

1 AGREEMENT

2 **35011**

3 THIS AGREEMENT is made and entered, in duplicate, as of August 8, 2018,
4 for reference purposes only, pursuant to a minute order adopted by the City Council of the
5 City of Long Beach at its meeting on August 7, 2018, by and between FUSE CORPS, a
6 California nonprofit corporation ("Consultant"), with a place of business at 1202 Ralston
7 Avenue, Suite 1B, San Francisco, California 94129, and the CITY OF LONG BEACH, a
8 municipal corporation ("City").

9 WHEREAS, City requires specialized services requiring unique skills to be
10 performed in connection with the FUSE Corps Fellowship Program ("Project"); and

11 WHEREAS, City has selected Consultant in accordance with City's
12 administrative procedures and City has determined that Consultant and its employees are
13 qualified, licensed, if so required, and experienced in performing these specialized
14 services; and

15 WHEREAS, City desires to have Consultant perform these specialized
16 services, and Consultant is willing and able to do so on the terms and conditions in this
17 Agreement;

18 NOW, THEREFORE, in consideration of the mutual terms, covenants, and
19 conditions in this Agreement, the parties agree as follows:

20 1. SCOPE OF WORK OR SERVICES.

21 A. Consultant shall furnish specialized services more particularly
22 described in Exhibit "A", attached to this Agreement and incorporated by this
23 reference, in accordance with the standards of the profession, and City shall pay for
24 these services in the manner described below, not to exceed Four Hundred Thirty-
25 Five Thousand Dollars (\$435,000), at the rates or charges shown in Exhibit "B".

26 B. The City's obligation to pay the sum stated above for any one
27 fiscal year shall be contingent upon the City Council of the City appropriating the
28 necessary funds for such payment by the City in each fiscal year during the term of

1 this Agreement. For the purposes of this Section, a fiscal year commences on
2 October 1 of the year and continues through September 30 of the following year. In
3 the event that the City Council of the City fails to appropriate the necessary funds
4 for any fiscal year, then, and in that event, the Agreement will terminate at no
5 additional cost or obligation to the City.

6 C. Consultant may select the time and place of performance for
7 these services; provided, however, that access to City documents, records and the
8 like, if needed by Consultant, shall be available only during City's normal business
9 hours and provided that milestones for performance, if any, are met.

10 D. Consultant has agreed to receive regular payments or one
11 lump sum payment. Final payment will be made no later than January 30, 2019.

12 E. Consultant represents that Consultant has obtained all
13 necessary information on conditions and circumstances that may affect its
14 performance and has conducted site visits, if necessary.

15 F. CAUTION: Consultant shall not begin work until this
16 Agreement has been signed by both parties and until Consultant's evidence of
17 insurance has been delivered to and approved by City.

18 2. TERM. The term of this Agreement shall commence at midnight on
19 October 1, 2018, and shall terminate at 11:59 p.m. on September 30, 2019, unless sooner
20 terminated as provided in this Agreement, or unless the services or the Project is
21 completed sooner.

22 3. COORDINATION AND ORGANIZATION.

23 A. Consultant shall coordinate its performance with City's
24 representative, if any, named in Exhibit "C", attached to this Agreement and
25 incorporated by this reference. Consultant shall advise and inform City's
26 representative of the work in progress on the Project in sufficient detail so as to
27 assist City's representative in making presentations and in holding meetings on the
28 Project. City shall furnish to Consultant information or materials, if any, described

1 in Exhibit "D", attached to this Agreement and incorporated by this reference, and
2 shall perform any other tasks described in the Exhibit.

3 B. The parties acknowledge that a substantial inducement to City
4 for entering this Agreement was and is the reputation and skill of Consultant's key
5 employee, named in Exhibit "E" attached to this Agreement and incorporated by this
6 reference. City shall have the right to approve any person proposed by Consultant
7 to replace that key employee.

8 4. INDEPENDENT CONTRACTOR. In performing its services,
9 Consultant is and shall act as an independent contractor and not an employee,
10 representative or agent of City. Consultant shall have control of Consultant's work and the
11 manner in which it is performed. Consultant shall be free to contract for similar services to
12 be performed for others during this Agreement; provided, however, that Consultant acts in
13 accordance with Section 9 and Section 11 of this Agreement. Consultant acknowledges
14 and agrees that (a) City will not withhold taxes of any kind from Consultant's compensation;
15 (b) City will not secure workers' compensation or pay unemployment insurance to, for or
16 on Consultant's behalf; and (c) City will not provide and Consultant is not entitled to any of
17 the usual and customary rights, benefits or privileges of City employees. Consultant
18 expressly warrants that neither Consultant nor any of Consultant's employees or agents
19 shall represent themselves to be employees or agents of City.

20 5. INSURANCE.

21 A. As a condition precedent to the effectiveness of this
22 Agreement, Consultant shall procure and maintain, at Consultant's expense for the
23 duration of this Agreement, from insurance companies that are admitted to write
24 insurance in California and have ratings of or equivalent to A:V by A.M. Best
25 Company or from authorized non-admitted insurance companies subject to Section
26 1763 of the California Insurance Code and that have ratings of or equivalent to A:VIII
27 by A.M. Best Company, the following insurance:

28 i. Commercial general liability insurance (equivalent in

1 scope to ISO form CG 00 01 11 85 or CG 00 01 10 93) in an amount not less
2 than \$1,000,000 per each occurrence and \$2,000,000 general aggregate.
3 This coverage shall include but not be limited to broad form contractual
4 liability, cross liability, independent contractors liability, and products and
5 completed operations liability. City, its boards and commissions, and their
6 officials, employees and agents shall be named as additional insureds by
7 endorsement (on City's endorsement form or on an endorsement equivalent
8 in scope to ISO form CG 20 10 11 85 or CG 20 26 11 85 or both CG 20 10
9 07 04 and CG 20 37 07 04 or both CG 20 33 07 04 and CG 20 37 07 04),
10 and this insurance shall contain no special limitations on the scope of
11 protection given to City, its boards and commissions, and their officials,
12 employees and agents. This policy shall be endorsed to state that the insurer
13 waives its right of subrogation against City, its boards and commissions, and
14 their officials, employees and agents.

15 ii. Workers' Compensation insurance as required by the
16 California Labor Code and employer's liability insurance in an amount not
17 less than \$1,000,000. This policy shall be endorsed to state that the insurer
18 waives its right of subrogation against City, its boards and commissions, and
19 their officials, employees and agents.

20 iii. Professional liability or errors and omissions insurance
21 in an amount not less than \$1,000,000 per claim.

