



SAINT PAUL AREA CHAMBER OF COMMERCE

2011 SHARED SERVICES SURVEY

EXECUTIVE SUMMARY

March 31, 2011

2011 Shared Services Survey

	Arden Hills	Falcon Heights	Lauderdale	Little Canada	Maplewood	North Oaks	North Saint Paul	Oakdale	Roseville	Saint Paul	Shoreview	Vadnais Heights
Administrative Services				✓				✓	✓	✓	✓	✓
Emergency Services	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Environmental Services	✓		✓	✓				✓	✓	✓		✓
Financial Services								✓		✓		✓
Health and Human Services	✓			✓						✓	✓	✓
Housing and Building		✓		✓		✓		✓		✓	✓	✓
Human Resources								✓	✓	✓		✓
Information Technology	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Library Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Parks and Recreation	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓
Planning and Economic Development				✓			✓	✓	✓	✓		
Public Works	✓	✓	✓	✓				✓	✓	✓	✓	✓
Transportation and Transit Services								✓	✓	✓		✓

✓ Represents the use of shared services

OVERVIEW

PURPOSE

The Saint Paul Area Chamber of Commerce encourages public entities to implement shared services strategies as a means to pool limited resources and adopt cost-effective approaches to delivering services. As state and local governments continue to face fiscal challenges, it is vital that the quality of and access to core services is maintained without increasing the cost to taxpayers. Implementing shared services programs offers local governments an innovative way to achieve this goal.

The Chamber is committed to supporting our public partners that share services. We believe that shared services programs offer significant opportunity to maintain and even improve the level of service to citizens and businesses.

METHODOLOGY

The Chamber surveyed twelve East Metro cities in the first quarter of 2011 to better understand and help facilitate the use of shared services programs in our communities. The Chamber conducted similar studies in 2006 and 2008.

The Chamber used a 13-question survey. The survey asked each city whether it currently utilizes shared services strategies when providing the following types of services to its residents or businesses:

- Administrative Services
- Emergency Services
- Environmental Services
- Financial Services
- Health and Human Services
- Housing and Building Services
- Human Resources
- Information Technology
- Library Services
- Parks and Recreation Services
- Planning and Economic Development
- Public Works
- Transportation and Transit Services

The survey was distributed to the following East Metro cities:

- Arden Hills
- Falcon Heights

- Lauderdale
- Little Canada
- Maplewood
- North Oaks
- North Saint Paul
- Oakdale
- Roseville
- Saint Paul
- Shoreview
- Vadnais Heights

For purposes of this study, we defined “shared services” as *programs that enhance the efficiency and cost effectiveness of providing government services through cooperation and partnership with other public or private entities.*

Each city was asked whether it shares services in each of the thirteen categories described above. Each city was given the opportunity to provide open-ended commentary and list examples of how shared services programs are being used after each question.

The report divides the findings of the survey into thirteen sections organized according to the types of services studied. Each of the sections list notable examples of how shared services strategies are being used by the cities surveyed. These examples were compiled using information disclosed by the twelve participating cities.

It is the Chamber’s intention to highlight these examples so that all municipalities in Minnesota can evaluate and adopt best practices in shared services.

FINDINGS

ADMINISTRATIVE SERVICES

Administrative Services	
Yes	(6) - 50%
No	(6) - 50%

Notable Examples of Shared Services

- Little Canada provides utility billing services to the City of Birchwood.
- Oakdale contracts with Washington County to provide both property assessment and election services.
- Roseville coordinates with Ramsey County to print elections ballots, purchase election equipment, and train staff and election judges.
- Saint Paul coordinates with Ramsey County to share centralized printing services. Printing services are sold to other jurisdictions on a contract basis. Saint Paul shares and jointly manages building space with Ramsey County. Saint Paul also partners with Ramsey County for the administration of elections.
- Shoreview maintains an insurance pool with other cities throughout Minnesota to reduce the costs of obtaining general liability, casualty, and workers compensation insurance.

