



# SAFETY IN THE STORM

# 2020 ANNUAL REPORT

# 2020 BOARD OF DIRECTORS

## OFFICERS

Diane Gates, *Chair*

Jake Blumberg, *Vice Chair & Chair Elect*

R. Christopher Sur, *Secretary*

Doug Underwood, *Treasurer*

Jennifer J. Polzin, *CEO*

## DIRECTORS

Ramona I. Advani	Tracy Olson
Chief Medaria Arradondo	Jackie K. Ottoson
Marcia Ballinger	Paul Tillman
Jeffrey Bouslog	Jonathan Weinhagen

## ADVISORY BOARD

Heidi Boyd	Sharon Sayles Belton
Shannon Brooks	Tammie Follett
Donnie Brown	Josie R. Johnson
Jacob Colon	Sheila C. Morgan
Keyla Duran	Diane Robinson
Junita Flowers	Sharon G. Ryan
Jeffrey Justman	Paul Schnell
Shareen Luze	
Phillip J. Martin	

**ABOUT THE THEME:** When we thought about overarching themes for 2020 and how to summarize and frame our work, our challenges, and our opportunities from the year, so much of the conversation seemed to be about where we are—as individuals, as an agency, and as a broader community—in relation to ongoing storms around us.

There is the storm of a global health pandemic. The ongoing storm of racism and oppression. The personal storms of violence and trauma that bring people to Tubman for help.

In the midst of everything beyond our personal control, we seek to build safety in the storm, for our clients, staff, supporters, and everyone in our communities. We focus on our mission of safety, hope, and healing to stay centered. As an agency, we strive to help staff feel grounded, equipped, and inspired. And we work in the aftermath of those storms, to change systems and build more peaceful communities.

**ABOUT THE COVER:** For this year's theme of "Safety in the Storm," we are happy to share a photograph of artwork of Harriet Tubman on the wall of our recently renovated Tubman Chrysalis Center in Minneapolis. While Harriet Tubman is often best known as a Conductor on the Underground Railroad who led slaves to freedom, we honor the many diverse aspects of her experiences, and draw inspiration from her willingness to rise up to meet the evolving needs she recognized in her community throughout her life.

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

# LETTER FROM BOARD CHAIR & CEO

Dear Friends and Supporters,

We are pleased to share our 2020 Annual Report, *Safety in the Storm*, with you. The deep pain of racialized trauma and the immeasurable grief and loss resulting from the pandemic are related storms that continue to rage on, even as we continue to take action so that everyone—especially the people in our communities who are most affected and most marginalized—can experience safety, hope, and healing.

You may notice that this year's report is a slightly abridged version, though you'll still find all the essential financial information, our Strategic Planning report card to the community, and a bit about what we've learned from all the challenges we've faced as an organization and as a community over the past year.

The audited FY20 financials show several extraordinary financial events: a Paycheck Protection Program loan just over \$1 million dollars (spent in FY20, and forgiven in FY21) and proceeds from the sale of one of our buildings which closed in December 2019. From the beginning of the pandemic through April 2021, Tubman faced an additional \$1.5 million in unanticipated costs directly related to COVID-19—and we've covered those costs with additional funds made possible through government funds and gifts from foundations, corporations, faith groups, and individual donors. Thank you. That same generosity made it possible for us to provide nearly 50% more emergency financial assistance to the people we serve, whose personal needs skyrocketed during the storm. It's been said that we're all in the same boat, but that's not really true. Perhaps we're just all in the same storm...and we can make it possible for someone else to have a life preserver onboard their boat.

In addition to causing additional pain and suffering for so many people in our community, the storm of 2020 accelerated necessary change and laid the foundation on which we must continue building momentum. We can't go back to how things were before, so we continue to forge new ways to serve our clients, continue the hard work of changing systems and institutions, and the even harder internal work for racial justice.

We are inspired by the people we serve and all they've survived and achieved, proud of what we've been able to accomplish as an organization, humbled by all we've learned along the way, and grateful to be in partnership with you and this community.

