



# 2020–2023 STRATEGIC PLAN

## Education Provides Opportunity

Life across the globe has been upended by a global pandemic and unprecedented economic challenges. These seismic shifts have been accompanied by a growing awareness of the challenges the U.S. faces because of deep, historic, and widening racial inequities of opportunity, freedom and well-being. We are living in a time of uncertainty.

Recessions typically hit low-wage workers the hardest, and economic recovery is also likely to take significantly longer for these individuals. We meet this moment with urgency, knowing that we have an imperative to improve the lives of our most vulnerable neighbors. Helping more adults attain a high school credential and build job skills will move them toward family-sustaining careers.

While much is unknown, we do know that lives are made better with learning, that education provides opportunity, that our programs are proven to help individuals obtain better work and to help businesses improve employee skills. While we do not know what the future brings, we do know that the basic education we provide will be needed to develop the workforce of the future. As leaders in our community, we chose to develop a strategy that will allow us to navigate the challenges ahead with intention. The plan that follows is grounded in our distinguished history and commits us to a strategic, agile, and innovative future.

This plan was built to both energize and challenge the organization—the board, the staff, the volunteers and the students. We seek progress and excellence that can only be achieved when we are outside of our comfort zones.

While this was not the planning process or world we anticipated, we are excited to share a vision and plan that truly meets the needs of our students, both today and in the years to come.



**BETTER LIVES THROUGH LEARNING**

Three strategic priorities will guide our work.



## **READY** Literacy Pittsburgh will be agile, stable, and continuously improving.

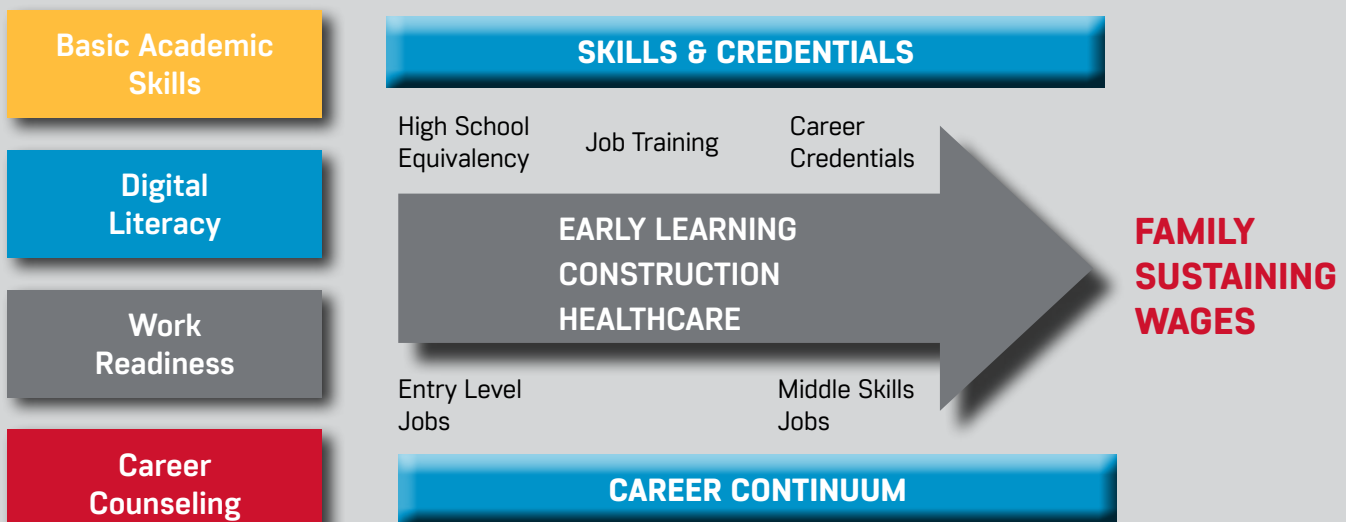
### Strategies

- Grow and engage our people: staff, board and volunteers.
- Invest in information technology and data analytics and act on insights gained.
- Build and improve management systems and processes.

### Key Performance Metrics

- Respond to and scale at least three opportunities related to workforce development; align human resources to opportunities.
- Increase racial diversity of staff, board and volunteers.
- Increase adult education volunteers by 20% to approximately 688 individuals.
- Maintain volunteer and tutor retention at 70%.

Literacy Pittsburgh’s three-year plan emphasizes programming and services that combine skill building, education and career development in partnership with job training programs and employers, with a focus on high-priority occupations.



## RELEVANT

Literacy Pittsburgh will be an important part of Pittsburgh's talent development system.

### Strategies

- Develop programming and services that accelerate student's skill building, education, and career development aligned to career pathways.
- Develop and sustain strategic, cross-sector partnerships that enable seamless student support, career credentialing, and employment.
- Develop blended instructional programming and capacity that advances digital literacy of adult learners.
- Promote the agency's role and track record as an essential part of workforce development system: an agency that leads, that learners trust and employers need.