22 iv. Commercial automobile liability insurance (equivalent in
23 scope to ISO form CA 00 01 06 92), covering Auto Symbol 1 (Any Auto) in
24 an amount not less than \$500,000 combined single limit per accident.

25 B. Any self-insurance program, self-insured retention, or
26 deductible must be separately approved in writing by City's Risk Manager or
27 designee and shall protect City, its officials, employees and agents in the same
28 manner and to the same extent as they would have been protected had the policy

1 or policies not contained retention or deductible provisions.

2 C. Each insurance policy shall be endorsed to state that coverage
3 shall not be reduced, non-renewed or canceled except after thirty (30) days prior
4 written notice to City, shall be primary and not contributing to any other insurance
5 or self-insurance maintained by City, and shall be endorsed to state that coverage
6 maintained by City shall be excess to and shall not contribute to insurance or self-
7 insurance maintained by Consultant. Consultant shall notify City in writing within
8 five (5) days after any insurance has been voided by the insurer or cancelled by the
9 insured.

10 D. If this coverage is written on a "claims made" basis, it must
11 provide for an extended reporting period of not less than one hundred eighty (180)
12 days, commencing on the date this Agreement expires or is terminated, unless
13 Consultant guarantees that Consultant will provide to City evidence of uninterrupted,
14 continuing coverage for a period of not less than three (3) years, commencing on
15 the date this Agreement expires or is terminated.

16 E. Consultant shall require that all subconsultants or contractors
17 that Consultant uses in the performance of these services maintain insurance in
18 compliance with this Section unless otherwise agreed in writing by City's Risk
19 Manager or designee.

20 F. Prior to the start of performance, Consultant shall deliver to City
21 certificates of insurance and the endorsements for approval as to sufficiency and
22 form. In addition, Consultant shall, within thirty (30) days prior to expiration of the
23 insurance, furnish to City certificates of insurance and endorsements evidencing
24 renewal of the insurance. City reserves the right to require complete certified copies
25 of all policies of Consultant and Consultant's subconsultants and contractors, at any
26 time. Consultant shall make available to City's Risk Manager or designee all books,
27 records and other information relating to this insurance, during normal business
28 hours.

1 G. Any modification or waiver of these insurance requirements
2 shall only be made with the approval of City's Risk Manager or designee. Not more
3 frequently than once a year, City's Risk Manager or designee may require that
4 Consultant, Consultant's subconsultants and contractors change the amount, scope
5 or types of coverages required in this Section if, in his or her sole opinion, the
6 amount, scope or types of coverages are not adequate.

7 H. The procuring or existence of insurance shall not be construed
8 or deemed as a limitation on liability relating to Consultant's performance or as full
9 performance of or compliance with the indemnification provisions of this Agreement.

10 6. ASSIGNMENT AND SUBCONTRACTING. This Agreement
11 contemplates the personal services of Consultant and Consultant's employees, and the
12 parties acknowledge that a substantial inducement to City for entering this Agreement was
13 and is the professional reputation and competence of Consultant and Consultant's
14 employees. Consultant shall not assign its rights or delegate its duties under this
15 Agreement, or any interest in this Agreement, or any portion of it, without the prior approval
16 of City, except that Consultant may with the prior approval of the City Manager of City,
17 assign any moneys due or to become due Consultant under this Agreement. Any
18 attempted assignment or delegation shall be void, and any assignee or delegate shall
19 acquire no right or interest by reason of an attempted assignment or delegation.
20 Furthermore, Consultant shall not subcontract any portion of its performance without the
21 prior approval of the City Manager or designee, or substitute an approved subconsultant
22 or contractor without approval prior to the substitution. Nothing stated in this Section shall
23 prevent Consultant from employing as many employees as Consultant deems necessary
24 for performance of this Agreement.

25 7. CONFLICT OF INTEREST. Consultant, by executing this Agreement,
26 certifies that, at the time Consultant executes this Agreement and for its duration,
27 Consultant does not and will not perform services for any other client which would create
28 a conflict, whether monetary or otherwise, as between the interests of City and the interests

1 of that other client. Consultant further certifies that Consultant does not now have and shall
2 not acquire any interest, direct or indirect, in the area covered by this Agreement or any
3 other source of income, interest in real property or investment which would be affected in
4 any manner or degree by the performance of Consultant's services hereunder. And,
5 Consultant shall obtain similar certifications from Consultant's employees, subconsultants
6 and contractors.

7 8. MATERIALS. Consultant shall furnish all labor and supervision,
8 supplies, materials, tools, machinery, equipment, appliances, transportation and services
9 necessary to or used in the performance of Consultant's obligations under this Agreement,
10 except as stated in Exhibit "D".

11 9. OWNERSHIP OF DATA. All materials, information and data
12 prepared, developed or assembled by Consultant or furnished to Consultant in connection
13 with this Agreement, including but not limited to documents, estimates, calculations,
14 studies, maps, graphs, charts, computer disks, computer source documentation, samples,
15 models, reports, summaries, drawings, designs, notes, plans, information, material and
16 memorandum ("Data") shall be the exclusive property of City. Data shall be given to City,
17 and City shall have the unrestricted right to use and disclose the Data in any manner and
18 for any purpose without payment of further compensation to Consultant. Copies of Data
19 may be retained by Consultant but Consultant warrants that Data shall not be made
20 available to any person or entity for use without the prior approval of City. This warranty
21 shall survive termination of this Agreement for five (5) years.

22 10. TERMINATION. Either party shall have the right to terminate this
23 Agreement for any reason or no reason at any time by giving fifteen (15) calendar days
24 prior written notice to the other party. In the event of termination under this Section, City
25 shall pay Consultant for services satisfactorily performed and costs incurred up to the
26 effective date of termination for which Consultant has not been previously paid. The
27 procedures for payment in Section 1.B. with regard to invoices shall apply. On the effective
28 date of termination, Consultant shall deliver to City all Data developed or accumulated in

1 the performance of this Agreement, whether in draft or final form, or in process. And,
2 Consultant acknowledges and agrees that City's obligation to make final payment is
3 conditioned on Consultant's delivery of the Data to City.

4 11. EARLY TERMINATION; REIMBURSEMENT. If City elects to
5 terminate a project for any reason, or if a Fellow is unable to begin or complete an
6 appointment pursuant to this Agreement for any reason, then, subject to any advance
7 notice provisions in this Agreement or other independent contractor agreement, City may
8 terminate the appointment and may only seek reimbursement for an eligible portion of the
9 City's funding contribution pursuant to the following process:

10 A. The parties acknowledge and agree that Thirty Thousand
11 Dollars (\$30,000) for each FUSE Fellow is considered non-refundable for
12 administrative and overhead costs incurred by Consultant. The non-refundable
13 portion of the program fee is associated, among other things, with Consultant's
14 various pre-fellowship services, such as project scoping, executive search,
15 candidate screening and selection, on-boarding preparation and new fellow's
16 orientation week, etc.

