





City of Carson Report to Mayor and City Council

March 16, 2011
New Business Consent

SUBJECT: CONSIDER APPROVAL TO RETAIN A NATIONAL URBAN FELLOWS MEMBER ASSOCIATED THROUGH THE NATIONAL URBAN FELLOWS (CORPORATE) TO PROVIDE PROFESSIONAL SERVICES RELATED TO THE ECONOMIC DEVELOPMENT WORKGROUP


Submitted by Clifford W. Graves
Economic Development General Manager


Approved by Clifford W. Graves
Interim City Manager

I. SUMMARY

On behalf of the Carson Housing Authority, the City Council is asked to consider an opportunity through the National Urban Fellows, Inc. (NUF) to retain a fellow to perform professional services for the Economic Development Workgroup. The 2012 fellow will not be employed by the Carson Housing Authority, however the Carson Housing Authority will provide a workspace and administrative support. The Carson Housing Authority's only financial responsibility will be to the NUF corporate.

Each year, the NUF selects 35-40 mid-career professionals with demonstrated leadership potential for an intensive academic program and internship with major public, philanthropic, and non-profit organizations throughout the United States. A list of the 2012 Mentor Organizations is included as Exhibit No. 3. The city has hosted fellows for professional services a number of times, including last year (Exhibit No. 1), with great success.

The City Council is requested to approve an agreement with the NUF that spells out the terms of the assignment of the fellow for Fiscal Year 2011/12.

II. RECOMMENDATION

TAKE the following actions:

1. APPROVE the agreement for professional services between City of Carson/Carson Housing Authority, through the office of the Economic Development General Manager, and the National Urban Fellows, Inc. for Fiscal Year 2011/12 for a not-to-exceed amount of \$65,000.00.

2. AUTHORIZE the Mayor to execute the agreement following the approval as to form by the City Attorney.

III. ALTERNATIVES

TAKE another action the City Council deems appropriate.

IV. BACKGROUND

The NUF promotes diverse leadership at the top levels of public service organizations. For 40 years, the 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. Today, the organization's mission is especially important. The NUF alumni serve in the US Congress and state cabinet posts, as city managers, heads of non-profit organizations, and heads of port authorities.

Each year, the NUF awards approximately 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 (MPA) academic program of courses at the School of Public Affairs at Bernard M. Baruch College (an accredited MPA program) which is a part of the University of New York; and work closely with a mentor (a nine-month mentorship) to develop professional competent, leadership, as well as establish a new network with the NUF alumni and the mentor's organization.

Through the partnership with the NUF, the Carson Housing Authority will have the services of a highly talented professional to augment staff. Last year's fellow was instrumental in moving the city's Neighborhood Stabilization Program (NSP) and the federal Brownsfield legislative efforts forward. Next year's fellow will continue that work, and other assigned projects as delineated in the program proposal included as Exhibit A in the agreement.

Mentorship Program

The NUF will provide a 2012 fellow to the Carson Housing Authority through the Economic Development General Manager. Staff recommends approval of the professional services agreement for a not-to-exceed cost of \$65,000.00. The term of the agreement (Exhibit No. 2) is September 2011 through May 2012.

V. FISCAL IMPACT

Funds for the cost of the agreement with NUF will be included in the proposed Fiscal Year 2011/12 Carson Housing Authority budget, Low/Moderate Income Housing Fund.

VI. EXHIBITS

- 1. Excerpt Minutes, July 20, 2010, Item No. 2. (pg. 4)
- 2. Draft Professional Services Agreement. (pgs. 5-23)
- 3. List of 2012 Mentor Organizations. (pg. 24)

Prepared by: Sheilah Thompson, Sr. Administrative Specialist

TO:Rev010511

Reviewed by:

City Clerk	<u>City Treasurer</u>
<u>Administrative Services</u>	<u>Development Services</u>
<u>Economic Development Services</u>	<u>Public Services</u>

