



keep going*



keep going[★]

“Keep going.”

With these words, Harriet Tubman encouraged travelers on the Underground Railroad to continue their life-threatening journeys toward freedom. The path was often dark and full of challenges, but together, they kept going, following the rivers and the North Star to the promise of a new life.

At Tubman today, people are still seeking freedom – freedom from violence, exploitation, addiction, trauma, fear. And as we work alongside them, we still encourage: “Keep going.”

Each community partner who supports our mission,

Each donor who makes a heartfelt contribution,

Each volunteer who generously gives their time,

Are all saying “Keep going. We believe you, and we believe in you.”

“

I HAD REASONED THIS OUT IN MY MIND;
THERE WAS ONE OF TWO THINGS I HAD A
RIGHT TO, LIBERTY OR DEATH. IF I COULD
NOT HAVE ONE, I WOULD HAVE THE
OTHER, FOR NO MAN SHOULD TAKE ME
ALIVE. I SHOULD FIGHT FOR MY LIBERTY
AS LONG AS MY STRENGTH LASTED, AND
WHEN THE TIME CAME FOR ME TO GO, THE
LORD WOULD LET THEM TAKE ME.

”

HARRIET TUBMAN

★ letter from board chair & ceo

Dear Friends and Supporters,

When we began brainstorming themes for the 2018 Annual Report, the answer was right in front of us – “Keep going,” Harriet Tubman’s personal motto and words she used to encourage travelers on the Underground Railroad, reassuring them to continue on their harrowing journey into an unknown future and inspiring them to keep hope in that future’s promise.

For our organization, 2018 was a year to keep going through challenges and changes on the nonprofit landscape, and we are proud to present this report that shows not only a balanced financial position, but shares some of the life-changing impact of our services to more than 33,000 people.

We continue in our plans to sell Harriet Tubman Center West and strengthen the agency’s long-term

financial stability through further investment in client services and the people who provide them, reducing building-related debt, and growing our repair and replacement reserves. We continue our diversity, equity, and inclusion work to reflect the broader community within our organization and to assure that we live our values in all aspects of our work. And we keep going in strengthening our organizational culture and prioritizing staff wellbeing.


Together, we keep going. We can provide safety in response to fear, hope in the face of hopelessness, and healing in the aftermath of trauma. We thank you for supporting our work and for answering the call to keep going with your time, talent, and treasure.

With gratitude,




JULIE SCHISSEL LOOSBROCK
Chair, Board of Directors




JENNIFER J. POLZIN
Chief Executive Officer

2018 board of directors

OFFICERS

Julie Schissel
Loosbrock *Chair*
Diane J. Gates
Vice Chair & Chair
Elect
Jay Lindgren
Secretary
Doug Underwood
Treasurer
Jennifer J. Polzin
CEO

DIRECTORS

Ramona I. Advani
Chief Medaria
Arradondo

Jake L. Blumberg
Jeffrey J. Bouslog
Heidi Schmidt Boyd
Tommie Braddock
Jacob Colon
Junita L. Flowers
Amy Hasbargen
Shirley N. Hunt
Jeffrey P. Justman
Kristen M. Kimmell
Phillip Martin
LaShon McMillan
Jackie Kane Ottoson
Dan Seeman
R. Christopher Sur
Troy F. Tatting

Paul Tillman
Sara Wahl
Jonathan Weinhausen
ADVISORY BOARD
Sharon Sayles Belton
Tammie L. Follett
Josie R. Johnson
Sheila C. Morgan
Diane Robinson
Sharon G. Ryan
Commissioner Paul
Schnell

vision, mission, values

VISION

Thriving people, healthy relationships, and peaceful communities.

MISSION

To 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.

★ the agency in 2018

For this year's Annual Report, we asked people to tell their story of Tubman, and what Harriet's motto to "keep going" means to them. You'll hear from people who have used Tubman's services, staff and volunteers, and people who make the work possible through their partnerships with the agency.

Thank you to the many people who contributed their insights and stories to this year's report.

With a vast mission that helps thousands of individuals and families find hope and safety, Tubman relies on a large and evolving base of volunteers, as well as interns from local and national colleges. This past year, 162 students from Metropolitan State, Hamline, St. Catherine's, the University of St. Thomas, University of Minnesota and more gave more than 19,000 hours of service at Tubman and earned valuable practical experience, college credit, and incalculable amounts of personal satisfaction of helping the clients at Tubman.

More often than not, and certainly in the case of Nathan House, that Metro State internship is a life changer.

