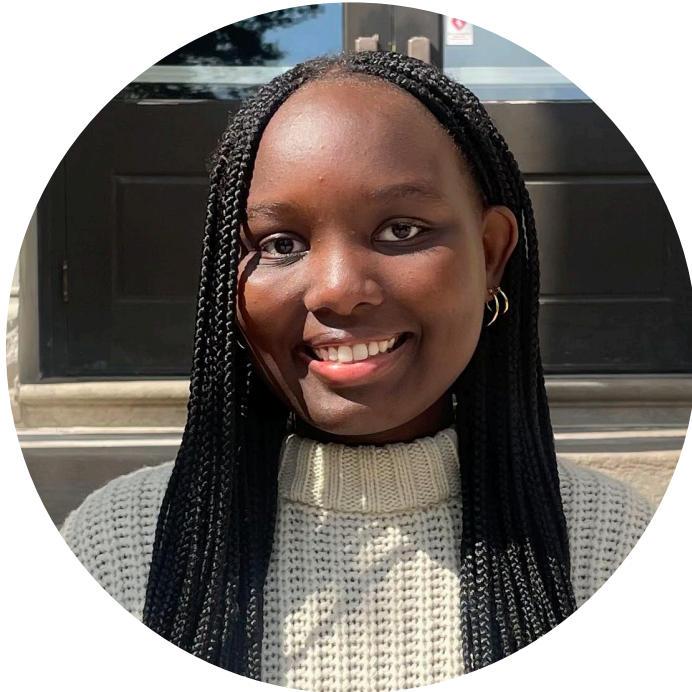


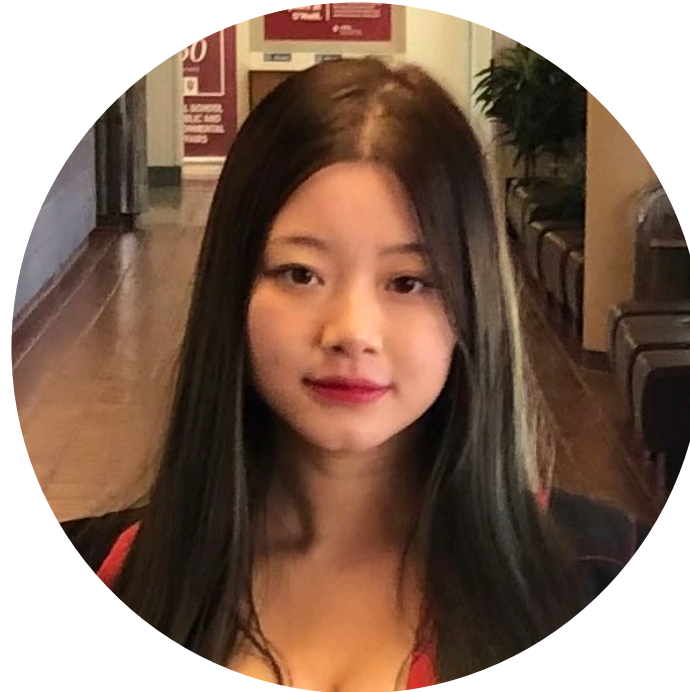
Burlington and West Burlington Shared Services Project

Vanessa Bittok, Shuyi Wu, Natalie Murphy

Meet the Team



*Vanessa Bittok, MPA,
Public Policy*



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Management*



*Natalie Murphy, MPA,
Public Policy*

Acknowledgements

Travis Kraus, IISC Director

Phuong Nguyen, Faculty Advisor

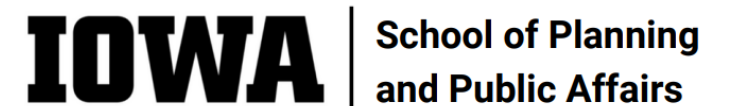
Gregg Mandsager, West Burlington City Administrator

Ron Teater, West Burlington Mayor

John Johnson, West Burlington City Council Member

Chad Bird, Burlington City Manager

Nick MacGregor, Burlington Assistant City Manager to Public Works



Overview

- Project Purpose
- Decision – Making Tool
- Methodology
- Findings & Analysis
- Opportunities for Collaboration
- Conclusion



Project Purpose

The purpose of this project is to **assess opportunities** for collaboration between Burlington and West Burlington. It aimed to explore ways to **improve efficiency, reduce costs, and enhance service quality** through shared services in response to limits to **municipal revenue generation**. As part of this effort, the Project Team designed a **decision-making tool** to guide future service-sharing decisions. The tool was then applied to **each department** to evaluate its potential for collaboration.

