



# **Outreach Programs 2023 Year-End Review & 2024 At-A-Glance**

**Submitted to  
All Saints Episcopal Church**

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**OUTREACH PROGRAMS  
2023 YEAR-END REVIEW**

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## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **EXECUTIVE SUMMARY**

It's been a momentous year and a half for All Saints Episcopal Church Outreach Programs, with program development, fund raising and the pantry build. Importantly, it all occurred in the context of the pandemic as well as a persistently deepening housing and economic crisis which put continuous pressure on our neighbors and on our services.

This report starts with a review of the history and context of Outreach Programs at All Saints Episcopal Church. It then documents changes made in the last 17 months, presents challenges faced by the programs and shares data on our neighbors and the programs. It concludes with recommendations for 2024-2025, with the primary focus on sustaining the newly developed programs overtime.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **HISTORY & CONTEXT**

All Saints Episcopal Church has a long history of reaching out to our community. Our longest running outreach program is Hot Meals. For 43 years, Hot Meals has served meals to our neighbors. The St. Francis Clothing Closet started in 2017 under the leadership of Deacon Kathleen Borsch and volunteers. They gave some hygiene items out then as well. Just prior to the pandemic, the parish arranged for shower and laundry services to be provided on Saturdays.

When the pandemic hit, the parish, witnessing the devastation to people and our community, stepped up once again to add the Woodstock Pantry to its outreach programs. They secured donations and applied for grants to fund the services. And parishioners, their friends and family and community members staffed the programs. Essential Items expanded its supplies to include masks, hand sanitizer and toilet paper. They also set up a porta potty as restrooms were hard to access. And a small and dedicated group of Hot Meals volunteers pivoted from serving indoor meals to serving take-out boxes.

In December 2020, All Saints Episcopal Church committed to transform the pantry from a temporary response to the pandemic into a sustainable food source for our community. This monumental decision initiated multiple changes, the first of which was to create the Outreach Coordinator position to include organizational development responsibilities for All Saints Episcopal Church Outreach Programs. The incoming Outreach Coordinator was tasked with rebuilding the Hot Meals Program and building the Woodstock Pantry Program in addition to supporting the St. Francis Clothing Closet and Essential Items Program.

Early on, a series of conversations were held with staff from all Outreach Programs. They shared their deep and enduring dedication to the work. They shared that they were stretched financially, and that their small volunteer base was exhausted. And they shared their commitment to continue the services.

All Saints Episcopal Church was now partnering with Cultivate Initiatives (CI) to provide showers, laundry, clothing and essential items to our neighbors. Cultivate Initiatives partnered with Concordia College to bring nursing students to provide basic medical care to our neighbors. The partnership between All Saints Episcopal Church and Cultivate Initiatives was positive. And there were opportunities to deepen and expand the partnership.

Two weeks after the new Outreach Coordinator was hired, the Hot Meals and Woodstock Pantry Programs were evaluated by Oregon Food Bank (OFB) and the USDA Emergency Food Assistance Program (TFAP). The programs were assigned an 'At Risk' status and informed of steps necessary to raise the standards of operations to acceptable levels. The information was disappointing given the incredible work people did just to keep the programs running through the pandemic. It wasn't, however, surprising. Across the country, nonprofits were damaged and destroyed by the pandemic. The fact that our programs survived the devastation, and our volunteers were dedicated to continuing, despite the difficulties, speaks to the strength of the human spirit and a community that comes together for each other. This is the foundation upon which the work shared in this report started.

### **GUIDING PRINCIPLES**

In fall of 2022, the Outreach Coordinator, Rector and leaders of All Saints Episcopal Church outreach ministries and the Mustard Seed selected principles to guide program development, i.e., integrated services, team-based service model and community partnership. As the year progressed, two additional principles emerged, i.e., Neighbors Helping Neighbors and It Takes a Community and We Are It. These principles are presented herein. More details are provided in the appendices.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **INTEGRATED SERVICES**

Create a system of services that is complementary, harmonized, collaborative and cohesive, and that provides coordinated services for our neighbors.

To improve and streamline our services for our neighbors, the Outreach Programs were re-designed and are operated as an integrated set of programs. Moreover, we integrated Cultivate Initiatives with our programs.

### **TEAM-BASED SERVICE MODEL**

Create a volunteer management system that empowers and engages volunteers, and that systematically builds community.

### **COMMUNITY PARTNERSHIP**

Design a system of service that encourages and celebrates volunteer and community ownership of, investment in, and commitment to, the outreach programs.

### **IT TAKES A COMMUNITY...AND WE ARE IT**

We share a vision and a commitment to transform that vision into reality. Our vision is

*We are a community that cares for each other,  
and that demonstrates our care  
through collaboration to fight food insecurity.*

Food insecurity is persistent and increasing. The capacity, i.e., knowledge, expertise, connections and resources, required to address the challenge is beyond what any one group can provide in a sustainable way. However, we all have unique capacities which, when combined, enable us to transform our vision into reality. Alone, we can have a vision about people not going hungry, but all of us must work together to realize the vision. It takes a community...and we are it!

### **NEIGHBORS HELPING NEIGHBORS**

We understand that any of us can stand on either side of the table, sharing or receiving, as our relative fortune, privilege and well-being change. So, we contribute to each other's well-being, treating each other with dignity, respect and honor. We are neighbors helping neighbors.

### **CLOTHING & ESSENTIAL ITEMS**

At the start of the year, volunteers for St. Francis Clothing Closet collected, washed and organized donated clothing. They distributed clothing to our neighbors once per month. Essential Items collected hygiene products and distributed them weekly.

Cultivate Initiatives also provided clothing and hygiene supplies; hence we had a duplication of services. Our goals included elimination of duplication, provision of a one-stop-shopping experience for our neighbors and relief of pressure on volunteers. So, we transformed both programs from distributors to suppliers. Donations are collected and organized. On Saturdays, clothing and hygiene supplies are shared with Cultivate Initiatives, which distributes them to our neighbors. Concordia College Nurses support the effort, accessing items from the Clothing Closet. Essential Items no longer operates as a separate program.

### **SPECIAL EVENTS**

#### **COMMUNITY SHARE DAY**

We hosted annual *Community Share Days* during the holiday season. In 2022, Woodstock Pantry collaborated with the Prayer Shawl and Essential Items Ministries to provide food, hats and scarves and hygiene items to our neighbors.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

In 2023, Reed College, Cultivate Initiatives, Dave's Killer Bread and Clothing Closet joined the collaboration. After Hot Meals finished serving a warm meal, volunteers reset the Parish Hall and provided food, hats and scarves, cold weather emergency supplies, hygiene products and clothing to 50+ unhoused neighbors.

### **HOLIDAY GROCERIES**

In 2022, Woodstock Pantry volunteers packed a special grocery bag with food to help create a holiday feast. That weekend, our neighbors received three grocery bags as well as a whole chicken or turkey.

In 2023, demand had increased so much that we didn't have the capacity to order or store the extra food and meat. So, the event was not repeated.



## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **OUTREACH PROGRAMS PROGRAM DEVELOPMENT**

#### **OPERATING SYSTEMS**

Job descriptions, systems and procedures for program operations were designed, e.g., Hot Meals Position Descriptions & Training Requirements, Saturday Distribution Instructions, Kitchen Closing Checklist. All teams implement and continually improve the procedures.

