Tech Goes Home
Advancing Digital Equity

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2024-2034

Tech Goes Home

Strategic Plan

EXECUTIVE SUMMARY

Tech Goes Home (TGH) has a proud history of achieving goals, overcoming challenges, and evolving to meet the needs of our community. In a rapidly changing digital equity landscape, we have embarked on an ambitious effort to chart our future course of action. Our collective response to the COVID-19 pandemic was a testament to our team's resilience and collective problem-solving capabilities, but we still confront the reality that tens of millions of people in Massachusetts and across the country remain disconnected from the digital world — for lack of digital tools, internet access, and/or the training and support to feel confident online. Now is our chance to position TGH as a dynamic force for positive change in a rapidly evolving world.

Our approach to strategic planning departed from the traditional, top-down model often found in nonprofit organizations. It was a highly collaborative and inclusive endeavor that engaged individuals representing many roles within the TGH community. This process involved our board, instructors, learners, and a dedicated committee of staff from various levels of our team. By incorporating the perspectives and insights of employees at all levels, we ensured that our strategic planning was not only more comprehensive but also truly reflective of our organization's collective vision and objectives.

We have approached this strategic plan with the same rigor and commitment that we bring to every challenge. The ten-year timeline divides the priorities, to better build a scalable, accountable, and enduring infrastructure. This leverages one of TGH's primary strengths: an unwavering trust in and alignment with, meeting the community where it is to serve it best.

Strategic Focus – Our Four Priorities

Four bold priorities guide our response to the digital divide's urgent call. To tackle these priorities we will leverage past successes, foster innovation through agile work sprints, build an infrastructure that will support our mission over the next 10 years, and align every element of TGH with these ambitious goals. We're confident in our track record and collective problem-solving. This, combined with our unwavering commitment to meeting needs, empowers us to craft innovative solutions that drive lasting change.

Priority 1: Access

Provide devices, internet, and digital skills training to one million of the most marginalized and excluded populations of learners in urban areas in Massachusetts and beyond by 2034.

Priority 2: Partnerships

Expand our reach beyond one million TGH learners to connect 5 million marginalized and digitally excluded people within the learners' networks with essential services from TGH partners.

Priority 3: Policy

Directly influence or contribute to the passage of 50 policies that eliminate inequities at the root of the digital divide.

Priority 4: Culture

Design for operational excellence, transformational leadership, and a DBIE (Diversity, Belonging, Inclusion, and Equity), community-centric culture that fosters innovation and creativity when scaling in outreach and impact.

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MESSAGE FROM THE CHAIR

Charting Our Path Forward

As we navigate the ever-evolving landscape of technology and its impact on our communities, I am excited to share our strategic plan that will shape the next 10 years at Tech Goes Home.

In today's interconnected world, access to digital tools, information, and services is no longer a luxury but a fundamental right. The digital divide is a pressing challenge that affects millions of individuals and communities, preventing them from realizing their full potential. It widens existing disparities in education, employment, healthcare, and social inclusion.

As an organization committed to making a meaningful difference in the lives of the people we serve, addressing this digital divide is both our duty and a reflection of our core values.

Elizabeth Schwab, Chair
Board of Directors
Tech Goes Home

As chair of the Board of Directors for Tech Goes Home, I have profound gratitude for every member of the Board, staff, and the Strategic Planning Committee, who shaped and guided this exciting and necessary new chapter. I am heartened by the impact we have had and remain steadfast in the work to come.

MESSAGE FROM THE CEO

Our Commitment to Digital Equity

Imagine a world where everyone has access to the digital tools they need to thrive. A world where the digital divide is no longer a barrier to opportunity, but instead, digital tools bridge connection and progress for all.

Disparities in digital access and skills are a stark reality for millions of people around the country. They are denied access to education, healthcare, and employment. This is a problem that we cannot ignore, a problem that we have the power to solve.

I am deeply inspired by the dedication and expertise of the TGH community—learners, instructors, staff, board, supporters, and friends. Together, we can make a profound difference in the lives of those we serve. We will lead with purpose, activating community power, collaborating widely, advocating for change, and fostering innovation.

Daniel Noyes, CEO
Tech Goes Home

I invite you to join us in this mission. Share your innovative ideas, lend your unwavering dedication, and together we will bridge the digital divide and create a world where everyone has the opportunity to succeed.

(Pictured: Antonio Lobo, Board Member and TGH instructor)

TGH BOARD STATEMENT OF SUPPORT

The Tech Goes Home Board of Directors is excited to express our strong support for Tech Goes Home's new strategic priorities. We believe that these priorities are well-conceived by the entirety of the Tech Goes Home staff, leadership, and Board, and will have a significantly positive impact on the community.

