



Moving Forward

2019 Annual Report

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Tubman staff wear purple in honor of Domestic Violence Awareness Month.

Who & Where We Serve

Tubman serves the greater Twin Cities metro area—particularly Hennepin, Ramsey, and Washington Counties—though clients also come from surrounding counties, greater Minnesota, or even other states in their journeys to find safety.

We serve people of all ages, genders, and cultural backgrounds. The people who seek help at Tubman have experienced some form of trauma, and in many cases, multiple forms of trauma, including: relationship violence, sexual assault or exploitation, mental health issues, addiction, trafficking, homelessness, and more. Our holistic and trauma-informed services are designed to provide a full continuum from crisis intervention, to long-term stability, and prevent future violence.

ABOUT THE COVER ART:

Harriet by Rico Gatson, 2018. Edition of 25. Photo lithography and photo polymer-gravure.

© Rico Gatson and Highpoint Editions.

Photo credit: David Kern Photography.

Rico Gatson is a multimedia visual artist whose work explores themes of history, identity, popular culture and spirituality, through sculpture, painting, video, and

public art projects. His work has been exhibited nationally and internationally, including exhibitions at The Studio Museum in Harlem, NY; The Whitney Museum of American Art, NY; The Essl Museum, Austria, Vienna and The Smithsonian American Art Museum in Washington, D.C. In 2019, he completed a large commission for MTA Arts and Design in titled “Beacons”; eight permanent large scale mosaics of prominent figures associated with and installed in a subway station

in the Bronx. His work is featured in the permanent collections of The Smithsonian American Art Museum, The Studio Museum in Harlem, The Denver Art Museum, The Cheekwood Museum, The Kerner Museum and The Yale University Art Gallery. His work is also included in numerous private collections.

Gatson is a faculty member at the School of Visual Arts and New York University and lives and works in Brooklyn, NY.

Letter from Board Chair & CEO

Dear Friends and Supporters,

As we prepared the 2019 Annual Report, we reflected on the many transitions we've experienced this year. Leadership team changes. Programmatic adaptations to community needs. Ongoing transformations in our agency's physical spaces. Strategic planning for the years ahead as we enter a new decade. It only made sense to frame this year's report around the theme "Moving Forward."

After years of study, evaluation, and behind-the-scenes work, Tubman sold its building at 3111 First Avenue South, in Minneapolis at the end of 2019. The sale was bittersweet, as many still remember the groundbreaking for that location, which was the first domestic violence shelter in the nation to have a public address as a pledge to take the issue out of the shadows of hiding and into the sunlight of community-wide support. But worsening structural issues—cost-prohibitive for the agency to repair—necessitated a dramatic solution. Selling the building and consolidating services and operations into the agency's two remaining locations allows us to reduce building-related debt rather than adding to it, set aside some proceeds to make necessary improvements at the Tubman Chrysalis Center in Minneapolis and Harriet Tubman Center East in Maplewood, and strengthen our long term financial reserves. This is just the first step in ensuring Tubman is better positioned to continue serving the greater Twin Cities metro region for years to come, despite funding and policy uncertainty at the federal level. Stay tuned as we explore a Capacity & Sustainability Campaign to fund mission-related opportunities, attract and retain expert staff, and add to the repair and replacement reserves to keep our spaces warm, welcoming, and in tip-top shape.

We also updated our strategic plan in 2019, wrestling with questions such as: What do we want to accomplish in three years? What kind of agency do we want to be? How will we know we're succeeding? The result of this in-depth process was an affirmation of the agency's current Vision, Mission, and Values, and redesigned Success Indicators to help us determine if we're making the kind of progress we want within our four Strategic Directions. More about the Strategic Plan can be found on Page 5.

Other achievements this past year include launching client advisory groups to influence and improve our shelter and clinical services, redesigning our shelter staffing for enhanced outcomes and increased connectedness, and strengthen our cultural competence and DEI (diversity, equity, and inclusion) work. We're also pleased to report that our second bi-annual Employee Engagement Survey shows significant improvement in each of three key indices: Employee Engagement (+7%), Performance Enablement (+4%), and Work Well (+23%!); see Page 12 for more.

These are just a few examples of how Tubman continues to move forward. Yet even with positive movement, we know navigating ongoing change can be wearying: for our clients, as they move forward through trauma to healing; for our staff, as their skills in advocacy and systems-change are honed by new opportunities and challenges; and for our supporters and partners, as they also navigate the ever-changing landscape of our community and state. And when the way forward seems tiring, we think of our namesake and inspiration, Harriet Tubman, whose motto to "keep going" carried her along the Underground Railroad, with so many other people following in her footsteps.

