

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large glass-walled building in the foreground. The image is partially obscured by a dark blue diagonal overlay on the left side.

ICMA
conference

BALTIMORE
104th Annual Conference
SEPTEMBER 23-26 **2018**

Innovative Partnerships for Small Local Government

Creating Lasting Partnerships with Higher Education Institutions to Get the Job Done

Molly Curley O'Brien
Lorry I. Lokey School of Business and Public Policy
Mills College

#ICMA2018

Nice to Meet You!

- 3rd Year MPP/MBA Grad Student
- Northern Californian
- 10 years of education, non-profit, and community organizing experience

- *Why am I here?*
- *What can I accomplish?*
- *What will you glean from listening to me?*





During the presentation, ask yourself:

- What could lighten the workload of staff in a way that is helpful and morale-boosting?
- What ideas have you had for a while that require research and implementation you don't have time for?
- What is the follow up you have needed to do since receiving policy recommendations but haven't gotten around to yet?



Think about:

- How can small cities create lasting partnerships with neighboring higher education institutions and begin answering those questions?

Long-Term Partnership Framework

- **It's a sustainable pipeline**
 - To create ongoing, consistent, and long-term support
- **It's a partnership with a school and not a student**
 - To build partnerships with the Deans and Department Administrations
- **It's a thoughtful approach to finding the right school**
 - To make sure your values are aligned with theirs

Understanding the Partnership's Benefits:

Ongoing support

New recruitment practices for possible future hires

New and innovative techniques to implement within local government

Mitigate over burdened staff

Cost efficiency and savings

Empowered Communication and Community

Take Advantage of School Projects

City of Emeryville

- Demographics:
 - Size
 - 2.25 square miles
 - Statistics:
 - Jobs: 20,190
 - Population: 10,269
 - Housing Units: 6,652
 - Median Age: 33.5 y/o
 - Median Household Income:
 - \$69,274
 - Household Tenure
 - Owner Occupied: 36.1%
 - Renter Occupied: 63.9%



2017-2019 Citywide Budget

	<u>2017-18</u>	<u>2018-19</u>
Operating Budget		
General Fund	\$ 40,341,130	\$ 40,341,871
Other Funds	45,592,749	32,855,049
	<u>85,933,879</u>	<u>73,196,920</u>
Capital Budget	19,943,345	24,140,063
	<u>\$105,877,224</u>	<u>\$ 97,336,983</u>

Department of Economic Development and Housing

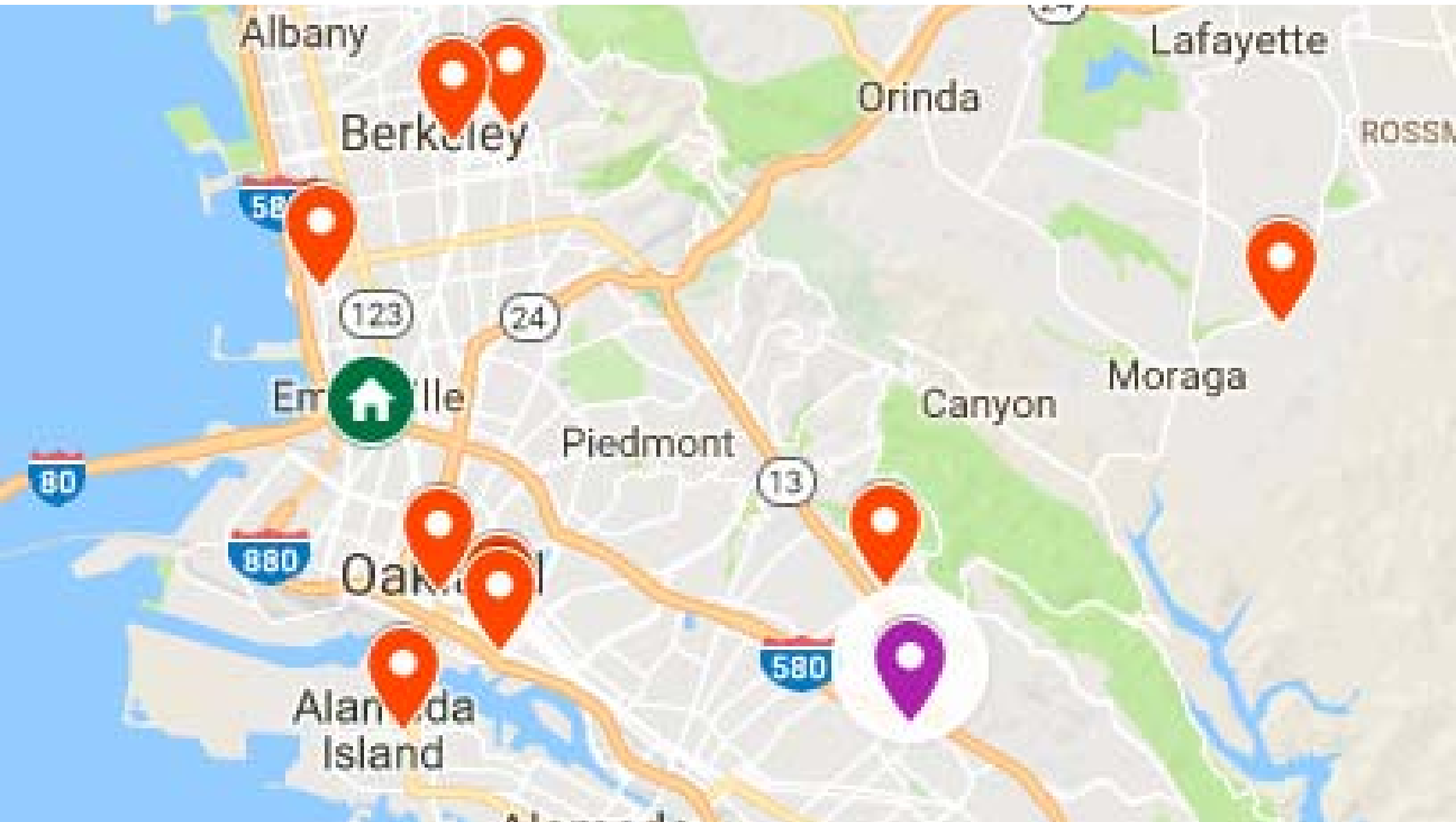
- 5 Full-Time staff:
 - 1 Management Analyst
 - 3 Economic Development Coordinator II
 - 1 Economic Development & Housing Manager



