BECOME A FUSE EXECUTIVE FELLOW: EXPERIENCED LEADERSHIP FOR CIVIC INNOVATION

**FUSE Corps** is a nonpartisan, nonprofit organization that enables local government to more effectively address the biggest challenges facing urban communities. FUSE partners with civic leaders to identify strategic projects and then recruits entrepreneurial professionals to serve in year-long, executive-level fellowships. Fellows work full-time within targeted issue areas such as education, health, poverty, workforce development, transportation, and the environment.

A SUCCESSFUL FUSE FELLOW...

- **Brings 15+ years of professional experience** to the FUSE project.
- **Develops high-impact solutions** to complex challenges that cities are struggling to address.
- **Establishes and maintains strong relationships** with a diverse array of stakeholders to build a bench of champions and supporters.
- **Creates a strategic vision** and turns it into actionable roadmaps to achieve measurable impact.
- **Inspires civic leaders to reimagine what’s possible in local government.**

“The FUSE Fellowship provides a great avenue for experienced professionals from different backgrounds to solve targeted problems in their local communities. I was inspired to apply for this Fellowship by the opportunity to take on a challenging project in a high-impact role as a change agent in local government. In addition to learning about the critical aspects of designing city services through my project, the connections I’ve made and the support I’ve received through the FUSE network have been invaluable.”

— GAYATHRI THAIIKENDIYIL, 2016-17 FUSE Fellow, City and County of San Francisco

FUSE PROGRAM KEY ELEMENTS

- **LEADERSHIP TRAINING** with a focus on human-centered design, change management, adaptive leadership, and more.
- **EXECUTIVE COACHING** from experienced coaches who are available to advise Fellows and support their professional development.
- **PEER SUPPORT** from similarly experienced leaders working on projects across the country.
- **NETWORKING OPPORTUNITIES** with FUSE’s national community of alumni, business executives, philanthropic partners, and civic innovation leaders.

APPLY TO BECOME A FELLOW → http://fuse.force.com/Careers

For more information: **FUSE Corps** | info@fusecorps.org | 855-687-9905 | www.fusecorps.org
RECENT FUSE FELLOWS AND THEIR PROJECTS

SAN FRANCISCO: Fortifying Infrastructure to Mitigate the Effects of Climate Change
Scientists estimate with a high likelihood that one or more major earthquakes will occur in the City of San Francisco in the next 30 years, which raises the concern of addressing seismic vulnerability in the city to a top priority. The Port of San Francisco’s historic Seawall protects several miles of waterfront that are vital to the city for commercial, retail, office, industrial and maritime use. To help develop a strategy around financing and implementing a historic fortification effort, the Port of San Francisco hired FUSE Fellow Keven Brough. Keven is a Harvard Law alum and former McKinsey consultant with extensive experience advising global organizations on climate mitigation and sustainability strategies.

LONG BEACH: Creating an Integrated Approach to Addressing Homelessness
There are more than 2,000 homeless individuals in Long Beach and $8M of public funding is allocated yearly for services such as shelter programs, food support, relocation, job training, placement and transportation assistance through a Continuum of Care. The City of Long Beach hired FUSE Fellow Sharon Meron to develop a strategic roadmap for better serving the homeless community and making the most efficient use of all available resources. Sharon, a Wharton MBA with extensive experience in the philanthropic and healthcare sectors, is working to better integrate interdepartmental services and coordinate the city’s efforts more closely with county and nonprofit initiatives, dramatically reducing the homeless population over time.

LOS ANGELES: Reimagining Funding for Affordable Housing
Like many major US cities, Los Angeles faces a housing affordability crisis. Recognizing the need to employ innovative financing vehicles and take a more strategic approach, the Los Angeles City Administrative Officer hired FUSE Fellow Frederick White to develop a long-term affordable housing strategy. Frederick is utilizing his 20 years of direct real estate investment experience across all major property sectors to explore feasible funding sources and new models to maximize the city’s resources and more efficiently develop housing units.

SEATTLE: Promoting Economic Opportunity through Workforce Development
With a booming economy and a variety of thriving industries, the City of Seattle is one of the fastest growing cities in the United States. However, with the flourishing economy have come challenges of inequity and disparity. This has led the city to focus on creating workforce development opportunities for all residents, particularly those that face barriers to employment. In an effort to develop and implement a streamlined workforce development initiative, the City of Seattle hired FUSE Fellow Suzanne Towns, an accomplished cross-sector leader with decades of experience, recently with leadership roles at the United Way of New York City and the AARP.

NEW ORLEANS: Developing and Implementing a Citywide Climate Action Plan
New Orleans is a global leader in adapting to the risks of climate change and now seeks to join cities around the world that are mitigating their impact on climate change through aggressive reductions in greenhouse gases. The New Orleans Office of the Chief Administrative Officer hired FUSE Fellow Siobhan Foley to work with the city and other stakeholders to develop and begin the implementation of a Climate Action Plan. Siobhan is a Columbia University alum with significant cross-sector and sustainability planning experience, most recently at the Clinton Global Initiative and the Center for Sustainable Energy.

APPLICATION & SELECTION TIMELINE

APRIL - AUGUST 2017 — APPLICATION PROCESS
Applications will be accepted and processed on a rolling basis as projects are posted. The selection process includes:

- **Phone interview:** Strong Applicants are invited to a phone interview.
- **Video Interview:** Successful phone interview candidates progress to a video interview.
- **In-Person Interview:** Finalists interview with the government agency hosting the project and have a chance to speak with former FUSE Fellows.

SEPTEMBER 2017
- **Fellow Selection:** Fellows for the 2017-2018 cohort are selected.

SEPTEMBER 25, 2017
- **Fellowship Year Begins:** Fellows kick off the year as a cohort at a week-long orientation and training in San Francisco.

