



People of faith working together to provide basic necessities, foster stable lives, and organize for a just and compassionate community.

2017-2019 Strategic Plan

The plan is a recommitment to our core principles of providing basic necessities, fostering stable lives, and organizing with and on behalf of members of the Duluth community who are experiencing homelessness, hunger, and marginalization. Over the next three years CHUM will develop the infrastructure needed to support and promote the important programming it has effectively pursued in the past. CHUM will continue to be an innovative agency that engages stakeholders in addressing the unacceptably high rates of homelessness, hunger, and poverty in Duluth. We envision future work that is driven by a robust and productive engagement with clients and partners. We seek to engage more volunteers who are committed to CHUM's mission of working together to provide basic necessities, foster stable lives, and organize for a just and compassionate community.

Approved by CHUM's Board of Directors January 12, 2017

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Overview



OUR MISSION

CHUM is people of faith working together to provide basic necessities, foster stable lives, and organize for a just and compassionate community.

OUR VISION

A future where every person has food, shelter, dignity, and hope; where racial disparities are eliminated; and where everyone lives in a just and compassionate community.

WE SERVE

CHUM serves people of the Duluth community who have limited resources, and who are experiencing homelessness, marginalization, and poverty.

Our Programs and Services



HOUSING SERVICES

CHUM Center, emergency shelter, Drop-In Center (day shelter), Steve O'Neil Permanent Supportive Housing, and housing advocacy to help people return to stable housing.



DISTRIBUTIVE SERVICES

Food shelf, distributes 5-day food packages; distributes household items for people leaving shelter, as well as seasonal distributions of back packs and school supplies.



INCOME SUPPORT

Assistance with finding employment and accessing Social Security Income and Disability Benefits.



HEALTH AND WELLNESS

Drop-in Clinic, Hope Clinic, Street Outreach



OUTREACH AND ORGANIZING

Congregational outreach and community organizing, inclusive ministries, (CHUM Church), Anti-Racism Programs,, and volunteer coordination

CHUM IS SPONSORED AND GOVERNED BY 41 MEMBER CONGREGATIONS

Asbury United Methodist Church
 Benedictine Sisters—St. Scholastica Monastery
 Calvary Baptist Church
 Cathedral of Our Lady of the Rosary
 College of St. Scholastica Campus Ministry
 Concordia Lutheran Church
 Duluth Congregational Church
 Duluth Superior Friends Meeting
 Eastridge Community Church
 Elim Lutheran Church
 Family of God Lutheran Church
 First Lutheran Church
 First United Methodist Church
 French River Lutheran Church

Glen Avon Presbyterian Church
 Gloria Dei Lutheran Church
 Hillside United Methodist Church
 Holy Cross Lutheran Church
 Holy Family Catholic Church
 Hope United Methodist Church
 Kenwood Lutheran Church
 Lake Superior Interfaith Community Church
 Lakeside Presbyterian Church
 Lester Park United Methodist Church
 Lutheran Church of the Good Shepherd
 Our Savior's Lutheran Church
 Peace United Church of Christ
 Pilgrim Congregational Church

Salem Lutheran Church
 St. Andrew's by the Lake Episcopal Church
 St. Benedict's Catholic Church
 St. John's Catholic Church
 St. Mark A.M.E. Church
 St. Mary Star of the Sea Catholic Church
 St. Michael's Catholic Church
 St. Paul's Episcopal Church
 Temple Israel
 Trinity Episcopal Church
 Trinity Lutheran Church
 Unitarian Universalist Congregation of Duluth
 United Baptist Christian Church



CHUM History

Originally founded as Churches United in Ministry, CHUM is a 501(c)(3) organization whose programs serve more than 8,000 low-income, homeless, hungry, isolated, or otherwise marginalized community members each year. CHUM was founded in 1973 when 10 churches in Duluth's Central Hillside neighborhood pooled their resources to meet the needs of the neighborhood's many low-income residents more effectively. In its early years, CHUM focused on services to youth and to seniors. As public and private agencies formed to create programs for these groups, and in light of the economic downturn of the 1980s, CHUM responded to meet people's most basic needs by opening an emergency shelter (including support at every step for people returning to housing) and our food shelf. Through the 1990's, as it became clear that homelessness had become a structural part of economic life in

the United States, CHUM developed programs in our Drop-In Center to help people gain employment, access public benefits, get basic medical care, and get connected to other services and supports. In recognition that policy changes at the local, state and national level were required to address the needs of the homeless and the very poor, CHUM added "organizing for a just and compassionate community" to its mission statement in 2008. CHUM now has 41 member congregations and offers emergency food, shelter, advocacy, support, and street outreach throughout Duluth. With the addition of the Steve O'Neil Apartments, with 44 apartments for families with children who have experienced long-term or recurrent homelessness, CHUM's response to homelessness covers the full continuum of care from street outreach to permanent supportive housing.



Our Goals: 2017-2019

1. Ensure CHUM's programs and services system effectively address the specific needs of people experiencing homelessness and/or hunger.
2. Improve CHUM's physical infrastructure.
3. Invest in people, tools, and technology critical to achieving our mission.
4. Create and implement a broad-based resource development plan to ensure funding to support CHUM's sustainability.
5. Improve CHUM's overall communications, media and public relations strategy.

