

CHAPTER THIRTEEN

# STAFFING



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### Importance

Historic Oakland Foundation is committed to preserving and restoring the cemetery over the next twenty years. To accomplish this goal and follow nationally accepted standards of restoration, preservation, and horticultural management, the organization must expand its workforce.

### Existing Conditions

HOF is composed of 12 full-time and two part-time staff members performing a variety of duties. Executive leadership includes an Executive Director and a Director of Operations which is supported by programming, special events, gift shop, development, communications, gardening/landscape restoration, and preservation/restoration staff.

Over the past several years, the organization has evolved to address expanded programming and restoration efforts. Current staffing has reached full capacity and additional employees and skillsets are needed to advance preservation efforts.

### Proposed Strategy

The following strategy on page 173 identifies staff needs to expand the restoration and enhancement of the cemetery. The strategy is outlined differently than others. There is no defined cost (employee costs can be variable), cemetery location, or partners. There is, however, a recommended sequence and timeline for staff hires. Additional staff positions will only be added as funding allows, and any staff additions will be considered part of an expanded operation budget and independent of proposed capital improvements.



*The Bell Tower in winter. As Oakland's workforce expands, the Bell Tower's limited space is no longer able to accommodate staff needs.*

# Strategy: Staff Expansion

## Description:

HOF must expand its sustainable organization and addresses short and long-term needs. Any attempt to accelerate restoration efforts will need to be supported by additional employees that support management, assist in

documentation and record keeping, and support fieldwork. Additional staff are a critical priority, however, staff and contractors will only be added as projects become funded.



### Steps Required for Implementation:

1. Hire a Director of Preservation (2018).
2. Based on (1) and capital funding, evaluate the need to hire a Capital Improvements Manager (2018).
3. Hire up to 6 restoration support staff (or supplement with contractors) (2018-2021).
4. Hire a GIS/Records Management Coordinator (2018).
5. Hire 4-8 gardening staff or supplement with contractors (2018-2024):
  - One staff member to serve as Landscape Manager
  - One contractor to specialize in tree care
  - One contractor to specialize in turf management
  - Additional staff member for every 2-4 acres of restored landscape



Cost Type:  
Annual Operating



Partners:  
National Council for Preservation Education  
Georgia State University  
Emory University  
ATLMAPS



Cost Range:  
TBD



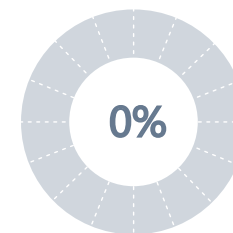
Duration:  
2018 - 2024

### Prioritization



All additional staff are considered a critical priority and should be hired in order of the implementation steps at left. It is at the discretion of HOF leadership to adjust this sequencing, determine compensation, and supplement additional staff with contractors.

### Staff Expansion



of total dollars

Excluded from \$43.5 M total for all capital improvement strategies

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