



STRATEGIC PLAN

2005-2006

May 2005

Viewpoint Photographic Art Center

551 Sequoia Pacific Blvd.
Sacramento, CA 95814

www.viewpointgallery.org

Viewpoint Photographic Art Center

Board of Directors

Gilbert E. Todd, *President*

Karen Connell, *Treasurer*

Rebecca Gregg, *Secretary*

Ken Bowers

Mark Howell

Susan L-Nikel

Wendell Minshew

Steve Nieslony

Executive Director

Gene Kennedy

Strategic Plan Leadership Group

George Aiello

Jo Ann Aiello

Donna Allen

Ken Bowers

Dana Bruce

Karen Connell

Dave Dawson

Rebecca Gregg

Mark Howell

Gene Kennedy

Susan L-Nikel

Paul Mohr

Steve Nieslony

Gilbert Todd

Strategic Plan Consultant

Will Young

Table of Contents

President's Message	4
Viewpoint's Vision	5
Mission Statement	5
Viewpoint's Shared Values	5
A Brief History of the Viewpoint Photographic Art Center	6
Methodology	8
Themes from the SWOT Analysis	9
Objectives by Theme	9
Objectives, Outcomes, Goals, and Measures	10

President's Message

The Viewpoint Photographic Art Center (formerly the Sacramento Valley Photographic Art Center) has established a reputation as the premier photography gallery in the Sacramento region of California, exhibiting a wide range of images by established and emerging photographers. The Center also provides a growing range of photographic programs for its members and the community at large, including workshops, lectures, print-sharing evenings, field trips, and educational outreach.

The Center's influence has grown over the past few years to the point that it now serves a much larger community than just the Sacramento Valley area. The past two years have seen our membership, expenses, and income more than double, and the future holds the promise of continued growth. Therefore, it is now appropriate to make a critical assessment of the many challenges we face, in both the present and the future.

The Board of Directors is pleased to present the first phase of the Viewpoint Photographic Art Center's Strategic Plan. This plan outlines the history, vision, mission, values, objectives, and goals of the organization, as well as our strategic direction. Careful consideration was given to the fundamental challenges, objectives, policies, and opportunities that we face as an organization. This is a dynamic plan; the Board will continue to review our existing operations and policies, and if necessary will develop and adopt new strategies to better manage the challenges and opportunities before us.

The Board of Directors, with the help of the membership, is dedicated to implementing our Strategic Plan and to the continuous growth and improvement of the Viewpoint Photographic Art Center. I believe that Viewpoint members can look back with pride and satisfaction at what has been accomplished, and can look forward with enthusiastic anticipation to what is yet to come.

Gilbert E. Todd
President

Viewpoint's Vision

Viewpoint Photographic Art Center is dedicated to the creation, promotion, and exhibition of the photographic arts.

Mission Statement

Viewpoint Photographic Art Center, a nonprofit organization, is the heart of a thriving, energetic, and supportive photographic community. Viewpoint's role is to promote the art of photography through:

- Exhibits of original photography by contemporary and historic photographers;
- Lectures, discussion, workshops, field trips, and educational programs;
- Events to foster public awareness and appreciation of photographic art;
- Collection, preservation, and publication.

Viewpoint's Shared Values

Inspire a passion for photographic art.

Motivate a community for photographic artists.

Appreciate the breadth and diversity of photography.

Grow as artists and students of photography.

Educate ourselves and others.

A Brief History of the Viewpoint Photographic Art Center

The origin of Viewpoint Photographic Art Center (formerly Sacramento Valley Photographic Art Center) dates back to the early 1980s, when Jeff Redman and Jim Galvin opened Lightwork, a camera store on 57th Street in Sacramento. Shortly after the store's opening, a small gallery was added. The gallery was not an afterthought but an integral part of the plan for the store, a way for the owners to "give back" to photography.