The signature of Diane J. Gates, written in cursive script.

DIANE J. GATES  
*Chair, Board of Directors*

The signature of Jennifer J. Polzin, written in cursive script.

JENNIFER J. POLZIN  
*Chief Executive Officer*

# 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.

# 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 freedom.

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, mental health issues, addiction, trafficking, homelessness, and more. 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.

# SERVICE STATISTICS

**SUPPORT IN CRISIS:** 7,398 people in crisis accessed support and resources by phone or in person.

**SAFETY PLANS:** 16,891 people experiencing violence and exploitation developed a safety plan by phone or in person.

**SHELTER AND HOUSING:** 232 adults and youth and their 354 children received safe shelter and support at our family violence shelter. Our transitional housing program served 10 adults and 20 children. Our Safe Journeys housing program for youth and young adults experiencing violence and exploitation, including sex trafficking, served 33 youth and their 10 children.

**LEGAL SERVICES:** 4,005 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:** 877 clients accessed mental or chemical health assessment and/or treatment in our licensed clinic.

**SCHOOL-BASED PREVENTION:** 4,294 youth participated in our six-week school-based violence prevention curriculum or attended a presentation on healthy relationships and violence prevention.

**YOUTH ADVOCACY:** 395 youth and young adults experiencing violence and exploitation received support and case management in the community and our shelters.

**LONG TERM GOALS:** 1,703 clients addressed their wellness, financial, employment, education or housing goals individually or in workshops.

**COMMUNITY EDUCATION:** 1,819 professionals, students, and community members learned about Tubman services, relationship violence, exploitation, and other topics.

# LEARNINGS FROM 2020

As we reflect on 2020—our accomplishments, challenges, the impact on our team of community-wide events following the killing of George Floyd, and the global public health pandemic—we still see much to celebrate. It was a year of resiliency. Adaptability. Staff commitment. Creativity.

We stayed focused on our mission and our strategic goals, realizing that the shifts in how work could be done could help accelerate things that had already begun or been identified as goals. We continued to engage the community around the issues on which we serve, using new methods and technology to do so. We leveraged our strategic partnerships throughout the Twin Cities community to make the best use of collective expertise, resources, and technology. And we admitted mistakes, deepened our trust in each other as colleagues, and committed to being intentional about staying connected in order to generate our best ideas.

In Shelter Services, we consolidated shelter beds from two locations to one, even in the midst of the pandemic and community unrest. New safety protocols were put in place to protect residents and staff from COVID-19, and we saw no outbreak and very few individual cases. Both residents and staff reported feeling safe and supported, and shifting how work could be done helped increase safety, decrease burnout and improve productivity. During the 2020 summer, while many group activities were cancelled, kids and their parents appreciated more one-on-one time with advocates and staff, and many of those opportunities for individual attention will continue in the future alongside a return to some group activities.

Tubman's Legal Services team increased the scope of its services, expanding attorney representation services to Washington County and increasing its capacity for writing Orders for Protection. This was accomplished because of investments in technology,

including for remote court hearings. To strengthen channels for feedback and increase involvement in program development, the team also launched the Safety Project Advisory Council of volunteer attorneys who serve in the Safety Project and launched an online survey for clients to give direct feedback about their experiences with Tubman.

Over the last few years, our Clinical Services team has focused on building a supportive and diverse community of therapists, and the team saw the benefits of that effort in the shift to telehealth and being able to lean on one another during the rapidly changing provision of services in response to the pandemic. Many clinical clients were experiencing additional trauma related to pandemic fears, increased isolation, and the heightened tensions and dialogue around racial oppression over the past year, and staff were able to support them as well as one another.

In our Housing & Youth Development programs, we focused on obtaining resources to better equip staff and clients with the technology needed to streamline work and offer more resources through virtual platforms. Staff were intentional about supporting each other, and focused on enhancing partnerships with other organizations to offer deeper, high quality services throughout the challenges of the pandemic.

