



Position Profile
Deputy Director
Paul's Place
Baltimore, MD

Paul's Place seeks a compassionate and dedicated Deputy Director to continue growing the organization's mission to be a catalyst and leader for change, improving the quality of life for low-income individuals and families in Southwest Baltimore communities. The Deputy Director will work closely with the Executive Director to ensure the continuous delivery of community services and programs, as well as overseeing the implementation and early operations of the organization's newest initiative, Groundwork Kitchen.

Organization History and Mission

For over 35 years, Paul's Place has served people in the Washington Village/Pigtown neighborhood and surrounding Southwest Baltimore communities. The organization began when two volunteers approached Reverend Philip Roulette of St. Paul the Apostle Church with the idea to start serving soup and sandwiches. As the soup kitchen gained traction in the community, it grew from two days a week to seven, and added a Saturday program and summer camp for children in the area. By the end of its fifth year, Paul's Place began a Nurses' Clinic that provided health screenings and distributed necessities like clothing and food. In 1996, after raising funds for a permanent location, the Outreach Center opened on Ward Street, where it remains today.

Paul's Place continues to expand its efforts to improve quality of life in Southwest Baltimore through programs, services, and supports that strengthen individuals and families, fostering hope, personal dignity and growth. Building on the organization's culinary roots and expertise, Paul's Place is in the process of opening a restaurant and catering facility called Groundwork Kitchen, which will equip 60+ individuals a year with skills needed to have successful careers in the food industry.

The organization's programs and services include:

- **Health & Wellness Programs** – At the weekly Nurses' Clinic, visitors can receive blood pressure and weight screenings, health education, referrals, medical case management, and help with setting health goals. Paul's Place also runs a peer support Women's Group and an afterschool program. In partnership with George Washington Elementary School, 125 elementary students have access to homework assistance, mentoring, and enrichment activities through the afterschool program.
- **Case Management Services** - In efforts to increase overall self-sufficiency, Paul's Place offers one-on-one case management services to guests that includes walk-in and intensive services. Case Managers focus on basic services as well as housing and employment services. There is a computer lab available for guests to support these services, as well as providing opportunities for community partnering.
- **Support Services** – Paul's Place has a robust offering of support services available to guests, such as daily hot lunches, emergency food boxes, shower facilities, laundry services, and a no-cost clothing marketplace for adults and children. Additionally, guests experiencing homelessness can receive assistance with birth certificates, identification and social security cards, as well as sign up to receive their mail at Paul's Place.
- **Volunteer Opportunities** – Volunteers are able to have a hands-on role in the work of Paul's Place by serving in the hot lunch and marketplace programs, and by dropping off clothing and other essential item for donation. Through the Ambassador Program, dedicated

volunteers can make a six-month commitment to represent the organization at community events, participate in outreach activities, and have speaking engagements.

Groundwork Kitchen

Groundwork Kitchen is an innovative culinary arts program, restaurant, and catering facility located just around the corner from the main center and offices of Paul's Place. This is an innovative step toward providing new opportunities and hope. In November 2019, the organization officially broke ground on the \$10 million project, which consists of a 15,000-square-foot building that contains a 100-seat restaurant and training facilities, where students will learn front-of-house and back-of-house skills in classes of up to 15 people. Construction has been completed and Groundwork Kitchen will open in late spring or early summer of 2021.

Recent Accomplishments and Developments

Between July 2019 and June 2020, the numbers of those served was impacted by the pandemic. During that time, Paul's Place:

- Served a total of 30,961 guests.
- Had 1,825 guests engaged in case management services.
- Engaged 1,014 volunteers in 6,427 hours of service.
- 218 guests visited the Nurses Clinic.
- Successfully changed plans from an in-person fundraising affair to an online event.

Team and Staffing

Paul's Place is governed by a 15-member Board of Directors and has a combined operating budget of approximately \$3M. With a dedicated team of 13 staff members, the number of which will grow to 20 once Groundwork Kitchen opens, the organization is able to ensure both the physical and mental well-being of the adults and children it serves throughout Southwest Baltimore. For more information, please visit <https://paulsplaceoutreach.org/>

The current Deputy Director, Terry Manning, has provided outstanding leadership to the organization and is working closely with Executive Director, Bill McLennan, on her transition. She will be stepping down from the Deputy Director position at the end of June, 2021 as she relocates out of the Central Maryland region. She is committed to ensuring a smooth hand-off to the next Deputy Director. Paul's Place hopes to bring on the new Deputy Director in May, 2021, to allow for sufficient transition.

The Position

Reporting to the Executive Director, the Deputy Director provides leadership both inside and outside the organization, continually increasing the organization's mission impact. The Deputy Director has current management oversight of Case Management, Health & Wellness, Afterschool Services, the Volunteer Program and the Culinary Arts Training Program.

