POSITION NARRATIVE

Director of Communications and Marketing
First 5 LA

BACKGROUND

First 5 LA is one of 58 county commissions created by Proposition 10 in November 1998, to support children from prenatal to age 5. Proposition 10 established a dedicated funding source of a 50 cent-per-pack tax on cigarettes and a comparable tax on other tobacco products, which currently generates approximately $420 million annually statewide. First 5 LA’s estimated state revenue for FY 2014-15 is $88 million, and the budget, drawing on funds committed to in previous years, is $241 million.

First 5 LA recently adopted 2015-2020 Strategic Plan: Focusing for the Future. The planning process presented an exciting opportunity for the agency to achieve greater clarity, direction, focus for impact and sustainability for the next five years and beyond. The Board of Commissioners approved the following:

Vision Statement: Throughout Los Angeles’ diverse communities, all children are born healthy and raised in a safe, loving, and nurturing environment so that they grow up healthy in mind, body, and spirit, are eager to learn, with opportunities to reach their full potential.

Target Population: First 5 LA will work on behalf of all children 0-5 and their families in Los Angeles County, but will focus on those who face significant risks and challenges to achieving their maximum physical and socio-emotional health and learning potential.

Ultimate Impact: Children enter kindergarten ready to succeed in school and life.

Priority Outcomes: The following outcomes articulate where First 5 LA will invest its resources to achieve the desired impact:

- Families: Increased family protective factors
- Communities: Increased community capacity to support and promote the safety, healthy development, and well-being of children 0-5 and their families
- Early Care and Education: Increased access to quality early care and education
- Health and Mental Health: Improved capacity of health, mental health, and substance abuse services systems to meet the needs of children 0-5 and their families

First 5 LA’s Strategic Plan for 2015-20 reflects the Commission’s strategic priority to maximize its impact on behalf of young children and fiscal priority to live within its financial means. The plan represents First 5 LA’s changing paradigm for impact, which reflects a lesser emphasis on discrete direct services that serve relatively few children and greater emphasis on systems change, collaboration, and public policy that can reach children at a larger scale.

The Communications and Marketing Department has a key strategic role in the successful implementation of all four priority outcome areas. Communications and marketing are viewed as
important levers for advancing the agency’s successful implementation of the overall strategic plan. The Department is responsible for overall brand management, corporate communications, media relations, website, social media, advertising, event management, collateral materials, sponsorships/partnerships and internal communications.

The First 5 LA Board of Commissioners comprises 17 members (nine voting, four ex-officio, and four alternates). The Board includes voting members appointed by each of the Los Angeles County Supervisors and the County departments of Children and Family Services, Public Health and Los Angeles County Office of Education (LACOE). The Chairman of the Los Angeles County Board of Supervisors is the Chair of the Board of Commissioners.

More information is available at www.first5la.org.

**POSITION SUMMARY**

The Director of Communications and Marketing is a member of the agency’s senior management team and an organization-wide leader of First 5 LA. The Director is responsible for managing the agency’s overall brand, and developing and executing a communications and marketing strategy to support implementation of First 5 LA’s 2015-20 strategic plan. The Director leads a staff team of 13 and contractors to create and execute on all tactics – public education campaigns, media relations, website, social media, events, advertising, partnerships/sponsorships, collateral materials and community outreach. The Director is the principal communications and marketing strategist for the agency.

**ESSENTIAL DUTIES & RESPONSIBILITIES**

As a member of the senior management team, the Director serves as key advisor to the Executive Director and Chief Operating Officer, contributing to the general management of the agency and exemplifying the adopted organizational values of collaboration, integrity, respect, accountability, purpose, shared leadership and learning.

**External Focus**
Primary owner of the First 5 LA brand; establishes First 5 LA as a county, state and national leader in policy and programs that benefit children 0-5 and their families.

Provides counsel to the Board of Commissioners, Executive Director and Chief Operating Officer in the development and execution of First 5 LA’s communications and marketing strategy, and fully aligns the work of the Communications and Marketing department with the goals and priorities established by the Board of Commissioners.

