



LEMOYNE ARTS STRATEGIC PLAN 2026 – 2030

Align. Strengthen. Sustain.

A Five-Year Roadmap for Organizational Excellence,
Community Impact, and Long-Term Sustainability

Tallahassee, Florida

Adopted by the Board of Directors
June 2026

Board of Directors 2026

Board Chair

Dan Taylor

Vice Chair

Don Bourassa

Treasurer

David Strange

Secretary

Grace Atkins

Strategic Planning Committee Members

Carolyn Gosselin

Stephanie Whitfield

Kelly Dozier

Scott McLuckie

Mary Jo Spector

Executive Director

Arielle Raff

Strategic Planning Participants

This strategic plan was developed through a collaborative process involving members of the Board of Directors, staff leadership, volunteers, community stakeholders, and strategic planning committee members whose contributions helped shape the vision and priorities outlined in this document.

LeMoyne Arts

125 North Gadsden Street

Tallahassee, Florida 32301

Website: www.lemoyne.org

© LeMoyne Arts 2026

Table of contents

I.	Executive Summary	2
II.	About LeMoyne Arts	6
III.	Strategic Planning Methodology	9
IV.	Strategic Framework	16
V.	CORNERSTONE 1: Programming.....	20
VI.	CORNERSTONE 2: Member and Community Engagement.....	29
VII.	CORNERSTONE 3: REVENUE & SUSTAINABILITY.....	37
VIII.	CORNERSTONE 4: CAPACITY & INFRASTRUCTURE	45
IX.	Governance & Accountability	61
X.	Conclusion: A Vision for the Future.....	69
XI.	Appendices	71

Executive Summary

I. Why This Plan Matters

For more than six decades, LeMoyne Arts has served as a cultural cornerstone of the Tallahassee community, providing opportunities for artistic expression, arts education, exhibitions, and community engagement. Through its programs, facilities, permanent collection, and partnerships, LeMoyne has enriched the lives of thousands of individuals and strengthened the region's cultural landscape.

As the organization looks toward the future, it faces both significant opportunities and evolving challenges. Changes in community needs, audience expectations, funding landscapes, technology, workforce capacity, and nonprofit sustainability require LeMoyne Arts to thoughtfully position itself for continued success. While the organization benefits from a strong reputation, dedicated supporters, quality programming, and a rich history, the strategic planning process identified opportunities to strengthen organizational alignment, clarify LeMoyne's identity and value proposition, diversify revenue sources, modernize systems and infrastructure, and build the capacity necessary to support long-term growth.

This Strategic Plan serves as a roadmap for the next five years. It is designed to guide decision-making, prioritize investments, align resources, and ensure that LeMoyne Arts remains a vibrant, relevant, and sustainable organization that continues to fulfill its mission for generations to come. More than a document, this plan represents a shared commitment by the Board of Directors, staff, volunteers, members, artists, and community partners to advance the arts and strengthen LeMoyne's impact throughout the community.

II. Planning Process Overview

This Strategic Plan was developed through a comprehensive and collaborative planning process that engaged board members, staff, and key stakeholders in evaluating the organization's current state and envisioning its future. The process was intentionally designed to assess organizational strengths and challenges, identify opportunities for growth, and establish clear priorities for the next five years.

The planning process included organizational assessments, facilitated discussions, SWOT analysis, strategic planning workshops, and goal-development sessions. Participants examined all aspects of the organization, including programming, community engagement, membership, revenue generation, governance, staffing, volunteer capacity, marketing, communications, technology, and operational effectiveness.

Through this process, several recurring themes emerged. Participants emphasized the importance of strengthening LeMoyne's identity and public awareness, diversifying revenue sources, improving organizational systems and governance, increasing staff and volunteer capacity, and ensuring that programs remain relevant, impactful, and sustainable. These themes informed the development of strategic priorities and goals that collectively shape the framework of this plan.

The result is a strategic plan that reflects both the aspirations and realities of the organization, balancing ambition with practical implementation considerations while maintaining a focus on mission impact and long-term sustainability.

III. Four Organizational Cornerstones

The strategic planning process was organized around four organizational cornerstones that represent the core functions of LeMoyne Arts. These cornerstones served as the framework for organizational assessment, strategic discussions, and goal development and continue to serve as the structure for implementation and accountability.

a. Programming

- Programming is the primary way LeMoyne Arts fulfills its mission and engages the community through exhibitions, educational opportunities, camps, workshops, events, artist programs, and stewardship of its permanent collection. This cornerstone focuses on ensuring that programs are mission-driven, impactful, financially sustainable, and responsive to evolving community needs. Strategic efforts within this cornerstone include evaluating program effectiveness, defining signature programs, expanding educational opportunities, and strengthening instructor and volunteer capacity.

b. Member & Community Engagement

- LeMoyne Arts' success depends on strong relationships with members, artists, donors, volunteers, visitors, and community partners. This cornerstone focuses on clarifying the organization's identity and value proposition, strengthening branding and communications, increasing membership engagement and retention, and expanding partnerships that enhance community impact. By strengthening its connection to the community, LeMoyne can increase awareness, participation, advocacy, and support for its mission.

c. Revenue & Sustainability

- Long-term mission success requires a strong and diversified financial foundation. This cornerstone focuses on increasing financial resilience through revenue diversification, endowment growth, legacy giving, sponsorship development,

membership optimization, and enhanced donor stewardship. Strategic investments in financial sustainability will allow LeMoyne Arts to expand programming, improve infrastructure, and remain adaptable in a changing funding environment.

d. Capacity & Infrastructure

- Organizational effectiveness depends on strong leadership, governance, staffing, volunteers, systems, and operational processes. This cornerstone focuses on strengthening governance structures, clarifying organizational roles and responsibilities, modernizing technology systems, implementing performance measurement tools, and increasing staff and volunteer capacity. Investments in infrastructure and organizational effectiveness will provide the foundation necessary to support long-term growth and successful implementation of the strategic plan.

IV. Strategic Vision for 2030

By 2030, LeMoyne Arts will be recognized as the premier visual arts destination in North Florida and a model for community-centered arts engagement. The organization will be known for delivering exceptional exhibitions, educational programs, and artistic experiences that inspire creativity, foster lifelong learning, and strengthen community connections.

LeMoyne Arts will operate from a position of organizational and financial strength, supported by diversified revenue streams, a growing endowment, robust donor engagement, and sustainable operational systems. Clear organizational identity and strong brand recognition will increase community awareness and participation, while modern technology and data-informed decision-making will improve effectiveness and efficiency across all functions.

The organization will maintain a vibrant portfolio of signature programs that reflect its mission, values, and strategic priorities. A strong network of staff, instructors, volunteers, artists, members, and community partners will support program delivery and organizational growth. Governance structures will be effective and accountable, ensuring that leadership remains focused on mission fulfillment and strategic outcomes.

Most importantly, LeMoyne Arts will continue to serve as a welcoming and inclusive cultural institution that enriches the lives of individuals, strengthens the community, and ensures that the visual arts remain accessible, relevant, and transformative for future generations.

Through the successful implementation of this Strategic Plan, LeMoyne Arts will align its resources, people, programs, and partnerships around a shared vision of excellence, sustainability, and

community impact—creating a stronger organization and a more vibrant future for the arts in our region.

About LeMoyne Arts

I. Organizational History

For more than six decades, LeMoyne Arts has served as a cornerstone of arts and culture in Tallahassee and the surrounding region. Founded in 1963 by a group of visionary artists, educators, and community leaders, LeMoyne Arts was established to create opportunities for artistic expression, arts education, and community engagement through the visual arts. What began as a grassroots effort to support local artists has evolved into one of North Florida's most respected and enduring cultural institutions.

Throughout its history, LeMoyne Arts has remained committed to fostering creativity, supporting artists, and making the arts accessible to individuals of all ages and backgrounds. Through exhibitions, educational programs, summer camps, workshops, artist opportunities, community events, and stewardship of its permanent collection, the organization has enriched the cultural life of the community and served as a catalyst for artistic growth and cultural connection.

Located in the heart of Tallahassee, LeMoyne Arts has become a gathering place where artists, students, families, educators, members, volunteers, and community partners come together to experience the transformative power of the arts. The organization's historic campus provides a unique setting for exhibitions, educational activities, and cultural events that celebrate creativity and strengthen community bonds.

Over the years, LeMoyne Arts has expanded its impact through innovative programming, strategic partnerships, and a steadfast commitment to artistic excellence. The organization has successfully adapted to changing community needs while preserving the values and vision that inspired its founding. Today, LeMoyne Arts stands as a trusted cultural resource, dedicated to advancing the visual arts and ensuring that artistic opportunities remain accessible and meaningful for future generations.

As LeMoyne Arts looks toward the future, it remains focused on building upon its legacy while embracing new opportunities for growth, innovation, and community impact. This Strategic Plan reflects the organization's commitment to sustaining its role as a vibrant cultural institution and ensuring that the arts continue to play a vital role in the life of the community.

II. Mission

To inspire, educate, and connect the community through the visual arts.

LeMoyne Arts fulfills its mission by providing meaningful opportunities for artistic expression, arts education, exhibitions, community engagement, and cultural enrichment. Through accessible and

inclusive programs, the organization seeks to foster creativity, encourage lifelong learning, support artists, and create connections that strengthen both individuals and the broader community. The mission serves as the foundation for all organizational decisions, guiding the development of programs, partnerships, resource allocation, and strategic priorities. Every exhibition, class, event, and initiative is designed to advance this mission and reinforce LeMoyne Arts' commitment to making the visual arts a transformative force within the community.

III. Vision

To be the premier visual arts destination in North Florida and a model for community-centered arts engagement.

LeMoyne Arts envisions a future where the visual arts are recognized as essential to a thriving and connected community. The organization strives to be a place where creativity flourishes, artists are supported, diverse audiences are welcomed, and meaningful artistic experiences are accessible to all.

Through excellence in programming, strong community partnerships, sustainable operations, and innovative leadership, LeMoyne Arts seeks to expand its reach and deepen its impact. By 2030, the organization will be recognized not only for the quality of its exhibitions and educational programs, but also for its ability to inspire creativity, foster inclusion, strengthen community connections, and serve as a cultural leader throughout the region.

IV. Core Values

The following core values guide the work of LeMoyne Arts and serve as the foundation for organizational culture, decision-making, and strategic direction.

a. Artistic Excellence

We are committed to maintaining high standards in our exhibitions, educational programs, and artistic experiences. We celebrate creativity, innovation, and the pursuit of excellence in all aspects of our work.

b. Community Engagement

We believe the arts have the power to bring people together, strengthen relationships, and enrich communities. We actively seek opportunities to engage diverse audiences and foster meaningful connections through the visual arts.

c. Accessibility

We are dedicated to ensuring that artistic opportunities and experiences are welcoming, inclusive, and accessible to individuals of all ages, backgrounds, abilities, and levels of artistic experience.

d. Stewardship

We honor the trust placed in us by our members, donors, volunteers, artists, and community partners by managing our resources responsibly, preserving our assets, and ensuring the long-term sustainability of the organization.

e. Innovation

We embrace creativity, continuous learning, and new ideas that advance our mission and strengthen our impact. We are committed to adapting to changing needs while remaining true to our purpose and values.

f. Collaboration

We recognize that our greatest impact is achieved through partnership. We value collaboration among artists, educators, community organizations, businesses, volunteers, and supporters who share our commitment to the arts.

g. Inclusivity

We strive to create an environment where all individuals feel welcomed, respected, and valued. We believe that diverse perspectives and experiences strengthen our organization and enrich the artistic experiences we provide.

h. Lifelong Learning

We believe that artistic growth and creative exploration are lifelong pursuits. We are committed to providing opportunities for individuals at every stage of life to learn, create, and engage with the visual arts.

Together, these values define who we are, shape how we serve our community, and guide the decisions that will carry LeMoyne Arts forward as we implement this Strategic Plan and work toward our vision for 2030.

Strategic Planning Methodology

I. Planning Approach

The LeMoyne Arts Strategic Plan was developed through a comprehensive, collaborative, and data-informed planning process designed to assess the organization's current state, identify future opportunities and challenges, and establish a clear roadmap for long-term sustainability and impact. The process engaged members of the Board of Directors, staff leadership, strategic planning participants, and key stakeholders in a series of facilitated discussions, assessments, workshops, and planning exercises intended to build organizational alignment and establish a shared vision for the future.

The planning process was grounded in the belief that effective strategic planning requires both reflection and action. Participants were encouraged to evaluate organizational strengths and challenges honestly while identifying opportunities to strengthen LeMoyne Arts' role as a leading cultural institution and community resource. Throughout the process, emphasis was placed on balancing mission fulfillment, community impact, operational effectiveness, and financial sustainability.

The resulting strategic plan reflects a broad range of perspectives and insights and provides a framework for decision-making, resource allocation, performance measurement, and organizational accountability over the next five years.

II. Phase 1: Discovery & Organizational Assessment

Purpose

The Discovery and Organizational Assessment phase was designed to establish a comprehensive understanding of LeMoyne Arts' current operations, organizational strengths, challenges, opportunities, and future needs. This phase provided the foundational information necessary to inform strategic decision-making and ensure that future priorities were grounded in organizational realities.

Participants reviewed key organizational functions and assessed how effectively the organization was positioned to fulfill its mission, serve its stakeholders, and achieve long-term sustainability.

Areas of Assessment

a. Programs

Participants evaluated the organization's exhibitions, educational offerings, camps, workshops, community events, artist opportunities, and permanent collection activities. Discussions focused on program quality, mission alignment, participation levels, community impact, resource requirements, and long-term sustainability.

b. Key questions included:

- Which programs have the greatest impact?
- Which programs most clearly represent LeMoyne's mission?
- How should future program investments be prioritized?
- How can program outcomes be better measured and communicated?

c. Membership

The assessment examined membership trends, member engagement, retention, benefits, recruitment practices, and the overall value proposition offered to members.

Participants explored opportunities to strengthen membership growth, improve member experiences, and enhance the role of membership in supporting organizational sustainability.

d. Community Engagement

Participants assessed relationships with artists, volunteers, donors, community partners, educational institutions, businesses, and the broader public.

Discussions focused on community awareness, organizational reputation, partnerships, accessibility, inclusivity, and opportunities to deepen engagement with existing and emerging audiences.

e. Revenue

The planning team reviewed current revenue streams, including memberships, grants, donations, sponsorships, educational programming, events, facility rentals, and other earned income sources.

Particular attention was given to revenue diversification, financial resilience, endowment growth, legacy giving opportunities, and long-term sustainability.

f. Staffing

Participants evaluated organizational capacity, staffing structure, role clarity, workload distribution, leadership responsibilities, and workforce sustainability.

Discussions highlighted the importance of ensuring that staffing resources are aligned with organizational priorities and growth aspirations.

g. Governance

The Board of Directors reviewed governance practices, committee structures, bylaws, leadership development, board engagement, and organizational oversight responsibilities. The assessment identified opportunities to strengthen governance effectiveness, improve role clarity, and enhance board accountability.

h. Technology

The organization assessed existing technology systems, data management practices, reporting capabilities, customer relationship management tools, communication platforms, and operational processes.

Participants identified opportunities to improve efficiency, strengthen decision-making, and better support staff, volunteers, donors, members, and program participants through integrated technology solutions.

Key Discovery Themes

Several themes emerged consistently throughout the assessment process:

- Strong community reputation and organizational history
- High-quality programming and educational offerings
- Dedicated board members, staff, volunteers, and supporters
- Need for greater organizational clarity and alignment
- Opportunities to strengthen branding and communications
- Desire for increased revenue diversification
- Technology and systems limitations
- Capacity constraints and burnout concerns
- Need for stronger programming KPIs and reporting

These themes provided the foundation for the SWOT analysis and strategic priority development phases.