Tech Goes Home has a long and distinguished history of serving the community and applying innovative approaches to address the digital divide. These new strategic priorities build on this strong foundation and outline a bold vision for the future.

We believe that these priorities are critical to Tech Goes Home's mission of not just stemming, but rather looking to make critical progress toward ending the digital divide. Our hope is to make a real difference in the lives of the most marginalized in our society. With your support, Tech Goes Home can continue to do this and more.

Sincerely,

TGH Board

INTRODUCTION AND CONTEXT

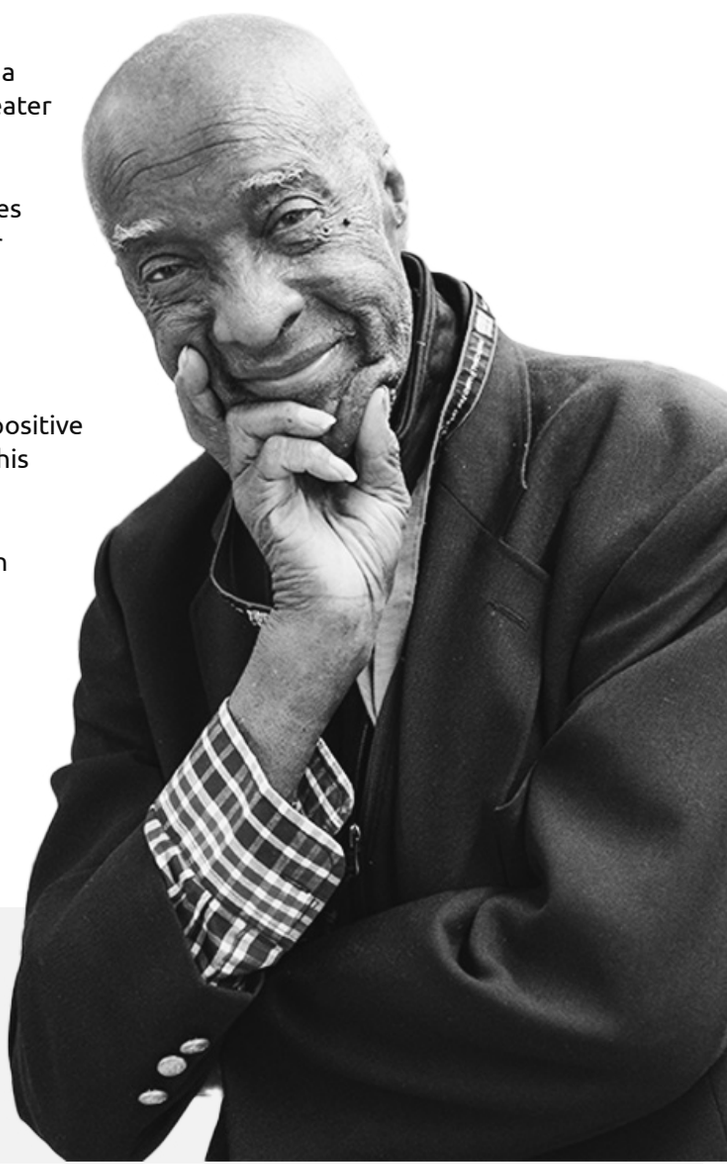
Tech Goes Home has a proud history of accomplishments, overcoming challenges, and evolving to meet the needs of our communities.

As we emerge from the pandemic, we are poised to chart a bold course for the next decade, driving towards even greater success and impact.

The world around us is changing rapidly, and the challenges we face today will not be the same as those we encounter tomorrow. This presents both a complexity and an opportunity. We must be flexible and adaptable, yet steadfast in our commitment to closing the digital divide.

