

Pillar 2: Financial Planning	<i>Goal: Ensure long term financial sustainability through diversified revenue streams and strategic fundraising.</i>				Enfield Shaker Museum's 2025–2028 Strategic Plan Workplans
Priority:	Action Steps:	Leaders:	Required Resources:	Ongoing Actions:	Outcomes / KPIs:
<b>Secure funding for new staff positions to expand capacity:</b>	<ol style="list-style-type: none"> <li>1. Complete a NH center for Nonprofits 2024 Market Rate Survey regarding compensation levels for Executive Directors, Development/Market Directors, and Facilities Directors.</li> <li>2. Research opportunities to add Health Care and Retirement Benefits for Development/Marketing personnel.</li> <li>4. Identify and approach 20 potential major donors/funders to cover payroll costs.</li> <li>5. Launch targeted campaign for capacity funding.</li> </ol>	Executive Director, Finance and Fund Development Committees	<ol style="list-style-type: none"> <li>1. Identify major gift prospects.</li> <li>2. Consider short term Grant writer/consultant, marketing materials, and CRM system at full capacity.</li> </ol>	Quarterly donor cultivation events; ongoing grant applications.	<p>Funding goal met by end of 2026 .</p> <p>10-20% annual payroll increase in unrestricted revenue.</p>
<b>Secure the required funding for current renovation projects and Site Work (see Buildings and Grounds Worksheet):</b>	<ol style="list-style-type: none"> <li>1. Accessibility (Buildings and Grounds Worksheet).</li> <li>2. Performance Center needs</li> </ol>	Executive Director, Buildings and Grounds, Finance, and Site Committees	1. Clarify needs and priorities for Building and Grounds as well as costs Site Work for and for rehabilitation of the Performance Center	1. Master Plan for Gardens and Grounds is underway	Accessibility is in place for the grounds, and the Performance Center is operational at the end of 2026.
<b>Complete or Expand the Capital Campaign:</b>	<ol style="list-style-type: none"> <li>1. Identify and hire a capital campaign consultant/firm.</li> <li>2. Finalize campaign case statement and materials.</li> <li>3. Launch quiet phase with 10 lead donor meetings.</li> <li>4. Launch Public event.</li> </ol>	Governance Committee, Campaign Committee	Campaign consultant, marketing collateral, donor prospect research, event budgets.	Monthly campaign committee meetings; donor stewardship updates.	<p>Revised Capital campaign goal met within set timeline.</p> <p>Current renovations and improvements funded and completed by the end of 2028.</p>
<b>Create expenditure budgets for indirect and direct costs:</b>	<ol style="list-style-type: none"> <li>1. Develop annual expenditure budgets aligned with strategic plan priorities.</li> <li>2. Integrate budget tracking with CRM/donor management for real-time reporting.</li> </ol>	Executive Director, Staff	Director, Finance Committee	Quarterly budget review meetings	Budget documents for Operations, Fund Development and Capital Improvements are completed by the end of Year 2026.
<b>Expand donor base and community engagement</b>	<ol style="list-style-type: none"> <li>1. Increase the number of donors across all stewardship levels.</li> <li>2. Create a Marketing/Outreach committee</li> <li>3. Increase use of digital campaigns and social media outreach.</li> <li>4. Increase Partnerships with community organizations for co-branded events. Consider Board and Staff Training on Best Practices for Nonprofit Fundraising. Create follow-up events for donors.</li> <li>5. Create and provide donor /outreach swag.</li> </ol>	Development and Executive Director	Donor database, event space, graphic design support, social media advertising budget.	Monthly donor newsletters; annual donor appreciation event.	20% increase in donor retention rate. 100 new donors added annually. 10planned giving commitments by 2027.
<b>Increase Earned income:</b>	<ol style="list-style-type: none"> <li>1. Expand and develop new revenue streams, online sales, overnight accommodations, and rentals.</li> <li>2. Create an annual pricing review for rentals and services. Promote packages combining tours, events, and lodging.</li> <li>3. Promote the Museum's spaces as a Conference, Retreat, and Meeting Space.</li> </ol>	Executive Director, Operations Staff	Market analysis, retail and lodging upgrades, online booking tools.	Quarterly sales tracking; seasonal promotions.	Earned income increases by 20% every year. Occupancy rate of overnight accommodations increases by 25% in 2026.