



2022 ANNUAL REPORT



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ABOUT THE COVER ART & THEME



The artwork in this annual report is shared from our video, "Tubman Helps You Keep Going". Created in 2022 in partnership with our incredibly talented partners and creators at Pollen Studio, the video honors our historical namesake, Harriet Tubman, while introducing us to a modern-day version of Harriet. Through beautiful animation and intentional storytelling,

the video is reminder of our vision of thriving people, healthy relationships, and peaceful communities. Whether we are providing light on darkened paths, shelter from the storms, or guidance when lost, our intent is to provide the support necessary so people can keep going from fear to freedom until they experience safety, hope, and healing.

LETTER FROM OUR BOARD CHAIR & CEO

Dear Friends and Supporters,

We are excited to share our 2022 Annual Report with you! Here you'll find all the essential financial information, our report card to the community on our annual strategic plan goals and racial equity work, and a bit about our great dreams for the future.

2022 also marks the completion of our most recent three-year strategic plan. You can learn more about the ways in which we've intentionally deepened our impact, extended our reach, and evaluated our successes in the report on our 2020-2022 Strategic Plan Report, a companion piece to this annual report which can be found on our website. Stepping back to look at both the big picture and tangible ways we've evolved as an organization to meet the evolving needs of the people and communities we serve—especially during these three years in particular—reminds us of both how far we've come and how much further we have to go.

We're already making significant progress on our 2023 goals, yet it's what we see every single day walking alongside the people we serve on their journey from fear to freedom that keeps us inspired. All of the ways that survivors are transforming their lives and leading the way forward for others to find safety, hope, and healing—that's the change that we get to be part of, and that you help make possible. And for that, we thank you.

Harriet Tubman said that every great dream begins with a dreamer, and we have some big dreams for our future. By the end of 2025, our Great Dreams Campaign will raise \$8.5 million dollars from the public and private sectors to invest in the places, programs, and people that make Tubman a unique and critical resource in our community. We're excited to share that with the help of some of Tubman's greatest champions, as of March 2023 we are nearly 40% toward our philanthropic goal—and we'd love to talk with you about the ways that you can join us to help bring the dreams of the people we serve a reality. You can expect to hear much more about the Campaign in the months ahead. We invite you to follow Tubman on social media, sign up for our monthly emails, or contact us directly at info@tubman.org.

With our great gratitude,

Jake Blumberg *Jennifer J. Polzin*



Jake Blumberg
Past Chair, Board of Directors



Jennifer J. Polzin
Chief Executive Officer



*Passing of the Gavel. From L to R:
Vice Chair & Past Chair Jake
Blumberg, Board Chair Donnie Brown,
CEO Jen Polzin*





MISSION

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

VISION

Thriving people, healthy relationships, and peaceful communities.

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 expertise, and welcome diverse perspectives.

Innovation

We commit to excellence and creativity, evolving through reflective learning and improved practice.

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.



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.



SERVICE STATISTICS

Support in Crisis: 11,964 people in crisis accessed support and resources, by phone or in person.

Safety Plans: 5,884 people experiencing violence and exploitation developed a safety plan by phone or in person.

Shelter: 281 adults and their 289 children received safe shelter and support at our domestic violence shelter.

Community-Based Housing: 15 adult heads of household with their 15 children, and 17 youth heads of household with their 14 children received rapid re-housing services in the community.

Safe Journeys Transitional Housing: 29 youth heads of household experiencing violence and exploitation, including sex trafficking, received safe housing and support services along with their 4 children.

Legal Services: 4,334 clients received victim advocacy, legal information, advice, or representation in Orders for Protection and family law cases, or helpline support on legal matters.

Mental & Chemical Health Services: 724 clients accessed mental or chemical health assessment and/or treatment in our licensed outpatient clinic.

