

**AMENDMENT NO. 1 TO GRANT CONTRACT BETWEEN  
THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY  
and  
FUSE CORPS**

This grant contract amendment is entered into by and between **THE METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY** (“Metro”) and **FUSE Corps** (“Recipient”)(collectively, the “Parties”). It is mutually understood and agreed to by the Parties that the Grant Contract, executed pursuant to Resolution No. RS2021-1203, is hereby amended as follows:

1. Grant Contract section A.1. is deleted in its entirety and replaced with the following:
  - A.1. The Recipient will use the funds to provide services as described in Exhibits A, B, C, and D.
2. Grant Contract section A.2. is deleted in its entirety and replaced with the following:
  - A.2. The Recipient must spend these funds consistent with the Grant Spending Plan, as provided in Exhibits A, B, C, and D, respectively. The Recipient must collect data to evaluate the effectiveness of their services and must provide those results to Metro upon request. Metro and the Recipient acknowledge that the fellowship as described in Exhibit C will not be completed during the Initial Term (as such term is defined herein), and that the funds previously paid to Recipient and allocated to such fellowship shall be redeployed to provide for the fellowship as described in Exhibit D. For the avoidance of doubt, Metro’s maximum liability under the Grant Contract shall not exceed the original amount of \$135,000 as provided for in section C.1.
3. Grant Contract section B.1. is deleted in its entirety and replaced with the following:
  - B.1. **Grant Contract Term.** The initial term of this Grant shall be approximately twelve (12) months, commencing on November 2, 2021, and ending on October 24, 2022 (the “Initial Term”). Metro and the Recipient agree to extend the term for an additional twelve (12) month period, ending on October 24, 2023, to allow for an additional fellowship, as further described in the Exhibit D attached hereto.
4. Grant Contract section C.3. is deleted in its entirety and replaced with the following:
  - C.3. **Annual Expenditure Report.** The Recipient must submit an interim Annual Expenditure Report, to be received by Metro, within 45 days of the end of the Initial Term. Additionally, the Recipient must submit a final grant Annual Expenditure Report, to be received by Metro, within 45 days of the end of the Grant Contract. Said reports must be in form and substance acceptable to Metro and must be prepared by a Certified Public Accounting Firm or the Chief Financial Officer of the Recipient Organization.

5. The remaining provisions of the Grant Contract shall remain unmodified and be in full force and effect.

**THE METROPOLITAN GOVERNMENT OF  
NASHVILLE AND DAVIDSON COUNTY:**

APPROVED AS TO PROJECT SCOPE:

\_\_\_\_\_  
Metropolitan Mayor

APPROVED AS TO AVAILABILITY OF  
FUNDS:

Kelly Flannery/mjw  
Director of Finance

APPROVED AS TO FORM AND LEGALITY:

JH  
Metropolitan Attorney

FILED IN THE OFFICE OF THE CLERK

\_\_\_\_\_  
Metropolitan Clerk

DATE: \_\_\_\_\_

**RECIPIENT: FUSE Corps**

BY: J Wenberg

Name: James Wenberg

Title: CEO

Sworn to and subscribed to before me a  
Notary Public, this 9 day of  
September, 2022.

NOTARY PUBLIC



[Signature]

My Commission expires: 06/17/2027

## EXHIBIT A

Fellowship Host Agency: Mayor's Office  
Fellow Reports to: John Buntin, Director of Community Safety, Mayor's Office

Location of Fellowship: The Metropolitan Government of Nashville and Davidson County (Metro), Mayor's Office

### **Illustrative Services Provided by FUSE**

- ☐ **Project Development:** Convene meetings with host agency officials to identify project priorities; conduct interviews with host agency officials to clarify project idea.
- ☐ **On-Boarding:** Place the selected individual under agreement as an employee 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; host an in-person orientation day for all new Executive Fellows.
- ☐ **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.
- ☐ **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.

### **Fellow Support Provided by Metro**

The Metro Representative and their staff will facilitate introductions and meetings with key staff within the Metro 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 **Bill Philips, Chief of Staff, Mayor's Office.**
- **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 **John Buntin, Director of Community Safety, Mayor's Office.**
- ☐ **Onboarding:** Provide the Executive Fellow with an overview of current project progress to date, background information, specific project targets and continuing input related to project progress, as well as guidance and resources necessary to carry out the project
- ☐ **Workspace:** Provide the Executive Fellow with a dedicated workspace, a telephone, a computer, internet access, security access as appropriate, office supplies, and any other physical or technical resources related to performance of services detailed in the project description. In a virtual or hybrid work setting, the Metro will provide the Fellow with the appropriate technology (e.g. computer).
- ☐ **Payment:** Host Organization will identify \$45,000 in funds to be paid to FUSE to be paid in two installments. The initial payment shall be made upon execution of the grant agreement. The Final payment shall be made on or before April 25, 2022.

