



# CIVIC LEADERSHIP DEVELOPMENT PROGRAM

## Overview

The City Hall Fellows program combines a twelve month non-partisan, post-college, pre-graduate school work placement in the upper levels of local government with an intense professional and academic training program – the Civic Leadership Development Program. The CLDP is a nationally coordinated, but locally applied, curriculum that covers the form, function, history, and governance of cities and metropolitan regions in a way that simultaneously prepares Fellows for their placements during their time with CHF, their graduate- and professional-level academic pursuits which may follow their time with CHF, and their future professional careers, all while developing their abilities as local citizen leaders with a holistic and functional knowledge base about America’s local communities.

## Objectives

The objectives of the Civic Leadership Development Program are to:

- Provide Fellows with the analytical, theoretical, rhetorical, and functional workplace skills necessary for them to make a meaningful contribution to the host city offices with which they are placed, and so that they can gain the greatest personal and professional benefit from their job placements.
- Provide Fellows with a holistic knowledge of how American cities and metropolitan regions developed, how they physically, socially, economically, and ecologically function, how they change, and how each of these aspects of cities are intertwined.
- Educate Fellows about the history, theory, and function of local governments nationally, their host city specifically, the state and federal levels of government, and the private, non-profit, community-oriented, and advocacy players that are also part of the leadership and function of cities and metropolitan regions.
- Integrate the academic and applied components of the Program in a way that allows for Fellows to both attain the knowledge base and skill set necessary for all Fellows in each city, for their city in particular, and acquire a functional understanding of a specialization area of specific interest to them, all while obtaining an understanding of the different ways local actors can affect positive change in all cities, their city, and in their chosen specialty area.
- Produce alumni that have the broad-based skill set necessary to be highly productive, full-time city employees, top-flight graduate students, and thoughtful leaders in all settings.

Through the CLDP, Fellows will:

- Attain an understanding of the daily, yearly, and long-term bureaucratic and technical functioning of local government.
- Learn the multiple social, political, environmental, and economic contexts in which America's cities operate and provide services, and how these contexts impact city function and government action.
- Be trained to evaluate, both theoretically and pragmatically, how municipal policies take physical form and create dynamic societies.
- Understand that the ways in which local governments respond to the challenges of their era will affect the shape of our world for generations to come.

## Program Year

The CLDP year is structured to provide for the acquisition of board, foundational knowledge and skills, building towards increasingly applied-level abilities, and is organized so as to allow for the greatest synergy with the workplace experience, service projects, a state capital trip, a Washington, D.C. national convention, and the individual Fellows' professional career development. The year is divided into four sessions, each with a set purpose.

### Session One: Orientation

The three-week Orientation Session focuses on welcoming and orienting the Fellows to CHF and their host city, taking care of necessary paperwork, matching them with their job placements, insuring they have the necessary skills, beginning the "big picture" introduction to what cities and metropolitan regions are, and delivering the overview introduction to their host cities.

### Session Two: Analyzing the City and the Metropolitan Region

During the fifteen-week Session Two the Fellows learn individual topics about city and regional function, form, and governance, and will individually analyze a policy for their supervisors.

### Session Three: Shaping the City and the Metropolitan Region

During the eighteen-week Session Three Fellows learn, through case studies, how to shape cities and regions, as well as work on small group projects in which they will propose an interagency solution to a city problem.

### Session Four: Cohort Service Proposal

During the Fellows-guided ten-week Session Four class content is set by the Fellows themselves and they develop, work on, and present their cohort service proposal.

## Classes

Weekly classes are intended to provide an opportunity for Fellows to connect, learn, think, and share their thoughts in an environment that is supportive, non-partisan, and intellectually rigorous. The goal of each class is not only to develop Fellows' abstract thinking and applied skills, but to utilize the life experiences of the Fellows as a foundation for their education, turn

the Fellows' individual workplace experiences into collective learning opportunities, connect, literally and tangibly, the political, social, economic, physical, and ecological functions of their city, and frame actions taken by their local government within the broader context of all of the individual and organized actors within the city, metropolitan region, state, nation, and world.

