

Tubman's Strategic & Racial Equity Plans for 2020-22



Tubman's Vision

Thriving people, healthy relationships, and peaceful communities.

Tubman's Mission

To advance opportunities for change so that every person can experience safety, hope, and healing.

Our Values

- **INTEGRITY:** We model authenticity, and hold ourselves accountable to be good stewards of the agency's reputation, relationships, resources, and future.
- **RESPECT:** We affirm the strengths and innate worth of all people.
- **INNOVATION:** We commit to excellence and creativity, evolving through reflective learning and improved practice.
- **PARTNERSHIP:** We collaborate to build collective expertise, and welcome diverse perspectives.
- **SOCIAL JUSTICE:** We challenge our own biases, and work with courage and tenacity to build inclusive and equitable communities.

What is Tubman's Strategic Plan?

Tubman's Strategic Plan is our roadmap, showing where we want to go in the future as a nonprofit organization. It defines our four Strategic Directions, or the four main areas in which we will focus our energy and goals, and also outlines Success Indicators in each of those four Strategic Directions, or where we aim to be at the end of the three-year plan.

Annual goals are set in order to drive the agency towards meeting those Success Indicators. We also have a concurrent three-year Racial Equity Plan outlining how we are striving towards an anti-racist culture.

Tubman's Board of Directors will reconvene a Strategic Planning Task Force in fall 2021 to begin work on the next strategic plan, for 2023-2025.

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 plan is 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 our work and our organizational culture, with all staff committing to being a part of this work. We have chosen to present the two plans side-by-side in an effort to communicate clearly and be transparent about what we are trying to achieve.

Tubman's Racial Equity Plan

Since our inception more than 45 years ago, we have served marginalized communities, and we strive to center their lived experiences and voices throughout our agency – including formal program evaluation, informal feedback, and amplifying the work of culturally specific organizations and community partners led by BIPOC. Our agency vision calls for “Thriving people, healthy relationships, and peaceful communities.” For this vision to become a reality, we work for systemic change to end the disproportionate violence and trauma experienced by BIPOC communities — and to create an anti-racist and equitable culture at Tubman. We remain committed to this work as fundamental to our mission of safety, hope, and healing for everyone.

2020 Goals

- ☑ Establish staff-led Racial Justice Collective.

2021 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 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.

Tubman's Strategic Plan

Tubman's Strategic Plan defines the Success Indicators in our four Strategic Directions, or where we plan to be at the end of the three-year plan. Annual goals are set each year in order to drive the agency towards meeting those Success Indicators, and are reported publicly each spring in our Annual Report.

Our Four Strategic Directions with Three-Year Success Indicators

How we will know we have succeeded at the end of this three-year Strategic Plan

CLIENTS: Provide streamlined access to exceptional, relevant services.

- Services at Harriet Tubman Center West are relocated without compromising access, scope or quality.
- A community-based Rapid ReHousing program is established.
- Client feedback improves quality and relevancy of services in three key ways.

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.
- Tubman is a trusted sounding board and advisor for policymakers.
- Baseline government funding is protected.
- More community members are engaged in tangible support of Tubman's work.

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

- The Employee Engagement Survey shows improvement in 2 of 3 indices.
- Our Board and Staff are more reflective of the people we serve in 3 key areas.
- Employee retention has measurably improved.
- Professional development opportunities have measurably increased for staff in all positions.

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.
- Harriet Tubman Center East and Tubman Chrysalis Center meet our evolving needs and are prepared to meet future opportunities.
- Increased investments are made in debt reduction, Repair & Replacement Reserve, and Operating & Opportunity Reserve.
- Thoughtful strategies are employed to support staff through navigating organizational change.

2020 Annual Goals

Agency Goals and Program Objectives for 2020 were organized by program area, and highlight goals or projects that supported the four Strategic Directions. We've indicated whether we: met this goal, have made progress, or did not accomplish this goal due to shifting priorities in response to the unforeseen events of 2020.

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

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.

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.
- 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.

2021 Annual Goals

This year's goals are organized by Tubman's four Strategic Directions, and each department will have a specific workplan designed to guide its progress on goals applicable to its services. All goals are set in order to drive the agency towards meeting the Success Indicators determined for the strategic planning periods of 2020-2022.

CLIENTS: Provide streamlined access to exceptional, relevant services.

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

COMMUNITY: Engage the community to take action.

1. Advocate to protect, sustain, and grow public sector investment in our work.
2. Increase opportunities for community involvement and education to sustain positive changes on the issues on which we serve.
3. 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.

1. Establish a staff-led Diversity, Equity, and Inclusion Committee – the Racial Justice Collective – to guide the development of an agency-wide Racial Equity Plan.
2. Continue prioritizing flexibility and support for employees so they can do their best work.
3. 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.

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

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

2022 Annual Goals

This year's goals are organized by Tubman's four Strategic Directions, and each department will have a specific workplan designed to guide its progress on goals applicable to its services. All goals are set in order to drive the agency towards meeting the Success Indicators determined for the strategic planning periods of 2020-2022.

CLIENTS: Provide streamlined access to exceptional, relevant services.

1. Improve services for male-identified clients in Tubman's Shelter program by creating and implementing strategies rooted in client feedback, ideas, and leadership.
2. Sustain a mix of in-person, virtual, and hybrid options for client services.
3. 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.
4. 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.

1. 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.
2. Engage and educate the community through increased opportunities for clients to share their lived experiences and expertise.
3. 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.

1. 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.
2. Complete refresh of Harriet Tubman Center East, including improved space usage, painting, and furnishings, and develop master capital improvement plan.
3. Seek new funding opportunities for annual operating budget and increase grant writing capacity to sustain proposal and reporting volume.
4. Launch new Capacity Campaign to build long-term sustainability and increase community commitment to our agency vision.

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

1. Complete analysis of employee hiring, retention, and promotion data to establish baselines and identify key areas for developing recruitment and retention plans.
2. 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.