



STRATEGIC PLAN 2019 - 2022

**January 2019
Prepared by Shari Pinsky Adams**

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Introduction

In January 2018, Literacy Volunteers of Greater Hartford (LVGH) embarked on a strategic planning process. The LVGH board tasked a strategic planning committee with completing a comprehensive process to create a 3-year strategic plan. At the outset of the process, initial members of the strategic planning committee outlined key questions that the process should address: (1) How do we deepen impact for our clients and the community? (2) How do we ensure long-term financial sustainability? (3) How do we strengthen our human resources, both volunteers and staff, to support mission achievement? (4) How can we raise the visibility of LVGH and its impact? To answer these questions, LVGH conducted a data collection process that included 15 stakeholder interviews, numerous focus groups that engaged 92 stakeholders, an internal organizational assessment (program portfolio review, human resource assessment, financial and funding analysis) and research. The extensive data collection and analysis process was synthesized in a report that was presented to the Board and strategic planning committee in December 2018.¹ This report and the corresponding PowerPoint presentation laid the foundation for board and strategic planning committee discussions that shaped the development of this strategic plan.

The strategic planning committee convened three times from November 2018 through January 2019. At these meetings, the committee reviewed and discussed the data collection and analysis results, revised the mission, vision, and core values statements, and developed four strategies with corresponding goals and objectives. The strategic planning committee's work culminated in the creation of this strategic plan that provides a framework for building on LVGH's successful track record in providing quality and responsive services to low-literate adults in Greater Hartford and will guide LVGH's work toward mission and vision achievement over the next 3-year period.

LVGH has a long standing commitment to strategic planning as a continuous process and a demonstrated understanding that strategic plans are living and constantly changing documents that need to reflect the dynamic internal and external environment in which an organization exists. Therefore, the Board is committed to monitoring and revising as necessary this strategic plan on a quarterly basis and including a formal report on LVGH's progress toward implementation of the plan each year at the Annual Meeting.

Strategic Planning Committee Members

Jared Chase, Board Chair

James Estrada, Board of Directors, Committee Chair

Alice Ellovich, Board of Directors

CJ Hauss, Executive Director

Stephen Morris, Assistant Director

Giuliana Musilli, Corporator

Christine Owens, Board of Directors

¹ See report: "Preparation for Strategic Planning: Data Collection and Analysis", November 2018

Vision

Literacy Volunteers of Greater Hartford is the recognized leader for comprehensive adult literacy services and volunteer experiences that transform lives to build a more resilient and connected Greater Hartford community.

Mission

The mission of Literacy Volunteers of Greater Hartford is to create a community of fully literate adults through student centered instruction that catalyzes career readiness and advancement.

Core Values

- ❖ **LIFE-LONG LEARNING** that promotes personal growth, discovery, and civic engagement
- ❖ **QUALITY SERVICES** that are student focused, evidence based, outcomes driven, efficiently delivered, and responsive to student and community needs
- ❖ **COLLABORATION** that cultivates and leverages partnerships to enhance mission impact
- ❖ **COMMUNITY** that is enriched by diversity and cross cultural exchange in a welcoming and inclusive environment

Key Strategies, Goals & Objectives

I. LVGH will ensure long-term financial sustainability by growing and stewarding financial resources to deepen client and community impact.

Goal 1: To increase individual giving by 10% annually.

Objective 1.a.: Improve board engagement in donor prospecting and stewardship efforts including donor cultivation, solicitation and appreciation

Objective 1.b.: Increase number of major givers by 10% annually

Objective 1.c: Expand donor prospect list to include potential donors outside LVGH volunteer pool

Goal 2: To build the endowment.

Objective 2.a.: Increase the number of Legacy Society donors by 100% over 3 years

Objective 2.b.: Develop communication plan and collateral materials (print, electronic, website) to grow Legacy Society

Objective 2.c: Improve recognition of current and future Legacy Society members

Goal 3: To explore potential earned income opportunities.

Objective 3.a.: Conduct an analysis of Career Pathways services and determine feasibility of developing revenue generating program components

II. LVGH will enhance services at its Hartford and East Hartford sites to meet the current and emerging needs of LVGH students as well as effectively address barriers that prevent LVGH students from achieving their goals.

