2016—2019
Tech Goes Home
Strategic Plan
May 23, 2016

On behalf of OpenAirBoston, the original parent of Tech Goes Home, it is my pleasure to introduce the following Strategic Plan for Tech Goes Home. As a member of the Strategic Planning Committee as well as the chair of the Board of Directors for Tech Goes Home & OpenAirBoston, I have been my pleasure to collaborate with leaders from across Boston who are committed to digital inclusion for Boston, and Greater Boston’s least resourced individuals.

Since 2000, Tech Goes Home has secured the tools, education, and access to ensure Boston residents can develop critically necessary 21st century skills. From its beginnings as a program of OpenAirBoston, Tech Goes Home has emerged as an innovator and leader among organizations serving the residents of Boston, and also those tackling this challenge across the country. With this Strategic Plan, Tech Goes Home will evolve as a sustainable, stand-alone entity positioned to leverage resources and serve residents across Greater Boston, while continuing to inspire national leaders in the digital inclusion world.

The following Strategic Plan identifies three primary goals for this work, as well as multiple strategies and tactics detailed enough to allow a clear measure of progress during implementation, and flexible enough to permit Tech Goes Home and its leaders latitude in seizing opportunities and reacting to any unforeseen setbacks. In short, the members of the Strategic Planning Committee and I recognize that this work represents a significant challenge for Tech Goes Home, but we are eager to position Tech Goes Home for success to ensure low-income and under-served populations across Greater Boston have full access to technology and the Internet.

My sincere thanks to every member of the Strategic Planning Committee, without whom Tech Goes Home would not be launching this exciting and critically necessary new chapter.

Donna Sorgi
Chair, Board of Directors
Tech Goes Home & OpenAirBoston
Our History

OpenAirBoston (OAB) is a 501(c)(3) nonprofit whose mission is to achieve digital equity so that low-income, under-served populations in Greater Boston have full access to technology and the Internet. OAB’s Tech Goes Home (TGH), founded in 2000, is a national award-winning initiative that provides residents the tools, education, and access required for 21st-century skills development. With steadfast support from the City of Boston, TGH serves the region’s most vulnerable populations, including those children and youth, adults, seniors, and disabled individuals who are predominantly low-income and from the region’s most challenged neighborhoods.

Today several thousand families a year take TGH courses at their local school or community organization, earning low-cost technology upon successful course completion. Course offerings now include classes targeted to families with young children in early education settings and micro-entrepreneurs looking to add technology and small business resources to their business. TGH is currently expanding geographically to Cambridge.

The TGH model has been recognized nationally by municipalities from Chattanooga, Tennessee, to New Orleans, Louisiana, interested in replicating TGH’s success.

Our Mission and Values

OUR MISSION
Tech Goes Home strives to ensure that people are equipped with the tools, training, and access to support 21st century skill development. In addition, TGH provides opportunities for all residents to connect to schools, community programs and assets, government agencies, and each other. The TGH program offers residents the ability to improve their quality of life as new members of the online community.

INTENDED IMPACT
Tech Goes Home will ensure that Greater Boston becomes the first major metropolitan area to empower every low-income resident to access and use life-changing digital tools to address their most pressing needs. In doing so, TGH will lead the wave of national change.

VALUES
- Digital Inclusion
- Dignity
- Opportunity
- Respect

I am in 2nd grade. Tech Goes Home gave me and my mommy a great opportunity to learn more about technology and to spend time together.
The program helped me to create the budget that my family now uses to manage our finances.

My favorite part of TGH was that parents were able to come together and find different ways of learning with our kids. It showed us that if we get more involved with our kids they can explore and become better learners.
Executive Summary

In recent years, Tech Goes Home has enjoyed consistently high ratings from stakeholders ranging from community partners, to trainers, to funders, to successful course participants. Recognizing the substantial difference Tech Goes Home makes for individuals potentially left behind in the digital age, municipalities and other organizations across the country have sought TGH’s expertise and advice. Operating with substantial City of Boston support, the dedication of a small but committed board of directors, and the tireless efforts of an entrepreneurial staff, TGH has continued to iterate its offerings and technology. The efficiency and effectiveness TGH has demonstrated, however, has masked the real and substantial infrastructure support, professionalization, and stability needed to ensure TGH can continue to serve not just Boston’s, but the region’s, least resourced citizens.