Yes	No
Little Canada	Arden Hills
Oakdale	Falcon Heights
Roseville	Lauderdale
Saint Paul	Maplewood
Shoreview	North Oaks
Vadnais Heights	North Saint Paul

EMERGENCY SERVICES

Emergency Services	
Yes	(11) - 92%
No	(1) - 8%

Notable Examples of Shared Services

- Arden Hills contracts with Ramsey County for police and dispatch services and contracts with the Lake Johanna Fire Department for fire services.
- Falcon Heights provides fire services to Lauderdale and contracts with Saint Paul for ambulance services. Falcon Heights also has mutual aid agreements with neighboring jurisdictions for fire and hazardous material services.
- Lauderdale contracts with St. Anthony for police, Falcon Heights for fire, and Saint Paul for ambulance services.
- Little Canada coordinates with Ramsey County for emergency services.
- North Oaks contracts with other cities in Ramsey County for police and fire services.
- North Saint Paul maintains mutual aid assistance programs with surrounding cities.
- Oakdale consolidated contracts with Washington County for dispatch services. Oakdale is in process of converting its police record system over to Washington County to provide better uniformity at lower cost.

Yes	No
Arden Hills	Maplewood
Falcon Heights	
Lauderdale	
Little Canada	
North Oaks	
North Saint Paul	
Oakdale	
Roseville	
Saint Paul	
Shoreview	
Vadnais Heights	

- Roseville participates in an East Metro SWAT tactical team with St. Anthony, New Brighton, North St. Paul and the University of Minnesota police departments. Roseville maintains a mutual aid program with the Lake Johanna Fire Department. Roseville contracts with Ramsey County for emergency dispatch services and with Allina Medical for EMT services.
- Saint Paul operates a joint 911 dispatch center with Ramsey County and provides police technology and fire services to surrounding jurisdictions.
- Shoreview contracts with Ramsey County for police and dispatch services saving the city more than one million dollars a year in public safety costs. Shoreview also contracts for fire service with the Lake Johanna Fire Department.
- Vadnais Heights purchases police and dispatch services from Ramsey County, participates in a regional network for back-up fire support, and maintains a Hazard Response Team with neighboring jurisdictions that allows for shared operation and training costs.

ENVIRONMENTAL SERVICES

Environmental	
Yes	(7) - 58%
No	(5) - 42%

Notable Examples of Shared Services

- Little Canada contracts with three private haulers for organized refuse collection services and relies on the Ramsey Washington Watershed District for assistance in evaluating water quality issues.
- Oakdale maintains a joint agreement with Lake Elmo for storm water facility maintenance.
- Saint Paul coordinates with its Parks and Public Works Departments and regional watershed districts on water infiltration and clean water initiatives.
- Vadnais Heights works with the Ramsey Washington Watershed District and Vadnais Lake Area Water Management Organization to provide oversight of surface water runoff and water quality.

Yes	No
Arden Hills	Falcon Heights
Lauderdale	Maplewood
Little Canada	North Oaks
Oakdale	North Saint Paul
Roseville	Shoreview
Saint Paul	
Vadnais Heights	

FINANCIAL SERVICES

Financial Services	
Yes	(3) - 25%
No	(9) - 75%

Notable Examples of Shared Services

- Oakdale recently added online bill pay for utility bills, which has helped to reduce costs and provide residents with an easier method of payment. Oakdale contracts out ambulance billing to a private vendor which has allowed for a reduction in staff while significantly increasing the collections rate on charges for services.
- Saint Paul coordinates purchasing with Ramsey County. Other jurisdictions use Saint Paul's purchasing services on a contract basis.

