Celebrating Solutions Award Nomination Form

Legal name of organization: District Alliance for Safe Housing (DASH)

Year established: 2006

Name of program being nominated (if different): Same

Year established: 2006

Address: PO Box 91730

City/State/ZIP code: Washington, DC 20090

Agency phone number: 202-462-3274

Contact person: Peg Hacskaylo

Title: Executive Director

Phone number: 202-462-3274 x110

Fax number: 202-269-0528

E-mail address: phacskaylo@dashdc.org

Website address: www.dashdc.org

Brief description of organization:
The District Alliance for Safe Housing (DASH) was founded in 2006 to provide relief to domestic violence survivors, in the form of emergency and long-term safe housing, and innovative homelessness prevention services. Our organization’s goal is to strengthen and expand the local housing safety-net for abused women by coordinating, facilitating, and providing safe-housing services that are responsive to individual needs and easily accessible to a broad cross-section of people. In the six years since our inception, we have helped to transform how safe housing is operated and accessed throughout the District, and have grown to become the city’s largest dedicated housing provider for battered women and their children.

Geographical area served: Washington, DC

Is the organization tax-exempt under IRS 501 (c) (3) guidelines or a public agency/unit of government? Yes
Please check up to four descriptors that best apply to the program you are nominating:

- Batterer treatment  
- Coalition/collaboration  
- Communication  
- Counseling  
- Dating violence  
- Elder abuse  
- Employment/training program  
- Faith-based  
- Health care setting  
- Hotline service  
- Legal aid/assistance  
- Prison-based  
- Public awareness/education  
- School/youth violence  
- Shelter-based  
- Stalking  
- Technology/Internet service  
- Transitional housing  
- University Setting  
- Victim relocation  
- Workplace intervention  
- Other ____________________
Release of Information

As one of the goals of the Mary Byron Project is to disseminate information about cutting-edge programs and best practices, we wish to post exemplary Celebrating Solutions Award nominations on our website (www.marybyronproject.org). Those posted will include the organization's website address, telephone number, and e-mail address. If you have concerns about this request, please address them to information@marybyronproject.org, prior to submitting a nomination.

By my signature on this letter, I grant the Mary Byron Project permission to use the contents of my nomination for the Celebrating Solutions Award in the manner and for the purposes set above. I further affirm that I am fully authorized to grant such permission to the Mary Byron Project.

Signature  

Date  November 16, 2012
Celebrating Solutions Award
Program Outline

1. Describe the work of the nominated program and explain how the mission of the program is accomplished.

The mission of the District Alliance for Safe Housing, Inc. (DASH) is to be an innovator in providing access to safe housing and services for survivors of domestic violence and their families as they rebuild their lives on their own terms. We seek to strengthen and expand the local safety net for survivors by providing high quality, voluntary services that are responsive to their individual needs and by engaging lawmakers, community members, service providers, and survivors in the movement to make safe housing more accessible in the short-term and less necessary in the long-term. In short, DASH is working to prevent women from having to choose between living without a home and living with abuse. We use a three-tiered strategy to accomplish our mission.

The first tier of our strategy is to create more safe housing for survivors. Through our own housing development projects, DASH has created a continuum of new, safe housing – from emergency to transitional to permanent, affordable housing – which is available to all victims of domestic violence, regardless of their circumstances, including those with chemical dependence, mental illness, or other disabilities which might otherwise prevent them from gaining access to safe housing. DASH’s Cornerstone Program is our site-based emergency-to-transitional housing program and now the District’s largest dedicated safe housing program for survivors. Here, we provide 43 units of safe housing where residents may come in a crisis and live for up to 2 years. The Empowerment Project is DASH’s scattered-site, transitional-to-permanent housing program where we provide 20 families with the opportunity to sign a lease on an apartment unit of their choosing and a rental subsidy for two years, after which participants assume paying the rent and remain in their units permanently.

All of DASH’s housing programs employ a low-barrier, voluntary services approach provided in a confidential setting. This means that we work with victims on an individualized basis – we don’t screen out potential clients, require participation in programs as a condition of their residency, or mandate goals for families living in our housing. DASH Advocates work intensively to build trusting relationships with our program participants, gaining an understanding of their specific circumstances and needs, and offering support and services to them consistently, so that victims choose to engage with staff in programming on their own terms. This approach has proven to yield stronger outcomes than a traditional service model.

The second tier of our strategy is to facilitate access for survivors to the full housing continuum of care and to ensure that these housing options are safe. Through our Community Housing Programs (CHPs), we provide self-advocacy tools and support to individuals in need of housing across the spectrum, helping to place families in emergency shelter, transitional housing, and permanent, affordable housing throughout the city. Additionally, we assist families each week during our walk-in hours and community housing clinics, held weekly at different locations throughout the city. DASH facilitates safe housing placement in other emergency, transitional, and permanent housing programs throughout the city and train abuse survivors on how to exercise their housing rights with housing providers. Through our training and technical assistance, we also work with landlords, homeless service providers, and city housing agencies to improve access for victims and ensure they are responsive to victims’ needs.
The **third and final tier** of our strategy is to prevent homelessness for victims escaping domestic violence. DASH has strong relationships with more than 200 private landlords and property managers in the District, as well as the DC Housing Authority, to enable victims to remain in safe, affordable housing rather than enter the shelter system. We also convene an active Domestic Violence and Housing Task Force comprised of representatives from District Government agencies, nonprofit housing and domestic violence providers, as well as legal and social service providers, to address systemic issues impacting survivors’ ability to get and keep permanent, affordable housing. This group has taken measures to provide training on federal and local housing protections for housing providers and victims alike, develop policies for the implementation of housing laws, and advocate removing barriers to victims in accessing shelter and securing permanent housing. Through this coalition, DASH works to create sustainable systemic changes to improve housing stability for vulnerable families.

