



To: Tubman Key Investors

From: Jennifer J. Polzin, Chief Executive Officer

CC: Board Members

Date: November 2019

Re: Update—Fiscal Year 2019

Financial Position

Our fiscal year ended on September 30, and the audit is expected to show a small surplus to be allocated to operating and repair and replacement reserves. Through focused fundraising efforts—including our most financially successful Starlight Soirée yet—and ongoing expense management across the agency, we maintained service levels and continued investing in staff professional development to reduce turnover expenses and began preparations for our forthcoming building sale and move (more details on Page 3).

The FY20 budget, wish list, and capital improvements budgets were approved in September, with the annual operating budget revenues and expenses balanced at \$10.2 million, a slight increase from the previous year. This budget reflects the renewal of our federal Legal Assistance for Victims grant through the U.S. Department of Justice's Office of Violence Against Women, which is a three-year award to support our staff and pro bono attorney representation services, as well as new funding from the U.S. Department of Housing and Urban Development and a new grant from the Greater Twin Cities United Way to support Tubman's existing and expanding housing services.

We anticipate a year of significant change for the agency, yet continue our unwavering commitment to our mission and broad continuum of high-quality services for people experiencing violence and trauma.

Strategic Outcomes

FY20-22 Strategic Plan. In the spring of 2019, a Strategic Planning Task Force of Board members convened to assess Tubman's existing Strategic Plan and determine where we hope to be as an agency in another three years. The Task Force affirmed Tubman's Vision, Mission, and Values. Tubman's four Strategic Directions were also affirmed, which represent the four broad areas of Tubman's balanced approach to agency objectives: Clients, Community, Capacity, and Culture. With input from staff and agency leadership, Success Indicators were created to articulate how we will know we have succeeded in each of those four Strategic Directions by the end of 2022; these can be found in the enclosed document. Using those as long-term guides, each department will continue developing annual goals, progress on which we report to the community in our Annual Report each spring.

Diversity, Equity, and Inclusion. We continue our commitment to taking intentional, concrete actions with regard to issues of diversity, equity, inclusion, and access, recognizing our work with people who often are disproportionately impacted by oppression and discrimination in its many forms.

We prioritize the voice and influence of the people we serve in developing, assessing, and improving our programming and are instituting new opportunities to gather this crucial input, which vary by program. For example, we've launched an advisory group comprised of consumers of our mental and chemical health services and will do the same with residents of our shelter program this winter, with compensation for participants' time and experience. These groups will not only strengthen programming in tangible ways, but provide leadership opportunities for participants and a way to make an impact on one's surroundings, which can be a key component in healing.



We've also invested in our staff's professional learning and partnered with the Racial Justice Team of the YWCA of Minneapolis for a series of three workshops on microaggressions and bias, intersectionality, and white privilege and white fragility. Each workshop was offered multiple times and all staff were required to attend, signaling our agency-wide commitment developing a shared framework and baseline understanding on these topics. Staff across the agency have also begun using the Courageous Conversations About Race model originally developed by Glenn Singleton and Curtis Linton, and adapted by SPARC (Supporting Partnerships for Anti-Racist Communities). This protocol sets the stage to have meaningful conversations about difficult subjects, including race, racism, power, and privilege.

Staff Engagement and Retention. This fall, we completed our second Employee Engagement Survey, encouraging all staff to share their views on where Tubman is succeeding as a place of employment and where improvements should be made. We compared these results to our first survey, conducted two years ago, and are happy to report positive growth all three of our key indices: Employee Engagement (+7%), Performance Enablement (+4%), and Work Well (+23%!). Highlights include sizeable increases in the number of staff who say it is very likely they will still be at Tubman in one year and those who recommend Tubman as a great place to work, plus the large number of people who report having the information and resources they need to perform their jobs well, and the tremendous leap in our Work Well Index score, which assesses the stress level and well-being of employees. The overwhelming majority of staff reported they are proud to work at Tubman and feeling positive about the direction the agency is heading. All of these measurable improvements are evidence of a deep commitment to staff wellness, investments in total compensation, and improving communication across teams, and can also serve as effective recruitment tools.

