BE A PART OF THE SOLUTION

How to Start a Community Service and Support Network in Your Town or City

RICKY KROEGER



Ever wanted to serve, but didn't know where?

Every community has far more willing people than it realizes. They can't find where they are needed, and the non-profits can't find them.

The Community Service and Support Network closes that gap. A free website works like a volunteer Human Resource Department for a whole community, and local Connectors and Co-Leaders build the relationships of trust that make it work.

Be a Part of the Solution is a step-by-step field guide for the handful of people who will start one in their town or city: gathering supporters, forming a startup team, meeting with the mayor, launching with the first ten non-profits, and growing to twelve Co-Leaders and beyond. Checklists, meeting outlines and sample descriptions are included.

If one person in ten gave two hours a week,
it would equal the hours of an entire city payroll.





Ricky Kroeger has spent more than 40 years consulting with organizations in 20 countries across five continents. He has served as a pastor, executive pastor and elder, and participated in two church plants. He is the founder of One Kingdom Worldwide and the author of *The Once and Future Church, Gravitas, Life, Love, Leading, Be a Part of the Solution, No More Sheep Holding Pens* and *Satan Away.*

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Be a Part of the Solution

How to Start a Community Service and Support Network in Your Town or City

A companion to Leading:
Uniting God's People to More Productive Service

Ricky Kroeger

One Kingdom Worldwide
The Community Service and Support Network

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To receive additional free copies, or to arrange a call about starting a FREE Community Service and Support Network in your community, please contact:
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Ricky Kroeger has spent more than 40 years consulting with organizations in 20 countries across five continents. He has also been a pastor, an executive pastor, an elder and has participated in two church plants. He is the author of:

The Once and Future Church: Returning the Church to the Way Jesus Left It

Gravitas: Reimagining the Sunday Lecture Model - Restoring Jesus' Conversational Model

Life: Living The Good Life God Offers Us (Revealing The Deception As Old As Time Itself)

Love: "Lord, teach us how to pray." Contemplations on the Prayers Jesus Taught Us

Leading: Uniting God's People to More Productive Service

Be a Part of the Solution: How to Start a Community Service and Support Network in Your Town or City

No More Sheep Holding Pens: 3 Years and Out!

Satan Away: Your Self, My Self or Our Selves

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How to Use This Book

This is a field guide. It is written for the handful of people in a town or city who sense that God may be asking them to help start something: a business leader who is well networked in the community, a pastor who wants their people out of the pews and into service, the Executive Director of a non-profit who is tired of doing everything with too little, a retiree with time and a lifetime of experience to give.

If that is you, welcome. You do not need to be an expert in technology, and you do not need to raise money. The website is already built, and it is free. What your community needs from you is relationships, prayer, patience and a willingness to lead together with others.

The first four chapters explain why the Community Service and Support Network exists, how the website works, and the people and structure that make it work. Chapters Five through Nine walk you step by step through the birth of a network in your own community, from the first phone call to a full team of twelve Co-Leaders and beyond. The appendices give you the checklists, sample descriptions and meeting outlines you will need along the way.

At the end of each chapter you will find a few Questions for Your Startup Team. Please do not skip them. A network like this is born in conversation, and those conversations are where your team will discover whether God is uniting you for this work.

If you have read my book *Leading*, much of this will be familiar. If not, you will find everything you need here to get started.

Preface

For more than 40 years I have been working to unite people to more productive service in their communities.

Along the way I collaborated with three different national initiatives that hoped to use the internet to do it. Each of them spent millions of dollars developing a platform. Each of them focused on the *what to know*, and missed the point of the *passion of the who*. Much was learned, and I am sorry to say that the leaders of those initiatives were mostly unsuccessful.

Learning from that experience, we built something different. The Community Service and Support Network website, CSASNetwork.org, is a free national platform designed for the people who would get involved if they could only find an easier way how. But the website is not the secret. The secret is people: Connectors who build relationships of trust with the Executive Directors of their local non-profits, and local Co-Leaders who walk alongside one another, and alongside those non-profits, in unity.

Here is what I know. People may serve a needy cause for a while, but they will remain with causes that touch their heart, serving rewardingly alongside people who share that same passion. If we will ever align and engage the people of our communities in service that truly transforms, it will be because we have helped them find those with whom their passion and interests align.

When that happens, budgets are freed up for the mission, volunteers discover joy, and the people in the difficult situations we care most about are served by neighbors who actually want to be there. That can happen in your community. This book will show you how to begin.

Ricky Kroeger

CHAPTER ONE

Be a Part of the Solution

Ask the people in your community a simple question: "Have you ever wanted to volunteer, but didn't know where?"

You will be surprised how many say yes. And if you keep listening, you will hear the rest of the story. They looked at a few websites. Most of the non-profits they found had little information about how to help. They made a phone call or two and never heard back. Life got busy, and they gave up. People tell me this all the time.

* * *

The Problem Is Not a Lack of Willing People

Every community has far more willing people than it realizes. The problem is that they cannot find what the non-profits need them for, and the non-profits do not know what those people care about.

Most non-profits do not have the funding for an up-to-date website, let alone a volunteer department. They rely on word of mouth, and the great majority have needs that are going unmet. The Executive Director is often also the fundraiser, the bookkeeper, the event planner and the person who calls the roofer. Every dollar spent on outside services and payroll for those things is a dollar not spent on the people they exist to serve.

So we have two groups of people who need each other, and no easy way for them to find each other. That is the gap the Community Service and Support Network was created to close.

* * *

Why People Stay

There is a second problem. Many people who do find a place to serve only serve for a while. They help because somebody said help was needed, and they feel good about it. But they do not stay, because it was never really who they were made to be.

> **Ephesians 2:10**
>
> *For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.*

When people find the works God prepared for them, they stay. They remain committed to the people groups that touch their hearts, serving alongside diversely gifted people who share that same passion. A retired accountant with a soft spot for foster kids will keep the books for a foster care agency for years. A young man who loves to work outdoors will mow the lawn at the homeless shelter every Saturday, and bring a friend.

That is passion-aligned service. It is the difference between a volunteer and a volunteer who stays.

* * *

Imagine What It Would Be Worth

The payroll of an entire city government for a community of 300,000 people may include around 1,500 people, at a cost of roughly 75 million dollars a year.

- 1,500 paid staff averaging $50,000 per year (including benefits) equals $75,000,000 per year. Working 40 hours a week, 50 weeks a year, that is 3,000,000 hours.
- 30,000 more people in service (10% of that population), giving 100 hours a year (about 2 hours a week), also equals 3,000,000 hours, a value of $75,000,000.

In other words, if just one person in ten gave two hours a week in passion-aligned service, it would equal the hours of the entire city payroll. And that is only the dollar value. Imagine the reduction in crime,

violence, poverty, teen pregnancy, illiteracy, unemployment and loneliness. What would that be worth *in* your community? *To* your community? *For* your community?

For decades, cities all across our nation have made countless good-faith efforts to involve more people in community-wide service. The Community Service and Support Network does not replace them. It refreshes them, giving every church, every non-profit and every willing person in your community a simple, shared way to find each other, and a structure of local leaders who support them as they do. It is free. It works for a community of any size. And it can begin with a handful of people willing to pray, make some phone calls and lead together.

Be a part of the solution!

Questions for Your Startup Team

1. Have you ever wanted to serve somewhere and given up because you could not find the right place?
2. Which people groups or situations in our community most move your heart?
3. If one person in ten in our community gave two hours a week in passion-aligned service, what would change first?

CHAPTER TWO

How It Works

You can think of the Community Service and Support Network like the human resources website of a huge corporation. You do not have to read every job description in the company. You choose the department and the kind of work that interests you, and the site narrows thousands of openings down to the few that fit you.

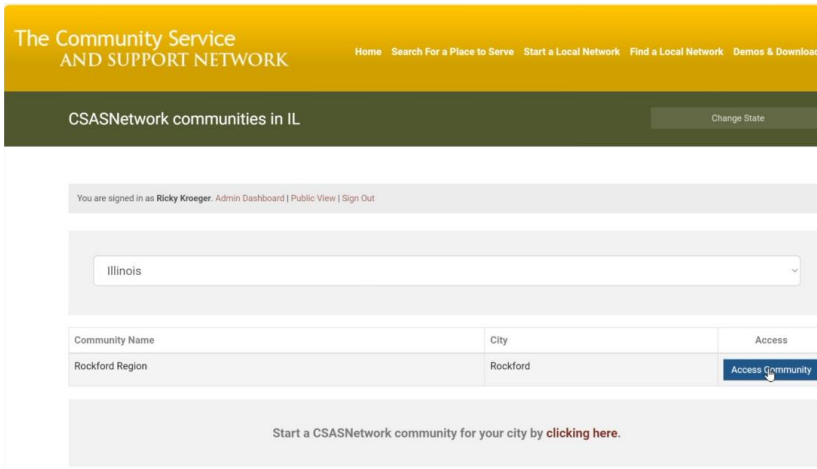
The CSASNetwork site does the same thing for a whole community's non-profits. It is a free volunteer Human Resource Department for the community as a whole, available anywhere in the United States, in every U.S. territory and even in Canada.