We also saw a significant increase in client requests for direct financial assistance dollars due to COVID-19, and additional flexible pandemic-related funding helped us meet the majority of those requests through our Freedom Fund.

Agency-wide, we shifted as many people as possible to remote work, emphasizing flexibility and support for one another. Staff meetings via Zoom definitely had a different feel than in-person, but we also realized that many of our team who work in the community (in schools, courthouses, and other locations) were able to participate in more meetings, thanks to reduced travel time.

## PARTNERSHIP HIGHLIGHT

Each year, Tubman partners with dozens of organizations, government offices, and corporations throughout the Twin Cities and beyond to connect our clients with a range of additional supports and to collaborate on community solutions. Two new partnerships from the past year include:

**Every Meal**, which provides nutritious, culturally relevant, delicious meal kits to Tubman for the people we serve. With fewer clients onsite due to the pandemic, Tubman volunteers are delivering these meals to families' homes;

and the **211 Call Center of Greater Twin Cities-United Way**. By deepening our work with this long-time partner, 211 staff share their community resource database and help train new incoming volunteers at Tubman to maximize our collective impact and share the most up-to-date information about community resources.

For a full list of all Tubman's partners, please visit [www.tubman.org](http://www.tubman.org).

# FINANCIALS

Tubman ended the 2020 fiscal year with a slight surplus. As of September 30, 2020, Tubman's net assets totaled \$13,039,816, of which \$7,676,200 (59%) are designated for future depreciation of property and equipment and \$2,190,494 (17%) are designated for repair and replacement, cash flow and staff compensation reserves.

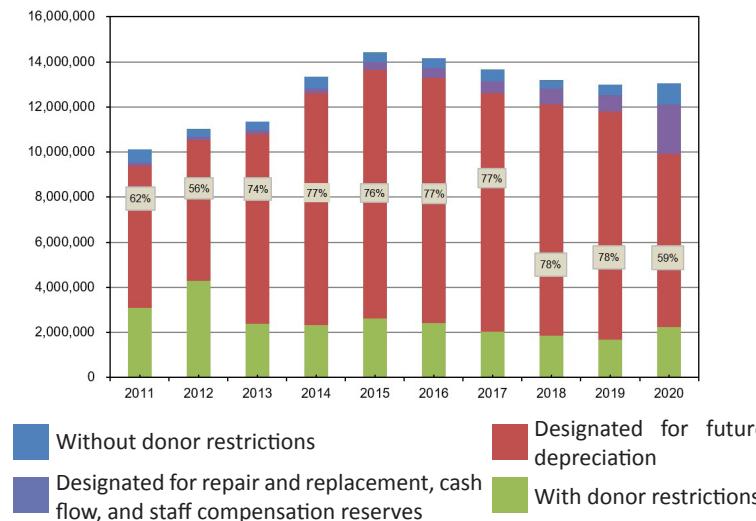
During FY20, Tubman sold one of its three buildings. Proceeds from sale were used to pay down mortgages (36%), invested in renovations completed at Tubman Chrysalis Center and improvements to be completed at Harriet Tubman Center East (36%), and allocated to the repair and replacement, cash flow and staff compensation reserves (28%).

In April 2020, Tubman received a federal Paycheck Protection Program loan in the amount of \$1,081,900. These funds were crucial to preserving the jobs necessary to continue providing essential services during the pandemic. On September 30, 2020, the loan is included in long-term debt on the statement of financial position. On March 1, 2021 Tubman received notice from the SBA that the loan was forgiven in full. Federal guidance stipulates that the revenue be reflected in the period the loan is forgiven (FY21), even though the expenses were incurred in FY20.

During FY20, Tubman secured COVID-specific funds that allowed us to provide pandemic pay for staff serving in our congregate shelter and housing programs, purchase additional personal protective equipment (PPE) and cleaning, and invest in additional technology platforms and equipment for clients and staff to support virtual services.

