

Epilogue

Scaling Up For The Non-Profit Community

Carly (the Executive Director of an orphanage) and Hattie (the Executive Director of a homeless shelter) are getting together to talk about their agencies. When they ran into each other the previous week Carly realized that Hattie didn't know about the new Community Service and Support Network she had tapped into. Hattie is coming over to see what it's all about:

Hi, Hattie.

Hi, Carly.

I'm glad I brought this up to you last week, Hattie. I can't believe you dropped through the cracks on getting free help through the Community Service and Support Network. How did you not hear that this was available?

I've been so busy, I guess, that I just didn't find time for one more do-gooder idea that ended up being a waste of my time. You know how it is, you get your head down working hard to make budget, provide services and do fundraising and the next thing you know your husband is asking you when there'll be some time for him.

Ain't that the truth, at least it used to be the truth for me. This Community Service and Support Network is really working for me, and showing promise for more yet.

Cut to the chase, Carly, what has it done for you?

Well, financially speaking, we're about 18 months into using it and so far I'm getting free labor and expertise for fundraising, janitorial, lawn and landscape maintenance, snow removal, the roof will be replaced next month and the outside painted a couple of months after that. These folks have freed up my budget so that almost everything spent is now spent on the orphans. With respect to caring for the orphans, we have quite a few more people coming in to play with the youngsters, read with the grade schoolers and tutor the older ones. We even have a person with counseling and career expertise who helps them recognize what they have special giftedness for, and the older ones are being helped to see a purpose for their lives. A few others have

banded together to take up the challenge of group outings: they've taken the kids to ball games, state parks, museums and historic sites.

Is there a fee associated with access to these people?

No! Hattie, they've got this process, but basically they connected me with a person who is passionate for orphans. She's unbelievable! I mean, she just came in and said, if you had a million dollars for paid staff what would the titles of those positions be? Then I talked with her for about 20 minutes and told her the broad strokes. She left and came back a few days later with Job Descriptions that she called Service Opportunities and read through them with me so that I could revise or add whatever I wanted. Half an hour later she was out the door and came back in a few more days with another draft. All told, she wrote Service Opportunity Descriptions for fundraising, tutors, mentors, readers, events, janitorial, outside maintenance, building repairs and Volunteer Co-Leaders to coordinate these people and their involvement.

So with all of this going on, how do you keep up with your duties as Executive Director? How do you supervise all of that?

I'm actually getting more done because this person, they call her a Connector, worked with me to add a Connector Co-Leader alongside herself. Together, they're helping our staff imagine additional Service Opportunity Descriptions. We now have two Volunteer Coordinator Co-Leaders who work with our two Connector Co-Leaders to coordinate the service. Now when we have staff meetings, we don't talk much about money and the stuff that's broken. We talk about the orphans and their needs. We're more attentive to them as individuals and that's what we all got into this for, the kids! I gotta say – we're all happier around here because we are doing more of what we are passionate about doing and less of what distracts us from that.

Come to think of it, the whole place is happier because the people providing free service say that they have found a way to provide their skills to a cause they're passionate about and the kids are obviously happier too cuz they're getting more of our attention.

Where do these people come from?

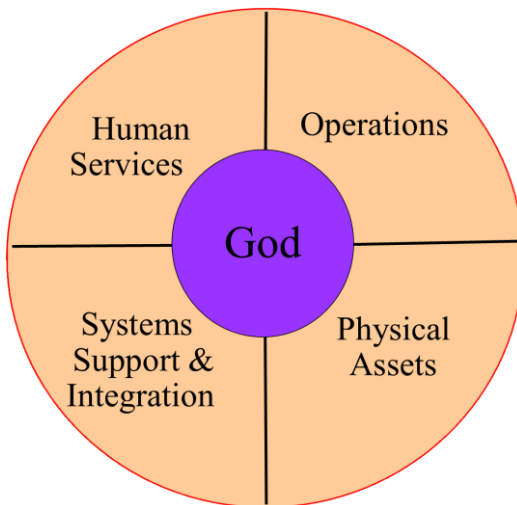
The whole community! The Community Service and Support Network has a website where they can easily find ways to connect their passion and giftedness to help organizations doing things for the kinds of people they care most about.

OK, I think I've heard a little about this part, but I didn't think I wanted to have to sort through all of the crazies that might find their way to me.

No, no, that doesn't happen. Your Connector Co-Leaders are the filter for those people. What it comes down to is building relationships of trust with your Connector Co-Leaders. Connectors work like the Human Resources department for volunteers – actually, I've decided to ask mine if they wouldn't mind being my Connectors for staff hires also!

OK, so how does the website draw people to you?

Here, take a look at my computer and I'll show you. The Community Service and Support Network Leadership sets up with these four Groups that break out into 12 Organizational Teams. Each of the 12 Teams help each of the other eleven Teams in Supportive Service through their area of expertise:



- **Operations Group**

- Administration Team
 - Integration of Teams, Leader Support, Office & Information Systems!
- Generosity, Fund Development & Financial Oversight Team
 - Stewardship & Financial Support!
- Leadership Development Team
 - Leader Growth & Support!

