

Strategic Plan II 2025

November, 2025

Activities/Tasks	Results	Board Lead – Others	Time frame	COMPL ETE
<b>STRATEGIC PRIORITY A: Develop a succession plan for key staff positions and strategy to maintain adequate staffing levels.</b>				
<b><i>OBJECTIVE 1: Increase staff satisfaction and retention.</i></b>				
Task 1. Annually survey/interview staff to determine overall satisfaction				
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	HH Mgr. complete May 2025. ED completed July 2025. Cottage Manager to be reviewed in Fall.	Partial
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.	No
Task 4: Determine if proposed changes are financially feasible and develop budget proposal.	Budget proposal.	June	After Tasks 1 and 2 are complete.	No
Task 5: Develop annual evaluation process and metrics for managers.	Process completed annually to provide feedback on work and evaluate salary levels.	Karen, Mary Ann, AnnMarie	Early Fall, 2025	No

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<b>STRATEGIC PRIORITY B: Improve financial management and monitoring and fundraising capabilities.</b>				
<i>OBJECTIVE 1: Increase Board financial expertise</i>				
Task 1. Recruit a new Treasurer for the board.	Ongoing discussions through Governance Committee.	Barb, Heather, Shannon	Ongoing. Hire a Consultant?	No
<i>OBJECTIVE 2: Develop performance measures for tracking financial health of the organization</i>		Heather	Postponed until new Treasurer on board.	No
<b>STRATEGIC PRIORITY C: Develop a long-term fundraising strategy and plan.</b>				
<i>OBJECTIVE 1: Plan and Execute new capital campaign to retire one of the two mortgages.</i>				
<i>OBJECTIVE 2: Identify and retain proposals for a professional fund raiser to achieve Task 1.</i>				
<i>OBJECTIVE 3: Identify and cultivate donors.</i>				
<b>STRATEGIC PRIORITY D: Improve Emergency Preparedness and Response capabilities of the organization</b>				
<i>OBJECTIVE 1: Refresh Emergency Plans for Hamlet House and LOHO</i>				
<i>OBJECTIVE 2: Identify and evaluate upgrades/retrofits to existing emergency systems (i.e., water supply, electrical generation, propane supply)</i>				
<i>OBJECTIVE 3: Develop and implement and resident Emergency Preparedness communication plan.</i>				
<i>OBJECTIVE 4: Schedule and execute Emergency Planning exercises.</i>				

<b>STRATEGIC PRIORITY E: Nurture a sense of community among residents and between residents and the Board.</b>				
<b><i>OBJECTIVE 1: Document and disseminate stories about Hamlet, its history and its importance with residents and the broader island community.</i></b>		Mary Ann?		
Task 1. Organize historical files.				
Task 2. Create list of early members/founders to interview.				
Task 3. Develop narrative from interview notes.		Shari Lane or Gretchen Wing, as volunteers?		
Task 4. Develop timeline and list of venues to publish stories.				
<b><i>OBJECTIVE 2: Survey cottage residents with prospective questions about what they would like to see in their community (e.g., more events, routine meetings with board)</i></b>		Polly, Heather		
<b><i>OBJECTIVE 3: Explore the idea of neighbors being safety buddies.</i></b>		Polly, Heather		
<b><i>OBJECTIVE 4: Create opportunities for board-resident conversations or communications.</i></b>		Mary Ann, Heather		