Introduction

Dublin Arts Council (DAC) is a nonprofit organization, supported in part by an annual endowment from the City of Dublin’s hotel/motel tax and the Ohio Arts Council. DAC is also supported by the National Endowment for the Arts, contributions from individuals, corporations, foundations, fundraising events, classes, gallery sales, and in-kind contributions. DAC is dedicated to engaging the community, cultivating creativity, and fostering life-long learning through the arts. To ensure that DAC is well-positioned for future success, the organization retained Gallagher Consulting Group Inc. (Gallagher) to facilitate a strategic planning initiative. This strategic plan framework is the product of the effort, which will guide the organization from 2019 to 2021.

Methodology

As part of the process, Gallagher completed the following:

- Conducted twenty-four (24) personal interviews with board members, senior staff, and key external stakeholders;
- Facilitated a planning retreat for the Board of Trustees on February 2, 2019; and
- Facilitated a planning session for staff on February 14, 2018.

Using the results from these initiatives, Gallagher worked with DAC to develop this strategic plan document.

Contents

The plan is divided into the following sections:

I. Introduction
II. Mission
III. Strategic Goals 2019-2021
V. Goals with Supporting Objectives
VI. Measuring Success

This document is designed to be a dynamic, living, breathing guide that can be adjusted to respond to significant changes in the marketplace.
Our Mission

Dublin Arts Council engages the community, cultivates creativity, and fosters life-long learning through the arts.

Our Vision

A community in which the arts enriches lives, celebrates diversity, and enhances the regional economy.
GOAL 1
Offer exemplary arts programming, educational offerings, and events that are accessible and promote appreciation and enjoyment of the arts while enhancing the quality of life for all residents.

GOAL 2
Strengthen and broaden community engagement in the arts by bolstering outreach efforts, cultivating partnerships, supporting local artists, and ensuring that offerings celebrate Dublin's diversity.

GOAL 3
Increase awareness of Dublin Arts Council by elevating its brand and articulating its value proposition to the community and the region.

GOAL 4
Diversify and increase funding while seeking efficiencies and building financial reserves to ensure organizational sustainability.

GOAL 5
Achieve organizational excellence through commitment to the highest standards for administrative practices and internal operations.
Goal 1:
Offer exemplary arts programming, educational offerings, and events that are accessible and promote appreciation and enjoyment of the arts while enhancing the quality of life for all residents.

Objective A: Public Art
Expand the *Art in Public Places* initiative and increase public art offerings in the community.

**Key Tactics:**
- Complete and adopt the Public Art Master Plan by Q2 2019
- Add at least one new temporary and/or event-based public art project by the end of 2021
- Commission at least one new permanent public art work for the collection by the end of 2021
- Educate the community about the expanded definition of public art
- Establish committee to develop public art recommendations for Dublin City Council

Objective B: Education
Enhance educational programming for youth and adults that promotes appreciation of the arts and fosters community engagement.

**Key Tactics:**
- Conduct an education and financial analysis to assess community needs and interests by Q2 2020 using a fellow/intern from The Ohio State University
- Use results to develop a comprehensive education plan by Q2 2021
- Create at least two new adult offerings by Q4 2020
- Increase outreach efforts to teachers, schools, and community groups

Objective C: Signature Offerings
Continue to enhance and deliver high quality, fresh signature programs, events, and services.

**Key Tactics:**
- Explore and identify opportunities to bring more performing arts to the Dublin community
- Continue to evaluate the *Sundays at Scioto* program and advance efforts to improve the venue and facilities by Q1 2021
Community Engagement

Goal 2: Strengthen and broaden community engagement in the arts by bolstering outreach efforts, cultivating partnerships, supporting local artists, and ensuring that offerings celebrate Dublin’s diversity.

Objective A: Community At-Large
Continue to solicit and respond to community needs and interests by using a targeted research approach for key audiences.

Key Tactics:
- Discover community needs and interests by creating research and feedback mechanisms for each target audience, e.g., students, businesses, young professionals by Q3 2020
- Test new programming concepts with key community segments
- Provide volunteer opportunities customized by target audience
- Continually track community participation and engagement with DAC

Objective B: Local Artists
Increase awareness, support, and connections with local artists.

Key Tactics:
- Deepen partnership opportunities with community arts groups in Dublin to identify ways to showcase them and to expand DAC’s presence outside of its facility
- Explore possibility of refining the language to expand the pool of grantees eligible for the Community Arts Grants program by Q2 2020
- Continue to showcase local artists at DAC and seek opportunities for other venues in the community, e.g. Recreation Center, businesses

Objective C: Diversity, Equity, Inclusion, and Access
Promote diversity, equity, inclusion, and access in all programming and operations.

Key Tactics:
- Continue commitment to providing accessible, socially-focused programming and services
- Provide three new accessible arts opportunities by Q3 2019
- Boost outreach and engagement activities with Dublin’s Asian and senior populations
- Ensure that DAC models best practices in diversity, equity, inclusion, and access and identifies diverse community voices to shape programming
Awareness

**Goal 3:** Increase awareness of Dublin Arts Council by elevating its brand and articulating its value proposition to the community and the region.

