

RESOLUTION NO. 218063

APR 5 1977
R. 77-1652

WHEREAS, applications are now being accepted for the eighth National Urban Fellowship year, beginning September, 1977; and

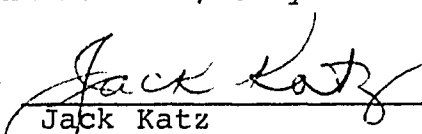
WHEREAS, during the past few years, several National Urban Fellows have been assigned to the City; and

WHEREAS, said Fellowship program provides a valuable source of exceptional personnel talent to the City; NOW, THEREFORE,

BE IT RESOLVED, by the Council of The City of San Diego, as follows:

That the City Manager be and he is hereby authorized to submit, for and on behalf of said City, an application to the National Urban Fellows, Inc. for assignment of a Fellow to The City of San Diego, beginning September, 1977, pursuant to the terms and conditions set forth in the National Urban Fellows 1977-1978 Mentor Guidelines and Request for Assignment, attached hereto as Attachment A.

APPROVED: JOHN W. WITT, City Attorney

By 

Jack Katz
Chief Deputy City Attorney

JK:k:310
3-14-77
Or.Dept.: Manager

ATTACHMENT A

NATIONAL URBAN FELLOWS
1977-1978 MENTOR GUIDELINES

I. WHO ARE THE FELLOWS?

The Fellows are persons of demonstrated ability selected out of more than 400 applicants. Their median age is about 30 and they are, predominantly, members of minority groups and women. Their median education is a bachelor's degree and their median work experience, five years, of which an average of two years have been spent in an administrative capacity.

II. SELECTION OF MENTORS

An administrator who wants a National Urban Fellow as a special assistant for the period September 6, 1977 to June 1978, should complete and send to the NUF office by April 18, 1977 a Mentor's Request for Assignment of Fellow and a Financial Information form.

The NUF Director will visit prospective new Mentors after the forms are received in the NUF office. We will then prepare a brief description of the assignment for distribution to the 1977-78 Fellows, who will be selected in April, 1977.

III. MATCHING UP FELLOWS AND MENTORS

Fellows designate the kind of Mentor assignment they seek both as to type of office (mayor, city manager, etc.) and subject area (general government, finance, housing etc.). NUF sends to each Mentor biographical sketches of the Fellows, particularly calling the Mentor's attention to those Fellows whose interests reflect the kind of assignment he offers. Mentors may interview Fellows if it is financially feasible for the Mentor and/or the Fellow to pay travel costs. Mentors rank Fellows, often after consulting NUF staff, in order of preference.

The NUF Director, consulting both Mentors and Fellows, then does the match-up, giving substantial weight to the preferences expressed by each. The result, inevitably, is that some Fellows do not get their first-choice Mentor, some Mentors do not get their first-choice Fellow, and--there being more potential Mentors than available Fellows--some Mentors do not get a Fellow.

IV. FINANCIAL SUPPORT

Payments from Mentors have become an indispensable source of program support. Such payments may take a variety of forms, as indicated on the appended Financial Information Form. Funds sought from cities will be \$10,000 per Fellow in the 1977-78 Fellowship year. Other current sources of support are Aetna Life and Casualty Company, The Carnegie Foundation, the Ford Foundation and other foundations and corporations.

Many governmental agencies find it helpful to formalize their relationship to NUF with a contract. While the contracts vary to meet differing requirements, there is a basic form, a sample of which is appended to these guidelines.

V. STATUS OF FELLOW IN MENTOR'S OFFICE

A. Fellows should generally be treated as regular staff members.

The best learning experiences that Fellows have had have come from work assignments of the kind that Mentors give to their top assistants. We expect Mentors to hold Fellows to the same standards of attendance and performance as other staff members. While some Fellows have complained that Mentors demand too little of them, none have complained that too much was expected of them. To learn as much as possible, a Fellow should be hard at work at responsible tasks assigned by the Mentor.

B. Fellows should have access to top-level meetings.

The one special preference we seek is that Fellows be included consistently in those formal and informal sessions at which policy matters are considered and decisions made. While this normally requires a level of trust that is earned over time, we ask that the program be trusted and that Fellows attend policy level meetings from the outset. Fellows have been attending such meetings since 1969, and we know of no instance of a breach of confidence.

VI. PERIOD OF FELLOWSHIP ASSIGNMENT--September 6, 1977--June, 1978

Fellows will report to Mentors on Tuesday, September 6, 1977. Prior to that each Fellow will visit his Mentor's office and will be occupied with making suitable home and office arrangements. Mentors are requested to furnish to NUF about June 1, 1977, the name of a staff person familiar with the local housing market who can provide advice and assistance to the Fellow. NUF will supply information on the Fellow's housing needs.