III. Phase 2: SWOT Analysis

Purpose

The SWOT Analysis phase was designed to identify and evaluate the organization's internal strengths and weaknesses, as well as external opportunities and threats that could influence future success.

To ensure a comprehensive and organized assessment, the SWOT analysis was structured around four organizational cornerstones that represent the core functions of LeMoyne Arts:

- Programming
- Member & Community Engagement
- Revenue & Sustainability
- Capacity & Infrastructure

These cornerstones served as the lens through which organizational strengths, weaknesses, opportunities, and threats were examined.

a. Programming

Participants evaluated the organization's exhibitions, educational programming, camps, workshops, and community-based offerings.

Key Strengths

- Strong educational programs
- High-quality exhibitions
- Established community presence
- Permanent collection

- Dedicated instructors and volunteers

Key Challenges

- Limited program evaluation systems
- Capacity constraints
- Need for clearer program prioritization
- Inconsistent impact measurement

Opportunities

- Define signature programs
- Expand educational offerings
- Improve outcome measurement
- Align programming with mission and sustainability goals

b. Member & Community Engagement

Participants evaluated relationships with members, artists, volunteers, donors, visitors, and community stakeholders.

Key Strengths

- Strong community trust
- Loyal membership base
- Positive reputation
- Existing partnerships

Key Challenges

- Limited brand awareness
- Unclear value proposition
- Member retention concerns
- Inconsistent communication strategies

Opportunities

- Strengthen organizational identity
- Improve marketing and communications
- Expand community partnerships
- Increase engagement among younger audiences

c. Revenue & Sustainability

Participants evaluated the organization's financial structure, revenue streams, fundraising activities, and long-term sustainability.

Key Strengths

- Strong donor support
- Grant funding success
- Membership revenue

- Facility and program assets

Key Challenges

- Revenue concentration
- Limited reserves
- Dependence on traditional funding sources
- Underdeveloped sponsorship opportunities

Opportunities

- Endowment growth
- Legacy giving
- Revenue diversification
- Expanded earned income opportunities

d. Capacity & Infrastructure

Participants evaluated organizational systems, staffing, governance, technology, and operational effectiveness.

Key Strengths

- Dedicated staff and board
- Strong volunteer culture
- Organizational commitment to mission

Key Challenges

- Role ambiguity
- Staffing limitations
- Technology gaps
- Burnout concerns

Opportunities

- Governance improvements
- Technology modernization
- Capacity building
- Data-driven decision-making

The SWOT analysis confirmed that LeMoyne Arts possesses significant organizational strengths while also identifying several critical areas that must be addressed to support future growth and sustainability.

IV. Phase 3: Strategic Priority Development

Purpose

Following the organizational assessment and SWOT analysis, participants engaged in facilitated discussions and prioritization exercises to identify the areas that would have the greatest impact on the organization's future success.

The objective of this phase was to move from assessment to action by identifying the strategic priorities that would guide organizational decision-making and resource allocation over the next five years.

Strategic Priorities Identified

Through consensus-building exercises and facilitated discussions, six strategic priorities emerged.

1. Clarify Identity and Value Proposition

- a. Develop a clear and consistent understanding of who LeMoyne Arts is, what it offers, and why it matters to the community.

2. Strengthen Branding, Marketing & Communications

- a. Improve awareness, visibility, messaging consistency, and stakeholder engagement through a comprehensive communications strategy.

3. Build Sustainable & Diversified Revenue Streams

- a. Strengthen financial sustainability through endowment growth, legacy giving, earned revenue expansion, sponsorship development, and donor engagement.

4. Improve Organizational Structure, Governance & Role Clarity

- a. Strengthen organizational effectiveness by clarifying responsibilities, improving governance practices, and aligning staffing structures with strategic priorities.

5. Invest in Systems, Technology & Data-Driven Decision Making

- a. Implement modern systems and reporting tools that improve efficiency, support decision-making, and enhance stakeholder engagement.

6. Increase Staff, Instructor & Volunteer Capacity While Reducing Burnout

- a. Build the workforce, volunteer, and instructor infrastructure necessary to support organizational growth while improving sustainability and employee well-being.

These priorities reflected the most frequently discussed themes throughout the planning process and represented the areas of greatest strategic importance.

V. Phase 4: Strategic Framework Development

Purpose

The final phase of the planning process focused on translating assessment findings, SWOT insights, and strategic priorities into an actionable strategic framework.

The goal of this phase was to create a practical implementation roadmap that would guide organizational efforts over the next five years while establishing accountability and measurable outcomes.

Strategic Framework Design

The six strategic priorities were aligned within the four organizational cornerstones and translated into:

- Strategic goals
- Strategic objectives
- Key initiatives
- Performance measures
- Implementation timelines
- Accountability structures

This approach ensures that every strategic initiative can be clearly connected back to the organization's mission, vision, and long-term priorities.

Implementation Planning

To support successful execution, the strategic framework includes:

- A multi-year implementation roadmap
- Defined ownership and accountability
- Key performance indicators (KPIs)
- Governance and oversight processes
- Annual review and evaluation mechanisms
- A 90-day implementation kickoff plan
- RACI accountability matrix

Moving from Planning to Action

The completion of the strategic planning process marks the beginning—not the end—of LeMoyne Arts' strategic journey. The success of this plan will depend on disciplined execution, regular evaluation, and a continued commitment to organizational learning and improvement.

By aligning programs, people, resources, and systems around a shared vision, LeMoyne Arts is positioned to strengthen its impact, increase its sustainability, and continue serving as a vibrant cultural institution for years to come.

Strategic Framework

I. Strategic Planning Theme

Align. Strengthen. Sustain.

The strategic planning process revealed a consistent theme across all discussions, assessments, and planning activities: the need to align organizational resources, programs, systems, and people around a shared vision for the future. While LeMoyne Arts possesses significant strengths—including a strong reputation, quality programming, dedicated supporters, and a rich history—the organization must intentionally strengthen its internal capacity and financial foundation to sustain and expand its impact in an increasingly complex and competitive environment.

The theme "Align. Strengthen. Sustain." reflects the organization's commitment to bringing greater alignment between mission, programs, operations, and resources; strengthening the systems, relationships, and infrastructure necessary to support growth; and ensuring the long-term sustainability of the organization for future generations.

a. Align

LeMoyne Arts will align its programs, partnerships, communications, governance, staffing, and financial resources around a clear organizational identity and shared strategic priorities. Alignment ensures that every decision, investment, and initiative contributes directly to mission fulfillment and long-term success.

b. Strengthen

LeMoyne Arts will strengthen the organizational foundations necessary to support continued growth and impact. This includes strengthening governance, technology, staffing, volunteer engagement, fundraising capacity, community relationships, and operational effectiveness.

c. Sustain

LeMoyne Arts will build a sustainable future by diversifying revenue, investing in organizational capacity, expanding community engagement, and creating systems that support informed decision-making and long-term resilience. Sustainability is not only financial—it also includes sustainable programs, sustainable staffing models, sustainable partnerships, and sustainable community impact.

Together, these three principles provide the guiding framework for all strategic goals and implementation activities contained within this plan.

II. Strategic Alignment Model

The Strategic Alignment Model illustrates how LeMoyne Arts will translate its mission into measurable outcomes over the next five years. The model establishes a clear line of sight from the organization's purpose to the actions required to achieve its vision for the future.

Mission

To inspire, educate, and connect the community through the visual arts.

The mission serves as the foundation for all organizational decisions and provides the purpose that guides every program, partnership, investment, and initiative.

Organizational cornerstones

The strategic planning process was organized around four organizational cornerstones that represent the core functions of the organization and the primary areas through which the mission is delivered.

a. Programming

Focuses on exhibitions, educational opportunities, camps, workshops, community events, artist engagement, and stewardship of the permanent collection.

b. Member & Community Engagement

Focuses on strengthening relationships with members, artists, donors, volunteers, visitors, and community partners while increasing awareness, engagement, and participation.

c. Revenue & Sustainability

Focuses on strengthening the organization's financial foundation through diversified revenue streams, endowment growth, fundraising, sponsorships, memberships, and long-term financial planning.

d. Capacity & Infrastructure

Focuses on governance, staffing, volunteer management, technology systems, operational effectiveness, data-informed decision-making, and organizational sustainability.

Strategic Priorities

Through the planning process, six strategic priorities emerged as the most critical areas requiring focused organizational attention over the next five years.

a. Clarify Identity and Value Proposition

Develop a clear and compelling understanding of who LeMoyne Arts is, what it offers, and the unique value it provides to the community.

b. Strengthen Branding, Marketing & Communications

Improve visibility, awareness, messaging consistency, audience engagement, and community understanding of LeMoyne's impact.

c. Build Sustainable & Diversified Revenue Streams

Strengthen financial sustainability through endowment growth, legacy giving, earned revenue expansion, sponsorship development, and enhanced donor engagement.

d. Improve Organizational Structure, Governance & Role Clarity

Create stronger governance systems, clarify organizational responsibilities, and ensure effective leadership and accountability.

e. Invest in Systems, Technology & Data-Driven Decision Making

Implement modern systems and reporting tools that improve efficiency, support decision-making, and enhance organizational performance.

f. Increase Staff, Instructor & Volunteer Capacity While Reducing Burnout

Develop the people, resources, and support structures necessary to sustain growth while maintaining organizational health and effectiveness.

Strategic Goals

Each strategic priority is supported by a series of strategic goals that define the specific outcomes LeMoyne Arts intends to achieve during the implementation period.

Examples include:

- Conducting a comprehensive program portfolio review
- Defining and investing in signature programs
- Growing the endowment fund to \$500,000
- Launching a legacy giving program
- Implementing an integrated CRM and data management system
- Establishing a KPI and performance measurement framework
- Strengthening volunteer recruitment and engagement
- Clarifying organizational identity and brand positioning
- Expanding community partnerships and audience engagement

These goals provide the framework for annual work plans, resource allocation, and organizational accountability.

Desired Outcomes

Successful implementation of this Strategic Plan will result in measurable improvements across all areas of the organization.

By 2030, LeMoyne Arts will achieve the following outcomes:

a. Stronger Community Impact

Programs, exhibitions, educational offerings, and community initiatives demonstrate measurable impact and serve a broader and more diverse audience.

b. Increased Organizational Visibility

A clear organizational identity and stronger brand awareness position LeMoyne Arts as a premier visual arts destination and trusted community resource.

c. Sustainable Financial Foundation

Diversified revenue streams, endowment growth, planned giving, and enhanced fundraising capacity provide greater financial resilience and stability.

d. Enhanced Organizational Capacity

Effective governance, modern technology systems, improved staffing structures, and strong volunteer engagement support long-term success.

e. Data-Informed Decision Making

Performance measures, dashboards, and reporting systems provide leadership with the information needed to make strategic decisions and evaluate progress.

f. Long-Term Organizational Sustainability

LeMoyne Arts is positioned to continue fulfilling its mission, adapting to change, and serving future generations through a strong, resilient, and sustainable organizational model.

The Strategic Alignment Model ensures that every initiative undertaken during the life of this plan can be directly connected to the organization's mission, strategic priorities, and desired outcomes. By maintaining this alignment, LeMoyne Arts will maximize its impact, strengthen its sustainability, and create lasting value for the community it serves.

CORNERSTONE 1: Programming

Programming is the foundation of LeMoyne Arts' mission and the primary way the organization inspires, educates, and connects the community through the visual arts. As LeMoyne looks toward the future, it must continually ask: **How can we continue to elevate the quality, relevance, and impact of our artistic and educational programs?**

Through exhibitions, classes, camps, workshops, community events, artist opportunities, and stewardship of its permanent collection, LeMoyne creates meaningful experiences that foster creativity, lifelong learning, cultural engagement, and community connection.

To remain a leading arts organization and trusted community resource, LeMoyne must ensure that its programs are mission-driven, community-responsive, financially sustainable, and aligned with its long-term vision. This cornerstone is focused on delivering exceptional artistic, educational, and community programming that advances LeMoyne Arts' mission, serves evolving community needs, and contributes to organizational sustainability. Achieving this vision will require a deliberate approach to evaluating existing programs, identifying and investing in signature offerings, expanding educational opportunities, measuring outcomes and impact, and building the instructor, volunteer, and operational capacity necessary to support continued growth and excellence.

Through these efforts, LeMoyne Arts will strengthen its role as a vibrant cultural institution that enriches the lives of individuals and the broader community for generations to come.

I. Current State Summary

Strengths

The strategic planning process identified several significant strengths that position LeMoyne Arts for continued success.

a. High-Quality Exhibitions

LeMoyne Arts is recognized for presenting professional and engaging exhibitions that showcase local, regional, and emerging artists. Exhibitions serve as a cornerstone of the organization's reputation and community impact.

b. Strong Classes and Camps

Educational programming remains one of the organization's most successful offerings. Classes, workshops, and summer camps attract diverse participants and provide meaningful arts education opportunities for children, youth, and adults.

c. Strong Facilities and Campus

The LeMoyne campus provides a unique and attractive environment for exhibitions, educational activities, community gatherings, and special events. The physical space is a significant organizational asset that supports both programming and revenue generation.

d. Permanent Collection

The permanent collection represents an important cultural resource and provides opportunities for education, interpretation, exhibitions, donor engagement, and storytelling.

e. Community-Building Programs

Programs consistently bring together artists, students, families, members, volunteers, and community partners. LeMoyne serves as both an arts organization and a community gathering place.

Challenges

Despite these strengths, several challenges were identified during the planning process.

a. Program Alignment

Not all programs have been evaluated against a consistent framework that considers mission impact, community relevance, organizational identity, financial sustainability, and strategic priorities.

b. Instructor Capacity

Program growth is constrained by the availability of qualified instructors and teaching artists. Recruitment, onboarding, and retention processes need to be strengthened.

c. Sustainability Evaluation

Limited data exists regarding the true financial and operational sustainability of individual programs. Decision-making often relies on anecdotal information rather than objective analysis.

d. Limited Outcome Measurement

Current reporting focuses primarily on participation counts rather than measuring educational outcomes, community impact, participant satisfaction, or mission advancement.

Strategic Opportunities

The planning process identified four major opportunities to strengthen programming over the next five years.

a. Define Signature Programs

Clearly identify the programs that best represent LeMoyne's mission, community value, and strategic priorities.

b. Conduct Program Portfolio Review

Evaluate all programs using consistent criteria to determine impact, effectiveness, sustainability, and growth potential.

c. Improve Program Evaluation

Implement data collection and performance measurement systems that support informed decision-making.

d. Align Programming with Mission and Revenue

Ensure that program investments support both mission fulfillment and long-term organizational sustainability.

Strategic Priority

Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Why This Priority Matters

The quality of LeMoyne's programming is directly tied to the people who deliver it. As demand for programs grows, the organization must ensure that staffing levels, instructor capacity, volunteer support, and operational systems keep pace.

Without intentional capacity-building efforts, program growth can lead to staff burnout, reduced program quality, and organizational strain. Sustainable growth requires investment in people, systems, and support structures.

II. Strategic Goal 1.1: Conduct a Programming Portfolio Review

Goal Description

Evaluate all current programming to determine mission alignment, community impact, financial sustainability, resource requirements, and growth potential. The review will provide a framework for prioritizing future investments and identifying signature programming.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Programs/Education Lead

Implementation Timeframe

- Year 1

Primary Strategic Priority:

- Clarify LeMoyne's identity and value proposition

Secondary Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Relevant KPIs

- Percentage of programming evaluated
- Programming participation trends
- Cost recovery rate by program
- Mission alignment score
- Program satisfaction ratings

Key Action Steps

- Develop programming evaluation criteria
- Collect historical participation and financial data
- Conduct stakeholder interviews and surveys
- Evaluate all existing programming efforts
- Present recommendations to the Board

Success Criteria

- 100% of programming evaluated
- Portfolio assessment approved by Board
- Priority investment areas identified

III. Strategic Goal 1.2: Identify and Invest in Signature Programming

Goal Description

Establish a portfolio of signature programming that clearly reflect LeMoyne's mission, strengthen brand identity, and create measurable community impact.

