



Tubman Strategic Plan

2023-2025 Report



Who We Are



The Community We Serve

For 50 years, Tubman has been serving people of all ages, gender identities, and cultural backgrounds who have experienced various forms of trauma including relationship violence, trafficking, mental health issues, addiction, and homelessness.

Our holistic and trauma-informed services are designed to provide a full continuum from violence prevention and crisis intervention to long-term stability and leadership development.

We serve the Greater Twin Cities metro area, particularly Hennepin, Ramsey, and Washington Counties, with some clients coming from surrounding counties and greater Minnesota on their journeys to freedom.

Mission

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

Vision

Thriving people, healthy relationships, and peaceful communities.



Tubman's three locations from L to R: Harriet Tubman Center East, Tubman Chrysalis Center, NorthStar Youth Outreach Center

Values

Social Justice

We challenge our own biases, and work with courage and tenacity to build inclusive and equitable communities.

Partnership

We collaborate to build collective leadership that includes lived experience and diverse perspectives.

Creativity

We commit to leading with curiosity and inventive practices.

Respect

We affirm the strengths and innate worth of all people.

Integrity

We model authenticity, and hold ourselves accountable to be good stewards of the agency's reputation, relationships, resources, and future.

Tubman Strategic Plan

Welcome to Tubman's three year strategic plan report for 2023-2025!

Every three years we create a new three year strategic plan, guided by our four strategic directions, of where we want to be in three years as a nonprofit organization. Our strategic directions are the four main areas we focus our energy, and within each of these directions our success indicators set our goals of where we want to be by the end of the three year period.

The following pages outline our four Strategic Directions (Clients, Community, Culture, Capacity), their Success Indicators, and the progress we made in each area in 2023-2025.

What's Inside:



Clients

Provide streamlined access to exceptional, relevant services.

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Community

Engage the community to take action.

Pages 6-7



Culture

Invigorate organizational culture to lead with equity, wellbeing, and engagement.

Pages 8-9



Capacity

Strengthen the agency's infrastructure to better serve clients and the community.

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Clients: Provide streamlined access to exceptional, relevant services.

By the end of 2025:

Tubman offers **multiple models of service delivery**, including virtual and hybrid options, based on innovation, experimentation, and client feedback.

Access to services has improved and barriers have been reduced for clients in at least three key areas, solidifying Tubman as a unique and critical community resource.

Clients' needs have been prioritized and agency resources realigned to further close gaps in available services, focusing on those that Tubman is uniquely positioned to provide.

IMPACT HIGHLIGHTS

Multiple models of service delivery:

- Expanded access to support through virtual legal, clinical, support group, and case management services offerings.
- Provided in-person appointments at offices and courts, and in homes.
- Expanded hours of drop-in support at NorthStar Youth Outreach Center (NSYOC) in Maplewood Mall from 12 hours per week to 38.
- Piloted a Black, Indigenous, and People of Color (BIPOC) Relapse Prevention Group.
- Integrated programming that included skill building, somatic interventions, music, and movement based on client feedback, community trends, and staff-identified needs.
- Gathered client, community partner, and staff feedback to shape future youth services such as peer financial coaching and career exploration, and integrate the co-creation of art into Tubman's youth spaces.
- Review of family law program processes and identification and implementation of volunteer attorney recruitment and engagement.

Access to Services:

- Creation of Tubman's Central Access Team (CAT) streamlined how new and current clients connect to services they needed across the agency, with expansion in number of team members and operating hours.
- Joined the Minnesota Pet Coalition which provides temporary foster care for clients' pets while they're guests in our shelter.
- Prepared for the opening of Harriet's Haven for Pets including renovation of physical spaces, development of operational policies, and hiring a program manager.
- Provided Harassment Restraining Order (HRO) training to legal staff to further educate both drafting of HROs and court processes.
- In 2025, all Tubman staff were trained on safety planning and the number of staff certified as Safe At Home Application Assistants nearly doubled to 20, significantly increasing access to safety planning and keeping victim addresses confidential.
- Sustained housing stability for single adults, youth, and families across the metro area through collaboration with over 80 property managers.



Clients: Provide streamlined access to exceptional, relevant services.

IMPACT HIGHLIGHTS

Clients' needs prioritized:

- Utilized feedback from clinical services clients to create programming that includes skill building, music and movement, somatic interventions, creation of new programs for people with chronic health issues, and a femme/female identified BIPOC group to address historical and current trauma.
- Incorporated a new shelter aftercare case manager to sustain housing stability for program participants moving out of the emergency shelter.
- Provided psychoeducational group services to Minnesota Correctional Facilities for inmates preparing for discharge.
- Prioritized client needs including programmatic changes and reductions, such as discontinuing the Co-Occurring Disorders treatment program for substance abuse due to low participation, and discontinued a pilot program with Hennepin County focused on economic advancement due to misalignment of grant objectives with the needs of the people we serve.
- Revamped client database to help streamline data entry, providing more consistent reporting of client services across legal advocacy programs.
- Implemented improved clinical services client satisfaction survey, receiving 77 client responses:
 - 100% reported their provider is helping them and their mental health is improving “somewhat” or “very much”.
 - 100% agreed they felt better mentally/emotionally since starting services at Tubman.
 - 92% reported improved relationship and interpersonal skills.
 - 90% of clients reported feeling confident in their ability to keep themselves safe.
 - 90% reported they are able to use information, tools, and skills to reduce harm in current and future relationships.
- Recruited additional shelter client advisory board members to incorporate client voices in systems change and community awareness building.
- Incorporated clinical services onsite in shelter services to provide additional support for our participants.
- Hired more dual-licensed clinicians to support chemical health needs of clients through addiction-informed practices.



