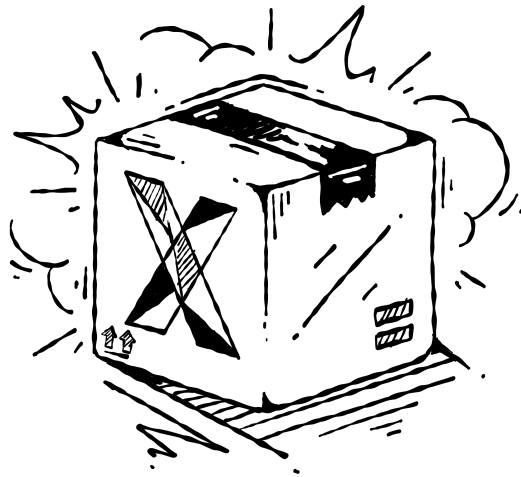




CityServeX

Community Advocate Training

Core Content - Section 2

INTERNAL TEAM



Module 2 — Internal Team: Internal Structure & Leadership

Why the Internal Team Matters

Every Community Advocate eventually faces the same temptation, and I want to name it early so you recognize it the moment it happens to you. A Participant's need comes up. A Resource Coordinator is short-staffed or overwhelmed. And it feels completely natural — even noble — to step in and personally solve the problem yourself.

Resist that pull.

Here's why: your value to this site is not measured in cases handled. It's measured in doors opened. Every hour you spend managing daily casework is an hour nobody is spending cultivating the pastor, the business owner, or the city official who could open the next ten doors for this community. That's not a criticism of casework — it's essential, urgent, meaningful work. It's just not your work. The internal team exists precisely so you don't have to be in two places at once. Understanding that distinction, and holding to it even when it's tempting not to, is the entire point of this module.

The Three Roles at Your Site

Three roles carry the work at your site, and if you don't know exactly where each one starts and stops, the whole operation eventually trips over itself.

- The Care Champion runs daily operations: Think of them as the internal leader — the person responsible for staffing, service delivery, and the overall health of the team. If something is going wrong inside the walls of your site today, it is the Care Champion's job to know about it and fix it, not yours.
- Resource Coordinators are the volunteers who sit across from Participants: These are the volunteers who do the actual relational work at the center of everything CityServeX exists to do. They sit across from a Participant, listen to their story, and — using tools like Findhelp and NeighborLink — walk that person toward the resources that can actually help. A good Resource Coordinator creates trust and understanding before ever getting to solutions.
- You, the Community Advocate, are the external strategic voice: Your job is to set the vision for partnership development and represent the mission in every room you enter — city council meetings, church staff meetings, chamber of commerce lunches, wherever the Four Lanes gather. You are the person who makes sure this site's story reaches the leaders who can open doors for it.



None of these three roles outranks the others. Think of it the way CityServeX describes it: different instruments in the same orchestra. A Care Champion who also tries to do external partnership development will neglect daily operations. A Community Advocate who gets pulled into casework will neglect community-building. Everyone needs to play their own instrument for the piece to work.

Setting Your Lane Boundaries With Your Care Champion

The single most useful thing you can do in your first weeks with this internal team is sit down with your Care Champion and define, in plain language, where your lane ends and theirs begins. Don't just talk about it — write it down.

This isn't bureaucratic box-checking. It's protection for both of you. Without a written boundary, one of two things happens: effort gets duplicated, with both of you handling the same problem from different angles, or effort gets dropped, with both of you assuming the other person has it covered. Either way, the community feels the gap before you do.

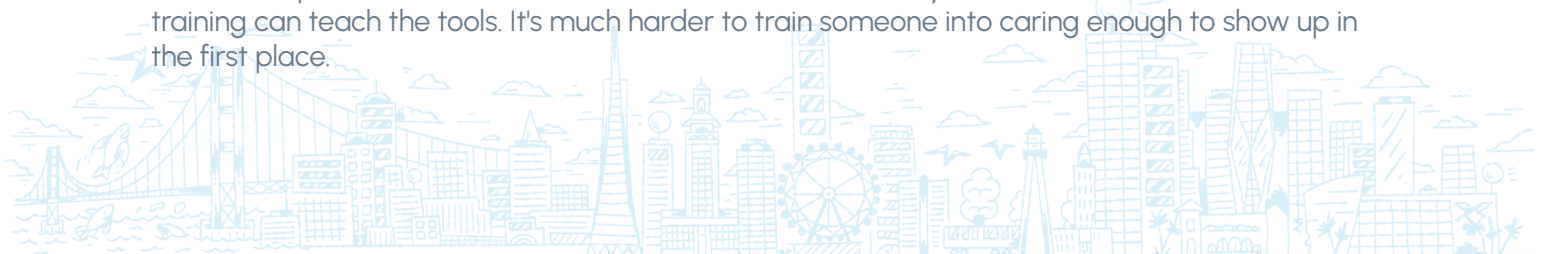
A simple way to start: take a blank page and write two headers, "Care Champion" and "Community Advocate." Under each, list the specific situations that belong there — new Resource Coordinator training, external partnership meetings, Participant complaints, city council introductions, daily scheduling. If something doesn't obviously belong to one side, that's exactly the conversation worth having out loud, before it becomes a real situation with a real Participant waiting on an answer.

