



Portland Adventist Community Services Strategic Plan



From Community Service to Urban Ministry

PACS Board | 2019 – 2022 Term

Oregon Conference of Seventh-day Adventist Representatives

- Dan Linrud, DMin., President
- TBN, Vice-President, Finance
- Laura Pascoe, Adventist Community Services
- Jonathan Russell, Multimedia Communication (Chair)

Other Named Positions

- Mark Fulop, Executive Director of PACS (Secretary)
- TBD, Adventist Health Portland
- Lucy Krull, RN, Ph.D., Walla Walla University School of Nursing

Elected Directors

- Betty Brown , Portland Open Bible Church Food Pantry (Co-Chair)
- Yaser Carrasco, Premier Pacific Roofing, Inc. (Treasurer)
- Brenda Duerksen, RN, Retired
- Sallyann Gabriel, RN, Retired
- Karen Humbert, Retired
- Scott LeMert, Retired
- Pastor Sam Moreno, Remix SDA & Gather & Scatter

THE PRIESTS CARRYING THE
ARK OF THE COVENANT OF
THE LORD STOOD FIRMLY ON
THE DRY BED IN THE MIDDLE
OF THE RIVER, AND ALL
ISRAEL PASSED OVER ON
DRY GROUND UNTIL THE
WHOLE NATION HAD
COMPLETED CROSSING THE
JORDAN.

JOSHUA 3:17

From Community Service to Urban Ministry

In this strategic planning process, it has become clear that PACS is standing on the bank of our own Jordan River - and it's time to cross.

This strategic plan is a clear call that extends the vision and mission of PACS. The change that we seek to implement over the next three years is to recast the work of PACS. In three years from now, we will not be a community service agency meeting the basic needs of our diverse and lower income communities. PACS will become an Urban Ministry that fosters connections between the community and their deep-seated spiritual needs. Community service will be the vehicle rather than the destination. The destination will be a thriving community that's a safe place to express the collective spiritual desires of the heart. We will be weavers, creating a rich tapestry that becomes a spiritual community in the Gateway area.

Our mission at PACS has become one of healing, restoration, and wholeness. Moreover, those things can only be found in Jesus Christ. The beauty is, when built upon Him, it's a recipe for a healthy community. When we're willing to step out of our comfort zone and into the lives of others, we find healing. When we decide to sit with someone through their pain, their brokenness, their hurt and their fears, not only do we meet their needs, but we find ours are met as well.

In Christ's gospel commission as expressed in Luke 4:18-19 - Our work, empowered by the Holy Spirit is to proclaim release to those held spiritually captive in misery, to restore sight to those who cannot see clearly, and to send out as free, those who, at the hands of others are oppressed, downtrodden, weakened and broken. God desires to recover every soul and to retrace His image in righteousness and holiness. Through our ministry at PACS, we will help people understand this message. The message that the kingdom is now and it's relevant to their lives today.

If we succeed, PACS will become a safe place that is the expression of acceptance, love, and compassion. Staff, volunteers, and community, deeply engaged in the work of restoration, expanding dignity and providing spiritual hope to a community in need.

Our Story

Portland Adventist Community Services – PACS is a vibrant faith-based Community of Service made up of staff, volunteers, donors, prayer partners, and community partners who work together to provide food, low-cost clothing/household items, and dental and wellness care to low-income individuals in the Portland Gateway area.

PACS traces its origin story back to the 1930s. Women, who, at the time, were from the Sunnyside Seventh-day Adventist Church and the Adventist Sanitarium (now Adventist Health Portland) began meeting to sew quilts and clothing for struggling families during the Great Depression. Gradually the group started to distribute food in addition to clothing. In 1963, the ministry expanded when new churches joined an effort to pool their resources to create a more effective program. That is when PACS was officially founded as a non-profit organization under the umbrella of the Oregon Conference of Seventh-day Adventists (SDA). PACS receives support from local churches who are constituent members of PACS. In 1993, the PACS Health Clinic was added, and in 1995, the PACS Thrift Stores were launched. In 2019, the Health Clinic was transformed into a Dental and Wellness Center.