2. **Describe the most innovative aspects of the program you are nominating for consideration.**

Our service philosophy and programs were built on the most promising practices in our field, drawing from programs around the country, and developed into a model which has been recognized locally and nationally as a best practice. DASH is a unique organization that functions comprehensively at the nexus between domestic violence and housing, at a time when more and more victims are facing homelessness due to limited economic resources and an overwhelming dearth of affordable housing options in the District. Our programs incorporate innovations in service design, delivery, and approach in order to help the greatest number of victims in the most responsive way possible. No matter what their situation, we meet survivors where they are and strive to eliminate the barriers which prevent them from accessing safe housing.

DASH’s innovative design of providing housing departs from the traditional model of shelter and housing for victims, instead offering emergency, transitional, and permanent housing services to residents in an apartment setting, where they have leases in their own names and are able to transition-in-place rather than moving from one facility to another after completing each pre-determined stage of housing. In this way, we use a “Rapid Re-housing” model to move victims into their own housing units immediately after they have escaped abuse and keep them housed for the long-term, adjusting our services to meet their needs. This setting allows residents to have their own private space to heal and recover, conducting their lives as they would in their own homes but with intensive support services available on-site and as-needed. Having their own lease also gives victims who have suffered economic abuse (so common to those escaping domestic violence) to establish sound rental histories, re-build their credit records, and develop economic independence. This design also ensures that residents have all the same rights afforded to them under tenant/landlord protections in the District, creating a setting for autonomy and empowerment needed for survivors to begin re-establishing their lives.

In our service delivery, we have created programs which are a unique combination of low-barrier, voluntary services, so that victims regardless of their presenting circumstances are not screened out of our housing programs and are not required to participate in programs as a condition of receiving housing. All of our programs are trauma-informed, giving victims the support and space to heal from abuse and realize their goals themselves. In this way, we work to ensure that all survivors have what they need to create and maintain safe, permanent homes that are right for themselves and their families. Due to the trauma they’ve experienced, this service delivery model is essential to their healing and regaining self-determination over their lives.
Finally, our programs are innovative in that we take the broadest approach to the problem of victims becoming homeless due to domestic violence by not just providing housing through our organization, but by partnering with both public and private housing providers to make housing accessible to survivors across the spectrum and ensuring that victims don’t have to become homeless in order to become safe from abuse. Because the demand for safe housing far exceeds the supply, we strive to make those on the “supply side” more responsive so that we effectively share the responsibility of ensuring safe housing for survivors in the city. Through our systems-change work, training and technical assistance, and individual advocacy, we have brought the need for safe housing to the forefront of the housing landscape and are persistent in ensuring that the need is met collectively.

Our organization’s program model is setting new standards in the District and nationwide and we are proud of what we have accomplished since we opened our doors, including having received a Justice for Victims of Crime Award from the U.S. Attorney for the District of Columbia in 2009 and being awarded The MassMutual Citizenship Award from the Washington Business Journal for our outstanding corporate/nonprofit partnership serving women and children in the District, along with the property management company E&G Group. Additionally, this past April (2012), DASH was invited to participate in the White House Forum on Women and the Economy, where President Obama spoke about White House efforts to improve economic supports for women and where, in a breakout with the U.S. Attorney General Eric Holder, DASH’s Executive Director spoke to the needs of victims of domestic violence with housing and economic supports in the District and nationwide.

Additionally, DASH has had the opportunity to consult to programs internationally on our model. In the last year, DASH hosted representatives and delegations from China, Kuala Lumpur, Australia, Serbia and Pakistan. In May, DASH hosted a delegate of the U.S. State Department and BPeace International visiting the United States from Afghanistan to learn about domestic violence programs and best practices in order to help inform her work with survivors in Kabul. Our Executive Director is planning to conduct site visits and cross-consultations with this program in 2013 to further develop DASH’s best practices.

3. Describe your program’s implementation. What barriers did your organization have to overcome? How did you marshal the necessary resources for implementation?

Prior to DASH’s inception, there were only 48 beds in crisis shelters for women and children escaping domestic violence and of those, none were accessible to women with co-occurring needs or complex circumstances, such as survivors with substance abuse issues, untreated mental illness, large families or those with adolescent sons, or disabilities which might interfere with their participation in program requirements. Most of these families were either relegated to the homeless shelter system, where their safety and trauma from abuse was not adequately addressed, or they remained in their abusive homes.

The sole criterion that must be met to qualify for DASH services is that the individual must be a victim of domestic violence. We do not require proof of victimization or other qualifying factors, but due to the nature of our outreach and referral sources, we can reliably say that we rarely have program participants who don’t meet that criterion. For the majority of victims who work with DASH, first contact is made with us at our Housing Resource Center or through one of our weekly Housing Clinics. There, our Advocates assess a victim’s situation and help identify what housing options she has and would like to pursue, ultimately helping facilitate her entry into a housing program, rental housing, or one of DASH’s housing programs, in addition to conducting thorough safety and wellness planning. This process may often occur
over several meetings, as the women explore their options and work to obtain other needed community services, with support from the DASH Advocate. Once referred to DASH housing, we conduct an initial intake assessment of new residents in order to be prepared for their needs upon entry.

After moving into one of our housing programs, and as residents develop trust and rapport with our Resident Advocates, they open up about their complex needs and request support. We have found that for victims initially entering our housing program, it takes about 2-3 weeks for them to request help and engage in services being offered to them. It is then that residents can be engaged in developing goal plans, participate in safety and wellness planning, and partake in a variety of workshops and support groups to assist participants with everything from trauma recovery, addiction issues, dealing with the effects of domestic violence, parenting support, tutoring, and resume development. Working in this way with the women and children living in DASH housing over the course of approximately two years eventually prepares them to move into other stable, independent housing. In fact, over the last year, DASH successfully helped 29 women and families move into safe, stable housing after leaving DASH housing.