<table>
<thead>
<tr>
<th>Objective A: Brand Essence</th>
<th>Objective B: Messaging / Case for Support</th>
<th>Objective C: Value Campaign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete research to identify DAC’s brand essence and to strategically-position the organization.</td>
<td>Develop a compelling and creative content strategy that tells the story of DAC and demonstrates its value proposition.</td>
<td>Develop and implement a brand awareness and value campaign to heighten organizational awareness.</td>
</tr>
</tbody>
</table>

**Key Tactics:**
- Complete brand assessment and gather stakeholder input by Q1 2020
- Translate mission, vision and values into a brand essence statement by Q2 2020
- Create a motto / tagline for DAC by Q3 2020
- Gather and package DAC community impact data by Q4 2019
- Develop and package DAC economic impact data by Q4 2019
- Create a story bank of compelling anecdotes and testimonials of DAC’s positive influence in the community and the region by Q1 2020
- Determine goals and baseline key performance indicators by Q2 2020
- Leverage brand essence and messaging to create branding campaign customized by target audience Q3 2020
- Launch plan implementation Q4 2020
- Evaluate plan at six-month intervals and refine as needed
### Financial Stewardship and Strength

**Goal 4:** Diversify and increase funding while seeking efficiencies and building financial reserves to ensure organizational sustainability.

### Objective A: Financial Stewardship
Demonstrate sound fiscal stewardship by adhering to best practices and protocols led by DAC’s Finance Committee.

**Key Tactics:**
- Update and document financial policies and protocols by Q4 2020
- Regularly monitor all codes and regulations related to nonprofit finance
- Continue to review and adjust the organization’s investment strategy
- Continue to conduct annual audit

### Objective B: Contributed Revenue
Create and implement annual development plans that yield an increase in contributed revenue from individuals, corporations, and foundations.

**Key Tactics:**
- Create compelling case for support by Q4 2019
- Streamline cultivation efforts and ‘asks’ for foundations and corporations by Q1 2020
- Expand the use of DonorPerfect software to track donor engagement by Q4 2019
- Evaluate the Garden Party event to increase support and funds raised by Q4 2019
- Leverage board members to help support fundraising efforts

### Objective C: Earned Revenue
Explore earned revenue opportunities.

**Key Tactics:**
- Convene an *ad hoc* earned revenue work group to explore and prioritize potential earned revenue opportunities and to conduct a ROI (return on investment) analysis on existing offerings by Q4 2019
- Leverage liquor license to create earned revenue opportunities
- Develop and offer new, fee-based education events and programs
Financial Stewardship and Strength

**Goal 4:** Diversify and increase funding while seeking efficiencies and building financial reserves to ensure organizational sustainability.

### Objective D: City Partnership

Continue to partner with the City of Dublin to preserve core funding and explore new opportunities for fiscal support to benefit residents and the region.

**Key Tactics:**
- Continue regular communication and education with the City of Dublin and City Council
- Continue to comply with bed tax funding requirements and leverage bed tax
- Demonstrate value proposition and positive outcomes
- Advocate for new facility rental agreement of $1 per year
- Advocate for increased accessibility to DAC
Organizational Excellence

Goal 5: Achieve organizational excellence through commitment to the highest standards for administrative practices and internal operations.

Objective A: Talent Management
Recruit and retain quality employees and external partners while offering a vibrant, positive workplace culture.

Key Tactics:
• Develop a staffing plan that includes assessment of needs, resources, and gaps by Q4 2020
• Provide ongoing training and professional development opportunities for staff
• Maximize the use of interns and university fellows (OWU & OSU)
• Maximize use of external partners and resources
• Develop a succession planning framework for emergency and planned transitions by Q2 2020

Objective B: Internal Operations
Update organizational policies and procedures to ensure that they comply with nonprofit best practices and guidelines.

Key Tactics:
• Develop an internal annual planning process to advance the strategic plan and boost organizational efficiencies by Q3 2019
• Update finance and privacy policies by Q2 2020
• Regularly track and measure progress on the strategic plan

Objective C: Technology and Data
Upgrade and increase efficient use of technology in all operations.

Key Tactics:
• Simplify and streamline e-commerce interface by Q1 2021
• Expand use of DonorPerfect software to foster improved data accuracy and track engagement by Q4 2019
• Provide an online payment option for sponsors by Q1 2021
• Explore offering a mobile payment service, e.g., Venmo to patrons and supporters by Q1 2021
Organizational Excellence

**Goal 5:** Achieve organizational excellence through commitment to the highest standards for administrative practices and internal operations.

**Objective D: Governance**
Follow best practices for board governance and succession to recruit and develop highly-qualified and diverse board members and to prepare future leaders of DAC.

