

Strategic Work Plan Tasks: September 2025

STRATEGIC PRIORITY A: Develop a succession plan for key staff positions and strategy to maintain adequate staffing levels.			
OBJECTIVE 1: Define optimal organizational structure and key positions.			
Activities/Tasks	Results	Board Lead – Others	Time frame
Task 1. Assess organizational structure, explore alternative structures and roles for key positions.	Potential new organizational chart showing modified or new roles for key positions.	Barb, Heather, Amy, Shannon	<i>Completed 8/24. Org chart has been updated.</i>
Task 2. Review staffing levels and budget implications of proposed alternative organizational structure(s). Determine areas where additional staff are needed.	Identification where additional staff are needed and budget implications.	Barb Heather Amy Shannon Treasurer	<i>Completed 8-9/24. Bd discussion with Rebecca Chow along with subsequent review of proposed 2025 budget.</i>
Task 3. Review job descriptions and roles of current staff and determine if changes are needed.	Updated job descriptions and develop new job descriptions as needed.	Heather Amy	<i>Approved Cottage Manager 9/24. HH Manager and Exec Dir approved 10/24.</i>
OBJECTIVE 2: Increase staff satisfaction and retention.			
Task 1. Survey/interview staff to determine overall satisfaction with employment and reasons people might leave the organization. Revisit task annually.	List of key concerns of staff affecting professional fulfillment and reasons staff might leave the organization. Develop procedure for annual review	June Kip Heather	<i>Completed 3/2025. Conduct annually beginning first quarter 2026.</i>
Task 1.1 Survey approved with addition of ‘Anything else?’ added at the end to encourage additional information. Monitor results.	Distribute gift cards once survey is completed by each employee.	June Kip	<i>Completed May 2025</i>
Task 1.2 Develop an exit interview procedure.	Procedure/protocol to live in Board notebook and resident handbook.	June	<i>Completed July 2025</i>

Task 1.3 Include staff survey procedure in Handbook revision.		Heather	<i>Completed 4/2025.</i>
Task 2. Review pay and benefit levels for similar organizations in the region and determine if the Hamlet's pay and job conditions are competitive.	Comparison of the Hamlet's pay, benefits, and working conditions with similar organizations in the area.	June	<i>HH Mgr. complete May 2025. ED completed July 2025. Cottage Manager to be reviewed in Fall.</i>
Task 3: Develop a plan to address reasons identified in Task 1 and change pay and benefits plan if needed and if possible	A proposal addressing wage and benefits and other issues as needed.	June	After Tasks 1 and 2 are complete.
Task 4: Determine if proposed changes are financially feasible and develop budget proposal.	Budget proposal.	June	After Tasks 1 and 2 are complete.
Task 5: Develop a plan to express appreciation to staff. Confirm budget line item. Brainstorm other ideas.	Program to recognize and award staff for their work.	Amy, June,	<i>Complete May 2025 Summer 2025</i>
Task 6: Develop annual evaluation process and metrics for managers.	Process completed annually to provide feedback on work and evaluate salary levels.	Karen, Mary Ann, Ann Marie	Early Fall, 2025
OBJECTIVE 3: Identify additional nursing or medical services for Hamlet House.			
Task 1: Identify volunteer or paid Nursing or other medical service necessary for guiding daily resident care operations.	Retention of Nurse Practitioner or other needed nursing or medical consultation and/or services.	Karen Amy	<i>Completed 10/24. Kai Sanborn retained.</i>
Task 2: Develop triage guidelines.	Written guidance for medical situations faced by Hamlet House residents. Cannot be done via WAC.	Karen Amy	<i>Completed June 2025. Karen and Kai will be available to staff as needed.</i>
OBJECTIVE 4: Explore partnering with other agencies to jointly provide services.			
Task 1: Identify candidate services that may be provided through a partnership.	List of needed services that could be provided through a partnership arrangement.	All Board Heather Amy	<i>Completed 12/24.</i>
Task 2: Identify potential agencies that could participate in a partnership arrangement.	List of potential partner agencies.	All Board, Heather, Amy	<i>Completed 12/24.</i>

Task 3: Identify services most needed and most viable potential partners. Review and edit handout.	Proposal to provide specific services in partnership with specific agencies.	Shannon	<i>Completed 1/25. To be reviewed and updated quarterly (12/25).</i>
OBJECTIVE 5: Develop a succession plan for key positions.			
Task 1: Determine initial steps to be taken if a key position becomes vacant (Acting role or temporary hire or other step).	A plan of action to address a key position becoming vacant on short notice.	Karen Amy Heather	<i>Completed 9/24. To be updated once HH resident position is filled.</i>
Task 2: Identify potential current staff positions and staff who could move into key position.	Review of current staff and positions with potential to assume a key position.	Karen Amy Heather	<i>Completed June 2025. Ani is now HH manager.</i>
Task 3: Identify training needed to prepare movement of a current or new staff position to move into key positions	Training plan to position staff for new role using County and other training resources.	Karen, Amy Heather	Ongoing, i.e. New Cottage Mgr w/ online Quick Books

