



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

Triennial Report: Growing for Greater Service

In recent years, the number of people experiencing homelessness in Duluth has been increasing. We must not only continue to provide our current services, but expand them to meet the rising needs of people in Duluth.

Chum must grow for greater service.



2020-2022

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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.



Our Mission

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

Letter From The Executive Director



John Cole
Executive Director

The last three years, 2020 - 2022, have been an interesting period of growth for Chum. Like other institutions, we had to grow in response to the threat of the deadly COVID-19 pandemic, which has tragically claimed over one million lives in the U.S. We grieve the loss of life in our community and beyond while also acknowledging that we responded swiftly and decisively. We did this admirably, partnering with health authorities at St. Louis County and the MN Department of Health to keep the hundreds of lives in our care safe. Our efforts preserved lives and prevented general community outbreaks from the homeless sector.

We grew in our response to the increasing numbers of elderly persons experiencing homelessness through the development of the St. Francis Apartments, which, through our partnership with St. Luke's Hospital allows us to comfortably house 43 persons. We were also able to grow in our response to those unsheltered by partnering with the Duluth Housing and Redevelopment Authority to provide a new winter Warming Center in Lincoln Park.

While doing all of this, we continued our lifesaving work, sheltering 3,206 individuals (including 108 families and 231 children), helping 426 persons get connected to housing, and feeding 13,760 people over this reporting period. Through it all, we have been commendably sustained by our supportive congregations, foundations, and government (city, county, and state) agencies, and for it all, we are profoundly grateful.

None of this would have been possible without your valuable support, and none of what we envisage moving forward will be possible without deeper investment in responding to the growing housing and homelessness crises facing our country and locally at home.

Through the years, we have grown in responding to the presenting needs of the time. We now need to continue that growth. A new system to respond to homelessness is needed – one which will move from warehousing persons experiencing homelessness (the majority of whom are mentally ill and chemically dependent) – to a new system that delivers on the promise of hope, change, rehabilitation, reintegration, and housing.

We are poised now to accomplish all of this with our new strategic plan which will guide our actions for the next three years. We are excited about all that lies ahead, and we invite your support and partnership as we move forward, growing to fulfill our mandate. Our faith requires this; our neighbors need this; and our entire community will benefit from this.

Our Board

President: Patrice Critchley-Menor (2017)

Vice President: Rev. Loren Anderson-Bauer (2017)

Treasurer: Julie Jagim (2021)

Secretary: Laurie O'Melia O'Neill (2017)

Directors:

Kathleen Axtell (2020)

Deborah Freedman (2021)

Noah Hobbs (2015)

Nicole Hopps (2023)

Liz Benson Johnson (2023)

Jamie Ness (2023)

Karen Pionk (2023)

Marty Sozansky (2021)

Rev. Rick Swenson (2023)

Tim Zager (2020)

() indicates the first year on the board of directors.



The Last Few Years

In this section, we will take you through some of the biggest updates and changes Chum has faced since COVID-19.

St. Francis Apartments

In 2021, Chum purchased the former Downtown Duluth Inn to create 43 units of permanent supportive housing for older adults who are experiencing homelessness. Starting in May 2020, Chum used 22 rooms at the Downtown Duluth Inn as a COVID-19 isolation site for older adults staying at Chum's Emergency Shelter who were at high risk for getting COVID-19.

Based on this experience, Chum decided to acquire the property and transform the former hotel into much-needed long-term supportive housing, which became the St. Francis Apartments, LLC. St. Luke's Hospital partners with Chum in the LLC, and is responsible for ownership, operations, and maintenance of the building.

Tenants are high-risk older adults who are homeless and eligible for permanent supportive housing because of age, disabilities, and/or underlying health conditions. Chum is the services provider to help tenants transition from shelter to housing, and to maintain their housing, stabilize their health and well-being, and not return to homelessness.

Winter Warming Center

Chum has operated an off-site Winter Warming Center for the past five winters. The Warming Center offers people who are living outside or in their vehicles a place to stay safe in frigid temperatures.

The need for, the capacity of, and usage of the Warming Center has increased notably since its inception. In its first year, the Warming Center was housed in a city building and opened when the temperature was 0 degrees. That year, the Warming Center provided 599 bed nights of safety to 164 individuals.



Winter Warming Center Continued:

The following year, the Winter Warming Center provided 1,804 bed nights of shelter and safety, and opened when the temperature reached 10 degrees. In 2020-2021, we became more formalized and operated in a Duluth Housing Redevelopment Authority site, the Rainbow Center, offering services between late November and late March, providing 3,600 bed nights of shelter and safety to 264 unduplicated individuals.

