

## Strategic Work Plan Tasks: October 2024

<b>STRATEGIC PRIORITY A: Develop a succession plan for key staff positions and strategy to maintain adequate staffing levels.</b>			
<b>OBJECTIVE 1: Define optimal organizational structure and key positions.</b>			
Activities/Tasks	Results	Board Lead – Others	Time frame
<b>Task 1. Assess organizational structure, explore alternative structures and roles for key positions.</b>	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>
<b>Task 2. Review staffing levels and budget implications of proposed alternative organizational structure(s). Determine areas where additional staff are needed.</b>	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>
<b>Task 3. Review job descriptions and roles of current staff and determine if changes are needed.</b>	Updated job descriptions and develop new job descriptions as needed.	Heather Amy	<i>Approved Cottage Manager 9/24. Approval of HH Manager and Exec Dir pending.</i>
<b>OBJECTIVE 2: Increase staff satisfaction and retention.</b>			
<b>Task 1. Survey/interview staff to determine overall satisfaction with employment and reasons people might leave the organization. Revisit task annually.</b>	List of key concerns of staff affecting professional fulfillment and reasons staff might leave the organization. Procedure for annual review	June Kip Nancy	Pilot in Fall 2024 <b>Oct/Nov 2024</b> Conduct annually in Spring beginning in 2025

<b>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.</b>	Comparison of the Hamlet's pay, benefits, and working conditions with similar organizations in the area.	June	September 2024 <b>October 2024</b>
<b>Task 3: Develop a plan to address reasons identified in Task 1 and change pay and benefits plan if needed and if possible</b>	A proposal addressing wage and benefits and other issues as needed.	June	After Tasks 1 and 2 are complete.
<b>Task 4: Determine if proposed changes are financially feasible and develop budget proposal.</b>	Budget proposal.	June	After Tasks 1 and 2 are complete.
<b>Task 5: Develop a plan to express appreciation to staff.</b>	Program to recognize and award staff for their work.	Amy Barb Nancy	<b>October 2024</b>
<b>OBJECTIVE 3: Identify additional nursing or medical services for Hamlet House.</b>			
<b>Task 1: Identify volunteer or paid Nursing or other medical service necessary for guiding daily resident care operations.</b>	Retention of Nurse Practitioner or other needed nursing or medical consultation and/or services.	Karen Amy	<b>October 2024</b>
<b>Task 2: Develop triage guidelines.</b>	Written guidance for medical situations faced by Hamlet House residents.	Karen Amy	TBD
<b>OBJECTIVE 4: Explore partnering with other agencies to jointly provide services.</b>			
<b>Task 1: Identify candidate services that may be provided through a partnership.</b>	List of needed services that could be provided through a partnership arrangement.	All Board Heather Amy	December 2024
<b>Task 2: Identify potential agencies that could participate in a partnership arrangement.</b>	List of potential partner agencies.	All Board Heather Amy	December 2024
<b>Task 3: Identify services most needed and most viable potential partners.</b>	Proposal to provide specific services in partnership with specific agencies.	All Board Heather Amy	December 2014
<b>OBJECTIVE 5: Develop a succession plan for key positions.</b>			

<b>Task 1: Determine initial steps to be taken if a key position becomes vacant (Acting role or temporary hire or other step).</b>	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>
<b>Task 2: Identify potential current staff positions and staff who could move into key position.</b>	Review of current staff and positions with potential to assume a key position.	Karen Amy Heather	TBD
<b>Task 3: Identify training needed to prepare movement of a current or new staff position to move into key positions</b>	Training plan to position staff for new role.	Karen Amy Heather	TBD