* * *

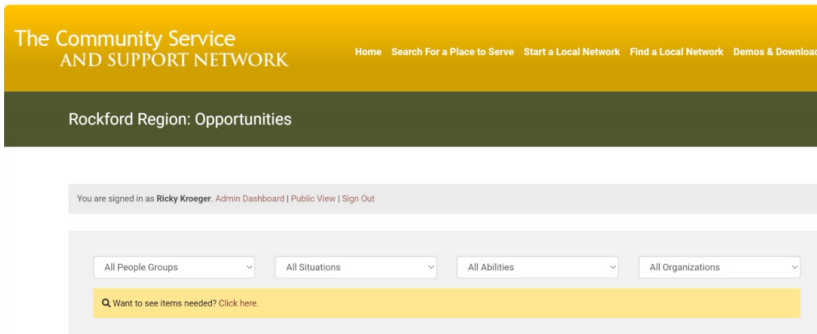
A Walk Through the Site

The pictures in this chapter come from the demonstration site for the Rockford, Illinois region. You can watch the full demonstration video in the Demos & Downloads area of CSASNetwork.org.

Across the top of every page is the main menu: Home, Search For a Place to Serve, Start a Local Network, Find a Local Network, Demos & Downloads and Contact. Clicking **Search For a Place to Serve**, a person chooses their state, and the site lists the local networks in that state. Clicking **Access Community** opens their community.



Every Service Opportunity for every non-profit in that region appears. In a region the size of Rockford, that will eventually be thousands. So the site helps the person narrow them down with four simple drop-down menus.



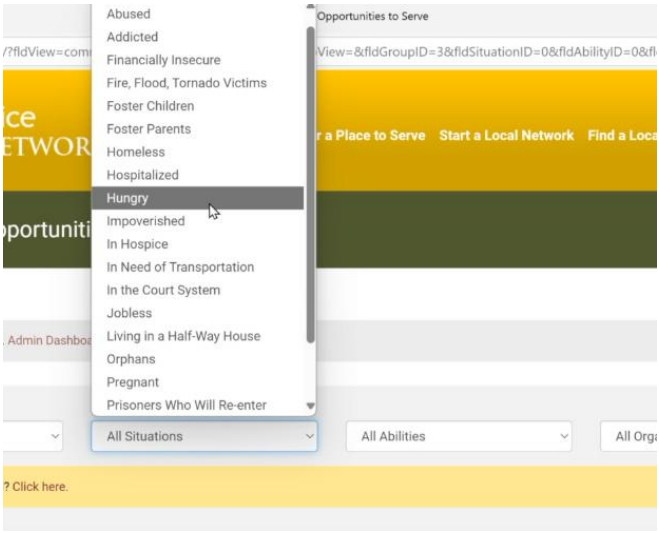
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Start With the People You Care About

The first menu is **People Groups**. Here a person considers the people they care most about: perhaps the elderly, or children, or single parents, or firemen, or students. Choosing "Children" immediately narrows the opportunities down to only those that relate to children.

The second menu is **Situations**. Now the person considers those children in their various situations: abused, financially insecure,

hospitalized, hungry, homeless, in foster care, orphaned and so on. Choosing "Orphans" narrows the list again.

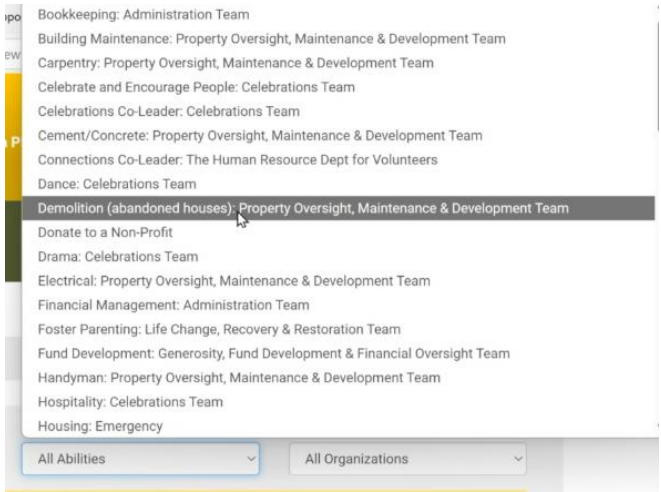


Notice what has happened. The person did not start by searching for an organization. They started with their heart: the people they care about, in the situation that moves them. That is the beginning of passion-aligned service. And the lists can grow with your community. We will edit any drop-down menu to include any search term your local network requires. (The current lists are in Appendix D.)

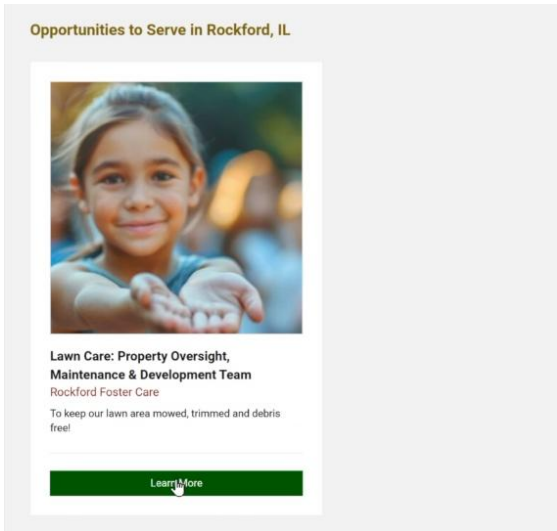
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Then Consider What You Have to Offer

The third menu is **Abilities**. As people scroll down this list, they often see opportunities that never occurred to them: bookkeeping, handyman work, short-term housing, property oversight, mentoring, leadership, tutoring, painting, technology and janitorial, to name a few. Each ability is listed with the Team it belongs to, such as "Electrical: Property Oversight, Maintenance & Development Team." (You will meet those Teams in Chapter Four.)



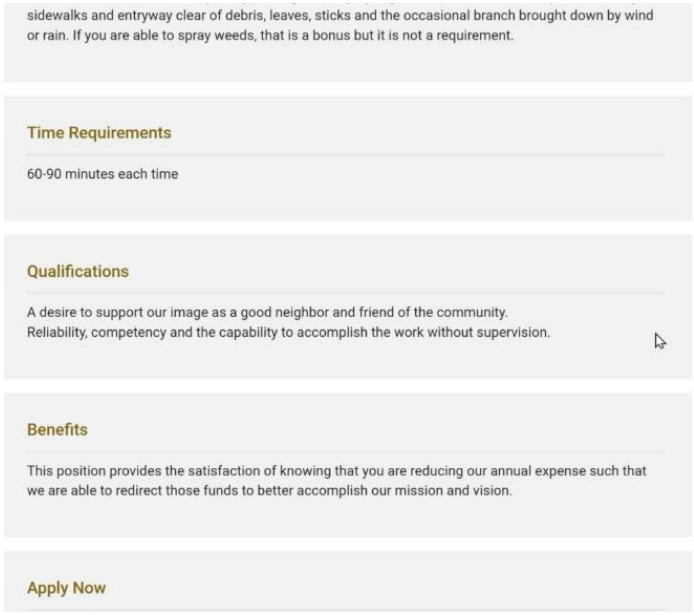
In the demonstration, choosing "Lawn Care" narrows the thousands of opportunities down to just one, for Rockford Foster Care. The fourth menu, **Organizations**, lets a person go straight to a particular non-profit if they already know which one they want to help.



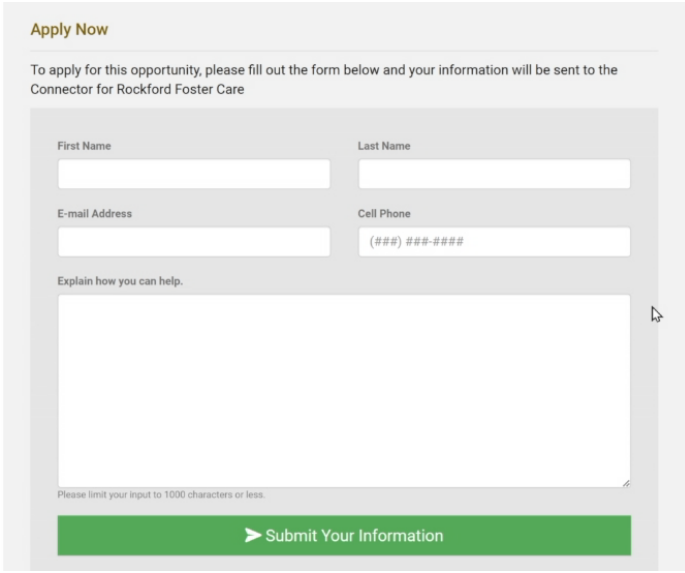
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Learn More, Then Apply

Clicking **Learn More** opens the complete Service Opportunity Description: what the work entails, who the volunteer would work with, how much time is required, the qualifications and the benefits.



