

**LOS ANGELES PUBLIC LIBRARY
BOARD REPORT**

EXHIBIT A

April 24, 2025

TO: Board of Library Commissioners

FROM: John F. Szabo, City Librarian

SUBJECT: **EXTENSION OF INDIVIDUAL PLACEMENT AGREEMENT WITH FUSE CORPS**

A. RECOMMENDATIONS:

That the Board of Library Commissioners (Board):

1. Approve an extension for the time period of April 21, 2025 through July 25, 2025 of the Individual Placement Agreement (IPA) with FUSE Corps, substantially in the form on file in the Board Office, for services associated with the Advancing Digital Inclusion Across Los Angeles project at no cost.
2. Authorize the City Librarian and the City Attorney to make any technical and clerical changes, if needed, to the agreement.
3. Authorize the Board President and the Board Secretary to execute the agreement upon the completion of all required approvals.
4. Adopt the attached Resolution regarding the approval of the Individual Placement Agreement with FUSE Corps.

B. BACKGROUND:

1. FUSE is a nonprofit organization that operates an executive fellowship program which is uniquely dedicated to partnering with local governments and communities to more effectively address pressing challenges facing local governments.
2. FUSE recruits and hires highly experienced professionals (Executive Fellows) who are enrolled in the FUSE Executive Fellowship Program (Program) and places them in governmental entities, where they work full-time for a period of at least one year.
3. In connection with the Program, the City, through its various departments, is able to accept the appointment of one or more FUSE Executive Fellows to advance the goals of a specifically defined Executive Fellowship Project (Project).

4. On July 13, 2023, the Master Service Agreement (MSA) between the City of Los Angeles and FUSE Corps (Contract No. C-143732) to provide a framework for City departments to undertake studies by FUSE fellows was executed.
5. On August 28, 2023, an IPA for the Library was executed in accordance with the MSA for the period of October 1, 2023 through April 19, 2024.
6. Executive Fellow Alia Brown was appointed to the Library for the Advancing Digital Inclusion Across Los Angeles Project.
7. On April 9, 2024, the IPA was extended by one year, through April 19, 2025.
8. Alia Brown was on leave for three months of the one-year extension period and has recently returned to work.
9. Library staff requests that the Board approve an extension of the Individual Placement Agreement with FUSE Corps at no cost to allow for the continued involvement of Alia Brown in the completion of the Advancing Digital Inclusion Across Los Angeles Project.

Attachments

Prepared by: Yuri Phaneuf, Management Assistant

Reviewed by: Jené Brown, Director of Emerging Technologies and Collections
Madeleine M. Rackley, Library Business Manager
Susan Broman, Assistant City Librarian

RESOLUTION

LIBRARY RESOLUTION NO. 2025-__ (C-__)

WHEREAS, FUSE Corps (FUSE) is a nonprofit organization that operates an executive fellowship program which is uniquely dedicated to partnering with local governments and communities to more effectively address pressing challenges facing local governments;

WHEREAS, FUSE recruits and hires highly experienced professionals (Executive Fellows) who are enrolled in the FUSE Executive Fellowship Program (Program) and places them in governmental entities, where they work full-time for a period of at least one year;

WHEREAS, in connection with the Program, the City, through its various departments, is able to accept the appointment of one or more FUSE Executive Fellows in order to advance the goals of a specifically defined Executive Fellowship Project (Project);

WHEREAS, on July 13, 2023, the Master Service Agreement (MSA) between the City of Los Angeles and FUSE Corps (Contract No. C-143732) to provide a framework for City departments to undertake studies by FUSE fellows was executed;

WHEREAS, on August 28, 2023, an Individual Placement Agreement (IPA) for the Library was executed in accordance with the MSA for the period of October 1, 2023 through April 19, 2024;

WHEREAS, Executive Fellow Alia Brown was appointed to the Library's Advancing Digital Inclusion Across Los Angeles project in association with the IPA;

WHEREAS, on April 9, 2024, the IPA was extended by one year, through April 19, 2025;

WHEREAS, Alia Brown was on leave for three months of the extended one-year period:

THEREFORE, BE IT RESOLVED, that the Board adopts the recommendations and findings of the City Librarian's Board Report, including approval of an extension for the time period of April 21, 2025 through July 25, 2025 of the IPA at no cost; and

FURTHER RESOLVED, that the Board hereby authorizes the City Librarian and the City Attorney to make technical and clerical corrections, if needed, to the agreement.

