



AGENDA REPORT

Meeting Date: May 18, 2010
Item Number: F-5
To: Honorable Mayor & City Council
From: Jeff Kolin, City Manager
Subject: APPROVAL OF AN AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS AND NATIONAL URBAN FELLOWS, INC. FOR A CLASS OF 2011 FELLOW; AND APPROVAL OF A PURCHASE ORDER IN A NOT-TO-EXCEED AMOUNT OF \$70,000.00 TO NATIONAL URBAN FELLOWS, INC. FOR THESE SERVICES.

Attachments:

1. Agreement
2. Program Proposal
3. 2010-11 Participating Municipalities

RECOMMENDATION

It is recommended that the City Council approve the agreement between the City of Beverly Hills and National Urban Fellows, Inc. for a class of 2011 fellow and approve a purchase order in a not-to-exceed amount of \$70,000.00 for these services.

INTRODUCTION

The City of Beverly Hills has an opportunity to retain a Fellow through National Urban Fellows, Inc. (NUF) to provide professional support for significant projects. The Fellow will not be employed by the City, but the City will provide a workspace and administrative support. The City's only financial responsibility will be to NUF corporate.

DISCUSSION

As an organization, NUF promotes diverse leadership at the top levels of public service organizations. For 40 years, NUF has identified, recruited and developed the best and brightest multi-ethnic, multi-cultural and mid-career women and men who have the

potential to make a significant impact on public policy and administration, by identifying issues, shaping solutions and developing policies.

Each year NUF awards 35-40 fellowships to deserving mid-career professionals eager to transition into leadership positions. Over a period of 14 months, Fellows complete a Master of Public Administration academic program at the School of Public Affairs at Bernard M. Baruch College (an accredited MPA program) which is part of the University of New York; and work closely with a mentor during a nine-month internship to develop professional, competent leadership, as well as establish a network with NUF alumni and the mentor's organization.

Through the partnership with NUF, the City will have the services of a highly talented professional to provide professional support on projects throughout the organization. The projects will contribute substantially to the learning experience for the Fellow and to the objectives of the organization. Examples of potential projects include exploring the feasibility of creating a local currency program as an innovative technique for stimulating the local economy and assisting the City Clerk's Office with the creation of a citywide 5-year Records Management Master Plan.

FISCAL IMPACT

Funds for the cost of the agreement with National Urban Fellows, Inc. are included in Policy and Management's Fiscal Year 2009-10 budget.



Scott G. Miller, Director
Finance Approval



Jeff Kolin
City Manager

Attachment 1

Agreement

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS AND
NATIONAL URBAN FELLOWS, INC. FOR A CLASS OF 2011
FELLOW

NAME OF CONTRACTOR:	National Urban Fellows, Inc.
RESPONSIBLE PRINCIPAL OF CONTRACTOR:	Paula Gavin, President
CONTRACTOR'S ADDRESS:	102 West 38th Street Suite 700 New York, NY 10018-3675 Attention: Paula Gavin, President
CITY'S ADDRESS:	City of Beverly Hills 455 N. Rexford Drive Beverly Hills, CA 90210 Attention: Jeffrey Kolin, City Manager
COMMENCEMENT DATE:	Upon Written Notice to Proceed
TERMINATION DATE:	June 30, 2011
CONSIDERATION:	Not to Exceed \$70,000.00

AGREEMENT BETWEEN THE CITY OF BEVERLY HILLS AND
NATIONAL URBAN FELLOWS, INC. FOR A CLASS OF 2011
FELLOW

THIS AGREEMENT is made by and between the City of Beverly Hills (hereinafter called "CITY"), and National Urban Fellows, Inc. (hereinafter called "CONTRACTOR").

RECITALS

A. CITY desires to have certain services and/or goods provided as set forth in Exhibit A (the "Scope of Work"), attached hereto and incorporated herein.

B. CONTRACTOR represents that it is qualified and able to perform the Scope of Works.

NOW, THEREFORE, the parties agree as follows:

Section 1. CONTRACTOR's Scope of Work. CONTRACTOR shall perform the Scope of Work described in Exhibit A in a manner satisfactory to CITY and consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions. City shall have the right to order, in writing, changes in the Scope of Work. Any changes in the Scope of Work by CONTRACTOR must be made in writing and approved by both parties. The cost of any change in the Scope of Work must be agreed to by both parties in writing.