#### **FUND RAISING**

As we had an extremely limited operating budget, i.e., \$1,000/year, there were not sufficient funds to cover basic operating expenses. However, through relationship- and community-building, we secured over \$12,500 in financial donations by community members, partners and volunteers to cover expenses. These funds were designated to purchase grocery bags, a new fridge, two new freezers, a heavy-duty cart and two heavy-duty tables for Woodstock Pantry. The second freezer will be purchased after the new pantry facility is built. Funds were also donated for special baking pans for Hot Meals and to underwrite Hot Meals operating costs.

Grant writing has also been an ongoing focus. Thus far, five grants have been awarded for the [Woodstock Pantry build](#). As of this writing, grants and requests for private donations are being reviewed and other grant proposals are being written.

#### **COMMUNITY PARTNERS**

The Outreach Coordinator nurtured and developed a growing network of organizational partners, including businesses, schools, partner pantries, neighborhood associations, community gardens, advocacy coalitions, churches, nonprofits, Reed College, county offices, hospitals, the VA Medical Center and Save Lives Oregon. These partnerships led to in-kind donations of food, clothing, hygiene/medical supplies and volunteers.

#### **Food Sources**

Hot Meals feeds 130 people each week. And Woodstock Pantry serves 155 families an average of \$200 of food weekly. This equates to approximately \$31,000 every week or \$1,612,000 for the year.

All the food we serve is donated by public, nonprofit and private sources as well as community-based food drives and community gardens. We expanded our food sources to include the Clackamas Service Center, Brentwood-Darlington Community Gardens, Neighborhood House Pantry, Dave's Killer Bread, Safeway and The Pongo Fund. We joined OFB's Fresh Alliance. And Reed students were awarded a grant, created Patchwork Gardens and regularly contributed fresh produce to us.

This year's expansion of community partners resulted in, for example, 7,000+ loaves of bread from Dave's Killer Bread equaling \$50,960/year, thousands of pounds of food from Clackamas Service Center and 5,000+ lbs. of dog/cat food from Pongo. Dave's Killer Bread also supplied bread for our unhoused neighbors for the Community Share.

Over the Thanksgiving holiday, we received 900+ lbs. of food from food drives, i.e., Dave's Killer Bread, Whole Child Montessori Center and the Portland Penn State Alumni. Of note: we were selected as the beneficiary organization without our knowledge.

#### **Showers & Laundry/Medical/Harm Reduction**

[Save Lives Oregon](#) accepted our application as partners. They awarded us \$24,000 in Narcan, hygiene and wound care supplies for Nov 23-July 24 and will allocate the same for the following year. They also provide training and consultation. And [The Everly Project](#) provided training on Narcan administration.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

We strengthened and deepened our relationship with Cultivate Initiatives, communicating on a regular basis and collaborating to support each other and provide services. We supply them with hygiene and wound care products as well as clothing. They distribute them to our neighbors. They participated in, and donated supplies for, the Community Share this year.

We have also strengthened and deepened our relationship with the Concordia College Nursing program. The Outreach Coordinator trains and supports new cadres. And nursing students take the lead in distributing hygiene and wound care supplies as well as clothes from the Clothing Closet. They have been instrumental in responding to medical crises experienced by our neighbors.

### **TRAUMA-INFORMED FOOD SITE**

Transformation of our programs into a Trauma-Informed Food Site was initiated. As a Trauma-Informed Food Site, we recognize that anyone, including us, may have experienced trauma that resulted in certain sensitivities. So, we design our services to create a welcoming, courteous, dignified, equitable and low-stress experience, for our neighbors and for ourselves.

- \* Hannah McCarl of Cultivate Initiatives, Mikaila Maher of Providence Health & Services and Mike Tragakis of Portland VA Medical Center consulted with us to create trauma-informed systems. We developed a [Trauma-Informed Care Emergency Response Plan](#), which includes a Trauma-Informed Food Site Plan, an Emergency Response Plan and Teams.
- \* As we rebuilt Hot Meals and developed Woodstock Pantry, we employed environmental and service strategies to create a welcoming and respectful experience for our neighbors.

### **VOLUNTEER BASE**

Volunteers include people who are housed and unhoused and who receive food. They range in age from grade schoolers to octogenarians. K-12 students and college students regularly volunteer. Families frequently volunteer together. 5<sup>th</sup> Saturday Hot Meals is designed specifically for family participation.

The Outreach Coordinator is paid a monthly stipend for 9 hours/week to run the Outreach Programs. In addition, Woodstock Pantry volunteers worked approximately 7,200 hours and Hot Meals volunteers worked 3,400 hours. So, in 2023, volunteers donated 10,600 hours of their time, equaling \$212,000. Without them, our vision would remain an unfulfilled dream.

Hot Meals volunteers join specific Saturday teams. Woodstock Pantry volunteers select the shifts they want to work each week. They, however, tend to connect with, and integrate into, particular teams and become consistent participants on those teams.

- \* **Woodstock Pantry** Woodstock Pantry has 185 volunteers, up from 38 in August 2022. 70% are community members, 17% parishioners and 13% college students. During November 23, 76 volunteered regularly, up from 35 in Nov 22. Of the Parishioners who volunteer, 68% are regulars. 70% of college students and 56% of community volunteers are regulars.
- \* **Hot Meals** Hot Meals has approximately 80 volunteers, up from approximately 25 in August 2022. Approximately 90% are community members.

### **COLLEGE STUDENTS**

We established a formal working relationship with Reed College. They send groups and individuals to volunteer in Woodstock Pantry and Hot Meals. And they complete special projects, e.g., making emergency weather bags and participating in the Community Share. Two Reed students were awarded a Peace Grant and used the funding to build raised beds in the Woodstock neighborhood in which they grew produce that was donated to the programs.

## OUTREACH PROGRAMS 2023 YEAR-END REVIEW

Reed also approved us as a site for internships and work-study. Students work and study under the tutelage of Dr. Magis. Our first intern joined us in fall, 2022. In the summer of 2023, Reed paid an intern to work full-time to learn how to direct social service programs. Currently, two Reed work-study students work at the pantry, and another is applying for an internship. Additionally, a Lewis & Clark student and two Reed students conducted research projects.

### VOLUNTEER MANAGEMENT

Without volunteers, none of the Outreach Programs could operate. They provide thousands of hours of effort and create a culture of care and joy for our neighbors. Moreover, they are experts at managing an ever-changing, unpredictable environment and pivoting on-the-spot.

The Outreach Coordinator recruits and manages volunteers in collaboration with Team Leads. Volunteers are matched to work that fits their interests, expertise and physical capacity. The matching process is essential to provide opportunities for volunteers of all ages, abilities and backgrounds to engage fully in our work.

Volunteers are engaged in planning, policy development, program design/evaluation and operations. They are encouraged to cross-train to increase their options and strengthen the programs. And they play leadership roles in both programs.

### VOLUNTEER LEADERSHIP

**Outreach Coordinator Team** The team was developed to work with the Outreach Coordinator on program planning and evaluation, and to run operations in the Outreach Coordinator's absence. The team includes two leaders from Woodstock Pantry and two from Hot Meals. 50% are community members. The team has successfully run operations during the Outreach Coordinator's absence and regularly contributes to program planning and evaluation.

**Shift Leads** All shifts are managed by volunteer leads. They are trained for their roles. They contribute to planning, implementing and evaluating program improvements.

- σ **Woodstock Pantry** 12 people are shift leads. 67% are community members.

- σ **Hot Meals** Every Saturday team has a Team Lead. 95% are community members.

