



YOU'RE GUIDING THEIR FEET. WE'RE WATCHING YOUR BACK.

For one reason or another, a million or more people in North America have lost their grip on the bonds of a balanced community. Some are clinging to the fraying cords of society's safety net; many others have fallen through one of its gaping holes and find themselves face down in a life of destitution and desperation.

Hungry, homeless, abused, and addicted, these people are in dire need of life transformation. And because you believe the Bible teaches that they are precious in God's sight, you work every day to pick them up and put their feet on the road that leads from human suffering to human flourishing.

But you know all too well that the individuals and families choosing to walk this straight line of progress need on-going guidance every step of the way. They need it when:



- Weighing whether to accept your offer for help or go back to the streets.
- Making decisions about their physical and mental health.
- Coming face-to-face with their spiritual condition.
- Deciding if they have the discipline to complete a treatment program.
- Figuring out if finishing their education is worth the work.
- Considering whether to rekindle old relationships.

Later on, strong guidance is of paramount importance when they are choosing a career, evaluating housing options, and finally, needing to connect with a stable community.

All along this difficult path, because you care about their success, you're guiding their feet.

And because your success is important to us, we're watching your back.

We are Citygate Network—an organization with well over a hundred years of experience in equipping, promoting, and protecting ministries like yours that are serving North America's most marginalized people.





OUR MISSION

Here's how we watch your back, and how the equipping, promoting, and protecting take place:

Vision. We raise your sights from the demands of those relentless routine tasks and help you focus on future big-picture possibilities.

Education. We provide an endless offering of facts and figures and relevant reports so you are always able to make informed decisions.

Training. We establish best practices and offer conferences, summits, forums, seminars, and webinars for both C-level and downline staff.

Resources. We bring to the table a myriad of business partners whose products and services can save you money and enhance your success.

Guidance. We are always available via email, text, phone, or in person to help you through board, organizational, legal, and PR matters.

Representation. We constantly tell your story through multiple media outlets and regularly speak on your behalf in the halls of government.

Nexus. We coordinate a huge network of missions, ministries, churches, and collaborative partners and give you numerous ways to connect.



"Citygate Network has been an amazing source of ministry support to us

for decades. The vast array of resources and relationships that I and our staff benefit from is priceless. The network is our 'go-to' source when we need timely and comprehensive information on every facet of our ministry. Their annual and district conferences are always powerful events that help us learn valuable information and network with like-minded servants."

Danita McCartney
 Knox Area Rescue Ministries,
 Knoxville, Tennessee



"Citygate Network's ability to answer my questions or connect

me with the right people has radically changed our operations and programs. I never feel alone with some of the difficult decisions I need to make."

—Rob SwiersNew Life Center,Fargo, North Dakota



"Through Citygate Network, I got pointed in the right direction

for our strategic plan. That led to me being coached and mentored, which eventually enabled me to launch a successful capital campaign. Citygate Network has served our small ministry with grace and excellence."

> —Vicki Murray Safe Harbor, Hickory, North Carolina

OUR MEMBER BENEFITS



"I've made lifelong friends in Citygate Network who are

helping me to be a better leader. The association is clearly focused on the mandate of discipleship and being a light to the world. The network's impact is both wide and deep in regard to meeting the needs of God's precious people on the streets in more than 300 cities. I appreciate how it plays a vital role in influencing public policy. I'm both encouraged and honored to be a member."

—Troy Vaughn

Los Angeles Mission, Los Angeles, California Citygate Network has an exhaustive array of helpful member benefits. Additions and modifications occur on a regular basis as ministry environments change. Following is what we are currently offering or developing.

NOTE: Some of our most popular and appreciated benefits are highlighted in **yellow**.

An asterisk indicates that additional costs are involved.

News and Information Publications

Instigate—Bi-monthly industry-wide magazine covering all aspects of programming and operations.

2 The Point—Regular inspiration and management insights, plus reports for CEOs and executive directors.

Street Smart—Twice-a-month e-newsletter with network and industry news, statistics, professional perspectives, and employment opportunities.

Street Smart Express—Random email bulletins blasted to all members or appropriate groups of members with breaking news or reminders.