Goal 1: To continue to develop and grow the Career Pathways Initiative (CPI).

Objective 1.a: Expand the childcare initiative into a fully developed career pathway

Objective 1.b: Establish additional employer partnerships

Objective 1.c: Increase volunteer involvement in CPI with a focus on engaging corporate volunteers to provide their professional expertise

Goal 2: To increase ESOL evening attendance at the East Hartford site.

Objective 2.a.: Maintain an average class size of 2 – 3 students

Objective 2.b: Identify and implement strategies to improve the referral pipeline and collaborative efforts with East Hartford Adult Education

Objective 2.c.: Explore feasibility of offering childcare at the East Hartford site

Goal 3: To enhance the digital literacy of our students.

Objective 3.a.: Prepare for conversion to online CASAS testing

Objective 3.b: Improve the digital literacy proficiency of tutors

Objective 3.c.: Increase use of technology both inside and outside of the classroom

Goal 4: To identify, further develop, and leverage partnerships and collaborations.

Objective 4.a.: Maintain current leadership role in regional adult literacy and career pathways efforts

Objective 4.b.: Establish a formal partnership with a community college

III. LVGH will invest in the ongoing development of its staff, board, tutors and volunteers to enhance mission achievement and ensure future organizational sustainability.

Goal 1: To continue to provide staff, board and volunteers with opportunities for skill and leadership development.

Objective 1.a: Encourage participation in trainings, workshops and professional development opportunities

Objective 1.b: Identify opportunities for leadership development, i.e. committee chair, special projects

Goal 2: To strengthen its commitment to diversity, equity, and inclusion.

Objective 2.a: Increase diversity of board of directors

Objective 2.b: Expand volunteer recruitment reach to engage more people of color as tutors

Goal 3: To expand volunteer opportunities to engage new constituencies.

Objective 3.a: Diversify types of volunteer experiences by developing a menu of short-term, long-term, group, individual and virtual volunteer opportunities

Objective 3.b: Develop corresponding screening and evaluation processes and training curricula

Goal 4: To prepare for a departure defined executive leadership transition.

Objective 4.a: Update current executive transition plan and create a written board leadership succession plan

Objective 4.b: Strengthen HR capacity by updating all job descriptions to reflect cross functional job responsibilities and conducting an analysis of the current compensation structure to ensure market competitiveness

Objective 4.c: Develop a plan to cultivate internal leadership including expanded job/project responsibilities, increased visibility in the community, and provision of professional development opportunities and training

IV. LVGH will communicate more effectively the impact and outcomes of its work to a variety of stakeholders and audiences.

Goal 1: To enhance the current organizational framework for measuring impact.

Objective 1.a. Assess and revise as necessary current program evaluation efforts

Goal 2: To improve communication of program services and organizational impact.

Objective 2.a. Review and revise current communication materials and develop new tools as necessary, i.e. tagline, case statement, stories of client impact

Objective 2.b. Provide tools and training to board and staff to enhance their communication efforts and outreach in the community

Implementation Plan

Strategy I:

LVGH will ensure long-term financial sustainability by growing and stewarding financial resources to deepen client and community impact.

Goal I.1: To increase individual giving by 10% annually.

Objective	Accountability (Lead bolded /Team Members)	Timeline	Outcome/Measures	Fiscal Impact
I.1.a. <i>Improve board engagement in donor prospecting and stewardship efforts including donor cultivation, solicitation and appreciation</i>	Executive Director , Development Director, Board Development Committee, Board Chair	FY20	Establishment of Board development committee; increase in # of donors identified by Board, donor contacts by board, and asks by board	Within existing resources; potential consultant fees for development of materials
I.1.b. <i>Increase number of major givers by 10% annually</i>	Development Director , Executive Director, Board Development Committee, Board	FY20-FY22	78 major givers (annual gifts of \$500+) by end of FY22 (Baseline- 54 major givers in FY18)	Within existing resources
I.1.c. <i>Expand donor prospect list to include potential donors outside LVGH volunteer pool</i>	Development Director , Executive Director, Development Committee, Board	FY20-FY22	10% increase in # of annual donors who are not LVGH volunteers	Within existing resources

