



**CONFIDENTIAL**

**POSITION DESCRIPTION**

**FOR THE POSITION OF  
PRESIDENT AND CEO**



**NOVEMBER 2018**

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## CONFIDENTIAL POSITION DESCRIPTION

<b>POSITION</b>	President and CEO
<b>ORGANIZATION</b>	Martha's Table
<b>REPORTS TO</b>	Board of Directors
<b>LOCATION</b>	Washington, DC
<b>WEBSITE</b>	marthastable.org



## THE OPPORTUNITY

Martha's Table is at an exciting milestone in its history with the opening of a state-of-the-art headquarters in Southeast Washington—The Commons—and a new early childhood education center in Columbia Heights—the Maycroft. The organization is poised to enter a new chapter as it operationalizes and further solidifies its place-based strategy.

Martha's Table's culture embraces a servant leadership philosophy in which the servant-leader empowers employees, puts the needs of others first and helps people develop and perform to their greatest potential. The organization is data-driven and is committed to standing shoulder to shoulder with its neighbors and their families.

After six years at the helm, the current President and CEO, Patty Stonesifer, is retiring. During her tenure, Martha's Table has sharpened its strategic focus on expanding and deepening its impact in education, increasing access to healthy food, and fostering partnerships to strengthen family support. In conjunction with the Board, loyal donors, and the dedicated Martha's Table staff, the CEO led the strategic planning and execution of the move from 14th Street to Elvans Road in Southeast D.C. The organization is in solid financial, operational, and programmatic health. As the organization enters a new chapter of transition and operationalizing its place-based strategy, the Board seeks a visionary leader for the future who will build on a solid foundation. This is a period of transition in which the leader will help this new direction take root as well as guide Martha's Table in continuing growth. Effective leadership will be grounded in Martha's Table legacy and mission paired with a bold vision for the future.

External engagement will be a key responsibility of the executive. With a high degree of personal engagement in the community, the President and CEO will be expected to live the Martha's Table mission—to support strong children, strong families, and strong communities by increasing access to healthy food, quality education, and family supports—with authenticity and passion. His/her first year should be one in which s/he spends significant time forging meaningful relationships with the staff, board, donors, neighbors, community members, and as many key constituents as possible to achieve transformative community engagement. Of equal importance is the need to create and execute the organization's next strategic plan, meet goals for fundraising, and program outcomes. This will be of paramount importance in increasing Martha's Table's impact in the District.

## ORGANIZATION OVERVIEW

Martha's Table believes that all children, regardless of zip code, deserve to have the opportunity to reach their fullest potential. Guided by a Strong by 8 Strategy, Martha's Table works with families and partners to ensure children are on track by 8 — the age at which they must make the transition from learning to read to reading to learn.

Martha's Table started in 1980 as an enriching environment for children after school where they also received nutritious meals. The offerings gradually expanded to include onsite early childhood educational programs and food distribution programs including the iconic McKenna's wagon, which provides hot meals 365 days a year.

Over the last four decades, Martha's Table has remained steadfast in its commitment to its mission; however, over the last five years it has redoubled its effort to reverse some of the stubborn and systemic inequities that persist despite the boom for many in Washington D.C. The organization has made a significant shift toward a place-based strategy. This approach to supporting families aims to address complex challenges by focusing on the social and physical environment of a community, working toward better integrated and more accessible support systems, rather than focusing principally on the problems faced by individuals.

After years of planning and community engagement, Martha's Table relocated its headquarters from 14th Street Northwest to a newly constructed 43,000-square-foot home on Elvans Road in Southeast D.C., where the team is focusing its effort to ensure every child in the Fort Stanton/Hillsdale area of D.C.'s Ward 8 has opportunities for success.



*Martha's Table's newly constructed headquarters in Southeast Washington, D.C.*

Additionally, Martha's Table will continue operating early childhood education programs and food supports at its satellite location in D.C.'s Ward 1, in partnership with Jubilee Housing at the historic Maycroft building in Columbia Heights. At full enrollment, both sites are on track to expand quality early childhood educational opportunities for 40% more families.

