



Buena Ventura Art Association

- Buena Ventura Gallery

- Harbor Village Gallery

VISION 2013: Strategy for Success

Buena Ventura Art Association Five-Year Strategic Plan

January 1, 2009 – December 31, 2013

MISSION STATEMENT

“A community of visual artists, in all stages of development, united to exhibit and sell art.”

VALUE STATEMENT

BAA offers members the opportunity to be part of a supportive, like-minded community of artists and provides them with an outlet to exhibit and sell their art.

STRATEGIC OBJECTIVES

- ❖ **Proactively promote the sale of member art**
- ❖ **Continuously build a sustainable membership**
- ❖ **Enhance the supportive career-building environment of the membership**
- ❖ **Enhance and market the qualities that make BAA unique**

TABLE OF CONTENTS

ENVIRONMENT 1

METHODOLOGY4

FINDINGS.....6

STRATEGIES..... 13

IMPLEMENTATION..... 17

ENVIRONMENT

Buenaventura Art Association (BAA) is a member supported non-profit association of local artists which has been in existence since 1954. The organization has a clear understanding of its mission, which has not changed in 55 years: A community of visual artists, in all stages of development, united to exhibit and sell art.

BAA plays a role in a larger cultural community that includes:

- Member artists and collectors
- Other area artists and collectors
- Art students
- Other area galleries
- Government and non-profit cultural organizations
- Local businesses and visitors

Conditions During Plan Development

At the time that the Board of Directors made the decision to develop a strategic plan, BAA was financially healthy with a stable membership, but the organization was not growing, either in membership or in sales. The organization was well-established and known to the community but seemed to lack wide recognition through larger segments of the population. It was not a place that most art collectors shopped. The BAA leadership understood that opportunity existed to benefit from a growing community interest in culture and the arts but was concerned that the organization was at risk of more negative results from continuing business as usual and failing to plan for opportunities. These considerations led the Board to embark on a strategic planning process.

1. Membership

Although BAA considers itself a county-wide organization, at the beginning of this process, most of the membership came from the western portion of Ventura County, the cities of Ventura, Oxnard, Ojai, and Santa Paula. Artists are welcome at all stages in their development – from students to accomplished and widely recognized, and at all ages. Noticeably, the membership did not include many high school or college students and was not an ethnically or age diverse population. Membership categories included a level for exhibiting members that contribute at least a minimum number of hours in support of the organization and a higher fee level for exhibiting members who were unable to contribute the minimum volunteer hours. An additional category was offered for community members who were not exhibiting artists.

2. Facilities

BAA operated two full time galleries, both in Ventura, California. The main gallery in downtown Ventura is located in a building wholly owned by the organization, a block off of Main Street and two blocks from California Street – the central intersection for an active urban community. The BAA building houses not only gallery space, but also the offices and storage space. A portion of the building is rented to a restaurant and provides positive income.

The second gallery at Ventura Harbor is a free space located at the end of a retail strip mall. The Harbor is well-visited, especially on weekends, and the Harbor Village Gallery is subject to first-time walk-in traffic. The location on the end of the building and away from the water is not a prime location, but BAA benefits from expanded exhibit space and access to a different population, and the Harbor benefits from a stable draw for visitors at the far end of the property.

Neither of the two spaces was initially designed as a gallery, and both have issues that make them challenging display spaces. Additionally, the main building is old and in need of costly improvements.

3. Organization Management

The organization is managed by a Board of Directors selected from the membership. A part-time paid Executive Director oversees the operations of the organization and the galleries. Critical business functions, such as accounting, are performed by other part-time paid staff or by contracted professionals. The hired staff is routinely drawn from the membership. Gallery, exhibition, and event activities are intended to be performed by the membership. The volunteer hour requirement for exhibiting members generally guarantees a workforce.

