



2016
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2019

Tech Goes Home Strategic Plan



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Thank You

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, it has 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

STRATEGIC PLANNING COMMITTEE MEMBERS

David Beck

Boston Medical Center
Senior Vice President &
Chief Legal Counsel

Nalida Besson

Boston Public Schools
Teacher of Blind/Visually
Impaired Students, Orientation
and Mobility Specialist

Prince Charles

Codman Square NDC
Computer Learning Center
Coordinator

Peter R. Doliber, MHSA, MPH

Alliance of Massachusetts YMCAs
Executive Director

Jascha Franklin-Hodge

City of Boston
Chief Information Officer

Theodora Hanna

Tech Goes Home
Co-Director

Amanda L. Kool

Harvard Law School
Lecturer on Law

Mike Lynch

City of Boston
Broadband & Cable, Dept. of
Innovation and Technology (DoIT)

Daniel Noyes

Tech Goes Home
Co-Director

Liz Schwab

Google
Public Affairs Manager

Anne Schwieger

City of Boston
Broadband and Digital
Equity Advocate

Donna Sorgi

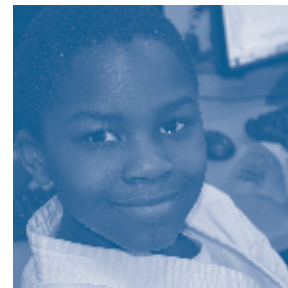
Tech Goes Home &
OpenAirBoston
Board Chair

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



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.

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

Impact and Results

PEOPLE

20,000 PEOPLE TRAINED SINCE 2010

75% **51%** **45%**

Participants with household incomes under \$25K / year

TGH Community participants who are unemployed

Participants whose primary language is not English

400 Local entrepreneurs and small businesses trained since 2013

COURSES AND SITES

1,000 COURSES AT 200 SITES SINCE 2010

200 VOLUNTEERS REPRESENTING MORE THAN 20 LANGUAGES

45% TGH school courses support students with special needs

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.

HOME INTERNET ACCESS

66% Before TGH **90%** After TGH

ENGAGEMENT

69% **95%** **100%**

Families report that TGH School was their first time participating in an activity at their child's school

Participants planning to participate in future activities at child's school or community institution

TGH trainers say the program improved their relationship with their families and participants

LEARNING TIME: ONE YEAR LATER

64% Students use their TGH computer every day **85%** Students use their TGH computer for homework

EMPLOYMENT OPPORTUNITIES: ONE YEAR LATER

85% Participants are more likely to use the Internet for job related research **50%** Participants report that TGH helped them at a current job or find a job

SATISFACTION



98% Participants would recommend TGH



100% Trainers would recommend TGH

The program helped me to create the budget that my family now uses to manage our finances.

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:

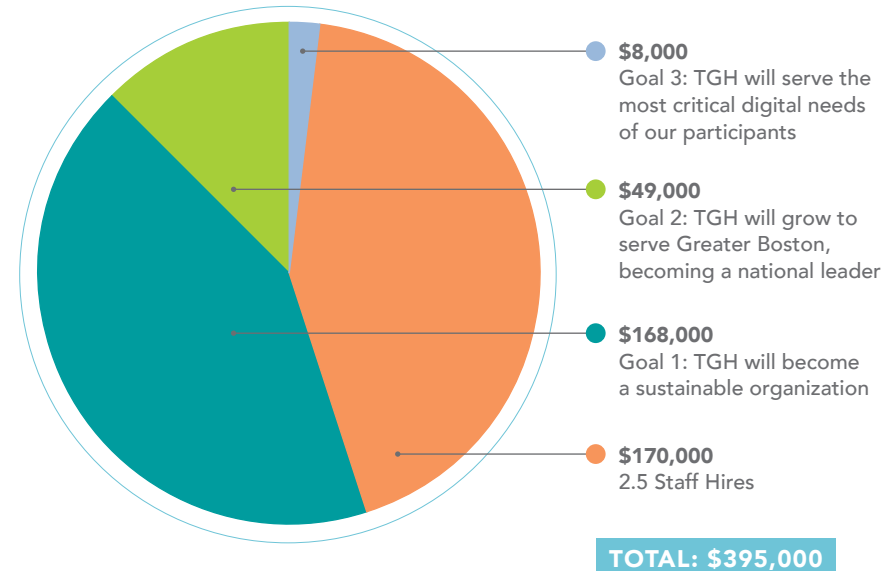
- 1** Tech Goes Home will become a sustainable organization.
- 2** Tech Goes Home will grow to serve Greater Boston, becoming a national leader.
- 3** Tech Goes Home will be demonstrably effective at serving the most critical digital needs of the people we serve.

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.

