

Attachment 1

FUSE CORPS INDIVIDUAL PLACEMENT AGREEMENT

Host Agency: City Manager's Office
Fellow Reports to: Erica Garaffo, Assistant to the City Manager
Location of Fellowship: 200 E. Santa Clara St. San José, CA 95113
Project Title: AFFORDABLE AND SUSTAINABLE
TRANSPORTATION INFRASTRUCTURE

General Terms and Conditions between the City and FUSE

The City department executing this Individual Placement Agreement and FUSE Corps (FUSE) acknowledge that the terms and conditions of the Master Placement Agreement, contract #664553, apply to the City department and FUSE as it relates to the performance of this Individual Placement Agreement. FUSE and the City department shall notify the San José City Manager's Office upon execution of this Individual Placement Agreement.

Illustrative Services Provided by FUSE

1. Prior to the start of the fellowship year:

- **Project Development:** Convene meetings with host agency officials to identify project priorities; conduct in-depth interviews with host agency officials to clarify project idea; develop a draft Project Description for review by host agency officials; and conduct rounds of edits as needed to finalize approval of the Description.
- **Recruitment:** Conduct a local and national candidate search, cultivating applicants from various job boards, associations, and networks; respond to inquiries from interested applicants seeking additional information; and manage an online application portal and a candidate management system.
- **Screening:** Review applications to determine the most appropriate next steps for each candidate; conduct an initial phone-screening interview with candidates deemed to be most promising for the role; conduct an additional follow-up video-interview with candidates deemed strong enough to reach the semi-finalist round.
- **Selection:** Select up to three finalists for each project and collect electronic references on those individuals from current and former employers and colleagues; help the City to coordinate logistics for an in-person interview for each of the three finalists with designated host agency officials.
- **On-Boarding:** Place the selected individual under agreement as an independent contractor of FUSE dedicated to the specified project; communicate with both fellow and host agency officials in the weeks leading up to the start of the program year to help prepare all parties for the fellowship.

- **Orientation:** Organize and facilitate a national, in-person orientation for new fellows that is designed to help prepare them for their year of service, introduce them to the program's various tools and techniques, build peer-to-peer connections to help create an interactive 'community of practice' among all fellows and alumni; and cover the costs of travel, accommodations, meals, facilitates, speakers, and expenses for fellow to attend orientation week.

2. During the fellowship year:

- **Coaching:** Pair fellow with an executive coach who will be available to work one-on-one with the fellow during the year.
- **On-Going Support:** Organize and facilitate seminar calls hosted by staff, alumni, industry experts, and others to provide ongoing development and skill building opportunities. Host an online communication platform to allow fellows to regularly ask questions of peers and FUSE staff as they pursue project goals.
- **Project Refinement:** Schedule a call with the fellow, host agency officials, and FUSE staff within the first three months of the project to assess the extent to which any changes may be necessary to the Project Description and designated fellowship project goals.
- **Mid-Year Retreat:** Organize and facilitate a national, in-person mid-year retreat for all fellows that is designed to review progress achieved and lessons learned to date, clarify plans for increasing impact during the second half of the fellowship year, build plans for sustaining the impact of the project following the conclusion of the fellowship, and continue to foster interactive 'community of practice' among all current fellows and alumni; and cover the costs of travel, accommodations, meals, facilitates, speakers, and expenses for fellow to attend the mid-year retreat.
- **Status Checks:** Check-in with fellows and host agency officials periodically throughout the term of the fellowship to ensure that the fellowship is on track to achieve its stated goals; conduct a formal survey of fellows and host agency officials at both the mid-year point and at the end of the fellowship year to determine progress achieved and lessons learned to date.

Fellowship Project Description:

Beginning in May 2023, the FUSE Executive Fellow will work with city agencies as well as community, state and federal government, and private stakeholders to research, plan, and recommend a strategy to identify and secure financing options for San José's climate resilience projects. Ultimately, this will help accelerate climate action within the San José community and around the world.

The Executive Fellow will begin by conducting a thorough landscape analysis to inventory climate-related project needs across all City departments. They will also collaborate with agency partners to assess existing financing strategies and processes that other City departments use to

identify and win grants and other financing options for climate resilience projects. The Executive Fellow will assess successful strategies from other localities and engage with all relevant stakeholders, including other city departments, staff members, government agencies, private businesses, and community members to better understand current and future funding opportunities on local, state, and national scales.

