



CHIEF OPERATING OFFICER

OPPORTUNITY PROFILE

OPPORTUNITY OVERVIEW

URM seeks a missionally aligned Chief Operating Officer, a mature follower of Christ, and a seasoned operations professional.

Reporting to the CEO, the Chief Operating Officer is responsible for the efficiency and ongoing operations and procedures of the organization to drive extensive and sustainable growth. The COO provides the leadership and management to implement URM's vision, to ensure that the ministry has the proper operational controls, administrative and reporting procedures, and people systems in place, while ensuring operating efficiency to effectively fulfill its mission and achieve its strategic objectives. URM has an \$41M annual budget.

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: Union Rescue Mission in downtown Los Angeles and Hope Gardens Family Center in Sylmar (serves women with children). Every day of the year, URM serves over 1,500 people who are experiencing homelessness.



OUR MISSION
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 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.



ANDREW (ANDY) BALES
Chief Executive Officer

Andy brings over 36 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 honor 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.



Whatever It Takes - Daisy's Story



Redefining Her Future - Yoana's Story

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.



God is my priority now - Fred's story



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.

The URM Leadership Team studied *The Ideal Team Player*, by Patrick Lencioni. From this study they have embraced the following principles:

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

WHAT THE TEAM SAYS ABOUT SERVING AT URM & COO POSITION

“...We are on the frontline: the COO must consider their calling to the mission seriously...”

“...This work is not for the faint of heart; we deal with heavy stuff...”

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

“...it is 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; Andy is about giving hugs...”

“...our work of transformation is absolutely vital as an example to the world...”

“...the COO will need to be a collaborative team builder...”

“...this is a place with high expectations, but it’s also OK to ask for help...”

“...our new COO must be a good communicator and able to build rapport...”

“...we deeply value the culture of servant-leadership...”

“...‘Tough Love’ is never rude; people deserve a second chance...”

"...we strive to be the number one employer of Graduates..."
"...while we do security very well, we balance justice and understanding of the backstory..."
"...we do not, 'throw people out', even if they deserve to be removed; we will find alternative housing...we are merciful and do not profile..."
"...we have strong relationships with UCLA, USC, Pepperdine, the Dodgers and more..."
"...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 the way our facilities have expanded to accommodate more people, especially women and children, who desperately need shelter..."

POSITION SUMMARY

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REPORTING TO THE COO

- Tonia Tann, Director of Food Services and Security
- Maurice Ochoa, Director of Facilities
- *Name TBD*, Senior Manager, Logistics

MEET THE [LEADERSHIP TEAM](#)

PEERS REPORTING TO THE PRESIDENT

- Vice President of Men's Ministries
- Development
- Finance/CFO
- Emergency Services
- Public Relations
- Human Resources

CORE WORK PRINCIPLE

Colossians 3:23 is the foundation of URM's standard for employment, "Whatever you do, work at it with all your heart, as though you were working for the Lord and not for people." The goal for each employee is to enrich and sustain a humble heart attitude; to enrich and sustain a mindset of serving others, treating them with kindness and truth; and to enrich and sustain a zealous desire for achieving work objectives without any ulterior motives or agendas.