Proposed Owner

- Programs Director

Implementation Timeframe

- Years 1–2

Primary Strategic Priority:

- Clarify Identity and Value Proposition

Secondary Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Relevant KPIs

- Number of signature programs designated
- Participation growth
- Revenue generated
- Community awareness metrics

Key Action Steps

- Define criteria for signature programs
- Select priority programs
- Develop growth plans
- Allocate resources strategically
- Establish annual performance review process

Success Criteria

- Signature program portfolio established.
- Resource allocation aligned to priorities.
- Increased participation and visibility.

IV. Strategic Goal 1.3: Expand Educational Programming

Goal Description

Increase educational opportunities for children, youth, adults, and lifelong learners through classes, camps, workshops, and community learning experiences.

Proposed Owner

- Programs Director

Implementation Timeframe

- Years 2–5

Primary Strategic Priority:

- Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Secondary Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Relevant KPIs

- Enrollment growth
- Number of educational offerings
- Revenue generated
- Participant satisfaction

Key Action Steps

- Conduct market assessment.
- Expand instructor recruitment.
- Develop new educational offerings.
- Increase community outreach.
- Evaluate annual performance.

Success Criteria

- 25% increase in educational participation.
- Expanded age and audience reach.
- Positive participant outcomes.

V. Strategic Goal 1.4: Strengthen Instructor Recruitment and Development

Goal Description

Develop and maintain a strong pipeline of qualified instructors and teaching artists to support program quality, growth, and long-term sustainability. By strengthening recruitment, onboarding, development, and retention efforts, LeMoyne Arts will ensure it has the instructional capacity needed to deliver exceptional educational experiences while reducing reliance on a limited number of individuals.

Proposed Owner

- Executive Director (Accountable)
- Programs/Education Lead (Responsible)

Implementation Timeline

- Years 1–4

Primary Strategic Priority:

- Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Key Performance Indicators

- Number of active instructors
- Instructor retention rate
- Number of new instructors recruited annually
- Instructor satisfaction scores
- Number of artistic disciplines represented

Key Action Steps

- Assess current instructor capacity and future program needs.
- Develop a formal instructor recruitment and onboarding process.
- Expand recruitment efforts through artist, educator, and community networks.
- Provide professional development and engagement opportunities.
- Implement instructor recognition and retention strategies.

Success Criteria

- Increased pool of qualified instructors and teaching artists.
- Instructor retention exceeds 85%.
- Reduced reliance on a small number of instructors.
- Capacity exists to support program growth and expansion.
- Consistently high participant and instructor satisfaction.

VI. Strategic Goal 1.5: Strengthen Volunteer Engagement and Pipeline

Goal Description

Develop and strengthen a sustainable volunteer program that directly supports LeMoyne Arts' exhibitions, educational programs, camps, events, and visitor experiences. By creating meaningful volunteer opportunities and clear pathways for engagement, the organization will expand community involvement, enhance programming delivery, improve the overall experience, and reduce operational burden on staff.

Proposed Owner

- Accountable: Executive Director
- Responsible: Volunteer Coordinator

Implementation Timeframe

- Years 1–3

Primary Strategic Priority:

- Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Relevant KPIs

- Number of active program volunteers
- Volunteer retention rate
- Total volunteer hours contributed
- Number of volunteers supporting programs and events
- Volunteer satisfaction scores
- Percentage of programming supported by volunteers

Key Action Steps

- Assess volunteer needs across exhibitions, classes, camps, events, and visitor services
- Develop clear volunteer roles, responsibilities, and position descriptions
- Implement a volunteer recruitment, onboarding, and training process
- Expand volunteer opportunities that support programming delivery and visitor engagement
- Establish volunteer recognition, communication, and retention initiatives

Success Criteria

- Increased number of active volunteers supporting programs and events
- Improved volunteer retention and satisfaction
- Greater volunteer participation across exhibitions, educational programs, and community events
- Reduced staff workload associated with program and event operations
- Consistent volunteer support for key organizational programs and initiatives

VII. Desired Future State (2030)

By 2030, LeMoyne Arts will be recognized as a premier destination for visual arts education, exhibitions, and community engagement. Programs will be strategically aligned with mission and organizational goals, supported by strong instructor and volunteer networks, informed by meaningful performance data, and designed to maximize community impact.

LeMoyne will maintain a portfolio of signature programs that distinguish the organization within the region, attract diverse audiences, and contribute to both mission fulfillment and financial sustainability. Programming decisions will be data-informed, community-responsive, and aligned with the organization's long-term vision.

CORNERSTONE 2: Member and Community Engagement

Member and Community Engagement is fundamental to LeMoyne Arts' ability to fulfill its mission and expand its impact. While programs provide the vehicle for artistic expression and education, it is the relationships built through those experiences that sustain the organization and strengthen its role within the community. Members, artists, volunteers, donors, community partners, and visitors are not simply participants in LeMoyne's work—they are essential contributors to its success and ambassadors for its mission. **How can we strengthen relationships with our members, audience, artists, and the broader community?**

As LeMoyne Arts looks toward the future, it must continue to cultivate meaningful connections while expanding awareness and engagement among new and diverse audiences. This requires a clear organizational identity, compelling communications, a strong and recognizable brand, and intentional strategies for deepening relationships with existing supporters while attracting future generations of artists, members, and community advocates.

This cornerstone is focused on strengthening LeMoyne Arts' visibility, relevance, and connection to the community by clarifying who the organization is, effectively communicating its value, enhancing the member experience, and building partnerships that expand access and impact. Through these efforts, LeMoyne Arts will strengthen its position as a trusted cultural institution, deepen community engagement, and create a broader network of supporters who are invested in the organization's long-term success.

I. Current State Summary

Strengths

The strategic planning process identified several significant strengths that provide a strong foundation for future growth and engagement.

a. Community Trust

LeMoyne Arts has earned a reputation as a respected and trusted community institution. Its longstanding presence, commitment to artistic excellence, and history of serving the community have created strong goodwill and credibility among supporters and stakeholders.

b. Strong Partnerships

The organization benefits from valuable relationships with artists, schools, community organizations, businesses, foundations, and civic leaders. These partnerships expand LeMoyne's reach and strengthen its ability to deliver impactful programs and initiatives.

c. Diverse and Engaged Board Leadership

LeMoyne Arts benefits from a dedicated and diverse Board of Directors that provides leadership, expertise, advocacy, and support. Board members serve as important ambassadors and connectors within the community.

d. Loyal Membership Base

Many members have maintained long-standing relationships with LeMoyne Arts and provide critical financial support, volunteer service, and advocacy. This loyal membership base represents one of the organization's most valuable assets.

Challenges

While LeMoyne Arts enjoys strong community support, several challenges were identified that may limit future growth and engagement if not addressed.

a. Unclear Organizational Identity

Throughout the planning process, participants consistently identified the need for greater clarity regarding LeMoyne's identity and value proposition. Different audiences often perceive the organization differently, making it difficult to communicate a consistent and compelling message.

b. Outdated Branding and Communications

Existing branding and communications efforts do not fully reflect the breadth of LeMoyne's impact, programs, and value to the community. Opportunities exist to modernize messaging, improve consistency, and strengthen visibility.

c. Membership Retention and Growth

While membership remains strong, the organization faces challenges related to retention, renewal, recruitment, and clearly communicating the value of membership to current and prospective supporters.

d. Limited Engagement Pathways

Current engagement opportunities may not fully meet the needs or interests of emerging audiences, younger generations, or individuals seeking alternative ways to connect with the organization.

Strategic Opportunities

The planning process identified several opportunities to strengthen engagement and expand LeMoyne's reach.

a. Refresh Brand Identity

Develop a clear and compelling organizational identity that communicates LeMoyne's mission, value, and impact consistently across all audiences.

b. Improve Communications

Create a comprehensive communications strategy that strengthens awareness, engagement, and storytelling while improving the consistency of messaging.

c. Expand Younger and Emerging Audiences

Develop intentional strategies to attract younger audiences, emerging artists, families, and new community participants.

d. Strengthen Volunteer Pipelines

Create stronger pathways for volunteer recruitment, engagement, leadership development, and retention to support organizational sustainability and community involvement.

Strategic Priority

Clarify Organizational Identity and Value Proposition

Why This Priority Matters

A clear organizational identity provides the foundation for all marketing, communications, fundraising, programming, and community engagement efforts. When stakeholders understand who LeMoyne Arts is, what it offers, and why it matters, they are more likely to engage, participate, invest, and advocate for the organization.

II. Strategic Goal 2.1: Clarify Organizational Identity

Goal Description

Develop and communicate a clear, compelling, and consistent organizational identity that articulates LeMoyne Arts' mission, purpose, value proposition, and unique role within the community.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Marketing & Communications Lead (or external Marketing Vendor/Partner)

Implementation Timeline

- Year 1

Strategic Priority

- Clarify Identity and Value Proposition

Key Performance Indicators

- Completion of organizational identity framework
- Stakeholder awareness and understanding
- Brand recognition metrics
- Message consistency across communication channels

Key Action Steps

- Engage Marketing Vendor/Partner
- Conduct stakeholder interviews and audience research
- Develop a formal organizational identity and value proposition statement
- Establish key messaging and communication standards
- Align programs, partnerships, and communications with organizational identity
- Train staff, board members, and volunteers on key messaging

Success Criteria

- Organizational identity framework adopted
- Consistent messaging across all channels
- Increased stakeholder understanding of LeMoyne's mission and value

III. Strategic Goal 2.2: Strengthen Branding and Marketing

Goal Description

Modernize LeMoynes Arts' brand identity and implement a comprehensive marketing strategy that increases visibility, expands audiences, and strengthens engagement.

Proposed Owner

- Accountable: Executive Director
- Responsible: Marketing & Communications Lead (or external Marketing Vendor/Partner)

Implementation Timeline

- Years 1–3

Strategic Priority:

- Strengthen Branding, Marketing, and Communications

Secondary Strategic Priority:

- Clarify Identity and Value Proposition

Key Performance Indicators

- Website traffic growth
- Social media engagement
- Event attendance
- Audience growth
- Brand awareness metrics

Key Action Steps

- Engage Marketing Vendor/Partner
- Conduct a comprehensive brand assessment
- Refresh visual identity and messaging standards as needed
- Develop a multi-channel marketing strategy
- Improve digital marketing and storytelling capabilities
- Establish annual communications and content calendars

Success Criteria

- Increased brand awareness
- Growth in audience engagement
- Improved consistency across marketing platforms

IV. Strategic Goal 2.3: Improve Member Retention and Engagement

Goal Description

Enhance the membership experience by increasing member value, strengthening engagement opportunities, improving communications, and creating a more intentional membership lifecycle strategy.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Membership Coordinator / Development Staff

Implementation Timeline

- Years 1–5

Strategic Priority:

- Strengthen Branding, Marketing, and Communications

Key Performance Indicators

- Membership retention rate
- Membership growth
- Renewal rate
- Member event participation
- Member satisfaction scores

Key Action Steps

- Evaluate and refine membership benefits
- Develop targeted member engagement strategies
- Improve membership communications and stewardship
- Create pathways for increased member involvement
- Conduct annual member satisfaction assessments

Success Criteria

- Increased membership retention
- Growth in membership participation
- Improved member satisfaction

V. Strategic Goal 2.4: Expand Community Partnerships

Goal Description

Develop and strengthen strategic partnerships that expand LeMoyne Arts' reach, increase access to programming, and create opportunities for collaborative impact.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Leadership Team

Implementation Timeline

- Years 2–5

Primary Strategic Priority:

- Strengthen Branding, Marketing, and Communications

Key Performance Indicators

- Number of active partnerships
- Collaborative programs delivered
- New audiences reached
- Partnership-generated revenue or resources

Key Action Steps

- Identify priority partnership opportunities.
- Develop partnership evaluation criteria.
- Formalize partnership outreach and cultivation efforts.
- Launch collaborative programming initiatives.
- Evaluate partnership impact annually.

Success Criteria

- Increased number of strategic partnerships.
- Expanded community reach.
- Greater participation from new audiences.
- Enhanced organizational visibility and impact.

VI. Desired Future State (2030)

By 2030, LeMoyne Arts will be widely recognized as a vibrant, welcoming, and indispensable cultural institution that serves as a hub for artistic engagement, community connection, and creative expression. The organization will have a clear and compelling identity that is consistently understood by members, artists, donors, volunteers, and the broader community.

Membership will be growing and highly engaged, supported by meaningful experiences, strong stewardship, and clear value. LeMoyne's brand will be recognizable, its communications effective and impactful, and its partnerships strategically aligned to expand access and deepen community impact.

Through intentional engagement strategies and strong community relationships, LeMoyne Arts will cultivate a diverse and growing network of supporters who actively contribute to the organization's mission, sustainability, and long-term success.

CORNERSTONE 3: REVENUE & SUSTAINABILITY

Financial sustainability is essential to LeMoyne Arts' ability to fulfill its mission, serve the community, and remain a vibrant cultural institution for future generations. Every program, exhibition, educational offering, and community engagement initiative depends on a strong and resilient financial foundation. As the nonprofit landscape continues to evolve, LeMoyne Arts must strengthen its financial position by diversifying revenue sources, expanding philanthropic support, and building long-term financial stability. LeMoyne Arts has benefited from the dedication of donors, members, grant partners, and community supporters who have sustained the organization throughout its history. However, future success will require a more intentional and diversified approach to revenue generation that reduces dependence on any single funding source and increases the organization's ability to adapt to economic shifts, changing donor behavior, and evolving community needs.

This cornerstone is focused on building a sustainable financial model that supports mission delivery, organizational growth, and long-term resilience. Through strategic investments in endowment growth, planned giving, membership development, sponsorships, fundraising, and earned revenue opportunities, LeMoyne Arts will strengthen its capacity to serve the community while preserving its legacy for future generations.

I. Current State Summary

Strengths

The strategic planning process identified several significant financial assets and organizational strengths that provide a strong foundation for future sustainability.

a. Donor Support

LeMoyne Arts benefits from a loyal base of donors who believe in the organization's mission and contribute significantly to its success. Individual philanthropy remains a critical source of support and demonstrates strong community confidence in the organization.

b. Membership Base

Members provide both financial support and community advocacy. The organization's membership program has historically served as an important revenue stream and engagement tool.

c. Grant Funding

LeMoyne Arts has successfully secured support from foundations, government agencies, and other grant-making organizations. These partnerships provide important resources that support programs, operations, and strategic initiatives.

d. Facilities and Organizational Assets

The organization's facilities and campus provide opportunities for programming, events, rentals, fundraising activities, and community engagement. These assets contribute both mission value and revenue-generating potential.

e. Strong History and Community Reputation

LeMoynes long-standing history and positive reputation create credibility with donors, sponsors, grantors, and community partners. This trust provides a strong foundation for future fundraising and development efforts.

Challenges

Despite these strengths, several financial challenges were identified during the planning process.

a. Limited Financial Reserves

The organization has limited unrestricted reserves available to absorb unexpected financial challenges or support major strategic investments.

b. Revenue Concentration

A significant portion of revenue is dependent upon a relatively small number of sources. Greater diversification is necessary to reduce risk and improve financial resilience.

c. Low-Margin Programs

Some programs generate limited financial return relative to the resources required for delivery, creating pressure on organizational capacity and financial performance.

d. Sponsorship Gaps

Corporate sponsorships and business partnerships remain underdeveloped and represent a significant opportunity for future growth.