In 2022, the Winter Warming Center's use increased substantially to provide overnight shelter to 637 unduplicated individuals. The Winter Warming Center was open from 6:00 pm to 8:00 AM every night, and was open 24 hours on Christmas Day, New Year's Day, and during extreme weather events.

The Winter Warming Center relies heavily on the services and time of volunteers, who help serve food, distribute hygiene supplies and clothing, clean and sanitize, assist with laundry, and much more. We also partner with multiple agencies in the region that support health needs, substance use recovery, first aid, mental health crisis support, and donations of winter supplies.

Winter Warming Center:

2019-2020

164 People Served

2020-2021

264 People Served

2022-2023

637 People Served

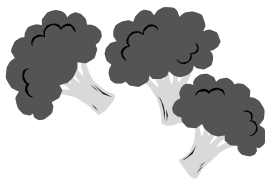
Congregations: The Back Bone of Our Organization

Chum began when 10 communities of faith came together to support their neighbors. Today we are made up of more than 40 interfaith congregations that put their faith into action and care for all the people around them. If it were not for these congregations, we would not be Chum, and we would not be able to serve our brothers and sisters experiencing homelessness, poverty, and hunger.



900

Volunteers



14,000 lbs

Of Food Donated

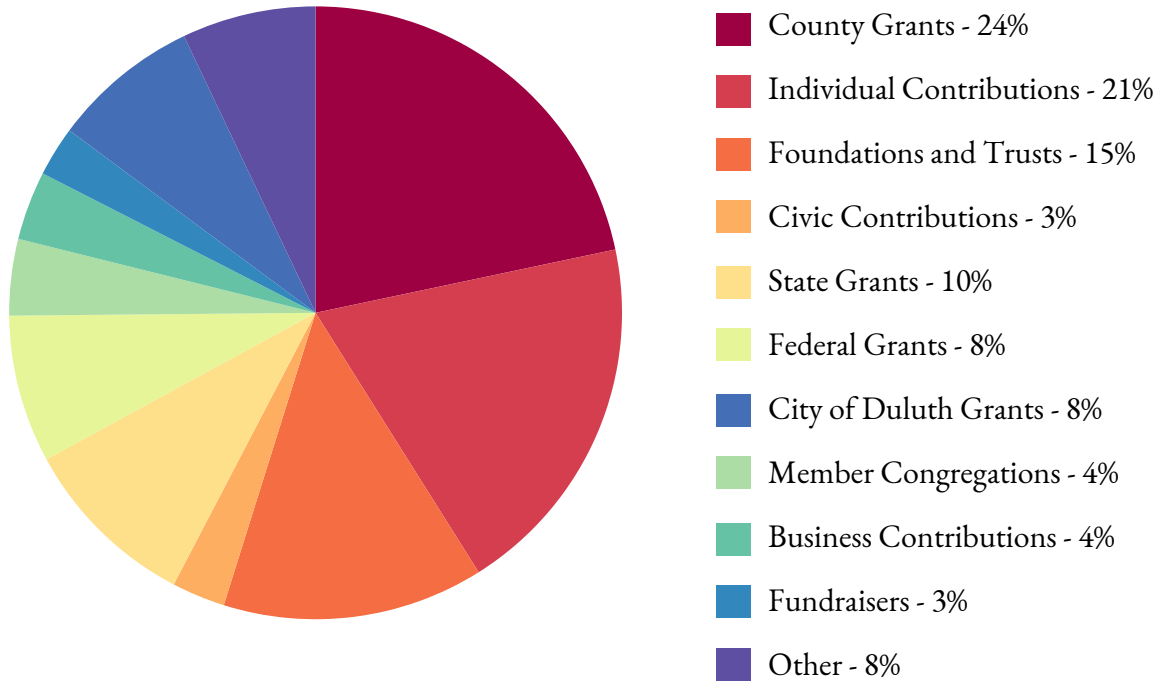


\$125,000

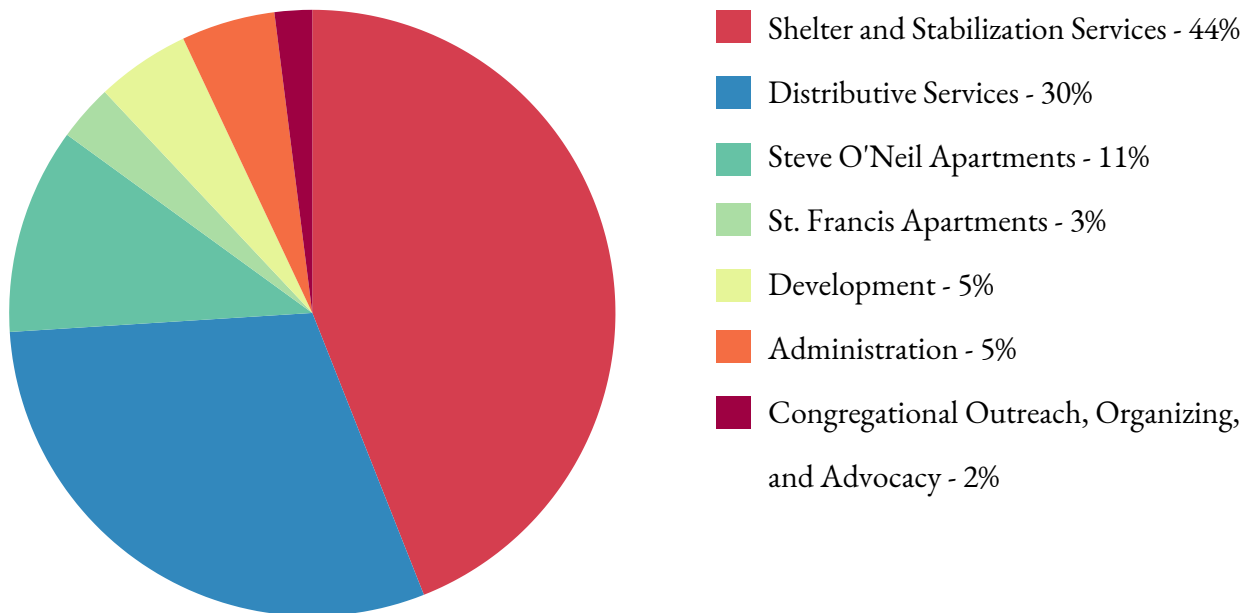
Contributed Annually

2022 Finances

Public Support and Revenue



Expenses