The Executive Fellow will use the collected information to shape the City of San José's financing strategy for climate resilience and adaptation efforts. This will include designing an effective strategic plan for identifying funding sources such as federal and state level grants; local revenue sources such as local sales taxes, shared costs and joint agreements, Tax Increment Financing (TIF) and special assessment districts, and direct user charges; and private and philanthropic sources such as impact investing & environmental impact bonds, public-private partnerships, and community, corporate, and private family foundation grants. Importantly, this work will prioritize identifying and understanding funding opportunities to benefit low wealth communities and communities of color that have historically been excluded from or harmed by policy decisions and resultantly see disproportionate impacts from greenhouse gas emissions from non-renewable energy sources, climate change, and unsafe infrastructure.

As grants represent a major opportunity for climate financing solutions, the Executive Fellow will identify paths to success for winning grants. This includes outlining inter-agency roles, responsibilities, timelines, and action plans for conducting grant prospect searches, project development, writing grant applications, submissions, and grant management/renewals upon award. The Executive Fellow will outline a plan for creating an inter-agency grants team to continuously communicate about and address potential prospects across city departments as new project needs arise. They will also develop inter-agency strategies for facilitating completion of climate grants (e.g., completing award-winning applications, authoring an RFP to hire a consultant to assist with technical proposals etc.).

By April 2024, the Executive Fellow will have overseen the following:

- *Conduct a thorough landscape analysis* – Assess current climate-related project needs across city agencies; research local and national models and strategies for identifying and procuring climate funding solutions; engage with all relevant stakeholders, including other departments, staff members, government agencies, private businesses, and community members to better understand current and future climate financing opportunities.
- *Form a comprehensive strategic plan and implementation framework* - Design an effective strategic plan for identifying and procuring climate-focused funding opportunities from government, public, and private sources; ensure community needs, perspectives, and equity for historically disinvested communities are centered in all financing strategy opportunities; create an inter-agency grants team to identify prospects and complete award-winning applications; establish a timeline and implementation plan to continually identify and implement funding solutions as new projects arise.

Fellow Support provided by the Placement:

Erica Garaffo, Assistant to the City Manager, and his or her staff will facilitate introductions and meetings with key staff within the City as well as elected officials as appropriate.

Executive Sponsor: The Executive Sponsor is a high-ranking member of the agency's management team. He or she is the visible champion of the project within the agency and is the ultimate decision maker, with final approval on all phases, deliverables and scope changes. The Executive Sponsor will help ensure that this project achieves its full potential for impact. The designated Executive Sponsor for this project is Kip Harkness, Deputy City Manager.

Project Supervisor: The Project Supervisor is the day-to-day driver of the project and will work directly with the fellow to oversee progress toward goals. He or she will introduce the fellow to key stakeholders, resolve conflicts and remove obstacles that may occur during project work, and will sign off on approvals needed to advance each phase. The designated Project Supervisor for this project is Erica Garaffo, Assistant to the City Manager. The City agrees to provide the Fellow with a dedicated workspace, a telephone, a computer, internet access, security access as appropriate, office supplies, and any other physical resources related to performance of the fellowship.

Financial Considerations Between the City and FUSE Corps regarding the Fellow:

The City Manager's Office will provide no stipend to the Fellow in addition to that provided by FUSE.

During a Fellow's appointment, the City, at its sole discretion, may authorize and pay for all reasonable project-related expenses incurred by such Fellow in connection with the performance of services pursuant to the Placement Agreement for such Fellow including, without limitation, business expenses, travel expenses, and office supplies, all in accordance with the City's applicable policies and procedures.

The City Manager's Office will have no financial obligation for expenses related to duties required by FUSE, such as travel by the Fellow to FUSE trainings or events.

Financial Commitment Between the City and FUSE as it Relates to the Individual Placement for FUSE Fellow.


By executing this Individual Placement Agreement, the City Manager's Office notifies FUSE that the City Manager's Office has appropriated sufficient funds and taken all necessary steps to commit to the Placement and Funding Structure below. FUSE will submit invoices directly to the City Manager's Office for the two amounts listed below, the amount and timing of which are set forth for all departments in the City's Master Contract with FUSE.

Timeline	Placement and Funding Structure
DATE OF EXECUTION	Agreement between FUSE and City Department to host a fellow in the upcoming program year
April 24, 2023	Payment of initial half of \$80,000 total fee is due (\$40,000)
May 1, 2023	Fellows' first official day working onsite
October 24, 2023	Payment of second half of \$80,000 total fee is due (\$40,000)
April 19, 2024	Final day of work for Fellow

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their respective duly authorized officers as of the Effective Date.

FUSE CORPS

CITY

By: 
Email: james@fusecorps.org
 Name: James Weinberg
 Title: Chief Executive Officer
 Date: 02/17/2023
Date: 02/17/2023 GMT

By: 
Email: sarah.zarate@sanjoseca.gov
 Name: Sarah Zarate
 Title: Director, City Manager's Office
 Date: 02/17/2023
Date: 02/17/2023 GMT