CHUM Programs and Services

CHUM is a caring and active agency that walks with individuals and families moving toward stable housing, having healthy food, and living-wage jobs.

With this strategic plan, we are recommitting to our core work and partnerships to create greater impact over the next three years. Our strategic partners are congregations, residents, business, government, nonprofit and philanthropic organizations, and of course those who turn to CHUM for assistance. We will continue to take a collective impact approach to ending homelessness, lack of food, and making referrals to partners who can assist with employment.

Our plan, over the next three years, calls for engaging local residents, businesses, and our congregations to assist us in refining our continuum of services for people experiencing homelessness and food insecure households. We will provide people with resources, implement more effective, efficient program models, and work along with our strategic partners to serve more people. To make even greater strides locally, we will continue to work with partners to organize and address structural and systemic issues like race/ethnicity, culture, and class inequality, and other disparities that our community faces. We will also continue our work at the state level to

address causes of homelessness, food access, and living-wage jobs. To do our job well, we will continue to need the support and commitment of local and state stakeholders, including elected officials.

Since 1973, CHUM has expanded beyond the Central Hillside neighborhood to cover all of Duluth. CHUM's goals are to provide basic needs services for homeless and marginalized members of the Duluth community while working to effect changes that eliminate the need for CHUM services. CHUM advocates support people to gain access to housing, food, public benefits, employment, and health care. Our congregational outreach and community organizing programs provide opportunities for congregation members and those who turn to CHUM for assistance to work on local and state policy initiatives that improve conditions for people experiencing homelessness, hunger, or living in poverty. CHUM is committed to cross-racial competence and addressing racism internally, locally, and in state-wide political systems.



HOUSING SERVICES

- **Emergency Shelter** » Services for Duluth residents at two locations in downtown Duluth. The Congregate Shelter provides dormitory-style shelter for single adults. The Family Shelter offers six apartments for families with children.
- **CHUM Center** » A day shelter (Drop-In Center) offering a safe, chemical-free environment to more than 100 homeless and low-income people per day. The Center provides shower and laundry facilities, a mailing address, local phone use and message service, storage lockers, free coffee and snacks, meals on days when other local meal programs are closed, a community room for visiting or quiet relaxation, and recreational opportunities.
- **Permanent Supportive Housing** » The Steve O'Neil Apartments, 44 units of permanent supportive housing for families with children, owned and operated by Center City Housing with CHUM as the service provider.
- **Housing Advocacy** » Assistance with finding appropriate housing, saving money for apartment down payments and rent, working with potential landlords, and assisting with other barriers to housing including mental health issues, enrolling children in school, finding child care; day-to-day emotional support; and referrals to other community programs.



DISTRIBUTION SERVICES

- **Food Shelf** » CHUM distributes food and household items. Distributive services also includes soliciting, receiving, keeping inventory of food and household items, and providing back packs and school supplies to children and families.



INCOME SUPPORT

- **Social Security Income Advocacy** » Assistance through the Social Security Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) application processes.



HEALTH AND WELLNESS

- **Drop In Clinic** » Provides basic health screenings, referrals to community health providers, and health education 20 hours per week. A physician assistant consults with clients on their health concerns, and helps them establish a relationship with a primary-care physician, manage their medication, and make their medication co-pays.
- **Hope Clinic** » With the UMD Medical School and College of Pharmacy, CHUM hosts a Tuesday afternoon clinic for shelter and Drop-In Center guests. The clinic is student-run and physician-supervised.
- **Street Case Management** » Serving people who are living outside to help them with survival needs, advocate on their behalf with law enforcement and other public systems, receive treatment for addiction and mental illness, and ideally return to shelter or housing.



OUTREACH AND ORGANIZING

- **Congregational Outreach and Community Organizing** » Provides opportunities for CHUM congregations and clients to encourage policy makers to respond better to the needs of low- and no-income people, particularly those who are experiencing homelessness or hunger, or who experience racial inequity.
- **Anti-Racism Programs (Cross-Racial Competence):** Working with member congregations to talk about histories of racism and the continued impacts of racism on the Duluth community. Building analysis and skills to address racism in local and state-wide political systems.
- **CHUM Church Inclusive Ministries:** A faith-based community that intentionally includes people with disabilities. Offers a unique, spirited, and informal worship service designed to capture the attention and interest of individuals, their families and caregivers. Assistance is offered to identify barriers and take steps to eliminate them, including program planning and development, resources and teaching materials, workshops or presentations, and volunteer training.