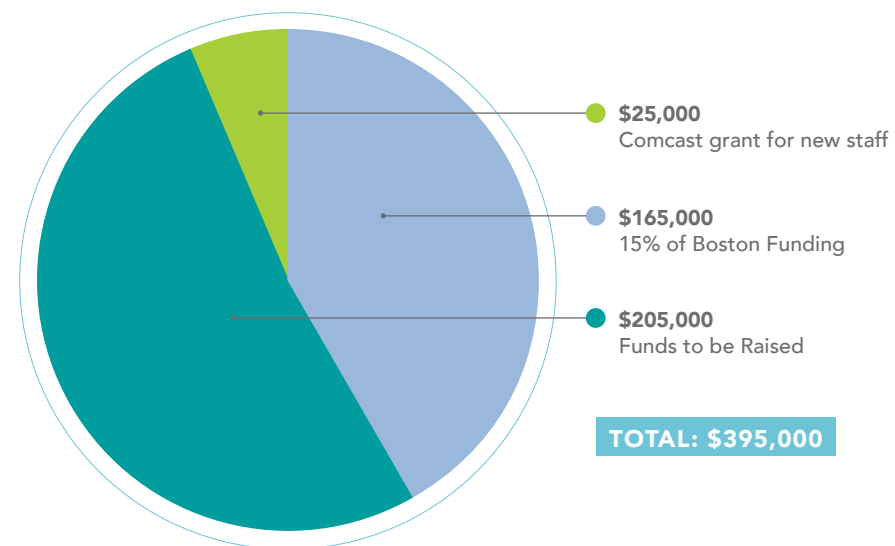
Having identified the critical goals, strategies, and tactics necessary to position TGH for the future, the final step has been to carefully project the expenses and staff hours needed to implement this plan. The TGH staff estimate that including additional staffing, full implementation of the strategic 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.

Financial Expenses and Revenue

TGH Strategic Plan: Implementation Expenses



TGH Strategic Plan: Estimated Revenue



Introduction to TGH Goals, Strategies, Tactics, and Timeframe

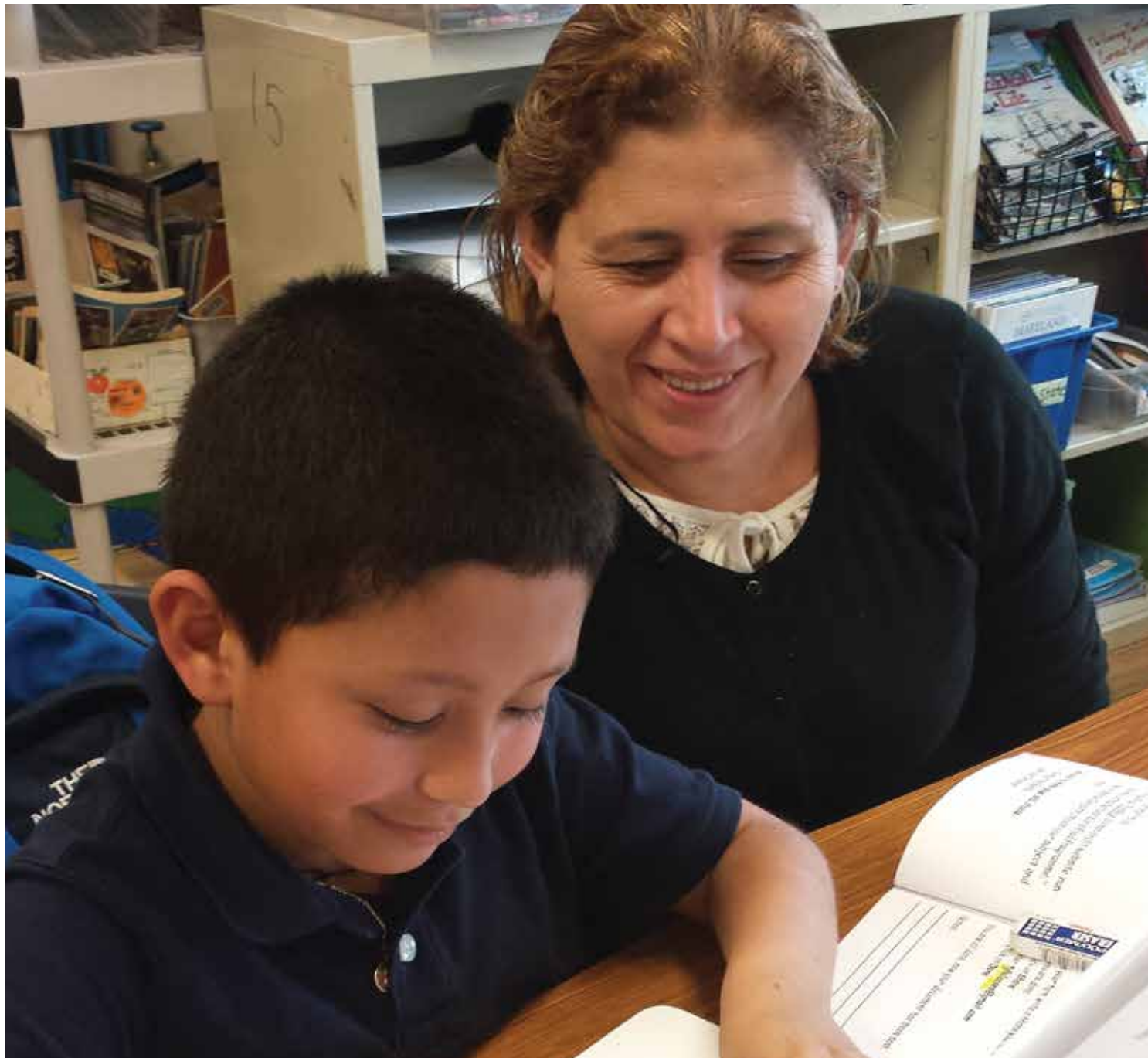
With the guidance of TGH's Strategic Planning Committee, and careful assessment of TGH's current opportunities and challenges, resources, and potential threats, Tech Goes Home has adopted the following overall goals, strategies, and implementation tactics. In order to ensure that the TGH board can monitor 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.

