



THRIVING PEOPLE.
HEALTHY RELATIONSHIPS.
PEACEFUL COMMUNITIES.



2016 Annual Report

THEN Now NEXT

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Our Vision

Thriving people, healthy relationships, and peaceful communities.

Our Mission

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

Our 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.

Our 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 board members work with GrayHall LLP on the agency's new Strategic Plan.



About our Domestic Violence Awareness Month photo project:

As part of Domestic Violence Awareness Month in 2016, we asked Tubman staff, interns, volunteers, and community partners to share messages of hope for survivors and reasons why they wear purple for domestic violence awareness. On pages 2-3 of this Annual Report are 40 photos from this project—for Tubman's 40 years of leading the way to hope.

THEN Now NEXT

Dear Friends and Supporters,

With your help, Tubman served nearly 30,000 women, men, and youth of all ages in 2016. This Annual Report describes some of the ways that was accomplished. In addition to a positive financial audit, you will find snapshots of our key outcomes and activities featuring the people we serve and the volunteers, interns, donors, staff, board, partner organizations, elected officials, and community members who fuel our work.

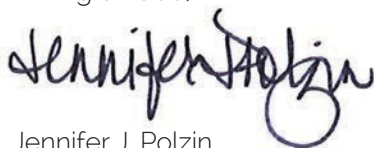
Our theme for 2016 was Then, Now, and Next as we celebrated the agency's 40th anniversary, looking back at the milestones of each one of the predecessor organizations that make up the Tubman of today. We honored our visionary founders, reconnected with staff alumni, engaged the people we serve in new ways, called the community to action, and planned for our future.

We completed an extensive strategic planning process to assess where we are today as an organization, and more importantly, to sharpen our focus moving forward. A heartfelt thank you to each of the 210 people—representing our clients, community partners, elected officials, funders and individual donors, law enforcement/judicial/criminal justice system, volunteers, staff, and board—for candidly sharing their perspectives about our strengths and challenges, as well as a wealth of suggestions to guide our work over the next three years. In addition to getting feedback and analyzing the current landscape and trends, we asked some big questions about why we exist and who we aspire to be as an organization. We are pleased with both the process and the results: our refreshed vision, mission, values, and strategic directions—all of which you'll see in these pages.

Safety. Hope. Healing. While none of these is more important than another, hope may ultimately be the thing that sustains all of us—particularly in these uncertain times. To paraphrase writer F. Scott Fitzgerald, we must be able to see that things are hopeless and yet be determined to make them better. So we look to our namesake, Harriet Tubman, and are inspired now more than ever by her invincible determination. That's the type of determination that turns hope into action, and changes lives for the better. And your generosity makes that possible.

On behalf of the thousands of people we served last year, as well as the Tubman board and staff, our great thanks for your interest, involvement, and investment in the future of our community.

With gratitude,



Jennifer J. Polzin
Chief Executive Officer



Jean A. Freeman
Chair, Board of Directors



P.S. Please know you have a standing invitation to contact me anytime for a conversation (jpolzin@tubman.org or 612.767.6697). I'd love to listen and learn what inspires you to support Tubman, what we're doing well, and what we can improve. I'm delighted to answer your questions, share the Executive Summary of our FY17 Strategic and Program Plans, give you a tour, or talk about how you can get further involved. —Jen