### VOLUNTEER DEVELOPMENT

**Basic Training** All volunteers complete annual training in food safety, civil rights and program operations. New volunteers are oriented vis-à-vis online training and hands-on mentoring by seasoned volunteers. Woodstock Pantry volunteers cross train within and across shifts to develop skills, expand their opportunities and build program capacity. Hot Meals teams are designed to have a consistent group of volunteers. Additionally, there is a core group that works with all teams. Volunteers are cross-training to work on different Saturday teams. And a growing number of volunteers are trained to work in both Woodstock Pantry and Hot Meals.

**Trauma-Informed Food Site** People in key positions were trained by content experts on key topics related to being a Trauma-Informed Food Site.

- σ **De-escalation** Mikaila Maher, LCSW, BOB Program Supervisor, Providence Health & Services designed and provided training on de-escalating crises.

- σ **Trauma-Informed Care** Mike Tragakis, PhD, Clinical Psychologist, Portland VA Medical Center, designed and provided training on trauma-informed care.

- σ **Secondhand Trauma Workshops** We partnered with the Rev. Sara Fischer of Saints Peter & Paul Episcopal Church to explore secondhand trauma experienced by our volunteers who witness or experience trauma.

- σ **Trauma-Informed Narcan Administration** Annie DeMotta and Brandy Simmons of the Everly Project provided training on Narcan administration for overdoses in a trauma-informed context.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **RESEARCH**

Research was conducted to create an evidence-based practice, evaluate our services, inform grant writing and communications, and guide program development. The Customer and Volunteer Satisfaction surveys were designed and conducted by Dr. Magis. The other three were designed and conducted by Reed and Lewis & Clark college students under the tutelage of Dr. Magis. Herein, overviews of the projects are presented. The full reports are linked herein.

#### **CUSTOMER SATISFACTION**

A Customer Satisfaction Survey was conducted to get guidance from our neighbors on how Woodstock Pantry can improve. Our neighbors shared how difficult it is for them to live. They talked about our community. And they shared their appreciation for our work. They appreciate the food and recognize all the work we put into organizing the pantry. And they shared that our contribution helped them to pay their bills and feed their families.

They love the diversity in our volunteer workforce. They love how teams work together. They appreciate that volunteers come out on the weekends. Importantly, they love that volunteers are polite, kind and concerned. And they expressed concern for the volunteers. Of note: all their comments focused on community.

#### **VOLUNTEER SATISFACTION**

A Volunteer Survey was conducted to get guidance from our volunteers on how Woodstock Pantry can improve. When asked about the benefits of volunteering, people resoundingly (62%) said it was community, i.e., working as teams, being in community and helping our community. When asked about improvement opportunities, they shared specific ideas.

Demonstrating the culture of Woodstock Pantry, they felt that they were always making improvements, and that change is the norm. What is important, they said, is to stay flexible. 'I like that people are on the continuous improvement plan.' 'We are constantly aware of this question. It is ongoing work.' 'It is important that we always are asking this question.'

Data from the Customer and Volunteer Satisfaction Surveys is presented in a video, [\*\*Fighting Hunger & Loneliness Through Community: The Woodstock Pantry Story\*\*](#).

#### **HYPERLOCAL RESPONSE TO ECONOMIC & HOUSING CRISES**

The housing crisis continues to worsen nationwide and in Portland, leaving many people struggling to survive in untenable conditions. While national, statewide and citywide efforts to address the housing crisis languish and fail, people at the hyperlocal level are stepping up to help. All Saints Episcopal Church provides an holistic hyperlocal response to the economic and housing crises experienced by people in our area. We provide an array of services, including hot meals, groceries and clothing as well as hygiene and medical supplies. And we partner with Cultivate Initiatives to provide showers and laundry and basic medical care.

Alysha Sims conducted research to learn how our services impact our unhoused neighbors' needs. She interviewed our neighbors who dine at Hot Meals about their needs, which services they use, how our services meet their needs and what needs remain. The research revealed that our neighbors need and use all the services we provide. While the majority feel no additional services are necessary, there were requests for assistance with housing and transportation. While we cannot meet those needs, we can share information about those resources with, for example, the Street Roots Rose City Resource book.

Two findings are particularly important. First, people indicated that the social connections made at All Saints Episcopal Church are critically important to their well-being. And second, people suggested that we deepen our understanding of what it's like to live on the streets. That knowledge can guide our decision-making and action-taking as we live with and support our unhoused neighbors.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **WHY PEOPLE VISIT WOODSTOCK PANTRY**

[Heat Maps](#) in this report show the geographic area serviced by the Woodstock Pantry in 2022 and 2023. Surprisingly, people come from as far as the coast, Molalla, The Dalles, Hermiston and Pendleton. The juxtaposition of this data to the abundance of pantries in the same geographic area raises the question, 'Why are people driving so far and passing multiple other pantries to come to the Woodstock Pantry?' Sedona Ortega interviewed neighbors who visit the pantry to find answers to this question. Her conclusions...

'Woodstock Pantry serves as a model for other community organizations to establish an atmosphere of care and support between coordinators, volunteers, and individuals that come to receive support. After completing this research, I am once again reminded of the words, "It Takes a Community, And We Are It!" These words are Woodstock Pantry's foundation and show up through morale, efficiency, service and relationships.

I believe that one individual's response effectively summarizes what it means to visit the Woodstock Pantry. I introduced my basic questions to which she stated, "Distance was the reason I originally came here. The reason I stay is different." I followed up on her response by asking, "Why do you stay?" She replied, "The people that check you in. They recognize you as an individual, not just as a person in need. You feel a part of a community and a person supported." To show up and ask for help often takes courage, but you will always be welcomed and cared for at Woodstock Pantry.'

### **WOODSTOCK PANTRY NEIGHBOR DEMOGRAPHICS**

Zoe Drajem conducted archival research to identify groups that are underserved by the Woodstock Pantry. She compared the demographics of individuals served to those of our Service Area and Portland Metro. Part of being a social service organization is ensuring that everyone knows about and has equal access to the resources you provide. Groups that are underrepresented are groups we want to inform about our resources.

The only groups that were significantly underrepresented in the people we serve, compared to our Service Area and Portland, were children under 18 and people aged 25 to 44. A nearby pantry, i.e., Groceries for Grout, serves families. The underrepresentation of children under 18 may be due in part to the fact that they are accessing food at Grout. Some of the people aged 25 to 44 could be parents, again potentially accounting for a dip in that age category.

The data shows that vulnerable groups were typically overrepresented in those accessing the pantry. Elders and individuals with disabilities may be overrepresented due to several factors: our drive-up style eliminates the physical requirements of getting food; insufficiency of SSI/retirement payments; and insufficiency and recent reductions of SNAP benefits.

The overrepresentation of households receiving SNAP at the Woodstock pantry points to insufficiency of SNAP. Racial minorities are also overrepresented at the pantry. That may be due, in part, to the above factors. For those who do not use English as a first language, we also provide translation and interpretation services. We also encourage people to look at and choose their groceries. Our efforts to communicate may make our service easier to access for those who use English as a second language.

### **SITE REVIEW**

Woodstock Pantry and Hot Meals passed the 2023 OFB site review with high marks. All Saints Episcopal Church is now designated an 'agency in good standing'. OFB requested our materials and asked if we would be willing to consult with other agencies.

## OUTREACH PROGRAMS 2023 YEAR-END REVIEW

### WOODSTOCK PANTRY

#### OUR NEIGHBORS

Woodstock Pantry serves groceries to people who are experiencing financial hardship, mental health issues and food insecurity, people who are housed and who are at risk of homelessness or are unhoused, elders, people of color, immigrants and refugees, people with disabilities, LGBTQ+ people, single parents or caregivers, homeowners and renters. 40% of households that come to the pantry are receiving SNAP. This is more than double the rate of SNAP recipients in Portland ( $\leq 15\%$ ) (see [Woodstock Pantry Neighbor Demographics](#) for details).

