Episcopal Parish Network
Where the Church Gathers

Summary and Transcript
From Institution to Infrastructure: Building the Church Communities Depend On
Originally presented August 11, 2026

Summary

EPN welcomed Day Edwards and Emmanuel Brown of ChurchSpace and Kevin Caudle, Santos Gonzalez, and Whitney Ridgeway of CityServe for a conversation on how churches can evolve from trusted institutions into indispensable neighborhood infrastructure by activating underused property.

ChurchSpace presented its neighborhood distribution hub model for generating church revenue and local jobs, while CityServe shared its supply chain, hubs and pods, and 10-initiatives ministry approach. The two organizations also explained how their budding partnership helps churches meet daily community needs and closed by challenging attendees to imagine what neighbors could depend on from the church in the future.

Key Takeaways

- **Churches already hold deep community trust; the opportunity is to activate it.** With physical presence in nearly every ZIP code, parishes are already trusted neighborhood institutions. The shift is from simply surviving to operating as true community infrastructure by unlocking that trust through property, partnerships, and expanded delivery models.

- **The Gospel does not change, but churches need new delivery models.** Health care, banking, and education all broadened how they deliver their core mission without changing the mission itself. Churches can add new systems to meet daily community needs throughout the week while keeping their gospel purpose unchanged.
- **ChurchSpace converts underused church property into revenue-generating neighborhood distribution hubs.** Fellowship halls, gyms, and classrooms can receive parcels for same-day delivery through platforms like Amazon and DoorDash. The church earns monthly space access fees plus a revenue share, while ChurchSpace handles operations, staffing, security upgrades, and liability coverage.
- **CityServe moves donated goods through a hub-and-pod network that turns delivery into discipleship.** Truckloads from major retailers flow to regional hubs and then to local church pods, where congregants deliver household essentials door-to-door. This creates natural opportunities for relationship and gives parishioners a practical way to love neighbors consistently.
- **The two models complement each other to create sustainable neighborhood ministry.** ChurchSpace brings for-profit operations, capital, and revenue, while CityServe brings donated goods, ministry training, and community reach. Together they allow churches to turn otherwise empty space into income that can fund ongoing outreach.

Transcript

Joe Swimmer: Good afternoon, everyone. Welcome. Glad to have you with us right after the top of the hour. My name is Joe Swimmer. I'm president of Episcopal Parish Network, and thrilled to have you here for this important webinar, a discussion with our friends from CityServe and ChurchSpace. Before I let them get started, I wanna mention a couple of things. First, we are really excited at EPN to be launching something new. Coming this Thursday, you will hear our first podcast.

I'm really excited about the podcast that we'll be releasing with Presiding Bishop Sean Rowe and Bishop Allen Shin from the Diocese of New York. If you are on our email list, you will get that in your email. We'll also be posting it to our social media. So please do take a look for that. Excited for you to hear this conversation.

It's gonna be really fabulous. It was filmed with our friends at Saint James Madison in New York. Also, if you like the content that you're about to hear, which I know you will, we will have more of this content and ChurchSpace with us at our EPN 2027 gathering next February 23rd through 26th in Denver at the Grand Hyatt and Saint John's Cathedral. Really excited to bring together 850 of your closest friends. You may not know some of them now, but they will be your closest friends by the time we wrap up. Terrific content from folks like ChurchSpace as well as keynotes like Ron Heifetz. And look for more information about that coming. Registration opens on October 14. It's a lot of me talking. I'm going to stop now and hand it off to Emmanuel.

Emmanuel, thank you for your partnership. We're so glad to have you with us today. Look forward to hearing what you and your team and the folks from CityServe have to share, and let's get started.

Emmanuel Brown: Wonderful. Joe, thanks so much. We are incredibly privileged to be able to serve with you and Laura and the EPN team over the last couple years in a sponsorship capacity, and we're incredibly excited to join you in person for the first time in Denver early next year. And this is actually our first webinar together, so we're especially excited to be here with EPN and the ChurchSpace team and our friends and partners at CityServe. And before we get started, I just wanna say good afternoon, welcome to everyone.

My name is Emmanuel Brown. I'm the cofounder of ChurchSpace. We'll talk a little bit about what ChurchSpace is later in the webinar. But at a high level, we help churches to turn extra available property and space into what we call neighborhood infrastructure. We do that by bringing distribution of goods and products closer to where people live so that you can serve the neighbors around you while creating reliable revenue for your church, jobs for the community, and new opportunities for the church to become a resource hub to the neighborhood.

So a lot of incredible things that we're working on as a part of our mission. And before we get started, I wanna ask a question to kick us off, and I want you to think about your church property for a moment. And not just in the capacity of what happens on Sunday morning, but outside of Sunday morning, and what the actual physical presence of your church property means to the neighborhood around it. In other words, if your church would disappear tomorrow, what would your neighbors tangibly lose beyond just Sunday morning worship and spiritual formation and spiritual life of

your congregation? Would they lose access to food, to gathering space, to childcare, community programs, emergency support, a trusted place to go?

