

2025 TUBMAN COMMUNITY IMPACT REPORT



Safety. Hope. Healing.



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About the Cover: The image on the cover is a photograph taken of the art installation at Tubman titled, *The Other Side of the Mountain* (2025). This art was created by Angela Two Stars in conversation with Tubman clients. In the artist statement she shares, "Sometimes all you can see is this huge mountain in front of you and think, 'I can't do it, that mountain is too big', then you get on the other side and it's a wonderful place to be. To read the entire artist statement, go to: tubman.org/newsroom.

This piece is part of larger mixed media art installation located in the lobbies at Harriet Tubman Center East (left) and Tubman Chrysalis Center (lower right).

This art installation also includes a land acknowledgment written by Indigenous activist and consultant, Nancy Bordeaux.

About the Artist:

Angela Two Stars is a multidisciplinary artist, curator, and arts administrator. She is an enrolled member of the Sisseton Wahpeton Oyate. "Healing is an active, ongoing process that requires courage and bravery. It is a form of resilience. As a Dakota artist, I returned to my ancestral homelands of Mni Sota (Minnesota) in 2017. Since then, I've reconnected with the land, the language, and the culture. I incorporate Dakota language into my art and have come to realize by exploring my language, I am healing myself and my ancestors' historical and intergenerational trauma. By facing my traumas, I actively work to heal myself."



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www.tubman.org

Email Us:
info@tubman.org

From our Board Chair & CEO

March 2026



Jeffrey P. Justman
Board Chair

Dear Friends and Supporters,

We're pleased to share our 2025 Community Impact Report with you! Here you'll find all the essential financial information, our report card to the community on our 2023 – 2025 three-year Strategic Plan, as well as highlights from the past year's activities and a look at what's ahead as we celebrate Tubman's 50th anniversary throughout 2026.

As we look back at the past year, we have so much to celebrate, including the successful completion of the Great Dreams Campaign (see pages 15-17). Because of your generosity we exceeded our goal by nearly 10%, raising over \$9.3 million to strengthen the places, programs, and people that power Tubman's mission of safety, hope, and healing. Together, we built a stronger foundation, ensuring that Tubman will endure these tumultuous times and continue to serve youth and families in crisis and survivors seeking stability now and well into the future.



Jennifer J. Polzin
Chief Executive Officer

Yet at the same time, the past year was extraordinarily challenging as we navigated significant reductions in government funding alongside rising costs, resulting in cuts to critical services including a reduction in shelter beds, mental health services, legal advocacy, and youth programming—all of which are even more essential in these times.

To help meet this moment and navigate the continued challenges on the horizon, we established the Survivor Contingency Fund, raising over \$1 million to date. While not equivalent to the amount of government funding reductions, these funds have already helped minimize disruptions for participants in the program areas that were scaled back so that clients could stay in shelter until they found housing, receive advocacy until their court case was resolved, continue therapy, and achieve their goals with the help of their youth worker. We continue to fundraise for the Survivor Contingency Fund and anticipate needing this critical bridge funding over the coming eighteen months as we navigate additional cuts to federal and state funding for crime victim services and housing.

All that's happening in our community affects our staff as well, most of whom have lived experience with the issues we serve. The results of our 2025 biannual employee engagement survey show the need for continued care. Agency wide, the Employee Engagement Index (measuring overall staff satisfaction and productivity) decreased by 3 points to 85%, the Performance Enablement Index (whether or not people have the necessary tools and resources to do their jobs effectively) decreased 1 point to 83%, and the Work Well Index (measuring the stress level and wellbeing of employees) went down 4 points to 86%. Given the added strain and devastating impacts of Operation Metro Surge, identifying and mitigating the effects of vicarious trauma is a top priority for us over the coming year.

We certainly can't promise everything will be ok, but what we know for certain is that we are built for this. Tubman is here for good, and with your support we will serve as many people as well as we can for as long as we can. Together, we will continue to fight for safety, choose hope, and foster healing—because our community needs us more than ever.

With gratitude,

Handwritten signature of Jeffrey P. Justman in black ink.

Jeffrey P. Justman
Board Chair

Handwritten signature of Jennifer J. Polzin in black ink.

Jennifer J. Polzin
Chief Executive Officer

Who We Are



The Community We Serve

Tubman serves people of all ages, gender identities, and cultural backgrounds who have experienced various forms of trauma including relationship violence, trafficking, mental health issues, addiction, and homelessness.

Our holistic and trauma-informed services are designed to provide a full continuum from violence prevention and crisis intervention to long-term stability and leadership development.

We serve the Greater Twin Cities metro area, particularly Hennepin, Ramsey, and Washington Counties, with some clients coming from surrounding counties and greater Minnesota on their journeys to freedom.



Mission

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

Vision

Thriving people, healthy relationships, and peaceful communities.



Values

Social Justice

We challenge our own biases, and work with courage and tenacity to build inclusive and equitable communities.

Partnership

We collaborate to build collective leadership that includes lived experience and diverse perspectives.

