

Application for Federal Assistance SF-424		Version 02
*1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	*2. Type of Application * If Revision, select appropriate letter(s) <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation *Other (Specify) _____ <input type="checkbox"/> Revision	
3. Date Received:		4. Applicant Identifier:
5a. Federal Entity Identifier:		*5b. Federal Award Identifier:
State Use Only:		
6. Date Received by State:		7. State Application Identifier:
8. APPLICANT INFORMATION:		
*a. Legal Name: The German Marshall Fund of the United States		
*b. Employer/Taxpayer Identification Number (EIN/TIN): 52-0954751		*c. Organizational DUNS: 092401843
d. Address:		
*Street 1:	<u>1744 R St. NW</u>	
Street 2:	_____	
*City:	<u>Washington</u>	
County:	_____	
*State:	<u>DC</u>	
Province:	_____	
*Country:	<u>USA</u>	
*Zip / Postal Code	<u>20009</u>	
e. Organizational Unit:		
Department Name: Urban & Regional Policy Program,		Division Name:
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: <u>Mrs.</u>	*First Name: <u>Tamar</u>	
Middle Name: _____		
*Last Name: <u>Shapiro</u>		
Suffix: _____		
Title: Senior Director, Urban and Social Policy		
Organizational Affiliation: German Marshall Fund of the United States		
*Telephone Number: +1 202 683 2652		Fax Number: 202-265-1662
*Email: tshapiro@gmfus.org		

Application for Federal Assistance SF-424

Version 02

***9. Type of Applicant 1: Select Applicant Type:**

M.Nonprofit w/501C3 IRS Status(Oth Than Higher Edu

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

*Other (Specify)

***10 Name of Federal Agency:**

Office of the Assistant Secretary for Policy Development and Research, Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.529 _____

CFDA Title:

Fellowship Placement Pilot Program _____

***12 Funding Opportunity Number:**

FR-5514-N-02 _____

*Title:

Fellowship Placement Program _____

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Chester, PA; Cleveland, OH; Detroit, MI; Fresno, CA; Memphis, TN; New Orleans, LA. The project will also connect these cities to a network of rust belt cities, and a larger network of cities across the United States and Europe.

***15. Descriptive Title of Applicant's Project:**

HUD Fellowship Placement Pilot Program

A Partnership of the German Marshall Fund of the United States, Cleveland State University, and Virginia Tech University

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

*a. Applicant: DC
*b. Program/Project: PA-001, PA-007, OH-010, OH-011, MI-013, MI-014, MI-012, CA-019, CA-020, CA-021, TN-009, LA-001, LA-002,

17. Proposed Project:

*a. Start Date: January 2, 2012
*b. End Date: August 31, 2014

18. Estimated Funding (\$):

*a. Federal	_____	\$2,499,922
*b. Applicant	_____	
*c. State	_____	
*d. Local	_____	
*e. Other	_____	
*f. Program Income	_____	
*g. TOTAL	_____	\$2,499,922

***19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on _____
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E. O. 12372

***20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U. S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions

Authorized Representative:

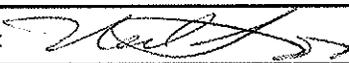
Prefix: Mr. _____ *First Name: Neil _____
Middle Name: _____
*Last Name: Sumilas _____
Suffix: _____

*Title: Managing Director, Executive Office

*Telephone Number: +1 202 683 2663

Fax Number: +1 202 265 1162

* Email: NSumilas@gmfus.org

*Signature of Authorized Representative: 

*Date Signed: 9/22/11

***Applicant Federal Debt Delinquency Explanation**

The following should contain an explanation if the Applicant organization is delinquent of any Federal Debt.

INSTRUCTIONS FOR THE SF-424

Public reporting burden for this collection of information is estimated to average 60 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0043), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

This is a standard form (including the continuation sheet) required for use as a cover sheet for submission of preapplications and applications and related information under discretionary programs. Some of the items are required and some are optional at the discretion of the applicant or the Federal agency (agency). Required items are identified with an asterisk on the form and are specified in the instructions below. In addition to the instructions provided below, applicants must consult agency instructions to determine specific requirements.

Item	Entry:	Item	Entry:
1.	Type of Submission: (Required): Select one type of submission in accordance with agency instructions. <ul style="list-style-type: none"> • Preapplication • Application • Changed/Corrected Application – If requested by the agency, check if this submission is to change or correct a previously submitted application. Unless requested by the agency, applicants may not use this to submit changes after the closing date. 	10.	Name Of Federal Agency: (Required) Enter the name of the Federal agency from which assistance is being requested with this application.
		11.	Catalog Of Federal Domestic Assistance Number/Title: Enter the Catalog of Federal Domestic Assistance number and title of the program under which assistance is requested, as found in the program announcement, if applicable.
2.	Type of Application: (Required) Select one type of application in accordance with agency instructions. <ul style="list-style-type: none"> • New – An application that is being submitted to an agency for the first time. • Continuation - An extension for an additional funding/budget period for a project with a projected completion date. This can include renewals. • Revision - Any change in the Federal Government's financial obligation or contingent liability from an existing obligation. If a revision, enter the appropriate letter(s). More than one may be selected. If "Other" is selected, please specify in text box provided. <ul style="list-style-type: none"> A. Increase Award B. Decrease Award C. Increase Duration D. Decrease Duration E. Other (specify) 	12.	Funding Opportunity Number/Title: (Required) Enter the Funding Opportunity Number and title of the opportunity under which assistance is requested, as found in the program announcement.
		13.	Competition Identification Number/Title: Enter the Competition Identification Number and title of the competition under which assistance is requested, if applicable.
		14.	Areas Affected By Project: List the areas or entities using the categories (e.g., cities, counties, states, etc.) specified in agency instructions. Use the continuation sheet to enter additional areas, if needed.
3.	Date Received: Leave this field blank. This date will be assigned by the Federal agency.	15.	Descriptive Title of Applicant's Project: (Required) Enter a brief descriptive title of the project. If appropriate, attach a map showing project location (e.g., construction or real property projects). For preapplications, attach a summary description of the project.
4.	Applicant Identifier: Enter the entity identifier assigned by the Federal agency, if any, or applicant's control number, if applicable.		
5a.	Federal Entity Identifier: Enter the number assigned to your organization by the Federal Agency, if any.	16.	Congressional Districts Of: (Required) 16a. Enter the applicant's Congressional District, and 16b. Enter all District(s) affected by the program or project. Enter in the format: 2 characters State Abbreviation – 3 characters District Number, e.g., CA-005 for California 5 th district, CA-012 for California 12 th district, NC-103 for North Carolina's 103 rd district. <ul style="list-style-type: none"> • If all congressional districts in a state are affected, enter "all" for the district number, e.g., MD-all for all congressional districts in Maryland. • If nationwide, i.e. all districts within all states are affected, enter US-all. • If the program/project is outside the US, enter 00-000.
5b.	Federal Award Identifier: For new applications leave blank. For a continuation or revision to an existing award, enter the previously assigned Federal award identifier number. If a changed/corrected application, enter the Federal Identifier in accordance with agency instructions.		
6.	Date Received by State: Leave this field blank. This date will be assigned by the State, if applicable.		
7.	State Application Identifier: Leave this field blank. This identifier will be assigned by the State, if applicable.		
8.	Applicant Information: Enter the following in accordance with agency instructions:		
	a. Legal Name: (Required): Enter the legal name of applicant that will undertake the assistance activity. This is the name that the organization has registered with the Central Contractor Registry. Information on registering with CCR may be obtained by visiting the Grants.gov website.	17.	Proposed Project Start and End Dates: (Required) Enter the proposed start date and end date of the project.
	b. Employer/Taxpayer Number (EIN/TIN): (Required): Enter the Employer or Taxpayer Identification Number (EIN or TIN) as assigned by the Internal Revenue Service. If your organization is not in the US, enter 44-4444444.	18.	Estimated Funding: (Required) Enter the amount requested or to be contributed during the first funding/budget period by each contributor. Value of in-kind contributions should be included on appropriate lines, as applicable. If the action will result in a dollar change to an existing award, indicate only the amount of the change. For decreases, enclose the amounts in parentheses.
	c. Organizational DUNS: (Required) Enter the organization's DUNS or DUNS+4 number received from Dun and Bradstreet. Information on obtaining a DUNS number may be obtained by visiting the Grants.gov website.		
	d. Address: Enter the complete address as follows: Street address (Line 1 required), City (Required), County, State (Required, if country is US), Province, Country (Required), Zip/Postal Code (Required, if country is US).	19.	Is Application Subject to Review by State Under Executive Order 12372 Process? Applicants should contact the State Single Point of Contact (SPOC) for Federal Executive Order 12372 to determine whether the application is subject to the
	e. Organizational Unit: Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the		

	<p>assistance activity, if applicable.</p> <p>f. Name and contact information of person to be contacted on matters involving this application: Enter the name (First and last name required), organizational affiliation (if affiliated with an organization other than the applicant organization), telephone number (Required), fax number, and email address (Required) of the person to contact on matters related to this application.</p>	<p>State intergovernmental review process. Select the appropriate box. If "a." is selected, enter the date the application was submitted to the State</p>		
		<p>20. Is the Applicant Delinquent on any Federal Debt? (Required) Select the appropriate box. This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of debt include delinquent audit disallowances, loans and taxes.</p> <p>If yes, include an explanation on the continuation sheet.</p>		
<p>8.</p>	<p>Type of Applicant: (Required) Select up to three applicant type(s) in accordance with agency instructions.</p> <table border="0"> <tr> <td data-bbox="198 510 532 972"> <p>A. State Government B. County Government C. City or Township Government D. Special District Government E. Regional Organization F. U.S. Territory or Possession G. Independent School District H. Public/State Controlled Institution of Higher Education I. Indian/Native American Tribal Government (Federally Recognized) J. Indian/Native American Tribal Government (Other than Federally Recognized) K. Indian/Native American Tribally Designated Organization L. Public/Indian Housing Authority</p> </td> <td data-bbox="539 510 867 1020"> <p>M. Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education) N. Nonprofit without 501C3 IRS Status (Other than Institution of Higher Education) O. Private Institution of Higher Education P. Individual Q. For-Profit Organization (Other than Small Business) R. Small Business S. Hispanic-serving Institution T. Historically Black Colleges and Universities (HBCUs) U. Tribally Controlled Colleges and Universities (TCCUs) V. Alaska Native and Native Hawaiian Serving Institutions W. Non-domestic (non-US) Entity X. Other (specify)</p> </td> </tr> </table>	<p>A. State Government B. County Government C. City or Township Government D. Special District Government E. Regional Organization F. U.S. Territory or Possession G. Independent School District H. Public/State Controlled Institution of Higher Education I. Indian/Native American Tribal Government (Federally Recognized) J. Indian/Native American Tribal Government (Other than Federally Recognized) K. Indian/Native American Tribally Designated Organization L. Public/Indian Housing Authority</p>	<p>M. Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education) N. Nonprofit without 501C3 IRS Status (Other than Institution of Higher Education) O. Private Institution of Higher Education P. Individual Q. For-Profit Organization (Other than Small Business) R. Small Business S. Hispanic-serving Institution T. Historically Black Colleges and Universities (HBCUs) U. Tribally Controlled Colleges and Universities (TCCUs) V. Alaska Native and Native Hawaiian Serving Institutions W. Non-domestic (non-US) Entity X. Other (specify)</p>	<p>21. Authorized Representative: (Required) To be signed and dated by the authorized representative of the applicant organization. Enter the name (First and last name required) title (Required), telephone number (Required), fax number, and email address (Required) of the person authorized to sign for the applicant.</p> <p>A copy of the governing body's authorization for you to sign this application as the official representative must be on file in the applicant's office. (Certain Federal agencies may require that this authorization be submitted as part of the application.)</p>
<p>A. State Government B. County Government C. City or Township Government D. Special District Government E. Regional Organization F. U.S. Territory or Possession G. Independent School District H. Public/State Controlled Institution of Higher Education I. Indian/Native American Tribal Government (Federally Recognized) J. Indian/Native American Tribal Government (Other than Federally Recognized) K. Indian/Native American Tribally Designated Organization L. Public/Indian Housing Authority</p>	<p>M. Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education) N. Nonprofit without 501C3 IRS Status (Other than Institution of Higher Education) O. Private Institution of Higher Education P. Individual Q. For-Profit Organization (Other than Small Business) R. Small Business S. Hispanic-serving Institution T. Historically Black Colleges and Universities (HBCUs) U. Tribally Controlled Colleges and Universities (TCCUs) V. Alaska Native and Native Hawaiian Serving Institutions W. Non-domestic (non-US) Entity X. Other (specify)</p>			

SURVEY ON ENSURING EQUAL OPPORTUNITY FOR APPLICANTS

OMB No. 1890-0014 Exp. 2/28/2009

Purpose: The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey: If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name: The German Marshall Fund of the United States

Applicant's DUNS Number: 092401843

Grant Name: Fellowship Placement Pilot Program **CFDA Number:** 14.529

1. Does the applicant have 501(c)(3) status?
 Yes No
2. How many full-time equivalent employees does the applicant have? *(Check only one box).*
 3 or Fewer 15-50
 4-5 51-100
 6-14 over 100
3. What is the size of the applicant's annual budget?
(Check only one box.)
 Less Than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
 \$1,000,000 - \$4,999,999
 \$5,000,000 or more
4. Is the applicant a faith-based/religious organization?
 Yes No
5. Is the applicant a non-religious community-based organization?
 Yes No
6. Is the applicant an intermediary that will manage the grant on behalf of other organizations?
 Yes No
7. Has the applicant ever received a government grant or contract (Federal, State, or local)?
 Yes No
8. Is the applicant a local affiliate of a national organization?
 Yes No

Survey Instructions on Ensuring Equal Opportunity for Applicants

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
2. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
3. Annual budget means the amount of money your organization spends each year on all of its activities.
4. Self-identify.
5. An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.
6. An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.
7. Self-explanatory.
8. Self-explanatory.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this information collection is 1890-0014. The time required to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection. **If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to:** U.S. Department of Housing and Urban Development, Office of Departmental Grants Management and Oversight, Room 3156, Washington, D.C. 20410.

If you have comments or concerns regarding the status of your individual submission of this form, write directly to the address above.

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Applicant's (Organization) Name: _____ **Virginia Polytechnic and State University**

Applicant's DUNS Number: _____ **003137015** _____

Grant Name: _____ **Fellowship Opportunity Project** _____ **CFDA Number:** **14.529** _____

1. Does the applicant have 501(c)(3) status?
 Yes No
2. How many full-time equivalent employees does the applicant have? (*Check only one box.*)
 3 or Fewer 15-50
 4-5 51-100
 6-14 over 100
3. What is the size of the applicant's annual budget?
(*Check only one box.*)
 Less Than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
 \$1,000,000 - \$4,999,999
 \$5,000,000 or more
4. Is the applicant a faith-based/religious organization?
 Yes No
5. Is the applicant a non-religious community-based organization?
 Yes No
6. Is the applicant an intermediary that will manage the grant on behalf of other organizations?
 Yes No
7. Has the applicant ever received a government grant or contract (Federal, State, or local)?
 Yes No
8. Is the applicant a local affiliate of a national organization?
 Yes No

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2. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
3. Annual budget means the amount of money your organization spends each year on all of its activities.
4. Self-identify.
5. An organization is considered a community-based organization if its headquarters/service location shares the same zip code as the clients you serve.
6. An "intermediary" is an organization that enables a group of small organizations to receive and manage government funds by administering the grant on their behalf.
7. Self-explanatory.
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Applicant's (Organization) Name: Cleveland State University

Applicant's DUNS Number: 010841617

Grant Name: Fellowship Placement Program **CFDA Number:** 14.529

1. Does the applicant have 501(c)(3) status?
 Yes No
2. How many full-time equivalent employees does the applicant have? *(Check only one box).*
 3 or Fewer 15-50
 4-5 51-100
 6-14 over 100
3. What is the size of the applicant's annual budget?
(Check only one box.)
 Less Than \$150,000
 \$150,000 - \$299,999
 \$300,000 - \$499,999
 \$500,000 - \$999,999
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 \$5,000,000 or more
4. Is the applicant a faith-based/religious organization?
 Yes No
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 Yes No
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 Yes No
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HUD Fellowship Placement Pilot Program

A Partnership of the German Marshall Fund of the United States, Cleveland State University, and Virginia Tech University

In response to the U.S. Department of Housing and Urban Development's Request for Qualifications (*FR-5514-N-02*) to design and implement the Fellowship Placement Pilot Program, the **German Marshall Fund's Urban and Regional Policy Program (GMF)**, **Virginia Tech's Metropolitan Institute (MI)**, and **Cleveland State University's Maxine Goodman Levin College of Urban Affairs (CSU)** have joined in partnership (the "Project Team"). The Project Team brings a strong track record of dedication to public service, experience in grant administration/program implementation, extensive policy expertise, and long standing partnerships with groups working on the issues relevant to this pilot program.

C.1. Rating Factor 1: Demonstrated Capacity of the Applicant and Organizational Staff

C.1.A: Previous Experience

C.1.A.1: General Experience

Since 1972, the **German Marshall Fund** has facilitated the exchange of ideas and best practices to solve common urban policy challenges in the United States and Europe. For nearly thirty years, through the Marshall Memorial Fellowship program, GMF has actively engaged in the development of young leaders on both sides of the Atlantic, many of whom work in the public sector. Alumni of this program include mayors, city managers, and city council persons, in addition to federal and state-level officials. Since 2005, GMF's Urban and Regional Policy program has reinforced this long history of dedication to public service, while focusing intensively on urban policy issues. The **Urban and Regional Policy Program** empowers local leaders to introduce innovative strategies to their communities by building networks of local and regional policy makers and practitioners, supporting the exchange of best practices, providing in-depth analysis of challenges and solutions across multiple communities; and supporting first hand research on best practices in communities in the United States and Europe through a fellowship program.

CSU's **Maxine Goodman Levin College of Urban Affairs** consistently ranks in the top eight among U.S. universities in the specialty of city management and urban policy in several editions of "America's Best Graduate Schools" published by *U. S. News and World Report*. Levin College educates new leaders and advances scholarly and applied research in the areas of urban public policy, city management, public finance, economic development, urban planning, community development, environmental policy and sustainability, organizational leadership, and nonprofit administration. Levin College graduates hold a number of prominent positions in the public, private, and nonprofit sectors.

For the past twenty-five years the Levin College's **Center for Leadership Development (CLD)** has run professional development programs that serve public sector clients. CLD's mission is to create learning programs that fulfill the lifelong learning needs of both practicing and aspiring public leaders by developing their personal skills and organizational capacity for leadership. CLD integrates theory, applied research and models in order to advance the public leadership programming of the Levin College.

Since its inception, CLD has developed and delivered ten major public sector professional development programs. Clients range from the governor's cabinet and county administrators to newly elected officials and municipal government managers. Programming partners and clients include the State of Ohio, the City of Cleveland, Cuyahoga County, Case Western Reserve University, and the local sewer district and housing authority. Over one thousand public sector leaders have participated in CLD programming for a total of over 18,000 workshop contacts. Program participants can access the nationally regarded knowledge base within the Levin College. Many participants return to college to complete formal degree programs.