Strategic Opportunities

The planning process identified several opportunities to strengthen financial sustainability and build long-term resilience.

a. Endowment Growth

Establishing and growing an endowment will provide a permanent source of support and increase financial stability.

b. Legacy Giving

Planned giving opportunities can create long-term philanthropic support while allowing donors to leave a lasting impact on the organization.

c. Membership Optimization

Enhancing membership recruitment, retention, stewardship, and benefits can increase both revenue and engagement.

d. Earned Revenue Growth

Expanding classes, workshops, rentals, events, retail sales, and other earned revenue opportunities can strengthen financial sustainability.

e. Sponsorship Development

Building relationships with businesses and corporate partners can create new funding opportunities while increasing community visibility.

Strategic Priority

Build Sustainable and Diversified Revenue Streams

Why This Priority Matters

Long-term sustainability requires a balanced and diversified funding model that includes philanthropy, memberships, grants, sponsorships, earned revenue, and long-term investment strategies. By strengthening multiple revenue streams, LeMoyne Arts can reduce financial risk, increase flexibility, and invest confidently in future growth and community impact.

II. Strategic Goal 3.1: Grow Endowment Fund to \$500,000

Goal Description

Establish and grow a permanent endowment fund that provides long-term financial stability and supports future mission delivery. The endowment will serve as a strategic asset that generates sustainable revenue while preserving principal for future generations.

Proposed Owner

- **Accountable:** Board of Directors
- **Responsible:** Executive Director and Development Committee

Implementation Timeline

- Years 1–5

Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Key Performance Indicators

- Endowment fund balance
- Annual endowment contributions
- Number of endowment donors
- Endowment campaign participation rate

Key Action Steps

- Develop and adopt an endowment growth strategy
- Establish annual fundraising targets
- Identify and cultivate major gift prospects
- Launch an endowment-focused donor campaign
- Provide regular reporting on endowment growth and performance

Success Criteria

- Endowment fund reaches \$500,000 by 2030
- Annual endowment contributions increase each year
- Expanded donor participation in endowment giving
- Endowment becomes a recognized organizational priority

III. Strategic Goal 3.2: Launch Legacy Giving Program

Goal Description

Create a formal planned giving program that encourages donors to include LeMoyne Arts in their estate planning and long-term philanthropic goals.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Development Committee

Implementation Timeline

- Years 1–3

Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Key Performance Indicators

- Number of planned giving commitments
- Legacy Society membership
- Estimated future gift value
- Donor participation rate

Key Action Steps

- Develop planned giving policies and materials
- Establish a Legacy Society recognition program
- Educate board members and donors about planned giving opportunities
- Launch donor outreach and cultivation efforts
- Recognize and steward legacy donors annually

Success Criteria

- Legacy Giving Program established
- 10–15 planned giving commitments secured annually
- Increased awareness of planned giving opportunities
- Legacy Society membership grows each year

IV. Strategic Goal 3.3: Diversify Revenue Streams

Goal Description

Reduce reliance on any single source of funding by expanding and balancing earned revenue, philanthropic support, grants, sponsorships, memberships, and other revenue opportunities.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Leadership Team

Implementation Timeline

- Years 1–5

Primary Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Key Performance Indicators

- Revenue diversification ratio
- Earned revenue growth
- Grant revenue
- Sponsorship revenue
- Annual fundraising totals

Key Action Steps

- Conduct a comprehensive revenue analysis
- Establish diversification targets by revenue category
- Expand earned income opportunities
- Strengthen grant development efforts
- Develop new sponsorship and partnership opportunities

Success Criteria

- Reduced dependence on any single revenue source
- Increased earned income and sponsorship revenue
- Improved financial stability
- More balanced annual revenue portfolio

V. Strategic Goal 3.4: Optimize Membership and Sponsorship Programs

Goal Description

Strengthen membership and sponsorship programs to increase revenue, improve retention, enhance engagement, and create stronger community partnerships.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Development and Marketing Teams

Implementation Timeline

- Years 1–4

Primary Strategic Priority:

- Build Sustainable and Diversified Revenue Streams

Secondary Strategic Priority:

- Strengthen Branding, Marketing, and Communications

Key Performance Indicators

- Membership retention rate
- Membership growth
- Sponsorship revenue
- Number of active sponsors
- Member satisfaction scores

Key Action Steps

- Evaluate membership structure and benefits
- Refresh sponsorship packages and opportunities
- Implement targeted member recruitment campaigns
- Develop sponsor stewardship and recognition strategies
- Improve member and sponsor communications

Success Criteria

- Increased membership retention and recruitment
- Growth in sponsorship revenue
- Stronger member engagement
- Expanded corporate and community partnerships

VI. Desired Future State (2030)

By 2030, LeMoyne Arts will operate from a position of financial strength, stability, and resilience. The organization will have a diversified revenue portfolio that balances philanthropy, memberships, grants, sponsorships, earned revenue, and investment income. A growing endowment and successful legacy giving program will provide long-term financial security and support future mission delivery.

Revenue-generating programs and activities will be strategically aligned with organizational priorities and community needs, ensuring both mission impact and financial sustainability. Membership and sponsorship programs will be thriving, with strong retention rates, increased participation, and meaningful engagement opportunities.

Through disciplined financial stewardship, proactive fundraising, and strategic investment in sustainability initiatives, LeMoyne Arts will be well-positioned to adapt to changing economic conditions, invest in innovation, and continue serving as a leading cultural institution for generations to come.

CORNERSTONE 4: CAPACITY & INFRASTRUCTURE

The ability of LeMoyne Arts to fulfill its mission, grow its impact, and sustain long-term success depends upon the strength of its organizational foundation. While programs, community engagement, and revenue generation are visible expressions of the organization's work, they are only possible when supported by effective governance, capable leadership, engaged volunteers, modern systems, and sustainable organizational capacity.

Throughout the strategic planning process, participants consistently identified capacity and infrastructure as critical enablers of future success. As LeMoyne Arts continues to grow, the organization must ensure that its governance structures, staffing model, technology systems, volunteer programs, and performance management practices evolve to meet increasing demands and opportunities. This cornerstone focuses on building the organizational systems, leadership capacity, operational infrastructure, and workforce necessary to support mission fulfillment and strategic growth. Through investments in governance, technology, staffing, volunteer engagement, and performance measurement, LeMoyne Arts will create a strong organizational foundation capable of supporting its vision for the future while reducing burnout, improving efficiency, and strengthening accountability.

I. Current State Summary

Strengths

The planning process identified several organizational strengths that provide a solid foundation for future growth and development.

a. Working Board

LeMoyne Arts benefits from a dedicated and engaged Board of Directors committed to supporting the organization's mission, providing governance oversight, and serving as ambassadors within the community.

b. Dedicated Staff

The organization has a committed staff team that consistently demonstrates passion for the mission, creativity in problem-solving, and dedication to serving the community.

c. Volunteers

Volunteers contribute significant time, expertise, and energy to support programming, events, operations, fundraising, and community engagement efforts.

d. Community Support

LeMoyne Arts enjoys strong community goodwill and support from donors, members, artists, volunteers, and community partners who contribute to the organization's success.

Challenges

Despite these strengths, several organizational challenges were identified during the planning process.

a. Governance Ambiguity

Roles and responsibilities between the Board, committees, and staff are not always clearly defined, creating opportunities for confusion, inefficiency, and inconsistent decision-making.

b. Technology Limitations

Existing systems and technology tools do not fully support the organization's operational, fundraising, reporting, membership, and engagement needs.

c. Burnout Risk

Limited staffing resources and increasing organizational demands place pressure on staff, volunteers, and organizational leadership.

d. Staffing Constraints

Current staffing levels and organizational structure may limit the organization's ability to grow programs, expand fundraising efforts, strengthen community engagement, and implement strategic initiatives.

Strategic Opportunities

The planning process identified several opportunities to strengthen organizational capacity and infrastructure.

a. Governance Improvements

Strengthen governance structures, committee effectiveness, board development, and role clarity.

b. CRM Implementation

Implement integrated systems that support donor management, membership tracking, volunteer engagement, program registration, and reporting.

c. KPI Framework

Develop organization-wide performance measures that support accountability, transparency, and data-informed decision-making.

d. Staffing Strategy

Develop a future-state staffing model aligned with strategic priorities and organizational growth.

e. Volunteer Management Systems

Create more intentional volunteer recruitment, training, engagement, and recognition systems.

Strategic Priority

Improve Organizational Structure, Governance, and Role Clarity

Why This Priority Matters

Strong governance and organizational structure provide the foundation for effective leadership, accountability, and strategic execution. Clarifying roles and responsibilities enables board members, staff, and volunteers to focus on their highest-value contributions and strengthens organizational effectiveness.

II. Strategic Goal 4.1: Strengthen Governance and Board Effectiveness

Goal Description

Strengthen governance systems, board effectiveness, committee structure, and leadership development to ensure that LeMoyné Arts has the oversight, expertise, and accountability necessary to achieve its strategic goals.

Proposed Owner

- **Accountable:** Board Chair
- **Responsible:** Governance Committee

Implementation Timeline

- Years 1–3

Primary Strategic Priority:

- Improve Organizational Structure, Governance, and Role Clarity

Key Performance Indicators

- Board meeting attendance
- Committee participation rates
- Board giving participation
- Board self-assessment results
- Board recruitment and retention

Key Action Steps

- Conduct a governance assessment and board self-evaluation
- Review and update bylaws, governance policies, and board structure
- Clarify board, committee, and staff roles
- Develop a board recruitment and succession plan
- Implement annual board education and development opportunities

Success Criteria

- Governance structure updated and documented
- Board and committee roles clearly defined
- Increased board engagement and accountability
- Improved board recruitment and succession planning

III. Strategic Goal 4.2: Implement Integrated Technology Systems

Goal Description

Implement integrated technology solutions that improve operational efficiency, strengthen stakeholder engagement, enhance reporting capabilities, and support organizational growth.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Operations and Administrative Leadership (or external vendor/partner)

Implementation Timeline

- Years 1–3

Primary Strategic Priority:

- Invest in Systems, Technology, and Data-Driven Decision Making

Key Performance Indicators

- CRM implementation completion
- Data accuracy rates
- User adoption rates
- Reporting efficiency
- Technology utilization rates

Key Action Steps

- Determine and acquire resource(s) needed
- Conduct technology and systems assessment
- Select and implement an integrated CRM platform
- Develop data governance and management protocols
- Train staff and volunteers on new systems
- Establish reporting and dashboard capabilities

Success Criteria

- CRM fully implemented
- Improved operational efficiency
- Increased reporting accuracy and accessibility
- Strong staff adoption of technology systems

IV. Strategic Goal 4.3: Develop Future-State Staffing Model

Goal Description

Develop a staffing strategy that aligns organizational resources with strategic priorities and positions LeMoyne Arts for sustainable growth.

Proposed Owner

- **Accountable:** Board Chair
- **Responsible:** Executive Director and/or Board Representative or Committee

Implementation Timeline

- Years 1–2

Primary Strategic Priority:

- Improve Organizational Structure, Governance, and Role Clarity

Secondary Strategic Priority:

- Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Key Performance Indicators

- Staffing attrition rates
- Employee retention
- Workload distribution metrics
- Employee satisfaction
- Staff development participation

Key Action Steps

- Conduct organizational capacity assessment
- Review job descriptions and responsibilities
- Develop future-state staffing structure
- Prioritize critical staffing investments
- Create professional development pathways

Success Criteria

- Future-state staffing plan adopted
- Improved role clarity
- Reduced workload imbalances
- Increased employee retention and satisfaction

V. Strategic Goal 4.4: Develop Volunteer and Instructor Workforce Systems

Goal Description

Develop sustainable systems for recruiting, onboarding, training, engaging, and retaining volunteers and instructors who support LeMoyne Arts' mission. By strengthening workforce management practices, the organization will increase capacity, improve consistency, reduce organizational risk, and support long-term growth.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Volunteer Coordinator and Program Leadership

Implementation Timeline

- Years 1–4

Primary Strategic Priority:

- Increase Staff, Instructor, and Volunteer Capacity While Reducing Burnout

Key Performance Indicators

- Number of active volunteers
- Number of active instructors and teaching artists
- Volunteer retention rate
- Instructor retention rate
- Number of new volunteers and instructors recruited annually
- Volunteer and instructor satisfaction scores
- Percentage of volunteers and instructors completing onboarding and training

Key Action Steps

- Develop a comprehensive volunteer and instructor management framework
- Standardize recruitment, onboarding, training, and engagement processes
- Create volunteer and instructor handbooks, role descriptions, and expectations
- Implement recognition, retention, and professional development initiatives
- Establish systems to track participation, capacity needs, and workforce performance

Success Criteria

- Formal volunteer and instructor management systems are implemented
- Volunteer and instructor recruitment increases annually
- Retention rates improve and remain above established targets
- Workforce capacity supports organizational growth and programming expansion
- Reduced reliance on a small number of volunteers and instructors
- Improved volunteer and instructor satisfaction and engagement
- Staff workload associated with workforce management is reduced

VI. Strategic Goal 4.5: Establish KPI and Performance Management Framework

Goal Description

Develop a comprehensive performance measurement framework that supports accountability, transparency, strategic decision-making, and continuous improvement.

Proposed Owner

- **Accountable:** Executive Director
- **Responsible:** Leadership Team

Implementation Timeline

- Years 1–2

Primary Strategic Priority:

- Invest in Systems, Technology, and Data-Driven Decision Making

Secondary Strategic Priority:

- Improve Organizational Structure, Governance, and Role Clarity

Key Performance Indicators

- KPI dashboard completion
- Reporting frequency
- Strategic goal tracking
- Board utilization of performance data
- Organizational performance improvements

Key Action Steps

- Identify organizational performance indicators
- Develop KPI dashboard and reporting framework
- Establish data collection processes
- Implement quarterly performance reviews
- Integrate performance reporting into board meetings

Success Criteria

- Organization-wide KPI framework implemented
- Quarterly reporting process established
- Strategic progress tracked consistently
- Improved data-informed decision-making

VII. Desired Future State (2030)

By 2030, LeMoyne Arts will operate with a strong and sustainable organizational foundation that supports mission fulfillment, strategic growth, and long-term success. Governance structures will be effective, roles and responsibilities will be clearly defined, and leadership will operate with accountability and transparency.

The organization will utilize integrated technology systems that streamline operations, strengthen engagement, improve fundraising, and provide meaningful performance insights. Staff, volunteers, and instructors will be supported by effective systems, professional development opportunities, and clear pathways for engagement and growth.

Performance measurement and reporting will be embedded throughout the organization, enabling leadership to make informed decisions and evaluate progress toward strategic goals. Most importantly, LeMoyne Arts will possess the organizational capacity, infrastructure, and resilience necessary to sustain its impact and continue serving the community as a leading cultural institution for generations to come.

Strategic Implementation Roadmap

The successful implementation of this Strategic Plan will require disciplined execution, clear accountability, ongoing evaluation, and a commitment to organizational learning. While the strategic goals outlined in this plan establish the desired outcomes for the next five years, the Strategic Implementation Roadmap provides a phased approach for achieving those outcomes in a realistic and sustainable manner.

The roadmap is intentionally structured to build organizational capacity over time. Early years focus on strengthening foundational systems, governance, and organizational alignment, while later years emphasize growth, optimization, and long-term sustainability. This phased approach recognizes the importance of sequencing initiatives appropriately to avoid overextending organizational capacity while maximizing impact.

Implementation will be guided by annual work plans, monitored through key performance indicators, and reviewed regularly by leadership and the Board of Directors to ensure progress and adaptability.