With this background, in early winter 2016, TGH recruited a cross-section of supporters to form a Strategic Planning Committee to consider TGH’s core purpose, identify the issues and resources needed to grow, and draft a plan for TGH’s future. The planning process began with an assessment of TGH’s core programs, interviews with long-standing trainers and successful course participants, review of survey results, and consideration of TGH’s core mission. Items produced for the Strategic Planning Committee’s review included an environmental scan of other similar entities, a survey of trainers past and present, and a financial and intended impact review that resulted in a sustainability matrix. The Strategic Planning Committee met several times, developed an intended impact statement for TGH, and coalesced around key goals and strategies, concluding that moving TGH toward independent, sustainable status was critical for any future success.

The Strategic Plan is Organized Around Three Goals:

1. Tech Goes Home will become a sustainable organization.
2. Tech Goes Home will grow to serve Greater Boston, becoming a national leader.
3. Tech Goes Home will be demonstrably effective at serving the most critical digital needs of the people we serve.

With these three inter-locking goals, TGH can ensure that it will be operationally, substantively, and financially positioned to further digital inclusion for residents of Boston, Greater Boston, and across the country. Whether by ensuring that its programs are evaluated and proven to address these key issues, or by recruiting additional effective and active board members, or by diversifying and strengthening its revenue base, the strategies underlying each of these goals will provide both a roadmap and a measurement of TGH’s progress.

Having identified the critical goals, strategies, and tactics necessary to position TGH for the future, the final step has been to carefully project the expenses and staff hours needed to implement this plan. The TGH staff estimate that including additional staffing, full implementation of the strategic plan will cost approximately $400,000. While substantial fundraising will be required and is outlined in the graphs included here, TGH and its board of directors are prepared to invest current funds to begin this process. TGH estimates that it will need to raise more than $205,000 to fully implement the plan.

Introduction to TGH Goals, Strategies, Tactics, and Timeframe

With the guidance of TGH’s Strategic Planning Committee, and careful assessment of TGH’s current opportunities and challenges, resources, and potential threats, Tech Goes Home has adopted the following overall goals, strategies, and implementation tactics. In order to ensure that the TGH board can monitor progress toward accomplishing these goals, each tactic has been assigned key individuals with responsibility to implement the tactic, as well as the best current estimate of the time implementation will begin and should be accomplished.

It is the Committee’s intention that this should serve as a living document, permitting the TGH board and staff to actively and flexibly monitor the plan’s implementation and adapt to changing circumstances.

Financial Expenses and Revenue

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Shift the culture of TGH to one that supports sustainability and effectiveness

Adopt the next generation of organizational governance

Adopt a culture of philanthropy

### Goal No. 1: TGH WILL BECOME A SUSTAINABLE ORGANIZATION

**Strategic Plan Implementation**

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>TACTICS</th>
<th>START</th>
<th>END</th>
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</thead>
<tbody>
<tr>
<td>Shift the culture of TGH to one that supports sustainability and effectiveness</td>
<td>Change legal name</td>
<td>July 1, 2016</td>
<td>October 1, 2016</td>
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<td></td>
<td>Update material</td>
<td>July 1, 2016</td>
<td>January 1, 2017</td>
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<td>Position description for TGH staff</td>
<td>July 1, 2016</td>
<td>January 1, 2017</td>
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<td></td>
<td>Identify new staff positions</td>
<td>June 1, 2016</td>
<td>June 1, 2017</td>
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<td>Comp and benefits package exploration</td>
<td>July 1, 2016</td>
<td>October 1, 2016</td>
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<tr>
<td></td>
<td>Comp and benefits package cost</td>
<td>July 1, 2016</td>
<td>October 1, 2016</td>
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<td>Financial upgrading, leadership</td>
<td>July 1, 2016</td>
<td>July 1, 2017</td>
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<td>Logistics plan: office space, CRM</td>
<td>July 1, 2016</td>
<td>July 1, 2017</td>
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<td>Implement logistical upgrade (includes new database)</td>
<td>July 1, 2016</td>
<td>July 1, 2017</td>
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<td></td>
<td>Review and plan volunteer program</td>
<td>July 1, 2016</td>
<td>December 1, 2016</td>
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| Adopt the next generation of organizational governance | Skilled experience demographics (matrix) | May 1, 2016 | September 1, 2016 |
| | Board development | May 1, 2016 | September 1, 2016 |
| | Dream team | May 1, 2016 | May 1, 2017 |
| | Board terms / term limits | May 1, 2016 | July 1, 2016 |
| | Updating bylaws | May 1, 2016 | August 1, 2016 |
| | Board training | October 1, 2016 | July 1, 2017 |
| | Board handbook, position descriptions | July 1, 2016 | October 1, 2016 |
| | Board meeting schedule | July 1, 2016 | October 1, 2017 |
| | Assess need for annual meeting | January 1, 2017 | February 1, 2017 |