Sheena Addis, staff



Hayden Anderson, staff



Name Withheld



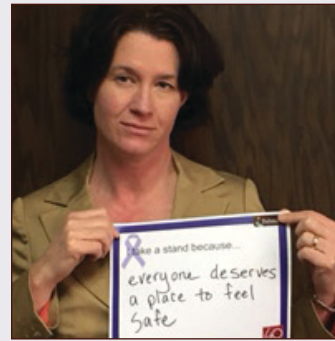
Anonymous



Lucas Dugan, staff



U.S. Senator Al Franken



Elizabeth Glidden, Minneapolis City Council



Trudi Greaves, staff



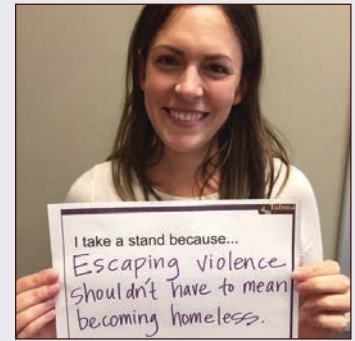
Erin K., volunteer



Jenni Keegan, staff



Rachael Kozen, intern



Senta Leff, MN Coalition for the Homeless



Marty Moreno, supporter



Pete Orput, Washington County Attorney



Laura Phelps, staff



Junauld Presley, staff



Thabo Shija, staff



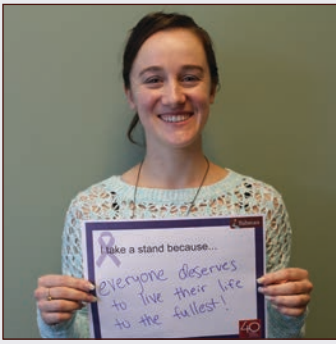
Maplewood Mayor Nora Slawik



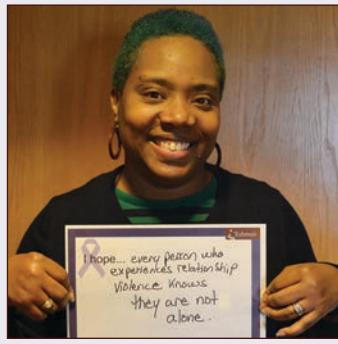
Nora Smyth, intern



Tamara Stark, staff



Majel Baker, intern



Jocelyn Beard, staff



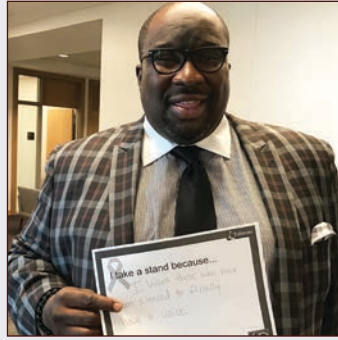
John Choi, Ramsey County Attorney



Anastasia Damyan, intern



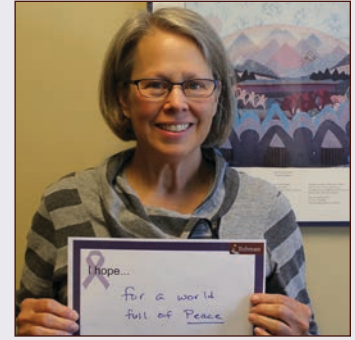
Nancy Green, volunteer



State Senator Jeff Hayden



Alison Hobson, staff



Suzannah Hoyt, staff



Judge Eric Lipman



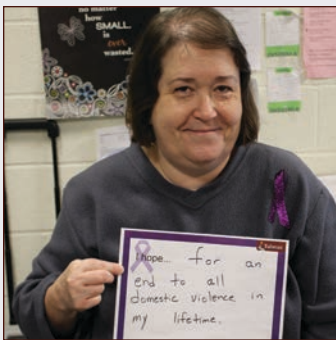
Katie Massie, staff



Nazara Matos, staff



Eleanor Miller, staff



Ann Resemius, volunteer



Debra Rogg, staff



RT Rybak, Minneapolis Foundation



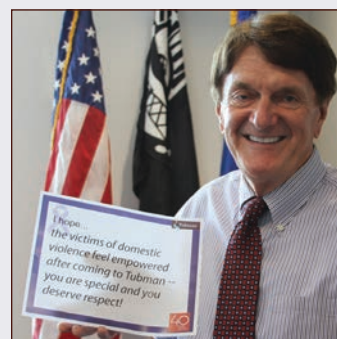
Amy Schneider, staff



Oakdale Police Chief Bill Sullivan



Chelsea Wagner, staff



State Senator Chuck Wiger



Ashley Wirth-Petrik, staff

Better service through strategic changes

In 2016—alongside our strategic planning—we focused on strengthening the foundation of our services, adapting them to better suit the needs of our clients and improved accessibility for all.

Agency-wide, we reviewed all services to ensure streamlined access for all ages, genders, and cultural groups that are the most underserved, with the goal of reducing barriers. For some services, this means balancing gender-specific offerings with open access, while ensuring safety remains paramount for all. We began providing shelter to adult male victims, and expanded our community clothing closet to offer men's and youth clothing.

We partnered with OutFront MN and the Battered Women's Justice Project to help assess and improve the availability and access to services for LGBTQ people experiencing relationship violence. With staff training, we ensured expertise in working with older adults became embedded within each core service area. And we expanded access to language interpreters across the agency. We also laid the groundwork for a robust diversity, equity, and inclusion plan with comprehensive trainings on undoing racism and intercultural competence.

Within our Residential Services division, in addition to offering shelter to adult male victims, staff and community members updated our Mindfulness and Spirituality Support Policy. This policy recognizes the importance of spirituality and mindfulness for some of our clients as they heal from trauma, and guides staff in how to support these clients' needs within our shelters, leading to better service.

In the Legal Services division, we were awarded a federal Legal Assistance for Victims grant that expanded our attorney services and added legal advice clinics in our shelters for residents. The grant also includes renewed partnership with the Immigrant Law Center, Casa de Esperanza and the Aurora Center at the University of Minnesota, where we also will be providing on-site legal clinics. University students will receive advice on protection



Harriet's Refuge offers a quiet place to pray, meditate or engage in other spiritual or mindfulness practices.

orders for students who are victims of relationship violence or sexual assault, as well as family law advice.

This year reached the completion of the two-year Domestic Abuse Joint Prosecution Enhancement Project with the Ramsey County Attorney's Office, police departments in Maplewood and White Bear Lake, and prosecutors. Overwhelmingly positive outcomes—including increased convictions for offenders, reduced dismissals of domestic abuse charges, and increased participation by victims throughout cases—have led to a continuing commitment from all partners.

Tubman's Clinical Services division launched a new After Care therapy group for people who have completed an outpatient chemical dependency program and needed ongoing therapy and support. We also added two additional therapist positions due to the increase in clients seeking Tubman's counseling services. Also this year, the Holistic Abuse Prevention Program for people who have been abusive was expanded from 18 to 21 weeks, to include additional skills and coping strategies within the curriculum.



The Youth Programs at Tubman have experienced tremendous growth over the last year. The Safe Journeys shelter for young victims of violence and exploitation has been open since August 2015 and has been continuously full. During the year, we secured additional funds to increase the number of beds from 10 to 16. In October 2016, we achieved licensure from the Minnesota Department of Human Services for Safe Harbor programs, bringing our total to 16 beds of transitional housing and 8 beds of shelter.