Year 1: Foundation

Strategic Focus

Build organizational clarity, strengthen governance, establish accountability systems, and assess current programs and capacity.

Year 2: Alignment

Strategic Focus

Align programs, communications, volunteers, instructors, and members around the strategic vision.

Year 3: Growth

Strategic Focus

Expand community impact, educational offerings, partnerships, and revenue opportunities.

Year 4: Sustainability

Strategic Focus

Build long-term financial sustainability and institutional resilience.

Year 5: Sustain and Prepare for the Future

Strategic Focus

Evaluate progress, institutionalize successful practices, and prepare for the next strategic planning cycle.

I. Year 1: Foundation

Strategic Focus

Build the organizational foundation necessary for successful implementation of the Strategic Plan. The first year of implementation will focus on creating the systems, structures, and organizational alignment necessary to support future growth. During this phase, LeMoyne Arts will establish governance improvements, clarify organizational identity, develop performance measurement systems, and begin strengthening internal capacity.

Key Objectives

- Organizational Identity & Brand Clarity
- Develop and adopt a formal organizational identity and value proposition.
- Establish key messaging .
- Conduct a brand assessment and communications review.
- Align communications with organizational identity.

Primary Goals

- Goal 1.1: Conduct Program Portfolio Review
- Goal 2.1: Clarify Organizational Identity
- Goal 4.1: Strengthen Governance and Board Effectiveness
- Goal 4.2: Implement Integrated Technology Systems (Assessment & Selection Phase)
- Goal 4.3: Develop Future-State Staffing Model
- Goal 4.5: Establish KPI and Performance Management Framework

Programming

- Conduct a comprehensive program portfolio review.
- Establish program evaluation criteria and performance measures.
- Identify signature programs and priority investment areas.
- Assess instructor and volunteer capacity needs.

Revenue & Sustainability

- Develop an endowment growth strategy.
- Establish endowment campaign targets.
- Design Legacy Giving Program framework.
- Conduct revenue diversification assessment.

Capacity & Infrastructure

- Conduct governance assessment and board self-evaluation.
- Review bylaws, committee structure, and board responsibilities.
- Develop future-state staffing model.
- Conduct technology and systems assessment.
- Identify CRM and technology platform requirements.
- Establish organizational KPI framework.

Year 1 Success Indicators

- Strategic Plan formally adopted.
- Organizational identity framework completed.

- Program portfolio review completed.
- Endowment strategy approved.
- Governance assessment completed.
- CRM selection process initiated.
- KPI framework established.

Major Year 1 Deliverables

- Program portfolio assessment completed
- Organizational identity defined
- Governance improvements implemented
- CRM/technology roadmap established
- Future-state staffing plan completed
- Strategic KPI dashboard launched

II. Year 2: Alignment

Strategic Focus

Align people, systems, programs, and resources around strategic priorities.

The second year will focus on implementing foundational improvements and aligning organizational operations with the goals and priorities established during Year 1.

Primary Goals

- Goal 1.2: Identify and Invest in Signature Programs
- Goal 1.4: Strengthen Instructor Recruitment and Development
- Goal 1.5: Strengthen Program Volunteer Engagement
- Goal 2.2: Strengthen Branding and Marketing
- Goal 2.3: Improve Member Retention and Engagement
- Goal 4.4: Develop Volunteer and Instructor Workforce Systems

Key Objectives

- Organizational Identity & Brand Clarity
- Launch refreshed brand and communications strategy.
- Implement consistent messaging across all channels.
- Improve audience segmentation and outreach efforts.
- Expand marketing and storytelling initiatives.

Programming

- Launch signature program strategy.
- Expand educational programming opportunities.
- Strengthen instructor recruitment and development.
- Implement program outcome measurement processes.

Revenue & Sustainability

- Launch Legacy Giving Program.
- Begin endowment campaign implementation.
- Refresh membership program and benefits.

- Introduce enhanced sponsorship opportunities.
- Strengthen donor stewardship systems.

Capacity & Infrastructure

- Implement CRM and integrated technology systems.
- Develop volunteer management framework.
- Clarify board, committee, and staff roles.
- Launch KPI reporting dashboard.
- Implement staffing and professional development initiatives.

Year 2 Success Indicators

- Brand and communications strategy fully implemented.
- Signature programs identified and supported.
- Legacy Giving Program launched.
- CRM implementation underway.
- Membership and sponsorship programs enhanced.
- KPI dashboard operational.

Major Year 2 Deliverables

- Signature programs identified
- Instructor recruitment pipeline established
- Program volunteer framework implemented
- New branding and communications strategy launched
- Membership enhancement strategy implemented
- Volunteer and instructor workforce systems established

III. Year 3: Growth

Strategic Focus

Expand impact, increase engagement, and strengthen financial performance.

By Year 3, foundational systems and organizational alignment should be in place, allowing LeMoyne Arts to focus on growth opportunities that expand community impact and strengthen sustainability.

Primary Goals

- Goal 1.3: Expand Educational Programming
- Goal 2.4: Expand Community Partnerships
- Goal 3.3: Diversify Revenue Streams
- Goal 3.4: Optimize Membership and Sponsorship Programs

Key Objectives

- Organizational Identity & Community Engagement
- Expand outreach to new and emerging audiences.
- Increase member retention and recruitment.
- Strengthen community partnerships.
- Enhance public awareness and visibility.

Programming

- Expand educational offerings and community programs.
- Increase participation in signature programs.
- Develop new artist engagement opportunities.
- Strengthen program evaluation and impact reporting.

Revenue & Sustainability

- Expand sponsorship and corporate partnership initiatives.
- Increase earned revenue opportunities.
- Continue endowment growth efforts.
- Grow Legacy Society membership.
- Strengthen annual fundraising performance.

Capacity & Infrastructure

- Evaluate staffing model effectiveness.
- Expand volunteer leadership opportunities.
- Improve operational efficiencies through technology.
- Refine KPI reporting and performance management systems.

Year 3 Success Indicators

- Increased community participation.
- Membership growth achieved.
- Earned revenue increased.
- Sponsorship revenue expanded.
- Volunteer engagement increased.
- Improved organizational performance metrics.

Major Year 3 Deliverables

- Expanded educational programming
- Strategic partnership growth
- New earned revenue opportunities launched
- Enhanced sponsorship program implemented
- Membership revenue growth achieved

IV. Years 4–5: Sustainability

Strategic Focus

Institutionalize success, strengthen resilience, and prepare for the future.

The final phase of implementation focuses on ensuring that improvements achieved during the first three years become embedded within organizational culture and operations. During this period, LeMoyne Arts will evaluate progress, strengthen long-term sustainability, and position the organization for future strategic planning efforts.

Primary Goals

- Goal 3.1: Grow Endowment Fund to \$500,000
- Goal 3.2: Launch and Expand Legacy Giving Program

- Supporting Ongoing Goals
- Signature program growth
- Membership retention
- Volunteer and instructor engagement
- Governance effectiveness
- KPI reporting and performance management

Key Objectives

- Organizational Identity & Community Engagement
- Strengthen community reputation and visibility.
- Continue audience diversification efforts.
- Expand strategic partnerships.
- Deepen member and donor engagement.

Organizational Priorities

a. Strategic Plan Evaluation

- Measure achievement of all strategic goals
- Evaluate KPI performance
- Assess organizational impact

b. Sustainability Planning

- Endowment growth continues
- Legacy giving program matures
- Governance succession planning
- Staffing succession planning

c. Future Planning

- Conduct strategic plan assessment
- Identify emerging opportunities
- Begin development of next strategic plan

Programming

- Evaluate and refine program portfolio.
- Continue growth of signature programs.
- Maintain high-quality educational and artistic offerings.
- Expand impact measurement and reporting.

Revenue & Sustainability

- Achieve endowment growth target of \$500,000.
- Mature Legacy Giving Program.
- Strengthen financial reserves.
- Maintain diversified revenue portfolio.
- Improve long-term financial resilience.

Capacity & Infrastructure

- Maintain effective governance practices.
- Evaluate staffing and organizational structure.

- Optimize technology and reporting systems.
- Continue leadership development and succession planning.
- Conduct strategic plan evaluation and future planning.

Years 4–5 Success Indicators

- Endowment reaches \$500,000.
- Legacy Giving Program demonstrates sustained growth.
- Membership and sponsorship revenue increase.
- Strong board and leadership succession plans established.
- Organizational performance targets consistently met.
- Strategic goals substantially achieved.

Major Year 4 - 5 Deliverables

- Endowment campaign milestones achieved
- Legacy Society launched
- Increased planned giving commitments
- Revenue diversification targets achieved
- Endowment reaches targeted growth goals
- Mature Legacy Giving Program
- Strategic Plan Impact Report
- Organizational Performance Assessment
- Next strategic planning process initiated

Implementation Roadmap

Implementation Philosophy

The success of this Strategic Plan will depend not only on achieving specific goals, but also on maintaining alignment between mission, resources, people, and priorities. By approaching implementation through a phased and disciplined framework, LeMoyne Arts will strengthen its organizational foundation, increase community impact, enhance financial sustainability, and ensure that it remains a vibrant and resilient cultural institution for generations to come.

Governance & Accountability

Governance for Strategic Success

The success of this Strategic Plan depends upon clear accountability, effective governance, strong leadership, and a shared commitment to implementation. While the Strategic Plan establishes the vision, priorities, and goals for the next five years, successful execution requires an organizational structure that clearly defines roles, responsibilities, decision-making authority, and performance expectations.

LeMoyne Arts recognizes that strategic planning is not a one-time exercise but an ongoing process of implementation, evaluation, and continuous improvement. The Board of Directors, Executive Director, staff, volunteers, and committees each play distinct yet interconnected roles in advancing the organization's mission and achieving the goals outlined in this plan.

This Governance and Accountability Framework establishes the structure through which progress will be monitored, decisions will be made, resources will be aligned, and accountability will be maintained throughout the life of the Strategic Plan.

I. Board Responsibilities

Strategic Leadership and Oversight

The Board of Directors is responsible for providing strategic leadership, governance oversight, and fiduciary stewardship to ensure that LeMoyne Arts remains focused on its mission and long-term sustainability.

The Board's primary role is to govern, provide strategic direction, monitor performance, and support organizational success—not to manage day-to-day operations.

Board Responsibilities Include:

a. Strategic Oversight

- Adopt and champion the Strategic Plan.
- Ensure alignment between strategic priorities and organizational decisions.
- Monitor implementation progress and organizational performance.
- Participate in strategic planning updates and evaluations.

b. Fiduciary Responsibility

- Approve annual budgets and major financial decisions.
- Monitor organizational financial health and sustainability.
- Ensure appropriate financial controls and risk management practices.
- Oversee endowment growth and long-term financial stewardship.

c. Executive Director Oversight

- Hire, support, and evaluate the Executive Director.
- Establish annual performance goals aligned with the Strategic Plan.
- Ensure leadership accountability and succession planning.

d. Resource Development

- Serve as ambassadors for LeMoyne Arts.
- Support fundraising and donor cultivation efforts.
- Participate in annual giving and development activities.
- Leverage community relationships to advance organizational goals.

e. Governance Excellence

- Maintain effective governance structures and policies.
- Recruit, orient, and develop future board leadership.
- Participate in ongoing board education and self-assessment.
- Ensure compliance with legal and ethical responsibilities.

Board Performance Expectations

- a. Board members are expected to:
 - Attend and actively participate in meetings.
 - Support fundraising and development efforts.
 - Serve on committees or task forces.
 - Act as advocates for LeMoyne Arts.
 - Uphold fiduciary and governance responsibilities.
 - Focus discussions on strategic priorities and mission impact.

II. Executive Director Responsibilities:

Organizational Leadership and Plan Execution

The Executive Director is responsible for the overall leadership, management, and implementation of the Strategic Plan. As the organization's chief executive, the Executive Director serves as the primary link between strategy and execution, ensuring that organizational resources, staff efforts, and operational activities are aligned with strategic priorities.

Executive Director Responsibilities Include:

a. Strategic Plan Implementation

- Lead execution of strategic goals and initiatives.
- Translate strategic priorities into annual operational plans.
- Ensure organizational resources are aligned with strategic objectives.
- Monitor progress and adjust implementation strategies as needed.

b. Organizational Leadership

- Provide leadership and direction to staff and volunteers.
- Foster a culture of accountability, collaboration, and continuous improvement.
- Support organizational capacity-building efforts.
- Advance diversity, inclusion, and community engagement initiatives.

c. Performance Management

- Establish organizational performance measures.
- Monitor KPI achievement and organizational outcomes.
- Report progress to the Board regularly.
- Ensure data-informed decision-making practices.

d. Financial Stewardship

- Develop annual budgets aligned with strategic priorities.
- Manage financial resources responsibly.
- Identify and pursue revenue growth opportunities.
- Support fundraising, donor stewardship, and development activities.

e. Community Leadership

- Serve as the primary representative of LeMoyne Arts.
- Build relationships with donors, community partners, sponsors, artists, and stakeholders.
- Strengthen community awareness and organizational visibility.

Executive Director Accountability

- The Executive Director will provide quarterly reports to the Board that include:
 - Strategic initiative progress
 - KPI performance updates
 - Financial performance
 - Risk assessment
 - Emerging opportunities and challenges
 - Resource needs and recommendations

III. Committee Responsibilities

Supporting Strategic Implementation

Board committees play a critical role in advancing the Strategic Plan by providing focused oversight, expertise, and recommendations within specific functional areas.

Committees should align annual work plans with strategic priorities and regularly report progress to the Board of Directors.

Executive Committee

- **Primary Responsibilities**
 - Support strategic plan oversight.
 - Monitor implementation progress.
 - Provide guidance to the Executive Director.
 - Address emerging strategic issues.
- **Strategic Focus Areas**
 - Overall strategic implementation
 - Organizational performance
 - Leadership development
 - Risk management

Governance Committee

- **Primary Responsibilities**
 - Board recruitment and succession planning.
 - Governance policy review.

- Board education and development.
- Board performance assessment.
- **Strategic Focus Areas**
 - Goal 4.1 Strengthen Governance and Board Effectiveness
 - Board succession planning
 - Leadership development

Finance Committee

- **Primary Responsibilities**
 - Financial oversight and reporting.
 - Budget review and recommendations.
 - Reserve and endowment monitoring.
 - Financial sustainability planning.
- **Strategic Focus Areas**
 - Goal 3.1 Grow Endowment Fund to \$500,000
 - Goal 3.2 Launch Legacy Giving Program
 - Goal 3.3 Diversify Revenue Streams

Development Committee

- **Primary Responsibilities**
 - Fundraising strategy.
 - Donor cultivation and stewardship.
 - Campaign planning.
 - Sponsorship development.
- **Strategic Focus Areas**
 - Revenue diversification
 - Endowment growth
 - Membership and sponsorship development
 - Legacy giving

Programming Committee

- **Primary Responsibilities**
 - Programming oversight and evaluation.
 - Educational programming development.
 - Community impact review.
 - Programming portfolio recommendations.
- **Strategic Focus Areas**
 - Programming portfolio review
 - Signature programming development
 - Educational programming expansion

Marketing and Community Engagement Committee

- **Primary Responsibilities**
 - Brand and communications oversight.

- Membership engagement.
- Community partnership development.
- Audience growth initiatives.
- **Strategic Focus Areas**
 - Clarify Identity and Value Proposition
 - Strengthen Branding, Marketing, and Communications
 - Membership engagement
 - Community partnerships

IV. Annual Strategic Review Process

Commitment to Continuous Improvement

Strategic plans are most effective when they remain active management tools rather than static documents. To ensure accountability and organizational learning, LeMoyne Arts will implement a structured review process throughout the life of the plan.

