



Safety. Hope. Healing.

# **PERSISTENCE & PROGRESS**



## **2021 ANNUAL REPORT**



# 2021 Board of Directors

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## ABOUT THE COVER ART

Hanging in our Safe Journeys housing program at Harriet Tubman Center East is this abstract poster of Harriet Tubman, printed on metal.

This piece was created by Acongraphic Studio, and featured on the Displate website ([displate.com/acongraphic](https://displate.com/acongraphic)).



## ABOUT THE THEME

Last year in our annual report, we shared our foundational belief and intention to provide safety in the storm. Safety for our clients, staff, supporters, and everyone in our communities. One year later with a global pandemic still present, and violence, trauma, racism, and oppression still intruding, we stand firm in this intention.

Storms can cultivate grit and resilience. We do not back down. Instead, we roll up our sleeves and plant our feet on the path to persist, and we make progress. We move forward. With your help, we remain steadfast in our commitment to people in our communities. With your support, we continue the work to clear and light the path to safety, hope, and healing. And we keep going.

## Staff Directors

# LETTER FROM BOARD CHAIR & CEO

Dear Friends and Supporters,

We are pleased to share our 2021 Annual Report, Persistence and Progress, with you. Despite the prolonged uncertainty, pain, and loss caused by the pandemic and further compounded by systemic racism and inequities, the people we serve—and the staff, interns, and volunteers serving—continue to live into the motto of our inspiration and namesake Harriet Tubman, “Keep going.” With your generous investment, commitment, and partnership we persist in order to realize our vision of thriving people, healthy relationships, and peaceful communities.

In these pages, you’ll find all the essential financial information and our strategic planning report card to the community. Not only did we manage to preserve all of our core services while managing the pandemic, we achieved 100% of our 2021 racial equity goals and 77% of the annual goals in the concurrent strategic plan with significant progress made toward the remaining 23%! Now that’s progress.

Our daily work and longer-term strategic goals are guided by the people we serve telling us what they need and want. Here are just three examples of how we’re evolving to meet our clients’ evolving needs:

- While our shelter for survivors is still the largest in Minnesota, we have invested even more resources to expand our community housing services across the metro. In fact, the number of people in our community housing programs more than tripled this past year! We helped 34 heads of household (adults and youth) and their 20 children move into affordable housing with our support services, up from 11 heads of household and their 4 children in 2020.
- With support from the public sector and people like you, we provided 250% more emergency financial assistance to clients through our Freedom Fund that provides immediate relief and helps people stay safe, housed, fed, and otherwise maintain their stability—and that’s on top of the budgeted rental assistance for people in our community-based housing programs.
- We expanded our Inspiring Youth program, funded by the City of Minneapolis, which provides comprehensive and culturally responsive one-on-one mentorship and support, access to resources, and leadership opportunities for youth ages 10-17 who have been involved in the juvenile justice system.

We continue to listen deeply, ask ourselves difficult questions, and do the hard work in order to deliver on our promise to the people we serve. We are also firmly committed to deliver on our promise to staff, and to ensure that we are good stewards of the resources entrusted to us so that we are here well into the future.

Cheers to persistence, and to progress!

With our gratitude,



*Jake Blumberg*

**JAKE BLUMBERG**

Chair, Board of Directors



*Jennifer J. Polzin*

**JENNIFER J. POLZIN**

Chief Executive Officer



## VISION

Thriving people, healthy relationships,  
and peaceful communities.

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## MISSION

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

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## 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.

# THE COMMUNITY WE SERVE

Tubman serves people of all ages, genders, and cultural backgrounds who have experienced various forms of trauma, including relationship violence, sexual exploitation, 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 journey to freedom.



## 2021 SERVICE STATISTICS

**Support in Crisis:** 10,547 people in crisis accessed support and resources, by phone or in person.

**Safety Plans:** 8,071 people experiencing violence and exploitation developed a safety plan by phone or in person.

**Shelter:** 257 adults and their 303 children received safe shelter and support at our family violence shelter.

**Community-Based Housing:** 15 adult heads of household with their 12 children, and 19 youth heads of household with their 8 children received rapid re-housing services in the community.