In our [Customer Satisfaction Survey](#), people shared that their income doesn't cover all necessary expenses, e.g., food, housing, medical, etc. 'Social Security is not enough.' 'I earn a low wage.' 'My SNAP is only \$60 per month.' 'My pension and social security are not enough.' 'We are working immigrants, but there is very little work. We are unable to feed ourselves.' 'My husband is ill and I have two grandchildren and a small pension.'

We serve individuals who are Asian, Hispanic, Slavic/Eastern European, Black, American Indian, Middle Eastern, African, multi-ethnic and white. Only 60% of individuals use English as their primary language. Others speak a wide variety of languages including Russian, Cantonese, Vietnamese, Mandarin, Romanian, French, Burmese, German, Croatian, Ukrainian, Moldavian, Spanish and English.

Demand for food from the Woodstock Pantry continues to increase as the economy pushes more people to the brink of financial disaster. We serve an average of 1,000 people each month. Our neighbors who get food tell us how the food helps them to survive. 'My neighbor is disabled and has almost no income. This food makes it work for her.' 'I can eat well this week because of you.' 'I don't know what I would do without you.'

#### PROGRAM DEVELOPMENT

A foremost priority this year was the transformation of the pantry from a temporary response to the pandemic into a sustainable food source for our community. It required multifaceted program development, fundraising and a new pantry facility.

**Food Choices** Woodstock Pantry is a drive-up/walk-up pantry as we don't have the physical space to operate as a shopping style pantry. Nevertheless, offering choices is a primary objective. We offer expanded food choices for our vegetarian and vegan neighbors, and pack bags of Ready-to-Eat food for our neighbors who can't cook. We experimented with providing culturally appropriate food. We provide food options to our neighbors every week.

**Language** Volunteers who speak Mandarin, Spanish and Cantonese translate for our neighbors during distribution.

**Intake** We implemented Link2Feed, a digital intake process, and have trained 17 people to collect the data. Data generated through Link2Feed has been instrumental in applying for grants and sharing our development and outcomes.

**Communications** We keep volunteers informed through the distribution of two weekly publications, i.e., FYI: *This Weekend at the Pantry* and the *Woodstock Pantry ENews Brief*. Parishioners also receive the *Woodstock Pantry ENews Brief*.

#### COMMUNITY ENGAGEMENT COMMITTEE

We implemented the first iteration of a Community Advisory Committee for the Outreach Programs. The [Community Engagement Committee](#) (CEC) is comprised of community members and parishioners. Its purpose is to provide leadership and community outreach. The CEC works in teams.



## OUTREACH PROGRAMS 2023 YEAR-END REVIEW

- σ The [Volunteer Project Team](#) arranges volunteers for pantry build projects.
- σ The [Social Network Team](#) identified Woodstock Pantry community connections and is employing those connections in our media/fundraising campaign.
- σ The [Gratitude \(G\) Team](#) celebrates people and groups that have contributed to the Woodstock Pantry.

### PROGRAM EVALUATION

Program evaluation utilized results of the Customer and Volunteer Satisfaction Surveys and the Neighbor Demographic Report as well as the OFB site review to inform improvements which will be implemented in 2024.

### THE PANTRY BUILD

#### The New Pantry Facility

The new pantry facility will be a stick-frame one-room structure, with commercial double doors in the front entrance, an ADA door in the back, and an open floor plan. A built-in industrial-strength worktable will line the entire south wall and will be used to pack and store produce bags. Above the worktable, a built-in shelf will also store produce bags.

The front entrance and open layout create the space to maneuver pallet jacks, so all food delivered from OFB can come directly into the pantry. Pallet jacks will no longer enter the sanctuary. The chest freezer, single-door freezer and double-door fridge will be located in the facility, increasing food safety and streamlining distribution. A large awning will cover the front (north) entrance, providing protection from the weather for volunteers, our unhoused neighbors and the food.

#### Fund Raising

Transforming the Woodstock Pantry into a sustainable food source for our community requires a facility from which to operate. We have been fundraising vis-à-vis requesting donations and writing grant proposals. \$22,500 in donations for the build have been gifted to the church. [Go-Fund-Me](#) donations as of this date equal \$34,800. And we received funds from the sale of the shipping container. We are implementing a Fund/Friend-Raising Campaign to raise the remaining funds for the build. Finally, we are awaiting word on other proposals and writing new proposals.

We won \$117,900 in grants. Our grantors to date include: Episcopal Bishop of Oregon Foundation, Oregon Food Bank, SE Uplift, Regional Arts & Culture Council and Lowes Hometowns. Notably, only 100 out of thousands of applicants across the country were selected to be [Lowes Hometown Signature Sites](#). We are one of the 100! In addition to funding, Lowes sent their employees as volunteers to clean up and replant the hill on Knight Street across from where the new pantry will be. When they completed their work, they donated numerous shovels to All Saints Episcopal Church.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **HOT MEALS**

#### **OUR NEIGHBORS**

Hot Meals serves meals to people who are experiencing financial hardship, mental health issues and food insecurity, people who are housed and who are at risk of homelessness or are unhoused, elders, people of color, immigrants and refugees, people with disabilities, LGBTQ+ people, single parents or caregivers, homeowners and renters. Hot Meals is a 'low-barrier' program which means that we do not register or ask for 'proof of need' from our diners. It also means we are not able to gather as in-depth data for Hot Meals as we do for Woodstock Pantry. The [research](#) conducted by Alysha Sims shed some light on our neighbors who dine with us.

#### **PROGRAM DEVELOPMENT**

##### **TEAM LEADS**

The Team Lead position was created and Team Leads were appointed for each Saturday team. Team Leads have developed into a team and meet weekly to review operations, collaborate and plan, evaluate and improve programs. They consult with each other, share recipes and support each other to fill shifts.

##### **SATURDAY TEAMS**

[Saturday teams](#) were re-created vis-à-vis the refinement of roles and relationships, addition of new positions, e.g., Greeter and Maître D', and redefinition of all positions. Kitchen and dining room volunteers were combined into integrated teams. Team Meetings were instituted for teambuilding and to create a shared plan of action with the entire team.

##### **STAFFING**

The 1<sup>st</sup> Saturday team is hosted by St. David of Wales Episcopal Church and 2<sup>nd</sup> Saturday is hosted by a community team. They recruit and manage volunteers. The Outreach Coordinator recruits volunteers for the other Saturday teams. We now have Team Leads for every Saturday. The Greeters, Pianist and Maître D' work all Saturdays. Volunteers in the other roles have been fairly consistent.

##### **DEALING WITH CHANGE**

Hot Meals is 43 years old. The Saturday teams traditionally operated independently and without interaction across teams. While the teams did a great job on their Saturdays, there was lots of opportunity to develop consistency and collaboration across the teams.

The new Leadership Team worked hard to reconceptualize and redesign the program to align with our [Guiding Principles](#). Teams worked hard all year to unlearn old habits, to implement the many new and different systems and procedures, and to create a different culture with each other. The changes, by-and-large, have been fully implemented and the program has settled into a constant improvement process.

One significant change was that we started serving both indoor dining and takeout meals. This is a complicated service model that necessitated changes for both kitchen and dining room staff as well as new methods of coordination between them.

