



WHAT CITY HALL FELLOWS CAN DO FOR YOUR CITY

City Hall Fellows offers an unparalleled opportunity for local governments to:

1. Attract a diverse new group of top caliber recent college graduates to the municipal workforce each year who will:
 - Produce top-quality work for the city during their fellowship year;
 - Energize their supervisors and colleagues; and
 - Continue to work for the city post-fellowship or become leading advocates for local government.
2. Demonstrate throughout city hall, the community, and nationwide the progressive, forward-thinking energy of your community by being among the first in the country to offer this exciting, entrepreneurial and effective national fellowship; and
3. Offer a comprehensive, intensive, high-quality fellowship experience without incurring the financial and personnel costs of recruiting, selection, daily program management, training and ongoing support.

Attract a Diverse Group of Top-Caliber Recent College Graduates to the Municipal Workforce

By partnering with City Hall Fellows, a local government can leverage City Hall Fellows' proven ability to recruit and attract the best and brightest recent college graduates:

- *Leverage City Hall Fellows' Established Relationships & Brand Recognition on Campuses Nationwide*

In our first year alone, City Hall Fellows has established a recognizable brand at and built relationships with many dozens of colleges and universities around the country. We leverage this network not only to promote our specific program, but also to encourage college students to consider a municipal government career. Our campus-targeted marketing includes information about the personal and professional opportunities city government jobs offer recent college graduates.

- *Leverage City Hall Fellows' Proven Ability to Attract Top College Graduates*

City Hall Fellows' program resonates with the best and brightest. More than 400 people from more than 145 colleges and universities applied for our 20 inaugural class positions in Houston and San Francisco. Nearly 35% of those applicants attended an institution ranked in 2008 by the US News & World Report as one of either the top 25 National Universities or the top 25 Liberal Arts Colleges. Another 4.5% attended historically black colleges and universities.

Quite a few of our applicants had dual majors or already were working towards a master's degree, and a sizeable percentage had GPAs of 3.5 and above. Many belonged to one or more collegiate honor societies, such as Phi Beta Kappa and Golden Key. Applicants' personal accomplishments ran the gamut from having published an article in a national law review to being the head of their campus' student government to being a decorated college athlete to starting a new community organization on their campus to earning a Fulbright scholarship. Several of our Inaugural Class Fellows informed us that they had turned down other prestigious opportunities in both the corporate and nonprofit sectors to join our program.

Our applicants also had strong records of community service. In addition to volunteering in and around their campuses and hometowns, a sizable percentage had spent time volunteering in Gulf Coast communities following Hurricanes Katrina and Rita.

- *Leverage City Hall Fellows' Proven Ability to Attract Diverse College Graduates*

City Hall Fellows attracts top college graduates who are diverse on all levels: gender, race and ethnicity, academic field of study and personal experience and background.

Demographic data compiled to date shows that roughly the same number of men as women applied to participate in our 2008-2009 class. Similarly, it shows that nearly ½ of our applicants were minorities, with the bulk of those split almost evenly between black, Asian/South Asian and Latino/a.¹

Applicants' majors ran the gamut, including political science, public policy, government, history, sociology, economics, management, international relations, environmental studies, computer science and biology, and everything in between. While a large number of our applicants had studied and/or lived abroad, quite a few had spent their entire lives in the city to which they applied. Finally, even though our program is limited to persons who received their bachelor's degree no earlier than 2 years before the program start date, many of our applicants had meaningful work experience. For example, applicants had served in the military, helped organize a labor union, taught full-time in an inner-city classroom and started their own business.

- *Retain Input into the Fellow Selection Process without the Overhead of Recruiting*

City Hall Fellows selects its Fellows through a two-stage process: a written application followed by half-day interviews in the host city. Finalists undergo both individual and group interviews. The group interview (which challenges finalists to analyze and present solutions to a pressing problem facing the host city) allows interviewers to assess finalists' communication, analytical and team work skills, as well as their creativity and pragmatism. City Hall Fellows manages the entire process. We create and provide all written materials (e.g. application, score sheets, group exercise materials, suggested interview questions), process all reviewers' and interviewers' scores, coordinate the interviews and communicate with the applicants.

