POSITION NARRATIVE
Senior Director of Administration
First 5 LA

BACKGROUND
First 5 LA is a leading early childhood advocate organization created by California voters to invest Proposition 10 tobacco tax revenues in Los Angeles County. In partnership with others, First 5 LA strives to strengthen families, communities, and systems of services and support so that all children in L.A. County enter kindergarten ready to succeed in school and life.

The first five years of life establishes the foundation for the future success of children. Given that parents and caregivers are at the heart of a child’s development, they are at the center of our work. Since 1998, we have invested more than $1 billion to improve the health, safety and school readiness of children prenatal to age five. Our FY 2015-16 Budget is $229 million.

In November 2014, the First 5 LA Board of Commissioners unanimously approved 2015-2020 Strategic Plan, “Focusing on the Future.” The Strategic Plan lays out a clear path for the organization to maximize our impact to strengthen families and improve outcomes for the greatest number of children prenatal to age 5 in L.A. County. In moving forward, First 5 LA will increase its emphasis on systems change, collaboration and public policy.

First 5 LA’s Strategic Plan identifies four outcome areas (Outcomes) where we can contribute to achieving broad, lasting impact affecting the greatest number of children prenatal to age five and their families. The strategies we use to reach these Outcomes are connected and mutually reinforcing, providing a clear, focused path for First 5 LA’s work with its partners to help children enter kindergarten ready to succeed in school and life.

Target Outcomes

1. **Families**: Increased family protective factors.
2. **Communities**: Increased community capacity to support and promote the safety, healthy development and well-being of children prenatal to age five and their families.
3. **Early Care and Education Systems**: Increased access to high-quality early care and education.
4. **Health-Related Systems**: Improved capacity of health, mental health and substance abuse service systems to meet the needs of children prenatal to age five and their families.

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2 The five protective factors are: 1) parental resilience; 2) social connections; 3) knowledge of parenting and child development; 4) concrete support in times of need; and 5) social-emotional competence of children. Source: [http://www.cssp.org/reform/strengthening-families/2013/SF_All-5-Protective-Factors.pdf](http://www.cssp.org/reform/strengthening-families/2013/SF_All-5-Protective-Factors.pdf)
Strategies to Reach Outcomes: The Six Investment Areas

1. **Research and Development**: Promote the widespread use of proven best practices that are grounded in research and real-life application.

2. **Public Policy and Advocacy**: Increase public investments of funds dedicated toward young children and improve policies that affect those investments.

3. **Provider Training**: Build the knowledge and skills of the people providing support and services to parents and children.

4. **Community Capacity Building**: Help individuals and groups that live and work in neighborhoods and communities take greater ownership and responsibility for the children and families who live within them by fostering safe, healthy and vibrant communities.

5. **Service Delivery System Improvement**: Increase the quality, effectiveness, and coordination of how services are accessed and provided.

6. **Communications**: Educate the public about the importance of investing in young children and families.

The Senior Director of Administration has a key role in the successful implementation of the Strategic Plan, Outcomes and Investment Strategies. As a trusted advisor to the Executive Vice President, the Senior Director works to ensure that operational and administrative issues and their potential impact on program management and the development of initiatives, grants or programs are fully considered by the Executive Team.

The First 5 LA Board of Commissioners comprises 17 members (nine voting, four ex-officio, and four alternates). Currently, the Board includes voting members appointed by each of the Los Angeles County Supervisors and the County departments of Mental Health, 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](http://www.first5la.org).

**POSITION SUMMARY**

The Senior Director of Administration is accountable for the management of the administrative functions of First 5 LA. In conjunction with the Executive Vice President, the Senior Director ensures that internal processes, workflows, procedures and systems reflect best practices for public entities and are optimized to support the organization in achieving its Outcomes and executing its Investment Strategies. The Senior Director drives all business process improvements and serves as the first point of contact to resolve operational and administrative issues.

The Senior Director supervises three Department Directors and oversees the management of the internal administrative areas of contract compliance, finance, information technology, facilities and records management.

**ESSENTIAL DUTIES & RESPONSIBILITIES**

As a key direct report of the Executive Vice President, the Senior Director of Administration contributes to the general management of the agency and exemplifies the adopted organizational values of collaboration, integrity, respect, accountability, purpose, shared leadership and learning.
Develops, coaches and supervises Department Directors and team members, empowering them to elevate their leadership and management skills.

Ensures the utilization of administrative best practices for public entities.

Reviews and analyzes all financial reports.

Leads risk management efforts, ensuring robust internal and external controls are in place.

Identifies opportunities to leverage First 5 LA’s investments to maximize revenue for services and supports.

Develops and implements business process improvements to support strategic, data-driven decisions and management of First 5 LA’s programs and grants portfolio.

Maintains a friendly, creative and service-minded approach in supporting the administrative requirements of First 5 LA departments and programmatic work.

Develops and implements policies and procedures to ensure alignment with State regulations, local ordinances and First 5 LA directives.

Chairs interdepartmental workgroup which reviews, updates and creates internal and external policies and procedures, as needed.

As the first point of contact for resolution of operational and administrative issues, interprets organizational policy and enforces the consistency of organizational policies and procedures.

Maintains an open and transparent procurement process, consistent with Board-approved policy.

Develops a data systems strategy that supports the evaluation of progress against established performance metrics and benchmarks.

Drives enhancement of internal and external finance and program auditing processes and procedures.