Another significant change was that new roles were added, i.e., Greeter, Maître D' and Pianist, which required that people change what and how they did their work as well as how they worked together. And roles and relationships were redefined, experimented with and refined again. For example, the coffee maker role was refined to be the liaison between kitchen and dining room staff. The Maître D' role was refined to include supporting people who have physical challenges and making general announcements. And the Team Lead, Maître D' & Server Leads integrated into a crisis management team, implementing Trauma-Informed strategies together.



## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **HIGHLIGHTS**

Team Leads shared the following as highlights of the year.

- σ When indoor dining was re-started, there was a hug-fest among diners! They were joyful to have made it through the pandemic and to once again sit down together!
- σ Volunteers donated four new pans for baking large amounts of food.
- σ A Saturday team cared for a neighbor who had extreme frostbite.
- σ As demand increased, kitchen staff made more food despite physical constraints of the kitchen and equipment, and dining room staff served more plates.
- σ The Hot Meals pantry was reorganized and is regularly inventoried and stocked.
- σ Two diners are now regular volunteers.
- σ Diners comment on the relaxed atmosphere, the congenial conversation, the good food and the good coffee. They are highly appreciative and share their thanks.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **OUTREACH PROGRAM CHALLENGES**

#### **EQUIPMENT & SUPPLIES**

- σ Hot Meals is working with limited and aging kitchen equipment, cutlery and oven.

#### **VOLUNTEERS**

- σ Hot Meals teams lost many volunteers during COVID. All teams less one had to be rebuilt.
- σ Hot Meals teams need further training on Trauma-Informed-Care specifically as it relates to how they treat and interact with diners.
- σ Hot Meals needs training on how to fill toilet supplies, etc.
- σ Woodstock Pantry is very physically challenging work
  1. Limits opportunities for those who are physically challenged
  2. Physical stress on volunteers
- σ Policies & procedures need to be developed for when volunteers are injured.
- σ Training on Narcan, First Aid, CED and CPR needs to occur to ensure every team has at least one person with the capacity to respond.
- σ Reed College and Lewis & Clark students are constrained by the academic calendar and their studies. During Dead Weeks and Finals Weeks, they do not participate and they, by-and-large, are gone over holidays and the summer.
- σ Families and K-12 students are also constrained by the academic calendar and after-school activities. K-12 volunteers are, by and large, not regulars. Families are learning that their students can get credit by working at the pantry.
- σ Community members make up 85% of the volunteer base.
  - This extensive community engagement is critical to sustaining the programs into the future and to establishing a sense of community pride about them.
  - However, during holidays, vacations and school breaks, the programs struggle to fill shifts. This may be an opportunity for the parish to help ensure shifts are covered.

#### **COORDINATION AT ALL SAINTS EPISCOPAL CHURCH**

- σ As more groups use All Saints Episcopal Church space, the parish needs to ensure coordination across groups to ensure all groups are sufficiently supported, and to minimize problems. Information the Hot Meals Team Leads requested includes:
  - a. Various groups (what, where, when)
  - b. Shared and not-shared facilities, appliances, equipment, supplies, food, etc.
  - c. How to use and leave facilities, equipment & supplies
  - d. Responsible parties for various tasks, e.g., deep cleaning, toilet problems, etc.
  - e. How to communicate questions, issues, ideas, etc.

#### **PHYSICAL SPACE**

- σ Space in All Saints Episcopal Church is extremely limited, especially as we await a permanent pantry structure. The programs fill every available space with food, supplies and equipment.
- σ Hot Meals does not have enough refrigerator or freezer space. In addition to its own fridge, it uses the Woodstock Pantry and church fridges and freezers. When the pantry is complete and the Woodstock Pantry fridge and freezers are moved, Hot Meals will have even less space.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

- σ The new Woodstock Pantry facility will have capacity to store most of the food and equipment for the pantry. There will be a continued need for space to store overflow food for the pantry. Dry goods bags will be packed and stored in the sanctuary on weekends.
- σ Space inside the church is needed to store supplies and food for Hot Meals, Clothing Closet and hygiene/medical supplies.

### **SUSTAINABLE PROGRAM FUNDING**

Once the pantry facility is built, we need to redirect our attention to creating sustainable funding for the Outreach Programs. Funds are required to operate the programs in addition to All Saints Episcopal Church's contribution and in-kind donations of food, supplies, labor and donations.

2024 goals include:

1. Develop sustainable funding for all Outreach Programs.
2. Finalize program development.
3. Transition programs into operations mode.

## **OUTREACH PROGRAMS 2023 YEAR-END REVIEW**

### **2024 AT-A-GLANCE OUTREACH PROGRAMS**

#### **TRAINING & SUPPORT**

1. Repurpose training to create online video training; make available to all volunteers.
  - a. De-escalation; Trauma-Informed Care; Self-Management; Trauma-Informed Narcan Administration
2. Develop or procure training content.
  - a. Secondhand Trauma; First Aid/CPR/AED; Wound Care
3. Design and implement a debriefing and support process to support volunteers who experience or witness trauma.
4. Continue leadership development and deepen operating knowledge across both programs to further empower volunteers, ensure operations are not dependent on any one person/group and create time for the Outreach Coordinator to do high-level development work.

#### **PARTNERSHIPS**

1. Assess and create strategies to reinforce current partnerships.
2. Strategically identify potential partnerships and develop.

#### **CONTINUOUS QUALITY IMPROVEMENT**

1. Systematically implement improvements identified in 2023 evaluation, research and assessments.
  - a. Expand work around trauma-informed care, nurturing community with those who utilize our services, and living in community with people who are unhoused.
2. Systematically review policies and procedures to more closely align with the vision and values and to update according to new knowledge, circumstances.

#### **SUSTAINABLE PROGRAM FUNDING**

1. Secure sustainable funding for the programs, even as we continue to provide vital services.

#### **WOODSTOCK PANTRY**

##### **BUILD PANTRY**

1. Finalize funding for pantry build
2. Finalize build and initiate building use

##### **COMMUNITY ENGAGEMENT COMMITTEE**

1. Finalize CEC work (see committee charter)
2. Conduct evaluation and generate recommendations for a potential Outreach Program Advisory Committee

#### **HOT MEALS**

##### **SATURDAY TEAMS**

1. Assess composition, volunteer satisfaction, customer satisfaction
2. Implement changes and improvements
3. Create system for people who have disabilities to notify volunteers that they are outside and need entrance.

## **APPENDICES**

## APPENDICES

### GUIDING PRINCIPLES

#### INTEGRATED SERVICES

**Complementary** - combining services to enhance each other's work

**Harmonized** - make services consistent or compatible with each other

**Collaborative** - ministries working together.

**Cohesive** - a united whole

**Wrap-Around** - services that fit neighbor's identified needs, culture, and preferences;  
coordinated responses across life domains

#### TEAM-BASED SERVICE MODEL

**Empower** - ensure volunteers have the knowledge and skills to perform effectively; give them decision-making, action-taking authority to operate without Outreach Coordinator; cross-train volunteers across programs; train volunteers to take leadership roles.

**Engage** - create opportunities to engage volunteers in all programs, at different levels, in different ways. Create opportunities for volunteers to change depending on their individual interests, life circumstances, etc. Invite volunteers into leadership roles, support their development and support volunteers to lead.

**Build Community** – Develop and expand community with volunteers on a shift or in a program, between programs and in larger community. Strategies - introductions, sharing, celebrating, creating teams, creating opportunities to celebrate diversity, recognize contributions, inspire goodwill, increase, leave no one behind, mutual support, everyone on the ship raises (quality of life).