If anything comes to mind, we'd love for you to drop some things in the chat. And if nothing comes to mind immediately, that's okay. We're hoping that today's webinar can answer some of those questions, and I believe that they will. Now the reason that I ask is because when a place becomes something that a community relies on, it starts to function as much more than a building. It functions as infrastructure.

And that's the idea that we really wanna explore today. Thinking about how churches already represent one of the most deeply rooted physical networks in our community, I think that goes without saying that we're very aware that there are a lot of churches across the country, over 300,000, and how deeply rooted that physical presence is in over 90%, 95% of all ZIP codes in the US. And we've been asking and wrestling with an important question. I think EPN actually exists to do this in a lot of ways, to wrestle with the question of how do we better utilize our buildings? And that's a great question. Pastors and leaders of parishes all across the country have been asking that question for several years now. But I actually think that there's a much bigger question, a deeper question that we should be asking besides how do we just utilize our buildings, and that is what becomes possible when we think about church property not only as a place where churches gather, but as the physical infrastructure through which the church can serve the community throughout the entire week? And so that's the question we're deeply thinking about at ChurchSpace every single day, and we're excited to share some of what we're learning in today's webinar. And before I kick it off today, I wanna introduce some special friends. We are especially excited to be joined by our incredible partners at CityServe, and they have an awesome mission if you haven't heard about it before.

Their mission is centered on equipping and empowering the local church to meet tangible needs in the community every single day, and they'll share a little bit more about that incredible work. And we'll also be talking about this budding partnership between ChurchSpace and CityServe that we're incredibly excited about and what we believe can be possible when we bring these types of models together. So as we go, feel free to keep the chat alive. Ask questions. Share what your parish is already doing. We love to share. We also love to learn. And most importantly, think about what might be possible in your neighborhood. And then at the end, we'll bring everyone

back together for a Q&A and some conversation. So we have a lot to get into, a lot in store. And so with that, Day Edwards, I will pass it over to you.

Day Edwards: Hi, everyone. Thanks, Emmanuel, for that awesome opening. I am super excited to be here. Let me make sure I can see the screen. Yeah, the slides. There we go.

Emmanuel Brown: Yes, we do.

Day Edwards: Awesome. So we're going to be talking from a viewpoint of the institution being the church, but how do we move that goalpost from being the institution to becoming the infrastructure? And when you think of infrastructure, we're talking from the lens of a church being the actual leverage per se, or the church being something that the community depends on. Right? So the whole purpose of today's webinar is to really take the focal point of the church that for centuries has always been society's most trusted institution. Right? And really just see how do we take churches from the point of simply surviving, but having them unlock that trust that they use, that they gain from having their Sunday services or just really being iconic pillars in their communities. How do we unlock that trust by operating an infrastructure? So we're going to go through a series. I mean, I'll just flow with you with the slides. Or do you want

Emmanuel Brown: Yeah. I will. A little bit of tech difficulties. Let me make sure we can

Day Edwards: No worries.

Emmanuel Brown: Running. So it's funny you have a tech company that has the most tech challenges.

Day Edwards: Awesome. So what we're gonna start off today is we're going to go over institution versus infrastructure. Right? What the church is today and what the community actually needs in regards from the church as infrastructure. Right? And that's really one of my most fun parts of this webinar that I like to start off with. It really just breaks the ground of where we establish what infrastructure is and how we can unlock that trust to become infrastructure. And then from there, we're going to go to the different patterns across industries. Right? When you look at the health care sector, banking, education, retail, we're gonna start seeing the patterns and the shifts of where we are today as the church stands. And then part three, we're going to go to

the four-step path. Emmanuel is gonna jump in on that part. He is amazing when it comes to helping unlock that actual trust and that community reliance and resilience into becoming actual infrastructure. And then from there, we're going to end with the vision and next step.

Day Edwards: So whenever you think of the word infrastructure, what often comes to mind? Most people in general, when you hear the word infrastructure, you probably think of roads, bridges, airports, hospitals, schools, water systems, that sort of thing. But by definition, the word infrastructure, I don't know either of you, probably just my household, but we had dictionaries in every room, so anytime we were bored. So whenever I'm like, pull out a dictionary, I'm not sure if everyone has one anymore. However, the definition of infrastructure is anything that a community depends on to function. Right? So when you look at something like hospitals or schools or libraries.

Day Edwards: What do most of those have in common? Most people would assume that they're large, you know, they're visible, they're things that you see in every community, but that's not really what makes them the infrastructure. Infrastructure, in the terms in which we're speaking about today, is not really defined by size. And when I say size, I mean square footage. Right? We're not defining infrastructure you're building as something that we define by size, but more so something that's defined by its dependence. And when we say dependence, we're really thinking of your community. Can people build their lives assuming that you're still going to be there tomorrow? Can people continue on with their everyday activities knowing that you have to be there? You have to be open. Your doors must be there in order for this community to run and function.

