



Position Profile
Executive Director
Shepherd's Table
Silver Spring, MD

Shepherd's Table seeks a dynamic and compassionate Executive Director to lead and shape the 36-year-old organization, which profoundly affects the lives of people experiencing homelessness. The Executive Director is responsible for advancing the organization's mission, driving appropriate strategies and priorities for growth, overseeing programs and services, managing staff and finances, fundraising, and advocating on behalf of Shepherd's Table.

The Organization

Shepherd's Table's mission is to provide help to people who are homeless or food insecure by providing basic services, including meals, social service access, clothing, medical support, and other assistance in an effective and compassionate manner. Since 1983, Shepherd's Table has been a necessary, effective and welcoming resource serving those in need within Silver Spring, Maryland. It has a profound impact on the lives of clients, meal guests, volunteers, donors, and the community at large. The organization is supported by volunteers, religious organizations, government, businesses, foundations, and individual donors. The current budget is \$2.3M, including in-kind gifts, and major funding comes from individual donors, Montgomery County, and foundation grants.

Shepherd's Table provides a range of services for those in need:

- **Meals:** The food service program is at the heart of the organization's mission. Through the extraordinary efforts of volunteers, staff and donors, the evening meal has been served without interruption since December 1983. Today, Shepherd's Table serves three meals per day, Monday – Friday, and two meals a day on weekends, totaling about 115,000 hot and nutritious meals per year.
- **Resource Center:** The Resource Center improves the daily lives of clients and meal guests by offering access to information and referral to support services in both English and Spanish, personal mail and telephone use, token assistance to reach shelter and support services, toiletries, blankets, over-the-counter medicines, and crisis intervention.
- **Eye Clinic:** The Eye Clinic addresses the acute need of the uninsured for vision testing, glaucoma screening, and prescription eyeglass service. The clinic sees more than 200 patients per year. It provides more than 200 pairs of eyeglasses and refers dozens of patients for specialized care annually.
- **Clothes Closet:** Shepherd's Table provides clean, gently-used clothing for all seasons to its guests. Clients can select from clothing, books for adults and children, children's toys, handbags and other accessories. New underwear and socks, clean towels, deodorant, and other toiletries are also offered.

Shepherd's Table started in a house, and in 1996, the Montgomery County government moved the organization from its cramped quarters to a newly renovated multipurpose community center. In December 2016, Shepherd's Table, along with partners Interfaith Works Empowerment Center and Mobile Med, moved into a new nearby county-owned facility, Progress Place. As part of this move, Shepherd's Table has increased the number of people it serves and expanded the number of meals it serves per day.

For more information on Shepherd's Table, please visit <https://shepherdstable.org/>.

The Position

The Executive Director provides leadership both inside and outside the organization, fostering an atmosphere of dignity and respect for its clients and its staff. The Executive Director reports to the 23-member board of directors and oversees a staff of 13.

Leadership Outlook and Near-Term Priorities

The near-term priorities for the next 12-18 months include:

- Engaging the board and staff in an ongoing strategic planning process that will guide the organization's future direction; working with board and staff to implement the plan.
- Ensuring Shepherd's Table continues to deliver on its daily mission, providing quality programs and critical services to vulnerable populations in the community.
- Fortifying Shepherd's Table's internal culture, cohesion and capacity.
- Leveraging the Shepherd's Table brand to broaden the organization's social impact goals and serve the organization's mission.
- Building and sustaining key relationships with clients, volunteers, board, staff, county officials, religious organizations and nonprofit partners to sustain Shepherd's Table's mission.
- Extending strategic development initiatives already underway; growing the individual donor base and building relationships with corporations, foundations and other partners.

- Maintaining the organization's financial stability, meeting revenue goals and retaining a healthy operational budget.
- Providing continuity in leadership and oversight to staff.
- Continuing to learn about the community's needs and moving towards data-driven decision making to enhance Shepherd's Table's offerings.