### Structure

The classes for the Orientation Session will run for full days every weekday. For Sessions Two, Three, and Four classes will take place weekly on Wednesday afternoons between 12:30 p.m. and 5:00 p.m. Each class may include a lunchtime guest speaker (such as a senior city official, local business leader, or local media celebrity), a discussion of the Fellows' prior week's work, (including comparing experiences and brainstorming about challenges they have encountered), a site visit or facility tour, presentations by Fellows, guided instruction led by an expert on the topic of the week, and/or a panel discussion among multiple experts or between Fellows' themselves.

### Instruction

The Local Program Director is responsible for running the CLDP sessions and mentoring Fellows through them. However, City Hall Fellows partners with local academics, public officials, NGO employees, local community groups, nonprofit leaders and other experts to lead classes on the subjects in which they have academic expertise, professional experience, and local knowledge. There are three levels of official commitment:

- *Mentors*, who serve on the Local Leadership Advisory Council, help develop the localized curriculum components, lead at least three classes and moderate the resulting discussions, mentor one Fellow for a full program year, and provide guidance on and lend their names to the Fellows' cohort service proposal.
- *Scholars*, who lead two classes and moderate the resulting discussion, review and provide feedback on Fellows' collaborative project proposals, and periodically advise City Hall Fellows staff on curricular matters.
- *Experts*, who lead one class and moderate the resulting discussion.

## Capital Trips

During Session Two Fellows in each host city will visit their state capital, and during Session Three all of the Fellows will collectively visit Washington, D.C. On each of these trips they will visit locations where decisions are made and meet elected officials and government, professional, nonprofit, and business leaders. The goals of these trips are for Fellows to develop an understanding of how their host city and the region's local governments functionally relate to state and federal government agencies, learn the political relationships between their host city and other cities in the state and nation, and explore how local, state, and national non-profits and lobbying groups compete and cooperate. These trips are also designed to be part of what will be a group bonding experience for the Fellows and a professional networking opportunity.

## Service Projects

During the year Fellows will create individual and group service projects designed to directly engage them in their topics of interest, tie together the applied skills, academic information, and local knowledge that they will acquire during the year, and provide them with work products that will be useful in applying for post-Fellowship academic and professional opportunities. These projects are designed to provide Fellows' supervisors and departments with analysis, data, and viewpoints they may not be able to generate internally and, through the final project, provide the city government with a comprehensive proposal to a problem or challenge that the community wishes to have solved. There are a total of three service projects Fellows will engage in during Sessions Two, Three, and Four.

### Individual Service Report

During Session Two each individual Fellow will conduct an analysis, and produce a 15 to 20 page report, on a particular federal, state, or city policy, procedure, or project that is of interest to him or her, that is relevant to the agency or department where he or she is placed, and on which his or her placement supervisor would like to have feedback or information.

### Collaborative Project Proposal

During Session Three there will be a collaborative project that involves the creation of a moderate scale written proposal for a policy, process, or project intended to involve a minimum of three separate offices where Fellows are placed. Fellows will each work in one of three groups who collaboratively will choose a particular problem or challenge facing the city and whose potential solutions will combine three or more city agencies or departments, and will involve more than one set of participants in local governance.

### Cohort Service Proposal

During Session Four the entire cohort of Fellows in each host city will conduct an in-depth analysis of a problem or challenge the city government wishes to have addressed and create a comprehensive proposal that will be formally presented at the end of the Fellowship year.

## Measurement

City Hall Fellows will measure the success of the CLDP through regular communication with, and surveys of, Fellows and their host city work placement supervisors and by communicating with potential recruiters of Fellows. City Hall Fellows also will maintain an active alumni network through which it can track Fellows' professional progress.