How many of you feel that way, like, today, presently? Like, if I don't open my doors, my community will not run the way it runs. Right? When you think of a coffee shop that closes that's in your community, I know I have a hard time when I'm a foodie. When certain restaurants close and I'm like, no. That was my favorite place to get my baked lasagna. You notice those things. Right? If a restaurant closes, if the Internet goes down, what happens? Everything stops. Everything stops. If the electricity, power grid goes out, everything stops as well too. If a hospital disappears, communities suffer. If a school disappears, you literally remove a pillar that shapes the culture of your community. When I say that, it really just helps to view in the point that infrastructure is not measured by square foot, but by its dependence. All of those things that we just listed are things that people depend on. So naturally, when they

close or go down, you also feel the difference. And you also notice the difference of how a community functions. Right?

Emmanuel Brown: Yes.

Day Edwards: Emmanuel, I'll let you jump in on this one for this slide, I think.

Emmanuel Brown: For the institution versus infrastructure?

Day Edwards: Oh, next one. Sorry. I don't see that one.

Emmanuel Brown: I'll keep going till you say stop.

Day Edwards: Yes.

Emmanuel Brown: Institutions earn trust. Infrastructure activates trust.

Day Edwards: There we go. Okay. Thank you. So institutions earn trust. Infrastructures activate trust.

So when you think of churches, naturally, churches have already earned the trust of their community. Of course, you're already planted there. Churches have already earned the trust of their congregation. They've earned the trust of local city officials within that community as well too. And the cool thing about having that trust, and this is something that you even see within hospitals, something that you see within schools. Trust is not just something that should sit idle. And I think for so many years we've seen trust sit idle. But we're really coming to a point in an inflection in time where that trust is now being activated in so many ways to become infrastructure. Right? When you think of your traveling plans, how many of you probably look at Airbnb or some type of hotel of some sort. Right? Those types of buildings, they earned their trust from their brand, but then they activated it to become something that people depend on when they do traveling and lodging. So when we say that institutions earn trust, but infrastructure activates it, that's exactly what we're referring to. So what if the local church isn't simply one of society's oldest institutions? What if one of the oldest institutions that were more so overlooked in communities were not just buildings, but actual infrastructure?

And that's where we get to part two, where we start to look at the patterns of that. So every enduring institution eventually reaches a point where it has to decide whether it will simply preserve its mission or will it expand in ways to deliver their mission. It's and I honestly feel like that's where we're at right now with churches, especially when we launched ChurchSpace, we realized that it's more than a building. It's a building that carries a mission. But how do we get to a point to where that church or that building is not just carrying a mission, but it's delivering a system that expands. When you think of health care, their mission is to heal the sick. Right? But they have expanded their delivery to hospitals, urgent care, pharmacies, telehealth, home care, preventive care. There's so many different ways that they took that one model, that one mission which was to heal the sick and they found systems to deliver it in multiple ways. Right? So the takeaway from that is that missions don't change. It's just the delivery in which they are deployed that expands. And that's generally how an institution becomes the infrastructure.

Emmanuel Brown: Same.

Day Edwards: I'll take another example. Right? The mission for, let's say, banking is to safeguard money. Right? How many ways has the banking sector came and delivered that same mission but in different ways? You have your ATMs, mobile banking, digital banking, small banks, local credit unions. There's so many different ways that they took that trust, and they decided to activate it to become the actual infrastructure of their communities. So the key thought here is really going to be where are the ways that churches can expand the mission and how they deliver that. Of course, the mission always stays the same. The gospel doesn't need a new mission. The church does need new ways to deliver that mission.

Emmanuel Brown: That's great. I can hop in here, Day, at this point. I think this is where we talk a little bit about how none of that is built by accident and how infrastructure is built with intention. Apologies in advance. Some of our slides got disoriented in the conversion transition. But everything that Day is saying is really holding true. And so we wanna tie that back to how we're helping churches to facilitate the gospel mission through what we call infrastructure. And as I mentioned earlier, ChurchSpace really exists for a simple mission to empower local churches to utilize their excess space in ways that serve the community and the needs that they have. The reality is your church building can serve your neighborhood all week long, and I don't think that that comes as a surprise. But the tension that most churches

have is how do we do that? How do we do it with limited staff? How do we do it with limited resources? And how do we do that with a limited budget? These are all real questions, real constraints, and that's exactly what ChurchSpace exists to solve. And we do that in a very simple way by removing the burden and all of the legwork that it takes to stand up this type of operation.