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

Strategic Plan Implementation

STRATEGY	TACTICS	START	END
Shift the culture of TGH to one that supports sustainability and effectiveness	Change legal name	July 1, 2016	October 1, 2016
	Update material	July 1, 2016	January 1, 2017
	Position description for TGH staff	July 1, 2016	January 1, 2017
	Identify new staff positions	June 1, 2016	June 1, 2017
	Comp and benefits package exploration	July 1, 2016	October 1, 2016
	Comp and benefits package cost	July 1, 2016	October 1, 2016
	Financial upgrading, leadership	July 1, 2016	July 1, 2017
	Logistics plan: office space, CRM	July 1, 2016	July 1, 2017
	Implement logistical upgrade (includes new database)	July 1, 2016	July 1, 2017
	Review and plan volunteer program	July 1, 2016	December 1, 2016
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



Sustainability



Goal No. 2: TGH WILL GROW TO SERVE GREATER BOSTON, BECOMING A NATIONAL LEADER

Strategic Plan Implementation



STRATEGY	TACTICS	START	END
Effectively implement Google Cambridge expansion plan	Develop relationships with key stakeholders	March 1, 2016	March 1, 2017
	Research local needs and resources	March 1, 2016	March 1, 2017
	Develop materials (tutorials, website, surveys, etc)	April 1, 2016	April 1, 2017
	Pilot and run courses for 100 households	June 1, 2016	July 1, 2017
	Assess lessons learned for Greater Boston expansion	February 1, 2017	June 1, 2017
Scale numbers served across Greater Boston	Current partners also working outside Boston	June 1, 2016	September 1, 2016
	Solicit volunteers to pilot Greater Boston courses	January 1, 2017	January 1, 2018
	Pilot new onboarding of sites to increase efficiency	June 1, 2017	June 1, 2018
Assess value of geographically diverse advisors and/or advisory committee	ID current contacts	June 1, 2016	September 1, 2016
	ID critical geographies	September 1, 2016	June 1, 2017
	Thoughtfully cultivate digital equity leaders	Ongoing	Ongoing
Pursue opportunities for thought leadership regionally and nationally	Social media opportunities and traditional media recognition	Ongoing	Ongoing
	Coalitions and conferences, particularly as a presenter	Ongoing	Ongoing
	Short and long-term communication goals and implementation	July 1, 2017	July 1, 2018

No. 2 Growth



Goal No. 3: **TGH WILL BE DEMONSTRABLY EFFECTIVE AT SERVING THE MOST CRITICAL DIGITAL NEEDS OF THE PEOPLE WE SERVE**

Strategic Plan Implementation

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



No. 3 Efficacy

TGH Sites and Community Partners

ABCD Allston/Brighton
 Accelerated Community to Teacher Program
 ACEDONE
 Adams Elementary School
 Adult Learning Center
 Alice Taylor Housing
 Asian American Civic Association
 Bates Elementary School
 Bethel Program
 Blackstone Elementary School
 BMA- Charles Street AME Church
 Boston Arts Academy
 Boston Centers for Youth and Families
 Boston Central Adult Education
 Boston Chinatown Neighborhood Center
 Boston Day and Evening Academy
 Boston Green Academy
 Boston Housing Authority
 Boston Latin Academy
 Boston Neighborhood Network
 Boston Public Library
 Boston Public Schools
 Boston Teachers Union School
 Bradley Elementary School
 Brazilian Immigrants Center
 Brighton High School Class
 Brighton Library
 Brookview House
 BUILD
 Burke High School
 Castle Square Housing Development
 Cathedral Housing Development
 Catholic Charities\El Centro del Cardenal
 Channing School
 CharlesNewtown Community Center
 Charlestown Community Center
 Charlestown High School
 Charlestown Housing Development
 Children's Services of Roxbury
 Chittick Elementary School
 Cleveland Community Center
 Codman Square CLC