17 B. If the effective date of a termination occurs on or before a
18 Fellow's first day of work in the City, then City may seek reimbursement in the full
19 refundable amounts eligible for early termination, pursuant to the Funding Schedule
20 as described in Exhibit "B".

21 C. If the effective date of a termination occurs after a Fellow's first
22 day of work at the City and prior to the agreed-upon final day of the Fellow's
23 appointment, as specified in the applicable Agreement, then reimbursement may be
24 sought at a pro-rated amount for each month that the Fellow did not complete his or
25 her appointment pursuant to the Funding Schedule as described in Exhibit "B".

26 12. CONFIDENTIALITY. Consultant shall keep all Data confidential and
27 shall not disclose the Data or use the Data directly or indirectly, other than in the course of
28 performing its services, during the term of this Agreement and for five (5) years following

1 expiration or termination of this Agreement. In addition, Consultant shall keep confidential
2 all information, whether written, oral or visual, obtained by any means whatsoever in the
3 course of performing its services for the same period of time. Consultant shall not disclose
4 any or all of the Data to any third party, or use it for Consultant's own benefit or the benefit
5 of others except for the purpose of this Agreement.

6 13. BREACH OF CONFIDENTIALITY. Consultant shall not be liable for
7 a breach of confidentiality with respect to Data that: (a) Consultant demonstrates
8 Consultant knew prior to the time City disclosed it; or (b) is or becomes publicly available
9 without breach of this Agreement by Consultant; or (c) a third party who has a right to
10 disclose does so to Consultant without restrictions on further disclosure; or (d) must be
11 disclosed pursuant to subpoena or court order.

12 14. ADDITIONAL COSTS AND REDESIGN.

13 A. Any costs incurred by City due to Consultant's failure to meet
14 the standards required by the scope of work or Consultant's failure to perform fully
15 the tasks described in the scope of work which, in either case, causes City to request
16 that Consultant perform again all or part of the Scope of Work shall be at the sole
17 cost of Consultant and City shall not pay any additional compensation to Consultant
18 for its re-performance.

19 B. If the Project involves construction and the scope of work
20 requires Consultant to prepare plans and specifications with an estimate of the cost
21 of construction, then Consultant may be required to modify the plans and
22 specifications, any construction documents relating to the plans and specifications,
23 and Consultant's estimate, at no cost to City, when the lowest bid for construction
24 received by City exceeds by more than ten percent (10%) Consultant's estimate.
25 This modification shall be submitted in a timely fashion to allow City to receive new
26 bids within four (4) months after the date on which the original plans and
27 specifications were submitted by Consultant.

28 15. AMENDMENT. This Agreement, including all Exhibits, shall not be

1 amended, nor any provision or breach waived, except in writing signed by the parties which
2 expressly refers to this Agreement.

3 16. LAW. This Agreement shall be construed in accordance with the laws
4 of the State of California, and the venue for any legal actions brought by any party with
5 respect to this Agreement shall be the County of Los Angeles, State of California for state
6 actions and the Central District of California for any federal actions. Consultant shall cause
7 all work performed in connection with construction of the Project to be performed in
8 compliance with (1) all applicable laws, ordinances, rules and regulations of federal, state,
9 county or municipal governments or agencies (including, without limitation, all applicable
10 federal and state labor standards, including the prevailing wage provisions of sections 1770
11 *et seq.* of the California Labor Code); and (2) all directions, rules and regulations of any fire
12 marshal, health officer, building inspector, or other officer of every governmental agency
13 now having or hereafter acquiring jurisdiction.

14 17. PREVAILING WAGES.

15 A. Consultant agrees that all public work (as defined in California
16 Labor Code section 1720) performed pursuant to this Agreement (the "Public
17 Work"), if any, shall comply with the requirements of California Labor Code sections
18 1770 *et seq.* City makes no representation or statement that the Project, or any
19 portion thereof, is or is not a "public work" as defined in California Labor Code
20 section 1720.

21 B. In all bid specifications, contracts and subcontracts for any
22 such Public Work, Consultant shall obtain the general prevailing rate of per diem
23 wages and the general prevailing rate for holiday and overtime work in this locality
24 for each craft, classification or type of worker needed to perform the Public Work,
25 and shall include such rates in the bid specifications, contract or subcontract. Such
26 bid specifications, contract or subcontract must contain the following provision: "It
27 shall be mandatory for the contractor to pay not less than the said prevailing rate of
28 wages to all workers employed by the contractor in the execution of this contract.

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The contractor expressly agrees to comply with the penalty provisions of California Labor Code section 1775 and the payroll record keeping requirements of California Labor Code section 1771."

18. ENTIRE AGREEMENT. This Agreement, including all Exhibits, constitutes the entire understanding between the parties and supersedes all other agreements, oral or written, with respect to the subject matter in this Agreement.

19. INDEMNITY.

A. Consultant shall indemnify, protect and hold harmless City, its Boards, Commissions, and their officials, employees and agents ("Indemnified Parties"), from and against any and all liability, claims, demands, damage, loss, obligations, causes of action, proceedings, awards, fines, judgments, penalties, costs and expenses, arising or alleged to have arisen, in whole or in part, out of or in connection with (1) Consultant's breach or failure to comply with any of its obligations contained in this Agreement, including any obligations arising from the Project's compliance with or failure to comply with applicable laws, including all applicable federal and state labor requirements including, without limitation, the requirements of California Labor Code section 1770 *et seq.* or (2) negligent or willful acts, errors, omissions or misrepresentations committed by Consultant, its officers, employees, agents, subcontractors, or anyone under Consultant's control, in the performance of work or services under this Agreement (collectively "Claims" or individually "Claim").

B. In addition to Consultant's duty to indemnify, Consultant shall have a separate and wholly independent duty to defend Indemnified Parties at Consultant's expense by legal counsel approved by City, from and against all Claims, and shall continue this defense until the Claims are resolved, whether by settlement, judgment or otherwise. No finding or judgment of negligence, fault, breach, or the like on the part of Consultant shall be required for the duty to defend to arise. City shall notify Consultant of any Claim, shall tender the defense of the

1 Claim to Consultant, and shall assist Consultant, as may be reasonably requested,
2 in the defense.

3 C. If a court of competent jurisdiction determines that a Claim was
4 caused by the sole negligence or willful misconduct of Indemnified Parties,
5 Consultant's costs of defense and indemnity shall be (1) reimbursed in full if the
6 court determines sole negligence by the Indemnified Parties, or (2) reduced by the
7 percentage of willful misconduct attributed by the court to the Indemnified Parties.

