



# FIRST 5 LA VICE PRESIDENT STRATEGY & CULTURE

Position  
Announcement

As one of the state's largest funders of early childhood and an independent public agency, First 5 LA aligns our organizational practices, capabilities and resources to make the greatest possible impact for Los Angeles County's children prenatal to age 5 and their families.

First 5 LA, established through a voter-approved initiative in 1998 (Proposition 10), oversees the expenditure of tobacco tax revenues to support, promote, and optimize early childhood through systems change work that emphasizes child health, community work and early care and education. Since our inception, we have invested more than \$2 billion dollars. In November 2022, Proposition 31 was approved by California voters. Proposition 31 bans the sale of flavored tobacco products in California and will impact the collection of Prop 10 tax revenue. The estimated revenue for FY 23/24 from Prop 10 for Los Angeles County is \$53.9 million.



## ABOUT FIRST 5 LA

Our partners describe us as a trusted agency and partner, an effective bridge between the public and private sectors, and able to move nimbly between government and community-based organizations. They say that we have stepped up to the plate on race and inequality, focused on the social safety net for children most in need, and are an effective convener with a strong internal talent capable of bringing together people working in different areas of child wellbeing and collaborating on aligned policy and system change goals. Finally, we are recognized by partners for our ability to blend, leverage and grow resources to sustain the work we have demonstrated to be highly effective for supporting the developmental potential of children from prenatal to age 5.

The fundamentals of First 5 LA are strong. The organization is: guided by a clear strategic focus on effective systems change to improve outcomes for children prenatal to five and their families; grounded in values that imbue our work together and alongside community; governed by a Board confident in First 5 LA's strategic direction; and led by a team of mission-driven, passionate, adaptive, and capable professionals - First 5 LA's greatest asset.

For more information, please visit: [www.first5la.org](http://www.first5la.org)

### FIRST 5 NETWORK

We are proud to be part of the statewide network of 58 county commissions championing investments in the health and well-being of our youngest children and their families. We celebrate our collective work that began in 1998 when California voters passed Proposition 10, instituting a new tax on tobacco products to fund the creation of the statewide network of First 5s.

Together, the First 5 network — First 5 California, First 5 Association and our county commission partners — shines a spotlight on the importance of the early years. In everything we do, the First 5 network brings expertise and perspectives in early childhood, elevating the concerns of children prenatal to age 5 and their families where they may otherwise not be considered. At First 5 LA, we commit to working collaboratively with our First 5 network to continue to support young children's safe and healthy development now and into the future.

### PRIORITIZING CRUCIAL EARLY YEARS

There is a window of opportunity during a young child's development that calls on the collective efforts of parents, the community and service providers to respect, support one another and work together. While this window is open, from prenatal to age 5, 90% of a child's brain will develop and determine social, emotional and learning patterns for life. Laying a solid foundation — step by step — helps build and develop a child's brain and ultimately impacts their ability to enter school ready to learn and succeed. Supporting children during this crucial period is the best way to promote lifelong health, well-being and success.

## A STRONG FOUNDATION FOR EVERY CHILD

To set a strong foundation for children's health and well-being, lifelong learning and success, collaboratively we must ensure our systems and organizations truly work for and support every child and their family across race, ethnicity, class, geography, physical and cognitive differences, sexual and gender identity, home language and the diversity of family structures. And we know these systems will only work for young children when we recognize that they live, grow and develop within the context of their families and communities. That's why at First 5 LA we take a whole child, whole family approach.

To ensure every child has what they need to reach their full developmental potential during the critical years of prenatal to age 5, at First 5 LA we engage in a targeted universalism approach. We ground our [2024-2029 Strategic Plan](#) in universal goals for the well-being of all children prenatal to age 5 and their families in Los Angeles County. Then we work with our partners, communities and families to identify targeted tactics to meet different groups' varying needs. First 5 LA tactics will seek to work to address factors such as structural inequities and historic and present-day oppression.



## VISION, MISSION & VALUES

First 5 LA's vision, mission and values drive how we'll partner to ensure all of our youngest children have what they need to reach their full development potential.

Our vision outlines the world we want to see and our mission that shares the collaborative actions we will take to get there.

Our values guide and direct how we show up and the actions we take to make the greatest possible impact for Los Angeles County's children prenatal through age 5 and their families.