Action taken by City Council

Date _____ Action _____

MINUTES

EXCERPT FROM CARSON REDEVELOPMENT AGENCY MEETING JULY 20, 2010

ITEM NO. (2) CONSIDER APPROVAL TO RETAIN A NATIONAL URBAN FELLOWS MEMBER ASSOCIATED THROUGH THE NATIONAL URBAN FELLOWS (CORPORATE) TO PROVIDE PROFESSIONAL SERVICES RELATED TO THE ECONOMIC DEVELOPMENT WORKGROUP (ECONOMIC DEVELOPMENT)

RECOMMENDATION for the Redevelopment Agency:

TAKE the following actions:

1. APPROVE the agreement for professional services between the Agency, through the office of the Executive Director, and National Urban Fellows, Inc. for FY 2010/11 for a not-to-exceed amount of \$65,000.00.
2. AUTHORIZE the Agency Chairman to execute the agreement following the approval as to form by the Agency Counsel.

ACTION: Item No. 2 was approved on the New Business Consent Calendar on motion of Gipson, seconded by Ruiz-Raber and unanimously carried by the following vote:

Ayes: Chairman Dear, Chairman Pro Tem Santarina, Agency Member Gipson, Agency Member Davis-Holmes, and Agency Member Ruiz-Raber
Noes: None
Abstain: None
Absent: None

EXHIBIT NO. 1



DRAFT AGREEMENT

Between

CARSON HOUSING AUTHORITY

And

NATIONAL URBAN FELLOWS

For National Urban Fellows

THIS AGREEMENT for professional services is made this ____ day of _____, 2011, by and between the Carson Housing Authority , a public agency, and politic, and National Urban Fellows, (“NUF”), a non-profit organization located at 102 West 38th Street, Suite 700, New York, NY 10018-3675, through its duly authorized officer.

RECITALS:

Whereas the Carson Housing Authority is a public agency interested in providing leadership and mentoring opportunities to professional interns in the Nation Urban Fellows Program, and

Whereas the Carson Housing Authority desire to provide such opportunities within the Economic Development General Manager to an identified intern for the purpose of gaining first-hand experience in the day-to-day operations of the City and the Carson Housing Authority, and

Whereas, the NUF is an organization specifically organized to provide interns to municipal agencies and non-profit organizations that desire to assist in the development of future leaders, and

Whereas, the NUF has identified the Carson Housing Authority and the City of Carson as a participant in the NUF Program and NUF has proposed to provide such professional internship services by and through the placement of a National Urban Fellow, and

Whereas the Carson Housing Authority has reviewed the placement proposal provided by the NUF and finds it sufficient to meet the City’s desired goals and finds that the placement of a Fellow will not displace but supplement the regularly employed staff of the City, and

Whereas the Economic Development Manager has specifically agreed to mentor the assigned intern and utilize the services provided for the exclusive benefit of the Carson Housing Authority and the City, and

Whereas, the Carson Housing Authority finds NUF's proposal acceptable and desires the placement of a National Urban Fellow to furnish such services under the terms, conditions, and provisions contained in this Agreement.

EXHIBIT NO. 2



NOW THEREFORE, in consideration of the foregoing and the mutual promises contained herein the parties agree as follows:

ARTICLE I
TERM

The term of this Agreement shall not exceed one year. The term of services under this agreement shall commence on _____ and expire on _____ unless earlier terminated as provided herein.

ARTICLE II
SCOPE OF SERVICES OF NUF

A. General Services

By execution of this Agreement, the Carson Housing Authority and NUF agree to be bound by the terms of this Agreement and Exhibit "A" (which is attached hereto and incorporated by reference as though fully set forth.).

B. Specific Services

The Fellow will work on City of Carson and Carson Housing Authority projects as directed and determined solely by the Economic Development Manager.

ARTICLE III
COMPENSATION

A. Amount

Carson Housing Authority shall pay NUF a maximum amount not to exceed Sixty Five Thousand Dollars (\$65,000.00) for all work and services performed during the full term of this agreement.

The rate specified herein shall be inclusive of all costs fees and charges, including but not limited to incidental expenses of any kind or nature. Neither Intern nor NUF shall not be entitled to any other compensation or benefits from Carson Housing Authority or City of any kind or type, including, without implied limitation, benefits, insurance, and/or in-kind services.