8 D. The provisions of this Section shall survive the expiration or
9 termination of this Agreement.

10 20. AMBIGUITY. In the event of any conflict or ambiguity between this
11 Agreement and any Exhibit, the provisions of this Agreement shall govern.

12 21. NONDISCRIMINATION.

13 A. In connection with performance of this Agreement and subject
14 to applicable rules and regulations, Consultant shall not discriminate against any
15 employee or applicant for employment because of race, religion, national origin,
16 color, age, sex, sexual orientation, gender identity, AIDS, HIV status, handicap or
17 disability. Consultant shall ensure that applicants are employed, and that
18 employees are treated during their employment, without regard to these bases.
19 These actions shall include, but not be limited to, the following: employment,
20 upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or
21 termination; rates of pay or other forms of compensation; and selection for training,
22 including apprenticeship.

23 B. It is the policy of City to encourage the participation of
24 Disadvantaged, Minority and Women-Owned Business Enterprises in City's
25 procurement process, and Consultant agrees to use its best efforts to carry out this
26 policy in its use of subconsultants and contractors to the fullest extent consistent
27 with the efficient performance of this Agreement. Consultant may rely on written
28 representations by subconsultants and contractors regarding their status.

1 Consultant shall report to City in May and in December or, in the case of short-term
2 agreements, prior to invoicing for final payment, the names of all subconsultants
3 and contractors hired by Consultant for this Project and information on whether or
4 not they are a Disadvantaged, Minority or Women-Owned Business Enterprise, as
5 defined in Section 8 of the Small Business Act (15 U.S.C. Sec. 637).

6 22. EQUAL BENEFITS ORDINANCE. Unless otherwise exempted in
7 accordance with the provisions of the Ordinance, this Agreement is subject to the
8 applicable provisions of the Equal Benefits Ordinance (EBO), section 2.73 et seq. of the
9 Long Beach Municipal Code, as amended from time to time.

10 A. During the performance of this Agreement, the Consultant
11 certifies and represents that the Consultant will comply with the EBO. The
12 Consultant agrees to post the following statement in conspicuous places at its place
13 of business available to employees and applicants for employment:

14 "During the performance of a contract with the City of Long Beach, the
15 Consultant will provide equal benefits to employees with spouses and its
16 employees with domestic partners. Additional information about the City of
17 Long Beach's Equal Benefits Ordinance may be obtained from the City of
18 Long Beach Business Services Division at 562-570-6200."

19 B. The failure of the Consultant to comply with the EBO will be
20 deemed to be a material breach of the Agreement by the City.

21 C. If the Consultant fails to comply with the EBO, the City may
22 cancel, terminate or suspend the Agreement, in whole or in part, and monies due or
23 to become due under the Agreement may be retained by the City. The City may
24 also pursue any and all other remedies at law or in equity for any breach.

25 D. Failure to comply with the EBO may be used as evidence
26 against the Consultant in actions taken pursuant to the provisions of Long Beach
27 Municipal Code 2.93 et seq., Contractor Responsibility.

28 E. If the City determines that the Consultant has set up or used its

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contracting entity for the purpose of evading the intent of the EBO, the City may terminate the Agreement on behalf of the City. Violation of this provision may be used as evidence against the Consultant in actions taken pursuant to the provisions of Long Beach Municipal Code Section 2.93 et seq., Contractor Responsibility.

23. NOTICES. Any notice or approval required by this Agreement shall be in writing and personally delivered or deposited in the U.S. Postal Service, first class, postage prepaid, addressed to Consultant at the address first stated above, and to City at 333 West Ocean Boulevard, Long Beach, California 90802, Attn: City Manager, with a copy to the City Engineer at the same address. Notice of change of address shall be given in the same manner as stated for other notices. Notice shall be deemed given on the date deposited in the mail or on the date personal delivery is made, whichever occurs first.

24. COPYRIGHTS AND PATENT RIGHTS.

A. Consultant shall place the following copyright protection on all Data: © City of Long Beach, California _____, inserting the appropriate year.

B. City reserves the exclusive right to seek and obtain a patent or copyright registration on any Data or other result arising from Consultant's performance of this Agreement. By executing this Agreement, Consultant assigns any ownership interest Consultant may have in the Data to City.

C. Consultant warrants that the Data does not violate or infringe any patent, copyright, trade secret or other proprietary right of any other party. Consultant agrees to and shall protect, defend, indemnify and hold City, its officials and employees harmless from any and all claims, demands, damages, loss, liability, causes of action, costs or expenses (including reasonable attorney's fees) whether or not reduced to judgment, arising from any breach or alleged breach of this warranty.

25. COVENANT AGAINST CONTINGENT FEES. Consultant warrants that Consultant has not employed or retained any entity or person to solicit or obtain this Agreement and that Consultant has not paid or agreed to pay any entity or person any fee,

1 commission or other monies based on or from the award of this Agreement. If Consultant
2 breaches this warranty, City shall have the right to terminate this Agreement immediately
3 notwithstanding the provisions of Section 10 or, in its discretion, to deduct from payments
4 due under this Agreement or otherwise recover the full amount of the fee, commission or
5 other monies.

6 26. WAIVER. The acceptance of any services or the payment of any
7 money by City shall not operate as a waiver of any provision of this Agreement or of any
8 right to damages or indemnity stated in this Agreement. The waiver of any breach of this
9 Agreement shall not constitute a waiver of any other or subsequent breach of this
10 Agreement.

11 27. CONTINUATION. Termination or expiration of this Agreement shall
12 not affect rights or liabilities of the parties which accrued pursuant to Sections 7, 10, 11,
13 17, 19, 22 and 28 prior to termination or expiration of this Agreement.

14 28. TAX REPORTING. As required by federal and state law, City is
15 obligated to and will report the payment of compensation to Consultant on Form 1099-
16 Misc. Consultant shall be solely responsible for payment of all federal and state taxes
17 resulting from payments under this Agreement. Consultant shall submit Consultant's
18 Employer Identification Number (EIN), or Consultant's Social Security Number if
19 Consultant does not have an EIN, in writing to City's Accounts Payable, Department of
20 Financial Management. Consultant acknowledges and agrees that City has no obligation
21 to pay Consultant until Consultant provides one of these numbers.

22 29. ADVERTISING. Consultant shall not use the name of City, its officials
23 or employees in any advertising or solicitation for business or as a reference, without the
24 prior approval of the City Manager or designee.

