

OPPORTUNITY PROFILE

Chief Operations Officer

HELPING UP MISSION
BALTIMORE, MD

"Now it's up to us."



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Overview

There are an estimated 50,000 people in various stages of addiction in Baltimore. The drug economy is responsible for 85% of serious criminal activity in Baltimore. Intoxication-related deaths are skyrocketing across Maryland, up by more than 60% in the last five years. The problem is not confined to low-income or minority neighborhoods, as many people wrongly assume. In truth, addiction does not know or care about a person's race, culture, faith, neighborhood, education, vocation, financial status – none of those protect against addiction. In the midst of all this stands Helping Up Mission, a community of hope that helps men fighting addiction and homelessness get their lives back.

Helping Up Mission is one of Baltimore's oldest & largest non-profit 501(c)3 institutions, dedicated to serving the poor and homeless since 1885. HUM is privately funded by thousands of individuals, churches, community organizations, corporations and foundations that make over 40,000 contributions annually to support a \$8,000,000+ annual budget.

Helping Up Mission believes God's love can set men free – from drugs and alcohol, from poverty and homelessness, and from any other self-destructive behavior.

However, it's not enough to tell a man who has struggled with addiction for years that "Jesus loves you" and expect a miraculous recovery. Contrary to common thinking, addiction is not simply the result of poor personal choices, immorality, or weakness. It's much more complex.

Consequently, Helping Up's approach to treatment is holistic in nature. The Spiritual Recovery Program integrates the practical needs of clients – food, clothing, shelter – with their clinical, mental health, medical, educational, and

vocational needs. All of that is built upon a Gospel foundation. And by God's grace, it can lead to lasting change.

During Executive Director Bob Gehman's twenty-four years at Helping Up Mission, the long term-residential programs have grown from 50 beds to 450 beds. Bob has developed a team of Senior Directors and managers along with notable strategic partners who collaboratively work together refining the Spiritual Recovery Programs which are believed by many to be the best in the state of Maryland.

As Helping Up Mission grows and begins to build the Women's Recovery Program, Bob is seeking a Chief Operations Officer to join the senior leadership team. This person will work closely with the CFO and development staff in overall leadership of the Mission, with Bob serving as a true CEO and focused on the mission's vision and fundraising. Therefore, the Chief Operations Officer will be responsible for all aspects of Programs, Spiritual Life, Facilities and Operations, and Clinical Services.

Helping Up needs a COO who is a collaborative team leader who respects and appreciates HUM's history and current level of service, but who is bold enough to call out the gaps in HUM's service. This person should be a team leader who has led in an organization experiencing rapid growth and who brings solid experience in building systems and infrastructure.

*We raise up broken men, and
Greater Baltimore with them.*



Mission & Values

MISSION STATEMENT

Helping Up Mission provides hope to people experiencing homelessness, poverty or addiction by meeting their physical, psychological, social and spiritual needs.

CORE VALUES

1. **Christian** – Providing a Christ-centered environment based upon Biblical principles of grace, love and service.
2. **Community** – Fostering a loving therapeutic culture of healthy relationships that supports life transformation.
3. **Integrity** – Acting with honesty, openness and willingness to do the right thing before God and others.
4. **Accountability** – Accepting responsibility for decisions and actions in all relationships.
5. **Empowerment** – Developing qualities of personal worth, dignity, mutual respect and encouraging the setting of life goals.
6. **Innovation** – Actively seeking creative strategies, practices, and partnerships to enhance and expand Mission effectiveness and excellence.



History

Since its inception in 1885 Helping Up Mission has been coming to the aid of those struggling with poverty and homelessness in Baltimore City. In those early days, the special focus was on immigrant families entering through the port of Baltimore.

During the second half of the 20th century, HUM began focusing primarily on serving the physical and spiritual needs of the great numbers of men struggling in the city. But by the 1990's, it was determined that the best way to help these men was to address the issue of drug and alcohol addiction and mental illness.

So, in 1995, HUM's 12-month residential Spirituality Program was created. It has been developed as a Biblical 12 step therapeutic community focused on addressing the spiritual and psychological reasons why a man struggles with chemical addiction.

