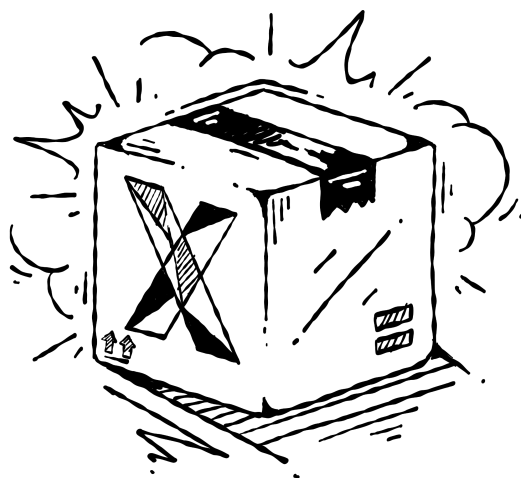




CityServeX "Box"

Care Champion Manual

Section 03,

ASSESSMENTS

Policies & Procedures for the CityServeX Neighborhood 360 Assessment

Understanding Your Community Before You Serve It



"To love our city, we must know our city.
Knowing begins with listening."
(Jed Mullenix, President of Within Reach)

Before a Resource Coordinator opens a shift.
Before 888-INFO-CARE takes a call.
Before the first referral is logged in findhelp.

There is a step that most organizations skip — and it is the step that determines whether everything else actually works.

That step is the **Community Assessment**.

It is tempting to assume you already know your community.

You live there.
You serve there.
You may have been there for decades.

But the assumption of knowledge is one of the most common and costly mistakes in community transformation. Data without story misleads. Story without data oversimplifies. The communities that change for the better are the ones where someone sat down, did the work, and said: *"Let me actually find out what is happening here."*

This chapter defines why the assessment matters, what it involves, how to conduct it, and how to use it once it is in your hands. It is not a preliminary formality. It is the foundation.





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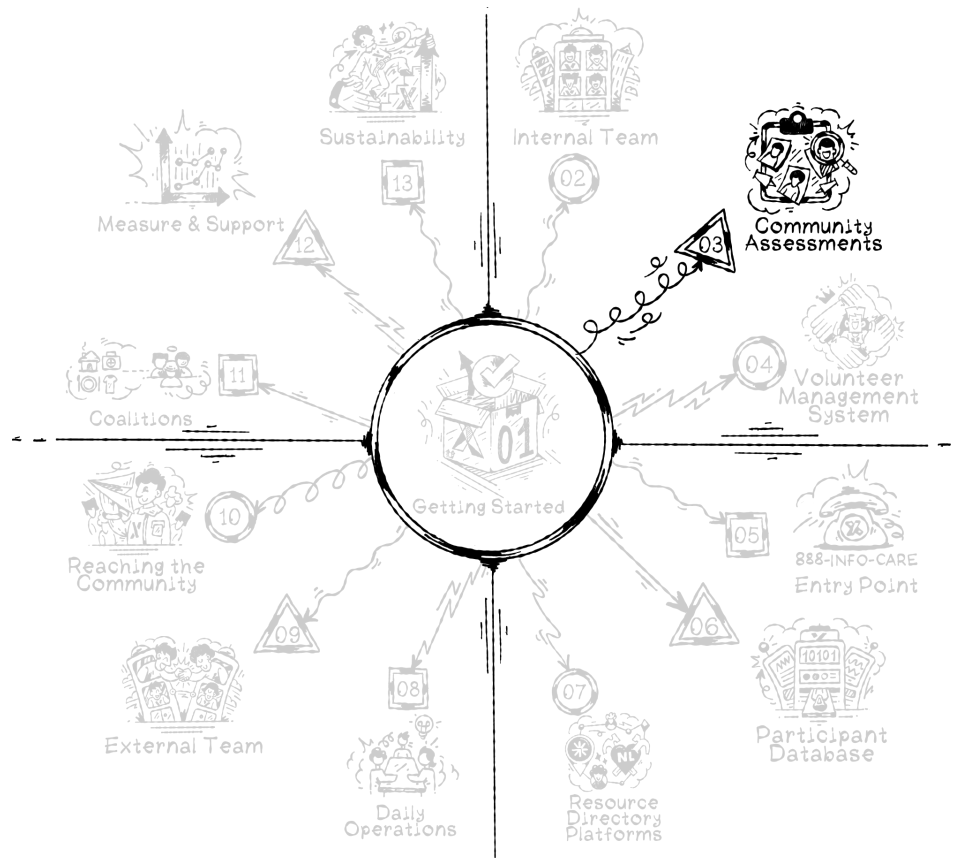
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#3: Assessments





Section 3.1: The Value of an Assessment

A comprehensive neighborhood 360 assessment serves as the foundation for meaningful social transformation, revealing not just the challenges that residents face, but also their aspirations for a brighter future. By carefully mapping the intricate web of existing services — from dedicated government programs and local businesses to passionate nonprofit organizations and faith-based initiatives — it identifies both the gaps in support and the unsung heroes already making a difference.