In fact, ChurchSpace helps to deploy a local operation staff within your church to be able to do this. And so at a high level, we turn your church in an available space, let's say, a severely underused fellowship hall, an annex building, a gymnasium, a large classroom or office that is underused into a small-scale neighborhood distribution hub without adding any new work to your team. And we do that in three ways. One, we start with space that you already have. In many ways, we believe this is the very beginning of stewardship starting with what you have. We identify an underused area, and we prepare it for weekly operations. And we do that by retrofitting it with some light rolling racks as you see here and partnering with retailers, many of them which you may know and logistics operators to receive small parcels and small boxes for same-day delivery throughout your neighborhood. In other words, your church is becoming a resource hub within the community to serve the community with access to products and goods that they need the most. We take that mission a step further by hiring locally either from your local parish or from the surrounding community to help run that same-day delivery operation. So we're creating real jobs for real people and connecting that back to the church and its mission to serve and uplift and empower the community.

And then three, after we do that same-day delivery operation and we hand it off to local delivery drivers, many of them are gig workers on platforms like Uber and DoorDash to make those neighborhood delivery routes, we enable your church to generate reliable revenue from those operations, helping you to create jobs, and then ultimately moving goods closer to the people you serve in your neighborhood. And most of all, your ministry stays yours, and ChurchSpace handles all the operations. So this is one practical example of how we are empowering churches to become neighborhood infrastructure like Day is talking about. And we're excited because CityServe is gonna help to expand this in just a moment and talk about other possibilities and ways that they're approaching this problem. But ultimately, that underlying question is so powerful, and that question is, if our church wasn't here, would the material impact of that loss really be felt?

Day, I love your example of being a foodie. And it's true. If our local restaurant goes away or a local urgent care, you feel that. You feel that impact. And churches have held that level of impact in so many ways, and we wanna make it easy and simple for churches to continue holding that level of impact in their community.

So we would love to answer more questions about ChurchSpace. Day and I will be available in the Q&A, and we wanna continue talking throughout the webinar and making way for CityServe to chime in. So, Day, before we get ready for this transition to hear from them, any final thoughts about what we're sharing here and about some of the content you're mentioning?

Day Edwards: Yeah. I think we've covered it all. The real focal point is just really unlocking that trust that so many churches have garnered and turning that trust from being an institution to an infrastructure that your community depends on. So.

Emmanuel Brown: Yeah. Wonderful. And with ChurchSpace, it just starts with a very simple space assessment and then conversation with our team. That space assessment usually happens virtually to start. There's no upfront commitment that churches have to make. In fact, we prioritize not charging the church to participate in this. We want to empower you both financially, but strengthen your ability to make more impact in your community. So by sending a few pictures to our team of a space that you have in mind that you think fits the requirements, and we can send out those requirements at the end of the webinar, you can become a part of this growing national network of churches who are serving as neighborhood infrastructure. And so with that being said, I want to begin to transition to hear from our friends at CityServe because what we're doing with CityServe isn't just theoretical anymore. This isn't just us talking about infrastructure or talking about ideas. This is a budding partnership, where CityServe is already helping churches in their own capacity and their commitment to communities across the country, and beginning to work closely with ChurchSpace. And so I'll briefly introduce their team. Kevin Caudle, the COO of CityServe, the CityServe network, and he's also a campus pastor of Mission Church in Bakersfield, California. He has over thirty years of ministry and leadership experience, and he's really passionate just about strengthening the local church. And, Kevin, I can pass it over to you to introduce your team, Santos and Whitney. And as you do that, I will bring up your slides.

Kevin Caudle: Great. I well, I'm happy to meet all of you and proud to introduce my team. I will not actually be the first one talking, but I will introduce them to get started, and then Whitney will take over. So Whitney Ridgeway is our director of church engagement, and she is boots on the ground helping churches all over the nation get connected to CityServe and what we do and how she can partner with pastors and leaders all over the United States to help them begin to navigate what it looks like to reach into your community. And then next is Santos Gonzalez. And so, Santos is, I don't even know what we call him, but he is our director of supply chain. And so supply chain might not be something you know about, and I don't even know how to explain it because that's what Santos is gonna do in this webinar is explain to you exactly what supply chain is and how it can bless your community, because it's many levels deep, and it's a really powerful ministry. So I'll let him talk about what that looks like. But I'm gonna pass it to Whitney and let her begin to talk about CityServe, how we got here, and what we're trying to do.

Whitney Ridgeway: Hi, guys. Yes. Thank you, Kevin. Yeah. So CityServe, we exist to empower the local church. That is why we exist. Actually, go to the next slide, please. So here's why we exist. Communities we know are facing all the things, homelessness, addiction, incarceration, broken families, fatherless. We know that there's so many nonprofits that are there that are wanting to help, but we know that the church is the answer. We know that's the infrastructure that the Lord created from the beginning, and we know that it's the answer to God's answer to brokenness. And when it's empowered and when it is the center and when it's able, when it's equipped to be able to have the resources to serve those, it just makes so much more sense. So that's why we exist, to help churches reclaim their roles. And you can go to the next slide. Our vision and mission.

