

Pillar 3: Staff Capacity and Administration	<i>Goal: All of the required staff, board and volunteers are in place to work with the board to accomplish all of the Enfield Shaker Museums' short and long term goals.</i>						Enfield Shaker Museum's 2025–2028 Strategic Plan Workplans
Priority:	Action Steps:	Tactics:	Leaders:	Required Resources:	Ongoing Actions:	Outcomes / KPIs:	
<b>Assess Salary and Benefits of current staff and complete reviews</b>	Assessment and reviews	1. Salary assessment update using 2021 process (Ian did assessment with his firm) by end of October 2025. 2. Make salary changes as determined. 3. Decide Museum would aid in Medical Benefits. 4. Complete Reviews of staff by end of September	Director	Ian's Accounting Firm Salary data	Make sure reviews are done annually	Associate Satisfaction	
<b>Hire Fund Development &amp; Marketing Director:</b>	1. Confirm this as the next priority hire after Fund/Marketing Director. 2. Form Recruitment Committee. 3. Create a combined development and marketing job description. 4. Review Nonprofit Management Marketing Survey for role alignment. Mary Ellen will ask Sharon for a copy. 5. Develop financial plan for salary and benefits. 6. Launch recruitment process and conduct interviews. 7. Hire 8. Develop onboarding plan for the first year.	1. Get agreement from Board of Trustees. 2. Restart Personnel Committee. 3. Complete Job description by December 2025. 4. Review Marketing Survey by end of October 2025. 5. Complete Financial Plan and Benefits by end of October 2025 and include in budget. 6. Talk to Dartmouth to see if any spouses have interest in Development position by end of October 2025 / review monthly NH Non-For-Profit announcement of other Development hires. 7. Launch recruitment February once funds have been earned for Salary and Benefits. 8. Hire Development director by May 2026. 9. Develop onboarding plan by end of April 2026. The funds to be used in the budget is the salary from May through Sept (5months, \$50K). Include the income: 50% of Revo (\$20K), Membership Letter (\$15K), Auction (\$10K) and Corporate sponsors that support Operations.	Board of Trustees, Executive Director, Recruitment Committee (Personnel Committee)	Survey results, recruitment budget, job description, salary funding plan, marketing strategy outline	Monitor fundraising performance; track marketing campaigns; ensure donor and community engagement growth	Fund Development & Marketing Director hired within planned timeline; increase in annual fundraising revenue; improved marketing reach and engagement metrics, 20 new donors that give \$10K or more a year, increased donation appeal letters by 100%, Two Donation appeal events a year. Increase grant writing by 25%.	
<b>Hire a full time Facilities Asst or Manager:</b>	1. Assess current facility needs and responsibilities. 2. Define the Facilities Manager role and responsibilities. 3. Form Recruitment Committee. 4. Create job description and marketing plan for role. 5. Develop financial plan for salary and benefits. 6. Launch recruitment process and conduct interviews. 7. Hire. 8. Develop onboarding plan for the first year.	1. Get agreement from Board of Trustees. 2. Restart Personnel Committee. 3. Complete Job description by December 2026. 4. Review Marketing Survey by end of October 2026. 5. Complete Financial Plan and Benefits by end of October 2026 and include in budget. 6. Launch recruitment February 2027 once funds have been earned for Salary and Benefits. 7. Hire Facilities by May 2027. 8. Develop onboarding plan by end of April 2027	Board of Directors, Executive Director, Recruitment Committee	Facility assessment report, recruitment budget, job description, salary funding plan	Regular facility performance reviews; support for maintenance staff; ensure compliance with safety regulations	Facilities Manager hired within planned timeline; measurable improvements in facility upkeep and safety, Site Plan completed according to plan and dates, and all land and building codes 100% followed (licenses, surveys, etc.)	