4. Support

Most of the support and recognition for the organization came from residents and government in the City of Ventura (San Buenaventura). Ventura is home to several active non-profit art and culture organizations which are generally viewed as an economic asset to the community. Promoting itself as “California’s New Art City”, Ventura city government has invested significantly in cultivating art organizations, having recently completed its own cultural development plan. The arts are widely viewed as a vehicle to improve both the quality of life for residents and stimulate economic vitality. At the time that this planning process was initiated, the city had two major art related development initiatives under consideration – a cultural arts center and a low-cost live-work housing complex for artists – both joint non-profit and government efforts. Support for the arts and attendance at cultural events, including the Rubicon Theatre Company and Ventura Music Festival, was concentrated in a few major donors. The population of artists, galleries, and cultural organizations had been steadily growing for several years to take advantage of the supportive atmosphere in the city.

Conditions Today

The BAA board and staff are energetic supporters of the organization and did not wait until the completion of a strategic plan to implement key initiatives identified during the process. As a result, many of the strategies discussed in this plan are already underway.

Membership categories have been expanded to include a level for artists from outside of Ventura County who pay a higher fee for opportunities to exhibit here and a level for younger artists at the beginning of their career who have less time to devote to promoting

their art. Over the two years that this plan has been under development, membership has grown and diversified. With the addition of fundraisers to provide scholarships for students and an emphasis on a student show, more art students have taken advantage of the opportunity to join BAA.

Several key improvements have been made to the main gallery building and movable walls have been added to the harbor gallery. Other dedicated gallery space has been established. With the addition of a dedicated space, the Discovery Gallery, in the Ventura Visitors and Convention Center and space in the historic Love House, also downtown, four solo exhibitions can run at one time. A significant community partnership has been formed with Community Memorial Hospital, allowing member art to be displayed and sold in the hospital lobby and halls.

BAA has partnered with other downtown and west side galleries to jointly offer and promote special events and share advertising expenses. Attendance at the monthly First Friday Gallery Crawl has grown steadily over the last year.

As the impact of negative economic conditions in the nation, state, and city has worsened, both profit and non-profit art related businesses have suffered. Two Main Street Ventura art galleries have closed and plans for a cultural arts center have been put on hold. Non-profits in general have experienced a drop in donations. Development throughout the area has dropped off significantly. Only the artist housing – the WAVE project – is currently underway.

Of all of the local arts organizations, BAA is uniquely positioned to survive, and even thrive, through these difficult economic times. While effects from the economic downturn will be felt, because of its long-running financial stability, property ownership, and primary reliance on membership over donors or paid staff, a drop in donations and even art sales is unlikely to prove devastating to the organization.

METHODOLOGY

The purpose of a strategic planning process is to provide a flexible framework for decision making and action planning. BAA chose to undertake a process to develop a five-year plan that allows BAA to adjust its operations and services to take advantage of changing environmental conditions through the year 2013. Tracy Long was engaged to facilitate the process.

Following a vote of the Board of Directors to undertake the planning process, a strategic plan steering committee was formed. The steering committee members were:

- Dan LaVigne – Board President
- Bob Privitt – Member
- Lee Hodges – Member and former Executive Director
- Susan Cook – Member
- Chris Beirne – Member and current Executive Director

By the conclusion of the planning process, Dan LaVigne was replaced on the steering committee by Jack Halbert, who was at that time the board president.

The steering committee was convened on January 15, 2007, and met twice to perform an environmental scan and recommend initiatives. The information provided by the committee was analyzed and captured in a document that contained a list of focus areas and recommended initiatives. At the next annual membership meeting, the findings of the steering committee with their recommended initiatives were presented for validation. Members were asked to do three things: 1) validate the strategic focus areas, 2) describe their vision of the organization, and 3) discuss the proposed initiatives. Input from the full membership was then incorporated into the planning process.

The next steps in the planning process were based on the environment, strengths, challenges and focus areas derived from analysis of steering committee and full membership input. Facts were gathered about cultural activities and support and general economic and census conditions in the County of Ventura. A survey was developed to be completed by visitors to the galleries and survey results were analyzed.