## PLACE-BASED APPROACH

Martha's Table has built expertise in the areas of food, education and family systems. The organization is well-known in the District and has a strong track record of success in these focal areas. Rooted in research, the Martha's Table place-based strategy acknowledges that the overall environment of a community is a significant factor in the long-term success of children. This place-based approach also recognizes that the presence of physical and related barriers impacts overall efficacy in promoting the long-term success of children and families. Underpinned by partnerships, Martha's Table works closely with a wide range of partners from local nonprofit partners to Georgetown University, Urban Alliance and others along with neighbors to achieve a shared vision for strong children, strong families, and strong communities.

## PROGRAMS

Martha's Table believes that all children deserve their greatest opportunity - and a family and community committed to their success— but recognizes that a complex web of systems and supports deeply affect a child's opportunity and increased inequities. In order to support all children in achieving their greatest opportunity, Martha's Table offers a variety of programming, that works to foster greater equity in education, food and opportunity, especially in its new neighborhood in Southeast D.C.

In 2017, the organization served nearly two million healthy meals, more than any previous year. Approximately, 15,000 neighbors accessed the Outfitters Store that offers no-cost clothing and housewares, and reached 150 children and older youth with high-quality educational offerings.

- **EDUCATION PROGRAMS.** Martha's Table's high quality, nationally accredited early childhood education program offers full day support for children from 6 weeks to 3 years of age, as well as after school enrichment programming for pre-kindergarten and elementary-aged students. Over 190 students, a 40% increase in families reached, will participate in education programs at both locations at full enrollment. These comprehensive education programs focus on success by age 8 and lay the aim to support students as they develop skills to ensure academic and life success. Martha's Table's educators employ an intentional practice, which incorporates the most up to date, best in class research on how children learn and develop.
- **HEALTHY EATING PROGRAMS.** Martha's Table believes that access to fresh, healthy food is essential for supporting strong children, families, and community. Its Healthy Eating initiatives work to ensure access to healthy food and support children and their families to make healthy choices. At the Commons and at the Maycroft, Martha's Table invites community members to shop for no-cost groceries at its on-site market. In 2015, Martha's Table began expanding its footprint in Wards 7 and 8 through the Joyful Food Markets – monthly pop-up markets where students and families have access to beautiful fresh fruits and vegetables. Three years ago, Martha's Table had four markets—today, there are Joyful Food Markets in more than 50 elementary schools, almost all the elementary schools in Wards 7 and 8. These markets are offered in partnership with the Capital Area Food Bank, the District of Columbia Public Schools, Georgetown University, Children's Hospital and a host of collaborators. Joyful Food Markets reach 9,000 families each month. Data shows a measurable impact the pop-up markets have on food security in Wards 7 and 8, which have three full service grocery stores for 150,000 people.
- **COMMUNITY SUPPORT SERVICES.** Martha's Table commits to standing with neighbors and families by meeting family needs beyond the classroom. Martha's Table partners with families to encourage supportive, nurturing family environments. The team, in partnership with Community of Hope, complements education programs with monthly home-visits and other wraparound services that provide families with the tools they need to promote healthy development, cultivate deeper bonds and attachments with their children, and advocate for the success of their children. Martha's Table also operates the Outfitters Shop on MLK Avenue in Southeast D.C. with no-cost clothing and housewares for young families.

## ROLE SUMMARY

Reporting to and in conjunction with the Board of Directors of Martha's Table, the President and CEO establishes and carries out the mission and strategic vision of Martha's Table.

The President and CEO is responsible for the culture and the overall success of the organization: is the senior leader on building resources and reputation, leads the senior management team overseeing and providing guidance to a strong operational and programmatic team of leaders.

Martha's Table has a 2018 budget of just over \$12M and a staff of 110 full and part-time employees, managed through a 20+ person leadership team, but with just four executive direct reports to the CEO: Chief Administrative Officer, Chief Program Officer, Director of Development and Director of Strategic Communications (currently open).

The President and CEO must create authentic and valuable community connections and co-ownership of the work – while exploring and considering a wide range of what other research and organizations might tell Martha's Table about success. The President and CEO must be prepared to lead the organization's efforts in acknowledging and addressing the historic inequities based on race and privilege in our country, especially in Southeast Washington, and in all the wide range of systems and communications (including the systems and communications in its own organization) that affect the equal access to opportunity that Martha's Table values.

The President and CEO must leverage his/her experience in strategic planning to help to chart the critical path to success over the next five years for the organization's new, place-based commitment to the Fort Stanton/Hillsdale neighborhood. The President/CEO must be an enthusiastic fundraiser and reputation builder—working with donors from all sectors (individual, government, corporate, foundations) and a wide range of media and communicators. While relying heavily on the senior leadership team, the President and CEO must be a capable administrator and problem solver, with demonstrated leadership experience, excellent organizational skills, financial acumen and proven success in building world class leaders and managing a strong, diverse team within a complex organization.

