"Implementing an Economic Recovery Plan"
Economic and Workforce Development Department
City of Oakland, CA

PROJECT CONTEXT

As a result of the pandemic, cities across the United States are facing devasting economic consequences. In the City of Oakland, the pandemic has placed a heavy burden on its small business community and marginalized communities. Many businesses are facing forced closures because they are unable to pay commercial rent. Subsequently, workers and their families are facing evictions, financial hardships and the risk of homelessness. The economic fallout has disproportionally affected communities of color and lower-income residents. According to a recent national report, as of April 2020, 441,000 black-owned businesses (41%) had closed permanently; 658,000 Latino-owned businesses (32%), and 1.3 million woman-owned businesses (25%) had also closed.

The City of Oakland has been engaged in bold, new approaches toward equitable economic recovery. In response to the pandemic, the Mayor's Office established the Oakland Economic Recovery Advisory Council to identify both short-term recommendations to facilitate the reopening and recovery of Oakland's economic sectors and long-term strategies for systemic change to create a more equitable economy. Since its inception, it has elevated the urgent needs of Oakland's workers, undocumented families, and businesses forced to close, and showed the City where regulations are having unequal impacts. The Council recently issued an Interim Progress Report and Recommendations. The recommendations center around five focus areas: financial support, leadership, health and safety guidance, business capacity building, and safety net assistance. Recommendations include universal basic income, closing the digital divide for businesses and workers, providing safe childcare, and more.

This City must now integrate the Council's recommendations into a recovery framework to inform Oakland's policies and provide a path out of recovery. To support these efforts, the City of Oakland will partner with FUSE Corps to host an executive-level Executive Fellow for one year to implement an economic recovery framework that will be used to secure new partnerships and pilot equitable approaches to economic empowerment. This will include drafting the framework, updating the economic development strategy with a deep focus on equity and inclusion, coordinating agencies around proposals and new programs, and representing Oakland in a regional task force. Additionally, to achieve an equitable economic recovery, the Executive Fellow will partner with philanthropies and establish public-private sector partnerships. As more federal and state resources become available to support economic recovery, the Executive Fellow will help ensure Oakland is poised to leverage these opportunities. At the conclusion of the Executive Fellowship year, the City will have implemented equitable programs to connect low-income, at-risk and underserved businesses and workers to critical recovery services.

PROJECT SUMMARY & POTENTIAL DELIVERABLES
The following provides a general overview of the proposed Executive Fellowship project. This summary and the potential deliverables will be collaboratively revisited by the host agency, the Executive Fellow, and FUSE staff during the first few months of the Executive Fellowship, after which a revised scope of work will be developed and agreed upon by the FUSE Executive Fellow and the host agency.

Starting on February 1, 2021, it is proposed that the FUSE Executive Fellow will conduct a landscape analysis of Oakland's economic development recommendations, programs, and policies. The Executive Fellow will engage with key stakeholders, including the Mayor's office, City Departments, community-based organizations, and local businesses. The Executive Fellow will also solicit input directly from targeted communities (e.g. business owners, workers) to ensure that their unique and specific perspectives, needs, and resources are considered and that community members are incorporated as key partners in this effort. The Executive Fellow will review existing economic development documents, including the Economic Recovery Advisory Council Interim Report and Recommendations and the 2018-2020 Economic Development Strategy. In addition, the Executive Fellow will conduct research on economic resiliency plans in other cities and explore the applicability of these plans for Oakland. Throughout this process, the Executive Fellow will collaborate with other FUSE Executive Fellows in other City departments to ensure alignment in goals and strategy.

In consultation with internal and external partners, the Executive Fellow will formulate the economic recovery framework that will detail key short and long-term goals, priority areas, potential barriers, an implementation plan with timelines and clear roles for internal and external stakeholders, and next steps for the city. The framework will emphasize the integration of policies and programs that will protect and support the prosperity of vulnerable communities. In addition, the Executive Fellow will update the existing economic development strategy in the context of equity. The Executive Fellow will consistently engage with stakeholders during this process to get a clear understanding of the challenges and opportunities related to the implementation of the economic development initiatives.