Most significantly, member focus groups were held to discuss and prioritize individual initiatives. Three separate focus group meetings were held. Thirteen members participated in each of the first two groups, and eleven members were present for the third group meeting. The same information was presented to each group for discussion and prioritization. While the discussions and questions that came up in each group differed somewhat and the scores given to individual initiatives varied by group, the overall themes were quite consistent. Direction developed from the focus group meetings was quite clear. A chart displaying the prioritization of the initiatives by each group is included below in the Findings section.

The final step in preparation of the strategic plan was for the steering committee to meet again with two goals: evaluate the focus group priorities to derive a final list of strategies and develop a plan for implementation. Following this final meeting, the strategic plan document was drafted for approval by the Board of Directors and ratification by the general membership.

FINDINGS

Initial discussions by the BAA Strategic Plan Steering Committee, in conjunction with an analysis of the current environment, resulted in findings in three areas: 1) organizational strengths, 2) organizational challenges, and 3) a list of focus areas with potential action items that would allow the organization to capitalize on strengths and minimize risks.

STRENGTHS

- BAA is a well-established and well-run non-profit organization that has been in existence since 1954.
- The non-profit organization owns wholly the building that houses the main gallery, offices, storage, and rental space.
- The organization has a strong, committed membership and board.
- BAA is located in a community that values and promotes arts and culture.
- As both a non-profit arts organization and a gallery for the display and sale of art, BAA is recognized in the community.
- The organization has experienced long-standing financial stability.

CHALLENGES

- Operations and funding rely primarily on membership that is not expanding.
- Galleries are not in prime locations.
- Support of the arts is confined to limited community and competition is growing.
- Funds for specialized support staff are limited.
- The main facilities in use by BAA are in need of costly improvements.
- High end collectors don't tend to choose BAA when they purchase art.
- The current economy is unstable.

STRATEGIC PLAN FOCUS AREAS AND ACTION ITEMS

The Steering Committee identified six focus areas to address the opportunities and risks that had been identified, along with a list of potential action items for each focus area. At the annual membership meeting, the full membership body validated the six focus areas identified by the steering committee and discussed the action items. Several additional action items were identified during that meeting. The items identified by the general membership are shown in bold in the list below.

1. Membership

- Expand membership geographically throughout the County, to a larger age group, and to underserved populations.
- Determine what would make artists in other communities want to join BAA.
- Offer tiered membership that recognizes the achievement of master artists and confers a meaningful status.
- Offer a variety of membership categories that reach out to additional populations.

- Designate a welcoming committee that will assist in integrating new members into the organization and help provide a sense of community. Assign an experienced member to orient a new member.
- Develop increased and varied opportunities for completing required volunteer hours.

2. Organization Image and Development

- Raise the caliber of shows in the main galleries.
- Confer a master status that has prestige and meaning. Define objective benchmarks for reaching master status.
- Present a high quality signature or master show. Use a juror from outside the organization with a broad perspective.
- Hold an annual open competition show that is on display for a longer period of time.
- Institute a standards committee to define and ensure a quality presentation of art. Develop a list of requirements for show participation.
- Provide funding to hire additional and specialized staff as needed and pursue new development opportunities. Participate in Mavericks marketing effort.
- Look and act like a high-end organization.
- Expand marketing and promotional opportunities.
- **Advertise.**

3. Facilities

- Expand and improve exhibit space.
- Complete improvements in the downtown gallery that range from a façade makeover, to improved gallery space, to expansion of display areas and addition of classrooms, studios, and office space. The structure should look like a place to display and purchase high end work.
- Explore the location of an additional gallery in another part of the County.
- Evaluate use of the harbor gallery to ensure that it is being used to the best advantage.
- Evaluate the impact of the new Arts Village. The new facility is planning community classroom space.
- Develop additional community spaces for displaying art.
- **Maintain a presence on Main Street.**

4. Outreach

- Provide a presence in other parts of the County.
- Offer scholarships to students.
- Develop programs of interest to specific populations.
- Partner with other arts organizations. E.g. – Partner with Bell Arts Factory to reach Hispanic population.
- Promote BAA in schools. Include junior high and high school students as well as college.
- Participate in City of Ventura programs and activities.
- Offer program to bring kids into artists’ studios.