HUM has a number of programs in place, but today the Spiritual Recovery Program is the organization's flagship program with 250 undergraduate beds and 100 graduate beds on campus.

Today, thousands of HUM's alumni are living and working in the community and serve as advocates of the program that saved their lives.



Statement of Faith

Helping Up Mission has adopted The Apostles' Creed as our Statement of Faith. It is the basis of our common belief and proclaims the source of our wisdom and power in helping men find answers to their life struggles.

While this is what we believe, we do not discriminate on the basis of faith or practice among those who need our help or desire to help us.

The Apostles' Creed

I believe in God, the Father almighty,
creator of heaven and earth.
I believe in Jesus Christ, his only Son, our Lord,
who was conceived by the Holy Spirit,
born of the Virgin Mary,
suffered under Pontius Pilate,
was crucified, died, and was buried;
he descended to the dead.
On the third day he rose again;
he ascended into heaven,
he is seated at the right hand of the Father,
and he will come to judge the living and the dead.
I believe in the Holy Spirit,
the holy catholic Church,
the communion of saints,
the forgiveness of sins,
the resurrection of the body,
and the life everlasting.
Amen.



Helping Up Services

OVERNIGHT GUEST SERVICES (OGS): Provides food, showers, clothing, shelter, chapel services and employment opportunities for 50+ homeless men each night.

ONE YEAR SPIRITUAL RECOVERY PROGRAM: SRP is the largest long-term residential recovery program in the Baltimore Metro area, serving 500 men working to overcome homelessness, alcoholism, drug addiction and mental illness. The program provides a continuum of services that address each facet of an individual's recovery. These services include: spiritual life classes, 12-step meetings, one-on-one and group counseling, medical and dental services, legal services, GED preparation, job search skills, career counseling, job placement, and more.

WOMEN'S SHELTER (COMING IN 2020): Helping Up Mission purchased property and are currently in the midst of a capital campaign to build a women's and children's center. For many years, HUM has received requests from women who need the same kind of help the men are receiving. A holistic recovery program and a beautiful facility is being planned and constructed to house up to 300 women and children. This women and children center will be unique to the State of Maryland and among the best in the country.

"HOUSE OF FREEDOM" TRANSITIONAL HOUSING FACILITY: Provides 50+ graduates of the one year recovery program additional time in a supportive therapeutic community while they make the transition to independent living.

OUTCOME-BASED: One of the city's most successful residential recovery programs. Measures results and constantly strives to be more effective with HUM's real-time, online Service Management System.

THREE QUARTER HOUSING: Established in March 2009 for men who are ready for more independent living accommodations while still having access to all of HUM's services.

CHILDREN: For 50+ years, HUM has provided inner-city children the opportunity to attend a one-week, faith-based, summer camp at no cost to their families. Currently, HUM sponsors over 100 children at Camp Wabanna in Annapolis, MD.

IMPACTING BALTIMORE: Making Baltimore stronger economically and creating a safer place to live by transforming people with an average net-negative contribution to society into net contributors and taxpayers.



Spiritual Recovery Program

COMPREHENSIVE TREATMENT FOR MEN FIGHTING ADDICTION AND HOMELESSNESS

The flagship program of Helping Up Mission, the Spiritual Recovery Program integrates the latest scientific understanding of addiction treatment with intense spiritual development. For one full year, participants live here at the Mission in a 12-Step therapeutic community. They will be immersed in a culture of healing and wellness that meets their physical, psychological, social and spiritual needs through four timed phases. Seeds of Hope, Alpha, Omega, and Life Prep.

SEEDS OF HOPE *(Days 1-45)*

Counseling - Support Groups - Spiritual Training - Work Therapy - Contact "Blackout"

ALPHA PHASE *(Days 46-105)*

Personal & Spiritual Growth - Outside Meetings - Healthy Living - Program Individualization - End of "Blackout"

OMEGA PHASE *(Days 106-195)*

Personal Growth - Education - Career - Fellowship - Relapse Prevention

LIFE PREP *(Days 196-365)*

Education - Employment - Accountability - Health - Long-Term Spiritual Growth

SPIRITUAL RECOVERY PROGRAM GRADUATION

Every year, Helping Up provides...



