

TUBMAN STRATEGIC PLAN

2020-2022 Report





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Welcome to Tubman's inaugural three-year strategic plan report!

In 2020 we created Tubman's three year strategic plan, our roadmap to show where we wanted to go in the future as a nonprofit organization. We defined our Strategic Directions, or the four main areas to focus our energy and goals. Each of these were also outlined by our Success Indicators, or the guidelines to where we aimed to be at the end of our three-year plan in 2022. We also created a concurrent three-year Racial Equity Plan outlining how we are striving toward an anti-racist culture. This report highlights the progress we made in each of our four Strategic Directions in 2020–2022.

We thank you for your support as we continue to focus on our mission of advancing opportunities for change so that every person can experience safety, hope, and healing.

TUBMAN STRATEGIC REPORT

2020-2022

Table of Contents

Our four strategic directions with three-year success indicators	4
Clients: provide streamlined access to exceptional, relevant services.	5
Community: engage the community to take action.	7
Cultures: invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.	10
Capacity: strengthen the agency's infrastructure in order to better serve.	12
2020 Goals	14
2021 Goals	17
2022 Goals	18
Racial Equity Plan	20

OUR FOUR STRATEGIC DIRECTIONS WITH THREE-YEAR SUCCESS INDICATORS

Tubman Strategic Directions

CLIENTS:

Provide streamlined access to exceptional, relevant services.

COMMUNITY:

Engage the community to take action.

CULTURE:

Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.

CAPACITY:

Strengthen the agency's infrastructure in order to better serve.



CLIENTS:

Provide streamlined access to exceptional, relevant services.

Services at Harriet Tubman Center West are relocated without compromising access, scope or quality.

55 shelter beds moved to Harriet Tubman Center East, **increased 1:1 case management support, and enhanced services to children and youth.**

All leases in the transitional housing apartments were honored with residents

successfully completing the program and securing long-term housing.

Tubman partnered to staff the joint hotel project **providing safe and secure stays for clients to quarantine** and heal during the pandemic period.



55

shelter beds moved to Harriet Tubman Center East



80+

housing landlords & property managers in our rental assistance network

A community-based Rapid ReHousing program is established.

By 2022, our network of housing landlords and property managers **with whom we partnered to provide rental assistance**, grew to over 80.

The number of people in our community housing programs increased nearly 600%. During this three year period **76 heads of household (adults and youth) and their 69 children moved into affordable housing** with in-home support services.



nearly 600%

growth in number of people in our community housing program

Client feedback improves quality and relevancy of services in three key ways.

Shelter advisory members, legal services client feedback, and over 50 youth from our youth advisory group participated in **program and operational design changes** resulting in:

- **special monthly meals** in shelter that are culturally relevant, nutritionally sound, and focused on healing;
- **residents of all ages can now lock their doors**, reestablishing a sense of control over their belongings when healing after trauma;
- **youth-specific financial coaching sessions** with entrepreneurial partners are now available;
- held a **BIPOC youth leadership community event** in partnership with a culturally specific youth-led arts group.

Online contact form **provides legal clients access outside of regular business hours.**

Clients helped determine the renovation design of Tubman Chrysalis Center through client surveys and feedback.

Advisory group members now **participate in hiring shelter staff.**

Client feedback was integrated into renovations at Tubman Chrysalis Center resulting in **warm, welcoming, and nature-influenced healing spaces** that more prominently feature Harriet Tubman.

Enhanced services for male-identified shelter residents.

Client requests for therapists who reflect their experiences and identities are better met with **additional practitioners who are BIPOC or LGBTQ+.**

We have begun **hiring more clinicians who are licensed in both mental and chemical health** to holistically respond to clients' trauma.



“Thanks for treating me like a person with respect and dignity and not judging me because of the situation I was dealing with.”

COMMUNITY: Engage the community to take action.

Clients have improved outcomes and a better experience interacting with systems (legal, housing, etc.) because of Tubman's advocacy.

Leveraged funding to provide digital access so **clients could participate in remote court hearings.**

Reduced barriers for clients in all service areas through:

- **250% more financial assistance for clients** through the Freedom Fund to provide immediate relief and stability in areas like minimizing debt obligations, increasing access to childcare, and improving housing opportunities.