218063

The Fellowship assignment ends in June 1978. During the year Fellows will be attending a one-week leadership development institute from October 29 -- November 4 at the Center for Creative Leadership in Greensboro, North Carolina and a three day regional conference of Mentors and Fellows in the Spring. With these exceptions Fellows should follow the normal schedule for the Mentor's staff. Fellows like to attend conferences of public interest organizations--a matter we think best determined by the Mentor and the Fellow in each instance. In any event, NUF provides no financial support for this purpose.

VII. OFFICE FACILITIES

On his arrival in September, the Fellow should be provided with a desk, a telephone, filing and office space and necessary secretarial assistance.

VIII. INTRODUCTION OF FELLOW

The Mentor should promptly introduce the Fellow to his personal staff and to his top administrative staff. The Mentor should make clear that the Fellow will attend top staff meetings and have entree to policy level activities. Most Fellows prefer to be introduced by a title, such as Special Assistant, rather than as a student or intern from Yale. They are sensitive, not to the Yale association (we assume) but to anything which tends to label them as students. In view of their age (median 30 years) and employment experience (median 5 years) National Urban Fellows should be distinguished from undergraduate or graduate student interns.

IX. ORIENTATION

The immediate pressures may cause the Mentor to assign the Fellow to an urgent project as soon as he arrives. While that may be the most realistic welcome, we urge that an orientation be planned, so that the Fellow can get his bearings and begin his assignment with some sense of the relationships that surround him. Some specific orientation techniques will be discussed at the Mentor briefings. Two weeks has been the average length for an orientation.

At the end of the orientation period, the Fellow and the Mentor should discuss their expectations for the year and short-term and long-term assignments. The work assignments should deal with problems and issues that are important to the Mentor, relieving some of the pressures on him.

218063

The Fellow must be engaged in the real work of the city, and must be held accountable for work assigned to him. Where accountability is lacking, a Mentor should promptly discuss the problem with the Fellow. If a satisfactory solution is not reached, one or both should contact the NUF Director.

X. MENTOR'S REPORTS

We require three reports from the Mentor in the course of the Fellow's assignment (Fellows submit four reports). Mentors reports for 1975-76 will be due on December 5, 1977, March 6, 1978, and June 5, 1978.

XI. POST FELLOWSHIP EMPLOYMENT

Over the years many of the Fellows have been offered employment in the Mentor's agency--and most of them accepted. We anticipate similar results in subsequent years, although our understanding is that Mentors are not obliged to offer permanent employment at the end of the Fellowship year--nor are the Fellows obliged to accept it, if offered.

Our past Mentors have, almost uniformly, assumed the responsibility of seeking permanent employment opportunities for the Fellows assigned to them. The spirit in which this responsibility was assumed is a most encouraging one and we anticipate a similar level of commitment from 1977-78 Mentors.

NUF FINANCIAL INFORMATION FORM
FELLOWSHIP YEAR: SEPTEMBER 6, 1977 -- JUNE 2, 1978

MENTOR: _____

GOVERNMENTAL AGENCY: _____

ADDRESS: _____

TELEPHONE: _____

A. AMOUNT OF PAYMENT

We will pay to NUF, Inc., in the event a National Urban Fellow is assigned to this agency for the period of September 6, 1977 to June 2, 1978 the sum of:

- () \$15,000
- () \$12,500
- () \$10,000

B. FORM OF PAYMENT

Payment will be made as follows:

- () A single lump sum payment prior to October 1, 1977
- () Installments as follows:

Mentor's Signature

THE EIGHTH YEAR

Eligible to apply for the Fellowship year, beginning July 15, 1977 are men and women who:

- are citizens of the United States;
- are between the ages of 25-40;
- have a bachelor's degree or in exceptional cases-equivalent experience (Experience will be considered potentially equivalent where the applicant has demonstrated a high degree of analytical ability and writing skill);
- have more than two years full-time employment experience, preferably in an administrative capacity;
- have demonstrated exceptional ability, leadership potential and commitment to the solution of urban problems;
- are willing to relocate.

MENTORS

The following mayors and city managers are among the Mentors to whom National Urban Fellows have been assigned.