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 Public Library
 Curley K-8 School
 Curtis Hall Community Center
 Dearborn Middle School
 Dever Elementary School
 Dorchester Academy
 Dorchester Bay EDC
 East Boston Branch Library
 East Boston High School
 Edison K-8 School
 Edwards Middle School
 Egleston Branch Library
 Eliot K-8 School
 Ellis Elementary School
 Ellison/Parks School

Emerson Elementary School
 English High School
 ESAC
 Everett Elementary School
 Family Independence Initiative
 FamilyAid 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 (Elihu) Leadership Academy
 Greenwood (Sarah) K-8 School
 Grove Hall BPL
 Grove Hall Child Development Center
 Guild Elementary School
 Hale Elementary School
 Haley 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
 Higginson/Lewis K-8 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-8 School
 Hyde Park Branch Library

Hyde Park Community Center
 IBA at El Batey Tech Center
 Irving Middle School
 Jackson Mann Community Center
 Jamaica Plain NDC
 John A. Shelburne Community Center TSN Lab
 Julie's Family Learning Program
 Kennedy, Edward Health Academy
 Kennedy, J.F. Elementary School
 Kennedy, P.J. School
 Kenny Elementary School
 Kilmer School
 King K-8 School
 La Alianza Hispana
 Leahy Holloran Community Center
 Lenox Housing Development
 LIFT
 Lower Mills Library
 Lyndon K-8 School
 Lyon School
 Madison Park Public Internet Center
 Madison Park Technical Vocational High School
 Mandela Homes Computer Learning Center
 Manning Elementary
 Margarita Muñiz Academy
 Mario Umana Academy
 Marshall Elementary School
 Mary Ellen McCormack Computer Center
 Match Community Day Public Charter School
 Mather Elementary School
 Mattahunt Community Center
 Mattahunt Elementary School
 Mattapan Branch Public Library
 Maverick Landing
 McCormack Middle School
 McKay K-8 School
 McKinley Elementary School
 McKinley Preparatory High School
 Menino Community Center
 Microsoft Store at Prudential Mall

Mildred Avenue Community Center
 Mildred Avenue K-8 School
 Mission Hill K-8 School
 Mission Main Housing Development
 Morgan Memorial Goodwill
 Mujeres Unidas Avanzando
 Murphy K-8 School
 Neighborhood of Affordable Housing (NOAH)
 Newcomer Assessment & 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
 Ohrenberger Community Center
 Ohrenberger School
 Old Colony Housing Development
 Orchard Gardens Housing
 Orchard Gardens K-8 School
 Orient Heights Public Library
 Otis Elementary School
 Poder Latino
 Project Hope
 Project Place
 Quincy Elementary School
 Quincy Geneva CDC
 Quincy Upper School
 Rogers Middle School
 Roosevelt K-8 School
 Roslindale Public Library
 Rounding the Bases
 Roxbury Community College/OELL
 Roxbury 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 Roxbury Community College

Small Business Innovation Center
 SMILE
 Sonny 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/Logon
 St. Marks Community Education Program
 Sumner Elementary School
 Taylor School
 Tech Boston Academy
 Tenants' Development Corporation
 Theroch Apartments
 Thomas Johnson Community Center
 Tierney Learning Center
 Timilty Middle School
 Timothy Smith Network Main Office
 Tobin Community Center
 Tobin K-8 School
 Trotter Elementary School
 Tynan Community Center
 Tynan Elementary School
 Urban Science Academy
 UU Urban Ministry
 Vine Street Community Center
 Warren/Prescott K-8 School
 Washington Beech Housing Development
 West Broadway Public Housing
 West Roxbury Public Library
 West Zone Early Learning Center
 Winship Elementary School
 Winthrop Elementary School
 Women's Lunch Place
 Young Achievers 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.

-  @techgoeshome
-  fb.com/techgoeshome
-  flickr.com/techgoeshome
-  linkedin.com/company/tech-goes-home



Tech Goes Home
PO Box 961379
Boston, MA 02196

www.techgoeshome.org