**Safe Journeys Transitional Housing:** 30 youth heads of household experiencing violence and exploitation, including sex trafficking, received safe housing and support services along with their 3 children.

**Legal Services:** 4,067 clients received victim advocacy, legal information, advice, or representation in Orders for Protection and Family Law, or helpline support on legal matters.

**Mental & Chemical Health Services:** 744 clients accessed mental or chemical health assessment and/or treatment in our licensed clinic.

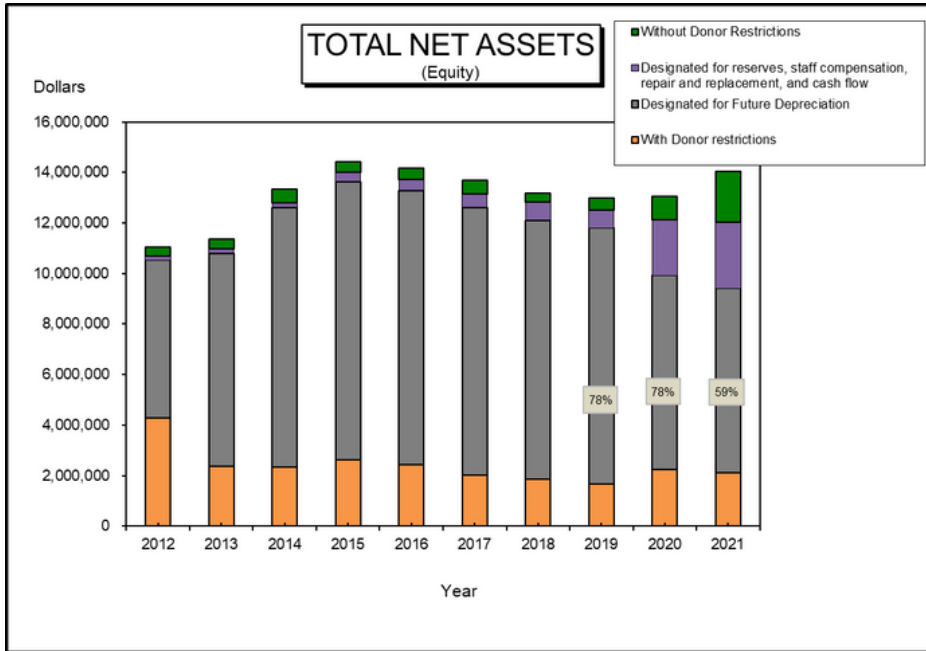
**School-Based Prevention:** 5,069 students participated in our six-week school-based violence prevention curriculum or attended presentations on healthy relationships and violence prevention.

**Youth Advocacy:** 796 youth and young adults received support and case management in the community and our shelter.

**Meeting Goals for Stability:** 994 people made progress toward their wellness, financial, employment, education, or housing goals, individually or in workshops.

