

TECH FOUNDRY

TESTED



PROVEN

STRATEGIC PLAN

2026-2029

WHAT DRIVES US

OUR MISSION

TO HELP PEOPLE REALIZE

ECONOMIC OPPORTUNITY

THROUGH EQUITABLE,

ACCESSIBLE,

& INCLUSIVE OPPORTUNITIES

IN THE TECH WORKFORCE,

DRIVING ECONOMIC DEVELOPMENT THROUGH

THE CREATION  TALENT PIPELINES.

OUR VISION

AN EQUITABLE FUTURE

WHERE DIVERSE INDIVIDUALS' POTENTIAL

& TECH SKILLS

UNLOCK OPPORTUNITIES

AND CREATE THRIVING

COMMUNITIES.

COMMUNITY-CENTERED INNOVATION

Tech Foundry is a leader in workforce development and digital literacy, advancing equitable economic mobility, addressing regional workforce needs, and supporting the success of both residents and employers.

Based on stakeholder and staff engagement, SWOT analysis and research to ensure agile and impactful strategies to drive positive impact for the residents, employers and communities of Massachusetts, Tech Foundry's 2026–2029 Strategic Plan outlines a **bold, community-centered vision for sustainable growth, program innovation and impact, and organizational resilience.**

PLANNING METHODOLOGY

Tech Foundry staff and directors, community members and key stakeholders participated in a consultant-led strategic planning process to provide feedback, reflect on current progress and chart a focused direction for the next three years. The four-step planning process included:



DISCOVERY



PLANNING



ASSESSMENT



FINALIZATION

ORGANIZATION ASSESSMENT

The organizational assessment for this strategic plan refresh drew from multiple sources:

91 interviews and surveys from stakeholders including:

- Employer and community partners
- Alumni
- Board members
- Funders
- Former staff

Supplementary inputs included:

- Internal documents, including budgets, organizational charts, and past plans
- Labor market and workforce trend reports
- Secondary research on national and regional workforce and technology trends

Analysis of this mixed-method data collection surfaced seven thematic focus areas:

- Participant Transformation
- Executive Leadership and Staff Impact
- Employer Needs
- Partnership and Collaboration
- Navigating Opportunity
- Funding Diversification
- The Competitive Landscape

1. TAKE
OWNERSHIP
OF
YOUR SUCCESS

2. SEE
OPPORTUNITIES,
NOT
OBSTACLES



3. DARE YOURSELF
TO BE
GREAT

5. SUCCEED
TOGETHER

4. ACT WITH
INTEGRITY
AND
RESPECT

6. KICK ASS
AND
HAVE FUN DOING IT

KEY STAKEHOLDER INSIGHTS

- 90% of current students reported being extremely satisfied with their Tech Foundry experience.
- Employers expressed demand for more advanced, industry-aligned training, along with continued focus on soft skills.
- Digital literacy remains a vital community need and gateway to workforce participation.
- Partners view Tech Foundry as a trusted collaborator with strong potential for greater impact through strategic partnerships and improved marketing.
- Organizational growth and funding diversification are critical for long-term sustainability.
- AI presents new opportunities for growth and expanded impact.

Opportunities identified through the analysis included expanding community-based digital services via Tech Hubs, developing Level 2 and 3 technical training, deepening partnerships with K-16 schools and employers, and launching new earned income strategies. These insights shaped the refinement of strategic goals, actionable tactics and key milestones for the three-year plan.

MAKE GOOD TROUBLE

OUTCOMES FOR 2026–2029

Outcome 1: Growth of Impact

- Increase annual training enrollment by 30%, with 80% of graduates representing underrepresented groups in tech (e.g., BIPOC, women, opportunity youth, long-term unemployed and underemployed, LMI individuals, and residents of historically marginalized communities).
- Achieve an 80% graduation rate and 75% job placement or higher educational enrollment rate.

Outcome 2: Tech Foundry 2.0

- Develop and launch “Tech Foundry 2.0,” an advanced class providing at least 15 annual upskilling opportunities for mid-skill workers (alumni and non-alumni), informed by labor demand forecasts and employer feedback.

Outcome 3: Serving New Regions

- Conduct market research and develop a plan to expand workforce training and digital equity programs to new communities, including underserved gateway cities and rural areas.

Outcome 4: Engaging Opportunity Youth

- Double the number of at-risk young adult students served, achieving an 80% graduation rate and post-program placement in tech jobs or full-time college.
- Research and develop recommendations for significant program growth.

Outcome 5: Building Operational Strength

- Implement a formal development program to drive a 25% increase in major and corporate gifts.
- Strengthen operational practices, including data collection and evaluation, new technology solutions and enhanced use of KPIs to drive impact.



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