¹ Statistics are based on a survey answered by more than ½ of the applicants as well as data pulled from written applications. As we are still compiling demographic data, these figures may change slightly.

However, City Hall Fellows works closely with each host city throughout the entire selection process. While City Hall Fellows retains the right to select each cohort of Fellows, we incorporate each host city's input throughout to ensure that we are choosing a cross-section of applicants best-suited for that city. Among other things, we invite and encourage host city personnel to participate both as written application readers and as interviewers.

Establish a Legacy of Good Government

- *Establish the Talent Pipeline Necessary for an Effective City Government*

Every city needs an effective local government to thrive. But a municipal government is only as good as its people. Partnering with City Hall Fellows establishes a lasting talent pipeline for your city, ensuring that the best and brightest enter your local government year after year – not just in the aftermath of an electoral cycle.

As importantly, where talent goes, talent follows. Thus, our Fellows' presence and work product is only part of the impact on communities from partnering with City Hall Fellows. Because City Hall Fellows works closely with colleges and universities in every host government's region to raise awareness about the opportunities working in city government offers talented young people, this partnership also can increase the number of college-educated young people applying directly to municipal jobs. Keeping those individuals in your city (and highly connected to it) is a key step in countering the brain drain of college-educated residents plaguing so many municipal governments.

- *Enhance Your City's Reputation as a National Policy Leader*

As City Hall Fellows only recently launched, partnering with us now secures your community's place as one of the first in the nation to put an effective, sustainable plan in place to develop a local government leadership pipeline. This will place your city squarely in the lead in solving a problem plaguing every local government. By being an early adopter of a solution that will rapidly expand nationwide, your city can rightfully claim credit for being both innovative and visionary.

City Hall Fellows' accomplishments to date demonstrate that a partnership can achieve those results. Although we have not yet run a full program cycle, both the National League of Cities and the National Civic League, among others, formally endorse our program. We have established good working relationships with numerous other local government, government service and public service organizations, including the International City/County Management Association, the National Association of Schools of Public Affairs and Administration, ServiceNation and the Partnership for Public Service. These relationships let us leverage those organizations' expertise, networks and resources. Moreover, Echoing Green, a national leader in identifying and investing in promising new social entrepreneurs, selected City Hall Fellows' founder as one of 30 finalists from among 1,500 applicants for their 2008 competition. Finally, City Hall Fellows has developed and is pursuing a plan for national expansion.

Ensure a Comprehensive Fellowship Experience While Reducing the Burden on the City

- *City Hall Fellows' Comprehensive Training Curriculum Thoroughly Prepares Fellows to Be Effective Municipal Servants – at No Cost to the Host City*

City Hall Fellows' proprietary Civic Leadership Development Program ("CLDP") takes Fellows on a structured exploration through the context and operations of city government. Fellows learn about the political, social and cultural history of their host city, the structure of their host city's local government (including budget, civil service, union relationships and the governmental, quasi-governmental and non-governmental organizations which regulate, impact or provide services to or within the host city), the services the host city provides, and the host city's process of policy-making. Through guided discussions with policy-makers, policy-influencers and subject matter experts, behind-the-scenes tours of government facilities, reading assignments and hands-on practice with policy-making, our Fellows develop the knowledge, skills and network necessary to be effective municipal servants.

The CLDP was designed by former municipal employees with the advice and guidance of a team of elite academics from around the country. Although the basic structure of the CLDP is the same across all City Hall Fellows cities, we customize it for each host city's unique environment.

- *City Hall Fellows Handles All Recruiting, Training and Program Management – at No Cost to the Host City*

City Hall Fellows' personnel run all aspects of the fellowship program – from recruiting and marketing to coordinating and running CLDP activities to program implementation. At this time, we do not charge the host city an administrative fee for this work. We simply ask that each host city designate an employee as our primary point of contact to help us navigate within the city infrastructure and that city managers and officials participate in the Fellow selection process and share their expertise with Fellows as their schedules permit.