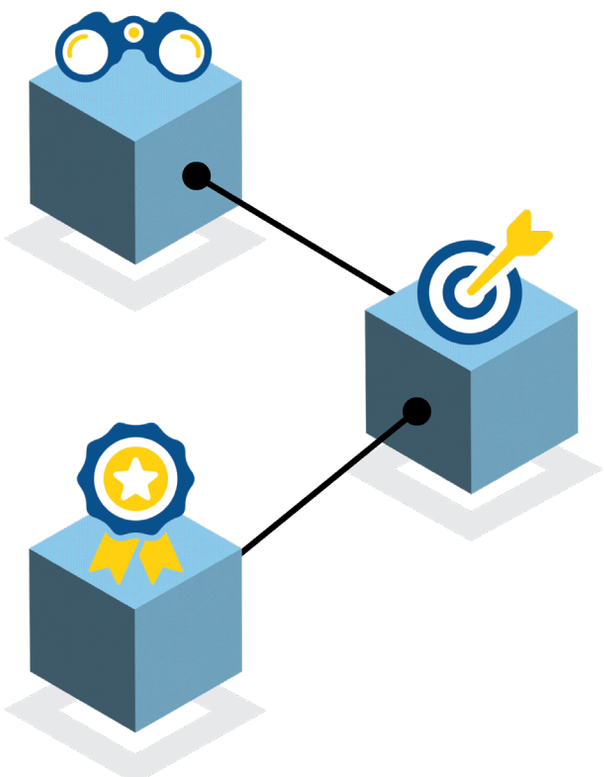
This is our chance to position TGH as a dynamic force for positive change in a rapidly evolving world. We have approached this strategic plan with the same rigor and commitment that we bring to every challenge—we have analyzed the data, applied our values, and defined a clear approach. This plan is more than a roadmap; it is a living document that will guide us as we work together to create a more equitable and inclusive future for all.

Join us on this journey as we embark on the next phase of our mission to close the digital divide and ensure that everyone has the opportunity to participate fully in our society.



Values

1. **Center Voices:** We center the voices of those most in need.
2. **Accountability:** We are accountable to ourselves, communities, and partners.
3. **Innovation:** We are innovative, looking to apply new solutions to old problems.
4. **Grace and Curiosity**: We nurture self-awareness and empathy towards others, extending the same grace that we desire for ourselves. We are guided by compassion, understanding, and a deep curiosity about the world and the people within it.
5. **Care:** We embrace a culture of support, grounded in effective communication, trust, continuous learning, prioritizing people, and fostering personal and collective growth.



Vision

Tech Goes Home exists to eradicate digital inequity. We believe this problem is solvable by activating the intrinsic power in communities. By actively listening to and partnering with the community, we commit to advancing impact in four strategic areas by 2034.

Mission

To close the digital divide.

PRIORITY 1: ACCESS

Provide devices, internet, and digital skills training to one million of the most marginalized and excluded populations of learners in urban areas by 2034.

Objective 1.1: By the end of 2024, develop a process for exploring, increasing, and onboarding 3-5 high-capacity partners (25,000+ learners per partner), including those who are committed to funding our programming.

Key Results:

- A playbook that includes market and engagement strategies, clear revenue generation metrics, onboarding processes, and evaluation.
- A scorecard/rubric that allows for scale with organizations of all sizes who are committed to our programming, while maintaining equity and quality.
- A dynamic fundraising strategy, inclusive of support for organizations that are not self-funding.
- A curriculum strategy to grow learner and instructor skills beyond basic to help achieve their goals.

Objective 1.2: Beginning in 2024, develop an innovative organizational growth model, including but not limited to, the creation and pilot of a TGH Institute and TGH branded curricula.

Key Results:

- Conduct market analysis to inform the TGH Institute development.
- Assuming technology innovation and the evolving needs of the communities we serve, create nimble organizational structures and processes that can adapt TGH Institute training and curricula to a changing technological landscape, led by learning staff to be hired by summer 2024.
- Build innovative distance and in-person learning models, and an internal structure that allows for scale while tailoring programming to population-specific needs.
- Design and implement a tracking and evaluation system to measure effectiveness of the TGH Institute and branded curricula before pilot rollout.
- Assess current curriculum resources and create a plan for developing TGH branded curricula, including strategy and guidelines for intellectual property.
- Implement a comprehensive rebranding strategy for TGH that aligns with expansion goals, learner base, instructors, and community partners.
- Create and pilot the TGH Institute by the end of 2025.
- Create and roll out a go-to-market strategy, including a fee structure, for the TGH Institute and branded curricula.

Objective 1.3: Beginning in 2025, scale organizational partnerships to reach at least one million learners by 2034.

Key Results:

- Conduct an analysis of staff structure and needed resources (e.g., people, materials, budget) and implement a change management system to ensure successful expansion.
- Onboard 3-5 pilot sites under the new partnership and measure evaluation outcomes.

PRIORITY 2: PARTNERSHIPS

Expand our reach beyond one million TGH learners to connect 5 million marginalized and digitally excluded people within the learners' networks with essential services from TGH partners.

Objective 2.1: By the end of 2025, build a digital portal and instructor training module that can be used to connect TGH learners and their families to the essential resources and services provided by TGH partner organizations.

Key Results:

- Design, develop, implement, and operate an instructor training module for the portal that supports learners' goals.
- Create feedback channels to ensure the accuracy and relevance of the digital portal.
- Design, develop, implement, and operate an instructor training module that supports learners' goals.
- Design and implement a tracking and evaluation system to measure effectiveness.
- 25% of new learners each year will recommend and encourage at least five people in their immediate family or community to use our digital portal.