If it interests them, the person fills out a short **Apply Now** form with their name, email address, cell phone number and a few words about how they can help.

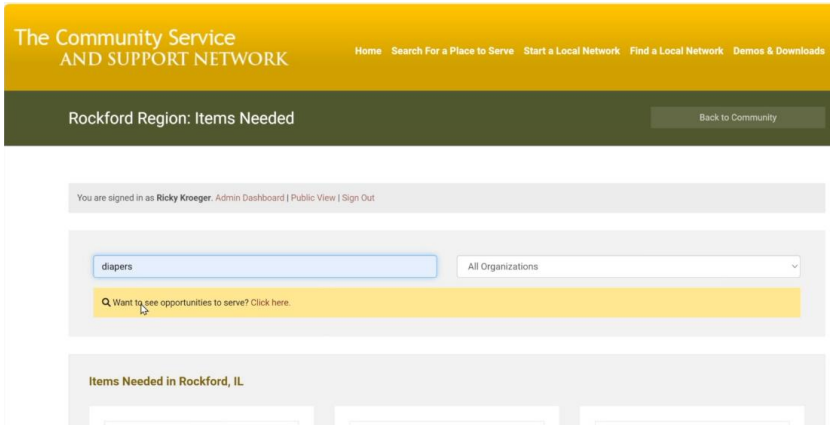


Their information goes directly to the **Connector** for that non-profit, who will get back to them, answer their questions and talk through the opportunity. If they agree to get started, the Connector introduces the volunteer to the Executive Director and the Volunteer Coordinator. Connectors are the key to the whole thing, and the next chapter is about them.

* * *

Items to Share, and a Gift to Every Executive Director

Not everyone wants to give their time. Some want to give things. On the search page, a yellow bar asks, "Want to see items needed? Click here." The **Items Needed** page lists everything needed by every non-profit in the community, and a person can also type in exactly what they have to share. Typing "diapers," for example, shows every non-profit that needs diapers.



There is one more feature Executive Directors love. When anyone selects a particular non-profit, the site shows every Service Opportunity for that organization. The web address for that page can be pasted into an email and sent to the organization's entire list of supporters, or turned into a QR code for printed materials. For many small non-profits, that alone is the volunteer page they have never been able to afford.

* * *

Understand It, Promote It, Use It

- **Understand it.** Community non-profits use volunteer Connectors, who use the CSASNetwork site to share their needs with interested people.
- **Promote it.** Community members spread the word about the network throughout the region.
- **Use it.** Community members use the site to find ways to serve the people in the difficult situations they care most about.

Questions for Your Startup Team

1. Watch the demonstration video together. What stood out to you?
2. If you searched the site for yourself, which People Group, Situation and Ability would you choose?

3. What search terms would our community need added to the drop-down menus?

CHAPTER THREE

Connectors and Service Opportunities

When I tell people about the Community Service and Support Network, they almost always ask: "Won't the non-profits be flooded with people they don't know?"

No. That does not happen, and the reason is the Connector. Connectors are the key ingredient to the success of every local network. A beautiful website with no Connectors is just another list. A simple website with good Connectors changes a community.

* * *

What Is a Connector?

A Connector is a volunteer who connects people to service on behalf of one particular non-profit. Think of a Connector as that non-profit's volunteer Human Resource Department. Connectors:

- Work closely with their Executive Director to understand what the organization needs.
- Write Service Opportunity Descriptions for those needs and load them onto the site.
- Receive the Apply Now requests, call or email those people back, and talk through the opportunity with them.
- Act as a filter, so that the Executive Director's time is protected.
- Introduce good matches to the Executive Director and the Volunteer Coordinator.
- Follow up with volunteers as they serve, helping them grow toward what they may next desire to do.

On average, a Connector needs to be available for only two to three hours each week, mostly for email, phone calls and occasional meetings

with the Executive Director. That makes the role possible for working people, retirees, parents and students alike.

* * *

Chosen From Existing Relationships

Perhaps the most important thing about Connectors is where they come from. They are identified from existing relationships with the Executive Director. They are not assigned by the local network, and they are not strangers. They are people the Executive Director already knows and trusts: a longtime supporter, a former volunteer, a member of a partner church.

The whole system runs on trust. When the Executive Director trusts their Connector, they trust the people the Connector brings. As one Executive Director puts it in the story at the end of *Leading*, "What it comes down to is building relationships of trust with your Connector Co-Leaders."

Over time, every Connector should find a Connector Co-Leader to serve alongside them, usually from their own personal network. Two can share the load, cover for each other and sharpen one another's thinking. As the work grows, Connector Co-Leaders work closely with Volunteer Coordinator Co-Leaders. The Connectors find, vet and welcome the people. The Volunteer Coordinators organize the work those people do.

When you are looking for Connectors, look for people who have a heart for the people the non-profit serves, love to encourage people toward joy-filled service, are organized and good communicators, and already have the trust of the Executive Director.

* * *

If You Had a Million Dollars

Most volunteer requests sound something like this: "We could really use some help around here." That is honest, but almost impossible to say yes to. Help with what? For how long? With whom?

A Service Opportunity Description answers those questions. It is simply a job description for a volunteer.

In the story that closes *Leading*, a foster care director named Carly describes how her Connector got started. The Connector asked her a simple question:

> "If you had a million dollars for paid staff, what would the titles of those positions be?"

Carly talked with her for about 20 minutes. A few days later, the Connector came back with drafts of Service Opportunity Descriptions. They read through them together, and Carly revised or added whatever she wanted. In the end there were descriptions for fundraising, tutors, mentors, readers, events, janitorial work, outside maintenance, building repairs, and Volunteer Co-Leaders to coordinate it all.

That is exactly how it should work. The Executive Director dreams out loud. The Connector writes. The Executive Director edits. It costs the Executive Director very little time, and it opens the door to people they never would have found on their own.

* * *

What Goes Into a Description

Every Service Opportunity Description uses the same simple sections, so people can quickly compare one opportunity with another:

- **Role:** The title, such as "Mentor: for Youth" or "Lawn Care."
- **Purpose:** Why this role exists and what it accomplishes for the people being served.
- **Co-Leadership With** or **Supported By:** Who the person will work alongside.
- **Description of Duties:** What the person will actually do.
- **Time Requirements:** How often, and for how long. Be honest and specific.
- **Term:** The commitment requested, often a minimum of one year for ongoing roles.
- **Training and Resources:** What support the person will receive.

- **Qualifications, Skills and Giftedness:** What kind of person will thrive in this role.
- **Benefits:** What the person will gain by serving. Do not skip this one.

You do not have to start from a blank page. The CSASNetwork site includes templates for many typical opportunities, from lawn care, snow removal and janitorial work to mentoring, tutoring, bookkeeping and fund development. A Connector selects the templates that apply. To customize one, they select its Edit icon, save a copy under a new name, and revise it. Appendix C includes three complete samples, and Appendix B describes the Co-Leader roles for all 12 Teams.

* * *

Write for the Heart

- **Lead with the people, not the task.** "Help the children in our care enjoy a safe, beautiful place to play" draws more people than "Mow the lawn."
- **Be realistic about time.** People trust descriptions that are honest.
- **Think beyond the obvious.** Some of the most valuable volunteers are the bookkeeper, the electrician, the grant writer and the person who fixes the computers. Those roles free up the budget for the mission itself.
- **Include leadership roles.** When you describe roles for Co-Leaders and board-level expertise, high-capacity leaders can find you. Some may become board members.
- **Keep them current.** When a role is filled, update it. When a new need arises, ask the Connector to write a description for it.

Questions for Your Startup Team

1. Who do you know who would make a great Connector? Why does it matter that Connectors come from the Executive Director's existing relationships?

2. Choose one non-profit we know well. If its Executive Director had a million dollars for paid staff, what positions might they create?
3. Which of those could be filled by passion-aligned volunteers?