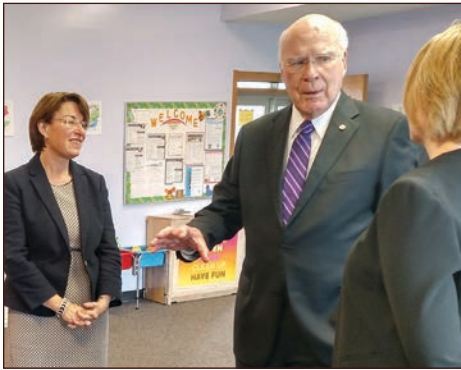
We completed our first year serving as the Safe Harbor Regional Navigator for the six-county East Metro region, which means streamlining youth's access to comprehensive services, building community providers' capacity to effectively meet youth's needs, and ensuring that community members understand sexual exploitation and their role in ending it.

The NorthStar Youth Outreach Center opened in June as a drop-in space for homeless and at-risk youth.



Minnesota Coalition
for Battered Women





U.S. Senator Amy Klobuchar and U.S. Senator Patrick Leahy (Vermont) visited Tubman to host a roundtable discussion of the Violence Against Women Act.



Visiting Tubman East are (from left) board member Jonathan Weinhausen, Senator Chuck Wiger, CEO Jen Polzin, former Representative Barb Yarusso, Representative Leon Lillie, Judge Eric Lipman and board member Sonja Larson.

Public Policy & Systems Change

Together with our community partners and statewide coalitions, Tubman helps shape policy and creates systems change.



Tubman's Inspiring Youth team, led by Director of Youth and Family Services Tamara Stark (at podium) was named a Public Health Hero by the City of Minneapolis.



Staff member Katy Drahos engages the next generation of voters.



Tubman CEO Jen Polzin speaks at a press conference on preventing gun violence in the community.



The City of Maplewood honored Tubman and the Ramsey County Attorney's Office for their partnership in the Joint Domestic Abuse Prosecution Enhancement Project.



Staff wear orange for National Gun Violence Awareness Day.

Our Report Card



Completed



In process








**Not completed yet or
decided against**

Agency Strategic Goals





- I. Engage people in transforming their lives by providing a spectrum of quality services.
- II. Empower the community to act upon our shared responsibility for the health and safety of every person.
- III. Create a learning institute that closes the gap between research and practice to ensure effective client outcomes.
- IV. Forge teams and partnerships that learn, invent, adapt and sustain innovative client and community services.
- V. Leverage staff expertise and service delivery models to attract new community investment and generate enterprise revenue for sustainability and growth.

2016 Agency Objectives




-  Initiate an extensive strategic planning process which will engage agency and community stakeholders to review and update Tubman's mission, vision, values, and goals for client services and operations, including a technology and data plan.
-  Expand our existing shelter and community-based services for youth and young adult victims of violence and exploitation, including sex trafficking, and continue collaborative efforts to improve systems response.
-  Increase access and funds available for interpreter services across agency programs.
-  Ensure expertise working with older adults is embedded within all agency programs.
-  Develop a long-term facilities plan for each of our three sites to more effectively use our space to serve clients and the community, including a repair and replacement plan.

2016 Divisional Objectives







Shelter Services

-  Establish cross-agency mindfulness and spiritual wellness task force to review and recommend activities, spaces and protocols that help clients heal from trauma through the arts, meditation, yoga and other holistic practices.
-  Strengthen partnership with Voice of East African Women (VEAW) to enhance Tubman's capacity to serve East African women residing in Tubman shelters and provide 24-hour crisis line services for VEAW.
-  Open client computer lab at Tubman West.
-  Expand our volunteer-run and donation-based Harriet's Closet at Tubman East to provide professional clothing for all ages and genders.





Legal Services

-  Restore funding for volunteer attorney services to FY15 level.
-  Increase victim participation, increase convictions and reduce dismissals in domestic abuse cases through the Joint Prosecution Unit, a two-year pilot partnership between the Ramsey County Attorney's Office, City of Maplewood, City of White Bear Lake, and Tubman.
-  Complete design of new legal client database.

Counseling & Therapy Services

-  Expand mental and chemical health services for children and youth.
-  Secure funds to bridge the gap for older clients and clients with disabilities on Medicare.
-  Launch new Trauma therapy group for men and Navigating Transitions therapy group for women.
-  Offer free mental health therapy for Tubman shelter residents in Minneapolis to address immediate needs.
-  Revise Rule 29 manual for clinical services.
-  Revise Rule 31 manual for clinical services.






Youth & Family Services

-  Secure funding for additional shelter beds to serve sexually exploited youth at Tubman East, particularly youth ages 13 – 15.
-  Complete protocols, train volunteers and open drop in center for homeless youth at Tubman East in partnership with community-led task force.
-  Expand outreach, intervention and prevention services for at-risk youth in Minneapolis.
-  Build awareness and capacity of other service providers to serve sexually exploited youth in six-county East Metro area as Safe Harbor Regional Navigator.






Communications and Public Policy

-  Launch marketing campaign to celebrate agency milestones throughout 40th Anniversary year to inspire the community to support our work moving forward.
-  Design and deliver Ambassador training and toolkit for staff and volunteers doing community outreach and presentations.
-  Complete content creation for tubman.org and Countless Ways to Help marketing materials.
-  Engage local and state elected officials at forums to raise awareness of the issues we serve, Tubman services and spaces.