Yes	No
Oakdale	Arden Hills
Saint Paul	Falcon Heights
Vadnais Heights	Lauderdale
	Little Canada
	Maplewood
	North Oaks
	North Saint Paul
	Roseville
	Shoreview

HEALTH AND HUMAN SERVICES

Health and Human Services	
Yes	(5) - 58%
No	(7) - 42%

Notable Examples of Shared Services

- Arden Hills contracts with Ramsey County for health and human services.
- Little Canada contracts with Ramsey County for health and human services.
- Saint Paul merged public health services with Ramsey County in the late 1990's and continues to collaborate with Ramsey County on issues such as its block nurse program, lead abatement in housing and other public health issues.
- Shoreview contracts with Ramsey County for health and human services.
- Vadnais Heights shares the cost of operating the White Bear Lake Community Counseling Center with White Bear Lake and White Bear Township.

Yes	No
Arden Hills	Falcon Heights
Little Canada	Lauderdale
Saint Paul	Maplewood
Shoreview	North Oaks
Vadnais Heights	North Saint Paul
	Oakdale
	Roseville

HOUSING AND BUILDING SERVICES

Housing and Building	
Yes	(7) - 58%
No	(5) - 42%

Notable Examples of Shared Services

- Falcon Heights and Little Canada share a building inspector.
- Little Canada contracts with a private firm for electrical inspection services.
- North Oaks contracts out housing and building services to a private firm.
- Oakdale contracts out for electrical inspections with a private vendor to reduce the need for additional staff. In addition, Oakdale uses several non-profit groups to promote affordable housing goals without having to utilize additional staff.
- Saint Paul coordinates with Ramsey County Public Health on lead control in residential properties.
- Shoreview contracts with the non-profit Greater Minneapolis Housing Corporation for use of its housing resource center.
- Vadnais Heights provides backup building inspection services for White Bear Township.

Yes	No
Falcon Heights	Arden Hills
Little Canada	Lauderdale
North Oaks	Maplewood
Oakdale	North Saint Paul
Saint Paul	Roseville
Shoreview	
Vadnais Heights	

HUMAN RESOURCES

Human Resources	
Yes	(4) - 33%
No	(8) - 67%

Yes	No
Oakdale	Arden Hills
Roseville	Falcon Heights
Saint Paul	Lauderdale
Vadnais Heights	Little Canada
	Maplewood
	North Oaks
	North Saint Paul
	Shoreview

Notable Examples of Shared Services

- Oakdale merged its human resource department with its finance department to reduce overall staffing levels. Oakdale's Finance Director also serves as the Human Resource Director.
- Saint Paul collaborates with Saint Paul College for internal training and professional development workshops.
- Vadnais Heights uses private consultants for its human resources needs.

INFORMATION TECHNOLOGY

Information Technology	
Yes	(12) - 100%
No	(0) - 0%

Notable Examples of Shared Services

- Saint Paul shares INet and phone services with Ramsey County.
- The remaining cities participate in the Metro-INet consortium, which is housed in Roseville. The consortium provides all IT and phone services for participating cities.

LIBRARY SERVICES

Library Services	
Yes	(12) - 100%
No	(0) - 0%

Notable Examples of Shared Services

- Oakdale relies on Washington County for its library needs.
- Saint Paul participates in the Saint Paul Community Literacy Consortium with several community non-profits and Saint Paul schools to promote and improve literacy within the community.
- All remaining cities rely on Ramsey County for library services.