Creativity

We commit to leading with curiosity and inventive practices.

Respect

We affirm the strengths and innate worth of all people.

Integrity

We model authenticity, and hold ourselves accountable to be good stewards of the agency's reputation, relationships, resources, and future.



Tubman's three locations from the top: Harriet Tubman Center East, Tubman Chrysalis Center, NorthStar Youth Outreach Center

Volunteers in Action

In 2025, over **581 individuals and groups** contributed more than **24,144 hours of volunteer service, including 88 interns and 90 pro bono attorneys.** Their dedication and service allows Tubman to continue providing services which help light the path from fear to freedom. We are incredibly grateful and honored for their commitment and work. **Tubman partners with more than 23 schools and colleges, 19 law enforcement agencies, and scores of community and culturally-specific service organizations** to support the safety, hope, and healing of the thousands we serve every year.



January Intern/Volunteer Training



May Intern/Volunteer Training



August Intern/Volunteer Training

**In 2025,
581 volunteers and
interns**

**donated 24,144
hours of service to
Tubman**

**providing support
for our organization
valued at \$984,441.**

"...not only is the organization doing great things for community and the clients that they see, the staff is rooted in treating everybody with respect & integrity."

~ Tubman Volunteer



Talomatic Volunteer Group



Optum Service Project



Land O'Lakes Volunteer Group

The numbers are powerful, but I believe the sentiment is bigger than that. It was beautiful to see this resonate with so many employees. This was truly unparalleled engagement levels, and I am so glad we were able to listen and learn alongside each other.

~ Leah, Land O'Lakes

Thank You!

2025 Agency Goals



CLIENTS

Minimize identified barriers to safety and services by training all staff in safety planning, implementing the central access team model, and opening Harriet's Haven for Pets.



COMMUNITY

Broaden the community's understanding of the depth and breadth of Tubman's services by increasing the number of people engaged and actively supporting our mission while also influencing public policy outcomes to better support the people we serve.



CULTURE

Deepen and sustain a workplace culture that promotes inclusion and a sense of belonging, collaboration, continual learning, and career pathways that invest in and support the professional development of staff.



CAPACITY

Cultivate new and existing relationships, expand resources, and deepen knowledge by leveraging partnerships and technology to better navigate an unpredictable and ever-changing environment for nonprofits.



2026 Agency Goals

CLIENTS

Sustain quality services to meet the diverse needs of the people we serve despite funding challenges.

CULTURE

Support staff well-being by addressing vicarious trauma through collaborative and empathetic problem solving and training.

COMMUNITY

Engage and educate 20 additional agency ambassadors to support and advocate for mission-critical endeavors.

CAPACITY

Continue growing the Survivor Contingency Fund to minimize the disruption of government funding cuts by supporting values-driven transitions.

2025 Impact Highlights

In 2025, our direct service programs and core mission support teams continued to focus on the three year success indicators (2023-2025) set forth by Tubman's Board of Directors. Specific goals were identified in each of our four strategic directions (clients, community, culture, and capacity) as a roadmap for where we want to be by the end of 2025. Teams continue to work hard towards achieving these goals and some of 2025's accomplishments are highlighted below.

Legal Services

- 92% of Order for Protection cases receiving legal advocacy services were successfully resolved.
- Held three focus groups for legal clients to gather feedback on how to better serve participants.
- Attended 16 roll calls at six law enforcement partner agencies, connecting with 168 law enforcement personnel about Tubman services, 24/7 intervention line, Lethality Assessment Protocols (LAP), and the role of advocates in domestic violence cases.
- Secured a project grant to develop a Practicing Paralegal program to provide greater access to justice for survivors in protective order and family law cases.
- Increased volunteer attorney engagement resulting in representation on protective order cases rising from 44% to 52% year over year.

Housing Services

- Safe Journeys provided transitional housing and supportive services for 29 youth and their 6 children. Rapid rehousing programs helped 52 youth and adult heads of household and their 33 children secure and sustain housing in the community.
- Collaborated in monthly cohort meetings with national and local partners in response to government funding threats to try and sustain funding for the people we serve who experience violence.
- 86% of housing clients who identified a financial goal met or made progress towards their goals.

Administration & Operations

- Established the Survivor Contingency Fund to minimize disruption for program participants due to reduction in government funding, and to bridge the gap in clients' needs.
- Acquired four new corporate partners and increased the commitment level of another for the annual Starlight Soirée fundraising gala.
- Updated maintenance request process and on-call maintenance staffing to better meet the needs at Tubman sites.
- Transitioned to a new system that combines both payroll and human resources software services.
- Submitted proposals to 16 new funders and nine lapsed funders.
- Facility renovations and improvements completed (elevator, restrooms, electrical upgrades).

Youth Services

- Held two focus groups to gather feedback from youth at NorthStar Youth Outreach Center and multiple talk back sessions with youth and young adults in Safe Journeys onsite transitional housing.
- 94% of youth achieved or made progress towards education goals, 95% of youth achieved or made progress towards their employment goals, 98% of youth achieved or made progress towards strengthening their social support networks.
- Provided mentorship, case management, and advocacy services to 82 youth in the Inspiring Youth program.