Harriet Tubman's own words reflect her devout spiritual faith and show her immense resolution to continue moving forward: "I said to the Lord, I'm going to hold steady on to you, and I know you will see me through." Much of what has been said about her also reflects her strength and resolute belief in doing what must be done, such as this from abolitionist Robert Taylor:

"She made the weak strong, the strong determined, and the determined invincible."

And so we move forward, into a new year and a new decade, into new challenges and with renewed hope and commitment to our mission of safety, hope, and healing. Thank you for joining us on the journey!



DIANE J. GATES
Chair, Board of Directors



JENNIFER J. POLZIN
CEO

P.S. This year's cover art, *Harriet*, welcomes guests to Harriet Tubman Center East, and was a gift to Tubman from Rico Gatson, Carla McGrath and Cole Rogers, and Colleen Carey and Pamela Endean. We encourage you to visit the Highpoint Center for Printmaking to learn more about this wonderful organization (highpointprintmaking.org)!



Clockwise from top: Childcare volunteers Emily Nguyen and Sophia Yusuf welcome little ones into Tubman's childcare center; local artist Lewiee Blaze performs at Tubman's annual Juneteenth celebration; and Tubman Youth Educator Anna Sahli talks to students in Roseville about healthy relationships.

Our Community Impact

OUR SERVICES TO NEARLY 28,000 PEOPLE IN NEED DURING FISCAL YEAR 2019

Support in Crisis: 10,469 people in crisis accessed support and resources by phone or in person.

Safety Plans: 21,057 people experiencing violence and exploitation developed a safety plan by phone or in person.

Shelter and Housing: 225 adults and youth and their 352 children received safe shelter and support at our two family violence shelters. Our onsite transitional housing apartments served 16 adults and 30 children. Our Safe Journeys shelter and housing program for youth and young adults experiencing violence and exploitation, including sex trafficking, served 12 youth and their 1 child.

Legal Services: 3,096 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: 1,514 clients accessed mental or chemical health assessment and/or treatment in our licensed clinic.

School-Based Prevention: 6,136 youth participated in our six-week school-based violence prevention curriculum or attended a presentation on healthy relationships and violence prevention.

Youth Advocacy: 892 youth and young adults experiencing violence and exploitation received support and case management in the community and our shelters.

Long Term Goals: 1,862 clients addressed their wellness, financial, employment, education or housing goals individually or in workshops.

Community Education: 7,547 professionals, students, and community members learned about Tubman services, relationship violence, exploitation, and other topics at 88 presentations and events.



Moving Forward: Our Three-Year Strategic Plan

In the spring of 2019, a Strategic Planning Task Force of Tubman board members and staff convened to assess the agency's existing strategic plan and determine where we hope to be as an agency in another three years.

Task Force members asked what kind of an agency Tubman wants to be, and how will we know we are succeeding? They also focused on ensuring our strategic plan accurately reflected the priorities of the agency: not only high-quality services for all clients, but consistently delivering services through a lens of equity and inclusion, and investing in the core mission support that sus-

tains all our work. This includes staff retention, compensation, and professional development, as well as infrastructure, data and evaluation, technology and security, and much more.

Below is Tubman's three-year Strategic Plan, which includes our Vision, Mission, and Values, as well as our four Strategic Directions that represent our balanced approach to agency objectives, and newly developed Success Indicators, which will help us in setting annual agency and program goals that propel us further in the directions we want to go as an agency.

FY20-22 STRATEGIC PLAN

Vision

Thriving people, healthy relationships, and peaceful communities.

Mission

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

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.

Strategic Directions

CLIENTS: Provide streamlined access to exceptional, relevant services.

COMMUNITY: Engage the community to take action.

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

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

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.

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 2019-20 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.

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.

Our 2019 Report Card to the Community

We are proud to present our annual "report card" of objectives for the agency and each department. These annual objectives highlight goals or projects that support our agency's four strategic directions (found on Page 5).

We've indicated whether we: met this goal , have made progress →, or decided to move the project to next year for completion ↻.

While we are proud of all we have accomplished in the last year, it is also important to note that these objectives often do not fully reflect the day-to-day work done by Tubman's staff... each call answered by someone in crisis, each family welcomed into shelter, each Order for Protection written, each student who learned about healthy relationships in our Voices in Prevention curriculum, each person who attended a chemical health group or therapy session, and much more.