The Lightwork Gallery never supported itself financially and by 1990 was facing closure. Meanwhile, Redman and other local photographers had been discussing plans to create a nonprofit gallery to serve the Sacramento area. In a series of meetings it was determined that the best course would be to form a nonprofit organization that, as part of its mission, would open and operate a gallery. In 1991, the Sacramento Valley Photographic Art Center (SVPAC) was incorporated as a nonprofit 501(c)(3) corporation, with its declared mission being to provide photographic education to the community by exhibiting historic and contemporary photographs, and by presenting lectures and discussions on the history, techniques, criticism, and aesthetics of photography.

SVPAC began to take shape in the later months of 1991. A Board of Directors was chosen, a membership drive began, a logo was selected, a newsletter was published, and new gallery space was rented in the same complex as Lightwork. After much discussion of what the gallery should be called, and review of more than 100 suggestions, the gallery was christened Viewpoint in October 1991.

In May 1992, the Viewpoint Gallery presented its first exhibit. The first member show was held in August/September 1992.

In early 1992, a fine print program was established to raise funds and encourage new membership. Several prominent photographers from the Sacramento area donated photographs to get the program started.

The Viewpoint Gallery continued to operate at its 57th Street address through 1993 and into 1994. Membership increased, exhibits were hung, and attendance grew, but the organization was not generating the income necessary to pay the rent and other expenses. By mid-1994 the financial situation was becoming critical, threatening the existence of Viewpoint Gallery and the organization itself.

At this point, the Sacramento Archives and Museum Collection Center (SAMCC) offered to provide space for Viewpoint in the SAMCC facility at 551 Sequoia Pacific Boulevard. In exchange for the space, Viewpoint was to help with some of SAMCC's projects and schedule one exhibit a year from material in their archives. SAMCC's generous offer was quickly accepted, and in June 1994, Viewpoint moved into its new space.

The move immediately eased the financial situation, but a lot of work remained to put Viewpoint on a solid basis and to improve the gallery space. A successful fund drive generated the funds to install track lighting in the gallery. In 1999, an annual Fine Print Auction and Drawing was initiated. This event, which featured the auctioning of prints by Viewpoint

members as well as some major figures in contemporary photography, was very successful, and the income it generated greatly improved the financial stability of SVPAC. The Fine Print Auction and Drawing continues to be a primary source of revenue for the organization.

As Viewpoint grew, the amount of work required to operate the gallery, mount exhibits, manage membership, publish a newsletter, and perform other essential functions was increasingly testing the limits of the volunteers doing the bulk of the work. To address this problem, the Board authorized the paid part-time position of Executive Director, which was filled in January 2003.

Since Viewpoint Gallery opened in 1992, there has been a continuous schedule of exhibits and events. The range of styles and techniques displayed in the exhibits has spanned the photographic spectrum: traditional black-and-white and color processes; alternative approaches such as pinhole, Polaroid manipulation, and platinum prints; candid images taken by members of the Sacramento Boys & Girls Club with disposable cameras; and the works of well-known photographers such as Ansel Adams, Ruth Bernhard, and Marion Post Wolcott. The digital world has been well represented, both in color and black-and-white, in many of the more recent exhibits.

Viewpoint has also presented a wide range of workshops by leading photographic teachers, organized numerous field trips to interesting local sites, and hosted lectures and presentations by prominent photographic artists.

This Strategic Plan signals a new era in the growth and enhancement of the organization. One of the first actions set forth in the Strategic Plan is the official changing of the organization's name from *Sacramento Valley Photographic Art Center* to *Viewpoint Photographic Art Center*. In part, this simply formalizes the common use of *Viewpoint* to refer to both the gallery and the organization, but it also confirms the expanding role of Viewpoint in the cultural life of Northern California and beyond.

Strategic Plan Methodology

The Viewpoint Photographic Art Center's Strategic Plan initiative began with the Board of Directors identifying a leadership group to participate in framing the plan. This group included Board Members and key volunteers from the membership at large. A series of several working sessions with the leadership group was scheduled to craft the Strategic Plan. The working sessions took place between January and April of 2005.