- **Reach out to the public at large.**
5. Professional Development
- Allow members to work their way up through exhibitions in community spaces to exhibition in a main gallery.
 - Institute and fund a mentor program.
 - Offer professional development opportunities, through workshops, critiques, directories, cooperative marketing, and/or other assistance.
6. Distinctive Contributions
- Emphasize the activities that make BAA distinctive in the community.
 - Opportunity for emerging artists to display work
 - Professional development programs
 - Art rental program
 - Payment plans
 - Seek out new services for BAA to offer within the scope of the mission that will set BAA apart from other organizations.
 - Expand the rental program through marketing, partnering with consultants, and offering commissions.

The list of action items was discussed in detail during three focus group meetings in which members were given the opportunity to prioritize the proposed strategies. Analysis of the focused discussions led to the final list of strategic goals and initiatives presented to the membership for ratification. A table of results from the focus group meeting is shown below.

Focus group participants were given an opportunity to vote on the strategic priority of each suggested action item. The table shows the number of votes that each action item received during each session. The negative numbers indicate the number of times that a member voted to reject an action item. The number of votes in each group were totaled and averaged. The average number of votes was used to identify an overall rating. The table is sorted by Overall Rating for use in determining priority initiatives. Action items that appear below the thick line were dropped from further consideration. The shaded items are no longer applicable due to changing economic conditions.

BAA Strategic Plan Action Items Priority Rating						
CATEGORY	ACTION ITEM	GROUP 1 RATING	GROUP 2 RATING	GROUP 3 RATING	TOTAL	OVERALL RATING
ORGANIZATION IMAGE AND DEVELOPMENT	Advertise.	10	9	4	23	8
FACILITIES	Maintain a presence on Main Street.	6	2	6	14	5

MEMBERSHIP	Designate a welcoming committee that will assist in integrating new members into the organization and help provide a sense of community. Assign an experienced member to orient a new member.	1	9	2	12	4
OUTREACH	Offer scholarships to students.	7	4	2	13	4
MEMBERSHIP	Expand membership geographically throughout the County, to a larger age group, and to underserved populations.	5	0	3	8	3
ORGANIZATION IMAGE AND DEVELOPMENT	Raise the caliber of shows in the main galleries.	1	7	2	10	3
ORGANIZATION IMAGE AND DEVELOPMENT	Expand marketing and promotional opportunities.	5	1	3	9	3
OUTREACH	Reach out to the public at large.	2	3	4	9	3
PROFESSIONAL DEVELOPMENT	Institute and fund a mentor program.	5	1	2	8	3
DISTINCTIVE CONTRIBUTION	Emphasize the activities that make BAA distinctive in the community.	5	0	5	10	3
ORGANIZATION IMAGE AND DEVELOPMENT (Not shown to increase sales)	Hold an annual open competition show that is on display for a longer period of time.	0	5	0	5	2
ORGANIZATION IMAGE AND DEVELOPMENT	Institute a standards committee to define and ensure a quality presentation of art. Develop a list of requirements for show participation.	1	3	2	6	2
ORGANIZATION IMAGE AND DEVELOPMENT	Provide funding to hire additional and specialized staff as needed and pursue new development opportunities. Participate in Mavericks marketing	2	4	0	6	2

	effort.					
FACILITIES	Expand and improve exhibit space.	3	3	1	7	2
FACILITIES	Complete improvements in the downtown gallery that range from a façade makeover, to improved gallery space, to expansion of display areas and addition of classrooms, studios, and office space. The structure should look like a place to display and purchase high end work.	1	3	1	5	2
FACILITIES	Explore the location of an additional gallery in another part of the County.	4	1	2	7	2
FACILITIES	Develop additional community spaces for displaying art.	6	0	1	7	2
OUTREACH	Partner with other arts organizations. E.g. – Partner with Bell Arts Factory to reach Hispanic population.	0	6	1	7	2
OUTREACH	Participate in City of Ventura programs and activities.	1	4	2	7	2
DISTINCTIVE CONTRIBUTION	Expand the rental program through marketing, partnering with consultants, and offering commissions.	2	3	2	7	2
MEMBERSHIP	Determine what would make artists in other communities want to join BAA.	1	0	1	2	1
MEMBERSHIP	Offer a variety of membership categories that reach out to additional populations.	1	0	2	3	1