Priorities

The Deputy Director will be joining Paul's Place at an exciting time in the organization's growth. Balancing restrictions in the external environment and the impact on our guests, Paul's Place seeks to maintain and improve current programs and services to be highly responsive to the needs of our guests and our community. Simultaneously, Paul's Place aspires to partially open Groundwork Kitchen by the summer of 2021. The new Deputy Director will have the following priorities:

- Lead current portfolio of programs and services at Paul's Place, ensuring that the needs of our guests are being met and that the organization is operating within all guidelines established in Baltimore, MD.
- Lead and collaborate with the managers of Groundwork Kitchen's culinary arts training program, restaurant, and catering facility to ensure the successful launch and future sustainability of the program.
- Ensure representation from Paul's Place to community councils and collaborative efforts within the community.
- Oversee, monitor, and improve internal operations, including operating policies, technology systems, and human resources.

Key Responsibilities

The Deputy Director provides strategic leadership within the organization and continually seeks opportunities to advance the programs, services, and activities of the organization in support of Paul's Place's mission. Primary responsibilities include, but are not limited to:

Leadership

- Develop, oversee implementation, and evaluate the programs and services that achieve the goals and objectives established by the Executive Director and Board of Directors.
- Direct the preparation of short- and long-range plans and budgets based on corporate goals and growth objectives.
- Support and collaborate with the Executive Director to effectively lead the implementation of sustainable new initiatives.
- Serve as staff liaison to Paul's Place Program Committee and the Groundwork Kitchen's Advisory Committee Board and sub-Committees (menu, hiring, outcomes)
- Represent Paul's Place on key community board and committees, including Pigtown Mainstreet Board and Continuum Care Council.

Program Management

- Manage and supervise Paul's Place programs and services, including Health and Wellness, Case Management, and Children and Youth.
- Manage and supervise Groundwork Kitchen's culinary arts training program and support coordination with the restaurant and catering businesses.
- Lead the overall direction, coordination, and evaluation of these programs.
- Create the structure and processes necessary to successfully manage the organization's current activities and projected growth.
- Supervise Paul's Place Soup Kitchen and Emergency Food Services and Street Outreach Services.

Operations Management

- Maintain a sound plan of corporate organization, including establishing policies to support management/leader development and capable management succession.
- Supervise and manage the procedures, controls, and information systems that promote communication and the efficient and secure flow of information within the organization.
- Manage the operational and human resources needs of the organization, including overseeing full life-cycle of employment, performance evaluation, employee relations, and overseeing any outsourced human resources relationships.
- Ensure all organization activities and operations are carried out in compliance with local, state, and federal regulations and laws governing business operations.

- Oversee grants management and accurate allocation of grant funding and precise grant reporting.

Paul's Place and Groundwork Kitchen use the following technologies and systems in their operations: ADP Payroll, Raiser's Edge, Google Drive, ETO Social Solutions Data Reporting system, Microsoft Word and PowerPoint for external communications.

Skills and Attributes

Candidates for this position will share the organization's mission to be a catalyst and leader for change in improving the quality of life in Southwest Baltimore communities. Talented candidates will bring a variety of experiences and attributes, including:

- Minimum 10 years' experience leading mission-aligned programs, preferably in nonprofit organizations.
- Demonstrated experience in program and project management, including ability to develop and implement plans, evaluate outcomes, manage and coordinate teams, and identify and resolve unexpected problems skillfully and timely.
- Excellent communications skills; ability to successfully express ideas in verbal and/or written form to different audiences; exhibits good listening and comprehension; selects and uses appropriate communication methods.
- Proven team leader who fosters cooperation, builds morale and group commitments to goals and objectives, gives and welcomes feedback, supports group problem solving, and ensures progress toward goals.
- Exceptional relationship building skills; effective customer service standards and monitors customer satisfaction; adept at building relationships with board members, community partners, local government officials, and donors; exhibits tact, consideration, and inclusion.
- Experience leading a social enterprise a plus.
- LCSW-C required.

Application Process

To apply, upload resume, cover letter, confirmation of LCSW-C credential, and salary requirements by [clicking here](#). For other inquiries, contact Adrienne O'Rourke at Adrienne.orourke@marcumllp.com. Resume reviews begin immediately.

Paul's Place is committed to providing equal employment opportunities to all employees and applicants for employment. Accordingly, all terms and conditions of employment will be carried out without regard to race, creed, color, religion, gender (including pregnancy), sexual orientation, national origin, ancestry, marital status, age, genetic information, gender identity and expression, veteran's status or physical or mental disability as well any other factor protected by federal, state and local laws.

About Marcum's Nonprofit & Social Sector Group

On behalf of Paul's Place, Marcum's Nonprofit & Social Sector Group is advancing the Deputy Director search. Founded in 1984 as Raffa, P.C. and merged with Marcum in 2018, we are, and always have been, a mission-driven professional services firm seeking to do more for nonprofits and socially conscious organizations like Paul's Place. Learn more about our work at <http://marcumllp.com/industries/nonprofit-social-sector>.