- **Systems Support & Integration Group**

- Celebrations Team
 - Praise & Worship God, Thank People for their Service!
- Creative Communications Team
 - Explain, Market & Promote!
- Connections Team
 - Welcome People, Connect People & Groups of People, Volunteers, Paid Staff!
- Science & Technology Team
 - Integration of Technological Systems, Engineering, Life Science, etc!

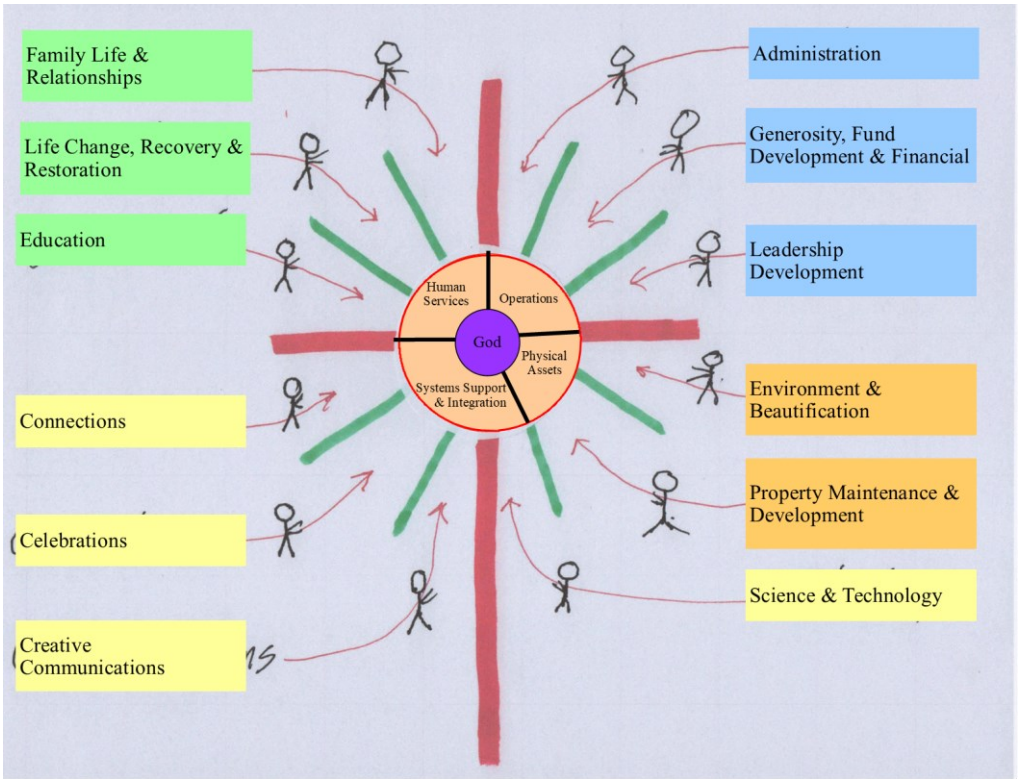
- **Human Services Group**

- Education Team
 - Teaching, Training, Learning & Growing!
- Family Life & Relationships Team
 - Help build strong families & relationships!
- Life Change, Recovery & Restoration Team
 - Families in Crisis & Recovery for Individuals!

- **Physical Assets Group**

- Environment & Beautification Team
 - Let's keep our surroundings comfortable & beautiful!
- Property Oversight, Maintenance & Development Team
 - Maintain, Build, Improve, Expand!

Interested people go to the Community Service and Support Network website and then consider helping out on a project or perhaps weekly or monthly needs. The website helps narrow down all of the available Service Opportunities in the community to just the ones that they would likely be interested in.



Project help is great and is an important part of getting bigger things done, like replacing our roof, but the help that really keeps the stress off comes through the regular volunteers. Six categories narrow the auto-search in real time as a person clicks a preference.

Anyone can start by selecting a *People Group* for which they have compassion. Next, they select a *Situation* that these people find themselves in. That's the key. If, for example, I would like to help the People Group "Children" in some way (and select "Children" from the list) and then am also able to imagine myself applying my compassion for kids to "Orphans" (selecting "Orphans" from the People in Situations list) this is what I see ...

