

# PUM REVIEW COMMITTEE

## REPORT

### REVIEW COMMITTEE MEMBERS

REV. GREG BOSTROM, PASTOR CHRIST LA COSTA

ELDER BYRON WEAR, MEMBER POINT LOMA

ELDER BILL TAYLER, CHAIR, MEMBER VILLAGE – RANCHO SANTA FE

### The Review Committee Charge/Charter

1. Determine the degree to which PUM is viable missionally.

PUM is not only viable missionally but provides a very important service to the homeless and underserved community in San Diego. PUM has the ability to serve its clients in a way that is difficult for larger organizations. Our committee affirms the unique value of the services provided by PUM as part of the web of necessary services in our city

2. Determine the degree to which PUM is viable financially.

Over the years PUM has demonstrated that it can balance current year income and expenses, with the exception of 2016 when \$27,000 from the reserve account was needed for operating expenses. While the 2017 budget is balanced and realistic, it is 15% lower than 2016 after removing a paid caseworker. PUM faces financial challenges similar to many mission agencies in a competitive non-profit environment. However, the PUM review team is convinced that financial resources are available in the churches and individuals of the presbytery to significantly increase support for PUM.

3. Investigate whether there might be another context/form/entity in which the mission could operate that makes more sense missionally, financially and structurally.

There are alternate short and long term possibilities for PUM. Some of these are discussed in the recommendations and should be further reviewed by the steering committee.

4. Make recommendations for the consideration of the Presbytery relative to the above.

## RECOMMENDATIONS

1. PUM should remain a ministry of the Presbytery.
2. Develop a strong steering committee.
  - a. In order to simplify the reporting structure, the PUM steering committee should report solely to the Evangelism and Mission Committee of the Presbytery. E&M should have sole authority to oversee, approve and advise PUM.
  - b. The PUM Executive Director should report solely to the Steering Committee. The steering committee chair should be selected by the Evangelism/Mission committee according to our Presbytery policy. The chair should be selected for their interest in PUM, leadership skills and an understanding of organizational development. The chair or his/her designee should serve ex-officio on Evangelism/Mission.
  - c. Developing a strong steering committee is the key to the success of the mission. Without the guidance of a strong steering committee PUM will have a difficult time surviving.
3. Identify vision and goals

The steering committee should work with the leadership of PUM to develop a vision for PUM and, from the vision, set specific measurable goals for PUM.

  - a. a. In or near September 2017 the PUM Steering Committee and/or additional task force volunteers should meet with other homeless providers, the Regional Task Force on the Homeless, San Diego City Housing Commission and the County of San Diego to further refine the mission of PUM to enhance effectiveness and improve coordination with other homeless agencies and programs.
  - b. Additionally, PUM steering Committee should conduct a one day "visioning retreat" with a facilitator to gain input and develop a strategic plan that is coordinated with other homeless providers and government agencies within the San Diego Region. Currently, the City of San Diego and County of San Diego are looking to replicate the engagement between public and private partners on a larger scale in addressing the homeless issue. PUM along with other faith based organizations are critical to meeting the needs of the homeless in providing case management and specialized assistance.
4. Develop a plan for financial support from:

Churches in the Presbytery. As noted in the financial overview section, donations from churches has remained relatively constant at between \$90,000 & \$100,000 per year. There are indications that this support may be in jeopardy so there needs to be an aggressive plan in place to encourage continued support.

Special Events. It has been noted that 2016 had an income shortfall partly because some fundraising events that had been planned were not carried out. There needs to be an annual plan that assures that events will be planned and executed. The golf tournament is the most successful event and should receive the greatest emphasis. *Chopped in Church* could serve as an opportunity to identify and recruit individual donors as well as a fundraiser.

Individual Donors. PUM has been blessed with a few relatively large individual donations. There are members of the Presbytery that would support PUM on an individual basis but they need to be identified. Thought needs to be given to a method for making potential donors aware of the work PUM does and the importance of their individual donation.

An individual could be designated to serve as church relations officer on a volunteer or part-time basis to nurture connections with churches of the presbytery and individual donors.

5. Restore paid staff.

While PUM does many things well, food and clothing distribution as example, the cornerstone of PUM effectiveness are the case workers. The 2017 budget reduction resulted in one case worker being cut. Emphasis should be placed on adding this position back as income allows. PUM's ability to serve more clients in the future depends on their ability to increase financial support in order to, among other things, add case workers.