The comprehensive compensation study that we began this past year is nearly complete and will guide our long-term strategy to implement necessary salary adjustments. This will be done over time as budgets allow, and increase our ability to be competitive in the current employment market by further investing in a highly competent and compassionate staff to continue offering the high-quality services for which we are known.

Service Accomplishments. Tubman has developed a Rapid ReHousing program to launch in the coming months, which will include building relationships with landlords and property managers while offering additional support services to tenants to help them stay housed and build upon their self-sufficiency while receiving short-term rental assistance. I'm pleased to report that we've just been awarded a special projects grant from the Patrick and Aimee Butler Family Foundation, which will greatly accelerate this work. We are also expanding our existing Safe Journeys transitional housing program for youth and young adult victims of violence and exploitation. These crucial services are one step toward meeting the top need identified by the vast majority of clients across all programs—housing—and demonstrate Tubman's focus on addressing that need. Furthermore, following the future sale of Harriet Tubman Center West, we will no longer own transitional housing apartments in Minneapolis, so these different models of housing will continue our long history of providing safe, stable, supportive housing services.

Also this year, a food pantry opened at Tubman Chrysalis Center for our clients accessing mental and chemical health, legal, or other services. Many people coming to appointments were also experiencing food insecurity, having to skip meals or not knowing when their next meal might be. To help reduce those barriers, as well as support the mind-body connection in healing from trauma and ensure clients can get the most benefit from each therapy session or meeting with a legal advocate or attorney, staff worked with the community to establish a small pantry of nutritious items and a partnership for fresh produce on

a regular basis. This is also one step forward in establishing a trauma Intensive Outpatient Program at Tubman Chrysalis Center, a goal for the upcoming year.

For more on our client and program outcomes, look for Tubman's Annual Report to be released in early 2020, available both in print and digitally at tubman.org.

Looking Ahead

Two years ago, 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.

Today I share with you that we have signed a purchase agreement with Minnesota Adult and Teen Challenge, and we're working together now to finalize details and secure the necessary approvals. Both organizations hope to close by the end of this calendar year and transfer occupancy in the summer of 2020. Meanwhile Tubman continues to work through the complexities of the original property title obligations.

Our current plan is to move all of the community-based services serving the Minneapolis area and the majority of administrative staff that are currently located at Tubman West to Tubman Chrysalis Center by spring of 2020. The Minneapolis shelter beds will be relocated to Harriet Tubman Center East in Maplewood in June of 2020, so the families can finish out the school year without additional disruption.

Staff continue preparations to move services provided at Tubman West to our other two locations without compromising effectiveness, and have formed cross-agency workgroups in order to shape both client programming and agency culture as the three buildings' services consolidate to two (plus the schools, courthouses, and other community locations where we serve). We have begun working with a space planner, and are considering which renovations at Tubman Chrysalis and Tubman East we can move forward with at this time. We are also actively recruiting volunteer groups from the community to assist with clearing, cleaning, and organizing spaces and supplies and other move-related projects. If you are part of a group that is interested in volunteering for part of this major endeavor, please contact groupvols@tubman.org or call 612.825.3333.

Our Gratitude and an Open Invitation

As I look ahead to my fifth year of being CEO of this organization, I am filled with gratitude for the honor of leading this team of passionate and committed staff and volunteers. I continue to be inspired each and every day by the people we serve, and the vision that Tubman shares with our community.

Please know you have a standing invitation to contact me anytime for a conversation (jjpolzin@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 more details of our FY20-22 Strategic Plan, give you a tour, or explore the ways you can get further involved in Tubman's mission.

On behalf of the Tubman board, staff, and every one of the thousands of people we served this past year, *thank you* for your interest, involvement, and investment in this work. Together, we provide safety in response to fear, hope in the face of hopelessness, and healing in the aftermath of trauma.