

President and CEO Martha's Table



Status: Full-time, exempt employee
Salary: Starting at \$225,000
Reports to: Board of Directors
Location: Washington, D.C.

About Martha's Table

Martha's Table believes that every Washingtonian deserves the opportunity to thrive. For over 40 years, Martha's Table has supported strong children, strong families, and strong communities by increasing access to quality education, health and wellness, and family resources.

Since its founding, Martha's Table has strategically expanded its focus and footprint. Starting as a small program connecting children and families to healthy food and enriching early childhood and afterschool offerings, today, Martha's Table is a nationally recognized community institution that is advancing a bold model of self-determination charted by insights from community members.

Martha's Table has deeply invested in a place-based strategy. By centering community voices, Martha's Table directs its resources to overcome complex and systemic social, physical, and economic factors that have historically limited its community's success. Equitable solutions that promote family success help Martha's Table operate with an integrated focus on child development, economic support, social capital, and health and well-being.

Martha's Table has been anchored in Washington, DC's Ward 8 since 2018. The Commons in at the intersection of Fort Stanton and Hillside neighborhoods is a state-of-the-art facility and community gathering space with administrative offices, a child development center, a community market, a commercial kitchen, and a community garden. The Commons is also home to Community of Hope, a nonprofit federally-qualified health center, the Horning Family Foundation, and the Horning Brothers real estate development firm. Additional sites include Martha's Outfitters, a no-cost boutique, in nearby historic Anacostia and the historic Maycroft apartments in Columbia Heights, where it runs a child development center in partnership with Jubilee Housing, which maintains Martha's Table original ties to Ward 1.

Martha's Table works to achieve the promise of a truly equitable D.C through three key areas:

- *Quality Education:* Early childhood education offerings help young children thrive developmentally and prepare for school success. A NAEYC-accredited Head Start partner, Martha's Table serves 150 children through two day care facilities and family visiting programs. Previously, after school and college and career readiness programs supported older youth.
- *Health & Wellness:* Increasing access to healthy food and supports help children and their families to make healthy choices. Food access programs include on-site grocery pick-up, community markets, school-based Joyful Food Markets, and McKenna's Wagon, a mobile food service for neighbors experiencing housing instability. Mental and emotional wellness programs provide participants with skills and access to counseling.
- *Family & Community Supports:* With a focus on promoting upward economic mobility, Martha's Table connects neighbors to critical resources, from direct cash assistance, career pathway

assistance, and family programming for caregivers. Services are extended to the broader community through Martha's Outfitters, an innovative no-cost community store and Community Impact Fund to support Ward 8 nonprofits historically excluded from institutional philanthropy.

For more information about Martha's Table, please visit marthastable.org.

Recent Highlights

The nexus of the pandemic, resulting economic crisis, and ongoing neighborhood gentrification have exacerbated challenges many community members face. Martha's Table responded to this crisis with an additional \$1.4 million investment for families adversely impacted by the pandemic.

More than 5,000 families turn to Martha's Table weekly for healthy food, which is double the number of visitors before the pandemic. Since July 2021, almost 300,000 bags of groceries have been distributed, approximately six times pre-pandemic numbers. Martha's Table also initiated a privately-funded direct cash assistance pilot program supporting 500 mothers and families. This pilot was expanded in 2022 to support new and expecting mothers with public funding from the DC government. Finally, the pandemic presented a significant challenge to the education team as they collaborated closely with families to navigate the necessary virtual, hybrid, and in-person learning environments. While the transition back to in-person learning with COVID restrictions required adjustments, the resilience of children and teachers is evident in our joyful and thriving classrooms.