Decision – Making Tool

Capital

Staffing

Efficiency

Quality of Service

Community Identity & Political Feasibility

Methodology

Department Leader Interviews

Met with leaders from each study department in Burlington and West Burlington.

Questions guided by the decision-making tool sections – capital, staffing, efficiency, quality of service, and community identity & political feasibility.

Financial Analysis

Analyzed expenditures and staffing in both communities.

Compared a hypothetical combined Burlington and West Burlington to peer communities – Clinton, Fort Dodge, and Muscatine.

Literature Review & Case Study

Emphasis on literature that examines impact on quality of service when shared.

Review of shared service case studies in communities in Iowa, Michigan, and abroad.

Findings and Analysis



Findings – Interviews & Literature Review

Public Works

Capital – Both cities face capital needs.

Staffing – Both cities are stable in staffing.

Efficiency – There is a strong foundation between the two public works departments.

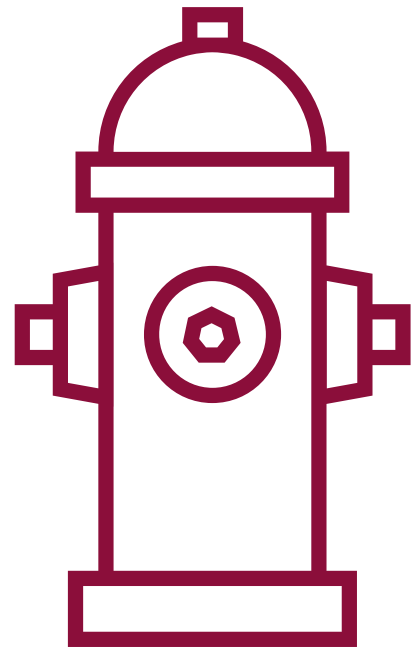
Quality of Service – Literature review has shown this service is ideal for sharing.

Community Identity – Both cities are open to sharing, but want to avoid anything that would limit community identity.



Findings – Interviews & Literature Review

Fire



Capital – Both cities face capital needs.

Staffing – The two cities have different staffing models.

Efficiency – Currently have a 28E agreement.

Quality of Service – Literature review and case studies have shown this service is ideal for sharing.

Community Identity – Any collaboration should be limited.

Findings – Interviews & Literature Review

Police



Capital – Both cities' biggest expense is vehicles.

Staffing – Both cities have staffing challenges.

Efficiency – There has been past collaboration.

Quality of Service – Literature review and case studies have shown this service is ideal for sharing.

Community Identity – Preserving each city's distinct policing needs is crucial.

Spending Analysis – Financial Analysis

**3-Year Average (FY2022 – FY2024) of Per Capita Spending per Department for Burlington (B),
West Burlington (WB), Combined B/WB & Peer Communities**

Department	Burlington	West Burlington	B/WB Combined	Peer Communities	Difference
Public Works	\$494.07	\$1,371.72	\$603.97	\$326.17	\$277.80
Fire	\$261.63	\$141.59	\$247.51	\$217.12	\$30.39
Police	\$260.70	\$388.64	\$275.69	\$239.00	\$36.70

Adjusted for inflation to 2024 dollars from the U.S. Bureau of Labor Statistics Government Index

Staffing Analysis – Financial Analysis

3-Year Average (FY2022 – FY2024) Total FTEs and FTEs per 1,000
for Burlington (B), West Burlington (WB), Combined B/WB & Peer Communities

Department	Burlington	West Burlington	B/WB Combined	Peer Communities	
Public Works	26.5	9.7*	36.2	36.9	B/WB has 0.2/1,000 fewer FTE than peer communities (equivalent to 5.4 less staff)
	1.1 per 1,000	3.0 per 1,000*	1.3 per 1,000	1.5 per 1,000	
Fire	49.7	26.7	76.4	50.4	B/WB has 0.7/1,000 more FTE than peer communities (equivalent to 19.0 more staff)
	2.1 per 1,000	8.4 per 1,000	2.8 per 1,000	2.1 per 1,000	
Police	53.3	13.1	66.8	47.4	B/WB has 0.5/1,000 more FTE than peer communities (equivalent to 13.6 more staff)
	2.2 per 1,000	4.1 per 1,000	2.5 per 1,000	2.0 per 1,000	

* Indicates combined staff lines for Parks & Recreation and Public Works in West Burlington

Opportunities for Collaboration



Opportunities by Department

Community Development

Update the International Building Code and International Fire Code for uniformity between two communities.

