



Request for Proposal

Compensation Analysis & Strategy Framework

Contents

Purpose and Intent.....	2
Organizational Context	3
Scope of Work	3
Deliverables and Flexibility	6
Out of Scope	7
Roles and Project Management.....	7
Proposal Requirements	8
Proposal Evaluation Criteria	9
Timeline and Process	11
Project Communications and Decision Making.....	11
Terms and Conditions	12
Appendix A: Philosophy of Care, Values, Employee Engagement, Pillar 5 description	13

Purpose and Intent

Harbor Homes, Inc. d/b/a Harbor Care is seeking proposals from qualified consulting firms to support a total compensation analysis, to include wage and limited non-wage factors, and the development of a compensation strategy framework aligned with Harbor Care's strategic priorities.

This engagement is a key component of Harbor Care's Employer of Choice pillar (see Appendix A), specifically the Compensation and Benefits initiative, and is intended to advance the organization's broader strategic plan. The goal of this work is to strengthen Harbor Care's ability to attract, retain, and support a skilled and committed workforce while ensuring compensation practices are fair, transparent, and sustainable.

Harbor Care is seeking a consulting partner to help assess current compensation practices across all positions, evaluate internal equity and market alignment, and build internal capacity to support ongoing compensation evaluation and management. The consultant will collaborate with Harbor Care to develop a clear, consistent compensation strategy framework that includes decision-making processes and defined roles and responsibilities. The outcome of this engagement is not to determine immediate pay changes, but rather to provide a foundation for Harbor Care to sustain and refine the framework over time.

Harbor Care recognizes that some elements of the compensation strategy framework (e.g. structure, benchmarking methodology, implementation sequencing) will be co-developed with the selected consultant based on findings, organizational context, and best practices. This work should align with related organizational work underway and will not include the redesign of organizational structure, reporting relationships, or role architecture. The organization has recently adopted a standardized job description template and is in the process of updating role documentation across the organization; this work will inform, but not limit, the consultant's analysis.

This engagement is also intended to reinforce Harbor Care's Philosophy of Care (see Appendix A), which emphasizes dignity, respect, consistency, accountability, and clear communication. Harbor Care seeks a compensation system that reflects these values in how employees are supported and treated, including through transparent and consistent compensation practices.

The outcome of this work should include:

- A clear understanding of internal equity and compensation compression across roles;
- A high-level review of non-wage compensation components (e.g., benefits, time off) as context for overall competitiveness;
- A compensation strategy framework that balances internal consistency, external competitiveness, and nonprofit financial realities, including recommendations for merit-based compensation;
- A defined compensation decision-making process, including clear criteria and roles and responsibilities for how compensation decisions are made and approved;
- Tools, guidance, or templates to support Harbor Care in conducting ongoing compensation analysis and maintaining the framework over time;
- Actionable recommendations, including a primary recommended approach and alternative options with tradeoffs;

- Guidance that enables phased implementation and transparent communication.

Final decisions regarding compensation strategy and implementation will remain with Harbor Care leadership.

Organizational Context

Harbor Homes, Inc. d/b/a Harbor Care (“Harbor Care”) is a mid-sized nonprofit organization providing housing, healthcare, and veteran services across multiple communities in New Hampshire. The organization employs approximately 225 staff working across a diverse range of roles, disciplines, and service settings, including direct service, clinical, administrative, and leadership functions.

Harbor Care operates within a mission-driven nonprofit environment and is supported by a mix of funding sources, including public grants, contracts, and philanthropic support. As a result, compensation practices must balance external market competitiveness with financial sustainability, including funding-related restrictions that may vary by program or role.

Like many growing nonprofit organizations, Harbor Care’s compensation practices and job structures have evolved over time. Job descriptions, role scopes, and compensation practices vary across programs and departments, reflecting differences in funding streams, service models, and historical practices. This has resulted in areas of inconsistency and limited standardization across roles. Harbor Care has recently adopted a standardized job description template and is in the process of implementing this template across the organization; this work will inform, but not limit, the consultant’s analysis.

Harbor Care is currently in a phase of organizational maturity focused on strengthening internal systems, consistency, and transparency. The organization is seeking to move toward a more structured, organization-wide approach to compensation that supports clarity, fairness, and informed decision-making, while recognizing that implementation may occur in phases over time.