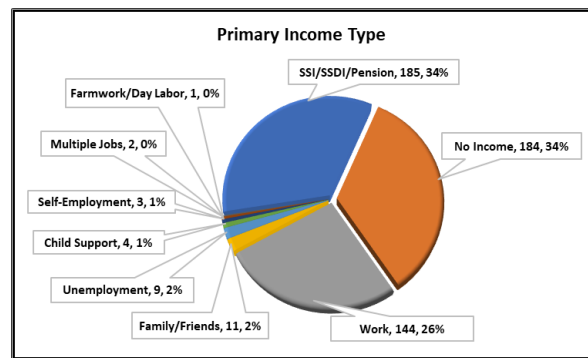
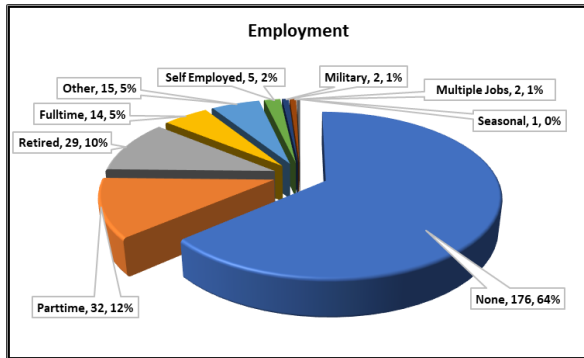
#### COMMUNITY PARTNERSHIP

Ownership + investment = commitment

## APPENDICES

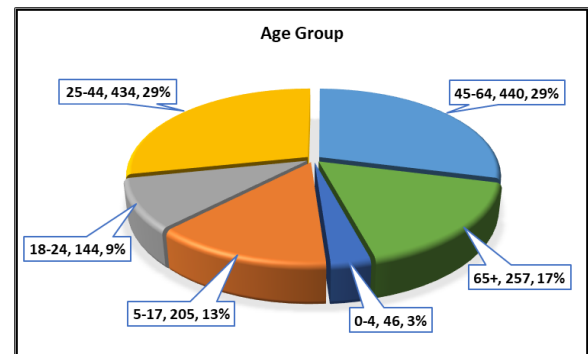
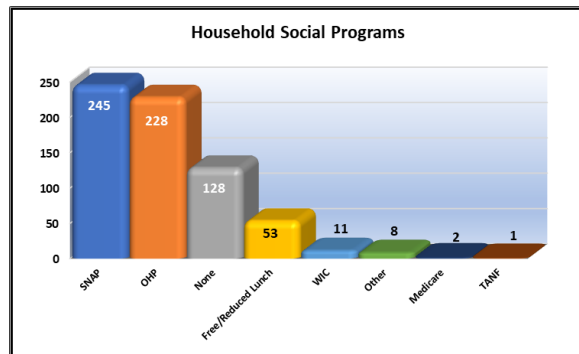
### NEIGHBOR DEMOGRAPHICS

The following demographics paint a picture of our neighbors who visit the pantry.



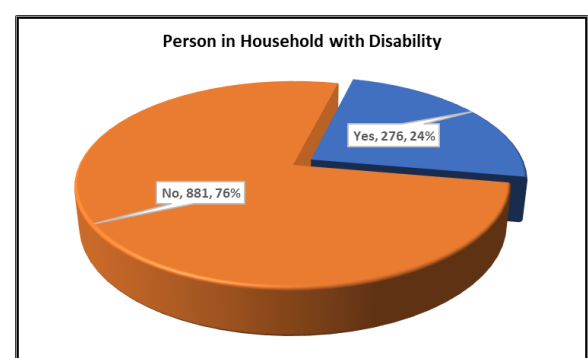
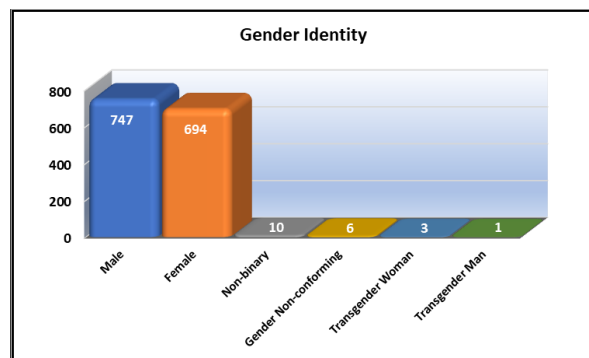
**Employment** – 64% have no employment; 22% are employed.

**Primary Income Type** – primary revenue source for household. 34% retirement; 34% no income; 30% employment.



**Household Social Programs** – 36% of households rely on SNAP; 34% on OHP; 19% have no social program support.

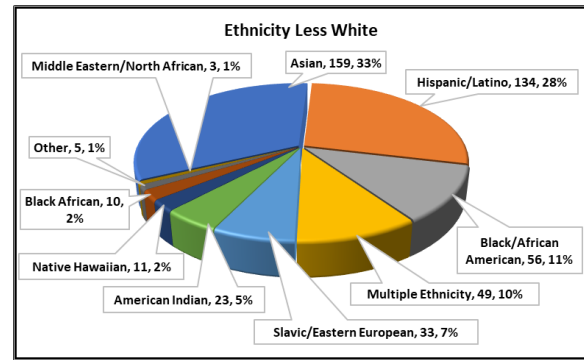
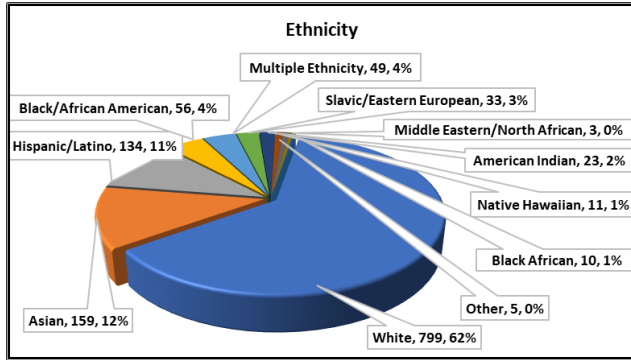
**Age Group** – The two largest age groups that visit the pantry are those aged 45-64 and 25-44. The next largest age group is 65+.



**Gender Identity** – Most people identify as male female. A number of people, however, identify as non-binary, gender non-conforming and transgender woman or man.

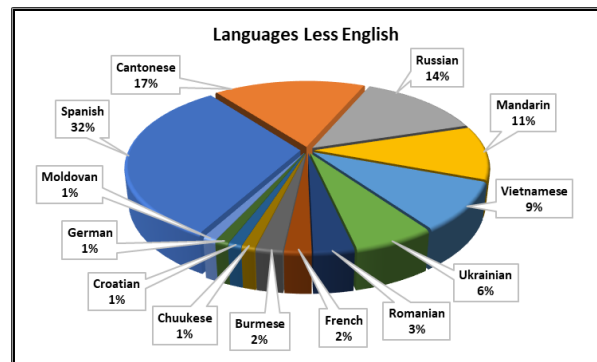
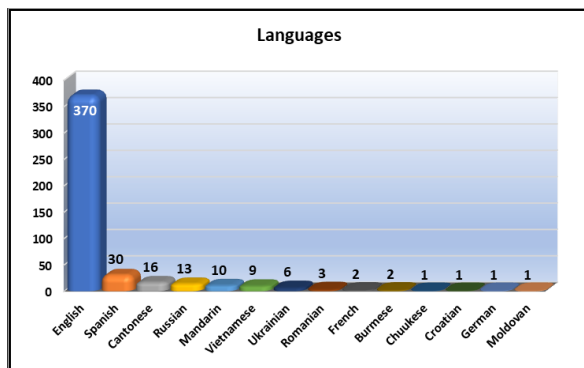
**Person with Disability** – 27% of people served have disabilities.