This is a true copy:

FUSE CORPS
AMENDED AND RESTATED
INDIVIDUAL PLACEMENT AGREEMENT

1. **General Terms and Conditions.** The Los Angeles Public Library (“Host Agency”) and FUSE Corps (“FUSE”) acknowledge that the terms and conditions of the Master Service Agreement between the City of Los Angeles and FUSE executed on July 13, 2023 (Contract No. C-143732) apply to all parties as it relates to the performance of this Individual Placement Agreement. FUSE and Host Agency shall notify the City Administrative Officer upon execution of this Individual Placement Agreement and provide them with a signed copy of this Agreement. In the event of any conflict between the Master Service Agreement and this Individual Placement Agreement, the Master Service Agreement shall govern.

2. **Agreement Term.** The Term of this Individual Placement Agreement shall commence as of date of signature below and expire on July 25, 2025 the final day of the Executive Fellowship Project, unless earlier terminated by the parties in accordance with the terms of this Agreement, (the “Term”). This is an amended term which extends the Individual Placement Agreement past its original April 19, 2025 termination date. This extended period is to allow the appointed FUSE Executive Fellow to complete the Project following a necessary three-month leave of absence.

3. **Period of Work.** Within the Term, it is anticipated that the Executive Fellow’s first day of work on the Project at the Host Agency will be April 21, 2025 and that that the Executive Fellow’s final day of work on the Project at the Host Agency will be July 25, 2025 (the Executive Fellow’s “Period of Work”).

4. **Services to be Provided – Part A – Services Before the Fellowship.** The following presents a representative summary of the services that FUSE will provide prior to the start of the Executive Fellows’ Period of Work:

(a) Project Development: Convene meetings with Host Agency officials to identify Project priorities. Clarify Project idea through in-depth interviews with Host Agency officials and any relevant community-based stakeholders recommended by the Host Agency who will be integral to the Project’s success. Compose a draft scope of work (“Project Description”) for review by the Host Agency. Conduct rounds of edits as needed to finalize approval of the Project Description.

5. **Services to be Provided – Part B – Services During the Fellowship.** The following list presents a representative summary of the services that FUSE will provide during the Executive Fellows’ Period of Work:

(a) Coaching: Provide the Executive Fellow with the option of an executive coach who will be available to work one-on-one with the Executive Fellow throughout the year.

(b) 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 Executive Fellows to regularly ask questions of peers and FUSE staff as they pursue Project goals.

(c) Project Refinement: Schedule a call with the Executive 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 its designated goals. Conduct an additional call around the midpoint of the Project to assess progress achieved to date and revisit plans for maximizing impact during the remaining six-months of the Project.

(d) Mid-Year Gathering: Organize and facilitate a national mid-year gathering for all Executive Fellows within a given cohort. This training 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 Executive Fellows and alumni. FUSE will cover all costs and expenses for the Executive Fellow to participate in the mid-year gathering.

(e) Status Checks: Check in with Executive 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 Executive 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.

(f) Employment Management: Provide for payroll and benefit administration and all other responsibilities associated with the Executive's Fellow's status as a full-time employee of FUSE.

6. Services to be Provided – Part C – Fellowship Project Details. The following list presents a representative summary of the proposed Project and deliverables that the Executive Fellows will pursue during the Period of Work:

(a) Beginning April 2024, the Executive Fellow will begin the second year of her Fellowship. The second year will advance and build upon the work done in the first year. For example, while the Fellow will not do a formal listening tour as she did in the first year, she will continue building relationships with key internal and external stakeholders across the City.

In addition, the Executive Fellow will continue developing an asset map of the digital programs and services offered by the City. This includes:

- i. Physical access points (e.g., computer labs in public housing, publicly-owned WiFi hotspots)
- ii. City programs that distribute physical assets (e.g., the Department of Aging tablet program)

- iii. City programs that connect households to the internet (e.g., LAUSD free internet program)
- iv. City programs that promote digital literacy
- v. Online resources offered by the City (e.g., online programs, applications, and service windows)

A successful map will equip residents with information to access any digital resources and services the City offers.

At the same time, the Executive Fellow will continue designing a knowledge management system to update the asset map as new services come online. A successful knowledge management system will keep the map up to date and promote a culture change within the City to embed digital equity in programs and services.

The Executive Fellow will also continue planning a communications strategy to increase awareness of the City's digital assets. The target audiences for these communications are: residents who do not have internet access but want it, those who do not trust the internet and therefore do not use it, students struggling to access the internet, and people experiencing homelessness. A successful communications campaign will leverage non-digital channels to educate unconnected households on safely and affordably accessing the Internet.

Finally, as federal COVID-19 funds are phased out, the Los Angeles Public Library needs new funding sources to continue this work. As time allows, the Executive Fellow will monitor funding opportunities to close budget gaps and continue key digital equity programs.