Oversees the design, implementation and evaluation of a comprehensive communications and marketing effort that supports strategic plan implementation. Key tactics include public education campaigns, media relations, website, social media, events, advertising, collateral materials, partnerships/sponsorships and community outreach. Audiences will vary based on agency strategic priorities, and will include parents of children 0-5, grantees/community-based organizations, community partners, elected officials/staff, external stakeholders, employees and the general public.
Lead story-teller and corporate communicator for the agency. Serves as an organizational spokesperson with the media, and assures the Agency has strong and productive relationships with traditional and on-line media.

Develops and maintains strategic relationships with other Proposition 10 Commissions, the statewide association and First 5 CA in order to support First 5 LA’s communications and marketing goals.

Oversees responses to all public records requests in keeping with the organization’s Public Records Policy and Procedures, and maintains all required documentation regarding requests and provision of documents.

**Internal Focus**
Principal communications and marketing strategist for the agency; leads staff team/contractors to develop and execute a communications and marketing strategy that supports successful implementation of First 5 LA’s 2015-20 strategic plan.

Plans and administers $6 million overall budget including a $1.6 million internal operations budget for 2014-15.

Supervises internal department team currently comprised of thirteen. Personnel management responsibilities include structuring the department to ensure effective operation: interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; motivating, rewarding and disciplining employees; addressing complaints and resolving problems.

Partners with internal colleagues to collaborate and advance communications and marketing strategies that support the most effective execution of organization-wide outcomes. Key internal partnerships include collaborating with Policy & Intergovernmental Affairs on communication strategies, plans and events that support public policy objectives, and Best Start Communities on communications and marketing strategies, plans and events that support community building and civic engagement efforts.

Oversees effort to solicit, select and manage contractors to assist with creative, ad placement, event management, collateral materials and other needs as they arise. Ensures that First 5 LA receives full value from contractors, and works collaboratively with them to identify opportunities that move forward First 5 LA’s communications and marketing goals.

Assures that department develops measurable outcomes for communication and marketing activities and creates an evaluation plan which will inform future investments of time, talent and resources.

Oversees quality of all creative and editorial content in traditional and digital formats — flyers, pamphlets, social media posts, e-newsletter, and the annual First 5 LA progress report. Responsible for alignment of all creative and editorial content with branding guidelines and style guide.

Assures that agency website and social media channels are effective tools in brand management and messaging. Monitors and mines analytics for continual performance improvement.
Directs internal communication efforts; primary advisor to the senior management team in the messaging of internal announcements and updates.

Supervises efforts to train staff and Commissioners as brand ambassadors and effective agency spokespeople. Oversee efforts to train First 5 LA grantees and secure compliance with agency style guide.

Prepares/edits talking points, FAQs and speeches for the Executive Director, Chief Operating Officer, Commissioners and staff, as needed.

**QUALIFICATIONS**

**Education**
Bachelor’s Degree (B.A.) degree from an accredited college or university in the fields of communications, marketing, public administration or a related academic field. Master’s preferred.

**Experience**
A minimum of ten (10) years of professional experience in corporate communications and/or cause marketing in support of an issue, social service program or campaign. A minimum of five (5) years of experience in personnel management. Experience in not-for-profit or government sectors preferred.

Experience in successfully designing, implementing and evaluating comprehensive cause communications and marketing efforts including: brand and reputation management, corporate communications, website analytics, social media presence, media event effectiveness, collateral materials, sponsorships/partnerships and internal communications.

Track-record of effectively working through vendors and contractors to leverage internal capacity and successfully implement organizational goals.

Experience in situations which require crisis communications strategies and tactics.

Reputation for producing high-caliber, media worthy events which successfully complement other communications and marketing tactics.

Experience being a member of a team committed to modeling organizational values, applying critical thinking and analysis to the work, and holding each other accountable for organization-wide outcomes.

Track-record of using a shared leadership approach to working with a well-educated, professional team that fosters a climate of trust, facilitates relationships and fosters collaboration within the department staff.

**Knowledge & Abilities**
Outstanding writer and editor of all types of content.

Strong analytic skills to assess the most effective communications and marketing strategies in which to invest.
Knowledge of the local and on-line media markets and the structure and operations of print, broadcast and online news organizations. Possesses strong and active relationships with media.