In 1996 CLD secured funding from the state of Ohio and led a team, which included the State of Ohio Department of Administrative Services and various state universities, to develop and implement the Ohio Certified Public Manager (OCPM) Program. CLD successfully administered the OCPM program in northeast Ohio for over 10 years. CLD's current Public Management Academy (PMA) program (offered as the Cleveland Management Academy [CMA] for the City of Cleveland) is a modified version of the original OCPM program. Between 2009 and 2011 CMA graduated two cohorts from the City of Cleveland with a total of sixty participants. The program was funded by the Cleveland Foundation. The same program will be offered to ninety Greater Cleveland Regional Transit Authority managers through a grant from the Federal Transit Administration, which has identified this prototype as its national training model.

CSU's **Center for Community Planning and Development (CPD)** works closely with local governments, development and planning professionals, foundations, and private and non-profit organizations to strengthen the practice of planning and community development through independent research, technical assistance and civic education and engagement. CPD, along with the Levin College's other research centers, conducts applied research and offers technical assistance in the areas of community planning and development, economic development and public management.

[REDACTED], who directs CPD, has been working with local governments, including serving as co-principal investigator for The Cleveland Foundation's local evaluation of the Greater University Circle Community Wealth Building Initiative, a pilot project of the Living Cities Integration Initiative. The City of Cleveland's department of economic development is a key partner in the initiative. She is also leading a project entitled, "Rethinking community development and Cleveland's community developers," that examines the city's role in community development. She recently completed a project for the What Works Collaborative through the Urban Institute. The project, "Revitalizing Distressed Suburbs" involved case studies of four low-capacity, distressed suburbs and small cities including Chester, Pennsylvania; East Cleveland, Ohio; Prichard, Alabama; and Inkster, Michigan. The study identified ways to help local governments build capacity despite the substantial loss of tax base and high indicators of social and economic distress. Lessons learned from this research have direct relevance to the issues that will confront the fellows in each of the pilot cities. She also leads an evaluation of the Cuyahoga County foreclosure initiative, using a continuous learning model that helps build capacity within the County staff and the foreclosure counseling agencies while providing feedback on the impacts and outcomes of their efforts to assist homeowners facing foreclosure. Similar evaluation tools could be used in helping to identify evaluation measures for the pilot fellows program.

Virginia Tech's Metropolitan Institute's mission is to prepare the next generation of leaders for careers in urban planning and policy and for work with communities through a variety of service learning activities for local governments and community organizations. As MI's Associate Director, [REDACTED] has led more than a dozen service learning projects working directly with cities in developing sustainability plans, redevelopment projects, and vacant property reclamation strategies.

As a member of the executive leadership team for the National Vacant Properties Campaign (NVPC)(now the Center for Community Progress), [REDACTED] oversaw approximately 10 technical assistance interventions, completing year long policy and program assessments for the cities of Cleveland, New Orleans, Buffalo, Dayton, Toledo, and Youngstown. Each assessment involved a local advisory group of city officials, nonprofits, and community members where [REDACTED] led a team of national experts for 9-18 months identifying policy and program barriers and brainstorming innovative solutions. [REDACTED] also convened numerous strategic policy workshops with local officials throughout the country, including Tucson, Palmdale, and Denver, as well as Youngstown and Flint.

Through grants from the Fannie Mae Corporation and the Greater New Orleans Foundation, [REDACTED] also facilitated working groups of city officials and nonprofits in Cleveland and New Orleans to identify new code enforcement strategies and tools for neighborhood stabilization. As a Senior Advisor for the Center for Community Progress, he recently led community development workshops in Flint and Baltimore.

MI's Washington DC location allows it to collaborate with federal government agencies on research projects and workshops. In September 2010, MI hosted a research roundtable for HUD's Office of Sustainable Communities and Housing and Office of Policy Development and Research, which brought together more than 75 national experts and researchers to identify priority policy research areas. A final report was prepared and released in February 2011 and in March 2011 MI briefed the leaders of the Federal Interagency Partnership on Sustainable Communities about the report. Through a grant from the Federal Reserve Banks' of Cleveland and Richmond, MI did case study research on the challenges of implementing NSP 1 in four communities. In 2010 MI led a one day workshop for state housing directors and staff/researchers from the Federal Reserve Bank's Community Affairs Division.

C.1.A.2.Activity 1: Recent experience managing and implementing fellowship programs at the national and local level

GMF will implement and manage the selection of fellows and provide overall project coordination, as it has extensive experience both in managing fellowship programs and developing networks of high-level practitioners in cities across the United States and Europe for purposes of ongoing support and mentoring. In both of these roles, GMF collaborates closely with local organizations and individuals in the targeted cities.

C.1.A.2.a: Experience in connecting with local networks, organizations, or individuals

In fall 2010, GMF launched a new three-year initiative focused on the revitalization of older, industrial cities in the United States and Europe. At the core of this initiative is a network of five cities: Detroit, Cleveland, Pittsburgh, Flint, and Youngstown. The strength and sustainability of this network is critical to the success of the project as a whole; for this reason, cooperation with local organizations and individuals has been a hallmark of the program.

In selecting network participants, GMF looks for individuals who have deep substantive knowledge of the initiative's focus areas, are well connected with other professionals in their home communities (including participation in other networks), and are in a position to take lessons learned from the network and adapt and apply them. Beginning in 2010, GMF is selecting approximately 20 local practitioners and policymakers per year from the five target cities to participate in a series of study tours and intensive workshops. Each year of the initiative focuses on a different policy area, i.e. land use, economic development, and workforce development, respectively, but all participants are included in all network activities. In this way, the network links practitioners within each field to their counterparts in other cities while at the same time providing a bridge across multiple policy areas and more closely connecting practitioners who often work in policy silos. In addition to local government officials, the network includes officials from the federal and state levels, as well as civic leaders and representatives from the private sector. This cross-disciplinary approach has allowed GMF to develop multi-faceted relationships in each city without becoming too closely aligned with any one interest. For each of its study tours, workshops, and additional convenings, GMF has had extremely high levels of participation from within its network, indicating the strength of the relationships that are being built.

C.1.A.2.b: Experience in attracting and recruiting talented individuals

GMF has a long history of recruiting talented fellows and program participants. Over the past 30 years, one of GMF's flagship programs, the Marshall Memorial Fellowship (MMF), has selected over 2,000 promising young leaders from both sides of the Atlantic to participate in an intensive three week transatlantic learning experience. Over the past two years alone, GMF has selected over 200 new fellows, including 13 from Cleveland and Detroit. During the fellowship, each fellow follows an intensive program of meetings coordinated by GMF, including a series of group meetings, as well as individual meetings tailored specifically to each fellow's interests. Upon their return home, fellows stay involved in the network through follow-up convenings also organized by GMF.

In addition to the MMF program, GMF's Urban and Regional Policy Program manages a specialized fellowship program. Each year the program selects up to 10 practitioners for intensive three-week to three-month research projects. In selecting these fellows, GMF considers the strength of their proposals and also how well-positioned they are to effect policy change in their home communities using the knowledge they gain through their research.

Finally, the Urban and Regional Policy Program also has demonstrated ability to attract top talent for its Cities in Transition Initiative and a closely related program connecting Detroit with Turin, Italy for an exchange of best practices. Participants in these two programs, as well as other closely related study tours, have included the Mayor of Detroit, the then Mayor of Youngstown, numerous high-level city officials in charge of planning and economic development agencies, and directors and top-level staff of foundations, community development corporations, and other non-profit organizations.

C.1.A.2.c: Experience managing staff and program participants remotely

GMF's Urban and Regional Policy program conducts much of its work in cooperation with program participants who are not co-located within the Fund itself. For example, the program manages a network of approximately two dozen cities, the Transatlantic Cities Network (TCN), with an identified GMF representative in each. These representatives serve as GMF's main

points of contact within these cities and manage a range of tasks, from connecting GMF to city officials and civic leaders to organizing meeting logistics. In addition to working with these TCN representatives, GMF's Urban Program staff also works closely with staff in GMF's seven offices in Europe.

C.1.A.3.Activity 2: Recent experience developing and implementing a training program

CSU, in collaboration with MI and GMF, will assume primary responsibility for developing a training curriculum and training fellows for the fellowship program, which will be modeled closely on the PMA. MI and GMF will provide support to CSU in adapting this curriculum to the specific needs of the HUD Pilot Project and the target cities, as identified in the HUD city assessments.

C.1.A.3.a: Experience in developing training curricula for public service

Within CSU, CLD is ideally positioned to take the lead on developing and implementing the training curriculum, based on its extensive experience developing and running training programs associated with the PMA, including the CMA.

CLD utilizes broad range of instructors for the PMA, including faculty from CSU, state and local government practitioners, non-profit leaders, and occasionally faculty from other universities. The PMA curriculum includes workshops, panel discussions, simulations, as well as hands-on project work and advising. Project teams have completed projects in the areas of sustainability, knowledge transfer, defensible space, and branding, among others. Projects were selected and overseen by the mayor's cabinet and executive staff. CLD supported the work of the project teams by enlisting additional support from CSU graduate students and faculty. Cleveland's Mayor Frank Jackson has assigned executive level staff sponsors to each project team to build upon the CMA project results. The CMA approach has saved the city \$625,000 in consultant fees and helps "build the bench"¹ of future leaders. CLD's programs usually take anywhere from seven months to one year to complete.

In June 2010, PMA cohort #1 completed the regional program. This cohort was offered for the City of Wooster administration, but included public managers from neighboring communities. Classes were held in Wooster's city council chambers. PMA cohort #2 is currently running at the CSU Eastern Campus, in Solon, Ohio. Participants include managers from four municipalities, two county agencies, and an elected official.

Other examples of training programs developed and implemented by CLD include:

The Cuyahoga County Career Executive Service (CES) program is designed for middle and upper management level staff at the in the County's Health & Human Service and Finance & Administration Divisions. The purpose of the program is to build a civil service career path and to develop the next cohort of leaders to represent the County. The one year program is delivered in partnership with Case Western Reserve University. The curriculum consists of a series of customized workshops focused on county related issues together with required project work. CES cohort #4 recently presented their projects with estimated cost savings/efficiencies to the county of \$ 46.5 M.

¹ Quote from Darnell Brown, Chief Operating Officer, City of Cleveland.

Lead EFS (Lead Employment and Family Service) is a customized management development program created for the newly appointed Service Center management team of the Cuyahoga County Department of Employment and Family Services. The program is delivered in partnership with Case Western Reserve University and the curriculum is comprised of a series of fourteen management and leadership workshops delivered over a period of ten months. Lead EFS cohort #1 graduated in May, 2011.

Also at CSU, CPD provides training and technical assistance to local communities on local land use practices and local government outreach for the Ohio Balanced Growth Initiative, a project of the Ohio Lake Erie Commission and the Ohio Water Resources Council. See chart in Appendix F for a full listing of programs and program statistics.

C.1.A.3.a: Experience in partnering with other organizations to develop training curriculum

While CLD was in partnership with the Ohio Department of Administrative Services to deliver the OCPM program, Ms. Tyler co-chaired the OCPM Curriculum Committee. Each university partner (OSU, OU, CSU and Wright State) was represented on the committee. The committee designed the curriculum and conducted an annual review.

C.1.B: Management Structure

C.1.B.1: Organization Structure

GMF will serve as the lead administrator for the Fellowship Placement Pilot Program. GMF also will develop and manage the fellowship selection process. CLD will design and implement the fellowship training curriculum. MI will monitor and evaluate the impact of the fellowship program in each city and will work with CPD to provide ongoing mentoring to the fellows. Each of the partners will work to increase the impact of the fellowship program by connecting fellows to a number of additional networks of policymakers and practitioners engaged in similar activities in the United States and Europe.

Coordination of Fellowship Program: Overall management of HUD Fellowship program will be led by [REDACTED], Director of the Urban and Regional Policy Program. As director of the Urban and Regional Policy Program, [REDACTED] leads GMF's three-year initiative on Cities in Transition, as well as the Transatlantic Cities Network and the GMF's Urban Policy Fellowship Program. Prior to joining GMF, [REDACTED] was the Director of the Smart Growth Leadership Institute and the Governors' Institute on Community Design at Smart Growth America. Before joining the Smart Growth Leadership Institute, [REDACTED] worked as an attorney at Klein Hornig, LLP, a law firm specialized in affordable housing development and received a Robert Bosch Foundation Fellowship to work at the Berlin Administration on Urban Planning and Environment as well as the German Institute for Urban Affairs.

Fellow Selection and City Placement: GMF will be the lead organization responsible for fellow selection and city placement, but will work in close coordination with the rest of the Project Team and HUD. [REDACTED], senior program officer, will serve as the project manager, attending to the overall operations of the fellowship program and coordinating closely on all other aspects of the project with CSU and MI. [REDACTED] spent nearly ten years working as an urban and transportation planning consultant prior to joining GMF. He was vice president for a firm based in Houston, Texas, where he specialized in government policy, led the development

of capital projects, and helped clients manage federal and state grant funds. GMF's urban team will also work closely with representatives from the MMF and Alumni relations program to ensure that fellows have opportunities to connect to GMF's vast MMF and alumni network of policymakers and practitioners.

In order to leverage additional resources, GMF's Partnerships (fundraising) department will have a critical role in the project. From 2005 to 2010, GMF has secured over [REDACTED] in external funds from foundations, corporations and governments in both the United States and around the world. Last year's fundraising equaled approximately [REDACTED]. GMF has strong relationships with its 57 external partners, of which 25 have given for over three years.

Training Program: Fellowship training (the "HUD Fellows Academy") will be administered by the Levin College through CLD. CLD maintains a full time staff of two with two part time administrative assistants. Graduate students supplement the work staff. Additional college staff offer program support as appropriate. They also function as project advisors depending upon their areas of expertise. [REDACTED] would take the lead on developing and implementing the training curriculum.

[REDACTED] is the Director of the Center for Leadership Development. At the Levin College, [REDACTED] administered, helped design and was program manager for the Ohio Executive Institute program for the governor's cabinet and agency level directors. This program represented a public/private partnership between the State of Ohio, Cleveland State University, and Case Western Reserve University. [REDACTED] worked on a team with the State of Ohio, Department of Administrative Services and various state universities on the Ohio Certified Public Manager (OCPM) Program. She served as the Site Manager for the Northeast Ohio OCPM program, the co-chair of the OCPM Curriculum Committee, and was a member of the governor's OCPM Advisory Board.

CLD will coordinate closely with college faculty and research staff to tailor the training curriculum. In particular, guidance on the curriculum including assistance with outreach to local resources will be provided by the Dean, as well as faculty and research center directors (Centers for Economic Development, Public Management, and Community Planning and Development) of the Levin College including [REDACTED] (Economic Development), [REDACTED] (Community Planning), and [REDACTED] (City Management).

[REDACTED] is the Dean of the Maxine Goodman Levin College of Urban Affairs at CSU. He is also a Nonresident Senior Fellow of the Metropolitan Policy Program at The Brookings Institution and a Nonresident Visiting Fellow of the Institute of Government Studies at the University of California at Berkeley through his membership in the MacArthur Foundation's Research Network on Building Resilient Regions. [REDACTED] is an architect of the Strategic Plan for the Ohio Department of Development where he led the team in writing and cultivating top talent. In December 2008 [REDACTED] was asked to chair a task force that examined HUD's role in economic development for HUD Secretary Donovan.

[REDACTED] is Professor of Urban Planning at CSU. Prior to CSU, he served as a planning practitioner in Ithaca, NY, Pittsburgh, PA, and Cleveland, OH, where he served as Planning Director of the City of Cleveland from 1969-1979 under Mayors Carl B. Stokes, Ralph J. Perk, and Dennis Kucinich. [REDACTED] has published in many professional journals

and he has written chapters for many books. His research has been supported by the Cleveland Foundation, the George Gund Foundation, and the Ford Foundation. He served as the President of the American Planning Association (1986-1987), received the APA Award for Distinguished Leadership in 1990, and in 1999 served as the President of the American Institute of Certified Planners (AICP). His Cleveland Policy Plan was declared a "Planning Landmark" by AICP and Planetizen.

██████████ is Professor Emeritus of Public Administration at CSU. He also has served as the president, Joshua Kim Associates Inc., a consulting firm in Cleveland. Prior to his tenure at the College, ██████████ was the City Manager for City of Cincinnati, OH; of the City of San Diego, CA; of the City of Ann Arbor, MI; and of the City of Inkster, MI. He has served as a national and international consultant to many nations, organizations, and projects including Public Ethics training for the Crown Court of Dubai, United Arab Emirates; City Management Organization for the Republic of South Africa; and a Public Management conference in Ethiopia. Professor Murray is a past president of the American Society for Public Administration, where he is a Fellow. He served as a Manager/Senior Consultant in Government Consulting Services, at Coopers.

Mentoring Program: Virginia Tech's Metropolitan Institute and CSU's Center for Community Planning and Development will take the lead on mentoring the fellows on an ongoing basis. MI's Associate Director, Joseph Schilling, and CPD's Director Kathryn Hexter will serve as the "Mentor Team" and will have two primary functions in this role: (1) mentoring teams of fellows from three cities and (2) coordinating with local sponsor organizations. The Mentor Team will coordinate closely with GMF, CLD, and HUD on these tasks.

As professors and program managers, ██████████ have extensive experience mentoring public officials, managers, and students. Through his work with NVPC's policy assessments, ██████████ served as a policy coach to nonprofit clients and public officials from the six original cities (Cleveland, New Orleans, Buffalo, Dayton, Toledo, and Youngstown). Beyond the technical analysis, ██████████ counseled local advisory groups as they navigated political hurdles and community relationships. Prior to Virginia Tech, he worked for the International City/County Management Associations (ICMA) where he assisted city and county managers on community and economic development programs and policies, such as brownfields redevelopment, smart growth, and military base reuse. Before coming to Washington, DC, he served as a deputy city attorney advising the mayor, city manager, city council, and departments for the City of San Diego. His experience guiding local government officials offers a solid foundation for mentoring fellows and working closely with local government hosts and local organizations.

Many of ██████████ former graduate research assistants have found influential policy and planning positions in the public and nonprofits sectors, including the director of LEED-ND for the US Green Building Council, assistant director for a Syracuse CDC, and director of the American Planning Association's Center for Public Health and Planning. More recently, three of his graduate research assistants won competitive fellowships—Capitol Cities Fellowship (Washington, DC), Pew Charitable Trust's State Policy Center, and Groundwork USA's first community fellow (Washington, DC).

██████████ joined the Levin College in 1986 and was the founding director of The Levin College Forum before directing CPD. As director of CPD, ██████████ has led research and evaluation projects that draw on faculty and research center staff from across the college, as well as collaborative projects with other universities. A planner and public policy analyst, ██████████ has over 25 years of experience managing and directing research teams and evaluating programs in the areas of mortgage foreclosure, housing policy, neighborhood development, sustainable development, low-income energy assistance, city and regional planning and civic engagement. She has worked extensively with federal, state and local governmental, philanthropic and non-profit organizations. Prior to the Levin College she worked in community and governmental relations for the East Ohio Gas Company and as a planner for a local consulting firm.