CHUM's Current State

CHUM's current state, as illustrated by interviews, focus groups, staff, and board discussions is summarized in this SWOT Analysis.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Community support/reputation	Space	Fundraising	Increasing competition for funding
Strong Volunteers	Too many programs for current staff	Space improvements	Increasing demand for services
Staff	Need for greater fundraising capacity	Stabilizing what's already in place	Aging workforce and volunteers
Welcoming to Service Users	Sustainable financial resources	Collective impact to address mental health/mental illness, etc. crisis in community	Limited succession planning
Nutritional Food	Aging workforce and volunteers	Give Drop-In more attention (e.g., visible services during the day)	Racial equity issues in Duluth (barriers for people of color)
Relationships with congregations, legislators, elected officials, police, others	Limited time for reflection	Affordable housing	Poverty (Tale of 2 Cities: Haves and Have Nots)
Strong leadership	Need to stabilize and stick with what's working well	Organizing and advocacy	Staff morale
High profile organizing and advocacy			
Works ahead of trends			
Street outreach			
Congregation contribution			

Growing Inequality: Housing, Food, Health, Income, and Systems

When CHUM began in 1973, the goals were to provide basic needs services for homeless and marginalized members of the Duluth community while working to effect changes which would eliminate the need for CHUM services. Over the years, the need for CHUM's services has increased. Since 2012, CHUM's food shelf has served more than 27,000 people and its shelter has accommodated 4,000 individuals and families. All totaled, CHUM has served over 70,000 people since its founding. Annually, more than 600 volunteers assist CHUM's work.

In Minnesota, access to shelter, housing, food, and employment are major issues and St. Louis County, where CHUM is located, is no exception. At the 2015 point in time count, 617 people were experiencing homelessness in St. Louis County, and about 45% percent were unsheltered. Racial disparities in housing and other areas are stark throughout Minnesota. Both Native Americans and African Americans are over-represented in the total homeless population (i.e., 24% of Native Americans are identified as homeless and they are 2% of St. Louis county's population). According to the Wilder Research Center, which every three-years counts the number of people in shelters and those without housing, the statewide homeless population increased by 38% from 1991 to 2000, growing from 3,000 to 8,000. From 2006 to 2012, statewide homelessness rose again, peaking at 12,000; and from 2013

through 2015, Minnesota saw a decrease in homelessness from 12,000 to around 9,000.

CHUM's Executive Director Lee Stuart is an authority on growing inequalities in Duluth. She compiled the narrative that follows based on in-depth study of poverty, housing, employment disparities, health issues, food insecurity, and related service systems in the area.

CHUM is Duluth's primary safety net organization for people who are homeless, precariously housed, or with very low incomes. Although Safe Haven and Dabinoo-Igan offer shelter for women fleeing domestic violence, and Loaves and Fishes has two houses of hospitality for families and single men, CHUM is Duluth's only emergency shelter for the "general homeless population." In 2015, 943 people sought emergency shelter at CHUM, including 125 children. About

125 people a day utilize our Drop-In Center (Day Shelter). Although Duluth is 90% White, nearly half of the people seeking emergency shelter are from communities of color (American Indian, African American, etc.). Homelessness is a condition of extreme poverty that develops when all other public and private support systems have failed. In addition to poverty, the lack of affordable housing, and high rates of unemployment, mental illness, and chemical dependence make solving Duluth's homelessness challenge more daunting.

POVERTY AND HOUSING

Duluth's poverty rate is 22.7% for Whites, 65% for American Indians, and 61% for African Americans (2013 American Community Survey). Duluth's rental vacancy rate is 3%, meaning at any one time, around 450 apartments across all rent ranges are

86,128

CITY OF DULUTH'S
POPULATION

27,000

FOOD SHELF SERVED
SINCE 2012

4,000

SHELTER PROVIDED
SINCE 2012

70,000+

TOTAL SERVED SINCE
FOUNDING IN 1973

600

VOLUNTEERS ASSIST
CHUM ANNUALLY

NUMBER OF PEOPLE SERVED BY CHUM



Homelessness in St. Louis County

(2015)

vacant, and there is a 12-18 month wait for subsidized housing (City of Duluth 2014 Housing Indicator Report). Sixteen thousand college students living off-campus put pressure on the supply of affordable housing (*Duluth News Tribune* 10/15/16: “More student housing in Duluth – but is it affordable?”). Average rents increased from \$757 to \$851 from 2014 to 2015 (City of Duluth 2015 Housing Indicator Report). The average rents for efficiency, 1- and 2-bedroom apartments are higher than the “fair market rent” used by HUD to allocate housing subsidies for Duluth. Gaps not covered by subsidies have to be paid by the renter or absorbed by the property owner.

The disparity in fair market rent and average rent is partially because HUD calculates fair market rates based on the Duluth-Superior Metropolitan Statistical Area, which includes Carlton County, St. Louis County and Douglas County, Wisconsin. This masks the situation in Duluth. For example, although Superior has higher vacancies and lower rents than Duluth, lowering the average for the region, there are fewer resources for subsidized housing available (e.g. Housing Choice or Section 8 vouchers) and housing-related benefits offered through St. Louis County or the Duluth HRA are not portable across state lines. As a result, CHUM and the HRA have to go through a “rent reasonableness” calculation for most

people. It is not difficult, but is another step of bureaucracy, an example of an unintended consequence caused by Federal Housing Policy.

Duluth’s waiting lists for subsidized housing are long. The U.S. Department of Housing and Urban Development (HUD) requires communities to use a coordinated assessment and entry system for homeless services. As part of this system in Duluth, the Housing and Redevelopment Authority (HRA) maintains waiting lists for all publicly supported housing for people who are homeless or at risk of homelessness. Separate lists are maintained for permanent supportive housing, transitional housing, and rapid rehousing (rental assistance for people with relatively low barriers to returning to housing). People get on these waiting lists based on scores on a common assessment (Vulnerability Index). As of September 30, 2016, six-hundred twenty-five (625) individuals and 175 families are on the HRA waiting lists. Two-hundred one (201) individuals and 103 families are on the HRA waiting list for permanent supportive housing (the highest barriers to return to housing), 358 individuals and 53 families are on the waiting list for transitional housing (individuals/families with moderate barriers), and 66 individuals and 19 families are on the waiting list for rapid rehousing (those with lower barriers).