| Adopt a culture of philanthropy | Review grants, develop immediate strategy | July 1, 2016 | October 1, 2016 |
| | Upgrade foundation strategy | July 1, 2016 | October 1, 2016 |
| | Revenue goals based on current streams | May 1, 2016 | September 1, 2016 |
| | Fundraising plan | November 1, 2016 | July 1, 2017 |
| | Fundraising goals for TGH 2.0 | June 1, 2016 | July 1, 2017 |
| | Board giving / getting goals | June 1, 2016 | January 1, 2017 |
| | Innovative fundraising efforts | July 1, 2016 | July 1, 2017 |
| | Review fundraising plan quarterly w/board | July 1, 2016 | July 1, 2017 |
**Strategic Plan Implementation**

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<tr>
<td><strong>Effectively implement Google Cambridge expansion plan</strong></td>
<td>Develop relationships with key stakeholders</td>
<td>March 1, 2016</td>
<td>March 1, 2017</td>
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<td></td>
<td>Research local needs and resources</td>
<td>March 1, 2016</td>
<td>March 1, 2017</td>
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<td>Develop materials (tutorials, website, surveys, etc)</td>
<td>April 1, 2016</td>
<td>April 1, 2017</td>
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<td>Pilot and run courses for 100 households</td>
<td>June 1, 2016</td>
<td>July 1, 2017</td>
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<td></td>
<td>Assess lessons learned for Greater Boston expansion</td>
<td>February 1, 2017</td>
<td>June 1, 2017</td>
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<tr>
<td><strong>Scale numbers served across Greater Boston</strong></td>
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<td>Current partners also working outside Boston</td>
<td>June 1, 2016</td>
<td>September 1, 2016</td>
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<td>Solicit volunteers to pilot Greater Boston courses</td>
<td>January 1, 2017</td>
<td>January 1, 2018</td>
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<td>Pilot new onboarding of sites to increase efficiency</td>
<td>June 1, 2017</td>
<td>June 1, 2018</td>
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<td><strong>Assess value of geographically diverse advisors and/or advisory committee</strong></td>
<td>ID current contacts</td>
<td>June 1, 2016</td>
<td>September 1, 2016</td>
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<td></td>
<td>ID critical geographies</td>
<td>September 1, 2016</td>
<td>June 1, 2017</td>
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<td></td>
<td>Thoughtfully cultivate digital equity leaders</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td><strong>Pursue opportunities for thought leadership regionally and nationally</strong></td>
<td>Social media opportunities and traditional media recognition</td>
<td>Ongoing</td>
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<td>Coalitions and conferences, particularly as a presenter</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>Short and long-term communication goals and implementation</td>
<td>July 1, 2017</td>
<td>July 1, 2018</td>
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Goal No. 3: **TGH WILL BE DEMONSTRABLY EFFECTIVE AT SERVING THE MOST CRITICAL DIGITAL NEEDS OF THE PEOPLE WE SERVE**