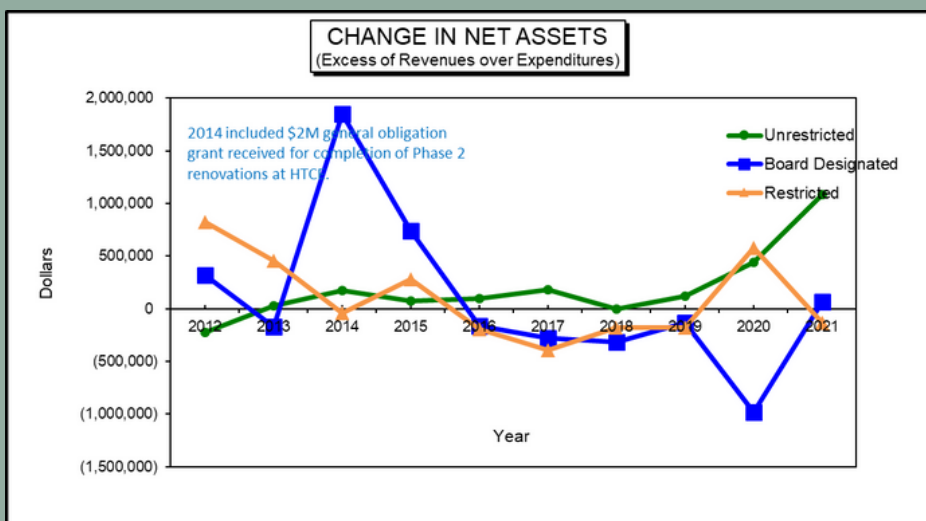
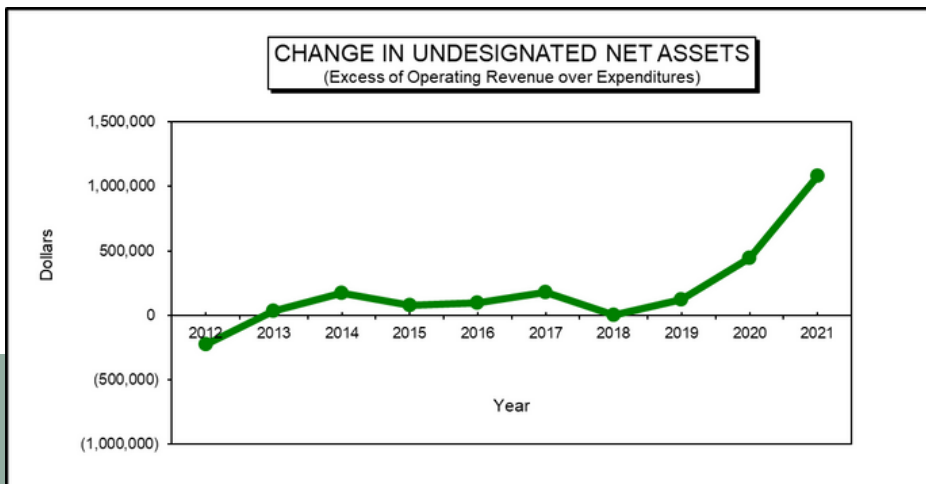
**Community Education:** 1,964 professionals, community members, and students learned about Tubman services, relationship violence, exploitation, and other topics.

# FINANCIAL OVERVIEW



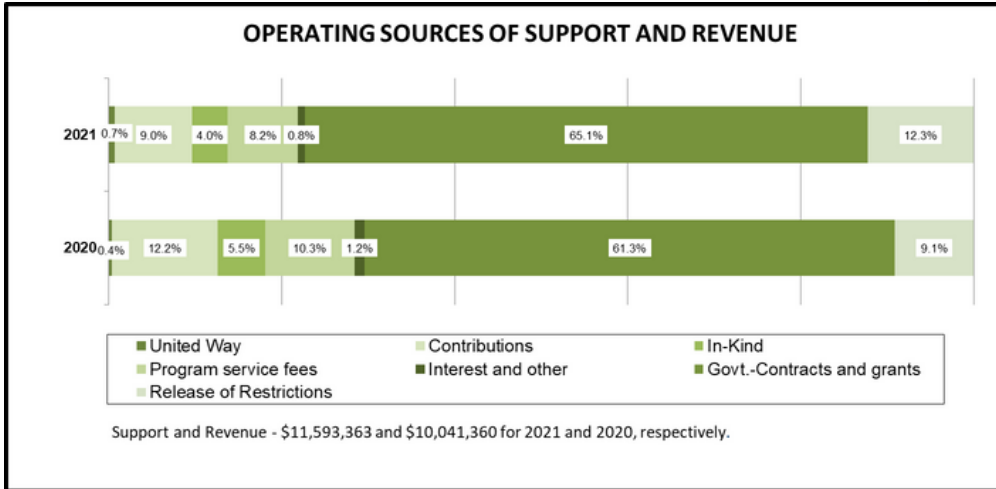
FY21 public sector funding includes contracts and grants from the following:

U.S. Department of Agriculture  
 Child and Adult Care Food Program;  
 U.S. Department of Health & Human Services HHS COVID Relief; U.S. Department of Homeland Security Emergency Food and Shelter; U.S. Department of Housing and Urban Development's Continuum of Care Program; U.S. Department of Justice, Office on Violence Against Women Legal Assistance for Victims; U.S. Department of Justice, Office on Violence Against Women Transitional Housing Program; Minnesota Department of Human Services Emergency Services COVID-19 Response Fund; Minnesota Department of Public Safety's Office of Justice Programs; Minnesota State Arts Board; Minnesota Supreme Court's Legal Services Advisory Committee; Hennepin County; Washington County; and City of Minneapolis Health Department.