EMPLOYMENT DISPARITIES

Duluth’s unemployment rate is 7.5% for Whites, 20% for communities of color (Voices for Racial Equity, 2016) and 97% for people sheltered at CHUM. Lack of work history makes it difficult to get other than entry-level

jobs. Even though entry-level jobs may start at \$10.75 per hour, they are usually part-time and do not offer sick-time. Southern St. Louis County has the lowest rate of earned sick and safe time in Minnesota (Milli, J. Institute for Women’s Policy Research, Sept. 2014). This means that when someone is sick, or has to care for a sick family member, they can easily lose their jobs because of missed workdays, and then with no money to pay their rent, they lose their housing. In order not to be “rent burdened” (i.e. pay more than 30% of gross income for housing) for a two-bedroom apartment, a person would need full-time employment at \$15.82 an hour (2014 “Housing Indicator Report”).

MENTAL ILLNESS

About 40% of the people who come to CHUM have a diagnosed mental illness, and over one-third report co-occurring chemical or alcohol addiction. Duluth does not have a regional behavioral health hospital, and southern St. Louis County has only 16 mental health crisis beds and 24 detox beds in southern St. Louis County. Typical waits for treatment are one to three months. Maintaining a lease requires a certain level of sobriety and standard of behavior that is difficult for people whose behavior is a result of untreated mental illness and chemical dependence. Although Duluth follows Housing First principles, meaning that our priority is to get people housed first and then to work with them to overcome other problems, we have a documented cycle of hospitalization, jail, and homelessness for people with a history of mental illness and addiction.

SYSTEMS

One of the unique challenges (more severe in the recent past than currently) that CHUM faces is that CHUM is seen as the “last resort” for agencies

CHUM Foodshelf

dealing with very difficult people. We have a policy of saying, “Welcome,” rather than, “No,” and have had to deal with agencies “dumping” people at CHUM. The most extreme case of this happened with the Minnesota Department of Corrections (DOC) which discharged people directly to CHUM. CHUM, however, is making great progress with DOC and the St. Louis County mental health workers, social workers, and crisis team—encouraging them to maintain relationships with their clients who are in CHUM shelter, rather than expecting CHUM to provide all services just because the person has become homeless. In particular, the DOC is beginning to reach out first to the probation officers who are supposed to help former inmates with re-entry. CHUM works well with probation, and between them and CHUM, there are usually better outcomes. Similarly, CHUM is working with Essentia Health to minimize patient discharge barriers and redirect discharged patients to CHUM.

FOOD INSECURITY AND HUNGER

CHUM operates Duluth’s largest Food Shelf, and each year CHUM distributes nearly 250,000 pounds of food to about 2,300 households (6.4% of Duluth’s households). About half of the households come only once, 25% come 2 or 3 times, and the rest use CHUM more frequently, meaning that CHUM is a significant part of their food security planning. CHUM’s service statistics reflect the high level of poverty in Duluth and are the best independent estimate of community need. As part of the Generations Health Initiatives *Bridge to Health 2015*, 8.3% of a random sample of 526 randomly selected households in Duluth said they used a Food Shelf about once a month. In the same survey, 17.5% said they often or sometimes “worried that food would run out before getting money



to buy more.” When disaggregated by income, food security statistics reflect great disparity: 35.1% of people at or below 200% of the Federal poverty level expressed worry about running out of food, as compared to 4.8% for people above 200% of the poverty level. Nearly 20% (19.6%) of people below 200% of poverty responded that they used a food shelf, as compared to 1.3% of people above 200%. By way of information, 200% of poverty in 2016 is \$23,540 for an individual and \$40,180 for a household of three. According to the 2010-2014 American Community Survey, 31% of Duluth households make less than \$25,000 per year, and Duluth’s median household income is \$43,518.

GENERATIONAL HOMELESSNESS AND SOCIAL DETERMINANTS OF HEALTH

CHUM’s newest challenge is to provide supportive services at the Steve O’Neil Apartments for families with children who have experienced long-term or recurrent homelessness. The project opened in December 2014, and the families in residence have just passed their one-year anniversary, for many, the longest they have lived anywhere as an adult. One-fourth of the heads

of households are under 24 years old, classifying them as “youth parents.” Of the 87 children, 41 are under 5 years old, 10 are under one and 5 more are on the way. Of the families now in residence, 6 parents passed through CHUM’s shelter as children or teenagers. Others spent time in Duluth’s domestic violence shelter as children. Their children are now the third generation in the family to experience homelessness.

The social determinants of health for these families are far worse than the St. Louis County average, which itself is 76th out of 87 counties in Minnesota (“2016 County Health Rankings”). All of the children in the Steve O’Neil Apartments live in poverty, as compared to 20% in the county; 77% of the children are in single parent households as compared to 36% in the county; and 86% of the parents are unemployed, as compared to a county average of 5%. Eighty-two percent (82%) of the adults smoke, more than four times the county average of 19%. Only 70% are high school graduates, as compared to 82% for the county.

