



STRATEGIC PLAN **2025-2028**



TABLE OF CONTENTS

INTRODUCTION	3
WHO WE ARE	4
STRATEGIC GOALS	5
OBJECTIVES	6
MEASURING SUCCESS	14



INTRODUCTION

Dublin Arts Council is a 501(c)(3) nonprofit organization, supported in part by the City of Dublin's hotel/motel tax and the Ohio Arts Council (OAC), which helps fund Dublin Arts Council and its programs with state tax dollars to encourage cultural enrichment, educational excellence, and economic growth for all Ohioans.

Dublin Arts Council is also supported by contributions from individuals, corporations, foundations, fundraising events, workshops, and in-kind contributions. The organization is dedicated to engaging the community, cultivating creativity, and fostering lifelong learning through the arts.

Dublin Arts Council leaders embarked on a strategic planning initiative and engaged Gallagher Consulting Group Inc. (Gallagher) to facilitate the endeavor. Gallagher has partnered with Dublin Arts Council on several previous planning cycles and has helped the organization leverage the growth of the organization and the region.

This document is the result of that effort. The following strategic plan will guide Dublin Arts Council from FY 2025–2028. It is designed to be a dynamic blueprint that can be adjusted to respond to changes in the environment and meet the community's needs.

WHO WE ARE

Vision

A creative Dublin in which the arts are vital in building connections and shaping a healthy, collaborative and inclusive community.

Mission

Dublin Arts Council engages the community, cultivates creativity, and fosters lifelong learning through the arts.

Values

Dublin Arts Council values curiosity, creative discovery, and collaboration in providing dynamic and inclusive arts programming for and with the community.

STRATEGIC GOALS

1. Organizational Culture

Enhance performance by improving organizational efficiencies and deepening Dublin Arts Council's commitment to people, culture, and internal operations.

2. Community Engagement

Strengthen and broaden community engagement by reimagining outreach/marketing efforts, cultivating relationships, supporting artists, expanding access, and ensuring that offerings are inclusive of and celebrate the community.

3. Awareness

Increase Dublin Arts Council's presence by reimagining its identity and articulating its work and impact on the community and beyond.

4. Advancement

Diversify and strengthen development and funding initiatives to advance the organization's growth.

STRATEGIC GOALS

1. *Organizational Culture*

Enhance performance by improving organizational efficiencies and deepening Dublin Arts Council's commitment to people, culture, and internal operations.

OBJECTIVE A: CEO LEADERSHIP TRANSITION

Conduct a seamless CEO transition

Key Tactics:

- Implement succession plan
- Support Board of Directors with search/transition
- Conduct official announcement of new CEO to the community and stakeholders
- Provide robust onboarding as needed

OBJECTIVE B: TALENT, CULTURE, AND OPERATIONS

Attract and retain quality employees and external partners by aligning talent development with efficient operations and cultivating a vibrant, positive workplace culture.

Key Tactics:

- Conduct an organizational assessment to evaluate current operations, performance, and areas that require refinement
- Continue to evolve DAC's staffing plan (review needs, resources, and gaps)
- Ongoing collaboration with external partners and resources
- Evaluate and integrate digital and technical solutions to strengthen efficiencies and engagement (e.g., digital infrastructure, Art in Public Places app, and virtual tours)

STRATEGIC GOALS

1. *Organizational Culture (Continued)*

OBJECTIVE C: DIVERSITY, EQUITY, INCLUSION, AND ACCESS

Integrate diversity, equity, inclusion, and access in all programming and operations by embedding DEIA principles across staff, Board, community, and artist engagement.

Key Tactics:

- Maintain a strong commitment to providing accessible, diverse programming and services
- Explore, identify, and develop programs to address specific needs of the community

OBJECTIVE D: GOVERNANCE

Follow best practices for Board governance and succession to recruit and develop interdisciplinary Board members and to prepare future leaders of Dublin Arts Council.

Key Tactics:

- Continue to recruit, develop, and maintain a highly qualified, engaged, and diverse Board of Directors
- Maximize Board involvement in development, advocacy, and awareness by establishing clear guidelines for engagement and accountability
- Foster 100 percent financial support and active participation from the Board by strengthening collaboration and leveraging a network/flow map to guide outreach

OBJECTIVE E: LONG-RANGE PLANNING

Begin exploratory long-range planning in the later years of the plan to assess future aspirations and potential facility needs for DAC and the Dublin community

Key Tactics:

- Establish a long-range planning committee
- Solicit input from City and other key community stakeholders
- Identify and assess external expertise and advisory resources as needed
- Begin preliminary assessment of community needs and due diligence
- Explore potential external partner(s) and consultants as necessary to inform future master/facility planning