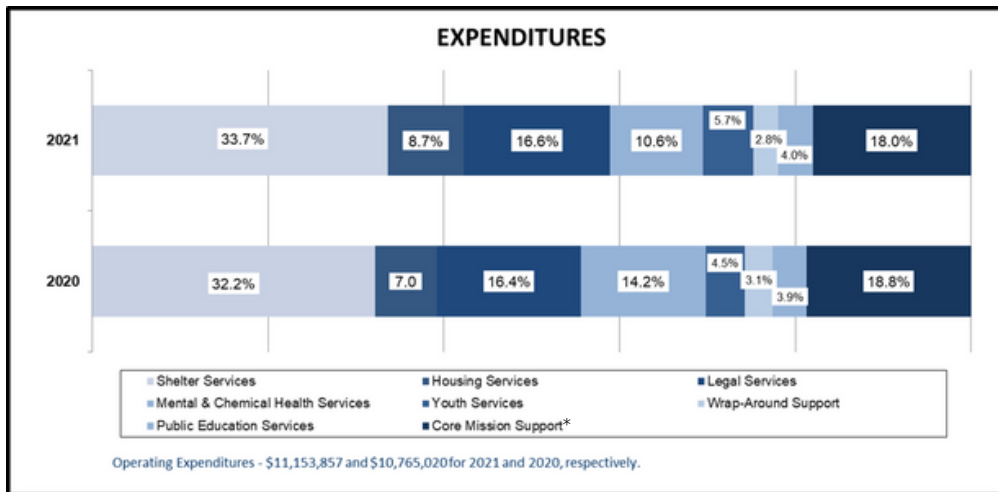


A full list of individual, corporate, foundation, civic, and community of faith donors can be found at [Tubman.org](http://Tubman.org).

# OPERATING REVENUES



# OPERATING EXPENDITURES



\*Core Mission Support is the infrastructure that supports our services across the agency and assures the highest level of accountability to our clients, community, and funders. Included are the costs to maintain our facilities, security, technology and data management, financial accounting, etc. A total of 4.9% is used to secure the future resources that fuel our work.

# FINANCIALS

Tubman ended the 2021 fiscal year with a surplus, primarily due to forgiveness of the federal Paycheck Protection Program loan in the amount of \$1,081,900. This amount was recorded as revenue in FY21 when the loan was forgiven, although the related expenses were incurred in FY20. As of September 30, 2021, Tubman's net assets totaled \$14,055,175, of which \$7,305,282 (52%) are designated for future depreciation of property and equipment and \$2,631,496 (19%) are designated for repair and replacement, cash flow and staff compensation reserves.

During FY21, Tubman secured COVID-specific funding that allowed us to provide pandemic pay for staff serving in our congregate shelter and housing programs, purchase additional personal protective equipment (PPE) and cleaning, and invest in additional technology platforms and equipment for clients and staff to support remote work and virtual service delivery.

Tubman's sources of revenue remained stable, with a mix of government support, program service fees, and contributions. Operating expenditures remained stable as well, allowing Tubman to make modest personnel investments necessary to attract and retain outstanding staff expertise to fuel our mission and serve approximately 20,000 people.