With a focus on innovation and inclusion, the Executive Fellow will explore public-private funding partnership model and community-city partnerships, leading the first critical phase of implementation of the recovery framework. This will involve writing grant proposals, using data analysis to define and pursue opportunities, and coordinating agencies around proposals and new programs. The Executive Fellow will help ensure Oakland is poised to leverage these opportunities. The Executive Fellow will also support existing initiatives and programs. The Executive Fellow will lead Oakland in the regional recovery taskforce with San Francisco and San Jose and support the Oakland Wealth Impact tables. The success of the deliverables will require a high degree of accountability, coordination, management, and communication within many city departments and with external stakeholders and other FUSE Executive Fellows in Oakland.

The creation of the economic recovery framework will set Oakland on a course toward equitable economic recovery, providing critical services for residents in need.

- *Conduct research and assess the landscape* – Review existing economic development documents; interview key stakeholders in City Departments, community-based organizations, local businesses, and community members to understand the scope and various economic development options; identify potential gaps and opportunities; research the practices of other cities who have implemented effective strategies with similar goals.

- *Engage stakeholders to establish deep relationships and buy-in* – Demonstrate cross-cultural agility and successfully engage with all relevant stakeholders; solicit feedback from major stakeholders on framework; work to get buy-in from all stakeholders to ensure that the program is supported and successful.

- *Surface new program ideas and partnership opportunities* – Cultivate relationships with external stakeholders from civic, philanthropic, and business sectors, to discuss options, preferences, and gaps and prioritize opportunities. Effectively incorporate internal and external stakeholders in developing the strategy to ensure buy-in for enacting its programs and partnerships.

- *Formulate economic recovery framework and update existing strategic plans* - Identify and clarify short and long-term goals, priority areas, potential barriers, specific strategies for implementation, including timelines, anticipated sources of funding and appropriate staff responsibilities; update existing economic develop documents to reflect framework

- *Support short and long-term implementation* – Begin pilots of prioritized initiatives*;* create the necessary internal and external systems to ensure that strategies are sustainable and successfully implemented; work with stakeholders to implement and manage the plan; work with city agencies to ensure the appropriate interim and long-term metrics are in place to monitor progress.

KEY STAKEHOLDERS

- **Alexandra Jeffress,** *Director of Economic & Workforce Development*, Economic & Workforce Development Department
- **Alexandria McBride,** *Assistant to the City Administrator/Chief Resilience Officer*, City Administrator's Office
- **Marisa Raya,** *Urban Economic Analyst*, Economic Workforce & Development Department

QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in project management and community development
- Familiarity with Oakland community and business ecosystem preferred
- High level knowledge of economic development, government, and fundraising is strongly preferred
- Superior critical thinking and analytical skills
- Ability to synthesize complex information into clear and concise recommendations
- Cross cultural agility, relating 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 potentially ambiguous environments
- Exceptional written and verbal communication skills with an ease in public presentations
- Understands the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity

"Closing the Digital Divide to Ensure Equitable Access to Education and Workforce Opportunities"
Office of the Mayor
City of Oakland, CA

PROJECT CONTEXT

The current pandemic has exacerbated and exposed the widening digital divide in the United States, only increasing already existing inequities. In the City of Oakland, approximately 94,000 residents are without devices or internet access. Of the 55,000 students in Oakland's K-12 public schools, more than half are either disconnected or under-connected from access to technology at home. Low-income families and families of color are disproportionately affected; thirty-eight percent and twenty-nine percent, respectively, are without access to reliable internet at home. In addition, competition and fiber-based services are less widely available in low-income areas and communities of color, with the most severe deficits observed in census block groups that combine poverty and a large percentage of Black residents. At a time when digital technology is crucial to every aspect of pandemic response, this divide threatens residents' ability to fully access education, employment, and health opportunities.