Section 2. Time of Performance.

CONTRACTOR shall commence its services under this Agreement upon receipt of a written notice to proceed from CITY. CONTRACTOR shall complete the performance of services by the Termination Date set forth above and/or in conformance with the project timeline established by the City Manager or his designee.

The City Manager or his designee may extend the time of performance in writing for two additional one-year terms or such other term not to exceed two years from the date of termination pursuant to the same terms and conditions of this Agreement.

Section 3. Compensation.

(a) Compensation.

CITY agrees to compensate CONTRACTOR for the services and/or goods provides under this Agreement, and CONTRACTOR agrees to accept in full satisfaction

for such services, a sum not to exceed the Consideration set forth above and more particularly described in Exhibit B, attached hereto and incorporated herein.

(b) Expenses.

The amount set forth in paragraph A shall include reimbursement for all actual and necessary expenditures reasonably incurred in the performance of this Agreement (including, but not limited to, all labor, materials, delivery, tax, assembly, and installation, as applicable). There shall be no claims for additional compensation for reimbursable expenses.

(c) Additional Services. City may from time to time require CONTRACTOR to perform additional services not included in the Scope of Services. Such requests for additional services shall be made by City in writing and agreed upon by both parties in writing.

Section 4. Method of Payment. Unless otherwise provided for herein, CONTRACTOR shall submit to City a detailed invoice, on a monthly basis or less frequently, for the services performed pursuant to this Agreement. Each invoice shall itemize the services rendered during the billing period and the amount due. Within 30 days of receipt of each invoice, CITY shall pay all undisputed amounts included on the invoice. CITY shall pay CONTRACTOR said Consideration in accordance with the schedule of payment set forth in Exhibit B, attached hereto and incorporated herein.

Section 5. Independent Contractor. CONTRACTOR is and shall at all times remain, as to CITY, a wholly independent contractor. Neither CITY nor any of its agents shall have control over the conduct of CONTRACTOR or any of CONTRACTOR's employees, except as herein set forth. CONTRACTOR shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of CITY.

Section 6. Assignment. This Agreement shall not be assigned in whole or in part, by CONTRACTOR without the prior written approval of CITY. Any attempt by CONTRACTOR to so assign this Agreement or any rights, duties or obligations arising hereunder shall be void and of no effect.

Section 7. Responsible Principal(s)

(a) CONTRACTOR's Responsible Principal set forth above shall be principally responsible for CONTRACTOR's obligations under this Agreement and shall serve as principal liaison between CITY and CONTRACTOR. Designation of another Responsible by CONTRACTOR shall not be made without prior written consent of CITY.

(b) CITY's Responsible Principal shall be the City Manager or his designee set forth above who shall administer the terms of the Agreement on behalf of CITY.

Section 8. Personnel. CONTRACTOR represents that it has, or shall secure at its own expense, all personnel required to perform CONTRACTOR's Scope of Work under this Agreement. All personnel engaged in the work shall be qualified to perform such Scope of Work.

Section 9. Permits and Licenses. CONTRACTOR shall obtain and maintain during the Agreement term all necessary licenses, permits and certificates required by law for the provision of services under this Agreement, including a business license.

Section 10. Interests of CONTRACTOR. CONTRACTOR affirms that it presently has no interest and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of the Scope of Work contemplated by this Agreement. No person having any such interest shall be employed by or be associated with CONTRACTOR.

Section 11. Insurance.

(a) CONTRACTOR shall at all times during the term of this Agreement carry, maintain, and keep in full force and effect, insurance as follows:

(1) A policy or policies of Comprehensive General Liability Insurance, with minimum limits of One Million Dollars (\$1,000,000) for each occurrence, combined single limit, against any personal injury, death, loss or damage resulting from the wrongful or negligent acts by CONTRACTOR.

(2) A policy or policies of Vehicle Liability Insurance covering any vehicle utilized by CONSULTANT in performing the services required by this Agreement with minimum limits as required by State law to insure against personal injury and property damage.