6. Evaluate the condition of the property.

For 4-5 years PUM should remain in its present location. While its location is not ideal, clients are able to get there using public transportation. The facility is sufficient for now. The building may not be ideally suited for the mission, it seems to be in OK condition although there are, no doubt, many areas where it needs work – none the least of which would be wood rot, termite damage and paint work. It would be prudent to see if there is someone in the Presbytery who is qualified to do a survey of the property and recommend maintenance and/or repair work for the short term.

7. Evaluate a new location

In the long term there are opportunities for PUM to investigate the possibility of moving to a different location – perhaps a rental property that would provide more space. Uplift has expressed an interest in the possibility of joining with PUM in a common location sharing resources but maintaining separate identities. Such a working relationship with Uplift – or a similar organization – should be investigated.

8. Consider becoming an explicitly Christian 501c3 non-profit corporation

The steering committee should consider reorganizing PUM as a religious non-profit 501c3 corporation that maintains its explicit Christian purpose, Presbyterian identity, and connection to San Diego Presbytery.

This recommendation should not be an immediate priority of the PUM Steering Committee.

9. Consider a regional approach

After PUM operations are stabilized, PUM could consider establishing future satellite locations located in several churches around the county. This would allow PUM to provide services to a larger demographic area. It would also encourage those churches to continue their support and would make it easier for more people to volunteer.

The concept of future regional PUM affiliates or satellites will be important in meeting social service needs outside of the core of San Diego.

Additional sub regional affiliates within San Diego County could be established in North Coastal, North Inland, East County and South Bay with integrated data collection, collaborative management and sharing of resources in meeting the needs of the homeless. These affiliates could be located in partnerships with various congregations.

## PUM FINANCIAL OVERVIEW

### 1. 2016 Budget/Actual

As noted by the steering committee, PUM has just passed through two chaotic years. The 2016 budget/actual evidences this as total expenses of \$245,230.43 far exceeds actual income of \$218,223.91 by \$27,006.52.

While there were several reasons for the shortfall the principle reason for the shortfall was the failure to complete all of the fund raising activities that had been planned in the budget.

As a result, a total of \$44,750 was transferred from the PUM reserve fund to cover the 2016 shortfall and to provide initial working funds for 2017.

See attached 2016 / 2017 comparative financial statement.

### 2. 2017 Budget

The budget for 2017 has been significantly reduced on the assumption that 2017 total income will be more like 2016 actual than 2016 budget. The leadership of PUM recognizes that this should be a short term problem. In order to increase income 2017 PUM leadership efforts should include:

- Additional fund raising events
- Focus on keeping church donations at historical levels.
- Work to maintain or increase individual giving. PUM has been fortunate to have received some relatively large one time gifts in the past.

Church giving has remains relatively stable at between about \$90,000 and \$100,000 per year. See summary of PUM donations by church, attached.

#### Looking Ahead

PUM needs to create a plan with measurable goals that will help assure a steady flow of income from churches, individuals, grants and special events. A well planned series of special events can not only raise money but can also bring awareness to churches and individuals.

