

SPY HOP

# STRATEGIC PLAN

2019-2020

## Our Global Vision

We envision a world in which all young people have the skills and mindsets they need to succeed and that their voices are heard and valued in their communities.



# What We Do

## Our Mission

Spy Hop's mission is to mentor young people in the digital media arts to help them find their voice, tell their stories, and be empowered to affect positive change in their lives, their community and the World.

## Programmatic Goals

- To provide a safe, engaging and youth-powered learning environment.
- To cultivate creativity and artistic expression through professional training in the media arts.
- To enact learning experiences that help youth develop into media-critical participants engaged in civic life.
- To mentor youth in building meaningful relationships and cross-cultural connections across diverse communities.
- To prepare youth with the future-ready skills needed to pursue productive college and career pathways.
- To amplify youth stories and voices so audiences can gain new knowledge and more informed perspectives



# What We Know

- Spy Hop is in the middle of constructing a new 22,000 sq. ft. media arts center and will be moving into the new center in August of 2020.
- Community based programs are growing and are equipment intensive.
- STEAM is now regularly accepted and used to articulate the importance of the arts and creativity in STEM learning.
- Lack of transportation is a barrier to participation in Spy Hop's programs.
- There is a noticeable change in the demographic makeup of students in after-school programs.
- Corporate funding is not necessarily mission-aligned, requiring Spy Hop to be more strategic in our approach to increasing corporate support.
- Spy Hop's Crew Program (individual monthly donor program) attracts younger donors, alumni, and those donors who know us well and have been involved in the organization for some time.

# Setting the Stage

Knowing that Spy Hop would be moving into a new facility that would enable us to double our current capacity but not quite knowing what exactly that would mean for us in terms of opportunities and challenges, in 2017, we created a two-year strategic plan to serve as a bridge plan while we embarked on a capital campaign and built our new facility. August 31, 2019 marked the completion of that two-year plan, yet Spy Hop will not move into its new center until August/September of 2020. As such, working with its staff and board of directors, Spy Hop spent the summer of 2019 reflecting on the previous two years and looking ahead at the coming year. What resulted is the following plan that will serve as a blueprint for Spy Hop as we prepare for the next phase in our growth and development.

## 2019-2020 Strategic Plan Goals

- 1** Provide high-quality, low-barrier programming that meets young people where they are (physically, emotionally, culturally, etc.).
- 2** Effectively communicate and market Spy Hop's brand to the community to elevate awareness, enroll new students, and raise funds.
- 3** Meet \$10 million capital campaign goal while preserving and growing program and operational support.
- 4** Foster a strong organizational culture that supports a productive and healthy staff.
- 5** Have the technological infrastructure to support programming and operations.



# The Details

2019-2020 Goals & Strategic Priorities

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## Programs & Outreach

**Provide high-quality, low-barrier programming that meets young people where they are (physically, emotionally, culturally, etc.).**

- Ensure all programs are accessible to low-income and underserved communities.
- Ensure all programs foster a safe, equitable and inclusive environment.
- Identify and implement support services that ensure students are able to succeed at Spy Hop.
- Provide student services to successfully transition out of Spy Hop and into college and/or a career.
- Prepare for increased capacity for additional students, programs and move into the new facility.



## Communication/ Community Awareness

**Effectively communicate and market Spy Hop's brand (identity) to the community to elevate awareness, enroll new students, and raise funds.**

- Launch new website that is user-friendly and offers easy access to students, donors, and the general public.
- Share student stories and showcase work through revamped online portfolio and other platforms (evaluation, data, stories, outcomes, etc.).
- Articulate and define Spy Hop's sub-brands (programming) in order to effectively promote classes, programs and fundraising campaigns to a target audience.
- Maintain relationships, track, and keep engaging with alumni through email, social media, fundraising strategies, events, and a revamped alumni survey in the winter/spring.
- Identify social media goals and explore digital marketing/social media as a tool to effectively reach our audiences.
- Implement strategies that support authentic audience engagement and assessment of community impact.



## 3 Development/Fundraising

**Meet \$10 million capital campaign goal while preserving and growing program and operational support.**

- Continue to build a culture of fundraising with the board of directors, advisory board, and capital campaign committee.
- Hold 3-5 house parties to broaden Spy Hop's network of supporters.
- Double the number of monthly sustainers by building a Crew Cultivation and Stewardship Program.
- Hold Crew Party with a goal of raising \$5,000.
- Hold Annual Benefit with a goal of raising \$130,000.
- Focus on increasing corporate and foundation support, both local and national.
- Increase larger pool of bigger projects through Phase 2 Productions to net \$25,000 for Spy Hop.
- Create development team structure plan for new building.



## 4 Organizational Culture

**Foster a strong organizational culture that supports a productive and healthy staff.**

- Provide a template meeting structure for supervisors to have regular check-ins with their staff regarding their health and well-being. Information about benefits will be communicated during meetings to ensure staff are empowered to utilize their benefits as needed.
- Restructure professional development and paid time off/sick day benefits.
- Develop standard onboarding plan for new employees.
- Take steps to incorporate health and wellness best-practices into Spy Hop's culture.

## 5 Organizational Technology & Infrastructure

**Have the technological infrastructure to support programming and operations.**

- Deploy new program database with successful website alignment, data transfer, and mentor training.
- Build-out media cart(s) to ensure community-based programs have all the necessary equipment and software needed for high-quality programs.
- Create and implement IT infrastructure plan, including phone, security, internet, data for new facility.

# What We Believe

## Empowerment

When our students gain digital media knowledge, they are empowered to move from being a passive consumer of media to an active and engaged producer. And, when their individual and collective ideas are encouraged and embraced, they are empowered to become active and engaged citizens.

## Transformation

We are changing the way young people see themselves. We leverage the transformative nature of human relationships as a force of good. Our staff, our board and our students intentionally nurture meaningful relationships with one another that fosters mutual growth and self-discovery that creates positive social change.

## Innovation

We embrace the progressive nature of innovation by continuously adapting to changing cultural and technological landscapes. By evolving our facilities, our programming and our administration, we create the conditions for ongoing intellectual curiosity and support the creative use of emerging media and technologies.



## Diversity

We respect that everyone has their own beliefs and culture and through that respect, give students the confidence to accept others. We seek to encourage all forms of diversity in our programming and our administration, as well as among our staff and students.

## Community

A commitment to our own small community has the ability to create dramatic social change in the larger communities all around us. Spy Hop nurtures a safe, welcoming space in which creativity, innovation, and risk-taking can take place. This commitment fosters the exponential expansion of community beyond our walls, building lasting social capital that improves the world around us.



**spyhop** | YOUTH  
MEDIA  
MATTERS