(3) Workers' compensation insurance as required by the State of California.

(b) CONTRACTOR shall require each of its sub-contractors to maintain insurance coverage which meets all of the requirements of this Agreement.

(c) The policy or policies required by this Agreement shall be issued by an insurer admitted in the State of California and with a rating of at least a B+;VII in the latest edition of Best's Insurance Guide.

(d) CONTRACTOR agrees that if it does not keep the aforesaid insurance in full force and effect CITY may either immediately terminate this Agreement or, if insurance is available at a reasonable cost, CITY may take out the necessary insurance and pay, at CONTRACTOR's expense, the premium thereon.

(e) At all times during the term of this Agreement, CONTRACTOR shall maintain on file with the City Clerk a certificate or certificates of insurance on the form set forth in Exhibit C, attached hereto and incorporated herein, showing that the aforesaid policies are in effect in the required amounts. CONTRACTOR shall, prior to commencement of work under this Agreement, file with the City Clerk such certificate or certificates. The general and auto liability insurance shall contain an endorsement naming the CITY as an additional insured. All of the policies required under this Agreement shall contain an endorsement providing that the policies cannot be canceled or reduced except on thirty (30) days prior written notice to CITY, and specifically stating that the coverage contained in the policies affords insurance pursuant to the terms and conditions as set forth in this Agreement.

(f) The insurance provided by CONTRACTOR shall be primary to any coverage available to CITY. The policies of insurance required by this Agreement shall include provisions for waiver of subrogation.

(g) Any deductibles or self-insured retentions must be declared to and approved by CITY. At the option of CITY, CONTRACTOR shall either reduce or eliminate the deductibles or self-insured retentions with respect to CITY, or CONTRACTOR shall procure a bond guaranteeing payment of losses and expenses.

Section 12. Indemnification. CONTRACTOR agrees to indemnify, hold harmless and defend CITY, City Council and each member thereof, and every officer, employee and agent of CITY, from any claim, liability or financial loss (including, without limitation, attorneys fees and costs) arising from any intentional, reckless, negligent, or otherwise wrongful acts, errors or omissions of CONTRACTOR or any person employed by CONTRACTOR in the performance of this Agreement.

Section 13. Termination.

(a) CITY shall have the right to terminate this Agreement for any reason or for no reason upon five calendar days' written notice to CONTRACTOR. CONTRACTOR agrees to cease all work under this Agreement on or before the effective date of such notice.

(b) In the event of termination or cancellation of this Agreement by CITY, due to no fault or failure of performance by CONTRACTOR, CONTRACTOR shall be paid based on the percentage of work satisfactorily performed at the time of termination. In no event shall CONTRACTOR be entitled to receive more than the amount that would be paid to CONTRACTOR for the full performance of the services required by this Agreement. CONTRACTOR shall have no other claim against CITY by reason of such termination, including any claim for compensation.

Section 14. CITY's Responsibility. CITY shall provide CONTRACTOR with all pertinent data, documents, and other requested information as is available for the proper performance of CONTRACTOR's Scope of Work.

Section 15. Information and Documents. All data, information, documents and drawings prepared for CITY and required to be furnished to CITY in connection with this Agreement shall become the property of CITY, and CITY may use all or any portion of the work submitted by CONTRACTOR and compensated by CITY pursuant to this Agreement as CITY deems appropriate.

Section 16. Records and Inspections. CONTRACTOR shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of 2 years. City shall have access, without charge, during normal business hours to such records, and the right to examine and audit the same and to make copies and transcripts therefrom, and to inspect all program data, documents, proceedings and activities.

Section 17. Changes in the Scope of Work. The CITY shall have the right to order, in writing, changes in the scope of work or the services to be performed. Any changes in the scope of work requested by CONTRACTOR must be made in writing and approved by both parties.

Section 18. Notice. Any notices, bills, invoices, etc. required by this Agreement shall be deemed received on (a) the day of delivery if delivered by hand during the receiving party's regular business hours or by facsimile before or during the receiving party's regular business hours; or (b) on the second business day following deposit in the United States mail, postage prepaid to the addresses set forth above, or to such other addresses as the parties may, from time to time, designate in writing pursuant to this section.