**PUM Donations by Church**

|                        | <b>2012</b>     | <b>2013</b>     | <b>2014</b>      | <b>2015</b>     | <b>2016</b>     | <b>Total</b>    |
|------------------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|
| Christ San Diego       | \$67            |                 | \$216            | \$127           | \$703           | <b>\$1,113</b>  |
| Christ Rancho Carlsbad | \$6,088         | \$3,312         | \$1,167          | \$985           | \$691           | <b>\$12,243</b> |
| Chula Vista            | \$2,377         | \$2,185         | \$1,320          | \$1,820         | \$1,440         | <b>\$9,143</b>  |
| Faith San Diego        | \$1,025         | \$5,445         | \$3,450          | \$2,350         | \$4,270         | <b>\$16,540</b> |
| First Brawley          |                 |                 |                  |                 |                 | <b>\$0</b>      |
| First El Cajon         | \$2,537         | \$1,181         | \$2,225          | \$1,375         | \$3,000         | <b>\$10,318</b> |
| First Oceanside        |                 |                 |                  |                 |                 | <b>\$0</b>      |
| First San Diego        | \$2,000         | \$9,300         | \$9,530          | \$8,800         | \$9,915         | <b>\$39,545</b> |
| Fletcher Hills         | \$3,730         | \$5,690         | \$5,585          | \$3,615         | \$1,952         | <b>\$20,572</b> |
| Grace Vista            |                 |                 | \$7,125          | \$7,590         | \$1,000         | <b>\$15,715</b> |
| Graham                 | \$12,618        | \$14,346        | \$15,469         | \$16,017        | \$10,050        | <b>\$68,500</b> |
| Inglesia Emmanuel      |                 |                 | \$158            | \$108           | \$54            | <b>\$320</b>    |
| Korean                 | \$544           | \$662           | \$580            | \$455           | \$324           | <b>\$2,565</b>  |
| La Jolla               | \$3,674         | \$3,204         | \$5,081          | \$897           | \$4,126         | <b>\$16,982</b> |
| Lakeside               | \$2,220         | \$2,405         | \$2,240          | \$2,220         | \$1,850         | <b>\$10,935</b> |
| Linda Vista            |                 | \$97            | \$185            | \$46            |                 | <b>\$329</b>    |
| Mira Mesa              | \$2,500         | \$3,650         | \$4,500          | \$2,500         | \$2,500         | <b>\$15,650</b> |
| Mt. Soledad            | \$2,325         | \$2,000         | \$2,000          | \$2,000         | \$1,375         | <b>\$9,700</b>  |
| Northminster           | \$110           | \$149           |                  | \$2,353         | \$92            | <b>\$2,703</b>  |
| Orange Ave             |                 |                 |                  |                 |                 | <b>\$0</b>      |
| Pacific Beach          | \$2,184         | \$1,500         | \$1,671          | \$1,500         | \$1,125         | <b>\$7,980</b>  |
| Palisades              | \$7,800         | \$6,640         | \$1,985          | \$100           | \$1,000         | <b>\$17,525</b> |
| Pt. Loma               | \$6,784         | \$3,955         | \$15,352         | \$6,160         | \$7,485         | <b>\$39,737</b> |
| Rancho Bernardo        | \$6,876         | \$17,458        | \$8,225          | \$15,031        | \$6,469         | <b>\$54,059</b> |
| Taiwanese              |                 |                 |                  |                 |                 | <b>\$0</b>      |
| Solana Beach           | \$1,403         | \$6,069         | \$4,910          | \$4,094         | \$3,820         | <b>\$20,296</b> |
| Southeast              |                 |                 |                  |                 |                 | <b>\$0</b>      |
| Trinity                |                 |                 |                  |                 | \$100           | <b>\$100</b>    |
| Village                | \$9,790         | \$8,035         | \$8,105          | \$13,277        | \$29,941        | <b>\$69,148</b> |
| Westminster Escondido  |                 |                 |                  | \$300           |                 | <b>\$300</b>    |
| Westminster San Diego  | \$2,700         | \$2,160         | \$5,429          | \$2,700         | \$1,500         | <b>\$14,489</b> |
| Westmorland            |                 |                 |                  |                 |                 | <b>\$0</b>      |
| <b>Total</b>           | <b>\$79,353</b> | <b>\$99,444</b> | <b>\$106,508</b> | <b>\$96,420</b> | <b>\$94,782</b> |                 |

HOW THE CHURCHES IN THE PRESBYTERY SUPPORT PUM

| Church                   | Cash     | Volunteers | Other Donations | Youth Groups | Needs |
|--------------------------|----------|------------|-----------------|--------------|-------|
| Point Loma Community     | \$\$\$   | XXX        | XXX             | X            | X     |
| La Jolla                 | \$\$\$   |            | X               |              | X     |
| Rancho Bernardo          | \$\$\$   | X          | XX              | X            | X     |
| Solana Beach             | \$\$     |            |                 |              | X     |
| Village                  | \$\$\$\$ | X          | XX              | X            |       |
| Coronado                 | \$\$     | XX         | XXX             | X            | X     |
| First Pres               | \$\$     | XX         | X               |              | X     |
| Christ United            | \$\$     | XX         | XX              |              | X     |
| Westminster (Point Loma) | \$\$     | XX         | XXX             |              | X     |
| Southeast                | \$       | X          | XX              |              | X     |
| Faith                    | \$       |            | XX              |              | X     |
| Mt. Soledad              | \$       |            | XX              |              | X     |
| Mira Mesa                | \$       | X          | X               |              |       |
| Northminster             | \$       |            |                 |              | X     |
| Trinity                  |          | X          |                 |              |       |
| El Cajon                 | \$\$     | X          | XX              | X            |       |
| Chula Vista              | \$\$     | XX         | XX              |              | X     |
| Linda Vista              | \$       | X          | X               |              |       |
| Anchor City              | \$       | X          | X               |              |       |
| South Sudanese           |          |            |                 |              | X     |