Nathan, 22, signed up to be a shelter advocate last fall. For two or three days a week, he was on the phone or face-to-face with clients, helping them get the tools they needed to move forward—where to find food shelves,

Section 8 housing, transportation to doctor's appointments, and more. It's a big responsibility, but Tubman provided him with extensive training that focused on what the organization can provide to people in need in a strengths-based way.

"We went over different scenarios, studied 'trigger' words, practiced how to de-escalate a situation. We learned what to do and also what not to do," he said. "The training was spot-on."

Once working with actual clients, Nathan would ask what brought them in, have them explain their needs and let them know what he could do. Most of the clients he met with would give their all to get out of their previous situation.

"I see people every time keep going on a daily basis. They won't give up."

For Nathan, the experience has made him see things in a different way. First, he realized he liked working with kids. Seeing the children in the hallway or coming home from school has been a highlight. Secondly, he knows that volunteerism will always be part of his life, and lastly, as satisfying as being able to connect clients to services, he has felt the pain of telling a person in need that there was no room in Tubman's shelter at that time.

"I just wish I had a billion dollars to build enough shelters to help them all."



Tubman staff, volunteers and clients participate in the Minnesota Coalition for Battered Women's Day of Action at the Capitol.

ANNUAL AGENCY OBJECTIVES

- Prepare to sell Harriet Tubman Center West and move those services to Tubman Chrysalis Center and Harriet Tubman Center East in order to strengthen agency's long-term financial stability by:
 - Investing further in top quality direct services and the people who provide them,
 - Reducing building-related debt,
 - Growing repair and replacement reserves.
- ✓ Conduct the Charities Review Council's Diversity, Equity, and Inclusion (DEI) Toolkit Assessment with Board, Staff, and Volunteers; identify two-year objectives based upon results.
- Add secure text message capability to our 24/7 help line, increasing access for people who prefer to text or cannot safely make a phone call.



who and 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 services.

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 OUR ANNUAL OBJECTIVES

Throughout this report, you'll see annual objectives for the agency and each department. These objectives highlight goals or projects on which we focused this year, and we've indicated whether we met this goal (✓), have made progress (🔄), or either did not complete it or ultimately decided not to pursue it (✗). These goals and projects support our agency's four strategic directions:

1. Provide streamlined access to exceptional, relevant services.
2. Engage the community to take action.
3. Strengthen the agency's infrastructure in order to better serve.
4. Invigorate organizational culture to sustain innovation, engagement, wellbeing, and diversity.



Tubman staff participate in a workshop on cultural wellness.



★shelter & housing

"I entered the Tubman transitional (housing) program at 38 years old with two young children," said Cherie*, adding she didn't know what to expect when she learned she'd been selected for an apartment at Tubman. "When I walked in for the first time, I saw that the unit was clean and already stocked with new beds and bedding, cleaning and starter supplies. But my biggest feeling I had was relief that I knew where my children would sleep from that night on."

In addition to Tubman's emergency shelter services for victims of family violence, the agency also provides 11 transitional housing apartments that can be rented for up to two years. These apartments provide longer term stability, with continued access to other supportive services at Tubman.

"The Tubman program helped me with clothing for me and my children, gas cards, food and assistance with a childcare payment," Cherie said. "They even provided cab fare to the hospital when my baby was struggling with asthma. The staff are friendly, non-judgmental and easy to talk to. The Tubman workshops provide helpful tips, advice and other resources to get me going again."

The assistance Cherie described and that many other clients also receive is made possible through Tubman's Freedom Fund, which was formally established during the last year. This fund removes barriers for clients by providing tangible things like transportation to a job interview or court appearance, replacing locks on an apartment door that's been broken by an abusive partner, or renting storage space while they stay in Tubman's shelter and look for a new place to live. For Cherie, the apartment and client assistance helped her and her children find stability while they looked for to the future.

"As I transition into a new phase of my life, I want to thank the Tubman staff, volunteers and supporters for helping us on our journey," Cherie said. "Without their support, we would not have made it this far."

OBJECTIVES

- ✓ Expand transportation options for clients at Harriet Tubman Center East.
- ✓ Collaborate with Think Self and Cornerstone Advocacy Services to improve services for survivors who are deaf or hard of hearing.
- ✓ Advance training to support co-advocacy and provide technical assistance to strengthen infrastructure of Voice of East African Women.

* Name has been changed to preserve client safety and confidentiality.