Section 19. Attorney's Fees. In the event that either party commences any legal action or proceeding to enforce or interpret the provisions of this Agreement, the prevailing party in such action shall be entitled to reasonable attorney's fees, costs and necessary disbursements, in addition to such other relief as may be sought and awarded.

Section 20. Entire Agreement. This Agreement represents the entire integrated agreement between CITY and CONTRACTOR, and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both CITY and CONTRACTOR.

Section 21. Exhibits; Precedence. All documents referenced as exhibits in this Agreement are hereby incorporated in this Agreement. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of any document incorporated herein by reference, the provisions of this Agreement shall prevail.

Section 22. Governing Law. The interpretation and implementation of this Agreement shall be governed by the domestic law of the State of California.

Section 23. City Not Obligated to Third Parties. CITY shall not be obligated or liable under this Agreement to any party other than CONTRACTOR.

Section 24. Severability. Invalidation of any provision contained herein or the application thereof to any person or entity by judgment or court order shall in no way affect any of the other covenants, conditions, restrictions, or provisions hereof, or the application thereof to any other person or entity, and the same shall remain in full force and effect.

EXECUTED the _____ day of _____ 20____, at Beverly Hills, California.

CITY OF BEVERLY HILLS
A Municipal Corporation

JIMMY DELSHAD
Mayor of the City of
Beverly Hills, California

ATTEST:

BYRON POPE
City Clerk (SEAL)

CONTRACTOR:

PAULA GAVIN
President

Jacinta Gauda
Secretary

APPROVED AS TO FORM

LAURENCE S. WIENER
City Attorney

APPROVED AS TO CONTENT

JEFFREY KOLIN
City Manager

Signatures continue



KARL KIRKMAN
Risk Manager

EXHIBIT A
SCOPE OF WORK

CONTRACTOR will provide a 2011 National Urban Fellow ("Fellow") to the CITY through the City Manager. The Fellow will complete an internship with CITY beginning Tuesday, September 7, 2010 and concluding Friday, May 20, 2011. The Fellow will intern 40 hours per week, and will complete 23 credits of coursework online during the internship. The Fellow will be assigned and shall complete projects of significance and impact to the organization.

The City Manager will serve as the Fellow's Mentor and will document and evaluate the internship experience, the Fellow's performance, and technical and managerial competencies. The City Manager will meet with the Fellow at least once a month for review, planning, and evaluation and will provide advice and assistance in career planning and development.

The Senior Management Analyst will serve as the Liaison and will coordinate the Fellow's orientation program, including introducing the Fellow to key contacts in the CITY departments. The Liaison will assist the Mentor with communicating expectations regarding assignments. The Liaison will serve as the Fellow's day-to-day contact for questions regarding work assignments and will engage the Mentor as appropriate.

The Fellow will complete the CITY's new employee orientation program. The Fellow will have a cubicle workspace in the Policy and Management Department that includes a desk, computer workstation, telephone, and file storage space. The Fellow will be provided a CITY email address and will have access to a fax and copy machine.

EXHIBIT B

SCHEDULE OF PAYMENT AND RATES

For the assignment of a Fellow, for the period of September 7, 2010 through May 20, 2011, the CITY shall compensate CONTRACTOR in the amount of Sixty Five Thousand Dollars (\$65,000.00). This payment covers the Fellow's stipend, fees, books, health coverage, National Urban Fellows ("NUF") program travel and moving expenses. The CITY shall also make a contribution to the NUF Career Support System in a single payment not to exceed Five Thousand Dollars (\$5,000.00).

CONTRACTOR shall submit an itemized statement to CITY for services as outlined in Exhibit A, which shall include documentation setting forth in detail a description of the services to be performed. CITY shall pay CONTRACTOR the amount of such billing within thirty (30) days of receipt of same.

Attachment 2

Program Proposal

CLASS OF 2011 FELLOWS

America is growing more racially and ethnically diverse by the day. Taken as a whole, racial and ethnic minority groups will constitute a majority of the U.S. population by the year 2050. As the face of America continues to change, it is imperative that our public service institutions embrace that diversity by recruiting women and people of color as candidates to serve in leadership positions.