25 30. AUDIT. City shall have the right at all reasonable times during the
26 term of this Agreement and for a period of five (5) years after termination or expiration of
27 this Agreement to examine, audit, inspect, review, extract information from and copy all
28 books, records, accounts and other documents of Consultant relating to this Agreement.

OFFICE OF THE CITY ATTORNEY
CHARLES PARKIN, City Attorney
333 West Ocean Boulevard, 11th Floor
Lona Beach, CA 90802-4664

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31. THIRD PARTY BENEFICIARY. This Agreement is not intended or designed to or entered for the purpose of creating any benefit or right for any person or entity of any kind that is not a party to this Agreement.

IN WITNESS WHEREOF, the parties have caused this document to be duly executed with all formalities required by law as of the date first stated above.

FUSE CORPS, a California nonprofit corporation

8/10/18, 2018

By [Signature]
Name James Weisberg
Title CEO

8/10/18, 2018

By Nancy Gage
Name Nancy Gage
Title COO / President

"Consultant"

CITY OF LONG BEACH, a municipal corporation

8/13, 2018

By [Signature]
City Manager

"City"

This Agreement is approved as to form on August 13, 2018.

CHARLES PARKIN, City Attorney

By [Signature]
Deputy



“Developing a Roadmap of Programs to Expand Affordable Housing”
City of Long Beach Department of Development Services
City of Long Beach, CA

PROJECT CONTEXT

A shortage of affordable housing is one of the most complex challenges faced by cities around the country, especially as the need is expanding and most municipal budgets are tightening. The problem is increasingly urgent in California, where the City of Long Beach is at the leading edge of municipalities seeking out best practices and resources to provide both short-term relief and long-term solutions for the housing crisis. Last year, the city took that process a step further, adopting a wide-ranging plan of twenty-nine recommendations to address deficiencies in both low- and moderate-income housing.

Long Beach has seen a renaissance of investment in recent years, especially in the downtown area, but not all communities have reaped its benefits. This lag in median household income has collided with rising rents and limited alternatives, pricing many households out of the market. The result has been displacement and even homelessness. The nature of Long Beach’s housing market compounds the problem: 59 percent of the City’s households rent as opposed to own, compared to 35 percent nationwide. Nearly half of those renters spent more than 35 percent of their income on rent (the federal government sets affordable housing as that which costs no more than 30 percent of income), putting an unusually high percentage of people at risk. But the crisis affects not only low-income residents; moderate-income households are feeling the pinch too.

The affordable housing crisis cuts across economic, social and racial/ethnic lines. For that reason, local leaders are seeking solutions that ensure a diverse, inclusive and equitable Long Beach. Since the City cannot implement all recommendations from its working plan at once, it is focusing on those with broader implications, including such proposals as a local document recording fee to generate revenue for affordable housing and a tenant protection ordinance. To support this work, the Long Beach Department of Development Services will partner with FUSE Corps to host an executive-level fellow for one year who will develop a roadmap and begin implementation of priority affordable housing programs. Recognized as a leader in combating homelessness by the U.S. Department of Housing and Urban Development, the City of Long Beach hopes to achieve the same results in affordable housing. This presents a unique opportunity for a fellow to make a mark on one of the most important urban issues of our day.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

“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 few months of the fellowship, after which a revised scope of work will be developed and agreed upon by the fellow and the host agency.”

Starting in September 2018, it is proposed the FUSE Fellow will review the working plan on affordable housing adopted by the Long Beach City Council and convene meetings with community, nonprofit and private-sector stakeholders to integrate their views as part of the research process. Next, in



coordination with city officials, the fellow will move policy projects forward, investigating funding sources and providing a breakdown of steps necessary to implementation. This process will prepare the way for the fellow to set priorities, culminating in program implementation with community buy-in for that implementation.

This fellow's success in this endeavor will be evaluated based on several factors. It will be necessary to engender a sense of stakeholder participation in crafting the final road map and inspire a feeling of unity behind it. With a strong background in policy and program research, preferably related to housing or social services, as well as strong project management abilities, the fellow should effectively analyze proposed initiatives, set priorities, and organize project plans, partnerships and funding sources. At least a third of the year should be dedicated to getting an initial project up and running, ensuring that it is on sustainable footing to continue operating successfully into the future. It is hoped the chosen program will achieve measurable impacts before the year is concluded, in terms of funding sources and housing units produced or slated for production.

The fellow's project management skills and ability to act independently as a bridge across city agencies and a wide spectrum of stakeholders will help the City of Long Beach convert its policy ideas on affordable housing into effective practice.

- *Conduct a landscape assessment:* Get up to speed on the City Council's working plan on affordable housing and conduct additional research as needed. Consult with City officials to get updates on policy developments, particularly with respect to the tenant protection ordinance. Begin to develop a roadmap for implementation, including prospective funding sources, for targeted policy options.
- *Engage and align stakeholders around goals:* Meet and establish regular lines of communication with stakeholders, including City agency staff, representatives from community organizations, nonprofits and property owners/developers. Ensure all concerns and perspectives are heard and incorporated, both in program content and in prioritizing program deployment. Acting as facilitator, guide the decision-making process to achieve broad support around the prospective projects.
- *Prioritize goals and create an implementation plan:* Determine programming priorities based on cost/benefit analysis and buy-in from both affordable-housing advocates and property developers. The goal is to move forward with this process quickly and efficiently but not precipitously: unity will be the key to success. Create a step-by-step plan for implementation (roadmap) of the chosen program(s), with partners and funding sources in place.
- *Implement initial phase of affordable housing program:* Oversee the implementation of the first projects identified as priorities. Assign specific roles and responsibilities for stakeholders and define timelines for achieving those goals. Develop specific ways to measure progress and outcomes. Monitor the projects closely, troubleshooting as needed to ensure success, and working to sustain the services offered.

KEY STAKEHOLDERS

- **Linda Tatum**, Director, *Long Beach Development Services Department*
- **Patrick Ure**, Bureau Manager, Housing and Neighborhood Services Bureau, *City of Long Beach*



QUALIFICATIONS

- At least 15 years of professional experience consulting, project management, housing development or a relevant field, particularly with a strong background in data and policy research and strategic planning.
- Superior critical thinking and analytical skills.
- Ability to synthesize complex information into clear and concise recommendations.
- Ability to relate to a wide variety of diverse audiences with strong emotional intelligence and empathy.
- Excellent stakeholder engagement skills and the ability to use facilitative leadership techniques to coordinate stakeholder activities.
- Self-motivated, goal-oriented, entrepreneurial leader who can also be an independent worker.
- Persistent in obtaining information and creatively resourceful in identifying solutions to complex problems.
- Ability to create direction and movement within politically charged environments.
- Exceptional written and verbal communication skills with an ease in public presentations.
- Commitment to inclusion, or the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity.