FACILITIES	Evaluate use of the harbor gallery to ensure that it is being used to the best advantage.	0	3	0	3	1
FACILITIES (No longer applicable)	Evaluate the impact of the new Arts Village. Plan includes community classroom space.	0	1	1	2	1
OUTREACH	Provide a presence in other parts of the County.	4	-7	6	3	1
OUTREACH	Promote BAA in schools. Include junior high and high school students as well as college.	2	0	2	4	1
PROFESSIONAL DEVELOPMENT	Offer professional development opportunities, through workshops, critiques, directories, cooperative marketing, and/or other assistance.	1	3	0	4	1
MEMBERSHIP	Offer tiered membership that recognizes the achievement of master artists and confers a meaningful status.	0	0	1	1	0
MEMBERSHIP	Develop increased and varied opportunities for completing required volunteer hours.	0	0	0	0	0
ORGANIZATION IMAGE AND DEVELOPMENT	Look and act like a high-end organization.	3	-3	0	0	0
OUTREACH	Offer program to bring kids into artists' studios.	1	-2	2	1	0
DISTINCTIVE CONTRIBUTION	Seek out new services for BAA to offer within the scope of the mission that will set BAA apart from other organizations.	1	0	-1	0	0
OUTREACH	Develop programs of interest to specific populations.	1	-1	-2	-2	-1

PROFESSIONAL DEVELOPMENT	Allow members to work their way up through exhibitions in community spaces to exhibition in a main gallery.	0	-1	-5	-6	-2
ORGANIZATION IMAGE AND DEVELOPMENT	Confer a master status that has prestige and meaning. Define objective benchmarks for reaching master status.	-8	-6	-2	-16	-5
ORGANIZATION IMAGE AND DEVELOPMENT	Present a high quality signature or master show. Use a juror from outside the organization with a broad perspective.	-8	-2	-5	-15	-5

STRATEGIES

The strategic planning process culminated in the identification of key strategic objectives for Buenaventura Art Association and a roadmap for achieving those objectives.

BAA Strategic Objectives

- Proactively promote the sale of member art
- Continuously build a sustainable membership
- Enhance the supportive career-building environment of the membership
- Enhance and market the qualities that make BAA unique

Six strategic areas were identified for action toward achieving the goals:

1. Healthy sales
2. Sustainable membership
3. Optimal facilities
4. Outreach and partnership
5. Distinctive opportunities
6. Professionalism and career growth

BAA Strategies for Success

1. Healthy Sales – The #1 Priority
 - A. Advertise
 - B. Maintain a presence on Main Street
 - C. Raise the caliber of shows
 - D. Expand marketing and promotional activities
 - E. Reach out to the public at large

The opportunity to exhibit and sell their work is the most important reason for membership in BAA. The sale of art provides validation, recognition, and ultimately income for the artist. The sale of art also provides operating income for BAA.

During the strategic planning process, members focused on methods to increase sales.

Advertising was the most emphasized initiative. Some advertising is already in place but members want a greatly increased presence. The Harbor currently requires a monthly ad in the Ventura County Star and an ad is placed regularly in ART SCENE. Advertising has the potential of increasing sales, but it includes a risk and requires a substantial up-front financial commitment that will need to be planned and approved. Member suggestions for increased advertising included 1) regular and consistent press releases, 2) cooperative advertising, 3) partnership with downtown businesses, and 4) advertising in cultural event programs.

A presence on Main Street was also felt to be highly important. Main Street space is probably prohibitively expensive during the term of this plan (the current level of sales would need to increase 200%) but could be accommodated in ways other than full-blown exhibit space. Member suggestions included 1) paying for a Main Street gallery by renting out the Santa Clara building, 2) renting a larger space and subletting for artist studios, and 3) display / advertise in a limited but visible space and direct interested customers to Santa Clara Street.