## OUR VISION

**We envision a future where every child is born healthy and thrives in a nurturing, safe and loving community.**

## OUR MISSION

**We advocate for children and their families, amplify community voice and partner for collective impact so that every child in Los Angeles County reaches their full developmental potential throughout the critical years of prenatal to age 5.**

## OUR VALUES



### IMPACT

We remain curious, open to new ideas, adaptable to improve and unwavering in our pursuit of lasting results for young children and their families.



### EQUITY

We honor the wisdom of our communities, recognizing that their assets hold the key to dismantling systemic barriers and forging a path to racial justice, as we champion opportunity for all.



### PARTNERSHIP

We inspire collective action built on trusting relationships, diverse perspectives, humility and mutual respect.

Learning



### INTEGRITY

We are accountable for results, ensure the most effective use of public resources and reflect on our actions.

Diversity, Equity,  
and Inclusion

The Vice President of Strategy & Culture (VPSC) is a key leadership position responsible for overseeing the cultivation of organizational culture and capability to advance the strategic plan, embed diversity, equity and inclusion (DEI) in the day-to-day fabric of the organization, and communicate the work of the organization effectively internally and externally. This position is one of four leaders comprising First 5 LA's Senior Leadership Team (SLT) reporting directly to the President & Chief Executive Officer and responsible for collaboratively developing strategic direction for the organization. The VPSC oversees the Center of Strategy & Culture which consists of the Communications (Internal & External) department and the following functions: Board Relations, Organizational Culture & DEI, Strategic Planning & Implementation, as well as outsourced Legal Services.

## THE POSITION

annual calendar, meeting agendas, materials and follow-up. The VPSC will ensure that the organization builds and executes a consistent internal and external communications strategy, and messaging that inspires our team and communities. They will curate our team culture-building experiences and communications across staff and board members to maximize and accelerate our organizational health and capacity for impact.

The VPSC will unite the multiple team cultures across First 5 LA to build an organization-wide culture that embraces our values, fosters organizational effectiveness and focuses on results. They will ensure that the organization amplifies its commitment to DEI through review and on-going stewardship of our priorities and commitments. The VPSC serves as the point person for strategic planning and implementation.

### LEADERSHIP & COLLABORATION

- As a member of the Senior Leadership Team, provides thought partnership and support to the President & CEO in the overall strategic leadership of the organization.
- Provides visionary leadership, guidance, support, and mentorship to the Center of Strategy & Culture (CSC), fostering a culture of collaboration, innovation, rigor, and action.
- Coaches and develops diverse teams to results that focus on impact to family outcomes and advances the strategic plan.
- Leads the development of the CSC annual budget and monitors expenditures against budget to remain a fiscally responsible organization, and maximizes the use of financial resources to support organizational goals.
- Models and leads strong Center, departmental and function collaboration with the other three Centers: 1. Family Systems & Human Resources, 2. Operations & Sustainability, and 3. Community Engagement & Policy.

### COMMUNICATIONS - EXTERNAL & INTERNAL

- Working closely with the Director of Communications, manages the overall First 5 LA brand that reinforces First 5 LA as a county, state and national leader in systems change work to benefit children prenatal to 5 and their families.
- Provides counsel to the Board of Commissioners and President & CEO in the development of First 5 LA's external communications strategy and oversees its implementation.

The VPSC will be responsible for strengthening our inclusive and collaborative results-based culture to advance First 5 LA's vision and strategic plan. Working closely with the President & CEO, they will guide how the organization engages with the Board of Commissioners, adding a strategic lens to the curation of the

## KEY RESPONSIBILITIES

- Ensures that all communications e.g., public education campaigns, community outreach, owned and social media, events, media relations and collateral materials are effectively branded, messaging is consistent across channels and appropriate for various audiences - parents of young children, community-based organizations, community partners, elected officials/staff and the general public.
- Oversees robust internal communications across all platforms (email, newsletter, shared drives) in service of organizational culture and team building, DEI, results and success sharing to advance First 5 LA's strategic plan.
- Ensures that internal and external communications are well prepared, coordinated, sequenced and consistent in messaging across all platforms.

### ORGANIZATIONAL CULTURE & DEI

- Champions an organization-wide culture that 1. embraces our adopted values of impact, equity, partnership, and integrity, and 2. fosters growth, innovation, continuous improvement and focus on results.
- Ensures that the organizational culture, and internal systems and processes consistently center the experiences and perspectives of team members with diverse identities, as well as the communities we exist to support, to inform our decision making.
- Ensures the development and execution of initiatives that promote DEI across the internal operations of the organization.
- Partners with Human Resources to oversee organizational development programs, ensuring that professional growth opportunities are accessible and equitable for all employees and foster a diverse and inclusive work environment.