B. Invoices

NUF shall provide monthly verified billing invoices to Carson Housing Authority itemizing the actual time and effort expended to the date of the billing and the amount of the billing less any prior payments. The Intern shall detail the time spent, date(s) of services, and the exact location of services provided for the preceding month and any other billing breakdown as may be required by the Carson Housing Authority. The purchase order number must be shown on each invoice.



The Carson Housing Authority shall pay NUF one lump sum within 30 days from the initial purchase order or within a reasonable time thereafter. NUF shall hold the money in trust for the Carson Housing Authority to make payments due to it under this contract. NUF shall provide the verified billing invoices per the above paragraph on a monthly basis to account for the moneys and receive approval by Carson Housing Authority of the non-contested invoices. If the billing is not acceptable, the Carson Housing Authority shall inform NUF as to the reasons and the corrective actions necessary, if any, to qualify the billing for approval. Once the billing has been approved, NUF may release the applicable funds related to the billing for its services.

In the event there is a billing dispute, or, the Carson Housing Authority in its discretion determines that services have not been performed satisfactorily, NUF shall not use or disburse any payments related to the dispute until the dispute is resolved.

In the event this Agreement is canceled by the Carson Housing Authority or NUF prior to completion, the maximum rate shall be prorated, divided and reduced to a monthly and/or daily rate. NUF shall only be entitled to the reduced rate for the actual term services were provided.

NUF, within ten (10) days, shall submit a certified final progress report of the percentage of work completed by the date of cancellation. The Carson Housing Authority shall pay NUF for the work completed as certified in this statement by instructing NUF to release the applicable funds. Any excess funds remaining and held by NUF following cancellation or completion that have not been used or billed by NUF and approved by Carson Housing Authority shall be immediately returned to Carson Housing Authority.

C. Acceptance

No approval given or payments made under this Agreement shall be conclusive evidence of the acceptance of performance under this Agreement either wholly or partially, and no payment made shall be construed to be an acceptance of deficient or unsatisfactory work.

ARTICLE IV
TERMINATION

A. Termination for Cause

Carson Housing Authority may terminate this Agreement at any time upon written notice to NUF of such intent when either the progress or results achieved under this Agreement are unacceptable to the Carson Housing Authority. Upon termination, NUF shall return any remaining funds to Carson Housing Authority.

B. Termination Without Cause

Carson Housing Authority reserves the right to terminate this agreement for any reason upon the giving of 10 days notice to NUF. Upon termination, NUF shall return any remaining funds to Carson Housing Authority.



ARTICLE V
INDEPENDENT CONTRACTOR

It is understood and agreed that Intern is not an officer, agent or employee of the Carson Housing Authority. Consequently, NUF shall pay all personal state and federal taxes as an independent contractor and acknowledges that, as an independent contractor, neither NUF nor Intern are covered under Carson Housing Authority's California workers' compensation, unemployment insurance or other employment-related laws. NUF shall at all times remain solely responsible for the Fellow to be provided pursuant to this Agreement,

ARTICLE VI
RECORDS AND CONFIDENTIALITY

Notwithstanding any other provision of this Agreement, including but not limited to Exhibit "A", all records, documents, materials and working papers prepared as part of the work under this Agreement shall be the property of the Carson Housing Authority, and upon any cancellation, NUF shall turn over to the Carson Housing Authority all records, documents, working papers and other materials which would be necessary, in the judgment of the Carson Housing Authority, to maintain continuity in progress of the work by another NUF. No information or records obtained by NUF shall be disclosed to any other person or entity without the express written consent of Carson Housing Authority.