Other suggestions for increasing art sales included:

Improve the overall caliber of shows in the galleries without being elitist. The general public should feel comfortable shopping in BAA galleries.

Take steps to raise public awareness of BAA through marketing and promotions. Among the ideas for improving what is currently done are branding, networking, and the creation of a marketing committee which could include paid professionals.

Ideas for reaching out to the public at large (current and potential collectors) are the most intriguing:

- Offer educational opportunities of specific interest to collectors – art appreciation, what to expect when visiting a gallery, how to buy art
- Hold interesting small events in private homes – wine tastings / dinners
- Rent out the galleries for private events
- Offer discount coupons
- Form gallery / museum association that can offer reduced fees at other facilities
- Discounts for returning collectors
- Collector pin
- Special previews / events for collectors

BAA offers a distinctive shopping experience for collectors because:

- A variety of art – media, styles, subjects – is available in one location.
- The artists and the art are local.
- The art is original.
- The galleries are open on a regular basis with longer hours than other non-profit galleries.

In order to educate the public, BAA can undertake a campaign to describe the benefits of buying original art:

- The cost of purchasing original art does not have to be substantially higher than the price of mass market art, and original art sustains its value.
- Original art is unique.
- When you purchase original art, you can have a relationship with the artist.

2. Sustainable Membership – The #2 Priority

- A. Offer scholarships to students
- B. Designate a welcoming committee
- C. Emphasize the activities that make BAA distinctive

- D. Expand membership geographically throughout the County, to a larger age group, and to underserved populations
- E. Institute and fund a mentor program

BAA is a member organization. Members run the organization, perform the bulk of the work effort required, provide the art for sale, and member dues provide the financial mainstay of the organization. Artists join BAA for the opportunity to exhibit and sell art but just as importantly for the community of like-minded supportive artists. For the organization to remain healthy, membership levels must remain stable and potentially grow. After increasing sales, the majority of initiatives are designed to promote an ongoing sustainable membership for the future.

Member's thoughts on membership include:

- A strong sense of community is of highest importance.
- Other organizations are already serving other populations – To reach out to other parts of the county and other groups could result in a loss of the current spirit of community.
- It is important to be accepting to all levels of artists.
- It is important not to try to do too much as an organization and burn out the membership.

3. Optimal Facilities

- A. Expand and improve exhibit space
- B. Develop additional community spaces for displaying art
- C. Explore the location of an additional gallery in another part of the County
- D. Complete improvements in the downtown gallery
- E. Use Harbor Gallery to best advantage

Members offered these comments on facilities:

- “A bigger space is more important than additional space.”
- “Improve what you have before expanding.”
- Galleries should entice people to come in.
 - Be attractive
 - Be welcoming and informative
 - Include inviting activities such as painters at work

4. Outreach and Partnership

- A. Partner with other arts organizations
- B. Participate in City of Ventura programs and activities
 - a. Relate art on display to other events
- C. Promote BAA in the schools
- D. Provide a presence in other parts of the county
- E. Reach out to local businesses
 - Support
 - Sponsorship
 - Buying, Leasing, Displaying Art

5. Distinctive Opportunities

- A. Promote and expand the art lease program
- B. Be a source of information on local art and artists
- C. Offer a variety of membership categories
 - Out of County
 - Collector / Donor
- D. Explore unique fund raising opportunities
 - Expand Photo Ventura concept
 - Offer kids' programs

6. Professionalism and Career Development

- A. Institute a standards committee to define and ensure a quality presentation of art
- B. Hire specialized staff to develop new opportunities
- C. Offer professional development opportunities

Members offered these comments on professional and career development:

- Promote board development – tap into programs offered by governmentt and other non-profits (City of Ventura, Ventura County Community Foundation)
- Establish a standards committee for issuing and enforcing exhibit standards
- Hold jurors to the proper caliber of shows
- Provide more juror feedback – have juror assistant take notes (pay more if necessary)
- Offer training program for gallery sitters

IMPLEMENTATION

The key to the success of any strategic plan is in its implementation. Unless an effort is made to meet the objectives provided as part of the strategic planning process, the organizational needs identified in the plan will not be met. Five years is a long time in planning terms. The future is difficult to forecast – as evidenced by the dramatic change in economics during the two years that this plan has been under development. For that reason, it is unrealistic to describe specific actions beyond the first two years.