Goal I.2: To build the endowment.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
I.2.a. <i>Increase the number of Legacy Society donors by 100% over 3 years</i>	Development Director , Executive Director, Development Committee, Board	FY22	20 Legacy Society members by FY22 (Baseline – 10 members in FY18)	Within existing resources
I.2.b. <i>Develop communication plan and collateral materials (print, electronic, website) to grow Legacy Society</i>	Assistant Director , Development Director	FY20	Written communication plan, redesign of website legacy giving landing page, development of legacy giving brochure	Design (print and web) and printing expenses
I.2.c. <i>Improve recognition of current and future Legacy Society members</i>	Development Director , Assistant Director, Executive Director	FY20-FY22	Legacy Society Donor Profiles included in existing communication vehicles, listing of Legacy Society members in annual report, ongoing special updates from Executive Director	Within existing resources

Goal I.3: To explore potential earned income opportunities.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
I.3.a. <i>Conduct an analysis of Career Pathways services and determine feasibility of developing revenue generating program components</i>	Executive Director , Assistant Director, Program Director, Career Pathways Facilitator	FY21	Determination of feasibility of an earned income venture. If feasible, development of action plan	Potential consulting fees

Strategy II:

LVGH will enhance services at its Hartford and East Hartford sites to meet the current and emerging needs of LVGH students as well as effectively address barriers that prevent LVGH students from achieving their goals.

Goal II.1: To continue to develop and grow the Career Pathways Initiative (CPI).

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
II.1.a <i>Expand the childcare initiative into a fully developed career pathway</i>	Director of Program, Career Pathways Facilitator, Childcare Coordinator	FY20-FY21	# of students earning industry recognized credential; # of students completing job training program; # of students employed in industry	Within existing resources
II.1.b. <i>Establish additional employer partnerships</i>	Assistant Director, Career Pathways Facilitator, Training and Development Manager	FY20-FY22	# of new partnerships established (Baseline: 20 employers)	Within existing resources
II.1.c <i>Increase volunteer involvement in CPI with a focus on engaging corporate volunteers to provide their professional expertise</i>	Assistant Director, Career Pathways Facilitator, Director of Program, Training and Development Manager	FY20-FY22	# of CPI volunteers by end of FY22 (Baseline: 0; Goal 15 – 20 volunteers)	Within existing resources

Goal II.2: To increase ESOL evening attendance at its East Hartford site.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
II.2.a <i>Maintain an average class size of 2-3 students</i>	Director of Program, ESOL Program Manager	FY20	# of students per class	Within existing resources
II.2.b. <i>Identify and implement strategies to improve the referral pipeline and collaborative efforts with East Hartford Adult Ed</i>	Director of Program, ESOL Program Manager	FY20	# of referrals from East Hartford Adult Ed	Within existing resources
II.2.c. <i>Explore feasibility of offering childcare at the East Hartford site</i>	Director of Program, ESOL Program Manager	FY22	Decision whether to provide childcare at East Hartford site	Implementation costs (staffing & supplies)

Goal II.3: To enhance the digital literacy of our students.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
II.3.a <i>Prepare for conversion to online CASAS testing</i>	Director of Program, Training and Development Manager, Digital Literacy Program Manager	FY22	Online testing implemented	Anticipated increase in per student test cost
II.3.b <i>Improve the digital literacy proficiency of tutors</i>	Director of Program, Training & Development Manager, Digital Literacy Program Manager	FY20-FY22	# of technology related trainings offered: # of tutors attending trainings	Within existing resources

II.3.c <i>Increase use of technology both inside and outside of the classroom</i>	Director of Program, Training & Development Manager, Digital Literacy Program Manager, Basic Literacy Program Manager, ESOL Program Manager	FY20-FY22	# of students using computer lab; # of hours per class in the computer lab; # of students accessing digital resources and apps	Within existing resources
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Goal II.4: To identify, further develop, and leverage partnerships and collaborations.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
II.4.a <i>Maintain current leadership role in regional adult literacy and career pathways efforts</i>	Executive Director, Assistant Director	FY20-FY22	# of leadership roles held on regional boards, coalitions, taskforces, committees; # of meetings attended	Within existing resources
II.4.b <i>Establish a formal partnership with a community college</i>	Executive Director, Assistant Director, Director of Program	FY22	# of LVGH students enrolled in community college classes and training programs, # of LVGH students accessing student aid/scholarships; # of community college representatives serving on LVGH board, committees, taskforces	Within existing resources

Strategy III:

LVGH will invest in the ongoing development of its staff, board, tutors, and volunteers to enhance mission achievement and ensure future organizational sustainability.