Despite the devastating impact of the pandemic and the slow economic recovery underway, the strength of Martha's Table's neighbors has inspired new opportunities and successes. In just the last few months, Martha's Table has:

- Won a five-year, \$5 million JPMorgan Chase Advancing Cities competition for the *Advancing Early Education Collaborative*, which will support 300 Black and Latina women living in DC who seek to enter or advance in the early education field. This collaborative is in partnership with American University, LIFT-DC, Trinity Washington University, and Venture Philanthropy Partners and +RaiseDC, with Urban Institute serving as evaluation partners.
- Launched a community co-designed \$100,000 Community Impact Fund to support and strengthen grassroots organizations in Ward 8 that have been historically excluded from institutional philanthropy. Designed in partnership with the Greater Washington Community Foundation, a review committee of 24 Ward 8 residents selected ten grantees in June 2022.
- Selected by Mayor Muriel Bowser to pilot a \$1.4 million locally funded cash transfer program, *Strong Families, Strong Futures DC*. The program provides \$10,800 of unconditional direct cash assistance to 132 new and expecting mothers residing in Wards 5, 7, and 8 to support the pivotal first year of a child's life. Martha's Table collaborated with the Deputy Mayor's Office of Planning and Economic Development and through emergency legislation enacted policies to exclude these resources from income calculations for public benefit eligibility.
- Welcomed the third cohort of fathers and father figures to participate in parental support workshops. In partnership with Capital Youth Empowerment Program, participants completed a 12-week curriculum aimed at strengthening the father-child relationship, setting goals, and building social networks. The program culminated in the District Dad's Father's Day cookout, with delicious meals, live music, and gifts for fathers and male caregivers.
- Initiated culturally-informed Emotional Wellness and Mental Health programming, following inquiries from neighbors about accessing wellness and counseling services. Focused outreach supported more than 80 recipients of individual counseling, and several hundred have benefited from wellness workshops and informal offerings, such as the weekly Healthy Happy Hour, a program that combine healthy snacks, grocery access, and emotional wellness activities.

Martha's Table's success is made possible by a team of employees who stand alongside the community. Guided by the principle of "One MT," every team member across every site exemplifies four core values: respect, compassion, teamwork, and accountability. Values are accompanied by an abiding belief in the dignity and right to self-determination of the communities Martha's Table stands alongside, and guide how team members engage with neighbors, guests, and each other.

This spring, Martha's Table administered a Gallup organizational culture survey that demonstrate team members remain unified and optimistic about the future. The survey shows high employee engagement, feelings of appreciation, and camaraderie with their peers.

Leadership Opportunity

As it nears its 50th year, Martha's Table seeks an inspiring leader to guide its next stage of growth as President and Chief Executive Officer ("CEO"). This is a unique opportunity to lead a well-known organization with a growing national profile as it evolves to strategically disrupt the ways nonprofits are in relationship with communities.

The CEO will bring a record of bold leadership to effectively deliver an inspiring vision: that every Washingtonian deserves the opportunity to thrive. The CEO is responsible for articulating Martha's Table's mission, prioritizing goals outlined in its strategic plan, maintaining an expansive network of partners, and setting local and national agendas for thought leadership and advocacy.

The CEO will join an organization with a clear vision and mission, strong financial position, and a purposeful course of action laid out by a five-year strategy launched in 2021. This plan was created following several months of engagement guided by respected community leaders and more than 1,000 meaningful connections with its neighbors that captured the needs and hopes of various community members, including young adults, returning citizens, seasoned citizens, families enrolled in early childhood programming, volunteers, and grocery market guests.

As they guide the delivery of this community-driven plan, the CEO will pursue and innovate upon Martha's Table's current internal practices around an equity-focused team culture. Through community-based hiring, personal and professional development, and rewarding compensation packages, Martha's Table has come to an exciting juncture where it is becoming a national model for equitable nonprofit workplace practices. The organization offers competitive wages and benefits, funds for continuing education and professional development, wellness days, and unlimited PTO. These progressive practices reinforce an organization-wide commitment to being a workplace grounded in equity, dignity, and respect.