Objective 2.2: By the end of 2026, launch a successful pilot of the portal.

Key Results:

- Gain 50,000 active users by end of first year.
- Achieve an average customer rating of 4.5 out of 5.
- Create and update necessary training modules covering core parts of the portal based on feedback from pilots.

PRIORITY 3: POLICY

Directly influence or contribute to the passage of 50 policies that eliminate inequities at the root of the digital divide.

Objective 3.1: By the end of 2024, create a system, inclusive of our learners, to determine policy priorities.

Key Results:

- Develop a comprehensive framework for evaluating digital divide policies, considering factors such as access to high speed internet, affordability, digital literacy programs, and infrastructure development.
- Working closely with the National Digital Inclusion Alliance (NDIA), and engaging with partners, including government agencies, internet service providers, non-profits, think tanks, and community members and organizations, gather input on policy effectiveness and potential improvements to contribute to passing policies that advance digital equity and subsidize internet service.

- Compile a database of existing digital divide policies at the local, regional, and national levels to understand what measures are already in place, and rank top 50 existing policies based on their impact on closing the digital divide, considering metrics like increased internet access, reduced cost barriers, sustainable devices, and improved digital skills.
- Create and implement the Advocacy Community Fellows Program in Q1 of 2024 that will help to inform goals and policy priorities.
- Build a robust digital equity coalition in new communities to advance policy on the municipal and state levels.

Objective 3.2: By the end of 2025, activate a community of change, inclusive of those we serve, to help implement 50 policies around closing the digital divide.

Key Results:

- Finalize a detailed outreach strategy document by Q2 of 2024 that outlines policy goals, target audience profiles, messaging, and channels.
- Complete the design and production of campaign materials, including graphics, videos, website, and social media assets by Q3 of 2025, including a dedicated campaign website with relevant information and resources.
- By Q3 of 2025, implement analytics tools to track website traffic, social media engagement, and email campaign metrics, and generate monthly reports to assess progress, with a goal of increasing traffic to TGH website and social media accounts to 100,000 unique visits in 2026.
- By the end of 2025, create and schedule 10 high-quality blog posts, articles, videos, and social media posts related to the digital divide and policy solutions.
- Create “advocacy toolkits” for people and organizations working directly with the populations we serve and replicate the Advocacy Community Fellowship Program in new communities.
- Create and conduct a comprehensive evaluation of the campaign’s overall effectiveness. This includes ROI, audience reach, and impact on public awareness, policy discussions and decisions, including tracking policy changes or initiatives related to closing the digital divide. Based on evaluation results, make necessary adjustments and refinements to the campaign strategy and tactics to maximize impact in the following quarter or year.

Objective 3.3: From 2026, contribute to passage of at least 7 policies per year from the priority policy list.

Key Results:

- Establish partnerships with a minimum of 5 influential advocacy organizations or think tanks by 2026 to collaborate on policy initiatives.
- Identify and research a minimum of 15 priority policies by 2026 that align with organizational goals and have a high chance of being passed.
- Engage in active dialogue with at least 15 key legislators or policymakers per year to discuss and advocate for priority policies.
- Establish a 501(c)(4) organization by 2025, focused on addressing root causes of the digital divide while building political capital with legislative leaders and candidates who share our values to advocate for digital equity.
- Draft or collaborate on drafting comprehensive policy proposals for a minimum of 10 identified policies by 2026, including well-researched evidence and actionable recommendations.
- Allocate a dedicated budget for policy advancement, ensuring adequate resources for research, outreach, and advocacy efforts.
- Establish a regular reporting mechanism to track progress toward the annual target of policy passage that measures the effectiveness of advocacy efforts. Conduct post-policy implementation assessments for at least 50% of the policies passed to evaluate their real-world impact and make necessary adjustments for those sent to study.

PRIORITY 4: CULTURE

Design for operational excellence, transformational leadership, and a DBIE, community-centric culture that fosters innovation and creativity when scaling in outreach and impact.

Objective 4.1: By the end of 2024, scale company operations efficiently and effectively in order to better serve our learners, instructors, and employees.

Key Results:

- Develop an internal culture that supports the implementation of innovative practices that best serve our communities.
- Proactively seek out emerging technologies that allow us to remain responsive to community and organizational needs and make informed decisions regarding organizational impact and growth.
- Evaluate and determine the technology, people, skill sets, and systems needed to manage the growth that comes with scaling.
- Strengthen finances by determining the financial sustainability model needed for scaling.