Most of the families need assistance to access medical and dental care, and to manage chronic health conditions such as diabetes, arthritis, and epilepsy. They need help to connect to mental health support systems, get a job, complete their high school equivalency or get further education. They also need help to negotiate issues with Child Protective Services, sign up for public benefits, engage in community life, deal with abusive relationships, overcome addictions, and to feed and care for their family. These families need an advocate when dealing with the Housing and Redevelopment Authority of Duluth, which manages the rental subsidies for the project, and with the on-site management company who manages lease compliance and building operations.

Our Vision and Plan

OUR VISION: A future where every person has food, shelter, dignity and hope; where racial disparities are eliminated, and everyone lives in a just and compassionate society.

In January 2017, CHUM will launch a new three-year Strategic Plan designed to strengthen the organization internally, including finding more ways for people using CHUM to provide input on CHUM programming; expanding organizing/advocacy, and increasing our collective impact, including the work of congregations to address racial equity. The plan is a recommitment to our core principles of providing basic necessities, fostering stable lives and organizing with and on behalf of members of the Duluth community who are experiencing homelessness, hunger, and marginalization.

WHAT ARE OUR GOALS, STRATEGIES, ACTION STEPS, AND OUTCOMES?

The plan has 5 core goals, strategies and Action Steps to address them, and outcomes to measure progress. The goals are:

1. Ensure CHUM's programs and services system address specific population needs.
2. Improve CHUM's physical infrastructure.
3. Invest in people, tools, and technology critical to achieving our mission.
4. Create and implement a broad-based resource development plan to ensure funding to support CHUM's sustainability.
5. Improve CHUM's overall communications, media and public relations strategy.

HOW DID WE GET HERE?

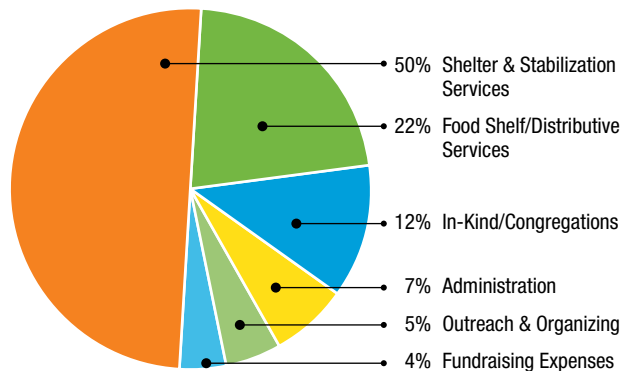
In 2015, CHUM's Board of Directors contracted with GrayHall LLP to facilitate a strategic planning process. The planning process took place in stages between December 2015 and October 2016. The Board of Directors, volunteers, guests (clients), staff, and selected community stakeholders undertook a variety of activities to help assess the current state of CHUM and to consider its future direction. Activities included:

- Individual stakeholder interviews with staff, volunteers, partners and others who are essential to CHUM's service delivery.
- Focus groups with staff, service users, volunteers, and other stakeholders.
- A board/staff retreat in 2016 to complete SWOT assessment, review/affirm/refine vision, mission and values, and identify preliminary goals.
- A community event in 2016 with CHUM's Congregational Delegates at which the delegates provided input to CHUM regarding critical issues and confirmation of CHUM's future direction.
- A Goals Working Group which met in August 2016 to review, affirm, and refine CHUM's strategic goals and strategies. Staff, volunteers, and board members participated in this Work Group.

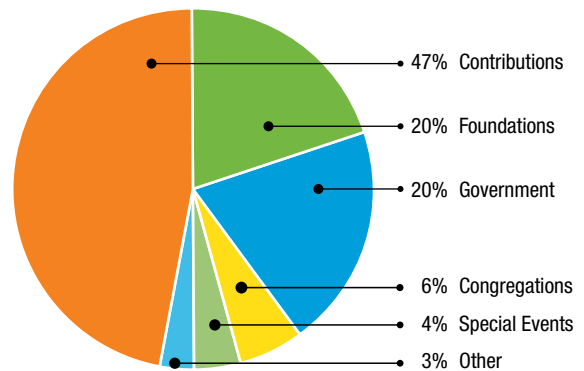
Our Resources to Implement the Plan

A key component of our effort continues to be the strong commitment from our community partners. For example, many congregations provide volunteers, financial resources, food, and advocacy. We recognize this support as substantial.