Our greatest challenge in recent years has been creating and sustaining housing options quickly enough to meet the burgeoning need. As victims time-out of short-term crisis shelters and desperately seek longer-term housing options, DASH has seen an ever-growing demand for services. For every victim we are able to place in safe housing or provide housing resources, we are forced to turn away two for lack of available bed space and sufficient affordable housing stock. This phenomenon was seen throughout the city. On one day last fall, domestic violence organizations served 614 victims, 383 of them in housing programs alone, but another 70 victims were denied access to safe housing due to insufficient resources, making emergency shelter and transitional housing the “most urgent unmet need” of survivors in the city (National Network Against Domestic Violence, 2012 Domestic Violence Counts). While we have successfully helped over 1,000 families find safe housing since opening our doors, the economic downturn has had an exponential impact on the problem of survivors at-risk of homelessness, with family homelessness in the District increasing 18% in the last year alone (Washington Council of Governments Point-in-Time Survey, 2012).

We have been very fortunate to have a strong partnership with the District Office of Victim Services to provide us with the necessary resources to quickly and effectively develop our safe housing programs. DASH’s relative newness coupled with the national recession has slowed our ability to secure support with private funders. Nevertheless, we are making steady gains with local foundations and corporate sponsors, as well as with individual donors. We successfully celebrated our six-year anniversary this fall through efforts to contain costs while maximizing our resources, and anticipate remaining a force for safe housing in the District for a long time to come.

4. How do you know your program works? Please cite two examples. Although anecdotal examples are helpful, at least one example must include quantitative data.

We believe each night that a family has the opportunity to sleep through the night without fear of abuse is a success. Since we opened our doors in 2006, we have helped survivors have over 59,000 “safe nights” away from the threat of violence. In 2011, DASH safely housed 204 individuals (92 women and 112 children) in our programs. Additionally, through our Housing Resource Center, we facilitated emergency, transitional and permanent housing placement to another 226 survivors who sought our services in 2011. We trained more than 1,000 abuse survivors to exercise their housing rights to get and keep permanent through our community
outreach efforts. We also trained on housing protections for victims with more than 50 housing providers, and officials and landlords with the DC Housing Authority, in order to improve their response to victims in their programs. We are pleased to report this is having a notable impact. Over the last year, housing providers and city officials are including victims of domestic violence in their discussions about homelessness and housing programs. While the need still outstrips the supply, for the first time the problem of women and families made homeless by abuse is part of the spectrum of issues considered when outlining funding and programs to address the problem.

We know we’re having an impact on an individual level with survivors such as Janet, whom we first met through our CHPs program. She and her two children fled her abusive boyfriend after a particularly brutal beating and landed in a temporary shelter where they were able to stay for up to 30 days. She called our Housing Resource Center for help finding a place to live after that. While she had once been able to support her family as a bank manager, she lost her job because of absences due to the abuse, coupled with her abuser’s harassment on the job. Janet’s name was on her lease, but because she was unaware of the local housing protections afforded to victims of domestic violence, she was evicted when she could no longer pay her rent. So when Janet decided to leave her abuser, she had an eviction on her rental history, a poor credit record, and a gap in her resume she had difficulty explaining to prospective employers. DASH gave Janet an opportunity to sign a lease on an apartment when no other landlords would consider her eligible, and she moved into the Empowerment Project with her children. With safe housing, after 20 months, Janet ultimately was able to secure a job as a bank teller and resolve her debt issues. The stability and support that DASH provided allowed Janet to re-establish her life, create a safe home for herself and her children, and heal from the abuse they suffered.

A less tangible measure of success is one that means quite a lot to us. Our housing exit evaluations and client surveys indicate that we are having the impact we hoped for among our clients. More than 90% agreed that they received the support they needed in our housing programs. Clients unanimously reported that their housing advocates helped them determine their needs for emotional healing and guided them as they attained education, employment and financial goals critical to their personal plans for independence. We are most proud when our residents share – as so many have – that they are “glad to be at DASH instead of a shelter.” That our safe housing programs are not perceived as shelter, but rather a home, is perhaps our greatest impact.

5. **Who are your key partners? What are their roles?**

DASH has strong partnerships with domestic violence agencies, landlords, property managers, housing agencies, and other service providers to develop resources for our clients and raise awareness of domestic violence and housing issues. Our partners include House of Ruth, SAFE and My Sister’s Place, all of whom provide housing to survivors of domestic violence in the District. DASH differs from these organizations due to our low-barrier, voluntary services approach, but we work closely with them as community partners to ensure that each survivor and her family is in the environment and program that feels most safe and helpful to her. In fact, we receive the majority of our resident referrals from these sister programs and My Sister’s Place recently entered into an MOU with us to provide them with technical assistance to adopt elements of the DASH model for their scattered-site housing program.

DASH has many other working partnerships with community-based agencies to holistically meet the needs of the families we serve. Chief among these are: Wider Opportunities for Women, which provides intensive employment counseling and support establishing economic self sufficiency; Ramona’s Way, which conducts support groups and individual support for participants with chemical addictions; Community Connections, which provides weekly trauma support groups
and individual counseling for survivors with mental illness; and, the Homeless Children’s Playtime Project, which conducts weekly play groups for children of our residents. We also have relationships with organizations serving immigrant women, women with disabilities, and women fleeing same-sex abusive relationships. Our municipal partners include the DC Office of Crime Victims’ Compensation, the DC Department of Human Services, the DC Housing Authority, and the DC Department of Housing and Community Development, all of whom work with us to address housing needs of survivors.

6. **Could/should your program be replicated in other areas of the country? Why?**

   The problem of victims who face homelessness due to abuse has grown and become increasingly complicated over the years, particularly under the stress of the sagging economy and the housing downturn. The problem of safely housing survivors is no longer confined to helping them re-establish equilibrium after an abusive incident, but involves helping them become safe from abuse over the long-term while coping with challenging issues such as trauma-induced mental illness, chemical dependence, economic disadvantages, and other factors which defy traditional programming. Helping these families establish safe, independent households requires a nuanced, individualized, and comprehensive approach that calls for creativity and flexibility, as well as the commitment of whole communities to restoring balance and safety.

