



## BECOME A FUSE 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, 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.*



*“FUSE Corps has provided me with an incredible opportunity to utilize my extensive private sector and public sector experiences to create meaningful impact for the city and citizens of Fresno. That opportunity along with the immense support from FUSE and similar, service-minded individuals with strong private sector backgrounds are what inspired me to become a Fellow.”*

— IRENE HSIEH, 2015-2016 FUSE Fellow, City of Fresno

### 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>**

*“Our Fellows have brought innovative thinking and executive-level experience to help us find strategic solutions to some of our City’s pressing challenges. We are excited to continue our partnership with FUSE Corps because of the incredible return on investment.”*

— EDWIN M. LEE, Mayor, City and County of San Francisco



## RECENT FUSE FELLOWS AND THEIR PROJECTS



### FACILITATING PUBLIC-PRIVATE FINANCING IN SAN FRANCISCO

**Rebecca Foster** worked in investment banking within the public infrastructure group at Goldman Sachs before serving as a Fellow within the Office of the San Francisco Mayor. She launched “Pay for Success” as a tool to scale up preventative services in workforce development, housing and public health. Post Fellowship Rebecca continues to work in the City of San Francisco as the Mayor’s Director of Social Impact Investment.



### MAKING LOS ANGELES A MORE LIVABLE CITY

**Mark Anthony Thomas** had over a decade of leadership experience in the creative and media sector before becoming a FUSE Fellow. Mark was hired to help improve city livability by addressing complex challenges in relation to the elimination of blight throughout the City of Los Angeles. Mark helped develop the “Improving Livability in Los Angeles” report which was unanimously approved by the City Council and has resulted in a number of high-impact initiatives being carried out. Post Fellowship Mark continues to serve in the City of Los Angeles as the Director of the Mayor’s Operations Innovations Team.



### ESTABLISHING CITYWIDE GATEWAYS TO CITIZENSHIP

**Alex Castillo** is a brand management and development executive with significant experience in global consumer products and filmed entertainment. The Los Angeles Public Library hired Alex to align immigrant resources across all branch locations to support the nearly 800,000 area residents who are eligible for citizenship. Alex’s efforts will help establish the LA Public Library as a trusted resource for those pursuing citizenship in Los Angeles.



### BUILDING A STRATEGIC MARKETING FUNCTION

**Patti Birbiglia** worked as a marketing executive with over fifteen years of experience leading branding, marketing and strategy both inside Fortune 100 companies and as a consultant. The San Francisco Department of Public Health hired Patti to develop and implement a strategy to better connect community members with the wide array of exceptional services available to them, including the new Zuckerberg San Francisco General Hospital and the San Francisco Health Network.



### LEVERAGING OPEN DATA FOR LAW ENFORCEMENT REFORM

**Sundee Pattem** is as an experienced data scientist with a focus on achieving social impact. Before becoming a FUSE Fellow with the California Department of Justice in 2015, Sundee developed solutions for challenging problems in healthcare, education and energy sustainability. As a FUSE Fellow, Sundee played an integral role in the launch of Open Justice 2.0 – a public database that publishes California’s criminal justice data – and now works on efforts to develop modern data policies.

## APPLICATION & SELECTION TIMELINE

| JUNE–JULY 2016   | JUNE–JULY 2016   | JULY–AUGUST 2016   | AUGUST 2016   | SEPTEMBER 2016   | SEPTEMBER 26, 2016  |
|--|--|--|---|--|---|
| <b>Apply Online:</b><br>Project-specific applications open in June. A general application is available year-round. | <b>Phone Interview:</b><br>Strong applicants are invited to a phone interview. | <b>Skype Interview:</b><br>Successful phone interview candidates progress to a Skype interview with FUSE leadership. | <b>In-Person Interview:</b><br>Finalists interview with the government agency hosting the project and have a chance to meet with former FUSE Fellows. | <b>Fellow Selection:</b><br>Fellows for the 2016-17 cohort are selected. | <b>Fellowship Year Begins:</b><br>Fellows kick off the year as a cohort at a week-long orientation and training in San Francisco. |

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**“Utilizing Data-Driven Strategies to Improve Client Outcomes”**  
**California Health and Human Services Agency**  
**Sacramento, CA**

**PROJECT CONTEXT**

The California Health and Human Services Agency (CHHS) has been a leader among state agencies in improving the efficiency and effectiveness of programs. The Agency is responsible for a wide range of services for California residents including healthcare services, social services, mental health services, alcohol and drug treatment services, public health services, income assistance and disability services. Over the last year, CHHS created the first statewide Health Innovation Office that focuses on how to reform programs through the use of data, analytics, digital services and technology. This type of innovation in the various programs is essential to sustainable progress toward reform.