During the first session, the leadership group was given several examples of strategic plans by other gallery organizations, the methodology for developing a Strategic Plan was explained and discussed, and a schedule was established for developing Viewpoint's Strategic Plan. The leadership group crafted vision, mission, and value statements to express succinctly the future direction that will guide the organization.

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) questionnaire was distributed to the leadership group for completion prior to the second session. All questionnaires were returned via email to the consultant to ensure genuineness of responses and confidentiality. The SWOT input was reviewed initially for completeness and usefulness. The consultant categorized responses by themes under each major heading: strengths, weaknesses, opportunities, and threats. Some editing for syntax was provided; otherwise, the SWOT input was unaltered. A draft of the SWOT input with themes was distributed to the leadership group for review and assessment prior to the next working session.

The leadership group was divided into four groups, one for each theme identified, and the team members prioritized the themes under each of the SWOT categories. The leadership group then prioritized the themes irrespective of their SWOT grouping. In this phase of the process, multiple iterations by the leadership group produced the data ultimately used in the strategy formulation phase. In the end, the leadership group identified four critical themes representing significant challenges for Viewpoint.

The four teams reviewed the themes from the SWOT data for congruence and setting of objectives. Individual teams crafted initial objective statements for the prioritized themes. Based upon the statements provided by the individual teams, objective statements were reviewed, edited, and refined for adoption by the leadership group. Also during the working sessions, themes for goals were culled from the SWOT analysis.

Strategic goals addressing how the adopted objectives are to be achieved were crafted and refined by the leadership group. The goals met the criteria set forth in the SMART model: Smart, Measurable, Aggressive but Attainable, Results-oriented, and Time-bound.

The final objectives and goals are presented in the GOOM (Goal, Outcome, Objective, and Measure) model. In this model, a specific outcome is identified for each objective, while each goal contains a specific measure, assuring that performance and accomplishments of the key elements in the Strategic Plan can be accurately assessed.

Themes from the SWOT Analysis

- Organization and Identity
- Finances and Budget
- Programs
- Communications and Marketing

Objectives by Theme

Organization and Identity

- Create a dynamic, effective, and sustainable organization.

Finances and Budget

- Determine our financial needs; acquire and manage funds.

Programs

- Build and support the photographic community through programs and activities.

Communications and Marketing

- Develop and implement an effective communication plan.

Objectives, Outcomes, Goals, and Measures

Theme 1. Organization and Identity

Objective: Create a dynamic, effective, and sustainable organization.

Outcome: The needs of the membership are met and long-term viability is assured.

Goal 1.1	Complete implementation of Viewpoint's new identity by July 2005.
Measure	All aspects of the new identity are implemented.
Action Plan	<ol style="list-style-type: none"> 1. Complete all legal and financial steps. 2. Communicate the new identity. 3. Update identity and collateral materials.

Goal 1.2	Define roles and responsibilities within the organization, and communicate them to members by September 2005.
Measure	Roles and responsibilities are defined and adopted.
Action Plan	Review, refine, and implement the new organizational structure.

Goal 1.3	Increase volunteers to meet current and evolving needs, as reflected in the organizational chart, by January 2006.
Measure	All positions identified on the organizational chart are filled.
Action Plan	<ol style="list-style-type: none"> 1. Create a Volunteer Committee to be coordinated by the Executive Director by July 2005. 2. Create and maintain a list of needed volunteers. 3. Recruit and train volunteers.

Goal 1.4	By March 2006, develop a contingency plan to respond to the possible loss of the current Viewpoint space.
Measure	A contingency plan is adopted.
Action Plan	<ol style="list-style-type: none"> 1. Create a Contingency Plan Committee by July 2005. 2. Develop and submit a contingency plan to the board.

Goal 1.5	Develop and implement a plan for the long-term location of Viewpoint by January 2008.
Measure	A long-term plan is adopted.
Action Plan	<ol style="list-style-type: none"> 1. Create a Long-term Location Committee by July 2006. 2. Develop and submit a long-term location plan to the board.