“Investing in Economic Inclusion to Unlock Broad-Based Growth”
City of Long Beach Economic Development Department
City of Long Beach, CA

PROJECT CONTEXT

The City of Long Beach is laying the groundwork for a major push to reduce income disparity and increase access to economic opportunity in its low-income communities. California’s seventh-largest city, Long Beach has a majority minority population, with nearly 70 percent of residents that are African American, Asian, and Latino. The city’s improved economic picture in recent years has not extended broadly into those communities, where median household income lags significantly.

Multi-generational income disparity is a national issue, and Long Beach has its own history of trying to tackle it. But now city officials and a cross-section of public and nonprofit entities have made equity – or just and fair inclusion – an urgent economic imperative. The lynchpin of their efforts is the new 10-year strategic plan, called the Blueprint for Economic Development (Blueprint), which includes a Focus Area on Economic Inclusion. A range of actions on inclusion have already taken place, including studies commissioned to identify economic disparity on a geographic and demographic basis and grassroots focus groups convened to determine the needs of local entrepreneurs. Long Beach has also launched the “Everyone In” Initiative, a roundtable of experts that delves into best practices and policy solutions to foment broad-based economic opportunity. Various collaborations with California State University, Long Beach and the Los Angeles Local Initiatives Support Corporation are also underway, adding further momentum to this groundbreaking initiative.

The leadership behind the initiative, the Long Beach Economic Development Department (Department), also represents a novel approach. Normally tasked with managing city property and attracting business, especially Fortune 500 companies, the Department’s expanded focus reflects the City’s conviction that the untapped economic energy of its aspiring minority and women entrepreneurs represents its greatest potential for growth. As a city at the forefront of demographic changes reshaping the country, Long Beach recognizes that its economic fate depends on how it responds to those changes. To support this work, the Department will partner with FUSE Corps to host an executive-level fellow for one year who will create a strategic action plan, identify community-based partners and potential funding sources, supervise the implementation of initial projects, and plan a strategy for their viability going forward. With the successful development and implementation of an economic inclusion strategy, Long Beach has the chance to become a model for other cities in the nation.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

“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 few months of the fellowship, after which a revised scope of work will be developed and agreed upon by the Fellow and the host agency.”

Starting in September 2018, it is proposed the FUSE Fellow will conduct an overview of existing studies, reports and data collected through stakeholder convenings. The fellow will meet with stakeholders to



understand their perspectives on opportunities and challenges, review efforts to date and develop a list of shared priorities and prospective policy solutions. Given the research and analysis already accomplished by stakeholders on this project and the strong foundation of community support behind it, the fellow's primary mission will be to move the efforts forward to the next step: development of a strategic action plan and the implementation of projects. To that end, the fellow will guide stakeholders and partners through the decision-making process to determine the most feasible projects and related goals, identify potential funding sources, then create a clear roadmap of actions to reach them.

The fellow's success in this endeavor will be evaluated based on several factors. It will be necessary to engender a sense of stakeholder participation in crafting the final roadmap and inspire a feeling of unity behind it. With a strong background in financial services and project management, the fellow should effectively organize project plans, partnerships and funding sources, get initial projects up and running, and ensure the projects are on sustainable footing to continue operating successfully after the year is completed. The implementation phase will encompass the majority of the fellowship year in order to achieve concrete economic gains in the targeted communities.

Working collaboratively with stakeholders and partners to demonstrate the value of economic inclusion as an economic development approach, the fellow will guide the Department's realization of this core goal within its Blueprint.

- *Conduct a landscape assessment:* Get up to speed quickly on the Blueprint and related reports, including studies and policy recommendations already developed by stakeholders. Assess the efficacy and impact of current strategies and identify gaps and opportunities to fill those gaps, particularly with regard to specific programs and resources that are out of reach for low-income communities. Research the practices of other cities similar to Long Beach who have developed effective partnerships and programming around these goals.
- *Engage and align stakeholders around goals:* Meet and establish regular lines of communication with stakeholders, including City department staff members, high-level officials, representatives from business, community organizations and nonprofits, leaders from educational institutions, and others. Ensure all concerns and perspectives are heard and appropriately incorporated into plans. Acting as facilitator, guide the decision-making process to achieve broad support around the projects deemed best-suited to achieving common goals.
- *Prioritize common goals and create an implementation plan:* Determine shared goals, prioritize those goals based on their potential impact and analyze proposed solutions. Create a strategic implementation plan, mapping out a step-by-step strategy for the initial phase of the initiative, including partners and funding sources. Assist with the development and approval of project charters and partnership agreements for the implementation of selected programs.
- *Implement initial phase of development program and sustainability strategy:* Oversee the implementation of the first projects identified as priorities. Assign specific roles and responsibilities for all stakeholders and define the timelines for achieving those goals. Oversee the plan to ensure all partners are involved in implementation. Develop and implement specific ways to measure progress and outcomes. Monitor the projects closely, troubleshooting as needed to ensure success, and working to sustain the services offered and expand them in the future.



KEY STAKEHOLDERS

- **John Keisler**, Director, *Long Beach Economic Development Department*
- **Wade E. Martin**, Director, *Institute for Innovation & Entrepreneurship at California State University, Long Beach*
- **Tunua Thrash-Ntuk**, Executive Director, *Los Angeles Local Initiatives Support Corporation*

QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in financial services and project management. Familiarity with the Community Reinvestment Act and the regulatory environment involving financial institutions and community investment is preferred.
- Superior critical thinking and analytical skills.
- Ability to synthesize complex information into clear and concise recommendations.
- Ability to relate to a wide variety of diverse audiences with strong emotional intelligence and empathy.
- Excellent stakeholder engagement skills and the ability to use facilitative leadership techniques to coordinate stakeholder activities.
- Self-motivated, goal-oriented, entrepreneurial leader who can also be an independent worker.
- Project management skills with an emphasis on translating strategic goals into concrete, actionable projects and achieving the necessary funding to make those projects a reality.
- Exceptional written and verbal communication skills with an ease in public presentations.
- Understands the necessity of economic inclusion and equity to help build wealth in low-income communities.
- Experience developing performance measures for the analysis, tracking, evaluation, and reporting of program effectiveness.
- Experience working with financial information for the purpose of developing business plans and/or program budgets.
- Ability to work with program partners and legal counsel to negotiate and draft project charters, memorandum of understanding, and/or partnership agreements between agencies for the delivery of programs or services.