Evaluation Approach: MI, in collaboration with CPD, will take the lead in developing and implementing the evaluation approach as described in depth on page 18. All project partners, including fellows, will be responsible for gathering data relevant to tasks under the Pilot Project and providing such data to MI for evaluation. Through his work with the NVPC and ICMA, Prof. Schilling has done policy and program evaluation on topics especially relevant to the challenges confronting the fellowship communities, such as brownfields redevelopment, economic development incentives, NSP 1 and NSP 2, municipal housing programs, zoning code reform, and most recently the content analysis of municipal sustainability plans. ██████████, who has directed many program evaluations for local governments and foundations, will assist with the management of the evaluation program.

Rating Factor 2: Soundness of Approach

C.2.A. 1.Activity 1: Soundness of Approach for Managing/Implementing Fellowship Program

The unique value of the Project Team's approach is its ability both to support deep connections and effective working relationships within the selected pilot communities and simultaneously to connect program fellows to broader networks of policymakers, practitioners, researchers, and others engaged in related activities in the designated fellowship communities, as well as other communities across the United States and in Europe. In light of their extensive experience working in 5 of the 6 target communities and professional networks with dozens of California communities and nonprofits, the Project Team will be able to effectively and efficiently launch this fellowship program. Each of our core staff have complementary policy and programmatic strengths along with institutional capacity to ensure the success of each fellow and the overall fellowship program.

C.2.A.1.a: Relationship between Project Team and Local Organizations

In developing strong ties with local organizations, the Project Team's approach relies on the extensive relationships of the Mentor Team, as well as GMF, in each of the cities and their proven abilities to build cohesive networks among local organizations. The Mentor Team would closely coordinate with carefully selected "local sponsor organizations" within each of the pilot communities.

Role of Mentor Team: At the national level, the Mentor Team will be responsible for direct oversight of all fellowship activities in their respective three cities.² Local sponsor organizations will provide a secondary level of fellowship support that will include additional on-location support and regular convening for peer exchange and review. In addition, local sponsor organizations will work closely with the Mentor Team to determine how best to institutionalize the capacity developed through this Pilot Project. As the fellowship evolves the Project Team anticipates that many of the local sponsor organizations would take on greater mentoring responsibilities, but much depends on their capacity and the Project Team’s ability to work with them to raise supplemental resources.³

This model deviates from the RFQ’s basic framework which seems to suggest that local organizations would take the primary mentorship role from the outset. The model presented here, however, offers greater consistency, support, and opportunities for exchange across all six communities, while at the same time strengthening the capacity of the local organizations. This approach can lay the groundwork for eventual institutionalization of local capacity within the pilot communities and for broader dissemination of these models across the United States.

Beyond the coordination of communication and troubleshooting with individual fellows and fellow teams, the Mentor Team also will facilitate information sharing and collective problem solving within three pivotal groups: 1) the local government host departments/agencies where fellows are formally assigned; 2) the local sponsor organization(s) that would provide local in-kind support, a “place” for convening, team building, and problem solving for the fellows in their community; and 3) across all of the fellows themselves. Having regular communication within these three groups will help expedite and ensure a smooth start to the fellowship, manage expectations of these core players, minimize conflicts, and thus, lead to more productive and effective work products and results that will make a difference in these communities. By regularly convening and communicating across these groups, the Mentor Team also will gain important program and policy insights that can serve as the basis for replicating the pilot, institutionalizing the local capacity, and disseminating lessons learned and successful strategies.

Role of Local Sponsor Organizations: The local sponsor organizations would offer the fellows a refuge from day-to-day work responsibilities and also enhance the overall fellowship experience with a range of relevant professional development activities, such as brown bag lunches, local symposia, and networking opportunities with community leaders and neighborhood groups. These and similar activities will ground and connect the fellows to the local scene as they learn more about the policy/political dynamic, culture, and institutions within their respective communities. As stated above, the actual mentoring role of these local sponsor organizations is expected to expand over the course of the pilot project, as additional resources become available and capacity is developed.

² Based on their previous work experience and existing local relationships, ██████████ would oversee Chester, PA, Cleveland, and Detroit while Joe Schilling would oversee Memphis, New Orleans and Fresno. While neither has worked directly in Fresno, ██████████ has extensive contacts throughout the state with organizations that work in Fresno and is knowledgeable of state and local revitalization policies in California.

³ Given the nature of this type of fellowship and the national and local policy dynamics, it might be difficult to identify competent local organizations that can immediately take on the mentoring duties without more time and probably more resources; thus, our approach would focus attention first on getting the fellows up and running and then working more gradually with local organizations to expand their role.

Identifying and selecting local sponsor organizations: In selecting local sponsor organizations, the Project Team will first conduct a preliminary asset mapping exercise for each community using the HUD community assessments as a starting point. Asset mapping would help identify and inventory relevant nonprofit, university, and philanthropic organizations that conduct different facets of community revitalization and economic development work that closely match the priorities of the local community and also the on-going work of the Strong Cities, Strong Communities initiative. The asset mapping exercise would complement and expand the team's current knowledge of the landscape in each pilot city, which already includes strong relationships with 5-10 similar organizations within five of the six target communities.⁴ Based on the results of our inventory and map, the Project Team would recruit at least one but not more than three local organizations to partner with the Project Team.

Based on experience working in similar cities, ideal local organizations would be universities/colleges and regional/local foundations as they offer neutral places for supporting the local fellows and already have become pivotal organizations for long term institutionalization of similar capacity building initiatives. Universities and foundations are also ideally situated to support a local version of the fellowship, if this is the institutionalization mechanism preferred in the pilot cities. Finally, foundations and universities are more likely to provide in-kind support for the fellowship's first year as the team seeks supplemental resources. Working with other nonprofits, perhaps even a network of 2-3 organizations is also possible; however, many nonprofit groups, such as community and economic development intermediaries are often directly involved with revitalization work which might create perceived or potential conflicts of interest that could undermine the work of the fellows and the fellowship itself. Careful screening of the current program and project work for a short list of local sponsor organizations before making the final selection is critical.⁵

To establish regular communications among the local sponsor organizations and with the Mentor Team, the team will develop a virtual, web-based communications platform (such as Base Camp or Desktop) for the local sponsor organizations in each of the six cities.

C.2.A.1.b: Marketing and Recruiting Partners

Collectively the Project Team has extensive national networks among foundations, nonprofits, and institutions working on the revitalization of cities in transition. More precisely, the three partners have direct access to the leadership of many national, regional and local organizations that have extensive mailing lists, blogs, conferences, and workshops—all good venues for promoting the fellowship. Each of the core partners have close relationships with dozens of housing and community development organizations within each of the six target communities along with national intermediaries, such as LISC and Enterprise, professional associations, such as APA, AIA, and local government associations, such as NLC, ICMA, NACO. All of these organizations have professional staff and members that might be candidates for this fellowship. CSU and MI (through Virginia Tech) are part of extensive academic networks where current and

⁴ Although Fresno is the only community where our mentor team has not worked, we have budgeted two assessment trips to do asset mapping, connect with regional and local organizations, and reaffirm relationships through statewide groups, such as the Local Government Commission, with whom Schilling has worked for more than 15 years.

⁵ The Project Team would share the short list with the city hosts and the designated HUD Fellowship Project Officer to ensure they were comfortable with the final recommendations.

past graduate students and even professors may be strong, prospective fellowship candidates. Beyond the general networks, our key personnel can tap their own professional/personal networks that are especially relevant for recruiting strong pools of potential applicants.

C.2.A.1.c: Selection Process and Criteria

With assistance from CSU and MI, GMF will lead a three stage fellow selection and placement process that would seek to ensure not only that the best candidates are selected for the program as a whole, but also that the needs of each city are well matched with the fellows selected for that city. To this end, the Project Team will rely heavily on the city assessments conducted by HUD both in marketing the program and in making fellows selections.

First Cut Review by Project Team: Based on experience from similar fellowship programs, the Project Team anticipates receiving a large number of applications for this opportunity. To allow for a relatively rapid selection phase despite the potentially high volume of applications, the team will institute a multi-stage process that begins with a brief written “expression of interest” form. The Project Team will review the initial expressions of interest and jointly select approximately 50 semifinalists.⁶ Semifinalists will be asked to submit a more extensive application and to rank their preferred cities and provide their reasoning for this ranking. In addition, candidates will be provided the opportunity to state whether they would choose not to accept a fellowship in any of the cities, together with their reasoning.

Selection Advisory Committee: GMF will establish an advisory committee composed of representatives from each of the six host cities and from each of the local organizations identified in those cities, as well as the core partners themselves. In order to ensure that expectations are clear throughout this process, GMF will develop a memorandum of understanding outlining the role and responsibilities of each of the advisory committee members in the selection and placement process, as well as the stages of the selection process.

Semifinalist Review: Semifinalist applications will be reviewed by the entire selection committee, regardless of the candidates’ placement requests. However, one of the goals of the semifinalist review is to develop separate finalist lists for each city. In order to avoid intense competition among the project cities for particular candidates and to decrease the potential for any city to feel that they have been at a disadvantage in this process, it is important that the process of “matching” cities and fellows occur before the finalist stage, so that each city can be presented with a list of finalists who meet their particular needs and of whom they have approved.

In consultation with HUD, the advisory committee will therefore review all of the semifinalist applications, as well as their placement requests. The city and local organization representatives will then be asked to provide a joint, agreed-upon list of preferred candidates to GMF. In addition to a list of preferred candidates, the city and local organization representatives also will be asked for a list of candidates, if any, that they would be strongly opposed to accepting as fellows, together with their reasoning.

⁶ This number is based on the current budget that allows for a total of 18 selected fellows. As the Project Team raises more funds to increase the number of fellows, the number of semifinalists would be increased accordingly

With input from HUD, CSU and MI, GMF will then develop a list of 6-10 finalists for each city.⁷ While the preferences of the candidates themselves and of the city and local organization representatives will play a large role in putting together this final list, the Project Team, in collaboration with HUD, will retain the final authority to make these decisions on the basis of the City Assessments that HUD has conducted. Again, the reason for retaining this authority and for clarifying this in the Memorandum of Understanding is to minimize the potential for damaging competition among cities.

Finalist Interviews and Review: GMF will host a round of interviews for finalists in each of the six project cities. Only those finalists identified as a match for each city will be invited to participate in that location. The Project Team presumes that all finalists will be high quality candidates and that the final selection will therefore be highly dependent upon less tangible qualities, such as a mutual level of comfort and the potential for a good working relationship. Therefore, unlike the semifinalist stage, the local host city will take the lead at the finalist stage with the Project Team providing advice and support. A representative from HUD will be invited to participate in the interviews as well.

The interviews will be structured as a combination of one-hour long intensive one-on-one interviews and a panel discussion on a pre-selected topic featuring all the finalists. The reason for including a group discussion is that the working relationship among fellows in any given city will be critical to the success of the mentoring and training portions of the program. By meeting with the candidates both individually and as a group, the host city and local organization will be able to get full perspective on the finalists' qualifications and their ability to function as team players.

Additional Criteria: In addition to the criteria already identified by HUD in the RFQ, the selection advisory committee will consider the following criteria in selecting fellows:

- Demonstrated successful experience working collaboratively with a team: This skill will prove critical as each fellow will need to make the most not just of his/her own individual placement experience, but also of working with other fellows to develop and share innovative strategies and to disseminate results.
- Effective communication skills, both written and verbal: Effective communication skills will be critical to each fellow's success in their day to day work. In addition, effective dissemination of results will be an important component of success for the pilot project, in which the fellows themselves will also participate and for which they will need to be effective verbal and written communicators.

C.2.A.1.d: Identifying additional training opportunities

The fellows will be supported by rigorous training and mentoring programs throughout their fellowship. They will benefit greatly from peer exchange and group interactions at the various training sessions. However, there are tremendous opportunities for the fellows to learn not just from each other, but also from colleagues working in a broader range of cities in the U.S. and abroad. The Project Team will therefore create a program of additional training opportunities for

⁷ Again, this number is based on a total number of 3 fellows per city under current budget constraints. As funding is raised to support additional fellows, the number of finalists considered for each city will be increased

the fellows that will expose them to a wide range of professionals in the field in order to encourage new approaches and out of the box thinking.

Opportunities through International Networks: GMF will incorporate the fellows into its existing international networks, including the Cities in Transition network that links a small, selected set of older industrial cities in the U.S. and Europe and the broader 24-city Transatlantic Cities Network. Through these networks, fellows will be included in workshops and site visits in both the United States and Europe that are focused on developing the policy tools and institutions to support physical transformation and economic revitalization in older industrial cities. A key component of all of GMF's workshops and site visits is detailed peer review of projects, initiatives, and approaches among the cities included in GMF's networks. Through the Cities in Transition network, GMF generally hosts one study tour and two to three peer review workshops per year. The TCN hosts an annual meeting in addition to other individually tailored opportunities for learning and exchange. Furthermore, GMF can support individual fellows for "research and exchange" trips to more closely examine a relevant best practice or policy that may be under consideration in one of the pilot cities and has been implemented elsewhere. Through the Urban and Regional Policy fellowship program, GMF has considerable experience arranging narrowly focused and detailed research trips for practitioners. The current budget provides for one to two such additional training opportunities (i.e., participation in a workshop, site visit, or research trip) for each fellow, including travel and other expenses. GMF anticipates leveraging additional funds to increase these opportunities.

Opportunities through Other Professional Networks: In addition to the international networks, the Project Team is engaged in numerous activities and networks that would enhance and expand the fellowship experience. For example, possible activities could include sending a cadre of fellows to New Orleans in June 2012 for the next Reclaiming Vacant Properties Conference⁸. This is just one example of the many conferences and workshops where the Project Team could leverage a network to provide fellows with additional training opportunities.⁹ Moreover, each partner has its own networks of professional associations, community institutions, and regional organizations. Thus, CSU would tap its network of government management experts and practitioners to identify upcoming conferences and workshops. GMF would link fellows to its existing networks, as described above. MI would identify opportunities for sharing information on the latest policy research on relevant topics such as sustainability as part of its Vacant Property Research Network.

Development of Webinar Series: The Project Team has webinar capabilities that could address issues of special interest for the fellows and support the project work of fellows in one or more of the six communities. The Project Team will develop a series of webinars on selected issues and topics that would allow them to share best practices, would contribute to the development of professional skills, and would support their project work and revitalization initiatives.

C.2.A.1.e: Mentoring

⁸ As a member of the NVPC's Executive Team, [REDACTED] will serve as an advisor to Community Progress on the 2012 conference.

⁹ With the location of GMF and MI in Washington, D.C. they have knowledge of and access to dozens of workshops and roundtables on community/economic development topics.

Establishing a good foundation starts with ensuring the appropriate placement of the fellows with local host organizations, creating a clear understanding of expectations and needs on the parts of both the fellows and the local host organization, and identifying effective roles, projects, and assignments for the fellows. The Mentor Team will work as the primary liaison between the fellows and the local government to ensure the best fit and also to facilitate the initial start-up and assignments.

Once placements have been achieved, the Mentor Team will provide ongoing mentoring to each of the fellows. The Project Team also will establish a national technical advisory group (TAG) that would include 15-25 experts and seasoned practitioners providing support and guidance to the Mentor Team and the fellows by addressing special policy and management issues that may arise during their fellowship.

Fellowship Agreements: With assistance from the rest of the Project Team and guidance from HUD, the Mentor Team will devise a model fellowship agreement along with guidelines/protocols for identifying a menu of project work that is challenging for the fellows, meets the overall mission of the Fellowship, and satisfies the CSU training program requirements, discussed below. These protocols would identify who is the primary/direct supervisor and also set forth suggestions for regular communications among the fellows within that community and between the local government host agencies and the Mentor Team.¹⁰

Fellowships within local governments can be difficult and complex working environments, especially for highly educated professionals who might have more experience or technical skills than some of the staff or even managers with whom they might be working. Thus, it is imperative for the Mentor Team to establish these fellowship agreements with each local government host agency. While the Mentor Team would devise a template or model agreement, they recognize that each must be tailored to meet the individual requirements of the local government department/agency and the experience and skill of each fellow. Having such an agreement in place manages everyone's expectations and facilitates constructive growth and development.

Fellowship Profiles: During the host organization placement process and orientation (first training sessions), each fellow will complete a special profile that will identify special and relevant skills and require fellows to reflect on what they would like to accomplish personally and professionally as a result of this commitment to public service. The Project Team will then align the information from these profiles with the needs of host organizations to ensure the best position placement match.

Technical Advisory Groups: After placement with a local host organization, the Mentor Team will work with each fellow to develop a list of skill development and enrichment activities. Some of these ideas and requests may involve organizational development tasks as well as substantive policy topics that may fall outside the expertise of the Mentor Team themselves.

¹⁰ Although it might not work out for each of the six target communities, the project team would explore opportunities that formally link these fellows with the federal government IPAs that are working in these six target communities as part of the Strong Cities, Strong Communities initiative. The project team's preliminary thinking is housing these fellows in the same departments or agencies might increase synergy and ensure more long standing institutional change and policy reforms in the six target communities.

Thus, CSU would take the lead, with input from MI and GMF, to establish a technical advisory group of approximately 10 national experts who would volunteer their time to support the Mentor Team.

Fellows Communication/Engagement: The Mentor Team would have regular communications with each team of fellows in the same city through e-mails, conference calls and list serve chats.¹¹ The Mentor Team also would arrange for monthly individual phone calls. Given the number of fellows, the Mentor Team would rely heavily on social media and the web as the first line of communications. Opportunities for the Mentor Team to visit each community at least two times a year, with the potential for two to three additional trips as emergency trouble shooting trips, have been budgeted.

Program Sustainability Plans: The local government host will directly supervise the day-to-day work of each fellow, with the Mentor Team available to mediate and facilitate that relationship as needed. However, the Mentor Team will take the lead on one of the most important elements of the fellowship by working with each fellow, and perhaps collectively the fellowship team in each community, on the development of a long term sustainability plan that would: 1) establish a transition plan for the fellows' direct project work to ensure the project continues toward completion, even after the conclusion of the fellowship; 2) a strategy for institutionalizing the position of the fellow (or equivalent capacity) within the city government; and 3) alternatively, a strategy for having a local sponsor organization develop a local or regional fellows initiative that can continue to provide this capacity.

Project Advisors: Each fellow will be required to complete a project as part of the training curriculum. This project should be one of the projects assigned to the fellow as part of his or her day-to-day responsibilities, rather than a project developed simply for training purposes. Fellows will be required, however, to document and monitor this project as part of their training curriculum. These expectations will be clearly identified in the fellowship agreement, so that fellows and local host organizations understand the requirements that apply to the selected project. An important component of the training curriculum is that each fellow will be assigned a Project Advisor. In most cases, the Project Advisor will also be one of the Mentor Team in order to ensure consistency and minimize possible overlap with other functions. Depending on necessary expertise, however, the Project Advisor could also be selected from the members of the Technical Advisory Group or the Project Team. As described in the training section above, the Project Advisors will work closely with participants on project development and implementation over the duration of the training component. HUD Fellows will provide regular written project updates to their Project Advisors, who in turn will provide summary project updates to the Project Team. Participants also will maintain online contact with each other to provide peer feedback on projects. In this way, the training becomes an integral part of the mentoring and advising process and of each fellow's day-to-day work.

