

The Wooden Floor Chief Operating Officer

The Wooden Floor seeks a Chief Operating Officer; a mission-focused, strategic, results-oriented operational leader to complement the skills and role of the Chief Executive Officer and be a part of a high performing Senior Leadership Team.

Founded in 1983, The Wooden Floor in Santa Ana, California, is one of the foremost creative youth development nonprofit organizations in the country. We transform the lives of young people in low-income communities through the power of dance and access to higher education. In Orange County and through our national licensed partners, we use a long-term approach grounded in exploratory dance education to foster the confidence and gifts within each child to innovate, communicate, and collaborate – skills necessary for success in school and in life. Since 2005, 100 percent of students who graduate from The Wooden Floor (TWF) immediately enroll in higher education, and many of them go on to pursue degrees in business, engineering, medicine, and the arts. Our students become change agents and beacons of hope within their own families, their neighborhoods, our community, and our world.

The mission of TWF is to empower low-income youth from diverse backgrounds to strengthen self-esteem, self-discipline, and their sense of accomplishment through dance, academic, and family programs. Serving the most economically-disadvantaged young people and their families, our long-term vision is to break the cycle of poverty in our community through generational change.

TWF serves 375 students, for up to a ten-year journey from grades 3-12, through year-round dance education and performance opportunities that are strategically integrated with academic tutoring, college and career readiness, and family support services. Approximately another 3,000 students in grades 3-5 are served throughout Central Orange County with *Dance Free Weeks* - an in-school dance immersion program each fall.

In 2009, the Board of Directors and staff embarked on a strategic planning process, resulting in a 10-year Strategic Vision 2010-2020 to: *advance the program model, grow local impact, and increase visibility and advocacy*. This Vision set the course for scaling the organization's impact, both locally and nationally, through licensing of its program model. TWF signed its first licensed partner, CityDance DREAM in Washington, DC in November 2015. Recently, we announced plans to add a second location in Santa Ana in order to serve 100 more students by fall 2017, for a total of 475 young people and their families. In January 2016, TWF launched a quiet phase of a four-year comprehensive campaign that will support its growth plans to fund annual program operations, programmatic expansion to serve more children, and increase our Endowment to support long-term sustainability.

TWF's major awards include:

- The PIMCO Foundation, *Leadership Circle Award, 2015*
- Employees Community Fund of Boeing California, *Crystal Vision Award, 2013*
- Afterschool Alliance & The MetLife Foundation *Afterschool Innovator Award, 2012*

- Access to Artistic Excellence Award, *National Endowment for the Arts, 2010*
- Arts Presenters/MetLife Arts Access Award: Engaging Underserved Communities, *Association of Performing Arts Presenters/MetLife, 2010*
- Bank of America *Neighborhood Builders Award, 2009*
- United States Presidents' Committee on the Arts and the Humanities, National Endowment for the Arts, "*Coming Up Taller*" Award, 2003

Position Summary:

The Wooden Floor is seeking a mission-focused, strategic, results-oriented leader to complement the skills and role of our Chief Executive Officer (CEO) and be a part of a high performing Senior Leadership Team (SLT). The Chief Operating Officer (COO) provides operational leadership, enabling the CEO to enhance focus on strategic matters of importance to the organization such as board development, fund development, advocacy and visibility, as well as organizational development and growth plans.

The COO works closely with the CEO and SLT to ensure TWF is successful in meeting its core standards for excellence, learning, and quality, as it continues to increase its impact locally and nationally. Primary areas of responsibility include Internal Alignment and Strategy, Operational and Systems Management, Strategic Human Resources and Talent Development, and Financial Management. The COO is critical to the integration, effectiveness, planning, execution, and strategic decision-making of the organization. S/he brings needed capacity to the SLT, while helping to develop and guide the team to meet the organization's future needs.