FY19 AGENCY OBJECTIVES

- Prepare to sell Harriet Tubman Center West and move those services to Harriet Tubman Center East and Tubman Chrysalis Center, with no reduction in domestic violence shelter beds or community-based services.
- Conduct a comprehensive Compensation Study that includes defined position levels, and develop the strategies and timeline to implement the resulting salary adjustments in order to recruit and retain top talent (Employee Engagement Survey).
- Enhance safety protocols, training, and equipment as recommended through additional security audits of all Tubman sites.
- Each program will implement one additional method to increase the influence of their participants in program design and decision making (Diversity, Equity, and Inclusion Plan).
- Conduct strategic planning process to develop FY20-22 Plan.

FY19 PROGRAM OBJECTIVES

Shelter and Housing Services

- Develop pilot project to expand transportation options for program participants using volunteer drivers.
- Partner and provide co-advocacy with Think Self for participants who are deaf or hard of hearing.
- Prepare program and office spaces in advance of the shelter program relocation.
- Develop alternative options for residents of the transitional housing apartments at Harriet Tubman Center West when timing of building sale becomes known.

Legal Services

- Sustain and expand funding to provide legal representation and advice in Hennepin County for petitioners seeking Orders for Protection, especially in cases where the respondent has representation.
- Conduct analysis to determine the average cost-per-service for legal services including Orders for Protection, criminal court advocacy for victims, attorney representation, and intervention work.
- Improve retention of legal services staff to better serve clients and maintain strong relationships with community partners.
- Leverage multi-disciplinary partnerships, including the Ramsey and Washington County Legal Think Tank, to address barriers to service and create systems change.
- Reduce wait time for Orders for Protection in Washington County by realigning staff resources to provide additional capacity.

Mental & Chemical Health Services

- ✔ Evaluate the use of digital tools such as telemedicine, electronic intakes, and text appointment reminders to reduce barriers to service.
- ✔ Increase basic needs resources available onsite for community clients at the Tubman Chrysalis Center.
- ✔ Develop outreach model and expand community partnerships to increase access and provide enhanced resources for clients, particularly people from marginalized communities.
- Develop a Trauma Intensive Outpatient Program.

Youth & Family Services

- ✔ Expand range of housing options and supportive services for youth to include community-based models.
- ✔ Implement initiative in partnership with the Community Justice Project to further assess impact and enhance services for justice-involved youth who have experienced trauma.
- ✔ Work with community partners to increase the availability of paid employment opportunities for program participants.
- ✔ Leverage relationships with the Social Justice Task Force for NorthStar Youth Outreach Center and other community, faith, and school partners to streamline access to Tubman's full continuum of services.
- Develop updated average cost-per-service information for the school-based violence prevention program.

Intern & Volunteer Services

- Recruit 50 new clothing closet and childcare volunteers by building new relationships at metro-area universities and colleges with student organizations, service-learning programs, and staff.
- ✔ Continue to prioritize diversity and inclusion, and focus on recruitment strategies to maintain at least 35 percent of new volunteers and interns who self-identify as people of color.

Communications and Public Policy

- ✔ Implement various stakeholder calendars in order to streamline project execution and increase capacity to support the agency's evolving communications needs.
- ✔ Complete the development of an online employee log-in portal and assess the benefits and feasibility of similar portals for board and committee members, volunteers, and interns.
- ✔ Engage local and state elected officials—particularly those who are new, represent our geographic service area, or serve on committees related to the issues we serve—to build relationships, foster deeper understanding of Tubman's mission and needs, and collaborate on policy solutions.
- ✔ Plan and execute two professional development events for staff, volunteers, and interns interested in community education and engagement.



Thanks to community-wide support, Tubman Chrysalis Center opened a new food pantry for clients living with food insecurity, so they can meet immediate needs and also attend to their therapy appointments or legal services without being hungry.

Administration, Facilities, & Information Technology

- Develop and implement tracking and reporting for at least two global client success indicators.
- ↻ Develop and implement multi-phase zero waste plan for each building.
- Implement online meeting capabilities for all Tubman sites.
- ✔ Document and complete an internal audit of all Human Resource processes to ensure best practices.

Finance

- ✔ Develop a long-term debt management plan, including refinancing and payoff options that take into account the timing of the building sale.
- ✔ Develop a project plan for paperless accounting functions or alternative systems to reduce paper usage.
- ✔ Implement upgrade to employee time tracking system, to provide easier access for staff and streamline administrative staff time in processing and reporting.