The City of Oakland is committed to addressing these digital inequities and has implemented short-term solutions to expand technology access to families and students. The Mayor's Office -- in partnership with Oakland Unified School District, Tech Exchange, Oakland Public Education Fund, and Oakland Promise -- implemented #OaklandUndivided to ensure 100% of Oakland public school students in need have a computer, internet, and tech support, securing $12.5 million to support this work for the 2020-2021 school year. The City Council also passed the OakWifi proposal, which will provide $7.7 million to increase public Wi-Fi access throughout the city. Further, the recently published Citywide Broadband Final Report provides an analysis of how to best connect underserved communities to the internet with last mile broadband.

The City must now create a comprehensive plan for citywide broadband to close the digital divide and ensure sustainable funding. To support these efforts, the City of Oakland will partner with FUSE Corps to host an executive-level Executive Fellow for one year to help implement the broadband equity initiative. In addition to providing project management leadership on existing initiatives (e.g. Oakland Undivided), the Executive Fellow will conduct and execute a feasibility study to determine which model that could produce last mile broadband would be most suitable for the city, execute a sustainability plan for OakWifi, and work closely with various City departments, social and private organizations, and community members to support ongoing broadband work and bridge the digital divide for families, students, households, and businesses to ensure a holistic and inclusive approach. At the conclusion of the Executive Fellowship year, the City will have advanced existing and new, sustainable recommendations to connect low-income, at-risk and underserved residents to digital services and serve as a model for what is possible nationally.

PROJECT SUMMARY & POTENTIAL DELIVERABLES
The following provides a general overview of the proposed Executive Fellowship project. This summary and the potential deliverables will be collaboratively revisited by the host agency, the Executive Fellow, and FUSE staff during the first few months of the Executive Fellowship, after which a revised scope of work will be developed and agreed upon by the FUSE Executive Fellow and the host agency.

Starting on February 1, 2021, it is proposed that the FUSE Executive Fellow will engage with key stakeholders, including staff at the Mayor's Office, other City departments, public school district leadership,

social and private sector leaders, and community members, to conduct a landscape analysis. The Executive Fellow will oversee a feasibility study to provide options and recommendations on which broadband plan would be the best path forward to both sustain OakWifi and implement and sustain last mile broadband. The study will include reviewing current and planned digital inclusion efforts and conducting research on similar efforts in other cities to evaluate best practices and strategies. The Executive Fellow will determine if they will conduct the feasibility study themselves or through an RFP process under a private sector partner. The study will be conducted in the first six months of the Executive Fellowship.

The Executive Fellow will solicit input directly from targeted communities (e.g. business owners, students, families) to ensure their perspectives, needs, and resources are considered and that community members are incorporated as key partners in this effort. In consultation with City and community leaders, the Executive Fellow will develop a sustainability plan for OakWifi that will set specific goals and outcome measures and recommend how to increase public Wi-Fi. With an emphasis on innovation and inclusion, the Executive Fellow will explore creative public-private funding partnership models to deliver a sustainable program.

During the next phase of the project, the Executive Fellow will consistently engage with stakeholders to get a clear understanding of the challenges and opportunities related to the implementation of citywide broadband. The Executive Fellow will then create a thorough and holistic implementation plan for the launch or scaling of the initiatives identified. This may require writing briefs and informational reports to present to the City Council.

The Executive Fellow will also project manage the Citywide Infrastructure Committee of #OaklandUndivided whose goals are to sustain OakWifi and explore options for last mile broadband.

- ***Chair #OaklandUndivided Citywide Broadband sub-committee --*** Create agenda and facilitate bi-weekly committee meetings with key city and community partner stakeholders to advance citywide broadband goals of #OaklandUndivided (#OU). Includes following up on next steps to meet key deliverables and at minimum monthly meetings with #OU project manager, Jordan Mickens, to ensure alignment with #OU and Mayor's Office priorities in ensuring sustainability of providing internet long-term to Oakland students, families, and businesses in need.

- ***Participate as member of #OU Leadership Council*** – As chair of the Citywide Broadband #OU sub-committee, FUSE fellow will also participate in the weekly #OU Leadership Council meeting; Leadership Council brings together key #OU stakeholders including all sub-committee chairs, to align on objectives, deliverables, and bring key decisions to group for decision making processes.

The creation of the broadband equity and sustainability plan will set Oakland on a course toward closing the digital divide and providing equitable digital services for all families, students, and businesses in need.

