

## Chief Operating Officer (COO) District Alliance for Safe Housing



D A S H  
DISTRICT ALLIANCE FOR SAFE HOUSING

Status: Full-time, exempt employee  
Salary: \$150,000 - \$160,000  
Reports to: President & Chief Executive Officer  
Location: Washington, DC  
Deadline: Resume reviews have begun. For best consideration, apply by June 26, 2023.

### About the District Alliance for Safe Housing

Founded in 2006, the District Alliance for Safe Housing (DASH) is DC's largest provider of safe housing and trauma-informed services for survivors experiencing homelessness due to domestic and sexual violence. DASH meets survivors where they are, eliminating barriers to safe housing so that they can rebuild their lives on their own terms.

DASH supports survivors— individuals, families, and transitioning youth aged 18-24—with options and counseling for housing programs; emergency financial assistance; and emergency housing, transportation, and wraparound services. Once in safe housing, survivors can elect to receive DASH's supportive wraparound counseling and services. DASH's Safe Housing Programs manage 90 emergency and transitional-to-permanent housing units, including the 42-unit Cornerstone building, owned and operated by DASH.

DASH has grown significantly over the past few years. Prior to DASH, there were fewer than 50 shelter beds dedicated to survivors. In 2021, DASH fulfilled 4,205 service requests for adults and children through its continuum of housing services and supports, a 35% increase from 2020 and a 94.5% increase from pre-pandemic levels.

DASH's FY23 budget is \$9 million, of which 75% is from government sources, and will grow to ~\$10 million in FY24. DASH Properties, LLC is a wholly-owned subsidiary that owns and manages property related to DASH's mission with an operating budget of ~\$1.3 million.

DASH's success is driven by a talented team across programs, administration, external relations, finance, and property management. In FY23, DASH anticipates a team of more than 50 team employees, a growth that adds additional compliance requirements with ACA, FMLA, and affirmative action. DASH currently manages employee benefits through Insperity, a professional employer organization (PEO). The DASH team has a hybrid work schedule with rented office space currently on a three-year lease in addition to owned property.

DASH holds Candid's Gold Seal of Transparency and has been recognized by the Catalogue for Philanthropy as one of the DC region's best nonprofits. To learn more, visit [www.dashdc.org](http://www.dashdc.org).

### Position Overview

Reporting to and partnering with the President & CEO (CEO), the Chief Operating Officer (COO) is a newly created position that leads DASH's People & Culture and Business Operations teams. People & Culture manage all human capital and team culture activities, and Business Operations, established in 2022, is responsible for administration, information technology, and facilities management functions. This is an exceptional opportunity for a mission-focused leader seeking to work in partnership with a committed team of passionate professionals leading the evolution of a highly respected nonprofit organization.

As DASH grows and develops, the COO will steward and champion change management processes within a dynamic, rapidly evolving environment. They will anchor future change management processes within DASH's thriving and positive organizational culture. They will be guided by integrity, discretion, and high ethical standards that ensure the best outcomes for DASH's employees and clients.

The COO's early focus will be on further stabilizing talent management by implementing clear policies, procedures, and standards of excellence required by DASH's size and complexity. The COO will work to streamline and optimize how DASH leverages human capital, operations, administrative, and IT resources. In partnership with the CFO, they will advise the executive team's investments in these core areas to meet DASH's goals and objectives.

As DASH embarks on new strategic planning later this year, the COO will work as part of the Executive Team, and with direct reports and departmental staff on long-range planning to inform DASH's next chapter. The COO will strategize, anticipate, and provide counsel on the organization's future needs and resources.

The COO is a member of DASH's highly consultative Executive Team, which regularly assesses opportunities, risks, rewards, and tradeoffs related to programs, partnerships, team culture, and operations. They actively engage with colleagues to provide feedback and inform DASH's strategic direction.