Goal 1.6	Increase net membership by eight percent or more annually.
Measure	Net membership is increased by eight percent or more.
Action Plan	<ol style="list-style-type: none"> 1. Create a Membership Committee under the direction of the Membership Coordinator by May 2005. 2. Prepare a plan to retain and recruit members and present it to the board by July 2005. 3. Manage the approved plan. 4. Work with the Communication and Marketing Committee to promote and reinforce the value of membership to the existing membership and the public. 5. Document, review, and report results at board meetings.

Theme 2. Finances and Budget

Objective: Determine our financial needs; acquire and manage funds.

Outcome: A comprehensive financial plan for current and future operations.

Goal 2.1	Submit a budget proposal for the second half of 2005 and fiscal year 2006 by the July 2005 Board Meeting.
Measure	Budget presented to Board at the July 2005 board meeting
Action Plan	<ol style="list-style-type: none"> 1. Create a Financial Planning Committee by May 2005. 2. Complete a budget based on current estimates of expenses and income for the balance of 2005 and the year 2006. 3. Identify significant potential financial contingencies. 4. Develop assumptions for alternative income projections. 5. Develop proposed alternative expenditure plans. 6. Set priorities for expenditure plan. 7. Develop a cash flow analysis.

Goal 2.2	Develop a plan for pursuing Grants and Sponsorships by March 2006.
Measure	Plan is approved by the Board.
Action Plan	<ol style="list-style-type: none"> 1. Create a Grants and Sponsorship Committee by May 2005. 2. Develop an understanding of available resources and the methods of obtaining them. 3. Consult with other successful art groups about their efforts in this area. 4. Identify specific purposes for which to seek grants and sponsorships. 5. Create lists of highest-priority sources for grants and sponsorships.

Goal 2.3	Increase net income from the 2006 Fine Print Auction by twenty-five percent over the 2005 Fine Print Auction.
Measure	Auction net income is increased by twenty-five percent.
Action Plan	<ol style="list-style-type: none"> 1. Convene the 2006 Auction Team by January 2006. 2. Formally review the 2005 Fine Print Auction, including financial review and lessons learned. 3. Set revenue, expense, and net income goals. 4. Set attendance, buyer participation, and high-end donation expectations. 5. Develop plans to meet goals and objectives. 6. Submit the plan to the Board for review and approval by March 2006.

Goal 2.4	Prepare a five-year financial roadmap that identifies projections for alternate income, growth opportunities, and new expenses by June 2006.
Measure	Financial roadmap is submitted.
Action Plan	<p>Convene the financial planning committee by August 2005 to identify:</p> <ul style="list-style-type: none"> • Future expenses. • Additional and expanded sources of income. • Specific functions that can potentially be outsourced.

Theme 3. Programs

Objective: Build and support the photographic community through programs and activities.

Outcome: Viewpoint's programs meet the diverse interests and educational needs of the photographic community.

Goal 3.1	Design an ongoing program of educational outreach by July 2006.
Measure	Have an implemented program.
Action Plan	<ol style="list-style-type: none"> 1. Create an Educational Outreach Committee by September 2005. 2. Identify target demographic groups. 3. Design programs for identified groups. 4. Staff and schedule programs. 5. Present programs to the Board for approval. 6. Document, review, and report results annually.

Goal 3.2	Develop a collections and publications program by July 2006.
Measure	Have an implemented program.
Action Plan	<ol style="list-style-type: none"> 1. Create a collections and publications committee by January 2006. 2. Define collections and publication programs. 3. Establish budget and authority. 4. Staff and schedule programs. 5. Present programs to Board for approval. 6. Document, review, and report results annually.

Goal 3.3	Increase the number of exhibits per year and have a "Second Saturday" reception every month beginning January 2007.
Measure	New schedule is implemented.
Action Plan	<ol style="list-style-type: none"> 1. Create Exhibit and Curatorial Committees, headed by the Exhibit Coordinator, by January 2006. 2. Identify exhibitions (Curatorial Committee) and obtain board approval of schedule. 3. Prepare an exhibits budget and manage the approved exhibits (Exhibit Committee). 4. Document, review, and report results annually.