“WITHOUT THEIR [TUBMAN'S] SUPPORT, WE WOULD NOT HAVE MADE IT THIS FAR.”
CHERIE*



A Tubman client and her son participate in a family event



“ ... WE CONTINUE TO
LOOK OVER THE
HORIZON FOR THE
NEXT CHALLENGES... ”

BILL SULLIVAN



3,537

CLIENTS
RECEIVED

- VICTIM ADVOCACY
- LEGAL INFORMATION
- ADVICE
- REPRESENTATION

IN ORDERS FOR PROTECTION
AND FAMILY LAW, OR HELPLINE
SUPPORT ON LEGAL MATTERS



★ legal

“Over these many years, the thing that has most impressed me is Tubman’s willingness to tackle the most complex social issues with no certainty of adequate funding and no guarantee of complete success. It takes courage, persistence and passion to accept these challenges, knowing that each successful outcome will likely be off-set by another difficult situation. Remarkably, even after working closely with them for 18 years, I have never observed even the remotest sense of discouragement from any of the staff at Tubman.

From the perspective of our police department, we have every confidence that the community referrals we make to Tubman will provide our residents with the best possible source of comfort and assistance, even during that person’s most vulnerable and frightening times. They provide a variety of resources and options for young people who may have nowhere else to turn when trying to meet the basic needs of daily life, or when trying to find a place where they can collect their thoughts and receive some positive direction.

Finally, CEO Jen Polzin and her entire staff have continuously reached out to other service providers in the community in an attempt to coordinate activities, consolidate resources and to continue searching for best practices. We have trained together, have met regularly to discuss issues in the criminal justice system, and we continue to look over the horizon for the next challenges that our organizations will face.

One of my favorite quotes is from motivational speaker Matthew Kelly, who said ‘The world should be different because you were here.’ I cannot think of a better way to describe the Tubman organization.”

– Bill Sullivan, Oakdale Chief of Police

OBJECTIVES

- ✓ Secure funding to increase volunteer and staff attorney representation in Hennepin County for petitioners seeking OFPs, especially in cases where the respondent has representation.
- ⦿ Better serve and improve clients’ experience by closing gaps in advocacy and streamlining team functions.
- ✓ Expand interpreter services and client assistance for emergency needs such as lock changes, transportation, court filing fees, food, storage, and housing application fees.

★ mental & chemical health

For the past decade and for the rest of her life, Maria Todd wishes she had found Tubman first.

Maria, who lives in upstate New York, devoted her life in the years before 2009 to helping her bright, hardworking daughter Melissa find the help she needed for her depression and drug addiction. There wasn't a treatment facility that could do both, and the runaround proved beyond frustrating. It was fatal.

"She turned to drugs to just help her cope with life," Maria said. "Whenever she tried to stop drugs her depression worsened dramatically. She self-admitted to a facility here in upstate New York a couple months before she died. They put her on so many drugs that her own doctor did not know how to reduce them so she could return to work."

After a bad experience in a facility for three weeks, Melissa knew she needed that support if she was going to stay clean and not become suicidal. She begged to stay in their outpatient to program. The facility rules were that a patient needed to be validated clean for 60 days to be admitted. She left despondent and went to work. It was not enough to overcome one day of criticism at work, and she overdosed by mistake at home. She was 28.

Melissa's sister Ann Zenner lived in Minneapolis while this was going on—scared, concerned and frantic to find help from a distance. An internet search found Tubman, with its philosophy of holistic treatment and addressing depression and addiction issues at the same time. Though it was too late for Melissa, the family forged a bond with Tubman. In 2010, Tubman made Melissa the highlight of their fundraising gala. And today, Tubman offers Melissa's Connections, a weekly meeting for those who need the listening ears of a counselor and group of peers who understand the devastating concurrence of addiction and depression.

"Tubman gave us the opportunity to offer this experience to others who had Melissa's same issue of depression worsening without drugs or those who have mental issues and drug issues," Maria said. "We feel very fortunate to be able to help others in Melissa's memory. Melissa was always listening to others and trying to help them. We only wish we had known about Tubman before. Tubman looks at the whole person. They treat the whole person."

OBJECTIVES

- Reduce barriers to access clinical services by ensuring 80% of intake inquiries are connected within five days.
- Increase the total number of clients participating in mental and chemical health services by 5%.
- ✓ Incorporate role of Peer Recovery Specialist into the Co-Occurring Program.

1,684 CLIENTS
ACCESSED
↓
MENTAL HEALTH
↓
CHEMICAL HEALTH
↓
ASSESSMENT
AND/OR TREATMENT IN
OUR LICENSED CLINIC



“WE FEEL VERY FORTUNATE TO
BE ABLE TO HELP OTHERS IN
MELISSA'S MEMORY.”
MARIA TODD

Josh Peterson, center, works with community partners on public health issues in the City of Minneapolis.