CHAPTER FOUR

The Whole Body, Leading Together

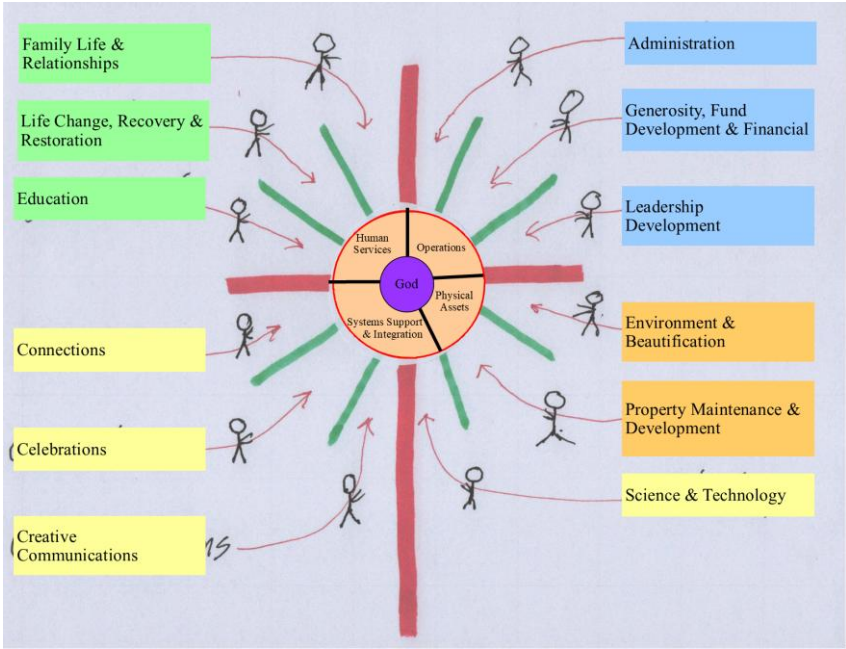
How do you know whether an organization is whole? If I do not have two arms, you can see it. But if one of my internal organs is only marginally functioning, you cannot. You may notice I am weaker than you would expect, but you cannot see the cause.

Organizations are the same. The structure that makes them whole is mostly invisible. When a part is missing, we only notice the symptoms: the same potholes we keep falling into, year after year.

* * *

Four Groups, Twelve Teams

Over many years of consulting, I began asking God to help me see the invisible structure of a whole organization. I noted the potholes that kept repeating and studied those who had avoided them. Churches, corporations and individuals allowed me deep into their lives and work, and over the last 20 years the collective wisdom of many others refined what I found. What emerged is a structure of twelve Teams in four Groups. I have come to believe that every whole organization needs all twelve, even at scale. Every local network is organized this way.



Notice what is at the center. Not a person. Not a board. God. Christ is the only Head, and everyone else serves as a part of the body.

Operations Group

- **Administration** holds the network together: integrating the Teams, supporting the leaders, keeping records and information systems, and considering legal questions such as non-profit status.
- **Generosity, Fund Development & Financial Oversight** oversees stewardship, including how donations can flow through to the non-profits they are meant for.
- **Leadership Development** grows leaders at every level and offers mentoring to the leaders of member non-profits.

Systems Support & Integration Group

- **Celebrations** hosts the events that thank people for their service and give glory to God. Do not underestimate these. They are the glue that develops and sustains relationships.

- **Creative Communications** explains, markets and promotes the network to the whole community.
- **Connections** is the heart of the network: welcoming people, connecting them to service, and supporting the Connectors at every non-profit.
- **Science & Technology** sets up and maintains your local site, and trains and supports Connectors in using it.

Human Services Group

- **Education** supports teaching, training, tutoring and learning.
- **Family Life & Relationships** supports those who help build strong families and relationships.
- **Life Change, Recovery & Restoration** supports those who serve families in crisis and individuals in recovery.

Physical Assets Group

- **Environment & Beautification** supports the efforts that keep our surroundings comfortable and beautiful.
- **Property Oversight, Maintenance & Development** supports the efforts that maintain, build, improve and expand the places where service happens.

* * *

Every Team Supports the Other Eleven, and Mentors Theirs

The Teams are not silos. Each Team has a complementary and supportive role to play for each of the other eleven. Connections helps every Team find its people. Celebrations thanks the volunteers of every Team. Science & Technology supports every Team's technology. No Team succeeds alone, and every Team is needed.

There is a second layer, and it is what makes a local network so valuable to the non-profits that join it. Every non-profit needs the same twelve functions, and most small ones are missing several. So your 12 Teams also mentor the corresponding leaders of each member non-profit. Your Generosity Co-Leader can mentor a non-profit's fundraising volunteer.

Your Leadership Development Co-Leader can encourage an exhausted Executive Director. Some Executive Directors find the structure so helpful that they adapt their own organizational chart to it, and discover things they had never thought of before.

* * *

Co-Leaders, Not Bosses

I have watched many good community initiatives start with great energy and end in frustration. The cause was rarely a bad idea or a lack of resources. It was almost always the way the leaders related to one another.

Every Team in a local network is led by Co-Leaders, ideally two, not by a single boss. Jesus told his talmidim that the rulers of the Gentiles lord it over people. "But it shall not be so among you," he said (Mark 10:43). International consultants to some of the world's largest corporations have been proving him right for decades: authoritarian models breed conflict, division and poorer decisions, while unified co-leadership is more productive and far more sustainable.

In *Leading* I describe two kinds of leaders who need each other. **Directors** see where things need to go and push toward productivity. **Reconcilers** see the people and protect the relationships. Both depend upon the **Active Implementers** who get the work done. When you pair Co-Leaders, look for that balance.

* * *

Unity in Decisions

Your network should make decisions in unity, not by majority vote. Voting creates winners and losers, and losers eventually leave. When a team hears all of the information from all of the people, and keeps talking until everyone can reconcile themselves to the same decision, every person is fully bought in.

1. One person proposes a way forward.
2. Everyone, including that person, adds their thoughts: "That could work, but we might want to consider…"

3. When a revised solution takes shape, ask whether everyone has reconciled themselves to it. If not, listen carefully to what someone believes has been overlooked, and continue.
4. When everyone agrees, decide together who will implement which parts, and act in unity.

Take as much time as is needed. When you are unsure, wait upon the Lord for unity and clarity before taking the next step.

> **Psalm 127:1**
> *Unless the LORD builds the house, those who build it labor in vain. Unless the LORD watches over the city, the watchman stays awake in vain.*

* * *

How We Speak to One Another

The devil is always in the details, especially during startup. So start every meeting with relational time. Pray together. Get to know one another. Many teams discuss a chapter of *Life* or *Leading*, which are free to download and available in print by request.

Every team will disagree at times. In a network built on unity, we commit to speaking in the attitudes of Jesus, with words and actions that produce the fruit of the Spirit: love, joy, peace, patience, kindness, goodness, perseverance, gentleness and self-control (Galatians 5:22-23). And we lay down the world's manipulate-to-control strategies: accusing, judging, blaming, shaming, threatening, the raised voice and the cold shoulder. When someone slips into those old ways, as we all do, the team can gently say, "We're doing it again, aren't we?" and try once more. (Four free wall posters for this purpose are available at OneKingdomWorldwide.org: Jesus' Attitudes That Bless, the Fruit of the Spirit, the Manipulate-to-Control Relationship Busters, and True Talmidim Will Evidence.)

The Community Service and Support Network was born out of Christian conviction, and I make no secret of that. But the structure works for any organization, and the website serves every non-profit and every willing person in your community, whatever their beliefs. Our

desire is simply to love our neighbors well, and to help others do the same.

Questions for Your Startup Team

1. Which of the 12 Teams do you feel most drawn to? Why?
2. Think of a non-profit we know well. Which of the 12 functions does it handle well? Which are missing?
3. Are you more naturally a Director or a Reconciler? How do we want to make decisions together?

CHAPTER FIVE

Steps One and Two: Gather Supporters and Your Startup Team

Every local network begins the same way: with someone who senses that God may be asking them to start something, and who is willing to take the first small step. If that is you, here is where to begin.

* * *

Inquire of God, and Call

Before you make a single phone call, pray. Ask God to show you the people he has prepared in advance for this work in your community. Ask him for the timing. Ask whether this is truly yours to do. If it is, he already has people in mind to walk with you.

Then arrange a call with your national CSASNetwork mentor. That is me, at One@CSASNetwork.org. We will talk about your community, the people you already know and the non-profits you have in mind. There is no cost and no obligation, and I will be available to you and your Teams at every step that follows.

* * *

Gather Endorsements

Your first goal is not to recruit leaders. It is to gain endorsements.

Begin with the people God brings to mind. They will most likely be local business leaders who are solid Christians and well networked in the community. Show them the site or watch the demonstration video together, and ask, "Would this be good for our community?" As people say yes, add their names to a **List of Supporters**. When you later meet

with the mayor or with Executive Directors, being able to say "these respected people believe in this" opens doors.