|                                       | <u>2017 YTD</u><br><u>Income</u> | <u>2016</u><br><u>Budget</u> | <u>2016</u><br><u>Actual</u> | <u>2017 Budget</u> |
|---------------------------------------|----------------------------------|------------------------------|------------------------------|--------------------|
| <b>Ordinary Income/Expense</b>        |                                  |                              |                              |                    |
| <b>Income</b>                         |                                  |                              |                              |                    |
| 45000 - Investment Income             |                                  | 12,000.00                    | 32.19                        |                    |
| 43100 - Churches                      | 22,067.84                        | 95,418.36                    | 94,921.72                    | 101,800.00         |
| 43150 - Church Groups                 | 842.17                           | 3,706.32                     | 3,619.73                     | 3,400.00           |
| 43200 - Individuals                   | 11,515.00                        | 62,754.38                    | 66,603.00                    | 47,000.00          |
| 43220 - Gifts in Kind                 | 150.00                           |                              | 160.00                       |                    |
| 43500 - Grants                        | 5,000.00                         | 17,030.00                    | 10,094.00                    | 14,500.00          |
| 46400 - Other Types of Income         | 686.00                           | 6,325.94                     | 5,474.00                     | 2,700.00           |
| 46500 - Events                        | 5,250.00                         | 53,765.00                    | 34,103.63                    | 45,000.00          |
| 47000 - Unrealized Gain               |                                  |                              | 26.23                        |                    |
| <b>Total Income</b>                   | <u>45,511.01</u>                 | <u>251,000.00</u>            | <u>215,034.50</u>            | <u>214,400.00</u>  |
| <b>Gross Profit</b>                   | 45,511.01                        | 251,000.00                   | 215,034.50                   | 214,400.00         |
| <b>Expense</b>                        |                                  |                              |                              |                    |
| 61000 - SALARIES & WAGES              | 21,603.52                        | 152,900.00                   | 144,089.36                   | 127,000.00         |
| 61110 - Payroll Taxes                 | 2,302.27                         | 13,621.00                    | 13,533.21                    | 12,200.00          |
| 61115 - BENEFITS                      | 272.32                           | 5,340.00                     | 1,290.07                     | 1,290.00           |
| 61240 - Search                        |                                  | 109.90                       | 0.00                         |                    |
| 62000 - GENERAL ADMINISTRATION        | 539.45                           | 3,439.36                     | 3,724.97                     | 4,800.00           |
| 63000 - OCCUPANCY/FACILITIES          | 2,420.31                         | 13,636.48                    | 17,592.37                    | 16,000.00          |
| 63300 - EQUIPMENT                     | 578.84                           | 7,508.66                     | 5,899.12                     | 4,400.00           |
| 63400 - AUTO                          | 306.12                           | 3,605.50                     | 3,826.86                     | 4,300.00           |
| 63500 - SUPPLIES                      | 996.58                           | 3,581.69                     | 4,332.32                     | 3,800.00           |
| 63600 - OUTSIDE SERVICES              | 638.77                           | 4,063.46                     | 13,808.91                    | 4,800.00           |
| 63700 - Volunteer Recognition         |                                  | 524.00                       | 0.00                         |                    |
| 63800 - FUNDRAISING & MARKETING       | 1,210.15                         | 12,852.56                    | 12,909.14                    | 12,740.00          |
| 63900 - TRAVEL                        | 0.00                             |                              | 364.76                       | 140.00             |
| 66000 - Payroll Expenses              |                                  |                              | 73.55                        |                    |
| 69800 - Uncatagorized Expenses        | 0.00                             |                              |                              | 0.00               |
| 70000 - PROGRAM EXPENSES              | 1,968.99                         | 29,666.28                    | 21,315.69                    | 22,600.00          |
| 80100 - PROFESSIONAL SERVICES         | 12.95                            | 151.11                       | 1,562.31                     | 329.00             |
| 99200 - Inter Fund Expense Allocation | 0.00                             |                              | 238.06                       | 1.00               |
| <b>Total Expense</b>                  | <u>32,850.27</u>                 | <u>251,000.00</u>            | <u>244,560.70</u>            | <u>214,400.00</u>  |
| <b>Net Ordinary Income</b>            | 12,660.74                        | 0.00                         | -29,526.20                   | 0.00               |
| <b>Other Income/Expense</b>           |                                  |                              |                              | 0.00               |
| <b>Other Income</b>                   |                                  |                              |                              |                    |
| 43900 - Fund Balance Transfer         |                                  |                              | 44,750.00                    |                    |
| 43550 - PY Fund Balance Transfer      | 30,149.02                        |                              | 14,925.22                    |                    |
| <b>Total Other Income</b>             | <u>30,149.02</u>                 |                              | <u>59,675.22</u>             |                    |
| <b>Net Other Income</b>               | <u>30,149.02</u>                 | <u>0.00</u>                  | <u>59,675.22</u>             | <u>0.00</u>        |
| <b>Net Income</b>                     | <u><u>42,809.76</u></u>          | <u><u>0.00</u></u>           | <u><u>30,149.02</u></u>      | <u><u>0.00</u></u> |