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“Improving Reentry Programs to Expand Employment Opportunities”
Los Angeles County Workforce Development, Aging & Community Services
Los Angeles, CA

PROJECT CONTEXT

In 2014, California voters approved Proposition 47 – the Safe Neighborhoods and Schools Act – which reduces certain drug and property crimes from felonies to misdemeanors. In Los Angeles County there are 518,000 residents who as a result of this change in classification are now considered to have served their sentence and are looking to re-enter the workforce. While there are many local employers in need of workers, there is a stigma in hiring people who have been convicted or pled guilty to a crime – including those now considered misdemeanors. Additionally, some of these ex-offenders lack the skills necessary to be hired for these positions.

In order to better serve this population, the Los Angeles County Workforce Development, Aging & Community Services agency, in partnership with the Office of Diversion & Reentry, is expanding access to crucial support services for employment, training, mental health, health care, housing and substance abuse so that these residents will be better prepared to find a job. The agency will partner with FUSE Corps to host an executive-level Fellow for one year to make sure those services translate into jobs. The Fellow will develop and begin the implementation of a plan to place 50,000 formerly incarcerated residents into high-quality jobs with local employers in the next five years. The Fellow will play a major role in driving both workforce and economic development in the County, while also helping thousands of men and women improve their lives and contribute to their community.

PROJECT SUMMARY

The following provides a general overview of the proposed fellowship project. This project summary and the potential deliverables that follow will be collaboratively revisited by the host agency, the Fellow, and FUSE staff during the first month of the project, after which a revised scope of work will be developed and agreed upon by the Fellow and the host agency.

Starting in October 2017, it is proposed that the FUSE Fellow will begin by reviewing current efforts by the County as well as outside organizations to provide workforce training, support services, and job placement to ex-offenders. The fellow will reach out to stakeholders to understand their perspectives and begin to gain their buy-in for County-driven initiatives. The fellow will also research initiatives in other cities across the country, such as Cleveland and New York City, to learn from their experiences and find best practices that can be emulated.

The fellow will develop a strategy to target the largest regional employers and will work to understand their needs to determine how the County can provide them with the employees they need to grow and thus also contribute to the economic development of region. Using a database of 260,000 companies, the fellow will identify which employers are most likely to need participants from a County-driven
training program, what roles are common across these companies, and the skills required to prepare for these jobs.

The fellow will develop a comprehensive marketing and outreach plan to get commitments from businesses to work with the County in implementing this initiative by outlining the advantages of hiring these residents. The fellow will emphasize the current and potential skills of this population, the specific training and support they will receive, and their eagerness to find work. Additionally, the fellow will make sure employers understand that based on their input these workers can be skills-trained to replace the retiring workforce – a concern for many local businesses.

POTENTIAL DELIVERABLES

- **Review current training and support services** – Review current workforce development activities directed at the ex-offender population. Engage with stakeholders to understand which training programs have worked and which have not. Research workforce development activities in other cities across the country to find models that can be used in Los Angeles.

- **Identify populations in need of support and the services they require** – Identify the populations that will be targeted with this effort, including those who have been incarcerated but are job ready, those in need of training and/or support such as mental health and substance abuse services, and those who are homeless and possibly in need of the full range of support services. Review the training and support services available to these residents and look for gaps that need to be filled. Ensure that services provided align with the needs of the business community.

- **Develop a marketing plan and materials to reach out to employers** – Create a comprehensive marketing plan and materials to get employers to participate in the initiative. Identify relevant businesses, focusing on those most likely to have a large number of available positions to fill; include advertising strategies such as print and online media; and establish goals for how many employers will be contacted and how many potential hires they will make. Partner with industry organizations and networks to maximize outreach and communication efforts.

KEY STAKEHOLDERS

- **Otto Solorzano**, Chief Deputy Director, *Workforce Development, Aging & Community Services*

- **Rafael Carbajal**, Director of Business and Professional Services, *Workforce, Development, Aging & Community Services*
QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in workforce development, management consulting, strategic planning, sales, and/or project management.

- Superior critical thinking and analytical skills. Ability to get up to speed quickly about the integration and application of multiple technologies to improve the lives of citizens across diverse populations.

- Ability to synthesize complex information into clear and concise summaries and recommendations.

- Ability to identify best practices, understand data and evidence and use it to support a business case, and make a persuasive argument to support recommendations.

- Strong record of success engaging a variety of cross-sector stakeholders and managing cross-functional teams. Ability to relate to a variety of diverse audiences and varying interests with strong emotional intelligence and empathy. Able to connect and collaborate across a variety of disciplines.

- Exceptional written and verbal communication skills with ease in public presentations.

- Self-motivated, goal-oriented, entrepreneurial leader who is an independent worker, resourceful in creating novel solutions to complex problems, persistent in obtaining information, and able to create direction and movement within potentially ambiguous environments.

- Flexibility, adaptability, persistence, humility, inclusivity, and sensitivity to cultural differences.

- Support and understanding the strength of diversity, and the need for solutions to support all regardless of race, religion, gender, immigration status, or ethnicity.

TO APPLY

Visit http://fuse.force.com/Careers and click the link for this role to upload a resume and complete the online application questions in lieu of a cover letter. The application process will allow you to indicate interest in more than one fellowship opportunity. You only need to submit one application. Interested candidates are encouraged to apply as soon as possible, as selections will be made on a rolling basis and specific opportunities may close quickly.
This role offers the opportunity to work full time for 12 months as an independent contractor of FUSE Corps with an annual stipend of $90,000 paid through monthly installments.

The FUSE Fellowship is an equal opportunity program with a core value of incorporating diverse perspectives. We strongly encourage candidates from all backgrounds to apply.