What Challenges Are Facing Duluth?

Chum has faced many challenges the past several years and many unforeseen circumstances. Duluth, like most US cities, is experiencing a growing crisis of unsheltered homelessness fueled in part by the:

- Opioid and methamphetamine epidemic
- More people dealing with mental health and addiction issues that require support
- Extreme lack of affordable and subsidized housing, and long waiting periods

Sadly, the January 2022 PIT (Point in Time) Count, a count of people experiencing sheltered and unsheltered homelessness recorded 606 individuals throughout St. Louis County who were homeless, including 234 people experiencing unsheltered homelessness.

In 2022, 1,364 people (unduplicated) utilized Chum's Emergency and Family Shelters, Winter Warming Center, and Street Outreach Program; 51% were considered long-term homeless and 40% were considered chronically homeless. Long-term homelessness is defined as being homeless for more than one year or four times within the last three years; chronic homelessness adds the burden of a disabling condition.



Lack of Housing is One Cause of Homelessness

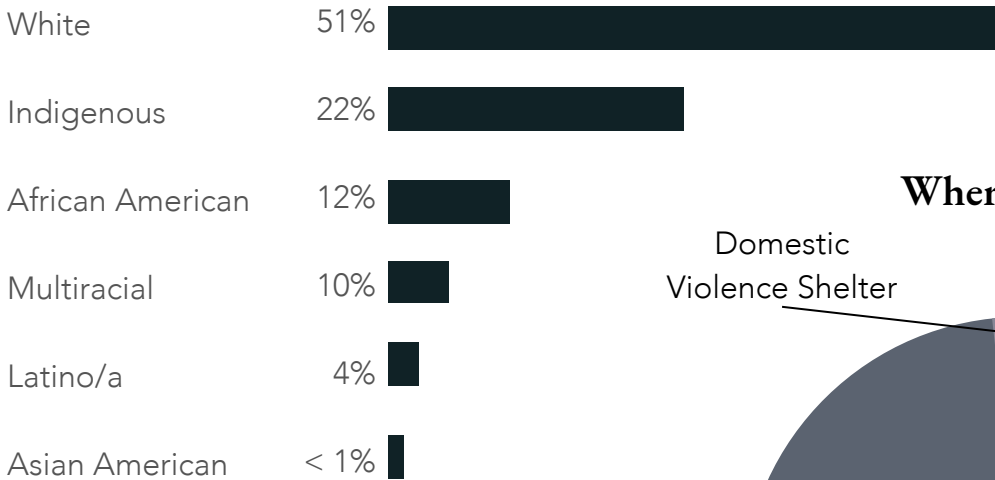
In Duluth, there are extensive wait times for getting into subsidized housing. As of August 2022, there were 993 people on the Coordinated Entry list eligible for permanent supportive housing, such as the Steve O'Neil Apartments and the St. Francis Apartments; 41% have been on the waiting list for more than two years.