# KEY RESPONSIBILITIES

## BOARD RELATIONS

- Working closely with the President & CEO, other SLT members and the Board Relations manager, ensures that the Board of Commissioners is strategically informed and engaged to effectively govern First 5 LA.
- With the Board Relations manager and SLT, leads the development of a rigorous and strategic annual board calendar, meeting agendas, and presentation calendar.
- Approves all content provided to Commissioners for board and committee meetings, assures that written materials and verbal presentations are strategically and internally aligned, robust and accurate, consistent in messaging, and well organized and effective, including identifying the strongest messengers for presentations, and involving external partners and voices when needed.
- Leads the review and debrief following Commissioner meetings with the President & CEO and SLT to continually improve the staffing of the board, and to develop appropriate response and follow up to board member direction and feedback.
- Ensures consistent follow-through and responsiveness from all centers, departments and teams to requests from the board relations team.
- Ensures strong governance for First 5 LA by periodically leading the review of bylaws, governance guidelines, and practices to efficiently utilize the time and talent of Commissioners.
- Working closely with the President & CEO and Board Relations manager, ensures all new Commissioners are provided with an effective orientation and on-boarding support.
- Creates an internal structure to proactively develop opportunities for and facilitate Commissioner involvement in First 5 LA strategic plan implementation initiatives and programs.
- Works closely with the President & CEO and board relations to empower Commissioners with information, messaging points and opportunities to represent First 5 LA accurately and effectively with external audiences and stakeholders.
- Ensures that all Board presentations from the Center for Strategy & Culture team provide updates on strategy, communications, DEI, organizational culture and progress toward strategic goals are well aligned with the overall adopted strategic plan and are focused on results.

## STRATEGIC PLANNING & IMPLEMENTATION

- Ensures the translation of multi-year, high-level strategic goals into specific strategies, objectives and tactics that centers, departments and functions will implement in their day-to-day activities.

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- In collaboration with SLT and the Leadership Team, creates and manages a system to measure and evaluate progress (timelines, resources, and priorities) on execution of the strategic plan.
- Ensures that the organization reports on its performance against adopted goals, strategies, objectives and tactics.
- Leads the creation of future strategic plans in conjunction with all centers, departments and functions, develops internal project teams and solicits for external project consultants and facilitators, ensuring that all levels of employees have appropriate means to participate and to obtain regular updates related to the strategic planning process.
- Working closely with the SLT and Department of Impact & Accountability, leads communications and presentations for the board on the organization's progress and accomplishments in achieving strategic goals.

## LEGAL SERVICES

- Ensures that First 5 LA receives responsive, timely and consistent legal advice and counsel from outsourced legal services provider(s).
- Serves as the lead point of contact for outsourced legal services provider(s) and has primary responsibility for managing contract(s), including cost containment and on-going evaluation.
- Approves all internal requests for accessing advice and counsel from legal services provider(s) and maintains centralized database of written advice for on-going use by all centers, departments and functions.
- Creates internal capacity in communication and training to advance the understanding of the written advice from legal services and leverage it for maximum organizational benefit.

## MEMBER OF SENIOR LEADERSHIP

- In collaboration with the other four SLT members, develops and implements comprehensive management strategies and plans that support the successful adoption of new initiatives, technologies, and organizational changes.
- As a member of the SLT, participates in all Leadership Team (LT) meetings with Directors, and assists with developing agendas and facilitating effective sessions across all centers.

