

Chief Program Officer District Alliance for Safe Housing (DASH)



D A S H
DISTRICT ALLIANCE FOR SAFE HOUSING

Status: Full-time, exempt employee
Salary: \$140,000-\$150,000
Reporting: President & Chief Executive Officer
Location: Washington, DC
Deadline: Resume reviews have begun. For best consideration, apply by April 30, 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. DASH's Safe Housing Programs manage 90 emergency and transitional-to-permanent housing units. Once in safe housing, survivors can elect to receive DASH's supportive wraparound counseling and services.

Prior to DASH, there were fewer than 50 shelter beds dedicated to survivors of domestic violence. 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 FY22 budget was \$8.7 million, of which 70% was from government sources, and will grow to ~\$10 million in FY23. 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.

Position Overview

Reporting to and partnering with the President & CEO (CEO), the Chief Program Officer (CPO) will lead development, strategy, service delivery, and management of DASH's portfolio of programs and initiatives. This newly created role 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.

DASH has grown significantly over the past few years, and the CPO's early focus will be on further stabilizing programs and programmatic operations by implementing clear policies, procedures, and standards of excellence required of DASH's size and complexity. As a strategic partner and critical thinker, the CPO will help sustain growth, maintain a high degree of client support, and bring vision to how DASH supports survivors.

The CPO will join DASH as it embarks on new strategic planning later this year. They will work closely with the Executive Team, direct reports, and programmatic staff on long-range planning to inform DASH's next chapter.

The CPO is a member of the Executive Team, which collaborates on all programmatic planning, organizing, operating, and staffing. The CPO partners with the CEO in a consultative relationship with the Board of Directors. They oversee a ~\$4 million departmental budget with two direct reports, who in turn manage a 28 person team.

Key Responsibilities

The CPO position is a challenging and rewarding opportunity for a subject matter expert in the delivery of trauma-informed care for survivors of domestic violence and sexual assault. The new CPO will come with deep expertise implementing program strategy and strengthening programs to new levels of success. They will serve as an external voice and advocate for DASH's programs, while also strengthening and expanding external partnerships to bridge gaps in the continuum of care.

With a focus on building staff capacity and empowering team members, the CPO will advise and assist senior and divisional directors with program design, planning, budgets management in partnership with CFO, and compliance requirements. They will be a patient teacher and able to differentiate guidance for team leaders and team members. A focus area already underway is reconfiguring the DISC and Training & Technical Assistance (TTA) departments to support a cross-divisional approach to communication, processes, and practices associated with data and impact, as well as integrating technical assistance functions throughout the organization.

The CPO will serve as an active partner to the Development and Communications team to develop proposals and steward current and prospective donors. They will have strong interpersonal skills to distill and communicate complex matters with clarity and confidence as they interface with many constituencies. They will have an eye toward building mutually-rewarding relationships that center the survivors that DASH serves.

The CPO joins a highly consultative Executive Team that meets regularly to assess opportunities, risks, rewards, and tradeoffs across programs, advocacy, operations, and team culture. As a subject matter expert, the CPO will provide objective recommendations grounded in reality and maintain compliance for federal and District government contracts and private grants, both of which require precise and analytic programmatic data and excellent program execution. They will be actively engaged in providing feedback to their colleagues to inform decision-making about DASH's strategic direction.

The CPO 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.

Specific areas of responsibility include:

Program Strategy and Oversight (30% of time)

- Lead the overall development, strategic planning, service delivery and management of all DASH program models and initiatives. Ensure programs are aligned with organizational goals, risk mitigation for DASH and its clients, and continuous improvement processes.
- In partnership with executive and programmatic leadership, lead iterative review and innovative design of DASH program models and structures that align with DASH's current priorities and future strategic goals.
- Guide the development of an evaluation and assessment protocol and strategy that increases impact, effectiveness, and efficiency in service delivery.

- Ensure workplans, staffing efforts, and key outcomes are aligned with team capacity, measurable, evaluated and leveraged for maximum community and organizational impact.
- Select and implement technology-forward programmatic systems and processes that promote internal collaboration with information, resources, and tools.
- Oversee budget development processes for departments under the CFO's supervision and work with the CFO and finance department to budget and monitor programmatic operations to ensure sound fiscal and system management.
- Work with the CFO and COO to ensure compliance with contract standards, licensing requirements, and successful implementation of grant administration procedures.
- Lead development and presentation of program metrics internally and externally.