These community champions work tirelessly across sectors, often in isolation, to address everything from food insecurity to workforce development. Through CityServeX's systematic approach to neighborhood 360 assessment, we can **amplify their impact** by fostering collaboration, eliminating service redundancies, and ensuring resources reach those who need them most.

Six Reasons a CityServeX Site Must Conduct an Assessment:

Reason	Why It Matters to CityServeX
1. Build Community Connections	An assessment is not just data collection — it is relationship building. Every interview, every walkthrough, every conversation is a connection that feeds your four-lane network.
2. Guide Strategic Planning	Without assessment data, your site is guessing. With it, you have a concrete foundation for decisions about staffing, service hours, outreach priorities, and partnership development.
3. Discover Vision & Motivation	Assessments surface the dreams people have for their own community — not just the problems. That vision becomes the fuel for everything CityServeX does.
4. Understand Forces Affecting People	Economic pressures, historical patterns, demographic shifts, cultural dynamics — these invisible forces shape every need your Resource Coordinators will encounter. Know them.
5. Understand Community Factors	What affects how your organization is perceived? What barriers exist to engagement? The assessment answers questions you didn't know to ask.



6. Discern Organizational Perception

How does the community view your Partner Site? Where is there trust? Where is there skepticism? Start where you are seen — not where you imagine yourself to be.

Policy: All CityServeX Partner Sites are **required** to complete a Neighborhood 360 Assessment before reaching full operational capacity. This step typically takes 2–3 months. It is not optional — it is the operational baseline upon which the entire Resource Coordination model is built.

"CityServeX's systemic approach to neighborhood assessment amplifies community impact by fostering collaboration, eliminating service redundancies, and ensuring resources reach those who need them most."

— **George Cope, Chief Faith Officer, CityServeX**





Section 3.2: The History of Your City

Every community has a story. And that story — the history of how it came to be, who built it, who was excluded from it, what industries rose and fell, which migrations shaped it, and what wounds still run through it — is the essential context for everything CityServeX does.

You cannot serve a community well without knowing where it has been. The needs you encounter in Resource Coordination sessions are rarely random. They are the downstream effects of decisions made decades ago: redlining policies that shaped which neighborhoods got investment and which did not. Factory closures that left whole zip codes without economic footing. Faith communities that grew and fractured and merged. Political decisions that drew lines around who belonged.

What to Investigate in Your City's History:

- **Economic history:** What industries have defined your city? What happened when they changed? What employment patterns have shaped the current workforce?
- **Demographic history:** How has the population changed over decades? What migration patterns shaped it? What communities have been displaced, marginalized, or underserved?
- **Faith community history:** Which churches and faith institutions have served the community? Who left and why? Where is there legacy trust and where is there legacy suspicion?
- **Government history:** What policies, programs, or public investments have shaped your city? What government failures or successes define how residents view public institutions?
- **Nonprofit landscape history:** Which organizations have served your community? What have they done well? Where have they fallen short? What gaps have never been addressed?
- **Crisis and recovery history:** What major events — natural disasters, economic collapses, pandemics, social unrest — has your community lived through? How did it respond? What scars remain?

Sources for Historical Research:

- Local library archives and historical societies
- City and county government planning documents
- Long-term residents and community elders — their memories are primary sources
- Local journalism archives
- U.S. Census historical data
- Seed to Oaks Neighborhood 360 Assessment data (see Section 6)





- Within Reach regional assessment (see Section 7) — includes historical analysis by the Barna Group

The Statistician's role: In the Seed to Oaks In-Field Neighborhood 360 Assessment, the Statistician team member is specifically tasked with diving into demographics, history, and data compilation to uncover stories through numbers. Assign this role carefully — it is the historical memory of your assessment team.

The history of your city is not background noise. It is the operating context for every participant who will sit across from your Resource Coordinators.





Section 3.3: Gap Identification

A gap is the distance between what exists and what is needed. Every community has gaps. The question is not whether they exist but whether anyone has bothered to map them carefully enough to do something about them.

CityServeX's assessment process makes gap identification systematic — not anecdotal. When your team completes a Neighborhood 360 Assessment, you are not just noting problems you already noticed. You are **mapping the full terrain** of services and needs so you can see with precision where the formal system ends and where people fall through.

The Four-Lane Gap Map:

Every gap in your community lives in one of the four lanes. The assessment helps you identify where each lane is strong, where it is weak, and where no lane is serving the need at all.