STRATEGIC GOALS

2. Community Engagement

Strengthen and broaden community engagement by reimagining outreach efforts, cultivating relationships, supporting artists, expanding access, and ensuring that offerings are inclusive of and celebrate the community

OBJECTIVE A: ASSESMENT

Maintain active engagement with the community by addressing its needs and interests through focused research, performance evaluation, and dedicated staff resource(s) to guide these efforts

Key Tactics:

- Identify community needs and interests by developing tailored research and feed back tools (surveys and benchmarks) for each distinct audience
- Continually track community participation and engagement with Dublin Arts Council and its offerings to refine and enhance programming
- Advance strategies for collecting, analyzing, and communicating diverse sets of data
- Establish evaluation criteria, monitor key performance indicators (KPIs), and report results, e.g. dashboard

OBJECTIVE B: ACCESSIBILITY

Enhance the organization's accessibility by improving the facility and actively engaging the community through targeted outreach initiatives

Key Tactics:

- Boost presence/showcase arts and programming at community venues and events
- Connect with diverse audiences and expand demographic reach
- Improve approachability, visibility, and utilization of physical space, e.g., log cabin, classrooms, kiln room, gallery hours, signage, open invitation
- Apply DEIA principles to accessibility initiatives, ensuring facilities, programming, and outreach reduce barriers

STRATEGIC GOALS

2. Community Engagement (Continued)

OBJECTIVE C: ARTISTS

Increase awareness, support, and connections with artists

Key Tactics:

- Create structured opportunities (roundtables, focus groups, surveys) to understand artists' perspectives, align on shared priorities, address gaps, and incorporate feedback into organizational practices
- Continue to demonstrate impact of artists within community by convening and showcasing artwork through educational offerings, programming, events, and public art installations
- Collaborate with other organizations on artist-driven initiatives
- Explore additional ways to refine grant language to expand the eligible pool and offerings for the Community Arts Grants program, consistent with hotel/motel tax grant guidelines.

OBJECTIVE D: STRATEGIC PARTNERSHIPS

Cultivate and strengthen strategic partnerships and other relationships to foster awareness, support, and connection

Key Tactics:

- Elevate focus on segmented audiences (including healthcare and wellness providers, local businesses/corporations, schools, community art groups, and City of Dublin leaders) and articulate DAC's value in connecting art, culture, and community
- Assess and report annually on DAC's economic impact and its contribution to cultural tourism in partnership with downtown Dublin businesses, marketing partners, and hotels
- Actively steward existing (internal and external) partnerships through communication, collaboration, and shared initiatives
- Cultivate new relationships

STRATEGIC GOALS

3. Awareness

Increase Dublin Arts Council's presence by reimagining its identity and articulating its work and impact on the community and beyond.

OBJECTIVE A: BRAND REFRESH

Implement a process for a brand refresh that reflects our current identity and future aspirations.

Key Tactics:

- Evaluate organizational positioning and market perception (benchmarking and aspirational)
- Review voice and messaging across key audiences
- Assess visual identity elements
- Update brand guidelines
- Refine current vision statement
- Indoor and outdoor signage audit

OBJECTIVE B: BRAND AWARENESS

Live out our mission statement through brand awareness, supporting future growth, and success.

Key Tactics:

- Discover ways to reach new audiences through communication channels
- Enhance brand visibility and foster connection through community engagement
- Share impact stories, partnerships, and connections
- Serve as a connector and champion of the arts to create meaningful experiences
- Foster a vibrant cultural landscape where everyone feels welcomed and inspired to engage

STRATEGIC GOALS

3. Awareness (Continued)

OBJECTIVE C: CASE FOR ENGAGEMENT & SUPPORT

Develop and implement a compelling and creative content strategy that tells stories of impact in the community, and supports fundraising efforts.

Key Tactics:

- Share Dublin Arts Council's mission and economic impact data through success stories and the annual report
- Highlight past contributions, present work, and future vision to strengthen brand connection and relevance
- Share inspiring stories that demonstrate Dublin Arts Council's positive impact on the community and region
- Leverage DAC's 40th anniversary to reinforce organizational identity, celebrate community pride, and highlight our role in advancing the arts

STRATEGIC GOALS

4. Advancement

Diversify and strengthen development and funding initiatives to advance the organization's growth.

OBJECTIVE A: CONTRIBUTED REVENUE

Implement Strategic Development Plan to significantly increase contributed revenue and yield increased investment from individuals, corporations, foundation, and government support.

Key Tactics:

- Increase development and fundraising capacity through Executive Director engagement, additional staffing, and external resources
- Expand and diversify revenue sources, e.g., fundraising events, grants
- Identify and cultivate designated champions
- Utilize case for support to engage potential donors
- Leverage Board members to help support development efforts and promote Dublin Arts Council
- Optimize a CRM system

OBJECTIVE B: ENDOWMENT

Develop and implement an action plan to establish and operationalize an endowment fund.

