# TDI STRATEGIC PLAN

July 1, 2021 –  June 30, 2023

# Introduction

A strategic plan is vital to ensuring an organization has clear vision, mission, well-defined objectives and key results, and capacity to measure its progress.

TDI's strategic plan for the next two years represents our commitment to our members, stakeholders, partners, and especially the people we serve to make a positive difference in the lives of the individuals and communities who rely on Information and Communications Technology being fully accessible.

TDI's strategic plan contains three parts:
1. An overview of TDI – who we serve, what we do and why, our challenges and opportunities
2. Objectives and Key Results (OKR)
3. How we ensure accountability and engagement in implementing the OKRs

All for Access
TDI's Board of Directors

# Who Benefits from TDI?

**Primary Beneficiaries:**

- Individuals who are Deaf, Hard of Hearing, Late-Deafened, DeafBlind, Deaf with other disabilities, hereafter referred to as D/HH, and individuals with communication disabilities

**Secondary Beneficiaries:**

- The family members of D/HH and individuals with communication disabilities
- Employers, work colleagues and customers
- The businesses, government, private and nonprofit agencies and organizations that include the primary beneficiaries as customers
- Companies and individuals that develop and/or deliver products, services and content
- Educational institutions that employ and teach the primary beneficiaries

# Why Do We Need TDI?

## TDI Exists to Address Two Major Problems

1. Many individuals who are Deaf, Hard of Hearing, Late-Deafened, DeafBlind, Deaf with other disabilities, and individuals with communication disabilities lack the knowledge, services, and/or resources to use Information and Communications Technology with the level of access and ease experienced by the general population.

2. Businesses, entrepreneurs, research institutes and universities lack the knowledge, understanding and/or incentive to make their products, services and content fully accessible to **all** current and potential consumers.

# TDI's Accomplishments

**If not for TDI's work to address the aforementioned problems, the following would not be possible today…**

- Increased public awareness and widespread use of TTYs
- Telecommunications relay services
- Hearing Aid compatible technology, including digital cell phones
- Affordable broadband internet, enabling video communication
- Increased availability of Text-to-911 services
- Accessible Integrated Public Alerts and Warning System
- Increased availability of closed and open captioning
- Real Time Text (RTT) developed as a "Next Generation TTY"

# How Did TDI Achieve Its Past Successes?

- Worked with the Federal Communications Commission, Federal Emergency Management Administration, U.S. Department of Justice, U.S. Department of Transportation, and other federal entities to ensure regulations support accessible communication

- Educated U.S. Congress on key pieces of legislation (e.g. Americans with Disabilities Act, 21st Century Communication and Video Accessibility Act)

- Conducted surveys to assess need for new or strengthened public policy

- Educated members and stakeholders on availability and use of various accessible technology (e.g. Blue Book, eNote, *TDI World*)

- Engaged and educated industry on ensuring accessible products, services and content