ARTICLE VII
INDEMNIFICATION

NUF shall indemnify and hold harmless the City and Carson Housing Authority and their respective officers, agents, and employees from and against any and all suits or claims that may be based upon any injury to persons or property arising out of any acts or omissions of NUF; and NUF shall, at its own expense, defend the City and Carson Housing Authority, with counsel designated by City and Carson Housing Authority, in all litigation resulting from the acts or omissions of NUF; pay all attorneys' fees, damages, court costs and other expenses arising out of such litigation or claims incurred in connection with the acts or omissions; and shall, at its own expense, satisfy and cause to be discharged any judgments as may be obtained against the City or Carson Housing Authority, or any of its officers, agents, or employees, arising out of the litigation. It is expressly understood and agreed that such indemnification shall include, but is not limited to, any actions whether in law or equity brought by or on behalf of an assigned Fellow for any reason whatsoever.

This indemnification shall survive the term of this Agreement.

ARTICLE VIII
INSURANCE REQUIREMENT

NUF and each of its Fellows shall, at their expense and at all times during the performance of services hereunder, maintain comprehensive general and professional liability insurance insuring themselves against the indemnification obligations undertaken in Article VII, Indemnity above. NUF shall insure its Fellows and shall be responsible for enforcement of its obligation to obtain insurance to satisfy the requirements hereunder. The policies shall be with



companies authorized to do business in California and rated "A" or above by A.M. Best Company or equivalent. The comprehensive general liability insurance policy shall: be occurrence type; name the City and Carson Housing Authority as an additional insured; have limits of not less than Two Million Dollars (\$2,000,000.00) for any one incident; have a "per project" endorsement; and be primary with respect to NUF's general liability, notwithstanding any other insurance covering the City and Carson Housing Authority. The professional liability insurance shall have limits of not less than Five Million Dollars (\$5,000,000.00) for any one incident, and if not written on an occurrence basis, shall be maintained for a period of not less than two (2) years following the completion of the Work.

A. Notice of Cancellation

The insurance policy or policies provided hereunder shall provide as follows:

"The Company agrees that ten (10) days prior to cancellation or reduction of the insurance afforded by this policy, with respect to the Agreement involved, written notice will be sent by certified mail to the Economic Development General Manager of the City of Carson."

In addition to the notification required of NUF's insurance company, NUF shall notify the City and Carson Housing Authority, in writing, by certified mail to the Economic Development General Manager of the City of Carson, immediately upon learning of cancellation or reduction of the insurance afforded by its policy.

B. Copy of Insurance Policy

Upon the request of City or Carson Housing Authority, NUF shall forthwith provide the City or Carson Housing Authority an exact copy of the insurance policy or policies required herein.

C. Certificate of Insurance

Upon request by the City or Carson Housing Authority, NUF shall submit to the City a certificate(s) of insurance with respect to such policy or policies. Such certificate(s) shall contain the notification provision set forth in paragraph A. above. If the additional insured endorsement required above is not available at the Agreement execution date, NUF shall submit to the City and Carson Housing Authority a notation of the endorsement together with either a Binder or an Advice of Insurance with respect to such endorsement. NUF shall also provide a copy of the endorsement naming the City and Carson Housing Authority as an additional insured under NUF's comprehensive general liability coverage. The endorsement shall be submitted no later than thirty (30) days after the execution date hereof.

D. Policy

The certificate(s), Binder or Advice required in paragraphs B and C above shall, as to form, coverage and carrier, be satisfactory to the City and Carson Housing Authority. If at any time, the coverage or carrier on any policy shall become unsatisfactory to Economic



Development General Manager, NUF shall, forthwith, provide a new certificate meeting the requirements of the Economic Development General Manager of the Carson Housing Authority.

E. No Limit of Liability

The limits of insurance specified above shall in no way constitute the upper limits of liability for which NUF is responsible under Article VII, Indemnification above.

ARTICLE IX
WORKERS COMPENSATION

NUF shall be required at all times during the term of this Agreement to subscribe to and comply with the Workers Compensation Laws of the State of California and pay any premiums as may be required and to save the City and Carson Housing Authority harmless from any liability from or under those laws. NUF shall also furnish, if requested, a copy of the official certificate or receipt showing the payments referred to.