Open communication.

Finance

Continued communication:

- Information sharing
- Problem solving

Fire

Build on training collaboration (resources and equipment) to reduce redundancies.

Share equipment with opening of new Fire Station in Burlington.

Opportunities by Department

Parks & Recreation

Equipment sharing with proper communication.

Explore future joint larger equipment purchases.

Explore combined staffing models that attract and retain seasonal pool staff.

Police

Build on training collaboration (resources and equipment) to reduce redundancies.

Further explore sharing an investigator.

Public Works

Continue equipment lending and joint emergency response.

Explore future joint larger equipment purchases.

Explore contracted service provision for certain services.

General Opportunities

Task force to oversee collaboration.

Standardized quality of service metrics.

Incremental steps with collaboration.

Annual consultation with decision-making tool.

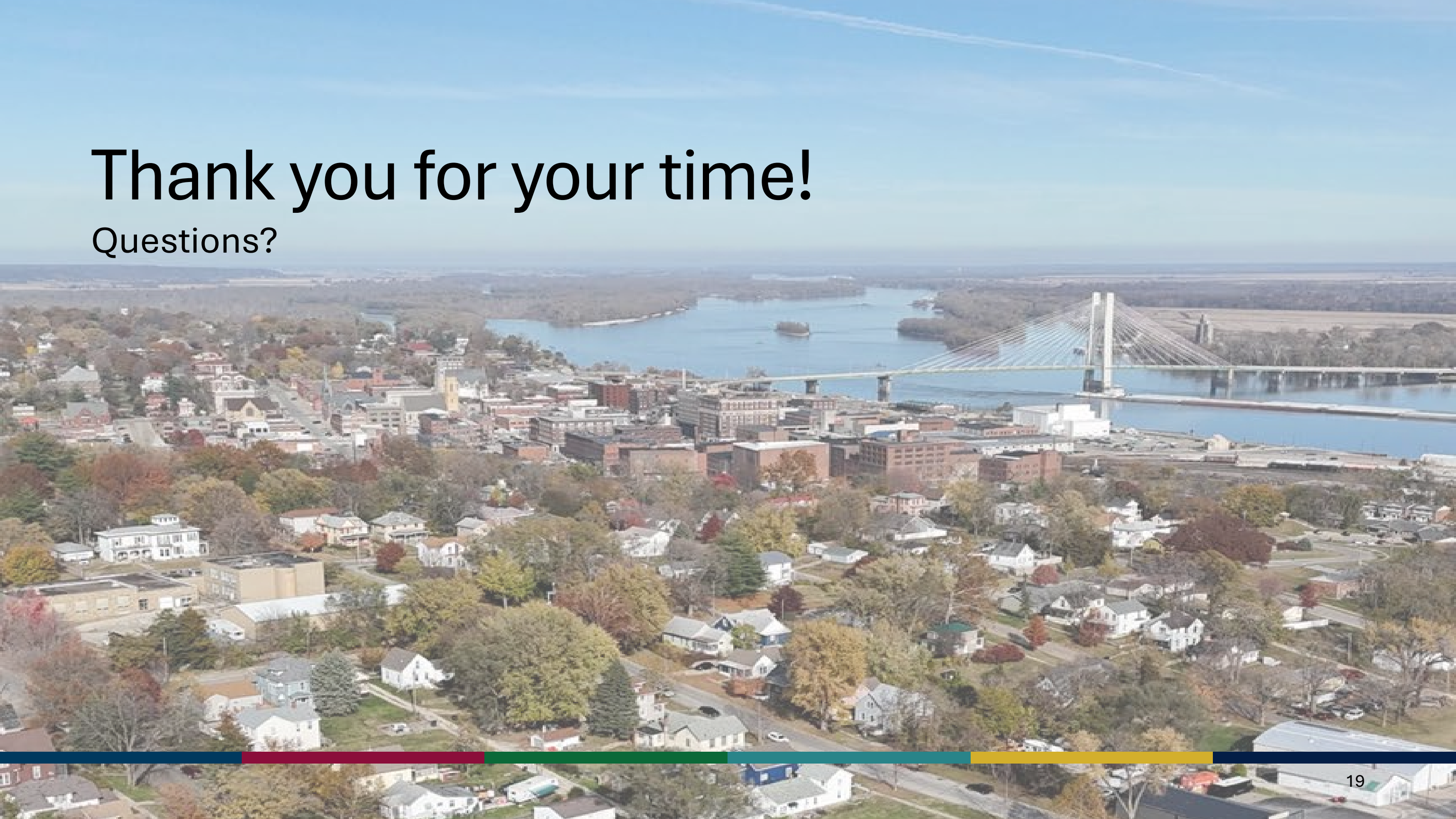
Shared communications professional.