Resource Development

- ✔ Engage a broad range of community members through a minimum of 12 community-led events throughout the year to raise awareness and funds.
- ✔ Provide donors multiple options to increase their investment in our work, including event sponsorship and participation, two e-appeals, a crowdfunding campaign, monthly giving program, and corporate matching gift opportunities.
- ✔ Finalize naming structure for Tubman East and implement recognition strategies.
- ✔ Develop materials and launch Planned Giving program.

2019 Financials

Tubman ended the 2019 fiscal year with a slight surplus. As of September 30, 2019, Tubman's net assets totaled \$12,999,321, of which \$10,845,960 (83%) are invested in property and equipment.

Since the closure of the FY19 fiscal year, Tubman sold one of its three buildings, and agency supporters and investors can expect to see this change more visibly in the FY 2020 graphs next year.

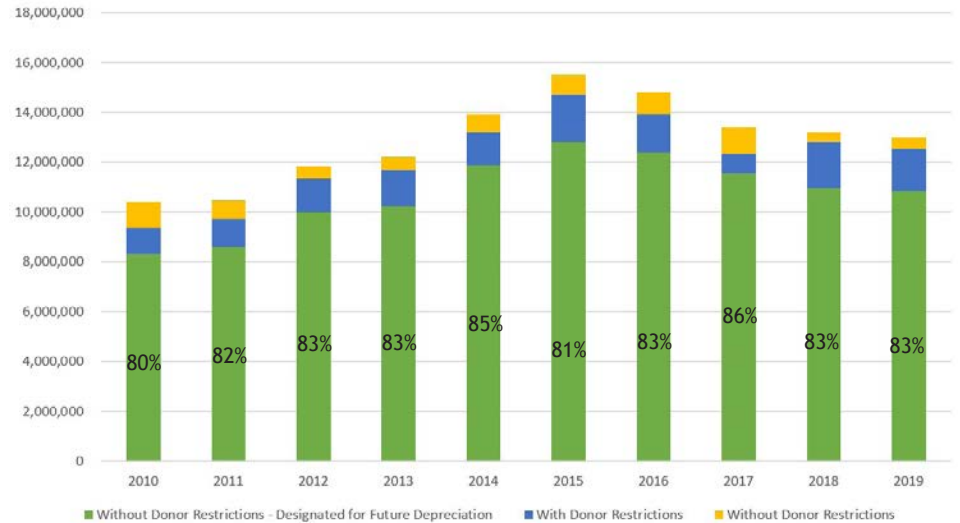
Tubman's sources of revenue remained stable, with a mix of government support, program service fees, and contributions. Operating expenditures remained stable as well, allowing Tubman to make modest personnel investments necessary to attract and retain outstanding staff expertise to fuel our mission and serve approximately 25,000 clients each year, as well as to prepare for the sale of the building and consolidation of services into the agency's two remaining locations.

Public sector funding includes contracts and grants from the following:

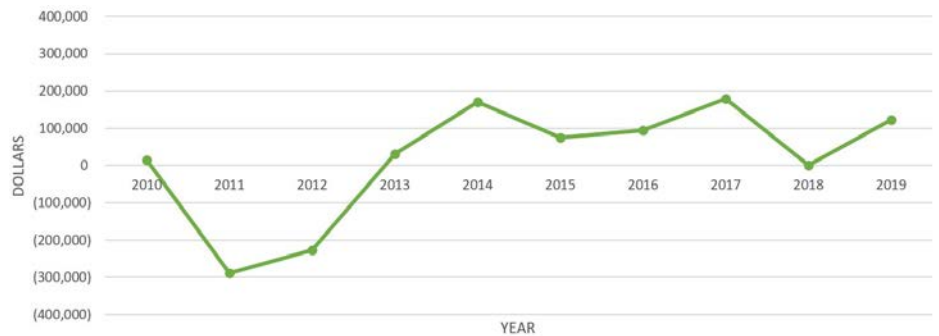
U.S. Department of Justice, Office on Violence Against Women (OVW) Legal Assistance for Victims (LAV) grant and Transitional Housing Program grant; U.S. Department of Homeland Security emergency food and shelter; U.S. Department of Housing and Urban Development's Continuum of Care Program and Section 8; Minnesota Department of Public Safety's Office of Justice Programs - Shelter Grant, Community Advocacy (Legal) Grant and General Crime Victims Services; Minnesota Supreme Court's Legal Services Advisory Committee; Minnesota State Arts Board; Hennepin County grant for legal services; Hennepin County grant for Minnesota Family Investment Program (MFIP) for Family Violence Waiver support; Ramsey County grant for legal services; Washington County grant for legal services; City of Minneapolis Health Department for services to at-risk youth; and City of Maplewood grant for youth and family outreach. A full list of individual, corporate, foundation, civic, and faith donors can be found at Tubman.org.