The application process includes the common assessment tool (VI-SPDAT) for Coordinated Entry. Permanent supportive housing is reserved for people with the highest VI-SPDAT scores who will require long-term support to maintain their housing. Chum is the support services provider at the St. Francis Apartments, for adults age 55+, and at the Steve O'Neil Apartments, for families with children, who have experienced long-term chronic homelessness.

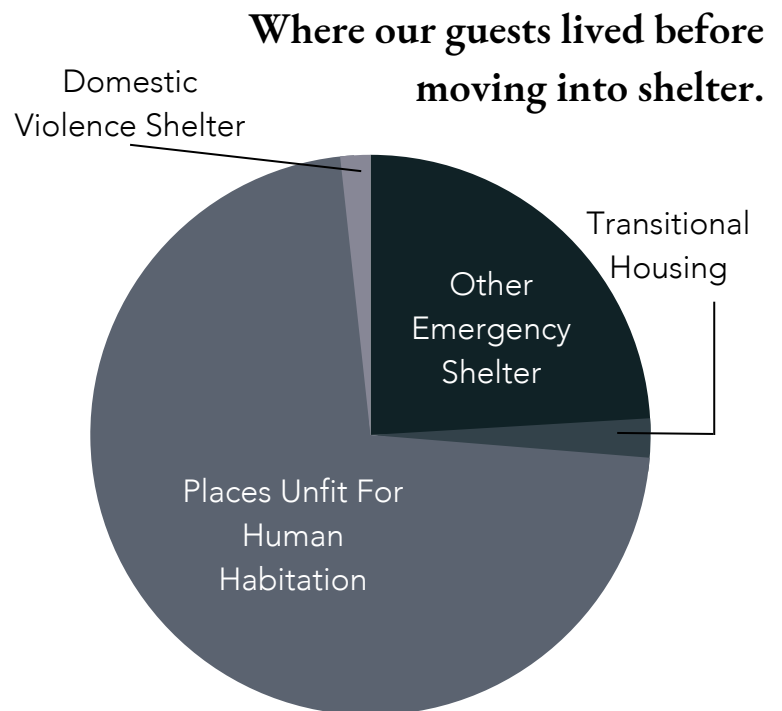
Who Chum Serves

We serve a diverse group of people across all of our programs, but when compared to the racial makeup of Duluth's population, clear racial disparities are apparent in the city.

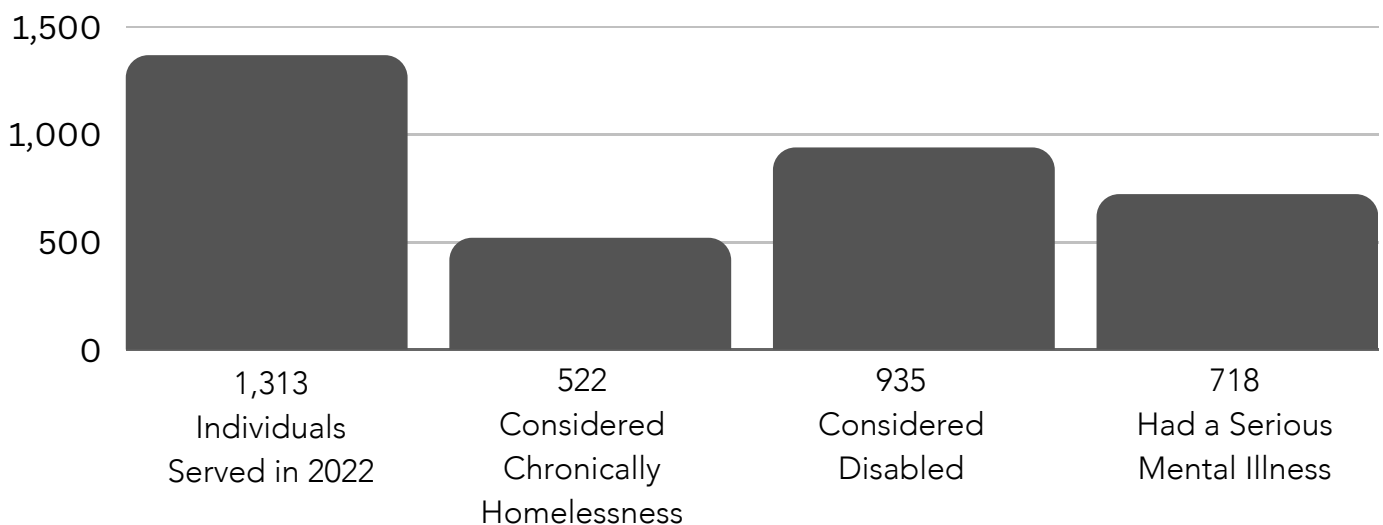
Chum Guest Racial Demographics



The people Chum serves are just like you and me; they were simply not as fortunate as others. Despite their circumstances, they are no different from anyone else in that they have feelings, thoughts, goals, and aspirations. It's disheartening to think that some might look at those experiencing homelessness and perceive them as less than others.