<b>STRATEGIC PRIORITY B: Improve financial management and monitoring and fundraising capabilities.</b>			
<b>OBJECTIVE 1: Increase Board financial expertise</b>			
<b>Task 1. Recruit a new Treasurer for the board.</b>	In progress.	Shannon Barb Heather	September 2024 <b>October 2024</b>
<b>Task 2: Determine other means to acquire financial expertise and advice.</b>		Treasurer Heather	November 2024
<b>OBJECTIVE 2: Analyze current revenue and investments</b>			
<b>Task 1. Review current revenue streams, i.e. Medicaid bed</b>		Treasurer Heather Amy	<b>October 2024</b>
<b>Task 2. Identify potential increases or new ongoing revenues</b>		Karen Amy Shannon Peggy Kip	September 2024 <b>October/Nov 2024</b>

<b>OBJECTIVE 3: Develop performance measures for tracking financial health of the organization</b>			Wait until new Treasurer is seated.
<b>OBJECTIVE 4: Develop a long-term fundraising strategy and plan.</b>		Kip Peggy	December 2024?
<b>Task 1: Review expertise on Fundraising committee and determine needs.</b>		Kip Shannon (Governance Comm.)	Ongoing
<b>Task 2: Identify and cultivate donors</b>		Kip Fundraising Committee Peggy	January 2025
<b>Task 3: Develop an annual fundraising cycle with events and milestones</b>		Kip Fundraising Committee Peggy	January 2025
<b>Task 4: Plan for future major campaigns and fundraising targets</b>		Kip Heather Fundraising Committee Treasurer Peggy	January 2025

<b>STRATEGIC PRIORITY C: Review and update policies for facility and grounds management and operations.</b>			
<b>OBJECTIVE 1: Develop asset management plan for major buildings, ground maintenance, and equipment replacements and upgrades.</b>			
<b>Task 1. Analyze age and condition of facilities</b>	Comprehensive report on facilities and their condition. Analysis of the age of the buildings to determine useful life	Heather  Consultant	Bd review budget item in September <b>October 2024.</b>

	and an appraisal of the value of the buildings in their current use.		Work initiated January 2025.
<b>Task 2: Develop a work plan for major renovations.</b>	Working paper.	Heather Dave Consultant?	Based on results of Task 1
<b>Task 3: Review and update cottage garden/yard policy</b>	Updated policy to be included in resident handbook.	GGK Heather Barb	Spring 2025 <b>Reschedule to Fall 2024</b>
<b>OBJECTIVE 1: Develop and document criteria for selecting new residents.</b>			
<b>Task 1: Identify potential impacts of climate change on The Hamlet and its residents.</b>	Working paper.	GGK Nancy	TBD
<b>Task 2: Identify steps to reduce impact and the organization's ability to respond to extreme weather conditions (heat, cold, flooding, etc.)</b>	Plan to increase organization's ability to manage extreme weather occurrences.	GGK Barb Nancy	TBD
<b>Task 3: Update emergency power and inclement weather policies.</b>	Board discussion/action	Amy Shannon Heather	TBD
<b>Task 4: Develop (or Review) an Emergency Response Plan for Entire Hamlet</b>		Heather Amy Shannon	TBD
<b>OBJECTIVE 3: Review policy concerning use of the Gathering Place, including its kitchen and exercise areas</b>			
<b>Task 1: Review current utilization and policy</b>		Working Paper	
<b>Task 2: Develop new guidelines and initiatives.</b>		Bd discussion /action	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.**

<b>Task 1. Document current process and criteria for selecting new residents.</b>	Written documentation of current process and criteria for selecting new residents,	Heather Angie Shannon Nancy	<i>Completed 8/24.</i>
<b>Task 2. Develop policy stating selection criteria for new residents.</b>	Policy with documented criteria for selection of new residents.	Heather Shannon	<del>September</del> <b>October 2024 .</b> Awaiting comments from Bd
<b>OBJECTIVE 2: Review current cottage resident policies</b>			
<b>Task 1. Conduct legal review of policy for residing in cottages.</b>	Review the policy by a legal professional	Heather Legal consultant	<b>Fall 2024</b>