### Strategic Plan Implementation

<table>
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<tr>
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<tbody>
<tr>
<td>Thoughtfully assess opportunities for building out “third leg of the stool” around advocacy for broadband access</td>
<td>Partner with City of Boston advocates to support/leverage current strategies</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>Network with thought leaders, identify advisors/collaborators</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>Research national approaches—new models &amp; technology</td>
<td>January 1, 2017</td>
<td>June 1, 2017</td>
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<td>Seek advocacy opportunities (HUD, conferences, decision makers, blogs)</td>
<td>January 1, 2017</td>
<td>Ongoing</td>
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<td>Consider options for providing access</td>
<td>January 1, 2017</td>
<td>Ongoing</td>
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<tr>
<td>Develop a robust evaluation process to ensure that current programming serves the population’s needs</td>
<td>Recruit expertise in evaluation for the board and volunteers</td>
<td>July 1, 2016</td>
<td>July 1, 2017</td>
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<td>Seek interest in academic review of TGH data to date</td>
<td>July 1, 2016</td>
<td>January 1, 2017</td>
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<td>Coordinate with grant writing goals to assess opportunities for evaluation</td>
<td>July 1, 2016</td>
<td>July 1, 2019</td>
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<td>Establish an evaluation strategy as capacity allows</td>
<td>July 1, 2016</td>
<td>July 1, 2017</td>
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<td>Ensure both technology offered and areas of specialization (small business, early childhood) reflect population’s needs</td>
<td>Maintain relationships/gather input from people in this space</td>
<td>September 1, 2016</td>
<td>December 1, 2016</td>
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<td></td>
<td>Long term attract supporters/advisors from tech space</td>
<td>July 1, 2016</td>
<td>July 1, 2018</td>
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<td>ID tech savvy individuals in existing network/programs as advisors</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<tr>
<td>Monitor current trends in adult learning and adopt efforts to continuously update and refine TGH pedagogy</td>
<td>Add adult education expertise to staff requirement/evaluation</td>
<td>July 1, 2016</td>
<td>July 1, 2018</td>
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<td>Track adult education models/tech</td>
<td>Ongoing</td>
<td>Ongoing</td>
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<td>Incorporate evaluation findings to continually improve offerings</td>
<td>July 1, 2017</td>
<td>July 1, 2019</td>
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</tbody>
</table>
**TGH Sites and Community Partners**