Wednesday's Word—Monthly devotional and pertinent prayer guidance for members throughout the network.

Up to Date—Online news about issues affecting life-transformation ministries, including poverty, homelessness, health, and more.

Life Comes with a "Reset Button."

Citygate Network is openly and unapologetically a Christian organization. This means the board and administration—and those who join—believe by faith that Jesus of Nazareth was marvelously and simultaneously God and man—someone whose sinless life, death, burial, and resurrection are the basis for understanding and living life according to God's plan. This makes offering help and hope to people in destitute conditions and desperate situations an exciting endeavor, because it is essentially a way of proclaiming and achieving what God wants: that His Kingdom should begin to emerge, right here on earth, just as it already exists in heaven.

At Citygate Network, we also believe that real transformation in a person is possible because the Bible teaches that life comes with a "reset button." It says in 2 Corinthians 5 that "...we don't evaluate people by what they have or how they look [on the outside]...we look inside, and what we see is that anyone united with [Jesus] gets a fresh start, is created new. The old life is gone; a new life emerges! Look at it! All this comes from the God who settled the relationship between us and Him, and then called us to settle our relationships with each other" (MSG). Citygate Network's tagline underscores this prospect. It says, "Enter here. Start anew." And that's what hundreds of thousands of people who are guests and clients at our member organizations do every year.



Team Support

Minister-at-Large—Spiritual and prayer support for individual members at times of spiritual crisis, bereavement, and other difficult situations.

Inspirational Content*-Through a partnership with RightNow Media @ Work, member ministries get deep discounts on a huge, subscription-based library of on-demand video content that is available to employees, their families, and even clients.

Career Center—Online portal where members can list employment classifieds and full job descriptions; applicants can submit resumes to member ministries online.

Training Events

Annual Conference and Exposition*—Inspiring event-of-the-year with general sessions, scores of seminars, and an exhibit hall, geared for everyone ministering to people who are hungry, homeless, abused, or addicted.

CEO Summit*—Annual think tank, networking opportunities, and "ironsharpening" sessions at a relaxing venue for ministry CEOs.

DC Forum*—Yearly gathering where the staff of member organizations can meet with their own elected officials, hear from policy experts, and receive training.

District Conferences*—Multiple educational and fellowship events held on the local level across nine regional territories.

Global City Mission Network*—International partnership and fact-finding Worldwide Forum held from time to time, usually overseas.



"Citygate empowers those of us serving broken people by offering fabulous support, solid ministry training, and always reminding us we are not alone. I love being a member!"

> —Bob Sweeney Dallas LIFE, Dallas, Texas



urban missions is vital and life-giving, but it can also be lonely and isolating. Thank God for the Citygate Network and the opportunity to connect with life-transforming work across North America, and to share best practices, new ideas, tragedies and

"Doing the work of

-James Winans The Bowery Mission, New York City, New York

triumphs together.. "



'Being a part of **Citygate Network** exposes us to other

perspectives and approaches to the work we do. The camaraderie we experience in getting together with others who have the same challenges we do can help lighten the load in what often feels like very heavy work."

-Carmen Rempel

The Kelowna Gospel Mission, Kelowna, British Columbia

OUR MEMBER BENEFITS continued

Professional Education Offerings

Continuing Degree Studies*—Member discounts for urban ministry and management classes toward undergraduate degrees and certificates through Arizona Christian University, Cairn University, and City Vision University.

Seminary Education*—Discounted tuition to The Urban Ministry Institute's (TUMI) seminary program, offering associate degrees for mission/ministry staff and clients.

Webinars—Online training sessions that call quick attention to the newest ideas and theories in leadership, all archived for future on-demand access.





here today."

association was one of the best things that ever happened to me. Without the training I've received—particularly at the Annual Conference—I don't

"Finding the

-DuWayne Sipper The Path of Citrus County, Beverly Hills, Florida

think my mission would be

Recordings*—Through Piper Media, recordings of a host of outstanding seminar presenters and general session speakers from Citygate Network conferences.

Ripple Effect*—Citygate Network's board performance acceleration program, which provides a permanent framework for board excellence to strongly influence each participating organization's present and future board members.