The Annual Strategic Review Process is designed to:

- Monitor progress toward goals.
- Measure organizational performance.
- Adjust priorities when necessary.
- Ensure resources remain aligned with strategy.
- Strengthen accountability across the organization.

Quarterly Strategic Reviews

Quarterly reviews will provide regular opportunities to assess implementation progress and identify challenges before they become barriers to success.

Quarterly Review Components:

- **Strategic Initiative Status**
 - Review progress on strategic goals and action items.
- **KPI Dashboard Review**
 - Evaluate performance against established indicators.
- **Financial Performance Review**
 - Assess revenue, expenses, fundraising progress, and sustainability metrics.
- **Organizational Capacity Review**
 - Evaluate staffing, volunteer engagement, governance, and operational effectiveness.
- **Emerging Opportunities and Risks**
 - Identify external factors that may impact implementation.

Quarterly Reporting Responsibility

Prepared By: Executive Director

Reviewed By: Executive Committee

Presented To: Board of Directors

Annual Strategic Planning Retreat

Each year, the Board of Directors and leadership team will participate in an annual strategic planning retreat to assess progress and establish priorities for the coming year.

Annual Review Activities

- Review strategic goal progress.
- Evaluate KPI performance.
- Assess financial sustainability.
- Review organizational capacity.
- Update implementation priorities.
- Identify emerging opportunities and challenges.

Annual Deliverables

- Annual Strategic Progress Report
- Updated KPI Dashboard
- Annual Board Work Plan
- Annual Organizational Priorities

Midpoint Strategic Assessment (2028)

At the midpoint of the Strategic Plan, LeMoyne Arts will conduct a formal assessment to evaluate overall progress and determine whether adjustments are needed.

- **Assessment Areas**
 - Strategic goal achievement
 - Financial sustainability
 - Community impact
 - Organizational capacity
 - Governance effectiveness
 - Emerging external trends
- **Outcomes**
 - Validation of strategic direction
 - Adjustments to implementation priorities
 - Updated resource allocation recommendations

End-of-Plan Evaluation (2030)

During the final year of the Strategic Plan, LeMoyne Arts will conduct a comprehensive evaluation to measure outcomes and prepare for the next planning cycle.

- **Evaluation Questions**
 - What goals were achieved?
 - What challenges were encountered?
 - What organizational changes were most impactful?

- How has community impact evolved?
- What lessons should inform the next strategic plan?
- **Deliverables**
 - Strategic Plan Impact Report
 - Organizational Performance Assessment
 - Lessons Learned Summary
 - Recommendations for Future Planning

Accountability Framework

Implementation of this Strategic Plan will be guided by a simple accountability principle:

*The Board Governs.
The Executive Director Leads.
Committees Support.
Staff Execute.
Everyone Owns the Mission.*

By maintaining clear roles, regular performance reviews, measurable outcomes, and a culture of accountability, LeMoyne Arts will ensure that this Strategic Plan remains a living framework for decision-making, organizational growth, and community impact throughout the next five years.

Annual Review and Continuous Improvement

Implementation of this roadmap will be supported through an annual planning and review process that ensures accountability and adaptability.

Quarterly Reviews

a. Leadership and the Board of Directors will review:

- Strategic initiative progress
- KPI performance
- Financial performance
- Emerging opportunities and risks

Annual Strategic Review

a. Each year, LeMoyne Arts will:

- Evaluate progress toward strategic goals.
- Review performance indicators.
- Update annual work plans.
- Reallocate resources as necessary.
- Identify new opportunities and challenges.

Midpoint Strategic Assessment

In Year 3, the organization will conduct a formal midpoint assessment to evaluate progress, identify adjustments, and confirm continued alignment with organizational priorities.

End-of-Plan Evaluation

In Year 5, LeMoyne Arts will conduct a comprehensive evaluation of the Strategic Plan to measure outcomes, celebrate achievements, identify lessons learned, and inform the development of the next strategic planning process.

Conclusion: A Vision for the Future

LeMoyne Arts enters this next chapter from a position of strength. For more than sixty years, the organization has served as a trusted cultural institution, enriching the community through artistic excellence, educational opportunities, and meaningful engagement with the visual arts. The dedication of artists, members, donors, volunteers, staff, board leaders, and community partners has created a strong foundation upon which future success can be built.

At the same time, the strategic planning process made clear that sustaining and expanding LeMoyne Arts' impact will require intentional action, organizational alignment, and continued investment in the people, programs, systems, and resources that support its mission. The challenges facing arts and cultural organizations today—including changing audience expectations, evolving funding environments, workforce capacity constraints, and increasing competition for community attention and philanthropic support—also create opportunities for innovation, growth, and transformation.

This Strategic Plan provides a roadmap for navigating those opportunities and challenges. Through the four organizational cornerstones of **Programming, Member & Community Engagement, Revenue & Sustainability, and Capacity & Infrastructure**, LeMoyne Arts has established a clear framework for decision-making and investment over the next five years. The six strategic priorities identified through the planning process provide the focus necessary to strengthen organizational effectiveness, deepen community impact, diversify revenue, and build long-term sustainability.

Successful implementation of this plan will require ongoing collaboration, accountability, and commitment from every part of the organization. The Board of Directors will provide strategic leadership and oversight. The Executive Director and staff will lead implementation and execution. Committees, volunteers, instructors, members, donors, artists, and community partners will each play an important role in advancing the organization's mission and vision.

By 2030, LeMoyne Arts aspires to be recognized as the premier visual arts destination in North Florida—a vibrant, welcoming, and sustainable organization known for exceptional programming, strong community partnerships, financial resilience, and organizational excellence. Success will not be measured solely by growth in revenue, attendance, or membership, but by the organization's ability to inspire creativity, foster lifelong learning, support artists, strengthen community connections, and create meaningful experiences that enrich the lives of those it serves.

Ultimately, this Strategic Plan is more than a collection of goals and initiatives. It represents a shared commitment to the future of LeMoyne Arts and a belief in the transformative power of the arts. By aligning resources, strengthening organizational capacity, and sustaining its mission for future generations, LeMoyne Arts is well positioned to build upon its legacy and continue serving as a cultural cornerstone for the Tallahassee community and beyond.

As implementation begins, the organization does so with confidence, purpose, and a clear guiding principle:

Align. Strengthen. Sustain.

These three words capture both the spirit of this Strategic Plan and the path forward. By aligning around a shared vision, strengthening the foundations that support mission delivery, and sustaining the organization for future generations, LeMoyne Arts will continue to inspire, educate, and connect the community through the visual arts for years to come.

Appendices

I. Appendix A – SWOT Summary by Cornerstone

Overview

As part of the strategic planning process, LeMoyne Arts conducted a comprehensive SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess the organization's current position and identify factors that may influence future success. The SWOT analysis was organized around the four organizational cornerstones that serve as the framework for this Strategic Plan:

- Programming
- Member & Community Engagement
- Revenue & Sustainability
- Capacity & Infrastructure

This approach allowed participants to evaluate organizational strengths and challenges within each major functional area while identifying opportunities for growth and external factors that could impact implementation and long-term sustainability.

The findings summarized below informed the development of strategic priorities, goals, and implementation strategies contained throughout this Strategic Plan.

Cornerstone 1: Programming

Core Question

How can we continue to elevate the quality, relevance, and impact of our artistic and educational programs?

Programming is the primary way LeMoyne Arts fulfills its mission and serves the community. Participants identified numerous strengths that position the organization for success, while also recognizing opportunities to strengthen program evaluation, alignment, and sustainability.

Strengths

- High-quality exhibitions with strong community recognition
- Well-established classes, workshops, and summer camps
- Strong educational programming across multiple age groups
- Permanent collection that supports exhibitions and education
- Unique campus and facilities that enhance program delivery
- Community-building events and experiences
- Strong reputation for artistic excellence
- Dedicated instructors, artists, and volunteers

Weaknesses

- Limited formal program evaluation processes
- Inconsistent measurement of program outcomes and impact
- Capacity constraints that limit program expansion
- Instructor recruitment and retention challenges
- Lack of standardized criteria for program prioritization
- Resource-intensive programs with varying levels of sustainability

Opportunities

- Conduct a comprehensive program portfolio review
- Define and invest in signature programs
- Expand educational programming and lifelong learning opportunities
- Improve program impact measurement and reporting
- Increase instructor development and recruitment efforts
- Strengthen alignment between programs, mission, and financial sustainability
- Expand partnerships that enhance programming opportunities

Threats

- Increasing competition for participant attention and discretionary spending
- Rising program delivery costs
- Limited instructor availability
- Volunteer shortages
- Economic conditions that impact participation and giving
- Burnout among staff, instructors, and volunteers

Strategic Implications

The SWOT analysis highlighted the need to strengthen program evaluation, prioritize mission-aligned offerings, invest in educational growth opportunities, and build the instructor and volunteer capacity required to sustain program excellence.

Cornerstone 2: Member & Community Engagement

Core Question

How can we strengthen relationships with our members, audience, artists, and the broader community?

Strong community relationships are essential to LeMoyne Arts' mission and sustainability. The planning process confirmed that the organization enjoys significant goodwill and community trust while identifying opportunities to strengthen identity, branding, communications, and engagement.

Strengths

- Strong reputation and community credibility
- Loyal membership base
- Long-standing relationships with donors and supporters
- Diverse and engaged Board of Directors
- Strong partnerships with community organizations
- Positive community perception and trust
- Dedicated volunteers and advocates

Weaknesses

- Unclear organizational identity and value proposition
- Inconsistent messaging across audiences
- Outdated branding and communications materials
- Membership retention challenges
- Limited engagement pathways for younger audiences
- Lack of comprehensive audience segmentation strategies
- Limited capacity for marketing and communications efforts

Opportunities

- Clarify organizational identity and value proposition
- Refresh brand identity and messaging
- Improve marketing and communications strategies
- Expand engagement with younger and emerging audiences
- Strengthen member recruitment and retention efforts
- Increase community partnerships and collaborations
- Expand volunteer engagement opportunities

Threats

- Increased competition for audience attention
- Shifting consumer engagement preferences
- Declining participation among traditional audiences
- Changes in communication and media consumption habits
- Volunteer recruitment challenges
- Reduced community awareness if marketing efforts do not evolve

Strategic Implications

The SWOT analysis demonstrated the importance of strengthening organizational identity, increasing visibility, modernizing communications, enhancing membership engagement, and building stronger community partnerships to support future growth and sustainability.

Cornerstone 3: Revenue & Sustainability

Core Question

How can we ensure the financial health, adaptability, and long-term sustainability of our organization?

Long-term mission success depends upon a strong and diversified financial foundation. While LeMoyne Arts benefits from multiple revenue sources and strong community support, participants identified opportunities to strengthen financial resilience and reduce funding risk.

Strengths

- Loyal donor base
- Established membership revenue
- Strong grant funding history
- Valuable organizational assets and facilities
- Positive reputation among funders and supporters
- Long history of community support
- Dedicated fundraising volunteers and advocates

Weaknesses

- Limited unrestricted reserves
- Revenue concentration among a small number of funding sources
- Limited endowment resources
- Underdeveloped planned giving efforts
- Sponsorship opportunities not fully leveraged
- Some low-margin programs that strain resources
- Limited fundraising infrastructure and systems

Opportunities

- Grow endowment fund
- Launch Legacy Giving Program
- Expand sponsorship opportunities
- Increase earned revenue through programs and facilities
- Strengthen donor stewardship and cultivation
- Optimize membership revenue and retention
- Develop more diversified fundraising strategies

Threats

- Economic downturns affecting philanthropy
- Increased competition for grants and donations
- Inflation and rising operational costs
- Changes in donor behavior and giving patterns
- Dependence on a limited number of major funding sources
- Potential reductions in public or foundation funding

Strategic Implications

The SWOT analysis reinforced the importance of revenue diversification, endowment growth, planned giving, sponsorship development, and stronger fundraising systems to improve long-term financial sustainability.

Cornerstone 4: Capacity & Infrastructure

Core Question

What internal systems, people, and resources do we need to achieve our goals effectively and efficiently?

Strong internal systems and organizational capacity are essential to successful implementation of the Strategic Plan. Participants identified several strengths that provide a solid foundation while recognizing the need for investments in governance, staffing, technology, and performance management.

Strengths

- Dedicated and engaged Board of Directors
- Committed staff and leadership team
- Strong volunteer culture
- Supportive community stakeholders
- Mission-driven organizational culture
- Willingness to innovate and improve
- Strong institutional knowledge

Weaknesses

- Governance ambiguity and role confusion
- Technology limitations and disconnected systems
- Staffing constraints and capacity challenges
- Burnout risk among staff and volunteers
- Limited performance measurement systems
- Lack of integrated data and reporting capabilities
- Inconsistent succession planning

Opportunities

- Strengthen governance and board effectiveness
- Implement integrated CRM and technology systems
- Develop organization-wide KPI framework
- Create future-state staffing model
- Strengthen volunteer recruitment and management
- Improve reporting and data-informed decision-making
- Expand professional development opportunities

Threats

- Staff turnover and succession risks
- Volunteer recruitment challenges
- Increasing operational complexity
- Rising technology and staffing costs
- Capacity limitations that restrict growth

- Burnout and organizational fatigue
- Difficulty adapting to changing operational demands

Strategic Implications

The SWOT analysis confirmed that investments in governance, staffing, volunteer management, technology, and organizational effectiveness will be essential to achieving LeMoyne Arts' strategic goals and sustaining long-term success.

Key Themes Across All Four Cornerstones

Several themes emerged consistently across the SWOT analysis and became the foundation for the strategic priorities identified during the planning process.

- **Organizational Identity and Awareness**
 - Participants emphasized the need for greater clarity regarding LeMoyne Arts' identity, value proposition, and community impact.
- **Financial Sustainability**
 - Revenue diversification, endowment growth, and long-term financial planning emerged as critical organizational priorities.
- **Capacity and Infrastructure**
 - Investments in staffing, governance, volunteers, technology, and operational systems were viewed as necessary enablers of future growth.
- **Community Engagement**
 - Strengthening relationships with members, artists, donors, volunteers, and community partners remains essential to organizational success.
- **Data-Informed Decision Making**
 - Participants consistently identified opportunities to improve performance measurement, evaluation, reporting, and accountability.

Conclusion

The SWOT analysis provided a valuable foundation for understanding LeMoyne Arts' current strengths, challenges, opportunities, and risks. The findings validated many of the organization's existing successes while highlighting areas requiring focused attention and investment.

Most importantly, the SWOT analysis informed the six strategic priorities that emerged through the planning process and ultimately shaped the goals, initiatives, and implementation roadmap contained in this Strategic Plan. Together, these findings position LeMoyne Arts to build on its strengths, address key challenges, and create a stronger, more sustainable future for the organization and the community it serves.

II. Appendix B – Strategic Priorities Crosswalk

Overview

Throughout the strategic planning process, participants identified six strategic priorities that emerged consistently across organizational assessments, SWOT analysis, stakeholder discussions, and strategic planning workshops. These priorities represent the most critical areas of focus necessary to strengthen LeMoyne Arts' organizational effectiveness, sustainability, and community impact over the next five years.

While the Strategic Plan is organized around four organizational cornerstones, the strategic priorities are intentionally integrated throughout multiple cornerstones because many organizational challenges and opportunities are interconnected. The Strategic Priorities Crosswalk illustrates how each priority aligns with the organizational cornerstones and strategic goals contained within this plan.

This crosswalk provides a clear line of sight from planning process findings to strategic goals and implementation activities, ensuring organizational alignment and accountability throughout the life of the Strategic Plan.

Strategic Priority 1: Clarify Identity and Value Proposition

Priority Statement

Develop a clear and compelling understanding of who LeMoyne Arts is, what it offers, and the unique value it provides to artists, members, donors, volunteers, and the broader community.