Reports To: Chief Executive Officer
Classification: Exempt
Status: Full-time
Hours: General Operating Hours: 9:00am-6:00pm

Essential Competencies:

The COO nurtures a culture in which TWF's values thrive, through his/her strategic decision-making, leadership, and communication styles. The COO's success is measured by meeting responsibilities while demonstrating values of respect, excellence, community, and stewardship.

Respect: Demonstrated ability to work effectively with a diverse team and to respect the unique needs, cultures, individuality, and diverse backgrounds of our internal team, students and families, partners, and Board of Directors.

Excellence: TWF strives for excellence in everything we do. This means being strategic while having exceptional attention to detail. The COO will continue to enhance a performance culture among our team and will oversee execution with a focus on excellence.

Community: The COO's focus is primarily TWF's internal community of staff, independent contractors, and volunteers. S/he works to build a community culture that is respectful, caring, open to differing views, and focused on the mission and what is best for the children. S/he builds a sense of team among staff in support of one another and the organization's vision, mission, and goals.

Stewardship: The COO ensures operationally, fiscally-sound, and responsible decisions to achieve TWF's long-term vision and goals.

Essential Job Functions:

Internal Alignment and Strategy

Percent of Time: 30

- In support of the CEO, address strategic opportunities and challenges for the organization, and execute strategies to further TWF's vision. Lead the organization-wide strategic planning review process, and support the SLT with annual operational planning, budgeting, and forecasting.
- Identify opportunities for TWF to leverage cross-department strengths to take advantage of new opportunities and/or to address organizational challenges. Work with the SLT to identify opportunities to enhance efficiency or effectiveness and to develop new ways of doing things when needed to support TWF's value of excellence.
- Support and enhance TWF's culture of data-driven decision-making by ensuring effective reporting and use of data across the organization, including the Longitudinal Study, Annual Metrics, Growth Learning Framework, and organization data. Utilize data to forecast upcoming trends that may affect TWF strategically or financially, and report on findings to drive strategic decision-making.
- Work with the Board of Directors, attend Board meetings, and serve on committees, as requested by the CEO.
- Provide leadership and guidance on development and execution of growth initiatives, including *TWF-In-A-Box*®, Depot at Santiago, and licensed partnerships.
- In support of the CEO, assist and vet potential growth opportunities by utilizing TWF's Growth Policy and filter process.
- Perform other duties as assigned by the CEO.

Operational and Systems Management

Percent of Time: 35

- In support of the CEO, serve as a conduit for TWF's internal operations with specific responsibility for leading, evolving, and executing on the strategies and plans for the following departments: Student Support Services, Operations/Facilities, and Communications and Marketing. Provide effective and inspiring leadership by being actively involved in the day-to-day operations of these areas, developing both a deep and broad knowledge.
- Guide strategic decision-making and serve as go-to for key decisions, work plans and evaluation.
- Oversee the Director of Production & Operations (DPO) in the identification and planning for technology, facilities, and operational improvements at two locations, as needed and in support of the strategic plan initiatives. In addition, collaborate with the CEO, DPO and the Artistic Director (AD) in support of Artistic and Production matters, as needed.
- Oversee the Director of Student Development (DSD) in the development of new programs or implementation of program changes, as needed and in support of student needs and the strategic plan initiatives. In addition, collaborate with the CEO, DSD, and AD in support of Student Support Services matters, as needed.
- Oversee the Director of Communications & Marketing (DCM) in the development and execution of communications plans and strategies, including public relations and community relations, as needed and in support of the strategic plan initiatives. Work

with the CEO and DCM to enhance internal communications across the organization to maximize integration, understanding, and cohesiveness in TWF's strategies and communications.