Goal III.1: To continue to provide staff, board and volunteers with opportunities for skill and leadership development.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
III.1.a <i>Encourage participation in trainings, workshops and professional development opportunities</i>	Board Chair, Executive Director, Assistant Director	FY20-FY22	# of trainings, workshops and professional development opportunities attended	Within existing resources
III.1.b <i>Identify opportunities for leadership development, i.e. committee chair, special projects</i>	Board Chair, Executive Director, Assistant Director	FY20-FY22	# of special projects assigned, # of committee chair positions held	Within existing resources

Goal III.2: To strengthen its commitment to diversity, equity, and inclusion.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
III.2.a <i>Increase diversity of the board of directors</i>	Board, Executive Director	FY20-FY22	# of people of color serving on board of directors	Within existing resources

III.2.b <i>Expand volunteer recruitment reach to engage more people of color as tutors</i>	Director of Program, Training & Development Manager, Digital Literacy Program Manager, Basic Literacy Program Manager, ESOL Program Manager, Career Pathways Facilitator	FY20-FY22	10% increase in tutors identifying as people of color by FY22 (Baseline – currently 20% of tutors identify as people of color)	Within existing resources
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Goal III.3: To expand volunteer opportunities to engage new constituencies.

Objective	Accountability (Lead bolded /Team Members)	Timeline	Outcome/Measures	Fiscal Impact
III.3.a <i>Diversify types of volunteer experiences by developing a menu of short-term, long-term, group, individual and virtual volunteer opportunities</i>	Director of Program, Development Director, Assistant Director, Training & Development Manager, Digital Literacy Program Manager, Basic Literacy Program Manager, ESOL Program Manager, Career Pathways Facilitator	FY21	# of new types of volunteer opportunities offered; # of volunteers participating in new opportunities	Within existing resources
III.3.b <i>Develop corresponding screening and evaluation processes and training curricula</i>	Director of Program, Assistant Director, Training Manager	FY22	Screening, evaluation process, and training curriculum developed	

Goal III.4: To prepare for a departure defined executive leadership transition.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
III.4.a <i>Update current executive transition plan and create a written board leadership succession plan</i>	Board Chair , Board of Directors, Executive Director	FY20	Written and current executive transition plan and board leadership succession plan	Within existing resources
III.4.b <i>Strengthen HR capacity by updating all job descriptions to reflect cross functional job responsibilities and conducting an analysis of the current compensation structure to ensure market competitiveness</i>	Assistant Director , Executive Director	FY20	Updated job descriptions and updated compensation structure	Within existing resources
III.4.c <i>Develop a plan to cultivate internal leadership including expanded job/project responsibilities, increased visibility in the community, and provision of professional development opportunities/trainings</i>	Executive Director	FY20-FY22	# of delegated special projects, # of external meetings, conferences, events attended, # of professional development opportunities attended	Training and conference fees

Strategy IV:

LVGH will communicate more effectively the impact and outcomes of its work to a variety of stakeholders and audiences.

Goal IV.1: To enhance the current organizational framework for measuring impact.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
IV.1.a <i>Assess and revise as necessary current program evaluation efforts</i>	Assistant Director, Executive Director, Director of Program	FY22	Receipt of a HFPG evaluation capacity building grant; implementation of enhanced evaluation framework	Grant dollars required

Goal IV.2: To improve communication of program services and organizational impact.

Objective	Accountability (Lead bolded/Team Members)	Timeline	Outcome/Measures	Fiscal Impact
IV.2.a <i>Review and revise current communication materials and develop new tools as necessary, i.e. tagline, case statement, stories of client impact</i>	Assistant Director, Digital Literacy Program Manager, Development Director	FY20	New and improved communication tools	Consultant fees
IV.2.b <i>Provide tools and training to Board and staff to enhance their communication efforts and outreach in the community</i>	Assistant Director, Digital Literacy Program Manager, Development Director	FY20	# of community events attended, # of new connections/donors	Consultant fees