Consultants responding to this RFP should anticipate working with incomplete, inconsistent, or evolving data and should propose approaches that are practical, adaptable, and appropriate for a nonprofit organization of Harbor Care’s size, mission, and complexity. This work will occur alongside other organizational initiatives focused on structure and alignment and should remain focused on compensation-specific analysis and strategy.

Scope of Work

Harbor Care anticipates that the selected consultant will work collaboratively with internal stakeholders to complete the following scope of work. Proposers are encouraged to recommend refinements or alternative approaches to sequencing, methods, and deliverables, provided they support the intended outcomes of this engagement.

This scope is intended to support analysis, framework development, decision-making processes and implementation readiness, not the immediate execution of compensation changes.

1. Discovery and Current-State Assessment

The consultant will conduct an initial assessment to understand Harbor Care's organizational context, compensation practices, and constraints. This phase is expected to include, at a minimum:

- Review of existing compensation practices, policies, and documentation, including current approaches to merit-based increases across departments;
- Review of current job descriptions and job classification approach, using Harbor Care's newly adopted job description template as a reference point;
- Assessment of how compensation decisions are currently made across programs and departments, including the impact of funding sources (e.g., grant-funded positions);
- Identification of known challenges related to internal equity, pay compression, transparency, and consistency;
- Assessment of existing tools, data, and internal capacity to support ongoing compensation analysis and management.

This phase should result in a shared understanding of Harbor Care's current state, including key gaps, constraints, and areas of opportunity.

2. Organization-Wide Compensation Analysis

The consultant will conduct a comprehensive, role-level compensation analysis covering all current positions across the organization. This analysis should include:

- External market benchmarking using relevant nonprofit, healthcare, housing, and regional labor market data;
- Internal equity analysis to identify pay disparities, compression, or misalignment among comparable roles;
- Consideration of how role scope, experience, tenure, and responsibilities are reflected in current compensation;
- Identification of patterns affecting recruitment, retention, or employee experience;
- Clear documentation of benchmarking methodology, data sources, and assumptions to support future internal use.

This work is intended to inform organizational decision-making and should focus on roles and structures, not individual employee pay decisions. The analysis may use employee-level compensation data as necessary but should focus on organization-wide findings and recommendations rather than individual pay adjustment decisions. Analysis should be designed in a way that Harbor Care can replicate and maintain over time.

3. Compensation Strategy Framework Development

Building on findings from the analysis, the consultant will support the development or refinement of a compensation strategy framework appropriate for Harbor Care's size, mission, and financial context. This may include:

- Development or refinement of role groupings or compensation categories to support consistent benchmarking and pay structure design;
- Recommended salary structures or bands aligned with internal equity and external market data;
- Development of a merit-based compensation framework that establishes consistent guidelines and decision-making criteria while accommodating differences in job functions, performance measures, and financial constraints across the organization. The

merit-based compensation framework should align with Harbor Care's evolving performance evaluation process, without requiring the consultant to redesign that process;

- Address how merit increases interact with salary bands, market adjustments, and pay compression.
- Articulation of guiding principles or a compensation philosophy that reflects Harbor Care's values and strategic priorities;
- Alignment with Harbor Care's Philosophy of Care and Employer of Choice goals;
- Definition of decision-making processes, including criteria and roles and responsibilities for compensation decisions.

Harbor Care anticipates that elements of this framework will be co-developed with the selected consultant based on findings and best practices.

4. Recommendations and Options for Leadership

The consultant will provide actionable, decision-ready recommendations for Harbor Care leadership, including:

- A primary recommended compensation strategy framework and approach;
- Alternative options or scenarios, including estimated financial implications, tradeoffs, risks, and resource requirements;
- Identification of priority areas for action (e.g., roles most affected by compression or inequity);
- Considerations related to transparency, communication, and consistency.
- Clear guidance to support leadership decision-making, including recommended criteria and key decision points.

Recommendations should be practical and financially feasible for a nonprofit organization with funding and budget constraints.

5. Phased Implementation Guidance

The phases described below are intended to provide context for Harbor Care's anticipated needs; proposers are encouraged to recommend alternative or modified phasing based on their approach and experience.