TOTAL NET ASSETS (EQUITY)



CHANGE IN UNDESIGNATED NET ASSETS (Excess of Operating Revenue Over Expenditures)



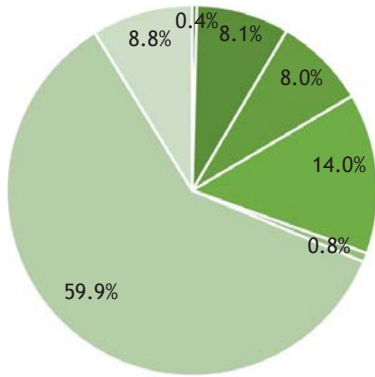
TOTAL CHANGE IN UNRESTRICTED NET ASSETS, RESTRICTED NET ASSETS, AND BOARD DESIGNATED ASSETS



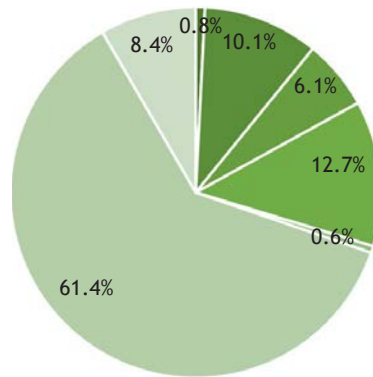
2014 included \$2M in general obligation bonds received for completion of Phase 2 renovations at Harriet Tubman Center East.

OPERATING REVENUE

2018



2019



Total operating support and revenue were \$10,591,615 in 2018 and \$10,244,512 in 2019.

Release of Restrictions/Designations are net assets subject to donor- or board-imposed stipulations. When a restriction or designation expires—that is, when a stipulated time passes or purpose is accomplished—the restricted or designated net assets are reclassified to unrestricted or undesignated net assets, and reported as net assets released from restrictions or designations.



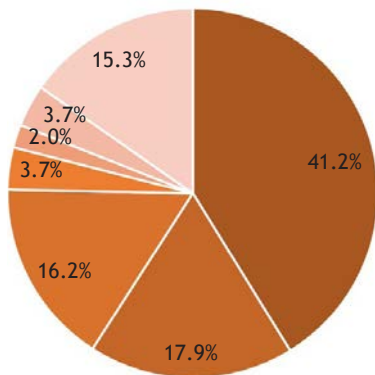
STATEMENTS OF FINANCIAL POSITIONS

As of September 30, 2019 and 2018

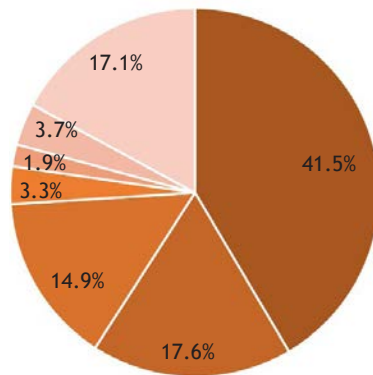
	2019	2018
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,070,205	777,255
Accounts receivable - net of allowance	52,156	71,381
Pledges and grants receivable	1,253,402	1,220,745
Prepaid expenses and other receivables	86,957	89,706
TOTAL CURRENT ASSETS	2,462,720	2,159,087
PROPERTY AND EQUIPMENT	15,010,453	15,335,990
OTHER ASSETS	612,865	878,173
TOTAL ASSETS	18,086,038	18,373,250
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	171,177	119,179
Accrued salaries and benefits	252,125	304,576
Accrued expenses	186,653	183,442
Current maturities of debt	1,454,331	158,972
TOTAL CURRENT LIABILITIES	2,064,286	766,169
LONG-TERM LIABILITIES		
Long-term debt, net	2,640,768	4,051,671
Accrued interest	170,910	163,910
Asset retirement obligation	130,000	130,000
Deferred loan agreements	80,753	77,353
TOTAL LONG-TERM LIABILITIES	3,022,431	4,422,934
TOTAL LIABILITIES	5,086,717	5,189,103
NET ASSETS		
Without donor restrictions		
Undesignated	481,908	358,854
Designated for future depreciation	10,132,710	10,262,721
Designated for repair and replacement and cash flow	713,250	713,250
	11,327,868	11,334,825
With donor restrictions		
Restricted for program use	562,551	437,174
Restricted for buildings, equipment, and other long-term items	1,108,902	1,412,148
	1,671,453	1,849,322
TOTAL NET ASSETS	12,999,321	13,184,147
TOTAL LIABILITIES AND NET ASSETS	18,086,038	18,373,250

OPERATING EXPENDITURES

2018



2019



Total operating expenditures were \$10,591,360 in 2018 and \$10,121,458 in 2019.