182,500

Nights of shelter
(500 nightly)



438,000

Meals
(1,200 per day)



155,000+

Items of clothing and
personal care



6,700

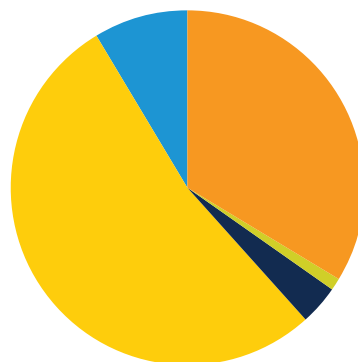
Counseling sessions

At-A-Glance

FINANCIAL

\$ 8.3 M ANNUAL CASH BUDGET (Fiscal 2017)	\$ 6.1 M PROGRAM SERVICES	\$ 500 K ADMINISTRATIVE/ GENERAL
\$ 1.7 M FUNDRAISING	15.8 M ASSETS	3.9 M DEBTS

BREAKDOWN OF ANNUAL CASH INCOME (\$8.3 M)



- PROGRAM REVENUE
(COMMUNITY PARTNERSHIPS) 2.8
- FOUNDATIONS & BEQUESTS .1
- BUSINESS/ORGANIZATIONS .3
- INDIVIDUALS 4.4
- CHURCHES .7



9 PROPERTIES

(4 owned + 5 leased)



133 YEARS
SERVING THE HOMELESS

HELPING UP STAFF AND VOLUNTEERS



62

EMPLOYEES
(52 FULL-TIME,
10 PART-TIME)

32

INTERNS
(28 FULL-TIME,
4 PART-TIME)

3800

VOLUNTEER
HOURS
WERE DONATED

4295

HOURS/WEEK
WORK-THERAPY HOURS
(the equivalent of over 107
additional full-time staff)

For a more comprehensive overview of Helping Up Mission, visit the web site at www.helpingupmission.org.

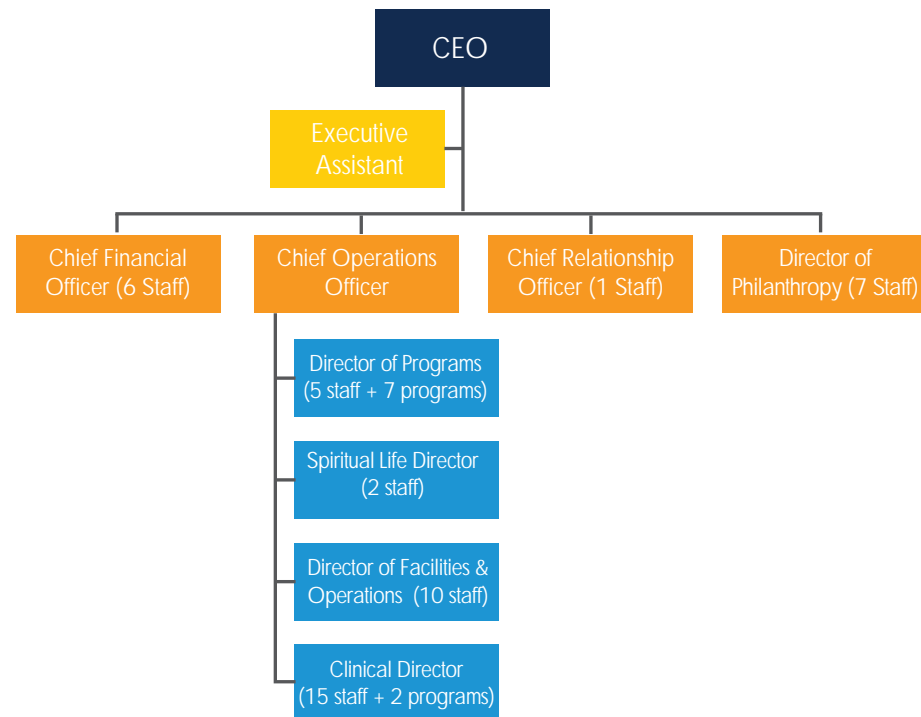


The Position

Helping Up Mission is currently seeking Chief Operations Officer to report to Executive Direct Bob Gehman. The COO will focus on all aspects of operations, freeing up the CEO to focus on casting and implementing vision and nurturing many external relationships. The COO will build upon a strong leadership team and continue to grow excellence in areas of the mission's operations.