ESSENTIAL FUNCTIONS

- Recruit, develop and lead the work of high caliber teams with diverse and complementary skills.
- Design and implement operating business strategies, plans and procedures in coordination with CEO and senior leadership.
- Lead by example in promoting a biblical model that is representative of URM's Christian cultural values: having a humble heart attitude; having a common sense about people treating them with kindness and truth; and pursuing work agendas in a way that glorifies God and not self.
- Provide a welcoming, approachable, and confidential environment where team members feel safe in sharing their perspectives, opinions and conflict issues.
- Ensure day to day Maintenance, Custodial, Health and Safety departments function smoothly at our San Pedro facility and satellite campuses (i.e., Hope Gardens, Angeles House, & The Oaks).
- Ensure comprehensive preventative & routine maintenance plans are executed at all facilities.
- General understanding of, but not accountable for legal, finance, systems, fundraising, programs and ministerial functions.
- Set strategic direction and provide leadership support to direct reports in charge of operational functions.
- Lead employees to encourage maximum performance and dedication, setting comprehensive goals for performance and growth.
- Evaluate performance by analyzing and interpreting data and metrics.
- Write and submit reports to the CEO in all matters of importance.
- Assist CEO and VP of Philanthropy & Social Enterprise in fundraising ventures.
- Participate in expansion activities (investments, acquisitions, corporate alliances etc.).
- Manage relationships with partners/vendors.
- Perform all responsibilities in an ethical, professional and honest manner.
- Carry out other tasks and projects as assigned by the CEO.
- Commitment to URM mission, vision, and core values.
- Encourage guests in their faith and growth in Jesus Christ.

SUPERVISORY DUTIES:

- Interviewing, hiring orienting and training employees; planning, assigning, and directing work; coaching and appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

ESSENTIAL EXPERIENCE, EDUCATION and ATTRIBUTES:

- MBA or equivalent work experience desired.
- 7-10+ years progressively responsible, related experience, in a profit or non-profit setting
- Profession of, faith in, and abiding relationship with, Jesus Christ as Lord.
- Agreement with the statement of faith, theology, and philosophy of URM.
- Character and lifestyle consistent with Scriptural principles and a biblical worldview.

DESIRED SKILLS AND ABILITIES:

- Ability to communicate effectively in both written and verbal formats
- Ability to successfully lead and manage others
- General understanding of business functions such as HR, Finance, Marketing, etc.
- Demonstrable competency in strategic planning and business development
- Experience in fundraising, a plus
- Working knowledge of data analysis and performance/operation metrics
- Working knowledge of IT/Business infrastructure and MS Office
- Outstanding organizational and leadership abilities
- Ability to analyze complex data and develop innovative solutions
- Excellent PC skills particularly Excel and Word
- Excellent planning, organizing, supervisory and project management skills
- Ability to communicate clearly, concisely, and persuasively
- Strong customer service quality and results orientation
- Ability to interact effectively at all levels and across diverse cultures
- Ability to be an effective team member and manage various projects simultaneously
- Ability to assist in facilitating progressive change

IDEAL PROFESSIONAL QUALIFICATIONS

- Proven negotiation, conflict resolution and stakeholder management skills using Biblical principles.
- Strong talent identification and acquisition skills.
- Strong aptitude to communicate clearly and effectively.
- 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.
- Proficient in MS Excel and Microsoft Office.
- Strong problem-solving ability to assess issues and handle tasks with calm, positive demeanor.
- Capable to interact positively with the Board of Directors.
- Balanced understanding of risk management that protects as well as fosters community.
- Relevant experience in compassion, social welfare, and transformational ministry.
- A “roll up your sleeves” attitude and a joyful willingness to step in to do whatever needs to be done.
- High EQ (emotional intelligence) - the ability to recognize and control your emotions, and to recognize and understand the emotions of others
- Ethical practices – will always do the right thing.
- Willingness to reach out to professionals with more experience and knowledge as needed.
- Detail oriented but seeing the big picture.
- Excellent time management, organizational, and follow-through skills.
- Goal oriented – likes to produce tangible results and exceed expectations.
- Driven to improve processes and utilize technology to lower cost and improve results.
- Understands and utilizes metrics to measure and improve performance.
- Able to inspire trust through high personal integrity; the ability to maintain confidences in sensitive financial and personnel matters.
- Highly accurate and attentive to detail yet not a micromanager; trustworthy and credible.
- Process-oriented; able to weigh competing agendas and priorities and make decisions that are good for the whole organization.

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.

THE SEARCH PROCESS

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

Send resume 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.

For further information on this position, please contact:

Tim Bernstein

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[LinkedIn | Tim Bernstein](#)

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