



STRATEGIC PLAN

2021

Our 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



- The Covid-19 pandemic and other civic and cultural unrest have made us rethink how we reach young people and deliver our mission.
- We must look at our own equity, diversity, inclusion, and antiracist norms and practices to better serve our communities.
- We know that it takes a targeted effort to build relationships within historically marginalized communities.
- Spy Hop is now a more prominent community leader. We have a responsibility to use our strength, innovation and learned experience to address community needs.
- The value of a young person’s social-emotional learning is better understood now than before the pandemic.
- Digital technologies are more ubiquitous and accessible now, enabling programs to be delivered both on and offline.
- Spy Hop finished construction on its new 22,000 sq. ft. media arts center, doubling our capacity for programming and expanding the ways we can serve our community, which necessitates a larger staff and budget.
- We have a new event space available for rent and use by our community.
- Fundraising for a capital campaign during the pandemic has been challenging, and Spy Hop has \$1.5M left to raise to reach its \$10M goal while sustaining programming support.
- Spy Hop is now located at a Trax stop and the 9-Line, limiting transportation barriers to attending programs at its new facility.
- The pandemic brought issues of digital equity and literacy to light, making Spy Hop programming more relevant now.
- We know that access to the internet and equipment is a barrier to participation.
- We have a responsibility to ensure that youth have a platform and opportunities to contribute to the civic discourse in our community.
- The demand for Spy Hop’s community-based programs has increased and requires more equipment.

Strategic Goals

1

Deliver High-Impact Programming

Provide high-quality, low-barrier programming that meets young people where they are and celebrates and amplifies their voices in their communities.

2

Elevate Awareness

Effectively communicate and market Spy Hop to the community to elevate awareness, enroll new students, and generate funds to support the organization.

3

Inspire Giving

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

4

Strengthen Cultural Fortitude

Foster a culture of belonging, cooperation, and accountability at Spy Hop that values diversity, prioritizes equity, and enables all staff to bring their authentic selves to their work.

5

Stabilize Operations

Have systems and processes in place that provide operational stability as Spy Hop opens its doors and continues to grow at the Kahlert Youth Media Arts Center.

6

Strengthen Tech Infrastructure

Have the technological infrastructure to support programming and operations.

The Details



1

Deliver High-Impact Programming

Provide high-quality, low-barrier programming that meets young people where they are (physically, emotionally, culturally, etc.) and celebrates and amplifies their voices in their communities.

- Strengthen Spy Hop’s teaching artists community of practice, ensuring that it is rooted in positive youth development and the Spy Hop Way.
- Redesign and implement a system for archiving and distributing student-created content.
- Ensure Spy Hop staff and the Spy Hop Youth Prevention Coalition members understand the structure and mutual roles and responsibilities between Spy Hop and the Coalition.
- Provide infrastructure and backbone support for Coalition.
- Redefine the Phase 2 model to become more of a program that supports more advanced students.
- Implement Tech Liberation Project plan that enhances digital access for Spy Hop students and community members alike.

2

Elevate Awareness

Effectively communicate and market Spy Hop to the community to elevate awareness, enroll new students, and generate funds to support the organization.

- Improve and/or develop new models and materials for marketing programs, fundraising campaigns, social enterprises, and general awareness.
- Increase Spy Hop's social media marketing strategies across all platforms to see an increase in followers and engagement.
- Share student stories and showcase work through a revamped online portfolio and new normal style events.
- Ensure the Kahlert Youth Media Arts Center reflects Spy Hop's brand and is designed/programmed with students in mind while honoring its community of supporters and donors.
- Update outreach models to reflect new normal practices to gain new students, donors, and engaged community members.



3

Inspire Giving

Meet a \$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.
- Re-Brand Spy Hop's monthly donation program: the CREW
- Increased number of and amount donated by CREW members.
- Focus on diversifying revenue streams to reduce reliance on grants and contributions.
- Increase unrestricted corporate/foundation annual engagement and support.
- Create a capital campaign plan that lays a pathway to finish fundraising for the building.
- Utilize Raiser's Edge to its full capacity.



4

Strengthen Cultural Fortitude

Foster a culture of belonging, cooperation, and accountability at Spy Hop that values diversity, prioritizes equity, and enables all staff to bring their authentic selves to their work.

- Strengthen Spy Hop's equity, diversity, inclusion, and anti-racist ethos and organizational practices.
- Ensure all staff are informed of and have opportunities to engage with one another across departments.
- Develop and implement comprehensive onboarding and offboarding procedures.
- Recognize and celebrate the value and contributions staff bring to Spy Hop and our community.

5

Stabilize Operations

Have systems and processes in place that provide operational stability as Spy Hop opens its doors and continues to grow at the Kahlert Youth Media Arts Center.

- Design a safe and equitable plan for in-person working and programming that is flexible and adaptable to the onset of new Covid threats.
- Identify organizational staffing structure to support long-term growth and sustainability.
- Develop a long-term strategic plan in collaboration with staff, board, students, and other key stakeholders.

6

Strengthen Tech Infrastructure

Have the technological infrastructure to support programming and operations.



- Create an equipment lab checkout software system.
- Create an equipment lab program to ensure future student classes have the appropriate gear.
- Implement a Tech Liberation Project process that streamlines in-take of donations, refurbishing, and distribution of equipment.
- Ensure all staff are using a server system that provides equal access and ease of use for storing, sharing, and collaborating on documents.
- Develop an IT policy for onboarding and offboarding employees.

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.



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.

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.



KAHLERT
YOUTH
MEDIA
ARTS CENTER

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