



Harbor Homes, Inc.

Overview

Harbor Homes, Inc. provides quality residential and supportive services for individuals and families challenged by mental illness and/or homelessness. The agency seeks long-term solutions to addressing homelessness and employment for the people they serve in the greater Nashua, NH area.

Executive Service Corp (ESC) teamed with Harbor Homes to create a five-year strategic plan. Two years later, Harbor Homes has increased revenue, strengthened their staff and board, and most importantly, provides permanent housing for over 750 people per year.



Challenge

In 2007, Harbor Homes needed to update their strategic plan to help them chart their course for the next five years. Senior management and the board set out to explore:

- *Homeless community needs.* Do we clearly understand the needs of the homeless and how well are we addressing those needs?
- *Best direction for growth.* Should we add more permanent housing or job training and counseling for clients?
- *Improving financials.* Total revenue was growing but net asset value was not.
- *Improving operations.* Should we consider changes to the makeup and management of board and staff?

“ESC kept us on track in the strategic planning process and was the catalyst for change.”

*Peter Kelleher, LICSW
President and CEO,
Harbor Homes, Inc*

How ESC Helped

ESC formed a strategic planning team consisting of ESC consultants and Harbor Homes executive staff and board members. To gather input for the process, the team conducted an extensive survey with 17 community leaders on how Harbor Homes was addressing the needs of the homeless community.

The team met bi-weekly for 15 weeks after which ESC presented key strategic issues and recommendations to the board at a planning retreat in late 2007. As a result, the planning team set the following goals:



- *Increase funding from private donors* in an amount equal to 10% of the organizational budget.
- *Strengthen capabilities of staff* to meet the anticipated increase in demand for services.
- *Expand the board* to 25 members by 2012 and recruit members skilled in nonprofit governance and fundraising.
- *Create a transparent financial reporting system*, reduce the line of credit balance, develop operating reserves, and decrease G&A costs.
- *Use software technology more effectively* to promote accuracy, efficiency and productivity for budgets and financial reports.

Results

According to Peter Kelleher, president and CEO of Harbor Homes, “Due to ESC’s outstanding contribution, we’ve made great progress on each of the goals laid out in the strategic plan.” Specific outcomes include:

- A strengthened staff includes a new VP of finance, HR director, and healthcare clinic director as well as a 20% increase in employees.
- The Board has grown from 18 to 25 members, including members with nonprofit governance skills.
- New accounting software provides better visibility to both the board and the public.
- Other new technology includes electronic medical records, HR software and fundraising software.

Summary

The 2007 strategic plan has enabled Harbor Homes to better meet their mission to provide services for the homeless and mentally ill. In 2008, Harbor Homes and its partner agencies served over 100,000 meals, distributed 10,000 bags of food, provided over 11,000 nights of emergency shelter, provided permanent housing for 740 people (half of whom are mentally ill) and provided substance abuse services to over 650 people. In recognition of their operational effectiveness, they have received the Walter J. Dunfee Corporate Fund Award for Excellence in Nonprofit Management and were a finalist for the NH Business Review Business Excellence Award.

“ESC’s guidance propelled us to improve operations and expand programs for our clients.”

*Peter Kelleher, LICSW
President and CEO,
Harbor Homes, Inc*



About ESC

Executive Service Corps equips nonprofit organizations in Maine, New Hampshire and Vermont with the insight, knowledge and capacity they need to thrive financially and better serve their clients. ESC volunteers bring a wealth of experience from both business and nonprofit management to provide low-cost services such as strategic and business planning, board development, fundraising, marketing, financial management and human resources to small and medium-size organizations throughout northern New England.



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