While implementation is outside the scope of this engagement, the consultant will provide guidance to support future execution, including:

- A phased implementation roadmap aligned with financial and operational constraints, outlining sequencing, dependencies, and key milestones;
- Identification of decision points and governance considerations for leadership;
- Risks and mitigation strategies associated with implementation over time;
- Practical guidance to support internal communication and rollout planning, recognizing that Harbor Care will lead and execute all communication efforts.

This engagement includes implementation readiness only; responsibility for implementation and execution will remain with Harbor Care.

6. Deliverables and Engagement Approach

The consultant will work in partnership with Harbor Care's designated Project Manager and key stakeholders. Proposers should describe:

- Key deliverables associated with each phase of work;
- Anticipated timeline and major milestones;
- Expected level of effort from Harbor Care staff, including key roles, time commitments, and dependencies;
- Approach to collaboration, feedback, and iteration;
- Approach to knowledge transfer and documentation to ensure Harbor Care can sustain and maintain the compensation framework over time.

Approaches should be practical and appropriate for a nonprofit organization with limited internal capacity.

Deliverables and Flexibility

Harbor Care has identified a set of core deliverables required to support leadership decision-making and implementation readiness. These deliverables represent the minimum expectations for this engagement.

Recognizing that compensation frameworks and methodologies should be informed by organizational context and findings, Harbor Care also encourages proposers to recommend additional or alternative deliverables that may enhance the value of the engagement. Proposers should clearly explain the purpose of any recommended deliverables and how they support decision-making, internal capacity, phased implementation, and alignment with recruitment and retention objectives.

Harbor Care intends to work collaboratively with the selected consultant to finalize deliverables during project initiation. Any changes to scope or deliverables will be mutually agreed upon and documented.

The following table summarizes deliverables associated with the scope described above.

Required Core Deliverables

Phase	Core Deliverable	Purpose
Discovery & Assessment	Current-State Summary	Summarize existing compensation practices, job structures, key decision-making processes, and challenges affecting equity, compression, recruitment, and retention.
Compensation Analysis	Internal Equity & Market Analysis	Provide role-level analysis across all positions (excluding executive level roles), including identification of compression, misalignment, and market competitiveness, with clear documentation of methodology and data sources.
Framework Development	Compensation Strategy Framework	Present a recommended compensation strategy framework, including role groupings, salary structure, merit-based compensation guidelines, and decision-making processes aligned with internal equity, market data, and organizational context.
Recommendations	Decision-Ready Recommendations	Provide a primary recommended approach and alternative options, with clear tradeoffs, risks, resource implications, and key decision points for leadership.

Phase	Core Deliverable	Purpose
Implementation Readiness	Phased Implementation Roadmap	Outline sequencing, dependencies, key milestones, and decision points to support phased implementation over time.
Communication Support	Implementation Communication Considerations	Provide practical guidance to inform internal communication planning related to compensation changes (Harbor Care to lead execution).
Knowledge Transfer	Compensation Management Tools and Guidance	Provide reusable tools, documented methodologies, and guidance to enable Harbor Care to maintain and update the compensation framework internally.

Optional / Consultant-Proposed Deliverables

Proposers are encouraged to recommend additional or alternative deliverables that enhance leadership decision-making or implementation readiness. Any proposed additions should clearly identify:

- the purpose of the deliverable,
- the intended audience (e.g., leadership, managers),
- and how it supports decision-making, internal capacity, or phased implementation.

Out of Scope

The following activities are explicitly out of scope for this engagement:

- Implementation or execution of compensation changes, including individual employee pay adjustments;
- Design, benchmarking, or modification of employee benefits programs beyond a high-level contextual review;
- Configuration, implementation, or modification of HRIS, payroll, or compensation management systems;
- Collective bargaining, labor negotiations, or legal representation;
- Development or delivery of staff-wide communications related to compensation changes (implementation guidance may be provided as outlined in this RFP);
- Redesigning Harbor Care's performance evaluation process;
- Ongoing advisory services beyond the defined project period;
- Redesign of organizational structure, reporting relationships, or role architecture.

This engagement includes implementation readiness only; responsibility for implementation and execution will remain with Harbor Care.