★ youth & family

When trying to cope with and heal from violence and trauma, young people often have different needs, questions, and goals. That's why, in addition to youth-focused supportive services in our family violence shelters, Tubman also works with many youth and young adults in a wide range of community settings.

One of those is the Inspiring Youth program, a partnership with the City of Minneapolis to provide comprehensive and culturally responsive one-on-one mentorship and support to youth.

"Tubman has been a great partner through the Inspiring Youth program," said Josh Peterson, senior public health specialist with the City of Minneapolis. "The staff has a strong set of values that honors the individuality, humanity, and strength of those they serve as well as a deep knowledge of resources and credible connections with community and partners. This approach is critical to their success, particularly when it comes to serving young people and families striving to find safety, stability, and hope in the face of systemic inequities."

In addition to the Inspiring Youth partnership, Tubman offers a wide range of youth and young adult outreach and advocacy services, including a youth text line, youth-focused safety planning, the Safe Journeys youth shelter and housing program, two drop-in youth outreach centers in the East Metro, school-based violence prevention education and leadership development. All of these programs were developed with input from youth and regularly incorporate feedback and new ideas from youth in these programs to ensure their voices are incorporated and the programs remain responsive to the changing needs of young people impacted by violence, trauma, and exploitation.

"The feedback from participants and word-of-mouth reports we've gotten about the services in and of themselves inspire confidence in Tubman's ability to help those they serve," Peterson said. "From the beginning, it has been clear that everyone at Tubman—from the direct service staff to leadership—shares a passionate commitment to service. They have a deep knowledge of resources and credible connections with community and partners."

OBJECTIVES

- ✓ Diversify funding to support eight shelter/housing beds to serve youth victims of violence and exploitation.
- ✓ Sustain community-based outreach, intervention, and prevention services for at-risk youth in the metro.
- ✓ Expand access to paid youth employment opportunities through partnerships with career placement agencies.

7,811
YOUTH

PARTICIPATED
IN TUBMAN'S

6

WEEK
SCHOOL-BASED
VIOLENCE PREVENTION
CURRICULUM

OR ATTENDED
PRESENTATIONS
ON HEALTHY RELATIONSHIPS
AND VIOLENCE PREVENTION

729

YOUTH AND
YOUNG ADULTS
EXPERIENCING VIOLENCE
AND EXPLOITATION

RECEIVED

SUPPORT
CASE MANAGEMENT

IN THE COMMUNITY,
OUR SHELTERS, AND
HOUSING PROGRAM

★ wrap-around support

“Rarely does a client who visits Harriet’s Closet leave without a smile, and that warms our hearts as volunteers,” said Renea Maxfield, a Tubman volunteer since 2016. “We not only provide solutions to their immediate need for clothing, but our mere presence with encouragement and a listening ear gives them hope and motivation to press forward to move past this transitional time in their lives.”

Harriet’s Closet, a clothing closet that provides new and gently used clothes, is one of several services that provide wrap-around, long-term support for Tubman clients and community members. In addition to the clothing closet, Tubman offers services including a computer lab; assistance meeting career, education, and financial goals; workshops on topics such as budgeting and nutrition; and drop-in support groups.

“I have a vested interest because many years ago after my divorce, I walked in similar shoes,” Renea said. “I know firsthand the power of having supportive advocates to walk the crisis journey with you until you can again taste self-sufficiency and come into your own again.

“Harriet’s Closet is much more than a place to get clothing; it is a resource that offers opportunity to gain perspective in an environment that provides safety from all that overwhelms and the demands of life for those we serve.”

“

RARELY DOES A CLIENT WHO
VISITS HARRIET’S CLOSET
LEAVE WITHOUT A SMILE.

RENEA MAXFIELD

”



Volunteers with Walden University help sort and organize donated clothing at Harriet's Closet, where Tubman clients and community members can select outfits and accessories.

★ other agency objectives

COMMUNICATIONS AND PUBLIC POLICY

- ✓ Redesign Tubman's website to improve the viewer's experience with mobile responsiveness, internal content management, and more dynamic and regular updates.
- ✓ Develop and implement a communications plan with stakeholder groups on the future of the Harriet Tubman Center West building.
- ✗ Engage state legislators to pass Tubman's bonding request and raise support among other local, county, and state officials.
- Strengthen brand consistency throughout the agency with improved templates, forms, and accessibility of collateral for all staff.
- ✓ Offer engagement and skill-building opportunities for staff through Tubman Ambassador and Grassroots Organizing Committee activities.