**Financial Considerations Between the Metro and FUSE Corps regarding the Fellow:**

The Office of the Metro Representative will provide no stipend to the Fellow in addition to that of the salary provided by FUSE.

During a Fellow's appointment, Metro, at its sole discretion, may authorize and pay, but is not required to authorize or 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, all in accordance with the Metro's applicable policies and procedures.

## **PROJECT DESCRIPTION FOR FELLOW**

### **“Strengthening and Expanding Out-of-School Learning Opportunities for Nashville’s Youth” The Metropolitan Government of Nashville and Davidson County (Metro), Mayor’s Office**

#### **PROJECT CONTEXT**

Over the past year, the Covid-19 pandemic has interrupted the daily lives of millions of Americans. Schools and students have felt these interruptions acutely – having to rapidly and abruptly shift to remote and online learning to contain the spread of infections. As vaccination rates have increased, more and more schools have introduced hybrid models and begun in-person (even mask-less) learning. However, students, parents, and educators must now focus on the paramount challenge of learning loss – the social and academic skills and knowledge students were unable to learn over the past year due to the fallouts of the Covid-19 crisis. Strategies like afterschool, summer enrichment, and extended learning programs must be prioritized to meet this challenge.

The City of Nashville recognizes the importance of these programs in not only remedying this learning loss but in ensuring youth thrive and develop to their full potential. Launched in 2010, the Nashville After Zone Alliance (NAZA) is a partnership between the Nashville Public Library, Metro Nashville Public Schools (MNPS), the Mayor’s Office, and over 20 youth development organizations, all working collaboratively to improve the learning experiences of the city’s youth. NAZA’s system of coordinated providers offers middle school students and their families no-cost afterschool and summer programs. These programs range from homework help and tutoring to fashion design classes and robotics workshops – providing encouragement, a sense of accomplishment, and access to new and exciting opportunities to MNPS students. Nashville’s youth see the benefits of these programs firsthand, with 87% of participants experiencing improved social competencies and 92% increasing their commitment to their education.

NAZA remained committed to investing in the Nashville community during the pandemic, funding learning opportunities, both in-person and virtual, building organizational capacity in partnership with youth and youth development professionals, and leveraging citywide partnerships to streamline resources and ensure the best outcomes for students. And moving into the next decade, NAZA and its partners will refine and implement a new framework for these programs, driven by [Nashville’s Vision for Holistic Youth Development](#). In conjunction with the Mayor’s goal to dramatically improve the number of 3rd graders reading at grade level by 2025, as driven by the [Blueprint for Early Childhood Success](#), this vision to maximize out-of-school time through afterschool programs will need to be prioritized as Covid-19 persists.

With this context, Nashville will partner with FUSE Corps to host an Executive Fellow to ensure all students from every neighborhood in the city have access to these high-quality educational experiences. Over one year, an Executive Fellow will outline how the city can build internal capacity and leverage public-private partnerships and resources to implement, scale, and pilot opportunities for youth across the city. This will also include working with the Deputy Chief of Staff and utilizing Blueprint for Early Childhood Success to identify opportunities to expand and/or improve early childhood education options. This work will ensure Nashville’s learning ecosystem creates a just and equitable community, supporting youth as catalysts for change.

#### **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 in November 2021, the FUSE Executive Fellow will first conduct a landscape assessment of Nashville's afterschool and summer programs. The Executive Fellow will meet with a broad range of stakeholders, including city staff and council, Metro Nashville Public Schools (MNPS) and school board administrators, non-profit, private, and community programmatic partners; parents and caregivers, content experts and youth development professionals, and community leaders and advocates in the space, such as partners involved with the Blueprint for Early Childhood Success; to better understand their perspectives and priorities. The Executive Fellow will identify all current programs being offered, the types of programs, approaches to program delivery, and who is responsible for program funding and administration. The Executive Fellow will review existing data on which populations are participating in these programs and what needs they are fulfilling, where these programs are delivered (afterschool program deserts), and program accessibility, using an equity lens to determine gaps in these extended learning opportunities.

The Executive Fellow will then develop a comprehensive strategy for expanding and streamlining the city's afterschool, extended learning, and summer programs, so an increased number of students can access high-quality learning opportunities. The strategy will determine how the city can build internal capacity in both the short and long term. The plan will outline priority areas for focus, which population groups are most in need, program expansion to new age groups, potential new delivery space using city assets (ex. parks), external partners' role, and measuring outcomes and assessing progress. The Executive Fellow will also address how much money is currently available, how it will be spent, and work to secure any additional funding needed to address gaps in programming, technology, materials, and for pilots of new initiatives. The Executive Fellow will maintain an ongoing dialogue with stakeholders throughout the development process to ensure their buy-in around a single unifying vision and ensure all are working toward achieving that vision.