As you gather endorsements, watch for those who say more than "yes," who ask, "How could I help?" They are your potential Startup and Development Team. They will be glad to know that their contribution will mostly be networking more people and occasionally mentoring a non-profit leader. Request free copies of *Life* and *Leading* and give them to each potential leader.

* * *

Form Your Startup and Development Team

It is best to formalize a Startup and Development Team of at least five people, each with a background in developing something that grew in size, whether a business, a church, a ministry or a community effort. It is especially important that they have a history of leadership development.

Look for people whose passion and experience fit these Teams first:

- **Operations Group:** Administration; Leadership Development
- **Systems Support & Integration Group:** Connections; Science & Technology
- **Human Services Group:** Family Life & Relationships
- **Physical Assets Group:** Property Oversight, Maintenance & Development

One rule I urge you not to break: each person's passion and expertise must fit their Team perfectly. No one should take a leadership position they expect to grow out of or hand off later. A placeholder leader leads like a placeholder. Each startup leader takes responsibility for growing their own Team, and you will quickly find that everyone has people in their personal networks to offer one another.

Early on, decide which two startup leaders will co-lead the team as a whole, facilitating communications, meetings and decisions. Typically one comes from Administration and one from Science & Technology. They are facilitators, not bosses. Then schedule a conference call or

video chat with me to walk through the workings and synergies of the 4 Groups and 12 Teams.

* * *

Early Considerations for Each Team

- **Administration:** Consider the benefits and risks of becoming a 501(c)(3), including liability protection, and the possibility of avoiding income altogether, which may avoid the need to file tax returns. Seek qualified legal and tax counsel before deciding.
- **Generosity, Fund Development & Financial Oversight:** Consider how donations can flow to the non-profits they are meant for without any tax consequence to your local network. We can describe options during one of your calls.
- **Leadership Development:** Consider how you will offer mentoring to the other eleven Teams and to member non-profits.
- **Celebrations:** Imagine the small, medium and large events you will host.
- **Connections:** Learn the Connector role thoroughly. Your Connections Co-Leaders will support every Connector.
- **Creative Communications:** Consider online and billboard advertising with a simple message: "Be A Part Of The Solution! Community Service and Support Network. CSASNetwork.org."
- **Science & Technology:** The free site setup process is quite complete. A few part-time volunteers can staff this Team. They will function more as mentors to your non-profit Connectors than as "techs."

* * *

Do Not Rush

What you are building depends upon trust: trust among your leaders, with the Executive Directors and in the community. Trust takes time. A few months spent praying, listening and gathering the right people will save you years of frustration.

Remember: Timing is the Father's. (Mark 13:32)

Questions for Your Startup Team

1. Who are the well-networked leaders we should talk with first? Who belongs on our List of Supporters?
2. Which Team does each of us fit perfectly? Where are our gaps?
3. Who will our two facilitating Co-Leaders be, and what legal and financial counsel do we need?

CHAPTER SIX

Step Three: Open the Doors at City Hall

A Community Service and Support Network is for the whole community. So once your startup team is in place, it is wise to bring your local government alongside. You are not asking the city to run anything, and you are not asking for money. You are asking for their supportive networking.

* * *

Contact the Mayor's Office

Contact your mayor's office through one or more of the leaders on your List of Supporters. A personal introduction from a respected business or community leader makes all the difference. Request one hour to share how the CSASNetwork site works and how it can be expected to facilitate a dramatically increased level of volunteer involvement across the entire community.

* * *

The Meeting

A fuller outline is in Appendix F. In brief:

1. Thank the mayor and introduce your team and your List of Supporters.
2. Describe the problem: willing people cannot find where to serve, and non-profits cannot find the people who care about what they do.
3. Show the demonstration video from the Demos & Downloads area of the site.
4. Share what is at stake: if one person in ten gave two hours a week, it would equal the hours of the entire city payroll.

5. Make the "ask" clear: supportive and facilitative networking only. No request for funds, and no request for staff involvement.
6. Ask the mayor to identify the key people in the administration who should know about the network, and to connect your team with them.
7. Describe your next step: a gathering of those people and all potential community stakeholders, to see the demonstration, ask questions and discuss possibilities.

Before you leave, hand the mayor a paper copy of the Epilogue from *Leading*. It is a short conversation between two Executive Directors, Carly and Hattie, that shows a network in action. Follow up by email with a copy for the mayor and anyone else they identify. You will find it in the Resources & Downloads area of CSASNetwork.org, titled *Sample Story: CSAS Network in Action*.

* * *

The Stakeholders Gathering

Invite the people the mayor's office identifies, along with pastors, Executive Directors, business leaders and other community leaders. Let your Celebrations Team make it welcoming. Show the demonstration. Answer questions honestly. Share your List of Supporters. Describe your plan to begin with a small group of non-profits in Phase One and grow from there. Let them know that you do not plan to take it "Live" until it has reached critical mass. If you go live too soon, most people will go to the site and not find their personal opportunity "fit". That will doom momentum.

The first organizations will still be able to use the site while it is not yet live. As described previously, the web address for their page can be pasted into emails and sent to the organization's entire list of supporters, or turned into a QR code for printed materials. For many small non-profits, that alone is the volunteer page they have never been able to afford that shows every Service Opportunity for that organization.

Some will be excited. Some will be skeptical. Please be patient with both. About half of all people are naturally cautious and come around only after they see evidence of success. That is not opposition. It is simply how God made them. Your first ten non-profits will provide the evidence they need.

Questions for Your Startup Team

1. Who on our List of Supporters is best positioned to introduce us to the mayor's office?
2. How will we explain, in a sentence or two, what we are asking the city for and what we are not?
3. Who else should be invited to the stakeholders gathering, and how will we respond to skeptics?

CHAPTER SEVEN

Step Four: Your First Ten Non-Profits

Again, you do not need to launch your network to the entire community at once. In fact, you should not. Begin with about ten non-profits in Phase One. Help them succeed. Let their stories become the evidence that draws everyone else in. They will become a sales force in their own right as they help other organizations understand why more organizations are needed to achieve critical mass and help them go "live".

* * *

Choose Wisely

Look for Executive Directors you or your supporters already know and trust; missions that touch a variety of People Groups and Situations; leaders who are open to partnership; and a mix of sizes, from very small to well established.

Be prepared to explain how the site will help them even before it is rolled out to the greater community. They will have their own page of Service Opportunities to share with their supporters, a Connector working on their behalf, and the support of your 12 Teams.

* * *

A Group Demonstration

Contact the Executive Directors and arrange a group demonstration. Gathering them together has a benefit you may not expect: they begin to see one another as partners rather than competitors. Make three things clear.

First, it will not add any burden to their staff or their budget. The site is free. Connectors are volunteers. The Executive Director's time commitment is small.

Second, Connectors will help them succeed. Passion-aligned volunteers expand the mission and free budget dollars for it.

Third, success depends on choosing the right Connector. This is the most important conversation you will have with each Executive Director.

* * *

Finding and Training Each Connector

Only one Connector is needed for each non-profit to begin, and that Connector will likely soon find their own Co-Leader. It is best if each Executive Director can identify one non-staff person from their existing relationships with a Connector's disposition: relational, encouraging, organized and trusted. If no one comes to mind, agree on a process your Connections Team will use to help them find someone, always with their approval. Take as much time as is required to find Connectors who are a perfect relational fit.

Your Science & Technology and Connections Teams then train the Connectors, individually or as a group, in:

- Using the local site, with the credentials they need for access and editing.
- Selecting, customizing and writing Service Opportunity Descriptions.
- Emailing their non-profit's link to supporters, and making a QR code if they would like one.
- Their relationship with the Executive Director, and with the Volunteer Coordinator if there is one.
- Responding quickly and warmly to every person who applies.

* * *

Walk With Them

After training, stay close. Check in regularly. Celebrate the first volunteer placed at each non-profit. Ask the Executive Directors what is working and what is not, and adjust.

Within a few months, you should begin to hear stories like Carly's: staff meetings that are about the people being served rather than the budget and what is broken, and volunteers who say they have finally found a place where their skills serve a cause they are passionate about. Gather those stories. They are the best invitation you will ever have for the next group of non-profits.

Questions for Your Startup Team

1. Which ten non-profits should we invite into Phase One? Why those?
2. How will we help an Executive Director who cannot think of a Connector?
3. How will we stay in touch with our first Connectors after they are trained?

CHAPTER EIGHT

Step Five: Twelve Co-Leaders and Beyond

As your first non-profits succeed, your network will need more leaders. Together, your startup team now inquires of God for the remaining Team Co-Leaders: a minimum of twelve, at least one for each Team. As you consider each person's network, it will not take long before you have a clear vision for the first half of them.