C.2.A.1.f: Evaluation

The Project Team, under the leadership of MI, will evaluate the fellowship program on multiple scales and disseminate those results (after HUD review and approval) through its various policy and academic networks: 1) document and assess the overall program as a model for future

¹¹ Perhaps during the first few months the calls might be once a week or once every other week and decrease from there as the fellows get established and focus more on their work projects.

government collaborations with nonprofits and philanthropic organizations in rebuilding local capacity in revitalization; 2) inventory/evaluate internal organizational changes within participating government agencies with a special focus on capacity building, institutionalization, and program/practice innovations; and 3) inventory/ evaluate policy reforms at all levels involving project work by the fellows.

As part of the evaluation approach the Project Team would research, write, and disseminate quarterly case study snapshots that would address important phases/issues in the policy change process, such as regulatory, program, and personnel barriers for particular fellows' projects in each pilot community.¹² What challenges did the fellows confront? How did they capitalize on strategic opportunities? Who were their allies and who were their opponents? How did they work to address these barriers and maximize their opportunities? What policies or procedures were put in place to institutionalize the additional capacity created by the fellowship? While the Project Team recognizes that the snapshots of these six communities will be "works in progress", they would offer real time insights into the innovative policy and management strategies being developed in these cities in transition.

Building on HUD's metric list, the team would further tailor and adapt these and other metrics for the dynamics confronting each community and for each fellow's project. Metrics that estimate and document the socio-economic impacts and benefits will be essential for building momentum behind fellows' project work and for long term institutionalization. For example, the leveraging of public resources/investments, potential cost savings, new sources of revenues/in-kind contributions, efficiency ratios that illustrate increases in work outputs for less time, etc. The Project Team would also explore a network analysis as one of the pilot project's core activities is collaboration among numerous institutions and individuals. A network analysis would quantify the number and depth of relationships established through the pilot project.

Key information from the training program would also be fed into the broader evaluation. All CSU academies already require participants to set targets, identify evaluation method, and document the results using hard numbers to document cost savings, revenue raised, people served, etc. The training established through this pilot project would be subject to the same requirements. Thus, the fellows will actually help collect important data throughout the duration of their fellowships.

Finally, the Project Team will not just evaluate individual projects and/or results in individual communities, but will compare various results/variables across the six target communities using community indicators at the neighborhood scale, as well as with other cities in transition that do not have fellowship support. In performing these and perhaps other policy assessments/program evaluations, the Project Team, under MI's leadership, would tap the skills of other faculty, post-docs, and graduate research assistants to provide in-kind assistance with evaluation design, data collection, and analysis.

C.2.A.1.Activity 2: Soundness of Approach for Training Program

Economic challenges today are more extreme than any conditions the U. S. has faced since the Great Depression. Public servants find themselves on the front-line in the struggle to maintain

¹² MI would brand these snapshots as Policy and Practice Briefs and all partners would disseminate them through their web sites and list serves.

citizens' quality of life, and they must be equipped with current best practices to successfully address these new demands. Participants in the HUD Fellows Academy (the “Academy”) will learn and practice the skills they will need to meet the challenges of this century.

The Academy will offer practical management and leadership training together with substantive policy training. During the two-year program timeframe, Academy participants will complete both a series of customized workshops and a required project with measurable outcomes (determined through a project evaluation matrix). The training schedule runs for 18 months. The workshop topics will be modeled after the topics of the PMA Program, which were selected by a combined team of MPA directors and public sector practitioners with the final product being a curriculum that balances theory and application. These core workshops will be customized for this program in accordance with the needs of the pilot communities.

Fellows will complete 14 full days of workshop training covering nineteen public leadership/administration topics. The training meetings will be held every three months, with a different pilot city hosting each time. The training sessions will be augmented by site visits in each target city with fellows and local experts providing insights into the city’s challenges and specific steps being taken to address them. These site visits will thus provide an opportunity for training and exchange around specific policy areas.

The first training session will be an orientation that includes a panel of experts to “set the stage” and a discussion of potential project ideas based on the city assessments. Subsequent workshops will focus on specific public management and policy topics, including project management, data use, performance measurement, etc. (See timeline for proposed topics). There will be also an ongoing online training component that will flexibly be adapted to the needs of the fellows over the course of the pilot. The program will end in project team presentations and a recognition ceremony.

Required Projects: In addition to the workshops, fellows will be required to identify a particular project that will become part of the training curriculum. The project work required of each fellow as part of the training will also be an integral part of each fellow’s day-to-day work assignments and will be selected in close coordination with the local host organization. Through these projects, Academy participants will be able to directly apply knowledge gained in the workshops to the project process and to their day-to-day work as fellows, while monitoring and evaluating outcomes. This process will develop the individual participants’ management and leadership skills, while at the same time allowing participants to innovatively address the pilot cities’ challenges. The HUD Fellows Academy Project Advisors will work closely with participants on project development and implementation over the duration of the training component, as described in more detail in the “Mentoring” section above. The project advisors are practitioners who will bring another level of expertise to the learning experience. These replicable projects provide a valuable return on investment to the host cities based on the consultant-level results they produce. All projects will also be made available as an online reference for current and future public managers facing the same types of challenges.

C.2.A.2: Budget Management and Table

GMF as the project lead will manage all funds. Funding would be allocated to Cleveland State University and Virginia Tech through subcontracts and/or subgrants. Please see Appendix D for a full budget table.

C.2.A.2.a: Maximum Number of Fellows Given Current Funding

As indicated in the budget, the Project Team anticipates that it will be able to fully support 18 fellows (i.e., three fellows in each pilot city) for the duration of the pilot project, given current funding. Section C.3 below outlines plans for leveraging additional funding that would enable the Project Team to support the full cadre of 30 fellows (i.e., five in each city) that HUD has indicated in the RFQ.

C.2.B.1: Project Completion Schedule

Please see Appendix E for a full project completion overview and schedule.

C.2.C.1: Performance and Monitoring

GMF has extensive experience monitoring and auditing large grants, including U.S. government grants, and will apply the same procedures to this cooperative agreement. GMF's monitoring and funds control plans, as well as its internal audit function, are described below.

C.2.C.1.a: Monitoring and Funds Control Plan

Each month, expense reports showing spending against the annual program budgets and external funding sources are sent to program director and senior staff, allowing them to effectively monitor all grant spending and adjust for any spending discrepancies. Supervisor approval is required on all expenses, and an officer of GMF is required to approve all expenses and contracts over \$10,000.

C.2.C.1.b: Internal Audit Procedures

GMF's Finance Department has strict internal financial controls and review processes in place that are overseen by the Chief Financial Officer and senior staff. An external audit of GMF is conducted annually and as part of the annual audit, the auditors perform a review of GMF's internal controls. The Board of Trustees meets with the President and Chief Financial Officer at least 3 times a year to address financial concerns and provide financial guidance and oversight.

C.3: Leveraging of Other Funds

The Project Team recognizes the fellowship program will need additional funds to support the full cadre of 30 fellows. Accordingly, all team members will work to identify and raise supplemental funding. GMF's Partnerships Team will play a critical role in coordinating and supporting these efforts. Several of the reference letters (Surdna, Cleveland, Gund, and the Greater New Orleans Foundations) illustrate the Project Team's extensive foundation contacts. While the Project Team will rely on existing relationships, it also will seek out new partnerships to leverage additional funding.

C.3.1: Demonstrated Success in Securing Philanthropic Support

All partners in this proposal have demonstrated success in securing philanthropic support for projects related to the activities described in the RFQ. Each partner will link the current initiatives described below to support the fellowship program.

GMF's Success: In launching its Cities in Transition initiative, GMF's Urban and Regional Policy Program was able to secure three-year commitments from both the Kresge Foundation (██████████ per year) and the Surdna Foundation (██████████ per year). In addition, the Gund Foundation in Cleveland has supported individual Cities in Transition workshops. The Cleveland Foundation also has been a strong supporter of GMF, granting \$██████████ per year and

significant in-kind support to the Marshall Memoriam Fellowship Program. Indeed, the Cleveland Foundation has a longstanding agreement with GMF to act as the local host organization for the MMF program. Finally, GMF's Urban and Regional Policy Program has had success in raising general support funding that has been applied in significant part to GMF's work on cities in transition, including multi-year agreements with the Compagnia di San Paolo in Torino, Italy and a longstanding funding relationship with Bank of America. GMF's success in receiving multi-year commitments from its funding partners will be critical to its fundraising strategy here.

Cleveland State: The Levin College has secured large, multi-year and smaller project-specific grant funding for applied research, training and technical assistance, from the local, state and federal governments, national and local foundations, non-profits and others. For example, CPD has several research grants (Living Cities local evaluation, What Works Collaborative, County Foreclosure Evaluation). In addition, it has several smaller operating support grants from local foundations including Cleveland Foundation, Gund Foundation, Key Bank, Third Federal, Dominion East Ohio Gas, Cuyahoga County, Ideastream (the local public radio and television station) and others for Community Development work and for the Forum.

The CLD has successfully received funding to design and deliver public sector development programs from multiple sources. Its flagship program, The Leadership Academy, was established through funds from the Cleveland, Gund, and Nord Family foundations. CMA was funded by a grant from the Cleveland Foundation. Additional program funding comes from the State of Ohio, Cuyahoga County, and regional public agencies.

Metropolitan Institute: In 2010 MI received funding from the Ford Foundation to launch the Vacant Properties Research Initiative (VPRI) as part of a two-year grant (\$245,000) to develop a collaborative network of researchers, policymakers, and practitioners as they design and test new models of vacant property reclamation and urban regeneration. As a member of the NVPC's executive team, MI, in partnership with Smart Growth America and the national office of LISC designed and executed a collaborative fund raising initiative that received funds from national and regional foundations, such as Fannie Mae, Surdna, Ford, Rockefeller, Wean, Cleveland, and the Greater New Orleans Foundation. Over the course of the campaign (2004-2010), the three partners raised approximately \$1.5 million in grants and contracts. MI assisted in crafting funding proposals, meeting with funders, and performing project work through Smart Growth America.

C.3.2: Fundraising Plan

With support from GMF's Partnerships Team, the Project Team would devise a fundraising strategy based on its extensive network and close relationships to funding organizations in the six selected pilot communities and to national philanthropies active in this field. Within the first three months the team would develop a National Fellowship Prospectus that would describe the fellowship's mission and offer national and regional foundations a menu of sponsorship opportunities, such as travel and training. The Project Team then would work with the local organizations and other partners to arrange meetings with potential local funders that support similar work. At the regional/local scale the Project Team would also identify potential private sector organizations along with institutions, such as universities and hospitals. With respect to national funders, the Project Team's prospectus would identify broader opportunities, such as

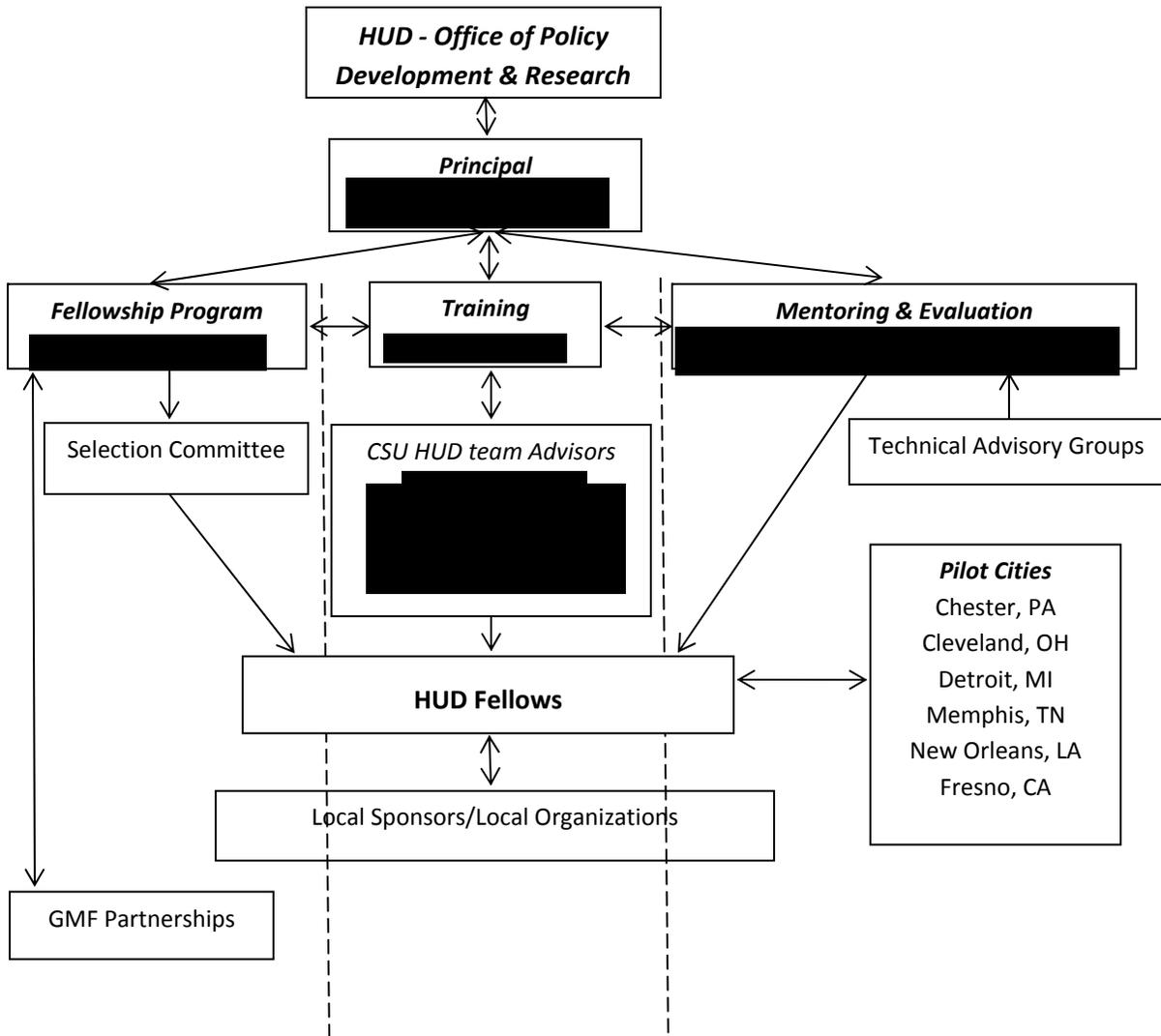
cross-city mentoring, supplemental travel/workshops and dissemination aspects of the final Pilot Project. The goal is to have minimum commitments of \$500,000 within the first 9-12 months of the fellowship from the networks described here.

At the national level, the Project Team has existing funding relationships with the Surdna Foundation and the Ford Foundation, both of which have demonstrated significant interest in investing in this area. Within each of the pilot communities, the Project Team has significant existing ties with (and in some cases existing funding from) local philanthropies. In Detroit, for example, the Project Team has close ties with the Kresge Foundation, the Hudson-Webber Foundation, and Mott Foundation (which has significant interests in the Southeast Michigan region). The Project Team also has close ties with the primary foundations in Cleveland (Gund and the Cleveland Foundation) and New Orleans (Greater New Orleans Foundation). With respect to Memphis and Fresno, the Project Team is familiar with the directors and managers involved with several important institutions and initiatives that could easily lead to supplemental resources (funding or in-kind support), such as the University of Memphis, Fresno State University, and the Memphis Bioworks Foundation.

C.3.3: Current Commitments of Additional Funds

The partners do not currently have commitments of additional funds from other philanthropic organizations or private institutions.

Appendix A: Organizational Chart and Contact List for Key Points of Contact



Contact List

Name	Address	Phone	Email
Tamar Shapiro	The German Marshall Fund 1744 R Street, NW Washington, DC 20009	202-683-2652	tshapiro@gmfus.org
Brent Riddle	The German Marshall Fund 1744 R Street, NW Washington, DC 20009	202-683-2653	briddle@gmfus.org
Joseph Schilling	Virginia Polytechnic and State University College of Architecture & Urban Studies 1021 Prince Street Alexandria, VA, 22301	703-706-8102	jms33@vt.edu
Kathryn Hexter	Center for Community Planning and Development Maxine Goodman Levin College of Urban Affairs Cleveland State University Cleveland, OH 44115	216-687-6941	k.hexter@csuohio.edu
Zoë Tyler	Center for Leadership Development Cleveland State University Maxine Goodman Levin College of Urban Affairs Cleveland State University Cleveland, OH 44115	216-687-2206	z.tyler@csuohio.edu

Appendix B: Resumes

EMPLOYMENT

- 2010-present **THE GERMAN MARSHALL FUND**
Ugplqt' Director, Wtdcp' tpf' UqeknRqike' (8/2010' tq' t' t' gugpv)
- Direct the German Marshall Fund's urban and regional policy initiatives including policy research and dissemination, event and study tour development, and network building.
- 2005-2010 **SMART GROWTH AMERICA** **Washington, DC**
Director, Smart Growth Leadership Institute and Governors' Institute on Community Design (1/2007 through : 4232)
- Directed all aspects of Smart Growth America's state and local technical assistance programs; determined substantive content of programs; managed relationships with external experts and governors' staff around the country; managed staff and grant processes.
- Associate Director, Smart Growth Leadership Institute and Governors' Institute on Community Design (7/2005-12/2006)*
- Launched Governors' Institute on Community Design; conducted outreach to Governors and their cabinets; helped develop framework for advising Governors; developed relationships with key outside experts.
- 2002-2005 **KLEIN HORNIG LLP; Associate** **Washington, DC**
- Represented and advised developers and public housing authorities in complex affordable housing development deals with a focus on mixed-finance projects, including HOPE VI.
- 2001-2002 **HOGAN & HARTSON, LLP; Associate** **Washington, DC**
- Managed pro bono political asylum, environmental, and landlord-tenant cases.
 - Drafted briefs, represented clients in administrative hearings/interviews and depositions.
- 2000-2001 **JUDICIAL CLERKSHIP; THE HONORABLE MARY A. McLAUGHLIN** **Philadelphia, PA**
U.S. DISTRICT COURT, EASTERN DISTRICT OF PENNSYLVANIA
- Managed a case-load of approximately 50-60 cases at any given time.
- 1999-2000 **ROBERT BOSCH FOUNDATION FELLOWSHIP; Fellow** **Berlin, Germany**
- Advised the Berlin Administration on U.S. community development programs and corporate community involvement as a model for Berlin's new 'social city' program.
 - Drafted article for German Institute on Urban Affairs on responses to high vacancy rates in former East German cities.
- 1995-1997 **THE WORLD BANK; Consultant** **Washington, DC**
- Identified and evaluated options for a local government finance reform project in Hungary.
 - Administered the start-up of a public administration reform project in Hungary, conducted start-up negotiations with the Hungarian Ministry of Public Administration.