Change Management and Program Stabilization (20% of time)

- Provide subject matter expertise as Executive Team onboards new leadership, updates policies and procedures, expands programs, and changes organizational structure.
- Direct the development and progress of program models for mobile advocacy, children's programming, emergency housing, and the Housing Resource Center. Assess future program and policy needs to bridge systemic gaps in continuums of care.
- With the DISC team, analyze program outcomes using qualitative and quantitative data. Support team collaboration to integrate cross-program activities and functions.
- Build and maintain an agile programmatic infrastructure, including design and periodic assessment of policies and procedures to ensure excellent survivor-centered service delivery, adequate controls, and efficient coordination between programs and operations.
- With DASH leadership, implement changes to program operations and services through effective communication, training, and support for staff and community stakeholders.

Partnerships, Community, and Donor Engagement (15% of time)

- Build and maintain partnerships with community partners, government agencies, and other stakeholders to support DASH's mission and goals. Take a systems-based approach to bridge connections across multiple sectors.
- Develop, lead, and systematize strategic partnerships that address policy and programmatic gaps in domestic and sexual violence services, such as expanding DASH's regional footprint, raising national visibility, and leveraging in-kind resources over time.
- Represent DASH at relevant community and policy meetings; attend events to elevate DASH's presence and influence in systemic policy and change efforts.

Organizational Strategy and Planning (15% of time)

- Partner with the CEO, CFO, and divisional leaders to assess programs' financial and strategic performance. Develop tools and systems to provide critical and timely information to the CEO; make actionable recommendations on program strategy and operations.
- Engage Executive Team and others about risks, trends, and changes in program operating models and service delivery. Use forward-looking, predictive models and data-informed analyses that provide insight into DASH's program operations. Establish and monitor annual objectives and business plans.
- Partner with the CEO, Chief Development and Communications Officer and divisional leaders to align program and fundraising strategies, collaborating on donor relations and leveraging partnerships, ensuring accountability and transparency in the design and execution of DASH's fund and resource development efforts.
- Support budget planning and cost management aligned with DASH's strategic plan, especially considering sponsors, potential acquisitions, and external collaborations.
- Participate in corporate policy development and inform an effective governance model for growing business and program complexity.

Team Management (20% of time)

- Attract, develop, coach, and retain high-performance team members, empowering them to elevate their level of responsibility, span of control, and performance.
- 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 team-wide policies, procedures, and practices are developed, implemented, and consistently maintained. Identify cross-team training opportunities to strengthen working relationships throughout the organization.
- Guide cross-departmental teams outside of direct span of control.

Other duties as assigned or required.

Experience, Skills, and Qualities

The CPO 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:

- Subject matter expertise through education and/or experience in issue areas such as psychology, social work, urban policy, gender studies, public policy or related fields.
- No less than 7 years of program management experience, including in program design, budgeting, and evaluation functions. Work experience in a complex organization with diverse revenues is highly desirable.
- No less than 5 years of experience supervising other managers, including a record of developing, motivating, and retaining a high-performing and diverse team.
- Strong understanding and practice of trauma-informed care practices and procedures.
- Knowledge of domestic violence, sexual assault, related intersecting issues, and survivor-centered practices, including voluntary service and harm reduction service models.
- Advanced understanding of program monitoring and evaluation, management and reporting on governmental contracts and grants, and public policy issues. Knowledge of OMB requirements for nonprofits is highly desirable.
- Experience in change management settings, including building consensus, making tough decisions, and ensuring clarity about organizational goals and performance expectations.
- Analytical and organized with a clear aptitude for detailed project management. Comfort guiding teams across multiple projects and competing deadlines.
- Ability to thrive in a dynamic, people-centered, results-driven, and fast-paced environment that requires flexibility, collaboration, and creative thinking.
- Service-oriented, able to adhere to the DASH model and uphold organizational integrity.
- Demonstrated ability to exercise a high level of confidentiality and discretion.
- Excellent verbal communication and interpersonal skills; comfort engaging at all levels of the organization, including clients, staff, policymakers, donors, and more.
- Strong technology proficiency, including Microsoft software, project management platforms (DASH primarily uses Monday.com), and case management software (Osniium or similar); record of partnering with IT staff to manage critical programmatic technology systems.

Compensation & Benefits

DASH offers a competitive salary in the range of \$140,000 - \$150,000. 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.

Location

DASH is located in Washington, DC and this role oversees staff that work directly with DASH's constituents. This position is on a hybrid schedule and requires someone to be based in the DC region to observe programs, attend events and convenings, and participate in donor meetings.

Physical Demands

This role has 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 to request reasonable accommodations.

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. Direct confidential inquiries to Carlyn Madden at DASH@good-insight.org.

Resume reviews begin immediately. For best consideration, apply by April 30, 2023. Early applications are encouraged due to the pace of the search.

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 also required, unless for medical or religious exemptions.