ARTICLE X
SOCIAL SECURITY ACT

NUF shall be an independent contractor with respect to all services performed under this Agreement and agrees to accept full and exclusive liability for the payment of any contributions or taxes for social security, unemployment benefits, pensions and annuities now or later imposed under any state or federal laws which are measured by the wages, salaries or other remuneration paid to NUF on work performed under the terms of this Agreement and further agrees to obey all lawful rules and regulations and to meet all lawful requirements which are or may be issued or promulgated under the respective laws; and NUF also agrees to indemnify and hold harmless the City and Carson Housing Authority from any such contributions or taxes or liability for them.

ARTICLE XI
INTEREST OF NUF

NUF covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any way with the performance of services required under this Agreement.

ARTICLE XII
ASSIGNMENT

This Agreement may not be assigned or modified by either party except with the express written consent of the other party.

ARTICLE XIII
SUBCONTRACTORS

NUF shall not subcontract the services required under this Agreement without the written approval of the Carson Housing Authority. In any event, sub-contracting by NUF shall not relieve NUF of any obligations under this Agreement. NUF and any sub-consultant shall jointly



and severally agree that the Carson Housing Authority is not obliged to pay or to be liable for the payment of any sums due any sub-consultant.

NUF shall be, and remain, solely responsible to the City and Carson Housing Authority for the acts or faults of any sub-consultant and their officers, agents, and employees, each of whom shall be deemed to be an agent or employee of NUF to the extent of its subcontract, for the purposes of this Agreement.

ARTICLE XIV DEFAULT AND REMEDIES

A. NUF shall be in default of this Agreement if any of the following occur:

(1) If NUF fails to observe or perform any of the covenants or agreements under this Agreement and the failure continues for a period of five days after written notice of the failure is given to NUF by the Carson Housing Authority.

(2) The filing, execution or occurrence of: (i) a petition or other proceeding by, or a finding against, NUF for dissolution, reorganization, or liquidation; (ii) a petition in bankruptcy by NUF; (iii) an adjudication of NUF as bankrupt or insolvent; (iv) an assignment or petition for assignment for the benefit of creditors.

(3) If NUF abandons or discontinues his services for the Carson Housing Authority except when such abandonment or discontinuance is caused by fire, earthquake, war, strike, or other calamity beyond NUF's control.

B. Upon the occurrence of any of the events set forth in (A) of this Article, or upon any other default or breach of this Agreement, the Carson Housing Authority may, at its option, exercise concurrently or successively any one or more of the following:

(1) Without waiving the default, pay any sum required to be paid by NUF to others which NUF has failed to pay under the terms and conditions of this Agreement, any amount so paid by the Carson Housing Authority, with interest at 12% per annum from the date of the payment and all expenses connected with it, shall be repaid by NUF to the Carson Housing Authority on demand.

(2) To enjoin any breach or threatened breach by NUF of any of the terms of this Agreement.

(3) To sue for the performance of this Agreement or for damages for the nonperformance of the Agreement, all without terminating this Agreement.

(4) To terminate this Agreement.

C. All rights and remedies granted to the Carson Housing Authority in this Agreement and any other rights and remedies which the Carson Housing Authority may have at law or in equity are declared to be cumulative and not exclusive and the fact that the Carson Housing Authority may have exercised any remedy without terminating this Agreement shall not



impair the Carson Housing Authority rights to terminate or to exercise any other remedy to which it is entitled.

ARTICLE XV
NOTICE AND PAYMENTS

All notices which may be proper or necessary to be served and payments to be made shall be sent by regular mail, postage prepaid, to the following addresses or to such other address as either party may designate for such purpose.

To the Carson Housing Authority/City:

Clifford G. Graves, Interim City Manager/Economic Development
General Manager
City of Carson
1 Civic Plaza Drive #500
Carson, California 90745

To NUF:

Miguel Garcia, Jr., Program Director
National Urban Fellows
102 West 38th Street, Suite 700,
New York, NY 10018-3675.

ARTICLE XVI
GOVERNING LAW

This Agreement and performance hereunder will be governed by the laws of the State of California. Any such proceeding in law or equity shall be brought in the Los Angeles County Courts or the appropriate federal court within Los Angeles County.