Conclusion

We applied a structured **decision-making tool** across six municipal departments to assess capital, staffing, efficiency, service quality, and community identity. Through **interviews**, **financial comparisons**, and **case study analysis**, we identified targeted opportunities for service sharing – especially in **equipment**, **training**, and **staffing**. Although shared services are not suitable for all departments, we still find opportunities to reduce expenditures and enhance service delivery for both cities.

Thank you for your time!

Questions?



3-Year Average (FY2022 – FY2024) of Per Capita Spending per Department for Burlington (B), West Burlington (WB), Combined B/WB & Peer Communities

Department	Burlington	West Burlington	Combined	Peer Communities	Difference
Community Development	\$38.17	\$42.98	\$38.74	\$25.72	\$13.02
Fire	\$261.63	\$141.59	\$247.51	\$217.12	\$30.39
Parks and Recreation	\$46.75	\$65.18	\$48.92	\$78.48	\$29.56
Police	\$260.70	\$388.64	\$275.69	\$239.00	\$36.70
Public Works	\$494.07	\$1,371.72	\$603.97	\$326.17	\$277.80

Adjusted for inflation to 2024 dollars from the U.S. Bureau of Labor Statistics Government Index

3-Year Average (FY2022 – FY2024) Total FTEs and FTEs per 1,000 for Burlington (B), West Burlington (WB), Combined B/WB & Peer Communities

Department	Burlington	West Burlington	B/WB Combined	Peer Communities	
Community Development	7.9	1.3	9.2	6.3	B/WB has 0.1/1,000 more FTE than peer communities (equivalent to 2.1 more staff)
	0.3 per 1,000	0.4 per 1,000	0.3 per 1,000	0.2 per 1,000	
Fire	49.7	26.7	76.4	50.4	B/WB has 0.7/1,000 more FTE than peer communities (equivalent to 19.0 more staff)
	2.1 per 1,000	8.4 per 1,000	2.8 per 1,000	2.1 per 1,000	
Parks and Recreation	3.5	9.7*	13.1	16.4	B/WB has 0.3/1,000 more FTE than peer communities (equivalent to 5.3 more staff)
	0.1 per 1,000	3.0 per 1,000*	0.4 per 1,000	0.7 per 1,000	
Police	53.3	13.1	66.8	47.4	B/WB has 0.5/1,000 more FTE than peer communities (equivalent to 13.6 more staff)
	2.2 per 1,000	4.1 per 1,000	2.5 per 1,000	2.0 per 1,000	
Public Works	26.5	9.7*	36.2	36.9	B/WB has 0.2/1,000 fewer FTE than peer communities (equivalent to 5.4 less staff)
	1.1 per 1,000	3.0 per 1,000*	1.3 per 1,000	1.5 per 1,000	

* Indicates combined staff lines for Parks & Recreation and Public Works in West Burlington

Peer Communities

Clinton, Iowa

Population – 24,239 people

Median Income – \$57,493

Employment Rate – 54.5%

Located along the Mississippi River in Eastern Iowa – Northeast of Davenport.

Fort Dodge, Iowa

Population – 24,591 people

Median Income – \$61,769

Employment Rate – 55.7%

Located in North Central Iowa – Northwest of Ames.

Muscatine, Iowa

Population – 23,341 people

Median Income – \$59,332

Employment Rate – 61.5%

Located along the Mississippi River in Eastern Iowa – Southwest of Davenport.