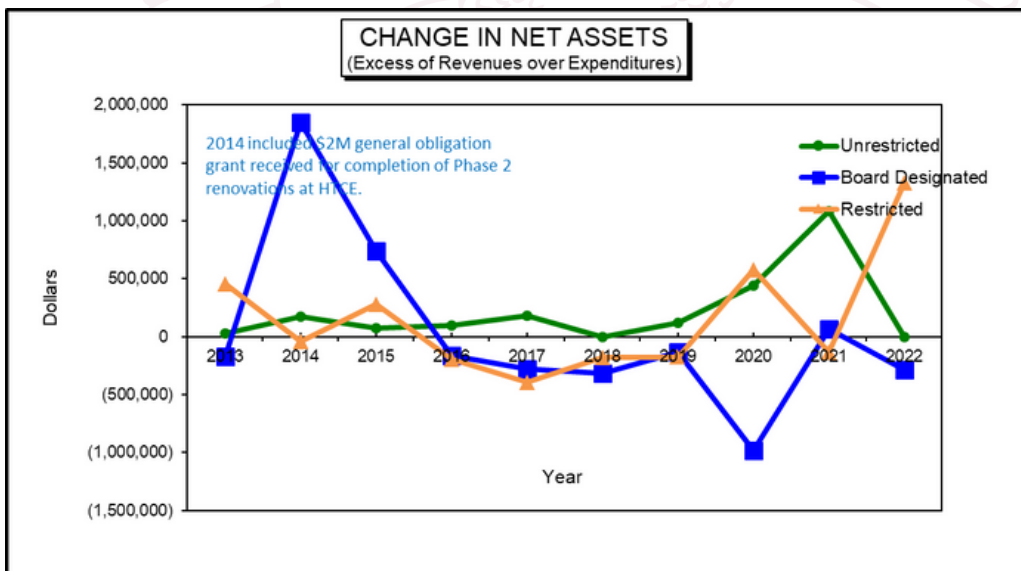
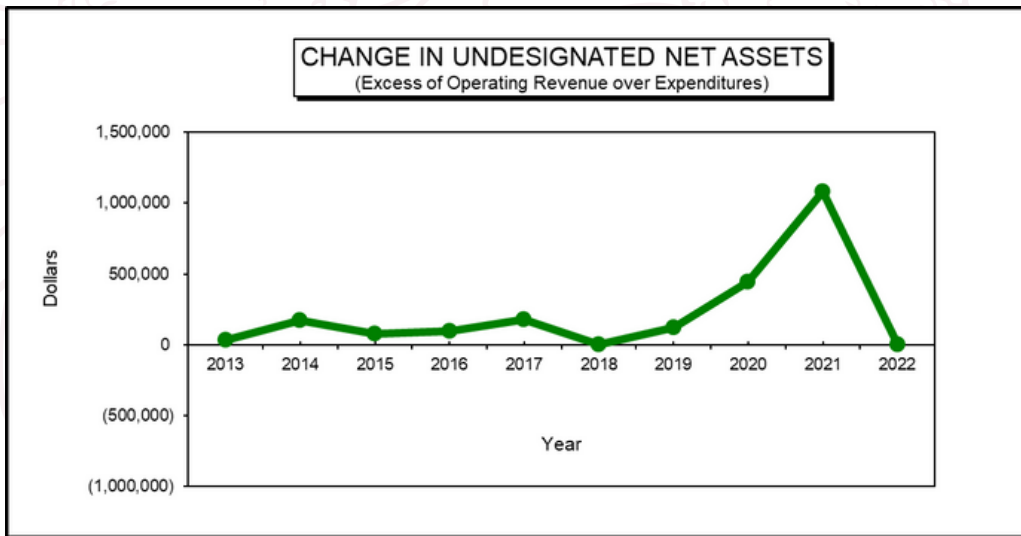
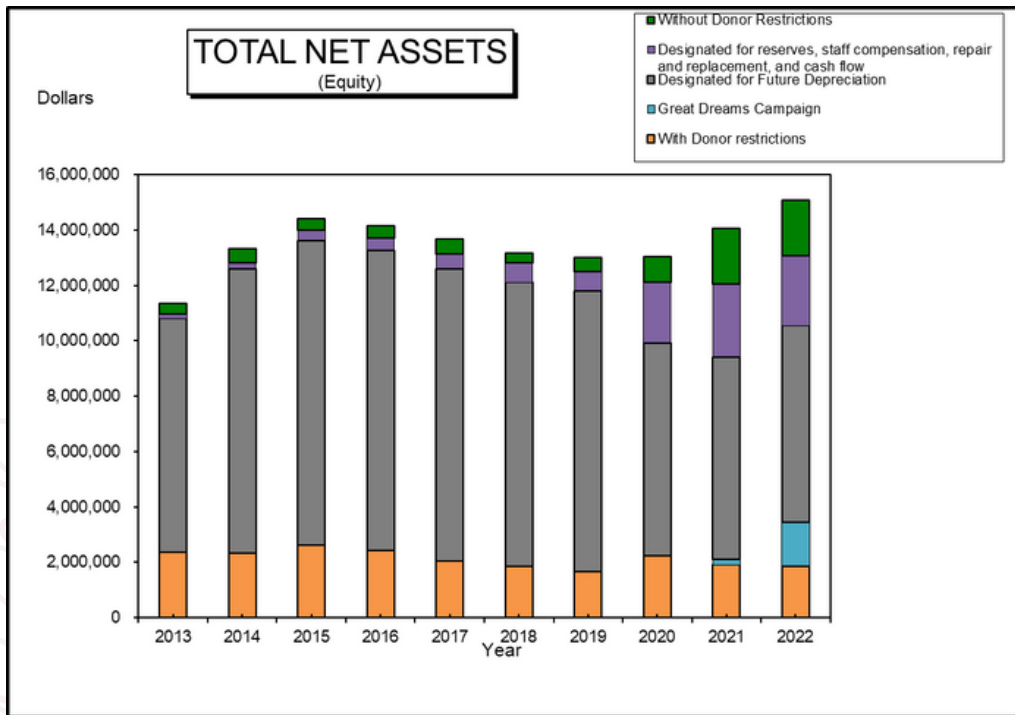
School-Based Prevention: 3,561 students participated in our six-week school-based violence prevention curriculum or attended presentations on healthy relationships and violence prevention.