EDUCATION

- 1996-1999 **HARVARD LAW SCHOOL** **Cambridge, MA**
- J.D. cum laude; June 1999.
- 1993-1994 **UNIVERSITY OF CAMBRIDGE** **Cambridge, England**
- Master of Philosophy (M.Phil.) in European Studies ("High Performance" Honors).
- 1989-1993 **HARVARD UNIVERSITY** **Cambridge, MA**
- B.A. magna cum laude in German History and Literature.
 - Phi Beta Kappa

PUBLICATIONS

Constitutional Rights and the Reform of Social Entitlements, in Lajos Bokros and Jean-Jacques Dethier, eds., PUBLIC FINANCE REFORM DURING THE TRANSITION: THE EXPERIENCE OF HUNGARY (The World Bank, Washington, DC) 1998.



SYNOPSIS

Executive with project, strategic, and financial management experience, including work in the private, public, and non-profit sectors. Specializes in public transportation policies, both domestic and international. Extensive experience leading planning projects and implementing innovative financing strategies for capital and transit-oriented development projects

EXPERIENCE

2007– Present The German Marshall Fund, Washington, DC – Senior Program Officer

Project Management

Responsible for design and execution of varied projects encompassing multiple urban and transportation policy areas:

- *Detroit-Turin Partnership* - Managing a 3-year Kresge Foundation grant to create long-term, bilateral relationships between official representatives of and stakeholders in Detroit and Turin aimed at building community and enhancing global economic competitiveness of both cities
- *Central Texas Transatlantic Rail Workshop* - Developed, planned, and implemented rail policy workshops for decision makers in San Antonio, San Marcos, and Austin, featuring European practitioners from the public and private sectors
- *Congressional Staff Transportation Policy Study Tour* - Developed and led a study tour for Congressional staff and state-level elected officials to examine European Union, national, and regional level mobility policies, projects, operations, and financing
- *Regionalism Study Tour and Workshop* - Designed and led Ford Foundation funded study tour and workshops examining regional economic development initiatives in Turin, Italy and Essen, Germany for civic, business, and political leaders from Great Lakes region
- *Green Energy and Green Jobs Study Tour* - Developed and administered, in conjunction with the North Carolina Center for International Understanding, a study tour to examine European Union, national, and regional level energy policies, as well as potential green business opportunities for North Carolina

Management Strategy

Responsible for the following program level and general administration strategic planning initiatives:

- Led the development and implementation of the initial strategic plan for the Comparative Domestic Policy (CDP) program and the Transatlantic Cities Network project
- Led the development and implementation of the CDP program's federal outreach strategy
- Collaborated with colleagues to refine the CDP strategic plan as a result of significant program growth
- Developed tools for German Marshall Fund (GMF) senior staff to help manage work flows across programs and better inform program-level budgeting decisions

Financial Management and Fundraising

- Assisted program director with annual budget and on-going financial management, serving as the liaison between the Urban and Regional Policy Program and finance department
- Assisted program director with the drafting of successful funding proposals from major foundations
- Independently raised approximately \$20,000 in funding (cash and in-kind) to support *Central Texas Transatlantic Rail Workshop*

Other Responsibilities

- Coordinated and led CDP's panel discussion, "Globalization's Impact on Cities," at the *2008 Marshall Forum* in Copenhagen
- Assisted GMF's Climate & Energy team with joint proposal to the German Foreign Ministry's *Climate Bridge Initiative*
- Worked with Congressional Relations team to brief Capitol Hill staffers on CDP program and projects
- Presented at Community Transportation Association of America's *Expo 2010 - Rail Symposium*

1998–2007 The Goodman Corporation, Houston, Texas – Vice President

Planning and Transit Service Projects

- Authored Preliminary Engineering/Environmental Studies to support capital projects
- Managed and assisted in the creation of corridor revitalization master plans
- Integrated transit services, infrastructure, and amenities in central business district development/revitalization master plans
- Authored multiple Finance & Implementation Strategies for proposed capital projects and transit services
- Assisted in the development of Financial Capacity Analyses for proposed transit services and existing transit systems
- Assisted in data collection and analysis for transit Origin & Destination studies

Clients included: *City of Austin, Brazos Transit District, Fort Bend County, City of Galveston, Hill Country Transit District, City of Houston, Mid-Town Management District, and City of Round Rock, Texas; and City of Fort Lauderdale, City of Miramar, and City of Winter Haven, Florida*

Design for Capital Projects

Managed multi-disciplinary teams engaged in the engineering and design of intermodal transit facilities and pedestrian-oriented streetscape amenities. Clients included: *Brazos Transit District (Bryan and Lufkin), Texas*

Grant Development and Management

Developed and managed a broad range of federal and state funding program grants including:

- *Competitive/Discretionary Grants:* Coastal Zone Management Program; Congestion Mitigation Air Quality; Intelligent Transportation Systems; Job Access/Reverse Commute; Section 5309 Bus; Section 5309 Small Starts; Surface Transportation Program; Transportation & Community & System Preservation; and Transportation Enhancement Program
- *Formula Grants:* Section 5307 and Section 5311

Clients included: *City of Austin, Brazos Transit District, City of El Paso, Fort Bend County, City of Galveston, Greater Southeast Management District, Hill Country Transit District, Hunt County Committee on Aging, Mid-Town Management District, City of Round Rock, City of San Angelo, and The Woodlands, Texas; and City of Fort Lauderdale, City of Miramar, Florida*

Government Affairs

Performed the following duties as the firm's government affairs specialist:

- Assisted clients in developing funding requests to be submitted to Congress during the reauthorization of transportation legislation and the annual appropriations process; helped secure ~ \$51 M for clients from 2001 - 2007
- Directed intergovernmental coordination and financial planning activities involving federal, state, and local funding resources to support transportation capital projects
- Ensured federally funded construction activities were in compliance with Davis-Bacon, Buy America, and other relevant federal rules and procedures
- Represented clients and projects with relevant federal agencies
- Helped multiple clients achieve FTA-grantee status, in order to receive funding for capital and operating activities

Summer 1997 Çankaya Municipality, Ankara, Turkey – Planning Internship

- Assisted lead planner with public workshops, data gathering, and research for innovative, municipal government initiative called GEÇAK model to transform a large squatter housing community into modern housing complex.
- Resulted in Master's Report; presented findings at the *City, Space, & Globalization Conference*, University of Michigan, 1998.

AFFILIATIONS

American Institute of Certified Planners/American Planning Association – Member Since 2003

LBJ School Alumni Association, DC Chapter – Member (Board President 2003 – 2005)

National Trust for Historic Preservation & DC Preservation League – Member

National Building Museum – Member

Youth For Understanding International Exchange Program – Volunteer

EDUCATION

M.P.Aff./Lyndon Baines Johnson School of Public Affairs, The University of Texas at Austin – 1998

M.A./Middle East Studies, The University of Texas at Austin – 1998

B.A./Government, The University of Texas at Austin – 1993

LANGUAGES

Highly proficient in Norwegian; conversant in Spanish, Turkish

JOSEPH M. SCHILLING, LL.M.

Interim Director, Metropolitan Institute
Associate Research Professor, Urban Affairs & Planning

Virginia Polytechnic and State University
College of Architecture & Urban Studies
1021 Prince Street Alexandria, VA, 22301
Work: 703-706-8102 Cell: 571-236-8387
E-mail: Jms33@vt.edu

My research agenda and outreach projects explore the dimensions of designing, implementing and transferring policy and planning innovations through case studies, peer exchanges, and policy charrettes covering such diverse topics as smart growth, active living, vacant property reclamation, sustainability, and the reform of comprehensive plans and zoning codes. Our mission is to investigate how to create more livable communities and eco-sustainable places through better design, planning, and collaboration (www.mi.vt.edu). I have led the Institute's Sustainable Communities Initiative for the past five years and now serve as its Interim Director for 2010-2011.

Since joining Virginia Tech in the fall of 2004, I have generated over \$1 million in sponsored research grants and contract work and provided dozens of community and non-profit organizations, government and business leaders with strategic policy guidance and programmatic assessments. When it comes to the study of sustainability and policy transfer we leverage our national and international networks of practitioners and policymakers to serve as our living laboratory for research, technical assistance, and studios.

Building on my field work as a founding member of the National Vacant Properties Campaign (www.vacantproperties.org), the Ford Foundation awarded us a two year grant to develop a comprehensive research and policy agenda on vacant property reclamation and urban regeneration with a special focus on shrinking cities and cities in transition. For 2010-11 we are conducting an extensive transdisciplinary survey of the literature and establish a virtual network for policy makers and researchers to exchange ideas. We are working with the American Planning Association in the research, writing and editing of a Planners Advisory Service report on cities in transition. Our research work will also assist national and regional organizations, such as the new Center for Community Progress (www.communityprogress.net) as they develop policy reforms and provide technical assistance. As a Senior Advisor for Community Progress I will also provide policy guidance and technical assistance in the fields of

neighborhood stabilization and the strategic management of code enforcement programs and policies. I am continuing my work with local nonprofits and local government officials in Kansas City, New Orleans, and Flint, Michigan on vacant property strategies and code enforcement programs in the prevention and abatement of vacant properties.

Within planning and policy circles I have emerged as a national thought leader in how to design new planning models so that shrinking cities can reconfigure neighborhoods hit hard by economic collapse and abandonment. In the 2008 autumn edition of the *Journal of the American Planning Association*, co-author Jonathan Logan and I set forth a new planning model for reconfiguring cities confronting the challenges of urban shrinkage (“Greening the Rust Belt”). My Kent State article on the “Living Laboratory of Revitalization” later served as the catalyst for recent federal legislation that was introduced by Congressmen Higgins (Buffalo) and Ryan (Youngstown)—the *Community Regeneration Sustainability and Innovations Act of 2009 (H.R. 932)*. During the 2010 academic year I led more than 20 graduate students on two field trips to explore firsthand the challenges and opportunities of two shrinking cities (Cleveland and Baltimore) through UAP’s Shrinking City Studio.

Within the field of sustainable and healthy communities, I remain focused on the assessment of plans and codes that promote physical activity and healthy eating policies. As part of a multi-disciplinary research team from Johns Hopkins University I helped design the nation’s first Health Impact Assessment of a local zoning code. I have also taught two courses on planning and public health. My HIA work builds on two Active Living Research (ALR) policy case studies where we evaluated the policy process and consensus building approaches behind the design and enactment of Wisconsin’s 1999 Comprehensive Planning and Smart Growth Law. I also served as the co-chair and host of the 2008 Robert Wood Johnson Foundation’s ALR Research Conference—*Connecting Active Living Research to Policy Solutions*.

As a seasoned and skilled public policy facilitator, I believe that process can often have more impact on final outcomes than content. Much of my outreach and technical assistance work involves the design and facilitation of multi-stakeholder policy forums, workshops, and trainings on a variety of planning and community development topics, such as scenario exercises for active military installations and more than a dozen vacant property revitalization roundtables. In September 2010 I led the Institute’s high profile [HUD Research Roundtable](#) that brought together more than 75 academics and federal agency leaders to provide HUD’s offices of Planning, Development and Research and Sustainable Housing and Communities with a priority list of research questions and issues. I have also designed and led two policy charrettes for more than 45 practitioners on the right sizing of shrinking cities in collaboration with Kent State and the Brookings Institution. Beyond policy facilitations I have conducted strategic planning

retreats for organizations such as APA, IEDC, ICMA, Smart Growth America, and Active Living Research.

EDUCATION and CAREER SUMMARY

LL.M. Environmental Law, George Washington School of Law, Washington, DC, 1996

Juris Doctorate, Hastings College of the Law, San Francisco, CA, 1983

B.A. Social Sciences, Minor in Speech Communications & Debate, Phi Beta Kappa, San Diego State University, San Diego, California, 1979

Certificate in Mediation, Community Mediation Centers of San Diego, 1992

Certificate in Public Management, City of San Diego's Management Academy, 1989

- *Director of Community and Economic Development, International City County Management Association (ICMA), Washington, DC (1997-2004).* Managed 12 person program with an annual budget between \$500-750K that conducted policy and programmatic research, outreach, training and technical assistance on local government roles in smart growth, brownfields and superfund redevelopment, military base reuse, and active living; raised more than \$2.5 million in foundation grants and federal agency cooperative agreements.
- *Senior Fellow, National Environmental Policy Institute, Washington, DC (1995-1997).* Conducted policy research and facilitated high level policy meetings for small, non-partisan environmental think tank.
- *Research Fellow, National Institute of Dispute Resolution (NIDR), Washington, DC (1994 to 1995).* Developed case studies on mediation, consensus building, and negotiated rulemaking by state and local government to resolve land use and environmental conflicts.
- *Principal Consultant, Urban Associates, Arlington, Virginia and Chula Vista, California (1995-2000).* Conducted trainings and workshops on zoning and code enforcement.
- *Deputy City Attorney, Land Use Enforcement & Code Compliance Unit, City of San Diego, California (1983 to 1994).* Managed 15 person unit that enforced state/local building and zoning codes and advised mayor, city council, and city manager on planning, land use, zoning, and other municipal law issues.
- *Mediator, Rancho Santa Fe Association, San Diego County (1993-1994).*
- *Program and Contract Director, Center for Municipal Dispute Resolution (CMDR), City of San Diego, California (1988 to 1994).* Created joint program with University of San Diego School of Law that mediated land use compliance cases and provided public policy facilitation services.
- *California State Assembly Fellow (Jessie Unruh Fellow), Sacramento, California (1979 to 1980).* Selected among 12 graduate students statewide for prestigious fellowship to serve as committee consultant for Assembly Ways and Means Committee.

ACADEMIC SUMMARY

- Appointed Faculty/Student Coordinator, Urban Affairs & Planning, Virginia Tech—Alexandria Campus, 2010
- Appointed Interim Director, Metropolitan Institute, Virginia Tech, 2010
- Appointed Associate Research Professor, Urban Affairs & Planning, Virginia Tech—Alexandria Campus, 2004
- Appointed Associate Director Metropolitan Institute, Virginia Tech, 2004
- Appointed Adjunct Professor of Urban Affairs & Planning, Virginia Tech—Alexandria Campus, 2003
- Appointed Adjunct Professor of Urban Affairs and Planning, University of Virginia, Northern Virginia Center, 1999
- Appointed Associate Lecturer in Law (adjunct), George Washington University Law School, 1996
- Appointed Adjunct Faculty, USDA Graduate School, Environmental Certificate Program, 1995

SUMMARY ACADEMIC RECORD

Virginia Polytechnic Institute and State University, Urban Affairs & Planning (UAP), Alexandria Campus (2004 to present):

Appointed Faculty/Student Coordinator and Member of Curriculum Committee, 2010

Appointed Interim Director, Metropolitan Institute, Virginia Tech, 2010

Appointed UAP Associate Research Professor and Associate Director, Metropolitan Institute, 2004

Primary teaching responsibilities (by major subject areas):

Land Use Law

Community Involvement

Environmental Planning and Policy

Environmental Studios

Sustainability Planning

Public Health and Planning (Active Living and Sustainable Food Systems)

Modules: Zoning Administration, Brownfields Redevelopment, Shrinking Cities, Community Impacts of Foreclosure, and Sustainability Policy

Principal accomplishments:

- Launching the Sustainability Planning Lab in 2011 that will organize and coordinate sustainability and environmental courses across UAP Alexandria and Blacksburg for 2011 academic year
- Leading the design, coordination, and facilitation of high level policy roundtable for HUD's Offices of Planning, Development & Research and Sustainable Housing and Communities in September, 2010
- Recruiting leading planning practitioners and facilitators as adjunct faculty for UAP courses, modules and studios
- Coordinating annual faculty-student awards celebration each May
- Coordinating student-alumni functions and job strategy workshops
- Facilitating the joint membership of Virginia Tech UAP and Metropolitan Institute into the national Smart Growth Partners Network
- Raising over \$1 million in research grants and technical assistance contracts
- Pioneering UAP's *Professor in Practice* position (I take on many of the roles and responsibilities of regular tenured faculty, routinely advising 12-15 graduate students per academic year and chairing 5-7 capstone papers while participating in another 5-7 capstone papers per academic year. I participate in regular faculty meetings and other governance issues, such as faculty searches and PAB accreditation processes, offering guidance and suggestions as a non-voting member of the faculty.

Associate Lecturer in Law (adjunct), George Washington University Law School (1997 to present):

Primary teaching responsibilities:

State and Local Government/Municipal Law
Sustainable Regional Growth

Principal accomplishments:

May 2010 award for teaching dedication (10+ year award)

Adjunct Professor of Urban Affairs and Planning, University of Virginia, Northern Virginia Center (1999 to 2002):

Primary teaching responsibilities:

Legal Aspects of Land Use Planning & Zoning
Reclamation of Brownfields, Greyfields and Vacant Property

Adjunct Faculty, USDA Graduate School, Environmental Program (1995 to 2001):

Courses for professional students seeking certificates in environmental studies; during this period USDA was one of the largest providers of continuing and professional education within the Washington, DC metropolitan region.

Primary teaching responsibilities:

Clean Water Act—Law and Policy

Environmental Dispute Resolution (petitioned USDA to create the course, developed curriculum and taught the course for four straight years)

PUBLICATIONS IN PROGRESS

Schilling and Paul Kelsch. *Integrating disciplines, practices and perspective in the Commonwealth Avenue Project in At the Boundaries—Transforming Design and Planning Education Through Community-Based Service Learning* (Anticipated Summer 2011).

Schilling and Kimberley Hodgson, authors and editors. *Cities in Transition—Strategic Planning for Regenerating Distressed Communities and Neighborhoods*. Planner's Advisory Service, American Planning Association (Anticipated Fall 2011).

Schilling and Lisa Schames. *Lessons from the Frontlines—Policy Innovations in the Battle Against Blight and Abandonment*. Ford Foundation Monograph (Anticipated Winter 2011).

Schilling, with Raksha Vasudevan. *The Promise of Sustainability Planning For Regenerating Distressed, Older Industrial Cities*. Penn Press Book Chapter coordinated through University of Michigan (Anticipated Winter 2011).

Schilling, Doug Leeper, Diane Silva-Martinez. *Strategic Code Enforcement—A Guide for Practitioners & Policymakers*. Solano Press Books, Berkeley, California. (Anticipated Early 2012).

Schilling. *Zoning for Healthy Communities: How to Reform Land-Use Regulations to Advance Public Health in the 21st Century*. Under development for Island Press's series in City & Metropolitan Planning + Design for Sustainability, Arthur C. Nelson, series editor.

BOOKS

Nelson, Arthur. C., John Randolph, Joseph. M. Schilling, Jonathan. Logan, James M. McElfish Jr., Newport Partners, LLC. Environmental Regulations and Housing Costs. (Washington, DC: Island Press, 2009).

Schilling, Christine Gaspar, and Nadjeda Mishkovsky. Beyond Fences: Brownfields and the Challenges of Land Use Controls. (Washington, DC: International City/County Management Association, 2000).