- ***Analyze and assess the landscape*** – utilize past work done by Pete Peterson, Alex McBride, Urban Leaders Fellows, and others, review other cities models, as well as conduct interviews with key staff in the Mayor's Office, City Departments, other relevant city and county agencies, social and private sector organizations, and community members; and collaborate with the stakeholders involved in the Citywide Broadband Initiative to identify the cumulative impacts of digital inequity on families, students, households, and families.

- *Conduct a comprehensive feasibility study* – Determine whether to conduct a feasibility study individually or through an RFP process. In collaboration with the community, content experts, and relevant City departments, including the Mayor's Office, provide multiple options and a recommendation for the best path forward to both sustain OakWifi and execute and sustain last mile broadband.

- *Develop a comprehensive strategic plan for citywide broadband* – Identify and clarify shared vision for implementing citywide broadband and closing the digital divide in Oakland; establish specific strategies in close consultation with city officials, public school district leadership, businesses, and community groups; and determine cost of implementation and build a framework for sustaining broadband internet.

- *Cultivate relationships with stakeholders and strategic partners to establish deep relationships and buy-in* – Demonstrate cross-cultural agility and successfully engage with all relevant stakeholders, particularly residents from underserved neighborhoods and community leaders; work to get buy-in from all stakeholders to ensure that the program is supported and successful; solicit feedback from major stakeholders on strategic plan.

- *Support short and long-term implementation* – Begin pilots of prioritized initiatives; create the necessary internal and external systems to ensure that strategies are sustainable and successfully implemented; work with stakeholders to implement and manage the plan; work with city agencies to ensure the appropriate interim and long-term metrics are in place to monitor progress.

- **Develop a plan to i**ntegrate the sustainability of #OaklandUndivided and City infrastructure work to ensure that every Oakland public school student in need has access to last-mile broad band in their home. This would be done in collaboration with the other #OaklandUndivided committees (i.e. policy, fundraising, device distribution, family engagement, communication, etc.) to ensure that there is a cohesive plan in collaboration with OUSD, charter schools, and community-based organizations to ensure long-term success to close the digital divide.

KEY STAKEHOLDERS
- **Andrew "Pete" Peterson,** *Chief Information Officer,* Information Technology Department
- **LaTonda Simmons,** *Assistant City Administrator,* City Administrator's Office
- **Alexandria McBride,** *Chief Resilience Officer*, City Administrator's Office
- **David Silver,** *Director of Education*, Mayor's Office
- **Kyra Mungia,** *Deputy Director of Education*, Mayor's Office
- **Jordan Mickens,** *LEE Public Policy Fellow and Project Manager of #OaklandUndivided, Mayor's Office*
- **Alexandra Jeffress,** *Director of Economic & Workforce Development*, Economic & Workforce Development Department
- **Micah Hinkle,** *Deputy Director/Business Development Manager*, Economic & Workforce Development Department
- **Ryan Russo,** *Director of Transportation*, Strategic Planning and Administration

- **J. Nicholas Williams,** *Director of Parks, Recreation & Youth Development,* Parks, Recreation & Youth Development
- **Jamie Turbak,** *Director of Library Services,* Public Library
- **Curtiss Sarikey,** *Chief of Staff,* Oakland Unified School District
- **Susan Beltz,** *Chief Technology Officer,* Oakland Unified School District
- **Alexandria Medina,** *Executive Director*, Oakland Public Education Fund
- **Seth Hubbert***, Executive Director*, Tech Exchange
- Other key stakeholders will include:
  - **Seth Hubbert,** *Executive Director*, Tech Exchange
  - **Jennifer Pahlka,** *Co-founder*, U.S. Digital Response
  - **Deb Socia,** *President and CEO*, The Enterprise Center
  - **Aly Bonde,** *Public Policy Director,* Oakland Chamber of Commerce
  - Oakland African American Chamber of Commerce
  - Oakland Vietnamese Chamber of Commerce
  - Oakland Chinatown Chamber of Commerce
  - The Unity Council