- **Strengthened partnership with the mental health outreach team** embedded in the Maplewood Police Department to better respond to shelter residents experiencing mental health crises.
- **Increased advocacy on behalf of clients:** with property managers when there's a risk of eviction; with youth and their families in juvenile court or school settings to ensure their voices are heard; and with debtors and employers to reduce impact of life circumstances which can impede success.

Tubman is a trusted sounding board and advisor for policymakers.

Worked with our bipartisan authors in the MN Legislature on **capital investment funding for Harriet Tubman Center East.**

Testified with coalition partners to advocate for legislation supporting clients' needs.

Hosted a press conference with U.S. Senator Amy Klobuchar, in partnership with Violence Free Minnesota, about the importance of the Violence Against Women Act (VAWA).

Multiple round tables with various federal, state, and city leaders including: U.S. Congresswoman Betty McCollum, U.S. Senator Tina Smith, White House advisors, Minneapolis Mayor Jacob Frey.

Fielded calls from elected officials looking for **resources for their constituents.**

Participated in a community session to **help establish the Office of Missing and Murdered Black Women and Girls.**



Tubman staff served on **community-based advisory teams and task forces** for violence prevention, housing, and community safety, such as a statewide task force on shelter, Violence Prevention Action team, Ramsey County Public Health, and Hennepin and Suburban Metro Area Continuums of Care.

Tubman legal services staff collaborated with Department of Corrections on the Prison Rape Elimination Act (PREA) and provided **advocacy services for incarcerated individuals experiencing sexual violence.**

Provided support for Amicus Briefs in conjunction with Violence Free Minnesota, Minnesota Coalition Against Sexual Assault, and Standpoint to **address domestic violence, sexual violence, and immigration matters.**

Built partnership with Ramsey County to **create listening sessions with 300 youth we serve,** and co-facilitated the sessions in conjunction with another youth-serving agency to gather feedback for improvement on housing systems, policies, and services.



250%
more financial assistance for clients provide immediate relief and stability



\$2,981,900
of Covid- related funds used to sustain operations



300
youth participated in listening sessions to gather feedback for improvements

Baseline government funding is protected.

Through advocacy and collaboration, **Tubman participated in action days at the Capitol** with Violence Free Minnesota, Minnesota Coalition Against Sexual Assault, Youth Intervention Programs Association, and Minnesota Coalition for the Homeless advocating for sustained and increased funding.

Through **proactive conversations and partnership building,** Washington County Community Corrections funding increased an average of 3.8% year over year.

Retained Medicare/Medicaid funds and received **continuation of billing telehealth reimbursement rates** at the same rate as in-person clinical visits.

COVID related funds, both fully forgiven Paycheck Protection Program loans and government/philanthropic funds totaling \$2,981,900, were used to sustain operations through providing pandemic pay for staff, providing personal protective equipment for use during pandemic, offset revenue losses in clinical programming, improve technology platforms for clients and staff, and provide increased direct client support.

More community members are engaged in tangible support of Tubman’s work.

2,919 individual donors, 156 foundations and corporate partners, and 48 Giving Circle recurring donors currently support Tubman.

Interns and volunteers provided **over 77,000 hours of service.**

Increased social media presence, email newsletter subscribers, and website engagement:

- Increased **Facebook page visits by 49.9%**, increased **Instagram pages visits by 63%**.
- **Email newsletter subscriptions increased nearly 10%**, with an email open rate increasing 12% year over year.
- **Nearly 85% of website visitors were new**, with page views of our site growing 16%.

Tubman reached over 6,000 participants at community fairs and events.

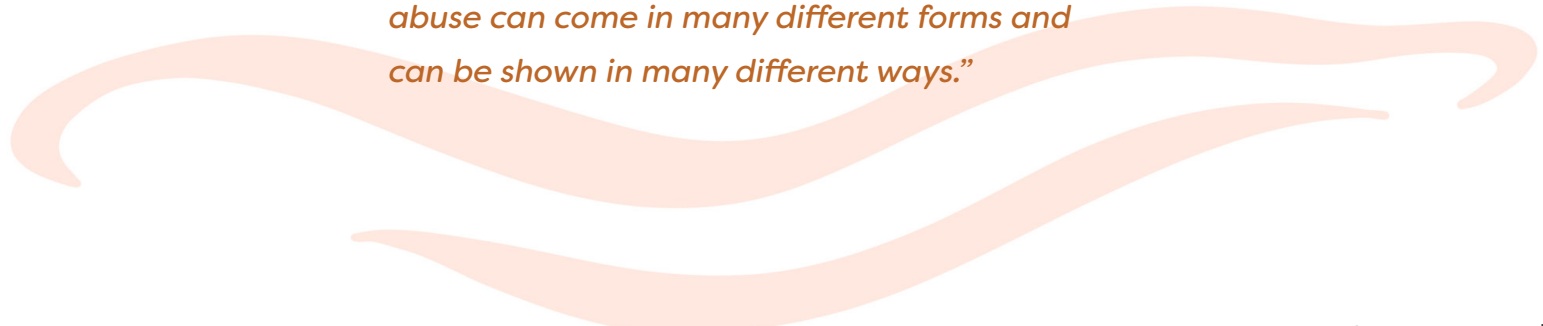
Created a BIPOC health fair that provided onsite services such as free 3D mammograms; culturally specific health education for prenatal and postpartum care; and support and resources for complex financial and health needs for seniors and people with disabilities. Partners included SAGE cancer screening