Resource Development and Intern & Volunteer Services

-  Expand membership for key resource development and event committees.
-  Maximize donor database capabilities to better support prospecting and cultivation.
-  Research and develop planned giving program.
-  Initiate seminar series to provide professional development opportunities for interns and volunteers.
-  Launch monthly intern and volunteer newsletter and periodic satisfaction survey to share information, gather feedback and increase engagement.

Administration, Facilities, & Information Technology

-  Strengthen administrative support to advance agency objectives through addition of key positions.
-  Install solar at Tubman Chrysalis Center (Completed) and Tubman East (Spring 2017) to maximize clean energy and cost efficiencies.
-  Consider automated building control systems to enhance efficiency and reduce costs.
-  Begin accessibility improvements at Tubman West following completion of structural engineer review.
-  Work with Technology Think Tank to conduct security audit and develop a five-year technology plan that increases client access, improves internal user experience, and supports agency's strategic objectives.

Human Resources

-  Adjust salary ranges based on findings from market surveys to attract and retain top talent.
-  Launch staff wellness initiative that includes compassion fatigue prevention.
-  Update personnel policies to ensure relevancy.
-  Expand recruitment sources and strategies to attract best in class candidates.
-  Conduct market survey on employee benefit offerings and pricing to maintain competitive edge in 2017.

OUR SERVICES BY THE NUMBERS

11,780 people in crisis accessed support and resources by phone or in person.

More than 25,000 people experiencing violence and exploitation developed a safety plan by phone or in person.

367 adults and youth and their 542 children received safe shelter and support at our two family violence shelters. Our transitional housing program served **21 adults and 37 children**, and the Safe Journeys shelter and housing program for youth and young adults experiencing violence and exploitation, including sex trafficking, served **49 youth and their 21 children**.

4,096 clients received criminal court victim advocacy, legal advocacy, advice or representation in Orders for Protection and family law, or legal helpline support.

1,667 clients accessed mental or chemical health assessment or treatment in our licensed clinics.

10,927 youth participated in our six-week school-based violence prevention curriculum or attended a presentation on healthy relationships and violence prevention.

1,041 youth and young adults experiencing violence and exploitation received advocacy and support in our shelters and the community.

1,191 clients addressed their wellness, financial, employment, education or housing goals, individually or in workshops.

More than 5,100 professionals, students, and community members learned about Tubman services, relationship violence, exploitation, and other topics at **98 presentations** and events.

Voices in Prevention Schools

Tubman taught Voices in Prevention, our healthy relationships curriculum, in the following schools and community sites in 2016.

Brooklyn Park
Park Center Senior High

Cottage Grove
Park High School

Eagan
The Link – Lincoln Place*

Farmington
Farmington High School

Golden Valley
Highview Alternative Program

Hastings
Hastings High School

Lake Elmo
Oak-Land Junior High School

Little Canada
East View Academy
Capitol View Center

Maple Grove
Maple Grove Middle School

Maplewood
Harmony Learning Center
Hill-Murray School

Minneapolis
Longfellow High School
MN Transitions High School
North Community High

Plymouth Christian Youth Center

South High School
Southwest High School
The Link – Archdale Apartments*

The Link – St. Barnabas Apartments*
Thomas Edison High School
Transition Plus
YWCA*

New Brighton
Irondale

North St. Paul
Next Step Transition Program
North High School

Oakdale
Tartan High School

Roseville
Fairview Alternative High School
Roseville Area High School
Roseville Area Middle School

St. Anthony
St. Anthony Village High School

St. Paul
AGAPE High School
Battle Creek Middle School

Capitol Hill Magnet School
Como Park Senior High School

Face to Face Academy
Gordon Parks High School
Hamline University
Harding Senior High School
Highland Park High School
Humboldt High School
Lifhaven Transitional Living Program*

Minnesota Internship Center
Twin Cities Academy
Washington Technology Magnet School

Stillwater
FamilyMeans
New Heights School
Stillwater Area High School
Stillwater Junior High School

White Bear Lake
Century College
White Bear Lake ALC
White Bear Lake Area High School – North

Woodbury
East Ridge High School
Woodbury High School

*community site

Now open: The NorthStar Youth Outreach Center

In June 2016, we opened the NorthStar Youth Outreach Center, a drop-in center at Harriet Tubman Center East for at-risk and homeless youth. The center is a partnership with a committed volunteer task force that studied the issue of youth homelessness in the East Metro and now serves at the drop-in center. The Center provides advocacy, safety planning, and connections to a range of additional community resources, along with counseling, housing, career, and educational assistance; a computer lab; shower and laundry access; supplies, food, and clothing; and creative art spaces.



Volunteer Groups

3M	Independent School District 197	St. Ambrose Catholic Church
3M - Cottage Grove Center	Lake Country School	Target - Oakdale
Best Buy	Maria Sanford Chapter - Daughters of the American Revolution	Target Corporation
Bethel's Rock	Mariana's	Tartan High School - Tartan Uprising
BNSF	Mary Kay Cosmetics	The Alley Church
Cargill - EAP	North High School Business Professionals of America	Totino-Grace High School
Cargill Employee Giving	North High School National Honor Society	Walker Methodist Health Center
College Possible	Saint Andrew's Lutheran Church	White Bear Unitarian Universalist Church
Free Arts for Abused Children of Minneapolis	Saint Paul Academy and Summit School	Wiley
The Gap	Southwest High School	Woodbury Peaceful Grove United Methodist Church
Girl Scouts	St John's University	YMCA - Blaisdell Branch
HealthPartners		
Hill-Murray High School		
Home for Life		



John Filter and other volunteers help paint the Forum, a large meeting space at Tubman East.