   Our model can be adopted in whole or in part by other localities, depending on the need, available resources, and community context. To date, DASH has assisted many local programs to provide holistic, trauma-informed services offered with dignity and compassion to help ensure that survivors feel welcome and safe in seeking support. By integrating safe housing options into regular apartment-based settings rather than a traditional “shelter” setting, survivors are able to regain a sense of control and normalcy in their lives. These survivors can still access a continuum of services, while living in safety and peace. Our program accomplishments demonstrate that our innovative service model can and does work well in both emergency and transitional settings: residents really do participate in voluntary versus mandatory support services; and, by successfully serving women actively struggling with complex needs, we’ve shown that the rewards of low-barrier entry to safe housing outweigh the challenges associated with welcoming a broad cross-section of persons in need.

   Indeed, through alliances with private and public housing and domestic violence service providers, the problem of victims falling into homelessness can be more completely and collaboratively addressed. Solutions like those employed by DASH, including implementing local policies to ensure victims obtain safety transfers in public housing, enforcement of housing laws protecting victims in rental housing, education of housing and service providers around the safety and long-term housing needs of victims, and other remedies to protect abused women in their own homes, can be replicated by municipalities nationwide to create a broader and better housing safety-net for victims.

7. **Does your agency have a workplace policy that addresses domestic violence? If so, please include a copy.**

   Yes, please see attached.

8. **Has the agency and/or nominated program received VAWA funding?**

   Yes, we have received two grants from the Department of Justice Office on Violence Against Women: A Recovery Act Grant for Transitional Housing in 2009, and a Transitional Housing Program Grant in 2009 that was continued in 2012.
DASH Domestic Violence Policy

Definitions:
Confidential Participant/Advocate Communication: Confidential communication means information exchanged between a victim and a domestic violence counselor during the course of the counselor providing counseling, support, and assistance to a victim, including all records kept by the counselor and the domestic violence program concerning the victim and services provided to the victim.

Absences Due to Domestic Violence, Sexual Assault or Stalking
An employee of DASH who is or has been a victim of domestic violence, sexual assault or stalking, is encouraged to disclose this information with DASH. This information will be kept confidential to the extent possible.

DASH, in compliance with D.C. local law recognizes that victims of domestic violence, sexual assault or stalking may need time off from work to attend court proceedings, including but not limited to eviction proceedings, temporary or civil protection order proceedings, and criminal trials in any jurisdictions as well as to seek counseling or other necessary services related to the domestic violence, sexual assault or stalking. DASH also recognizes that victims may have increased mental and physical health needs and may require time off for medical appointments. If you are experiencing domestic violence you may use accrued personal or annual leave for these purposes consistent with D.C. law.

DASH also recognizes that domestic violence may pose a threat to the workplace and requests that employees report any threats to employees or to the workplace to their direct supervisor or the Executive Director immediately so that steps may be taken to ensure the safety of DASH’s employees and its workplace.

Reasonable Accommodations
DASH recognizes the impact of domestic violence, sexual assault and stalking on the workplace. Regardless of whether an individual has applied for or obtained a protection order, if the individual is experiencing violence or fearful of workplace violence they may notify their supervisor or the Deputy Director. DASH will take all reasonable actions to provide for reasonable accommodations to the employee, including but not limited to: work schedule adjustment/modification, unpaid leave or utilization of annual or personal leave to obtain any assistance related to the domestic violence, sexual assault, or stalking, changing work site, changing the individual’s telephone number, providing referral and resource information and assistance.

DASH will maintain appropriate confidentiality and respect for the rights of the employee involved and promote that all personnel do the same.

DASH will not discriminate against victims of domestic violence, sexual assault or stalking in employment. When employees confide that a job performance or conduct problem is related to domestic violence, sexual assault or stalking, in addition to appropriate corrective or disciplinary action consistent with DASH policy and procedure, DASH will take all reasonable steps to accommodate the employee and to protect the safety of all DASH employees.
November 16, 2012

Ms. Kathy Paulin  
Celebrating Solutions Awards  
Mary Byron Project, Inc.  
10401 Linn Station Road  
Suite 116  
Louisville, KY 40223  

Dear Ms. Paulin,

I am pleased to submit the enclosed application nominating the District Alliance for Safe Housing, Inc. for the Celebrating Solutions Award with the Mary Byron Project. We believe that DASH's programs are instrumental in helping to prevent homelessness and provide the resources for safe, sustainable housing for victims of domestic violence in order to live safe, peaceful and independent lives. Our programs also promote collaboration across the city to make sure that no door is the wrong door for victims seeking refuge from violence.

We are grateful for your consideration and look forward to working with you. Thank you for your time and please let us know if there is any additional information we can provide as you complete your review.

Sincerely,

Peg Hacskaylo  
Executive Director

Enclosures
September 10, 2013

Ms. Marcia Roth  
Executive Director  
Mary Byron Project, Inc.  
10401 Linn Station Road  
Suite 116  
Louisville, KY 40223  

Dear Ms. Roth,

I am pleased to submit the enclosed supplemental application materials for the District Alliance for Safe Housing, Inc. for the Celebrating Solutions Award with the Mary Byron Project. We believe that DASH’s programs are instrumental in helping to prevent homelessness and provide the resources for safe, sustainable housing for victims of domestic violence in order to live safe, peaceful and independent lives. Our programs also promote collaboration across the city to make sure that no door is the wrong door for victims seeking refuge from violence.

We are thrilled to have been chosen as a semi-finalist and are so grateful for this opportunity. Thank you for your time and please let us know if there is any additional information we can provide as you complete your review.

Sincerely,

Peg Hacskaylo  
Executive Director  

Enclosures
September 10, 2013

Kathy Paulin  
Program Coordinator  
Mary Byron Project, Inc.  
10401 Linn Station Road, Suite 116  
Louisville, KY 40223

Dear Ms. Paulin:

My name is Jacqueline King, and I am the Executive Director of Ramona’s Way (RW), a nonprofit organization in Washington, D.C. offering holistic services to survivors of domestic violence who also struggle with the disease of addiction. I am writing to express RW’s strong support of the District Alliance for Safe Housing’s (DASH) nomination for the Mary Byron Project’s Celebrating Solutions Award. As a 2008 Celebrating Solutions Award recipient ourselves, RW wholly recommends DASH as an example of innovation in safe housing solutions and service delivery in our community and throughout the country.