Lane	Common Strengths	Common Gaps to Identify
Faith	Relational trust, pastoral care, facility access, volunteer base	Practical service delivery, case management, cross-cultural reach, mental health
Business	Employment, economic investment, skills-based volunteerism	Long-term community investment, serving economically displaced workers
Government	Formal safety nets, regulatory infrastructure, public facilities	Relational care, last-mile connection, navigation support for complex systems
Nonprofit	Specialized service delivery, advocacy, issue-specific expertise	Coordination across organizations, no duplication of effort, sustainable funding

The Gaps That Fall Between All Four Lanes:

The most important gaps are not within a single lane — they are the ones that fall between all four. These are the needs that no single organization or sector addresses, because each one assumes another lane is covering it. CityServeX's model exists precisely for this space.



Examples of gaps that routinely fall between lanes:

- Practical, neighbor-sized needs (home repair, transportation, yardwork) that nonprofits don't serve and government doesn't fund
- Navigation support — someone to walk alongside a person through a complex, multi-system need that no single organization owns
- After-hours and weekend access to community resources
- Service in zip codes outside major nonprofit footprints
- Bilingual or bicultural resource navigation
- Needs that don't fit any program's eligibility criteria

Gap Identification Procedure:

- **Map existing services** in each of the four lanes within your geographic service area. Use findhelp (cityservex.help) as your starting database, then supplement with local knowledge.
- **Interview key stakeholders** in each lane. The In-Field Assessment's Interviewer role is specifically designed for this. Ask: What needs do you see that you cannot serve? Where do people fall through?
- **Document the top recurring needs** that community members express. What do people keep asking for that nobody provides? (See Section 4: Top 5 Needs.)
- **Identify geographic gaps.** Are certain zip codes or neighborhoods underserved compared to others? Where are services clustered? Where are the deserts?
- **Note duplication of services.** Where are multiple organizations providing the same service with no coordination? Duplication is a gap, too — it represents wasted capacity.
- **Compile into a Gap Report** to share with your four-lane coalition and CityServeX leadership. This becomes the working document for your site's strategic priorities.

Assessment outputs gap identification: Your completed Seed to Oaks Neighborhood 360 Assessment will include interviews and recommendations that identify specific gaps in your community. Pay particular attention to these — they make for the best starting point to build a Coalition and develop relationships across the four lanes.





Section 3.4: How an Assessment Amplifies Impact

An assessment is not a report you file and forget. It is a **strategic multiplier** — a tool that makes every other element of CityServeX more effective when it is applied well. The organizations that use their assessment data intentionally and consistently achieve better outcomes faster. The ones that conduct an assessment and then put it on a shelf realize no benefit from it.

This section describes the specific ways a completed assessment amplifies CityServeX's impact at the site level.

Impact Amplifier 1: Precision Targeting of Resources

Without assessment data, Resource Coordinators make referrals based on what they happen to know — which is inevitably incomplete and biased toward familiar organizations. With assessment data, they operate from a **complete map** of community resources and can match participants to the right resource with far greater precision.

Note: findhelp covers 950,000+ program locations nationally. The assessment tells your RCs which of those programs are actually active, accurate, and trusted in your specific community.

Impact Amplifier 2: Coalition and Partnership Development

Every interview conducted during the assessment is a relationship investment. Every stakeholder who participates in the assessment process becomes a potential coalition partner. The assessment gives you **a reason to be in the room** with every major community leader before you ever ask them for anything.

We recommend sharing your Assessment results with any existing Coalition or network involving the four lanes. The data often creates natural action steps — things the community clearly needs that nobody is currently providing — which become the Coalition's first shared agenda.

Impact Amplifier 3: Volunteer Recruitment and Engagement

People volunteer for causes they understand and believe in. When your team has completed an assessment, you have real, specific, local data to share with prospective volunteers. You are not asking them to serve in the abstract — you are showing them **the actual gap** that their service will help close.

A Care Champion who can say, "Our assessment showed that 34% of residents in this zip code have no reliable transportation access" recruits differently than one who says, "We have a lot of need here." Specificity inspires action.



Impact Amplifier 4: Awareness Among All Staff and Volunteers

We recommend that EVERYONE involved in your organization — staff, Resource Coordinators, board members, volunteers, and community partners — read the completed Assessment. The awareness it creates changes how people see the community they are serving.

A Resource Coordinator who has read the history of their city's economic decline approaches a participant facing job loss differently than one who sees the same situation as an isolated personal failure. Context is compassion.

Impact Amplifier 5: Funder and Partner Credibility

Funders give money to organizations that know what they are doing. A completed, well-presented community assessment signals that your site has done the foundational work — that you are not guessing at need, but documenting it. This dramatically strengthens grant applications, donor presentations, and partnership conversations.