The CEO will demonstrate drive, passion, and authenticity as they build upon Martha's Table's substantial legacy. They will bring the confidence and courage to take necessary risks to promote policies to address equitable economic mobility, elevate the community's solutions to the challenges they face, and transfer resources into community hands. Personable and humble, the CEO will value clear and transparent communication as a way to build trust with the staff, the Board, community members, partners, and other stakeholders.

The CEO reports to and works in partnership with a 20-person Board of Directors, comprised of influential community and civic leaders. The Board fulfills its fiduciary responsibilities through quarterly board meetings, active committee participation, and resource development efforts.

The CEO leads a staff of 120 and works closely with a senior leadership team of nine. Their four direct reports include the Chief Program Officer, Chief Financial Officer, Chief Development Officer, and Chief of Staff. The Chief Development Officer and Chief of Staff currently have interim leadership. Addressing these vacancies will be among the next CEO's early priorities.

Martha's Table is a fiscally-sound nonprofit with a projected FY23 budget of \$24M, a robust cash position, sizable investment portfolio, and a \$20M+ board-designated operating reserve. Half of its annual revenue is derived from private donations, with another 25% generated from public funding. It operates three facilities in Washington, DC: two in Southeast and one in Northwest.

Position Responsibilities

The President and CEO's key responsibilities include but are not limited to:

Advance Community-Centered Leadership

- Champion, steward, and deliver a strategic direction based on a collective and community-driven vision for Martha's Table.
- In partnership with the staff and Board, set annual targets, business plans, and measurable goals that aid a place-based strategy for economic mobility and community self-determination.
- Align growth opportunities with long-term strategic priorities and innovative models that reflect community assets and needs, national best practices, and available resources.
- Direct thought leadership, testimony, and advocacy that connect Martha's Table's successful direct services model to local and national policy changes that advance economic mobility for families experiencing generational poverty.
- Provide authentic leadership to community partnerships, initiatives, and gatherings that continue Martha's Table's role as a true and trusted neighbor.
- Facilitate the governance work of the Board of Directors by assisting the executive committee with the development of annual board workplans, reporting on programmatic and operational effectiveness, and leveraging Board efforts to raise resources and visibility that extend Martha's Table's presence in local and national circles.

Champion a Diverse and Values-Driven Team Culture

- Inspire a team culture that values respect, compassion, teamwork, and accountability.
- Supervise, encourage, and develop the performance of the senior leadership team. Mentor employees to encourage professional growth, creative approaches, and effective teamwork.
- Support overall recruitment, development, and retention efforts for Martha's Table's workforce with a goal of being one of Washington, DC's best workplaces.
- Define effective decision-making practices and clear communications that align staff across different departments, increase belonging, and facilitate productive working relationships centered on trust and transparency.
- Set a bold agenda for internal racial equity and justice practices that maintain a diverse and inclusive workforce across race, gender, socioeconomics, ability, and sexual orientation.

Raise Organizational Profile and Resources

- Represent and promote Martha's Table's mission, programs, and outcomes to media outlets, partners, policymakers, and sponsors.
- Identify opportunities, strategies, and partnerships that enhance the visibility of Martha's Table's priorities, programs, and community supports.
- With the communications team, guide external relations strategies that elevate Martha's Table's reach and reputation in local and national outlets, including through press features, op-eds, panels, and keynote addresses.
- In coordination with the Chief Development Officer and development team, maintain and grow Martha's Table's base of supporters by liaising with funders and donors, envisioning new revenue-based partnerships, and ensuring grant proposals and reports reflect the organization's vision, values, and outcomes.

