



**UNION**  **RESCUE MISSION**®  
**The Way Home**

**VICE PRESIDENT OF PROGRAMS  
OPPORTUNITY PROFILE**

*Presented by*

***ARDENT SEARCH COMPANY***

*Consultants in Leadership Search*



## **ABOUT UNION RESCUE MISSION**

Since 1891, Union Rescue Mission (URM) has been embracing people with the compassion of Christ by bringing help and hope to men, women, and children experiencing homelessness in Downtown Los Angeles. Over the years, URM has continued to offer and expand its efforts to feed both the body and the soul, helping individuals and families break the cycle of poverty and achieve self-sufficiency. Today, URM operates two locations: Downtown Mission and Hope Gardens Family Center in Sylmar (serves women with children). A third location, which will serve women with children in South Los Angeles, is due to break ground in 2019. Every day of the year, URM serves over 1,500 people who are experiencing homelessness. [VIDEO](#)

## **MISSION STATEMENT**

We embrace people with the compassion of Christ.

## **GUIDING PRINCIPLES**

We serve God, under the Lordship of Jesus Christ and:

- We will serve the whole person in mind, body, and spirit.
- We will always serve others with humility.
- We will treat all people, who are created in the image of God, with dignity and respect.
- We will meet, or exceed, the expectations of those we serve.
- We will actively find new ways to be good stewards of the resources entrusted to us.
- We will be truthful and accountable in our work together.
- We will do what we say we will do.
- We will intentionally look at new and innovative ways to do our work.
- We will share our expertise with others.

## **AMERICA'S HOMELESSNESS CAPITAL**

Los Angeles is known for glamour and glitz. However, if you look past the bright lights, you will see what angels see — men, women, and children of all ages that have lost their homes — and their hope. Los Angeles accounts for 3% of the total United States population and is home to 7% of all the people experiencing homelessness. About 58,000 people in Los Angeles County experience homelessness on any given night.



### **EVERY YEAR, UNION RESCUE MISSION...**

- Serves over 1 Million meals.
- Provides more than 450,000 nights of shelter.
- Hosts 15,000 health and legal clinic sessions.
- Celebrates 85 graduates finding their way home – completed rehabilitation program, vocational training, and housing acquisition.

### **URM STRATEGIC PRIORITIES**

The following is the URM's 10-Step plan to end homelessness, as we know it today:

1. Change the way we think and talk about people experiencing homelessness.
2. Stop making excuses and get involved.
3. Ensure that no one is ever evicted directly to the streets.
4. Localize solutions to homelessness.
5. Mentor individuals and families who are experiencing homelessness.
6. Encourage local communities to adopt best practices regarding policing and other public services that directly affect homelessness.
7. Expand seasonal winter shelters to operate year-round.
8. Advocate that permanent supportive housing be reserved for the most chronic, most devastated men and women who have experienced long-term homelessness.
9. Increase investment in more life-transforming services.
10. Provide everyone with the skills to work.

### **ABOUT THE CEO - ANDREW (ANDY) BALES**

Andy brings over 32 years of experience in community outreach and service to his "friends experiencing homelessness". Andy's vision for the future of Union Rescue Mission is to keep with the Mission's long and distinguished history of service to the most desperate men, women and children of in the City of Los Angeles. His education in Social Science and Biblical Studies, coupled with a wide array of vocational ministry roles in urban and homeless ministry, make him uniquely qualified to lead URM. Andy says, "I've worked my whole life to end up on Skid Row in L.A."



One of Andy's earliest challenges as Mission leader was to assist in the development of transitional housing for mothers and their children living in the Mission's downtown facility and in neighboring hotels in and around Skid Row. By working to establish the thriving Hope Gardens Family Center, he also worked to provide permanent supportive housing for senior women away from the mean streets of Los Angeles. Hope Gardens Family Center, in the foothills of the Angeles National Forest near Sylmar, was developed to serve this growing population of abandoned and desperately poor women with children and elderly women. [VIDEO](#)

As CEO of Union Rescue Mission, Andy has had a pivotal role in reshaping hospital and governmental policies related to the "dumping" of homeless patients from hospitals on to the streets of Skid Row. Andy's present focus is organizing and working with community partners to address the epidemic of homelessness in Los Angeles.

### **ORGANIZATIONAL CULTURE**

The URM culture can be described as comradery between "first responders" in lifesaving situations, combined with daily rhythms of pastoral care; Biblical council, spiritual development, and prayer.

### **WHAT THE TEAM SAYS ABOUT URM AND THE VP OF PROGRAMS**

*"...we are haunted by the visions of a human being left on the street and passionate about changing that..."*

*"...it is a painful to look into the eyes of a mother on the street and realize we are completely full; we can't say No..."*

*"...the Leadership Team is encouraged to constructively disagree and push back, but once a decision is made, we move forward as one..."*

*"...Andy's passion is unwavering; he walks the walk, talks the talk..."*

*"...our work of transformation is absolutely vital as an example to the world..."*

*"...Andy is the world's most compassionate person..."*

*"...the Programs VP will need to be a collaborative team builder..."*



*"...it will be important for the VP to balance taking initiative and staying in their lane..."*

*"...this is a place with high expectations, but it's also OK to ask for help..."*

*"...our new VP of Programs must be a good communicator and able to build rapport..."*

*"...we deeply value the culture of servant-leadership..."*

*"...we work in an environment with infinite needs and finite resources - prayer is essential..."*

*"...our focus is to build empowerment and transformation on top of rehabilitation..."*

*"...it's exciting to see that way our facilities have expanded to accommodate more people, especially women and children, who desperately need shelter..."*

*"...our new VP must live out the gospel first and with higher priority than just preaching..."*

## **POSITION SUMMARY**

The *Vice-President of Programs* reports directly to the Chief Executive Officer. The successful candidate will provide leadership, implementation and oversight of all URM programs including, short-term, life-transformation and transitional programs across all URM-operated locations.