Recognizing the capacity of data to transform its operations and outcomes, CHHS is now ready to focus more deeply on data collection and analysis. CHHS knows that increased data about its clients, the services they access and the ways in which they have been helped by those services could significantly change the way the Agency operates and further its success in serving Californians. Currently, the data sets necessary to gain a full picture of the Agency’s operations are unavailable and/or insufficiently integrated and analyzed.

CHHS’s goal is to evolve into a more data-driven agency by better utilizing internal data and analytics to help it make smart decisions and investments that ultimately lead to more effective services for California residents. To accomplish this goal, CHHS will partner with FUSE Corps to host an executive-level Fellow for one year who will help create the infrastructure, processes and approaches for the sustainable collection, use and analysis of data across departments and programs. The Fellow will not only help establish the necessary systems for utilizing data, but will also help transform the Agency’s perception of data by working to educate agency staff about the ability of data to improve services for clients. Ultimately, this shift in culture will benefit the health and wellbeing of the individuals and families served by CHHS and further the Agency’s reputation as a model for innovative thinking among agencies throughout the region and the country.

**ROLE DESCRIPTION**

Starting in September 2016, the Fellow will begin by getting up to speed about the Agency’s departments, programs, operations and leadership, as well as the current use of data among the different departments. The Fellow will also develop an understanding of CHHS’s Innovation Office and its priorities to identify areas for collaboration. With this background, the Fellow will begin to formulate ideas on how to efficiently and effectively collect and analyze data and share the information across departments.

CHHS is working to establish relationships with universities to find ways to collect data across programs and link the various data sets together. These partnerships will be crucial in helping the Agency address one of its key gaps in data collection – the ability to look at participation by an individual or family across multiple programs, rather than just a single program. The ability to look at the entire continuum

of care for a family and to understand all of the programs and services being accessed is essential to gauge how successfully they are being served, what other related services they could be utilizing, and what changes should be made to achieve positive outcomes. The Fellow will work with partners at these academic institutions to continue the process of compiling and examining data sets about program participation.

The Fellow will also work with staff and other partners to develop a plan for rolling out new approaches to building capacity for internal data usage, analytics and achieving sustainable culture change in the Agency. The Fellow will work to define and implement demonstration projects that show the potential for how internal data can transform departments and programs. Then the Fellow will create an agency-wide communications strategy to document these projects and broadly disseminate their achievements and impact. In this way, the Fellow will play a major role in changing the Agency's culture and promoting a more data-driven mindset. Furthermore, the Fellow will help CHHS become an agency that is more client-centered and less program focused, ultimately leading to improved health and well-being for California's families.

#### **PROSPECTIVE RESPONSIBILITIES**

- *Develop an understanding of the Agency and current data usage* – Understand all aspects of CHHS, including departments, programs, operations, data usage and stakeholders. Understand the relationship with the Innovation Office and potential opportunities for collaboration. Look at the best practices in other departments, cities and private-sector companies nationwide for ways to innovate within the Agency.
- *Work with outside partners on data collection* – Collaborate with partners at USC and Stanford to continue the process of collecting data sets that show the overlap in program and service usage. Study data to discern what new questions to ask and what new data should be collected to answer those questions. Understand how people are using services in order to improve delivery and recognize gaps.
- *Create a plan for new approaches to data use and analysis* – Research new ways to use data more efficiently and effectively to improve outcomes for program participants. Identify the programs that are using data well and those that are underutilizing data. Help improve the capacity of staff members to utilize and analyze data. Develop new policy recommendations about how to use data going forward. Work to create an agency that is built around the needs of clients as opposed to the operation of programs. Encourage more open data and data sharing across programs and departments.
- *Conduct demonstration projects and highlight impact* – Develop demonstration projects that work to improve people's access to programs and services and yield better results for clients. Create and implement a plan to disseminate the results of these projects and show the benefits of data collection and analysis in order to achieve a major change in culture within the organization.

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## KEY STAKEHOLDERS

- **Michael Wilkening**, *Undersecretary, CHHS*, will supervise the Fellow and serve as the executive champion to ensure that this project achieves its full potential for impact.
- Other key stakeholders will include:
  - CHHS Innovation Office
  - CHHS Departments

## QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a background in change management, program management, management consulting, operations and/or systems building.
- Understanding of data collection and analysis and developing a business case for transformative projects.
- Ability to quickly get up to speed on complex issues and organizations. Ability to synthesize complex information into clear and concise recommendations.
- Superior critical thinking and analytical skills. Ability to present and articulate a clear strategy.
- Exceptional written and verbal communication skills and ease with public presentations.
- Strong record of success engaging a variety of cross-sector stakeholders and managing cross-functional teams. Ability to relate to a wide variety of diverse audiences with varying goals and motives using strong emotional intelligence and empathy.
- Self-motivated, goal-oriented, entrepreneurial 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.

## 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.



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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.