



Miami Rescue Mission – Chief Operating Officer

POSITION SPECIFICATION FOR CHIEF OPERATING OFFICER

Miami Rescue Mission
and
Broward Outreach Centers

We believe that no one should be homeless. For nearly 100 years, the Miami Rescue Mission, an agency rooted in Christian principles and practices, has been reaching out to the least, the last and the lost of our community, offering hope and help with compassion and the love of God.

The Mission is a safety net for society, rescuing and restoring those who have lost their connection to community. Often people come to its doors broken, bereft of hope and emotional well being. Whatever the cause of their misfortune—mental illness, disability, abusive relationships, job loss, drug dependency, or chronic institutionalization, the Mission helps them restore their lives and their place in society through hope, compassion, and programs that work. For many, the Mission is the last hope.

The Miami Rescue Mission is a Christian non-profit organization formed in 1922 as a soup kitchen. Years later, a Men’s Center was established to provide both an emergency shelter and a residential program. Over the last 95 years, the Mission’s ability to serve the homeless and help them change their lives has continued to expand to meet an ever-growing need. In 2017, centers in Miami, Hollywood, and Pompano provided over 950,000 meals and 370,000 nights of safe shelter, enrolled over 400 children in youth programs, and successfully graduated over 800 men and women into independent living and jobs. Through the Center for Women and Children, the Community Activity Center for Youth, medical clinics, comprehensive education and life skills programs, and housing initiatives the Mission provides people with the resources and skills they need to feel whole again, to re-engage with family and friends, to earn an income independently, and to establish themselves as contributing members in their communities.

Serving a burgeoning population of men, women, and families who are seeking services is a continuous challenge. The Centers in Miami, Hollywood, and Pompano are operating at full capacity providing 800 beds, feeding the hungry, caring for the poor, and helping thousands of men, women, and children. On any given night, nearly 2,000 people are on the streets of South Florida and thousands more are in emergency shelters.

This is a critical moment in the life of the Mission. In order to continue to successfully serve the community and those in need, the Mission is engaging in a planning process to crystallize its vision for the future, to assess how it can be most effective and efficient in the next 5 to 10 years. A

central piece of our plan is to recruit a chief operating officer who will closely partner with the president and the leadership team to successfully manage a dynamic growing organization. We are seeking an individual with sound management skills and a proven track record.

Role Description

The chief operating officer makes certain that the organization runs smoothly. This individual is responsible for effective organizational operations, including departmental programs and plans, donor development, staff productivity, and budgets. The COO monitors human resource and staff development needs and makes sure that success measures and benchmarks are articulated, tracked, reported, and assessed. This individual implements policies as set forth by the president and ensures effective implementation and integration of policies into the day-to-day operations. The COO must endorse the Mission's Statement of Faith in full confidence and be able to lead others in Christian love and guidance. The COO reports to the president.

Responsibilities and Expectations

Strategic Planning and Performance Management

- As deputy to the president, assume primary leadership role in the president's absence as directed.
- Work collaboratively with others on the leadership team, integrating organizational strategies and activities into operations. Promote an environment throughout the organization that encourages cooperation, collaboration, and creativity to advance the Mission.
- Strategic Planning and Plan Implementation – Manage the planning process and implement the plan, working with the president on strategic direction, and with program directors to craft objectives, timeframes, measures, and budgets.
- Budget – Work with the finance department to construct the budget, based upon direction from the president. Manage the budget development process and work with the Comptroller to ensure that relevant financial data are presented to the president in a professional format, including spreadsheets, graphs, and narratives.
- Donor Development – Work with chief development officer to create a master development plan that incorporates all development areas – direct mail, major donors, moves management, donor database, social media, planned giving, capital campaigns, focus groups, media, web integration, email campaigns, capital campaigns, grants, foundations, faith community, etc. Responsible for successful implementation, tracking results and revising as necessary.
- Implement and lead a continuous quality improvement process throughout the Mission.
- Operations and Performance Management – Oversee day-to-day operations. Ensure that all teams are on track regarding performance measures. Oversee the development of annual work plans and departmental performance benchmarks and management.

- Brand Management – Make certain that the Miami Rescue Mission’s branded identity is consistently and properly presented throughout all communications. Ensure that manual is up to date and distributed, and that all materials are correctly branded and available to staff.

Policies and Compliance

- Identify areas where policies will help the Miami Rescue Mission be more efficient and effective. Oversee the development of policies throughout the organization: requesting initial drafts from directors, developing and refining, and presenting to the president.
- Work with the president and comptroller to design and implement effective internal controls to assure operations are effective and efficient, assets are safeguarded, relevant and updated cyber security is utilized to protect data and IT systems, information is reliable, and the Mission complies with all federal, state, local, and organizational operational requirements and filings.