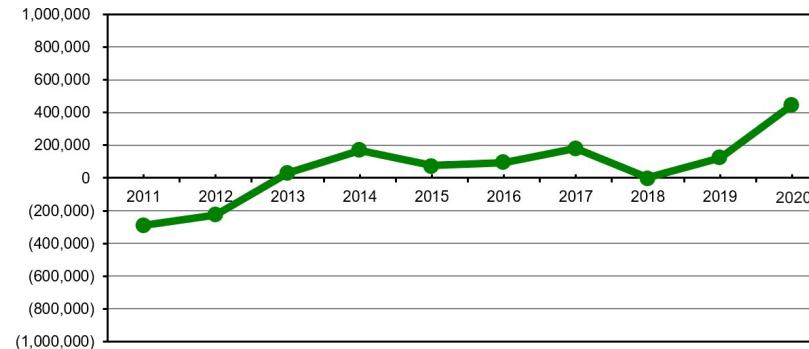
Tubman's sources of revenue remained stable, with a mix of government support, program service fees, and contributions. Operating expenditures remained stable as well, allowing Tubman to make modest personnel investments necessary to attract and retain outstanding staff expertise to fuel our mission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

## TOTAL NET ASSETS (EQUITY)



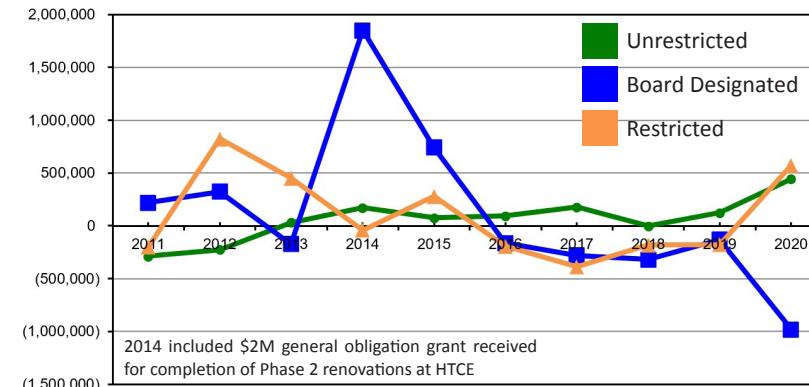
## CHANGE IN UNDESIGNATED NET ASSETS

(EXCESS OF OPERATING REVENUE OVER EXPENDITURES)



## CHANGE IN NET ASSETS

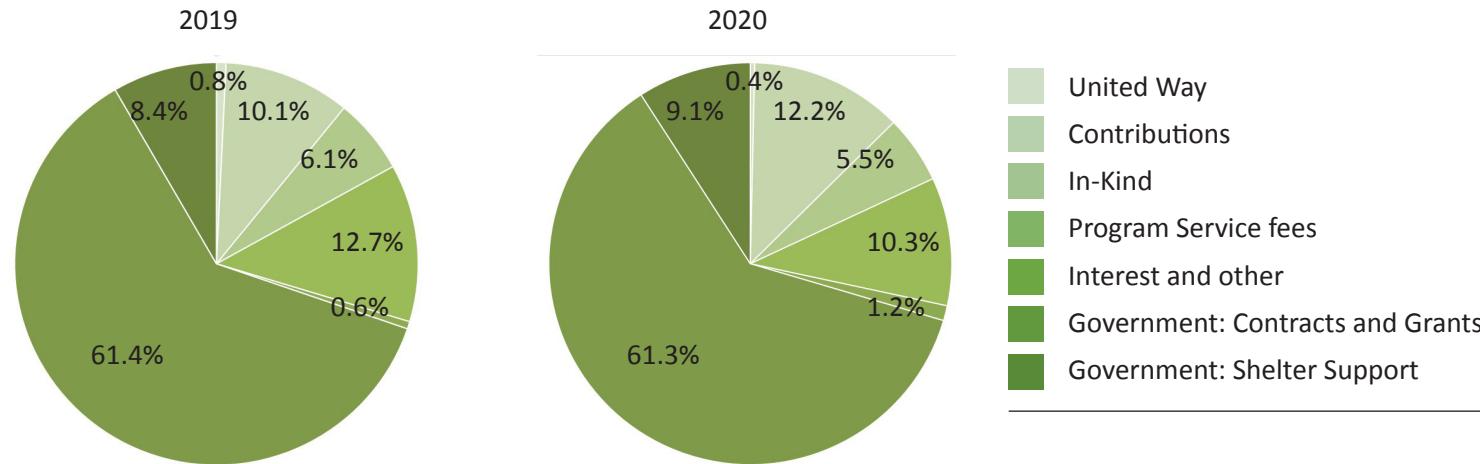
(EXCESS OF REVENUES OVER EXPENDITURES)