<b>Hire the next Executive Director:</b>	1. Confirm transition timeline with current Executive Director. 2. Board commits to increasing staff capacity. 3. Form Recruitment Committee. 4. Create job description and recruitment materials. 5. Review Nonprofit Management Marketing Survey. 6. Develop financial plan for six-figure salary. 7. Launch recruitment process and conduct interviews. 8. Hire Executive Director. 9. Develop onboarding plan for the first year.	1. Get agreement from Board of Trustees. 2. Restart Personnel Committee. 3. Complete Job description by December 2026. 4. Review Marketing Survey by end of October 2026. 5. Complete Financial Plan and Benefits by end of October 2027 and include in budget. 6. Launch recruitment February once funds have been earned for Salary and Benefits. 7. Hire Executive Director by May 2028. 8. Develop onboarding plan by end of April 2028	Board of Directors, Recruitment Committee	Board approval, recruitment budget, job description, marketing materials, salary funding plan, survey results	Regular updates to the board; maintain recruitment timeline; ensure financial readiness	Executive Director hired within planned timeline; successful transition; positive onboarding feedback within first 90 days; 20 new donors that give \$10K or more a year, 10 new Organizations to network with	

<p><b>Recruit new board members, committee members, and volunteers to strengthen governance, expand skill sets, and increase organizational capacity:</b></p>	<p>1. Board Recruitment Plan - Assess current board composition, skills, and gaps using board matrix and self-assessment tools.</p> <ul style="list-style-type: none"> <li>- Identify desired professional backgrounds, community representation, and diversity priorities.</li> <li>- Develop recruitment materials highlighting mission, vision, impact, and expectations.</li> </ul> <p>2. Committee Member Recruitment- Define clear committee charters and member expectations.</p> <ul style="list-style-type: none"> <li>- Reach out to non-board community members with relevant expertise (finance, fundraising, collections, facilities).</li> </ul> <p>3. Volunteer Engagement - Update and post volunteer position descriptions (docents, gardeners, event support, administrative help).</p> <p>- Partner with local schools, colleges, service clubs, and corporate volunteer programs.</p> <p>4. Outreach &amp; Networking- Host informational sessions or open house events for prospective board, committee, and volunteer candidates.</p> <ul style="list-style-type: none"> <li>- Leverage current board and staff networks for referrals.</li> </ul> <p>5. Onboarding &amp; Retention- Create an orientation process for all new members and volunteers.</p> <ul style="list-style-type: none"> <li>- Assign mentors for new board and committee members.</li> <li>- Recognize contributions through appreciation events and public acknowledgments.</li> </ul>	<p>1.Complete assessment by end of October 2026 / use in recruitment of new Board for future years (gaps).</p> <p>2.Develop matrix of backgrounds, community background and diversity alignment of current Board.</p> <p>3.Nominating Committee to discuss skills needed for Board of Trustees by early Oct 2025.</p> <p>4.Develop a recruitment deck highlighting mission, vision, impact and top level strategy by mid October.</p> <p>5. Develop a clear list of expectations of recruiting committee.</p> <p>6. Reach out to potential Board based on Board gaps by mid October.</p> <p>7. Post Volunteer descriptions on all local list serves and town centers and colleges.</p> <p>8. Setup and host informational sessions for volunteers, etc.</p> <p>once a quarter starting in January 2026.</p> <p>9. Develop onboarding process for new Board (assign mentors).</p> <p>10. Regular recognition events for Volunteers and Board.</p>	<p>Board Chair; Governance Committee Chair; Executive Director; Volunteer Coordinator</p>	<ul style="list-style-type: none"> <li>- Board/committee skills matrix template</li> <li>- Recruitment and marketing materials (digital &amp; print)</li> <li>- Staff or volunteer time for outreach and onboarding</li> <li>- Budget for appreciation events and recognition materials</li> <li>- Access to community and professional networks</li> </ul>	<ul style="list-style-type: none"> <li>- Maintain an updated prospect list for board, committees, and volunteers.</li> <li>- Conduct annual board and committee skills assessment.</li> <li>- Regularly refresh volunteer position postings.</li> <li>- Continue to host appreciation and networking events.</li> </ul>	<p>Increased diversity, skills, and capacity on the board and committees.</p> <ul style="list-style-type: none"> <li>- Expanded volunteer base supporting programs, operations, and events. by 25%</li> <li>- Stronger community connections and broader organizational reach -Number of new board members recruited annually. by 25%</li> <li>- Number of active committee members (non-board) engaged.</li> <li>- Volunteer enrollment and retention rates. by 25%</li> <li>- Percentage of identified skills gaps filled each year. by 100% by end of 2026</li> <li>- Attendance at informational sessions and open houses.</li> </ul>
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