Youth Advocacy: 759 youth and young adults received support and case management in the community and our shelter.

Meeting Goals for Stability: 955 people made progress toward their wellness, financial, employment, education, or housing goals, individually or in workshops.

Community Education: 2,248 professionals, community members, and students learned about Tubman services, relationship violence, exploitation, and other topics.

FINANCIAL OVERVIEW



FY22 Public sector funding includes grants and contracts from the following*:

U.S. Department of Health and Human Services COVID-19 - Provider Relief Fund; U.S. Department of Homeland Security Emergency Food and Shelter National Board Program; U.S. Department of Housing and Urban Development Continuum of Care Programs; U.S. Department of Justice Legal Assistance for Victims Transitional Housing Assistance; U.S. Department of the Treasury COVID-19 - Coronavirus State and Local Fiscal Recovery Funds; MN Department of Human Services Temporary Assistance for Needy Families; MN Department of Public Safety - Office of Justice Programs Crime Victim Assistance, Juvenile Justice and Delinquency Prevention, Family Violence Prevention and Services/Domestic, Violence Shelter and Supportive Services; MN Judicial Branch Lawyers Trust Accountancy Board, Legal Services Account Trust; Hennepin County Human Services & Public Health Legal & Counseling, Benefits Cliff; Washington County Community Corrections Legal Services.

* A full list of individual, corporate, foundation, civic, and community of faith donors can be found at tubman.org