Why This Priority Matters

The planning process revealed that stakeholders often have differing perceptions of LeMoyne Arts' role, purpose, and impact. A clear organizational identity is essential for effective communications, fundraising, community engagement, membership growth, and strategic decision-making.

Strategic Goal Alignment

Strategic Priority 1: Clarify Identity and Value Proposition	
Cornerstone	Strategic Goal
Programming	Goal 1.2 – Identify and Invest in Signature Programs
Member & Community Engagement	Goal 2.1 – Clarify Organizational Identity
Member & Community Engagement	Goal 2.4 – Expand Community Partnerships
Revenue & Sustainability	Goal 3.2 – Launch Legacy Giving Program

Expected Outcomes

- Consistent organizational messaging
- Increased stakeholder understanding
- Stronger brand recognition
- Improved community awareness
- Enhanced fundraising effectiveness

Strategic Priority 2: Strengthen Branding, Marketing & Communications

Priority Statement

Enhance awareness, engagement, storytelling, and organizational visibility through a coordinated marketing and communications strategy.

Why This Priority Matters

LeMoyne Arts has a strong reputation but has opportunities to strengthen brand visibility, audience engagement, membership communications, and public awareness of its impact.

Strategic Goal Alignment

Cornerstone	Strategic Goal
Member & Community Engagement	Goal 2.2 – Strengthen Branding and Marketing
Member & Community Engagement	Goal 2.3 – Improve Member Retention and Engagement
Member & Community Engagement	Goal 2.4 – Expand Community Partnerships
Revenue & Sustainability	Goal 3.4 – Optimize Membership and Sponsorship Programs

Expected Outcomes

- Increased brand awareness
- Improved audience engagement
- Higher membership retention
- Increased participation in programs and events
- Expanded community visibility

Strategic Priority 3: Build Sustainable & Diversified Revenue Streams

Priority Statement

Strengthen financial sustainability by expanding and diversifying revenue sources while building long-term financial resilience.

Why This Priority Matters

The planning process identified financial sustainability as a critical factor in LeMoyne Arts' future success. Reducing dependence on any single funding source will improve flexibility, resilience, and long-term organizational health.

Strategic Goal Alignment

Cornerstone	Strategic Goal
Programming	Goal 1.1 – Conduct Program Portfolio Review
Programming	Goal 1.2 – Identify and Invest in Signature Programs
Programming	Goal 1.3 – Expand Educational Programming
Revenue & Sustainability	Goal 3.1 – Grow Endowment Fund to \$500,000
Revenue & Sustainability	Goal 3.2 – Launch Legacy Giving Program
Revenue & Sustainability	Goal 3.3 – Diversify Revenue Streams
Revenue & Sustainability	Goal 3.4 – Optimize Membership and Sponsorship Programs

Expected Outcomes

- Diversified revenue portfolio
- Increased endowment assets
- Stronger fundraising performance
- Expanded sponsorship support
- Greater financial resilience

Strategic Priority 4: Improve Organizational Structure, Governance & Role Clarity

Priority Statement

Strengthen organizational effectiveness through improved governance structures, leadership development, accountability systems, and role clarity.

Why This Priority Matters

Clear governance and organizational structure enable more effective decision-making, stronger accountability, improved leadership, and greater operational efficiency.

Strategic Goal Alignment

Cornerstone	Strategic Goal
Programming	Goal 1.5 – Develop a Comprehensive Volunteer Support Program
Capacity & Infrastructure	Goal 4.1 – Strengthen Governance and Board Effectiveness
Capacity & Infrastructure	Goal 4.3 – Develop Future-State Staffing Model
Capacity & Infrastructure	Goal 4.5 – Establish KPI and Performance Management Framework

Expected Outcomes

- Stronger governance practices
- Increased leadership effectiveness
- Improved organizational alignment
- Enhanced accountability
- Sustainable organizational growth

Strategic Priority 5: Invest in Systems, Technology & Data-Driven Decision Making**Priority Statement**

Modernize technology systems and strengthen performance measurement practices to support informed decision-making and operational effectiveness.

Why This Priority Matters

Technology and data systems are foundational enablers of organizational performance, stakeholder engagement, fundraising effectiveness, reporting, and accountability.

Strategic Goal Alignment

Cornerstone	Strategic Goal
Revenue & Sustainability	Goal 3.3 – Diversify Revenue Streams

Capacity & Infrastructure	Goal 4.2 – Implement Integrated Technology Systems
Capacity & Infrastructure	Goal 4.5 – Establish KPI and Performance Management Framework

Expected Outcomes

- Integrated CRM and technology systems
- Improved operational efficiency
- Enhanced reporting capabilities
- Better data-informed decision-making
- Increased organizational effectiveness

Strategic Priority 6: Increase Staff, Instructor & Volunteer Capacity While Reducing Burnout

Priority Statement

Build the workforce, volunteer, and instructor infrastructure necessary to support organizational growth while promoting sustainability and organizational well-being.

Why This Priority Matters

Capacity limitations and burnout risks were consistently identified throughout the planning process. Sustainable growth requires intentional investment in people, systems, and support structures.

Strategic Goal Alignment

Cornerstone	Strategic Goal
Programming	Goal 1.1 – Conduct Program Portfolio Review
Programming	Goal 1.3 – Expand Educational Programming
Programming	Goal 1.4 – Strengthen Instructor Recruitment and Development
Programming	Goal 1.5 – Develop a Comprehensive Volunteer Support Program
Capacity & Infrastructure	Goal 4.3 – Develop Future-State Staffing Model

Capacity & Infrastructure	Goal 4.4 – Expand Volunteer and Instructor Capacity
---------------------------	---

Expected Outcomes

- Increased staffing capacity
- Expanded volunteer engagement
- Improved instructor recruitment and retention
- Reduced burnout risk
- Greater organizational sustainability

Strategic Priority Alignment Matrix

Strategic Goal	P1 Identity	P2 Brand & Communications	P3 Revenue Diversification	P4 Governance & Role Clarity	P5 Technology & Data	P6 Capacity & Burnout
Goal 1.1 Program Portfolio Review			✓			✓
Goal 1.2 Signature Programs	✓		✓			
Goal 1.3 Expand Educational Programming			✓			✓
Goal 1.4 Instructor Recruitment & Development						✓
Goal 1.5 Volunteer Support Program				✓		✓
Goal 2.1 Clarify Organizational Identity	✓					
Goal 2.2 Strengthen Branding & Marketing		✓				
Goal 2.3 Improve Member Retention & Engagement		✓				
Goal 2.4 Expand Community Partnerships	✓	✓				

Goal 3.1 Grow Endowment Fund			✓			
Goal 3.2 Launch Legacy Giving Program	✓		✓			
Goal 3.3 Diversify Revenue Streams			✓		✓	
Goal 3.4 Optimize Membership & Sponsorship Programs		✓	✓			
Goal 4.1 Strengthen Governance & Board Effectiveness				✓		
Goal 4.2 Implement Integrated Technology Systems					✓	
Goal 4.3 Develop Future-State Staffing Model				✓		✓
Goal 4.4 Expand Volunteer & Instructor Capacity						✓
Goal 4.5 Establish KPI & Performance Management Framework				✓	✓	

Conclusion

The Strategic Priorities Crosswalk demonstrates how the six strategic priorities identified during the planning process are integrated throughout the Strategic Plan and connected to specific goals, initiatives, and outcomes. This alignment ensures that implementation efforts remain focused on the issues that matter most while creating a clear framework for accountability, performance measurement, and strategic decision-making.

Together, the four organizational cornerstones, six strategic priorities, and seventeen strategic goals provide a comprehensive roadmap for advancing LeMoyne Arts' mission and vision while strengthening organizational sustainability, community impact, and long-term success.

III. Appendix C – Strategic Implementation RACI Matrix

Purpose

Successful implementation of the LeMoyne Arts Strategic Plan requires clear accountability and a shared understanding of organizational roles. The RACI Matrix provides a framework for defining who is responsible for executing strategic initiatives, who is accountable for results, who should be consulted during implementation, and who should be informed regarding progress and outcomes.

The RACI model helps eliminate ambiguity, improve decision-making, strengthen accountability, and ensure effective collaboration among the Board of Directors, Executive Director, staff, committees, and volunteers.

RACI Definitions

Designation	Definition
R – Responsible	Individual(s) responsible for carrying out the work.
A – Accountable	Individual or group ultimately accountable for successful completion and decision-making authority.
C – Consulted	Individuals or groups whose input is sought before decisions are made or actions are taken.
I – Informed	Individuals or groups kept informed of progress, decisions, and outcomes.

Key Roles

Role	Description
Board	Full Board of Directors
Executive Committee	Board Executive Committee
Governance Committee	Governance and Board Development Committee
Finance & Development Committee	Finance and Development Committee

Programs Committee	Programs Committee
Marketing & Community Engagement Committee	Marketing and Community Engagement Committee
Executive Director	Executive Director
Staff Leadership	Program, Operations, Development, and Administrative Staff
Volunteers & Instructors	Volunteers, Teaching Artists, and Program Instructors

Cornerstone 1: Programming

Strategic Goal	Board	Programs Committee	Executive Director	Staff Leadership	Volunteers & Instructors
Goal 1.1 Conduct Program Portfolio Review	I	A	R	R	C
Goal 1.2 Identify and Invest in Signature Programs	I	A	R	R	C
Goal 1.3 Expand Educational Programming	I	C	A	R	C
Goal 1.4 Strengthen Instructor Recruitment & Development	I	C	A	R	R
Goal 1.5 Develop Comprehensive Volunteer Support Program	I	C	A	R	R

Pillar Accountability

Primary Accountability: Executive Director

Board Oversight: Programs Committee

Cornerstone 2: Member & Community Engagement

Strategic Goal	Board	Marketing & Community Engagement Committee	Executive Director	Staff Leadership	Volunteers
Goal 2.1 Clarify Organizational Identity	I	A	R	R	C
Goal 2.2 Strengthen Branding & Marketing	I	A	R	R	C
Goal 2.3 Improve Member Retention & Engagement	I	C	A	R	C
Goal 2.4 Expand Community Partnerships	I	A	R	R	C

Cornerstone Accountability

Primary Accountability: Executive Director

Board Oversight: Marketing & Community Engagement Committee

Cornerstone 3: Revenue & Sustainability

Strategic Goal	Board	Finance & Development Committee	Executive Director	Staff Leadership	Volunteers
Goal 3.1 Grow Endowment Fund to \$500,000	A	R	R	C	I
Goal 3.2 Launch Legacy Giving Program	I	A	R	R	C

Goal 3.3 Diversify Revenue Streams	I	A	R	R	C
Goal 3.4 Optimize Membership & Sponsorship Programs	I	C	A	R	C

Cornerstone Accountability

Primary Accountability: Executive Director

Board Oversight: Finance & Development Committee

Cornerstone 4: Capacity & Infrastructure

Strategic Goal	Board	Governance Committee	Executive Director	Staff Leadership	Volunteers
Goal 4.1 Strengthen Governance & Board Effectiveness	A	R	C	I	I
Goal 4.2 Implement Integrated Technology Systems	I	C	A	R	I
Goal 4.3 Develop Future-State Staffing Model	I	C	A	R	I
Goal 4.4 Expand Volunteer & Instructor Capacity	I	C	A	R	C
Goal 4.5 Establish KPI & Performance Management Framework	I	C	A	R	I

Cornerstone Accountability

Primary Accountability: Executive Director

Board Oversight: Governance Committee

Strategic Priority RACI Matrix

Strategic Priority 1: Clarify Identity & Value Proposition

Role	Responsibility
Board	I
Marketing & Community Engagement Committee	A
Executive Director	R
Staff Leadership	R
Community Stakeholders	C

Strategic Priority 2: Strengthen Branding, Marketing & Communications

Role	Responsibility
Board	I
Marketing & Community Engagement Committee	A
Executive Director	R
Staff Leadership	R
Volunteers	C

Strategic Priority 3: Build Sustainable & Diversified Revenue Streams

Role	Responsibility
Board	A
Finance & Development Committee	R
Executive Director	R

Staff Leadership	C
Donors & Volunteers	I

Strategic Priority 4: Improve Organizational Structure, Governance & Role Clarity

Role	Responsibility
Board	A
Governance Committee	R
Executive Director	C
Staff Leadership	I

Strategic Priority 5: Invest in Systems, Technology & Data-Driven Decision Making

Role	Responsibility
Board	I
Governance Committee	C
Executive Director	A
Staff Leadership	R

Strategic Priority 6: Increase Staff, Instructor & Volunteer Capacity While Reducing Burnout

Role	Responsibility
Board	I
Governance Committee	C

Executive Director	A
Staff Leadership	R
Volunteers & Instructors	C

Strategic Plan Monitoring & Reporting RACI

Activity	Board	Executive Committee	Executive Director	Committees	Staff
Quarterly KPI Dashboard Review	I	A	R	C	C
Annual Strategic Progress Report	I	A	R	C	C
Annual Strategic Planning Retreat	A	R	R	C	I
Midpoint Strategic Plan Assessment (2028)	A	R	R	C	C
End-of-Plan Evaluation (2030)	A	R	R	C	C
Strategic Plan Updates & Adjustments	A	R	C	C	I

IV. Appendix D: Governance Accountability Structure

Board of Directors

- **Primary Responsibilities**
 - Strategic oversight
 - Fiduciary stewardship
 - Executive Director evaluation
 - Strategic Plan adoption and monitoring
 - Fundraising leadership
 - Organizational advocacy
- **Accountable For**
 - Mission fulfillment
 - Long-term sustainability
 - Governance effectiveness
 - Strategic direction

Executive Director

- **Primary Responsibilities**
 - Strategic Plan implementation
 - Organizational leadership
 - Staff management
 - Financial management
 - Community relations
 - Performance reporting
- **Accountable For**
 - Strategic goal execution
 - Organizational performance
 - Operational effectiveness
 - KPI achievement

Board Committees

- **Primary Responsibilities**
 - Strategic oversight within assigned focus areas
 - Goal monitoring
 - Recommendations to the Board
 - Leadership support and expertise
- **Accountable For**
 - Committee work plans
 - Goal oversight
 - Strategic recommendations
 - Board reporting

Accountability Review Cycle

- **Monthly**
 - Staff implementation meetings
 - KPI progress monitoring
 - Operational issue review
- **Quarterly**
 - Strategic goal progress reports
 - KPI dashboard updates
 - Committee progress reviews
 - Board reporting
- **Annually**
 - Strategic Plan review
 - Goal achievement assessment
 - Work plan development
 - Budget alignment
 - Board strategic retreat
- **Midpoint (2028)**
 - Comprehensive Strategic Plan assessment
 - Goal adjustments as needed
 - Resource reallocation review
- **End of Plan (2030)**
 - Strategic Plan evaluation
 - Impact assessment
 - Lessons learned review
 - Future planning recommendations

Accountability Principle

The implementation of this Strategic Plan is guided by a simple but important principle:

- The Board Provides Direction.
- The Executive Director Leads Execution.
- Committees Provide Oversight and Expertise.
- Staff Implement the Work.
- Volunteers Extend Organizational Capacity.
- Everyone Shares Responsibility for Mission Success.

This accountability structure ensures that LeMoyne Arts maintains clear ownership, effective governance, and organizational alignment throughout the implementation of the 2026–2030 Strategic Plan.

V. Appendix E – 90-Day Implementation Action Plan

Purpose

The first 90 days following adoption of the Strategic Plan should focus on establishing governance structures, assigning accountability, launching foundational implementation activities, and creating a sustainable reporting process. Because LeMoyné Arts operates with monthly Executive Committee meetings and quarterly Board meetings, implementation activities should be structured around those governance touchpoints to ensure accountability without creating unnecessary reporting burdens. This action plan is designed to align implementation activities with the Board's governance calendar while providing clear milestones and decision points throughout the first quarter.