Implement Long-Term Infrastructure Strategies

- Ensure operations prioritize efficiency, safety, and compliance. Follow legal and regulatory guidance for government contracts, advance progressive human resource functions, safeguard facilities management practices, and invest in information technology systems and training that help Martha's Table and its staff operate at high levels.
- With senior staff, ensure there is the necessary infrastructure and support to meet long-term operational needs. Envision and plan investments in systems, processes, tools, and technologies necessary for an organization of Martha's Table's size and complexity.
- Conduct regular review of key performance indicators that track costs, progress, and intended outcomes towards long-term goals, while directing course corrections as needed.
- Guide the Chief Finance Officer and finance team to prepare budgets that integrate departmental priorities, monitor income and expenses, support long-range planning and analysis, and provide the Board of Directors with comprehensive and regular reports.

Experiences, Skills, and Qualities

The Board is seeking a skilled executive who brings a record of successful senior leadership experiences to this role. We encourage applications from a wide range of candidates, and recognize that the most competitive applicants will have many, but likely not all, of the following personal and professional experiences, skills, and qualities:

- 10+ years in leadership roles in a nonprofit, government agency, or similarly complex entity.
- Passion for Martha's Table's mission, with advanced understanding of issues, trends, and policies affecting education, food access, community development, and economic mobility.
- A significant supervisory record; experience mentoring and developing other senior leaders.
- A strong record managing finance and operations within a complex, multi-million dollar entity. A command of core functions of budgeting, financial management, human resources, contract negotiations, and external communications.
- Comfort in a highly visible role. A credible reputation and strong public presence; an effective and influential communicator in public settings and personal conversations.
- Committed to collective leadership and community co-ownership of organizational strategy.
- Nuanced and intersectional understanding of equity, racial justice, and structural racism.

- Proven ability to build effective and respectful relationships with people of various backgrounds, opinions, and perceptions. Demonstrates deep respect and understanding of Martha's Table's role as a true and trusted neighbor.
- Talent for building consensus through strong emotional intelligence, super listening skills, and deep compassion. Leads teams with empathy, equity, dignity, and respect.
- A successful record implementing strategy and setting goal frameworks, action-oriented budgets, and outcome measurements.
- Accomplished with senior-level fundraising efforts, including strategizing and securing support through partnerships, institutions, corporations, and/or individuals.
- Prior experience working with or serving on a nonprofit board; understanding of nonprofit governance and fiduciary responsibilities; fosters dialogue between board and leadership.
- Local ties, including current or past record of personal and/or professional connections in related fields in Washington, DC. Experience working in Ward 8 is considered a major plus.

Location

Martha's Table operates a place-based strategy in Washington, DC. Administrative offices are at 2375 Elvans Road SE, Washington, DC 20020.

Compensation

The annual base salary for this role begins at \$225,000 with a competitive benefits package.

Application Process

Martha's Table is conducting this search in partnership with Good Insight, a Washington, DC-based executive search firm serving nonprofits and associations nationwide. Good Insight's CEO, Carolyn Madden, is leading the search team. Confidential recommendations, nominations, or personal inquiries may be sent to her at MarthasTable@good-insight.org.

Interested applicants should upload a resume and a detailed cover letter that describes their qualifications for this role to the application portal at www.good-insight.org/careers.

Employment Opportunities and Conditions

Martha's Table is an Equal Opportunity Employer and is committed to the principle of equal employment opportunities for all employees and applicants and prohibits discrimination and harassment of any type without regard to race, color, religion or belief, age, sex, national, social or ethnic origin, disability status, HIV status, family medical history or genetics, protected veteran status, sexual orientation, gender identity and/or expression, marital, civil union or domestic partnership status, family or parental status or any other characteristic protected by federal, state or local laws. If you need assistance or an accommodation due to a disability, you may contact MarthasTable@good-insight.org.

This position requires the completion of a satisfactory background check.

All Martha's Table employees, interns, subcontractors, and volunteers are required to be fully vaccinated against COVID-19 or undergo weekly testing. Applicants who are unable to be vaccinated for religious or medical reasons should contact MarthasTable@good-insight.org as soon as possible to engage in the interactive process and explore what, if any, reasonable accommodations Martha's Table is able to offer.