# STATEMENT OF FINANCIAL POSITION

As of September 30, 2021 and 2020

	2021	2020
<b>Current Assets</b>		
Cash and cash equivalents	\$ 3,539,133	\$ 3,987,438
Accounts receivable, net of allowance	30,901	45,647
Pledges and grants receivable	2,200,908	1,213,329
Prepaid expenses and other receivable	94,062	84,398
<b>Total current assets</b>	<b>5,865,004</b>	<b>5,330,812</b>
<b>Property and Equipment, Net</b>	<b>11,318,321</b>	<b>11,782,570</b>
<b>Other Assets</b>		
Beneficial interest in assets held by the Saint Paul Minnesota Foundation	235,913	191,512
Pledges and grants receivable for investment in property and equipment	-	4,570
Restricted cash held for investment in property and equipment	264,820	264,820
Restricted cash held for endowments	116,545	116,545
<b>Total other assets</b>	<b>617,278</b>	<b>577,447</b>
<b>Total assets</b>	<b>\$17,800,603</b>	<b>\$17,690,829</b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable	\$ 446,237	\$ 189,070
Accrued salaries and benefits	345,487	335,908
Accrued expenses	178,475	187,202
Current maturities of debt	101,402	97,252
<b>Total current liabilities</b>	<b>1,071,601</b>	<b>809,432</b>
<b>Long-Term Liabilities</b>		
Long-term debt, net	2,455,820	3,627,277
Accrued interest	-	-
Asset retirement obligation	130,000	130,000
Deferred loan agreements	88,007	84,302
<b>Total long-term liabilities</b>	<b>2,673,827</b>	<b>3,841,579</b>
<b>Total liabilities</b>	<b>3,745,428</b>	<b>4,651,011</b>
<b>Net Assets</b>		
Without donor restrictions:		
Undesignated	2,006,816	926,410
Designated for future depreciation	7,305,282	7,676,200
Designated for repair and replacement, cash flow and staff compensation	2,631,496	2,190,496
	<b>11,943,594</b>	<b>10,793,106</b>
With donor restrictions:		
Restricted for program use	1,041,453	1,201,895
Restricted for property, and equipment and other long-term items	1,070,128	1,044,817
	<b>2,111,581</b>	<b>2,246,712</b>
<b>Total net assets</b>	<b>14,055,175</b>	<b>13,039,818</b>
<b>Total liabilities and net assets</b>	<b>\$17,800,603</b>	<b>\$17,690,829</b>