To that end, it is the **mission of National Urban Fellows to develop accomplished and courageous professionals of all ethnic and racial backgrounds, particularly people of color and women, to be leaders and change agents in the public and non profit sectors, with a strong commitment to social justice and equity.**

CLASS OF 2011 MENTORSHIP PROPOSAL

We propose to place a Fellow in a mentorship with your organization for the Class of 2011. We believe that the National Urban Fellows' mission and purpose aligns with your goals.

IMPORTANCE OF MISSION

For 40 years, National Urban Fellows has identified, recruited and developed the best and brightest multiethnic, multicultural mid-career women and men; individuals who have the potential to make a significant impact as top leaders in public service, identifying issues, shaping solutions and developing policies. Today, its mission is more important than ever, for the following key reasons:

- As the population grows more diverse, it is imperative that government and nonprofit entities respond by recruiting leadership that represents their constituents. National Urban Fellows' **investment in human capital** creates a well-qualified, diverse pool of leaders who will bring valuable perspectives to government and nonprofit organizations and establish strong connections with various communities.
- There is a **growing need for diversity in government**. While racial and ethnic minorities make up 34 percent of the U.S. population, these groups comprise only 16 percent of Congress. Women make up 51 percent of the total U.S. population, but comprise only 18 percent of Congress.
- There are **growing opportunities for diversity in the nonprofit sector**. Due to a multitude of factors, American nonprofits are projected to need nearly 80,000 new leaders annually. A majority of these organizations serve diverse constituents, so it is only appropriate that they recruit diverse leadership to replace outgoing executives who are retiring or transitioning to jobs in the private sector. Today, only 18 percent of nonprofit executives are people of color.

BACKGROUND

Each year, National Urban Fellows awards 40 fellowships to deserving mid-career professionals eager to transition into leadership positions. Over the course of 14 months, fellows complete a Master of Public Administration academic program of courses at the School of Public Affairs at Bernard M. Baruch College in New York, and work closely with a mentor to develop professional competence and leadership as well as a new network, notably through a fellowship with the mentor's organization.

National Urban Fellows is the only leadership program in the country to combine an advanced degree with a mentorship program. National Urban Fellows is also unique in its focus on people of color, recruiting the best and brightest who are often first in their family to go to and graduate from college!

National Urban Fellows provides access for minorities and women to an advanced academic degree, exceptional career opportunities, and encourages excellence in performance. The program attracts individuals with superior communication and problem-solving skills, high motivation, and demonstrated commitment to public service.

The academic component has been at Bernard M. Baruch College, School of Public Affairs, City University of New York, since 1983. Baruch's Master of Public Administration (MPA) program is a fully accredited course of study (42 credits), which the Fellows complete in two full-time summer semesters on the Baruch campus, and during the nine-month mentorship (via distance learning). Fellows who successfully complete the academic and mentorship components receive a MPA degree from Baruch College. The mentorship matches Fellows with key urban public sector executives, including Mayors, city and county administrators; directors of government agencies, foundation officers, nonprofit and community-based organization executives. Fellows manage substantive projects which allow them to observe and participate in the processes of government, public policy, and nonprofit management.

Our academic partner for 26 years, Bernard M. Baruch School of Public Affairs, is part of City University of New York. It is the 3rd largest School of Public Affairs in the nation, a leading research center, and a trusted convener for public policy.

TRACK RECORD OF SUCCESS

The program has served more than 1,000 fellows and has made a significant impact on both individual lives and society as a whole, creating an alumni base that is 55 percent African-American, 32 percent Latino and 8 percent Asian/Pacific Islander/American Indian. While the majority of fellows go on to enjoy individual success, their careers as change agents also touch the lives of numerous others. The broader impact of National Urban Fellows is impressive and cumulative, and has led to significant movement. Alumni of the program have inspired change in their workplaces and their communities through professional excellence and mentoring.