### Key Performance Metrics

- Increase percentage of students attaining, retaining employment to 50%.
- Double the percentage of students enrolling in post-secondary education and job training.
- Double the percentage of students attaining high school equivalency credentials.
- By year three, 25% of earned media and web traffic will be related to Literacy Pittsburgh's role in the talent development system. 25% increase in followers and engagement in LinkedIn.

## SUSTAINABLE

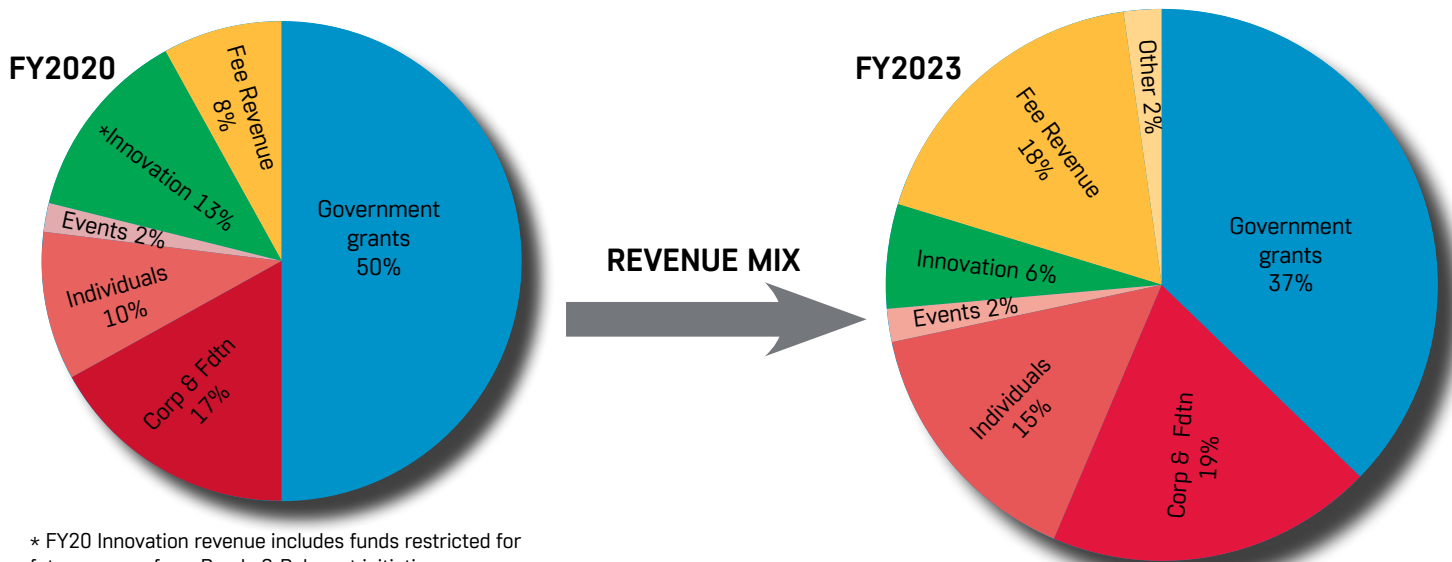
Literacy Pittsburgh will generate revenue to fuel growth, innovation, and long-term sustainability.

### Strategies

- Grow the impact of individual contributions on financial health.
- Grow earned income as a part of operating budget.
- Continue to secure investments for innovations that increase impact.

### Key Performance Metrics

- Support from individuals will increase 55% from \$483,317 to \$750,000.
- Investments in innovation will account for 6% of annual revenue.
- Earned income will be self-sustaining in year one and contribute 5% to annual revenue by year three.
- Revenue from workforce partnerships will contribute 7% to overall revenue by year three.



\* FY20 Innovation revenue includes funds restricted for future years of our Ready & Relevant initiative.



## NEW AND EMERGING BUSINESS MODELS

We have built models and plans to work in partnership with employers and job training providers to ensure education and skill development that lead to family-sustaining careers. Our plans ensure these models contribute to Literacy Pittsburgh's future sustainability.

### Employer Services

Large companies in the hospitality, entertainment, restaurant and healthcare industries are experiencing the financial and logistical impacts of frontline employee churn, cumbersome client interactions, internal communication difficulties and deficits in multi-cultural awareness. These costs have prompted company leadership to source onsite training and literacy support services for their immigrant and English speaking workforce. Literacy Pittsburgh will refine and standardize course offerings to that effect, leveraging our expertise in English Language Learning and teaching.

### Workforce Partnerships

Literacy Pittsburgh will work with workforce partners to create tailored recruiting and training "on-ramps" into high priority industries. By building more robust curricular bridges between our workforce-ready students and the industry, we can reduce the friction that is keeping smart, talented individuals from finding the careers they want. These partnerships may be funded by industries themselves or by like-minded philanthropic partners.

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