The COO partners with the CEO in a consultative relationship with the Board of Directors. The COO oversees a ~\$3 million departmental budget with two direct reports, who in turn manage a current three-person (Business Operations) and two-person (People & Culture) teams.

### **Key Responsibilities**

The COO will bring a balanced approach to strategy and operations. They will conduct organized, focused work; manage multiple projects under tight deadlines; and maintain an openness to changing situations and opportunities. Specific areas of responsibility include:

#### **Human Capital Management (30–40% of time)**

- Oversee the People & Culture department and all human resources efforts with direct responsibility for talent acquisition, compensation and benefits strategy, professional development, and employee relations.
- Update and refine systems, processes, and policies through a DEIB lens, including recruiting, hiring, professional development, performance evaluation, and compensation.
- Advise CEO and Executive Team on organizational, managerial, and cultural issues, including guidance on hiring processes and decisions.
- Ensure compliance with federal and DC law across the employment lifecycle, including those mandated by grants and contracts.
- Monitor and suggest needed revisions of compensation and benefit plans to ensure they are consistent, competitive, and cost effective.
- Set a strategic approach to employee wellbeing and engagement through rewards, recognition, and team-building opportunities that align with DASH's values and mission.
- Establish a cohesive training and professional development plan that corresponds to DASH's strategy and objectives. Advise on necessary professional development and internal training to reach these goals.
- Advise on a comprehensive employee performance management system that includes annual performance reviews and goal setting processes. Partner with the Executive Team to support supervisors in implementing performance management processes.

- Monitor the People & Culture team's guidance, counsel, training, and resolution of personnel matters such as performance challenges, peer conflicts, and worker's compensation.

#### **Administration, Technology, and Facilities Management (20–30% of time)**

- Oversee the Business Operations department and serve as a resource and advisor to the CEO and Executive Team on administrative, technological, and facilities matters.
- Advise on the business and physical operations of DASH Properties, LLC, including legal and programmatic compliance with grant and contract deliverables and planning and oversight of capital development.
- Work with DASH staff to develop systems to ensure high-quality project management, effective allocation of operational resources, and adherence to compliance requirements.
- Guide business procedures and policies and establish best practices in administration, technology, operations, facilities, and compliance. Ensure security and privacy in all documentation and client records.
- Maintain and build trusted relationships with staff, board, clients, partners, and vendors.
- With the Executive Team, monitor legal compliance and develop a proactive risk management strategy. Advise on the vendor management process, including soliciting quotes for service contracts and projects, evaluating options, making recommendations to the CEO, finalizing agreements with the CFO, and monitoring contractor performance.
- Provide guidance on facilities and security management for DASH offices and transitional housing units, including safety and OSHA requirements.
- Monitor the ongoing repair, replacement, and maintenance of all aspects of DASH's offices and properties.

#### **Organizational Strategy and Planning (20% of time)**

- Partner with the CEO, CFO, and divisional leaders to assess DASH's operational performance. Provide input into the departmental budget and partner with senior leaders to ensure human capital needs are reflected in their departmental budgets.
- Lead implementation of strategic planning goals associated with human resource capacity and administrative infrastructure.
- Develop tools and systems to provide critical and timely information to the CEO; make actionable recommendations on operations, talent, and facilities.
- Engage Executive Team and others about risks, trends, and changes in DASH's operations, talent, and facilities. Establish and monitor annual objectives and business plans.
- With the Executive Team, implement changes to operations and human capital through effective communication, training, and support for staff and community stakeholders.

#### **Team Management (20% of time)**

- Attract, develop, and retain high-performance team members; coach them through onboarding, professional development, performance management, promotions, and retention pathways that center transparency, equity, and accountability.
- Guide and contribute to a trauma-informed team culture.
- Provide leadership in development of inter-team communication and cohesiveness, sustaining culture and supporting staff during organizational change cycles.
- Ensure organization-wide policies, procedures, and practices are developed, implemented, and consistently maintained to reach DASH's goals. Identify cross-team training opportunities to strengthen working relationships throughout the organization.
- Engage and support cross-departmental teams outside of direct span of control.