## APPENDICES



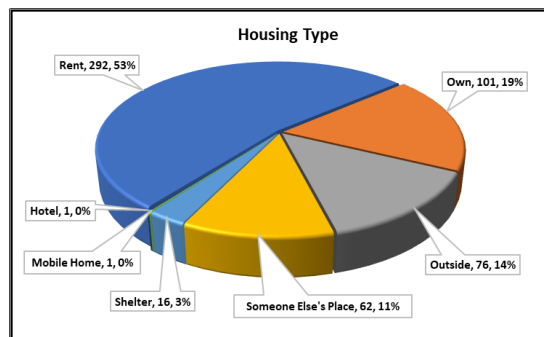
**Ethnicity** – 62% identify as white; 12% as Asian; 11% as Hispanic/Latino.

**Ethnicity Less White** – Taking out White reveals the relative proportions of other ethnicities. Of the total less white, Asian is the largest group (33%); Hispanic/Latino 28%; Black/African American 11% and Multiple Ethnicity 10%.



**Languages** – English speakers make up the majority.

**Languages Less English** – Taking out English speakers reveals the relative proportions of other language speakers. Of the total less English, Spanish is the largest (32%), followed by Cantonese (17%), Russian (14%) and Mandarin (11%).



**Housing Type** – 84% are housed - 53% rent; 19% own; 11% live with someone else and 1% live in a mobile home. The remaining folx (16%) are unhoused; outside (14%), shelter (3%), hotel (1%).

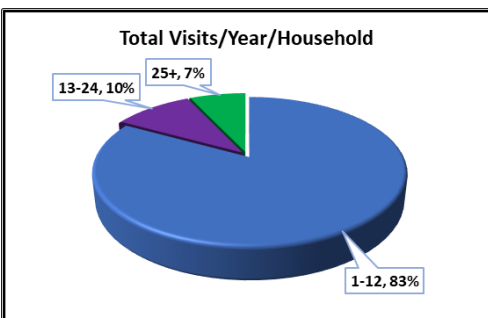


## APPENDICES

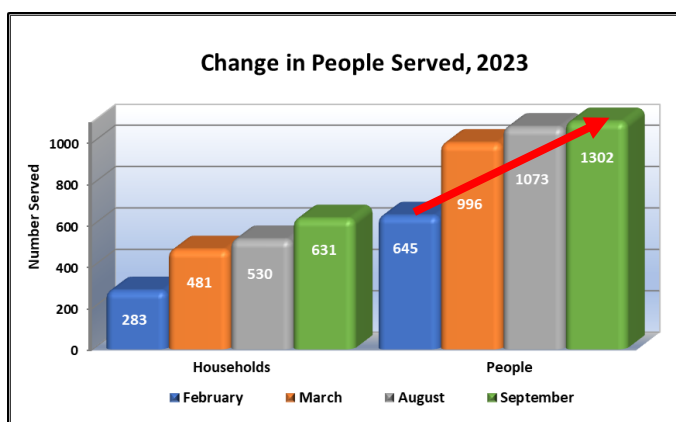
### WOODSTOCK PANTRY STATISTICS

The following data illustrates the flow of visitors over time and the pantry's service area. It also provides descriptive information about our volunteers.

#### FLOW OF VISITS OVER TIME

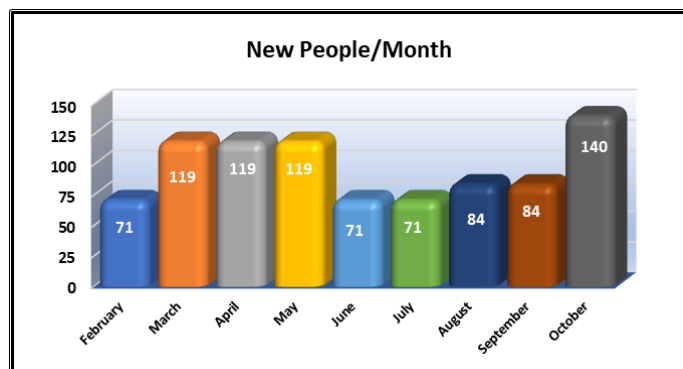


The largest portion of households visit the pantry between 1-12 times in a year (83%). 10% visit the pantry between 13-24 times in a year. 7% 25+ times in a year.

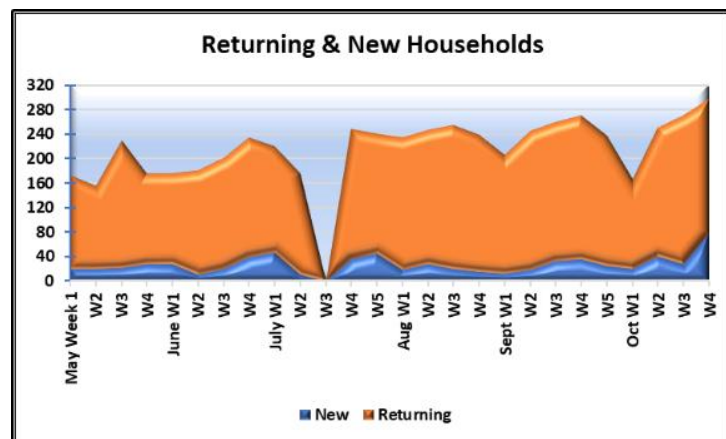


Demand has steadily increased this past year, with surges in March paired with the SNAP benefit reduction and in November (not pictured here).

Between February and September, the number of people served increased 102%.



Every month between February and October, we registered new people at the pantry. October was the biggest increase, with 140 new people registered.



This chart displays new and returning households. Households include varying numbers of people. In week 1 of May, of the total 152 households that visited the pantry, 21 were new.

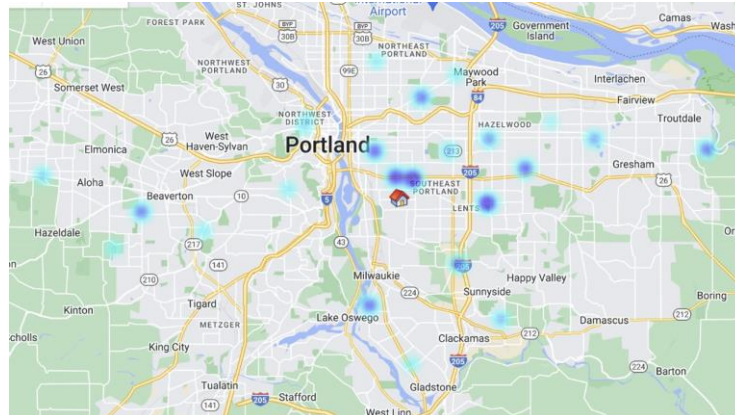
## APPENDICES

### SERVICE AREA

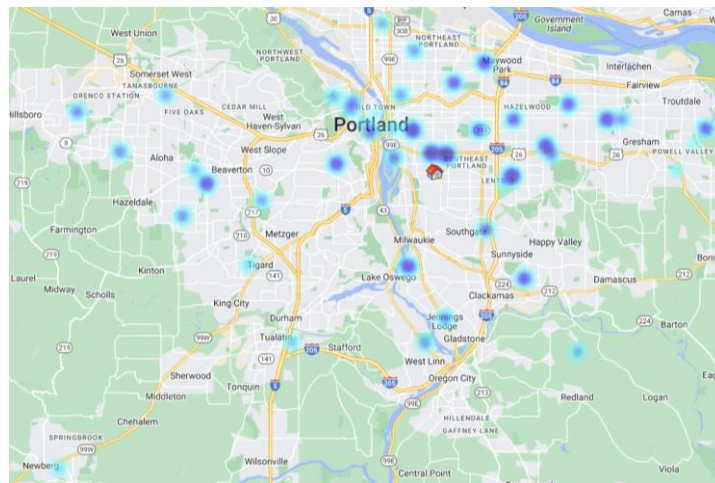
The Service Area is the geographic area the pantry serves. These maps display colored circles. The darker the blue and the more purple, the higher the density of people from that area who visit the pantry. The higher number of blue/purple circles in the October 2023 map provide a visual indicator of the increase in demand since December 2022.