Community: Engage the community to take action.

By the end of 2025:

Local, state, and federal government resources and partnerships have increased to support Tubman services and long-term agency sustainability.

Tubman has provided increased **opportunities for survivors to advocate and take action** based on their own experiences and expertise.

We have **equipped the community** with additional education and tools to support their ability **to help the people around them**.

IMPACT HIGHLIGHTS

Local/State/Federal Government Resources and Partnerships:

- Received Minnesota Homeless Youth Act funds for the first time in Tubman's history to support our youth transitional housing and NorthStar Youth Outreach Center (NSYOC).
- New grants from Ramsey County and Minnesota Office of Justice Programs to expand operating hours for NSYOC.
- Renewal of grants from Office of Violence Against Women (OVW) supporting legal and transitional housing services.
- Awarded new grant from OVW supporting financial assistance for victims.
- Secured four city government contracts for legal advocacy services in Ramsey County.
- Expanded youth services partnership with Ramsey County Juvenile Detention for violence prevention, community support, and outreach.
- Cultivated relationships with county commissioners in 12 cities to collaborate on ways to more effectively serve our clients.

Opportunities for Survivors to Advocate and Take Action:

- Former legal client selected as a client representative to the Legal Services Advisory Committee (LSAC) of the Minnesota Judicial Branch.
- Youth clients participated in a youth-led listening session by Ramsey County's youth advisory board about the needs of homeless youth.
- Incorporated client feedback in all of our programs through advisory boards, talkback sessions, focus groups, and surveys.
- A housing services client has participated in the local movement and organization for Missing and Murdered Indigenous Women.
- Based on feedback from youth clients, Native artists taught jewelry making within our programs, connecting clients to cultural identities, and creating more connection and community.



Community: Engage the community to take action.

IMPACT HIGHLIGHTS

Equip the Community to Support the People Around Them:

- Provided classroom-based education on healthy relationships to over 10,000 middle and high schoolers.
- Tubman led a think tank committee fo legal system partners including law enforcement, prosecution, court administration, and advocacy to identify and address issues in legal systems that create barriers for victims of domestic abuse, share information, and collaborate on solution development.
- More than 9,800 community members were educated about Tubman and our services through training, community events, and presentations.
- Increased the number of trainings with law enforcement agencies, training over 400 law enforcement professionals.
- In three years, nearly 1,500 individuals and groups of interns and volunteers provided almost 77,000 hours of support, valued at over \$3M
- Incorporated donor thank you posts into social media content strategy to elevate Tubman’s profile in the community and inform our supporters and broader community about our supportive partnerships with community organizations, foundations, and companies.



Culture: Invigorate organizational culture to lead with equity, wellbeing, and engagement.

By the end of 2025:

Tubman's Racial Equity Plan has advanced the **agency's progress toward diversity, equity, and inclusion**, centering lived experiences while co-creating solutions with people directly impacted.

Staff have **improved two-way communication, agency-wide cohesion**, and deepened their **understanding** of Tubman's culture, values, and history, as evidenced by the employee engagement survey and other methods.

Employees across the agency, especially people with marginalized identities, **have an improved experience at Tubman**, in at least three measurable ways.

IMPACT HIGHLIGHTS

Racial Equity and Diversity, Equity, and Inclusion:

- Tubman's racial equity plan, centered on staff and client voice, has been informed by Tubman's staff-led Racial Justice Collective and Black, Indigenous, and People of Color (BIPOC) Collective and worked to change policy and foster internal accountability for equity outcomes.
- Creation of an LGBTQ+ staff affinity group.
- Signed on to state and national advocacy efforts that challenge DEI restrictions on who we serve.
- Implemented enhanced Immigration and Customs Enforcement protocols to protect the safety of clients on our properties.
- Clinical team created a BIPOC Relapse Prevention Group. Implemented a pilot program for stipends for interns to help offset some living expenses.
- To increase inclusion, belonging, and allyship, Tubman staff participated in various workshops such as micro aggressions and LGBTQIA experiences.

Improved Two-Way Communication, Agency Cohesion, and Understanding:

- Implementation of a joint leadership model to engage managers and directors, cultivating collaboration and increasing transparency in decision making.
- Implemented and incorporated more widespread agency feedback on policies, values, and practices via in meeting discussions and all staff surveys.
- Intentional integration of team updates, mission moments, and strategy updates across programs and departments at all staff meetings.