# Going Forward: TDI's Mission and Vision

**Despite TDI's successes, the two major problems persist. Therefore, for the next two years, TDI has articulated its mission and vision:**
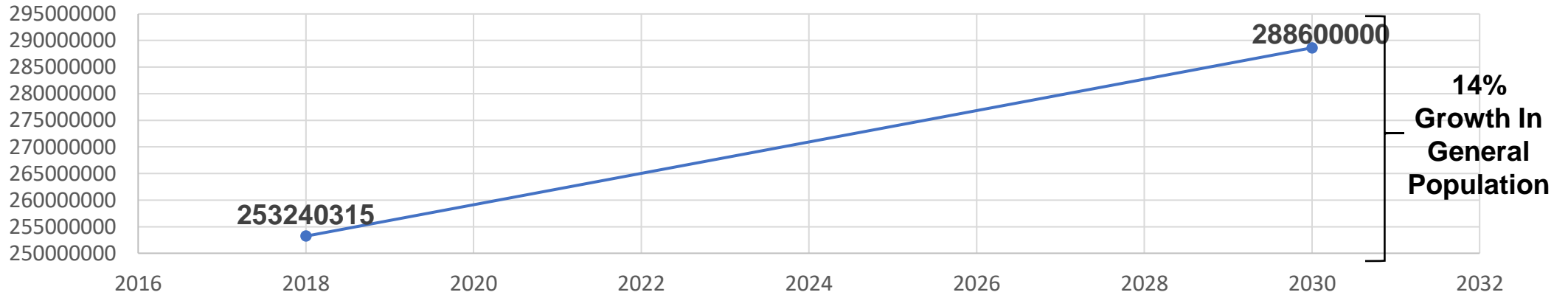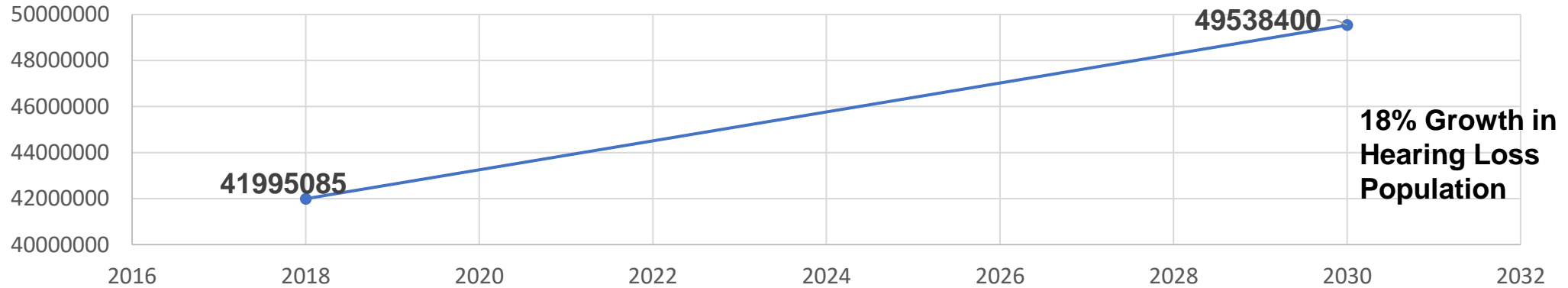
**Mission**:

TDI, in collaboration with its partners, serves as a national leader in policy advocacy, education and innovation to foster full accessibility, equity, and inclusion in Information and Communications Technology.

**Vision:**

**All** individuals and communities experience the world of Information and Communications Technology with the same ease, access, and inclusion, resulting in full and equitable participation in society.

# Why Does It Matter?

## 2018-2030 PROJECTED POPULATION GROWTH IN THE UNITED STATES FOR THE 18 & UP AGE GROUP COMPARED TO PROJECTED HEARING LOSS GROWTH



Data used can be found by this link: https://www.census.gov/content /dam/Census/library/publications/2020/demo/p25-1144.pdf

# Challenges and Opportunities for TDI in Carrying Out its Strategic Plan in 2021 - 2023

## Challenges

- Wide spectrum in how D/HH people receive and convey information.
- Diversity and intersectionality impact access to Information and Communications Technology: race, ethnicity, sexual orientation, gender identity, age, religion, education, socio-economic status, and sensory, cognitive, and motor functioning.
- Highly dynamic, complex and rapidly evolving technological landscape.
- Ensuring staff capacity to effectively anticipate and quickly address policy and informational issues.

## Opportunities

- Strong network of committed and knowledgeable partners among key consumer organizations.
- Two legal firms and two law schools provide pro bono expertise and support.
- Advances in accessible technology designed to benefit D/HH also benefit everyone else.
- There exist current models for full accessibility, equity, and inclusion.

# Values to Guide TDI's Actions

## People-Focused

Focus on the people we serve, deliver value and make a positive impact on their lives and communities.

## Diverse, Equitable and Inclusive

Intentionally promote an inclusive, equitable organization that reflects the communities we serve, where everyone feels a sense of belonging, and diverse backgrounds and experiences are valued and recognized as strengths.

## Proactive Communication

Maintain an open and trusting environment for collaboration and continuous improvement with our partners, stakeholders and the people we serve.

## Collaborative

Seek to engage and support partners in working toward mutually-agreed goals for the benefit of the people we serve.

# TDI's Strategic Plan for 2021-2023

- The following charts utilize the "OKR" (Objectives and Key Results) model, a powerful goal-setting system with a proven track record for helping major corporations and small organizations thrive.

- In the OKR model, objectives define *what* we seek to achieve; key results are *how* these top-priority goals will be attained with specific, measurable actions and within a set time frame.

- TDI has determined that the strategic plan would cover a two-year period for the following reasons:
  - Rapidly evolving technological landscape
  - Shift to virtual ways of living and working due to the global COVID-19 pandemic
  - New presidential administration
  - New opportunities for innovative fiscal and administrative operations
  - New TDI leadership

- The two-year period will allow a more focused approach to setting and meeting goals and greater flexibility in addressing current and emerging challenges.