STRATEGIC PRIORITY B: Improve financial management and monitoring and fundraising capabilities.			
OBJECTIVE 1: Increase Board financial expertise			
Task 1. Recruit a new Treasurer for the board.	Ongoing discussions through Governance Committee.	Barb, Heather, Shannon	Ongoing. Hire a Consultant?
Task 2: Determine other means to acquire financial expertise and advice.	<i>John Bedeson joined finance committee. He has ideas for other committee members.</i>	Chris Heather	<i>Completed 12/24. Reevaluate after new Treasurer on board.</i>
OBJECTIVE 2: Analyze current revenue and investments			
Task 1. Review current revenue streams, i.e. Medicaid bed		Treasurer, Peggy, Heather, Amy	<i>Completed 10/24 w/presentation to LI Hospital District</i>

Task 2. Identify potential increases or new ongoing revenues	Heather to check in regularly with Ann Grech re: grant station at library.	Heather	<i>Quarterly.</i> Next June 2025.
Task 3. Evaluate if cottages rent is representative of the industry.	Matt put summary of March results into file for future reference.	Heather, Cottage Mgr	<i>Complete 3/25</i>
OBJECTIVE 3: Develop performance measures for tracking financial health of the organization			
OBJECTIVE 4: Develop a long-term fundraising strategy and plan.			
Task 1: Review expertise on Fundraising committee and determine needs.	No new committee members as of yet, but some folks have offered to volunteer and assist in upcoming event.	Kip, Shannon (Gov committee) Heather to assist.	Kip to schedule brainstorming session late 9/25
Task 2: Identify and cultivate donors		Kip, Fundraising Committee	To be completed once committee has additional members (Task 1)
Task 3: Develop an annual fundraising cycle with events and milestones	Speaker event scheduled for September 6, 2025.	Kip, Fundraising Committee	Now through 9/2025
Task 4: Plan for future major campaigns and fundraising targets		Kip, Heather, Fundraising Comm, Treasurer,	Soiree in December 2025

STRATEGIC PRIORITY C: Review and update policies for facility and grounds management and operations.

OBJECTIVE 1: Develop asset management plan for major buildings, ground maintenance, and equipment replacements and upgrades.

Task 1. Analyze age and condition of facilities	Comprehensive report on facilities and their condition. Inspection completed of each cottage.	Heather Consultant	<i>Completed Jan 2025.</i>
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Task 2: Develop a work plan for major renovations.	Spreadsheet of maintenance items required as a result of January 2025 inspection	Heather, Dave, Cottage Mgr, Consultant	Shannon expand on Heather's spreadsheet – 9/25
Task 3: Review and update cottage garden/yard policy	Updated policy to be included in resident handbook.	Heather Barb	<i>Completed 2/2025.</i>

OBJECTIVE 2: Plan for climate change and organization resiliency. This objective to be discussed by entire Board once a new Resident board member has been appointed.

Task 1: Identify potential impacts of climate change on The Hamlet and its residents.	Working paper.	??	TBD
Task 2: Identify steps to reduce impact and the organization's ability to respond to extreme weather conditions (heat, cold, flooding, etc.)	Plan to increase organization's ability to manage extreme weather occurrences.	Barb	TBD
Task 3: Update emergency power and inclement weather policies.	Board discussion/action.	Amy, Shannon, Heather, June	Community event cancelled in July 2025
Task 4: Develop (or Review) an Emergency Response Plan for Entire Hamlet		Heather Amy Shannon	Shannon to ask Brendan Cowan/SJC to come speak .

OBJECTIVE 3: Review policy concerning use of the Gathering Place, including its kitchen and exercise areas

Task 1: Review current utilization and policy	Working Paper	TBD	TBD
Task 2: Develop new guidelines and initiatives.	Bd discussion/action	TBD	TBD

STRATEGIC PRIORITY D: Review and update policies addressing selection process for new residents and expectations for existing residents.

OBJECTIVE 1: Develop and document criteria for selecting new residents.

Task 1. Document current process and criteria for selecting new residents.	Written documentation of current process and criteria for selecting new residents,	Heather, Angie, Shannon, Nancy	<i>Completed 8/24.</i>
Task 2. Develop policy stating selection criteria for new residents.	Policy with documented criteria for selection of new residents.	Heather Shannon	<i>Completed 10/24.</i>
OBJECTIVE 2: Review current cottage resident policies			
Task 1. Conduct legal review of policy for residing in cottages.	Review the policy by a legal professional	Heather Legal consultant	<i>Completed 11/24.</i>
Task 2. Update cottage lease document and resident handbook.	Review both documents and update as needed for consistency.	Heather Cottage Mgr	<i>Completed 5/25.</i>

New Item to added to 2026 Strategic Plan – Fundraising Goal: Meals/Meds. Long Term Maintenance Plan was the goal in 2024. (however, funds are also required for existing programs).