National Urban Fellows has established a consistent record of success, as evidenced by the following:

- The scale of the program allows National Urban Fellows to provide **meaningful, one-on-one services** to potential leaders. Mentors are carefully selected and paired with the most appropriate fellows to ensure a personalized experience.
- The program has **attracted mentors from an impressive array of organizations**. Current mentor organizations include: New York State Governor,

Fulton County Manager, Broward County Manager, City of Oakland, City of Cleveland, City of Houston, Washington DC City Administrator, National League of Cities, City of Chicago, National Association of Charter School Authorizers, Robert Wood Johnson Foundation, Cleveland Foundation and the Knight Foundation.

- National Urban Fellows makes a **measurable impact on the professional lives of fellows**. In our 2009 40th Anniversary Survey, 80 percent of alumni reported that their experience made an impact on their career. This impact includes an estimated 40 percent of fellows assuming executive positions in five years and 70% working in public service. Within 7-10 years following their fellowship, we expect that 70% of Fellows will be in executive positions and 70 percent stay connected to public service.
- The program helps **broaden the diversity of leadership across a number of sectors**. A comprehensive study of alumni reveals that 25% assumed leadership positions in the nonprofit sector, while another nearly 50% achieved leadership status in government.
- National Urban Fellows has **significant expertise in developing and promoting the principles of diverse leadership and is positioned to be a thought leader in this arena**. While many government and nonprofit organizations are only beginning to grapple with diversity, National Urban Fellows draws on nearly 40 years of insights to fulfill its mission. This experience will prove increasingly valuable as the American labor market changes and the need for diverse leadership increases.



Class of 2010

MENTORSHIP PROPOSAL

We propose a mentorship for a 2011 Fellow. The contribution and cost of a 2011 Fellow is \$65,000 encompassing the full 14 months of the program. We hope to establish our final Mentor plan for the Class of 2011 by March 2010.

In addition we also ask your consideration of a special \$5,000 contribution to the development of our career support system for Fellows and Alumni, as well as Mentors.

PROGRAM

Academic Component

National Urban Fellows must complete the following courses (12 credits) during the first semester (June through early August of the admittance year) at Baruch College:

- *Introduction to Public Affairs*
- *Communication in Public Settings*
- *Research and Analysis I*
- *Budgeting, Accounting and Financial Analysis*

Fellows complete 21 credits during the mentorship time frame and 9 credits during the second summer semester at Baruch College:

- *Selected Topics in Public Affairs*

- *Managing Organizations in the Public and Non-Profit Sectors*
- *Public Management*
- *Economic Analysis and Public Policy*
- *Research and Analysis II*
- *Administration of Not-for-Profit and Voluntary Organizations*
- *Leadership*
- *Capstone Seminar*

Mentorship Component

The mentorship complements the academic component and develops professional competence, establishes a personal network of professionals, and opens up new areas of interest and employment. The assignment places Fellows with professionals at the highest levels of leadership and responsibility in corporations, foundations, national, state, county, and city governments, and nonprofit organizations nationwide.

Matching mentors and Fellows is performed with a great deal of deliberation. Foremost is the concern to place Fellows in assignments where they will have a learning experience based on performing actual work in the real business of the organization. Fellows are placed with executives and administrators of the highest caliber who, as mentors, have the capability and commitment to share essential knowledge and insight acquired during their professional experience.

The Fellows' assignments are sufficiently complex, qualitative and responsible, and make a significant contribution to the objectives of the sponsoring organization, and the learning experience of the Fellows. Fellows are expected to perform responsibly, and to adhere to the personnel and general work regulations of the sponsoring organization. Fellows work at the level of Special Assistant to the mentor, and are charged with substantive administrative tasks. These assignments provide the Fellows with invaluable opportunities to experience public policy planning and implementation, and in a broader perspective, to examine the local, regional, and national issues at play. Fellows complete their thesis (capstone) during the program, which is suited for a mentorship research project of enduring scope and significance.

Fellowship Award and Benefits

Fellows receive fully-paid tuition at Bernard M. Baruch College, School of Public Affairs; a \$28,000 stipend/health insurance disbursed via monthly payments over 14 months; book allowance; health insurance, moving allowance; and reimbursement for program-related travel. The total cost of the 14 month full-time program is \$65,000 per Fellow.

Fellows are not permitted to hold paid employment during the fellowship. To maintain fellowship status and continuation of award and benefits, Fellows must consistently meet academic and program requirements.