RESOURCE DEVELOPMENT AND INTERN & VOLUNTEER SERVICES

- Improve and expand options for reoccurring gifts, increasing monthly donors from 25 to 50.
- Finalize naming structure for Tubman East and implement donor recognition strategies.
- ✓ Explore partnerships with community engaged learning/service learning programs in metro universities for placement of childcare and clothing closet volunteers to increase client access.
- ✓ Develop recruitment plan to increase the number of volunteers and interns who are male-identified and/or people of color.

ADMINISTRATION, FACILITIES, & INFORMATION TECHNOLOGY

- ✓ Develop and implement data quality assurance plan across all client service programs.
- ✓ Develop and implement an electronic file system and employee portal that are efficient and accessible, adhering to Tubman data retention policies.
- ✓ Finalize a long-term facility plan for Harriet Tubman Center West that addresses debt management, capital funding, and a realistic timeline.
- ✓ Select and implement facility management software to better manage repairs, room reservations, and visitors.

FINANCE

- Develop a long-term debt management plan, including refinance and payoff options.
- Develop a project plan for paperless accounting functions.
- ✓ Upgrade employee time tracking system for easier access for staff.

HUMAN RESOURCES

- ✓ Conduct an employee engagement survey, identify priorities for improvement, and achieve results in two key areas.
- Document and complete an internal audit of all Human Resource processes to ensure best practices.
- ✓ Create and implement a Supervisors' Training Series.

From top, fun activities celebrate the opening of Tubman's NorthStar Youth Outreach Center in Maplewood Mall; staff from Tubman Chrysalis Center do community outreach during Mental Health Awareness Month; and a staff member visits with an on-site therapy dog.



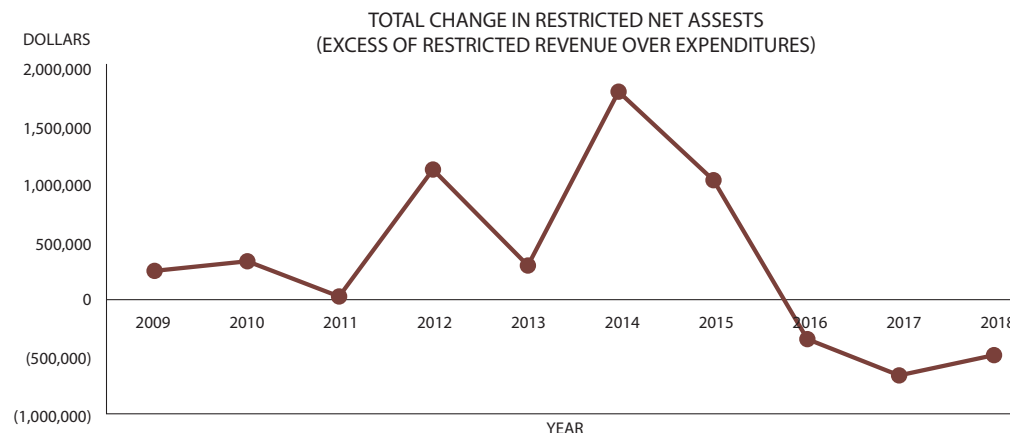
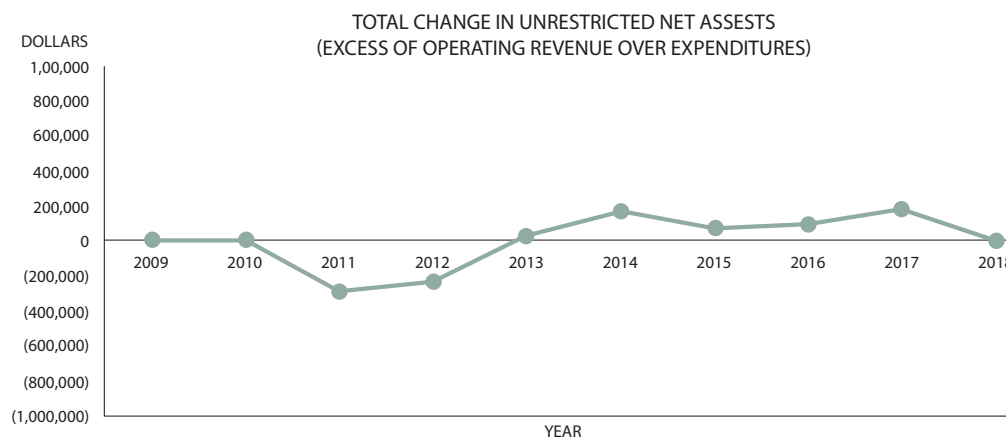
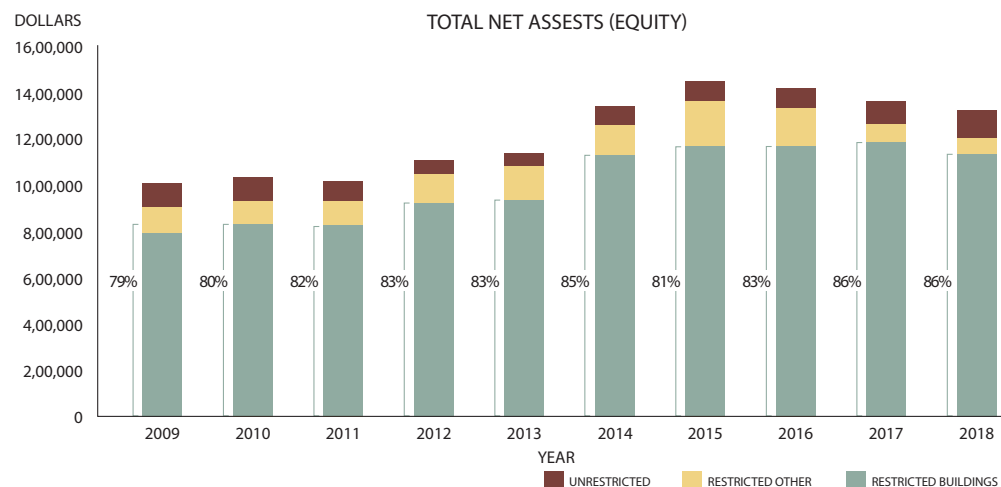
★ 2018 financials