Sample Search List: by Area of Human Interest

People Groups

Adults
Aged / Elderly
Children
Divorced
Fathers
Fireman
Government
Health Professionals
Infants
Leaders
Mothers
Parents
Police
Prisoners (Long term)
Single Parents
Students
Teachers
Young Adults

People in Situations

Abused
Addicted
Financially Insecure
Fire, Flood, Tornado
Homeless
Hospice
Hospitalized
Hungry
Impoverished
In Court System
Jobless
Orphans
Pregnancy
Prisoners (who will re-enter)
Seriously Ill
Shut-ins
Transportation Needs
Unemployed

... the next list allows me to identify an Area of Ability that I might like to make available:

Sample Search List: by Area of Ability

Bookkeeping
Building Maintenance
Carpentry
Celebrate People
Cement/Concrete
Dance
Demolition (abandoned houses)
Drama
Electrical
Financial Management
Fund Development
Handyman
HVAC
Hospitality

Housing: Emergency
Housing: Short Term
Housing: Mid Term
Janitorial
Landscaping
Lawn Care
Masonry
Match People with Opportunities
Mentoring
Musician
Office Work
Plumbing
Teacher's Assistant
Technology Development

Technology Maintenance
Tree Care
Tutoring (calculus)
Tutoring (economics)
Tutoring (geography)
Tutoring (geometry)

Tutoring (history)
Tutoring (life skills)
Tutoring (math)
Tutoring (reading)
Tutoring (writing)
Vocalist

Or maybe I don't want to offer a skill, but rather an item or items of some sort. In that case I wouldn't select an Area of Ability, I'd instead select from the Items To Share list. This list also shows up in the Projects Search area if I had gone at it that way instead:

**Sample Search List:
by Items to Share**

Blankets
Clothing: Female Child
Clothing: Male Child
Clothing: Adult Female
Clothing: Adult Male
Diapers
Emergency Supplies
Food: Canned
Food: Fresh

Food: Frozen
Household Goods
Paper Products
Pillows
School Supplies
Shoes: Female Child
Shoes: Male Child
Shoes: Adult Female
Shoes: Adult Male

As I proceed through the steps, the 300+ non-profit groups in the community are pared down to only those that match my criteria. In this case, the Non-Profit Group of Focus below would only show those with an Orphan focus. If I then select a non-profit, I will have access to the Service Opportunity Descriptions related to those non-profits.

**Sample Search List:
by Non-Profit Group of Focus**

Children's Home + Aid
Lydia Home Association

I may then click on a Service Opportunity to send an email to the Connector Co-Leaders for that agency to request more information. These are the same Connector Co-Leaders that loaded them into the database on behalf of their Executive Director. A Connector Co-Leader can then get back to me to answer any questions, provide more detail and maybe set up a time to meet. If

we agree to get started together, the Connector makes an introduction to the Executive Director and the Volunteer Coordinator Co-Leaders.

Not that you have to, but since I decided to adapt my Org Chart to theirs, high-capacity executive type leaders can even offer their leadership expertise directly to one of my 12 Teams. I've found a couple of my Board members this way:

Sample Search List: For High Capacity Leaders & Leader Support Teams by the 12 Organizational Areas

• Operations Group

- Administration Team
 - Integration of Teams, Leader Support, Office & Information Systems!
- Generosity, Fund Development & Financial Oversight Team
 - Stewardship & Financial Support
- Leadership Development Team
 - Leader Growth & Support!

• Systems Support & Integration Group

- Celebrations Team
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So we're really only limited by the number of people that care for any given need in the community, and since we have 300,000 in our region the odds are pretty high that someone will care for everything. *The problem has been that they didn't know how to find what we needed them for, and we didn't know what they cared about.* Since the Community Service and Support Network started this, I read that 10,000 people have found a fit somewhere in the first year. When they added up the value of that service on an hourly basis, it came to a million hours, worth more than twenty million dollars. And that's not counting all of the people who choose to do a project periodically.

OK, so that's twenty million dollars we didn't have to spend, you're getting all of that help for free and everyone is happier? How do I sign up?

I'll show you, but let me also suggest that you read the book that describes the concepts for this and lays out why you will want to start thinking about co-leadership. It's changed my way of looking at leadership.

Co-Leadership?

When we think clearly about having non-paid help, why would we want to take the responsibility to lead every area ourselves? With unpaid high-capacity co-leadership, it kind of works like a board, but better. It's a Christian concept, but it works for any organization. The author has spent 30 years refining the idea so that everyone can find a way to serve in their church or community.

This gave me a new way to work with my board and a better way to identify wholistically what we may be missing. When these come to light we ask our Connector Co-Leaders to write a Service Opportunity Description for them. Finding the people who can help us is no longer limited by the people we know in our personal networks. Now high-capacity leadership expertise and skilled professionals can find *us*, and maybe end up becoming board members. And you know what all of the studies show, when people get engaged with a non-profit they tend to give more, so not only are these folks working for free because of their passion, but they are making financial contributions, also.

The Community Service and Support Network uses this wholistic structure so as to be able to imagine the whole of the community and avoid something being left out accidentally. We're using it in our orphanage. It helped us to think of things that we never thought of before. There are different looks for org charts for different organizations, but they all work from the same concept.

Anyway, here's the basic chart, but I suggest you take my book and give it a read. They give the books and digital pdf files of it away, so I'll get a book for you and you can give me mine back later.

I will. Thanks! Now I've got to run, I have appointments all day with contractors for some repairs we need done.

You won't be needing to do that *yourself* in the future.....!

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