

John Ashmen

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Professional Experience

07/2007 – 8/2023 (more than 16 years)

Organization: **Citygate Network** (formerly the Association of Gospel Rescue Missions)
Colorado Springs, CO

Position: **President/CEO**

- Reported to the board of directors.
- Hired to revive and lead this organization that for more than 100 years has been the “go to” association for North American ministries providing immediate help and interminable hope to society’s most marginalized people. [The membership of Citygate Network is comprised primarily of charities historically called rescue missions. They can be found in every state, province, and territory. As a U.S.-based 501(c)(3) organization, Citygate Network is governed by a primarily representative board of directors (i.e., made up of those in membership). The annual budget is slightly more than \$3 million. Citygate Network has approximately 315 member organizations. In most North American cities, an organization that is a member of Citygate Network is the largest homeless services provider, and in some cities, a Citygate Network member is the *only* homeless services provider. That is why Citygate Network, on behalf of its members, engages frequently with the U.S. Department of Housing and Urban Development, the U.S. Department of Health and Human Services, the U.S. Department of Veterans Affairs, and other agencies, plus numerous state and federal lawmakers. All the while it maintains a focus on the Christian gospel and builds its strategies for members from a faith perspective.]

Accomplishments:

- Initially tasked by the board to accomplish 25 action steps that a consulting firm identified as critical for the future of the association (e.g., develop a unifying mission statement; develop a new, overarching business plan; maximize modern technology; create a core training curriculum; develop a national brand, etc.); and accomplished this in two years instead of the ten that the board anticipated.
- Moved the office from Kansas City, Missouri, to Colorado Springs, Colorado, and oversaw a total restaffing.
- Wrote a code of ethics; developed new core values, mission, and vision; and introduced position statements.
- Restructured membership categories and annual dues; reengineered the entire membership proposition.
- Grew the member benefits package from approximately 25 mostly low-impact aids to more than 70 tangible programs, products, and services.
- Initiated and led a total rebranding that included not just name and logo, but also helping members refocus and move from disaster-relief models of ministry to life-transformation models.
- Oversaw several national public relations initiatives, including motion pictures, that introduced the association to thousands of people and hundreds of new markets.
- Created a government relations program that garnered respect and produced collaborative relationships with federal agencies, Congress, and the White House.

- Grew membership by more than 50 percent and increased attendance at association events three-fold.
- Led member organizations through the COVID pandemic, serving on the U.S. Interagency Council on Homelessness COVID-19 Task Force; and was credited by that agency for being a catalyst in helping save thousands of lives.
- Started an ongoing program that combine rescue-mission dynamics, Christian camping dynamics, and Christian music, involving multiple well-known artists.
- Brought association revenue, assets, and resources to their highest level in the history of the association, and had clean, “best-in-class” audits 14 years in a row.

Retired from the position.

11/2006 – 06/2007 (approximately seven months)

Organization: **Christian Leadership Alliance**

San Clemente, CA (at the time)

Position: **Consultant to the CEO**

- Reported to the CEO.
- Under contract, provided executive services to the president and CEO in an attempt to redesign, re-image, and retool this 30-year-old association with an annual budget of \$2,000,000. Answered directly to the CEO. Worked with up to five other consultants and independent contractors to provide validation and clarity to values, mission, vision, and strategies. Recommended philosophy and constructs for membership, member services, and delivery systems. [The association exists to equip member organizations with management information, leadership training, and strategic networking relationships so ministries are led and managed in God-honoring ways. Members include most blue-ribbon Christian organizations, including World Vision, CRU, Prison Fellowship, The Salvation Army, Young Life, CRISTA Ministries, The Navigators, Saddleback Church, American Bible Society, Compassion International, and many more.

Accomplishments:

- Assisted with the merger of Christian Management Association and The Christian Stewardship Association to rebrand as Christian Leadership Alliance
- Helped Develop the Engstrom Institute, a think tank for progressive CEOs

Left to accept the position with Citygate Network.