## RESPONSIBILITIES

- ▼ In conjunction with the Board of Directors, set direction for Martha's Table and in partnership lead staff, volunteers, clients, donors, and other partners and stakeholders in carrying out that direction.
- ▼ Serve as the external leader and representative of Martha's Table and promote its mission to a wide range of stakeholders and constituencies, including donors, volunteers, governmental entities, media, other non-profits, and community members.
- ▼ Serve as the internal leader of Martha's Table, both in setting the tone for culture, advancing racial equity inside the organization, directly supervising the senior management team and leading the entire staff in carrying out its mission. Recognizing the needs of a growing nonprofit, support and personally assist in the effort to build leaders at every level through opportunity, professional development and individual mentoring.
- ▼ In conjunction with the Board of Directors, the Chief Program Officer and Chief Administrative Officer and senior staff, set strategies for Martha's Table's programs, including extending the commitment to place-based change and community development in Martha's Table's new neighborhood.

- ▼ Follow those strategies with regular review of key program performance indicators that track costs, daily quality and progress towards long-term outcomes.
- ▼ Fundraise from both government and private sources, including deep collaboration with development staff, managing a personal portfolio of donors and personal engagement with funders from all sectors.
- ▼ Work with the Director of Strategic Communications to develop and carry out external communication strategies.
- ▼ Work with the Chief Administrative Officer to ensure: strong financial controls and compliance with government contracts; proper and progressive human resource functions, including staff recruitment, employment, training and evaluation and culture development; facilities that are safe and compliant with regulations; and information technology systems that help Martha's Table and its staff operate at a high level.

#### COMPETENCIES AND SELECTION CRITERIA

- ▼ **Passion** – A mission-driven and strategic visionary with demonstrated track record of commitment to community engagement and development with a passion for equity and inclusive growth.
- ▼ **Inclusion** – Advocates for and institutionalizes inclusion, diversity and racial equity throughout the organization and community. Works effectively with people of different backgrounds, abilities, opinions, and perceptions including a deep respect for the community in which Martha’s Table stands.
- ▼ **Team Leadership** – Experience as a leader with strong business acumen, future-orientation and executive leadership in fluctuating external environments. Ability to lead through influence and facilitation, respecting the unique knowledge of others while driving solutions that best serve the organization. Candidates will have a record of establishing clear goals and guiding an organization to achieve them. He/she will also have demonstrated an inspiring, collaborative leadership style that is essential for success at Martha’s Table.
- ▼ **Leadership Development** – Leading role in the recruitment and development of top talent; and retention of top talent. Identified, hired, developed and retained great people with a strong commitment to team development; displayed good judgment in recognizing talent; demonstrated a successful track record of recruiting and retaining a diverse and talented team.
- ▼ **Fundraising** – The chief executive will play a strong role as ambassador and fundraiser. The board seeks a leader who has played a key role in growing revenue from a broad base of new and existing funding sources. Willing and able to champion Martha’s Table’s mission, influence others to join the Martha’s Table team “at the table.”
- ▼ **Innovation & Strategic Growth** – Ability to identify and implement growth and innovation opportunities for the organization in alignment with the development of a long-term strategic plan that, in deep partnership with the community, considers community assets and needs, national best practices including return on investment, evidence-based knowledge, and critical policy and funding priorities/opportunities.

- ▼ **Executive Presence** – A well-regarded reputation and the demonstrated ability to serve as the senior representative of Martha’s Table amongst key stakeholders. The President and CEO must bring collaborative and inclusive leadership style and must communicate effectively in a wide variety of public and intimate situations and have a proven ability to expand and strengthen relationships authentically with a diverse range of stakeholders.
- ▼ **Board Leadership** – Experience fostering open dialogue between the Board and the leadership team of Martha’s Table, and facilitating agendas/discussions in a productive manner that reinforces the organizational strategy.

**SEARCH TEAM**

Nominations, inquiries, and expressions of interest (cover letter and resume) should be directed electronically to [MarthasTable@divsearch.com](mailto:MarthasTable@divsearch.com). All inquiries and communications will be handled confidentially.

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