



# 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 THAIKKENDIYIL, 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>**



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## **“Strengthening Business Relations Using Strategic Marketing and Communications”**

**Los Angeles Office of Finance**

**Los Angeles, CA**

### **PROJECT CONTEXT**

The City of Los Angeles is the second most populous city in the United States and one of the largest metropolitan economies in the world. Key to maintaining the vitality of the city are the many contributions of local businesses. Los Angeles takes great pride in supporting business activities and is an ideal springboard for aspiring entrepreneurs. Every month, hundreds of new businesses open their doors, providing jobs in vibrant business districts that knit together the fabric of Los Angeles’ many diverse neighborhoods. Most are considered small businesses, but they are instrumental in making LA the thriving city of entrepreneurs we see today. Of particular interest to the city are the numerous small businesses that are owned and operated by underrepresented groups and located in underserved communities that have demonstrated a need for assistance in accessing the vast array of city resources. A meaningful opportunity exists to outreach and engage those business owners to enable them to focus less of their time and energy on compliance and more on growing their thriving enterprises.

Any individual or entity conducting business activities within the City of Los Angeles is required to apply for and obtain a Business Tax Registration Certificate. The city’s Office of Finance is responsible for the issuance of registration certificates and collection of \$2.5 billion in annual revenue from taxes, licenses, fees, and permits. Approximately 450,000 businesses are currently registered with the city and more than 3,000 new businesses register each month. Among registered businesses, most file tax information in a timely manner and comply with the tax obligations. However, some businesses have expressed misunderstandings or confusion regarding tax measures and underreport their tax liabilities. This can result in monetary penalties which, in some cases, cause otherwise thriving businesses to fail. Additionally, there are thousands of individuals engaged in business activities who are unaware of the tax registration requirements or neglect to register. These circumstances have a direct impact on the diverse business districts and neighborhoods across LA and require the dedicated attention and outreach of the department.

The Office of Finance, under the direction of a new and dynamic Director, recognizes that tax compliance can be arduous for many businesses, despite their sincere efforts to follow guidelines. The department recognizes that the majority of its communications were designed for business operations in the 20<sup>th</sup> century, relying heavily on bulk mail paper notices. The department has a renewed focus on drastically improving the customer experience of interacting with the department and sees an opportunity for improved communications with taxpayers by ensuring that information is concise, accessible and human centered. The Office of Finance welcomes a partnership with FUSE Corps to host an executive-level Fellow for one year in order to develop a sustainable communication plan including a comprehensive outreach and social media strategy. Success of this project will result in many small businesses avoiding wasted hours at City Hall, the hassle of onerous regulation and in some cases, heavy financial penalties that may jeopardize entire business operations, allowing them to thrive and be productive in the community for years to come.



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## 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 FUSE Fellow will learn about the city's business tax registration requirements for persons and entities that engage in business activities within the City of Los Angeles. The fellow will begin to understand the complexity of tax measures and the challenges faced by the Office of Finance in its current efforts to promote public awareness and compliance. A primary role of the fellow will be to conduct research to assess the effectiveness of the department's existing communication methods. The research will include discussions with Finance executives and staff, a review of administrative processes and informational materials, development of surveys to gain insights from taxpayers, and observations of taxpayer interests at business outreach events sponsored by the city. Additionally, the research will include a review of effective outreach and marketing programs utilized by other tax agencies.

After compiling sufficient research, the FUSE Fellow will develop a comprehensive outreach plan to promote business tax registration and compliance within Los Angeles. The plan will include a broad range of communication strategies that appeal to new and existing businesses as well as emerging industries. A particular emphasis of the plan will be on business activities that are often difficult to reach, such as the sharing economy, home-based businesses and online commerce.

Success in this project will be measured by positive trends in new business registrations, timely tax renewals, online transactions, customer feedback surveys, and overall website traffic. Success will also be measured by reductions in mass mailings of tax discovery and delinquent payment notices, public requests for information from the call center, long lines for resolving issues at public counters, and correspondence from the public regarding tax assessment concerns.

## POTENTIAL DELIVERABLES

- *Conduct a thorough review of the current landscape and develop a foundation of relationships* – Quickly get up to speed on current operations of the Office of Finance as well as its challenges and opportunity areas. Conduct interviews with stakeholders to gather information and understand various perspectives. Begin to formulate a vision of how to achieve behavioral and cultural changes that lead to improved operational outcomes.
- *Engage key stakeholders and develop data-driven recommendations* – Attend and participate in business outreach events that promote information and services offered by the Office of Finance. Create and administer business engagement surveys, analyze the data, and report the results to a varied audience. Identify opportunities to leverage the L.A. Business Portal to improve public notices and tax information disseminated by the Office of Finance. Recommend innovative ideas to foster business outreach by working collaboratively with public officials, business advocates, professional organizations, and other government agencies.



- *Develop a plan for improved communication systems* – Develop a sustainable outreach and communication plan to increase the visibility and understanding of business tax requirements for the city, including a comprehensive social media strategy. Present recommendations to immediately enhance current messaging and correspondence for the website, emails, brochures, mass mailings, and other outreach materials. Determine the feasibility and potential benefits of conducting targeted outreach campaigns in multiple languages or certain categories of taxpayers.

## KEY STAKEHOLDERS

- **Claire Bartels**, Director of Finance
- **Selwyn Hollins**, Assistant Director Finance

## QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a background in communications and marketing, change management or program management. Experience in the development and implementation of large-scale promotional strategies strongly preferred.
- Exceptional verbal and written communication skills to effectively present information to diverse audiences as well as business owners, corporate professionals, community groups, and public officials.
- Ability to quickly get up to speed on complex issues and processes. Superior critical thinking and analytical skills. Ability to synthesize complex information into clear and concise recommendations to improve service delivery.
- Strong record of success engaging a variety of cross-sector stakeholders and managing cross-functional teams. Track record of successfully building and sustaining relationships, particularly between the public and private sectors.
- Ability to relate to a wide variety of diverse audiences with varying goals and motives using strong emotional intelligence and empathy. Passion for small business management and an appreciation for the challenges of entrepreneurship.
- Self-motivated, goal-oriented, creative leader who is an independent worker, resourceful in coming up with 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. Demonstrated understanding and value for the uniqueness and diversity of Los Angeles and its many business communities.
- Fluency in two or more languages is a plus.



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## 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.