The Available Pantries Map at the bottom of the page displays pantries in the same geographic area that people can access, many which are closer to where people live. This raises the question of why people travel so far to Woodstock Pantry.

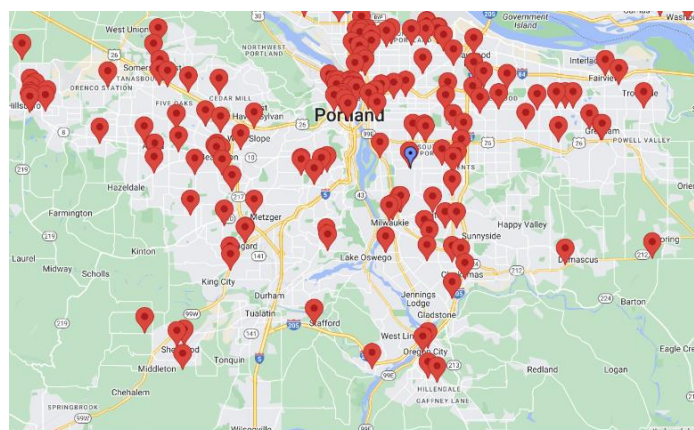
#### Service Area, December 2022



#### Service Area, October 2023



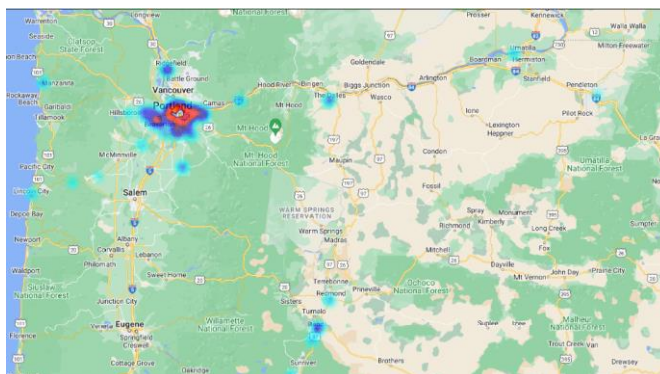
#### Available Pantries, October 2023



## APPENDICES

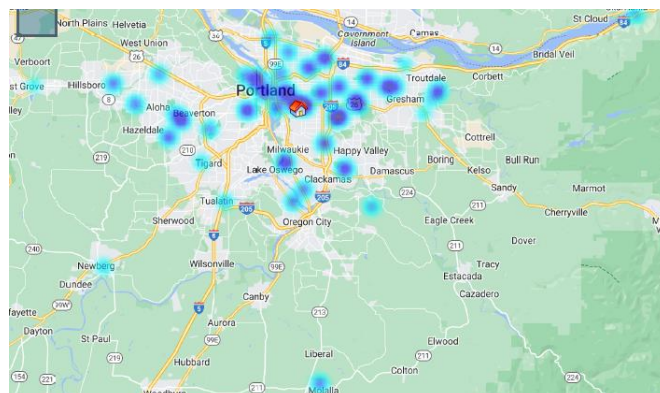
The next heat map displays the Extended Service Area, which reaches to the coast, south of Eugene and east of Pendleton. Note that visitors come from as far as Pendleton, Sunriver and Lincoln City.

### Expanded Service Area, October 2023



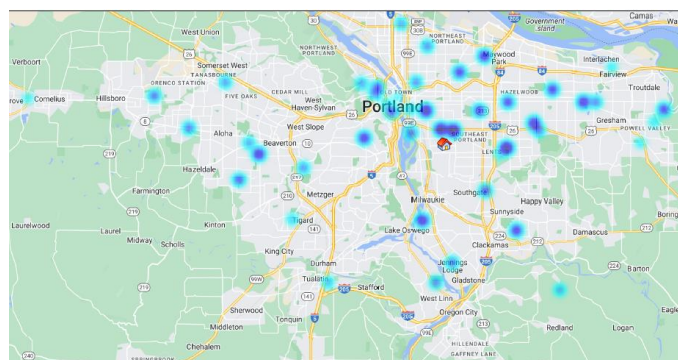
The next heat map narrows the geographic area to the northwest corner of the state. Note the darkened circles spanning from Hillsboro to Molalla and to The Dalles, Hermiston and Pendleton.

### Less Extended Service Area



The last heat map displays the Portland Metro area. Of note, with the exception of Cornelius, Tualatin and Tigard, all the circles are dark, meaning that a high density of people from those geographic areas visit the pantry. Again, it raises the question of why people choose to travel such a distance when they have access to multiple pantries much closer to where they live. Sedona Ortega's research sheds some light on that question.

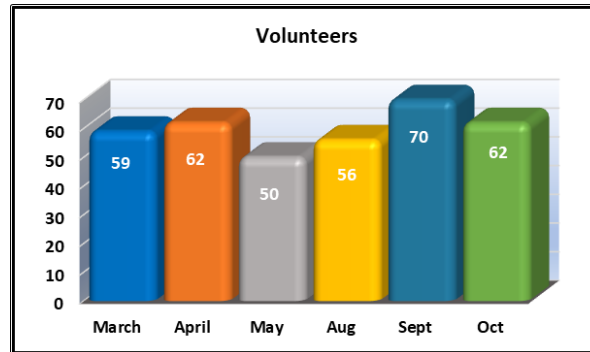
### Portland Metro+ Service Area, October 2023



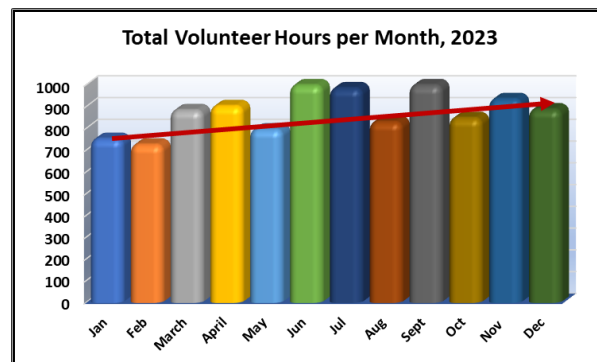
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### VOLUNTEERS

Until recently, the **Total Number of Volunteers** remained relatively stable, averaging about 60 volunteers per month. Some months have five weeks, e.g., September. However, in November, the number of volunteers required per shift had to be increased to accommodate increasing demand. Volunteers are responding by filling every shift...and more! We are now averaging 70 volunteers every weekend!



**Total Volunteer Hours** include those who work shifts and who work behind the scenes. It includes volunteers who work multiple shifts. Fluctuations in individual months indicate the number of weeks in the month and service interruptions. In general, there is an upward trend in volunteer hours. Volunteers averaged 912 hours in November and December.



**Benefits of Volunteering** When asked about the benefits of volunteering, people resoundingly (62%) said it was community, i.e., working as teams, being in community and helping our community.