This is super important. So our vision, again, is to empower the local church to be the center of community and the driving catalyst to restorative relationships to those in need. Our mission is to train and equip churches, the local church specifically, to live out the gospel of Jesus Christ in its community because who knows the community better than the local church? It is definitely they're gonna know. So you can go to next slide. The history of CityServe. So we are a pretty young organization. But for decades, our cofounders knew that the local church was the answer and had done many different campaigns and national efforts to respond to different crises together,

but they both grew very convicted, and knew that the local church was the answer at the end of the day. So we were blessed in 2015. We acquired a 200,000-square-foot building, formerly known, if anybody's local, as the Montgomery Ward Building. It's a huge building. Huge. It used to be an indoor shopping mall. So there's a lot of open space. A lot.

The first truckloads arrived in 2017 to serve Kern County churches. The development of hubs came in 2018 throughout Central and Southern California. 2019, we discovered that we needed more pillars to focus on. So that was where the supply chain was birthed out of, our compassion initiatives, and then our collaborative platform. 2020, we all know what happened. COVID happened, and honestly, it was a blessing in disguise for so many different reasons. But we were able to facilitate a faith-based community farmers-to-family program. And 17,300,000 food boxes were distributed through churches during COVID. It was a huge thing, and so many churches joined our network. That's what launched our 2021, our national affiliate model, and we grew exponentially.

You can go to the next slide, if it works. If it doesn't, the next slide is our initiatives. And our initiatives are so important because, there it is, these this is what we base all of our work on, and I'm gonna let Kevin kind of explain that.

Kevin Caudle: Yeah. So I'm gonna uniquely kinda talk about this from a pastor's perspective. Because while I currently serve as the COO of CityServe, I was actually one of the beginning churches with CityServe when I was pastoring another church and started asking questions about what it looked like to move into our community and begin to serve our community. And oftentimes, as a church, we're always looking to bring people in. And when we began our heart began to look out, we started to ask the questions of what does it look like to effectively move into our community? We were in a small town and a small church, and we wondered what it looked like to begin to make an impact in our community. And so we began asking questions, and that's where we found CityServe. And CityServe was founded around 10 initiatives. And so the idea behind these initiatives is as a pastor, as a church, you may begin to say, we wanna reach into our community, but we don't know where to start. We don't know which one thing what's the one need in our community we could really influence. And so the 10 initiatives is how we lead into. So Whitney will have those conversations with pastors and churches. Because there's 10 of them, there's a good chance you're not gonna take on 10 initiatives. But there at least is one initiative that

has been laid out in the scriptures, these 10, that you might say as a church family, hey. We are passionate about this in our community.

So, there's the exploited, there's the hungry, Israel, the orphan, the vulnerable, the widow, the unreached, the addicted, the poor, and the prisoner. And these are 10 initiatives that scripture speaks to us as how we can reach into or how we should be reaching into our community. So we began to build out ministries around these 10 initiatives and began to work with and train pastors and leaders how they could navigate in their community to make a real difference in these initiatives. And so Whitney and her team have nationwide helped pastors in churches begin to do this, begin to reach out and make a real difference in their community. And so I just wanna share quickly how that worked for us in our church.

And so we navigated into the supply chain, and we wanted to help the poor. And so the supply chain provided goods in kind, and Santos will give you all that information. And what we did was we partnered individual people or families with other individual people or families in our community. And so they formed a partnership with each other, a family in need with a family who wanted to help, and established a long-term relationship with that family, and Goods in Kind played a part in that. So for instance, if one of our families went to meet with one of their families and they noticed they didn't have a couch or they didn't have a crib, then we would supply. We would say, hey. I think we have a couch we can get for you. So we would go get a couch, whether from the community or from Goods in Kind, wherever we could find it, we would help that person have that couch, and then it would spark a relationship. And over the years, I know till to this day, a lot of those relationships are still intact and still happening. So here's what we know about the church, and here's what you know about the church as well, and that is that the church really does a very good job of helping a lot of people a little bit.

The struggle that we have as a church is that we're really not equipped or built to help people a lot. So for instance, if somebody, we find or we meet somebody on the street that's homeless, we're really well equipped to help that person immediately. We can get them a night in a hotel. We can provide for them a food voucher. We might even be able to point them in the right direction, but we itself, like us as a church, are not equipped to necessarily walk with that person all the way through in getting their life established. And so what we've done, not nationwide, but we've what we've done here at headquarters to begin is begin to partner with churches and with people to

help both do well. So CityServe has this unique position in our community where we have relationships with community organizations and people in our community that have the resources to help people long term, and we provide some of those services as well. And so what we do is we partner with churches so we say, hey. Come alongside us and help us as we do this. You can do what you do well, and we can do what we do well, and we can help people navigate those struggles long term. And you can do what you do well as a church, which is come alongside of us and help us events and things of that nature that outreaches into your community. And then when those people in your community come to you and they need help, we can help them navigate that along the way. So that is what CityServe has done with the initiatives, and I'm gonna turn it over. I do I turn it back to you, Whitney? Whitney's gonna turn it back over.