Schilling. International Experiences in Brownfields Collaboration and Integration. (Washington, DC: International City/County Management Association, 1998).

Schilling and James Hare. Code Enforcement—A Comprehensive Approach (Berkeley, CA: Solano Press Books, 1994).

ARTICLES IN REFEREED JOURNALS, PROCEEDINGS, AND LAW JOURNALS

Brennan, Laura, Leslie Linton, Sarah Struck, Joseph Schilling, and Laura Leviton, guest editors, *Active Living by Design*. American Journal of Preventative Medicine. Special supplement, Vol. 37 (6S2) (December 2009).

Marice Ashe, Gary Bennett, Christina Economou, Elizabeth Goodman, Joseph Schilling, Lisa Quintiliani, Sara Rosenbaum, Jeffrey Vincent, and Aviva Must. *Assessing Coordination of Legal-Based Efforts across Jurisdictions and Sectors for Obesity Prevention and Control*. Journal of Law, Medicine, and Ethics. Special supplement to Vol. 37:2, pg 45 (Summer 2009).

Marice Ashe, Gary Bennett, Christina Economou, Elizabeth Goodman, Joseph Schilling, Lisa Quintiliani, Sara Rosenbaum, Jeffrey Vincent, and Aviva Must. *Improving Coordination of Legal-Based Efforts across Jurisdictions and Sectors for Obesity Prevention and Control*. Journal of Law, Medicine, and Ethics. Special supplement to Vol. 37:2, pg 90 (Summer 2009).

Schilling. *Blueprint Buffalo—Using Green Infrastructure to Reclaim America’s Shrinking Cities*, in The Future of Shrinking Cities: Problems, Patterns, and Strategies of Urban Transformation in a Global Context, Karina Pallagst, editor. (Institute of Urban and Regional Development, University of California at Berkeley, May 2009).

Schilling. *Code Enforcement and Community Stabilization: the Forgotten First Responders to Vacant and Foreclosed Homes*. Albany Government Law Review. Vol. 2. No. 1 (2009).

Schilling, Billie Giles-Corti and James Sallis. *Connecting Active Living Research and Public Policy: Transdisciplinary Research and Policy Interventions to Increase Physical Activity*. Journal of Public Health Policy. Vol. 30, Supplement 1 (2009).

Schilling and Jonathan Logan. *Greening the Rust Belt—Right Sizing America’s Shrinking Cities*. Journal of the American Planning Association. Vol. 74, No. 4 (Autumn 2008).

Schilling and Sheila Keyes. *The Promise of Wisconsin’s Comprehensive Planning Act of 1999-- Land Use Policy Reforms to Support Active Living*. Journal of Health Policy, Politics and Law. Vol. 33, No. 3 (2008).

Schilling. *Buffalo as the Nation’s First Living Laboratory for Reclaiming Vacant Properties*, in CITIES growing smaller, Steve Rugare and Terry Schwartz, editors. (Kent State University and Cleveland Urban Design Collaborative: 2008).

Schilling and Jennifer Leonard. *Lessons from the Field--Strategies and Partnerships for Preventing and Reclaiming Vacant and Abandoned Properties*. Real Estate Review (Thomson/West). Vol. 36, No. 3 (2007).

Schilling and Leslie Linton. *The Public Health Roots of Zoning—In Search of Active Living's Legal Genealogy*. American Journal of Preventative Medicine. Vol. 28 (2S2) (February 2005).

MONOGRAPHS, POLICY REPORTS, BOOK CHAPTERS, AND PRACTITIONER JOURNALS

Schilling, Casey Dawkins and Mariela Alfonzo. *Policy Research Priorities For Sustainable Communities—Insights and Ideas for the US Department of Housing and Urban Development and the Federal Interagency Partnership for Sustainable Communities* (Alexandria, VA: Metropolitan Institute at Virginia Tech) (Feb 2011).

Rachel Johnson, Caroline Fichtenberg, Amelia Greiner, Beth Feingold, Jonathan Ellen, Jacky Jennings, Madeleine Shea, Joseph Schilling, Ralph Taylor, David Bishai, Maureen Black. *Zoning for a Healthy Baltimore—A Health Impact Assessment of the Transform Baltimore Comprehensive Zoning Code Rewrite*. (Baltimore, MD: Johns Hopkins University Center for Child and Community Health Research, August 2010).

Schilling, Dan Kildee, Jonathan Logan, and Alan Mallach. *Regenerating Youngstown and Mahoning Valley Ohio Through Vacant Property Reclamation—Reforming Systems and Right Sizing Markets*. (Washington, DC: National Vacant Properties Campaign Policy Brief and Program Assessment, 2009).

Schilling, Frank Ford, Dan Kildee, Kermit Lind, and Jonathan Logan. *Toledo at the Tipping Point—Strategies for Revitalizing Vacant Properties and Reclaiming Neighborhoods* (Washington, DC: National Vacant Properties Campaign Final Assessment Report, 2008).

Schilling and Elizabeth Schilling. *Leveraging Code Enforcement for Neighborhood Safety—Insights for Community Developers*. (New York City: Local Initiatives Support Corporation, 2007).

Schilling. *Collaborative Land Use Planning—A Guide for Military Installations and Local Governments*. (Washington, DC: International City/County Management Association, 2007).

Schilling, Jacen McMillan and Sean Tolliver. *Working with Local Governments—A Practical Guide for Military Installations*. (Washington, DC: International City/County Management Association, 2007).

Schilling, Lisa Schames, and Jonathan Logan. *Blueprint Buffalo—Regional Strategies and Local Tools for Reclaiming Vacant Properties in the City and Suburbs of Buffalo*. (Washington, DC: National Vacant Properties Campaign Policy Brief and Program Assessment Report, 2006)

- Schilling. *Snapshots of Innovative Vacant Property Strategies* Fannie Mae Foundation Housing Facts & Findings Vol. 8, No. 4 (2006).
- Schilling with Nadjeda Mishkovsky. *Creating a Regulatory Blueprint for Healthy Community Design—A Local Government Guide to Reforming Zoning and Land Development Codes*. International City/County Management Association, Active Living Report, Item # 43346, (Washington, DC: August 2005).
- Schilling, John Kromer, and Jessica Millman. *Reinventing Dayton and the Miami Valley—through vacant property revitalization and reclamation*. (Washington, DC: National Vacant Properties Campaign Assessment Report, July 2005).
- Schilling, Alan Mallach, and Lisa Levy. *Cleveland at the Crossroads—turning abandonment into opportunity*. (Washington, DC: National Vacant Properties Campaign Assessment Report, June 2005).
- Schilling. *The Management Challenges of Revitalizing Vacant Land and Abandoned Buildings, Public Management*, International City County Management Association (May 2004).
- Schilling. *The Local Government Challenges of Designing and Implementing Land Use Controls at Brownfields Sites* in Implementing Institutional Controls at Brownfields and Other Contaminate Sites, Amy Edwards, editor. (Washington, DC: American Bar Association, 2003).
- Schilling. *Vacant Properties: Revitalization Strategies*. International City/County Management Association IQ Report, Vol. 34, No. 3 (March 2002).
- Schilling. *The Revitalization of Vacant Properties: Where Smart Growth Meets Broken Windows*. International City/County Management Association Smart Growth Case Studies Series (February 2002).
- Schilling. *The Revitalization of Vacant Properties: San Diego California Case Study*. International City/County Management Association Smart Growth Case Studies Series (February 2002).
- Schilling and Naomi Friedman. *The Revitalization of Vacant Properties: Richmond Virginia Case Study*. International City/County Management Association Smart Growth Case Studies Series (February 2002).
- Schilling. *The Challenges of Long-Term Stewardship at Brownfields Sites*. State & Local Law News (American Bar Association's Section of State and Local Government Law), Vol. 23, No. 3, Spring 2000.
- Schilling. *Localities as Special Forces—local governments as the next wave of environmental stewards*. The Environmental Forum (Policy Journal of the Environmental Law Institute) (Nov/Dec 1999).

Schilling. *Institutional Controls for Contaminated Properties*. Municipal Lawyer (Journal of the International Municipal Lawyers Association) (April/May 1998).

Schilling. *The Continuum of Conflict Management & Dispute Resolution -- A Primer in ADR Approaches and Terminology*. Corporate Environmental Strategy -- The Journal of Environmental Leadership. Vol. 4 No. 1 (Autumn 1996).

Schilling and Don Ritter. Environmental Policy at the Crossroads -- A Road Map for the Next Generation of Environmental Progress. National Association of Environmental Professionals Journal (May/June 1996).

Schilling and Don Ritter. Removing Regulatory Uncertainty in the Redevelopment of Brownfields. Corporate Environmental Strategy -- The Journal of Environmental Leadership (Spring 1996).

SCHOLARLY AND PROFESSIONAL PRESENTATIONS

- *Strategic Code Enforcement*, Center for Community Progress' Leadership Institute, Harvard Law School, Cambridge, MA (March 2011)
- Beyond NSP—Emerging Trends and Threats on Neighborhood Stabilization, In-service Training for HUD's NSP Office, Washington, DC (February 2011)
- *The Promise of Sustainability Planning For Regenerating Shrinking Cities*, College of Architecture & Urban Studies 2011 Research Forum, Blacksburg, VA (February 2011)
- *Policy Research Priorities For Sustainable Communities*—Insights and Ideas for the US Department of Housing and Urban Development and the Federal Interagency Partnership for Sustainable Communities, College of Architecture & Urban Studies 2011 Research Forum, Blacksburg, VA (February 2011)
- *The Promise of Sustainability Planning For Regenerating Cities After Abandonment*, ACSP Conference, Minneapolis (October 2010)
- *Coding for Transit Oriented Districts—A Policy Blueprint and Regulatory Action Plan*, Reconnecting America Workshop, Minneapolis (April 2010) (KEYNOTE)
- *Sustainable Communities: Taking Vacant Properties Solutions to Scale*, LISC and Center for Community Progress Webcast, WDC (April 2010)
- *Regeneration Planning and Policy—Explore the Intersection of Sustainability and Decline*, New Partners for Smart Growth, Seattle (February 2010)
- *Reflections from the Frontline of Sustainability*, Annual AICP Symposium, National Building Museum, WDC (October 2009)
- *HR 932/S 453 The Community Regeneration Act of 2009—The Living Lab Legislation*, American Planning Association's Federal Policy Briefing, WDC (October 2009)
- *Regenerating the Rust Belt Through Sustainability*, ACSP Conference, Crystal City/Arlington, VA (October 2009)

- *Rebuilding Philadelphia's Vacant Property Reclamation Systems*, Philadelphia LISC, Philadelphia (June 2009)
- *The Eco City Studio—Lessons from the Frontlines of Sustainability*, polycom telecast for sustainability workshop at University of Bogotá, Columbia (May 2009)
- *Strategies to Prevent, Manage, and Reuse Vacant and Abandoned Properties*, Ford Foundation Policy Roundtable, New York City (May 2009)
- *Sustainability in the Suburbs—The Journey of Eco City Alexandria and the Eco City Studio*, Guest Lecture, IURD, University of California, Berkeley (April 2009)
- *Vacant Property Strategies for Foreclosed Properties*, American Planning Association Annual Conference, (April 2009)
- *HR 932 The Community Regeneration Act of 2009—The Living Lab Legislation*, Northeast Midwest Institute's National Summit on Older Industrial Cities, WDC (Feb 2009)
- *Right Sizing America's Shrinking Cities—emerging models and policy strategies*, Michigan State Land Use Council Symposium, Detroit (November 2008)
- *Community Strategies to address Neighborhood Impacts from Vacant and Foreclosed Properties*, Annual Property Preservation Industry Conference, Safeguard, WDC (November 2008)
- *Community Stabilization Strategies—The intersection of Main Street, Wall Street and Pennsylvania Avenue*, Annual Conference of the American Association of Code Enforcement, Portland, Oregon (October, 2008)
- *Lessons for America's Shrinking Cities—the Smallville Policy Charrette*, presentation at ReBuild Ohio's Vacant Property Conference, Columbus (August 2008)
- *Community Stabilization Strategies*, presentation at Federal Reserve Banks of Atlanta and Richmond, Atlanta, GA (June 2008)
- *Addressing Vacant Properties Caused by Foreclosure*, presentation at National Governors Association Foreclosure Forum, WDC (May 2008)
- *Translating Research into Policy Impact*, presentation at Active Living Research Conference, WDC (April 2008)
- *Local Government Strategies for Long Term Stewardship of Brownfields*, presentation at American Planning Association Annual Conference, Las Vegas (April 2008)
- *Greening the Rust Belt*, presentation at American Planning Association Annual Conference, Las Vegas (April 2008)
- *Eco City Alexandria—Strategic Planning for Sustainability*, presentation at New Partners for Smart Growth Conference, WDC (February 2008)
- *Strategies for Right Sizing America's Shrinking Cities*, presentation at New Partners for Smart Growth Conference, WDC (February 2008)

- *Community Strategies to address Neighborhood Impacts from Vacant and Foreclosed Properties*, Annual Property Preservation Industry Conference, Safeguard, WDC (November 2007) (KEYNOTE)
- *Lessons from the Field—Policy Insights For Reclaiming Vacant Properties*, Congressional Policy Briefing, Northeast-Midwest Institute, WDC (October 2007)
- *Strategies for Right Sizing America’s Shrinking Cities*, presentation at the National Building Museum, Smart Growth Speakers Series (October 2007) (PLENARY SPEAKER)
- *The Active Living Promise of Wisconsin’s 1999 Comprehensive Planning Law*, presentation at Active Living Research Conference, San Diego (February 2007)
- *The Policy Change Process—Can Planning Reforms Facilitate Active Living Environments*, presentation at American Planning Association Conference (2006)
- *Reforming Codes—Revitalizing Cities*, presentation at Federal Reserve Bank of Cleveland’s Annual Community Development Conference, Columbus, Ohio (May 2004)
- *Obstacles to Code Reform*, presentation at American Planning Association’s Annual Conference, WDC (April 2004)
- *Collaborative Land Use Planning to Combat Sprawl’s Advance on Military Bases*, presentation at APA’s Annual Conference, WDC (April 2004)
- *Code Enforcement Strategies to Prevent Vacant Properties*, presentation at APA Annual Conference, WDC (April 2004)
- *Breaking the Code—Lessons From the Fields on Reforming Zoning and Building Codes to Promote Smart Growth*, presentation at New Partners for Smart Growth Conference, Portland, OR (January 2004)
- *Department of Defense’s Scoping Workshop on Compatible Land Use Partnering*, Sheperdstown, West Virginia (April 2003)
- *Department of Defense’s Inaugural Defense Environmental Forum*, National Defense University, WDC (February 2003)
- *How Smart Are Your Codes Workshop* at the National Smart Growth Partners Conference, New Orleans (January 2003)
- *RTM Workshops on Institutional Controls* at National Conferences on the Redevelopment of Contaminated Properties, WDC (May, 2002) and San Francisco, CA (November, 2001)
- *Revitalization of Vacant Properties*, National Conference of the American Planning Association, Chicago, Ill. (April 2002)
- *Local Land Use Encroachment*, Army Garrison Commanders Conference, Nashville, TN (March 2002)
- *San Diego as a Living Laboratory for Smart Growth*, talk show session at the Annual National Partners for Smart Growth Conference, San Diego (January 2002)

PUBLIC POLICY FACILITATIONS, STRATEGIC PLANNING, AND COMMUNITY WORKSHOPS

- *Healthy, Sustainable Food Policy Agenda*, lead facilitator for strategic policy and planning retreat for APA and the Kellogg Foundation, including representatives from the US Conference of Mayor, ICMA, National League of Cities, etc. Washington, DC (April 2011)
- *Area Wide Brownfields Workshop*, lead facilitator, Smart Growth America and Ohio Department of Development, Columbus, Ohio (March 2011)
- *Receivership/Conservatorship—Taking Nuisance Abatement to Scale*, lead facilitator for implementation workshop, Reclaiming Vacant Properties Conference, Center for Community Progress, Cleveland (October 2010)
- *Virginia Tech-HUD Sustainable Communities Research Roundtable*, lead facilitator, Washington, DC (September 2010)
- *Healthy, Sustainable Food Systems Collaborative*, lead facilitator for strategic policy and planning retreat for APA and APHA, Washington, DC (July 2010)
- *Shifting Attitudes on Sustainability and Climate Change: Civic Engagement Strategies for Individual and Community Action*, interactive implementation workshop, New Partners for Smart Growth, Seattle (February 2010)
- *State Implementation of Neighborhood Stabilization Program (NSP)*, lead facilitator for confidential meeting of federal and state housing department directors, Federal Reserve Board, Washington, DC (January 2010)
- *Area Wide Brownfields and UST Workshop*, lead facilitator, Smart Growth America and Ohio Department of Development, Columbus, Ohio (December 2009)
- *Rethinking Vacant Properties Workshop*, Kansas City LISC, Kaufman Foundation, Kansas City (September 2009)
- *Eco City Alexandria—Environmental Policy Commission Open House* (May 2009)
- *Vacant Property Action Planning Workshops—land banking and code enforcement*, City of Youngstown and Mahoning County's Vacant Property Initiative (April 2009)
- *Environmental Policy Commission Action Plan Drafting Retreat* (April 2009)
- *Eco City Alexandria—Eco City Café* (March, 2009)
- *Right-Sizing Shrinking Cities Policy Charrette*, National Vacant Properties Campaign and Brookings Institution, Washington, DC (February 2009)
- *Eco-City Alexandria—Environmental Policy Commission Open House*, (October 2008)
- *Foreclosure and Vacant Properties*, lead facilitator for the Federal Reserve Banks of Cleveland and Philadelphia (August 2008)
- *Eco City Alexandria—Eco City Summit* (May 2008)
- *Environmental Policy Commission Charter Drafting Retreat* (April 2008)
- *Eco City Alexandria—Eco City Café* (March 2008)
- *Vacant Property Champions—Insights on Leadership*, moderator/facilitator at National Vacant Properties Campaign Conference, Pittsburgh (September 2007)

- *Smallville Policy Charrette*, lead facilitator at National Vacant Properties Campaign Annual Conference, Pittsburgh (September 2007)
- *Military Base Encroachment and Collaborative Land Use Decision Making Workshop* at the Local Government Commission's Livable Communities Conference, San Diego (July 2003)
- *Leadership for Active Living Policy and Practice Roundtable*, Louisville, KY (April 2003)
- *Forum on Reforming Codes, Revitalizing Communities*, ICMA and The Levin School of Public Affairs at Cleveland State University, Cleveland (April 2003).
- *The Opportunities and Costs of Environmental Remediation and Reuse*, ICMA's Second Annual Base Reuse Research Forum Sacramento County, CA (October 2002).
- *Local Government Superfund Redevelopment Workshop* at EPA's Superfund Redevelopment Pilot Conference, Dallas, Texas (April 2002).
- *Revitalization of Vacant Properties*, ICMA Policy Forum, Washington, DC (February 2002).
- *Code Enforcement Implementation Workshop* at National Partners for Smart Growth Conference, San Diego (January 2002)
- *ICMA's National Summit on Land Use Controls*, Washington, DC (December 2001).
- *ICMA's Best BRAC-tices Workshop*, Denver, CO (August 2001).
- *ICMA's Forum on Land Use Controls Inventory and Tracking Systems*, San Diego (June 2001).
- *Brownfields Pilot Workshop*, EPA Region 9, San Diego (June 2001).
- *Mayors' Asia Pacific Environmental Summit*, City of Honolulu, Honolulu, Hawaii (May 2001).
- *Local Government Costs of Land Use Controls*, ICMA Policy Roundtable, San Antonio, TX (February 2001).