2016 Event Sponsors and Vendors

2016 Starlight Soirée

Sponsors & Event Partners

Thomson Reuters
 RBC Wealth Management
 Deluxe
 McGough Construction
 Lindquist and Venum LLP
 Fox Rothschild LLP
 myTalk 107.1
 Margaret Carlson Citron & Paul Citron
 Venture Solutions
 Event Lab
 iHeartMedia
 hendlin!
 Hubbard Broadcasting Inc.

23rd Annual Wing Ding

Sponsors

Deluxe
 Dykema Gossett PLLC
 Event Lab
 Faegre Baker Daniels LLP



Maguire Agency
 Maslon LLP
 McGough Construction
 Minnesota Vikings
 Sears Imports/Mercedes Benz
 iHeartMedia
 Hubbard Broadcasting Inc.
 Venture Solutions
 Thurber Jewelers

Vendors

1919 Rootbeer

5-8 Tavern, Maplewood
 Breaking Bread Café & Catering, Minneapolis
 Deli Double, Hopkins
 Famous Dave's BBQ & Blues, Uptown
 Lone Spur Grill & Bar, Minnetonka
 Mason's Restaurant & Barre, Minneapolis
 Milton's Vittles, Vino, and Beer, Crystal
 Northbound Smokehouse & Brewpub, Minneapolis
 Park Tavern, St. Louis Park
 Pimento Jamaican Kitchen, Minneapolis
 SYSCO MN
 Wendy's House of SOUL, Minneapolis

Our Partnerships

A very warm thank you to all of our partners. You are an integral and critical part of our prevention and intervention work.

Collaborations & Coalitions

Bridges to Safety: Partnership for Domestic Abuse Service, St. Paul

City of Minneapolis Department of Public Health

Century College

Independent School District 622

Heading Home Hennepin

Heading Home Ramsey Governing Board

Hennepin County Family Court Enhancement Project

Hennepin County Family Violence Coordinating Council

Juvenile Subcommittee of the Hennepin County Family Violence Coordinating Council

MACC Alliance of Connected Communities

Minneapolis Public Schools

Minnesota Coalition Against Sexual Assault

Minnesota Coalition for Battered Women

Minnesota Coalition for the Homeless

Minnesota Council of Nonprofits

Minnesota Human Trafficking Task Force Committee for Health Care Providers

Minnesota State Bar Association Legal Assistance to the Disadvantaged Committee

Minnesota Women's Consortium

National Network to End Domestic Violence

People Working With People Who Batter

Pro-bono Safety Project: Aurora Center – University of Minnesota, Asian Women United of Minnesota, Brian Coyle Community Center, Casa de Esperanza, Cornerstone Advocacy Service, Division of Indian Work, Domestic Abuse Project, Home Free, OutFront Minnesota, Sojourner Project, St. Paul and Ramsey County Domestic Abuse Intervention Project, Women's Advocates

Ramsey County Family Violence Coordinating Council

Ramsey County Public Health

Safe at Home

Safe Harbor Minnesota – Minnesota Department of Health

Sexual Violence Prevention Network

University of Minnesota Aurora Center

University of Minnesota Department of Child Development

University of Minnesota Clinical and Translational Science Institute

University of Minnesota Urban Research and Outreach Engagement Center

Vulnerable Adult Interdisciplinary Team of Washington County

Washington County Public Health

Community Partners

Breaking Free

Catholic Charities

City House

CLUES (Comunidades Latinas Unidas en Servicio)

CommonBond Communities

Community Emergency Assistance Programs (CEAP)

CornerHouse

Day One Services

Dayton's Bluff Community Center

Early Childhood Family Education (ECFE)

Face to Face SafeZone

Family Tree Clinic

Financial Planning Association of Minnesota

Free Arts Minnesota

Healthcare for the Homeless, Hennepin County

Healthcare for the Homeless, Ramsey County

Highland Park Community Center

Hill-Murray School

Home for Life

Immigrant Law Center of Minnesota

International Trafficking Institute

Legal Rights Center

Maple Tree Child Care
 Minnesota Brain Injury Alliance
 Minnesota Justice Foundation
 Minnesota Indian Women's Resource Center
 Open Access
 OutFront Minnesota
 Pathways Counseling
 Perspectives
 Pet Partners
 PRIDE (From Prostitution to Independence, Dignity and Equality) – The Family Partnership
 Recovery Resource Center
 Restorative Justice Community Action
 RS Eden
 Sexual Violence Center
 Shapiro and Smith Dance Company
 Sisters of St. Paul's Monastery
 Social Justice Task Force – White Bear Unitarian Universalist Church
 Solid Ground
 Standpoint (formerly the Battered Women's Legal Advocacy Project)
 The Link
 Urban Ventures
 Voice of East African Women
 Washington County Community Circles
 Washington County CONNECT
 Women's Initiative for Self Empowerment (WISE)
 Youth Law Project
 YouthLink Youth Opportunity Center
 Youthprise
 Z Puppets Rosenschnoz