In the next phase, the Executive Fellow will outline an implementation framework for this strategy, complete with timelines, staff responsibilities, ways to leverage existing assets (expertise, materials, resources, public-private partnerships), and funding mechanisms to ensure programs are sustainable. This implementation plan should have a specific tilt towards data collection and tracking of these efforts, capturing the impact of extended learning programs on student educational achievement and social-emotional health. By October 2022, the Executive Fellow will have implemented new policies and processes, initiating one to two pilot projects that can be brought to scale quickly and evaluated to prove the value of the long-term vision. This will include the following:

- *Conduct a thorough survey of the current landscape* – Identify all current programs being offered, who is responsible for them, administrative and delivery approaches; collate intersecting policies and processes; analyze data, understand enrollment numbers, and which populations and neighborhoods are participating in these programs; evaluate program success, identifying need fulfillment and possible reasons for unsuccessful programs/low participation, accessibility issues; pinpoint assets and growth opportunities, mapping gaps in program offerings and delivery

- *Research national best practices* – Investigate afterschool, summer, and extended learning programs in other cities across the country; learn best practices; identify potential models that can be emulated; assess applicability locally
- *Engage stakeholders and catalyze buy-in* – Demonstrate cross-cultural agility and successfully engage with all relevant stakeholders; identify various stakeholder roles and responsibilities and potential changes to these responsibilities as the program scales; understand their perspectives, priorities, concerns, and get input on ways to improve expanded learning programs to meet the needs of the community better; build collaborative relationships with key partners to strengthen current public-private partnerships and identify potential new partnerships; solicit feedback from major stakeholders on the strategic plan, identify barriers to implementing any recommendations; incorporate feedback to build consensus and ensure that the strategy is supported and successful
- *Create a strategy for optimizing expanded learning programs* – Develop a plan that will improve the city's afterschool and summer programs; outline ways for programs and partners to share resources, reproduce successful programs, and expand to new age groups; outline the resources required to address opportunity gaps and sustain current programs, securing additional funding commitments from local, national, public, non-profit, and private entities; ensure the plan is based on evidence-based practices, utilizing a lens of equity; promote community and family engagement to build sustainability and scale
- *Develop implementation framework and roll out recommendations* – Establish framework outlining short and long-term goals, timelines, priority areas, clear roles of internal and external stakeholders; oversee implementation of one to two pilot programs considered low-hanging fruit; implement process improvements; use data and build quality frameworks for assessment, evaluation, and reporting; measure and broadly share progress towards goals; work with leaders across the city to manage the initiative and integrate accountability mechanisms for long-term deployment of the strategy

## **KEY STAKEHOLDERS**

**Project Supervisor – John Buntin**, *Director of Community Safety*, Mayor's Office

**Executive Sponsor – Bill Philips**, *Deputy Mayor & Chief of Staff*, Mayor's Office

**Anna Harutyunyan**, Chief Executive Officer, Nashville After Zone Alliance (NAZA)

## **EXHIBIT B**

Fellowship Host Agency: Mayor's Office  
Fellow Reports to: Kristin Wilson, Chief of Operations and Performance, Mayor's Office

Location of Fellowship: The Metropolitan Government of Nashville and Davidson County (Metro), Mayor's Office

### **Illustrative Services Provided by FUSE**

- ☐ **Project Development:** Convene meetings with host agency officials to identify project priorities; conduct interviews with host agency officials to clarify project idea.
- ☐ **On-Boarding:** Place the selected individual under agreement as an employee 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; host an in-person orientation day for all new Executive Fellows.
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- ☐ **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.

### **Fellow Support Provided by Metro**

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- **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 **Kristin Wilson, Chief of Operations and Performance, Mayor's Office**.
- ☐ **Onboarding:** Provide the Executive Fellow with an overview of current project progress to date, background information, specific project targets and continuing input related to project progress, as well as guidance and resources necessary to carry out the project
- ☐ **Workspace:** Provide the Executive Fellow with a dedicated workspace, a telephone, a computer, internet access, security access as appropriate, office supplies, and any other physical or technical resources related to performance of services detailed in the project description. In a virtual or hybrid work setting, the Metro will provide the Fellow with the appropriate technology (e.g. computer).
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## PROJECT DESCRIPTION FOR FELLOW

### **“Implementing Strategies to Mitigate Disaster and Build Long-Term Urban Resilience”**

**The Metropolitan Government of Nashville and Davidson County (Metro), Mayor’s Office**

### **PROJECT CONTEXT**

Each year, natural disaster in the United States take the lives of hundreds of people, injures thousands more, and causes billions in damages. These natural disasters are fueled by climate change, with rising temperatures and severe weather events not only endangering human and environmental health but posing severe economic risks for cities. Nashville is a region that has seen immense growth over the last decade, with the downtown population soaring 160%, a record 15.8M tourists, and over \$7B in tourist revenue. With Nashville’s rapid expansion into a larger, destination-oriented city, new safety and security risks have emerged. These risks are coupled with a myriad of climate-related challenges, including an increased number of intense storms, tornadoes, more frequent flooding, and extreme heat days that threaten this growth and prosperity in the years to come.