# STATEMENT OF ACTIVITIES

For the year ended September 30, 2021 with comparative totals for 2020

	Without Donor Restrictions				2021	2020
	Undesignated	Board Designated		With Donor Restrictions	Total	Total
		Total				
<b>Revenue and Support</b>						
Revenue:						
Program service fees	\$ 947,735	\$ -	\$ 947,735	\$ -	\$ 947,735	\$ 1,035,491
Government contracts and grants	7,542,918	-	7,542,918	-	7,542,918	6,182,828
Investment income	20,478	-	20,478	-	20,478	30,362
Miscellaneous	72,202	-	72,202	44,401	116,603	84,086
	<u>8,583,333</u>	<u>-</u>	<u>8,583,333</u>	<u>44,401</u>	<u>8,627,734</u>	<u>7,332,767</u>
Contributions:						
United Way	78,582	-	78,582	156,055	234,637	247,449
Individuals	532,767	-	532,767	294,614	827,381	589,670
Corporations	71,070	-	71,070	60,100	131,170	307,713
Foundations	270,111	-	270,111	355,843	625,954	1,024,694
Civic and faith organizations	45,558	-	45,558	7,800	53,358	32,398
In-kind	467,416	-	467,416	-	467,416	548,146
Special events, net of direct expenses	119,664	-	119,664	-	119,664	119,120
	<u>1,585,168</u>	<u>-</u>	<u>1,585,168</u>	<u>874,412</u>	<u>2,459,580</u>	<u>2,869,190</u>
	<u>10,168,501</u>	<u>-</u>	<u>10,168,501</u>	<u>918,813</u>	<u>11,087,314</u>	<u>10,201,957</u>
Net assets released from restrictions:						
Satisfaction of program restrictions	1,039,324	-	1,039,324	(1,039,324)	-	-
Satisfaction of time restrictions	14,620	-	14,620	(14,620)	-	-
Total net assets released from restrictions	<u>1,053,944</u>	<u>-</u>	<u>1,053,944</u>	<u>(1,053,944)</u>	<u>-</u>	<u>-</u>
Releases from Board Designation:						
Time restriction for depreciation	370,918	(370,918)	-	-	-	-
Total change in board designation	<u>370,918</u>	<u>(370,918)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total revenue and support	<u>11,593,363</u>	<u>(370,918)</u>	<u>11,222,445</u>	<u>(135,131)</u>	<u>11,087,314</u>	<u>10,201,957</u>
<b>Expenses</b>						
Program services	9,145,384	-	9,145,384	-	9,145,384	8,746,539
Core Mission Support	1,464,645	-	1,464,645	-	1,464,645	1,497,996
Resource Development	543,828	-	543,828	-	543,828	520,485
Total expenses	<u>11,153,857</u>	<u>-</u>	<u>11,153,857</u>	<u>-</u>	<u>11,153,857</u>	<u>10,765,020</u>
<b>Change in Net Assets before Non-Recurring Activities</b>	<u>439,506</u>	<u>(370,918)</u>	<u>68,588</u>	<u>(135,131)</u>	<u>(66,543)</u>	<u>(563,063)</u>
<b>Non-Recurring Activities</b>						
Gain on sale of facility	-	-	-	-	-	531,216
Loss on disposal of property and equipment	-	-	-	-	-	(100,316)
Forgiveness of accrued interest	-	-	-	-	-	172,660
Forgiveness of PPP loan	1,081,900	-	1,081,900	-	1,081,900	-
Additions to board designated assets	(441,000)	441,000	-	-	-	-
<b>Change in Net Assets from Non-Recurring Activities</b>	<u>640,900</u>	<u>441,000</u>	<u>1,081,900</u>	<u>-</u>	<u>1,081,900</u>	<u>603,560</u>
<b>Change in Net Assets</b>	<u>1,080,406</u>	<u>70,082</u>	<u>1,150,488</u>	<u>(135,131)</u>	<u>1,015,357</u>	<u>40,497</u>
<b>Net Assets, Beginning</b>	<u>926,410</u>	<u>9,866,696</u>	<u>10,793,106</u>	<u>2,246,712</u>	<u>13,039,818</u>	<u>12,999,321</u>
<b>Net Assets, Ending</b>	<u>\$ 2,006,816</u>	<u>\$ 9,936,778</u>	<u>\$ 11,943,594</u>	<u>\$ 2,111,581</u>	<u>\$ 14,055,175</u>	<u>\$ 13,039,818</u>