**FY20 public sector funding includes contracts and grants from the following:**

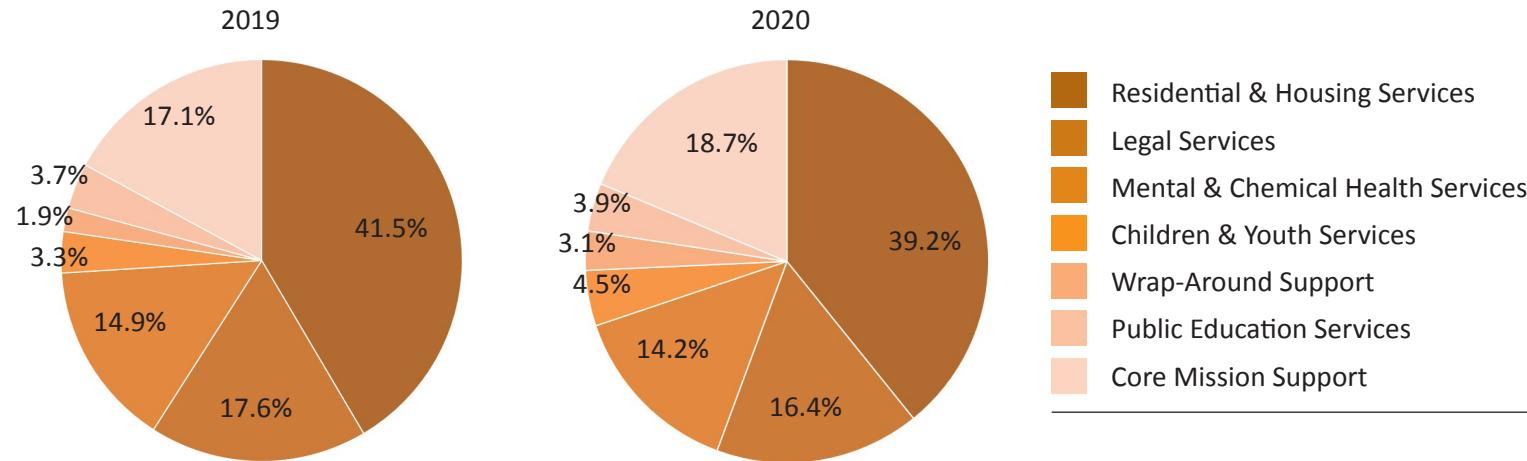
U.S. Department of Justice, Office on Violence Against Women (OVW) Legal Assistance for Victims (LAV) grant and Transitional Housing Program grant; U.S. Department of Homeland Security emergency food and shelter; U.S. Department of Agriculture child and adult care food program; U.S. Department of Housing 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, General Crime Victims Services, Juvenile Justice Grant, and COVID-19 Relief; Minnesota Supreme Court's Legal Services Advisory Committee; Minnesota Department of Human Services Emergency Services COVID-19 Response Funds; 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](http://Tubman.org).

## OPERATING REVENUE



Total operating support and revenue were \$10,201,957 and \$9,936,632 for 2020 and 2019, respectively.

## OPERATING EXPENDITURES



Total operating expenditures were \$10,765,020 and \$10,121,458 in 2020 and 2019 respectively.