Objective 4.2: By the end of 2024, foster a culture of continuous learning among staff that boosts transformational and inclusive leadership skills and competencies.

Key Results:

- Create an internal TGH University that ensures leaders have access to resources for learning and development, and the budget to support this program.
- Deliver mandatory quarterly training for leaders to enhance their understanding of DBIE, building community-first nonprofit skills, transformation, and inclusive leadership practices. Position leaders to be skilled practitioners in community first nonprofit principles and their application.
- Implement regular performance assessments and feedback sessions that include a focus on leadership skills and competencies to inform career development goals.
- Create learning communities or peer groups where leaders can share knowledge and best practices.

Objective 4.3: By the end of 2024, develop a DBIE culture that fosters innovation and creativity.

Key Results:

- Review the recommendations from the DBIE assessment conducted by The Solution Consulting Co and adopt those that align with organizational goals and values.
- Roll out a bi-annual employee engagement survey and achieve a 90% engagement rate.
- Deliver DBIE training programs for all employees quarterly, informed by employee survey results.
- Utilize DBIE Committee and affinity group structure to provide feedback and suggestions to leadership on how to sustain an inclusive culture where all employees feel valued and respected.

TIMELINE

2024

Objective 1.1: Develop a process for exploring, increasing, and onboarding 3-5 high-capacity partner sites (25,000+ learners).

Objective 1.2: Develop an innovative organizational growth model (creation and pilot of a TGH Training Institute and TGH branded curricula).

Objective 3.1: Create and implement an outreach campaign to raise awareness and support for policies around closing the digital divide.

Objective 4.2: Foster a culture of continuous learning among staff that boosts transformational and inclusive leadership skills and competencies.

2025

Objective 1.3: Scale organizational partnerships to reach at least one million learners by 2034.

Objective 3.2: Activate a community of change, inclusive of those we serve, to help implement 50 policies around closing the digital divide by 2034.

Objective 4.1: Scale company operations efficiently and effectively to better serve our learners, instructors, and employees.

Objective 4.3: Develop a DBIE culture that fosters innovation and creativity.

2026

Objective 2.1: Build a digital portal and instructor training module that can be used to connect TGH learners and their families to the essential resources and services provided by TGH partner organizations.

Objective 3.3: Contribute to passage of at least 7 policies per year from the priority policy list.

GLOSSARY OF TERMS

Belonging: Ability for all to act, speak, be heard, and empowered as their authentic selves. All should feel safe and accepted in doing so, even when there's disagreement.

Community: Tech Goes Home defines the community as our learners/graduates, instructors, partner organizations, and the populations those partners serve. Although we desire to reach all those who face barriers to digital inclusion, our priority populations are those living in urban areas who experience compounded difficulties as members of the following groups: low income households, people of color, people with disabilities, immigrants, older adults, housing unstable, returning citizens, and English language learners.

DBIE: Acronym for Diversity, Belonging, Inclusion, Equity.

Digital Divide: As defined by the National Digital Inclusion Alliance (NDIA), "the digital divide is the gap between those who have affordable access, skills, and support to effectively engage online and those who do not. As technology constantly evolves, the digital divide prevents equal participation and opportunity in all parts of life, disproportionately affecting people of color, Indigenous peoples, households with low incomes, people with disabilities, people in rural areas, and older adults."

Digital Equity: As defined by the NDIA, "digital equity is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy, and economy. Digital equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services.

Diversity: Representation of people of different backgrounds (being invited to the party), specifically relating to characteristics like race, ethnicity, culture, gender, sexual identity, age, socioeconomic background, religious affiliation, disability, language etc.

Equity: Ensuring all have what they lack in order to have an equal opportunity to achieve.

Inclusion: Inviting and empowering all (to the party), as well as listening to their different perspectives. Everyone having a seat at the table/having their voices heard, as well as incorporating each person's background/identity/social economic/culture/etc. into the environment.

Most Marginalized and Excluded Populations of Learners: People who are very low income (as defined by the U.S. Department of Housing and Urban Development - HUD) in urban areas that are disconnected without digital access. These include people who are unhoused or experiencing housing instability, people with disabilities, English language learners, BIPOC/people of color, and older adults, among other communities that have experienced systemic barriers to digital inclusion.

OKR: Objectives and key results (OKR) is a goal-setting framework used to define measurable goals and track outcomes.

Tech Goes Home is grateful to our community of supporters at all levels who help make our work possible. We are proud to recognize the following lead funders:

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Cummings Foundation

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Celebrate Volunteerism

Patrick J McGovern Foundation

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CapitalOne

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NETSCOUT
Guardians of the Connected World

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