* * *

Everyone Helps Connections

During this stage every Co-Leader supports the Connections Team, helping identify the people needed to grow all of the Teams. Prayerfully consider the people you know and meet. As people are identified, introduce them to the Connections Team member for the Team where they feel led to serve. Someone drawn to Life Change, Recovery & Restoration, for example, would be introduced to the Connections Co-Leader who serves that Team.

Keep a simple roster of each Team and its Co-Leaders, with "To Be Determined" beside each one still to be filled. Appendix A has one you can use. Pray over it together, and watch it fill in.

* * *

Once You Have Twelve

When there is at least one Co-Leader for each of the 12 Teams, hold a meeting that includes all of them. Ask your Celebrations Co-Leader to make it fun. This is a milestone worth celebrating. Let each startup team member speak in support of the vision and mission. Then review the Co-Leader descriptions for all 12 Teams in Appendix B (an outline for this meeting is in Appendix F), discuss how each Team will support the

other eleven, and begin to describe how each will mentor the corresponding leaders of member non-profits. I will be glad to join you by video to answer questions.

Then reform your Startup and Development Team to include Co-Leaders from all 4 Groups. A good balance of eight includes one Co-Leader from each of these Teams:

- **Operations Group:** Administration; Leadership Development; Generosity, Fund Development & Financial Oversight
- **Systems Support & Integration Group:** Connections; Science & Technology
- **Human Services Group:** Family Life & Relationships; Life Change, Recovery & Restoration
- **Physical Assets Group:** Property Oversight, Maintenance & Development

* * *

Wait Upon the Lord

Before initiating any further development, wait upon the Lord for unity and clarity among all of your Co-Leaders about the next steps. It may feel like a pause. It is not. It is the moment when your new leaders come to understand and value how the 4 Groups and 12 Teams integrate to support each other and every member non-profit. When you are united in that understanding, you will be ready to grow.

> **Isaiah 40:31**
> *but they who wait for the LORD shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.*

* * *

Phase Two and Beyond

From here, your network grows the way it began: relationally. Invite the next group of non-profits, using the stories of your first ten as your introduction. Help them see the value for all once critical mass is

achieved. Train their Connectors and connect them with the Teams that can mentor them. Ask Celebrations to plan regular events that thank volunteers, Connectors and non-profit leaders, and ask Leadership Development to watch for the next generation of Co-Leaders. Then it is time to tell the whole community, which is where the next chapter begins.

Questions for Your Startup Team

1. Which Teams already have a Co-Leader? Which are still "To Be Determined"?
2. Who in our personal networks might God be preparing for those Teams?
3. What would it look like for us to wait upon the Lord for unity before the next step?

CHAPTER NINE

Spreading the Word, and What Success Looks Like

A network that no one knows about cannot help anyone. Once your first non-profits are succeeding, it is time to tell the whole community.

* * *

Promote It

Your Creative Communications Team leads the way, but everyone helps:

- **Billboards and online advertising,** with a simple message: "Be A Part Of The Solution! Community Service and Support Network. CSASNetwork.org."
- **Non-profit email lists.** Every Executive Director can send their link to their supporters.
- **Printed QR codes** on flyers, bulletins, posters and table tents.
- **Local media.** Stories of volunteers who found their place, and non-profits whose budgets were freed for the mission, are exactly the good news reporters look for.
- **Civic groups and businesses,** including service clubs, chambers of commerce and employers looking for volunteer opportunities for their people.

* * *

The Churches of Your Community

The churches of your community may be your greatest untapped resource. National surveys have found that, on average, about 45 percent of the people in any given church are inactive. Many would gladly serve if they could find a place that fits them. Some love to serve

within the church. Others, whom I call **Externals**, have hearts for the needs of the larger community, such as homelessness, hunger, addiction, poverty and juvenile crime, but have not been able to find their way to their personal non-profit fit. Your network can change that.

Meet with pastors. Show them the site. Invite them to become sending churches: places that train their people to serve and then send them out, scattered like salt across the community, each grain reflecting the light of God's love.

> **Matthew 5:13-14**
>
> *"You are the salt of the earth, but if salt has lost its taste, how shall its saltiness be restored? It is no longer good for anything except to be thrown out and trampled under people's feet. You are the light of the world. A city set on a hill cannot be hidden."*

* * *

Carly and Hattie

What will it look like when your network is working? Not like a *big* organization. Like a lot of *small*, joyful relationships.

In the Epilogue of *Leading*, Carly, who directs a foster care program, explains her local network to Hattie, who runs a homeless shelter. About 18 months in, Carly is getting free labor and expertise for fundraising, janitorial work, lawn and landscape maintenance and snow removal. Her roof is about to be replaced. More people are coming in to play with the youngest children, read with the grade schoolers and tutor the older ones. Others have taken the kids to ball games, state parks and museums. Hattie is skeptical at first, until Carly tells her this:

> "Now when we have staff meetings, we don't talk much about money and the stuff that's broken. We talk about the children and their needs… 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."

Near the end of their conversation, Carly sums up this whole book:

"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."

* * *

Is It Ours to Do?

As your network grows, you will see far more needs than you can possibly meet. That can become a heavy burden, if you let it. So I leave you with a question I ask myself every day: Is it mine to do?

One of the ways of the Enemy is to make us think, "Somebody's got to do it, and it might as well be you." But that is not how God works. He has others he will send. When we try to do everything ourselves, we can even block the blessing he intended for someone else. You are not responsible for meeting every need in your community. You are responsible for helping the people God has prepared in advance find the works he prepared for them. Do that, and let him do the rest.

Matthew 9:37-38

Then he said to his disciples, "The harvest is plentiful, but the laborers are few; therefore pray earnestly to the Lord of the harvest to send out laborers into his harvest."

A Community Service and Support Network is an answer to that prayer, in your town or city. The laborers are already there. They are waiting to be asked.

Be a part of the solution.

Lord of the harvest, send laborers into our community. Show each of us the works you prepared in advance for us to do, and help us help others find theirs. Unite us as leaders, in your timing and in your ways. Bless the non-profits of our town or city, and the people they serve. Let rivers of living water flow out of us to our neighbors, that none should perish. Amen.

Questions for Your Startup Team

1. What is the simplest way to tell our community about the network? Which churches, civic groups and businesses should we meet with first?
2. Read the full Epilogue of *Leading* together. Which part of Carly's story do you most hope to hear from one of our non-profits?
3. What story do we hope our community will be telling about our network a year from now? What is our next step?

Appendix A: Your Team Roster

Write in each name as God provides, and pray over the roster together at your meetings.

Operations Group
Administration: _____ / _____
Generosity, Fund Development & Financial Oversight:
_____ / _____
Leadership Development: _____ / _____

Systems Support & Integration Group
Celebrations: _____ / _____
Creative Communications:
_____ / _____
Connections: _____ / _____
Science & Technology: _____ / _____

Human Services Group
Education: _____ / _____
Family Life & Relationships:
_____ / _____
Life Change, Recovery & Restoration:
_____ / _____

Physical Assets Group
Environment & Beautification:
_____ / _____
Property Oversight, Maintenance & Development:
_____ / _____

Our two facilitating Startup Co-Leaders:
_____ and _____

Appendix B: Co-Leader Descriptions for the 12 Teams

Each Team is co-led by two Co-Leaders. Review these descriptions together when your first twelve Co-Leaders are in place, and adapt them to your community.

- **Co-Leadership With:** Your fellow Co-Leader, the other Teams of your Group, and the Co-Leaders of the other three Groups.
- **Time Requirements:** Twice-monthly meetings of your Team's leaders to move objectives along; meetings as needed with individual Team members; monthly meetings of your Group; and a monthly meeting with the Co-Leaders of the other three Groups.
- **Term:** Minimum one year.
- **Training and Resources:** Ongoing support, encouragement and resources from each of the other 11 Teams.
- **Benefits:** The satisfaction of helping others grow through meaningful service; nurturing other individuals' faith and relationship with God; joy in advising people for service and spiritual growth; and deepening and stretching your own personal faith while leading others to do the same.

Operations Group

Administration Co-Leader

Purpose: The Administration Co-Leader facilitates the integration of Teams by supporting all Co-Leaders with timely and relevant data and information. He or she co-leads the Administration Team, whose objectives are to provide the analysis Co-Leaders need for their deliberations, in open, transparent, free-flowing formats geared to the layman.

Description of Duties:

- With the facilitating Co-Leaders, develop, facilitate and coordinate support of the network's mission.
- Along with Science & Technology, monitor data and follow up as needed to prepare supportive documentation.
- Keep records, meeting notes and the Team roster current, and consider legal questions such as non-profit status with qualified counsel.
- Along with Celebrations, facilitate recognition and appreciation events and activities.

Qualifications, Skills and Giftedness: A desire to facilitate and coordinate the use of people and technology in support of the Co-Leaders and the mission. Organizational and communication skills, and the ability to motivate people.