Roles and Project Management

Harbor Care will designate a Project Manager to serve as the primary point of contact for this engagement. The Project Manager will be responsible for coordinating internal stakeholders, facilitating access to relevant information, and supporting timely decision-making. Strategic and policy-level decisions will be reviewed with Harbor Care leadership through the designated Project Manager, with final decision-making authority residing with Harbor Care leadership.

The selected consultant will be responsible for:

- Leading the project in accordance with the agreed-upon scope, timeline, and deliverables;

- Proactively identifying risks, dependencies, and decision points;
- Communicating regularly with the Project Manager regarding progress, findings, and emerging issues;
- Providing clear, structured outputs to support leadership decision-making throughout the engagement;
- Ensuring documentation and knowledge transfer are sufficient for Harbor Care to sustain and maintain the compensation framework over time;
- Working collaboratively with Harbor Care staff in alignment with the organization's values and operating context;
- Working efficiently and minimizing unnecessary demands on Harbor Care staff time and capacity.

Harbor Care anticipates a collaborative engagement model with shared accountability for progress and outcomes.

Proposal Requirements

To facilitate a clear and consistent evaluation process, proposals should be concise, well organized, and address the elements outlined below. Proposals that do not include all required components may be deemed non-responsive.

Harbor Care encourages proposers to be thoughtful and specific in describing their approach, assumptions, and recommendations, and to avoid generic or boilerplate responses.

1. Firm Background and Relevant Experience

- Brief overview of the firm, including size, structure, and areas of expertise.
- Demonstrated experience conducting compensation analyses and developing compensation strategy frameworks for nonprofit or mission-driven organizations.
- Experience working with organizations of comparable size and complexity, particularly those operating across multiple service lines or funding sources.

2. Understanding of the Engagement

- Proposer's understanding of Harbor Care's goals for this engagement.
- Understanding of Harbor Care's expectation to build internal capacity and support ongoing compensation management beyond the engagement.
- Key challenges or considerations the proposer anticipates based on the information provided in this RFP.
- Description of how the proposer would approach working within Harbor Care's organizational context.

3. Proposed Approach and Methodology

- Description of the proposed approach to conducting the compensation analysis and developing a compensation strategy framework.
- Description of the proposed approach to developing a merit-based compensation framework that accommodates different job functions and performance measures while maintaining consistent organizational standards.
- Explanation of how internal equity, market benchmarking, and role grouping or compensation structure will be addressed.
- Description of how the proposer would handle imperfect or evolving job and compensation data.
- Description of benchmarking data sources, methodology, and how results will be documented for Harbor Care's future use.

- Description of how decision-making processes, criteria, and roles will be incorporated into the proposed approach.
- Identification of assumptions underlying the proposed methodology.

4. Deliverables

- Description of how the proposer will deliver the required core deliverables outlined in this RFP.
- Identification and explanation of any additional or alternative deliverables proposed to enhance decision-making, internal capacity, or implementation readiness.
- Clear articulation of the purpose and intended audience for each deliverable.

5. Project Management and Collaboration

- Identification of the proposed project team, including roles and responsibilities.
- Description of the proposer's approach to project management, communication, and collaboration with Harbor Care staff.
- Expected level of effort and time commitment required from Harbor Care stakeholders.

6. Timeline and Work Plan

- Proposed project timeline, including major phases, milestones, and decision points.
- Identification of dependencies or risks that may affect schedule.
- Approach to working efficiently within a resource-constrained nonprofit environment.
- Proposed approach to sequencing work in a way that aligns with Harbor Care's operational and capacity constraints.

7. Budget and Fee Structure

- Detailed budget outlining fees by phase or major task.
- Clear description of pricing assumptions.
- Identification of any optional or variable cost components.
- Identification of any assumptions regarding scope, data availability, or level of effort that may impact cost.

Harbor Care is a nonprofit organization operating within funding and budget constraints. Proposals should reflect a practical, cost-effective approach aligned with the scope of work and organizational context.

8. References

- At least three references from recent, similar engagements, preferably with nonprofit or mission-driven organizations.

Proposal Evaluation Criteria

Proposals will be evaluated based on the criteria outlined below, with particular emphasis on the quality of the proposed approach and methodology and the ability to deliver actionable, decision-ready recommendations.