Shelter Services

- Decreased the number of shelter beds from 90 to 65 in light of funding cuts while maintaining focus on quality and depth of services.
- Recruited and expanded client advisory board to intergrate client voices in systems change and community awareness work.
- Operational policies drafted, space renovation completed, and volunteers recruited for Harriet's Haven for Pets.

Clinical Services

- Implemented client surveys to track participant experience and services provided.
- 77 client surveys completed, of which 100% reported their mental health has improved; 92% reported improved interpersonal and relationship skills; 90% reported ability to use information, tools, and skills learned to reduce harm in current or future relationships.
- Reduced number of clients served due to reduction in staff from funding cuts.
- Supported clients of impacted staff and helped them find new providers to avoid interruption in services.

Central Access Team

- Completed full implementation of Central Access Team to minimize barriers to access and provide increased support for people in crisis.
- Created streamlined processes to better facilitate referrals across programs to meet client needs.
- Expanded program operating hours to better meet the need for client calls and drop-ins.
- Expanded the team from three to five full-time staff to provide more timely and holistic support alongside 23 Resource Advocate interns and volunteers who provided nearly 3,000 hours of service.

Three-Year Strategic Plan Report

Clients: Provide streamlined access to exceptional, relevant services.

By the end of 2025:

- Tubman offered multiple models of service delivery, including virtual and hybrid options, based on innovation, experimentation, and client feedback.
- Access to services has improved and barriers have been reduced for clients in at least three key areas, solidifying Tubman as a unique and critical community resource.
- Clients' needs have been prioritized and agency resources realigned to further close gaps in available services, focusing on those that Tubman is uniquely positioned to provide.

IMPACT HIGHLIGHTS

Multiple modes of service delivery: Expanded access to support through virtual legal, clinical, support group, and case management services offerings; provided in-person appointments at offices and courts, and in homes. Expanded hours of drop-in support at NorthStar Youth Outreach Center (NSYOC) in Maplewood Mall from 12 hours per week to 38.

Access to Services: Creation of Tubman's Central Access Team (CAT) streamlined how new and current clients connect to services they needed across the agency, with expansion in number of team members and operating hours. Joined the Minnesota Pet Coalition which provides temporary foster care for clients' pets while they're guests in our shelter. Prepared for the opening of Harriet's Haven for Pets including renovation of physical spaces, development of operational policies, and hiring a program manager. In 2025, all Tubman staff were trained on safety planning and the number of staff certified as Safe At Home Application Assistants nearly doubled to 20, significantly increasing access to safety planning and keeping victim addresses confidential.

Clients' needs prioritized: Utilized feedback from clinical services clients to create programming that includes skill building, music and movement, somatic interventions, creation of new programs for people with chronic health issues, and a femme/female identified BIPOC group to address historical and current trauma. Incorporated a new shelter aftercare case manager to sustain housing stability for program participants moving out of the emergency shelter. Provided psychoeducational group services to Minnesota Correctional Facilities for inmates preparing for discharge. Prioritized client needs including programmatic changes and reductions, such as discontinuing the Co-Occurring Disorders treatment program for substance abuse due to low participation, and discontinued a pilot program with Hennepin County focused on economic advancement due to misalignment of grant objectives with the needs of the people we serve.

Community: Engage the community to take action.

By the end of 2025:

- Local, state, and federal government resources and partnerships have increased to support Tubman services and long-term agency sustainability.
- Tubman has provided increased opportunities for survivors to advocate and take action based on their own experiences and expertise.
- We have equipped the community with additional education and tools to support their ability to help the people around them.

IMPACT HIGHLIGHTS

Local/State/Federal Government Resources: Received Minnesota Homeless Youth Act funds for the first time in Tubman's history to support our youth transitional housing and NorthStar Youth Outreach Center (NSYOC). New grants from Ramsey County and Minnesota Office of Justice Programs to expand operating hours for NSYOC. Renewal of grants from Office of Violence Against Women (OVW) supporting legal and transitional housing services. Awarded new grant from OVW supporting financial assistance for victims. Secured four city government contracts for legal advocacy services in Ramsey County.

Opportunities for Survivors to Advocate and Take Action: Former legal client selected as a client representative to the Legal Services Advisory Committee (LSAC) of the Minnesota Judicial Branch. Youth clients participated in a youth-led listening session by Ramsey County's youth advisory board about the needs of homeless youth. Incorporated client feedback in all of our programs through advisory boards, talkback sessions, focus groups, and surveys.

Equip the Community to Support the People Around Them: Provided classroom-based education on healthy relationships to over 10,000 middle and high schoolers. More than 9,800 community members were educated about Tubman and our services through training, community events, and presentations. Increased the number of trainings with law enforcement agencies, training over 400 law enforcement professionals.

2023-2025

Culture: Invigorate organizational culture to lead with equity, wellbeing, and engagement.