ARTICLE XVII
THIRD PARTY BENEFICIARIES

Except as expressly provided for in this Agreement, neither Carson Housing Authority nor NUF intend to create any third party beneficiaries to this Agreement, including, but not limited to, either party's insurance providers.

ARTICLE XVIII

A. Conflict of Interest. NUF covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which may be affected by the services to be performed by NUF under this Agreement, or which would conflict in any manner with the performance of its services hereunder. NUF further covenants that, in performance of this Agreement, no person having any such interest shall be employed by it. Furthermore, MIF shall avoid representation of any matter for another person or entity which would come before the City or the Carson Housing Authority during such time as it is engaged by the Carson Housing Authority pursuant to this Agreement. NUF agrees not to accept any employment or representation during the term of this Agreement which is likely to make NUF "financially interested" (as provided in California



Government Code Sections 1090 and 87100) in any decision made by Carson Housing Authority on any matter in connection with which NUF has been retained pursuant to this Agreement. Nothing in this section shall, however, preclude NUF from accepting other engagements with Carson Housing Authority or the City of Carson.

B. Warranty and Representation of Non-Collusion. No official, officer, or employee of the City or Carson Housing Authority has any financial interest, direct or indirect, in this Agreement, nor shall any official, officer, or employee of the City or Carson Housing Authority participate in any decision relating to this Agreement which may affect his/her financial interest or the financial interest of any corporation, partnership, or association in which (s)he is directly or indirectly interested, or in violation of any interest of any corporation, partnership, or association in which (s)he is directly or indirectly interested, or in violation of any State or municipal statute or regulation. The determination of "financial interest" shall be consistent with State law and shall not include interest found to be "remote" or "non interest" pursuant to California Government Code Sections 1091 and 1091.5. NUF warrants and represents that (s)he/it has not paid or given, and will not pay or give, to any third party including, but not limited to, any City or Carson Housing Authority official, officer, or employee, any money, consideration, or other thing of value as a result or consequence of obtaining or being awarded this Agreement. NUF further warrants and represents that (s) he/it has not engaged in any act(s), omission(s), or other conduct or collusion that would result in the payment of any money, consideration, or other thing of value to any third party including, but not limited to, any City or Carson Housing Authority official, officer, or employee, as a result or consequence of obtaining or being awarded any agreement. NUF is aware of and understands that any such act(s), omission(s) or other conduct resulting in the payment of money, consideration, or other thing of value will render this Agreement void and of no force or effect.

NUF: Initials _____

**ARTICLE XIX
MISCELLANEOUS**

A. NUF agrees that no representation or warranties of any type shall be binding upon the City or Carson Housing Authority, unless expressly authorized in writing herein.

B. Nothing contained in this Agreement shall be deemed to constitute the City or Carson Housing Authority and NUF as partners in a partnership or joint venture for any purpose whatsoever.

C. All terms and words used in this Agreement, regardless of the number and gender in which they are used, shall be deemed and construed to include any other number singular or plural, and any other gender, masculine, feminine or neuter, as the context or sense of this Agreement or any paragraph or clause herein may require, the same as if such words have been fully and properly written in the number and gender.



D. The headings of sections and paragraphs, if any, to the extent used herein are used for reference only, and in no way define, limit or describe the scope or intent of any provision hereof.

E. In the event that any term(s) or provision(s) of this Agreement shall be held invalid, illegal or unenforceable, for any reason, by any court of competent jurisdiction, such invalidity, illegality or unenforceability should not affect any other term or provision hereof and this Agreement shall be interpreted and construed as if such term(s) or provision(s) had never been contained herein, to the extent the same has been held to be invalid, illegal or unenforceable.

F. This Agreement may be executed in any number of counterparts, each of which, when so executed and delivered, shall be deemed original, but such counterparts together shall constitute but one and the same instrument.

G. In the event of a conflict between provisions among this Agreement and its exhibits, the main body of this Agreement shall control.