In 2020, Nashville weathered the worst disasters in the city’s 238-year history. This included being hit by a category EF3 tornado in early March – the largest natural disaster in the city since the area’s 2010 flood. Then the outbreak of the Covid-19 pandemic, which briefly debilitated the city’s tourism industry and impacted the health of thousands in the county. Next, in early May, a derecho, with winds of 80 miles an hour, knocked out power to tens of thousands. And then, on Christmas Day, a bombing rocked the downtown, impacting an estimated 400 residents, 1,200 employees, more than 45 businesses, damaging more than 40 buildings, and leaving three people hurt. Specific populations, such as the elderly and those experiencing homelessness, are disproportionately impacted by these crises. And due to historical underinvestment and redlining in certain Nashville neighborhoods, Black communities like North Nashville and New American communities in the Southeast feel these climate and safety risks acutely.

Despite the pace of these unrelenting disasters, first responders remained steadfast, and the city utilized planning resources developed after the 2010 disaster to address these challenges head-on. This included approving the 2020 updated [Multi-Hazard Mitigation Plan](#), continuously updating the [Nashville Emergency Response Viewing Engine \(NERVE\)](#), to provide a digital overview of hazard areas, road closures, shelters, and food and water distribution centers; and use of [Nashville Situational Awareness for Flooding Events \(SAFE\)](#)’s predictive analytics capabilities. These tools are critical components of Nashville’s urban-resilience and climate-adaption strategy and work to address the immediate risks disasters and security threats pose to public health and safety.

The Metropolitan Government of *Nashville* and Davidson County wants to build upon these efforts, acting boldly to understand and advance recovery from its most recent disasters. Nashville will partner with FUSE Corps to host an Executive Fellow for one year to shepherd the various after-action reports, ideating and implementing a strategy for disaster recovery and resilience, focused on building and protecting communities in the long term. This framework will focus on initiating investments that support equity and address the unique needs of specific vulnerable populations, such as traditionally underinvested communities of color, New Americans, those experiencing

homelessness, and the elderly, ensuring these groups can successfully rebound after disaster strikes. This work will prepare the city for formidable climate and security risks, building a safer, healthier future for generations 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 in November 2021, it is proposed that the FUSE Executive Fellow will begin by gaining a comprehensive understanding of Nashville's current approach to disaster recovery and resilience. The Executive Fellow will engage with the various stakeholders involved in disaster response and recovery and analyze the different resiliency-based plans for the city, such as the [Climate Change Mitigation Action Plan](#) and [NashvilleNext – Natural Resource and Hazard Adaptation Plan](#), and the previous [After-Action Report/Improvement Plan](#) from the 2010 Nashville Flood. Utilizing a lens of equity, the Executive Fellow will determine gaps, through lines, and areas of opportunity in these plans and from these conversations. The Executive Fellow will also research comparative approaches to disaster recovery and resiliency planning in peer cities, investigating innovative models from across the nation that could well serve Nashville.

In the next phase, the Executive Fellow will create a strategy for disaster recovery and resilience, forming recommendations for building and protecting communities in the short and long term. The plan will outline processes for incorporating community engagement and perspectives into the seven upcoming After-Action Reports; include scenario-planning tools to prepare the city to engage with all aspects of recovery (ex. public safety, infrastructure, and transportation considerations); and determine a policy framework to guide staff decision making in support of long-term resilience during recovery efforts. These recommended smart growth approaches will help the city recover from current disasters more quickly, be better prepared for the next disaster, and rebuild according to a shared community vision, focusing on fostering resilience among Black, New Americans, the elderly, and those experiencing homelessness in Nashville.

The Executive Fellow will then facilitate the implementation of this strategy, initiating quick wins and tackling low-hanging fruit. The Executive Fellow will map timelines for integration, roles, and responsibilities of stakeholders, new workflows, processes, policies, and metrics for tracking progress – leading change management across stakeholders. The Executive Fellow will determine the personnel, funding, technical resources, and training required to support each recommendation's integration, exploring creative financing options, working to tap into new resource streams to facilitate priority projects.