**Key Tactics:**
- Recruit, develop, and maintain a highly qualified, engaged and diverse Board of Directors
- Clarify, delineate, and communicate board roles and responsibilities in writing and create accountability measures by Q1 2020
- Better leverage board members to support the organization’s fundraising, awareness and advocacy efforts
# Implementation Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>- Strategic planning retreats</td>
<td>- Public Art Master Plan finalized</td>
<td>- 3 DEIA opportunities</td>
<td>- ROI data compiled (community and economic impact)</td>
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<tr>
<td></td>
<td>- Plan developed</td>
<td>- 2019–2021 Strategic plan draft edited</td>
<td>- Develop internal group strategy planning process</td>
<td>- Earned revenue analysis</td>
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<td></td>
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<td></td>
<td>- Strategic plan approved</td>
<td>- Create case for support</td>
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<td></td>
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<td></td>
<td>- Expand use of Donor Perfect</td>
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<td></td>
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<td></td>
<td></td>
<td>- Evaluate Garden Party</td>
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<tr>
<td>2020</td>
<td>- Brand assessment</td>
<td>- Use fellows to do development &amp; education assessment</td>
<td>- Compile target research across programs</td>
<td>- Present two adult workshops</td>
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<td>- Create testimonial and story bank</td>
<td>- Expand community arts grantee pool</td>
<td>- Create motto/tagline</td>
<td>- Launch branding campaign</td>
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<tr>
<td></td>
<td>- Update/share board role and responsibilities</td>
<td>- Develop brand essence statement</td>
<td>- Create branding campaign</td>
<td>- Create staffing assessment</td>
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<tr>
<td></td>
<td>- Streamline sponsor and Foundation asks</td>
<td>- Create branding goals and KPIs</td>
<td></td>
<td>- Update finance protocols</td>
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<tr>
<td></td>
<td></td>
<td>- Develop succession planning framework</td>
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<tr>
<td>2021</td>
<td>- Advance efforts to enhance Sundays at Scioto</td>
<td>- Complete education plan</td>
<td>- Evaluate progress of strategic plan goals</td>
<td>- Complete one temporary art project</td>
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<tr>
<td></td>
<td>- Streamline e-commerce interface</td>
<td>- Evaluate branding campaign</td>
<td>- Plan for 2022-2024</td>
<td>- Commission one permanent public art project</td>
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<td>- Provide online payment for sponsors and mobile pay options for patrons</td>
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Measuring Success

DAC will use the following indicators to set benchmarks, track plan progress and measure success.

<table>
<thead>
<tr>
<th>Programs, Events, and Education</th>
<th>Community Engagement</th>
<th>Awareness</th>
<th>Financial Stewardship and Strength</th>
<th>Organizational Excellence</th>
</tr>
</thead>
</table>
| • Attendance and participation numbers  
• Participant satisfaction scores  
• Adoption of public art master plan  
• Completion of one new temporary and commissioning of one new permanent public art offering  
• Completion of established public art committee  
• Completion of educational and financial analysis of program  
• Completion of new education plan  
• Implementation of two new adult education offerings | • Attendance and participation numbers  
• Participant satisfaction scores  
• Number of volunteers  
• Results of community feedback and research  
• Number of opportunities to showcase local artists  
• Number of recipients of community arts grants  
• Number of opportunities to feature the arts in venues outside of the DAC facility  
• Completion of three new accessible arts opportunities  
• Number of socially-focuses offerings provided | • Completion of brand essence research and statement development  
• Completion of case for support with community and economic impact data  
• Brand awareness and value campaign goals and key performance indicators  
• Traditional media impressions (PR value report)  
• Social media followers and engagement tracking  
• Digital communication metrics, e.g., open rates, SEO, website visits and engagement | • Revenue, i.e., earned, contributed, total  
• Completion of updated financial policies and protocols  
• Completion of annual audit  
• Completion of case for support  
• Number of donors  
• Number of sponsors  
• Attendees and proceeds of Garden Party  
• Establishment of ad hoc earned revenue work group and ROI analysis of existing offerings  
• Implementation of new earned revenue activities  
• Secured bed tax funding  
• Reduced rent to ($1) | • Completion of staffing plan  
• Employee satisfaction scores  
• Turnover rates  
• Implementation of new internal annual planning and budgeting process  
• Completion of improved e-commerce interface  
• Completion of online payment option  
• Completion of DonorPerfect software expansion  
• Board attendance, participation, and financial support  
• Completion of board role and responsibilities document (agreement)  
• Completion of succession plan framework |
BOARD OF DIRECTORS

Officers:
Robin Campbell, President
Robin Moran, President-Elect
Tricia Jarvis, Treasurer
Melissa Minerd, Secretary
Julia Caruso, Citizen Representative
John Reiner, Dublin City Council Representative

Ex-Officio:
Bryan Faller
Naomi B. Hoyt
Claudia Plumley

Members:
Megan Bailey
Rachel Dean-Haas
Judy Galeano
Keiko Hidaka
Robin Hoffman
Jack R. Pigman
Diane Rosso
John Torpey
Gwen Weihe
Kay Yamakawa
Marilee Chinnici-Zuercher

Executive Director:
David S. Guion, Ph.D.

Staff:
Janet Cooper
Michele Gatz
Christine Langston
Anna Leeper
Katy Marque