Generosity, Fund Development & Financial Oversight Co-Leader

Purpose: The Generosity Co-Leader oversees stewardship and financial support, so that every gift given through the network reaches the people and purposes it was meant for. He or she co-leads the Generosity, Fund Development & Financial Oversight Team.

Description of Duties:

- Develop and oversee a process for the facilitated flow of donations to member non-profits, without tax consequence to the local network.

- Along with Administration, provide transparent, easily understood financial reporting to all Co-Leaders.
- Mentor the fundraising and financial volunteers of member non-profits.
- Along with Celebrations, thank donors and celebrate generosity.

Qualifications, Skills and Giftedness: Experience in financial management, accounting or fund development. Integrity, discretion and a heart for stewardship.

Leadership Development Co-Leader

Purpose: The Leadership Development Co-Leader grows leaders at every level of the network and its member non-profits. He or she co-leads the Leadership Development Team, whose objectives are leader growth and support.

Description of Duties:

- Offer mentoring and encouragement to the Co-Leaders of the other eleven Teams.
- Make mentoring available to the leaders of member non-profits, especially Executive Directors.
- Watch for the next generation of Co-Leaders, including the Leaders Out of Nowhere God may send.
- Provide *Life* and *Leading* to new leaders, and facilitate their discussion.

Qualifications, Skills and Giftedness: A proven history of developing leaders. Patience, humility and a heart for walking alongside others.

Systems Support & Integration Group

Celebrations Co-Leader

Purpose: The Celebrations Co-Leader leads the network in praising God and thanking people for their service. He or she co-leads the Celebrations Team, whose small, medium and large events are the glue that develops and sustains relationships.

Description of Duties:

- Plan and host recognition and appreciation events for volunteers, Connectors, Co-Leaders and non-profit leaders.
- Make milestone meetings, such as the first meeting of all twelve Co-Leaders, joyful.
- Along with Connections and the Volunteer Coordinators, see that no faithful volunteer goes unthanked.
- Help member non-profits plan their own celebrations.

Qualifications, Skills and Giftedness: Hospitality, joy and creativity, with the organizational skills to bring an event together.

Creative Communications Co-Leader

Purpose: The Creative Communications Co-Leader explains, markets and promotes the network to the whole community. He or she co-leads the Creative Communications Team.

Description of Duties:

- Develop online, print and billboard messages, such as "Be A Part Of The Solution! Community Service and Support Network. CSASNetwork.org."
- Gather and tell the stories of volunteers and non-profits whose lives and work have been changed.
- Prepare flyers and QR codes, and work with local media.
- Help member non-profits tell their own stories well.

Qualifications, Skills and Giftedness: Writing, design, marketing or media experience, and a love for good stories.

Connections Co-Leader

Purpose: The Connections Co-Leader facilitates the process of connecting people to passion-aligned service. He or she co-leads the Connections Team, whose objectives are to help individuals find a service match that aligns with their personal passion, in recognition of their unique personality, giftedness, expertise, experience and abilities, and to support the Connectors of every member non-profit.

Description of Duties:

- Develop and co-lead a core team to discover, welcome, connect, invite, prepare, equip and deploy people into pleasurable service.
- Along with Operations, oversee the tracking of recruitment, interviewing, placement and follow-up.
- Help Executive Directors identify Connectors, and support those Connectors once they begin.
- Follow up with those in service to facilitate next steps, and, along with Leadership Development, support those growing toward leadership.

Qualifications, Skills and Giftedness: A desire to connect, encourage and counsel people toward joy-filled and rewarding service. Organizational and communication skills. Outgoing and creative.

Science & Technology Co-Leader

Purpose: The Science & Technology Co-Leader sets up and supports the local CSASNetwork site, and mentors the people who use it. He or she co-leads the Science & Technology Team, which can usually be staffed by a few part-time volunteers.

Description of Duties:

- Set up and maintain the local site, and issue credentials to Connectors.
- Train Connectors in the site, the Service Opportunity Description templates, email links and QR codes.
- Gather requests for new search terms and pass them along to the national CSASNetwork team.

- Mentor the technology volunteers of member non-profits.

Qualifications, Skills and Giftedness: Comfort with websites and online tools, and the patience of a good teacher.

Human Services Group

Education Co-Leader

Purpose: The Education Co-Leader supports teaching, training, learning and growing throughout the community. He or she co-leads the Education Team.

Description of Duties:

- Connect with schools, literacy programs and educational non-profits, and encourage them to join the network.
- Help member non-profits describe opportunities for tutors, readers and teacher's assistants.
- Along with Leadership Development, support training for Connectors, Volunteer Coordinators and volunteers.

Qualifications, Skills and Giftedness: A background in teaching or training, and a heart for learners of every age.

Family Life & Relationships Co-Leader

Purpose: The Family Life & Relationships Co-Leader supports the organizations that help build strong families and relationships. He or she co-leads the Family Life & Relationships Team.

Description of Duties:

- Connect with non-profits serving children, youth, parents, marriages and seniors, and encourage them to join the network.
- Help them describe opportunities for mentors, outings, parenting support and friendship.
- Mentor the corresponding volunteer leaders of member non-profits.

Qualifications, Skills and Giftedness: A love for families, and experience in youth, family or relational ministry or service.

Life Change, Recovery & Restoration Co-Leader

Purpose: The Life Change, Recovery & Restoration Co-Leader supports the organizations that serve families in crisis and individuals in recovery. He or she co-leads the Life Change, Recovery & Restoration Team.

Description of Duties:

- Connect with rescue missions, recovery programs, halfway houses, re-entry and jail ministries, crisis pregnancy and foster care programs.
- Help them describe opportunities for adult and youth mentors and other supportive roles.
- Support and encourage the mentors and volunteers serving in this sensitive area, with wise attention to safety and confidentiality.

Qualifications, Skills and Giftedness: Experience in recovery, counseling or crisis care, healthy boundaries, and a deep compassion for people in difficult situations.

Physical Assets Group

Environment & Beautification Co-Leader

Purpose: The Environment & Beautification Co-Leader supports the efforts that keep our surroundings comfortable and beautiful. He or she co-leads the Environment & Beautification Team.

Description of Duties:

- Help member non-profits describe opportunities for janitorial work, indoor plants, interior design and comfort, and outdoor flowers.
- Organize community clean-up and beautification projects with other Teams.
- Mentor the corresponding volunteers of member non-profits.

Qualifications, Skills and Giftedness: An eye for beauty and order, and experience organizing hands-on projects.

Property Oversight, Maintenance & Development Co-Leader

Purpose: The Property Oversight Co-Leader supports the efforts that maintain, build, improve and expand the places where service happens. He or she co-leads the Property Oversight, Maintenance & Development Team.

Description of Duties:

- Help member non-profits describe opportunities for carpentry, electrical, plumbing, roofing, concrete, blacktop, landscaping, lawn care and snow removal.
- Along with the Volunteer Coordinators, organize larger projects, such as a roof replacement or a painting day.
- See that work requiring licenses, permits or insurance is handled appropriately.

Qualifications, Skills and Giftedness: Experience in the building trades, property management or project oversight.

Appendix C: More Sample Service Opportunity Descriptions

These samples may be copied and adapted by your member non-profits. Templates for many more are available on the CSASNetwork site.

Volunteer Coordinator Co-Leader (1 of 2)

Purpose: The Volunteer Coordinator Co-Leader co-leads the Volunteer Team, whose objectives are to coordinate individuals and teams for the smooth and efficient completion of work through volunteers in passion-aligned service. They work with the volunteers the Connections Team has identified and qualified, and with the Generosity & Financial Team for the funding of the materials needed for volunteer work.

Co-Leadership With: Your Volunteer Coordinator Co-Leader, the Operations Group, and the Co-Leaders of the Systems Support & Integration, Human Services and Physical Assets Groups.

Description of Duties:

- Develop and co-lead individuals and teams as necessary to deploy people into passion-aligned service.
- Accomplish the work identified by the Administration Team and Operations Group.
- Communicate, coordinate and collaborate with all four Groups for the smooth completion of projects and ongoing maintenance.
- Along with Celebrations, facilitate recognition and appreciation events.
- Follow up with those in service to improve future planning, coordination and collaboration.

Time Requirements: Meetings as needed with Connections Team leaders to describe and support Service Opportunity Descriptions; twice-monthly meetings with Administration Team leaders; monthly meetings of the Operations Group; and a monthly meeting with the Co-Leaders of the other three Groups.

Term: Minimum one year.

Training and Resources: Ongoing support, encouragement and resources from each of the other 11 Teams.

Qualifications, Skills and Giftedness: A desire to support overall objectives through the efficient use of volunteer resources, so as to better fund the core mission. Outgoing and creative. Organizational and communication skills, and the ability to motivate people.