Recruitment and Selection of Fellows and Mentors

Fellows

National Urban Fellows maintains a network and database through which candidates are recruited nationwide via government and nonprofit agencies, nonprofit institutions, placement/career office of colleges and universities, program alumni, the Internet, and career fairs advertising in select professional journals.

Each year, National Urban Fellows recruits superior post baccalaureate, mid-career professionals with strong public policy backgrounds, significant work experience and community service and leadership capability. Fellows are selected through a rigorous two-stage process beginning with committee evaluation of submitted documents. Applicants, whose academic record, community service and professional experiences are indicative of their capabilities, interests, and their commitment to assume leadership within the public sector, are recommended for interviews. Fellowships are awarded to candidates based on their exceptional rating in the screening, and their performance during the group and individual interviews.

Mentors

National Urban Fellows maintains an extensive network of current, past and potential mentors, and mails a recruitment packet to mentors during the recruitment period. National Urban Fellows executes an agreement with mentoring organizations for each Fellow. The organization provides the specifics regarding work requirements, a summary of the assignment, type of agency (city, state, nonprofit, foundation, private, Federal, etc. Mentors are expected to provide varied and demanding tasks, and Fellows are required to perform responsibly in managing these critical assignments.

Program Calendar/Activities - Timeline

Class of 2011	
2009-2010	Event
March 2009 – January 2010	<i>Candidate Recruitment</i>
September 2009 - March 2010	<i>Mentor Recruitment</i>
February – March 2010	<i>Application Screening/Interviews/Selection</i>
June 2010	<i>First Semester Begins at Baruch College</i>
June 2010	<i>Fellow/ Mentor Matching</i>
September 2010	<i>Mentorship Begins</i>
2010	
January – 2011	<i>Conference – Fellows and Alumni</i>
May – 2011	<i>Mentorship Ends</i>
June – 2011	<i>Final Semester Begins at Baruch College</i>
July -2011	

Monitoring the Fellows’ Progress

The Program Director reviews the Fellows’ academic course work, and monitors the mentorship via site visits and two mentorship project reports. Academic status is

monitored through periodic progress reports from Baruch College to confirm that Fellows are in good academic standing, and are making satisfactory progress towards the degree.

Criteria

Mentors are expected to participate in Fellow project design, leadership development, and coaching. Mentor organizations must be well managed and high performing organizations.

Project Alignment

National Urban Fellows, Inc. exists to advance the status of women and minorities by providing opportunities for professional and personal development. These opportunities include academic training and field experience via mentorships. Fellows return to their communities with enhanced talents/perspectives, and the expertise to manage programs and policies that build their neighborhoods.

Measures of Success

NUF, defines success as having acquired new competencies and skill sets as a result of work done on the mentor projects that were brought to fruition, along with the completion of all academic coursework leading to the Master of Public Administration degree from Bernard M. Baruch College – School of Public Affairs.

We measure success through the use of the NUF Work Plan to understand what professional responsibilities/goals are placed on the Fellows over the nine-month period and track their progress towards meeting those responsibilities/goals by reviewing the plan along with the mid-year and final reports the Fellows must submit to National Urban Fellows. We also use periodic updates from Baruch College to track the Fellows' progress towards completion of all academic coursework while maintaining a GPA above 3.0 in order to meet the requirements for degree conferment.

Risks and Challenges

It is critical for Mentors to carefully and thoroughly design projects with measures of success. The risks and challenges associated with the project are implementation-based due to the fact that they rest primarily in the successful match of Fellows and Mentors, with the appropriate skills to meet the agreed upon project goals. The challenge is in managing issues that may arise regarding the Fellows' performance on the assigned projects over the nine-month period.

It is the policy of the National Urban Fellows, Inc. to undertake at least one site visit and monthly reports during the nine month mentorship. Both the Fellow(s) and the mentor(s) participate in the development of the agenda. Unless the Fellow(s) or mentor(s) requests private meetings, the program director meets with both parties. The Program Director meets with the Fellow(s) via telephone at least twice, and through regular e-mails.