Abuse Recovery Training*—Through Citygate Network's partnership with Abuse Recovery Ministry Services (ARMS), an exclusive discount on facilitator training, plus access to webinars and other resources.

Networking

Profession Groups—Vocation-based affinity groups for those involved in addiction recovery, financial management, food service, and other areas. Groups meet at the Annual Conference and Exposition and network online year-round.

Connect Groups—Online discussion forums for more than 20 professional peer groups within the network, as well as regional connections.

Leading Ladies—Quarterly online gathering and discussion for women executive directors, CEOs, and presidents.

Racial and Spiritual Unity Cohort—Study group for leaders of color and their selected prayer partners to deepen relationships and broaden understanding.

Online Services

Directory of Member Ministries—Up-to-date listing of member organizations, including contact information, CEO names, locator maps, self-identified program lists, volunteer and donor links, and much more.

Business Member Directory—Quick connection to ministry partners in the business world that offer relevant products and services.

Individual Member Directory—Searchable and up-to-date database of individual members (with photos) who lead and staff ministries in Citygate Network membership.

Resources Library—Rolling collection of sample policies, job descriptions, plans, and other documents categorized by staff member responsibility.

Citygate Network Archives—Documents and publications from the rich history of the network.



"The professional assistance we have gotten from

Citygate Network over the phone and on our campus has been overwhelming. We so appreciate the ongoing guidance and support."

-Yvonne Grant Open Arms Development Centre, Kingston, Jamaica

Our heritage is rescue.

Citygate Network started out in 1906 as the National Federation of Gospel Missions, then became the International Union of Gospel Missions, then the Association of Gospel Rescue Missions. Although rescue is no longer in our name, almost all of our members "do rescue." When they coax a needle or a bottle away from a defeated addict who is about to overdose or blackout, that's a rescue. When they fling open the door for a frightened prostitute running away from her pimp...and lock it behind her, that's a rescue. When they welcome a former gang member just released from prison and provide a base for him to launch a new life and escape reincarceration, that's a rescue. When they provide good nutrition for a young child whose brain and body development is languishing because his or her family is regularly experiencing "food insecurity," that's a rescue. All of this and more happens hundreds of times every day in our member organizations.



"Partnership with Citygate Network has been invaluable

in moving our mission forward. The resources, educational opportunities, and community they offer has taken us to the next level of service and care"

> —Sheryl Balthrop Eugene Mission, Eugene, Oregon

OUR MEMBER BENEFITS continued

Documents and Data

Position Statements—Precept documents presenting a Citygate Network response to various hot topics and social concerns.

Toolkits—How-to documents outlining various steps a member ministry can take to address challenging concerns.

Best Practices—Documents detailing processes that can help ministries operate more efficiently and effectively while increasing accountability.

Surveys—Annual industry snapshot of member ministries, plus tabulated info on salaries, trends, services, expressed needs, and more.

Moving people from human suffering to human flourishing.

Around the world, there are basically four ways that Christians and Christian organizations try to move people from human suffering to human flourishing. The first is humanitarian aid. This is where food and emergency supplies are shipped to places where there is famine, or medicine and medical teams are sent to places where there is an outbreak. It's digging wells where there is drought to provide life-giving clean water.

The second way is disaster relief. This is about rushing to places where there has been a catastrophe and rescuing people from their rooftops or storm cellars and taking them to gymnasiums or community centers where food, shelter, temporary aid, and counsel are offered. And it includes helping people eventually repair or rebuild their houses and places of business.

The third way is community development. This is where young families move into depressed neighborhoods and commit to long-term residency. They love on people and work with church leaders, civic-group leaders, politicians, and concerned citizens to construct better housing, improve education, ensure safe recreation, bring in jobs, and increase economic development.



The fourth way people are moved from human suffering to human flourishing is life transformation. This is what missions and kindred ministries do—helping poor and powerless individuals and families, through the power of the gospel, progress from destitution and bondage to the point where they are self-sufficient and giving back to their communities.



Benchmarking and Public Recognition

Accreditation*—Confirmation process verifying legal requisites met and standards achieved in every area of operations, and recognizing and awarding best practices that are most appreciated by local communities.