H. The headings appearing at the beginning of the several sections contained in this Agreement have been inserted for identification and reference purposes only and will not be used in the construction and interpretation of this Agreement.

ARTICLE XX
ENTIRE AGREEMENT

This Agreement, together with the Subscription Schedule, Fee Schedule and Service Level Terms, which are incorporated by reference herein, constitutes the complete and exclusive statement of all understandings and agreements between the parties with respect to the subject matter hereof, superseding all prior and contemporaneous proposals, communications, agreements and understandings, oral or written.

IN WITNESS WHEREOF, the parties have caused this instrument to be executed as of the date and year first above written.

CARSON REDEVELOPMENT AGENCY

Date: _____

By: _____
Mayor, Jim Dear

Attest:

By: _____
Agency Secretary



NATIONAL URBAN FELLOWS

Date: _____

By: _____

(Signature)

MIGUEL A. GARCIA, Jr.

Program Director

Taxpayer ID Number 23-7404350



EXHIBIT A

[See Attached]





NATIONAL
URBAN
FELLOWS

DRAFT

CLASS OF 2012 MENTORSHIP PROPOSAL

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 2040. 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 2012 MENTORSHIP PROPOSAL

We propose to place a Fellow in a mentorship with your organization for the Class of 2012. 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 and statewide elected officials.. Women make up 51 percent of the total U.S. population, but comprise only less than 25 percent of Congress and elected government positions..
- 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 vital that they recruit diverse leadership to full executive vacancies. 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: Federal Agencies, HUD and EPA, Fulton County Manager, Broward County Manager, City of Oakland, City of Cleveland, New York City Council, City of Houston, Washington DC City Administrator, National League of Cities, Annenberg Foundation, Robert Wood Johnson Foundation, Cleveland Foundation, Annie E. Casey Foundation and the John S. and James L. 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% 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% stay connected to public service.



Class of 2011

- 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.

MENTORSHIP PROPOSAL

We propose a mentorship for a 2012 Fellow. The contribution and cost of a 2012 Fellow is \$65,000 encompassing the full 14 months of the program. We hope to establish our final Mentor plan for the Class of 2012 by March 2011.

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:

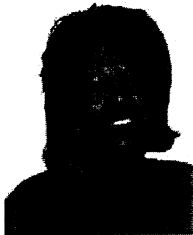
- *Introduction to Public Affairs*
- *Communication in Public Settings*
- *Research and Analysis I*
- *Budgeting, Accounting and Financial Analysis*



Fellows complete 18 credits during the mentorship time frame and 12 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.

[Bertha Henry, Broward County Administrator, NUF Mentor]

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. Mentors interview Fellows and identify top choices within the matching process.

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 strategically assess Mentor candidates. 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 and type of agency. 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 2012	
2010-2011	Event
March 2010 – December 2010	<i>Candidate Recruitment</i>
October 2010 - March 2011	<i>Mentor Recruitment</i>
February – March 2011	<i>Application Screening/Interviews/Selection</i>
June 2011	<i>First Semester Begins at Baruch College</i>
June 2011	<i>Fellow/ Mentor Matching</i>
September 2011	<i>Mentorship Begins</i>
2011	
January 2012	<i>Leadership Conference – Fellows, Mentors and Alumni</i>
May 2012	<i>Mentorship Ends</i>
June 2012	<i>Final Semester Begins at Baruch College</i>
July 2012	<i>Graduation</i>



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.

Mentor and Project Criteria

Mentors are expected to participate in Fellow project design, leadership development, and coaching. Mentor organizations must be well managed and high performing organizations. Fellow projects are designed jointly by Fellows and Mentors, with a work plan that is monitored by National Urban Fellows

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 regular 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.



2010-2015 STRATEGIC PLAN

In the fall of 2009, under the leadership of its Board of Directors, the National Urban Fellows began a process to develop the 2010-2015 Strategic Plan. Building on a solid track record of achievement and impact, with this process National Urban Fellows has taken bold steps to define an expanded strategic direction for the future. This process also reaffirmed National Urban Fellows mission, vision, and core values.

Mission:

National Urban Fellows develops 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.