DASH and RW formalized our partnership when DASH was awarded the Transitional Housing Grant through the Department of Justice’s Office on Violence Against Women in 2007. Together we worked closely to develop accessible program policies and procedures for survivors with disabilities (including those struggling with addictions) for DASH’s newly established safe housing program. Through our collaboration DASH implemented a flexible and accessible program model which hinges on providing services to all survivors, regardless of disability. Some of the policies developed through our work include ensuring those women who are the most in need of safe housing are not screened out by refraining from asking questions about addiction or mental health histories until survivors are admitted and safely housed at DASH.

Through our partnership RW helped DASH develop staff training to increase their ability to work effectively with survivors with addiction issues. Indeed, DASH remains one of a small handful of safe housing programs RW can refer our client population to, knowing that the staff there understands the link between addiction and abuse and have the capacity to support survivors who might still be actively using.

DASH has been highlighted locally and nationally as an innovative model based on the partnerships they developed with programs like RW and especially with the survivors themselves. I recommend DASH for the Celebrating Solutions Award because DASH not only expands the options for survivors in need in the District, but through their work DASH challenges program throughout the country to do the same. I believe this is the definition of creating impactful change.

Sincerely,

Jacqueline King  
Executive Director  
Ramona’s Way  
(202) 257-6790
September 10, 2013

Kathy Paulin
Program Coordinator
Mary Byron Project, Inc.
10401 Linn Station Road, Suite 116
Louisville, KY 40223

Dear Ms. Paulin,

As the Executive Director of the DC Coalition Against Domestic Violence (DCCADV), I offer my strong support of the District Alliance for Safe Housing’s (DASH) nomination for the Mary Byron Project’s Celebrating Solutions Award.

DCCADV’s mission is to build a community where domestic violence is replaced with human dignity. We advance our mission through advocacy, community education, public policy, technical assistance and training, resource sharing and research. The Coalition is a resource for the thousands of adults and children experiencing domestic violence in the District each year, as well as the local organizations that serve them. The Coalition offers support and services for today and education, advocacy and leadership to shape a violence-free future for families in the District of Columbia.

At the time of DASH’s formation there were less than 50 designated emergency shelter beds for victims in the District and there was a desperate need for collaboration between victim and homeless advocates to increase safe housing options. DASH helped to fill this enormous gap using innovative strategies to bring about systemic change. DASH staff understood early on that the traditional “battered women’s shelter” response to the need for more safe housing for victims fell short of addressing the diversity and scope of need in our community. Indeed, DASH engages a broad range of housing providers, including landlords, affordable housing advocates, homeless shelters, real estate developers, the city government and the housing authority to create a culture where safe, accessible housing for victims is considered at every level. In 2009, DASH convened the Domestic Violence and Housing Taskforce (Taskforce), to address and alleviate systemic barriers facing victims of domestic violence in housing and shelter in a coordinated way. The Taskforce continues to be an important vehicle for safe housing advocacy today, and membership includes a diverse range of nonprofit members.

It is this holistic approach to the issue that makes DASH a galvanizing force for change in our community. While we certainly need more “battered women’s shelters” in our community, DASH is leading a safe housing movement to expand the way we think about safe housing for victims and to demand that victims are considered at every level where affordable housing policy is being developed. This is why I can’t imagine a more deserving or better candidate for the Celebrating Solutions Award than DASH.

If you have any questions, please do not hesitate to contact me.

Sincerely,

Karma Cottman
Executive Director

Karma Cottman
Executive Director
September 6, 2013

Kathy Paulin
Program Coordinator
Mary Byron Project, Inc.
10401 Linn Station Road, Suite 116
Louisville, KY 40223

Dear Ms. Paulin:

On behalf of the Office of Victim Services, I am pleased to submit this letter of support for the District Alliance for Safe Housing, Inc. (DASH) to receive the Mary Byron Project’s Celebrating Solutions Award. OVS has partnered with DASH since 2007 in the development of safe, sustainable housing for victims of domestic violence in the District of Columbia. DASH operates the largest shelter for domestic violence victims in the city and has implemented an innovative low barrier model of support for victims of abuse with great success. I have the upmost respect for Peg Hacskaylo and Suzanne Marcus, DASH’s founders, and greatly value the leadership they have provided to the District’s domestic violence service providers.

The mission of OVS is to ensure that all individuals who experience violent victimization have access to and obtain quality services delivered by skilled providers at District agencies and community-based organizations. DASH is especially instrumental in helping OVS to meet that mission. Their ability to develop programs quickly, cost-effectively, and in collaboration with a wide array of victim services in the District has ensured that hundreds of women and families achieve safety from violence.

Thanks in large part to DASH’s efforts, the District now has a more secure safety-net for victims of domestic violence escaping abusive homes. Their vision and services have helped change the way the District’s housing system works with victims. DASH would be an ideal and deserving recipient of the Mary Byron Project’s Celebrating Solutions Award and I am honored to be able to support them.

Should you have any questions please do not hesitate to contact me.

Sincerely,

[Signature]

Melissa Hook, Director
Date: FEB 13 2007

DISTRICT ALLIANCE FOR SAFE HOUSING INC
C/O MARGARET A HACSFAYLO
PO BOX 73186
WASHINGTON, DC 20056

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

If you distribute funds to other organizations, your records must show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), you must have evidence the
DISTRICT ALLIANCE FOR SAFE HOUSING

funds will be used for section 501(c)(3) purposes.