SERVICE TO SCHOLARSHIP AND RESEARCH

Manuscript Reviewer, Journal of American Planning Association

Book Reviewer, Journal of American Planning Association

Guest Editor and Manuscript Reviewer, American Journal of Preventative Medicine

Manuscript Reviewer, Journal of Housing Policy Debate

Manuscript Reviewer, MIT Press

Manuscript Reviewer, Routledge Press

Manuscript Reviewer, Rutgers University Press

Manuscript Reviewer, Brookings Institution—Metropolitan Policy Program

Manuscript Reviewer, National Vacant Properties Campaign

FUNDED GRANTS AND CONTRACTS

(Totaling more than \$1 million in external resources brought to Virginia Tech)

Title: Vacant Properties Policy & Research Initiative

Sponsor: Ford Foundation

Position: Principal Investigator
Amount: \$245,000
Purpose: Develop national research agenda on innovative strategies for reclaiming vacant/abandoned properties and right sizing shrinking cities; establish web based wiki to facilitate national network of researchers and policymakers, convene workshops; conduct survey of literature; develop; research and write policy briefs and case studies.
Dates: May 2010-May 2012

Title: New Orleans Vacant Property Initiative—Technical Assistance
Sponsor: New Orleans LISC Office
Position: Principal Investigator
Amount: \$66,400
Purpose: Provide strategic policy guidance in guiding the city’s consolidation of housing inspection and environmental health departments; research model code enforcement practices; develop curriculum and lead workshops for city officials, managers, staff and residents.
Dates: 2010

Title: NSP Case Studies
Sponsor: Smart Growth America as prime contractor from Federal Reserve Banks of Cleveland and Richmond
Position: Principal Investigator
Amount: \$33,000
Purpose: Research and write case studies (4 communities) on the implementation of HUD’s Neighborhood Stabilization Program (NSP)
Dates: 2009-2010

Title: Vacant Property Technical Assistance
Sponsor: Philadelphia LISC Office
Position: Principal Investigator
Amount: \$30,000
Purpose: Lead study team to assess vacant property acquisition and disposition systems for the city of Philadelphia; research, write, and present assessment report with recommendations for policymakers, local government officials, and community development organizations.
Dates: 2008-2009

Title: **Area Wide Brownfields Planning—State UST Policy Workshops**
Sponsor: Smart Growth America as prime contractor from US EPA’s Smart Growth Office
Position: Principal Investigator
Amount: \$6,000
Purpose: Design and facilitate policy workshop on how to integrate area-wide/neighborhood scale redevelopment of brownfields with cleanup of underground storage tanks (UST) and reclamation of vacant/abandoned residential properties.
Dates: 2009

Title: **EPA Vacant Property Case Studies**
Sponsor: Smart Growth America as prime contractor from US EPA’s Smart Growth Office
Position: Principal Investigator
Amount: \$14,000
Purpose: Research and write a series of case studies (5 communities) and their city-wide initiatives to reclaim vacant and abandoned properties
Dates: 2008-2009

Title: **Eco City Alexandria Studio—Phase II**
Sponsor: City of Alexandria
Position: Principal Investigator
Amount: \$66,500
Purpose: Conduct strategic planning process for city officials, staff, and residents to develop twenty year environmental action plan, including research on model sustainability practices and community outreach and engagement.
Dates: 2008-2009

Title: **Vacant Property Technical Assistance**
Sponsor: Smart Growth America as prime contractor from Wick Neighbors, Inc.
Position: Principal Investigator
Amount: \$16,000
Purpose: Lead study team of practitioners to assess vacant property reclamation policies and programs for City of Youngstown and Mahoning County, Ohio; research, write, and present assessment report with recommendations for policymakers, local government officials, and community development organizations.
Dates: 2008-2009

Title: **New Orleans Vacant Property Initiative—Technical Assistance**
Sponsor: New Orleans LISC Office
Position: Principal Investigator
Amount: \$20,000
Purpose: Provide technical assistance in the review of current programs and policies in the abatement, demolition, acquisition and disposition of vacant and abandoned properties in Post-Katrina New Orleans.
Dates: 2008

Title: **Eco City Alexandria Studio—Phase I**
Sponsor: City of Alexandria
Position: Principal Investigator
Amount: \$60,700
Purpose: Conduct strategic planning process for city officials, staff, and residents to develop sustainability charter, including inventory of existing environmental policies and programs and community outreach and engagement
Dates: 2007-2008

Title: **Collaborative Land Use Policies for DoD’s Inter-Service Land Use Working Group**
Sponsor: Marstel-Day consulting as prime contractor from Department of Defense
Position: Principal Investigator
Amount: \$15,000
Purpose: Provide strategic guidance on the development of joint land use policy and implementation strategies for mitigating the adverse impacts of land development encroachment on existing military operations.
Dates: 2006-2007

Title: **Military-Community Collaborative Land Use Planning**
Sponsor: Booz Allen Hamilton as prime contractor from Department of Defense
Position: Principal Investigator
Amount: \$28,000
Purpose: Research and write a series of three case studies on successful partnerships between local communities and local military installations in developing new planning strategies to mitigate adverse impacts of growth and development on military operations (e.g., encroachment).

Dates: 2006-2007

Title: Wisconsin's Smart Growth Law of 1999

Sponsor: Active Living Research (competitive Robert Wood Johnson Foundation Grant)

Position: Principal Investigator

Amount: \$59,226.00

Purpose: Research the policy change process in the design and adoption of Wisconsin's pioneering law and develop case studies that highlight policy coalition building and the role of planners in its implementation.

Dates: 2005-2007

Title: Vacant Property Technical Assistance—LISC

Sponsor: Local Initiatives Support Corporation (LISC) as prime contractor for HUD's HOME Technical Assistance funds.

Position: Principal Investigator

Amount: \$24,924

Purpose: Lead study teams of practitioners to assess vacant property reclamation policies and programs for three cities—New Orleans, Toledo, and Hartford; research, write, and edit assessment report with recommendations for policymakers, local government officials, and community development organizations.

Dates: 2005-2007

Title: Vacant Property Technical Assistance—Surdna Foundation

Sponsor: Local Initiatives Support Corporation (LISC) as prime contractor for Surdna Foundation grant.

Position: Principal Investigator

Amount: \$33,150

Purpose: Lead study teams of practitioners to assess vacant property reclamation policies and programs for three cities—Buffalo (regional assessment), Tucson, and Richmond, VA; research, write, and present assessment report with recommendations for policymakers, local government officials, and community development organizations.

Dates: 2005-2006

Title: Environmental Regulations and Housing Affordability

Sponsor: US Department of Housing and Urban Development

Position: Co-Investigator

Amount: \$300,000

Purpose: Research and evaluate the impact of local environmental regulations on housing affordability within the Metropolitan Washington, DC region.

Dates: 2004-2006

Title: Military Encroachment Guides

Sponsor: ICMA as prime contractor for Department of Defense

Position: Principal Investigator

Amount: \$15,000

Purpose: Research and write a series of practice guides on local land development processes for military installations

Dates: 2004-2005

Title: Vacant Property Assessment Report—Dayton, Ohio

Sponsor: ICMA as prime contractor from Miami Valley Regional Planning Commission

Position: Principal Investigator

Amount: \$12,000

Purpose: Lead study team of practitioners to assess policies and programs for vacant property reclamation; research, write, and edit assessment report.

Dates: 2004-2005

PROFESSIONAL SERVICE AND AFFILIATIONS

- National Vacant Properties Campaign, (Director of Policy and Research, 2003-2009)
- Virginia Housing Commission’s Derelict Structures Task Force (Member, 2008)
- American Planning Association (Member since 2007)
- Wall Street Without Walls (Advisory Board Member, 2006-2008)
- Science Advisory Board, National Center for Housing and the Environment (Member, 2002-2006)
- Environmental Law Institute (Member since 2000)
- American Bar Association (Member since 1983)
 - State and Local Government Law Section
 - Dispute Resolution Section
 - Environment/Natural Resources Section
- California Bar (Member since 1983; Inactive Member since 1995)

Kathryn Wertheim Hexter

22325 Rye Rd.

Shaker Hts., Ohio 44122

H: 216.491.8774 e-mail: k.hexter@csuohio.edu

Education

Harvard University, Cambridge, Massachusetts, Masters Degree in City and Regional Planning, 1978

Washington University, St. Louis, Missouri; Major: Urban Studies; A.B. degree, 1975
Leadership Shaker, 2002

Rockwood Leadership Training, Fall 2003

Foundations and Frontiers in Appreciative Inquiry Workshop, Case Weatherhead School of Management, 2004.

Professional Experience

Maxine Goodman Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio;

1986-present **Director, Center for Community Planning and Development**, 2009 to present

Director, Center for Civic Education, 2006-2009

Forum Program, Founding Director, Office of the Dean, 2000 to present

Urban University Program Director, Office of the Dean, 1994 to 2000

Project Manager, The Urban Center, 1986-1993

The East Ohio Gas Company, Cleveland, Ohio

1983-1986 **Community and Educational Affairs Representative**, Public Affairs

Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio

1980-1983 **Senior Research Associate/Project Manager**, Energy Program

Dalton-Dalton-Newport, Cleveland, Ohio

1978-1980 **Planner/Analyst**, Planning and Environmental Systems

St. Louis County Department of Planning, St. Louis, MO

1976 **Planning Associate**

Key Responsibilities

Direct the Center for Community Planning and Development and the Levin College Forum.

Responsible for mission, vision, direction, planning, administration and budget functions for the College's planning and development research center and the College's primary community outreach and civic education program (the Forum).

Direct public policy research and program evaluation projects. Clients include foundations, federal, state and local governments, national think tanks and community-based organizations. Current areas of research include foreclosure prevention (four years), revitalization of distressed inner-ring suburbs and small cities and sustainable planning and development.

Establish and maintain collaborations with community organizations, housing providers, planning agencies and local governments to develop programs and projects.

Communicate and connect the work of the College with the community. More than 12,000 people have attended Levin College Forums since 1998. Recent topics include the regional economy and regional governance, government reform, rebuilding beyond foreclosure and vacant land reutilization. Speakers include international, national and local experts on planning, design, development, economic development, public administration and non-profit management.

Other communication vehicles include the production of *Urban Issues*, a public policy cable television program (1998-2008) as well as articles and reports.

Attract external funds and direct grant funded projects totaling more than \$2 million since 1998.

Recognition

The Forum program was recognized by Northern Ohio Live (2005) as “a springboard for economic and social progress throughout the region” and recipient of the national 2003 CivicMind™ award

Recent Publications

Articles and Reports

- *Facing the Foreclosure Crisis in Greater Cleveland: What Happened and How Communities are Responding* with Claudia Coulton, Kathryn Wertheim Hexter, April Hirsh, Anne O’Shaughnessy, Francisca G.-C. Richter and Michael Schramm. Federal Reserve Bank of Cleveland, June 2010.
- *Responding to Foreclosures in Cuyahoga County, Annual Evaluation Reports 2006, 2007, 2008, 2009.*
- *The Role of the University in City Planning: A Case Study of Cleveland’s Lakefront Redevelopment Plan* with Wendy Kellogg, Ph.D., accepted for publication in Ekistics: The Problems and Science of Human Settlements, issue forthcoming summer 2005.
- *City of Cleveland Lakefront Planning Educational Issue Forum Reports: Burke Lakefront Airport, Climate and Shoreline, Utilities and Railroads, Port Activities* (a series of four reports summarizing educational issue forums related to lakefront planning), June 2003.
- *Affordable Housing in Cuyahoga County: Exploring the Relationship Between Rent and Value.* By Richard D. Bingham, Kathryn Wertheim Hexter, and Charles Post, June 2002
- *Housing First: Documenting the Need for Permanent Supportive Housing (Executive Summary).* By Susan Hertzler Burkholder and Kathryn Wertheim Hexter, April 2002
- *Evaluation of Neighborhood Progress, Inc.’s Community Organizing Support Program.* By Susan Hertzler Burkholder and Kathryn Wertheim Hexter, December 2001
- *Where is Cuyahoga County’s Affordable Housing?* By Richard D. Bingham, Kathryn Wertheim Hexter, and Charles Post, November 2001

Books

- with David C. Sweet, David Beach, editors, The New American City Faces its Regional Future: A Cleveland Perspective, 1999, Ohio University Press.
- with David C. Sweet, Public Utilities and the Poor: Rights and Responsibilities. New York: Praeger Publishing, 1987.

Professional Affiliations

Urban Affairs Association

University Activities

Chair, President’s Committee on University Revenues and Resources, 2000.

Member, Advisory Committee for Urban School Collaboration, 2003

Member, Sustainable Communities 2000 Planning Group, 1999 to 2005

Community Activities

Landmarks Commission, City of Shaker Heights, 2009 to present

Economic Development Committee, City of Shaker Heights, 2004 to 2008

Starting Point, Board of Directors, Chair, 2004 to 2006; Vice President and Board Member, 1996 to present

Co-chair, Basic Needs Cluster, United Way Services, 2004 to 2007

Founding Member, Friends of Shaker Town Center

22925 Shelburne Road T 216-378-2168
Shaker Heights, Ohio C 216-402-6442
44122 E-mail zctyler@aol.com

Zoë Tyler

WORK EXPERIENCE

Director, Center for Leadership Development, Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio (2008 - present)

- Provides program design, administration and technical support for the Cleveland Management Academy, the Career Executive Service program, the Leadership Academy and additional leadership programs and offered by the College
- Develops and nurtures contacts with state and local organizations and associations representing public managers as part of recruitment efforts
- Provides staff support and is a member of the Leadership Academy Society Advisory Board and various committees

Assistant Director, Center for Leadership Development, Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio (1995 - 2008)

- Provided staff support and was a member of the Leadership Academy Society Advisory Board and various committees
- Participated in program design, staff support, and facilitation activities for customized training sessions, workshops, retreats for municipalities, agencies, and organizations
- Provided program administration and technical support for the Northeast Ohio Certified Public Manager (OCPM) program, the Leadership Academy and additional leadership programs offered by the College
- Represented Cleveland State University on the OCPM Advisory Board, Ohio Department of Administrative Services
- As co-chair of the statewide OCPM Curriculum Committee, assisted the State with OCPM curriculum improvement review process, reaccreditation review, test construction, program evaluation and marketing efforts
- Provided staff support and was a member of the Northeast CPM Regional Council (planning and facilitating marketing and recruitment strategies)

Grants Writer & Project Manager, Cuyahoga Metropolitan Housing Authority,

Office of Special Projects, Cleveland, Ohio (1991-1995)

- Responsible for the preparation and submission of Federal Drug Elimination grants including coordinating the solicitation of input from housing authority residents
- Assisted in overseeing Drug Elimination Grant funded programming at the housing authority

Research Associate, Public Sector Leadership Program, Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio (1987 -1991)

- Responsible for marketing and administration of the State Legislative Internship Program
- Provided staff support in the development and administration of the Ohio Executive Institute
- Provided liaison with the Suburban City Council Association

Research Assistant & Ohio Executive Institute Project Manager, Public Sector Leadership Program, Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio (1985 -1987)

- Managed and helped design the initial Ohio Executive Institute program (executive development training for the governor's cabinet and sub-cabinet)
- Conducted initial research and draft of the State Legislative Internship Program proposal
- Assisted in conference planning for suburban city council members

Graduate Assistant, The Urban Center, Levin College of Urban Affairs, Cleveland State University, Cleveland, Ohio (1984 -1985)

- Developed and organized seminars and conferences for public officials

Instructor in English, E.S.L. Language Center, Case Western Reserve University, Cleveland, Ohio (1983 -1984)

- Taught English as a second language to foreign students entering Case Western Reserve University

Instructor in English, Cuyahoga Community College, Cleveland, Ohio (1983)

- Taught English composition to freshmen students as a member of the English Department

Training Consultant, Nord-Dutshce Schleifmittle, A.G., Hamburg, Federal

Republic of Germany (1979 -1982)

- Established an English training program for major German manufacturing concern's management and staff personnel to facilitate company's business in the United States

Instructor in English, Universitat Hamburg, Hamburg Volkshochschule, Hamburg, Federal Republic of Germany (1976 -1978)

- Designed English reading and composition course for German students studying to become English teachers at the Universitat Hamburg
- Taught English as a foreign language to foreign students in attendance at the university
- Developed and taught courses in English competency for adults at the Hamburg Volkshochschule

Training Consultant, The American School, Hamburg, Federal Republic of Germany (1974 -1976)

- Evaluated the needs of various companies seeking English instructional programs for professional employees, trained new teachers and assisted the school's director in development of coursework and programs.
- Taught English at major German business concerns

EDUCATION

Cleveland State University, Cleveland, Ohio

- Master of Public Administration, awarded 1985
- Coursework specialization in Marketing and Communication
- Awarded full-tuition merit scholarship and graduate assistantship, 1984
- Leadership Academy, Levin College of Urban Affairs, 1991

Royal Society of the Arts, Hamburg, Federal Republic of Germany

- Successfully completed intensive Teaching English as a Foreign Language course under the auspices of the Royal Society of the Arts, London, England, 1980

Universitat Hamburg, Hamburg, Federal Republic of Germany

- Certificate in German Competency, awarded 1976
- Additional coursework in African languages

Ohio University, Athens, Ohio

- Bachelor of Fine Arts, *summa cum laude*, awarded 1974
- Coursework specialization in Art History
- Awarded Honors Degree in General Studies and Area Studies Certificate in African Studies
- Attended the Institute de Tourain, Tour, France, 1972 -1973
- Member of the Honors College

COMMUNITY
SERVICE

Board of Trustees, Cuyahoga Community College, (1996 -2001)

- Management Committee
- Community Affairs Committee, Chair, 1998 -1999
- Co-Chair of the Ad Hoc Committee on Presidential Evaluation, 2000

Member, Cleveland Museum of Art, Womens Council, (1997 to present)

- Member of the Flower Fund Committee
- Co-chair of the Community Arts Standing Committee, 2004 - 2006

Board of Trustees, Cleveland Music School Settlement, (1992 -1996)

Board of Trustees, East Side Catholic Shelter, (1991-1994)

Member, Gesu Education Commission, Gesu Catholic Church, (1997-2000)

AWARDS
RECEIVED

YWCA Professional Women of the Year Award (2000)

LANGUAGES

Fluent in German, some French

REFERENCES

Provided upon request

Appendix C: References

Name	Address	Phone	Email
Philip Henderson, President, Surdna Foundation	330 Madison Ave 30th Floor New York NY 10017	+1 212 557 0010 x235	phenderson@surdna.org
David Abbott, Executive Director, The George Gund Foundation	1845 Guildhall Bldg 45 Prospect Ave Cleveland OH 44115	+1-216-241-3114	DAbbott@gundfdn.org
Walter Wright, Project Director	The Cleveland Foundation 1422 Euclid Ave., Suite 1300 Cleveland, OH 44115	+1-216-681-3810	wwright@clevefdnd.org
Ellen Lee, Executive Director	Greater New Orleans Foundation (GONF) 1005 St Charles Ave, Ste 100 New Orleans, LA	+1-504-598-4663	ellen@gnof.org
Gale Fisk	RTA 1240 West 6 th ST. Cleveland, OH 44113-1302	+1-216-566-5057	gfisk@gcrta.org
Honorable Larry Potter Environmental Court Judge, Shelby County and City of Memphis	201 Popular Ave. Suite 255, Memphis, TN, 38103	(Not available)	Larry.potter@shelbycountyttn.gov



SURDNA FOUNDATION

A FAMILY FOUNDATION ESTABLISHED BY JOHN E. ANDRUS IN 1917

330 MADISON AVENUE, 30TH FLOOR • NEW YORK, NEW YORK 10017-5001 • PHONE 212-557-0010 • FAX 212-557-0003 • WWW.SURDNA.ORG

September 20, 2011

Dear Sir/Madam,

This is a letter of support for the German Marshall Fund’s application to manage, in partnership with Virginia Tech University and Cleveland State University, to manage the HUD Fellowship Placement Pilot Program. The Surdna Foundation is a supporter of GMF’s fellowship programs supporting exchange of best practice between older industrial cities in the U.S. and similar cities in Germany, Italy and other countries of Europe. Our experience working with GMF over the past few years has been superb, and we believe the kind of creative energy that GMF puts into these kinds of programs is just what HUD’s Pilot program needs.

