



Strategic Plan 2019-2021

dublin  council

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



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.

Strategic Goals 2019 - 2021



Programs, Events & Education

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.



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.



Awareness

GOAL 3

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



Financial Stewardship & Strength

GOAL 4

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



Organizational Excellence

GOAL 5

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

Programs, Events, and Education

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

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

Objective A: Brand Essence

Complete research to identify DAC's brand essence and to strategically position the organization.

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

Objective B: Messaging / Case for Support

Develop a compelling and creative content strategy that tells the story of DAC and demonstrates its value proposition.

Key Tactics:

- 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

Objective C Value Campaign

Develop and implement a brand awareness and value campaign to heighten organizational awareness.

Key Tactics:

- 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:

(continued)

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.
(continued)

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

	Q1	Q2	Q3	Q4
2019	<ul style="list-style-type: none"> - Strategic planning retreats - Plan developed 	<ul style="list-style-type: none"> - Public Art Master Plan finalized - 2019-2021 Strategic plan draft edited 	<ul style="list-style-type: none"> - 3 DEIA opportunities - Develop internal group strategy planning process - Strategic plan approved 	<ul style="list-style-type: none"> - ROI data compiled (community and economic impact) - Earned revenue analysis - Create case for support - Expand use of Donor Perfect - Evaluate Garden Party
2020	<ul style="list-style-type: none"> - Brand assessment - Create testimonial and story bank - Update/share board role and responsibilities - Streamline sponsor and Foundation asks 	<ul style="list-style-type: none"> - Use fellows to do development & education assessment - Expand community arts grantee pool - Develop brand essence statement - Create branding goals and KPIs - Develop succession planning framework 	<ul style="list-style-type: none"> - Compile target research across programs - Create motto/tagline - Create branding campaign 	<ul style="list-style-type: none"> - Present two adult workshops - Launch branding campaign - Create staffing assessment - Update finance protocols
2021	<ul style="list-style-type: none"> - Advance efforts to enhance Sundays at Scioto - Streamline e-commerce interface - Provide online payment for sponsors and mobile pay options for patrons 	<ul style="list-style-type: none"> - Complete education plan - Evaluate branding campaign 	<ul style="list-style-type: none"> - Evaluate progress of strategic plan goals - Plan for 2022-2024 	<ul style="list-style-type: none"> - Complete one temporary art project - Commission one permanent public art project

Measuring Success



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

Programs, Events, and Education	Community Engagement	Awareness	Financial Stewardship and Strength	Organizational Excellence
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 <i>ad hoc</i> earned revenue work group and ROI analysis of existing offerings • Implementation of new earned revenue activities • Secured bed tax funding • Reduced rent to (\$1) 	<ul style="list-style-type: none"> • 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



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