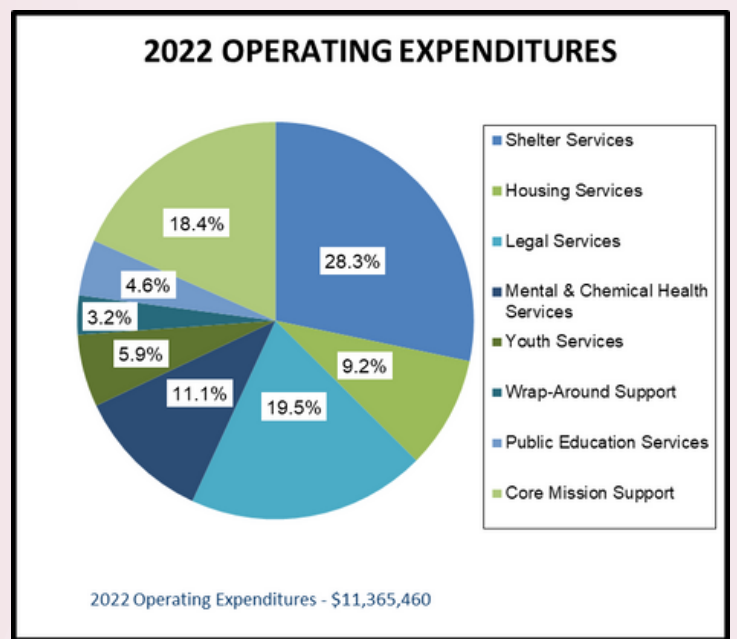
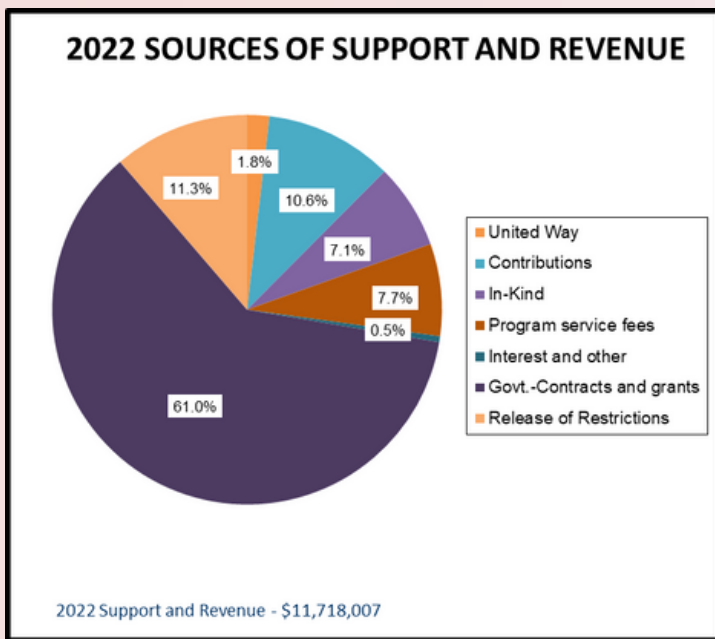


FINANCIALS

Tubman ended the 2022 fiscal year with a modest surplus. As of September 30, 2022, Tubman's net assets totaled \$15,095,284, of which \$7,117,507 (47%) are designated for future depreciation of property and equipment, \$2,535,492 (17%) are designated for repair and replacement, cash flow and staff compensation reserves, and \$1,586,256 (11%) is restricted for the Great Dreams Campaign.

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 while serving approximately 17,700 people last year.

OPERATING REVENUES & 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 5.1% is used to secure the future resources that fuel our work.



