



Job Description

Job Title: Senior Director Programs and Engagement

Department: Administration

Supervisor: Chief Executive Officer

Status: Exempt

FTE: 1.0

Salary Grade: 111

Solid Ground believes poverty is solvable. Our communities are stronger when we support stability and break down the barriers to overcoming poverty. Solid Ground does both. We combine direct services with advocacy to meet basic needs, nurture success, and spread change. Through our programs, people gain stability and build skills that equip them to move forward in their lives. Through advocacy, we work toward ending racism and other oppressions embedded in our institutions, policies, and culture that hold people back from succeeding. We bring the voices of people experiencing poverty into the political process, furthering social justice and supporting our entire community to reach its potential. As our workforce evolves to reflect the diversity of the communities we serve, our agency and workplace will be enriched and strengthened and as such we will:

- Demonstrate the initiative to learn and enhance skills that promote anti-racism, cultural competency and an understanding of oppression and its impact.
- Participate in intentional learning efforts, including events relating to understanding and dismantling institutional racism and building cultural competency and encourage staff to fully engage in those activities.

Job Summary:

Reporting to the Chief Executive Officer, the Senior Director of Programs (SDP) is a member of the Senior Leadership Team and is accountable for the quality, relevance, and impact of Solid Ground's programs and for the agency's engagement with the people and communities it serves. The program scope includes residential services, stabilization and supportive services, food access and education, youth development, wraparound and resident services, and the behavioral health and well-being partnership, delivered through the program directors. Programs delivered on a fee basis, including services offered to participants beyond Solid Ground housing, remain within this scope. The engagement scope is program-facing: participant voice and feedback, volunteer services, and the community partnerships and relationships that deliver or shape programs. The SDP sets program strategy within the agency's strategic plan, leads programmatic growth, and holds program leaders accountable for consistent, safe, and effective service delivery.

Throughout this role, the SDP sets program standards and reviews program performance; department directors and their teams deliver services and author their own program materials, plans, and reports within those standards. The SDP works as a peer with the Chief Operating Officer, who holds the agency's operating platform: enterprise systems, compliance standards and tracking, information technology and data systems, housing operations and facilities, and administration. The SDP does not

oversee finance and accounting, human resources, grant writing, fundraising and donor stewardship, advocacy, or the operations functions, and does not supervise any other Chief-level position. Working relationships, consultation requirements, process ownership, and priority project sequencing are set out in the attached Executive Roles Addendum.

Essential Responsibilities, Duties and Tasks:

- 25% **Program Leadership and Quality:** Provides executive leadership for all programs in scope through the program directors. Ensures programs are sound, trauma-informed, culturally relevant to the communities served, and delivered consistently across sites regardless of which staff are present. Sets program standards including enrollment targets by population served, staffing ratios, schedule stability, and service consistency, and holds directors accountable to them. Conducts a comprehensive audit of each program area twice per year, drawing on the quarterly program walkthroughs submitted by directors and the monthly team audits completed by managers. Ensures programs meet contractual, regulatory, and quality standards, in partnership with the Chief Operating Officer, who holds agency-wide compliance standards and tracking.
- 20% **Program Strategy, Design, and Growth:** Within the agency's strategic plan, sets program strategy and translates it into annual program goals and outcomes. In conjunction with the CEO, develops long-range growth and development plans for the agency's programmatic work and coordinates implementation with the appropriate departments. Determines program models and service design, including whether services are delivered directly, through partners, or purchased, and evaluates those choices against participant need, program budget, and use of agency staff and space. Leads the design of youth development programming as a distinct program area. Coordinates the development of new program ideas and pilot projects and integrates successful pilots into the program portfolio. Ensures program design follows a justice-based co-creation model with the communities served.
- 15% **Participant, Community, and Partner Engagement:** Establishes the participant feedback system across programs: an agency family survey administered three times a year covering all programmatic offerings, and a short program survey administered by department leads at the start and end of each program to capture what participants hoped for and whether it happened. The SDP reviews the results, identifies patterns across programs, and directs program adjustments in response. Ensures every program has a feedback mechanism that reports at least quarterly. Oversees volunteer services, including recruitment, placement, and volunteer experience, with screening completed under the agency's compliance standards. Builds and maintains the community partnerships and relationships that deliver or shape programs, including wraparound service partners, ensuring partnerships align with the strategic plan and are covered by current agreements. Serves as the agency's executive relationship holder for program-delivering partners.
- 15% **People Leadership and Program Capability:** Supervises the program directors and the leaders of the engagement functions. Sets clear expectations, completes timely performance evaluations, and ensures directors and managers do the same for their teams. Coaches direct reports and supports a culture of coaching across program teams to ensure consistent leadership performance. Defines the program practice training required for program and volunteer roles, including trauma-informed practice, positive youth development, cultural competence, and safeguarding; departments author and maintain their training materials,