Brief Highlights of PUM Steering Committee Meeting re: 2017 Budget  
September 28, 2016

Budget Goal is to break even in 2017

1. Due to the 8 month shortfall of \$46,514 at the end of August 2016, the committee discussed that an additional \$20,000 may be needed from the Reserve Fund by the end of the Year. This situation will be closely monitored.

2. The following steps will be taken immediately: Annual Savings

a. There will be no rehiring to replace vacant Casework position \$35,000

There will be an aggressive volunteer recruitment program  
to provide the needed additional support

b. Terminate Avante Guard Security services 9,000

c. Stop Christmas Gift Cards in December 5,500

d. Stop Chamber of Commerce dues 700

e. Lower ID costs due to government policy changes 900

f. Renegotiate internet and telephone costs 1,500

g. Lower Copier lease costs (underway) 960

Total savings \$53,560

3. Assumptions for 2017 Budget

a. Church giving -same as in 2016: thru Sept: Oct-Dec same as 2015

b. Individual giving-same as in 2016 thru Sept; Oct-Dec same as 2015

c. Grants - 3 sources have been identified and budgeted

d. Events: Golf 4 Good same as Sept 2016 35K Gross and 23k Net

d. Events -new

Chopped Cooking in February 2017 expect 5k

A Day in the Life event expect 5k

Total 10K

Comment:

The budgeted expenses of \$214,400 for 2017 represents a significant expense reduction from 2016 and approximates the operating expense level in 2010

Respectfully submitted  
Steering Committee

## Potential Advantages of Becoming a Religious Nonprofit 501c3 Corporation

The steering committee should consider reorganizing PUM as a religious non-profit 501c3 corporation that maintains its explicit Christian purpose, Presbyterian identity, and connection to San Diego Presbytery.

Such a reorganization could provide the opportunity to shape PUM's mission in a more flexible and nimble operational structure. That mission would benefit from independent status in the following ways:

- a) recruitment of board members (in the past, some have chosen not to serve because of perceived bureaucratic encumbrances)
- b) a streamlined decision-making process
- c) enhanced fundraising and grant writing opportunities (as part of the presbytery, PUM is sometimes adversely affected by the amount of presbytery assets that must be included in the financial statement of a grant proposal or foundation request)
- d) limiting the liability of the presbytery.

Concern was expressed that PUM would no longer be a mission of the Presbytery and its churches if it became a 501c3. The charter of PUM as a religious 501c3 would include an explicit Christian purpose and clear ties to San Diego Presbytery. Bylaws can ensure a Presbyterian identity, such as requiring all or some board members to come from Presbyterian churches.

Catholic Charities, Episcopal Family Services, and Metro Community Ministries (Methodist) are all 501c3 organizations that serve the poor in San Diego and maintain strong church connections and Christian mission. PUM could likewise maintain its explicitly Christian mission and gain the benefits of becoming independent.