By the end of 2025:

- Tubman’s Racial Equity Plan has advanced the agency’s progress toward diversity, equity, and inclusion, centering lived experiences while co-creating solutions with people directly impacted.
- Staff have improved two-way communication, agency-wide cohesion, and deepened their understanding of Tubman’s culture, values, and history, as evidenced by the employee engagement survey and other methods.
- Employees across the agency, especially people with marginalized identities, have an improved experience at Tubman, in at least three measurable ways.

IMPACT HIGHLIGHTS

Racial Equity and Diversity, Equity, and Inclusion: Tubman’s racial equity plan, centered on staff and client voice, has been informed by Tubman’s staff-led Racial Justice Collective and Black, Indigenous, and People of Color (BIPOC) Collective and worked to change policy and foster internal accountability for equity outcomes. Creation of an LGBTQ+ staff affinity group. Signed on to state and national advocacy efforts that challenge DEI restrictions on who we serve. Implemented enhanced Immigration and Customs Enforcement protocols to protect the safety of clients on our properties. Clinical team created a BIPOC Relapse Prevention Group. Implemented a pilot program for stipends for interns to help offset some living expenses.

Improved Two-Way Communication, Agency Cohesion, and Understanding: Implementation of a joint leadership model to engage managers and directors, cultivating collaboration and increasing transparency in decision making. Implemented and incorporated more widespread agency feedback on policies, values, and practices via in meeting discussions and all staff surveys.

Improved Experience by Tubman Staff: Tubman’s biennial employee engagement survey was administered twice and although there was a slight decline in the three indices (employee enablement, performance enablement, work well), all three remained at or above 83%, which is above average for the sector. Survey results for BIPOC staff decreased slightly from 2023 to 2025, however this grouping scored higher in all three indices than the overall agency scores. Staff identifying as LGBTQ+ also saw a slight decrease between 2023 and 2025, with their indices falling slightly below the agency average in the three indices.

Capacity: Strengthen the agency’s infrastructure to better serve clients and the community.

By the end of 2025:

- Tubman has secured significant additional community investment to enhance the sustainability of our existing programs, people, and places.
- We have further invested in staff pay and comprehensive benefits packages to ensure equitable compensation, and to attract and retain qualified staff.
- Capital improvements have been made at Harriet Tubman Center East to become a more accessible community resource, while maintaining safety and confidentiality for our clients.
- Sufficient investment has been made in operational and technology supports to improve service delivery, enhance operational efficiencies, and promote innovation.

IMPACT HIGHLIGHTS

Secured Additional Community Investment: Increase in the number of volunteer attorneys representing Tubman clients in Order for Protection cases. Developed of new intern roles and increased number of interns in legal services to better meet clients’ legal needs. The Great Dreams Campaign raised \$9.3 million and welcomed 1,200 new donors.

Investment in Staff Compensation: Total rewards enhancements implemented which included increasing the target hiring wage rate, and providing 4-5% annual wage increases to all staff to help offset cost of living increases.

Capital Improvements to Harriet Tubman Center East: Refresh of spaces at Harriet Tubman Center East (carpeting, window coverings, paint, upgraded kitchenettes in residential spaces, new client group rooms and staff break room) and renovation and improvements through the Great Dreams Campaign (see pages 15-17).

Investment in Operational and Technology Support: Improved screening and intake forms across Tubman programs, a website redesign, transitioned to new human resource and finance software platforms, prepared for new phone system upgrades, and human resources designed hiring and onboarding processes.

View the complete report at tubman.org/publications

BY THE NUMBERS

In 2025, Tubman provided help and support to thousands of adults, youth, and families on their own paths from fear to freedom.

16,524

PEOPLE EXPERIENCING RELATIONSHIP VIOLENCE, TRAFFICKING, HOMELESSNESS, AND OTHER TRAUMA



67,871

TOTAL SERVICES PROVIDED

4.2

APPROXIMATE AVERAGE NUMBER OF SERVICES PROVIDED PER PERSON



SERVICE STATISTICS

Support in Crisis:

12,663 people in crisis accessed support and resources by phone or in person.

Safety Plans:

5,843 people developed an in-depth safety plan by phone or in person.

Legal Services:

2,994 clients received 12,523 services including victim advocacy, legal information, advice or representation in Orders for Protection and family law cases, or helpline support on legal matters.

Freedom Fund:

91 program participants received over \$23,000 in freedom fund dollars to help with basic needs such as transportation to job interviews, new door locks to enhance safety, and other necessities needed for their safety, hope, and healing.

School-Based Prevention:

3,163 youth participated in our six week school-based violence prevention curriculum or attended presentations on healthy relationships and violence prevention.

Youth Advocacy:

1,490 youth and young adults experiencing violence or exploitation received support and services in the community and in Tubman's housing and shelter programs.

Community Education:

3,625 professionals, students, and community members learned about Tubman's services, relationship violence, exploitation, and other topics at community events and presentations.