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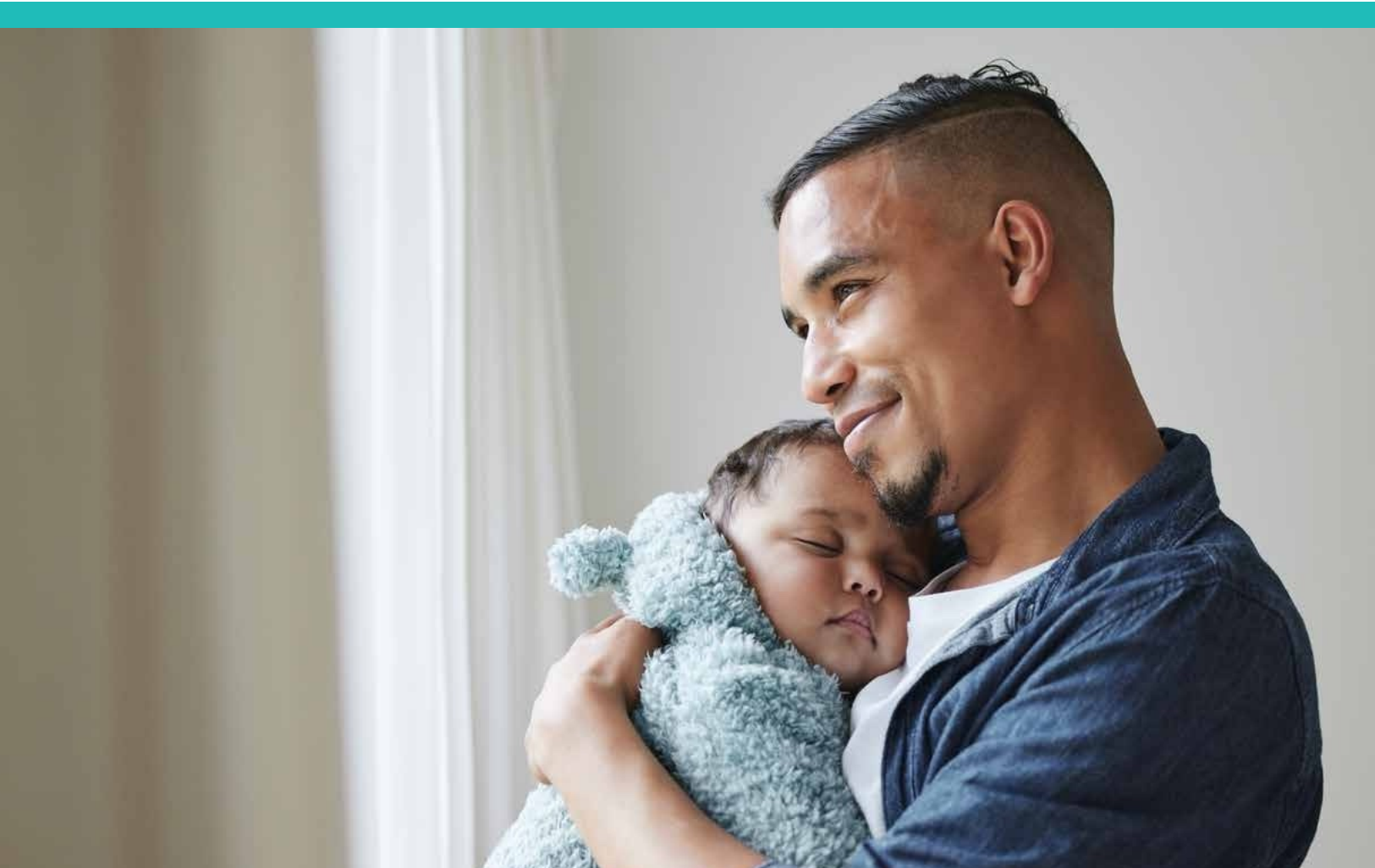
## THE IDEAL CANDIDATE

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First 5 LA's VP Strategy & Culture will be a seasoned, data-driven, collaborative, and visionary leader who is passionate about First 5 LA's mission and strategic direction. They will demonstrate a commitment to our core values as well as the ability to consistently communicate those values to diverse internal and external audiences. As a member of the Senior Leadership Team (SLT), they will employ an innovative, "can do" approach to articulate and organize both short- and long-term work towards ambitious strategic plan goals. They will be a linchpin in ensuring the Board of Commissioners is effectively informed and engaged in order to add value in the governance of the organization.

With impact as their driver, the VP Strategy & Culture will nurture an organizational culture and internal systems and processes that center the experiences and perspectives of the diverse communities we exist to support. They will bring a strong orientation to fiscal stewardship, the strategic use of public funds, and growing state and county investments in the outcomes we seek for children prenatal to 5 and their families.

The ideal candidate is an active listener, a team builder, and proactive collaborator who possesses a high level of emotional intelligence to cultivate and maintain productive relationships with both internal and external stakeholders and partners.



# QUALIFICATIONS

## EXPERIENCE

Minimum of 15 years in a senior leadership role with a track record of leading and implementing successful strategy planning and implementation and internal communications. Demonstrated expertise in implementing culture-building and DEI strategies, promoting cultural competency, and fostering effective and strategic collaboration across organizations to build inclusive workplace practices. Track-record of effectively partnering and engaging with a board of directors or similar experience to effectively govern an organization. Proven experience in using data and metrics for evaluation, continuous improvement, and decision making. Experience in management consulting or strategic advisory services for non-profits is a plus.