PACS as a thriving volunteer base of over 250 individuals and is supported by the constituent churches and other Seventh-day Adventist churches in the Portland area. Many other community members and partner organizations contribute volunteers, financial support, and prayers to help PACS succeed and thrive.

The Need

We serve one of the most diverse communities in Portland and extend our reach across the region through programs like our Mobile Food Pantry. The communities we serve are racially and culturally diverse, and many share the collective experience of living in or near the edge of poverty. We also serve over 250 volunteers who dedicate over 40,000 hours of service to PACS every year.

While our services include low-cost Thrift Stores, a Food Pantry, Mobile Food Pantry, and a Dental and Wellness program, we also strive to provide spiritual support to our community. We live in the context of an increasingly frayed social contract where many in society are struggling to thrive. In addition to food, clothing, and healthcare, our community is in desperate need of compassion and spiritual support.

Our Vision

To create a community where every member has the opportunity to experience wholeness and pursue their highest physical, social, economic and spiritual potential.

Our Mission

Following Christ's example, we nourish the mind, body, and spirit, while fostering dignity among those we serve.

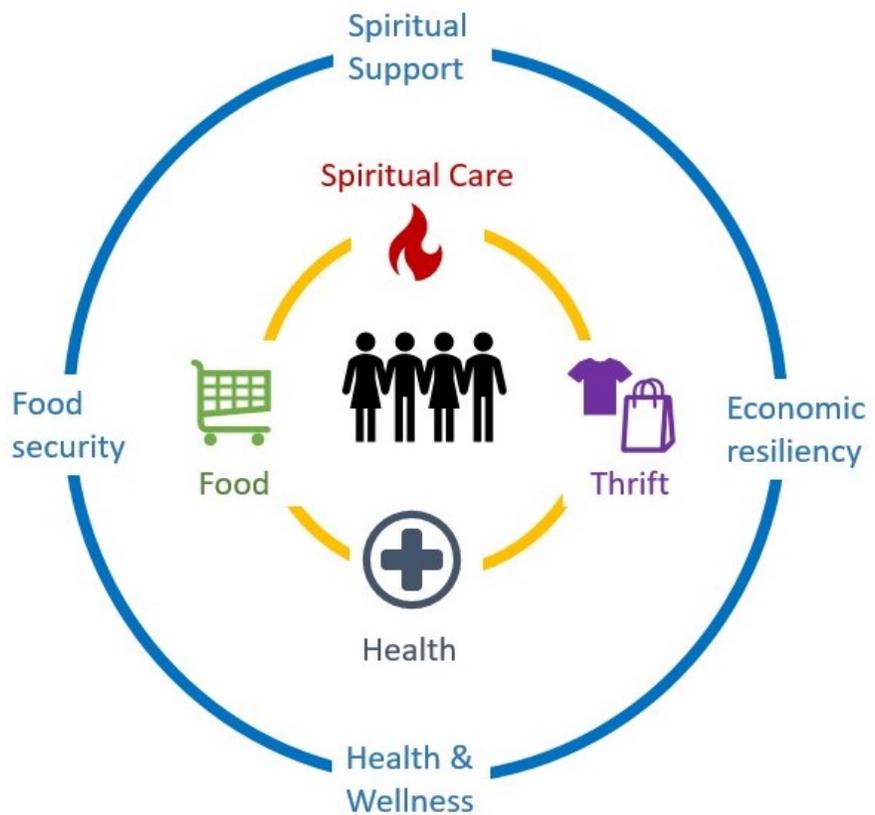
The word dignity is central to PACS' approach to service. Our staff, volunteers, and donors humbly follow Christ's example by not just giving help, but also treating each person as a valued human being. When we restore someone's dignity, we revive that person's ability to realize their potential and value, which is a key to finding success and self-sufficiency.

Our Shared Christian Values

PACS is committed to exemplifying the shared Christian values of Compassion, Respect, Integrity, Relationships, Service, Humility, Reliability, Equity, and Safety.