Kevin Caudle: Nope. Go to Santos. Alright. So Santos is gonna talk to you a little bit about goods in kind and supply chain. And you may have a lot of questions for Santos, but he's going to try to walk you through what that looks like and what it can mean for your community.

Santos Gonzalez: Yes. Yes. Well, welcome, everybody. Man, Kevin, way to hit it out of the park. Right? Kevin touched on a lot of just a lot of avenues, a lot of basis on how the church can serve its community. But I'll touch a really high level on what GIK is, goods in kind. We have here at CityServe, which is a hub-to-pod model. Goods in kind, we work with major retailers throughout the nation, and what we do is we receive truckloads. And when we receive them here, we meet with churches and different nonprofit organizations to serve them so they could be the hands and feet of Jesus in their community.

And what does that look like? That means that a lot of us go door knocking, and it's kind of a pastime. You don't see it as much. You know, the world has changed. People have changed. But when you go knocking on a door and you have something in hand, that presents an opportunity. And out of curiosity, the end user wants to know what's in your hand, and that presents an opportunity to create a relationship. Right? So it's more than just the GIK. It's more than just that tangible need. It provides an opportunity for people in your church to get to know their neighbors and to serve their neighbors. You know? And I like to call it stewardship leadership. You know, as you're a pastor or you're a leader in your church, you're empowering people in your congregation to get out and serve their neighbors. You know, I go to church, and for

many years, I thought that I had to be a pastor to spread the good news, and that is entirely not true. You know? So how do we do that? We use goods in kind. There are many opportunities for fellowship in your church. There are plenty opportunities for outreach in your church, empowering the people that felt just like me one day that I wanted to share this good news, and I just don't know how. And that coming around the GIK, coming around that fellowship, it presented an opportunity for me to be comfortable and to go knock on a neighbor's door and just love on them, you know, and tell them, man, how can we bless you? We just love you. And maybe they're gonna close the door on your face, and maybe they're not gonna wanna hear anything you gotta say. Right? But you gotta be consistent. And GIK provides that opportunity there.

And our hub-to-pod model, what we do, what that means is that from here, we here in Bakersfield, our headquarters, we operate kind of like we got a hybrid model, so to speak. You know, we'll send truckloads to a hub. A hub is a church or a faith-based organization that has capacity to serve many churches around in their communities. You know, that way you know, we're located in Bakersfield. We have different plants around the nation. Everywhere there in Florida, we have GIK in New York, New Jersey, all throughout California. We serve in Arizona, Texas, Illinois. You know, we're looking to expand that to bring GIK to your church, to your community. And that's how we, and through just evidence of relationship building, we have found that GIK is such a foundational asset to a church. You know, is that you're able to just kind of man, it meet people right where they're at. You know? Meet that last mile of need, we call it. You know? And a pod is a church. You know? A pod is trained and received to receive resources to meet the needs of its neighboring communities. Now these local churches are the heroes in the last mile of need. That's how CityServe comes alongside the church to empower them to, and what we do is we'll train them up. We will walk alongside them. And my friends, this is discipleship. And I'm not sure what the next slide is, but we go to the next slide, and I'll continue if it's on GIK. And that's it. Or perhaps that is it. Yeah.

You know? So I you know, at the end of this, we're gonna be available for questions. I'd love to get to know you a little deeper to see how we could support your church. You know? And I don't wanna steal the thunder from Whitney. She's gonna probably close this out. But any questions on goods supply chain or the goods in kind supply chain, man, feel free to ask in the chat, and we just look forward to speaking to you guys.

Whitney Ridgeway: Yeah. I'll kinda just wrap that up. We definitely here at CityServe love the local church discipleship, and there's so much value in it. And just like Santos and Kevin both said, there's so many different ways to connect, and we would love to connect with you. If there's something that sparked your interest, one of those initiatives, the goods in kind, supply chain, we'll definitely--I know that we'll be sharing all the information at the end, but, yeah, definitely, you have any questions, let us know at the Q&A.

Emmanuel Brown: Thanks, Whitney. Right off the bat, I have a question. And my question, Santos, I would love to hear about the GIK program, and what are some of the facility requirements that a church needs to participate in that kind of program? Would love to hear that, and I think it would be a good tee-ball question for ChurchSpace to answer also.

Santos Gonzalez: Absolutely. You know? So the hub and pod is different. Capacity is different. Capacity for volume is different. You know? If we're talking about truckloads, a truckload looks like this. It's a 53-foot dry van. You know? One is do you have the capacity to store that? Do you have the volume? Right? Do you have a forklift, a pallet jack, a loading dock? All these wonderful things that are needed when you're receiving a truckload. Now for a pod, it may look a little different. A pod could be a pickup truck, a van, a car, where they're able to go to a hub and pick up a pallet or a few items to serve. You know, everybody's different. You know? And I think that this is how ChurchSpace and CityServe complement each other. You know? It's ChurchSpace creating that space in a church that is not utilized, and CityServe coming with GIK where you could just, man, it'll just grow your fellowship. It'll grow your outreach there. Right? And the church will be the epicenter of your community. And so those are things that vary and change depending on capacity for volume.