STATEMENT OF FINANCIAL POSITION

As of September 30, 2022 and 2021

Assets		
	2022	2021
Current Assets		
Cash and cash equivalents	\$ 3,739,585	\$ 3,539,133
Accounts receivable, net of allowance	10,640	30,901
Pledges and grants receivable	1,537,549	2,200,908
Prepaid expenses and other receivable	105,143	94,062
Total current assets	<u>5,392,917</u>	<u>5,865,004</u>
Property and Equipment, Net	<u>11,042,067</u>	<u>11,318,321</u>
Other Assets		
Beneficial interest in assets held by the Saint Paul Minnesota Foundation	205,021	235,913
Restricted cash held for investment in property and equipment	178,833	264,820
Pledges and grants receivable for Great Dreams Campaign	250,000	-
Restricted cash held for Great Dreams Campaign	1,636,256	-
Restricted cash held for endowments	116,545	116,545
Total other assets	<u>2,386,655</u>	<u>617,278</u>
Total assets	<u>\$ 18,821,639</u>	<u>\$ 17,800,603</u>
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 313,627	\$ 446,237
Accrued salaries and benefits	243,590	345,487
Accrued expenses	179,118	178,475
Current maturities of debt	141,220	101,402
Total current liabilities	<u>877,555</u>	<u>1,071,601</u>
Long-Term Liabilities		
Long-term debt, net	2,626,925	2,455,820
Asset retirement obligation	130,000	130,000
Deferred loan agreements	91,875	88,007
Total long-term liabilities	<u>2,848,800</u>	<u>2,673,827</u>
Total liabilities	<u>3,726,355</u>	<u>3,745,428</u>
Net Assets		
Without donor restrictions:		
Undesignated	2,005,363	2,006,816
Designated for future depreciation	7,117,507	7,305,282
Designated for repair and replacement, cash flow and staff compensation	2,535,492	2,631,496
Total net assets without donor restrictions	<u>11,658,362</u>	<u>11,943,594</u>
With donor restrictions:		
Restricted for program use	912,678	830,197
Restricted for Great Dreams Campaign	1,586,256	211,256
Restricted for property and equipment and other long-term items	937,988	1,070,128
Total net assets with donor restrictions	<u>3,436,922</u>	<u>2,111,581</u>
Total net assets	<u>15,095,284</u>	<u>14,055,175</u>
Total liabilities and net assets	<u>\$ 18,821,639</u>	<u>\$ 17,800,603</u>

STATEMENT OF ACTIVITIES

For the year ending September 30, 2022 with comparative totals for 2021

	Without Donor Restrictions			With Donor Restrictions	2022 Total	2021 Total
	Undesignated	Board Designated	Total			
Revenue and Support						
Revenue:						
Program service fees	\$ 896,589	\$ -	\$ 896,589	\$ -	\$ 896,589	\$ 947,735
Government contracts and grants	7,150,545	143,492	7,294,037	-	7,294,037	7,542,918
Investment income	25,376	-	25,376	-	25,376	20,478
Miscellaneous	33,044	-	33,044	(30,892)	2,152	116,603
Total revenue	8,105,554	143,492	8,249,046	(30,892)	8,218,154	8,627,734
Contributions:						
United Way	215,337	-	215,337	127,463	342,800	234,637
Individuals	587,290	-	587,290	80,809	668,099	827,381
Corporations	162,874	-	162,874	166,143	329,017	131,170
Foundations	297,328	-	297,328	286,121	583,449	625,954
Civic and faith organizations	50,280	-	50,280	12,559	62,839	53,358
In-kind	828,663	-	828,663	-	828,663	467,416
Special events, net of direct expenses \$92,544	146,661	-	146,661	-	146,661	119,664
Total contributions	2,288,433	-	2,288,433	673,095	2,961,528	2,459,580
Total revenue and support	10,393,987	143,492	10,537,479	642,203	11,179,682	11,087,314
Net assets released from restrictions:						
Satisfaction of program restrictions	476,238	51,249	527,487	(676,600)	(149,113)	-
Satisfaction of time restrictions	15,262	-	15,262	(15,262)	-	-
Total net assets released from restrictions	491,500	51,249	542,749	(691,862)	(149,113)	-
Releases from Board Designation:						
Staff compensation	470,004	(470,004)	-	-	-	-
Time restriction for depreciation	362,516	(362,516)	-	-	-	-
Total change in board designation	832,520	(832,520)	-	-	-	-
Total revenue and support	11,718,007	(637,779)	11,080,228	(49,659)	11,030,569	11,087,314
Expenses						
Program services	9,275,235	-	9,275,235	-	9,275,235	9,145,384
Administrative and general	1,510,881	-	1,510,881	-	1,510,881	1,464,645
Development	579,344	-	579,344	-	579,344	543,828
Total expenses	11,365,460	-	11,365,460	-	11,365,460	11,153,857
Change in net assets from operating activities	352,547	(637,779)	(285,232)	(49,659)	(334,891)	(66,543)
Non-Recurring Activities						
Forgiveness of PPP loan	-	-	-	-	-	1,081,900
Additions to board designated assets	-	-	-	-	-	-
Nonoperating activities						
Great Dreams Campaign Revenue	-	-	-	1,375,000	1,375,000	-
Additions to board designated assets	(354,000)	354,000	-	-	-	-
Change in net assets from non operating activities	(354,000)	354,000	-	1,375,000	1,375,000	1,081,900
Change in net assets	(1,453)	(283,779)	(285,232)	1,325,341	1,040,109	1,015,357
Net Assets, Beginning	2,006,816	9,936,778	11,943,594	2,111,581	14,055,175	13,039,818
Net Assets, Ending	\$ 2,005,363	\$ 9,652,999	\$ 11,658,362	\$ 3,436,922	\$ 15,095,284	\$ 14,055,175