By October 2022, the City of Nashville will be prepared to more equitably respond when disaster hits and make investments that build the city's resilience in the long term. This will include the following:

- *Engage stakeholders and build a deep understanding of the landscape* – Facilitate meetings with all relevant stakeholders to understand their perspectives, priorities, and concerns about disaster recovery and resilience; review previous resiliency and after-action reports, utilizing

a lens of equity to evaluate the city's approach; research national best practices, learning from peer cities and assessing local applicability of their models

- *Form a comprehensive strategy, focusing on long-term resilience-building* – Recommend innovative growth strategies related to disaster recovery and resilience, addressing previous shortfalls; engage the community in after-action reporting and decision making, identifying long-term capacity-building and outreach efforts with low-income communities and communities of color; develop an equity screening tool and processes to support city staff in determining which specific recovery actions advance equity; present various scenario planning tools and resources, such as a database mapping tool that identifies communities disproportionately burdened by, and vulnerable to, disaster; establish a policy framework that embeds resilience as a critical priority in recovery efforts
- *Develop an implementation framework, and oversee implementation of possible “early wins”* – Establish short-term and long-term goals for the implementation; identify phases for each recommendation's integration; establish roles and responsibilities for all stakeholders, map workflows; determine priority projects; oversee implementation of a handful of tasks that can be instituted quickly using existing resources; work with stakeholders to identify relevant data and metrics, tracking progress on recommendations
- *Support long-term implementation and ensure sustainability* – Develop the necessary internal and external systems to ensure that strategies are sustainable; coordinate across teams to remove implementation barriers; establish a sustainable financing model for the plan, detailing resources needed for each recommendation and exploring creative financing options; integrate reporting and accountability mechanisms to ensure report findings are turned into action step; work with stakeholders and department leadership to manage the program

## KEY STAKEHOLDERS

**Executive Sponsor – Bill Philips, Chief of Staff, Mayor's Office**

**Project Supervisor – Kristin Wilson, Chief of Operations & Performance, Mayor's Office**

Faye DiMassimo, *Senior Advisor of Transportation and Infrastructure, Mayor's Office*

Lucy Kempf, *Executive Director, Planning Department*

Chief William Swann, *Director, Fire Department/Office of Emergency Management*

## EXHIBIT C

Fellowship Host Agency: Department of Planning  
Fellow Reports to: Bob Leeman, Deputy Director, Department of Planning

Location of Fellowship: The Metropolitan Government of Nashville and Davidson County  
(Metro), Department of Planning

### **Illustrative Services Provided by FUSE**

- **Project Development:** Convene meetings with host agency officials to identify project priorities; conduct interviews with host agency officials to clarify project idea.
- **On-Boarding:** Place the selected individual under agreement as an employee 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; host an in-person orientation day for all new Executive Fellows.
- **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.
- **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.

### **Fellow Support Provided by Metro**

The Metro Representative and their staff will facilitate introductions and meetings with key staff within the Metro 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 **Lucy Kemp, Executive Director, Department of Planning**.
- **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 **Bob Leeman, Deputy Director, Department of Planning**.
- **Onboarding:** Provide the Executive Fellow with an overview of current project progress to date, background information, specific project targets and continuing input related to project progress, as well as guidance and resources necessary to carry out the project
- **Workspace:** Provide the Executive Fellow with a dedicated workspace, a telephone, a computer, internet access, security access as appropriate, office supplies, and any other physical or technical resources related to performance of services detailed in the project description. In a virtual or hybrid work setting, the Metro will provide the Fellow with the appropriate technology (e.g. computer).
- **Payment:** Host Organization will identify \$45,000 in funds to be paid to FUSE to be paid in two installments. The initial payment shall be made upon execution of the grant agreement. The Final payment shall be made on or before April 25, 2022.

**Financial Considerations Between the Metro and FUSE Corps regarding the Fellow:**

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During a Fellow's appointment, the Metro, at its sole discretion, may authorize and pay, but is not required to authorize or 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, all in accordance with the Metro's applicable policies and procedures.

## **PROJECT DESCRIPTION FOR FELLOW**

### **“Advancing Equity Through Affordable Housing”**

#### **The Metropolitan Government of Nashville and Davidson County (Metro), Department of Planning**

### **PROJECT CONTEXT**

Metropolitan Nashville, Tennessee is home to nearly 2 million people and more than 53,000 businesses. Nashville experienced exponential growth over the last 10 years creating opportunities to increase economic developments for the city. While Nashville’s recent growth has brought jobs and opportunities, home prices have nearly doubled in the past six years. Combined with scarcer home inventory, rising interest rates and population growth, the boom has left behind many lower-income residents. The city has made several advances this year to address its housing challenges. In January, Mayor John Cooper established the Affordable Housing Taskforce comprised of 21 housing experts in his mission to create better and more equitable and affordable housing for Nashville residents. The taskforce is comprised of members of the Mayor’s team, the Metro Planning Department, the Metro Development and Housing Authority (MDHA) and other city agencies to focus on housing policy, access, financing and land use. Following the convening of the taskforce in January, in March Mayor Cooper announced the city’s unprecedented commitment to affordable housing: \$350 million of the funding to add more than 5,000 units to Metro Development and Housing Agency properties—the housing authority not previously funded by the city—to add 1,000 "deeply affordable units" and revitalizing 2,800 "deeply affordable units"; \$150 million investment into the Barnes Fund, which will help create another 5,000 affordable housing units; and a request to partner with the private sector to match \$250 million in funds.