Culture: Invigorate organizational culture to lead with equity, wellbeing, and engagement.

IMPACT HIGHLIGHTS

Improved Experience by Tubman Staff:

- Tubman's biennial employee engagement survey was administered twice and although there was a slight decline in the three indices (employee enablement, performance enablement, work well), all three remained at or above 83%, which is above average for the sector.
- Survey results for BIPOC staff decreased slightly from 2023 to 2025, however this grouping scored higher in all three indices than the overall agency scores.
- Staff identifying as LGBTQ+ also saw a slight decrease between 2023 and 2025, with their indices falling slightly below the agency average in the three indices.
- Legal staff participated in various professional training and development including the MN LSAC statewide conference, Office of Violence Against Women orientation sessions, and the Equal Justice Conference.
- Clinical staff supported through reduction in staff and increase in demands for services through management of caseload sizes and restructuring of daily schedules to mitigate burnout and staff overwhelm.
- Housing and youth development staff participated in statewide collective care consultation.



Capacity: Strengthen the agency's infrastructure to better serve clients and the community.

By the end of 2025:

Tubman has **secured significant additional community investment** to enhance the sustainability of our existing programs, people, and places.

We have further **invested in staff pay and comprehensive benefits** packages to ensure equitable compensation, and to attract and retain qualified staff.

Capital improvements have been made **at Harriet Tubman Center East** to become a more accessible community resource, while maintaining safety and confidentiality for our clients.

Sufficient **investment has been made in operational and technology supports** to improve service delivery, enhance operational efficiencies, and promote innovation.

IMPACT HIGHLIGHTS

Secured Additional Community Investment:

- Increase in the number of volunteer attorneys representing Tubman clients in Order for Protection cases.
- Developed of new intern roles and increased number of interns in legal services to better meet clients' legal needs.
- The Great Dreams Campaign raised \$9.3 million and welcomed 1,200 new donors.
- Received project grant from the state Board of Civil Legal Aid (BOCLA) to develop a Practicing Paralegal Program to increase access to justice for clients seeking attorney services in protective orders and family law matters.
- Development submitted 16 proposals to new funders and nine lapsed funders, culminating in four funders providing grants to Tubman. Additionally preliminary research was completed on over 100 potential funders for future submissions.
- Proposed and received funding from five different cities and funding from Ramsey County to support legal services in their jurisdictions.

Investment in Staff Compensation:

- Total rewards enhancements implemented which included increasing the target hiring wage rate, and providing 4-5% annual wage increases to all staff to help offset cost of living increases.



Capacity: Strengthen the agency's infrastructure to better serve clients and the community.

Capital Improvements to Harriet Tubman Center East:

- Refresh of spaces including carpeting, window coverings, paint, upgraded kitchenettes in residential spaces, new client group rooms and staff break room.
- Renovations from Great Dreams Campaign completed including: electrical upgrades, new fire sprinkling, a new public elevator to increase accessibility in the public community spaces, accessible restrooms outside of our community room and gathering space, upgraded lighting in the reception area, and renovation of the space that is now Harriet's Haven for Pets.

Investment in Operational and Technology Support:

- Improved screening and intake forms across Tubman programs.
- Transitioned to new human resource and finance software platforms.
- Prepared for new phone system upgrades.
- Refresh of Tubman's website to increase accessibility, user experience, improved navigation and access to get help, give help, and learn more about Tubman's services.

2026 – 2028 Strategic Plan

STRATEGIC DIRECTIONS

Clients: Provide access to exceptional, relevant services.

Success Indicators

- Agency resources and services have been recalibrated to best support client needs within evolving constraints and opportunities.
- Access to services has improved and barriers have been removed for clients in at least three key ways.
- Tubman has increased opportunities for participants to advocate for systems change and influence services based on their own experience and expertise.

Culture: Ensure equity, wellbeing, and engagement are the foundation of organizational culture.

Success Indicators

- Invested in employee safety, wellbeing, and the ability to navigate change to nurture a positive workplace culture and sustainable service delivery.
- Created intentional opportunities for employees to provide feedback that leads to action.
- Employees across all departments and identities have had a positive experience at Tubman.

Community: Activate the Tubman community to advocate for transformative change.

Success Indicators

- Tubman stakeholders and partners are equipped to provide information and services to support the people Tubman serves.
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- Partnered with local, state, and federal government to support Tubman services and long-term sustainability.

Capacity: Strengthen the agency's resources and infrastructure to better serve clients and the community.

Success Indicators

- Broadened and increased Tubman's resources through cultivation, stewardship, and retention of individuals, corporations, foundations, and the government and community sectors.
- Ensured pay and benefits are competitive to attract and retain qualified staff and foster wellbeing.
- Sufficient investment has been made in operations, technology, and facilities to enhance service delivery and promote innovation.
- Developed social enterprise initiatives that generated mission-aligned earned income.