## **REQUIRED QUALIFICATIONS**

- The most significant requirement for this position is a heart for the Lord and for his people. The successful candidate will have a deep and growing relationship with God, active involvement in a local church, Christ-centered Biblical worldview adhering to the URM Statement of Faith (see page 8), and a commitment to maintaining healthy relationships and accountability.
- Able to cast vision, build consensus, and implement strategy by empowering others.
- Proven record of accomplishment in executive level leadership of operationally intensive organization.
- Possess strong, strategic leadership skills balance with the humility to submit to our common vision.
- Strong degree of financial acumen, with a proven track record of supporting operations and organizational budgets over \$3 – 5 million.



- Excellent verbal and written communication skills.
- Analyze complex data and develop innovative solutions.
- Excellent planning, organizing, supervisory and project management skills.
- Excellent customer and community service orientation.
- Results-oriented.
- Ability to interact effectively at all levels of management and across diverse cultural backgrounds.
- Effective team member who can manage various projects simultaneously.
- Ability and willingness to facilitate progressive change.

### **IDEAL QUALIFICATIONS**

- Relevant experience in compassion, social welfare, and transformational ministry.
- Experience interfacing with a Board of Directors and Committees.
- A “roll up your sleeves” attitude and a joyful willingness to step in to do whatever needs to be done.
- High Emotional Intelligence, the ability to recognize and control your emotions, and to recognize and understand the emotions of others

### **ESSENTIAL FUNCTIONS**

- Recruit, develop and lead high-caliber teams with diverse and complementary skills at each location.
- Provide leadership and administrative oversight for all Programs.
- Collaborate with the Senior Leadership Team – Chief Executive Officer, Vice Presidents of Development, Public Relations, Emergency Services, Human Resources and CFO. Provide quarterly reports to the Senior Leadership Team and the Board of Directors on all aspects of Program ministry and other areas of responsibility.
- Cultivate and maintain professional relationships with ministry, governmental and private agencies that serve the same clientele.
- Responsible for financial performance of assigned areas, including monitoring key financial indicators and insuring timely corrective actions.
- Ethical, professional and honest at all times.



### **SUPERVISORY DUTIES**

- Interview, hire, orient and train direct reports.
- Plan for, assign and direct associated work.
- Coach and appraise performance and respond with appropriate rewards or corrective measures.
- Address complaints and resolve problems as they arise.

### **IDEAL EXPERIENCE AND EDUCATION**

- Master's Degree in Bible, Theology, Missions, Ministry, Intercultural Studies, Church Leadership, Pastoral Studies, Divinity, Christian Studies or related.
- 7-10+ years of progressively-responsible experience, ideally related to compassion, social justice, faith-based, social services, homelessness and redemptive community organizations, but experience in other disciplines is welcomed.



## **THE SEARCH PROCESS**

If you, or someone you know, have interest and meet most of the experience and motivational requirements described in this profile, please contact us, suggest that person for consideration, and/or forward this information.

### **Send resume and completed questionnaire to the contact below.**

Names will be treated discreetly, and candidates should be assured that their inquiries will be treated with the utmost confidentiality.

URM is an equal opportunity employer and does not discriminate based on race, age, color, gender, national origin, familial status, veteran status, or physical handicap. However, by the nature of this organization and its purposes, it does limit its hiring to people whose beliefs, theology and lifestyle are consistent with URM's Statement of Faith.

We fully respect the need for confidentiality of information supplied by interested parties and assure them that their backgrounds and interests will not be discussed with anyone, including our client, without their prior consent, nor will reference contacts be made until mutual interest has been established.

*Ardent Search Company is a retained executive search firm devoted exclusively to serving our clients in matters of executive selection. We are a generalist firm that has served business and non-profits worldwide since 1979.*

### **For further information on this position, please contact:**

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## **URM STATEMENT OF FAITH**

*We believe* in one God, Creator and Lord of the Universe, the co-eternal Trinity; Father, Son, and Holy Spirit.

*We believe* that Jesus Christ, God's Son, was conceived by the Holy Spirit, born of the Virgin Mary, lived a sinless life, died a substitutionary atoning death on the cross, rose bodily from the dead and ascended to heaven where, as truly God and truly man, He is the only mediator between God and man.

*We believe* that the Bible is God's authoritative and inspired Word. It is without error in all its teachings, including creation, history, its own origins, and salvation. Christians must submit to its divine authority, both individually and corporately, in all matters of belief and conduct, which is demonstrated by true righteous living.

*We believe* that all people are lost sinners and cannot see the Kingdom of God except through the new birth. Justification is by grace through faith in Christ alone. Those who reject Jesus Christ as their Lord and Savior in the present life shall be raised from the dead for eternal suffering and separation from God. Those who accept Jesus Christ as their Lord and Savior will be present with him for eternity in heaven.

*We believe* in one holy, universal, and apostolic Church. Its calling is to worship and witness concerning its Head, Jesus Christ, preaching the Gospel among all people groups and demonstrating its commitment by compassionate service to the needs of human beings and promoting righteousness and justice.

*We believe* in the necessity of the work of the Holy Spirit for the individual's new birth and growth to maturity; and also for the Church's constant renewal in truth, wisdom, faith, holiness, love, power, and mission.

*We believe* that Jesus Christ will personally and visibly return in glory to raise the dead and bring salvation and judgment to completion. God will fully manifest His kingdom when He establishes a new heaven and new earth, in which He will be glorified forever and exclude all evil, suffering, and death.