Carlos Romero Barcelo
Governor - Commonwealth
of Puerto Rico

Tom Bradley
Mayor of Los Angeles

William Donaldson
City Manager of Cincinnati

Kenneth Gibson
Mayor of Newark

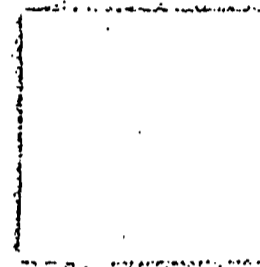
Maynard Jackson
Mayor of Atlanta

Robert A. Fapp
City Manager of Kansas City

Richard G. Lugar
U.S. Senator-Indiana

George Schrader
City Manager of Dallas

John Taylor
City Manager of Berkeley



Ted Tedesco
City Manager of San Jose

Coleman Young
Mayor of Detroit

David O. Baker
Assistant Secretary
Community Planning &
Development, HUD

Ruben Dominguez
Deputy County Manager for
Human Resources-San Diego

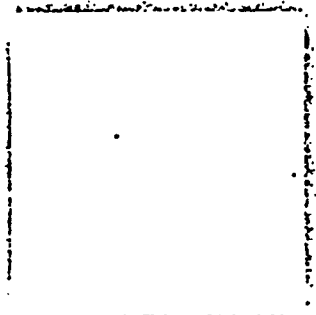
The Fellowship program is conducted by National Urban Fellows, Inc. in cooperation with the National Urban Fellows Association and the governmental agencies to which Fellows are assigned.

218063

Project "A"

NATIONAL URBAN FELLOWS
National Urban Fellows is a program which seeks to increase the quantity of competent urban administrators through a combination of academic and field experience education.

Recent federal legislation shifts much of the responsibility for budget and program decisions to local government, creating a need for a greater local capacity to plan and manage governmental



operations. The Fellowship program recruits and trains people in their mid-twenties and thirties—mainly members of minority groups and women—in careers as urban administrators.

A short intensive summer session on the Yale University campus leads off the Fellowship year. Fellows who successfully complete the summer program are then assigned for nine months to serve as special assistants to mayors, city managers and other prominent administrators.

These administrators, known as Mentors, agree to supervise and give regular staff assignments to the Fellows assigned to them, and they hold Fellows accountable for professional standards of work performance.

Persons accepted as National Urban Fellows become candidates for the Master of Arts in Urban Studies degree of Occidental College. The degree requirements include, in addition to the completion of the Yale Summer Session and the nine-month Mentor assignment, a five-week residential semester at Occidental College at the end of the Fellowship year.

SELECTION OF FELLOWS -- OPPORTUNITIES FOR WOMEN

In the first seven years of the program, National Urban Fellowships were awarded to 173 persons out of more than 1,800 applicants.

Some characteristics of the Fellows:

| | |
|-------------------|------|
| Black | 95 |
| Caucasian | 22 |
| Hispanic-American | 26 |
| Native American | 6 |
| Other | 4 |
| Partisan | 20 |
| Median Age | 30 |
| Median Education | B.A. |
| Female | 34 |
| Male | 137 |

In the sixth, sixth and seventh years there was a substantial increase in the proportion of Fellowships granted to women.

The selection process seeks to identify talented persons who plan careers as public managers in local or state government. Fellows have come from a variety of educational and occupational backgrounds and are selected in a nationwide competition, on the basis of their demonstrated capacity to become urban administrators.



NATIONAL URBAN FELLOWS

MENTOR'S REQUEST FOR ASSIGNMENT OF FELLOW

Please read "Guidelines For Mentors" before completing.

| | | |
|---|-------------------------|---------------------------------------|
| Please Print or type | | Date / / |
| Name of Mentor | Title | Area Code Telephone Number |
| Agency | | Length of time in Present Position |
| Address | | |
| Liaison Person | Title of Liaison Person | |
| Duties and Responsibilities of Liaison Person | | |
| | | |
| | | |
| | | Area Code Telephone Number |
| Title Fellow will be given | | |
| Office Facilities to be provided for Fellow | | |
| | | |
| Orientation Program to be provided for Fellow | | |
| | | |
| | | |
| Briefly describe the operation of your agency | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | 218063 |

Please indicate areas in which major portions of Fellow's time may be spent, such as, Budget, Housing, Education, Personnel, etc.

Please outline the role that is envisioned for an Urban Fellow and the kinds of assignments and tasks that Fellow would undertake.

Special qualifications requested in a National Urban Fellow

I request that a National Urban Fellow be assigned to me and I agree to serve as his or her Mentor.

Signature of Mentor

Signature of Chief Executive Officer *

* Where Mentor is not Chief Executive Officer of Agency

218063

Passed and adopted by the Council of The City of San Diego on APR 5 1977,
 by the following vote:

| Councilmen | Yeas | Nays | Excused | Absent |
|---------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| Gil Johnson | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Maureen F. O'Connor | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lee Hubbard | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Leon L. Williams | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Floyd L. Morrow | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tom Gade | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Joel M. Strobl | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Jess D. Haro | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Mayor Pete Wilson | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

AUTHENTICATED BY:

PETE WILSON
 Mayor of The City of San Diego, California.

EDWARD NIELSEN
 City Clerk of The City of San Diego, California.

By Kathleen Martinez, Deputy.

(Seal)

RECEIVED
 CITY CLERK'S OFFICE
 1977 MAR 21 AM 8:16
 SAN DIEGO, CALIF.

Office of the City Clerk, San Diego, California

Resolution Number **218063** Adopted **APR 5 1977**