Source: CoC Annual Performance Report 2022



Our Programs

Chum operates Duluth's primary emergency shelter, Winter Warming Center, and Drop-in Center with supportive services. Our Food Shelf serves anyone facing food insecurity at distribution sites in Downtown and West Duluth. Additionally, Chum provides support services for families with children living at the

Steve O'Neil Apartments and for elders living at the St. Francis Apartments. Chum's advocacy focuses on policy and systems changes to help improve the lives of people who need Chum services. In 2022, Chum's programs combined served 5,404 people.

Stabilization Services

Chum is the largest emergency shelter north of the Twin Cities; we have an 80-bed congregate shelter for adults and a six-unit family shelter at the Steve O'Neil Apartments. If the Family Shelter is full, families with children can stay in a separate room in the congregate shelter until a Family Shelter unit opens up.

We are a low-barrier shelter, using a behavioral rather than a sobriety lens at intake. We also welcome friendly

companion animals, allow round-the-clock access to beds, and can accommodate people with illnesses (such as COVID) that require isolation.

Our Shelter and Drop-in Center are open 24 hours a day, 365 days a year. About 150 people per day stop in at our Center for a hot meal or to use our bathrooms, showers, laundry facilities, internet, and phones.



872

Shelter Guests in 2020
(included 44 children)



1,015

Shelter Guests in 2021
(included 69 children)



1,364

Shelter Guests in 2022
(included 56 children)

Stabilization Services

Chum's Drop-in Center Services:

Our staff help people with VI-SPDAT assessments and housing applications; they also help people recover lost identification documents and access health insurance and public benefits that they qualify for.

Our Center has a Health and Wellness Office that is staffed 40 hours a week. We provide hygiene and first-aid supplies, health education, assistance with medical appointments, triage for health-related issues, coordination of services, and referrals to-and-from St. Luke's Hospital, Essentia Health, and the Duluth Family Medicine Clinic.

Increased Access to Healthcare:

Chum has a long-standing partnership with the UMD Medical School and the College of Pharmacy to offer Hope Clinic, a student-run, physician-supervised clinic at Chum on Tuesday afternoons. Also, the Duluth Family Medicine Residency Program is on site at Chum three hours a week to provide clinical services. Chum hosts vaccine clinics for COVID-19, flu, and Hepatitis A/B.

We also partner with the Recovery Alliance of Duluth to have a full-time Peer Support Specialist available at Chum for individuals who are on the path to sobriety.

Winter Warming Center:

The Warming Center operates out of the Lincoln Park Community Center and is open 6:00 pm to 8:00 am every night from November 1st to April 15th, and 24 hours a day during extreme weather conditions.



Chum's Winter Warming Center serves a segment of Duluth's homeless population who will not come to Chum's shelter because they need an environment that supports sobriety, privacy, and/or avoidance of past abusers or people using drugs.

At the Warming Center, people have access to food, hygiene and survival supplies, and winter clothing. We offer a service-rich environment with outside providers for acute medical care, diagnostic assessments, harm reduction services, HIV and syphilis testing, housing assessments, and vaccination clinics. In 2022, the Warming Center served 637 people (unduplicated).

Stabilization Services

Street Outreach:

Chum's Street Outreach Program focuses on people who are unhoused - living on the streets, in vehicles, or in other places unfit for human habitation - who are also high users of public systems. We coordinate outreach with the Duluth Police Department, respond to referrals from United Way 211, and work with people who will be homeless upon discharge from correctional, detox, or medical facilities. In 2022, Chum's Street Outreach Worker assisted 153 adults (unduplicated) to connect them to our shelter, support services, and/or the Winter Warming Center.