program, Senior Linkage Line, Disability Hub, Nubian Moms, and K’s Revolutionary Catering.

Incorporated feedback from partners to create and expand community education services such as:

- **Safety Project Advisory Committee** feedback resulted in additional training for Orders for Protection, mock trial trainings, creation of a law clinic for Orders for Protection and Harassment Restraining Orders to support cases we are unable to place, and mentorship for Tubman cases.
- **Deepened partnership with culturally rooted artists and financial institutions** Afrocontigo, Titambe, Z Puppets, It’s Their Dream, Prepare and Prosper FAIR Banking to expand reach and relevance.
- United Way 211 call center partnership **streamlined access to additional community-based services.**

“The most important thing I learned was that abuse can come in many different forms and can be shown in many different ways.”



Our Community:

2,919
individual donors

156
foundations and corporate partners

48
Giving Circle donors

77,000+
hours of service

CULTURE:

Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.

The Employee Engagement Survey shows improvement in all three indices.

During this strategic plan period, **all three indices improved.** The employee engagement index rose from 76% to 81%, the performance.

enablement index improved from 81% to 83%, and the work well index increased from 59% to 83%.

Our Board and Staff are more reflective of the people we serve in three key areas.

In 2022, **45% of staff identified as Black, Indigenous, People of Color.**

29% of staff responding to our 2022 experiences and identities survey consider themselves **part of the LGBTQ+ community.**

35% of respondents to our 2022 staff experiences and identities survey indicated they **live with a disability.**

100% of Board members have personal experiences related to our mission.

The number of **Board members who identify as BIPOC has increased to over 46%** and also includes people who are living with a disability and identify as LGBTQ+.

 **100%**
of Board members
have personal
experiences related
to our mission

 **45%**
of staff identified
as BIPOC



Employee retention has measurably improved.

Agency-wide turnover rates dropped from 51% in FY19, to an average of 35% in FY22.

To ensure continuity of services for our clients, Tubman has **initiated a more flexible staffing model**, such as contracting some employees and hiring some as part-time.

Professional development opportunities have measurably increased for staff in all positions.

Youth Services and Housing programs implemented a database to streamline access and connect training opportunities to the professional development goals of staff, resulting in over **40 staff members' participation in 150+ trainings** such as: housing and advocacy for survivors; HUD program operations and policies, youth-centered needs, trauma informed supervision, financial leadership, abolitionist practices, harm reduction, grant writing and reporting.

40 Hour Sexual Assault Advocacy Training has been attended by staff in multiple program areas.

Shelter services staff participated in various trainings such as: de-escalation, trauma informed care, gender integrated services and gender identity, male identified survivors.

Enhanced range of options for existing mental and chemical health staff through **scholarships for CEUs** by resuming a relationship with Sensorimotor Psychotherapy Institute.

Legal staff created trainings on Orders for Protection for internal and external staff, as well as mock trial training, culminating in over 150 attendees.

Increased opportunities for all staff to grow their leadership development skills through supervision of volunteers and interns.

Increased participation in collectives and work groups driving meaningful change and transformation in workplace.



150+ trainings available to staff

40 hour sexual assault advocacy training

150 attendees to legal training

CAPACITY: Strengthen the agency's infrastructure in order to better serve.

Tubman has increased the number of positions that are paid at or above market value, as informed by the agency's Compensation Study.

Implemented **agency-wide minimum wage of \$20/hour** effective at the beginning of FY23.

In May 2021, **86 of 107 staff received market rate adjustments**, with an average increase of 9%.