Tubman ended the 2018 fiscal year with a balanced financial position, without surplus, but having preserved a similar level of client services in almost all programs. As of September 30, 2018, Tubman's net assets totaled \$13,184,147—of which \$11,354,207 (86%) are invested in property and equipment.

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 the modest personnel investments necessary to attract and retain outstanding staff expertise to fuel our mission and serve approximately 25,000 clients each year.

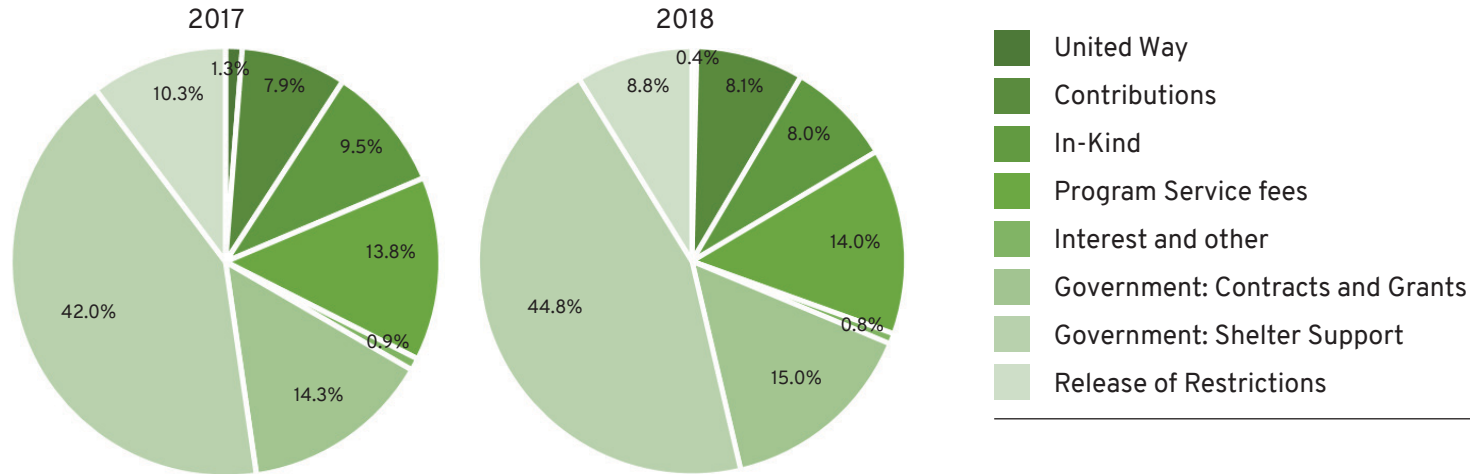
Public sector funding includes contracts and grants from the following:

U.S. Department of Justice; U.S. Department of Homeland Security emergency food and shelter; U.S. Office on Violence Against Women (OVW) Consolidated Youth Grant (CYG), Legal Assistance for Victims (LAV) grant and Transitional Housing Program grant; U.S. Department of Housing & 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 Victim Services; Minnesota Department of Human Services Alcohol and Drug Abuse Division grant to enhance peer recovery services; Minnesota Supreme Court's Legal Services Advisory Committee; 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.