FUNDING BY PROGRAM



FUNDING BY SOURCE



Goals, Strategies, and Action Steps

The following goals, strategies, and action steps will guide the work of CHUM. Over the next three years, CHUM will focus on 9 key areas:



Goals, Strategies, and Action Steps

GOAL	STRATEGY	ACTION	HOW WE'LL KNOW IT WORKED
PROGRAM AND SERVICE DELIVERY			
Ensure CHUM's programs and services system effectively address the specific needs of people who are homeless and/or hungry.	Increase congregational impact and volunteer capacity.	<ul style="list-style-type: none"> • Increase congregational engagement in advocacy. • Provide more opportunities for member congregations to work collaboratively with CHUM clients. • Broaden youth engagement in all CHUM activities. • Update CHUM's bylaws and guidelines to build greater congregational and non-congregational capacity, especially with respect to governance. 	<ul style="list-style-type: none"> • CHUM's bylaws and guidelines will have been reviewed and updated. • More congregational and non-congregational volunteers are engaged. • CHUM's volunteer goals are met or surpassed.
	Become a leader in the development and implementation of social service programming and public policy advocacy that is informed by contemporary and historical power dynamics.	<ul style="list-style-type: none"> • Focus on racial equity, and developing more capacity and competence to address it. • Link efforts to diversify CHUM staff as part of CHUM's racial equity work. • Continue to lead Duluth congregations in making a positive difference in how racial equity issues are addressed in the community. • Connect the CHUM community to current movements (such as Black Lives Matter and faith-based efforts to dismantle the "doctrine of discovery"), and align CHUM's organizing and advocacy to local and statewide efforts to dismantle structural racism. 	<ul style="list-style-type: none"> • Number of churches working to learn more about and taking actions to address racial equity. • CHUM policies and practices (i.e., hiring, program design, board recruitment and support) reflect its commitment to racial equity.
	Expand CHUM's organizing to advocate for a just and compassionate society.	<ul style="list-style-type: none"> • Rebuild and strengthen CHUM board's Advocacy and Organizing Committee. • Explore hiring another full-time staff member for CHUM's Outreach and Organizing Department. • Help mobilize the broader community to increase the availability of more housing options, including supportive, permanent, and subsidized housing. • Leverage CHUM's community organizing leadership role to advocate for community-wide fairness and justice. • Sustain partnerships at the state and local levels to support advocacy and organizing efforts. 	<ul style="list-style-type: none"> • Well organized and staffed to advocate for housing and other public policy concerns impacting CHUM clients. • Organizing and advocacy goals are adequately met locally and statewide. • CHUM is actively involved in justice issues that create visible changes in the community. • A re-energized Advocacy and Organizing Advisory Committee. • Strong partnerships with other stakeholders advocating for change. • Legislative victories at state and local levels (more funds brought to Duluth). • Number of leaders trained by CHUM and participating in advocacy efforts at state and local levels.
	Increase opportunities for people who come to CHUM for assistance to provide input into the design, oversight, and administration of CHUM programming.	<ul style="list-style-type: none"> • Establish advisory committees for each CHUM program and ensure committees have current and/or former service users as members. • Host periodic community engagement sessions to gather feedback about CHUM services. • Promote more opportunities for member congregations, donors, and the business community to work collaboratively with CHUM clients. 	<ul style="list-style-type: none"> • Services developed include client perspectives and recommendations. • Number of current and/or former clients on committees. • Level of client engagement and feedback. • More informed staff and board.

Program and Service Delivery, continued

GOAL	STRATEGY	ACTION	HOW WE'LL KNOW IT WORKED
	Continue building strong partnerships and collaboration to improve how CHUM's programs and services address the issues and needs of clients with chemical dependency and mental illness.	<ul style="list-style-type: none"> • Ensure CHUM Center programs/services, and referrals are based on the needs and desires of clients. • Explore ways of offering more chemical dependency, mental illness, safe and secure housing, Trauma Informed Care, and culturally responsive programming for active users of CHUM services (e.g., staff mental health first aid training). • Continue partnerships with hospitals, county, police, etc. to expand CHUM's access to mental health services. • Design and provide staff development in new programs/services areas. • Continue to focus on what CHUM does well. • Continue work on getting additional San Marcos-type I facilities in Duluth for Chemical Dependency/Mental Illness. • Implement a Program/Services Evaluation Plan (e.g., identify level of quality being provided to service recipients). 	<ul style="list-style-type: none"> • All stakeholders are clear about programming for active clients. • More services for Chemical Dependency/ Mental Illness issues through expanded partnerships and collaboration. • Staff development plans created/ implemented. • Organization-wide Trauma Informed Care in place. • Program/Services Evaluation designed, planned and implemented.
PHYSICAL INFRASTRUCTURE			
Improve CHUM's physical infrastructure.	Facilitate repair of CHUM properties to increase their value, life span, and usefulness.	<ul style="list-style-type: none"> • Dedicate funding and establish longer term maintenance strategies for updating CHUM's Drop-In Center, Food Shelf, Volunteer space; and entrance to administrative offices. 	<ul style="list-style-type: none"> • Fully developed and implemented Facilities Plan (for all CHUM properties). • Increased number of rest rooms and sleeping areas in drop-in center. • Redesigned food shelf. • Volunteer space identified and redesigned. • Repaired entrance to administrative offices.
STAFFING			
Invest in people, tools, and technology critical to achieving our mission.	Strengthen CHUM's staffing and governance, and clarify operating policies and procedures.	<ul style="list-style-type: none"> • Review CHUM's overall staffing and governance structures, including accountability measures, to ensure they are serving current needs. • Improve internal administration (e.g., policies, procedures, data entry), internal communications, and facilities maintenance. • Examine wages, compensation, and professional development benefits, to ensure CHUM practices are on par with similar nonprofits. • Develop an organization-wide Succession Plan that includes staff and volunteers. 	<ul style="list-style-type: none"> • Evidence of how the current structure is/can serve people CHUM works with. • Staff wages and benefits review and decision. • Performance evaluations for all staff completed. • Funding for and clarity around staff development issues. • Succession plans for staff and volunteers. • Board development plan created and implemented.