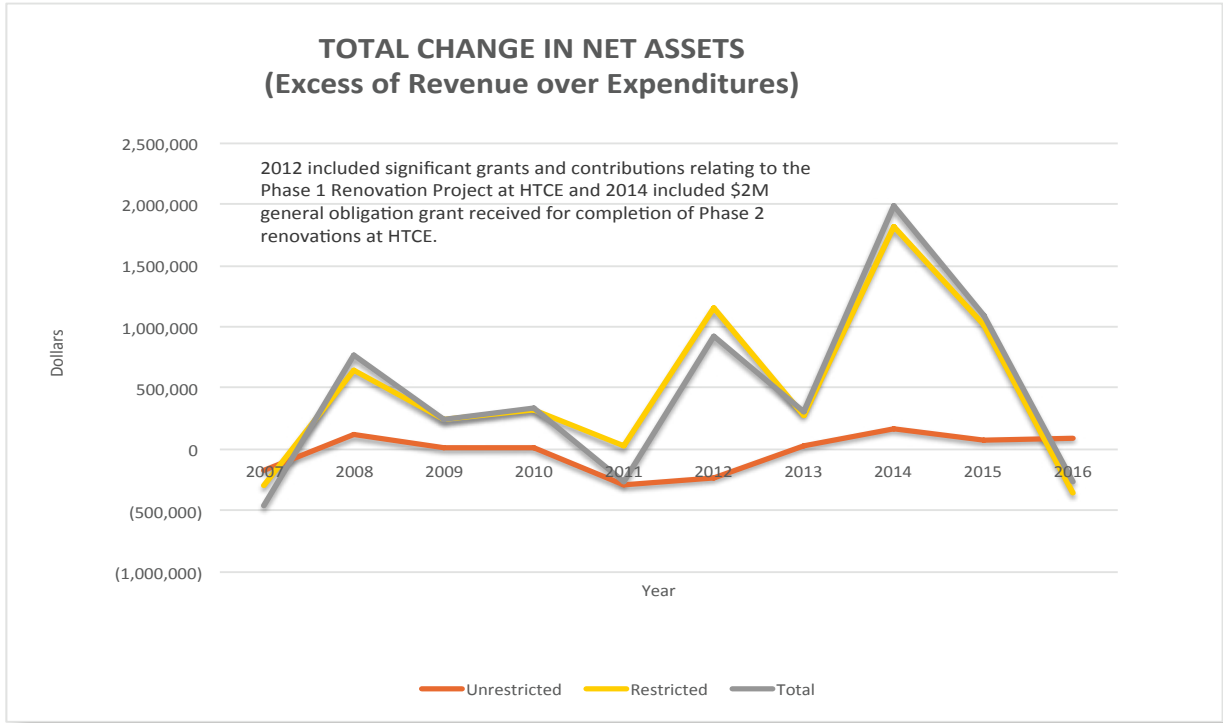
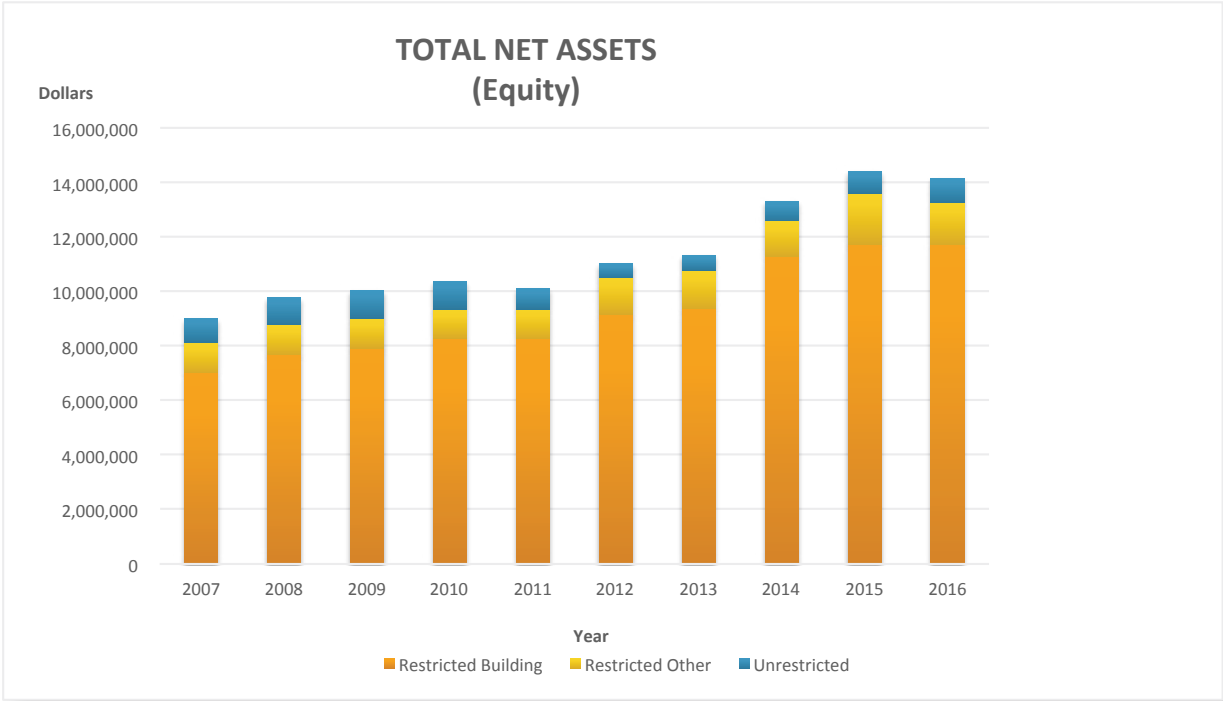
Legal System and Law Enforcement Partners