Understanding of website and social media analytics, and tactics to improve the agency digital presence.

Familiarity with current issues regarding children and families of Los Angeles County, including public health, childcare and early childhood development, and a broad enough perspective to recognize opportunities to move forward communications and marketing goals.

Understanding of the ethnic, cultural, geographic and socio-economic diversity of the population served by the agency. Ability to calibrate messaging for a wide-range of audiences, including parents from ethnically diverse backgrounds, key partners, opinion leaders and elected officials.

**Personal Qualities**

Impeccable integrity, positive attitude, mission-driven and self-directed with a demonstrated passion for First 5 LA’s mission.

Ability to contribute to the development of a shared vision, appeal to common ideals and enlist others in imagining the possibilities. Reputation for experimenting and taking calculated risks.

Successful coach and mentor who develops competence and confidence in others, and objectively and equitably holds people accountable for results.

Goal oriented, but realistic. Able to recognize and celebrate successes, even partial or incomplete victories, and learn from mistakes and set-backs.

Politically astute and tactful; attentive to the perspectives and competing interests of various internal and external stakeholders.

Fundamentally respectful of others, committed to diversity and inclusion; values a diversity of perspectives and encourages contributions by all team members.

Adaptable and reliable in the face of conflict, crisis, or changing priorities.

 Understands and values quality improvement, applies managerial and technical skills to measure and improve efficiency and effectiveness.

 Rapidly acquires knowledge, exercises good judgment in its application, and effectively manages overlapping projects and deadlines.

**Language Skills**

Active and engaged listener. Authentic and genuine interpersonal skills.

Excellent communicator, with a demonstrated success on the record and in front of the camera. Spanish/English bilingual, a plus.
Ability to read, analyze, and interpret the most complex documents. Ability to edit, and provide feedback and coaching to staff and contractors on all content. Ability to respond effectively to the most sensitive inquiries or complaints.

**Computer Skills**
Proficiency in MS Office Suite (Word, Excel, PowerPoint, Outlook) and Internet Explorer or other widely used and supported Internet browsers.

**Travel Requirements**
This position requires travel locally, statewide and nationally as needed.

The statements in this narrative represent typical elements, criteria, and general work performed; they are not to be construed as an exhaustive list of all responsibilities, duties and skills required for the position.

### COMPENSATION & BENEFITS

**Compensation**
Competitive senior non-profit executive salary commensurate with experience.

**Health**
First 5 LA pays for 100% of the premiums for employee and dependents for medical, dental, vision benefits, and for employee’s life and long-term disability insurance policies; benefit eligibility takes effect on the first of the month following 30 days of employment.

**Retirement Savings**
First 5 LA offers a 403(b) retirement savings plan through The Standard. Effective January 1, 2015, First 5 LA will make a non-elective contribution of 3% of salary for 0-5 years of service. The contribution, based on length of service, is as follows 4.5% for years 6-10; 6% for years 11-15; 7.5% for years 15+.

In addition, First 5 LA will match 100% of an employee’s contribution, up to 3% (depending on years of service); a matching benefit of 1% of salary will be available from the first day of employment.

### APPLICATION PROCESS

Please direct all inquiries, recommendations and resumes to Julie Justus McGinity, Principal, Justus McGinity Executive Search at First5LA@i2mconsult.onmicrosoft.com. Interested candidates are encouraged to submit resumes promptly. There is no established deadline for the submission of applications; resumes will be accepted until the position is filled. Only candidates who move beyond the review of submitted written materials will be contacted.

**Equal Opportunity Employer**
First 5 LA and Justus McGinity Executive Search do not discriminate on the basis of race, color, creed, sex (including pregnancy, childbirth or related medical conditions and gender), religion, marital status, registered domestic partner status, age national origin or ancestry, physical or mental disability, legally protected medical condition, including genetic characteristics, sexual orientation, or any other status protected by federal, state or local laws. It also pertains to a perception that anyone who has any of those characteristics, or is associated with a person who has, or is perceived as having one of those characteristics, to the extent required by law.