Emmanuel Brown: Thanks, Santos. That's great. And you're exactly right. This is where ChurchSpace and CityServe become extremely complementary to one another because you mentioned some of the equipment needs that a church would have to provide to be able to participate in some of this. And the benefit of the partnership that we're developing is that ChurchSpace comes alongside the churches as a for-profit company while you guys are a nonprofit company to provide some of that basic equipment.

And so when ChurchSpace comes to partner with a church who has the facility requirements, and some of those facility requirements are, do you have an additional 2,000 square feet of space that we can access on a daily basis from early in the morning to early in the afternoon to receive packages and parcels? Do you have a large enough parking lot that can receive a truck or a box truck or several cars at a time? And do you have ground-level access to where we can bring some of these pallet jacks in and out of the church without having to go up and down stairs or up and down an elevator? And those are some of our basic requirements. But when we come in to do some of that retrofitting, ChurchSpace provides the pallet jacks. We have often upgraded churches' security systems where they were lacking by installing additional cameras or virtual lock pads and doorman to make the operation secure. We bring churches underneath our umbrella liability policy, so churches aren't exposed to any new risk. And so a lot of the things that churches need to participate in the GIK program with CityServe, ChurchSpace comes alongside and does that. So we're, in fact, very complementary. We're approaching a similar problem from two different vantage points, ultimately, with the church as the intersection and the focal point to make sure that churches can be that hub or pod within the community.

And so many good things happening. I'm gonna try share ChurchSpace's last slide that explains some of this and talk a little bit about the earning opportunity that churches have working with us.

Day Edwards: Yeah. I think that actually goes into one of the latest questions that we have. Evan asked, are there items being, I'm assuming, being given away for free of charge to the community? I'm not understanding where the revenue comes in. That's a really good question.

Emmanuel Brown: Great question. So what we're looking at is a partner site in Greensboro, North Carolina, a church that we partner with that has a large annex space that's pretty much underused. And they are compensated in two ways from ChurchSpace. One, there is a standard monthly payment for access to the space, and so you're getting paid off of that space access income, a reliable amount based off of the square footage that we have access to. And then the second form of compensation is a revenue share. And so for ChurchSpace, unlike CityServe, and I'll allow them to answer how their in-kind donations process works. But for ChurchSpace, we partner with retailers like Amazon, Walmart, DoorDash, some of the

larger operators that you may have heard of to help people get the products that they've already ordered online using the church as a neighborhood hub to sort and batch and prepare those products to go out to the community. Most, if not all, of the products are household essentials and retail items that people use and need every single day, and so you're helping them to get access to their essentials. And so the second part of the compensation is a revenue share based on the total volume that we are processing through your church. And so what that means is during peak season, holiday season, when churches are doing a lot more volume and ChurchSpace is processing more payments and more volume with our partners, the church also wins and benefits, in addition to that. And so you get compensated in two ways monthly, and then here are just some of the things that a church may need. So you'll see a large enough parking lot. Not all of our churches need a dock. A dock is preferred, but we understand the majority of churches don't have that. Right? And so we have a model that can exist without a dock, and you just have to have a large enough door to receive packages in, and ground-level entry and then an open space like you see in the picture, and it could be much smaller than that. And so that's how churches usually earn on a monthly basis from us, and they're compensated in two ways. Thanks for that question.

Day Edwards: Yeah. You wanna go over the previous questions? I believe we responded to most of them.

Emmanuel Brown: Yeah.

Day Edwards: In the chat. Let's see here.

Emmanuel Brown: There's one question from Cheryl that I saw new, and her question was what Episcopal churches are already connected to these programs? And so, Cheryl, that is part of the reason why we are here today, and we've kind of been serving EPN in the background with the conferences as a sponsor and other capacity for the past couple of years. But this is the first time that we are launching this initiative throughout the EPN network. And so what we're really here today is to talk about neighborhood infrastructure more broadly, and then to sprinkle a little bit of our operational framework into the conversation. So as of now, there are none. But hopefully, as we continue to build a relationship with EPN, there will be many.

Day Edwards: So I think the next question from Mary Beth is the description of using the space for Amazon Hub, for example, makes sense in terms of revenue for the church. Where do the gifts in kind come in? I'll kick that over to you, CityServe.

Kevin Caudle: Santos, do you wanna talk about that? You want me to talk about it? Or we can both talk about it. You start, and I'll jump in?

