



# 2024 – 2027 STRATEGIC PLAN

## Building Upon Success

For the second time in three years, Literacy Pittsburgh presents its strategic plan in a time full of uncertainty, conflict, and change. This challenging and dynamic social context includes a skilled worker shortage, a surge in immigrant and refugee populations, and rapid technological change.

Thus, Literacy Pittsburgh’s mission and vision have never been more relevant.

While much is unknown, we do know that lives are made better with learning, that education provides opportunity, and that our programs are proven to help individuals get good jobs, start businesses, become citizens, and improve their own lives. While we do not know what the future will bring, we do know that the basic education we provide is urgently needed to develop the workforce of the future.

Literacy Pittsburgh sits at the nexus of three urgent local and national issues: the ongoing worker shortage, increased immigration, and rapid technological change. We have a responsibility to meet this demand for the benefit of our students and our community. The priorities of Ready, Relevant, and Sustainable will continue to guide our work over the next three years as we grow and adapt to meet this growing need.

Our 2024-2027 strategic plan was built to both energize and challenge the organization—the board, the staff, the volunteers, and the students. We seek progress and excellence as we pursue our vision of a more inclusive and productive community driven by access to education.

Please join us. Find something that speaks to you and contribute to Literacy Pittsburgh’s ready, relevant, and sustainable future. Contact Carey Harris, Chief Executive Officer, at [charris@literacypittsburgh.org](mailto:charris@literacypittsburgh.org) or 412-393-7637 to discuss opportunities for creating better lives through learning.



**BETTER LIVES THROUGH LEARNING**

# OUR FORMULA FOR SUCCESS



**More Sustainable**

+



**More Ready**

=



**More Relevant**

Icons via Flaticon.com

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

**Strategic Challenge:** Strengthen culture to collaborate, perform, include, and change.

## Strategies

- Grow and engage people through recruitment and retention, compensation growth, and policy and procedure improvements.
- Establish DEIA as an integral part of Literacy Pittsburgh's culture and operations.
- Commit to highly functioning, reliable, quality systems and efficient processes for data information and technology.
- Improve the safety of Literacy Pittsburgh facilities.

## Key Performance Metrics

- Increase staffing by 39%.
- Grow total average compensation by 12% over three years, to the extent financially possible.
- Increase scores on Best Places to Work and Vibrant Index.
- Reduce time spent on student intake data entry.
- Make safety improvements at all Literacy Pittsburgh sites.



Compared to three years ago, Literacy Pittsburgh is serving 43% more students, high school equivalency attainment has more than doubled, postsecondary transitions have increased by 67%, and employment outcomes have increased by 40%. We look forward to building on these successes.

# RELEVANT

Literacy Pittsburgh will play an important role in developing the region's talent.

**Strategic Challenge:** Improve educational and career outcomes.

## Strategies

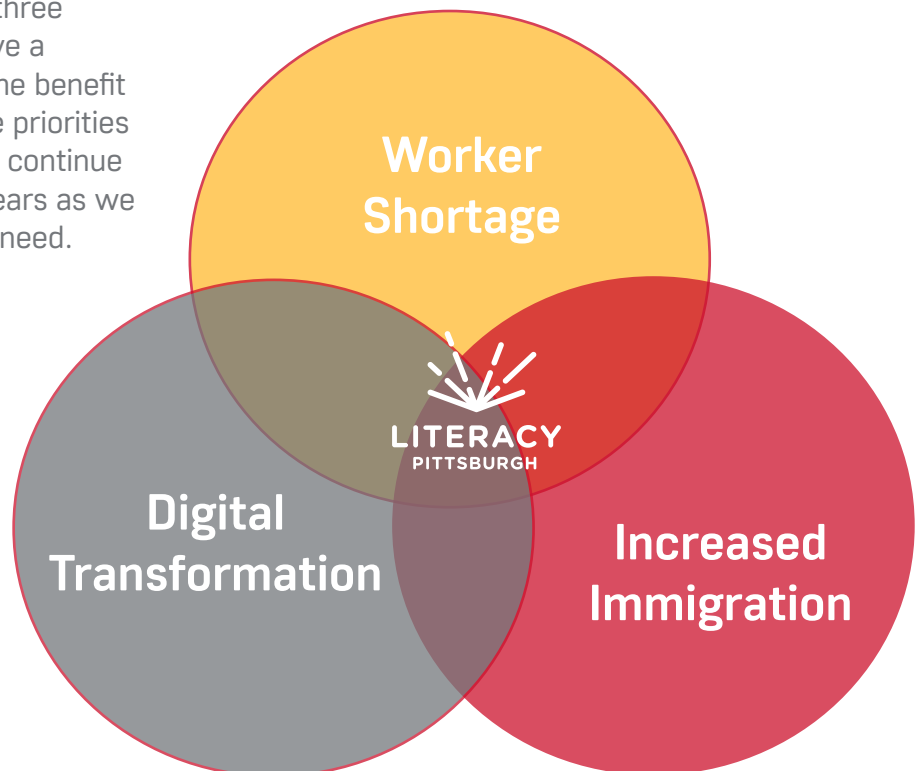
- Create roadmaps that show students the way toward good careers and that show employers the value our students present.
- Expand capacity to serve more students and increase persistence by reducing barriers to success.
- Evaluate opportunities to expand and enhance programming and pursue those that offer a net gain.