Without Assessment	With Assessment
Referrals based on incomplete knowledge	Referrals based on full community resource map
Volunteer asks are vague and abstract	Volunteer asks are specific and data-backed
Coalition building starts cold	Coalition building starts with shared data
Funder conversations are anecdotal	Funder conversations are evidence-based
Staff serve without context	Staff serve with understanding
Gaps are discovered slowly through experience	Gaps are identified systematically before launch

The assessment is not a box to check: It is the document that makes everything else smarter. Read it. Share it. Use it. Come back to it quarterly. The community is not static — and neither is what you learn from understanding it.



Section 3.5: Top 5 Needs

One of the most actionable outputs of a community assessment is a clear, data-backed identification of your community's top five needs. These are not guesses or impressions — they emerge from the synthesis of demographic data, stakeholder interviews, resident feedback, and service gap analysis that the assessment produces.

The Top 5 Needs become your **operational compass**. They tell your Resource Coordinators where to put extra energy. They tell your Care Champion where to build partnerships first. They tell your Community Advocate which stories to tell. They tell your board and funders what your site is specifically equipped to address.

How Top 5 Needs Are Identified:

- **Aggregate interview themes.** What did community stakeholders across all four lanes identify as the most pressing unmet needs? What appeared in multiple conversations?
- **Analyze demographic data.** What does the statistical picture reveal about the population's most significant vulnerabilities — income levels, housing instability, healthcare access, employment rates, educational attainment?
- **Identify gaps in the service map.** What needs have no corresponding service in your community? Where is demand clearly exceeding supply?
- **Review findhelp search patterns.** Nationally, the top search categories on findhelp are housing (30%), health (19%), and food (14%). How do your local patterns compare?
- **Synthesize into five.** Work with your Care Champion, your assessment team, and your coalition partners to narrow the findings to the five most actionable, most urgent, most supported-by-data needs.

Common Top 5 Categories Seen Across CityServeX Sites:

#	Need Category	What This Looks Like at the Site Level
1	Housing Stability	Rent assistance, eviction prevention, transitional housing, utility shutoff support
2	Food Security	Emergency food access, SNAP enrollment navigation, meal programs for seniors and children
3	Healthcare Access	Uninsured/underinsured navigation, mental health referrals, prescription assistance, dental access



4	Employment & Income	Job search support, workforce training navigation, benefits enrollment, financial literacy
5	Practical Neighbor Needs	Home repair, transportation, yardwork, household tasks — the neighbor-sized needs NeighborLink is designed to meet

Your Site's Top 5 Needs (Working Document):

Complete this section after your Neighborhood 360 Assessment is returned. Update annually or when significant community changes occur.

1	Need: _____ Data Source: _____ How CSX Addresses This: _____
---	--

2	Need: _____ Data Source: _____ How CSX Addresses This: _____
---	--

3	Need: _____ Data Source: _____ How CSX Addresses This: _____
---	--

4	Need: _____ Data Source: _____ How CSX Addresses This: _____
---	--

5	Need: _____ Data Source: _____ How CSX Addresses This: _____
---	--





Review annually: Your community's Top 5 Needs are not fixed. Economic conditions change. Populations shift. Programs open and close. Revisit your Top 5 every 12 months with your coalition and update your site's working document accordingly.





Section 3.6: Wholistic Understanding to Develop Solutions

Data tells you what. History tells you why. Relationships tell you how. A wholistic understanding of your community weaves all three together into something that **generates solutions** rather than just describing problems.

CityServeX's model is built on this conviction: that the communities most in need are not suffering from a shortage of caring people — they are suffering from a shortage of **coordination, understanding, and sustained presence**. The assessment is how you build the understanding. The four lanes are how you build the coordination. CityServeX is how you maintain the presence.

What Wholistic Understanding Looks Like:

- **It sees the person, not just the presenting need.** The participant asking for food assistance may also be facing eviction, job loss, and unaddressed mental health needs. Wholistic understanding means your RC is trained to see the whole picture — not just fulfill the single request.
- **It understands the system behind the symptom.** Why do so many participants in this zip code struggle with food insecurity? What economic, historical, and structural forces created this pattern? Wholistic understanding means your team knows the answer — and that knowledge makes every interaction more effective.
- **It draws on stories as well as statistics.** The Observer role in the In-Field Assessment is specifically charged with exploring lifestyle patterns and determining areas of value in the neighborhood. Numbers without stories are abstractions. Stories without numbers are anecdotes. Both together are understanding.
- **It honors community assets, not just deficits.** The Asset Mapper role in the In-Field Assessment is charged with discovering the gifts and passions of your congregation to match them to the needs and dreams of your neighborhood. Every community has strengths. Wholistic understanding names them.
- **It connects across all four lanes.** No single sector has the full picture of a community. Business sees employment. Faith sees relationships. Government sees policy. Nonprofits see crisis. Only when all four perspectives are integrated do you have a wholistic view.