Vision:

National Urban Fellows will be the premier leadership development institution and voice of authority on leadership diversity in the public and non-profit sectors in the United States.

We will develop people of color and women who are committed to public service. Our programs and network of Fellows, Mentors, Alumni, and Community Partners will impact our nation by inspiring excellence and diversity in public service leadership for a changing America, promoting social justice and equity.

Values:

- Integrity
We believe in the highest level of honesty, respect, and transparency in our work.
- Inclusion
We stand for diversity and promote equal access opportunity as a core principle to all stakeholders.
- Excellence
We strive for the highest level of excellence in all that we endeavor.
- Accountability
We establish clear goals, monitor our performance and report regularly to our stakeholders. We seek to establish shared accountability with Fellows, Mentors, and Alumni for life, seeking social justice and equity in our nation.

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 through its programs and collaborative network. We are uniquely positioned to seek support and inspire excellence and diversity in public service leadership for a changing America. We hope to be your partner as a Mentor for the Class of 2012 National Urban Fellows.



Confirmed Class of 2012 Mentors

No.	Name	Title	Organization
1	Lorraine Cortes-Vazquez	EVP, Multi-Cultural Strategy & Public Engagement at AARP	AARP
2	Jim Pearsol	Chief Program Officer, Public Health Performance Team	ASTHO
3	Alvertha Penny	Vice President of Programs	California Community Foundation
4	Herbert Washington	Regional Vice President	CH2M Hill
5	Jeff Kolin	City Manager	City of Beverly Hills
6	Cliff Graves	Interim City Manager	City of Carson
7	Stephen L. Williams	Director, Department of Health & Human Services	City of Houston
8	Gregory Hunter	Deputy Director of Economic Development & Redevelopment	City of Oakland Redevelopment Agency
9	Suzanne Briemiller	Director of Policy Planning and Coordination	City of Philadelphia
10	Howard Neukrug	Deputy Commissioner	City of Philadelphia Water Department
11	Carolyn Graham, Ph.D.	Deputy Chief Administrative Officer - Finance & Administration	City of Richmond
12	Robert E. Eckardt, Ph.D	Senior Vice President for Programs & Evaluation	Cleveland Foundation
13	Kenneth McClintock	Secretary of State	Commonwealth of Puerto Rico
14	George Philips-Oliver	Chief Executive Officer	Cuyahoga Metropolitan Housing Authority
15	Brooke Huntington	President & CEO	EmployIndy
16	Zachary Williams	Chief Executive Officer	Fulton County Government
17	Judy Vrendenburgh	CEO	Girls Inc.
18	Ralph B. Everett	County Manager	Joint Center for Political and Economic Studies
19	Darnian Thorman	President & CEO	Knight Foundation
20	Carolyn Coleman	National Program Director	National League of Cities
21	Deborah Hertz	Director, Center for Federal Relations	National Multiple Sclerosis Society
22	Diane E. Dorman	Associate Vice President, Medical Programs	National Organization for Rare Disorders
23	Gil C. Quiniones	Vice President, Public Policy	New York Power Authority
24	James R. Knickman, Ph.D	Chief Operating Officer	New York State Health Foundation
25	Douglas Dykes	President & CEO	Northeast Ohio Regional Sewer District
26	Falima Shama	Director of Human Resources	NYC Office of Immigrant Affairs
27	Douglas S. Hairston	Director - Back Porch Alliance	Office of the Mayor City of Indianapolis
28	Tay Yoshitani	Commissioner	Port of Seattle
29	Debra Perez, Ph.D	Chief Executive Officer	Robert Wood Johnson Foundation
30	Kevin Cottrell	Senior Program Officer	Southern California Leadership Network
31	Donna Stark	Executive Director	The Annie E. Casey Foundation
32	Robert Phillips	Director, Health & Human Services	The California Endowment
33	Michelle DePass	Vice President, Talent Management/Leadership	U.S. Environmental Protection Agency
34	Lisa M. Tate	Assistant Administrator in the Office of International & Tribal Affairs	WomenHeart
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