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, 2020 and 2019

	2020	2019
<b>ASSETS</b>		
CURRENT ASSETS		
Cash and cash equivalents	\$3,987,438	\$1,070,205
Accounts receivable - net of allowance	45,647	52,156
Pledges and grants receivable	1,213,329	1,253,402
Prepaid expenses and other receivables	84,398	86,957
<b>TOTAL CURRENT ASSETS</b>	<b>5,330,812</b>	<b>2,462,720</b>
PROPERTY AND EQUIPMENT, NET	11,782,570	15,010,453
OTHER ASSETS		
Beneficial interest in assets held by the Saint Paul Minnesota Foundation	191,512	197,934
Pledges and grants receivable for investment in property and equipment	4,570	5,570
Restricted cash held for investment in property and equipment	264,820	292,816
Restricted cash held for endowments	116,545	116,545
<b>TOTAL OTHER ASSETS</b>	<b>577,447</b>	<b>612,865</b>
<b>TOTAL ASSETS</b>	<b>\$17,690,829</b>	<b>\$18,086,038</b>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT LIABILITIES		
Accounts payable	\$189,070	\$171,177
Accrued salaries and benefits	335,908	252,125
Accrued expenses	187,202	186,653
Current maturities of debt	97,252	1,454,331
<b>TOTAL CURRENT LIABILITIES</b>	<b>809,432</b>	<b>2,064,286</b>
LONG-TERM LIABILITIES		
Long-term debt	3,627,277	2,640,768
Accrued interest	-	170,910
Asset retirement obligation	130,000	130,000
Deferred loan agreements	84,302	80,753
<b>TOTAL LONG-TERM LIABILITIES</b>	<b>3,841,579</b>	<b>3,022,431</b>
<b>TOTAL LIABILITIES</b>	<b>4,651,011</b>	<b>5,086,717</b>
NET ASSETS		
<b>Without donor restrictions:</b>		
Undesignated	926,410	481,908
Designated for future depreciation	7,676,200	10,132,710
Designated for repair and replacement, cash flow, and staff compensation	2,190,496	713,250
	<b>10,793,106</b>	<b>11,327,868</b>
<b>With donor restrictions:</b>		
Restricted for program use	1,201,895	562,551
Restricted for property, equipment and other long-term items	1,044,817	1,108,902
	<b>2,246,712</b>	<b>1,671,453</b>
<b>TOTAL NET ASSETS</b>	<b>13,039,816</b>	<b>12,999,321</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$17,690,829</b>	<b>\$18,086,038</b>