Nehemiah Award—Given annually to a standout individual in membership who has exhibited extraordinary efforts to address the brokenness in his or her city and restore its property and people.

Outstanding Canadian Member Award—Given annually to an individual from a member organization in Canada who has set a new standard for innovation and excellence.

Marilyn Farmer Women in Leadership Award—Given annually to a woman in ministry whose successful leadership exhibits strength, confidence, grace, and humility.

Media Innovation Competition—Annual contest giving recognition to "best-in-show" member photos, brochures, newsletters, websites, and more.

Outcomes—A coordinated effort to codify, collect, and share program outcome data across member ministries. The data is used to improve programs and influence legislation.

Professional Consultation and Mentoring

Citygate Network Helpline—Over-the-phone and email guidance for members needing assistance with specific problems or unusual situations.

Leadership Team Site Visits*—Phase-one analysis and recommendations on key issues from Citygate Network staff and key leaders.

Board Development Sessions*—In-depth on-site board training in trends, responsibilities, and conflict resolution.

Regional Coordinators—Territorially based former mission/ministry CEOs serving as field staff, available to provide over-the-phone or on-site consultation and mentoring, and even interim leadership.

Leadership Program*—Through a partnership with Arrow Leadership, discounts on the Arrow Leadership Program, Sharpening Leaders Initiative, and other resources.



"When I first started, Citygate Network quickly became

a go-to resource for me
to better understand the
broader landscape of
mission work. The extensive
peer connections made at
the Annual Conference, CEO
Summit, and DC Forum were
essential for my development. Membership also
exposes our team to practical tools in the areas of
administration, legal support,
and staff development. We
consider Citygate Network
a critical partner."

-Jack Briggs
 Springs Rescue Mission,
 Colorado Springs, Colorado



"Citygate Network's online resource library for members

is a treasure-trove of information. It has samples of job descriptions, policies, procedures, forms, checklists, and tons more. And it's a library that's always open; the help we need is available around the clock."

—Chad Young Salina Rescue Mission, Salina, Kansas



OUR MEMBER BENEFITS continued

Contract Services

Food Service*—Cost-saving program through various partners, helping members reduce expenses on food and non-durable goods.

Property and Liability Insurance*—Industry advocacy and reduced-rate possibilities, plus member-involved insurance commission through Gallagher Insurance.

Re-employment—Free, exclusive access through NextJob to industryleading software that coaches job-seeking clients through the employment process.

Financial Credibility—ECFA application fee is waived for Citygate Network members, as are the costs for many ECFA webinars.

Planned Giving*-Free and discounted planned giving services offered through an exclusive partnership with Orchard Alliance.

Addiction Recovery Curriculum*—Discounted access to Adult & Teen Challenge's highly acclaimed curriculum series, used by more than 200 centers across North America.

Utilities Auditing*—Members can save thousands through Eric Ryan Corporation's utility and telecom bill auditing services, and ERC, who is compensated through a percentage of the savings, reduces its share for Citygate Network members.

Security Review-Free training videos and free 30-minute consultation with Alexander Security and Protection Services, then discounted campus architectural design advice and on-site staff training.

Program Guidance*—Discount on facilitator training in job readiness and financial education from The Chalmers Center, with curriculum based on the book, When Helping Hurts.



"Citygate is an outstanding network of likeminded, Christ-centered ministries. Their Annual Conference is always a powerful event that helps us learn more about industry trends and connects us with fundraising organizations and other excellent vendors. Our team receives educational enrichment and inspiration. We are grateful for Citygate Network!"

> -Hank Rush Star of Hope, Houston, Texas

Marketing and Public Relations

Guide to Ministries and Services—Searchable database of member missions/ministries (with map locator), including program descriptions, to help the public find needed services.

Social Networking—Regular social media messages promoting life-transformation ministry and member organizations.

Public Awareness Campaigns—Major collaborations drawing attention to the broken and forgotten, and to members' work and needs.

Interviews and Releases—Citygate Network press involvement, PSAs, and YouTube links calling attention to issues surrounding the most vulnerable in society.

*Invisible Neighbors**—Outstanding small-group study material expounding on Jesus' instructions regarding the poor.