which are held in the agency's central training library. Partners with Human Resources on hiring, onboarding, retention, and employee relations.

- 10% **Program Performance, Evaluation, and Reporting:** Defines the outcome and impact measures for programs and ensures each program produces reliable, reconciled data on whom it serves and what it achieves. Ensures program statistics and required reports are compiled accurately and submitted on deadline. Analyzes program results and directs corrective measures for continuous improvement. Leads the Community Needs Assessment: the community engagement, methodology, and analysis, and the translation of findings into program decisions. Presents program outcomes and impact to the CEO, funders, committees, elected officials, and the Board of Directors as requested.
- 10% **Program Compliance and Funding Alignment:** Works with the Senior Leadership Team and the Chief Operating Officer to ensure programs are designed and delivered to meet grant, contract, and state, city, and federal requirements. Ensures program directors complete their compliance requirements within the agency's compliance system. In partnership with Grants and Contracts and Philanthropy staff, owns the program design and program content of funding pursuits, including responses to government requests for proposals (RFP) and requests for applications (RFA): determines what the agency proposes to deliver, for whom, and at what scale, so that funded programs reflect what the agency can deliver and intends to build. Those departments write, assemble, and submit proposals within the submission process maintained by the operations function, and hold funder reporting and donor stewardship.
- 5% **Executive Leadership and Governance:** Serves on the Senior Leadership Team and participates in agency decision making. Manages the budgets of the departments within the program scope in partnership with Finance; agency-wide budget development, forecasting, financial reporting, and fiscal controls are held by Finance. Supports the CEO in Board relations through the Senior Leadership Team and attends Board meetings as requested by the CEO to present program reports. Represents the agency at community functions and on community boards and committees; representational commitments, meaning standing bodies where the SDP present as Solid Ground's representative rather than to do the role's own work, are agreed with the CEO and scheduled so they do not displace program duties. Stays current with social justice, youth development, and homelessness prevention trends.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

Priority Projects:

- Youth development program design: establishing youth development as a distinct program area with defined structure, staffing, and reach targets.
- Program review across all program areas: assessing relevance, consistency, and reach against community need, and sequencing what changes.
- Participant and family feedback system: an agency family survey and short start-and-end program surveys, with a documented path from feedback to program change.

- Program performance measures: a realistic, funder-ready measure set each program can collect and report.

Sequencing of priority projects is set with the CEO at hire and reviewed annually.

Supervisory Responsibility:

Directly supervises the program directors, including residential services, stabilization and supportive services, food access and education, domestic violence housing services, youth development, and wraparound and resident services, together with the behavioral health partnership and the leaders of volunteer services and participant and community engagement. Indirectly responsible for all staff within those departments. The full roster of program and engagement roles in scope is confirmed by the CEO and Human Resources.

Education and Experience:

Requires the following:

- Ten years of progressively responsible program leadership experience in a nonprofit, public, or human services organization, including at least five years at a senior leadership level with responsibility for multiple programs or sites.
- Bachelor's degree in social work, public administration, education, public health, Two additional years of relevant experience may be in lieu of degree.