"Mobilizing Local Efforts to Maximize Participation in the U.S. Census"

City of Long Beach City Manager's Office

City of Long Beach, CA

PROJECT CONTEXT

The City of Long Beach is ramping up efforts to deal with the extraordinary challenges of the next U.S. Census, set for the spring 2020. The decennial count of the general population, required by the Constitution, is a keystone of the nation's democracy. Census results affect the distribution of over \$600 billion in federal funding, and are used to apportion seats in the House of Representatives and to redraw local and state political boundaries. An inaccurate census leads to underrepresentation and fewer dollars for many of the most vulnerable communities.

For Long Beach, which has a majority-minority population, with nearly 70 percent of residents who are African American, Asian and Latino, accounting for every resident in the community is essential. Census data determines federal funding for vital city services, including public safety, health, education transportation, affordable housing, community and economic development, and assistance for the poor. Because a level of mistrust exists within some populations around participation in a government survey, City officials are committed to developing an education, outreach and mobilization plan to engage all segments of the community.

Moreover, as a growing city – the state's seventh largest – that will only require additional services, local leaders have decided to redouble efforts to ensure the census incorporates all addresses and residents. To reach this goal, the Office of the City Manager is looking to develop a comprehensive plan that is centrally focused across city departments and coordinated with community-based and non-profit groups. Thus far, the city has initiated the Local Update of Census Addresses (LUCA), a voluntary effort in conjunction with community groups to eliminate gaps in the master file of addresses provided by the Census Bureau. This effort sets the stage for a much broader engagement at local, county and national levels. To support this work, the Long Beach City Manager's Office will partner with FUSE Corps to host an executive-level Fellow for one year who will build on efforts to date to formulate a comprehensive and effective outreach plan and spearhead its implementation to achieve the most accurate census count possible.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

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 few months of the fellowship, after which a revised scope of work will be developed and agreed upon by the fellow and the host agency."

Starting in September 2018, it is proposed the FUSE Fellow will review efforts to date, including LUCA, and engage with city agencies and all stakeholders from the local community and non-profit sector to ascertain progress and listen to outreach recommendations. The fellow will also engage with Los Angeles County's census campaign to avoid duplication as well as national organizations with a stake in an accurate census. The goal of this outreach strategy is to encourage community collaboration with census enumerators. To that end, the fellow will test outreach messages first to make sure they are



effective before launching full-fledged multimedia campaigns. This process of orientation, collaboration and investigation, which should encompass a third to half of the year, will culminate in establishing partnerships and funding sources for going forward. Next, in conjunction with stakeholders, the fellow will finalize a comprehensive strategic plan for outreach and education across diverse communities and begin its implementation, which will be set up to run until April 2020.

The FUSE Fellow will have a proven record in community engagement and organization involving multiple stakeholder groups, whether inside or outside government. Experience in public administration or business administration would also apply, especially in regard to project management and strategic planning. The key asset, however, is an ability to build consensus, to not only create a comprehensive strategic plan, but to have the diplomacy and leadership skills to implement it in coordination with multiple stakeholders. The fellow's success in this endeavor will be evaluated based on the ability to inspire stakeholder participation in the strategic plan and program implementation, a process that may occur amid an atmosphere of distrust and resistance. The premise behind the census is inclusion, and the fellow will succeed to the extent that census enumerators succeed in collecting data from all the city's communities.

- *Conduct a landscape assessment:* Get up to speed on census-related activity and strategic thinking to date by the Office of the City Manager and local stakeholders. Broaden stakeholder engagement, not only locally but at the county and national levels to get a full picture of best practice community outreach options and funding sources.
- *Engage and align stakeholders around goals:* Meet regularly with stakeholders to exchange ideas and concerns about outreach strategies, taking care to incorporate as many views as possible. In consultation with community groups, meet with marketing consultants to run A/B testing of outreach messages for each community to ensure that census education campaigns are well-targeted and effective. Acting as facilitator, guide discussions with stakeholders to achieve broad support around specific community-based goals and outreach strategies.
- *Create a comprehensive city-wide outreach and education plan:* Devise a step-by-step outreach strategy, including partners and funding sources, for both general and targeted campaigns that inform public opinion about the importance of the census and rally support behind it.
- *Plan implementation.* Oversee the implementation of the comprehensive outreach plan. Assign specific roles and responsibilities for all stakeholders and define the timelines for achieving those goals. Oversee the plan to ensure all partners are involved in the implementation. Develop ways to measure outreach progress and outcomes. Monitor the plan's deployment closely, troubleshooting as needed to ensure success, and working to sustain its efficacy beyond the fellowship year.

KEY STAKEHOLDERS

- **Kevin Jackson**, Deputy City Manager, *Long Beach City Manager's Office*
- **Lauren Vargas**, Director of Innovation Delivery & Special Projects, *Long Beach Mayor's Office*

QUALIFICATIONS



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- At least 15 years of professional experience in a relevant field, particularly with a strong background in management consulting, public administration or business administration, with an emphasis on community engagement, project management and strategic planning.
 - Superior critical thinking skills and open-mindedness to innovative ideas
 - Ability to synthesize multiple sources of information into clear and concise recommendations.
 - Ability to engage diverse community stakeholders with strong emotional intelligence and empathy. Adept at building consensus among those stakeholders.
 - Ability to use facilitative leadership techniques to coordinate stakeholder activities.
 - Self-motivated, goal-oriented, entrepreneurial leader who can also be an independent worker.
 - Persistent in obtaining information and creatively resourceful in identifying solutions to complex problems.
 - Ability to inspire trust and confidence within environments suspicious of government intentions.
 - Exceptional written and verbal communication skills with an ease in public presentations.
 - Commitment to inclusion, or the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity.



**“Creating an Integrated Service Delivery Model to Improve Public Health”
City of Long Beach Department of Health and Human Services
Long Beach, CA**

PROJECT CONTEXT

The City of Long Beach is addressing one of the biggest challenges facing large U.S. urban health departments: improving complex and often outdated participant management and data systems to strengthen their increasingly vital role of protecting and promoting public health. By rooting out inefficiencies in the way it collects and uses data, the City’s Department of Health and Human Services is seeking to develop a more integrated services approach to participants, a goal with benefits not only for the public but for the Health Department as well.