REMEMBERING LONG-TIME VOLUNTEER & BOARD MEMBER CHRIS SUR

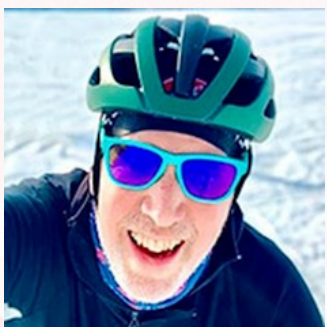


We are saddened by the loss of Chris Sur, who served as a Tubman volunteer and board member for 19 years. We are grateful for his gifts of leadership, advocacy, and humor. He will be profoundly missed.

"Chris was a great advocate for Tubman and a wonderful person."

"The world has lost a wonderful man and a very skilled lawyer. We have lost a friend."

"Chris was such a kind spirit. He taught me to focus on the joys of life with family and to appreciate good health."



ADVOCACY IN ACTION

After a hiatus of in-person events during the pandemic, rally and action days made their way back to the Capitol in support of issues our clients face such as housing, economic justice, and violence prevention.

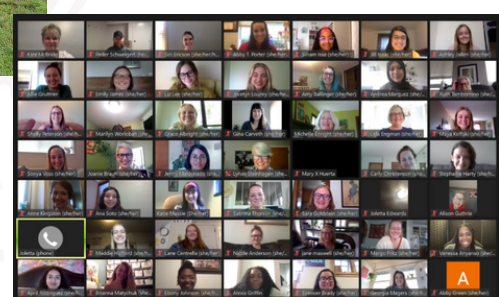
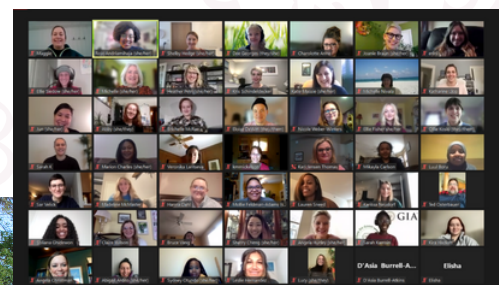
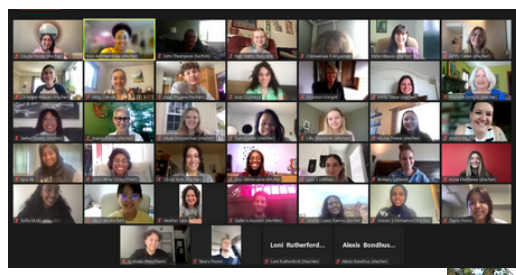
We continue to support our coalition partners (Violence Free Minnesota, Minnesota Coalition Against Sexual Assault, Youth Intervention Programs Association, Minnesota Coalition for the Homeless, and the Greater Twin Cities United Way) through testimony and advocacy. Some of the agendas we supported are: increased funding for Crime Victim Services (it has been eight years since an increase),



housing and economic justice (eviction prevention and source of income discrimination), and safety leave discrimination protection for survivors.

VOLUNTEERS IN ACTION

In 2022, over 469 individuals and groups contributed more than 26,000 hours of volunteer service, including 139 interns and 125 pro bono attorneys. Their dedication and service allows Tubman to continue providing services which help light the path on the journey to safety and freedom. We are so grateful and honored for their work.



2022 STARLIGHT SOIRÉE

Last year's event was filled with excitement and energy as we enjoyed our first Soirée in person since 2019! We reveled in being together again, with the help of our emcee Jearlyn Steele, our auctioneer Glen Fladaboe, and music from the International Reggae All Stars.