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.



STATEMENTS OF ACTIVITIES

For the year ended September 30, 2019 with comparative totals for 2018

	2019				2018	
	Without Donor Restrictions			With Donor Restrictions	Total	Total
	Undesignated	Board Designated	Total			
REVENUE AND SUPPORT						
REVENUE						
Program service fees	1,297,910	-	1,297,910	-	1,297,910	1,487,738
Government contracts and grants	6,288,943	116,646	6,405,589	-	6,405,589	6,343,471
Investment income	22,640	-	22,640	-	22,640	24,205
Miscellaneous	38,363	-	38,363	(6,183)	32,180	64,568
	7,647,856	116,646	7,764,502	(6,183)	7,758,319	7,919,982
SUPPORT						
Contributions						
United Way	78,601	-	78,601	155,762	234,363	49,552
Individuals	564,624	-	564,624	15,474	580,098	425,208
Corporations	116,054	-	116,054	103,554	219,608	170,170
Foundations	179,042	-	179,042	150,052	329,094	434,403
Civic and faith organizations	22,113	-	22,113	14,784	36,897	39,424
In-kind contributions	621,626	-	621,626	-	621,626	944,368
Special events, net of expenses	156,627	-	156,627	-	156,627	112,384
	1,738,687	-	1,738,687	439,626	2,178,313	2,175,509
	9,386,543	116,646	9,503,189	433,443	9,936,632	10,095,491
Net assets released from restrictions:						
Satisfaction of program restrictions	314,892	258,478	573,370	(573,370)	-	-
Satisfaction of time restrictions	37,942	-	37,942	(37,942)	-	-
Total net assets released from restrictions:	352,834	258,478	611,312	(611,312)	-	-
Releases from Board Designation						
Time restriction for depreciation	505,135	(505,135)	-	-	-	-
Total change in board designation	505,135	(505,135)	-	-	-	-
TOTAL REVENUE AND SUPPORT	10,244,512	(130,011)	10,114,501	(177,869)	9,936,632	10,095,491
EXPENSES						
Program services	8,384,834	-	8,384,834	-	8,384,834	8,968,246
Administrative	1,237,256	-	1,237,256	-	1,237,256	1,145,839
Development	499,368	-	499,368	-	499,368	477,275
Total operating expenses	10,121,458	-	10,121,458	-	10,121,458	10,591,360
CHANGE IN NET ASSETS	123,054	(130,011)	(6,957)	(177,869)	(184,826)	(495,869)
NET ASSETS - BEGINNING OF YEAR	358,854	10,975,971	11,334,825	1,849,322	13,184,147	13,680,016
NET ASSETS - END OF YEAR	481,908	10,845,960	11,327,868	1,671,453	12,999,321	13,184,147

A Tribute to Mary and Tamika

In 2019, Tubman lost two beloved colleagues due to health issues: Mary Borck and Tamika Alexander.

While we have been able to grieve and honor these two women who were such a big part of Tubman, we know that our staff and our clients also grieve for the people killed as a result of domestic violence, suicide, gun violence, and other tragedies. Each loss is felt.

Mary Borck was a wise and skilled therapist, an advocate for social justice, and a mentor to many. Mary had been a part of the agency for more than 20 years, since she began at Family Violence Network (a predecessor organization) as an intern. She had a little sign on her office door that said “Namaste,” which roughly translated means “the light and goodness in me recognizes the light and goodness in you.” For Mary, this was her way of living and



acting in the world. She was a consummate healer, paying attention to what has heart and meaning in her everyday practice with clients, as a supervisor, a colleague and a friend.

“She was kind and generous with her support and her time, with sharing her wisdom and teaching us all how to be better clinicians and better human beings, not only with her words but with actions as well,” said Birgit Olsen Kelly, Director of Clinical Services. “She had a remarkable sense of humor and was always able to laugh with us and make us laugh, helping all of us recognize the value of not taking ourselves too seriously. We were blessed to know her, to work with her, to learn from her.”

Tamika Alexander worked closely with residents of all ages in our Minneapolis transitional housing program, as well as helping connect shelter residents to housing, and was a longtime facilitator of the Pieces of Peace support group in Minneapolis. Prior to being hired six years ago, she started as an intern and

then continued volunteering. She was a housing expert and financial planning wiz, served as a member of the Mindfulness Task Force helping to create Harriet’s Refuge, worked closely with



many of our community partners, and was instrumental in launching our partnership with Shapiro + Smith Dance.