## Key Performance Metrics

- By year 3, achieve a 42% increase in employment outcomes, a 25% increase in postsecondary transitions, 33% in high school equivalency attainment, and 51% increase in digital skills certifications.
- Increase student participation in career programs by 61%, career services by 26%, and service coordination by 281%.
- Build a strong network of 5 employer partners that inform programming and curriculum, interview students, participate in career services, and hire Literacy Pittsburgh students.
- Operate at least 3 career programs that lead to industry-recognized credentials and/or jobs.
- Ensure the resources and support of 6-10 partner agencies are accessible to our students on-site.

## ADDRESSING A GROWING DEMAND

Literacy Pittsburgh sits at the nexus of three urgent local and national issues. We have a responsibility to meet this demand for the benefit of our students and our community. The priorities of Ready, Relevant, and Sustainable will continue to guide our work over the next three years as we grow and adapt to meet this increasing need.



# SUSTAINABLE

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

**Strategic Challenge:** Grow revenue to keep pace with increasing demand for services and program improvements.

## Strategies

- Increase individual, foundation, and corporate support to fund operations.
- Raise change capital for plan implementation.
- Attain balance sheet/capitalization goals.
- Grow Pathway Builders.

## Key Performance Metrics

- Achieve a 43% increase in operating revenue.
- Increase support from individuals by 28% (\$650,000 to \$835,000).
- Identify and secure three to five new \$10,000+ donors.
- Increase support from foundation and corporate donors by 66%.
- Raise approximately \$903,127 in change capital to support implementation of strategic plan.
- Establish a \$2.35 million working capital fund, create a \$1 million operating reserve, and grow endowment to \$5 million.
- Grow Pathway Builders to 18 members.

## Literacy Pittsburgh's student population is:

- 66% non-white
- 70% female
- 50% parents of preschool and school-aged children.
- Roughly half of our American-born students have special learning needs.
- About half of our students are foreign-born, and come from more than 100 countries around the world.



## Literacy Pittsburgh Board of Directors

### President

**Andrea Clark-Smith** UPMC

### Immediate Past President

**Steven Sokoloski** Highmark Health

### Vice President

**Leslie Gromis Baker**

Buchanan Ingersoll & Rooney

### Secretary

**Scott Bartlett** Rich Foods

### Treasurer

**Danell R. Cooper, CPA** KidsVoice

### MEMBERS

**Dr. Keely Baronak** Carlow University

**Earl Buford** CAEL

**Nancy J. Crouthamel** Civic Volunteer

**Ellen Duffield** Highmark Wholecare

**Ellen Freeman** Freeman Immigration Law Group

**Emmanuel George** Covestro

**Richard M. Heiser** FedEx Ground

**Kevin Kinross** Carey Group

**Tina L. Myles** Pressley Ridge

**Katie O'Connor** Buchanan Ingersoll Rooney

**Dr. Katy Rittle** LPE Associates

**Rebecca Roadman** University of Pittsburgh

**Lucy Russell** University of Pittsburgh

**Bill Southern** Block Communications

**Jen Styran** Carnegie Library of Pittsburgh

**Kathleen M. Sullivan** Clark Hill

**Erin Weber** Raymond James

**Karen R. Worcester** Hope Gas

### Chief Executive Officer

**Carey Harris**