



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.



Creates a strategic vision and turns it into actionable roadmaps to achieve measurable impact.



Establishes and maintains strong relationships with a diverse array of stakeholders to build a bench of champions and supporters.



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 THAIKENDIYIL, 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>

“Los Angeles is synonymous with innovation, and our spirit of ingenuity and drive is key to meeting challenges like homelessness and the need to create more affordable housing. Our partnership with FUSE is the largest of its kind in America, and it’s helping us bring extraordinary talent to a city where we’re always focused on envisioning tomorrow — and building it today.”

— Los Angeles Mayor ERIC GARCETTI



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.

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



“Creating a Model for Inclusive Civic Engagement”
Los Angeles Department of Neighborhood Empowerment
Los Angeles, CA

PROJECT CONTEXT

Vibrant civic engagement is the cornerstone of American democracy and in the City of Los Angeles, Neighborhood Councils represent the largest grassroots system of civic engagement in the nation. Staffed by nearly 1800 volunteers citywide, 96 Neighborhood Councils work to increase citizen participation and make government more responsive to local needs. The Department of Neighborhood Empowerment, also known as EmpowerLA, provides policy and operational support to Neighborhood Councils to help them advocate for their local communities. EmpowerLA believes that best way to have a strong government is to have tools that allow citizens to engage daily with their government.

EmpowerLA is charged with improving dialogue between Neighborhood Councils and city elected officials and staff, making it the key department in ensuring that citizen voice permeates local government and effectively represents Angelenos in decision making and policy. Building on Mayor Eric Garcetti’s major priorities of including city residents and stakeholders in building a greater Los Angeles, EmpowerLA is partnering with the Mayor’s Office of Immigrant Affairs and the city’s Information Technology Agency to create ConnectLA - Los Angeles’ inclusive civic engagement hub. ConnectLA will be a national best practice in civic engagement by centralizing existing city civic engagement practices and building new public participation tools, both low and high tech, to create a dialogue between the city and Angelenos.

To support its vision of creating a city where every citizen has a voice, EmpowerLA will partner with FUSE Corps to host an executive-level Fellow for one year to support the launch of ConnectLA and to develop a comprehensive strategy for increased civic engagement among city departments. These initiatives will establish a high standard of civic engagement and address internal and external barriers to make Los Angeles the best-connected city on the planet.

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, the fellow will begin by developing a thorough understanding of the city’s existing civic engagement practices and the efficacy of those methods across departments. The fellow will interview city staff to collect current practices and research nationwide civic engagement techniques to rate the success of such practices.

With this background of information, the fellow will begin developing a consistent set of tools and standards to measure and manage civic engagement techniques across the city that draw on national literature and best practice. This framework will include a tool for city departments to self-assess their civic engagement efforts as well as trainings and toolkits for city staff to implement so they can reach higher levels of success.



The fellow will also work with the Mayor’s Office of Immigrant Affairs and ITA to create a database of the city’s centralized civic engagement opportunities with a citizen facing online portal. The fellow will also generate a parallel set of standard policies and procedures instructing city staff how to correctly post information to the website as well as specific recommended changes in communication strategies, departmental operations, and best practice behaviors when interacting with the public before, during and after policy decisions are made.

Success in this project will result in a clear path for the city in the coming years to improve civic engagement within city departments, clarifying for residents how they can best engage with their city departments, and become a model for other municipalities for how to create constructive and impactful dialogue between citizens and their local government representatives. Ultimately the fellow will strive to seed a shift in departmental culture that moves beyond mandated public announcements to one that embraces a rich and ongoing dialogue between government and citizens, resulting in the generation of citizen-centered policy across every department in the City of Los Angeles.

POTENTIAL DELIVERABLES

- *Conduct a thorough inventory and analysis of the city’s civic engagement methods* – Develop a deep understanding of how departments and elected officials are currently communicating directly with citizens through interviews and surveys. Research national best practices for civic engagement and evaluate the success of current methods of communication and engagement. Develop an initial set of recommendations for how the city can improve civic engagement among departments and begin to disseminate ideas among select stakeholders to establish buy in.
- *Support the establishment of the Office of Civic Engagement* – Support departmental leadership in steering the strategy for this new Office, which will implement standards to foster civic engagement among departments and also oversee the ongoing operations of ConnectLA. Formulate silver, gold, and platinum levels of civic engagement standards for city elected officials and departments to strive towards. Design a series of internal trainings and department specific action plans to assist staff in progressing toward greater civic engagement. Create a recognition mechanism to award city elected officials and departments for their progress on the standards.
- *Coordinate civic engagement tools for the city* - Work with the Information Technology Agency and Mayor’s Office of Immigrant Affairs to develop a centralized Los Angeles civic engagement website for Angelenos who are interested in how to engage with the city. Oversee the development and launch of new low and high tech tools of public engagement.

KEY STAKEHOLDERS

- **Grayce Liu**, General Manager, *Department of Neighborhood Empowerment*
- **Jeanne Holm**, Assistant General Manager, *Information Technology Agency*
- **Linda Lopez**, Director, *Mayor’s Office of Immigrant Affairs*



QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in operations, business analysis, data analytics, systems building and online user experience.
- Familiarity with existing civic engagement methods and best practice literature preferred but not required.
- Superior critical thinking and analytical skills. Ability to synthesize complex information into clear and concise recommendations. Experience in process design and design thinking.
- Exceptional communication skills and emotional intelligence. Strong stakeholder management skills. Ability to effectively interact with a wide range of audiences with varying levels of technical expertise.
- Self-motivated, project-driven independent worker. Ability to implement and execute plans within deadlines. Persistent in obtaining information.
- Flexibility, adaptability, persistence, humility, inclusivity and skill in engaging across cultural differences. Customer service and team orientation while remaining politically neutral.
- Exceptional written and verbal communication skills with ease in public presentations.

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.