Mental & Chemical Health Services:

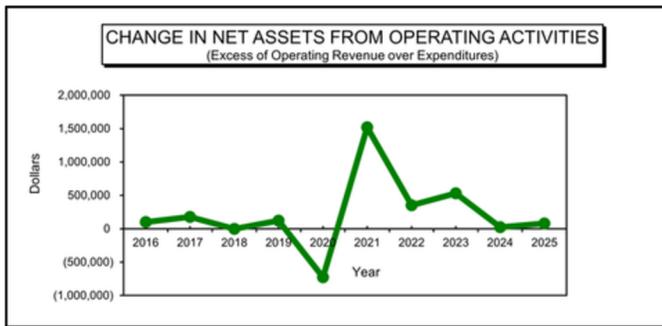
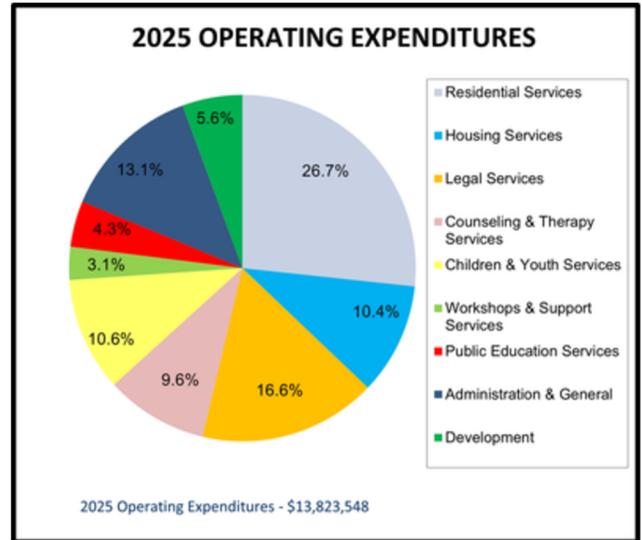
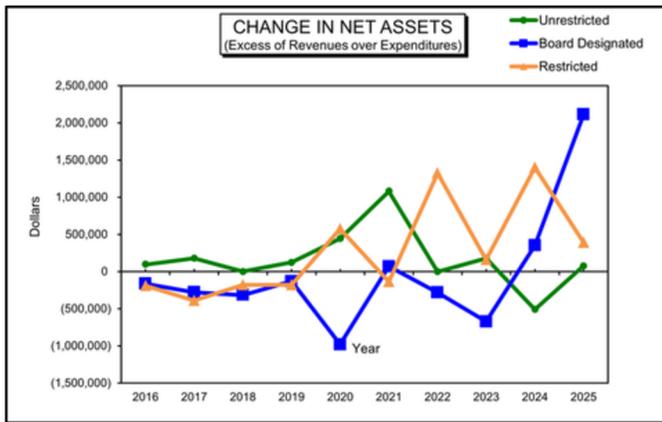
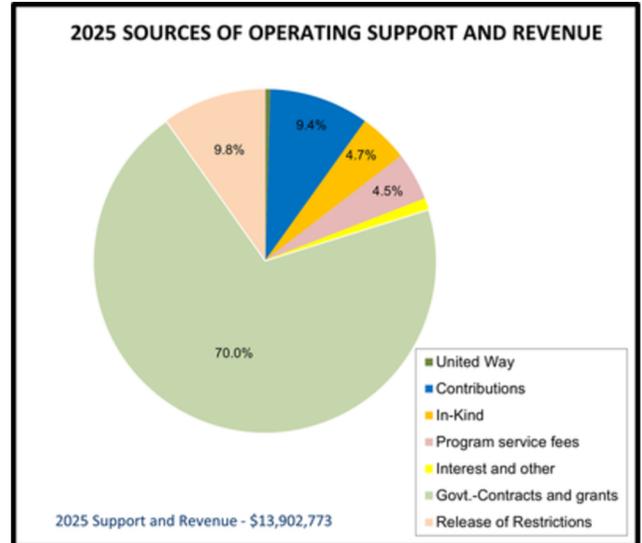
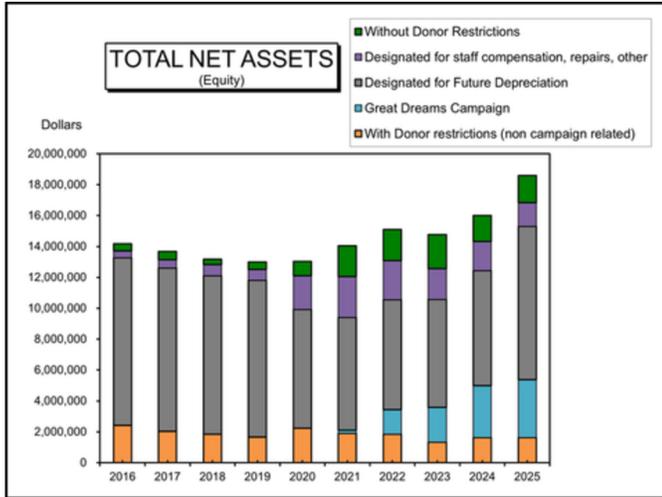
595 clients accessed addiction-informed mental health support in our licensed outpatient clinic.