GMF brings to the work both a deep understanding of how American cities work and a unique and deep set of international contacts, ideas, and experiences that will provide a considerable boost to the experience of the fellowship participants and will redound to the benefit of the American cities where the fellows are placed.

I worked for many years for the German Marshall Fund before leaving to become the president of the Surdna Foundation. In my time at GMF, I witnessed the incredible power of the variety of fellowship programs that the organization devises and runs. GMF’s careful attention to detail in these fellowships – whether the Marshall Memorial Fellowship for young professionals, or the Cities in Transition Initiative designed to help leaders in American cities garner the best practice for solving the problems they face – has created an enormous legacy of innovation and inspiration in towns and cities across the United States and throughout Europe.

Selecting GMF to devise this HUD pilot initiative would demonstrate HUD’s willingness to be creative and to engage with an organization that isn’t part of the “usual suspects” that dot the Capitol Beltway. I strongly endorse GMF’s application and look forward to connecting Surdna’s networks and investments with the work of GMF in this effort.

Sincerely,

Phillip Henderson
President

Email: phenderson@surdna.org
Phone: 212-557-0010

BOARD OF DIRECTORS

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PHILLIP W. HENDERSON

The George Gund Foundation

September 19, 2011

Office of the Assistant Secretary
for Policy Development and Research
U.S. Department of Housing and
Urban Development
Washington, D.C.

Re: HUD Fellowship Placement Pilot Program

Dear Sir or Madam:

I enthusiastically support the application of the German Marshall Fund of the United States (GMF) in partnership with others for the HUD Fellowship Placement Pilot Program. The goals of HUD's program align perfectly with the philosophy, experience and expertise of GMF's Cities in Transition Initiative, which is building leadership capacity in a set of older industrial communities. Two of the cities targeted by GMF – Cleveland and Detroit – are also in the roster of HUD's pilot program. That direct on-the-ground experience in those two cities is an additional strength that GMF would bring to HUD's program.

GMF's particular strong suit is building networks of community leaders on both sides of the Atlantic. Many European cities have experienced the wrenching process of reinvention that dramatic changes in the global economy have demanded. GMF has nurtured extensive international exchanges that have elevated the knowledge and insight of practitioners in participating American cities and helped to accelerate their transformation. I speak from personal experience, having participated in learning tours in the U.S. and Europe with leaders here and in Turin, Italy, and Germany's Ruhr area. Through this networking process and other programs that GMF operates, GMF has developed tremendous capacity at finding and recruiting community leaders who are engaged in the issues of reimagining and rebuilding their cities. In the case of the Marshall Memorial Fellowship program, GMF identifies promising early-career professionals who can benefit from an international exchange and contribute to the redevelopment of their own cities.

It is hard to imagine another organization with the depth of experience and expertise needed by your pilot program.

Sincerely yours,



David T. Abbott
Executive Director

DTA/cmg



Ms. Kheng Mei Tan
Department of Housing and Urban Development
Office of Policy Development and Research
451 7th Street, SW
Washington, DC 20410

Dear Ms. Tan:

I am writing to endorse the proposal for the *HUD Fellowship Placement Pilot Program* submitted to you by a partnership of the German Marshall Fund, Cleveland State University's Levin College of Urban Affairs, and Virginia Tech, Metropolitan Institute. I would like to address the Levin College's unique capabilities to implement this program effectively.

The Cleveland Foundation is the world's first community foundation and the nation's second-largest today, with assets of [REDACTED] and 2010 grants of nearly [REDACTED]. The foundation's mission is to improve the lives of Greater Clevelanders now and for generations to come by building community endowment, addressing needs through grantmaking, and providing leadership on vital issues.

The Cleveland Foundation with support from Living Cities leads the Greater University Circle Community Wealth Building Initiative. Our goal is to create a model that fully harnesses the power of significant anchor institutions, through procurement, hiring, employer-sponsored housing incentives, and capital investment, to fulfill an economic inclusion strategy that develops jobs and businesses in the region for the benefit of low-income people and neighborhoods.

The Foundation selected the Levin College as the local evaluator for the Greater University Circle Community Wealth Building Initiative and has been working closely with the College in this effort. We are pleased to support the College's role as part of the proposed team to implement the Fellowship Placement Pilot Program. College faculty and staff are uniquely qualified to leverage the synergies across these projects, both of which seek to revitalize Cleveland. Their highly regarded Center for Leadership Development has trained many local public employees, their research centers have longstanding relationships with key city officials and civic organizations and the College is one of the best urban affairs schools in the country. In summary they have the ability to carry out this program and the in-depth understanding of the complex challenges facing cities like Cleveland to give the fellows the skills they need to contribute to rebuilding the capacity of the pilot cities.

Please let me know if I can provide any additional information. I wish you the best in your endeavor to help advance the skills of our country's new leaders.

Sincerely,

Walter Wright
Project Director



GREATER NEW ORLEANS
FOUNDATION

For a vibrant region.

1055 St. Charles Avenue, Suite 100
New Orleans, Louisiana 70130-3981
504.598.4663
504.598.4676 Fax
www.gnof.org

Office of the Assistant Secretary for Policy, Development and Research
U.S. Department of Housing and Urban Development
451 7th Street, SW, Washington, DC 20410

Re: RFQ for Fellowship Placement Pilot Program (# FR-5514-N-02)

I am pleased to submit this letter of reference for the Metropolitan Institute and its Associate Director, [REDACTED]. As a co-founding organization of the National Vacant Properties Campaign (now the Center for Community Progress), the Institute has worked closely with local governments in developing strategic policy plans to reclaim vacant properties and revitalize neighborhoods. Through his work with the Campaign and Community Progress, [REDACTED] has been instrumental in facilitating collaborative problem solving among local government officials, businesses and community groups that devise creative policies and build local capacity to implement them. Part of [REDACTED] approach involves creating close relationships with local leaders and then benchmarking innovative local practices among an emerging national network of cities and counties.

New Orleans served as the testing ground for this collaborative model when the city engaged the Campaign in 2004 to conduct a policy assessment. I participated in this process working then as Deputy Director of the City of New Orleans' Community Development Department. Later [REDACTED] and the Campaign, with support from our foundation, formed the New Orleans Vacant Properties Campaign that housed one full time staff here to help address the vacant property aftermath from Hurricane Katrina.

In support of the local campaign office [REDACTED] has been a regular visitor to New Orleans for the past 5 years conducting an assortment of workshops for city officials, policy briefings, and trainings on such topics as code enforcement and urban greening. For example, in 2009 he led a special workshop for more than 100 city employees to help facilitate the merger of two different city departments. With the election of current Mayor Mitch Landrieu in 2009, I co-chaired a transition team that was focused on blight and abandonment. At my request [REDACTED] prepared an advisory memo for this working group that set forth a three point plan for waging a comprehensive anti blight campaign that the administration has fully embraced.

Beyond his technical expertise, what is critical to [REDACTED] success here in New Orleans and in other communities is developing and maintaining relationships with diverse groups of policymakers, practitioners and researchers. He is an outstanding translator and facilitator that can bring together institutions that do not always have experience working together. I think these abilities, together with

his experience working in other communities, would be important attributes for building strong local networks and mentoring fellows as part of HUD's proposed fellowship program.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ellen M. Lee".

Ellen M. Lee
Senior Vice President of Programs



September 15, 2011

Ms. Kheng Mei Tan
Office of Policy Development and Research
Department of Housing and Urban Development
451 7th Street, SW
Washington, DC 20410

Dear Ms Tan:

I am writing to advise you of the relationship I have had with Cleveland State University and the partnership the Greater Cleveland Regional Transit Authority is currently developing with their Center for Leadership Development. I have been a cohort in the Cleveland State Leadership Academy and three of my subordinates are also graduates of that program. I have also been an instructor for them in their Certified Public Management Program. I have a fifteen-year relationship with the Maxine Goodman College of Urban Affairs at the University. All of those experiences have been very beneficial for me and for the other leadership graduates in my department.

**The Greater Cleveland
Regional Transit Authority**

Main Office
1240 West 6th Street
Cleveland, Ohio 44113-1302
Phone 216 566-5057
Fax 216 566-5207
email: gfish@gcrta.org
website: www.rideRTA.com

The Greater Cleveland RTA is also developing a partnership with the Center for Leadership Development to establish an RTA Management Academy. With the Assistance of Cleveland State University a grant for that program was submitted and approved by the Federal Transit Administration for a [REDACTED] three year program to upgrade and enhance the management and leadership abilities of our middle management staff. This program is the offshoot of our extremely successful data driven performance management initiative, TransitStat, which has greatly improved our operational efficiency and effectiveness and reduced costs by nearly [REDACTED] million in the first three years of execution. We expect to have that Management Academy in operation by February 2012.

Gale W. Fisk
Executive Director
Office of Management and Budget

I know that Cleveland State would be an excellent partner and produce value for your HUD Fellowship Placement Program. The work anticipated is very similar to the Management Academy they have already successfully implemented for the City of Cleveland and to the RTA Management Academy we are in the process of establishing. I have no doubt of their ability to partner effectively with Virginia Tech University and the German Marshall Fund to produce positive results for this initiative.

Sincerely,

Gale W. Fisk
Executive Director
Office of Management and Budget

CC: Rob Zioli, Cleveland State University ✓



**SHELBY COUNTY
ENVIRONMENTAL COURT**

SUITE 255 • 201 POPLAR AVENUE • MEMPHIS, TENNESSEE 38103

JUDGE LARRY E. POTTER

September, 19, 2011

Office of the Assistant Secretary for Policy, Development and Research
U.S. Department of Housing and Urban Development
451 7th Street, SW, Washington, DC 20410

Re: RFQ for Fellowship Placement Pilot Program (# FR-5514-N-02)

I am pleased to submit this letter of reference for the Metropolitan Institute and its Associate Director, [REDACTED]. As a co-founding organization of the National Vacant Properties Campaign (now the Center for Community Progress), the Institute has worked closely with local governments in developing strategic plans to reclaim vacant properties and revitalize neighborhoods. Through his work with the Campaign and Community Progress, [REDACTED] has been instrumental in helping Memphis do strategic thinking around how we can better address the problems of blight and abandonment. Part of [REDACTED] approach involves creating close relationships with local and community leaders, listening to and assessing our needs, and then benchmarking our ideas against innovative local practices from an emerging national network of cities and counties.

Starting in 2006 Professor [REDACTED] has been a regular visitor to Memphis working with groups such as the Center for Community Building and Neighborhood Action (CBANA) at the University of Memphis, the Problem Properties Collaborative, and the former Memphis Community Development Partnership. Through a grant from the Community Foundation of Memphis [REDACTED] and the Campaign held several workshops that led to the launch of a problem properties campaign to persuade city officials to reform its code enforcement systems as a critical policy for protecting our neighborhoods from blight and abandonment. He also helped us strategize and review several important pieces of state legislation, such as receivership for vacant properties that became law in 2007. In many respects [REDACTED] has become our code enforcement coach. Just recently he led a session on code enforcement at Community Progress's 2011 Leadership Institute and came to my chambers in July to help us further strategize about developing a code enforcement business plan for the city's new CAO.

Beyond his technical expertise, what is critical to [REDACTED] success here in Memphis and in other communities is developing and maintaining relationships with diverse groups of policymakers, practitioners, and researchers. He is an outstanding translator and facilitator that can bring together institutions that do not always have experience working together. I think these abilities, together with

(901) 545-3456 • FAX (901) 545-3611
<http://www.envirocourt.co.shelby.tn.us>
Larry.Potter@shelbycountyttn.gov

Appendix D: Budget Table

Fellowship Program - GMF			
Item	Cost	Quantity	Total
Travel for Fellowship Interviews		36 Persons	
Hotel for Fellowship Interviews		36 Persons x 2 Nights	
Food for Fellowship Interviews		36 Persons x 2 Days	
		<i>Interview Subtotal</i>	
Connecting to TCN/MMF Networks-Mentoring		18 Persons x \$3135	
		<i>TCN/MMF Subtotal</i>	
GMF Staff		1 FTE x 2 Years	
		<i>Personnel Subtotal</i>	
Indirect		21%	
		<i>GMF Subtotal</i>	
Fellows' Stipends		18 Fellows	
Fellows' Training Travel		18 Fellows x 6 Trips	
		<i>Fellows Subtotal</i>	
Total Fellowship Program - GMF			
Training Program - CSU			
Training		18 Persons	
IT Support		2 Years	
Project Advising		2 Years	
Grad Assistant		1 Person x 1 Year	
Training Staff Travel		6 Blocks	
		<i>Training Subtotal</i>	
Indirect		21%	
		<i>CSU Subtotal</i>	
Total Training Program			
Mentoring Program - VT(MI)			
Schilling & GRA - Mentoring Activities			
		<i>Mentoring Subtotal</i>	
Indirect		21%	
		<i>MI Subtotal</i>	
Total Mentoring Program			
Project Total			

Reviewed by: 
 Ken Crognale
 Chief Financial Officer

Appendix E: Project Completion Schedule

Preliminary Program Timeline (32 months)

This timeline is based on certain assumptions: that HUD selects a provider by November 1st and it takes 60 days to put in place all necessary agreements, including the cooperative agreement with GMF and sub agreements with CSU and MI.

I. PARTICIPANT SELECTION	
Selection Process & Placement (<i>8 months</i>)	<i>January 2012 – July 2012</i>
II. TRAINING/PROJECTS (see details below)	
HUD Fellows Academy	
Workshop Training (<i>18 months</i>)	<i>July 2012 – December 2013</i>
Project Development (<i>18 months</i>)	<i>July 2012 – December 2013</i>
III. EVALUATION	
Program Evaluation (<i>8 months</i>)	<i>January 2014 – August 2014</i>

Training Program: Topics & Timeline

- 14 full days of training workshops (19 public leadership/management topics)
- Projects will be developed with the support of a project advisor and mentor

Participants will meet for 3-4 days of training every 3 months. Workshop topics support the project development process.

July 2012 ** Review Target City Assessment / Come with Project Ideas in Mind* *TRACK 1 (Cleveland, OH)*

Day #1- Program Orientation

Understanding ourselves, our Partners, and the community

Day #2 - Public Sector Leadership / Managing in Public Organizations

Day #3 - Faculty Panel (Target City - Assessment Concerns Summary)

October 2012

TRACK 2 (Chester, PA)

Day #1 - Project Management I

Day #2 - Survey & Research Data Collection / Data Based Decision Making

Day #3 - Performance Measurement

Day #4 - Site Tour

February 2013 ** Project Scope & Action Plan Due*

TRACK 3 (Detroit, MI)

Day #1 - Facilitation Skills / Influence Skills

Day #2 - Project Management II

Day #3 - Site Tour

May 2013 *** Project Progress Report Due**

TRACK 4 (Fresno, CA)

Day #1 - Ethics & Integrity /Change Management

Day #2 - Labor Relations / Communications, Negotiation & Conflict Resolution

Day #3 - Site Tour and Policy Exchange/Learning

August 2013 *** Project Progress Report Due – Group Project Update Presentations**

TRACK 5 (Memphis, TN)

Day #1 - Developing & Leading Teams

Day #2 - Diversity & Emotional Intelligence

Day #3 - Site Tour and Policy Exchange/Learning

November 2013 *** Project Progress Report Due**

TRACK 6 (New Orleans, LA)

Day #1 - Budgeting

Day #2 - Effective Presentations

Day #3 - Site Tour and Policy Exchange/Learning

January 2014 *** Project Written Report Due**

FINAL PROGRAM ACTIVITIES (Cleveland, OH)

Day #1 - Capstone Class

Day #2 - Site Tour

Day #3 - * **Project Presentations & Recognition Ceremony**

July 2012 *** Review Target City Assessment / Come with Project Ideas in Mind**

Appendix F: Levin College, Center for Leadership Development – 26 Year Program
Statistics (1984-2011)

Program Name	Sessions	Cohorts	Participants	Contacts	Resources
Ohio Executive Institute (1985-1994) Partnership: State of Ohio Audience: Governor’s cabinet & subcabinet	5	8	160	800	
Newly Elected Officials Certificate Series (1985-2006) Audience: Cuyahoga County – newly elected officials	8	7	54	432	
Ohio Certified Public Manager Program (1998-2008) Partnership: State of Ohio, Department of Administrative Services Audience: State and local government managers	50	10	145	7,250	
Leadership Academy (1993-2010) Audience: Region’s policy makers, elected officials, senior administrators and community executives	12	19	459	5,508	
CSEA Elite Academy (2005 & 2008) Partnership: Cuyahoga County Child Support Enforcement Agency Audience: Select agency supervisors	14	2	37	518	
CSEA A+ Program (2005 & 2008) Partnership: Cuyahoga County Child Support Enforcement Agency Audience: Select agency managers	9	4	135	1,215	
Cleveland Management Academy (2009-2011) Partnership: Cleveland Foundation / City of Cleveland Audience: City administrators	25	2	60	1,500	
Public Management Academy (2008-2010) Audience: Region’s policy makers, elected officials, senior administrators and community executives, local municipalities	50	1	14	350	
Career Executive Service (2007-2011) Partnership: Cuyahoga County Audience: Customized succession planning program for select county managers	17	4	72	306	
Lead EFS (2010-2011) Partnership: Cuyahoga County Audience: Department of Employment & Family Services select managers	13	1	17	221	
TOTALS		58	1,153	18,100	