- Programs under department:
 - Brownfield Program
 - Art in Public Places Program
 - Cannabis Information
 - Dissolution of Redevelopment
 - Small Business Incentives
 - Housing Programs
 - Section 8 and Public Housing
 - Resources for Affordable Rental and Community Housing
 - Foreclosure and Homebuying Programs
 - Rehabilitation Programs
 - Resources for Developers
 - Eviction Harassment Ordinance
 - Murals at the Greenway
 - **Labor Standards Outreach, Education, and Enforcement**

City of Emeryville Labor Standards

- Paid Sick Leave
 - Large Businesses (56 or more employees): 72 hours
 - Small Businesses (55 or fewer employees): 48 hours
- Minimum Wage
 - 2015: \$12.25/\$14.44
 - 2016: \$13.00/\$14.82
 - 2017: \$14.00/\$15.20
 - 2018: \$15.00/\$15.69 ← **Highest Minimum Wage in the Nation**
- Fair Workweek
 - Advance Notice of Work Schedule
 - Notice, Right to Decline, and Compensation for Schedule Changes
 - Offer of Work to Existing Employees
 - Right to Rest
 - Right to Request a Flexible Working Arrangement



Mills College and City of Emeryville Agreement

- Signed 1 year contract for \$147,218
 - Hourly Wages:
 - Graduate Student: \$30
 - Faculty: \$150
 - Translation Services:
 - Graduate Student: \$30
 - Outside Professional: \$150
 - Graphic Design and Printing
 - Average monthly break-down of cost:
 - 80%: Graduate Student
 - 10%: Faculty
 - 5%: Translation
 - 5%: Graphic Design and Printing



Mills College and City of Emeryville Contract

- Proposal submitted February 2017:
 - Scope of Work
 - Deliverable 1: Develop Interpretive Regulations
 - Deliverable 2: Develop Administrative Process
 - Deliverable 3: Prepare Marketing & Program Materials
 - Deliverable 4: Perform Community Outreach Activities
 - Deliverable 5: Collaborate with City Staff to Monitor Regulations
 - Deliverable 6: Maintain & Make Available Proper Accounting Records
 - Deliverable 7: Evaluation and Strategy
 - Deliverable 8: Provide Information on Qualifications or Past Experience
 - Deliverable 9: Language Capacity
 - Deliverable 10: Budget & Narrative
 - Deliverable 11: Conduct Annual Follow-Up
 - Timeline:
 - April 2017 - July 2018 ← Subject to contract renewal for another year

Partnership and Strategy: The Onramp

Step 1: Build the Relationship

Secure higher education partnership to perform select work at different type and level than with existing workforce.



