics, 30 Mar. 2018, www.bls.gov/oes/2017/may/oes130000.htm.

"Online Workshops July 2020." *Pennsylvania CareerLink*, July 2020, www.montcopa.org/DocumentCenter/View/28138/7-2020-PA-CareerLink-Online-Workshop.

"PA CareerLink® Montgomery County: Montgomery County, PA - Official Website." *Montgomery County Pennsylvania*, Montgomery County Pennsylvania, 31 July 2020, www.montcopa.org/2114/PA-CareerLink-Montgomery-County.

"Partnership for Economic Development." *Pottstown Area Industrial Development, Inc.*, Borough of Pottstown, Pottstown School District, Montgomery County Redevelopment Authority, 2020, www.paidinc.org/resources.php.

Pennsylvania Department of Labor & Industry. "High Priority Occupations." *WorkStats*, Pennsylvania Department of Labor & Industry, Apr. 2020, www.workstats.dli.pa.gov/Documents/High%20Priority%20Occupations/HPO%20Methodology%2004152 0.pdf.

"Pottstown, PA." *Census Reporter*, 2018, censusreporter.org/profiles/16000US4262416-pottstown-pa/.

"Pottstown, PA." *Data USA*, Deloitte; Datawheel, 2020, datausa.io/profile/geo/pottstown-pa.

"Poverty Status in the Past 12 Months." *Data.census.gov*, United States Census Bureau, 2018, data.census.gov/cedsci/table?tid=ACSST5Y2018.S1701.

"Products by Geography." *Center for Workforce Information & Analysis*, Commonwealth of Pennsylvania, 2020, www.workstats.dli.pa.gov/Products/Pages/Products%20By%20Geography.aspx.

"QuickFacts: Pottstown Borough, Pennsylvania." *Census Bureau QuickFacts*, United States Census Bureau, 4 Aug. 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania/SBO010212.

"Skills Matcher." *CareerOneStop*, US Department of Labor, Employment and Training Administration, 2020, www.careeronestop.org/Toolkit/Skills/skills-matcher.aspx.

"U.S. Census Bureau QuickFacts: Pottstown Borough, Pennsylvania; Pennsylvania; Montgomery County, Pennsylvania." *Census Bureau QuickFacts*, United States States Census Bureau, 25 June 2020, www.census.gov/quickfacts/fact/table/pottstownboroughpennsylvania,PA,montgomerycountypennsylvania/ HSD310218#HSD310218.

"Unemployment Rate in Montgomery County, PA." *FRED Economic Research*, Federal Reserve Bank of St. Louis, 29 July 2020, fred.stlouisfed.org/series/PAMONT5URN.

"Workforce Development: Providing Pathways Out of Hunger." *Maryland Food Bank*, 21 May 2019, mdfoodbank.org/news/workforce-development-providing-pathways-out-of-hunger/.

"WorkKeys Test Site Locator." *ACT*, www.act.org/content/act/en/products-and-services/workkeys-for-job-seekers/shared/test-site-locator-form. html.