Long Beach ranks among the top 30 health districts in the country, with a \$117 million budget and over 300 staff operating nine locations that handle more than 400,000 participant visits a year. Long Beach, like most other health jurisdictions across the nation, lacks a common intake process. Many of the individuals and families visiting a participant most likely engage in multiple services, but because data is not cross-referenced there is little chance to know how many unduplicated participants are served and the intensity of service level per person across multiple programs. It can be difficult for an individual or family to know what programs are accessible to them. Internal referrals to other Health Department programs are prompted by data and do not consist of this information, causing participants to have to navigate the system themselves. Eligibility for each program is determined each time a person goes to a different program, causing participants to have to repeat sensitive information. Since the programs are not connected with data, it hampers participant’s ability to improve their health and the Health Department’s ability to manage cases. Still, there is no shortage of data; in fact, the Long Beach Health Department actually uses about 80 databases to operate 30 different programs. Currently, data is compartmentalized by grant designation and databases that do not communicate among each other, meaning each data base is often housing much of the same information as others. Therefore, the department is seeking the most appropriate data management platform that works across programs and utilizes staffing, participant care and other helpful metrics, which could generate significant efficiencies, better customer service, and better health outcomes.

The objective is to create a more human-centered systems design that achieves improved service utilization and resourcing. As a first step in this process, the department is conducting a review of the kinds of data now being collected by its various programs and encouraging a change in mindset towards greater openness and cross-agency collaboration. To support this work, the City of Long Beach will partner with FUUSE Corps to host an executive-level fellow for one year who will advance the efforts of the Health Department to develop an integrated service delivery model by analyzing current systems and implementing new solutions. The search for synergy among complex parts is an elusive priority for urban health departments: success in Long Beach could serve as a national showcase.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

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 few months of the fellowship, after which a revised scope of work will be developed and agreed upon by the Fellow and the host agency.

Starting in September 2018, it is proposed the FUSE Fellow will conduct an overview of data collection and participant processing services currently in practice in Long Beach, including interviews with participants to hear their observations and suggestions. Alternative practices in other urban health departments will also be examined. The fellow will then embark on an analysis of that material, formulating a best practice strategy for both participant flows, grantor needs, staff needs and data management. This will be followed by a systems analysis of how best to make that strategy work internally, including an assessment of and recommendations for technological options to put the strategy in practice. The year will conclude with pilot tests of the most promising options, leading to recommendations for an integrated business design that would be ready for future implementation.

The fellow's success in this endeavor will be evaluated based on several factors. The fellow will apply a strong background in business and systems analysis, preferably but not necessarily in health care or public health, to the central task of evaluating current business practices and devising a new model to increase efficiency and cooperation among programs. It will be necessary to engender a sense of participant and staff participation in crafting the new departmental systems design and inspire a feeling of unity behind it. This also involves building relationships across other City agencies, especially the Technology Services Department. The final two or three months will be dedicated to running pilot tests to validate concepts for improved business design, culminating in a blueprint for future implementation.

Finally, the fellow will need strong project management skills to both oversee a complex process of change and help guide acceptance of that change across a wide spectrum of stakeholders.

- *Conduct a landscape assessment:* Get up to speed on departmental business practices with regard to participant management and data collection. Establish relationships with bureau managers to understand the range of programs and services offered. Build ties with the City's Technology Services Department to get an overview of current technology and planned deployments.
- *Engage and align stakeholders around goals:* Gather information in informal interviews with participants, seeking out suggestions to improve their experience. Work with staff to identify the greatest inefficiencies and listen to recommendations for improvement, creating a climate of collective effort. Research business models employed by similar health departments and build cross-agency relationships.
- *Analyze data and devise solutions:* Utilizing the information gathered, begin a detailed systems analysis with an eye towards selecting data metrics that establish the greatest efficiencies across multiple programs. Undertake a process analysis of participant flow patterns, particularly looking at opportunities for a common intake system. Design a more user-friendly participant services and data management plan and present it to the director and bureau managers, along with the technological options to put the plan in practice. Make recommendations and assist with the assessment of those solutions to arrive at the best two possible plans.
- *Implement pilot tests:* Design and implement pilots to test the two options on a scale big enough to evaluate their efficacy. Closely monitor implementation and troubleshoot as



necessary. Based on the outcomes, select the most suitable technological platform and prepare a roadmap for its full-scale implementation.

KEY STAKEHOLDERS

- **Kelly Colopy**, Director, *Long Beach Department of Health and Human Services*
- **Ginger Lee**, Bureau Manager, Collective Impact and Operations, *Long Beach Department of Health and Human Services*

QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in business and systems analysis, along with project management.
- Superior critical thinking and analytical skills.
- Ability to synthesize complex information into clear and concise recommendations.
- Ability to relate with strong emotional intelligence and empathy to a wide variety of diverse audiences.
- Excellent stakeholder engagement skills and the ability to use facilitative leadership techniques to coordinate stakeholder activities.
- A team-oriented leader who can also be a self-motivated, independent worker.
- Sufficient, though not necessarily in-depth, understanding of and comfort with technology and systems.
- Persistent in obtaining information and creatively resourceful in identifying technological solutions to systems management problems.
- Ability to create direction and change with direction from leadership, within potentially resistant environments.
- Exceptional written and verbal communication skills with an ease in public presentations.
- Commitment to inclusion, or the need for solutions to support all people in a community regardless of race, religion, gender, sexual orientation, income level, housing status, immigration status, or ethnicity.

EXHIBIT B

FY 19 FUSE Fellowship Funding Schedule

Project	Managing Department	Total Cost	City Contribution	FUSE Contribution	Refundable Amount Eligible for Early Termination	Monthly Prorate Charge Formula
Project One: Developing a Roadmap of Programs to Expand Affordable Housing	Development Services Department	\$ 150,000.00	\$ 110,000.00	\$ 40,000.00	\$110,000	\$9,167 per month (\$110,000 / 12 months)
Project Two: Investing in Economic Inclusion for Broad-based Growth	Economic Development Department	\$ 175,000.00	\$ 25,000.00	\$ 150,000.00	\$25,000	\$2,083 per month (\$25,000/ 12 months)
Project Three: Mobilizing Local Efforts to Maximize Participation in the U.S. Census 2020	City Manager's Office	\$ 100,000.00	\$ 100,000.00	\$ -		
	Development Services Department	\$ 50,000.00	\$ 50,000.00	\$ -	\$120,000	\$10,000 per month (\$120,000/ 12 months)
Project Four: Creating an Integrated Services Delivery Model to Improve Public Health	Health Department	\$ 150,000.00	\$ 150,000.00	\$ -	\$120,000	\$10,000 per month (\$120,000/ 12 months)
Totals:		\$ 625,000.00	\$ 435,000.00	\$ 190,000.00		

EXHIBIT “C”

City’s Representative:

Andrew Vialpando, Assistant to the City
Manager

(562) 570-6782

EXHIBIT “D”

Materials/Information Furnished: None

EXHIBIT “E”

Consultant’s Key Employee:

Leigh Halverson

(855) 687-9905