Goal 3.4	Schedule at least six workshops, covering a range of photographic techniques and approaches, per year beginning in 2006.
Measure	At least six workshops are held annually.
Action Plan	<ol style="list-style-type: none"> 1. Recruit Workshop Committee with Workshop Coordinator by August 2005. 2. Identify a variety of workshops likely to be of interest to members and non-members, and present them to the board for approval. 3. Schedule and manage approved workshops. 4. Coordinate with the Communication and Marketing Committee to promote workshops. 5. Continue to request member input regarding potential workshops. 6. Document, review, and report results annually

Goal 3.5	Schedule ten to twelve field trips per year.
Measure	Ten or more field trips are held annually.
Action Plan	<ol style="list-style-type: none"> 1. Create Field Trip Committee by August 2005. 2. Present proposed field trips to the Board for approval. 3. Manage board-approved field trips. 4. Document, review, and report results annually.

Goal 3.6	Implement new annual Fine Print Program by January 2006.
Measure	Program is implemented.
Action Plan	<ol style="list-style-type: none"> 1. Create Fine Print Program Committee by June 2005. 2. Present proposed program, including subscription and revenue estimates, to Board by July 2005. 3. Identify and confirm photographers and prints to be included by September 2005, with prints to be delivered by December 2005. 4. Work with Communication and Marketing Committee to promote program. 5. Document, review, and report results annually.

Goal 3.7	By January 2006, evaluate how the monthly Print Night meets the needs of members for sharing and critiquing prints.
Measure	Report presented to the Board by January 2006.
Action Plan	<ol style="list-style-type: none"> 1. Create a survey/questionnaire to gather information from members. 2. Tabulate responses. 3. Analyze how print night can better meet the needs of membership. 4. Prepare and submit a report to the Board.

Goal 3.8	Annually host six member meetings including the Holiday Party.
Measure	Six member meetings are held.
Action Plan	<ol style="list-style-type: none"> 1. Create a Member Meetings Committee, to be coordinated by the Executive Director, by July 2005. 2. Identify potential member meeting programs, topics, and presenters likely to be of interest to members and non-members. 3. Present member meeting proposals to the Board for approval. 4. Schedule and manage approved member meetings. 5. Work with Communication and Marketing Committee to promote the member meetings. 6. Continue to request member input on meeting programs and topics. 7. Document, review, and report results annually.

Theme 4. Communications and Marketing

Objective: Develop and implement an effective communication plan.

Outcome: Participation by members and the public in Viewpoint programs is increased.

Goal 4.1	Have a Communications and Marketing Coordinator and Committee by July 2005.
Measure	Communications and Marketing Coordinator and Committee in place.
Action Plan	Recruit a Communications and Marketing Coordinator and committee members.

Goal 4.2	Create a comprehensive communications/marketing plan including a 2006 budget by November 2005.
Measure	Board approves the plan.
Action Plan	<ol style="list-style-type: none"> 1. Create a comprehensive plan and budget for all Viewpoint communications including, but not limited to: <ul style="list-style-type: none"> • Web site • Paid advertising • Press/media relations and press releases • Email communications guidelines • Mailing list growth, maintenance and allowed use • Exhibit postcard distribution plan • Newsletter 2. Present to the Board for review, revision, and approval.

Goal 4.3	Have up-to-date media and publicity mailing lists (postal and email) by September 2005.
Measure	Mailing lists and maintenance procedures in place and being used.
Action Plan	<ol style="list-style-type: none"> 1. Review and update the promotional, public relations and media mailing lists (database). 2. Draft procedures and instructions for maintenance of lists.

Goal 4.4	Redesign the look, feel, and content of the Viewpoint website by January 2006.
Measure	New website online.
Action Plan	<ol style="list-style-type: none"> 1. Create a secure (non-public) staging area on the website where the new look and feel can be created and shared with the Board. 2. Create mockups of the new look and feel for the Board 3. Make changes as requested by the Board and present revised mockups. 4. Obtain Board approval of the new look and feel. 5. Create pages and content on staging. 6. With Board approval, put new website online.