Shelter & Housing:

193 adults and their 234 children received safety and support at our domestic violence shelter. Safe Journeys provided transitional housing and supportive services for 29 youth and their 6 children. Rapid rehousing programs helped 52 youth and adult heads of household and their 33 children secure and sustain housing in the community, with rental assistance and wrap-around services.

2025

Financial Overview



FY25 public sector funding includes grants and contracts from the following:

U.S. Department of Homeland Security Emergency Food and Shelter National Board Program; U.S. Department of Housing and Urban Development Continuum of Care Programs; U.S. Department of Justice Legal Assistance for Victims; Transitional Housing Assistance; and Financial Assistance; U.S. Department of Health and Human Services Temporary Assistance for Needy Families; MN Department of Human Services Homeless Youth Act; Shelter Capital; and Behavioral Health Administration; MN Department of Public Safety - Office of Justice Programs Crime Victim Assistance, Youth Intervention Programs, Family Violence Prevention and Services; Domestic Violence Shelter and Supportive Services; Community Crime Intervention and Prevention Services; Housing First; MN Judicial Branch Lawyers Trust Accountancy Board, Legal Services Account Trust; State Board of Legal Aid; Hennepin County Human Services & Public Health Legal & Counseling; Washington County Community Corrections Legal Services; Ramsey County Domestic Violence and Housing Stability Services; MN State Arts Board; City of Minneapolis Youth at Risk Prevention; City of Crystal Legal Services; City of Falcon Heights Legal Services; City of Vadnais Heights Legal Services; City of Moundsview Legal Services.



Statement of Financial Position

Tubman

Statements of Financial Position
September 30, 2025 and 2024

Assets		
	2025	2024
Current Assets		
Cash and cash equivalents	\$ 1,716,278	\$ 1,650,361
Accounts receivable, net of allowance	55,554	167,796
Pledges and grants receivable	1,976,663	2,138,454
Prepaid expenses and other receivable	232,372	216,580
Total current assets	<u>3,980,867</u>	<u>4,173,191</u>
Property and Equipment, Net	<u>13,949,493</u>	<u>11,430,830</u>
Other Assets		
Beneficial interest in assets held by the Saint Paul Minnesota Foundation	232,211	226,876
Pledges and grants receivable for Great Dreams Campaign	807,195	1,050,808
Restricted cash held for Great Dreams Campaign	3,150,249	2,729,792
Restricted cash held for endowments	116,545	116,545
Total other assets	<u>4,306,200</u>	<u>4,124,021</u>
Total assets	<u>\$22,236,560</u>	<u>\$19,728,042</u>
Liabilities and Net Assets		
Current Liabilities		
Accounts payable	\$ 658,601	\$ 598,885
Accrued salaries and benefits	322,184	302,322
Accrued expenses	174,618	176,458
Current maturities of debt	178,946	172,385
Total current liabilities	<u>1,334,349</u>	<u>1,250,050</u>
Long-Term Liabilities		
Long-term debt, net	2,075,431	2,240,392
Asset retirement obligation	130,000	130,000
Deferred loan agreements	104,530	100,129
Total long-term liabilities	<u>2,309,961</u>	<u>2,470,521</u>
Total liabilities	<u>3,644,310</u>	<u>3,720,571</u>
Net Assets		
Without donor restrictions:		
Undesignated	1,756,355	1,677,130
Designated for future depreciation	9,909,183	7,444,941
Designated for repair and replacement, cash flow and staff compensation	1,538,250	1,888,250
Total net assets without donor restrictions	<u>13,203,788</u>	<u>11,010,321</u>
With donor restrictions:		
Restricted for program use	1,277,841	1,294,066
Restricted for Great Dreams Campaign	3,761,865	3,359,663
Restricted for property and equipment and other long-term items	348,756	343,421
Total net assets with donor restrictions	<u>5,388,462</u>	<u>4,997,150</u>
Total net assets	<u>18,592,250</u>	<u>16,007,471</u>
Total liabilities and net assets	<u>\$22,236,560</u>	<u>\$19,728,042</u>

Statement of Activities

Tubman ended the 2025 fiscal year with a small operating surplus. As of September 30, 2025, Tubman's net assets totaled \$22,236,560, of which \$9,909,183 (45%) are designated for future depreciation of property and equipment, \$1,538,250 (7%) are designated for repair and replacement, cash flow and staff compensation reserves, and \$3,761,865 (17%) is restricted for the Great Dreams Campaign.

While Tubman's sources of revenue and support remained stable, with a mix of government support, program service fees, and contributions; our funding from MN Office of Justice Programs for crime victim services (our largest government contract) remained flat at the same amount it's been since 2018. Funding is still not keeping pace with rising costs, equating to a cut, and federal funding is now being threatened due to changing priorities of the current presidential administration, while demands for Tubman's services continue to rise. Our operating expenditures remained stable, allowing Tubman to make modest personnel investments necessary to attract and retain outstanding staff expertise to fuel our mission while serving approximately 17,000 people last year.