Key Responsibilities

The Executive Director will be the face of Shepherd's Table and will ensure that Shepherd's Table continues its unbroken record of serving meals every day of the year without fail. Primary responsibilities include:

Leadership & Management

- Provide leadership to the senior management team, staff, and volunteers, in order to implement all of the programs and services offered.
- Ensure Shepherd's Table is fully staffed, and that staff have the resources to perform their jobs.
- Sustain an atmosphere of respect and mutual support for the entire staff, and provide ongoing professional development opportunities for staff.
- Maintain an atmosphere of respect and dignity for Shepherd's Table clients.
- Oversee compliance on all personnel policies and legal requirements.
- Liaise with the board of directors and provide timely and complete reports about the organization; support board committees.

Organizational Oversight

- Steward the strategic planning process and work with the board and staff to implement and operationalize the plan.

- Oversee and add/change programs and services depending on the organization's strategic direction and the current needs of clients, meal guests and volunteers.
- Ensure effective financial management, including developing, tracking and reporting on the annual budget.
- Provide operational oversight for the building in collaboration with staff and partners.

Resource Development

- Develop, grow and sustain relationships with individuals, foundations, corporations, faith communities, volunteers, and partner agencies.
- Work with the development team to create and host several major fundraising events each year.
- Envision and execute new development initiatives to increase funds for Shepherd's Table.
- Actively recruit major donors to support the organization financially.
- Speak on behalf of Shepherd's Table and represent the organization publicly.

Partnerships

- Develop, grow and sustain partnership with corporate, community, religious, educational groups and other providers who share a similar mission.
- Collaborate closely with in-house partners: Interfaith Works Empowerment Center and Mobile Med.
- Work with Montgomery County, the County Council and the County Executive to ensure that all programming meets the county's requirements, including reporting.

Experience and Attributes

The Executive Director must have a passion for the mission of serving the homeless, and bring executive leadership skills and experience in fundraising to ensure that Shepherd's Table offers meals without fail 365 days a year. The individual will bring the following experiences and attributes to Shepherd's Table:

- Enthusiasm for Shepherd's Table's mission and compassion for the community served.
- Strategic thinking with well-honed business acumen; proven experience with fiscal management, budgeting, and operations.
- Demonstrated creativity, flexibility, resourcefulness, and problem-solving capacity.
- Excellent relationship building skills and the ability to connect with diverse stakeholders such as clients, volunteers and the broader Silver Spring community.
- Experience building a trusted partnership with a board of directors and supporting the board in its governance role.
- Savvy with fundraising and donor management.
- Exceptional communications skills, with the ability to deliver verbal and written emotional appeals to diverse audiences.
- Strong management skills with the ability to foster collaboration among staff, stay calm during crises, and help wherever help is needed.
- Ideally brings experience working with vulnerable populations with an understanding of the complex issues related to homelessness and continuums of care.
- A background in social work, mental health and/or substance abuse is a plus.
- Bachelor's Degree required.

Salary will be competitive and commensurate with experience.

Application Process

To apply, e-mail resume, cover letter and salary requirements to:

ShepherdsTable@marcumllp.com (e-mail applications are required). Only complete applications will be considered. For other inquiries, please contact Adrienne O'Rourke at Adrienne.O'Rourke@marcumllp.com. Resume reviews begin immediately.

Shepherd's Table provides equal employment opportunities without regard to race, color, ethnicity, religion, sex, pregnancy or recent childbirth or related medical condition, gender identity and expression, sexual orientation, national origin, ancestry, age, disability, the use of a guide or support animal because of blindness, deafness or physical handicap of any individual, citizenship, veteran or military status, genetic information, marital status, familial status, domestic or sexual violence victim status, possession of a GED instead of a high school diploma, or any other protected characteristic under applicable federal, state or local laws.

About Raffa – Marcum's Nonprofit and Social Sector Group

On behalf of Shepherd's Table, Raffa – Marcum's Nonprofit and Social Sector Group is working with the Board of Directors to advance the search. Founded in 1984 and recently merged with Marcum, Raffa is, and always has been, a mission-driven professional services firm seeking to do more for nonprofits and socially conscious companies.