Benefits: The satisfaction of helping others grow through meaningful service; nurturing other individuals' faith and relationship with God; joy in placing people in service and spiritual growth; and deepening and stretching your own personal faith while leading others to do the same.

Mentor: for Youth

Purpose: Mentors for youth advise and coach so as to provide guidance and constructive feedback; share experience and expertise as appropriate; act as a sounding board for ideas and action plans; and generally encourage, to facilitate success. Mentors value the mentee as a person, and develop mutual trust and respect.

Supported By: Your Life Change, Recovery & Restoration Team Co-Leaders.

Description of Duties:

- Meet regularly with a young person to listen, encourage and offer guidance.
- Help them set goals and think through their next steps.
- Share your own experience honestly, including what you have learned from your mistakes.
- Keep your Team Co-Leaders informed, and ask for help when it is needed.

Time Requirements: Meet with each mentee once or twice each week for 1 to 1½ hours, and individually with your Team Co-Leaders as needed.

Term: Minimum one year.

Training and Resources: Ongoing support, encouragement and resources from your Life Change, Recovery & Restoration Team Co-Leaders.

Qualifications, Skills and Giftedness: A desire to connect, encourage and counsel people into the joy-filled life. Previous experience that indicates successful support of individuals.

Benefits: The satisfaction of helping others grow through meaningful service; nurturing other individuals' faith and relationship with God; joy in advising people for service and spiritual growth; and deepening and stretching your own personal faith while leading others to do the same.

Lawn Care: Property Oversight, Maintenance & Development Team

Purpose: Keep the lawn comfy for our children to play in!

Co-Leadership With: Physical Assets Group: Property Oversight, Maintenance & Development Team; Environment & Beautification Team.

Description of Duties: Mow each week, or even every 5 days during the rainy springtime. Use a blower to keep our driveway, sidewalks and entryway clear of debris. If you are able to spray weeds, that is a bonus, but it is not a requirement.

Time Requirements: 1 to 2 hours each week for mowing and related work. 30 to 60 minutes each month for the Team meeting of the Physical Assets Group.

Qualifications: A desire to support the quality of life of our kids! Must have your own mower, string trimmer, blower and miscellaneous tools and equipment.

Benefits: The satisfaction of supporting orphans to benefit their future; nurturing other individuals' faith and relationship with God as they see

your willingness to give of your time and talents; and getting to know other Team members and the joy of functioning together for the benefit of the kids!

Appendix D: Sample Search Lists

These are sample lists from the CSASNetwork site. Your local network can request additional terms at any time.

People Groups

Adults · Aged / Elderly Seniors · Children · Divorced People · Fathers · Firemen · Government Agencies · Health Professionals · Infants · Leaders · Long-Term Prisoners · Mothers · Parents · Police Officers · Single Parents · Students · Teachers · Young Adults

Situations

Abused · Addicted · Financially Insecure · Fire, Flood, Tornado Victims · Foster Children · Foster Parents · Homeless · Hospitalized · Hungry · Impoverished · In Hospice · In Need of Transportation · In the Court System · Jobless · Living in a Half-Way House · Orphans · Pregnant · Prisoners Who Will Re-enter · Seriously Ill · Shut-in · Unemployed

Abilities

Bookkeeping · Building Maintenance · Carpentry · Celebrate and Encourage People · Cement/Concrete · Dance · Demolition (abandoned houses) · Donate to a Non-Profit · Drama · Electrical · Financial Management · Foster Parenting · Fund Development · Handyman · Hospitality · Housing: Emergency, Short Term and Mid Term · HVAC · Janitorial · Landscaping · Lawn Care · Masonry · Mentor · Mentoring / Discipleship · Musician · Office Work · Painting · Plumbing · Service Opportunities Data Entry · Snow Removal · Teacher's Assistant · Technology Development · Technology Maintenance · Technology Repair · Tree Care · Tutoring (many subjects) · Vocalist · Co-Leader roles for each of the 12 Teams

Items to Share

Blankets · Clothing (children and adults) · Diapers · Emergency Supplies · Food: Canned, Fresh and Frozen · Household Goods · Paper Products · Pillows · School Supplies · Shoes (children and adults)

Appendix E: Startup Checklist

Steps One and Two: Gather Supporters and Your Startup Team

☐ Inquire of God for the people he has prepared in advance for this work.

☐ Arrange a call with your national mentor (One@CSASNetwork.org).

☐ Demonstrate the site to well-networked local leaders, and begin a List of Supporters.

☐ Give each potential leader free copies of *Life* and *Leading*.

☐ Form a Startup and Development Team of at least five, at least one from each of the four Groups.

☐ Choose two facilitating Co-Leaders for the Startup and Development Team (typically Administration and Science & Technology).

☐ Hold a conference call with your CSASNetwork mentor about the 4 Groups and 12 Teams.

☐ Begin each Team's early considerations, including legal and tax counsel.

Step Three: Open the Doors at City Hall

☐ Request an hour with the mayor through a supportive leader.

☐ Show the demonstration video and make the "ask": networking only, no funds or staff.

☐ Leave a copy of the Epilogue from *Leading*, and email it afterward.

☐ Host a stakeholders gathering.

Step Four: Your First Ten Non-Profits

☐ Identify about ten non-profits and hold a group demonstration for their Executive Directors.

☐ Help each Executive Director identify a Connector from their existing relationships.

☐ Train Connectors on the site, templates, email links and QR codes.

☐ Check in regularly, and gather stories.

Step Five: Twelve Co-Leaders and Beyond

☐ Recruit at least one Co-Leader for each of the 12 Teams, and celebrate together.

☐ Review the Co-Leader descriptions for all 12 Teams (Appendix B).

☐ Reform the Startup and Development Team to eight, representing all 4 Groups.

☐ Wait upon the Lord for unity and clarity before further development.

☐ Begin Phase Two, and promote the network to the whole community.

Appendix F: Meeting Outlines

Meeting With the Mayor (one hour)

1. Welcome and introductions, including your List of Supporters. (5 minutes)
2. The problem: willing people cannot find a passion-aligned place to serve, and non-profits cannot find the people who care about their mission. (5 minutes)
3. The demonstration video. (10 minutes)
4. What is at stake: one person in ten giving two hours a week equals the hours of the entire city payroll. (5 minutes)
5. The "ask": supportive and facilitative networking only. No funds. No staff. (5 minutes)
6. Questions and conversation. (20 minutes)
7. Next steps: who in the administration should be connected with your team, and an invitation to a stakeholders gathering. (10 minutes)
8. Leave behind a copy of the Epilogue from *Leading*.

Group Demonstration for Executive Directors (90 minutes)

1. Welcome and introductions. Ask each Executive Director to share one need they wish they had help with.
2. Walk through the site live: People Groups, Situations, Abilities, Organizations, Items Needed and the email link.
3. The Connector: who they are, what they do, and why it is best that they come from the Executive Director's existing relationships.

4. Service Opportunity Descriptions: "If you had a million dollars for paid staff, what would the titles of those positions be?"
5. No added burden: no cost, no added staff, a small time commitment.
6. Questions and conversation.
7. Next steps: each Executive Director considers a Connector, and your Connections Team follows up within a week.

First Meeting of All Twelve Co-Leaders (two hours)

1. Celebration! Let your Celebrations Co-Leader plan the welcome.
2. Relational time and prayer. Let each person share why they said yes.
3. Each startup team member speaks briefly in support of the vision and mission.
4. Walk through the 4 Groups and 12 Teams, and how each Team supports the other eleven.
5. Review the Co-Leader descriptions in Appendix B together, and adapt them to your community.
6. Discuss how your Teams will mentor the corresponding leaders of member non-profits.
7. Agree on how you will make decisions in unity.
8. Schedule a video call with your national CSASNetwork mentor.
9. Close in prayer, and agree to wait upon the Lord for unity and clarity before the next step.

* * *

To receive additional free copies, or to arrange a call about starting a FREE Community Service and Support Network in your community, please contact:

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About the author:

Ricky Kroeger has spent more than 40 years consulting with organizations in 20 countries across five continents. He has also been a pastor, an executive pastor, an elder and has participated in two church plants. He is the author of:

The Once and Future Church

Returning the Church to the Way Jesus Left It

Gravitas

Reimagining the Sunday Lecture Model
Restoring Jesus' Conversational Model

Life

Living The Good Life God Offers Us
(Revealing The Deception As Old As Time Itself)

Love

"Lord, teach us how to pray."
Contemplations on the Prayers Jesus Taught Us

Leading

Uniting God's People to More Productive Service

Be a Part of the Solution

How to Start a Community Service and Support Network in Your Town or City

No More Sheep Holding Pens

3 Years and Out!

Satan Away

Your Self, My Self or Our Selves