PARKS AND RECREATION SERVICES

Parks and Recreation	
Yes	(10) - 83%
No	(2) - 17%

Notable Examples of Shared Services

- Arden Hills coordinates with Shoreview and Mounds View Public Schools to provide parks and recreation services.
- Lauderdale partners with Roseville to offer recreation programs.
- Little Canada maintains a facility usage agreement with Roseville School District for gymnasium space. Little Canada has a field usage agreement with St. John's Church. Little Canada partners with Maplewood, North Saint Paul, Oakdale, and Mahtomedi in offering youth recreation programming.
- Maplewood recently entered into a joint powers agreement with North Saint Paul for sharing recreation services.
- Oakdale collaborates with the North Saint Paul – Maplewood – Oakdale School district (ISD 622) for swimming pool access, athletic fields, and ice arena time. Oakdale contracts out its Park and Recreation Director position. Oakdale contracts with Washington County to provide ski-trail grooming at the Oakdale Nature Preserve during winter months.
- Saint Paul maintains partnership agreements with community agencies that operate services in several closed recreation centers throughout the city. Saint Paul has shared space agreements with Saint Paul schools to share gymnasium and other community space for events and other programming.
- Vadnais Heights partners with non-profit and youth athletic associations to operate a two-sheet ice arena and 100,000 sq. ft. dome.

Yes	No
Arden Hills	Falcon Heights
Lauderdale	North Oaks
Little Canada	
Maplewood	
North Saint Paul	
Oakdale	
Roseville	
Saint Paul	
Shoreview	
Vadnais Heights	

PLANNING AND ECONOMIC DEVELOPMENT

Planning and Economic Development	
Yes	(5) - 58%
No	(7) - 42%

Notable Examples of Shared Services

- Little Canada contracts out with a private firm for municipal planning services.
- North Saint Paul contracts with Roseville for GIS services.
- Oakdale contracts with a non-profit entity to perform due diligence analysis and servicing of the city's commercial rehabilitation loan programs.
- Saint Paul partners with non-profit community development corporations on affordable housing issues. Saint Paul participates in the Itasca Group's Regional Economic Development partnership to help retain and recruit businesses.

Yes	No
Little Canada	Arden Hills
North Saint Paul	Falcon Heights
Oakdale	Lauderdale
Roseville	Maplewood
Saint Paul	North Oaks
	Shoreview
	Vadnais Heights

PUBLIC WORKS

Public Works	
Yes	(9) - 75%
No	(3) - 25%

Yes	No
Arden Hills Falcon Heights Lauderdale Little Canada Oakdale Roseville Saint Paul Shoreview Vadnais Heights	Maplewood North Oaks North Saint Paul

Notable Examples of Shared Services

- Arden Hills shares equipment with other jurisdictions and shares public works facilities with Ramsey County and Mounds View Schools.
- Falcon Heights shares a street sweeper with Little Canada. Falcon Heights contracts with Ramsey County for snowplowing services. Falcon Heights shares equipment with neighboring agencies to avoid purchasing equipment.
- Lauderdale contracts with Ramsey County for snowplowing services.
- Little Canada participates in several joint purchasing pools including purchasing fuel through Ramsey County and vehicles through the State of Minnesota.
- Oakdale provides mechanical services to Lake Elmo for repair and maintenance of fire engines. Oakdale contracts with Saint Paul for water main repair services. Oakdale also partners with the State of Minnesota for joint purchasing in the areas of technology and fuel.
- Roseville provides engineering services to Falcon Heights and Arden Hills. Roseville also provides street message painting to Falcon Heights.
- Saint Paul provides lighting and signal maintenance for Washington County, Forest Lake, Woodbury, and Cottage Grove. Saint Paul provides asphalt to many municipalities, counties, and the State on a contract basis.
- Shoreview contracts with the State of Minnesota corrections division (ICWC program) to use prisoners for maintenance of Shoreview's maintenance building as well as other public facilities.

TRANSPORTATION AND TRANSIT SERVICES

Transportation and Transit	
Yes	(4) - 33%
No	(8) - 67%

Yes	No
Oakdale Roseville Saint Paul Vadnais Heights	Arden Hills Falcon Heights Lauderdale Little Canada Maplewood North Oaks North Saint Paul Shoreview

Notable Examples of Shared Services

- Oakdale recently turned over its dial-a-ride transportation services (North East Suburban Transit) to Metro Transit providing an annual cost savings to the city of over \$27,000.
- Saint Paul coordinates with Saint Paul Public Schools to provide transportation for after school library and recreation programming.