**Since 2010 TGH has served**

20,000+ Graduates — from —

12,000+ Households — in —

1,000+ Courses — across —

200+ Schools and Community Sites

- Codman Square Library
- Codman Square NDC
- Commonwealth Tenants Association
- Community Academy
- Community Academy of Science and Health
- Community Paraprofessional Development Program
- Condon Community Center
- Condon Elementary
- Conley Elementary School
- Copley Library
- Curley-K-B School
- Curtis Hall Community Center
- Dearborn Middle School
- Deerger Elementary School
- Dovercote Academy
- Docheivier Bay EDC
- East Bayron Brancnch Library
- East Boston High School
- Edison K-B School
- Edwards Middle School
- Egleston Branch Library
- Eliot K-B School
- Ellis Elementary School
- Emerson Elementary School
- English High School
- ESAC
- Everett Elementary School
- Family Independence Initiative
- Family Aid Boston
- Fenway High School
- Fields Corner Public Library
- Forest Hills Housing Cooperative
- Franklin Field Housing Development
- Franklin Park Development Tenants Association
- Franklin Park Tennis Association at Urban Edge Building
- Frederick Pilot Middle School
- Gallivan Community Center
- Gardner Pilot Academy
- Georgetowne Homes Computer Learning Center
- Greenwood (Ellis) Leadership Academy
- Greenwood (Gerard) K-B School
- Grove Hall BPL
- Grove Hall Child Development Center
- Guild Elementary School
- Hale Elementary School
- Haly Elementary School
- Haley House - TEP
- Harbor School
- Harvard/Kent Elementary School
- Hattie B Cooper Community Center
- Haynes Early Education Center
- Henderson Elementary School
- Hennigan Elementary School
- Higgins/Lewis K-B School
- High School to Teacher Program
- Higher Education Resource Center
- Horace Mann School for the Deaf
- Holland Community Center
- Holland Elementary School
- Holmes Elementary School
- Honan-Allston Library
- HUD VASH Program
- Hurley K-B School
- Hyde Park Branch Library
- Hyde Park Community Center
- IBA at El Batay Tech Center
- Irving Middle School
- Jackson Mann Community Center
- Jamaica Plain NDC
- John A. Shalbourne Community Center
- TSN Lab
- Julio's Family Learning Program
- Kennedy, Edward Health Academy
- Kennedy, J.F. Elementary School
- Kennedy, P.J. School
- Kenny Elementary School
- Kilmor School
- King K-B School
- La Alianza Hispana
- Leafy Hophoran Community Center
- Lenox Housing Development
- LIFT
- Lower Mills Library
- Lyndon K-B School
- Lyon School
- Madison Park Public Internet Center
- Madison Park Technical Vocational High School
- Mandela Homes Computer Learning Center
- Manning Elementary
- Margarita Muñez Academy
- Mario Umana Academy
- Marshall Elementary School
- Mary Ellen McCormack Computer Center
- Math Community Day Public Charter School
- Mathler Elementary School
- Mattahunt Community Center
- Mattahunt Elementary School
- Mattapan Branch Public Library
- Maverick Landing
- McCormack Middle School
- McKay K-B School
- McKlnley Elementary School
- McKinley Preparatory High School
- Menino Community Center
- Microsoft Store at Prudential Mall
- Mildred Avenue Community Center
- Mildred Avenue K-B School
- Mission Hill K-B School
- Mission Main Housing Development
- Morgan Memorial Goodwill
- Mujeres Unidos Avanzando
- Murphy K-B School
- Neighborhood of Affordable Housing (NOAH)
- Newcomer Aessment & Counseling Center
- Notre Dame Education Center
- Nuestra Comunidad
- Nurtury Learning Lab
- O'Bryant School of Math & Science
- O'Donnell Elementary School
- Odyssey High School
- Office of English Language Learners
- Oheenberger Community Center
- Oheenberger School
- Old Colony Housing Development
- Orchard Gardens Housing
- Orchard Garden K-B School
- Orient Heights Public Library
- Otis Elementary School
- Polder Latino
- Project Hope
- Project Place
- Quincy Elementary School
- Quincy Geneva CDC
- Quincy Upper School
- Rogers Middle School
- Roosevelt K-B School
- Roslindale Public Library
- Rounding the Bases
- Rosbury Community College/DELL
- Rosbury Tenants of Harvard
- Russell Elementary School
- Salvation Army Boston Central
- Salvation Army Children's Learning Center
- Salvation Army South End
- Shaw Elementary School
- Sixty-Plus Veterans at Rosbury Community College
- Small Business Innovation Center
- SMILE
- Soren Walker Computer Center TSN Lab
- South Boston Branch Library
- South Boston en Acción
- South End Branch Library
- South Street Housing Development
- St. Mary's Expectant Mothers Center/Logan
- St. Marks Community Education Program
- Summer Elementary School
- Taylor School
- Tech Boston Academy
- Tenants' Development Corporation
- Thewor Apartments
- Thomas Johnson Community Center
- Tarney Learning Center
- Timly Middle School
- Timothy Smith Network Main Office
- Tobin Community Center
- Tobin K-B School
- Trotter Elementary School
- Tynan Community Center
- Tynan Elementary School
- Urban Science Academy
- UU Urban Ministry
- Vine Street Community Center
- Warren/Plesscott K-B School
- Washington Beech Housing Development
- West Broadway Public Housing
- West Roxbury Public Library
- West Zone Early Learning Center
- Winthrop Elementary School
- Women's Lunch Place
- Young Aschersen Science and Math Pilot K-8

Sites often change, and we are grateful to those partners who may not be listed here!
Thank you

Thank you to the many Tech Goes Home supporters, partners, and friends on our path to achieving Digital Equity!

SPECIAL THANKS TO:
TGH Board of Directors
TGH Strategic Planning Committee
TGH Sites and Community Partners
TGH Volunteers
TGH Trainers
Carolyn O’Brien, Strategic Planning Consultant
City of Boston
Google
Comcast
Cummings Foundation
Capital One

Your program continues to prove itself as a highly successful parent engagement initiative and represented the best of our school – engaged students, dedicated teachers, and participating families.