Sincerely,

Lois G. Lerner
Director, Exempt Organizations
Rulings and Agreements

Enclosures: Information for Organizations Exempt Under Section 501(c)(3)
Statute Extension
District Alliance for Safe Housing  
Budget vs. Actual by Program  
October 1, 2012 through September 10, 2013

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>Total Program</th>
<th>Oct 1, '12 - Sep 10, 13</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4000 · Earned Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4001 · Government Contracts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4002 · DC Office of Victim Services</td>
<td>1,408,408.59</td>
<td>1,315,785.83</td>
<td>92,622.76</td>
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</tr>
<tr>
<td>4003 · US Dept. of Justice OVW</td>
<td>100,000.00</td>
<td>94,543.33</td>
<td>5,456.67</td>
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<tr>
<td>4004 · DC Dept. of Human Services</td>
<td>92,612.00</td>
<td>99,166.67</td>
<td>(6,554.67)</td>
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<tr>
<td>Total 4001 · Government Contracts</td>
<td>1,601,020.59</td>
<td>1,509,495.83</td>
<td>91,524.76</td>
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<tr>
<td>4005 · Crime Victims Compensation</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>4010 · Other Gov't Contracts</td>
<td>0.00</td>
<td>20,000.00</td>
<td>(20,000.00)</td>
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</tr>
<tr>
<td>Total 4000 · Earned Income</td>
<td>1,601,020.59</td>
<td>1,529,495.83</td>
<td>71,524.76</td>
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</tr>
<tr>
<td>4040 · Contributed Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 · Individual Contributions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4110 · Board Contributions</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>4120 · Other Individuals</td>
<td>2,607.00</td>
<td>0.00</td>
<td>2,607.00</td>
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<tr>
<td>4125 · CFC/United Way</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Total 4100 · Individual Contributions</td>
<td>2,607.00</td>
<td>0.00</td>
<td>2,607.00</td>
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<tr>
<td>4200 · Corporate Contributions</td>
<td>235.98</td>
<td>6,666.67</td>
<td>(6,430.69)</td>
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</tr>
<tr>
<td>4205 · Foundation/Grant Income</td>
<td>349,000.00</td>
<td>298,000.00</td>
<td>51,000.00</td>
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<tr>
<td>Total 4040 · Contributed Income</td>
<td>351,842.98</td>
<td>304,666.67</td>
<td>47,176.31</td>
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<tr>
<td>4900 · Misc Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4920 · Events</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>4925 · Interest Income</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>4935 · Misc. Income - other</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total 4900 · Misc Income</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>1,952,863.57</td>
<td>1,834,162.50</td>
<td>118,701.07</td>
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</tbody>
</table>

Gross Profit

<table>
<thead>
<tr>
<th>Expense</th>
<th>Total Program</th>
<th>Oct 1, '12 - Sep 10, 13</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>5500 · Personnel Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5510 · Executive Director</td>
<td>41,250.00</td>
<td>42,500.00</td>
<td>(1,250.00)</td>
<td></td>
</tr>
<tr>
<td>5515 · Deputy Director</td>
<td>51,333.26</td>
<td>52,888.89</td>
<td>(1,555.63)</td>
<td></td>
</tr>
<tr>
<td>5520 · Office/Facilities Manager</td>
<td>32,083.26</td>
<td>33,055.53</td>
<td>(972.30)</td>
<td></td>
</tr>
<tr>
<td>5524 · Director of Development</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>5525 · Volunteer/Dev. Coordinator</td>
<td>17,934.15</td>
<td>19,250.00</td>
<td>(1,315.85)</td>
<td></td>
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<tr>
<td>5535 · Clinical Director</td>
<td>59,583.48</td>
<td>61,383.90</td>
<td>(1,800.42)</td>
<td></td>
</tr>
<tr>
<td>5540 · Chemical Addictions Specialist</td>
<td>55,000.00</td>
<td>56,666.67</td>
<td>(1,666.67)</td>
<td></td>
</tr>
</tbody>
</table>
### District Alliance for Safe Housing

#### Budget vs. Actual by Program

October 1, 2012 through September 10, 2013

<table>
<thead>
<tr>
<th>Total Program</th>
<th>Oct 1, '12 - Sep 10, 13</th>
<th>Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>5301 · Dues &amp; Subscriptions</td>
<td>515.00</td>
<td>0.00</td>
<td>515.00</td>
</tr>
<tr>
<td>5302 · Liability/Workers Comp Ins.</td>
<td>21,528.11</td>
<td>21,389.00</td>
<td>139.11</td>
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<tr>
<td>5303 · Licenses &amp; Permits</td>
<td>731.75</td>
<td>0.00</td>
<td>731.75</td>
</tr>
<tr>
<td>5304 · Bank and Credit Card Fees</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>5320 · Interest Expense</td>
<td>436.02</td>
<td>0.00</td>
<td>436.02</td>
</tr>
<tr>
<td>5325 · Supplies</td>
<td>12,620.48</td>
<td>9,085.56</td>
<td>3,534.92</td>
</tr>
<tr>
<td>5330 · Postage &amp; Delivery</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>5335 · Printing and Copying</td>
<td>405.36</td>
<td>400.00</td>
<td>5.36</td>
</tr>
<tr>
<td>5340 · Staff Travel</td>
<td>1,082.49</td>
<td>4,425.66</td>
<td>(3,343.17)</td>
</tr>
<tr>
<td>5345 · Computer/IT Support</td>
<td>16,404.48</td>
<td>16,349.28</td>
<td>55.20</td>
</tr>
<tr>
<td>5350 · Copier Maintenance Contract</td>
<td>1,880.83</td>
<td>2,082.50</td>
<td>(221.67)</td>
</tr>
<tr>
<td>5360 · Furnishings &amp; Equipment</td>
<td>7,041.28</td>
<td>0.00</td>
<td>7,041.28</td>
</tr>
<tr>
<td>5365 · Special Event Expense</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Total 5300 · Operating Expenses

62,625.00  53,732.00  8,893.00

<table>
<thead>
<tr>
<th>5400 · Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>5405 · Telephone</td>
</tr>
<tr>
<td>5421 · Rent</td>
</tr>
<tr>
<td>5435 · VSC Rent</td>
</tr>
</tbody>
</table>