Santos Gonzalez: We could both tag team. That's a wide open question there. It's so, you know, how the church utilizes GIK, right, is kind of it supplements your fellowship, your stewardship leadership, and how do you gather all those things. And if we're talking about revenue and how does that supplement your church, you know, there is a cost that comes with that when you're trying to ship across the country, or we have different plants throughout the country where we try to make it more affordable to churches. You know, like ChurchSpace, we receive goods in kind from Amazon, Walmart, Costco, CVS, QVC. You know, they range from household items to everyday essentials from, like, hygiene to beverages, food. That stuff is very minimal. We're not too much in the food and drink lane, more towards the household kind of everyday items. The way you can't necessarily see, we don't necessarily talk about, we're a nonprofit. We don't necessarily talk about monetizing everything. You know, we're there to supplement what your church is already doing with outreach. You know? And how can we do that? How can we grow? How can we help you grow in your outreach? And that is through gifts in kind. That is through providing that tangible resource there. And I think this is why these two organizations, when you marry them, it works. Right? Because you have the revenue side, then you have the nonprofit side. And when they're married together, it's just I think things will organically grow from there when you're worried about revenue and how to get a truckload from point A to point Z, so to speak. But that's a wide open question. It's gonna change. Admin fees and stuff like that will change. Freight will change per mileage depending on where you're located and where we could find the point of distribution from. You know? I'll give you an example. Going from California to Florida, financially, is gonna kill you. You know? But if we could connect you to one of our hubs in Florida, that'll be a lot more just financially sound, so to speak.

Kevin Caudle: Yeah. I would just tag on what Santos is saying there about the marriage. So oftentimes when you're making a decision to reach in your community, you know there's gonna be an investment there both in manpower and human power and human resources, but also a financial investment into your community. And so

Goods in Kind comes with a, what I would consider a pretty minimal financial investment. Say, if you are in Florida and you go receive a pallet or two from a hub in Florida, we don't it might cost you some freight picking it up. I'm gonna say a couple hundred dollars. Might cost you a couple hundred dollars to get two pallets worth of goods in kind to distribute to your community, which makes a huge impact in your community, even just a couple of pallets. And so or you could, you know, decide to be a hub, and then you have a lot of stuff coming to you, and then you're serving churches around you. So if you're a large church and you have, say, 10 neighborhood churches that wanna partner together, they can't afford to, like Santos said, have a full truckload of freight shipped. The 10 of you get together and say, hey. We can get a truckload over here. We'll split it all up, and we'll distribute to our community. But I would say and I think this is what Santos was just talking about. That's where, you know, ChurchSpace comes along and says, hey. We can capitalize on some of that unused space, and we can provide some capital. And then you could say, a church, we're gonna take that capital, and we're gonna invest it into our community. And so we're gonna directly turn that around and invest that into our community, in outreach and lives and change lives. And so I think that's the kind of the beautiful idea here is there's a way to generate capital, and then, you know, we're not as churches, we're called to be out in our community, so it funds that ability to be out in the community and reaching people. So

Emmanuel Brown: Yeah. Wonderful. Thanks, team. And, yes, Mary Beth, it's a different opportunity. It is a different opportunity, but very complementary. And that's what our hope is and goal at ChurchSpace is. It's not just to strengthen churches financially for the sake of making revenue. It's to connect with partners like CityServe and ministry initiatives that you're already doing and you're already participating in and expanding on what those possibilities are and how far you can reach and how deep you can go. And so while we exist to help strengthen churches financially, we love to see stories like what CityServe is talking about where churches are able to take that revenue and pour it right back into missions, pour it right back into souls, pour it right back into the community. And hopefully, that becomes just a cycle where churches strengthen and the community is strengthened as a result.

So very well said, CityServe. Cheryl, you mentioned the comment about you would like to connect with us. Yes. We will all be dropping our contact information. Maybe now is a great time. CityServe, you wanna drop in the chat the best way to reach out to you guys. We will leave our contact information in the chat as well. And I believe

the EPN team will be dispersing some of this information post webinar also if you're not able to catch it in the chat. I'll start by dropping my email for ChurchSpace, my direct contact. If you have any additional questions, you can contact me there. Right. Great. And with the last few minutes, in closing, I just wanna leave us with the same question we started with. Right? What could your neighborhood and your neighbors come to depend on from your church in the future that they can't depend on today?

I saw some amazing comments in the chat about how your community would lose on food and a safe gathering space and equipping hub. And we love those type of use cases and stories because we believe that church properties represent one of the most powerful and underutilized network of community infrastructure that exists in the world today. And we truly believe that because of the Lord who we serve and the resources that he's blessed us with, and there's a tremendous opportunity to come together to activate that capacity in ways that create revenue, jobs, deepen the church's mission, and its tangible reach in the neighborhood. And with that being said, we're so grateful to EPN, to CityServe, our partners, and to each of you for spending the afternoon to explore what's possible with us today. So the opportunity isn't just how do we use our buildings more. I think that's a very surface question that we should challenge and wrestle with and dig a little deeper into. But instead, it's how can we imagine what our communities can look like if the church became more indispensable? So with that being said, thank you so much from ChurchSpace, and we look forward to speaking with you all soon. Take care.