PEOPLE WE SPOKE TO  
IN THE INFORMATION GATHERING PROCESS

Rev. Michael Mudgett - Interim Presbytery Executive

Rev. Deb Mitchell – Former Director of PUM

Raul Palomino – Current PUM Director

Susan Flemming – PUM Office Manager and PUM Case Worker

PUM Steering Committee

Jeanie Spies – Chair

Richard Carlson – Financial Advisor to the Committee and to PUM

Don Griffith – Long Time Committee Member

Jeff Bloom – New Committee Member

Uplift Foundation – Works With PUM

Jan Magot – Board President

Monica Ball – Board Member

San Diego Rescue Mission – Works With PUM

Herb Johnson – President and CEO

Lyn Lloyd-Smith Chair of the Presbytery Mission/Evangelism Committee and Member of Mission Committee, Village Church

Rev. Jan Farley – Pastor Village Church and Mission Coordinator Village Church

Rev. Nathan Boyd – Pastor Christ United and works with PUM

Rev. Dr. Mofid Wasef, Associate Pastor, Rancho Bernardo Community

Rev. Dr. David McElrath, Pastor, Graham Memorial

## PUM

### COMMENTS WE HEARD – THINGS WE LEARNED

The Presbyterian Church in San Diego needs to be connected to efforts to help the poor and underserved in our community. PUM helps our churches, especially the smaller churches, come together to support local mission.

PUM is a resource connection for the needy. It provides services and help that the larger mission organizations are not able to provide.

PUM is a ministry as well as a mission. People get not only physical help (food, clothing, etc.) but get support in prayer and have people who will “hold their hand” as they work through issues.

Everyone we spoke to had good words for the work done by PUM. PUM is respected in the homeless community. They see “an amazing number” of clients on a daily and yearly basis.

PUM provides services that other agencies can not. Because of the case worker approach to help, clients are supported as needed until they get their I.D.s, birth certificates, bus passes, etc.

Volunteers value PUM as a place in the community where they can make a difference.

PUM does increase its effectiveness by working with other agencies like UPLIFT and San Diego Rescue Mission. PUM is respected by these other agencies who refer clients to them.

PUM should not become an independent 501C3 organization as it may, like Military Outreach, move towards becoming a secular agency. Moving towards becoming a secular agency would open up more grant opportunities but PUM would lose its ministry/missional character.

## WHAT DOES PUM DO AND HOW DO THEY DO IT

THE FOLLOWING ARE STATEMENTS FROM FORMER PUM DIRECTOR REV. DEB MITCHELL AND CURRENT PUM DIRECTOR RAUL PALIMINO

To visit the prisoner, the stranger, and the poor is called righteous by Jesus. In one morning at Presbyterian Urban Ministry (PUM), we fed the hungry, gave piping hot, freshly brewed coffee to the thirsty and cold, we helped a recently released prisoner obtain a California ID and provided him with a list of resources to “reintegrate,” we provided clothes for a veteran and his family, and we placed a woman suffering from drug addiction into a rehab facility. We live out Matthew 25:35-40 each day, four and a half days a week, meeting with about 8-9K people a year.

Operating in the Grant Hills neighborhood of San Diego, Presbyterian Urban Ministries began in 1968 as an outreach to the urban poor of San Diego. The staff and volunteers at PUM work not only to meet clients’ immediate needs for food, clothing, and shelter, but to go beyond this level to offer psychological, social, and spiritual services that can lead to real transformations in clients’ lives. Guided by the love of Christ and His mandate to serve with compassion and humility, PUM’s staff and volunteers take the time to listen to clients, offer them Christ-centered support, and pray with and for them and their families. In partnership with other agencies, PUM has an impact beyond its modest size, connecting clients to services such as those that can enable them to train for jobs or recover from addiction. This type of transformational work is what makes PUM a ministry rather than merely a social service agency and an embodiment of Christ’s mandate to serve Him through service to those in need.

It is important to understand that PUM is completely different place than the other social service providers in the neighborhood.

- As compared to the Rescue Mission and Father Joe’s, we meet one on one with each client. It is that ministry of presence that makes PUM so unique. Could we distribute goods and services to more people in a more efficient manner? Most certainly, but then we would lose this sense of Christ’s witness to the neighborhood that we have served for nearly 50 years.
- We leverage programs from the larger agencies: Father Joe’s for their Greyhound ticket program and hot meals and the Rescue Mission for their shelter and recuperative care unit – both are things that PUM does not do. They leverage us when they have someone with a new job who needs transportation, or to send off for birth certificates. We are a web of dependencies working well together to care for the needy community.
- We provide to the churches in the Presbytery a place for people to live out Christ’s mandate to love one another – even those who are unlovely. It is a place where people from several churches volunteer, a place for youth groups to learn to have missional hearts, etc. It also should be a reminder to the pastors to preach about our Christian obligation to those less fortunate and those who are marginalized.
- From a “making church relevant to the millennials” perspective, missions like PUM provide that Christ connection which attracts them – a roll up your sleeve experience where service might lead to transformation.