Total 5400 · Occupancy

499,953.73  564,790.05  (64,836.32)

| Total Expense             | 1,707,433.84          | 1,821,197.35 | (113,763.51) |

Net Ordinary Income

245,429.73  12,965.15  232,464.58

Other Income/Expense

<table>
<thead>
<tr>
<th>Other Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>6001 · In-Kind Contributions</td>
</tr>
</tbody>
</table>

Total Other Income

70,442.40  27,916.00  42,526.40

Other Expense

<table>
<thead>
<tr>
<th>Other Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>8300 · In-Kind Expenses</td>
</tr>
<tr>
<td>8012 · Reserve Contribution</td>
</tr>
<tr>
<td>8015 · Depreciation Expense</td>
</tr>
<tr>
<td>8213 · Building Repairs (capital)</td>
</tr>
</tbody>
</table>

Total Other Expense

63,919.60  42,916.00  21,003.60

Net Other Income

6,522.80  (15,000.00)  21,522.80

Net Income

251,952.53  (2,034.85)  253,987.38
a) **What is the approximate number of individuals served annually by the applicant or nominee?**

In 2012, DASH safely housed 92 women and 112 children in our programs, providing over 50,000 “safe nights” for victims away from the threat of violence in our housing programs and we prevented another 378 women and families from falling into homelessness by facilitating their placement in alternative housing through HRC. In addition, through our training and outreach efforts, we educated over 1,500 women and community advocates about the housing protections afforded to victims under local and federal law. With support from the Mary Byron Project, we look forward to achieving this and more in the year ahead.

b) **How many paid staff and volunteers are used to administer the nominated program?**

DASH has 16 full time staff, 6 part time staff, and approximately 120 volunteers.

c) **Are there past awards, accolades, and grants furnished upon the applicant or nominee that would further exemplify its success in combating intimate partner violence?**

Called “one of our success stories” by White House Advisor on Violence Against Women, Lynn Rosenthal in June 2010, DASH has been asked to consult to federal agencies including the U.S. Department of Health and Human Services and the U.S. Department of Justice, as well as to provide training to housing and domestic violence organizations, including the National Alliance to End Homelessness, the National Network to End Domestic Violence, the Delaware Coalition Against Domestic Violence, the Connecticut Coalition to End Homelessness, and the Virginia Alliance Against Domestic and Sexual Violence, among others. We received a Justice for Victims of Crime Award from the U.S. Attorney for the District of Columbia in 2009 and the MassMutual Citizenship Award from the Washington Business Journal in 2012, and were recognized in the 2012 Catalogue for Philanthropy as one of the region’s best small charities. In April of that year, DASH was invited to participate in the White House Forum on Women and the Economy with President Obama, during which DASH’s ED spoke to the needs of victims of domestic violence with housing and economic supports in the District and nationwide.

d) **If funding were not an issue, what (if any) changes or additions would you make to the nominated program in the future? What are the long term goals for your program? We are interested in hearing both your practical goals in addition to any lofty dreams you might have for the future.**

Through our work, we’ve learned that survivors can often avoid homelessness altogether when given resources, advocacy and services before they’re evicted from their homes or lose their employment as a result of the abuse. The Survivor Resilience Fund is DASH’s most recent initiative to ensure that every home is a safe home for victims of domestic and sexual violence. Through this program, DASH is able to quickly and creatively help survivors address crises which might result in their becoming homeless by providing emergency financial support and advocacy. To date, we’ve assisted victims pay for outstanding medical bills, back rent, security deposits, lock changes, moving expenses and storage bills. In addition to this financial assistance, we provide ongoing advocacy and support in the community, so that survivors can recover from the crisis and move forward with their lives. This intervention has proven to be so effective that DASH is looking for additional resources to help victims stay in permanent
housing and stay out of the shelter system altogether. If funding were not an issue, DASH would broadly expand this program and make it available to many more survivors.

Looking to the future, DASH remains steadfast in our goals to ensure access to safe housing that meet the needs of all survivors, provide the resources to help them avoid homelessness as the primary option for living free from abuse, and act to safeguard their right to set the course of their own lives. We hope to advance our work at the local level to increase housing options for survivors; advance momentum at the national level to share our expertise and lessons learned; and, develop and disseminate our model with other nations around the world.
1. **Is your program culturally and linguistically competent? How do you address the needs of non English speaking and LGBTQ victims?**

   DASH partners with organizations that support marginalized communities, and those survivors for whom English is not their first language. These organizations (including Advocates for Survivors of Torture and Trauma, Ethiopian Community Support Services, Polaris and Ayuda, a program that works with immigrant victims) work with DASH to not only provide referrals for housing, but to coordinate advocacy and support for survivors who are living at DASH while still engaged with programs that provide culturally-specific services. Moreover, the structure of DASH’s Cornerstone Residence is well suited for survivors from diverse communities in need of safe housing. Each family has their own apartment unit, can make their own meals, come and go as they please, and stay connected to friends and family members. This is particularly important for those for whom leaving an abuser may mean severing ties with their community support systems as well.

   In terms of language access, we employ in-person interpreters and the AT&T Language Line to accommodate any languages not spoken by a staff member or when a bilingual staff person is unavailable. For individuals who are deaf or hard-of-hearing, we utilize video relay and video interpreting services which allows them to communicate using sign language (ASL) via streaming video.

   DASH’s program flexibility is also appealing to LGBTQ survivors. DASH is a charter member and active participant of the Rainbow Response Coalition, a group of local service providers and advocates focused on increasing awareness of domestic violence in the LGBTQ community and building the capacity of services to respond. We serve LGBTQ survivors throughout our programs, and this past year received individualized training and technical assistance to enhance our services for the LGBTQ community through the Northwest Network, a national LGBTQ capacity building organization.