In October 2021, **64 of 106 staff received market rate adjustments**, with an average increase of 8%.

All staff received off-cycle **cost of living adjustments of 3%** effective in July 2023.

 **\$20/hr.**
agency-wide
minimum wage

Harriet Tubman Center East and Tubman Chrysalis Center meet our evolving needs and are prepared to meet future opportunities.

Approximately 10,000 calls were navigated each year in a newly established call center, allowing for callers to receive phone support in a quiet setting without background noise or distractions.

Incorporating feedback from staff, clients, and volunteers, **a full renovation of Tubman Chrysalis Center in Minneapolis was completed** and included:

- a total upgrade of finishes and furnishings in office and group spaces, addition of 3 restrooms, addition of 20 open work stations for staff migrating from Harriet Tubman Center West to Tubman Chrysalis Center, and significantly increased internal and external security cameras and other

technology to minimize barriers for staff serving clients.

Began refresh of Harriet Tubman Center East including painting of all group and office spaces, new flooring in offices and main stairway, relocation of welcome desk, new kitchenettes on every floor in residential wing, and additional fencing and new basketball court in playground.

Agency-wide **technology upgrades** including: A/V set-ups in community room and three group room spaces; increased agency-issued laptops from 24 in 2019 to 78; and significant upgrades in network security due to increased use of laptops.



Increased investments are made in debt reduction, Repair & Replacement Reserve, and Operating & Opportunity Reserve.

36% of net **sale proceeds from Harriet Tubman Center West** were used to reduce long-term debt by paying down mortgages, another 36% was designated for the renovations of Tubman Chrysalis Center and smaller scale improvements at Harriet Tubman Center East, and the remaining 28% allocated for repair and replacement reserves and a fund to implement staff compensation adjustments to assure internal equity and attract and retain top talent.

Fully forgiven PPP loan funds received in response to the COVID-19 pandemic were **used to preserve jobs and provide essential services.**

Additional COVID related funding from government sources and donors **provided additional direct assistance to clients** with elevated needs as well as operational necessities to support staff.

Thoughtful strategies are employed to support staff through navigating organizational change.

Adopted and trained staff on the **Courageous Conversations model.**

Created **new protocols for safety, updated technology and provided necessary equipment** to help staff work remotely when necessary in response to pandemic.

Invited **external speakers and guests to speak to staff** to deepen racial equity work and accelerate change, with topics like repairing racialized harm and land acknowledgment.

Created intentional strategy to **increase transparency** regarding pay ranges for different staff roles.

Activated wellness activities, work groups, affinity groups, and planned opportunities to **hold space and support employees during times of change, transition, and social unrest.**

Use of building sale proceeds:





2020 GOALS

Agency Goals

- ✓ Proceed with selling Harriet Tubman Center West, including relocating services to Harriet Tubman Center East and Tubman Chrysalis Center without compromising access, scope or quality.
- ✓ Develop a multi-year plan to implement staff compensation adjustments based on the agency's Compensation Study in order to recruit and retain top talent.
- ✓ Build Tubman's capacity to address the need for long-term, sustainable housing for the people we serve, including launching Tubman's Rapid Rehousing program for youth under age 25.

Program Objectives (Prior to doing Agency-Wide Goals)

Shelter Services

- ✓ Improve the quality, clarity and efficiency of the shelter program model, including increasing opportunities for client and advocate feedback, in order to prepare for a consolidated shelter of increased residential clients.

Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved

Legal Services

- ✓ Streamline access for legal services across the entire geographic area we serve through enhanced cross-training and newly implemented processes.
- ✓ Conduct a thorough analysis to determine the average cost-per-service for specific legal services.

Mental & Chemical Health Services

- ✓ Enhance revenues through streamlined processes, improved procedures, and technological efficiencies.
- ✗ Launch Trauma Intensive Outpatient Program through curriculum development, staffing, outreach, and community partnerships.

Youth & Family Services

- ✗ Develop paid employment for clients in partnership with agency workforce centers for opportunities in Harriet's Closet and Outreach Services.

Intern & Volunteer Services

- ✓ Build and strengthen relationships with universities, faith communities, and civic groups within the East Metro area to recruit volunteers and interns to support the needs of our Tubman East and Maplewood Mall based services.

Communications & Public Policy

- ✓ Keep the community informed regarding the sale of Tubman Center West and relocation of services so that people can continue to access the help they need in efficient and effective ways.