(b) By April 2025, the Executive Fellow will have overseen the following activities:

- i. *Digital Asset Map* – Create a map of the City of Los Angeles' digital resources, including programs to help residents get online and digital assets to help them access the scope of City services.
- ii. *Internal Knowledge Management* – Design an internal knowledge management system to continuously update the digital asset map and help City employees think through the digital equity implications of new program and service designs.
- iii. *External Communications* – Plan a non-digital communications campaign to engage low-information, low-trust, and low-asset residents and facilitate their connection to digital resources.
- iv. *Funding Opportunities* – Identify opportunities to close key digital equity budget gaps.

7. **master Management.** The Host Agency will designate two specific employees of the City to play the following roles:

(a) **Executive Sponsor:** An Executive Sponsor is generally a senior official of the City and/or the Host Agency's leadership team. This individual should be a visible champion for the Project within the Host Agency and should help ensure that the Project achieves its full potential for impact. The Executive Sponsor is the ultimate decision-maker with regard to the Project and will have final approval over the Project's key deliverables. The designated Executive Sponsor for this Project will be: **Susan Broman**, *Assistant City Librarian*, Los Angeles Public Library

(b) **Project Supervisor:** The Project Supervisor is the day-to-day driver of the Project and will work directly with the Executive Fellow to ensure that regular progress toward goals is being achieved. This individual will introduce the Executive Fellow to key stakeholders as appropriate, help resolve any misalignments between stakeholders that may arise, help develop strategies to overcome any obstacles to progress. The designated Project Supervisor for this Project will be: **Jené Brown**, *Director, Emerging Technologies and Collections*, Los Angeles Public Library.

8. **Workspace.** The Host Agency agrees to provide the Executive Fellow with a dedicated workspace, telephone services or similar means of communication, a computer, internet access, security clearance as appropriate and necessary to access the designated workplace and computing systems, office supplies, and any other physical or information resources related to performance of services provided for in the IPA. In a virtual or hybrid work setting, Host Agency, will provide the Executive Fellow with the appropriate technology (e.g., a computer with required capabilities and access permissions) required to carry out the Project.

9. **Expenses.** During an Executive Fellow's appointment, the Host Agency, at its sole discretion, may authorize and pay for any reasonable Project-related expenses incurred by the Executive Fellow in connection with the performance of services, including business expenses and travel expenses, all in accordance with the Host Agency's applicable policies and procedures. FUSE does not anticipate that the Executive Fellow will incur expenses in the performance of her work unless it is deemed necessary to do so by the Executive Sponsor or Project Supervisor. In that instance, the representatives of Host Agency shall approve expenses at their sole discretion and also determine a means by which to provide the Executive Fellow with appropriate reimbursement within a reasonable time period for any approved expenses. Without limiting the forgoing, FUSE and the Executive Fellow shall not be required to incur any of out-of-pocket expenses in connection with the performance of the services pursuant to the IPA.

10. **Executive Fellow's Compensation.** FUSE shall hire the Executive Fellow as an employee and provide for all compensation and benefits to be paid to the Executive Fellow. Except as describe in Section 9 regarding Expenses, the Host Agency shall not be required or permitted to pay any supplemental compensation or provide any other form of compensation to the Executive Fellow at any time.

11. Program Fee. In exchange for the services listed above, the Host Agency will not be required to pay any amount, as the cost of these services will be fully covered by FUSE. No charges will be invoiced or charged to the Host Agency.

12. Early Termination. The Host Agency may elect to terminate this Project for any reason and at any time by providing written notification transmitted by electronic mail, including the effective date of the Project's termination. This notification should be sent simultaneously in the same message to two FUSE leadership team members: Vice President of Programs, Della Williams, at dwilliams@fusecorps.org, and President & COO, Nancy Gage, at ngage@fusecorps.org. FUSE will work with the Host Agency to plan and execute all of the required steps associated with the early termination of a Project, including appropriate communication with the Executive Fellow, who is an employee of FUSE. The Host Agency should NOT communicate in any way with the Executive Fellow about a proposed project termination before first communicating with the FUSE leaders noted above. FUSE may also elect to terminate this Project for any reason and at any time, and will provide written notification by electronic mail to the Executive Sponsor and to the Project Supervisor.

[Signature page follows.]

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

HOST AGENCY for CITY OF LOS ANGELES

By: _____

By: _____

Name: _____

James Weinberg

Name:

Title: _____

CEO

Title:

Date: _____

Date:

APPROVED AS TO FORM:

CITY ATTORNEY for CITY OF LOS ANGELES

By: _____

Name: _____

Title: _____

Date: _____