Legal Services Advisory Council 'Think Tank': City Prosecutors in Ramsey and Washington Counties, Homeland Security, Maplewood Police, Oakdale Police, Ramsey County Child Protection, Ramsey County Court Administration, Ramsey County Judicial Bench, Ramsey County Probation, U.S. Attorney Office, Washington County Child Protection, Washington County Court Administration, Washington County Judicial Bench, Washington County Probation, Washington County Sheriff's Office

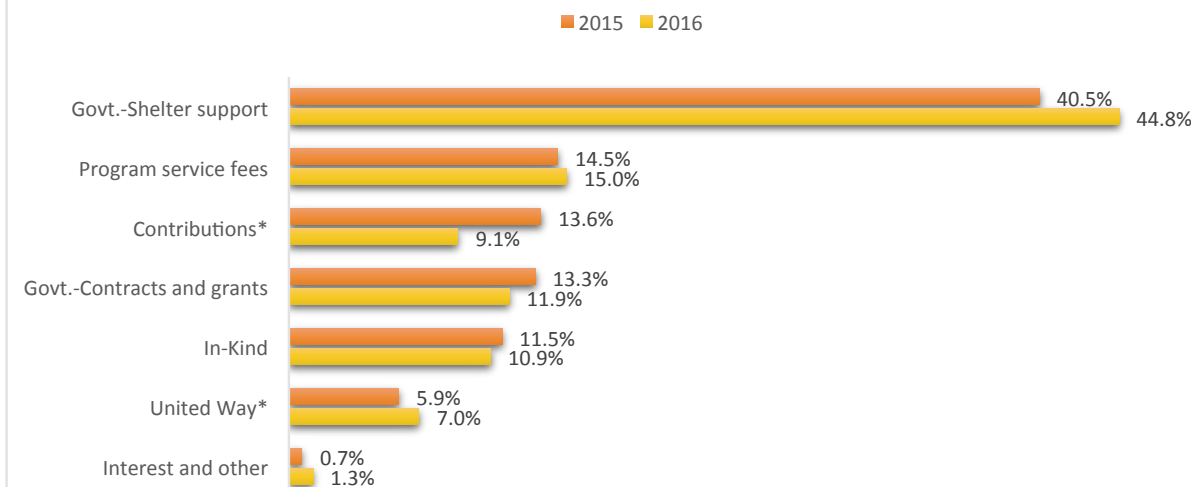
Bayport Police
 Cottage Grove Police
 Forest Lake Police
 Hennepin County Court Administration
 Hennepin County Domestic Abuse Service Center
 Hennepin County Judicial Bench
 Hennepin County Probation
 Hennepin County Sheriff's Office
 Minneapolis Police
 Mounds View Police
 New Brighton Police
 Newport Police
 North St. Paul Police
 Oak Park Heights Police
 Ramsey County Sheriff's Office
 Roseville Police
 St. Anthony Police
 St. Paul Park Police
 St. Paul Police
 Stillwater Police
 White Bear Lake Police
 Woodbury Police

Financials

Tubman ended its fiscal year 2016 in a strong financial position, with an unrestricted surplus of \$95,231. The surplus was added to the Board-designated fund for repair, replacement and cash flow, furthering Tubman's commitment to long-term financial stability. As of September 30, 2016, Tubman's net assets total \$14,171,291—of which \$12,387,701 (87%) 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 nearly 30,000 clients.

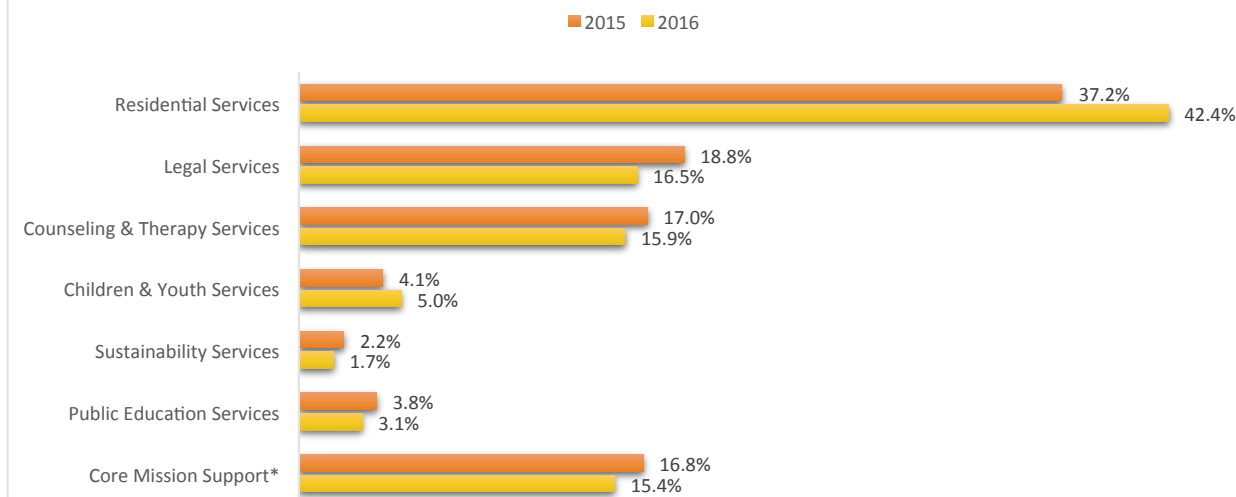


Operating Revenue



Operating Revenue excludes Capital Campaign contributions. Changes in percentages of United Way and Contributions revenue are a result of timing. Contributions in 2015 included multi-year funds for a specific program. Total operating support and revenue were \$9,351,712 and \$9,788,222 for 2015 and 2016, respectively.