Staff and Team Development

- Regularly convene senior team members to review performance to plan, team issues, inter-team issues, opportunities, successes, etc.
- Ensure that the Miami Rescue Mission articulates, tracks, and measures performance expectations, supports professional training, and encourages staff participation in professional development.
- Staff resources, equipment and Infrastructure – Identify and manage utilization of tools and resources staff need to work effectively and efficiently.
- Supervise team members responsible for finance, HR, corporate operations, and Center operations.

Candidate Qualifications

The Miami Rescue Mission seeks an experienced professional with documented success in organizational management—programs and projects, staff leadership and development, planning and plan implementation, and performance management. Candidates must thrive in a service-first, Christian environment. The COO must uphold the promote the purpose of the Mission, part of which is to engage in religious, missionary and evangelical work that is non-denominational in nature; and to understand and embrace the Christian principles upon which the Mission’s programs are founded. The Mission seeks individuals who are passionate about serving the homeless and embrace the Mission’s “no one is homeless” vision; individuals who are highly motivated, are performance focused, are well organized, lead with humility, act and speak with integrity, are committed to mentor leadership, are vision focused, and demonstrate through words, actions, and work experience that they are trustworthy.

Successful candidates must think clearly and speak cogently, stay focused on priorities in the midst of competing demands on time, cultivate and sustain strong collaborative working relationships with team leaders, clearly articulate expectations and performance measures, and employ effective management practices to improve performance across the organization. We seek intellectually curious individuals with a commitment to a life-long pursuit of knowledge and self-improvement. The successful candidate will be a leader capable of inspiring others to follow.

Successful candidates are comfortable digesting and synthesizing information and using sound judgment to make decisions. It is vital that candidates demonstrate an ability to manage time, objectives, and resources to accomplish the Mission's goals.

Required Minimum Qualifications

- Bachelor's degree from an accredited institution of higher education
- At least seven years' organizational management experience
- At least five years' experience serving on a organization's management team
- At least five years' experience developing and managing organizational budgets
- Demonstrated experience with homeless or similar social services programs
- Demonstrated knowledge about and experience with implementing nonprofit FASB accounting rules and principles
- Demonstrated experience with seeking, securing, and implementing foundation and government grants and contracts
- Firsthand experience with fundraising methods including direct appeal, major gifts, gift accounting systems, and prospect management
- Demonstrated experience with professional accounting software
- Demonstrated proficiency with Microsoft Office Suite, specifically Word, Excel, and PowerPoint
- Demonstrated success with interpersonal communications and relationship management
- Demonstrated proficiency in written and verbal communications

Preferred Qualifications

- Master's degree in business, social science, or a related field
- Organizational management or program delivery experience serving homeless/special populations
- Demonstrated proficiency with professional accounting software
- Demonstrated proficiency with donor database systems and software
- Conversant in Spanish

Preferred Core Competencies

- Cultural Awareness – Understands the work of the Miami Rescue Mission, its culture, and the expectations, values, and perspectives of its members and donors.
- Commitment – Invested in the values, vision, and mission of the Miami Rescue Mission.
- Listening skills – Takes time to listen and respond; tunes into people.
- Confidence – Aware of self and others, handles criticism, accepts mistakes, strong self esteem.
- Integrity – Honest, forthright, positive values.

- Team Orientation – Fosters open, honest, tolerant environment; treats others fairly, cultivates positive, mutually supportive, performance focused environment. Helps others understand their strengths and develop professionally.
- Poise – Manages stress and workload, treats others without rancor, maintains composure and is polite.
- Pragmatism – Sensible, realistic, practical solutions.
- Efficiency – taps and deploys resources economically and effectively.
- Organization – Plans, schedules, prioritizes, anticipates, and builds scenarios.
- Strategic Orientation – Assimilates information and data, weighs challenges and opportunities, and sees the big picture.
- Management Competence – Grasps the vision of the Mission and understands how to manage people and operational activities to achieve productive outcomes.
- Technology –Generally proficient with software programs and able to quickly learn new applications.

Interested Candidates

Resumes with cover letters and any inquiries may be sent to the search committee c/o:

James Mueller & Associates
jmueller@jmuellerassociates.com

About Strategic Philanthropy:

Strategic Philanthropy, Inc. a south Florida based company, was founded on the belief that effective corporate giving can be so much more than simply writing a check to charities and nonprofits who ask for your help or involvement. It is our belief that when a company aligns its charitable giving with a strategic approach and measurable outcomes, the power of giving enhances a company's brand, image and strengthens the relationships and partnerships within the community.

In short, Strategic Philanthropy gets hired by companies to give away their money to nonprofits that meet a company's business goals and objectives. As you can imagine, we have many relationships with the nonprofits in our community. We value all of the programs and services they have to offer and work with them to help promote positions that are available within their organization so that they may find the best talent possible.

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