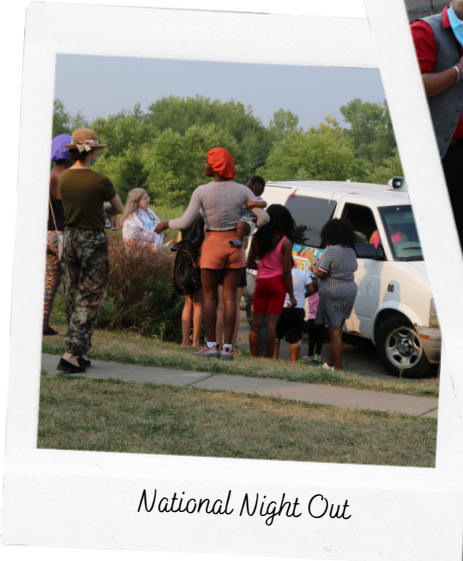
# 2021 IN PICTURES



National Night Out



Domestic Violence Awareness Month  
Flag Raising



National Night Out



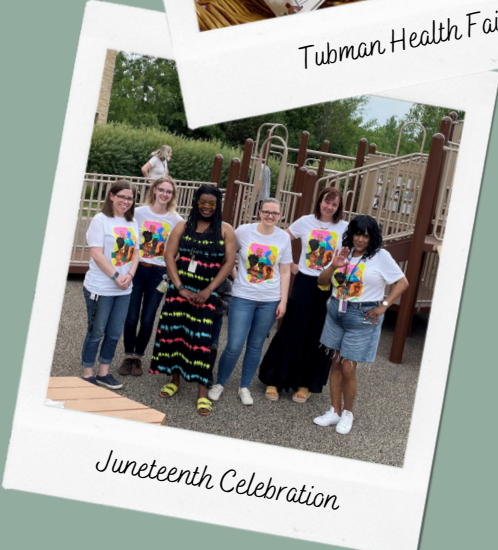
Tubman Health Fair



Domestic Violence Awareness Month  
Flag Raising



Tubman Health Fair



Juneteenth Celebration



Breast Cancer Screening Event



Staff Appreciation Event



## STARLIGHT SOIRÉE



Tubman staff provide tours of the recently renovated Tubman Chrysalis Center.



Jen Polzin, Tubman CEO, and Guest Host T. Mychael Rambo during the filming of the video program.

Tubman's annual gala fundraiser, the Starlight Soirée, was a unique hybrid event in 2021. It offered both a virtual program and on-site tours of the recently renovated Tubman Chrysalis Center in Minneapolis. Focused on housing services for survivors of violence and trauma, the event raised more than \$120,000.

## DID YOU KNOW?



Tubman increased the amount of direct client assistance 2.5 times that of FY20, to the amount of \$230,267.



Year over year, our community-based housing clients increased from 11 heads of household and their 4 children to 34 heads of household and their 20 children.



Food pantry funds increased over 500% from FY20 to FY21.



37% of all Tubman clients are under the age of 24.





Tubman provided \$84,000 of rental subsidies for our housing clients in FY21.







Legal services responded to 32% more helpline calls and attorneys facilitated 56% more law clinics for self-represented clients than in FY20.




# OUR 2021 REPORT CARD TO THE COMMUNITY

We are proud to present our annual report card of agency objectives supporting our four strategic directions. We've indicated whether we have:  met this goal, or  have made progress and are continuing to work on this goal.




## CLIENTS: Provide streamlined access to exceptional, relevant services.

-  Streamline clients' access to financial assistance and items to help meet their basic needs, such as food, clothing, rent, childcare, transportation, and more.
-  Enhance virtual service options for clients using technology.
-  Improve spaces at Harriet Tubman Center East, including the shelter, to better serve clients.
-  Sustain advisory groups to increase client voice and influence in program design and evaluation.




## COMMUNITY: Engage the community to take action.

-  Advocate to protect, sustain, and grow public sector investment in our work.
-  Increase opportunities for community involvement and education to sustain positive changes on the issues on which we serve.
-  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.

-  Establish a staff-led Diversity, Equity, and Inclusion Committee – the Racial Justice Collective – to guide the development of an agency-wide DEI plan.
-  Continue prioritizing flexibility and support for employees so they can do their best work.
-  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.

-  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.
-  Explore partnerships to deepen support for ancillary supportive services.
-  Implement new internal systems to improve organizational capacity and performance, including in areas of human resources, data collection, and paper-free documentation.

# TUBMAN'S RACIAL EQUITY PLAN

## 2021 GOALS:

- ✔ Establish BIPOC Collective.
- ✔ Revamp Board recruitment and selection process.
- ✔ Recommit to the hiring process (designed in 2017 with a focus on equity and screening in candidates) and provide training on implicit bias in resume reviewing and interviewing.
- ✔ Implement compensation study market rate adjustments.
- ✔ Develop process to repair past racial harm and recommit to using the Courageous Conversations protocol.
- ✔ Expand performance review process to assess each team member's participation in courageous conversations and/or their work toward building an anti-racist culture at Tubman.

## 2022 GOALS:

- Analyze hiring, retention, and promotion data by job type and department.
- Begin developing processes that link professional development opportunities with pathways to leadership.
- Explore offering stipends for internships.
- Conduct website audit and create new agency video.
- Strengthen staff onboarding process to help build cross-agency relationships and understanding.
- Establish shared operating principles and baseline awareness about Tubman's current culture and how we want to be, including shared language and definitions for DEI terms.
- Develop mechanism for trained peer facilitators to help address future interpersonal racial harms as an alternative to Human Resources when appropriate.