The Assessment-to-Solution Framework:

Assessment Finding	Potential CityServeX Solution
High concentration of uninsured residents in a specific zip code	Prioritize healthcare navigation as a Top 5 focus. Partner with a local clinic. Train RCs on insurance enrollment workflows in findhelp.
Residents frequently mention transportation as a barrier	Activate NeighborLink for transportation volunteers. Partner with faith communities who have van ministries. Map transportation resources in findhelp.
Multiple nonprofits serving the same population with no coordination	Convene a four-lane coalition meeting using assessment data as the agenda. Propose CityServeX as the coordination hub.
Strong faith community presence but no cross-church collaboration	Use assessment findings to invite churches into a shared Resource Coordination model. Show them the gap they could collectively close.
High senior population with practical unmet needs	Deploy NeighborLink specifically for senior practical needs. Recruit volunteers from local churches and businesses to serve this demographic.
Language access barriers for a significant immigrant population	Prioritize bilingual RC recruitment. Identify bilingual programs in findhelp. Ensure 888-INFO-CARE has language routing capability.

Building Solutions with Your Coalition:

Once your assessment is complete, share it with your coalition partners. The data becomes a shared agenda — a list of things the community clearly needs that the community has collectively decided to address. This transforms the assessment from a CityServeX internal document into **a community-owned call to action**.

For more information on building and activating your four-lane coalition around assessment findings, refer to **Chapter 12: Coalitions**.





Assessment as invitation: The Interviewer's role in the In-Field Assessment is to build networks with key community figures and uncover primary neighborhood issues. Every conversation in that process is an invitation — to share what they know, to join what is being built, and to become part of the solution. The assessment is not just research. It is relational infrastructure.





Section 3.7.1: Why Seed to Oaks Is Our Preferred Partner

CityServeX has evaluated numerous community assessment tools and partners. We recommend Seed to Oaks as our preferred partner for neighborhood-level assessments because they have built something rare: a process that is simultaneously rigorous and accessible, data-driven and relationship-centered, professionally excellent and practically affordable.

"Seed to Oaks stands out as a preferred partner for neighborhood assessments due to their proven track record of excellence, comprehensive approach and reasonable pricing."

— Roger Valci, President of CityServeX

What Sets Seed to Oaks Apart:

- **Proven track record of excellence.** Over 400 churches and organizations have completed Neighborhood 360 Assessments through Seed to Oaks. The methodology is field-tested and continuously refined.
- **Technical expertise with genuine community engagement.** Their team brings both data analysis capability and real relationship-building skills. An assessment that produces great data but alienates the community it studies defeats its own purpose.
- **Detailed, step-by-step execution.** No stone unturned. Seed to Oaks provides clear, accessible guidance that empowers local leaders throughout the process — not just at the end.
- **Cohesion across diverse stakeholder groups.** Seed to Oaks excels at bringing broad community participation together, ensuring that assessment findings represent the whole community — not just the loudest voices.
- **Cost-effective and accessible.** Professional-quality assessment is accessible to organizations of all sizes. No organization should be priced out of knowing their community.
- **Actionable deliverables.** At the conclusion of each assessment, partners receive robust data analysis, clear visualization of findings, and actionable recommendations — a concrete roadmap for community transformation, not just a report.





The Three Seed to Oaks Assessment Options:

Assessment Type	Details
Virtual Neighborhood Walkthrough	A 45-minute virtual meeting that brings your neighborhood to life with real-time insights through an interactive map. Ideal for organizations looking to gain an initial broad understanding of neighborhood demographics, challenges, and opportunities without a large initial resource commitment. Suggested donation: \$150.
In-Field Neighborhood 360o Assessment	A step-by-step, four-month assessment led by a six-role team. The most comprehensive option — suited for organizations planning targeted community engagement or development projects and ready to build close, lasting community relationships. Suggested donation: \$3,000.
<u>Neighborhood Explorer</u>	The <u>Neighborhood Explorer</u> engages your team, listens to your neighbors and turns scattered files and meetings into a single source of truth—grounded in trust, powered by data. Suggested donation: \$3,500 to \$8,000.

The In-Field Assessment Team — Six Roles:

Coordinator Oversees the assessment process, works with church/organizational leaders, and communicates findings throughout the four-month process.	Statistician Dives into demographics, history, and data compilation to uncover stories through numbers. The historical memory and analytical engine of the team.
Observer Observes and explores lifestyle patterns, determines areas of value in the neighborhood, and records what daily life actually looks like on the ground.	Local Resident Offers insights from living in the community, acts as a filter for information gathered by outside team members, and leads neighborly engagements.
Interviewer Builds networks with key community figures, uncovers primary neighborhood issues, and conducts the relational conversations that generate the richest data.	Asset Mapper Discovers the gifts and passions of the congregation or organization to match them to the needs and dreams of the neighborhood.