Rescuer Award—Association-branded certificate for members to thank and honor their most faithful volunteers, board members, and staff.

Hope in the Gate—Citygate Network's subsidiary under which movies, videos, podcasts, and other media ventures are released.



"It was Citygate Network that paved the way

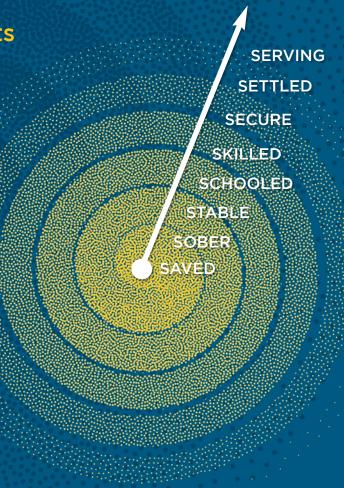
for my husband and me to co-found two Canadian ministries. Through the guidance, encouragement, and support they provided, we were able to grow these ministries to make a significant impact in both cities."

-Michelle Porter Souls Harbour Rescue Mission, Halifax, Nova Scotia

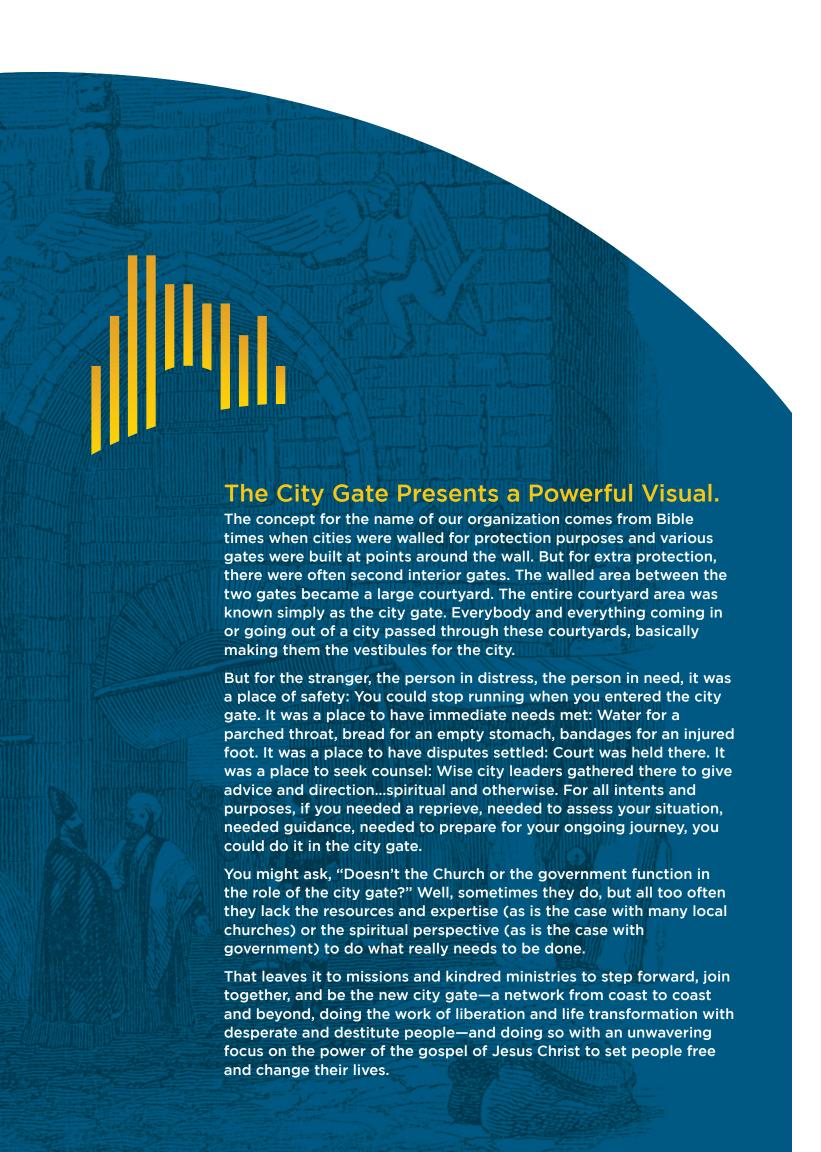
Life Transformation starts and ends with an "S."