Also requires:

- Five years of experience supervising directors, managers, or supervisors, including responsibility for their performance evaluation and development.
- Experience designing or redesigning programs, including service model decisions and program growth.
- Experience developing outcome measures and evaluation processes for human services programs.
- Experience managing program budgets and government contracts in partnership with a finance function.

Minimum Qualifications:

- Demonstrated ability to set program strategy and translate it into measurable outcomes across multiple service lines.
- Demonstrated coaching and supervisory skill, including experience developing program leaders.
- Knowledge of trauma-informed practice, positive youth development, anti-racism principles, and issues of poverty, homelessness, domestic violence, and behavioral health.
- Experience building culturally relevant programming with and for diverse communities.
- Strong relationship builder with the ability to find common ground, build consensus, and strengthen collaboration among diverse stakeholders.
- Comfort engaging in courageous conversations about equity, race, social services, and program purpose.
- Demonstrated ability to design and facilitate small and large group meetings, in person and via technology.

- Excellent communication skills, both oral and written, across levels of an organization and with external partners.
- Excellent organizational abilities, initiative, and attention to detail; ability to manage multiple priorities and complete work on time.
- Ability to work individually in a self-directed manner and as part of a team; ability to promote teamwork among staff and across departments.
- Willingness and ability to work with people from a variety of racial, cultural, and economic backgrounds, with various lifestyles, sexual orientations, and of all ages.
- Strong knowledge of Microsoft Office (Word, Excel, Outlook, SharePoint) and familiarity with client data systems such as CaseWorthy or HMIS.
- Access to reliable transportation, valid driver's license, vehicle insurance that meets Washington State's minimum guidelines and the ability and willingness to travel throughout King County.

Desired Qualifications:

- Experience leading youth development, family services, or food access programs.
- Experience with permanent supportive housing, shelter, or homelessness services.
- Experience with gender-based violence services; willingness to complete 50 hours of domestic violence training involving advocacy and crisis intervention.
- Experience with participant advisory structures or other participant voice mechanisms.
- Experience leading in a union environment.
- Bilingual in Spanish or another language spoken by the communities Solid Ground serves.

Core Competencies:

Creates vision; client-centered focus; thinks analytically; coaches and provides collaborative team building; accountability and resourcefulness; integrity; community building; racial and social justice; builds diverse workforce; clear communication; creativity; flexible and adaptable with changing systems and funding environment; achieves desired results.

Anti-Racism Initiative (ARI) Expectations:

- Foster discussion and learning among staff to better understand and dismantle institutional racism.
- Abide by and support agency-wide efforts to incorporate anti-racism principles and cultural competency and standards into all hiring processes and performance evaluations.

Location:

Based at the Wallingford office with virtual work available; in office up to two days per week, with regular presence at Solid Ground program sites.

Physical Demands/Working Conditions:

This position works in an office setting, performing general office duties. Employees spend approximately 30% of the time on the computer, 45% interacting with staff, participants, and partners, and 25% in the field at program sites. Work outside one's worksite includes program site visits and audits, partner and community meetings, and driving between locations. Position requires the employee

to lift/carry up to 20 pounds rarely, 5 to 10 pounds occasionally and push/pull 10 pounds seldom, 1 to 5 pounds frequently. Position has the ability to sit/stand as needed. Stairs required at some sites.

Hours & Compensation:

This is a regular full-time exempt position. Salary range \$129,322 - \$193,982. Benefits include medical, dental, short-term and long-term disability insurance, basic life insurance, 401(k) savings plan including agency contribution and match, holiday pay, generous paid personal leave package and tax-sheltered health care and dependent care accounts. Solid Ground employees may be eligible for a standard annual increase.

Women, people of color and persons with disabilities are strongly encouraged to apply. Solid Ground is an equal opportunity employer committed to workplace diversity. We do not discriminate on the basis of gender, age, race and color, religion, marital status, national origin, disability or veteran status.