“Thanks to the connections I made during my stay with you, I am now employed, housed, and my son is doing much better.”

Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved

- ✓ Execute and analyze Tubman’s second biennial Employee Engagement Survey in order to increase staff input and voices in the agency’s decision-making and goal-setting.
- ✓ Focus Tubman’s public policy agenda on housing issues, funding for victim services, and strengthening collaborations with policymakers and community coalitions.

Administration, Facilities, & Information Technology

- ✓ Engage the community through group volunteering opportunities to support Tubman’s agency goals and continued services throughout the building sale and move.
- ✓ An employee retention plan focused on retaining employees for one year post-building sale and consolidation is developed and implemented.

Finance

- ✓ Improve the agency’s environmental impact by developing paperless accounting functions or alternative systems to reduce paper usage.
- ✓ Develop a plan for allocating building sale proceeds that balances a reduction of agency debt with investment in staff compensation and building the agency’s repair/ replacement reserves.

Resource Development

- ✓ Enhance donor prospecting capability and donor communications through an upgraded Raiser’s Edge database and processes.
- ✓ Research and identify funding opportunities to support the expansion of Tubman’s housing and violence prevention services.



Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved

2021 GOALS

CLIENTS: Provide streamlined access to exceptional, relevant services.

- ✓ Streamline clients' access to financial assistance and items to help meet their basic needs, such as food, clothing, rent, childcare, transportation, and more.
- ✓ Enhance virtual service options for clients using technology.
- ✓ Improve spaces at Harriet Tubman Center East, including the shelter, to better serve clients.
- ✓ Sustain advisory groups to increase client voice and influence in program design and evaluation.

COMMUNITY: Engage the community to take action.

- ✓ Advocate to protect, sustain, and grow public sector investment in our work.
- ✓ Increase opportunities for community involvement and education to sustain positive changes on the issues on which we serve.
- ✓ Strengthen our support for and partnership with culturally-specific organizations, specifically other organizations also serving Black, Indigenous and people of color, and LGBTQ+ communities.

CULTURE: Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity

- ✓ Establish a staff-led Diversity, Equity, and Inclusion Committee – the Racial Justice Collective – to guide the development of an agency-wide Racial Equity Plan.
- ✓ Continue prioritizing flexibility and support for employees so they can do their best work.
- ✓ Experiment with pilot programs to compensate interns and clients for their expertise and time in order to remove barriers to their service with Tubman and to further the agency's diversity and equity commitment.

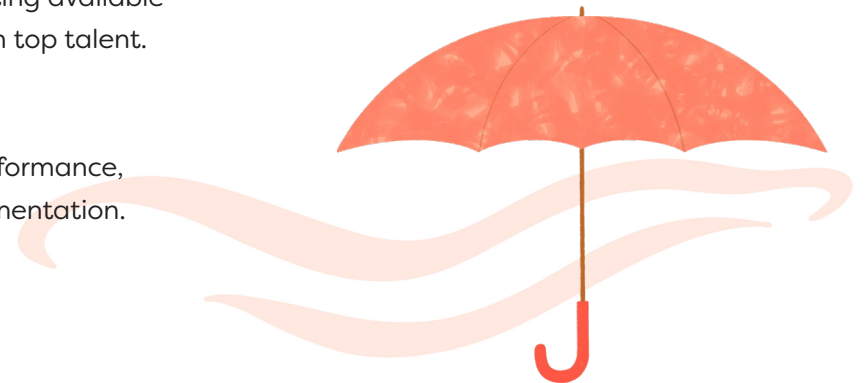
“Explaining the court process and helping me stay updated on all the proceedings in a timely and very compassionate manner during a very stressful process is something I can never thank my court advocate for. Very helpful!”

Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved

CAPACITY: Strengthen the agency's infrastructure in order to better serve.

- ✓ Prioritize staff compensation adjustments using market research and budgeting available funds over several years in order to ensure equability and to recruit and retain top talent.
- ✓ Explore partnerships to deepen support for ancillary supportive services.
- ✓ Implement new internal systems to improve organizational capacity and performance, including in areas of human resources, data collection, and paper-free documentation.



2022 GOALS

CLIENTS: Provide streamlined access to exceptional, relevant services.