QUALIFICATIONS

- At least 10-15 years of professional experience in a relevant field, particularly with a strong background in project management, strategic planning, relationship building, public policy development, and legislation
- High level knowledge of technology access, digital divide, and/or feasibility studies is preferred but not required
- Superior critical thinking, analytical, and project management and organizational skills
- Ability to synthesize complex information into clear and concise recommendations
- Ability to work in collaboration with diverse stakeholders and balance practical, political and equity to achieve outcomes that will be implemented efficiently and sustained.
- Cross cultural agility, relating to a wide variety of diverse audiences with strong emotional intelligence and empathy
- Ability to create direction and movement within potentially ambiguous environments
- 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
- Exceptional written and verbal communication skills with an ease in public presentations
- Understands the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity

"Establishing a Citywide Strategic Performance Management System"
Office of the City Administrator
City of Oakland, CA

This fellowship project begins on January 25, 2021, and ends on January 24, 2022. The fellowship begins with a multi-day virtual orientation the week of January 25, 2021. The selected Executive Fellow will begin their first day of providing services to the host agency on February 1, 2021.

PROJECT CONTEXT

The Oakland Mayor, City Council and City Administrator have identified the creation of a performance management system as a critical priority. Specifically, the City seeks to ensure all departments have the tools and resources they need to track and report on equity-centered targets aligned to key health, climate and economic indicators. This system has the potential to help local leaders address the challenges they face during the COVID-19 pandemic and improve results within resource constraints, engage all public employees in an era of complexity and rapid changes, and gain and keep the public's trust and confidence through accountability and communication.

The City of Oakland understands the urgency to implement a performance management system. The system will allow agencies across program areas to work together to drive equitable community outcomes and enable a faster recovery from COVID-19. For example, Oakland recently adopted the Equitable Climate Action Plan (ECAP) which centers a Racial Equity Implementation Guide to measure outcomes, and received the state's Transformative Climate Communities (TCC) grant that requires detailed data tracking throughout project implementation. This will be a catalytic opportunity to design and deploy a new system to support performance management and data analytics, as numerous city departments and community organizations are involved in the implementation. Specifically, the City plans to create performance metrics centered on the service areas: reimagining public safety, housing, economic and cultural security, sustainable infrastructure, and responsive, trustworthy government.

To support this work, the City of Oakland will partner with FUSE Corps to host an Executive Fellow for one year who will build and pilot a strategic performance management system that both utilizes existing data, as well as creates new mechanisms for tracking, analyzing, and measuring performance and outcomes (including racial equity outcomes) across City departments and other key stakeholders. This will include building both the departmental and organizational capacity in data tracking and performance management. At the conclusion of the Executive Fellowship year, the City will have launched a pilot and authored an implementation plan for a City-wide performance management system that will create process improvements and allow the city to make data-driven decisions, thereby driving equitable community outcomes.

PROJECT SUMMARY & POTENTIAL DELIVERABLES
The following provides a general overview of the proposed Executive Fellowship project. This summary and the potential deliverables will be collaboratively revisited by the host agency, the Executive Fellow, and FUSE staff during the first few months of the Executive Fellowship, after which a revised scope of work will be developed and agreed upon by the FUSE Executive Fellow and the host agency.

Starting on February 1, 2021, it is proposed that the FUSE Executive Fellow will conduct a landscape assessment and gap analysis of the City's current performance data metrics. This assessment will include conducting interviews with key stakeholders across numerous departments and service areas, such as the Reimagining Public Safety Taskforce, Housing & Community Development, Economic & Workforce Development, and the [Resilient Oakland strategy](#) e. The Executive Fellow will evaluate what data is collected, how it is collected and managed, where is it stored, how is it published, and what data indicators needs to be tracked. The Executive Fellow will also research equity-centered performance management systems in other cities and counties, determine a set of best practices, and assess their applicability locally, specifically focused on the identified service areas.