Time Commitment:

- **Initial Training and Orientation:** Approximately one hour, completed online at your convenience.
- **In-Field Weekly Engagement:** A few hours per week depending on role and assessment phase. Most tasks can be performed at your convenience.
- **Total Duration:** Four months. The process can be tailored to fit your schedule or liturgical calendar.

How to Get Started with Seed to Oaks:

- Visit seedtooaks.com/neighborhood-360-info to review the full assessment options.
- Discuss with your Care Champion which assessment type best fits your site's current stage and resources.
- If budget is a constraint, begin with the **Virtual Neighborhood Walkthrough** (\$150) while planning for the full In-Field Assessment.
- Contact Seed to Oaks to schedule your assessment. Allow 2–3 months for completion before your site moves to full operational capacity.
- Share all assessment findings with your four-lane coalition partners and use the results to complete your site's **Top 5 Needs** working document in Section 5 of this chapter.

Required step: Completing the Neighborhood 360 Assessment is a required step before CityServeX Partner Sites reach full operational capacity. Contact your CityServeX Liaison to confirm your assessment timeline and ensure it aligns with your launch schedule.





Section 3.7.2: Inside the Tools — How Seed to Oaks Works

Understanding **what** Seed to Oaks produces is one thing. Understanding **how** they produce it helps your team engage the process more intentionally — and explains why the Virtual Walkthrough is so much more than a slide presentation.

The Virtual Neighborhood Walkthrough — Technology Details:

The Virtual Walkthrough is powered by two specific tools that set it apart from anything you could assemble on your own:

- **ArcGIS Mapping.** ArcGIS is the industry-standard geographic information system used by governments, research institutions, and urban planners worldwide. Seed to Oaks uses it to create an interactive map of your neighborhood that surfaces demographic and socioeconomic data layers in real time — overlaid on your actual streets and boundaries.
- **Tapestry Segmentation.** Developed by Esri, Tapestry Segmentation classifies U.S. neighborhoods into 67 distinct lifestyle segments based on demographic and socioeconomic data. It identifies the specific characteristics, needs, and potential challenges of different population groups in your area — giving you a nuanced portrait of who actually lives near you.

During the Walkthrough, your team will:

- **Explore the interactive map** to see your community through demographic and socioeconomic data that most organizations have never accessed.
- **Understand community challenges** specific to the population segments in your neighborhood — not generic national trends, but what is actually true of your zip codes.
- **Discover opportunities for impact** including practical ways your organization can adjust its outreach and service efforts to connect with the diverse groups in your community.
- **Leave with actionable next steps** — specific quick wins and partner opportunities your team can pursue immediately after the session.
- **Get leaders on the same page.** One of the most underrated outcomes of the Walkthrough is alignment. When everyone in the room sees the same data, disagreements about community priorities often resolve themselves.





What the Virtual Walkthrough Delivers:

Deliverable	Details
Who's in your community	Income levels, employment trends, stability indicators — segmented by neighborhood block
Facilities, partners & strengths	What assets already exist that your organization can leverage
Opportunities for aligned action	Where coordinated effort can move the needle based on actual data
A shared action plan	Every session ends with a simple, shared plan for your first concrete actions
Clarity fast	The full picture in one 45–60 minute session, without months of research

"One church used the Virtual Walkthrough to see a surge in senior households nearby. Within 60 days they launched a weekly check-in and ride program — meeting real needs and building lasting relationships."

— **Seed to Oaks**

When to Start: The 360 Starter Kit

For organizations just beginning to think about neighborhood engagement, Seed to Oaks now offers the **Neighborhood 360 Starter Kit** — a low-barrier entry point designed for everyday community members, not just organizational leaders.

The Starter Kit focuses on individual-level action first: knocking on doors, meeting neighbors, identifying natural connectors on your street. One organization that began with the Starter Kit started with a single door knock and within weeks had five neighbors meeting regularly. Within months the group launched a supply drive for a local school — sparking friendship, trust, and practical support across 20 households.

The progression: Starter Kit → Virtual Neighborhood Walkthrough → In-Field Neighborhood 360o Assessment. Begin where your capacity is. Grow from there.





Section 3.7.3: Seed to Oaks — Beyond the Assessment

CityServeX recommends Seed to Oaks primarily for the **Neighborhood 360 Assessment**. But understanding their full program suite matters — because many of the needs your assessment will identify have corresponding Seed to Oaks programs that CityServeX Partner Sites can explore in collaboration with their faith community partners.

Seed to Oaks is active across 26 states, grounded in trust, powered by data. Their model is: **assess first, then act**. Every program in their suite flows from the assessment foundation.