Tubman						
Statement of Activities						
Year Ended September 30, 2025						
	Without Donor Restrictions			With Donor Restrictions	2025	2024
	Undesignated	Board Designated	Total		Total	Total
Revenue and Support						
Revenue:						
Program service fees	\$ 632,047	\$ -	\$ 632,047	\$ -	\$ 632,047	\$ 661,501
Government contracts and grants	9,734,794	-	9,734,794	-	9,734,794	8,191,030
Investment income	147,756	-	147,756	-	147,756	230,030
Miscellaneous	1,136	-	1,136	5,335	6,471	34,781
Total revenue	10,515,733	-	10,515,733	5,335	10,521,068	8,117,342
Contributions:						
United Way	63,312	-	63,312	111,083	174,395	200,977
Individuals	606,978	-	606,978	19,897	626,875	578,939
Corporations	123,494	-	123,494	125,600	249,094	176,959
Foundations	382,229	-	382,229	409,519	791,748	1,035,184
Civic and faith organizations	21,527	-	21,527	7,279	28,806	36,459
In-kind	649,487	-	649,487	-	649,487	1,107,132
Special events, net of direct expenses \$92,644	176,192	-	176,192	-	176,192	92,156
Total contributions	2,023,219	-	2,023,219	673,378	2,696,597	3,227,806
Total revenue and support	12,538,952	-	12,538,952	678,713	13,217,665	12,345,148
Net assets released from restrictions:						
Satisfaction of program restrictions	672,239	-	672,239	(672,239)	-	-
Satisfaction of time restrictions	17,364	-	17,364	(17,364)	-	-
Total net assets released from restrictions	689,603	-	689,603	(689,603)	-	-
Releases from Board Designation:						
Staff compensation/building improvements	350,000	(350,000)	-	-	-	-
Time restriction for depreciation	324,218	(324,218)	-	-	-	-
Total change in board designation	674,218	(674,218)	-	-	-	-
Total revenue and support	13,902,773	(674,218)	13,228,555	(10,890)	13,217,665	12,345,148
Expenses						
Program services	11,234,594	-	11,234,594	-	11,234,594	10,633,669
Administrative and general	1,811,459	-	1,811,459	-	1,811,459	1,682,219
Development	777,495	-	777,495	-	777,495	679,644
Total expenses	13,823,548	-	13,823,548	-	13,823,548	12,995,532
Change in net assets from operating activities	79,225	(674,218)	(594,993)	(10,890)	(605,883)	(650,384)
Nonoperating activities						
Great Dreams Campaign Revenue	-	-	-	3,434,993	3,434,993	2,283,716
Great Dreams Campaign Expense	(244,331)	-	(244,331)	-	(244,331)	(308,811)
Satisfaction of restrictions - Great Dreams Campaign	244,331	2,788,460	3,032,791	(3,032,791)	-	-
Change in net assets from non operating activities	-	2,788,460	2,788,460	402,202	3,190,662	1,973,905
Change in net assets	79,225	2,114,242	2,193,467	391,312	2,584,779	1,323,521
Net Assets, Beginning	1,677,130	9,333,191	11,010,321	4,997,150	16,007,471	14,784,950
Net Assets, Ending	\$ 1,756,355	\$ 11,447,433	\$ 13,203,788	\$ 5,388,462	\$ 18,592,250	\$ 16,008,471

Great Dreams Campaign

A Celebration of Impact

Raised more than
\$9.3 million for people,
programs, and places

100 campaign
volunteers contributed
4,785 hours to help

1,200+ new donors
contributed to the
campaign

An estimated 8,975 people
per year will experience
improved safety
and accessibility at Harriet
Tubman Center East.

Thanks to your generosity, Tubman's Great Dreams Campaign has come to a successful close, exceeding our goal by 10%!

The collective generosity of individual donors, corporations, foundations, and state and federal appropriations raised more than \$9.3 million to strengthen the people, programs, and places that bring safety, hope, and healing to thousands each year. Together, we've not only met our goal but built a stronger foundation for the future, ensuring that Tubman will continue to meet the evolving needs of families in crisis and survivors seeking stability. Over the past several years, your support has transformed dreams into reality.

The campaign funded critical facility improvements at Harriet Tubman Center East including:

- a new elevator
- roof replacement
- new windows (still in production)
- upgraded electrical systems
- remodeled lobby and accessibility upgrades
- improved program spaces throughout (paint, furnishings, fixtures)
- construction of Harriet's Haven for Pets (opening soon)
- feasibility study and business plan for a future social enterprise, the Tubman Innovation Center

The impact of your support is measurable and far-reaching. More than 100 campaign volunteers contributed 4,785 hours to help make the campaign a success. Thanks to these collective efforts, an estimated 8,975 people each year will experience improved safety and accessibility when coming to Harriet Tubman Center East.

Beyond bricks and mortar, the Great Dreams Campaign has strengthened Tubman's capacity to deliver critical services with greater efficiency, safety, and dignity. We also grew our community of supporters—welcoming more than 1,200 new donors who share our belief that every person deserves safety, stability, and opportunity.