Following the Mayor’s announcement in March, in June the Affordable Housing Taskforce reported that Nashville must quadruple its current annual affordable housing production by 2030 to meet the projected needs and address the city’s existing housing deficit. In addition, the taskforce reports that the shortage cannot be fixed by any one program or funding source and that local, state, and federal programs will need to work collectively to address the critical housing shortage. The city’s financial investments to Nashville’s housing crisis and the recommendations from the Affordable Housing Taskforce has positioned the city to develop a comprehensive strategic plan that establishes what an equitable housing system could look like for Nashville over the next 10-15 years given its history, city demographics, political positionality, and the need to build consensus with 40 council districts. The plan will address housing policy that aligns affordable housing to other city investments such as transportation, libraries, and schools; increase access to affordable housing; leverage existing partnerships with private sectors and nonprofits; establish new cross-sector partnerships and diversify local, state, and federal funding streams to expand affordable housing options.

To support this work, the city will partner with FUSE Corps to host an executive-level Fellow for one year to work with the Department of Planning to develop a comprehensive strategic housing plan to address the city’s housing crisis. The Executive Fellow will design a framework for an equity-driven affordable housing, create cross-sector partnerships and examine the city’s internal capacity and infrastructure to support and sustain the work. In addition, the Executive Fellow will address housing

retention and combat displacement, review zoning and housing stability programs such as emergency housing assistance and eviction prevention. The Executive Fellow will develop a comprehensive implementation plan with specific recommendations to scale the work and identify measurable objectives to create sustainable housing options in Nashville.

## **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 in November 2021, the FUSE Executive Fellow will work in collaboration with the Department of Planning to draft a housing development and retention strategy with approaches that would strengthen and expand the supply of affordable housing – both by the preservation of existing units and the production of new units. In terms of production, the FUSE Fellow conduct a market analysis and review of land use and acquisition to determine the thresholds and financial feasibility for producing affordable housing. Working in collaboration with Department of Planning, the FUSE Executive Fellow will evaluate the past efforts to preserve affordable housing specifically assessing the viability of the current programs and initiatives to preserve affordable housing.

To further understand the current state, the Fellow will execute a stakeholder engagement plan to listen and learn from stakeholders—internally and externally—to expand partnerships with the private and philanthropic sector in service of reaching housing goals for the city. The Executive Fellow will work quickly to build deep relationships with a wide range of critical stakeholders, including staff across City departments, Metropolitan Development and Housing Agency, community members, community-based organizations, the private sector, philanthropic partners, and advocates for affordable housing. Utilizing this initial listening tour with key stakeholders, the market analysis, current policies and programming, the Executive Fellow will analyze gaps in policy and programming and devise solutions to mitigate gaps and will also determine barriers to implementing any strategies.

During the next phase, the Fellow will draft a comprehensive strategic plan to include recommendations for policy formation and budget implications to expand access to affordable housing. The plan should identify a clear, unified vision for the future of the work, emphasizing solutions that level the playing field and enhance opportunities for traditionally underserved communities. The Executive Fellow will develop initial policy and program recommendations that address the gaps identified and set up a process for continued review of city needs. The Executive Fellow should also determine when and how to leverage all available partnerships, resources, and existing projects for maximum support moving forward. The plan purposes to strengthen and improve affordable housing options that will help policymakers, private sector, organizations make strategic investments in support of ensuring residents have access to affordable housing. The plan will also focus on strategies bring together the city, the business sector, community members and affordable housing advocates to ensure that the city is positioned to meet the increasing demand. The recommendations proposed will yield more opportunities for cross sector coordination, develop the city's internal infrastructure to support scalable, sustainable, and impactful affordable housing strategies

The Executive Fellow will then create a thorough and holistic implementation plan to roll out the strategic plan. The plan should also clearly define roles and responsibilities for internal and external stakeholders. The Executive Fellow will then work to initiate recommendations and activities that are most urgent and can be implemented quickly. Overall, the Executive Fellow will enable the Department of Planning to prioritize and advance initiatives that support the development of a more equitable and inclusive housing in Nashville.