Operating Expenditures



Total operating expenditures were \$9,538,859 and \$10,267,474 for 2015 and 2016, 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 6.2% is used to secure the future resources that fuel our work.

Public sector funding includes contracts and grants from the following:

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The dedication and ongoing commitment demonstrated by these individual attorneys and their law firms make it possible for Tubman clients to navigate the legal system and find safety and justice. In 2016, they contributed nearly 3,000 hours of work, at a value of more than \$500,000.

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From left are CEO Jen Polzin, Laurie Savran, Washington County Attorney Pete Orput, Lisa Lamm Bachman, Mary Sherman Hill, Jonathan Fruchtmann, Fred Fink of the Washington County Attorney's Office, and Board Member Jeff Bouslog at the 2016 Volunteer Attorney recognition luncheon. Not pictured is Safety Project attorney of the year Pat Sauter.

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Some of Tubman's founders at Starlight Soiree. From left are: Pam Parker, Iris C. Freeman, Kenyari Bellfield, Cathy Champion Mackiewicz (daughter of Jeanne Campion), Sharon Sayles Belton and Cheryl Champion. Photo by Michael Marren Photography.

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*Capital donors †Board Members ‡Deceased



Tubman goes solar

In honor of Jim Gilroy

Tubman's solar energy project is dedicated to Board member Jim Gilroy, who served on Tubman's board from April 5, 2011 until his death on April 19, 2016. Jim was a forward-thinking leader, a generous and



knowledgeable mentor, and a tireless advocate for alternative energy sources. While Jim's sense of humor, kindness, energy, and graciousness enriched those who worked with him, his true legacy lies in the profound effect he had on the countless women, youth, and families Tubman serves.



Deb Gilroy and Tubman CEO Jen Polzin

Capital Campaign

Harriet Tubman Center East, Maplewood

In 2016, generous capital support from the Pohlad Family Foundation provided funds for additional improvements in the youth shelter, the new outreach center and partial funding for an additional elevator in the public wing of the building.

The Safe, Sound & Smart capital campaign continues to fund the purchase and renovations for Harriet Tubman Center East, purchased in 2008. The Campaign was divided into three phases. Phase I: Safe is complete and included the safety and accessibility renovations necessary to relocate the existing east metro shelter beds. Phase II: Sound is underway and includes additional life, safety and accessibility improvements, as well as mechanical and electrical upgrades. Renovations to establish the Ramsey and Washington County Legal Services Center, Counseling and Partnership Center, and two additional shelter floors in the residential tower to provide housing and support services for youth and young adult victims of violence and exploitation, including sex trafficking, have been completed along with an outreach center for at-risk and homeless youth. The addition of a third elevator in the community wing of the building has not yet been completed. Phase III: Smart will include the renovation of commercial kitchen space to be used in partnership with another community organization, and building cash flow, repair and replacement reserves.

Harriet Tubman Center West, Minneapolis

This past year we engaged the firm of Wiss, Janney, Elstner Associates to conduct a thorough forensic engineering study of Tubman West in Minneapolis. While the building is just over 20 years old, there's been major structural shifting that has caused damage. The final report indicates no immediate risk to life safety—and we will continue to monitor future changes before they pose additional risk—but we will indeed need to make major investments in the next 3-5 years to prevent continued impact on mechanical systems. One of our top strategic priorities in 2017 is to determine the best course of action, in consultation with a task force comprised of Board members and other professionals from the community. A funding plan will then be developed based upon the scope and timing of the solution recommended by the task force.

Tubman Chrysalis Center, Minneapolis

Improvements at the Chrysalis Center have focused on refreshing client spaces to ensure they are warm, welcoming, and accessible along with new awnings and routine maintenance—with one major exception: we have installed rooftop solar panels!



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Harriet Tubman: The Moses of Her People

Slave owners on the Eastern Shore of Maryland in the 1850s were not certain who "Moses" was, and for a time, they did not know if the "black wretch" was male or female. But they knew a raider with the Biblical code name struck their plantations by night and carried off groups of slaves worth thousands of dollars. Rewards were offered, but Harriet Tubman, "the Moses of her people," was never captured.



Harriet Tubman was an escaped slave, a hunted fugitive, and one of the most effective conductors on that secret route north called the Underground Railroad. In the space of one decade, she made 19 forays into the South to rescue more than 300 people from slavery. She spoke for both the antislavery and Woman's Suffrage movements, and joined the Union Army during the Civil War, becoming the only woman in American military history to plan and personally conduct an armed expedition against enemy forces. She was unpaid for her work and spent the last part of her life in poverty.

She is our namesake and a tremendous inspiration to us and the thousands of women, men, children, and youth making the safe passage to lives of safety, hope, and healing.