Understanding of Harbor Care's organizational context and overall cost and value will also be significant considerations. Relevant experience, alignment with organizational values, and project management capabilities will inform the overall evaluation.

Selection will be made on a best-value basis, considering both qualitative factors and cost. Price will be an important consideration but will not be the sole determining factor.

Harbor Care may use a scoring rubric aligned with these criteria to support consistent evaluation across proposals. Harbor Care reserves the right to request additional information, conduct interviews, or seek clarification from proposers as part of the evaluation process.

1. Understanding of Organizational Context and Goals

- Demonstrated understanding of Harbor Care’s mission, organizational context, and strategic priorities, including the Employer of Choice focus.
- Evidence that the proposer understands the realities of operating within a nonprofit, mission-driven environment with funding and budget constraints.
- Understanding of Harbor Care’s goal to build internal capacity for ongoing compensation evaluation and management.

2. Quality of Proposed Approach and Methodology

- Strength and clarity of the proposed approach to compensation analysis and framework development.
- Appropriateness of the methodology for addressing internal equity, compensation compression, market alignment, and developing a merit-based compensation framework that accommodates Harbor Care’s varied job functions.
- Thoughtfulness in addressing imperfect or evolving data and organizational complexity.
- Clarity and transparency of benchmarking methodology, data sources, and assumptions.
- Extent to which the approach supports replication and ongoing internal use by Harbor Care.

3. Ability to Deliver Decision-Ready Outputs

- Ability to produce actionable recommendations that support leadership decision-making.
- Inclusion of a clear primary recommendation along with alternative options and tradeoffs.
- Clarity of decision-making processes, criteria, and roles defined within the proposed framework.
- Demonstrated ability to support phased implementation over time.

4. Alignment with Organizational Values and Philosophy of Care

- Evidence that the proposed approach reflects principles of fairness, consistency, transparency, and respect.
- Ability to align the proposed compensation strategy framework with Harbor Care’s Philosophy of Care and desired employee experience.

5. Relevant Experience and Qualifications

- Experience conducting similar engagements for nonprofit or mission-driven organizations of comparable size and complexity.
- Qualifications and experience of the proposed project team.

6. Project Management and Collaboration

- Clarity of project management approach and communication plan.
- Ability to work efficiently within a resource-constrained environment and minimize unnecessary demands on staff time.
- Ability to collaborate effectively with internal stakeholders and work within shared accountability structures.

7. Cost and Value

- Overall cost and cost-effectiveness of the proposal relative to the scope of work.
- Transparency and reasonableness of pricing assumptions.

- Clarity of scope and assumptions to minimize risk of cost escalation.
- Alignment of proposed effort and cost with Harbor Care's nonprofit context.

Harbor Care reserves the right to accept or reject any or all proposals and re-release the RFP.

Timeline and Process

Harbor Care intends to follow the timeline below. Dates are subject to change at Harbor Care's discretion, and any changes will be communicated to all proposers.

Milestone	Date
RFP Release	Monday, October 26, 2026
Deadline for Written Questions	Monday, November 2, 2026
Responses to Questions Issued	Friday, November 6, 2026
Proposal Submission Deadline	Friday, November 20, 2026
Anticipated Review and Selection	Friday, December 11, 2026
Anticipated Project Start	January 2027

All questions regarding this RFP must be submitted in writing via email to:

Name: Emily Soleil
 Title: Grant & Special Projects Manager
 Email: e.soleil@harborcarenh.org

Questions must be received no later than the deadline listed above. Harbor Care will compile and respond to all questions in writing, and responses will be distributed to all known proposers. Individual responses will not be provided.

Proposals must be submitted no later than the deadline listed above via email to the contact listed above.

Proposers are instructed not to contact other Harbor Care staff, board members, or stakeholders regarding this RFP. Failure to comply with this requirement may result in disqualification.

Harbor Care reserves the right to amend or clarify this RFP at any time and to issue addenda as necessary.

Project Communications and Decision Making

During the engagement, the selected consultant will work through Harbor Care's designated Project Manager as the primary point of contact. The consultant is expected to communicate regularly regarding progress, findings, risks, and upcoming decision points, and to surface issues in a timely and documented manner. When strategic or policy-level decisions are required, the consultant will present clear options, tradeoffs, and recommendations to support internal review. Final decisions regarding compensation strategy and implementation direction will remain with Harbor Care leadership. All formal communication and deliverables will be documented and shared through the designated Project Manager.