“Tamika loved doing this work because she truly wanted to see clients grow and achieve great things. In turn, clients loved and respected her,” said Karla Skovholt, Sustainability Services Manager. “She was a natural teacher, leading by example. Tamika had a welcoming presence. She was both joyful and peaceful. and she loved to make people laugh. She was known for her shoes; they always made a good conversational piece, and she was always on the hunt for the next pair.”



Volunteers & Interns in 2019

434 volunteers and interns gave time, energy, and passion to Tubman in a variety of roles across all program areas and agency administration.

410 people participated in group volunteer projects through their workplaces, faith communities, schools, or civic organizations.

153 attorneys in the Twin Cities metro gave pro bono services to clients in need of assistance with Orders for Protection, family law issues, and other legal matters.

“Tubman is an excellent organization with integrity. You can feel good about what you are doing knowing that they make every bit of help count.”

Cargill employees collect baby supplies for the April Showers drive.



Improvements shown in 3 key indices of staff survey

Tubman's second-ever Employee Engagement Survey showed significant improvement across all three of the key indices measured by the survey, as compared to the results from the survey conducted in 2017:

- Employee Engagement increased from 76 to 83 percent (+7%),
- Performance Enablement increased from 81 to 85 percent, (+4%), and
- Work Well increased from 59 to 82 percent(+23%).

The survey helps ensure people can bring their whole selves to work and share feedback on what's working and what's not. While anonymous for individuals, results were examined by program team as well as by demographic information, in order to help identify specific areas of goal-setting and future focus for each team and to identify where groups were having different experiences as Tubman employees.

Across the agency and within teams, areas of focus continue to be communication; professional development and compensation; and diversity, equity, and inclusion.

"Movember"

The Washington County Sheriff's Office participated in a Movember campaign that raised \$3,200 for Tubman, with male employees choosing to forgo shaving for a month and female employees being able to wear their hair in more relaxed styles.

Celebrating Ms. Junauld's Retirement

In February 2019, Tubman bid farewell to longtime mentor, coworker, friend, and Director of Residential Services Junauld Braddock Presley.

"Ms. Junauld," as she was known to shelter staff and clients, leaves a long legacy after serving in a number of roles throughout her 24 years at Tubman. In February, Tubman hosted a retirement celebration with Junauld's family, friends, community leaders, coworkers, and clients.

The messages of well-wishes, love, and appreciation lasted throughout the evening, including from longtime colleague and friend, Tubman CEO Jen Polzin: "For 24 years, Junauld Presley has served in the spirit of our namesake and inspiration, Harriet Tubman. Junauld has been a mentor to multitudes: staff, volunteers and interns—and especially the women and children of all ages who make their way to our door. We thank her for her countless contributions, and wish her all the best in her next chapter!"



Clockwise from top: Junauld Braddock Presley's family, friends, and colleagues gathered to celebrate her 24 years at Tubman; Tubman Advisory Board Member Josie R. Johnson (left) wishes Junauld Braddock Presley well in her retirement; and Tubman staff share memories of working with Ms. Junauld.

Strengthening partnerships for social justice

Tubman works with a broad coalition of partners on issues including relationship violence, gun violence, equity and anti-oppression, housing opportunities, youth intervention, and more. Because these issues often intersect in the lives of people served at Tubman, we aim to lift up their complex lived experiences and wisdom in policy discussions to create change.

Coalitions and partners with legislative agendas supported by Tubman include: Violence Free Minnesota, Minnesota Coalition Against Sexual Assault, Minnesota Council of Nonprofits, Minnesota Coalition for the Homeless, Metropolitan Alliance of Connected Communities, Youth Intervention Programs Association, Protect Minnesota, and Greater Twin Cities-United Way.

A full list of Tubman's partners can be found on our website at tubman.org.

"Violence Free Minnesota's work is fueled by and dependent upon strong partnerships with our member pro-



grams, like Tubman," said Katie Kramer, Policy Director at Violence Free Minnesota. "Having Tubman staff work with us on policy issues allows us to incorporate the knowledge, experience, and analysis of advocates and victim/survivors across the state. It is through working together that we will be able to end relationship abuse, create safety, and achieve social justice for all. Thank you, Tubman!"



