



## About Tubman

Each year Tubman helps over 25,000 people of all ages, genders, and cultural backgrounds who have experienced relationship violence, sexual assault and exploitation, homelessness, addiction, or other forms of trauma.

Our services include safety planning; a 24/7 crisis and resource help line; shelter; transitional housing; legal services including Orders for Protection and attorney representation; mental and chemical health assessment, treatment, and support; parenting education and child care; youth outreach, mobile case management, and in-school violence prevention education; job readiness and financial education; community education; and professional training for service providers.

## Vision

Thriving people, healthy relationships, and peaceful communities.

## Mission

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

## 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.

## Agency Strategic Directions

- Provide streamlined access to exceptional, relevant services.
- Engage the community to take action.
- Strengthen the agency's infrastructure in order to better serve.
- Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.

612.825.0000  
Get Help

tubman.org

612.825.3333  
Give Help

## Success Indicators

### Strategic Direction 1: 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.

### Strategic Direction 2: 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.

### Strategic Direction 3: 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 2019 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.

### Strategic Direction 4: 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.