Terms and Conditions

A. CONFIDENTIALITY

Proposals submitted in response to this RFP will be treated as confidential and will be used solely for the purpose of evaluation and selection. Proposal contents may be shared internally among Harbor Care staff and advisors involved in the review process. Any interpretation, correction, or change to this RFP or to submitted proposals will be made by written addendum issued by Harbor Care. Oral interpretations will not be binding unless confirmed in writing.

B. PRESENTATION / INTERVIEWS

After proposals have been received and reviewed, Harbor Care may invite selected vendors to present their proposals and participate in interviews with members of the evaluation team.

C. CONTRACTING

Harbor Care reserves the right and intends to negotiate the final scope of work, staff participation, and price before entering into a purchasing agreement with the successful vendor. Harbor Care reserves the right to reject any and all proposals.

D. PRIME CONTRACTOR RESPONSIBILITY

The selected vendor shall assume sole responsibility for the complete scope of work as described in this RFP and will be considered the sole point of contact with regard to contractual matters.

E. INCURRING COSTS

Harbor Care is not liable for any costs incurred by Vendors in preparing proposals, including any and all travel expenses associated with interviews, or for any work performed prior to the execution of a contract or an official notice to proceed.

F. EQUAL EMPLOYMENT OPPORTUNITY

Harbor Care actively supports Equal Employment Opportunity. The selected vendor shall not participate in any unlawful discrimination of any kind and comply fully with Title VII of the Civil Rights Act and other applicable federal, state, and local laws.

G. AWARD

Harbor Care intends to award this contract to the proposer determined to offer the best overall value to the organization, based on the evaluation criteria outlined in this RFP.

Appendix A: Philosophy of Care, Values, Employee Engagement, Pillar 5 description

OUR PHILOSOPHY OF CARE

Our Philosophy of Care is a foundational document that articulates the values, principles, and beliefs guiding our approach to caring for the people we serve.

Creating a Safe, Supportive, and Unified Environment

At Harbor Care, we work hard to create a safe and welcoming place where everyone—the people we serve and our staff—feels respected and valued. We meet each person where they are in life, honoring their unique backgrounds and experiences while maintaining strong professional boundaries. Our shared commitment unites all our services and staff under the Harbor Care mission; while ensuring we work together as one team to provide the best care possible.

Providing Coordinated, Person-Centered Care Across All Services

We are dedicated to offering high-quality, trauma-informed care that connects all our organization's resources—housing, healthcare, and veteran services—working together to break the cycle of homelessness. We ensure that the people we serve are involved in their care decisions, making our approach truly person-centered. By following proven practices, we provide care that is consistent, compassionate, and tailored to each individual's needs. Our coordinated approach helps remove barriers between services, allowing us to collaborate effectively and meet the full range of needs for those we serve.

Fostering Collaboration, Accountability, and Innovation

Collaboration and accountability are key to everything we do at Harbor Care. We empower our staff to make informed, responsible decisions that involve the people we serve and reflect the needs of our community. While we expect accountability, we foster a culture where taking thoughtful risks and learning from challenges leads to growth and innovation. Every team member is responsible for delivering high-quality care, contributing to our shared mission, and driving continuous improvement in pursuit of better outcomes for those we serve.

Communicating Clearly, Effectively, and Timely

Clear, timely, and respectful communication is essential to our success. At Harbor Care, we prioritize open communication in every interaction that considers differences in communication styles, access needs, education levels, and life experiences. Our team shares a deep understanding of our services, and we ensure that all communication supports this shared knowledge. By building strong relationships through outreach and consistent communication, we make sure that every person feels welcomed and supported from their first point of contact through ongoing care. Transparent and intentional communication ensures that the people we serve, staff, and partners are aligned with our mission, vision, and values, helping us work together effectively.



OUR VALUES

Harbor Care's values describe how we perform in our roles and how we interact with colleagues, those we serve, and the broader community. By intentionally embracing and adopting actions that reflect our organizational values, we make it possible to live out our philosophy of care, mission, and vision on a daily basis.