Chum's Street Outreach Worker connects with people and helps ensure they are safe, have options to connect with services, and that their basic needs are met:

- Food
- Water
- Tents or Tarps
- Blankets
- Pet Food
- Hand Warmers
- Winter Boots, Jackets, Hats, & Mittens

Distributive Services

In 2022, Chum's Food Shelf:

- Distributed 572,347 pounds of food (125,384 pounds more than in 2021).
- Served 1,818 households/3,388 individuals (unduplicated).
- Promoted healthy food choices and distributed 124,745 pounds of fresh produce (our largest distribution month for produce was August 2022 at 14,355 pounds).
- Received 509,541 pounds of donated food (95,098 pounds more than in 2021).
- Purchased 80 CSA shares from 9 local farms for the 2022 summer growing season that fed more than 2,000 households.
- Established Chum2GO, a food delivery program, that delivered 50-pound food boxes to 306 households (unduplicated) that were physically unable to come to the Food Shelf.
- Launched mobile food drops at four supportive housing complexes for low-income families and senior citizens, plus a pop-up food pantry in Hibbing, Minnesota.

2021

448,000 lbs of food distributed

2022

572,000 lbs of food distributed

On average, Chum's Food Shelf distributes about 50,000 pounds to 600 households each month. Chum staff and volunteers warmly welcome all food shelf visitors and treat them with respect and kindness. Most of the people we see are under-served with low incomes, and approximately 50% are from minority populations that reflect the demography of people experiencing homelessness in Duluth.



Chum's Permanent Supportive Housing Services

Steve O'Neil Apartments:

The Steve O'Neil Apartments offer 44 units of permanent supportive housing for families with children who have experienced long-term or chronic homelessness. Both parents and children have experienced significant adversity and trauma. Their lives have been defined by instability, crisis, and a struggle to survive. Substance use and/or mental illness is prevalent. These issues are compounded by historical trauma, generational homelessness, and/or domestic abuse.

Chum's goal is to break the cycle of family homelessness by providing safe and secure housing in the context of housing first, harm reduction, and trauma-informed practice. Our services promote healthy, stable families (with an emphasis on child development), while helping parents build ladders to self-sufficiency. In 2022, we had 48 resident households (59 parents and 85 children); 70% of families have maintained their housing for two or more years. This is a huge accomplishment!



St. Francis Apartments:

The St. Francis Apartments offers 43 units of permanent supportive housing for elders with underlying health conditions to live and obtain supportive services. St. Francis Apartments opened in 2021 in the former Downtown Duluth Inn and nearly half of the residents are age 62+. All have very low incomes and have no other housing options other than shelter. All residents have underlying health conditions related to physical, or mental illness; most report a combination of issues.

Chum's goal is to help St. Francis residents' successfully transition from shelter to housing, and then maintain their housing, stabilize their health and wellbeing, and not return to homelessness. Residents receive regular visits from Chum's Community Health Worker and are encouraged to seek medical care at Chum's Drop-in Center when the Duluth Family Medicine Residency Program and Hope Clinic are open. Our support staff connect residents to services for food, transportation, assistance with household chores, public benefits, and mental health and recovery services. In 2022, Chum had 35 residents; 94% were considered chronically homeless, 83% reported mental illness, and 52% reported significant substance use.

Congregational Outreach and Advocacy

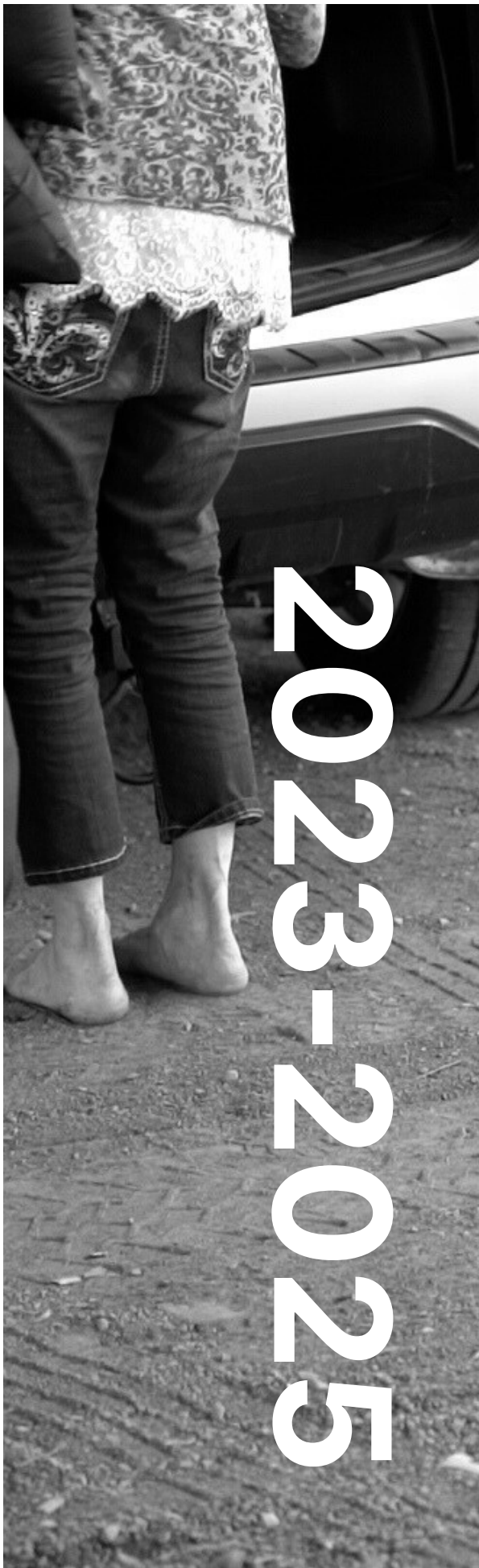
At Chum, we believe that community involvement is key to making lasting change. That is part of the reason why we are made up of 40+ member congregations. Our congregational outreach, organizing, and advocacy program is designed to engage with our neighbors and create a more just and compassionate community.

