



To: Tubman Key Investors

From: Jennifer J. Polzin, Chief Executive Officer

CC: Board Members

Date: November 2018

Re: Update—Fiscal Year 2018

Financial Position

Our fiscal year ended on September 30, and the audit is expected to show a balanced financial position. FY18 unaudited closed as projected: without surplus, but having preserved a similar level of client services in almost all programs. We also made progress toward increased investment in the staff who provide the breadth, depth, and quality of service for which we are known.

The FY19 budget, wish list, and capital improvements budgets were approved in September, with the annual operating budget revenues and expenses balanced at \$9.85 million, similar to the previous year.

While conservative overall, there are slight gains projected in fundraising revenues from certain sectors based on recent history as well as some anticipated losses. In the coming year, you can expect to see more emphasis on a full range of ways to make gifts of all sizes: a planned giving program, making gifts through appreciated stock or a Qualified Charitable Distribution from an IRA, maximizing opportunities for employer-matching gifts, monthly giving options, online crowd-funding campaigns such as the Allstate Foundation's Purple Purse Challenge held in October, and community-organized events in partnership with local businesses to raise both awareness and funds.

We will continue to aggressively manage expenses while making modest investments using our strategic objectives as guiding principles.

Strategic Outcomes

Building Updates. Last January, I announced our intention to sell Harriet Tubman Center West in order to strengthen the agency's long-term financial stability by investing further in client services and the people who provide them, reducing building-related debt, and growing our repair and replacement reserves. We remain within our anticipated timelines, and continue to work through the complexities of the original property title obligations. Meanwhile, we are making progress on space and service planning to move all services provided at Tubman West to our other two locations without compromising effectiveness.

Other building related updates include our long-term tenant at Tubman's Chrysalis Center (SPARK-Y) moving into their own permanent space. That frees up space for the Tubman services that will be moving into that location, such as Harriet's Closet and community-based services for Minneapolis youth, as well as space for larger meetings. In the months ahead, we'll also be refreshing the group room spaces where our therapy and support groups are held in order to ensure they remain welcoming, trauma-informed, and otherwise responsive to the needs of the people we serve. At Harriet Tubman Center East, the shelter elevator upgrade will be completed, thanks to generous support from the Pohlada Family Foundation and Minnesota Office of Justice Programs. Plans for the coming year also include conducting additional safety and security audits of each of our buildings, then updating training, protocols, and equipment as recommended.



Diversity, Equity, and Inclusion. We continue our work to reflect the broader community in the organization and to assure that we live our values in all aspects of our work including services, staffing, policies, decision-making and governance, partnerships, and vendors.

This spring we conducted the Charities Review Council's Diversity, Equity, and Inclusion (DEI) Toolkit Assessment with staff and board. We've made notable progress in diversifying the composition of the Board of Directors across multiple dimensions of lived experience, including representation by survivors of domestic violence, people who are low income and/or have been homeless, people with a seen or unseen disability, people who identify as part of the LGBTQ+ community, and people of a wider range of ages and cultural backgrounds. Just one example: 34% of current Board members identify as people of color or indigenous, compared to 14% in FY17.

A significant objective for FY19 related to inclusion is to further increase the voice and influence of the people we serve in shaping Tubman's services. The methods to accomplish this will vary from program to program. We will again engage program participants in our upcoming agency strategic planning process.

Our Workforce. Like most workplaces in Minnesota, employee retention and recruitment is an increasing challenge. We conducted our first bi-annual Employee Engagement Survey last December, the results of which affirmed the need to increase total compensation for staff as well as offer expanded opportunities for professional development.

These vital themes remained priorities in developing the FY19 budget. In addition to preserving performance-based merit increases averaging 3% across the agency, we provided an additional market rate adjustment of 3.6% for two groups: legal advocates and shelter advocates (full- and part-time, as well as on-call). The reason for focusing on these two groups is twofold: we could impact the greatest number of staff members, and these two groups have also been facing the highest turnover rates due to competition in the marketplace. Tubman continues to offer a quality benefits package, and the agency covered almost all of the increased cost of health insurance.

We also determined the process and partner to conduct a comprehensive compensation study to be launched this winter. The study will include developing a compensation philosophy and defined position levels as well as benchmark salaries for every staff position. We will then create strategies and timelines to implement the necessary salary adjustments over time as budgets allow.

However, these investments require very difficult strategic choices. In order to fund these longer-term efforts to make a meaningful impact on staff retention, it became clear that a reduction in force was necessary, so the FY19 budget includes 10.3 fewer FTEs than last year.

Several criteria were used to determine which positions and teams would be affected. We looked at funding sources—especially those that are restricted to certain services or positions and workload—and tried to minimize the impact on the people we serve. I am pleased to report that each of staff members whose positions were being eliminated were offered another (funded) position that was vacant. We were also able to preserve benefit eligibility for people directly impacted by these changes, with the exception of one person in a specialized, single position whose hours were reduced.

Service Accomplishments. With the community's help, we established the Freedom Fund to help more people in crisis meet their basic needs. This emergency financial assistance is to help with things like transportation to a job interview or to court, more time with interpreters, changing the locks on a door that an abusive partner kicked in, documents children need to enroll in school, application fees when looking for a new place to live, a few groceries to make it to payday, or storage fees to preserve household items to prevent having to start all over. This lifeline helps meet these types of needs so that the people we serve can focus on their healing, on their children, on their jobs, or on finding their next place to live. Our three+ year project funded with a federal grant from the Office on Violence Against Women for our community youth services has ended. Transition planning is underway with those youth and young adults to ensure continuity of care, either through other Tubman programs or other community agencies. We will apply in the next round of funding for a related project.

I look forward to sharing more information about client and program outcomes in our annual report to be released in early 2019.

Looking Ahead

This winter we will convene a Strategic Planning Task Force to develop our 2020-2023 Strategic Plan. Rather than a deep dive into Vision, Mission, and Values with extensive stakeholder interviews like we did in 2016, our goal is to revisit and refresh the 2017-2019 Plan to ensure we're still directionally on track and proactively responsive to trends. We'll view this work through the lenses of fiscal and facilities resources, our DEI work, employee engagement efforts, and the service landscape in general.

Our Gratitude and an Open Invitation

It is an honor to lead this organization, and to work alongside our passionate and committed staff and volunteers. I get the privilege of being inspired by the people we serve and our mission each and every day, and then sharing that with you.

I extend you a standing invitation to contact me anytime for a conversation (jpolzin@tubman.org or 612.767.6697). I'd love to listen and learn what inspires you to support Tubman, what we're doing well, and where we can improve. I'm delighted to answer any of your questions, share the Executive Summary of our FY19 Strategic and Program Plans, give you a tour, or talk about how you can get further involved.

Together, we can provide safety in response to fear, hope in the face of hopelessness, and healing in the aftermath of trauma. On behalf of the Tubman board, staff, and each of the 31,000+ people we served this past year, *thank you* for your interest, involvement, and investment in this work. It matters.

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.

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tubman.org

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Give Help