## STATEMENT OF ACTIVITIES

For the year ended September 30, 2020 with comparative totals for 2019

	2020	Without Donor Restrictions	With Donor Restrictions	2019
	Undesignated	Board Designated	Total	Total
<b>REVENUE AND SUPPORT</b>				
REVENUE				
Program service fees	\$1,035,491	-	\$1,035,491	\$1,035,491
Government contracts and grants	6,156,284	\$26,544	6,182,828	6,182,828
Investment income	30,362	-	30,362	30,362
Miscellaneous	90,508	-	90,508	(6,422)
	<b>\$7,312,645</b>	<b>\$26,544</b>	<b>\$7,339,189</b>	<b>(6,422)</b>
CONTRIBUTIONS				
United Way	36,051	-	36,051	247,449
Individuals	550,884	-	550,884	589,670
Corporations	124,910	-	124,910	182,803
Foundations	409,009	-	409,009	1,024,694
Civic and faith organizations	26,113	-	26,113	32,398
In-kind contributions	548,146	-	548,146	548,146
Special events, net of expenses	117,602	-	117,602	119,120
	<b>\$1,812,715</b>	<b>-</b>	<b>\$1,812,715</b>	<b>\$1,056,475</b>
NET ASSETS RELEASED FROM RESTRICTIONS				
Satisfaction of program restrictions	429,062	17,066	446,128	(446,128)
Satisfaction of time restrictions	28,666	-	28,666	(28,666)
	<b>457,728</b>	<b>17,066</b>	<b>474,794</b>	<b>(474,794)</b>
RELEASES FROM BOARD DESIGNATION				
Time restriction for depreciation	458,272	(458,272)	-	-
<b>TOTAL REVENUE AND SUPPORT</b>	<b>\$10,041,360</b>	<b>(\$414,662)</b>	<b>\$9,626,698</b>	<b>\$575,259</b>
<b>EXPENSES</b>	<b>\$10,041,360</b>	<b>(\$414,662)</b>	<b>\$9,626,698</b>	<b>\$575,259</b>
Program services	\$8,746,539	-	\$8,746,539	\$8,746,539
Administrative	1,497,996	-	1,497,996	1,497,996
Development	520,485	-	520,485	520,485
<b>TOTAL EXPENSES</b>	<b>\$10,765,020</b>	<b>-</b>	<b>\$10,765,020</b>	<b>\$10,765,020</b>
<b>CHANGE IN NET ASSETS BEFORE NON-RECURRING ACTIVITIES</b>	<b>(\$723,660)</b>	<b>(\$414,662)</b>	<b>(\$1,138,322)</b>	<b>\$575,259</b>
<b>NON-RECURRING ACTIVITIES</b>	<b>(\$723,660)</b>	<b>(\$414,662)</b>	<b>(\$1,138,322)</b>	<b>(\$563,063)</b>
Gain on sale of facility	531,216	-	531,216	531,216
Loss on disposal of property and equipment	(100,316)	-	(100,316)	(100,316)
Forgiveness of accrued interest	172,660	-	172,660	172,660
Release of board designated assets	564,602	(564,602)	-	-
<b>CHANGE IN NET ASSETS FROM NON-RECURRING ACTIVITIES</b>	<b>\$1,168,162</b>	<b>(564,602)</b>	<b>603,560</b>	<b>-</b>
CHANGE IN NET ASSETS	444,502	(979,264)	(534,762)	575,259
NET ASSETS - BEGINNING	\$481,908	\$10,845,960	\$11,327,868	\$1,671,453
NET ASSETS - END	<b>\$926,410</b>	<b>\$9,866,696</b>	<b>\$10,793,106</b>	<b>\$2,246,712</b>



## VIRTUAL VOLUNTEERS

More than 600 volunteers, including 169 interns, contributed to 24,360 hours of services Tubman clients over the year, many by supporting programs virtually and connecting online.

## ADVOCACY IN ACTION

February 2020 was one of final in-person advocacy events at the Minnesota Capitol before the pandemic. Staff supported advocacy organization Protect Minnesota's Broken Hearts Day to prevent gun violence and support safer, more peaceful communities. Each year, Tubman advocates for systems change with a wide range of partners and community organizations, including Violence Free Minnesota, Greater Twin Cities United Way, Minnesota Coalition for the Homeless, Youth Intervention Programs Association, and more.



## SOFA SOIREE



Glen Fladaboe of Fladaboe Advancement and Tubman CEO Jennifer Polzin during the filming of the Sofa Soirée video program

In the spring of 2020, the annual Starlight Soirée made a sudden pivot to a “Sofa Soirée” virtual event in the developing pandemic. But despite the last-minute change in plans, supporters tuned in online and helped us raise more than \$119,000 to ensure that people in the aftermath of violence and trauma can receive critical life-changing programs and services when they are needed most.

Our 2020 sponsors included:

**Sponsors of Healing:** RBC Wealth Management and Thomson Reuters

**Sponsors of Commitment:** Sears Mercedes Benz, McGough Construction, and Deluxe Corporation

**Sponsors of Courage:** myTalk 107.1, Maguire Agency, Fox Rothschild, Faegre Drinker, The Vazquez-Matze Family, NFP & Alerus

Special thanks again to our event sponsors, committee members, donors, and partners for their hard work and dedication on this special event.

# OUR ANNUAL REPORT CARD TO THE COMMUNITY

We are proud to present our annual report card of objectives for the agency and each department within Tubman. These annual objectives highlight goals or projects that support our agency's four Strategic Directions.