One of our latest initiatives is 2nd Saturdays, a monthly meeting where community members come together to organize projects that benefit our most vulnerable populations. We also lead Expanding Horizons tours, which provide an immersive experience for service providers and community members to better understand the experiences of those facing homelessness and poverty.

We believe that by working together, we can make a real difference in the lives of those experiencing homelessness and poverty in our community. If you are interested in getting involved with these programs check out our website!



With all of these great programs, we need direction for the upcoming years. Without direction, we will not be able to make the changes we want to see in our city and region. Read on to view our strategic plan.



2023-2025

The Road
Ahead:
How We
Will Grow
For Greater
Service

Chum's Strategic Plan

In 2022, Chum's Board of Directors contracted with Cincinnatus Inc. to facilitate a strategic planning process. This process took place in stages between February and December 2022. 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:

An Environmental Scan consisting of:

- Individual stakeholder interviews with volunteers, partners, and others who are essential to Chum's service delivery.
- Focus group sessions with service users at the Emergency Family Shelter, the Steve O'Neil Apartments, and the St. Francis Apartments.
- A Chum Assembly gathering last May with congregational and community members, at which the delegates provided input about Chum's future direction, honing in on the capacity which will be needed to meet the growing needs, and the infrastructural, institutional, and operational capabilities needed to respond to the city's homelessness and housing crises.

Strategic Planning Retreat

- Members of Staff and the Board of Directors met to review the findings of the Environmental Scan, deliberated on the most challenging issues facing Chum, affirmed vision, mission, and values, and identified potential strategies and direction.

Strategic Plan Development

- Sessions with a core Strategic Plan Committee consisting of Staff and Board members, and with the Board of Directors to refine strategic goals and strategies.



Chum's Strategic Plan

Build Organizational Strength and
Resiliency

Expand Facilities to Accommodate
Growing Need for Homeless Services

Proactively Engage Civic, Community,
and Commercial Organizations

Strengthen Relationships with
Congregations

Optimize Chum's 50th Anniversary

Build Organizational Strength and Resiliency

Strengthen Relationships
With Institutional Funders

Pursue Grant Funding
With Co-Applicants

Recruit and Train
Volunteers

Strengthen Relationships With
all Donors

Improve the Development
of Human Resources

Investing in ourselves internally will:

1. Build more ties with funders and donors.
2. Create better relationships with local organizations in town and increase the funds we receive for programs.
3. Increase volunteer retention and improve opportunities for investment in our work.
4. Retain employees and reduce turnover rate.

Measures of Success:

- The increased number of funders.
- More grants overall.
- The increased number of donors and donations.
- A higher number of volunteers and more volunteer hours.
- Increased staff retention.



Expand Facilities to Accommodate Growing Need for Homeless Services

Examine Existing Programs, Services, and Facility Needs

Investigate Best Model and Location for Expansion

Secure Maximum Line of Credit

Create Staffing Model for Expanded Programs

Conduct Feasibility Study for Capital Campaign

Expanding our facilities will:

1. Help us to better provide the needed services for our beneficiaries.
2. Create more jobs for people in Duluth.
3. Begin a new model of care for people experiencing homelessness.

Measures of success:

- Funding secured from the state to expand shelter.
- The number of funders and amount of funding secured.
- Ability to conduct a capital campaign.
- Amount of credit secured.
- The number of other organizations and community members advocating for the expansion.