At Citygate Network, we believe the life-transformation process is about seeing people advance through various stages where they are saved (making choices that will keep them from chronic illness and physical death); sober (no longer controlled by stimulants or depressants); stable (mentally and emotionally) balanced and enjoying good health): schooled (enriched with) the fundamental knowledge to be competent and competitive); skilled (being academically credentialed and set on a career path); secure (able to provide financially for themselves and their loved ones); settled (benefitting from having the same safe place of their own to stay every night); and serving (giving back to the community through missional living).

Note: Spiritual regeneration can (and does) happen in any of the eight stages.



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OUR MEMBER BENEFITS continued

Government Relations

Government Engagement—Citygate Network staff regularly connect with government officials in promoting member interests in Washington, D.C.

Legislative Alerts—Online information flagging key legislative agendas and recommended actions.

Faith and Giving —As a founding member of this coalition, Citygate Network advocates for members to protect charitable giving and keeps them up to date on matters affecting resource development.

Studies and Research—Case studies and in-depth research on issues touching life transformation ministry on national and local levels.

Legal Assistance

On-Call Attorney—Free 20-minute initial consultation with an attorney who has extensive experience in nonprofit law.

Discounted Counsel*—Nonprofit law attorney available to members at reduced rates for expert guidance through difficult situations.

Legal Review—Citygate Network-commissioned analysis of policies and documents to assess members' legal risks.

Legal Representation*—Discounted membership to Alliance Defending Freedom's Ministry Alliance, where members can get preparation and legal help in defense of religious liberties.

Outreach

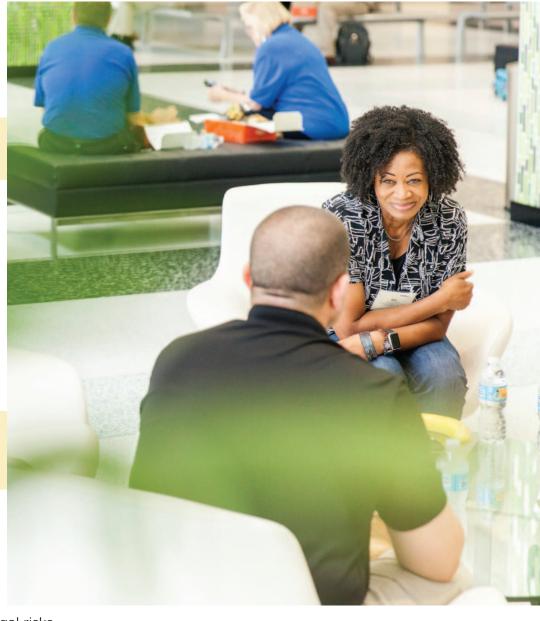
Expansion—Give-and-go opportunities to help new members come to life in important places of need in various locations.

International Partnerships—Established connections with city missions on other continents for the purpose of swapping staff and sharing ideas.

Identification

Logo—Permission to use the Citygate Network logo on literature and websites, linking members to an esteemed, widely recognized brand.

Membership Certificate—Document suitable for framing showing connection with the association, plus number of years of involvement.





"We have deeply enjoyed being a part of the Citygate

Network community. The relationships made with other member organizations in Canada and the U.S. have been vital. They have enriched us organizationally, which benefits those we get to serve. We are so grateful for the amazing connections."

Peter DuraisamiThe Scott Mission,Toronto, Ontario

10 REASONS WHY YOUR ORGANIZATION NEEDS TO BE A CITYGATE NETWORK MEMBER



You become part of a huge network of colleagues. When you join, you instantly get connected to a whole host of friends who are passionate about the same things that move you, and deal with what you do every day. They become an invaluable source of advice and inspiration. Through our Connect Groups, your staff and volunteers can easily bond with their peers across the continent.



You gain access to mission-specific training and resources. Citygate Network is the most complete source for poverty ministry-related educational seminars and materials. Our core curriculum covers all the bases in programming and operations, and technology allows for great learning opportunities in both physical and virtual classrooms.