Program	Focus	What It Does
Neighborhood 360o	Community Assessment	The flagship tool — step-by-step neighborhood assessment (Virtual Walkthrough or In-Field) to understand the story, needs, and dreams of your community. CityServeX Preferred Partner for this program.
Whole Health	Healthcare Access	Helps local churches and health professionals collaborate to host free clinics addressing healthcare needs. Ideal when your assessment reveals uninsured/underinsured populations with no viable access point.
Job One	Employment	An employment placement program operated through a church in collaboration with local businesses. Addresses workforce gaps identified in your assessment.
Oaks Learning	Education	A two-week educational academy program for parents and children, operated through a local church. Addresses educational support gaps, particularly for families facing academic transitions.
Starter Kit	Individual Action	Entry-level neighborhood engagement tool for everyday community members. Starting point before the full 360o Assessment process.





The Sojourn Church Story — Whole Health in Action:

Sojourn Church in Louisville, Kentucky hosted free community clinics through Seed to Oaks' Whole Health program. The clinics served hundreds of uninsured residents, meeting physical needs — and in the process built bridges of trust and unity across Louisville neighborhoods that no amount of programming could have manufactured. This is the Seed to Oaks model in practice: *assess the need, then deploy the program that meets it.*

For CityServeX Partner Sites, programs like Whole Health and Job One represent potential four-lane partnership opportunities — particularly with faith community partners who want practical ways to deploy their congregations in service of the needs the assessment reveals.

Contact Seed to Oaks: To schedule a Virtual Neighborhood Walkthrough or In-Field Neighborhood 360 Assessment, reach out at info@seedtooaks.com or visit seedtooaks.com. CityServeX Liaisons can provide an introduction for sites that have completed the Pilot Agreement.





Section 3.8: Within Reach — A Recommendation for Regional Assessment

Within Reach began with a question. Not a plan, not a program — a question.

"Do we truly know our city? And if we don't — can we genuinely love or care for those who call it home?"

— **Jed Mullenix, Within Reach, Omaha**

That question led Within Reach to launch the **State of the City Project** — a two-year, in-depth research endeavor that became one of the most comprehensive community assessment models in the country. They consulted nationally respected information platforms and research organizations, listened to hundreds of Metro residents, and learned from respected local leaders across public and higher education, business, government, social services, neighborhood engagement, and faith.

The result was not just a report. It was a **published book** — physically beautiful, widely distributed, and designed to be a catalyst for the conversation, collaboration, and innovation that emerges when city leaders decide to work together.

Within Reach — Who They Are:

Within Reach is a **collaborative network of leaders** in community, business, and the church who share a commitment to city reaching and renewal. Based in Omaha, Nebraska, they exist to unite and activate leaders to carry out Jesus' mission in their neighborhoods, workplaces, and ministries.

Their four core commitments align directly with CityServeX's mission:

- **Reach the City** — activating the church to engage its surrounding community with intentionality and strategy
- **Plant Churches** — investing in long-term community presence through new church development
- **Unleash Compassion** — mobilizing practical acts of care across neighborhoods
- **Develop Leaders** — equipping leaders across all four sectors to lead well in the communities they serve





The State of the City — Five-Fold Initiative:

The Within Reach State of the City Project integrates five distinct research streams into one unified community portrait. This is what makes it a regional assessment in the fullest sense:

Research Stream	What It Provides
1. Demographic Research	Current data on the composition of the metro population — age, race, gender, income, migration patterns, population growth trends — and analysis of what those trends mean for the next decade.
2. Barna Cities — State of the City & Church	Barna partners with cities to help leaders be more informed, better connected, and fully engaged. Barna has conducted more than two million interviews and thousands of studies on faith, culture, and the future of the Church. Their City Toolkit provides church pulse assessments, comparative data against national benchmarks, and cooperative promotion tools. (stateofthecity.gloo.us)
3. Neighborhood Assessments with Seed to Oaks	Seed to Oaks helps cities understand the story of their neighborhoods — including history, community values, demographics, spiritual landscape, cultural tensions, and strategic opportunities. Within Reach uses Seed to Oaks' Neighborhood 360 Assessments as the neighborhood-level data layer within the broader State of the City framework.
4. State of Evangelism Report	An assessment of the current evangelistic effectiveness of local churches — not as a theological judgment but as a practical measurement of the church's engagement with its surrounding community. Identifies gaps and opportunities for more effective community presence.
5. Outcomes	The most important element: leaders use the combined research to identify the unacceptable realities facing the city, then develop collaborative solutions. The goal is measurable, transformed lives, neighborhoods, and communities — not a shelf report.