Proactively Engage Civic, Community, and Commercial Organizations

Create Opportunities for Education about Chum

Lead City-wide Conversations About Solutions to Homelessness

Set-up Tours for all Chum Programs

Garner More Support for Stepping On Up

Include People Who Use Chum Services in Decision-making

Engaging with these organizations will:

1. Give those who benefit from Chum services a voice in the decisions we make and provide them with dignity and purpose.
2. Create more community awareness about everything that Chum does.
3. Rally Duluth around Chum so that we can fulfill our mission.
4. Get Stepping On Up off the ground and begin benefiting our community.

Measurements of success:

- Increase participation with and presentations to civic and community organizations.
- Increase in positive messages from civic and community leaders about Chum.
- Increase in government funding from all levels of government for Chum and its programs.



Strengthen Relationships with Congregations

Improve Communication
With Member
Congregations

Develop a Recruitment
Plan For New
Congregations

Make Congregation
Roles Clearer

By strengthening these relationships, we aim to achieve the following:

1. Build up our core community to better fulfill our mission in Duluth.
2. Improve communication with congregations about the best ways to get involved.
3. Diversify our core community of congregations and establish clear expectations for member congregations.

To measure the success of these efforts, we will track the following metrics:

- The number of new member congregations.
- Diversity among member congregations.
- Increase in financial contributions from congregations.
- Increase in volunteer participation among member congregations.
- Increase in assembly attendance.



Optimize Chum's 50th Anniversary

Recruit Honorary Co-Chairs
For The Anniversary Year

Recognize The Generosity of
Supportive Individuals and
Organizations

Heavily Involve Member
Congregations

Create Giving
Opportunities For All
Events

Promote a Counter-
Narrative Regarding
Homelessness

Optimizing our Anniversary will:

1. Provide a more positive view of people experiencing homelessness.
2. Increase funds for the organization.
3. Create a stronger community of member congregations.
4. Bring more attention and support to our cause.

Measurements of Success:

- Participation in formal events.
- Event coverage in media.
- An increase in funds raised, including major donors.
- Volunteers recruited.
- Sponsorship revenue.



Time To Act

The rising number of people experiencing homelessness in Duluth is alarming and it is evident that action needs to be taken. These unprecedented numbers demand a solution and we must work towards it.

By engaging with us and taking part in the strategies listed above, we can solve the issue of homelessness in Duluth together and create a more just and compassionate community!

Our Call to Action

The entire strategic planning process would be meaningless without action. So what's next? We need you, your friends, and our entire community to join us in making a positive difference in our city. Here are ideas for action steps for you to take. We invite your support. Together, we can make a real impact to end homelessness in Duluth.

- Be an advocate, and make sure your circle is engaging with as many Chum events as possible!
- Help us achieve our funding goals and consider donating monthly.
- Subscribe to our monthly newsletter to stay up to date with everything we are doing.
- Visit our Advocacy page, on our website and learn how to advocate.
- Share any media you see about Chum with your friends.
- Use your voice, when you hear people speaking negatively about the situation surrounding homelessness; speak up.
- Fill out our volunteer form AND send it to three friends.
- Attend all our our big events this coming year.

Acknowledgements

Strategic Planning Key Stake Holder Interview Participants:

- Gena Bossert - Behavioral Health Director, St. Louis County Public Health & Human Services
- Kate Bradley - Southern SLC Coordinated Entry Coordinator
- Nancy Cashman - Executive Director, Center City Housing
- Adam Fulton - Deputy Director, Planning & Economic Development, City of Duluth
- Dawn Horgan - Senior Community Planning and Development Representative, HUD
- Josh Kneeland - Community Officer, Duluth Police Department
- Don Ness - Executive Director, Ordean Foundation
- Stacy Radosevich - St. Louis County Housing/Homeless Programs-Planner
- Lee Swenson - Delegate, Salem Lutheran Church
- Erik Torch – Executive Director, Lloyd K. Johnson Foundation
- Members of Chum Delegate Assembly, May 2022
- Members of Chum Staff as of July 2022

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 Covenant Church
First Lutheran Church
First Presbyterian Church
First United Methodist Church
French River Lutheran Church
Glen Avon Presbyterian Church
Gloria Dei Lutheran Church
Grace 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
Lutheran Church of the Good Shepherd
Our Savior's Lutheran Church
Peace United Church of Christ
Pilgrim Congregational Church
Salem Covenant Church
Salem Lutheran Church
St. Andrew's by the Lake Episcopal Church
St. Benedict's Catholic Church
St. John the Evangelist Catholic Church
St. Mark's African Methodist Episcopal
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
United Baptist Christian Church
Unitarian Universalist Congregation of Duluth

