

2021 Agency 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.

At Tubman, we know progress must be equitable, or it isn't progress. To that end, we are committed to evaluating, revising, and upholding all policies and practices through a racial equity lens, with guidance from our staff-led Racial Justice Collective and external consultants.

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 DEI 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.

2020-2022 Strategic Plan

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.

Success Indicators

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 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.