2012 included significant grants and contributions relating to the Phase 1 Renovation Project at HTCE and 2014 included \$2M general obligation bonds received for completion of Phase 2 renovations at HTCE. Increases include restricted contributions pledged or received, decreases include satisfaction of program restrictions and time restrictions (depreciation).

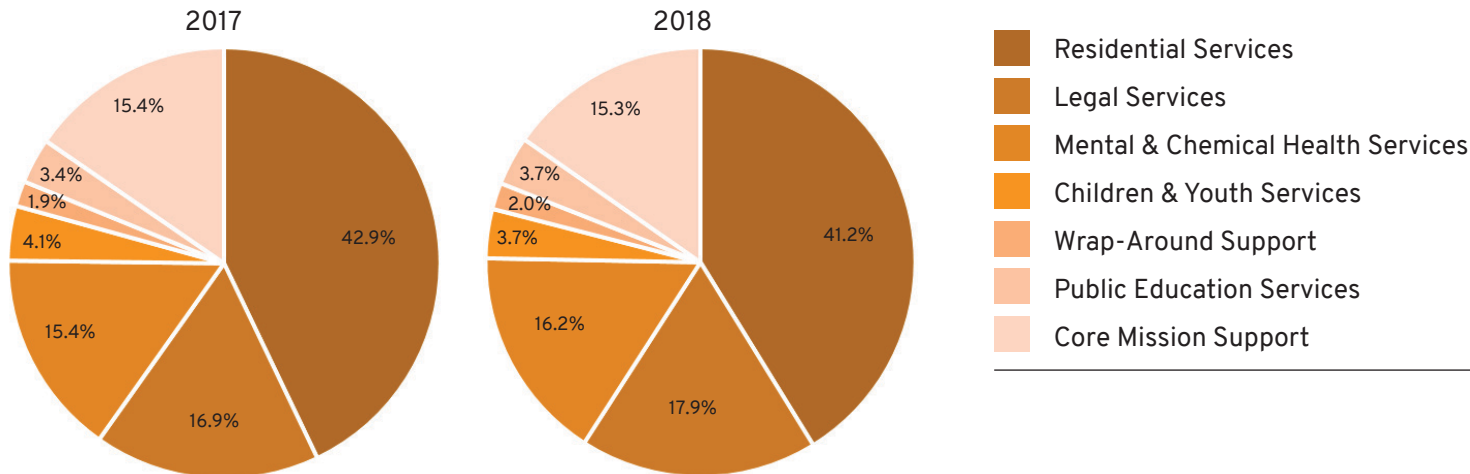
OPERATING REVENUE



Total operating support and revenue were \$11,528,769 in 2017 and \$10,591,615 in 2018.

Release of Restrictions are net assets subject to donor-imposed stipulations. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, the temporarily restricted net assets are reclassified to unrestricted net assets and reported as net assets released from restrictions.

OPERATING EXPENDITURES



Total operating expenditures were \$11,349,671 in 2017 and \$10,591,360 in 2018.

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 4.5% is used to secure the future resources that fuel our work.



STATEMENTS OF FINANCIAL POSITION

As of September 30, 2018 and 2017

	2018	2017
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$777,255	\$835,134
Accounts receivable - net of allowance	71,381	79,652
Pledges and grants receivable	1,220,745	1,415,979
Prepaid expenses and other receivables	89,706	83,365
TOTAL CURRENT ASSETS	2,159,087	2,414,130
PROPERTY AND EQUIPMENT	15,335,990	15,847,889
OTHER ASSETS	878,173	982,327
TOTAL ASSETS	\$18,373,250	\$19,244,346
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$119,179	\$257,228
Accrued expenses	488,018	623,871
Current maturities of debt	158,972	152,726
TOTAL CURRENT LIABILITIES	766,169	1,033,825
LONG-TERM LIABILITIES		
Long-term debt	4,051,671	4,169,499
Accrued interest	163,910	156,910
Asset retirement obligation	130,000	130,000
Deferred loan agreements	77,353	74,096
TOTAL LONG-TERM LIABILITIES	4,422,934	4,530,505
TOTAL LIABILITIES	5,189,103	5,564,330
NET ASSETS		
Unrestricted		
Undesignated	358,854	537,599
Designated for repair and replacement and cash flow	713,250	534,250
Total unrestricted	1,072,104	1,071,849
Temporarily restricted		
Restricted for program use	437,174	475,987
Restricted for buildings, equipment and other long-term items	11,354,207	11,815,980
Total temporarily restricted	11,791,381	12,291,967
Permanently restricted		
Perpetual trusts	204,117	199,655
Endowments	116,545	116,545
Total permanently restricted	320,662	316,200
TOTAL NET ASSETS	13,184,147	13,680,016
TOTAL LIABILITIES AND NET ASSETS	\$18,373,250	\$19,244,346