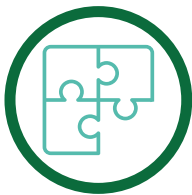
Compassion

Compassion for the people we serve is what drives us to make a positive impact, inspire change, and build lasting relationships.



Respect

Treat each other and those we serve with **respect** and dignity, fostering a supportive environment where individuals from all backgrounds have the opportunity to succeed.



Collaboration

Our culture supports **collaboration**, ensuring all voices and experiences are heard, valued, and people feel empowered to contribute.



Transparent Communication

We believe effective and **transparent communication** is essential for building trust and accountability.





Employee Engagement Guiding Principles

1. Recognition & Appreciation

People feel valued when their hard work is noticed. We strive to make sure recognition is honest, timely, and available to everyone—including those whose work is behind the scenes. When we appreciate each other, trust grows and our teams become stronger.

2. Communication & Collaboration

Good communication helps everyone work together and understand what is happening. We share information clearly, listen to each other, and when possible, include all key stakeholders and teams in important conversations. When we work as one team, we reduce confusion, make better decisions, and creates a better experience for staff and clients.

3. Engaged Leadership & Employees Supporting Culture and Values

Leaders and staff share responsibility for creating a positive, respectful workplace. Leaders explain decisions clearly and support staff through changes, while staff speak up, offer ideas, and help solve problems. Together, our actions match our values and we create a stable, strong culture.

4. Skills & Talents Are Expressed in Meaningful Work

People do their best work when they understand their role and can use their strengths. We give staff the tools, information, and chances they need to grow and share their ideas. By working across teams, we improve care for clients and help employees feel more connected and engaged.

5. Commitment, Desire, Passion, and Engagement Every Day

Engagement shows up in how we act each day—especially in tough moments. We support each other, stay calm, and communicate clearly, even under pressure. When everyone brings their best effort and works toward improvement, our whole organization becomes stronger and more effective.

2023-2026 STRATEGIC PLAN

To Break the Cycle of Homelessness in New Hampshire.

Mission and Vision

Our mission is to provide vital services, including housing and healthcare, to all in our communities who need assistance.

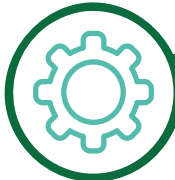
Our vision is in which everyone can live safe, stable, and healthy lives filled with purpose, respect, and dignity.



Establish our Philosophy of Care

Adopt a Philosophy of Care for our patients and clients to outline how we deliver care based on our clients' highest priority needs, proven best practices, and goals.

- Create a new Community Needs Assessment.
- Develop and adopt a "Philosophy of Care."
- Develop new organizational values to support our Philosophy.
- Define and plan implementation of best practices and models of care to support our Philosophy of Care.



Create a Strategic Decision-Making Framework

Establish a values-based decision-making framework with clear criteria to guide the existing and future organization consistent with our Philosophy of Care.

- Create standards and criteria that we will use to establish the decision-making framework. Develop and implement the tools and processes used to support the decision-making framework across all of Harbor Care.



Establish Service Excellence

Improve the client experience, achieve better outcomes, and improve organizational efficiencies.

- Develop a Knowledge Management Plan, including a timeline and work plan for implementation.
- Develop dashboards focusing on high-level operational performance indicators and then department-level dashboards for service lines.
- Implement a department evaluation framework across all direct service departments. At least one service line achieves Center of Excellence Status based on evaluation of outcomes and best practices.



Service Coordination

Make it easier and faster for clients to get the help and support they need for critical services, enhancing and nurturing collaborative partnerships, improving seamless referrals and information sharing to support an integrated approach.

- Create and implement a cohesive branding and marketing campaign highlighting our purpose, the Philosophy of Care, and our competitive advantages
- Develop and implement a community partnership and engagement plan.



Enhance Staff Experience

Enhance staff's abilities to support the new Philosophy of Care, ensuring staff have the tools and resources they need to succeed.

- Establish and implement an overall compensation strategy (to include wage and non-wage factors).
- Implement an employee engagement program that strengthens culture, addresses employee needs, and promotes resiliency, belonging, recruitment, onboarding, and professional development.
- Establish and implement a comprehensive performance management system.