In the next phase of the project, the Executive Fellow will engage with key stakeholders to develop a strategic proposal and a scalable framework centered on equity for the performance management system. This proposal will identify the objectives, targeted service areas, and corresponding data indicators. It will include policies to create stewardship of the system, increase access, use, and sharing of data, establish ownership of systems, and set boundaries for ethics, security, quality and integrity. In addition, it will include standard frameworks to support effective data management and governance. The Executive Fellow will also provide guidelines on how the system will be shared externally. All recommendations should be provided through an equity lens. During this process, the Executive Fellow will consistently engage with stakeholders to get a clear understanding of the challenges and opportunities related to the framework and get buy-in. This may require approval from the City Council.

The Executive Fellow will then create a thorough and holistic implementation plan for the launch, scaling, and integration of the performance management system. This plan will identify and unite all efforts into a unified set of activities that provides guidance to all participating Departments and stakeholders. The creation of the performance management system will allow Oakland to move towards recovery by enabling government leaders to focus on results that benefit residents and make data-centered decisions.

- *Engage City department heads and other key stakeholders* – Identify all stakeholders who play a role in the performance management system, including contacts with most City departments; establish and maintain relationships with stakeholders to identify what data can be collected and used.

- *Conduct landscape scan and gap analysis of data* – Collate an inventory to identify and map all of the Department's existing data assets; review and evaluate compatibility of all of these systems/data sources, and determine opportunities for connectivity.

- *Research best practices in other cities* – Conduct research on equity-centered performance management systems in other cities; determine a set of best practices and evaluate those that could potentially be used in Oakland.

- *Develop recommendations and formulate a comprehensive strategic proposal and framework* – Identify targeted service areas and corresponding data indicators; determine policies to create stewardship of the performance management system, increase access, use, and sharing of data, establish ownership of systems, set boundaries; create standard frameworks to support effective data manage and governance; recommend strategies for transforming systems and centering data on equity.

- *Establish buy-in for strategic proposal* – Solicit feedback from major stakeholders on strategic proposal; work to gain buy-in from all stakeholders to ensure that new systems are supported and successful.

- *Support short and long-term implementation* – Begin pilots of prioritized initiatives*;* create the necessary internal and external systems to ensure that strategies are sustainable and successfully implemented; work with stakeholders to implement and manage the plan; work with city agencies to ensure the appropriate interim and long-term metrics are in place to monitor progress.

KEY STAKEHOLDERS

- **Richard Luna,** *Assistant to the City Administrator*, City Administrator's Office
- **LaTonda Simmons,** *Assistant City Administrator*, City Administrator's Office
- **Alexandria McBride,** *Chief Resilience Officer*, City Administrator's Office
- **Andrew "Pete" Peterson,** *Chief Information Officer*, Information Technology Department

QUALIFICATIONS

- At least 10-15 years of professional experience in data analytics with a focus on organizational change management
- Some experience or knowledge in the public sector
- Proven developer and integrator of complex data systems
- Superior critical thinking and analytical skills
- Strong cross-collaborator, easily able to build relationships and coalitions across teams
- Ability to synthesize complex information into clear and concise recommendations
- Cross cultural agility, relating 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 potentially ambiguous environments
- Exceptional written and verbal communication skills with an ease in public presentations
- Understands the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity

FUSE Corps is an equal opportunity employer with a core value of incorporating diverse perspectives into our work at every level. We encourage candidates from all backgrounds to apply for this position

"Equitable and Effective Community Engagement for Implementing the 'Better Neighborhoods, Same Neighbors Initiative '"
Office of the City Administrator
City of Oakland, CA

PROJECT CONTEXT

Over the last few years, the City of Oakland has been positively impacted by the region's economic boom. Property values have skyrocketed, development has increased, the number of high school and college graduates has improved, and unemployment rates among African-American, Latino, and Asian populations has declined significantly. Despite this progress, the City recognized that many of the economic benefits felt during this period have not reached, and in some cases even hurt, its longtime working class and minority communities, with a stark racial income gap persisting between these communities and white residents. Through their three-year Economic Development Strategy, launched in 2018, the City made concentrated efforts to reduce racial disparities and promote economic security and opportunity for its residents, primarily for those living in East Oakland.

