

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: June 23, 2015

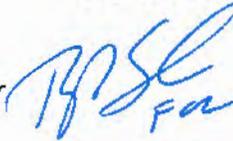
CAO File No.: 0220-05169-0000

Council File No. 15-0600

Council District: All

To: The Council

From: Miguel A. Santana, City Administrative Officer



Reference: C.F. No. 15-0600: Instruction to CAO to Report to Council Prior to Commissioning any Fuse Corps Studies

Subject: **2015-16 FUSE CORPS STUDIES**

SUMMARY

As part of the 2015-16 Adopted Budget, the Budget and Finance Committee asked the City Administrative Officer (CAO) about Fuse Corps studies and whether such studies would come to Council if funding was not provided. City Council then instructed the City Administrative Officer (CAO) to report to Council prior to commissioning any studies with Fuse Corps for the fellowship program (C.F. No. 15-0600). Fuse Corps (FUSE) is a nonprofit organization that seeks to drive and impact change by enlisting talented mid-career professionals and pairing them with civic organizations. FUSE works with civic leaders to identify challenges and then recruits and places entrepreneurial professionals in yearlong fellowships working across issue areas such as education, health, poverty, workforce and economic development, and the environment. As authorized in the Adopted Budget, the CAO has executed a Master Agreement with FUSE through which any City department can work directly with FUSE to identify Fellowship opportunities. The CAO engaged in a successful pilot program with FUSE in 2014-15.

The FUSE program model is comprised of seven main components:

- 1) Scope Positions – The board and staff of FUSE help City departments identify specific challenges that are well suited for Fellows to address. FUSE helps to define specific achievable deliverables at the outset of each project as well as identifying an individual “champion” within the host department who can directly manage, advise, support, and position the Fellow for success.
- 2) Recruit Candidates – FUSE conducts a dedicated executive search to fill each unique fellowship opportunity. Outreach is conducted for experienced leaders from the private and social sectors, utilizing extensive networks. Department hosts may participate in the final Fellow selection.
- 3) Train Fellows – Fellows attend the FUSE Leadership Institute prior to starting their fellowship. The Institute begins with a week of pre-fellowship training on design thinking,

rapid prototyping, influence strategies, change management, negotiations, leadership, and other tools. Fellows are also offered training sessions throughout their yearlong fellowship.

- 4) Executive Coach – Each Fellow is paired with an experienced executive coach as well as the host “champion” within their placement department to ensure the greatest opportunity for success in achieving project goals.
- 5) Manage Fellowships – FUSE organizes monthly meetings among current Fellows to create peer-to-peer support; those meetings are also attended by FUSE alumni and other guest speakers who help Fellows brainstorm effective approaches for any challenges they face. FUSE staff also conduct regular “check-ins” with both Fellows and hosts to monitor progress and provide additional management support as needed to each project.
- 6) Network Resources – FUSE has an extensive national network of cross-sector community leaders that have mentored Fellows and engaged directly in projects. FUSE is also building local advisory boards in cities such as San Francisco and Los Angeles.
- 7) Promote Outcomes – FUSE works with government partners to broadly communicate project success through social media and case studies. FUSE highlights their government partners as national models of civic innovation. Fellows and their hosts speak at conferences and other events including capstone public presentation that represents the conclusion of each fellowship project.

Utilizing this model, the goal of each fellowship is to achieve the specific deliverables outlined in the project scope at the outset of the partnership between FUSE and their department partner. FUSE Fellows have no employment relationship with the City. Instead, the City department and FUSE agree as to the objectives and scope of the placements, and this agreement is memorialized in an individual placement agreement in accordance with the Master Agreement. The Master Agreement is effective for a term of three years from June 1, 2015 to May 31, 2018. It governs the general terms and conditions of the City's participation in the FUSE Program and can be used by any City department that identifies an appropriate project and funding. Payment of \$130,000 per Fellow will be provided to FUSE by individual departments. City departments that do not have the ability to fund a study will require Council approval.

Three studies are currently planned for Fiscal Year 2015-16:

- 1) **Reimagining Infrastructure Financing** - The City is continually in the process of exploring major public works and infrastructure development. The demand for such projects continues to grow even as resources to fund this work remain limited in comparison with the need. The CAO recognizes the critical need to diversify the various forms of financing available to fund development projects for the City. Thus, the CAO will partner with FUSE to host a Fellow to explore fully the range of financing possibilities that exist to better address the City's infrastructure needs, to define a series of best practices that would be applicable to Los Angeles, and to identify viable projects for new financing partnerships.

- 2) **Establishing Public Libraries as Gateways to Citizenship** - The Los Angeles Public Library (LAPL) will partner with FUSE to develop a comprehensive understanding of current library programs related to citizenship services as well as the larger landscape of organizations providing similar or complementary services. Success in this project will be evaluated in terms of the Fellow's ability to help LAPL expand services, enhance public awareness of these resources and ultimately increase the number of people benefiting from these centers annually. If successful, the Fellow's efforts will help ensure that the Los Angeles Public Library plays a central role in helping immigrants throughout the City to fulfill their responsibilities and achieve the status that they need to live and work in compliance with the law. The Fellow will develop detailed plans for expanding services and increasing awareness throughout the City. Given the scale of this issue across Los Angeles, these efforts are well positioned to set a national example for how best to mobilize community resources to address immigration issues across the country.

- 3) **Developing a Coordinated Approach to Homelessness** - The CAO will partner with FUSE to host a Fellow who will work with City departments and with various government partners, nonprofit organizations, and community groups to help accelerate the development of a new approach to homelessness, which includes establishing a consistent response system for City workers who interact with homeless individuals and putting in place measures for tracking the resources that each agency commits to working with those who are homeless. The Fellow's efforts are expected to help ensure a more results-oriented and data-driven approach, which will result in the development of the City's homelessness policy goals, strategies, and funding. The Council recently formed an Ad Hoc Committee on Homelessness to review all homelessness matters in the City. In addition to reporting to the Ad Hoc Committee, the Fellow will be part of the Mayor's Homeless Cabinet, which meets monthly, and will work with the Mayor's Homelessness Policy Director. The Fellow will help ensure that the new City approach to homelessness is positioned to become a national example of successful methodologies for addressing homelessness.

A critical element of the fellowship program is ensuring that the Mayor, City Council, and key stakeholders are kept informed of major findings or implementation plans. It is anticipated that additional studies will be developed and undertaken during the term of the Master Agreement. The CAO will reach out to all City departments to ensure they are aware of the Master Placement Agreement and the opportunity to develop a scope of work with FUSE and will provide assistance as needed or as requested.

RECOMMENDATIONS

Note and file.

FISCAL IMPACT STATEMENT

This report has no fiscal impact.