By October 2022, the Executive Fellow will have overseen the initial implementation of the strategic plan and decisions on recommended policies and budget as outlined in the plan. This will include the following:

- *Review current affordable housing efforts and engage with stakeholders* – Survey the current efforts by the city and its partners to provide affordable housing. Research, case studies and supporting documentation. Identify and engage with all stakeholders at a strategic level, including government officials and agencies, other private developers, affordable housing advocates and potential land trust donors.
- *Conduct a deep landscape and market analysis* – Review historical real estate data, market factors; financial/real estate development data; determine financial feasibility; analyze all relevant programming, policies, and processes; map gaps and identify cross-cutting themes.
- *Expand partnerships across the public and private sector and catalyze buy-in*– Identify resources provided by philanthropy, private companies, community-based organizations, academic institutions; build new partnerships and strengthen existing lines of communication between stakeholders; identify opportunities to expand affordable housing and work to align perspectives and address any conflicts; identify barriers to implementing any recommendations; solicit and incorporate input from stakeholders to build consensus around the plan.
- *Develop recommendations and form a comprehensive strategic plan* – Identify a shared vision with City officials across agencies, community partners, and private partners to produce and preserve affordable housing; design policy and budget solutions and build on existing programmatic initiatives; build out recommendations maximizing impact in each policy area; determine overall objectives and methodology for goal setting, evaluating potential partners and land investments. Establish a financing model, with a detailed budget and budgeting procedures, that includes promoting creative financing through public-private partnerships; establish a timeline for implementation aligned with the city priorities.
- *Develop implementation framework and roll out recommendations* – Establish framework outlining short and long-term goals; timelines; priority areas; clear roles of internal and external stakeholders; coordinate and leverage all resources for maximum impact. Determine and document how ownership of affordable units can be achieved by identifying the number of ways investments can be made that are private, public.
- *Support long-term expansion and development* – Identify relevant success metrics, setting benchmarks for tracking progress; support capacity building, creating internal infrastructure and systems; work with leadership across Departments and partners to effectively advance recommendations; and integrate accountability mechanisms for long-term deployment and

continual evaluation of the policy, programs and/or procedures ensuring community needs and economic equity is centered in all strategies

## **KEY STAKEHOLDERS**

**Executive Sponsor – Lucy Kemp**, *Executive Director*, Department of Planning

**Project Supervisor – Bob Leeman**, *Deputy Director*, Department of Planning

George Rooker, Assistant Director of Operations, Department of Planning

Greg Claxton, Manager, Department of Planning

## EXHIBIT D

Fellowship Host Agency: Mayor's Office  
Fellow Reports to: Kendra Abkowitz, Chief Sustainability and Resilience Office  
Location of Fellowship: The Metropolitan Government of Nashville and Davidson County (Metro), Mayor's Office

### **Illustrative Services Provided by FUSE**

- **Project Development:** Convene meetings with host agency officials to identify project priorities; conduct interviews with host agency officials to clarify project idea.
- **On-Boarding:** Place the selected individual under agreement as an employee 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; host an in-person orientation day for all new Executive Fellows.
- **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.
- **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.

### **Fellow Support Provided by Metro**

The Metro Representative and their staff will facilitate introductions and meetings with key staff within the Metro 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 **Kristin Wilson**, *Chief of Operations and Performance*; Mayor's Office.

- **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 **Kendra Abkowitz**, *Chief Sustainability and Resilience Office*; Mayor's Office.
- **Onboarding:** Provide the Executive Fellow with an overview of current project progress to date, background information, specific project targets and continuing input related to project progress, as well as guidance and resources necessary to carry out the project
- **Workspace:** Provide the Executive Fellow with a dedicated workspace, a telephone, a computer, internet access, security access as appropriate, office supplies, and any other physical or technical resources related to performance of services detailed in the project description. In a virtual or hybrid work setting, the Metro will provide the Fellow with the appropriate technology (e.g. computer).
- **Payment:** Host Organization previously identified \$45,000 in funds paid to FUSE in two installments. The initial payment was made upon execution of the grant agreement, and the final payment was made on April 25, 2022. The funds are to be reallocated to the project described herein, and no further payment is required from the Host Organization.

**Financial Considerations Between the Metro and FUSE Corps regarding the Fellow:**

The Office of the Metro Representative will provide no stipend to the Fellow in addition to that of the salary provided by FUSE.

During a Fellow's appointment, the Metro, at its sole discretion, may authorize and pay, but is not required to authorize or 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, all in accordance with the Metro's applicable policies and procedures.

## PROJECT DESCRIPTION FOR FELLOW

### “BUILDING RESILIENCE IN ALL CITY OPERATIONS”

**The Metropolitan Government of Nashville and Davidson County (Metro), Mayor’s Office**

**Fellowship Dates: October 24, 2022 – October 23, 2023**

*Following a tumultuous 2020, in which Nashville and Davidson County, TN were impacted by a myriad of natural and man-made disasters, the City has redoubled efforts to build resilience in its operations.*

*In planning the path forward, City officials have eschewed a standalone resilience plan in favor of integrating resilience planning across each department. The FUSE Executive Fellow will support the development and implementation of this innovative approach to municipal resilience.*

### PROJECT CONTEXT

As climate change unfolds, natural disasters will impact cities more frequently. In 2021, U.S. cities experienced twenty natural disasters that caused more than \$1 billion in damage each. Man-made disasters (e.g., terrorism, power outages, cyber attacks) also inflict severe damage. In 2020, the City of Nashville and Davidson County (Metro) endured multiple disasters, including an EF3 tornado in early March, a derecho in May, and the Christmas Day bombing. All of this occurred during the Covid-19 pandemic, which had immediate negative effects on the Metro’s economy and public health. These co-occurring disasters disproportionately impacted the city’s BIPOC and New American communities due to historic exclusions such as redlining.