Reporting to the Chief Operations Officer will be the Director of Programs, the Spiritual Life Director, the Director of Facilities and Operations, and the Clinical Director.

ORGANIZATIONAL CHART





Key Attributes OF THE CHIEF OPERATIONS OFFICER

Mature Faith - We are seeking a leader of deep personal faith, a history of involvement in church community, and in agreement theologically with Helping Up Mission. The right leader will have the ability to think and act decisively with purpose and integrity.

Passion for those in Need of Recovery – The right leader will have a passion for ministry to those in need of recovery. This person will have, or develop quickly, credibility and relationships in the community.

Proven Team Leadership - The successful candidate will be a proven leader with the experience, vision and energy required to lead a \$8.3 million organization. The COO will have the ability to assess the organization and its resources, and to work collaboratively and successfully with staff to implement changes and enhancements to HUM's operational programs.

Results-Oriented - This leader will ensure that HUM increasingly measures the results of its programs, demonstrating the various ways lives have been changed by the mission.

Exceptional Ability to Prioritize and Delegate - The successful candidate will possess exceptional judgment, flexibility, and the demonstrated ability to thrive in a fast-paced environment, juggling multiple priorities and responding to a variety of constituent needs.

Desired Education, Experience, and Skills

- Strong personal faith
- A bachelor's degree at a minimum; preferably an advanced degree in philanthropy, business, organizational leadership, pastoral leadership, etc.
- Demonstrate commitment to HUM core values
- Five to ten years of organizational leadership in a nonprofit or business
- Ability to work effectively with individuals from diverse ethnic, cultural, and socioeconomic backgrounds in a fair, supportive, and cooperative manner.
- A demonstrated record of achievement leading others and building successful teams
- Knowledge/understanding of the Baltimore area (preferred)



Location BALTIMORE, MARYLAND

Helping Up Mission has 4 locations in the downtown Baltimore area with the main location at 1029 East Baltimore Street, just blocks from the Inner Harbor. The COO will be expected to reside within a very reasonable commute of the Mission.

Expectations

A successful COO will:

- Lead in measuring program outcomes and have in place an excellent reporting system.
- Will have a quality Women's and Children's program in a new building within 3- 5 years.
- Free the Executive Director up to do more vision casting and fundraising.



Process of Candidacy

If after reading this Opportunity Profile you sense that the gifts and experience God has given you are a good match for Helping Up Mission, we invite you to begin the inquiry process. All candidate information and conversations are handled confidentially. You may contact Tommy Thomas at any stage of the process to get more information and to ask questions. His contact information is below.

When preparing your resume for this position, please include the following for each position that you have held during the past fifteen years.

- Name and location of company/organization
- Job title
- Years in the position
- Position to which you reported and positions that reported to you
- Reason for leaving current position

To help us get a more complete picture of you and your interest in this position, provide us with responses to the following four questions:

1. Describe your faith in Jesus and how this has shaped your work and leadership.
2. What is it about the position of Chief Operations Officer of Helping Up Mission that attracts you and how has your experience prepared you for the role (describe scope of teams and budgets you have managed)?
3. Provide the names and contact information (telephone numbers and email addresses) for four references who know you and your career well enough to comment on your suitability for this role. We will contact these only after receiving your permission.

Submit this information in **one Microsoft Word** document or .pdf to:
Tommy Thomas
JobfitMatters

resumes@jobfitmatters.com
Phone: (615) 261-4623

In the subject line, please write "Helping Up Mission - COO."