Other duties as assigned or required.

## **Experience, Skills and Qualities**

The COO position will be a challenging and rewarding opportunity that requires a diverse set of skills and experiences. While we understand that no single candidate can possess every qualification listed below, the following are priority areas:

- Demonstrated passion for DASH's mission.
- Committed to working collaboratively with a management team of senior professionals.
- 7+ years of nonprofit management experience, including a record of supervisory experience effectively managing a small team.
- A generalist approach to organizational administration in key areas of human resources, business operations, and/or facilities management.
- Strong project management skills, attention to detail, and the ability to manage multiple projects on different timelines.
- Competency with human resources is desirable, such as setting up systems, talent acquisition and development, human resources compliance, performance management, and building positive team culture. Prior work with PEOs is a major plus.
- Established background in facilities, risk management, and compliance is a major plus.
- Experience with strategic planning; able to implement plans into work streams and tactics.
- Skilled in promoting the growth and development of individuals through empowering, advocating, and differentiated support.
- Advanced understanding of government contracts and grants management. Knowledge of OMB requirements for nonprofits is desirable.
- Proven leadership in change management settings, including building consensus, making tough decisions, and clarifying organizational goals and performance expectations.
- Comfortable addressing conflict, diffusing disagreement, and supporting productive team communication.
- Ability to thrive in a dynamic, people-centered, results-driven, and fast-paced environment that requires flexibility, collaboration, and creative thinking.
- Excellent verbal communication and interpersonal skills; comfort engaging at all levels of the organization, including with clients, staff, vendors, and donors.
- Demonstrated ability to exercise a high level of confidentiality and discretion.
- Strong technology proficiency, including Microsoft software, project management platforms (DASH primarily uses Monday.com), and databases, such as an HRIS; record of partnering with IT staff to manage critical programmatic technology systems.

## **Compensation & Benefits**

DASH offers a competitive salary in the range of \$150,000-\$160,000. Employees have access to 90% employer-paid insurance for health, dental, and vision, short- and long-term disability and life; a minimum of 20 days of paid leave, 15 holidays, a weeklong winter holiday; and a 3% DASH non-elective contribution retirement plan.

## **Application Process**

DASH has retained the services of Good Insight, a national executive search firm serving nonprofits, to conduct this search. Interested applicants should submit a resume and a detailed cover letter that describes their interest in and qualifications for this role. Upload application materials at [www.good-insight.org/careers](http://www.good-insight.org/careers). Direct confidential inquiries to Carlyn Madden at [DASH@good-insight.org](mailto:DASH@good-insight.org).

Resume reviews have begun. For best consideration, apply by June 26, 2023. Early applications are encouraged due to the pace of the search.

**Location**

DASH is located in Washington, DC. The COO position operates on a hybrid schedule that requires location in the DC region to support team meetings and oversee facilities.

**Physical Demands**

This role includes prolonged periods of sitting at a desk and working on a computer and may occasionally be called upon to perform a variety of physical tasks, such as pushing, pulling, and lifting up to 25 pounds unassisted. Contact [DASH@good-insight.org](mailto:DASH@good-insight.org) to request reasonable accommodations.

**Equal Employment Opportunity**

DASH is a proud equal opportunity employer committed to an inclusive work environment and to building a team that reflects the rich diversity of our community. DASH bases employment decisions on each person's performance, qualifications, and abilities. It does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability, or characteristics protected by District of Columbia and federal law. People of color, people with disabilities, and people of diverse sexual orientations, gender expressions, and identities are encouraged to apply.

All employment offers are contingent upon satisfactory proof of eligibility to work in the United States. A background investigation, credit check, and drug test are required for this role. A record of complete vaccination against COVID-19 is required; exceptions may be granted in limited circumstances for medical or religious reasons.