For the Metro, 2020 was a profound illustration of how municipal governments must be prepared for climate shocks (i.e., severe, short-term disasters such as tornados) and stresses (i.e., chronic, long-term disasters such as multi-year pandemics) and equip their communities to do the same. Having signed the [Global Covenant of Mayors for Climate and Energy](#) in 2019, the Metro had already increased its climate change efforts before these disasters hit. In 2021, the City hired a [Chief Sustainability and Resilience Officer](#), a [resilience-focused FUSE Fellow](#), and signed on to the [Race to Resilience](#). As a result, it is ready to elevate resilience across all departments, with extra thought towards BIPOC communities, New Americans, and other historically excluded groups who often bear the brunt of disasters and who have fewer resources available to cope in the aftermath.

While most cities develop stand-alone resilience plans, the Metro will embed resilience within each department’s existing strategic planning processes. Metro will partner with FUSE Corps to build the tools and processes necessary to help departments integrate resilience into their plans. The FUSE Executive Fellow will develop a plan to implement this vision and develop the resources that City officials need to develop resilient plans in a standardized way. As a result, Nashville’s policies and programs will be more resilient to man-made and natural shocks and stressors while also building equity in residents’ ability to do the same.

### PROJECT SUMMARY & POTENTIAL DELIVERABLES

*The following provides a general overview of the proposed fellowship project. This project summary and the potential deliverables will be collaboratively revisited by the host agency, the fellow, and FUSE staff during the first few months of the fellowship.*

Starting in October 2022, the FUSE Executive Fellow will build deep relationships with a range of stakeholders. This will include representatives from across the Metro’s government to identify the strengths, weaknesses, opportunities, and constraints that stakeholders face in building resilience to natural and man-made shocks and stresses into their short- and long-term plans. At the same time, the

Executive Fellow will conduct extensive research to identify best practices and promising approaches to embedding resilience in department-level strategic plan and review progress to date on the build out and use of resiliency planning tools (such as the Metro Department Resilience Self-Assessment.)

Next, the Executive Fellow will develop an implementation plan to guide departments to integrating equitable resilience into their strategies as a standard operating procedure. This phase of work will include socializing the Mayor's Resilience Vision (to be completed prior to October 2022), developing a minimum resilience planning criterion, identifying concrete actions necessary to build each department's ability to embed resilience into their strategies, and determine a tiered approach for how to organize departments and facilitate the resilience planning process over time.

As the Executive Fellow develops the implementation plan, they will also create templates and supporting documents that departments will need. These resources may include: self-assessments; guidance on targets and metrics; tools and best practices to navigate the intersection of resilience and equity; financial planning resources; and sample scopes of work for resilience centered programming or services. The combination of the implementation plan, templates, and supporting documents should be sufficient for any Metro operating unit to successfully develop a strategic plan that embeds resilience and meets or exceeds the minimum resilience planning criteria.

Finally, the Executive Fellow will assist one or two 'Tier One' departments in completing initial resilience planning actions. In order to ensure timely yet manageable implementation, Tier One departments are the highest priority operating units based on the impact they have on the resilience of the city. By October 2023, the Executive Fellow will have overseen the following:

- *Conduct a Stakeholder Listening Tour* – Develop relationships with stakeholders in Metro government, conduct a thorough review of approaches that have been effective in regions similar to Nashville and of progress to date on resiliency planning per each department
- *Develop an Implementation Plan* – Map out how to make resilience planning a standard part of business at the department level in the Metro; set a minimum resilience planning criteria and equip operating units with the steps necessary to meet or exceed that criteria; determine a tiered approach
- *Create Templates and Supporting Documents* – Build a toolkit of resources that supports departments in their resilience planning work and ensures consistency across operating units. This should include tools to increase equity in resilience capabilities and programs.
- *Complete Initial Resilience Planning Actions for 1-2 Departments* – Identify Tier One departments and work with one or two of them to complete initial resilience planning tasks.

## **KEY STAKEHOLDERS**

- **Executive Sponsor** – **Kristin Wilson**, *Chief of Operations and Performance*; Mayor's Office
- **Project Supervisor** – **Kendra Abkowitz**, *Chief Sustainability and Resilience Office*; Mayor's Office