CURRENT PRACTICE OR COMPLETED OBJECTIVES

STRATEGY	OBJECTIVE	RESPONSIBLE	COMMENTS
Advertise	Healthy Sales	Executive Director; Marketing Staff/Consultant	Currently taking advantage of coop advertising; ads in <u>WestWays Magazine</u>
Raise the caliber of shows	Healthy Sales	Membership; Jurors; Artists; Show Committees	Identify juror and announce before show; limit the amount of art displayed on the wall; more competition results in more experience artists joining; BAA is attracting higher quality of member
Expand marketing and promotional activities	Healthy Sales	Staff	Press releases; web sites; additional exhibit space
Offer scholarships to students	Sustainable Membership	Board; Donors	
Designate a welcoming committee for new members	Sustainable Membership	Membership	
Develop additional community spaces for displaying art	Optimal Facilities	Board; Staff	
Use Harbor Gallery to best advantage	Optimal Facilities	Board; Staff	Store; theme exhibits
Partner with other arts organizations	Outreach and Partnership	Board; Staff	Example: Gallery Crawl
Participate in City of Ventura programs	Outreach and Partnership	Board; Staff; Membership	

and activities			
Promote and expand the art lease program	Distinctive Opportunities	Staff	
Be a source of information on local art and artists	Distinctive Opportunities	Staff	Newspapers and City Cultural Affairs Division rely on BAA for information
Explore unique fundraising opportunities	Distinctive Opportunities	Board; Staff	“Who Got Framed?”; Kids programs at the Harbor

IMPLEMENT WITHIN 18 MONTHS TO TWO YEARS

STRATEGY	OBJECTIVE	RESPONSIBLE	COMMENTS
Form a marketing committee	Healthy Sales	Staff	
Institute and fund a mentor program	Sustainable Membership	Board	Responsibility of a mentor needs to be defined; receiving a mentor could be the award for the winner of the student competition; the Board should research other organizations with similar programs
Complete improvements in the downtown gallery	Optimal Facilities	Board; Staff; Donors	
Promote BAA in schools	Outreach and Partnership	Board; Staff; Membership	Already started at Ventura College
Institute a standards committee to define and ensure a quality presentation of art	Professionalism and Career Development	Board	
Offer professional development opportunities	Professionalism and Career Development	Board	

IMPLEMENT WITHIN THREE YEARS

STRATEGY	OBJECTIVE	RESPONSIBLE	COMMENTS
Reach out to the public at large	Healthy Sales	Board	Donor and collector development; communicate with

			public more often
Emphasize the activities that make BAA distinctive	Sustainable Membership	Board; Staff; Membership	Members can exhibit immediately; more opportunities to exhibit; multiple venues; camaraderie
Expand membership geographically throughout the County, to a larger age group, and to underserved populations	Sustainable Membership	Board; Staff	Benefits of expansion need to be explained to members: expansion leads to increase in sales; ethnic diversity leads to increased funding
Examine the possibility of an additional gallery or community space in another part of the county	Optimal Facilities	Board; Staff	
Hire specialized staff to develop new opportunities	Professionalism and Career Development	Board; Executive Director	Sales Representative

INPLEMENT WITHIN FIVE YEARS

STRATEGY	OBJECTIVE	RESPONSIBLE	COMMENTS
Maintain a presence on Main Street, Ventura	Healthy Sales	Board; Executive Director	Less expensive but still plausible options include temporary space in shopping malls or a window on Oak Street
Expand and improve exhibit space	Optimal Facilities	Board; Executive Director; Donors	1. Develop ideas 2. Plan 3. Fund 4. Implement
Look into providing a presence in other parts of the county	Outreach and Partnership		
Reach out to local businesses	Outreach and Partnership	Board; Staff	Hire a sales representative or use paid support staff