How We Create Change

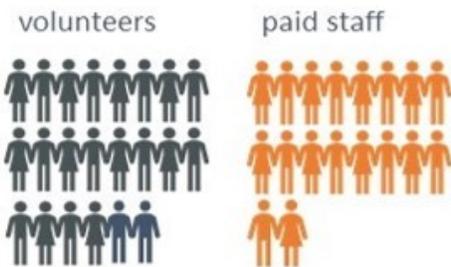
We provide opportunities for the community to connect with the services we offer based on their self-identified needs. Our goal is to support four specific community needs through an Emergency Food Pantry, Mobile Food Pantry, two adjacent Thrift Stores, a Dental and Wellness Center, and we will develop a new Spiritual Care Ministry. Through the delivery of these services, we hope to see four potential outcomes in the community: Greater food security and economic resiliency, health and wellness and spiritual awakenings and support.



Our Impact 2018

VOLUNTEER IMPACT

An average of 240 volunteer each month donated 42,314 hours of volunteer time valued at \$1,053,195



There are more volunteers working at PACS than paid full and part-time staff members

FINANCES



The net income from the thrift store and consituent church donations paid for administration and facilities costs. All individual donations support our client services.

FOOD MINISTRY IMPACT



We provided 3-5 days of groceries to 5,820 adults, children, and seniors each month.

Over 500 each month are served by the PACS Mobile Food Pantry.

Actual cost of providing 3-5 days of groceries to a person which is \$3.45



THRIFT IMPACT

PACS sold over 410,000 Clothing and household items at an average cost of \$1.39



DENTAL & WELLNESS

Dental Clinic opening April 2019. Will expand to include vision and social service and healthcare navigation.

THIS IS MY COMMAND: BE
STRONG, BE RESOLUTE; DO
NOT BE FEARFUL OR
DISCOURAGED, FOR
WHEREVER YOU GO THE
LORD YOUR GOD IS WITH
YOU.

JOSHUA 1:9

Our Priorities

There are three foundation on which this strategic plan rests. The first stone in the foundation is our commitment to honor the diversity of our staff, strengthen our management structures, invest in fair wages, and build a culture of prayer and ministry. The second foundation stone is to invest in updating systems and our building appearance while being conservative stewards of the resources that God has entrusted to us. The third foundation stone is to build stronger relationships with our churches and the Oregon Conference. While these foundation stones are not explicitly stated in this plan, these stones are essential to our management practices across the entire organization.

PACS has listened to the community that we serve. We have spoken with community partners, volunteers, church members and Seventh-day Adventist pastors in our region. We have spoken with conference and national leaders and, most importantly, we have prayed. The message that we keep coming back to is that it is time to move beyond community service.

Don't get us wrong; we need to hold tightly to the work we do in community service and help set the standards for other Seventh-day Adventist churches to emulate nationwide. The priorities of this plan include five priorities that strengthen our existing services. Throughout this planning period, we will continue to improve our food, thrift, and health ministries.

However, social service support is no longer enough to minister to a broken and hurting community living on the edge of poverty. The world needs today what it needed nineteen hundred years ago—a revelation of Jesus Christ. We are being called to weep with those that weep and rejoice with those that rejoice. Accompanied by the power of prayer and the love of God, we are to open the hearts of our community to meet Christ right where they are.

Our community needs not just clothing, but of Christ's righteousness. Not only do they need emergency groceries, but they lack the bread of life, and while we can improve physical health, we must also provide spiritual wellbeing. To this end, PACS will expand its mission by developing a community-based chaplaincy program.

Strengthening Our Core

- Strengthen our thriving Thrift Store ministry to support the dignity and worth of patrons through a culture of beauty, community, and service.
- Expand our Food ministries to ensure people feel supported by high quality, nutritious food, and an experience that is welcoming and dignified.
- Broaden our support and engagement with constituent churches to create stronger ties between PACS and our family of churches.
- Build on our existing volunteer ministry by strengthening our existing volunteer efforts and by creating innovative opportunities for volunteering with PACS.
- Strengthen our Dental and Wellness Center to provide quality care and integrated social service and healthcare support.

Expanding Our Mission

- Establish a Community Chaplaincy Program to meet the spiritual needs of community members, volunteers, and staff.

1. Strengthen our thriving Thrift Store ministry to support the dignity and worth of patrons through a culture of beauty, community, and service.