GOAL	STRATEGY	ACTION	HOW WE'LL KNOW IT WORKED
FUND DEVELOPMENT			
Create and implement a broad-based resource development plan to ensure funding to support CHUM's sustainability	Increase staff- and board-level involvement in fund development.	<ul style="list-style-type: none"> • Explore hiring an institutional fundraising and grants manager that is dedicated to securing and tracking major grants, and state and federal funding. • Increase the amount of funding available for CHUM operations and programs. • Increase board involvement in fund development. • Upgrade CHUM's multi-platform fundraising software. 	<ul style="list-style-type: none"> • Grants position successfully filled. • Fundraising exceeds goals. • All board members are involved in some aspect of CHUM's fundraising. • Software upgrade completed.
	Create an endowment by 2019 to reinforce CHUM's long-term financial position.	<ul style="list-style-type: none"> • Establish an endowment committee to explore the pros and cons of establishing an endowment and to lay out a path for the endowment if appropriate, such as: • Set the endowment's financial goal. • Create and adopt an Endowment Fund Policy. • Create a case statement for endowment support. • Start with the leadership gifts phase of the endowment campaign, followed by multi-year gifts. 	<ul style="list-style-type: none"> • Board appointed endowment committee. • Board approved endowment financial goal, policy, and case statement. • Lead donors identified and contacted. • Endowment fund nears financial goal.
MEDIA AND PUBLIC RELATIONS			
Improve CHUM's overall media and public relations strategy.	Strengthen staff and board involvement in CHUM public relations work and expand media tools.	<ul style="list-style-type: none"> • Improve CHUM's website. • Convert website visitors to advocates of CHUM's work. • Generate a comprehensive downloadable information sheet about CHUM and how people can get involved. • Explore the creation of a new position that can create an aligned social media voice. • Use digital media to reach young people ages 18-30. • Add at least one board member with media experience/leadership 	<ul style="list-style-type: none"> • Updated website including additional ways to advocate for CHUM, and easily accessible information about volunteering. • Information on the pros and cons of social media position. • Efforts to reach people ages 18-30 implemented. • Board member with media experience recruited and approved for board service.

Conclusion

Over the next three years, CHUM proposes to support, promote, develop, and adapt the activities it has most effectively pursued in the past. CHUM will continue to be an innovative agency and engage stakeholders in addressing the unacceptable high rates of homelessness, hunger, and poverty in Duluth. As presented in the plan, we envision future work that is framed and driven by a robust and productive engagement, both internally and externally, with collective impact partners and other key stakeholders. We also seek to engage more volunteers who are committed to CHUM's mission of working together to provide basic necessities, foster stable lives, and organize for a just and compassionate community.

IMPLEMENTATION

Staff and leadership-level implementation plans will further refine these goals and strategies. These implementation plans will be amendments to this plan following adoption by CHUM leadership and staff over the course of the next several months. Lead staff have been identified for action steps. These strategies will be amended annually (for January-December) with action steps and reports on progress. Work plans will also be updated annually in accordance with their adoption dates.

MONITORING AND EVALUATION

CHUM's staff will report to the full board quarterly about the status of implementing the strategic plan, including progress on each of the strategic goals. Following the report on progress, the board will determine if goals and objectives are being achieved. If not, the board will consider whether:

- Deadlines need adjusting,
- There are adequate resources (personnel, money, equipment, facilities, training, etc.) to achieve the goals,
- Goals and objectives are still realistic and relevant,
- Priorities should be changed to put more focus on achieving the goals, and
- Something can be learned from monitoring and evaluation to improve future work.

Acknowledgements

CHUM GOVERNING BOARD

Rev. Loren Anderson-Bauer Holly Church	Fred Friedman, Esq. Chrystal Gardner	Kathleen Hofer, OSB Dr. Robert Hoffman	Dr. Adam Pine Chris Rubesch
Patrice Critchley-Menor Jean Esler	Rochelle Goodrich Noah Hobbs	Char Juntunen Rev. Marta Maddy	Dr. Ruth Westra Renee Zurn

CHUM CONGREGATIONS

Asbury United Methodist Church	Glen Avon Presbyterian Church	Salem Lutheran Church
Benedictine Sisters—St. Scholastica Monastery	Gloria Dei Lutheran Church	St. Andrew's by the Lake Episcopal Church
Calvary Baptist Church	Hillside United Methodist Church	St. Benedict's Catholic Church
Cathedral of Our Lady of the Rosary	Holy Cross Lutheran Church	St. John's Catholic Church
College of St. Scholastica Campus Ministry	Holy Family Catholic Church	St. Mark A.M.E. Church
Concordia Lutheran Church	Hope United Methodist Church	St. Mary Star of the Sea Catholic Church
Duluth Congregational Church	Kenwood Lutheran Church	St. Michael's Catholic Church
Duluth Superior Friends Meeting	Lake Superior Interfaith Community Church	St. Paul's Episcopal Church
Eastridge Community Church	Lakeside Presbyterian Church	Temple Israel
Elim Lutheran Church	Lester Park United Methodist Church	Trinity Episcopal Church
Family of God Lutheran Church	Lutheran Church of the Good Shepherd	Trinity Lutheran Church
First Lutheran Church	Our Savior's Lutheran Church	Unitarian Universalist Congregation of Duluth
First United Methodist Church	Peace United Church of Christ	United Baptist Christian Church
French River Lutheran Church	Pilgrim Congregational Church	