- Collaborate with the CEO and Artistic Director (AD) in support of Dance Education and Artistic Operations, as needed and in support of the strategic plan initiatives.
- Collaborate with the CEO and Chief Development Officer (CDO) in support of the Fund Development Operations, as needed and in support of the strategic plan initiatives.
- Collaborate with the CEO and Controller (CONT) in support of the Financial Management and Business Operations, as needed and in support of the strategic plan initiatives.
- Collaborate with the CEO and Strategic Operations Administrator (SOA) to guide projects under management of the SOA, and in support of the strategic plan initiatives.
- Perform other duties as assigned by the CEO.

Strategic Human Resources & Talent Development

Percent of Time: 20

- Further people-centered culture at TWF and enhance human resources functions including training, development, culture, compensation and benefits, employee relations, performance management, and recruiting.
- Develop and retain TWF's talent by providing timely feedback, coaching, and mentoring in support of TWF's mission and vision, as well as employee goals.
- Lead training and development in support of the organization's goals and current and future needs, including developing and implementing training programs to expand the capacity of all staff.
- Work along with the CEO and SOA to plan staff retreats to enhance team-building, integration, cross-training, as well as to celebrate successes, and facilitate strategic discussions among the team.
- Work along with the CEO and the SLT to cultivate the values of TWF within the organization.
- Provide leadership on organizational culture initiatives to continue to develop, enhance, and sustain an excellent organizational culture through growth.
- Perform other duties as assigned by the CEO.

Financial Management

Percent of Time: 15

- Work along with the CEO and CONT to drive organization-wide budget development and monitoring departmental expenses with the SLT members.
- Work along with the CEO, CDO and CONT to assess the financial condition and fund development projections of the organization through collecting, interpreting, and reporting financial data.
- Perform other duties as assigned by the CEO.

Required Qualifications, Skills, and Competencies

- 8-10 years of progressively challenging leadership and/or management responsibilities.
- 5-8 years of experience managing operational areas of an organization, with an emphasis on operations, programs, and talent management.
- Demonstrated commitment to the mission of empowering young people and families through nonprofit management experience, or skill-based volunteering experience in the areas of arts, education, college access, and/or social services.

- Demonstrated success as a mission-driven and business-minded leader, learner, collaborator, and executor.
- Strong business acumen, project management, and understanding of how the different facets of an organization work together.
- Experience and desire to serve as a coach to staff, able to provide constructive and timely feedback.
- Demonstrated success in managing and training employees, contractors, and volunteers.
- Excellent listener, consensus builder, and decision-maker.
- Excellent verbal and written communication skills.

Preferred Qualifications:

- Experience working in a medium-sized, and growing organization.

Required Education, Licensures, Certifications, Other:

- Bachelor's or advanced academic degree.
- Ability to pass background check.
- Possess a valid California Driver's License and maintain a clean driving record.
- Proficient in MS Office Suite.

Compensation:

Commensurate salary based upon demonstrated experience and qualifications.

For more information please send resume' and cover letter to:

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American With Disabilities Act Assessment: Below are general guidelines on the position's physical, mental, and environmental working conditions.

Bend: Occasionally
Squat: Occasionally
Crawl: Not applicable
Climb: Occasionally
Kneel: Occasionally
Handle Objects: Occasionally
Push/Pull: Occasionally
Reach Above Shoulder Level: Occasionally
Sit: Frequently
Stand: Frequently
Walk: Frequently
Use Fine Finger Movements: Frequently
Carry/Lift Loads up to 25 Pounds: Occasionally
Carry/Lift loads between 25-50 lbs: Occasionally
Carry/Lift Loads over 50 Pounds: Not applicable
Read/Comprehend: Frequently
Write: Frequently
Perform Calculations: Frequently
Communicate Orally: Frequently
Reason and Analyze: Frequently
Chemical/Biological Agent: Not applicable
Construction Activities: Not applicable
Contact with Water/Liquids: Not applicable
Drive Motorized Equipment: Not applicable
Confined Spaces: Not applicable
Elevated Work Location: Not applicable
Radioactive Materials: Not applicable
Temperature Variations: Not applicable
Gas System: Not applicable