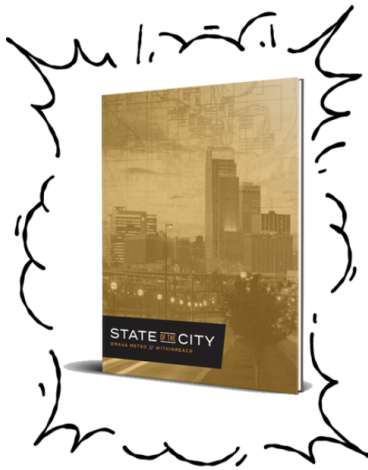




The State of the City Book:

Within Reach publishes its findings as the **State of the City Book** — a professionally designed publication available for purchase (\$15 individual / bulk orders available). It presents both:

- **A comprehensive picture of today** — what is true and real about the community right now
- **A compelling picture of tomorrow** — what can be true of the city ten years from now if leaders commit to working together



The ten-year vision is what distinguishes Within Reach from other assessment tools. It does not just describe what is — it challenges leaders to commit to what could be, with specific steps, milestones, and measures of success.

The Within Reach Model in Practice:

The city of Omaha has been Within Reach's primary laboratory, and the results demonstrate what the State of the City model can produce:

- Leaders across churches, businesses, government, and nonprofits working from the same data — which changes the nature of the conversation
 - Annual citywide gatherings featuring national researchers (including Barna CEO David Kinnaman) presenting local data compared to national patterns
 - A ten-year transformation vision that was launched publicly and is now being reviewed for progress one year in
- A repeatable framework being applied in additional cities





Policy: Within Reach is **not required** and is not a designated CityServeX Preferred Partner at the same level as Seed to Oaks. CityServeX **highly recommends** it for Partner Sites leading multi-organization or multi-city coalition initiatives where a regional, ten-year transformation framework would strengthen the work.

Seed to Oaks	Within Reach
CityServeX Preferred Partner	Highly Recommended — Regional Contexts
Neighborhood-level assessment	Metro/regional-level assessment
Individual organization focus	Collaborative network model
4-month In-Field or 1-hour Virtual	2-year research project
\$150–\$3,000	Custom/bulk pricing; book at \$15
26 states	Omaha-based; expanding nationally
Best for: Site launch preparation	Best for: Coalition/city-level strategy

Contact Within Reach: info@withinreach.com | www.withinreach.com

When to choose Within Reach: If your site is leading a multi-church or multi-sector city coalition, building a case for significant community investment, or if your city's leaders are ready to engage a ten-year transformation vision together — Within Reach is the model for that moment. It starts with the question: Do we truly know our city?





Section 3.9: How to Review and Utilize Your Assessment

Receiving your completed Neighborhood 360 Assessment is not the end of the process. It is the beginning of the strategic work. Here is how to apply it well.

Immediate Steps Upon Receipt:

- **Read it cover to cover.** Every member of your leadership team reads the full assessment. This gives everyone a shared understanding of the community — its history, its needs, its assets, its gaps.
- **Share it with your coalition.** If you have a four-lane network or coalition, schedule a meeting to review the findings together. The data often becomes the coalition's first shared action agenda.
- **Identify the top interviews and recommendations.** Pay particular attention to the interview findings — they reveal what community leaders across all four lanes see as the most urgent priorities.
- **Complete your Top 5 Needs document** (Section 5 of this chapter) using the assessment data as your primary source.
- **Distribute to all staff and volunteers.** We recommend everyone involved in your CityServeX operation read the assessment. The awareness it creates changes how people serve.
- **Use it to build your coalition.** The Interviewer's network of community contacts becomes the seedbed for your four-lane partnership structure. For more, see Box Chapter 7: Engage Map.
- **Revisit it annually.** Schedule a formal annual review of the assessment data. Communities change. Your understanding should change with them.

Everyone reads it: We recommend EVERYONE involved in your company, church, agency, or organization read the completed Assessment. The awareness it provides to those serving people in crisis is irreplaceable. A Resource Coordinator who understands the community they serve is a fundamentally more effective one.





Know Before You Go.

There is a kind of humility required to do an assessment. It says: *"I do not already know everything I need to know to serve this community well. I am going to find out."* That humility is rare in organizations, and it is one of the things that sets the CityServeX model apart.

When your team completes the Neighborhood 360 Assessment, you will know things about your city that most people who live there don't know. You will have walked its streets or mapped them virtually. You will have sat with its leaders and listened to its residents. You will have let the numbers tell their stories and the stories fill in what the numbers miss.

And then — equipped with that understanding — you will build the most effective Resource Coordination operation you possibly can. Not because you guessed right. Because you **listened well**.

"To love our city, we must know our city.
Knowing begins with listening."

(Jed Mullenix, President of Within Reach)

CityServeX. Everyday. All Lanes.