4/1992 – 12/2006 (approximately 15 years)

Organization: **Christian Camp and Conference Association**

Colorado Springs, CO

Position: **Vice President/Director of Member Services** (essentially the COO role)

- Reported to the association president. Was a peer to the vice president/director of business services (essentially the CFO role).
- Was an active member of this three-person leadership team where the president was chief among equals. Had upwards of six direct reports in a staff of 13, plus oversaw the work of

up to 28 volunteers in the field. Was responsible for key administrative functions, national public relations, educational events (e.g., national conventions, staff training institutes, local chapter conferences, one-day seminars); publications (e.g., magazines, newsletters, e-mail broadcasts); online resources (e.g., web site, electronic association resource library); imaging, and marketing for this national association with an annual budget of \$2,000,000. The association exists to proclaim the power of a Christian camp or conference experience, and to provide encouragement, training, and resources to the leaders of approximately 1,000 member organizations.

Accomplishments:

- Conceptualized and devised the plan for a new customer-centric website for the organization to better serve various public groups and association members.
- Developed and introduced a restructuring plan for the membership marketing department of the organization and oversaw its actualization.
- Took the lead in introducing a successful name and identity change, based on an expanded mission statement.
- Refocused, renamed, and redesigned the organization's flagship publication for members, and developed a second celebrated magazine for the public.
- Developed and produced a multiple-award-winning, CD-ROM-based professional training series (five CDs) for the industry as part of an educational initiative.
- Wrote more than 125 articles, columns, manuals, promotional/ informational monographs, and contributed to several compilation books.
- Taught Christian leadership and ministry management courses in Russia, Belarus, Poland, Spain, Sweden, Australia, Canada, and other countries with sister associations.

Left (gave notice November 1, 2006, and finished December 31, 2006) for new challenges, increased opportunity, and the possibility of more international involvement; prompted by the offer to become executive vice president of Christian Leadership Alliance and lead events for the Christian Hospitality Network.

6/1990 – 3/1992 (approximately 2 years)

Organization: **Rocky Mountain Baptist Conference**
Denver, CO

Position: **Administrator of Camping and Retreats**

- Reported to the district minister. Was a peer with the district administrator.
- Had up to 11 direct reports and oversaw staff of 35 during the summer; had up to four direct reports in a staff of eight during the fall, winter, and spring. Responsible for the creation, promotion, and operation of camping programs and special events for a district of the Baptist General Conference with an annual budget of \$500,000, serving churches in Colorado, Wyoming, and western Nebraska.

Accomplishments:

- Took summer camps from 64 percent occupancy to 105 percent occupancy.
- Planned and developed a start-up camp in a new area of the district.
- Led the organization through a sale of property and redistribution of assets.

Left to take the position offered by Christian Camp and Conference Association, which I felt would allow an expanded use of my gifts and skills.

9/1989 – 5/1990

Took sabbatical, worked on a cattle ranch, and pastored a church on the Colorado plains.

6/1974 – 8/1989 (approximately 15 years)

Organization: **Haluwasa Christian Camp and Outdoor Center**
Hammonton, NJ

Position: **Executive Director**

- Reported to the board of directors.
- Had up to nine direct reports and oversaw a staff of 125 during the summer; had up to seven direct reports during the fall, winter, and spring. Ultimately responsible for strategic planning, administration, fund raising, financial management, personnel development, marketing, programming, food service, site and facility maintenance, and other day-to-day operations for a 165-acre Christian camp and outdoor center with an annual budget of \$700,000, yearly serving 12,000 people.

Accomplishments:

- Saw organization named to Top Ten Christian Camps in America.
- Developed three new programs and took annual customer base from 7,000 to more than 12,000.
- Started overseas extension programs in Austria and the United Kingdom.

Left for a sabbatical and to determine if I needed a change of venue and/or direction

Education

9/1993 – 5/1995

University of Phoenix
Boulder, CO

Master of Arts in Organizational Management

9/1970 – 5/1974

Cairn University
Langhorne, PA

Bachelor of Science in Bible (emphasis in Social Work)

Current and Past Professional Affiliations

NAE (National Association of Evangelicals), board member
CoP (Circle of Protection), steering committee member
CHN (Christian Hospitality Network), board member
SJYFC (South Jersey Youth for Christ), board member