## COLLABORATION & RELATIONSHIP BUILDING

Proven track record of collaboration with internal and external partners. Demonstrated ability to collaborate effectively across various departments and levels of an organization.

## LEADERSHIP

High degree of integrity with proven ability to lead, inspire, mentor, and manage teams within a collaborative environment. Strong interpersonal skills with the capacity to build and nurture relationships with diverse internal stakeholders.

## STRATEGIC THINKING

Proven track record of strategic thinking, analyzing complex issues, and developing and implementing innovative solutions. Experience in shaping and executing strategic plans aligned with organizational goals. Proven ability to develop and execute strategic plans that drive positive outcomes and systemic change.

## COMMUNICATION & GOVERNANCE

Excellent written and verbal communication skills. Demonstrated experience in advocacy, public speaking, and effectively communicating complex policy issues to diverse audiences. Exceptional presentation skills with the ability to engage and influence diverse stakeholders, including the Board of Commissioners.

## COMMITMENT TO MISSION

Interest in public family serving systems, understanding early childhood development, coupled with experience advancing equity and improving outcomes for children and families.

## ANALYTICAL SKILLS

Demonstrated experience using and leveraging data and research to drive decision-making and to measure the impact of initiatives.

## EDUCATION

A bachelor's degree in public administration, human resources, organizational development, or a related field is preferred. A master's or legal degree is a plus.



# COMPENSATION AND BENEFITS

## SALARY

We offer an attractive public sector executive salary. Full range is \$187,000-\$280,400. The target starting salary is \$225,000. Final offers are commensurate with experience.

## HEALTH BENEFITS

We pay 100% of the premiums for employee and their 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

We offer a 403(b) retirement savings and investment plan through The Standard. Eligibility for a match and non-elective contribution from First 5 LA starts immediately upon hire.

Elective Contribution: First 5 LA matches an employee's elective contribution, dollar for dollar, up to 1% of salary the first year of completed service; up to 2% of salary after one year of completed service; up to 3% of salary after two years of completed service or more.

Non-Elective Contribution: Whether or not you contribute to your retirement savings, First 5 LA will contribute 3% of the employee's salary for less than five years of completed service; 4.5% for five-nine years; 6% for 10-14 years; 7.5% for 15 years or more.

## ADDITIONAL BENEFITS

We offer paid vacation and sick time, 13 paid holidays, flexible work schedules, voluntary health and dependent care spending accounts, employee assistance program, life insurance, long-term disability, voluntary college savings plan, and leadership development programs. First 5 LA supports professional development coaching at the employer's expense.

In addition, First 5 LA's status as an independent public agency allows full-time employees to apply and possibly receive federal student loan forgiveness under the Public Service Loan Forgiveness Program offered by the U.S. Department of Education.

## HYBRID WORK, 9/80 SCHEDULE AVAILABLE

First 5 LA offers employees a 9/80 work schedule or 5/40 work schedule and flexible work hours between 7:00 a.m - 7:00 p.m. Our hybrid work policy requires a minimum of two 8-hour days per week in the First 5 LA offices. All teams select one day per week for synchronistic work, and sometimes two days, depending on the needs and work load of the team.



# APPLY

We are partnering with Justus McGinity Executive Search for this recruitment. To apply for this opportunity, please electronically submit your resume and cover letter [HERE](#).

Submitted materials will be screened for experience as well as alignment with our vision and values, and the qualifications for the Vice President role.

The approximate timeline for the recruitment is as follows:

MID MAY	LATE MAY	EARLY JUNE	JUNE 21, 2024
Presentation of Candidates	Round One Interviews	Round Two Interviews	Targeted Offer Date

Confidential inquiries are encouraged and can be directed to Julie Justus McGinity via:



[julie@j2mconsult.onmicrosoft.com](mailto:julie@j2mconsult.onmicrosoft.com)



(310) 922-7965



<https://www.linkedin.com/in/julie-justus-mcginity-5800294/>



## EQUAL EMPLOYMENT OPPORTUNITY STATEMENT

We are dedicated to diversity, equity, and inclusion. We celebrate the diversity of the First 5 LA team.

All qualified applicants will receive consideration for employment without regard to age, race, color, religion, sexual orientation, gender identity, parental status, national origin, ability/disability status, protected veteran status, or any other characteristic protected by law. In compliance with the Americans with Disabilities Act, First 5 LA will provide reasonable accommodations upon request.

We highly encourage our diverse community to apply for the Vice President position, and all positions at First 5 LA, as we aim to ensure our team reflects the diverse communities of Los Angeles County.