You are never out of the loop on the latest news and trends. The news never stops, and Citygate Network keeps you up to date with what you need to know to make the right decisions. Our publications and website give you inside news and tell you what's happening in the halls of government as well as on the streets of North America that is related to what you do.



You have a national voice on important issues. When Citygate
Network speaks to the media or addresses the Church at-large, you,
as a member, are represented. You can have your voice heard as a
part of the whole, or you can participate in association programs that will
put your mission at the podium with the microphone in your hand.



You have a safe "place" to go for advice and support. When you need a sympathetic ear but aren't comfortable going to mission staff or volunteers, and it's not appropriate to talk to those in your community, you can turn to Citygate Network. You'll find someone who understands what you're going through, will listen to you in confidence, and will pray with you.



You increase your exposure to the public. People near or far can easily find exactly where you are located and learn precisely what you do because your name and website will be listed on Citygate Network's high-visibility website. This is especially helpful when people need to place friends and family in the care of someone they can trust far from home. It also can help potential donors and volunteers find you.



You save time and money on things you need to buy. It's true that there is strength in numbers, and that is why Citygate Network can leverage deals in the business community to bring you significant savings (even if a lot of what you use is donated). And when we find deals, the details are listed and circulated in a number of members-only sources, so you won't miss them.

You keep your whole team moving forward together. Because Citygate Network automatically brings some or all of your key staff members into membership when your mission joins, the benefits are multiplied throughout your organization. They'll have access to all of the valuable resources, and it won't totally fall on your shoulders to look for different training opportunities or keep them up to speed on what's happening in the areas of social justice, creative programming, and ministry management.



You can share your expertise with more people. Because Citygate Network is a member-influenced organization, it relies heavily on the experience and skill of members for content and delivery. There are plenty of places for you to share what you know through the written or spoken word, and you can help influence policy by involvement in committees and special task forces.



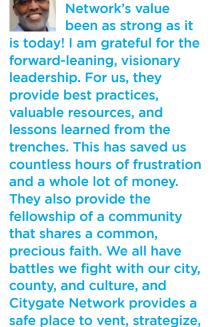
You will receive ongoing spiritual encouragement. In Citygate Network, you will find many denominations and affiliations represented. Our focus, however, is not on our differences but on the passion and person of Jesus, and everyone who's part of Citygate Network is just as committed to the gospel as you are. Therefore, one of the big benefits you receive is a subtle but constant reminder of why we do what we do, and Whom we are serving.





BONUS REASON: You can help hundreds of future leaders.

Even if you are in a mission, agency, church, or ministry that is relatively self-sufficient, Citygate Network provides the channels for you to give back and help perpetuate the proven principles and practices that have gone on for decades in this type of Christian service. And you can impart your fresh insight to those who are just breaking in to this ministry genre.



"Never has Citygate

Jerrel Gilliam
 Light of Life Ministries,
 Pittsburgh, Pennsylvania

and pray!"



OUR STRUCTURE

Citygate Network is a membership organization with annual dues based on your organization's operational expenses (not including capital projects or gifts-in-kind). The larger your organization, the higher your dues—but the more "classic" and "digital" member seats you receive, meaning you get more hard copies of publications, more discounts on events, more access to our vast online resource library, and so on. (We also offer all member organizations a specific number of "digital" member seats, but you can learn more about that later.)

Membership categories include: Mission/Ministry Member; Agency Member; Church Member; Associate Member; and Business Member, all of which are explained on the Citygate Network website.

All mission/ministry members are asked to sign a Statement of Faith and a Code of Ethics, which can be found on the membership application and renewal form. Additionally, all mission/ministry members will be referred to Citygate Network's Position Statements to verify that affiliation is a comfortable fit, theologically and philosophically.

Annual membership dues can be paid quarterly or in-full for a discount. First-time members can ask about our Membership Assistance Plan (limited availability) in which it's possible to get three years for the price of two.

INFO

Much more information is available at:

www.citygatenetwork.org/membership or membership@citygatenetwork.org or (719) 266-8300 ext. 102







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