This included partnering with the East Oakland Neighborhoods Initiative and conducting deep community engagement in six East Oakland neighborhoods. This engagement led to the development of the "Better Neighborhoods, Same Neighbors" community plan – a plan that addresses the City's history of redlining, injustice, and divestment, all of which are directly related to the high impact of poverty and pollution in East Oakland. Despite the severe economic fallouts of the COVID-19 pandemic, and most recent disproportionate rates of COVID-19 infection in East Oakland due to this history, the East Oakland initiative continues to energize residents and creates hope for true transformation that centers on community needs. In June 2020, the California Strategic Growth Council voted to fund the "Better Neighborhoods, Same Neighbors" initiative with a multi-year Transformative Climate Communities (TCC) grant of $28.2 million. Starting in early 2021, the City of Oakland, multiple community organizations, and local residents will begin to implement five projects across a five-square-mile area in East Oakland over the next four years – projects that will halt displacement, build community wealth, and produce affordable housing.

Key to implementation of the proposed projects is building the organizational capacity of community organizations – primarily the Black Cultural Zone (BCZ), a Community Development Corporation. The BCZ will lead business and community engagement during implementation, stewarded by a to-be-formed stakeholder committee. To support implementation of the "Better Neighborhoods, Same Neighbors" initiative, the City of Oakland will partner with FUSE Corps to host an Executive Fellow for one year who will develop a comprehensive communications strategy, which includes a collaborative stakeholder engagement structure, and support internal capacity building for the BCZ and project partners. The Executive Fellow will be integral in the effective and efficient implementation of the plan, ensuring an equitable recovery from COVID-19 and the economic security and growth of East Oakland for years to come.

PROJECT SUMMARY & POTENTIAL DELIVERABLES

The following provides a general overview of the proposed Executive Fellowship project. This summary and the potential deliverables will be collaboratively revisited by the host agency, the Executive Fellow, and FUSE staff during the first few months of the Executive Fellowship, after which a revised scope of work will be developed and agreed upon by the FUSE Executive Fellow and the host agency.

Starting on February 1, 2021, it is proposed that the FUSE Executive Fellow will engage with key stakeholders, including City Departments, BCZ staff, community members, community-based organizations, and local non-profits to conduct a landscape analysis. The TCC co-applicant stakeholders that will be engaged include the Related Companies of California and East Bay Regional Parks District, ACTS Community Development Corporation, Planting Justice, East Bay Permanent Real Estate Cooperative, Oakland Parks and Recreation Foundation, Higher Ground Neighborhood Development Corporation and a to-be-identified academic institution to support data and indicator tracking for the project . The Executive Fellow will identify and consult with all existing community engagement networks to assess gaps and opportunities in the current systems. The Executive Fellow will work to strengthen these partnerships and build new coalitions that target specific underrepresented groups (i.e. non-English speaking residents and small business owners).

The Executive Fellow will then work with internal and external stakeholders to develop a comprehensive communications strategy to ensure equitable and inclusive engagement of residents, businesses, organizations, and influencers during implementation. The Executive Fellow will scope out key messaging and branding materials, establish a digital presence to publicize the projects, and recommend innovative tools for outreach campaigns. The communications strategy will focus on providing a sustainable structure of collaborative stakeholder engagement, including pinpointing new ways to engage with the community, strategies to promote the monthly TCC Stakeholder Committee meetings (once the committee is formed), and pathways for additional engagement through presentations, workshops, canvassing, focus groups, and event tabling. The Executive Fellow will also suggest strategies to expand partnerships with community, nonprofit, and business organizations to build a diverse pool of voices.

In the next phase, the Executive Fellow will create a thorough and holistic implementation framework for the strategy. The plan will outline short and long-term goals for expanding community engagement, timelines, priority areas, and clear roles of internal and external stakeholders. The Executive Fellow will work to initiate activities that are most urgent and can be implemented quickly. This includes building and publicizing the TCC Stakeholder Committee, with support from the BCZ Communications Manager and City of Oakland's TCC Project Manager; building BCZ staff capacity, training staff on new outreach and engagement strategies and coaching on facilitation techniques that have led to successful engagement; and developing mechanism for strong storytelling. This storytelling will include frequent, transparent, and public updates on the projects and their impact, utilizing varying messaging based on unique audiences – community members, TCC co-applicant partners, and potential future funders. At the conclusion of the fellowship, the Executive Fellow will have supported the BCZ with maintaining engagement with diverse

community members, to ensure equitable and inclusive implementation of the "Better Neighborhoods, Same Neighbors" Initiative.