- *Program Designed to Maximize City's Retention Rates – at No Cost to the Host City*

We understand that one of the key reasons local governments hire interns is to attract and retain bright young people for the municipal workforce. City Hall Fellows' philosophy is that people who begin their careers in communities where they have pre-existing ties and develop professional networks in those communities early in their careers are much more likely to continue working in those communities. Our program is designed accordingly.

Our focus on retention begins with recruitment. A key criterion in our Fellow selection process is applicants' connection to the city for which they are applying. We require applicants to demonstrate that connection as part of a written application. But we do not simply leave it to chance. City Hall Fellows works hard to reach applicants with connections to each host city. We expend the bulk of our recruiting resources in each city on local colleges and universities. The results speak for themselves. Approximately 30% of the applicants applying to our 2008-09

cohorts in Houston and San Francisco came from schools within those metropolitan areas. Another 24% came from schools within the states of Texas and California.

The program design also takes maximizing retention into account. The CLDP gives our Fellows the skills, knowledge and network to build careers within their host city. In fact, we deepen their roots in the host city by introducing them to leaders from all sectors of the community. Placing Fellows in offices in the host city where the need is greatest ensures they will do meaningful work that directly impacts their own communities – something all of the best and brightest college graduates now look for in their first jobs. Finally, our national alumni program (planned to launch in 2009) will support our Fellows' efforts to pursue careers in local government post-fellowship.

- *Fellows Receive Both the Cache and the Benefits of Being Part of a National Service Corps – at No Cost to the Host City*

Today's top college graduates actively seek prestigious opportunities to build their resumes. And they have many options – from high-paying private sector jobs to elite leadership opportunities through organizations like Teach for America. Partnering with City Hall Fellows allows cities to compete for this talent.

City Hall Fellows is incredibly selective. Just over 5% of applicants to our 2008-2009 class were offered positions. Thus, our Fellows enjoy the prestige of having been selected for an elite, highly competitive program.

Moreover, City Hall Fellows capitalizes on college students' understanding of the elite national service corps model (popularized by Teach for America). As a national service corps, we offer Fellows benefits that small local programs cannot, including a nationally recognizable brand, a national professional network of like-minded individuals, both local and national support networks, comprehensive leadership training, and a consistent experience across both cities and years. All of these benefits are incentives for bright young people with many options to join our program. City Hall Fellows provides Fellows these benefits at no charge to host cities.

- *The Cost-Benefit Analysis: An Extraordinary Value at Minimal Cost*

Despite the multiple benefits City Hall Fellows offers, it costs relatively little for a local government to host a City Hall Fellows program.

Because City Hall Fellows does not currently charge host cities an administrative fee, the only monetary cost to a local government of this partnership is that of employing Fellows. We require each host community (whether it be a single city or a collection of nearby local government entities) to employ a minimum of 10 Fellows for 12 months. A 10-person class working for a full year makes it economically feasible for City Hall Fellows to enter a new city, maximizes the value of the CLDP for Fellows and maximizes the value of work Fellows produce for the city.

City Hall Fellows does not set a fixed minimum salary for Fellows. Instead, we ask each host government to pay Fellows an entry-level wage keyed to the cost of living in that community.

Additionally, to ensure our program is competitive with the other professional opportunities our applicants have, we require each host government to provide Fellows basic health benefits and a reasonable number of vacation or personal days. In most major cities, the cost of running a 10-Fellow program is less than 1/10,000th of their projected annual revenue.

Moreover, it is important to note that every dollar a city spends on this partnership results in additional work produced for the city by the Fellows. None of it goes to City Hall Fellows' overhead or operations. Local governments receive nearly 15,000 hours of work each year from a 10-person City Hall Fellows class. Moreover, that work product reflects the comprehensive training and preparation all City Hall Fellows receive.

The only other commitments City Hall Fellows asks of our host cities are non-monetary. Indeed, they are things most local governments already do in connection with routine internship programs – i.e. providing Fellows substantive work assignments with senior city managers, making municipal officials available to participate in the Fellow selection process and to meet with Fellows as their schedules permit and publicizing the local government's commitment to developing the next generation of local civic leaders.