Key Tactics:

- Assign the Board finance committee to oversee effort
- Create endowment policies and guidelines
- Ensure proper compliance for fund

STRATEGIC GOALS

4. Advancement (Continued)

OBJECTIVE C: CITY PARTNERSHIP

Continue to collaborate with the City of Dublin and explore new partnership opportunities.

Key Tactics:

- Maintain strong relationships with Dublin's City Council and staff leadership to enhance community development and determine needs
- Continue to leverage the Public Art Master Plan as a guiding framework to align funding priorities, strengthen advocacy with City leadership, and expand community impact through strategic public art investments
- Renegotiate lease agreement in 2026
- Ensure compliance with the hotel/motel tax funding requirements and direct dollars to support community initiatives (including development efforts)

MEASURING SUCCESS

TIMELINE MILESTONES

2025

Successful CEO transition
(through 2026)

Advance organizational effectiveness through assessment and technology *(through 2026)*

Expand equity, inclusion, and access *(through 2026)*

Secure full Board financial commitment *(through 2026)*

Strengthen credibility through an updated case for support and refreshed brand *(through 2027)*

Expand recognition by applying distinct branding and enhancing marketing communications *(through 2027)*

Elevate visibility through measured media outcomes and clear communication of mission and impact *(through 2027)*

2026

Expand community insight through research, feedback, and clear measures of success *(through 2027)*

Boost visibility and accessibility by enhancing presence and use of space *(through 2027)*

Increase engagement through higher participation and collaborative initiatives *(through 2027)*

Complete long-range master/facility plan *(EOY 2026)*

Strengthen fundraising through expanded donor, sponsor, and development efforts *(through 2027)*

Diversify revenue with new funding sources, including hotel/motel tax support *(through 2027)*

Secure long-term financial stability through City support, an established endowment, and a renegotiated lease *(through 2027)*

Continue successful CEO transition, advancement of organizational effectiveness, expanded access, and full Board financial commitment

Continue to strengthen credibility, expand recognition, and elevate visibility

2027

Continue to expand community insight, boost visibility and accessibility, and increase engagement

Continue to strengthen credibility, expand recognition, and elevate visibility

Continue to strengthen fundraising, diversify revenue, and secure long-term financial stability

Riverboxes™ 20th Anniversary

2028

Celebrate 40th anniversary, marking 20 years of Riverboxes and 40 years of Art in Public Places

Complete long-range master/facility plan *(EOY 2028 and beyond)*

MEASURING SUCCESS

KEY METRICS

Organizational Culture

Successful CEO transition
.....
Active long-range planning committee established
.....
Master/facility plan completed
.....
Updated use of technology
.....
Completion of organizational assessment
.....
Increased access and inclusion
.....
100% Board financial commitment to organization

Community Engagement

Enhanced community research and feedback
.....
Established evaluation criteria and KPIs
.....
Increased attendance and participation numbers
.....
Achieve greater presence at community events
.....
Improved approachability and utilization of space
.....
Elevated focus on segmented audiences
.....
Perform a number of collaborative artist-driven initiatives

Awareness

Updated case for support
.....
Brand evaluation and refresh completed
.....
Utilize cohesive branding across all programs
.....
Foster connection through marketing materials
.....
Communicate mission and economic impact data with target audiences

Advancement

Increased development and fundraising efforts
.....
Expanded revenue sources
.....
Ongoing support from City of Dublin
.....
Number of new donors and sponsors
.....
Secured hotel/motel tax funding
.....
Endowment established
.....
Lease agreement renegotiated



BOARD OF DIRECTORS

Eileen Bolton, M.D. – President
Neil Widerschein – President Elect
Denise Applegate – Treasurer
Mabel Castellar – Secretary
Mike Stull – Citizen Representative
Andy Keeler – City Council Representative
Michael Bowman
Bryan Faller
Ingrid Fields
April Griffith Taylor
Adam Hernandez

Mark King, M.D.
Jennifer Kuhfeldt
Imran Malik
Jim Medsker
Emily Miller
Kate Schwartz
MJ Tompkins
Tom Trusty
Megan Vanderson
Ying Wu
Keiko Yamakawa

STAFF

Merijn van der Heijden, *Executive Director*
Raygan Barrett, *Director of Design & Marketing*
Kayanaat Chaudhry, *Administrative & Community Relations Coordinator*
Paige Dempsey, *Engagement Manager*
Katy Marque, *Director of Finance & Administration*
Ava Morgan, Ph.D., *Director of Public Practice*

Nick Stull, Exhibitions Preparator
Don Staufenberg – Riverboxes™ Preparator
Mandi Strapp – Riverboxes™ Ambassador

**Board and staff roster is accurate as of January 5, 2026*