By February 2022, the Executive Fellow will have overseen the initial implementation of the comprehensive communications strategy, ensuring BCZ staff can sustain progress on the strategies initiated. This will include the following:

- *Review the current landscape* – Build upon former outreach efforts to map existing community engagement networks; identify potential gaps and opportunities; research the practices of other cities who have implemented innovative community engagement mechanisms; build new partnerships that can connect unique stakeholders to the BCZ; and strengthen existing partnerships

- *Develop recommendations and form a comprehensive communications strategy* – Identify a shared vision for marketing engagement on the TCC projects; map key messaging and brand content; begin building a digital presence for publicizing the projects; recommend tools or systems to yield new pathways for engagement including presentations, workshops, canvassing, focus groups, and event tabling (innovation welcome)

- *Engage stakeholders to establish deep relationships and buy-in – Support BCZ in d*emonstrating cross-cultural agility and successfully engage with all relevant stakeholders via Collaborative Stakeholder Committee; identify barriers to implementing any recommendations; solicit feedback from major stakeholders on strategy; work to get buy-in from all stakeholders to ensure that the strategy is supported and successful

- *Formulate framework and support long-term implementation* – Establish framework outlining short and long-term goals, timelines, priority areas, clear roles of internal and external stakeholders; oversee implementation of strategies considered most urgent, including forming and publicizing the TCC Stakeholder Committee and building BCZ staff capacity; and develop mechanism for strong storytelling, form systems for frequent and transparent sharing of high impact progress on projects – tailoring messaging based on specific audiences

KEY STAKEHOLDERS
- **Alexandria McBride,** *Chief Resilience Officer*, City Administrator's Office
- **Marsha Murrington**, *FUSE Executive Advisor/TCC Grant Coordinator*, Department of Economic and Workforce Development
- **Carolyn Johnson**, *Executive Director*, East Oakland Black Cultural Zone Collaborative
- **TCC Co-Applicants -** *Related Companies of California and East Bay Regional Parks District, ACTS Community Development Corporation, Planting Justice, East Bay Permanent Real Estate Cooperative, Oakland Parks and Recreation Foundation, and Higher Ground Neighborhood Development*
- **Data and Indictor Tracking Partner (to-be identified)**
- **Brendan Pipkin** - Program Analyst, Department of Conservation
- **Alexandra Gallo** - TCC Program Associate at California Strategic Growth Council (SGC)

QUALIFICATIONS

- At least 10 years of professional experience in a relevant field, particularly with a strong background in innovative marketing and community engagement techniques, including digital engagement processes
- Passion for equity and centering a diverse set of voices in plans, may have worked as a community organizer or advocate in their private or professional life
- Fluency in Spanish preferred
- Excellent stakeholder engagement skills and the ability to use facilitative leadership techniques to coordinate stakeholder activities
- Strong conflict resolution skills, able to build strong coalitions among internal and external stakeholders
- Robust record of success with communications management, ability to message and market projects to a wide variety of audiences
- Prefer experience in implementing or project managing State or federal grants
- Strong multi-tasker, who is able to shift priorities quickly
- Exceptional written and verbal communication skills with ease in group facilitation and public presentations
- Superior critical thinking and analytical skills
- Ability to synthesize complex information into clear and concise recommendations
- Cross cultural agility, relating to a wide variety of diverse audiences with strong emotional intelligence and empathy
- Self-motivated, goal-oriented, entrepreneurial leader
- Persistent in obtaining information and creatively resourceful in identifying solutions to
- complex problems
- Ability to create direction and movement within potentially ambiguous environments
- Understands the need for solutions to support all people in a community regardless of race, religion, gender, immigration status, or ethnicity

FUSE Corps is an equal opportunity employer with a core value of incorporating diverse perspectives into our work at every level. We encourage candidates from all backgrounds to apply for this position.

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