Thank you to the many generous donors who helped us raise over \$157,000 in support of Safe Journeys transitional housing for youth and young adult victims of violence and exploitation, including sex trafficking and homelessness.



Great Dreams

~ Capacity Campaign ~

As we dream about a future where everyone in our community experiences safety, hope, and healing, we realize the need for continual investments in our places, programs, and people. Tubman's Great Dreams Campaign is raising dedicated funds to accelerate our programs and make critical and necessary long-lasting investments in our facilities and in the staff who bring our mission to life every day in their work with the people we serve.

PLACES

Essential capital improvements for Harriet Tubman Center East in Maplewood including accessible restrooms and an elevator, electrical upgrades, partial roof replacement, and fire suppression.

PROGRAMS

Creation of new pet shelter program allowing people experiencing domestic violence to find safety with their pets, feasibility planning for a commercial kitchen, plus additional needed investment in service delivery and access.

PEOPLE

Investment in operational assessment of staffing and program design to enhance capacity and help us meet future challenges in response to community needs.



To learn more about the Great Dreams Campaign:
www.tubman.org/greatdreams

OUR 2022 REPORT CARD TO THE COMMUNITY

CLIENTS

- ✓ 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

- ✓ 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.

CAPACITY

- ✓ 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 new Capacity Campaign to build long-term sustainability and increase community commitment to our agency vision.

CULTURE

- 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.

OUR 2022 RACIAL EQUITY 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.



2023 ANNUAL AGENCY GOALS

Client Goal:

Assess, streamline, and redesign the initial points of access to services such as the 24/7 helpline, resource counseling, intake, walk-in support, reception, text lines, social media, NorthStar Youth Outreach Center, and Harriet's Closet.

Community Goal:

Broaden the community's understanding of what clients want and need, innovative approaches that work, and how to be part of the solutions.

Culture Goal:

Redesign the on-boarding process so that all employees feel valued, engaged, have a sense of belonging, and are prepared to do their best work.

Capacity Goal:

Recalibrate the level and scope of services provided (including serving fewer clients in some programs) in order to preserve quality outcomes given the current resources and environment.

2023 RACIAL EQUITY GOALS

- Ensure professional development opportunities are equitable and make pathways to leadership more explicit
- Fine tune and implement mechanism for trained peer facilitators to help address future interpersonal racial harms as an alternative to Human Resources when appropriate.
- Proactively practice ongoing efforts to recognize, support, and advocate for Indigenous people and nations through our Land Acknowledgment work.
- Conduct staff training on assessing cultural competence with job candidates.*
- Explore offering additional staff affinity groups based on interest.

*already completed

2020 - 2022 STRATEGIC PLAN REPORT

COMING SOON!

In 2020 we created Tubman's three year strategic plan, our roadmap to show where we wanted to go in the future as a nonprofit organization. We defined our Strategic Directions, or the four main areas to focus our energy and goals. Each of these were also outlined by our Success Indicators, or the guidelines to where we aimed to be at the end of our three-year plan in 2022. We also created a concurrent three-year Racial Equity Plan outlining how we are striving toward an anti-racist culture. Our inaugural report highlights the progress we made in each of our four Strategic Directions in 2020 -2022.

This report is available on our website in the coming weeks and will be delivered to your email box upon publication.

If you'd like to ensure you receive a copy and you're not signed up for our email newsletter, you can sign up at: tubman.org/signup.

OUR FOUR STRATEGIC DIRECTIONS WITH THREE-YEAR SUCCESS INDICATORS

Tubman Strategic Directions

CLIENTS:

Provide streamlined access to exceptional, relevant services.

COMMUNITY:

Engage the community to take action.

CULTURE:

Innovate organizational culture to sustain innovation, engagement, wellbeing, and diversity.

CAPACITY:

Strengthen the agency's infrastructure in order to better serve.

SIGN UP FOR OUR NEWSLETTER AT:
[TUBMAN.ORG/SIGNUP](https://tubman.org/signup)



2022 IN PICTURES

JUNETEENTH



STAFF APPRECIATION



NATIONAL NIGHT OUT





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Minneapolis, MN 55407

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FROM FEAR TO FREEDOM

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