Process Improvements

- Strengthen staff and volunteer training and support to improve customer service.
- Implement process improvements to reduce the processing time of materials for sale.
- Expand the customer base through marketing, promotions and opening additional sales channels (e.g., online sales).

Capital Improvements

- Update our point of purchase and sales technology.
- Invest in a remodel of the interior and exterior of our stores and the agency property.

Prayer Needs

The culture of the store continues to reflect Christ to the community, and every customer interaction is filled with grace, beauty, and compassion.

The sales continue to be sufficient to meet our ministry needs.

How tomorrow will be different

The Thrift Store will be a vibrant place of community for shoppers, volunteers, and staff.

2. Expand our Food ministries to ensure people feel supported by high quality, nutritious food, and an experience that is welcoming and dignified.

Process Improvements

- Strengthen staff and volunteers focus on meeting the needs of the diverse communities we serve.
- Increase the quantity and nutritional density of the food we serve.
- Build stronger external partnerships with grocers and community-based agencies.

Capital Improvements

- Expand the size of the Food Pantry utilizing space formerly used by the Health Clinic.
- Purchase a truck to expand the capacity of the Mobile Food Pantry.

Prayer Needs

That the Lord will help us to embrace abundance and be thoughtful of the needs of the community we serve.

Wisdom to break down unintentional barriers that separate us from our clients.

How tomorrow will be different

The Food Ministry will move from scarcity to abundance and make a meaningful difference in the food security of the low-income families we serve.

3. Broaden our support and engagement with constituent churches to create stronger ties between PACS and our family of churches.

Process Improvements

- Strengthen our presence in the constituent churches in support of each church's mission.
- Develop church-specific partner projects that support the service and spiritual growth of church members.
- Provide support to local churches in developing church-based, community service ministries.

Capital Improvements

- None required for this priority

Prayer Needs

To develop close ties as a community of service that can be used to bring God's love and spiritual healing to the community.

How tomorrow will be different

PACS will be seen as a vital partner to churches in proclaiming the Gospel of Christ.

4. Strengthen our volunteer ministry by creating innovative opportunities for engaging with PACS.

Process Improvements

- Strengthen our volunteer program to ensure all volunteers are valued and thrive as part of our community of service.
- Provide more project-based volunteering opportunities to support those interested in short-term volunteering.
- Implement an annual volunteer assessment tool to help inform the continuous improvement of our volunteer program.

Capital Improvements

- None required for this priority

Prayer Needs

That God will continue to support our volunteers and will give us wisdom in recruiting volunteers to fill high need positions.

How tomorrow will be different

A growing team of thriving volunteers will be equipped to meet the needs of the PACS programs.

5. Strengthen our Dental and Wellness Center to provide quality care and integrated social service and healthcare support.

Process Improvements

- Develop stable clinic operations with dental care, vision care, and healthcare, and social service navigation support.
- Build partnerships with other community-based organizations to provide strong referral and support for clients.
- Document program outcomes to measure the impact of the Center.

Capital Improvements

- Develop a sustainable operating budget to support the clinic past the startup phase.
- Develop a capital reserve to cover unexpected expenses and equipment needs.

Prayer Needs

PACS Dental and Wellness Center will be a vehicle to meet unmet physical and spiritual needs in the community.

How tomorrow will be different

The community will be able to smile more because of the work of PACS.

6. Establish a Community Chaplaincy Program to meet the spiritual needs of community members, volunteers, and staff.

Process Improvements

- Develop a chaplaincy model of care that reflects the core values and mission of PACS.
- Develop a program infrastructure to manage the chaplaincy scope of services.
- Recruit, train, and support volunteer chaplains to provide services to the community.
- Use an ongoing evaluation process to determine the program impact.

Capital Improvements

- Resources to renovate our space to accommodate the new Chaplaincy Offices

Prayer Needs

That God will lead as we build this exciting new program. Also, we will be able to help the community rejoice in the goodness of God and navigate the spiritual challenges and wilderness experiences they face.

How tomorrow will be different -

The community of PACS will be a ministry of spiritual healing for the community.

We are to weep with those that weep and rejoice with those that rejoice.

Accompanied by the power of persuasion, the power of prayer, the power of the love of God, this work will not cannot, be without fruit.

Ministry of Healing, 143



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