STATEMENT OF ACTIVITIES

For the year ended September 30, 2018 with comparative totals for 2017

	2018				2017
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
REVENUE AND SUPPORT					
REVENUE					
Program service fees	\$1,487,738	-	-	\$1,487,738	\$1,593,104
Government contracts and grants	\$6,343,471	-	-	\$6,343,471	\$6,544,802
Investment income	\$24,205	-	-	\$24,205	\$22,029
Miscellaneous	\$60,106	-	\$4,462	\$64,568	\$161,085
	\$7,915,520	-	\$4,462	\$7,919,982	\$8,321,020
SUPPORT					
Contributions	\$841,838	\$276,919	-	\$1,118,757	\$1,321,342
In-kind contributions	\$844,368	\$100,000	-	\$944,368	\$1,089,850
Special events, net of expenses	\$56,599	\$55,785	-	\$112,384	\$126,184
	\$1,742,805	\$432,704	-	\$2,175,509	\$2,537,376
	\$9,658,325	\$432,704	\$4,462	\$10,095,491	\$10,858,396
Net assets released from restrictions:					
Satisfaction of program restrictions	\$371,518	(\$371,518)	-	-	-
Satisfaction of time restrictions	\$561,772	(\$561,772)	-	-	-
TOTAL NET ASSETS RELEASED FROM RESTRICTIONS	\$933,290	(\$933,290)	-	-	-
TOTAL REVENUE AND SUPPORT	\$10,591,615	(\$500,586)	\$4,462	\$10,095,491	\$10,858,396
EXPENSES					
EXPENSES					
Program services	\$8,968,246	-	-	\$8,968,246	\$9,597,612
Administrative	\$1,145,839	-	-	\$1,145,839	\$1,190,742
Development	\$477,275	-	-	\$477,275	\$561,317
TOTAL EXPENSES	\$10,591,360	-	-	\$10,591,360	\$11,349,671
CHANGE IN NET ASSETS	\$255	(\$500,586)	\$4,462	(\$495,869)	(\$491,275)
NET ASSETS - BEGINNING OF YEAR	\$1,071,849	\$12,291,967	\$316,200	\$13,680,016	\$14,171,291
NET ASSETS - END OF YEAR	\$1,072,104	\$11,791,381	\$320,662	\$13,184,147	\$13,680,016

★ a year at tubman



“ MY EXPERIENCE AT TUBMAN WAS REWARDING FROM THE BEGINNING TO THE END. IT WAS REWARDING TO WORK ALONGSIDE WOMEN AND HELP THEM REACH THEIR GOALS. I ENJOYED SEEING CLIENTS ON A REGULAR BASIS WORKING TOWARD THEIR GOALS AND IMPROVING THEIR LIVES. ”

KAYLA, FORMER INTERN

“ I HAVE A FUTURE I CAN LOOK FORWARD TO WITH EXCITEMENT AND ANTICIPATION, INSTEAD OF DREADING EACH DAY. THE LOVE I HAVE IN MY LIFE NOW IS THE LOVE OF GOOD FRIENDS, MY FUR-BALL OF A CAT, AND LOVE FOR MYSELF. ”

OCTAVIA, PAST CLIENT



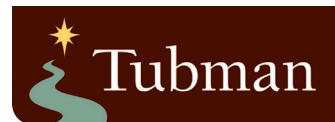


A child examines the Underground Railroad Quilt at Harriet Tubman Center East.

ABOUT THE COVER: For this year's theme of "Keep Going," we contemplated the many journeys of people at and alongside Tubman and chose to highlight this meditative walk at Harriet Tubman Center East in Maplewood.

Our gratitude to the many people who contributed their stories to this publication, including people who have used Tubman services, community partners, supporters, volunteers, interns, and staff. Special thanks to volunteers Emily Blodgett and Jennifer Anderson for writing and designing this year's report.

Digital versions of Tubman's Annual Report, along with supplemental information, can be found online at www.tubman.org. For a pdf version, an accessible format, or additional printed copies, please contact info@tubman.org or 612.825.3333.



3111 FIRST AVENUE SOUTH
MINNEAPOLIS, MN 55408

NON-PROFIT
ORGANIZATION
U.S. Postage
PAID
Permit No. 4595
Twin Cities, MN