Top photo: Tubman CEO Jennifer J. Polzin speaks at a Capitol press conference supporting the "Restore the Vote" initiative. Lower right: Community members, including staff and clients of Tubman, rally at the Capitol with Violence Free Minnesota to highlight the need for statewide support for services.



An evening of community support

The 2019 Starlight Soiree was Tubman's most financially successful gala to date! Left, as guests enter, they see lanterns honoring people who lost their lives due to relationship violence. Center, a group of guests celebrate at the event. Right, emcee Alexis Thompson of myTalk107 jokes with the crowd. The event honored the lives of people moving from fear to freedom and raised \$2350,000 to support Tubman's broad continuum of services so that Tubman can be here for people in crisis.

Milestones Through the Years

As we continue moving forward, we also honor and celebrate how far we've come.

1974

Chrysalis Women's Collective forms to offer support groups, chemical health services, and childcare.

1976



Harriet Tubman Women's Shelter opens as the third battered women's shelter in the country.

1977

Individual legal advice and information sessions on family law issues begin at Chrysalis Center.

1981

Legal advocacy and Orders for Protection in Washington County begin through the Family Violence Network.



1995

The new Harriet Tubman Shelter opens in Minneapolis with a public address, taking the issue of domestic violence out of the shadows and signaling a commitment to engage the whole community.

1984

Family Violence Network opens volunteer safe homes for victims and their children in the East Metro.

1996

New services begin, including transitional housing; a Jobs, Education and Training program; HealthCare for the Homeless; and a shared parenting and program for kids affected by divorce.



1990

Services expand into suburban Ramsey County. School-based violence prevention education begins.

1999

Holistic counseling launches for men using violence, leading to nationwide recognition, including a special by Oprah.



1997

A cutting-edge mental health program for women, Dialectical Behavioral Therapy, begins.

2001

Harriet Tubman Center and Family Violence Network merge to form Tubman Family Alliance.

The Co-Occurring Program begins for women experiencing both mental and chemical health issues.

A public service announcement partnership with Clear Channel (now iHeartMedia) launches.

2004



2007

Tubman Family Alliance and Chrysalis, A Center for Women merge to become Tubman.



2008

Harriet Tubman Center East in Maplewood is acquired from the Sisters of St. Paul's Monastery.

Tubman establishes the Freedom Fund to provide clients with emergency cash assistance for tangible needs while accessing other life-changing services.



The NorthStar Youth Outreach Center moves to Maplewood Mall for increased community access.

2018

Tubman convened a Facilities Task Force to identify options and make a recommendation to Tubman's Board of Directors regarding the future of Harriet Tubman Center West. The Board of Directors unanimously votes to sell building in order to strengthen long term organizational stability and increase investment in services.

Tubman conducted its first biannual Employee Engagement Survey in order to assess morale, develop action plans to strength Tubman's culture, and utilize feedback to guide the agency's ongoing work in areas in wellness and diversity.

2017

And onward →

2019

Tubman sells Harriet Tubman Center West, at First Avenue S. in Minneapolis, to Minnesota Adult and Teen Challenge, another nonprofit serving the community.



In partnership with a community-led task force, Tubman completed protocols, trained volunteers and opened a drop-in center for homeless youth at Tubman East.

Tubman's shelter program begins to serve adult male victims.

The agency commissions a forensic engineering review of structural issues impacting Harriet Tubman Center West in Minneapolis.

2016

A text line launches for youth and youth adults.

2012

Inspiring Youth, a new partnership to serve at-risk youth, begins with public health and Minneapolis public schools.

2014

The ElderCare Rights Alliance joins Tubman and incorporates agency-wide expertise in working with older victims of crime.

2011

The Joint Prosecution Unit launches in suburban Ramsey County.

The Safe Journeys program opens to provide housing and in-depth supportive services to young victims of violence and exploitation.

2015

2009



The Lethality Assessment Project in Washington County launches to identify highest risk cases, provide immediate services for victims, and higher bail and closer supervision for offenders.

Tubman is awarded a research and change grant to improve services for victims of violence with brain injuries.

A multidisciplinary Legal Think Tank is initiated in Washington and suburban Ramsey counties to improve the legal system for victims.



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Highlights from our year

Clockwise from top: (1) Tamara Stark, Senior Director of Housing and Youth Development, presents to a local Rotary Club on Tubman's work with victims of trafficking. (2) Staff advocate as part of the Youth Intervention Programs Association (YIPA) day at the Capitol. (3) We share information during a partnership with local co-ops, which raised money for Tubman's food pantry for clinical clients. (4) Artist Hester Moore performs as Harriet Tubman on the Underground Railroad for staff and clients.