# 2022 ANNUAL GOALS

## CLIENTS: Provide streamlined access to exceptional, relevant services.

- Improve services for male-identified clients in Tubman’s shelter program by creating and implementing strategies rooted in client feedback, ideas, and leadership.
- Sustain a mix of in-person, virtual, and hybrid options for client services.
- Deepen the agency-wide implementation of client feedback for service enhancement received through a variety of methods, including formal surveys, advisory groups, and informal feedback.
- Conduct a strengths, weaknesses, opportunities, and threats analysis of work with property managers in order to enhance services for clients in scattered site housing.

## COMMUNITY: Engage the community to take action.

- Build new and strengthen existing community relationships in the East Metro area, focusing on volunteer recruitment and partnerships with diverse communities, and especially communities of color.
- Engage and educate the community through increased opportunities for clients to share their lived experiences and expertise.
- Evaluate new and developing partnerships, including Tubman’s new banking program partnership, housing program collaborations, and Greater Twin Cities United Way’s 211 Call Center.

## CULTURE: Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.

- Complete analysis of employee hiring, retention, and promotion data to establish baselines and identify key areas for developing recruitment and retention plans.
- Establish employee on-boarding work group to develop and implement a formal process that better supports new employees in acquiring the necessary knowledge, skills, and organizational understandings and relationships needed to become engaged long-term staff.

## CAPACITY: Strengthen the agency’s infrastructure in order to better serve.

- Establish annual process to review salary market rates and, if necessary, make compensation adjustments for positions identified as volatile in the current post-pandemic job market.
- Complete refresh of Harriet Tubman Center East, including improved space usage, painting, and furnishings, and develop master capital improvement plan.
- Seek new funding opportunities for annual operating budget and increase grant writing capacity to sustain proposal and reporting volume.
- Launch campaign to build long-term sustainability and increase community commitment to our agency vision.

# VOLUNTEERS MAKING A DIFFERENCE



In 2021, over 425 individuals and groups contributed almost 26,000 hours of volunteer service, including 153 interns and 104 pro bono attorneys. Their dedication and service allows Tubman to continue providing services which helped light the path on the journey to safety and freedom.

# ADVOCACY IN ACTION

Last Spring, Tubman hosted U.S. Senator Amy Klobuchar for a press event emphasizing the need and importance of reauthorizing the Violence Against Women Act (VAWA). Since its inception in 1994, VAWA has created and supported comprehensive responses to domestic violence, sexual assault, dating violence, and stalking. The VAWA Reauthorization has passed the U.S. House of Representatives in 2021, but stalled in the Senate. As of the printing of this report in 2022, VAWA passed both the House and Senate and was signed into law by President Joe Biden.

Another imperative success was the passage of the VOCA Fix to Sustain Crime Victims Fund Act of 2021, co-sponsored by Klobuchar. The Victims of Crime Act (VOCA) provides federal funding for services to victims of crime, including domestic violence survivors. Federal funds had been slowing, prompting concern for the impact the lack of funding would have on programs nationally. Alongside Violence Free Minnesota and the National Network to End Domestic Violence, Tubman advocated for a “VOCA Fix” to increase deposits. This fix passed with a unanimous 100-0 vote in the U.S. Senate and was signed into law by President Joe Biden in July, 2021.



L to R: Jen Polzin, Tubman CEO, U.S. Senator Amy Klobuchar, survivor & Tubman Client Advisory Group member, Jewlene Bellamy, & Katie Kramer, Violence Free Minnesota's Policy Director.



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MINNEAPOLIS, MN 55407

[www.tubman.org](http://www.tubman.org)

NON-PROFIT ORG.

US POSTAGE

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TWIN CITIES, MN



## Quotes From People We've Served...

"I have grown as a person and I have learned to understand and control my emotions and learned to be a better person by being in this program."

**"I FEEL SAFE."**

"...the advocates consistently created a safe space, how they prepared me well for my hearing, and that they were able to connect me with a lawyer through Tubman."

"For me, this program helped me relieve some stress on not knowing where I was going or what I was going to do next. It gave me a sense of clarity."

"Safe Journeys added color to my life."