Recruitment Is Your Constant Mode

Here's a mindset shift I want you to make on day one: you are always in recruitment mode. Not just when there's an opening. Not just when your Care Champion asks. Always.

You're looking for three kinds of people: community partners, coalition members, and future Resource Coordinators. Of these, Resource Coordinator candidates are the easiest to misjudge, because the instinct is to look for a social-work background or formal training. Resist that instinct too. What actually matters is much simpler: does this person already show up consistently, and do they already listen well?

A retired teacher who remembers every student's name. A small-group leader who never forgets who's struggling. A barista who remembers everyone's order and asks about their week. Those instincts — presence and attention — matter far more on day one than a resume line, because training can teach the tools. It's much harder to train someone into caring enough to show up in the first place.





Building Organizational Buy-In

There's a second kind of recruitment that's easy to overlook: recruiting your own organization's leadership.

Early on, identify which leaders at your organization — supervisors, board members, pastoral staff — need to be kept informed and brought along as champions of this work. This isn't about asking permission over and over. It's about making sure the people who could either fuel this work or quietly slow it down actually understand what you're building and why.

A Community Advocate who has built beautiful relationships in the community but never brought their own leadership along eventually runs out of runway — not because the community relationships failed, but because internal support wasn't there when it was needed. Don't let that be your story.

Protecting Your Team From Burnout

This work can be heavy. Your Resource Coordinators are sitting with people on some of the hardest days of their lives, week after week. If you don't plan for how you'll support them emotionally — not just operationally — that support gap will eventually cost you a volunteer, and possibly more than one.

The good news is that this doesn't require anything complicated. Build in regular debrief time. And ask one simple, direct question regularly: "How are you doing with what you're hearing?" Not "how's it going" — that invites a reflexive "fine." The specific question, asked specifically about what they're absorbing emotionally, is what actually surfaces the truth before it becomes a crisis.

Think about this now, before you need it. The site that waits until a Resource Coordinator is already burned out is always one step behind. The site that builds the check-in habit early rarely gets there at all.

Your Ongoing Rhythm With the Internal Team

Module 1 gave you a first-30-days path. This role doesn't stop needing structure after that — it just shifts from a one-time onboarding path to an ongoing rhythm. Here is what that rhythm looks like, in enough detail that you could keep it running without anyone reminding you.

Weekly — The Sync

Set a standing 30-minute meeting with your Care Champion, same day and time every week, and treat it as non-negotiable. Keep the agenda to three fixed items: this week's priorities, any urgent flags, and a quick capacity check — are the external commitments you're building starting to outrun what your internal team can actually deliver? Capture one line of notes per



item in a shared running log, so patterns become visible over time instead of disappearing into memory.

Monthly — The Recruitment Check and the Burnout Check

Once a month, review two things deliberately, even if nothing seems urgent. First, your Resource Coordinator pipeline: aim to identify three to five new RC candidates a month, and pass names to your Care Champion for a formal intake conversation. Second, a check-in with every current Resource Coordinator, using that same direct question about how they're doing with what they're hearing. Log any concern that comes up, confidentially, and follow up within a week — don't let a raised concern go quiet.

Ongoing — The Worksheet Revisit

Your lane-boundary worksheet isn't a one-time document. Revisit it at your 90-day mark, and again whenever your role or your Care Champion's role noticeably shifts. Roles drift naturally as a site matures — the goal isn't to prevent all drift, it's to make sure you and your Care Champion notice it together, on purpose, rather than discovering it through a conflict.

By the time this rhythm is running on its own, you should have a written lane-boundary worksheet in place, a standing weekly sync on the calendar, and a Resource Coordinator pipeline that gets reviewed — not just hoped for — every month.

One Last Thing

You will be tempted, more than once, to prove your value the easy way — by jumping into a case, fixing a problem yourself, being the hero for one Participant in one afternoon. It will feel good in the moment. But your real job is slower and less visible: building the internal team and the external relationships that let this site help a hundred Participants, long after you've moved on to the next open door. Trust the roles. Trust the rhythm. That's what makes this sustainable.

Discussion Questions

- What community organizations and non-profits are in your region you can introduce CSX to?
- What communication rhythm will actually get used at your site — not just the one that sounds best on paper?
- Who is the one leader you most need in your corner, and how will you bring them along?
- What's the risk if the Advocate and Care Champion never write down where their lanes end and begin?
- What qualities matter most when identifying potential Resource Coordinators?
- How will you know if a Resource Coordinator is heading toward burnout before it becomes a crisis?



Check List: Before You Move to the Next Module

- ☐ Sit down with your Care Champion and write out a lane-boundary worksheet (where your role ends and theirs begins).
- ☐ Share the worksheet with your Resource Coordinators.
- ☐ Set a standing weekly 30-minute sync with your Care Champion.
- ☐ Identify at least two to three potential Resource Coordinator candidates using the "shows up consistently, listens well" criteria.
- ☐ Identify which supervisors, board members, or pastoral staff need to be kept informed as champions of this work.
- ☐ Establish a regular debrief rhythm and check-in question for Resource Coordinators ("How are you doing with what you're hearing?").
- ☐ Calendar your monthly recruitment check and burnout check.
- ☐ Set a reminder to revisit your lane-boundary worksheet at the 90-day mark.