- ✓ Improve services for male-identified clients in Tubman's Shelter program by creating and implementing strategies rooted in client feedback, ideas, and leadership.
- ✓ Sustain a mix of in-person, virtual, and hybrid options for client services.
- ✓ Deepen the agency-wide implementation of client feedback for service enhancement received through a variety of methods, including formal surveys, advisory groups, and informal feedback.
- ✓ Conduct a strengths, weaknesses, opportunities, and threats analysis of work with property managers in order to enhance services for clients in scattered site housing.

COMMUNITY: Engage the community to take action.

- ✓ Build new and strengthen existing community relationships in the East Metro area, focusing on volunteer recruitment and partnerships with diverse communities, and especially communities of color.
- ✓ Engage and educate the community through increased opportunities for clients to share their lived experiences and expertise.

Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved

- ✓ Evaluate new and developing partnerships, including Tubman’s new banking program partnership, housing program collaborations, and Greater Twin Cities United Way’s 211 Call Center.

CULTURE: Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity

- ✓ Complete analysis of employee hiring, retention, and promotion data to establish baselines and identify key areas for developing recruitment and retention plans.
- ✓ Establish employee on-boarding work group to develop and implement a formal process that better supports new employees in acquiring the necessary knowledge, skills, and organizational understandings and relationships needed to become engaged long-term staff.

CAPACITY: Strengthen the agency’s infrastructure in order to better serve.

- ✓ Establish annual process to review salary market rates and, if necessary, make compensation adjustments for positions identified as volatile in the current post-pandemic job market.
- ✓ Complete refresh of Harriet Tubman Center East, including improved space usage, painting, and furnishings, and develop master capital improvement plan.
- ✓ Seek new funding opportunities for annual operating budget and increase grant writing capacity to sustain proposal and reporting volume.
- ✓ Launch new Capacity Campaign to build long-term sustainability and increase community commitment to our agency vision.

“For me, this program helped me relieve some stress of not knowing where I was going or what I was going to do next. It gave me a sense of clarity.”

Key

✓ Goal Achieved

→ Progress towards Goal

✗ Goal Not Achieved



RACIAL EQUITY PLAN



Why do we have a Racial Equity Plan?

As an organization serving in the name of Harriet Tubman, Tubman has long recognized that our work to end violence must also include a focus on equity, intersectionality, and ending the systemic racism that harms and devalues Black, Indigenous, and People of Color (BIPOC). This work also requires that we look internally, at Tubman as a nonprofit organization and employer. We commit to being a place that is equitable and welcoming for all by uprooting the white supremacy inherent in many traditional workplace policies and the white saviorism that is prevalent in the nonprofit sector in which we operate. To that end, we have developed a Racial Equity Plan to publicly commit to how we will strive towards an anti-racist culture.

Why have the two plans?

This three-year equity plan was designed to run alongside Tubman's Strategic Plan, from 2020 through 2022. Neither plan can be wholly separate from the other. The goals of our Strategic Plan must be advanced through a racial equity lens, with a focus on diversity, inclusion, and access across all identities. And the Racial Equity Plan must be an ingrained part of all our work and organizational culture, with all staff committed to being part of this work.

2020 Racial Equity Plan Goals

- ✓ Establish staff-led Racial Justice Collective.

2021 Racial Equity Plan Goals

- ✓ Establish BIPOC Collective.
- ✓ Revamp Board recruitment and selection process.
- ✓ Recommit to the hiring process (designed in 2017 with a focus on equity and screening in candidates) and provide training on implicit bias in resume reviewing and interviewing.
- ✓ Implement compensation study market rate adjustments.
- ✓ Develop process to repair past racial harm and recommit to using the Courageous Conversations protocol.
- ✓ Expand performance review process to assess each team member's participation in courageous conversations and/or their work toward building an anti-racist culture at Tubman.

2022 Racial Equity Plan Goals

- ✓ Analyze hiring, retention, and promotion data by job type and department.
- Begin developing processes that link professional development opportunities with pathways to leadership.
- ✓ Explore offering stipends for internships.
- ✓ Conduct website audit and create new agency video.
- Strengthen staff onboarding process to help build cross-agency relationships and understanding.
- ✓ Establish shared operating principles and baseline awareness about Tubman's current culture and how we want to be, including shared language and definitions for DEI terms.
- ✓ Develop mechanism for trained peer facilitators to help address future interpersonal racial harms as an alternative to Human Resources when appropriate.



Key

- ✓ Goal Achieved
- Progress towards Goal
- ✗ Goal Not Achieved