KEY STAKEHOLDER INTERVIEWS

Scott Bol, At-Large Delegate	Emily Larson, Mayor, City of Duluth
Florence Bonkowske, At-Large Delegate	Michelle LeBeau, Executive Director, American Indian Community Housing Organization
Patrick Boyle, Commissioner, St. Louis County Board of Commissioners	Senta Leff, Executive Director, Minnesota Coalition for the Homeless
Susan Jordahl-Bubacz, Executive Director, Union Gospel Mission	Patti Martenson, Past CHUM Board President
Adelaide Cline, Past CHUM Board member	Angie Miller, Executive Director, Community Action Duluth
Jeff Corey, Executive Director, One Roof Community Housing	Shaye Morris, Executive Director, Second Harvest Northern Lakes Food Bank
Kyle Eaton, Senior Pastor, Rock Hill Community Church	Catherine Mueller, Interim Executive Director, Damiano Center
John Edwards, Past CHUM Board member	Mary B Newcomb, Past CHUM Board President
Joe Everett, Program Director, Ordean Foundation	Shahla Rahman, At-Large Delegate
Joan Gardner-Goodno, Executive Director, Llyod K. Johnson Foundation	Shivon Ringdahl Miller, At-Large Delegate
Keith Hamre, Director of Construction and Planning, City of Duluth	David Ross, President and CEO, Duluth Area Chamber of Commerce
Warren Hanson, President and CEO, Greater Minnesota Housing Fund	Erik Simonson, DFL District 7B, Minnesota House of Representatives
Anthony Hernandez, At-Large Delegate	Erik Torch, Director of Grantmaking, Northland Foundation
Frank Jewell, Commissioner, St. Louis County Board of Commissioners	Mike Tusken, Chief, Police Department, City of Duluth
Boissey Johnson Sr., Past CHUM Board member	Susan Utech, Executive Director, Safe Haven Shelter
Joe Johnson, Region 3 Board Member, Minnesota Housing Finance Agency	Renee Van Nett, Co-Chair Board of Directors, Cross-Cultural Alliance of Duluth
Jill Knutson Kaske, Executive Director, Duluth HRA	Isaac Wengerd, Minnesota Department of Human Services, Office of Economic Opportunity Shelter Program
Rick Klun, Executive Director, Center City Housing Corporation	Per Wickstrom, Past CHUM Board member
Pam Kramer, Executive Director, Duluth LISC	

Appendix

GOALS	WHO'S RESPONSIBLE?	POSSIBLE FUNDING SOURCE	HOW EVALUATED?
CONGREGATIONAL OUTREACH AND VOLUNTEERS			
Increase congregational impact and volunteer capacity.	Advocacy, organizing and volunteers staff, Executive Director	Current budget	Annually, using success measures
RACIAL EQUITY LEADERSHIP			
Become a leader in the development and implementation of social service programming and public policy advocacy that is informed by contemporary and historical power dynamics.	Advocacy, organizing and volunteers staff, Executive Director	Current budget	Annually, using success measures
ORGANIZING, ADVOCACY AND PUBLIC POLICY			
Expand CHUM's organizing to advocate for a just and compassionate society.	Advocacy and Organizing staff, Executive Director, board	Veatch, CCHD, Pres. SDOP funds, ABC	Annually, using success measures
COMMUNITY AND CLIENT ENGAGEMENT			
Increase opportunities for service users to provide input into the design, oversight, and administration of CHUM programming.	Program and Services staff	Current budget	Annually, using success measures
PARTNERSHIPS AND COLLABORATIONS			
Continue building strong partnerships and collaboration to improve how CHUM's programs and services address the issues and needs of clients with chemical dependency and mental illness.	Programs and Services staff, Executive Director	New funds	Annually, using success measures
PHYSICAL INFRASTRUCTURE			
Improve CHUM's physical infrastructure.	Executive Director, Management Team with board approval	CDBG Public Facilities (requires 25% match from CHUM)	On completion using success measures
STAFFING			
Invest in people, tools, and technology critical to achieving our mission.	Executive Director, Management Team, and board Personnel Committee	Operations budget	On completion using success measures
FUND DEVELOPMENT			
Create and implement a broad-based resource development plan to ensure funding to support CHUM's sustainability	Development staff, board	New funds	Bi-annually, using success measures
MEDIA AND PUBLIC RELATIONS			
Improve CHUM's overall media and public relations strategy.	Administrative staff, board	New funds	Annually, using success measures



Thank you!

Contributions to this plan were made by more than 121 people, including CHUM Congregational Delegates, board members, staff, elected officials, business leaders, CHUM strategic partners, funders, and clients.



102 West Second Street
Duluth, MN 55802

Phone: (218) 720-6521
www.chumduluth.org