We've indicated whether we:  met this goal,  have made progress, or  did not accomplish this goal due to shifting priorities in response to the unforeseen events of 2020.

While we are proud of all we have accomplished in the last year, it is important to note that these objectives do not fully reflect the day-to-day work of Tubman's staff. They do not reflect the personal stories of each person who calls our 24-hour resource and crisis line, or each person who receives an Order for Protection with the help of a Tubman Legal Advocate. This report card does not show you each student who learned about healthy relationships in our Voices in Prevention curriculum, each person who attended a mental health therapy session, or each person who found a safe place to stay in a Tubman shelter or housing program.

## AGENCY STRATEGIC DIRECTIONS & SUCCESS INDICATORS

### To be reached by the end of our current Strategic Plan in FY 2022:

#### 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.

#### 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.

#### 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 agency's 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.

## FY20 AGENCY GOALS

- Proceed with selling Harriet Tubman Center West, including relocating services to Harriet Tubman Center East and Tubman Chrysalis Center without compromising access, scope or quality.
- Develop a multi-year plan to implement staff compensation adjustments based on the agency's Compensation Study in order to recruit and retain top talent.
- Build Tubman's capacity to address the need for long-term, sustainable housing for the people we serve, including launching Tubman's Rapid Re-housing program for youth under age 25.

## FY20 PROGRAM OBJECTIVES

### Shelter Services

- Improve the quality, clarity and efficiency of the shelter program model, including increasing opportunities for client and advocate feedback, in order to prepare for a consolidated shelter of increased residential clients.

### Legal Services

- Streamline access for legal services across the entire geographic area we serve through enhanced cross-training and newly implemented processes.
- Conduct a thorough analysis to determine the average cost-per-service for specific legal services.

### Mental & Chemical Health Services

-  Enhance revenues through streamlined processes, improved procedures, and technological efficiencies.
- Launch Trauma Intensive Outpatient Program through curriculum development, staffing, outreach, and community partnerships.

### Youth & Family Services

- Develop paid employment for clients in partnership with agency workforce centers for opportunities in Harriet's Closet and Outreach Services.

### Intern & Volunteer Services

-  Build and strengthen relationships with universities, faith communities, and civic groups within the East Metro area to recruit volunteers and interns to support the needs of our Tubman East and Maplewood Mall based services.

### Communications & Public Policy

- Keep the community informed regarding the sale of Tubman Center West and relocation of services so that people can continue to access the help they need in efficient and effective ways.
-  Execute and analyze Tubman's second biennial Employee Engagement Survey in order to increase staff input and voices in the agency's decision-making and goal-setting.
- Focus Tubman's public policy agenda on housing issues, funding for victim services, and strengthening collaborations with policymakers and community coalitions.

### Administration, Facilities, & Information Technology

- Engage the community through group volunteering opportunities to support Tubman's agency goals and continued services throughout the building sale and move.
- An employee retention plan focused on retaining employees for one year post-building sale and consolidation is developed and implemented.

### Finance

- Improve the agency's environmental impact by developing paperless accounting functions or alternative systems to reduce paper usage.

- Develop a plan for allocating building sale proceeds that balances a reduction of agency debt with investment in staff compensation and building the agency's repair/replacement reserves.

### Resource Development

- Enhance donor prospecting capability and donor communications through an upgraded Raiser's Edge database and processes.

-  Research and identify funding opportunities to support the expansion of Tubman's housing and violence prevention services.



4432 CHICAGO AVENUE S  
MINNEAPOLIS, MN 55407

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



## SMILING FACES

With the coronavirus pandemic of the past year, we've all spent more time socially distanced. But we are still grateful for the many supporters and staff who have kept us going, and for their smiling faces both on video screens and from behind masks. Above, a volunteer group from H.B. Fuller helps at Harriet Tubman Center East for #MakeADifference Day, and to left, Tubman Youth Educators prepare online lessons for young people.