In the event there is a problem at the mentor site, a meeting is convened by the Program Director, at which time, separate or joint meetings are held to discuss the problem and solutions. The Program Director may recommend a new assignment for the Fellow(s) or reassignment within the organization with a new mentor. If the problem remains

unresolved, the Program Director will identify a new mentorship in the same city or community, a prorated charge is established, and the balance of funds are returned to the mentoring organization.

STRATEGIC PLAN

National Urban Fellows has developed a strategic plan for 2008-2012, which will be updated annually by the Board of Directors.

PROGRAM IMPROVEMENTS

Despite its long history of leadership development, National Urban Fellows programs are constantly evolving to meet the changing demands of the market and to equip its Fellows with the resources needed to attain leadership positions. National Urban Fellows has developed a series of goals designed to strengthen its core program, reflecting the organization's strategic plan, and include the following:

- Strengthen the organization's core fellowship program by **establishing highly efficient systems** for identifying fellows, recruiting mentors, collecting feedback throughout the program, and sustaining a network of leadership-level alumni.
- Broaden the reach of the core fellowship program by **expanding the number of recruits to 300 and the number of fellows to 40** each year. Achieve these numbers while maintaining a highly personalized experience for each fellow.
- **Meet standards for diversity within each class** of fellows by recruiting an equal number of men and women, as well as appropriate percentages of African-American, Latino, Asian-American and other underrepresented groups.
- Ensure that **each class comprises a range of professional knowledge** by recruiting fellows with experience in government policy, research, program management, fundraising, public health, public education and for-profit business.
- Support, continued development and placement of **70 percent of fellows in executive roles** within seven to ten years of graduation.
- **Encourage mentors to serve multiple times**, deepening their involvement with National Urban Fellows and their ability to provide a meaningful experience for fellows. Create **networks of mentors** to leverage their leadership in diversity and offer National Urban Fellows as a talent pool for Mentors.
- Establish a model for career support that will **provide alumni with outstanding executive/career coaching, career forums, training and networking**. Monitor results to determine initial government or nonprofit sector job placement, eventual promotions to executive positions and major awards relating to civic contributions or policy changes.

ORGANIZATIONAL IMPROVEMENTS

In addition to its core fellowship program, National Urban Fellows seeks to strengthen its networks in order to broaden the impact of its mission. The organization hopes to strengthen its investment in human capital by encouraging alumni to reach out to and inspire others in the field of leadership diversity. A strong network of alumni and Mentors would also comprise a ready-made group of thought leaders capable of promoting the

National Urban Fellows on the basis of leadership development, commitment to diversity and commitment to social responsibility.

National Urban Fellows has developed a series of initiatives designed to increase the number of opportunities available to alumni, current fellows and all qualified, yet historically underrepresented, leadership candidates. These initiatives will strengthen the organizations mission and increase its capacity, and include the following:

- Strengthen the network of existing National Urban Fellows alumni and mentors, particularly with regard to professional support and career opportunities. **Expand alumni involvement and interaction** in an effort to revitalize the organization, celebrate its rich history and create new, engaged pools of potential donors. Grow Alumni engagement from 10 percent in 2008 to 50 percent by 2012.
- Promote diversity in leadership by designing and implementing a public policy focus. **Position National Urban Fellows as a “thought leader” in the field** of leadership diversity and work to develop best practices relating to two or three urgent policy issues impacting social justice and equity, as well as dissemination of a leadership model.
- Develop and plot **new programs** for continuing leadership development of Alumni/Mentors.

SUMMARY

Given its long history of leadership development, National Urban Fellows is ready to play an even larger role in the changing American economy. As new opportunities develop in government and nonprofit sectors, the organization is prepared to advocate for increased diversity in leadership and executive positions. It is uniquely positioned to seek support from alumni and corporate donors, as well as individuals and foundations eager to encourage diversity in government and nonprofit sectors. We hope to be your partner as a Mentor for the Class of 2011 National Urban Fellows.

Attachment 3

2010-11 Participating Municipalities

National Urban Fellows, Inc.

2010-11 Participating Municipalities

City of Carson, CA

City of Cleveland, OH

City of Houston, TX

City of Indianapolis, IN

City of Oakland, CA

City of Philadelphia, PA

City of Richmond, VA