Month 1

1. Executive Committee Launch Meeting

a. Primary Focus

- i. Strategic Plan Adoption and Organizational Alignment
- ii. Executive Committee Actions
- iii. Strategic Plan Launch

b. Action

- i. Review and approve Strategic Plan implementation approach.

c. Outcome

- i. Shared understanding of implementation expectations.

2. Establish Strategic Oversight Structure

a. Action

i. Approve:

1. Strategic reporting format
2. KPI dashboard structure
3. Committee oversight assignments
4. Quarterly reporting process

b. Outcome

- i. Governance and accountability framework established.

3. Assign Goal Ownership

a. Action

- i. Confirm Executive Director ownership of implementation and assign committee oversight responsibilities.

Committee	Strategic Oversight Responsibility
Programs Committee	Cornerstone 1 – Programming

Marketing & Community Engagement Committee	Cornerstone 2 – Member & Community Engagement
Finance & Development Committee	Cornerstone 3 – Revenue & Sustainability
Governance Committee	Cornerstone 4 – Capacity & Infrastructure

b. Outcome

- i. Strategic ownership assigned.

4. Executive Director Actions

- a. Develop Year One Implementation Plan
- b. Create implementation calendar
- c. Assign internal goal champions
- d. Develop project tracking system
- e. Launch Communications
- f. Announce plan to members
- g. Announce plan to volunteers
- h. Share strategic priorities with donors and stakeholders
- i. Begin Initial Assessments
- j. Launch:**
 - i. Governance assessment
 - ii. Technology assessment
 - iii. Staffing assessment
 - iv. Program portfolio review planning
- k. Outcome**
 - i. Foundational implementation work underway.

Month 2

Executive Committee Progress Review

1. Primary Focus

- a. Assessment and Foundation Building
- b. Executive Committee Actions
- c. Review Initial Findings

2. Receive updates on:

- a. Governance assessment
- b. Technology assessment
- c. Staffing assessment
- d. Program portfolio review framework

3. Outcome

- a. Committee awareness and early guidance.

Review KPI Framework

- 1. Approve:**
 - a. Organizational dashboard metrics
 - b. Reporting cadence
 - c. Strategic scorecard format
- 2. Outcome**
 - a. Performance management framework established.

Executive Director Actions

- 1. Revenue & Sustainability**
 - a. Launch development work on:**
 - i. Endowment Growth Strategy
 - ii. Legacy Giving Framework
 - iii. Revenue Diversification Assessment
 - iv. Sponsorship Review
- 2. Member & Community Engagement**
 - a. Launch:**
 - i. Organizational Identity Assessment
 - ii. Membership Review
 - iii. Partnership Inventory
- 3. Programming**
 - a. Finalize:**
 - i. Program evaluation criteria
 - ii. Signature Program Assessment Framework
 - iii. Instructor Capacity Review
- 4. Capacity & Infrastructure**
 - a. Finalize:**
 - i. Technology recommendations
 - ii. Staffing recommendations
 - iii. Volunteer capacity assessment
- 5. Outcome**
 - a. Year One foundational projects actively progressing.

Month 3

Executive Committee Review & First Quarterly Board Meeting

- 1. Primary Focus**
 - a. Board Reporting and Implementation Activation
- 2. Executive Committee Meeting**
 - a. Strategic Progress Review
 - b. Review:**

- i. First 90-Day accomplishments
- ii. Risks and barriers
- iii. Resource needs
- iv. KPI dashboard draft
- v. Committee reports
- vi. Prepare Board Recommendations
- vii. Approve recommendations for presentation to the full Board.

c. Outcome

- i. Board-ready implementation report.

First Quarterly Board Meeting

Strategic Plan Implementation Update

1. Board Agenda Item 1

Strategic Plan Progress Report

Executive Director presents:

- Major accomplishments
- Strategic milestones completed
- Emerging opportunities
- Risks and challenges

2. Board Agenda Item 2

Governance & Capacity Update

Report on:

- Governance assessment findings
- Staffing assessment findings
- Technology assessment findings
- Board action as needed.

3. Board Agenda Item 3

Revenue & Sustainability Update

Report on:

- Endowment planning progress
- Legacy Giving Program development
- Revenue diversification opportunities
- Sponsorship assessment findings
- Board feedback and direction.

4. Board Agenda Item 4

Programming & Community Engagement Update

Report on:

- Programming review progress
- Membership review findings
- Identity assessment findings
- Partnership opportunities

- Board discussion and strategic guidance.

5. Board Agenda Item 5

- KPI Dashboard Approval
- Present first Strategic Dashboard.
- Board approves ongoing reporting framework.

First Quarter Deliverables

By the first quarterly Board meeting, the organization should have completed:

- **Governance & Leadership**
 - ✓ Strategic implementation structure established
 - ✓ Committee oversight assignments finalized
 - ✓ Governance assessment completed
 - ✓ KPI framework established
- **Programming**
 - ✓ Program portfolio review framework completed
 - ✓ Signature Program assessment initiated
 - ✓ Instructor capacity review completed
- **Member & Community Engagement**
 - ✓ Identity assessment completed
 - ✓ Membership review completed
 - ✓ Partnership inventory completed
- **Revenue & Sustainability**
 - ✓ Endowment growth strategy draft completed
 - ✓ Legacy Giving framework completed
 - ✓ Revenue diversification assessment completed
 - ✓ Sponsorship review completed
- **Capacity & Infrastructure**
 - ✓ Staffing assessment completed
 - ✓ Technology assessment completed
 - ✓ Volunteer assessment completed
 - ✓ Implementation dashboard developed

Ongoing Governance Cycle After Day 90

Monthly Executive Committee Meetings

Focus on:

- Strategic goal progress
- KPI dashboard review
- Resource allocation
- Risk management
- Cross-committee coordination
- Executive Director support

Reporting Format

- Green = On Track
- Yellow = Needs Attention
- Red = Off Track

Quarterly Board Meetings

Focus on:

- Strategic Plan progress
 - KPI performance
 - Financial sustainability indicators
 - Major implementation decisions
- Committee reports
 - Resource and policy approvals
- Quarterly Board Dashboard
 - Programming
 - Enrollment
 - Attendance
 - Program outcomes
 - Engagement
 - Membership
 - Volunteer participation
 - Partnerships
 - Revenue
 - Fundraising
 - Endowment growth
 - Sponsorship revenue
 - Membership revenue
 - Capacity
 - Staffing
 - Technology implementation
 - Strategic goal completion
 - Board Chair & Executive Director Check-In

Between Executive Committee meetings, the Board Chair and Executive Director should meet monthly to:

- Review implementation progress
- Address emerging issues
- Prepare Executive Committee agendas
- Monitor strategic risks
- Ensure accountability

Success Measure

At the conclusion of the first quarter, LeMoyne Arts will have moved beyond strategic planning and into active implementation with:

- Clear governance oversight
- Committee accountability
- Established KPI reporting
- Active strategic initiatives
- Regular Executive Committee review
- Quarterly Board monitoring

This governance-driven approach ensures that implementation remains manageable, transparent, and aligned with the Board's existing meeting structure while maintaining momentum toward the goals outlined in the Strategic Plan.

VI. Appendix F – Strategic KPI Dashboard

Purpose

The Strategic KPI Dashboard is designed to provide LeMoyne Arts leadership and the Board of Directors with a clear, consistent, and data-driven method for monitoring progress toward the goals outlined in the 2026–2030 Strategic Plan.

The dashboard serves four primary purposes:

- Measure progress toward strategic goals and desired outcomes.
- Support decision-making through timely and relevant performance data.
- Increase accountability among the Board, Executive Director, committees, and staff.
- Identify opportunities and challenges early enough to make adjustments when necessary.

The dashboard should be adapted to an excel or ppt file and stored in a sharable location for ease of collaboration. The dashboard should reviewed monthly (at minimum) by the Executive Director and Executive Committee and presented quarterly to the Board of Directors as part of the Strategic Plan implementation report.

Dashboard Reporting Framework

Dashboard Status Indicators

To simplify reporting and facilitate strategic discussions, all indicators will be reported using a standard status framework. Template and recommendations below:

Status	Definition
 Green	On track to achieve annual target
 Yellow	Some concern; corrective action may be needed
 Red	Off track; intervention required
 Gray	Baseline not yet established

Cornerstone 1: Programming

Strategic Intent

Deliver exceptional artistic, educational, and community programming that advances LeMoyne Arts' mission, serves community needs, and contributes to long-term organizational sustainability.

Key Performance Indicators

KPI	Baseline	Annual Target	Reporting Frequency
Total Program Participation	TBD	+5% annually	Quarterly
Class & Workshop Enrollment	TBD	+5% annually	Quarterly
Summer Camp Enrollment	TBD	Maintain or Increase	Quarterly
Exhibition Attendance	TBD	+5% annually	Quarterly
Number of Signature Programs Identified	0	3–5 by Year 2	Quarterly
Program Cost Recovery Ratio	TBD	Improve annually	Quarterly
Program Evaluation Completion Rate	TBD	100% of major programs	Quarterly
Participant Satisfaction Score	TBD	90%+ positive rating	Quarterly
Instructor Retention Rate	TBD	85%+	Annually
Active Instructor Pool	TBD	Increase annually	Annually

Success Measures

- Strong participation trends
- Positive participant feedback
- Financially sustainable programs
- Increased program impact measurement
- Growth in educational offerings

Cornerstone 2: Member & Community Engagement

Strategic Intent

Strengthen relationships with members, artists, volunteers, donors, and the broader community while increasing awareness, engagement, and participation.

Key Performance Indicators

KPI	Baseline	Annual Target	Reporting Frequency
Total Memberships	TBD	+5% annually	Quarterly
Membership Retention Rate	TBD	85%+	Quarterly
New Member Acquisition	TBD	Increase annually	Quarterly
Volunteer Participation	TBD	+10% annually	Quarterly
Volunteer Retention Rate	TBD	80%+	Annually
Community Partnerships	TBD	+2 annually	Annually
Social Media Engagement	TBD	+10% annually	Quarterly
Website Traffic	TBD	+10% annually	Quarterly
Email Open Rate	TBD	Industry benchmark or higher	Quarterly
Community Awareness Survey Score	TBD	Increase annually	Annually

Success Measures

- Growing and engaged membership
- Strong volunteer participation
- Increased community visibility
- Expanded partnerships
- Improved organizational awareness

Cornerstone 3: Revenue & Sustainability**Strategic Intent**

Build a strong, diversified, and sustainable financial foundation that supports long-term mission fulfillment and organizational resilience.

Key Performance Indicators

KPI	Baseline	Annual Target	Reporting Frequency
Total Revenue	TBD	Annual growth	Quarterly
Fundraising Revenue	TBD	Annual growth	Quarterly
Membership Revenue	TBD	Annual growth	Quarterly
Sponsorship Revenue	TBD	+10% annually	Quarterly
Earned Revenue	TBD	+5% annually	Quarterly
Grant Revenue	TBD	Maintain or Increase	Quarterly
Endowment Balance	TBD	\$500,000 by 2030	Quarterly
Planned Giving Commitments	TBD	Increase annually	Annually
Operating Reserve Balance	TBD	Increase annually	Quarterly
Revenue Diversification Ratio	TBD	Improve annually	Annually

Success Measures

- Diversified revenue portfolio
- Increased endowment assets
- Growth in sponsorship support
- Improved financial resilience
- Strong fundraising performance

Cornerstone 4: Capacity & Infrastructure**Strategic Intent**

Build the systems, people, governance structures, and organizational capacity necessary to support sustainable growth and operational excellence.

Key Performance Indicators

KPI	Baseline	Annual Target	Reporting Frequency
Board Meeting Attendance	TBD	90%+	Quarterly
Committee Participation Rate	TBD	90%+	Quarterly
Board Giving Participation	TBD	100%	Annually
Staff Retention Rate	TBD	90%+	Annually
Volunteer Leadership Positions Filled	TBD	Increase annually	Annually
CRM Implementation Milestones	0	On Schedule	Quarterly
KPI Dashboard Reporting Compliance	0%	100%	Quarterly
Strategic Goal Completion Rate	TBD	Annual Targets Met	Quarterly
Employee Satisfaction Score	TBD	Improve annually	Annually
Professional Development Participation	TBD	100% eligible staff	Annually

Success Measures

- Strong governance performance
- Effective technology implementation
- Improved organizational capacity
- Reduced burnout risk
- Enhanced operational efficiency

Executive Director Dashboard

The Executive Director should maintain a high-level dashboard focused on organizational performance across all cornerstones.

Executive Dashboard Metrics

- Programming

- Programming participation
- Programming satisfaction
- Signature program progress
- Community Engagement
 - Membership count
 - Membership retention
 - Volunteer participation
 - Community partnerships
- Revenue
 - Revenue vs. budget
 - Fundraising progress
 - Endowment growth
 - Sponsorship revenue
- Capacity
 - Staffing levels
 - Strategic goal completion
 - Technology implementation status

Board Dashboard Summary

The Board should receive a condensed dashboard focused on strategic outcomes rather than operational details.

Quarterly Board Dashboard

Programming

Metric	Current	Target	Status
Program Participation			
Program Satisfaction			
Signature Programs			

Engagement

Metric	Current	Target	Status
Membership Count			

Membership Retention			
Volunteer Participation			
Community Partnerships			

Revenue

Metric	Current	Target	Status
Revenue Performance			
Endowment Balance			
Sponsorship Revenue			
Fundraising Progress			

Capacity

Metric	Current	Target	Status
Board Participation			
Strategic Goal Progress			
CRM Implementation			
Staff Retention			

Strategic Goal Dashboard

In addition to KPI reporting, leadership should track implementation progress for all strategic goals.

Goal	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 1.1 Program Portfolio Review					

Goal 1.2 Signature Programs					
Goal 1.3 Educational Programming					
Goal 1.4 Instructor Development					
Goal 1.5 Volunteer Support					
Goal 2.1 Organizational Identity					
Goal 2.2 Branding & Marketing					
Goal 2.3 Membership Engagement					
Goal 2.4 Community Partnerships					
Goal 3.1 Endowment Growth					
Goal 3.2 Legacy Giving					
Goal 3.3 Revenue Diversification					
Goal 3.4 Membership & Sponsorship Optimization					
Goal 4.1 Governance Effectiveness					
Goal 4.2 Technology Systems					
Goal 4.3 Staffing Model					
Goal 4.4 Volunteer & Instructor Capacity					
Goal 4.5 KPI Framework					

Annual Strategic Performance Scorecard

At the end of each fiscal year, the Executive Director and Board should complete an Annual Strategic Performance Scorecard summarizing:

- Goal Achievement
 - Goals completed
 - Goals in progress
 - Goals delayed
- KPI Performance
 - Green indicators
 - Yellow indicators
 - Red indicators
- Financial Sustainability
 - Revenue performance
 - Endowment growth
 - Reserve growth
- Community Impact
 - Program participation
 - Membership engagement
 - Partnership growth
- Organizational Capacity
 - Governance effectiveness
 - Staffing capacity
 - Technology implementation

Dashboard Guiding Principle

The Strategic KPI Dashboard should not measure activity alone—it should measure progress toward outcomes. The goal is not simply to count programs, events, donors, or meetings, but to evaluate whether LeMoyne Arts is becoming stronger, more sustainable, more impactful, and more aligned with its mission.

By consistently monitoring these indicators and reviewing progress through monthly Executive Committee meetings and quarterly Board meetings, LeMoyne Arts will create a culture of accountability, transparency, and continuous improvement that supports successful implementation of the 2026–2030 Strategic Plan.