Provides regular reports to the Executive Vice President, measuring performance in all areas of responsibility, identifying areas of concern and recommending change as needed.

Ensures seamless communication between the Executive Team and the administrative functions.

Supports the organization’s commitment to diversity and inclusion, and values a diversity of perspectives.

Recommends new hires for Directors and Executive Assistant, as needed; works with direct reports on professional development and on-going training, and appraises performance.

Develops and manages First 5 LA’s records management processes in accordance with the organization’s record management policy.

Responds 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.
- Keeps apprised of and interprets all laws, regulations, statutes, rules and policies affecting First 5 LA and Proposition 10
- Retains and supervises contractors and consultants, as needed

In collaboration with the Department Directors and other team members, the Senior Director oversees the following:

**Finance, Accounting & Audit**

- Development and presentation of financial reports required by the Board of Commissioners, including the annual budget, financial projection, and administrative cap
- Implementation and maintenance of business policies and accounting principles that reflect best practices for public entities
- Provision of relevant financial data to support programmatic decision-making and accountability
- Selection of and point of contact for annual organization-wide audit by outside vendor

**Information Technology**

- Development of a comprehensive IT strategy which facilitates the achievement of First 5 LA’s Strategic Plan priorities and continually works to effectively utilize technology to close capability gaps
- Implementation of new software and business applications to support financial systems, contract compliance, enhance reporting capability, inform First 5 LA’s learning strategy, and support relationship management
- Initiation and supervision of vendors and contractors to assist in the timely execution of new technologies and applications
- Creation and implementation of an organization-wide strategy for adoption of new software and business applications

**Contract Compliance**

- Approval of contract language for grantees and contractors
- Approval of any exceptions to state regulations and/or guidelines
- Monitoring and reporting on the legal compliance of grantees and contractors
- Procurement, monitoring and management of business insurances
- Adherence to policies and procedures to detect and prevent illegal, unethical or improper conduct
- Provision of quarterly status reports to keep the Executive Vice President informed of any compliance issues which may result in corrective action for a grantee or contractor
- Training and accountability of staff for compliance with regulations and procedures
Facilities Management

- Provides day-to-day management of First 5 LA’s facilities management vendor and resolution of building issues (i.e. office moves, desk reconfigurations, storage, maintenance and painting, parking, security and tenant management)
- Ensures that the physical working environment provides a positive, productive climate for operations through maintenance, planning, and general building services
- Ensures that the organization is providing the necessary equipment and supplies to cost-effectively meet operational requirements

QUALIFICATIONS

This leader has 10 years (preferred) management experience driving operational or business performance improvement in organizations of similar size and scope of responsibility to First 5 LA.

Knowledge, Skills & Abilities

- Knowledge of highly effective business and operational practices in organizations of similar size and scope to First 5 LA
- Ability to lead teams through change to gain process improvements and better support execution of First 5 LA Strategic Plan priority areas and legacy investments
- Effective people manager who actively provides direction, guidance and feedback to strengthen knowledge, develop skills, accomplish tasks and solve problems
- Mission-driven and self-directed, with a demonstrated passion for First 5 LA’s mission
- Ability to act decisively with supporting rationale; commits to a clear course of action and ownership
- Demonstrated commitment to diversity and inclusion; values a diversity of perspectives and encourages contributions by all team members
- Outstanding project management skills; oversees multiple work streams/projects/departments simultaneously
- Navigates and is adaptive to ambiguous environments; handles uncertain situations professionally and reasonably; recognizes that ambiguity is inevitable in some processes and accepts that some risks must be taken to make progress
- Demonstrated analytical and critical thinking skills
- Innovator who leverages financial resources beyond Prop 10 revenue for the benefit of services and supports for young children and their families
- Thoughtful leader who considers internal and external stakeholder needs and considers impact when decision-making
Outstanding written and oral communication skills with demonstrated ability to develop and deliver executive-level communications

Excellent attention to detail

Experience

- Demonstrated success in financial leadership and driving business and operational improvement
- Progressive management experience in finance administration, information technology, or contract compliance preferred
- Track record as an agent of change, capable of leading teams through process improvements and creating highly functional platforms for achieving programmatic and policy outcomes
- Familiarity with finance and accounting best practices for a public entity preferred
- Experience working in the philanthropic, non-profit or public sector preferred

Education

- A Bachelor’s Degree from an accredited college or university
- An advanced degree in Business Administration or Public Administration preferred

Computer Skills

- Proficiency in MS Office Suite (Word, Excel, PowerPoint, Outlook)
- Ability to use widely supported internet browsers.

Travel Requirements

- This position requires travel locally, statewide and nationwide 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
First 5 LA offers a 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, and 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 and investment plan through The Standard. First 5 LA makes a contribution to employee retirement savings of 3% of salary for less than 5 years of service, 4.5% for 5-9 years; 6% for 10-14 years; 7.5% for 15 years or more.
In addition, First 5 LA matches 100% of an employee’s elective contribution, up to 3% of salary after 2 years of service or more; a matching benefit of 1% of salary is available from the first day of employment, and increases to 2% of salary after the first year.

**APPLICATION PROCESS**

First 5 LA has partnered with Justus McGinity Executive Search to complete this recruitment.

Interested candidates are encouraged to submit their resumes promptly to resumes@first5la.org. Please write Senior Director of Administration in the subject line of your email. 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 by Justus McGinity Executive Search or First 5 LA.

*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.