Read more on the following two pages about the people, programs, and places of the Great Dreams Campaign.

THANK YOU!

Capital Improvements



Having completed the renovation of the Tubman Chrysalis Center in South Minneapolis in 2020, the Great Dreams campaign aimed to invest in critical infrastructure improvements to improve the universal accessibility, safety, and utility of Harriet Tubman Center East. These essential capital improvements included the addition of accessible restrooms and an elevator to serve the public, improvements to non-residential areas of the building, as well as electrical upgrades, partial roof replacement, and fire suppression, upgraded lighting and fixtures, and wall coverings. Additionally, new windows for the residential side of the building are in production.

(Clockwise L to R: updated lobby, new elevator, refreshed community room)

Harriet's Haven for Pets

More than just a nice idea, this endeavor addresses a critical need, as 89% of survivors with pets report that their beloved animal has been threatened, harmed, or killed as intimidation or revenge. Nearly half of people experiencing relationship violence delay leaving an abusive relationship for fear over their pet's safety. By providing a safe and supportive place for people and pets to heal together, we are removing additional barriers to get the services they need to move from fear to freedom.

We're pleased to announce that Harriet's Haven for Pets will open in March of 2026. Learn more at tubman.org/harriethaven.

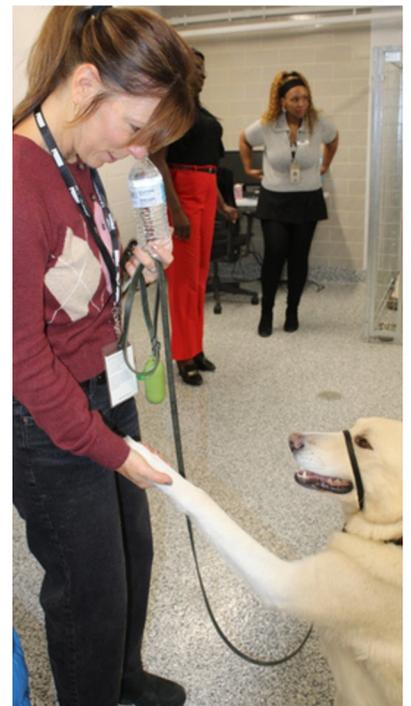


Tubman Food Innovation Center

Part of the programs component of the Great Dreams Campaign included a feasibility study to determine the best use of the dormant commercial kitchen at Tubman East. The Tubman Food Innovation Center is a future social enterprise that—when fully funded—would expand access to healthy food, create employment pathways, and generate long-term social enterprise revenue to support Tubman’s mission. The plan is robust and evergreen, and we are committed to moving forward when we have capacity, focusing first on navigating the challenges of the current environment to preserve our core services. We continue to fundraise for the Tubman Food Innovation Center. If you’d like to learn more, please contact give@tubman.org or visit tubman.org/greatdreams.



Celebrating Great Dreams



2025 Starlight Soirée

Thank you to the many generous donors who helped us raise over \$320,000 in support of Tubman’s programs at our 16th annual Starlight Soirée last May, making it one of the best Starlight Soirées in recent years!

Our emcee Chanda Smith Baker, auctioneer Glen Fladeboe, preshow from Titambe African Drum and Dance, and DJ Misha provided the entertainment and pizzaz we look forward to every year. With a silent and live auction, mystery envelopes, and the wall of wine—there’s a little fun for everyone. During the program, Chanda sat down with our CEO Jen Polzin to talk about the tremendous obstacles facing Tubman and other nonprofits, Lt. Governor Peggy Flanagan spoke in support of victim-survivors and domestic violence advocacy, and later, artwork by Dan Raphael was presented to two former clients. As the evening wound down, we reflected on the inspirational stories we heard from people who found their way from fear to freedom, reminding us that hope lives both within and all around us, and together we have the collective power to make change through our vision of thriving people, healthy relationships, and peaceful communities.



We look forward to seeing you on April 24, 2026 as we celebrate 50 years of safety, hope, and healing at the 17th annual Starlight Soirée at the Marriott Minneapolis City Center.



Scan the QR code or use the link below to learn more and purchase tickets for the 2026 Starlight Soirée:

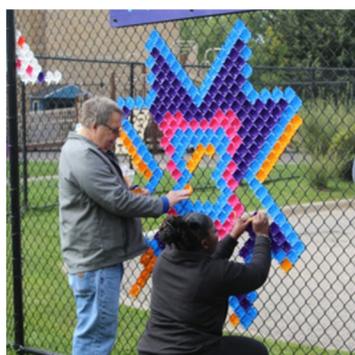
 tubman.org/starlightsoiree

Wondering how you can support this year’s event? Drop us an email:

 give@tubman.org



2025 in Pictures





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Minneapolis, MN 55407

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TWIN CITIES, MN

“I lived with abuse for nearly seven years. All it took was one phone call to Tubman. I called and within an hour I was out and my children were safe.”
– Christine, Tubman Client