

2026 Strategic Plan.

Activities/Tasks	Results	Board Lead – Others	Time frame	COMPL ETE
<p>STRATEGIC PRIORITY A: Develop a succession plan for key staff positions and strategy to maintain adequate staffing levels.</p>				
<p><i>OBJECTIVE 1: Increase staff satisfaction and retention.</i></p>				
<p>Task 1: Develop annual evaluation process and metrics for managers.</p>	<p>Process completed annually to provide feedback on work and evaluate salary levels.</p>	<p>Barbara, Karen, Mary Ann, Charlie</p>	<p>Done</p>	<p>Yas</p>
<p>Task 2: Develop compensation policy</p>		<p>Charlie and Barb</p>	<p>May 2026 (inc. merit raise discussion)</p>	
<p>Task 3. Review pay and benefit levels for similar organizations in the region and determine if the Hamlet’s pay and job conditions are competitive.</p>	<p>Comparison of the Hamlet’s pay, benefits, and working conditions with similar organizations in the area.</p>	<p>June</p>	<p>Cottage Manager position to be reviewed after hired.</p>	<p>No</p>

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STRATEGIC PRIORITY B: Improve financial management and monitoring and fundraising capabilities.				
<i>OBJECTIVE 1: Increase Board financial expertise</i>				
Task 1. Review Treasurer description/responsibilities.		Barb, Heather	Done	Yes
Task 2. Recruit a new Treasurer for the board.	Ongoing discussions through Governance Committee.	Barb, Heather, Vice Chair	Done	Yes
<i>OBJECTIVE 2: Develop performance measures for tracking financial health of the organization</i>		Heather	Done	Yes
STRATEGIC PRIORITY C: Develop a long-term fundraising strategy and plan.				
<i>OBJECTIVE 1: Identify and retain proposals for a fundraising consultant.</i>				
Task 1. Create a job description for the fundraising consultant.		Heather, Kip, Charlie, Barb	May 2026	
Task 2. Identify community members who may have knowledge of how to attain a fundraising consultant.		Entire board	Ongoing	
Task 3. Create a list of potential fundraising consultants.		Heather		
Task 4. Obtain LOIs from potential fundraising consultants.		Heather		
Task 5. Hire fundraising consultant.		Heather		
<i>OBJECTIVE 2: Identify and cultivate donors.</i>				
Task 1: Develop an annual fundraising cycle with events and milestones.		Heather & Kip	Done	Yes

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Task 2. Develop a detailed fundraising plan with fundraising consultant.		Heather, Kip, fundraising consultant		
<i>OBJECTIVE 3: Determine capital and operating fundraising needs.</i>				
Task 1: Plan and execute new capital campaign to retire the Hamlet House mortgage.			April-June 2026	
Task 2: Develop endowment through legacy funds.				
Task 3: Create a plan/strategy to obtain funds for the financial assistance program.			July-Sept. 2026	
STRATEGIC PRIORITY D: Improve emergency preparedness and response capabilities of the organization				
<i>OBJECTIVE 1: Refresh emergency plans for Hamlet House and LOHO.</i>				
Task 1: Consolidate and review the existing emergency plans.		June, Heather	May 2026	
<i>OBJECTIVE 2: Identify utilities at risk during an extended emergency.</i>				
Task 1. Determine how to access potable water if power is out for an extended period of time.		June, Heather	Waiting on generator installation	
Task 2. Evaluate backup power capacities (generator, solar, propane)		June, Heather	Waiting on generator installation	
Task 3. Hire contractor to connect propane tank to generator.		Heather	Waiting on generator installation	

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<i>OBJECTIVE 3: Further develop and implement a resident Emergency Preparedness communication plan.</i>				
Task 1. To enhance or further develop the existing emergency plan.			June 2026	
Task 2. To educate the community about the emergency plan.			Sept. 2026	
Task 3. Schedule and execute Emergency Planning practice exercises.			Oct. 2026	

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STRATEGIC PRIORITY E: Nurture a sense of community among residents, as well as between residents and the Board.				
<i>OBJECTIVE 1: Document and disseminate stories about Hamlet, its history and its importance with residents and the broader island community.</i>				
Task 1. Organize historical files.		Heather	Ongoing	
Task 2. Create list of early members/founders to interview.		Barb, Bette?, Heather, Murray?	April-June 2026	
Task 3. Interview and develop narrative.		Shari Lane, Ken Kortge, Wendy McClure, or Gretchen Wing, as volunteers? Plus Barb, Kip, and/or Heather.	April-June 2026	
Task 4. Develop timeline and list of venues to publish stories.		Gretchen?		
<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>				
Task 1. Determine the survey modality.		Board/staff	Done	Yes
Task 2. Implement survey.		Polly, Simon	May 2026	
Task 3. Present findings to the Board.		Polly, Mary Ann, Simon		

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Task 4. Present key findings to the residents.		Polly, Mary Ann, Simon		
Task 5. Integrate findings into future program planning.		Simon		
<i>OBJECTIVE 3: Create opportunities for board-resident conversations or communications.</i>		Whole board, Heather, Simon		
Task 1. Brainstorm type of activity.			Done	Yes
Task 2. Poll board to determine the best date.			Done	Yes
Task 3. Invite residents.			May 2026	
Task 4. Implement activity.			May 2026	