# TDI's Objectives 2021-2023

1. Increase member/stakeholder engagement with TDI

2. Strengthen communication and coordination among industry, government, educational Institutions, and consumers

3. Strengthen public policy in response to current and emerging developments in Information and Communications Technology

# Objective #1: Increase member/stakeholder engagement with TDI

| KEY RESULTS | TARGET MONTH/YEAR | SUCCESS METRIC |
|---|---|---|
| • Suite of TDI publications is digitized and redesigned to incorporate content and features that are more current and engaging.<br>• TDI's website and social media accounts are redesigned to include interactive features. | 06/2022<br><br>06/2022 | • % increase in subscriptions<br><br>• % increase in followers, hits, visits, likes… |
| • Membership structure is reconfigured to recruit more new and more diverse members.<br>• Scholarships and activities are implemented to recruit and engage more young adults<br>• TDI's members and stakeholders are more diverse and more engaged in TDI's policy advocacy and other endeavors.<br>• The TDI Training Institute is fully operational and recognized as a resource center for consumers and consumer advocates. | 07/2021<br><br>06/2022<br><br>06/2023<br><br>06/2022 | • % increase in members<br>• Develop tools to collect demographic information<br><br>• % increase in scholarship applications<br><br>• % increase in number of organizations serving diverse populations that are TDI members<br><br>• # workshops offered & # registrants who are consumers/consumer advocates show steady increase over 24 months; Evaluation results indicate high satisfaction rate |

# Objective #2: Strengthen communication and coordination among industry, government, educational Institutions, and consumers

| KEY RESULTS | TARGET MONTH/YEAR | SUCCESS METRIC |
|---|---|---|
| • The TDI biennial conference is structured to provide more meaningful, in person and/or remote learning and interaction among representatives of industry, government, educational institutions, and consumers. | 08/2021 | • Target attendance of 348 achieved; evaluation results indicate high satisfaction rate. |
| • The sponsorship structure is reconfigured and fundraising endeavors are designed to foster greater industry and philanthropy engagement and stability for TDI's operations.<br>• The TDI Training Institute is fully operational and recognized as a resource center for industry, government, and educational institutions seeking to foster full accessibility | 12/2021<br><br><br><br><br>06/2022 | • Number of sponsors increased and more varied<br>• Board of Associates established and operational<br>• Endowment created<br>• Targeted fundraising campaign initiated<br><br>• # workshops offered & # registrants who represent Industry, government, and educational institutions show steady increase over 24 months; Evaluation results indicate high satisfaction rate |

# Objective #3: Strengthen public policy in response to current and emerging developments in Information and Communications Technology

| KEY RESULTS | TARGET MONTH/YEAR | SUCCESS METRIC |
|---|---|---|
| • TDI's policy actions are implemented to address TDI's policy priorities:<br> • Widespread implementation of Real Time Text,<br> • Captioning metrics for Automated Speech Recognition technologies,<br> • Improve accessibility to IPAWS<br> • Broadband affordability and reach<br> • Teleconference, tele-education, telehealth | 06/2023 | • Each identified policy priority has a final rule published in the Federal Register, in which the ruling is favorable to the D/HH community.<br>• As a result of TDI's actions, specific improvements to Industry and/or Agency policy and practices were made that enhance accessibility. |
| • The 21st Century Communication and Video Accessibility Act is updated to reflect recent developments and in anticipation of new developments in Information and Communications Technology.<br>• A strong and dynamic network of subject matter experts is organized to advise TDI on technological and policy issues. | 06/2023<br><br><br><br><br>12/2021 | • A primary sponsor has been recruited and language for inclusion in bill amendment has been proposed.<br><br>• List of subject matter experts (SMEs) is developed and kept up to date.<br>• Engage SMEs via TDI biennial conferences, targeted surveys and/or special summits. |

# Accountability and Engagement

## Tracking and Reporting

- For each Key Result, TDI's CEO will:
  - Create an action plan with milestones and timeline;
  - Establish a baseline, where applicable, for success metrics
- TDI will report on a quarterly basis progress in carrying out its 2021-2023 strategic plan.
- TDI's report can be viewed at TDI's website: tdiforaccess.org/strategicplan

## Engaging the Public

Develop an action plan for announcing and, throughout the next two years, spotlighting TDI's 2021-2023 Strategic Plan:

- *TDI World* magazine
- Post on TDI website in a prominent location
  - Post progress report periodically
- eNotes and social media
- Highlight at TDI Biennial Conference
- Strategically engage full board and key partners to promote and support TDI's objectives