2. **What steps do you take to ensure the safety of clients in your program who may still be at risk from their abusers?**

   We collaborate with survivors to address safety risks with the understanding that they are the experts when it comes to their safety and that of their family. We conduct safety and wellness planning with all of our participants on a regular basis and update the plan with them periodically and whenever there’s a change in the family’s situation. We are vigilant about maintaining the confidentiality of all of our residents and their families; our confidentiality policy adheres to federal and local laws which outline clear protections for victims and our staff receives annual training and reviews on that.

   In many respects, our Cornerstone Residence functions as a high-security apartment building. All visitors must be buzzed in twice, sign in at the front desk, and leave an ID while in the building. We maintain a “Do Not Admit” list” with names and pictures (when available) of individuals that our residents identify to be barred from the building. Our Resident Advocates and security officers staff the front desk around the clock, seven days a week, monitoring the flow of people in and out of the building, as well as the surveillance cameras located around the perimeter of the building.
3. **What is the total number of housing units that are earmarked specifically for clients of DASH?**

   In our Cornerstone Residence, DASH operates a total of 43 apartment-style units, comprised of both 1-bedrooms and efficiencies, specifically for participants in DASH housing. We provide housing subsidies to an additional 20 families living in our Empowerment Project, where victims reside in apartment units leased to them by landlords who have MOUs with DASH.

4. **How does one become a client of DASH? Please provide additional information on the “intensive support services” that are available “on site and as needed” to DASH clients. How long are these intensive services provided?**

   A survivor typically becomes a client of DASH by engaging with our Housing Resource Center (HRC), which is one of several programs co-located at the Lighthouse Center for Healing, a nonresidential victim service center in the District. Survivors learn about DASH’s HRC through various avenues including DASH’s extensive network of community partners, the outreach we conduct to survivors in emergency shelters and throughout the community, and word of mouth. We help survivors at the HRC by way of phone consultations and during our weekly walk-in clinics.

   Before reaching out to DASH, survivors often believe that entering the shelter/housing system is their only option to escape domestic violence. DASH Housing Advocates at the HRC assess victims to determine if they have other options, including advocating for housing protections afforded to victims in private rental housing or housing programs; or obtaining financial support offered through DASH’s Survivor Resilience Fund to help them keep their homes. If these options are not enough and relocation into safe housing is necessary, we will facilitate her entry into Cornerstone or the Empowerment Project. Staff also work with the family to find housing in alternative programs when DASH housing is filled to capacity. We develop safety plans with all the survivors coming through HRC to ensure that safety issues are considered and inform each option we generate with them.

   DASH offers intensive services to the families for as long as they are engaged in our programs, which could be up to two years or longer. The services we provide include ongoing assessments, referrals, individual advocacy, counseling and various support groups and workshops. All participants are assessed by the Clinical Director, Chemical Addictions Specialist, Program Director, and, if applicable, the Children’s Program Director, when they enter into the program. The goal of the assessment is to determine the level of immediate crisis and long-term needs of each family so we can provide appropriate trauma-informed support and resources. These assessments are conducted once a quarter with all resident families.

   Each resident is assigned a Resident Advocate whose job it is to support the survivor and her family; to define the goals she wants to work on while at DASH; and, to generate the resources needed to meet those goals. Residents meet with their Advocates on a weekly basis and while the goals are entirely survivor-driven and vary from family to family, goals typically tend to focus on finding permanent housing, finding employment, repairing credit, enrolling in job training or school, obtaining legal support, accessing mental health counseling and/or medical attention for the family, etc.
The Clinical Director works closely with our Addictions Specialist and Children’s Program Director, in conjunction with the Resident Advocates and a cadre of interns from the local Masters in Social Work Programs, to provide a menu of services and supports for the residents. We offer fifteen to twenty programs a month, including support groups on such topics as: trauma recovery; addiction and harm reduction; parenting support; loss and healing; sexual health; and teen rap sessions. In addition, we offer services through our wellness center, which include acupuncture, yoga, massage, weight training, art therapy, and exercise. DASH’s Addiction Specialist and Clinical Director provide one-on-one counseling with participants and develop partnerships with agencies in the community to offer participants a wide array of counseling and facilitate groups at DASH’s Cornerstone program. Volunteers from the Homeless Children’s Playtime Project provide weekly groups for the children and DASH offers in-kind support such as food and other items to assist families make ends meet.

5. **Your application states, “In our service delivery, we have created programs which are a unique combination of low barrier, voluntary services...” Please provide some examples of the programs referenced here. How are clients encouraged to stay engaged with the programs and services provided by DASH?**

Because all of our programs are low-barrier, voluntary services, we accept survivors regardless of their circumstances and do not require participation in program as a condition of housing. This is relatively unique to many housing programs and requires an extra effort of our staff to develop relationships with the families we serve and work to engage them, especially with those who are hard to reach. Indeed, our Advocates often take creative and nontraditional approaches to building relationships, including meeting residents off-site at coffee shops and on the resident’s lunch break, taking walks in the neighborhood, and meeting at the grocery store or in a library. One musically inclined Advocate spent several months helping a resident develop her music video entry to a national talent search, all along building trust in the process. One resident rarely left her room due to debilitating depression, so her Advocate visited the resident weekly in her unit, often using the topics discussed on daytime television as a jumping off point for addressing pressing issues.

Because of this, participation is authentic and meaningful when it residents choose to engage and then, tend to do so on an ongoing basis. We encourage residents to continue to participate by developing programs and services that are directly informed by what the residents tell us they want and need. We ask them for their feedback through surveys, progress assessments, and exit interviews, and regularly incorporate their suggestions into new programs.

6. **Please feel free to briefly share any additional information about your program that may be helpful for our reviewers to know.**

Our motto is “Home. Means. Safety.” and it reflects our primary objective at DASH -- to help all survivors of abuse have a safe place to go and the resources necessary to re-establish their lives on their own terms. Through the combined use of our model, which articulates the principles that guide our decision-making, and our organizational structure, which provides the essential framework to how those decisions are made, we are able to ensure safety in our programs and autonomy for the victims we serve. It is a flexible, nuanced method for providing safe housing with dignity and compassion, and it’s the part of DASH that is the most unique.