Step 2: Identify the Need

Understand what your essential and non-essential deliverables are for your department. Identify a non-essential for higher education group to take on.



Step 3: Create

Beyond necessary contract, create a scope of project and measurements together that reflects the priorities of both the academic group and local government entity. This symbiotic partnership IS POSSIBLE.

Step 1: Build the Relationship

- Relationship Cultivation is Priority #1
- Breaks down Silos
 - What is needed?
 - What is available?
 - Where?
- Opportunity to Build:
 - Sustainability
 - Expectation
 - Trust

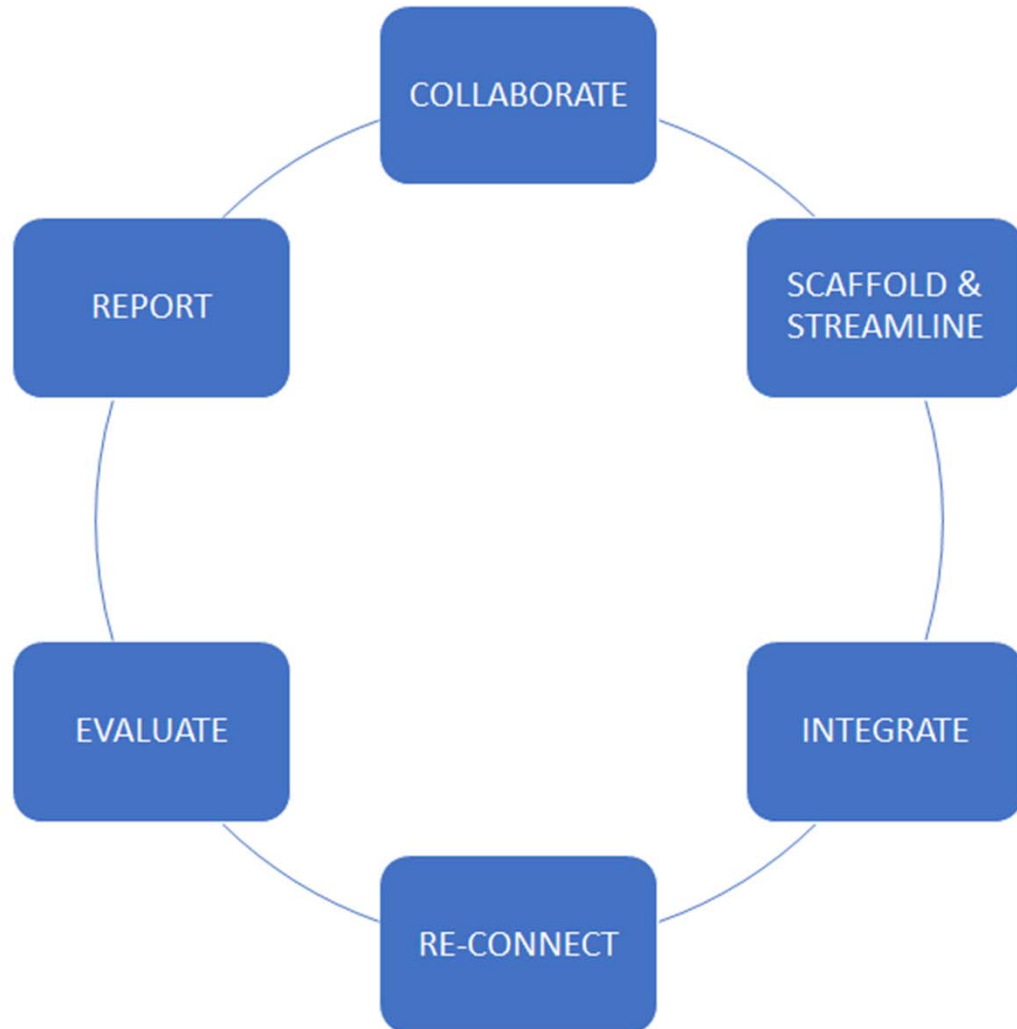




Step 2: Identify the Need

- Avoid the critical deliverables within your department(s)
- Broaden your lens:
 - What could lighten the workload of staff in a way that is helpful and morale-boosting?
 - What ideas have you had for a while that require research and implementation you don't have time for?
 - What is the follow up you have needed to do since receiving policy recommendations but haven't gotten around to yet?

Step 3: Create





What if?

- What if there isn't a university that is close to my city?
- What if the only students available are undergraduates?
- What if we don't have the financial capacity to fund students?



Questions?