It is the ministry of presence that is so critical to the folks who visit PUM. The “house” is on a bus route and around the corner from a family health services clinic. The cross atop the roof of the house offer people hope. This is one of the few instances in our Presbytery where we serve directly and in proximity to the needs of people who desperately need the compassion of Christ. Those who volunteer or become involved in PUM experience transformation, too.

### **Presbyterian Urban Ministries**

Presbyterian Urban Ministries (PUM) is a faith-based ministry serving some of San Diego’s most vulnerable and destitute individuals including chronically homeless and transiently housed adult men, women and children.

A majority of our clients have experienced years of systematic abuses, neglect and disdain. Few have many material possessions, yet many express a strong and unwavering faith. In meeting their physical needs, food, clothing, assistance with identification and other service-based applications, we have opportunity to nurture their spiritual needs as well. In providing this service, we aim to reaffirm the glory of God, the goodness of his people and the blessedness of the individual, no matter their circumstance. We strive to extend the hospitality of Christ to all whom cross our threshold. PUM offers a weekly staff-led bible study and daily prayers with our clients and daily devotions with our volunteers. We provide clients with church locations and service times and invite our clients to attend our home churches to help them sustain their increased stability through connection to a caring community and to God.

### **PUM’s mission and Vision**

PUM is a unique Christian outreach, dedicated to helping those in need toward a more stable life with a focus offering a hand up rather than just handouts. We work with our clients in a dignified way to show Christ's love in action through our prayers, love and devotion to this population.

We are servants of Jesus Christ, putting His love into action by:

- Magnifying God's Name
- Proclaiming God's Word
- Equipping God's People for a better life.

We strive to authentically worship God as individuals and as a staff, build from and strengthen our membership as Sisters and Brothers of Christ, grow ourselves and our patrons through daily bible reflection and weekly bible study, serve those with the greatest need as admonished by and in the

image of Jesus Christ, and impact the world by reflecting the Christian ethic of love, generosity and kindness to all in need.

### **Our homeless population**

Due to its transient nature, the exact prevalence of homelessness is not known. According to a 2016 point-in-time survey, Last year, 8,692 homeless were counted, with more than 4,900 of them unsheltered. While the overall total was a hair lower than the year before, the number living on the streets was up nearly 19 percent.

Lack of valid, state and federally recognized identification is a barrier to service utilization for the homeless. Many services, in particular those which assist the homeless with long term gains (employment, housing, mental health and substance abuse treatment), require the individual possess a valid photo identification to qualify for services. Although it is a seemingly small act given the many competing needs of the homeless, assisting our clients in obtaining identification can act as a gateway to successfully meeting many larger and longer term needs.

In 2016, PUM helped obtain 1,650 state identifications and 398 birth certificates.

### **Goals and measures of success:**

We served 8,305 people in 2016 and we expect the number of people to remain stable we're seeing a downturn in 2017, nevertheless there are new laws for this coming 2016 year that will affect us temporarily for the early release of inmates back to our cities. Service utilization is tracked for all new and returning clients; in 2016 we had 1,846 new clients. An intake specialist inquires and records in our electronic monitoring system the client name, date of service, previous services utilized and eligibility for new/repeat services. In addition, a case manager makes further detailed notes of the interaction. This data is reviewed monthly by our director and steering committee, analyzing the type of services rendered, number of unique visits and total costs. Our goal is to provide all who enter our doors that are eligible and have a legitimate need for bus passes (490), and tools for employment (190).

Some of our community partners in our San Diego County:

- 211
- DMV of California
- Catholic Charities
- Interfaith Shelter Network

- Veterans Community Services
- San Diego Housing Commission
- Homeless Outreach Team (HOT)
- Jewish Family Services
- Social Advocates for Youth (SAY)
- San Diego and the Nueva Vida division
- San Diego Rescue Mission
- Congregation Beth-El (Sam Jacobs).
- All 32 Churches in the San Diego Presbytery