

# Newtown Community Center Advisory Council

## Organizational Reporting Structure Options

*Tuesday September 5, 2017  
Meeting*



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Final Report  
Executive  
Summary  
February 2016

## A Quick “Touchstone”

- **The Newtown Community Center Commission believes a Center should:**
  - Act as a vibrant, multi-generational hub for all Newtown residents
  - Promote health and healing
  - Have a reasonable model of self-sustainability
  - Provide educational, recreational, artistic & creative opportunities
  - Engage the community
  - Encourage social interaction
  - Build self-esteem
  - Showcase talent
  - As of 1/28/16, leverage the current Town CIP line item of \$5M to supplement the GE donation of \$10M – and their \$5M over 5 years to operate the Center



## Our Guiding Principal for a Reporting Structure or.... “What Does Success Look Like”

### Our recommendation considered:

*An initial reporting structure for the Community Center Leader which facilitates cross-department collaboration and enables the leader to focus on the successful launch, cost-efficient operation, and community connectivity of the center.*

*Implicit in this role, is the ability and responsibility to complete as soon as possible a **\*business plan/pro-forma invoice** -- which successfully leverages the GE operating donation of \$5M well beyond five-years.*

*\*One vetted by the Board of Finance*

# Models



**Model 1 – Outsourced Management**



**Model 2 – Stand-Alone Organization**



**Model 3 – Under Park & Recreation w/ Shared Staff Resources**



**Model 4 – Hybrid of Models 2 & 3**

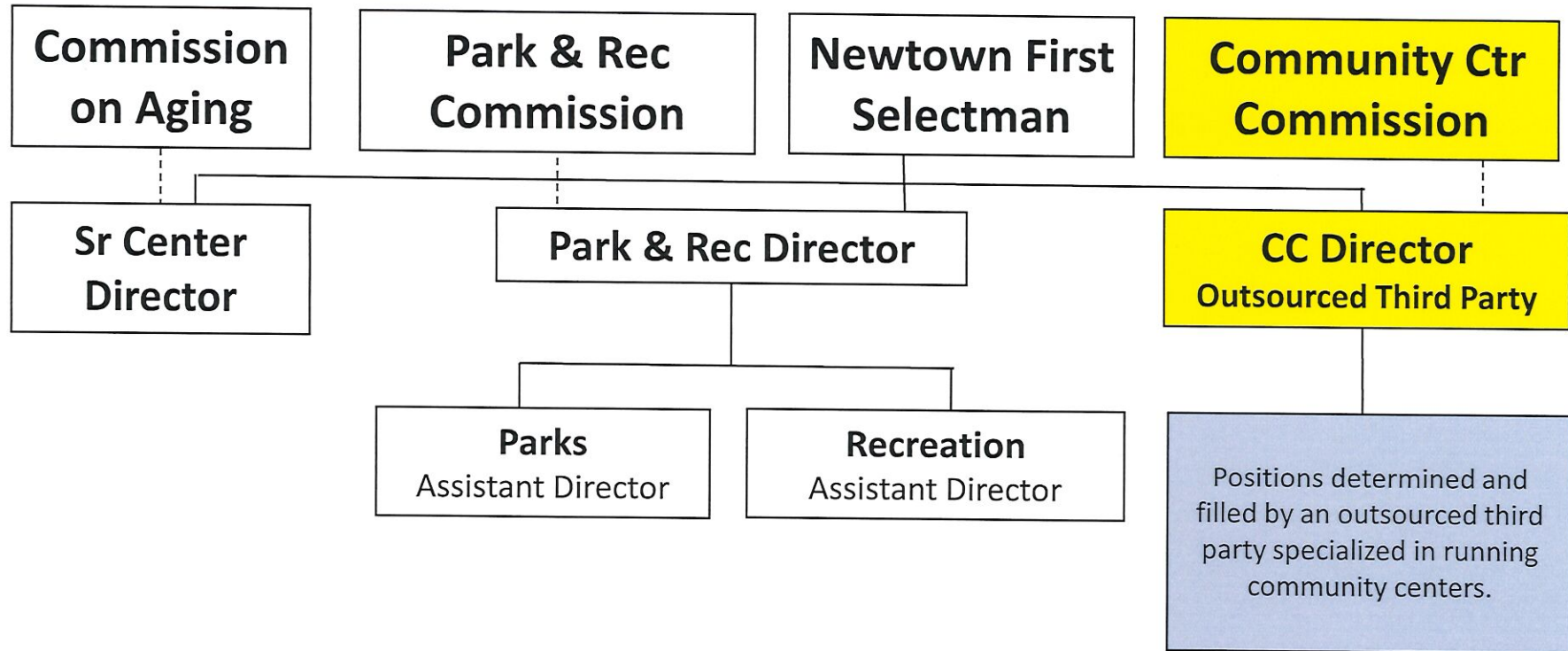




## Reporting Structure Model 1 – Outsourced Third Party

*Community Center Director is a member of/leads an overall outsourced group.  
Reports to First Selectman and dotted line to a new Community Center Commission*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure



Existing Positions

New Positions

*Does not include suggestions for the Senior Center*



## Reporting Structure

### Model 1 – Outsourced Third Party

*Community Center Director is a member of/leads an overall outsourced group.  
Reports to First Selectman and dotted line to a new Community Center Commission*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure

Common	Pros	Cons
	Affords our town a group which has experience running centers – from maintenance to marketing	Potential duplication of services with Park & Rec – and increased expenses
Sr C Dir	Outsourced hiring/quicker to staff	Requires time to select third-party
	Third-party lead works directly with the First Selectman – having frequent interaction, input, & guidance	Potential learning curve for third-party to work within the Public Sector
	Dedicated focus on Center's success – particularly marketing	Oversight of third-party requires additional time management
		Potential lack of vested interest
		Possible transfer at some point of Center management to town could provide challenges
	<b>Model with Probable Higher Cost</b> <i>In Comparison to the Other Models</i>	

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New Positions

*Does not include suggestions for the Senior Center*



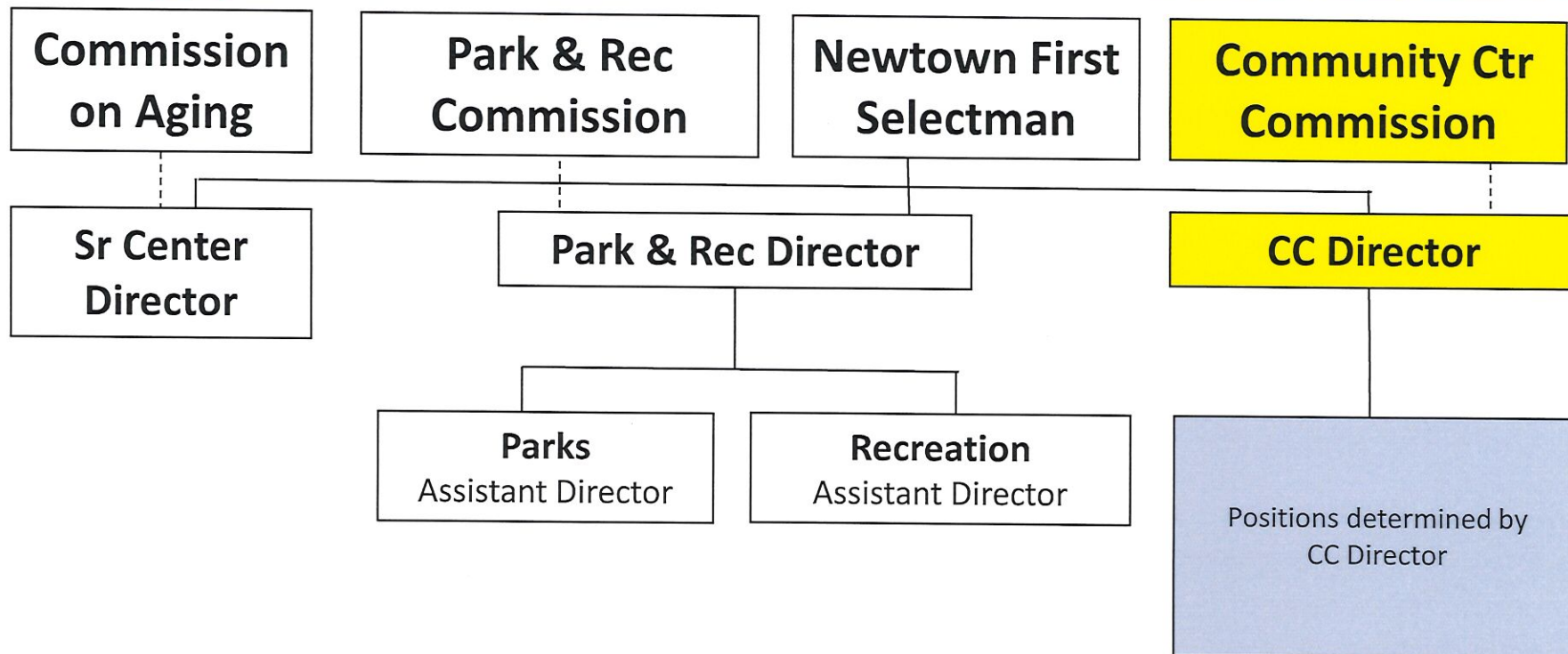


## Reporting Structure

### Model 2 – Stand Alone Organization

*Community Center Director Reports to First Selectman and dotted line to a new Community Center Commission*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure



Existing Positions

New Positions

*Does not include suggestions for the Senior Center*





## Reporting Structure

### Model 2 – Stand Alone Organization

*Community Center Director Reports to First Selectman and dotted line to a new Community Center Commission*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure

Pros	Cons
A director-level leader hired for their experience running centers	Potential duplication of services with Park & Rec – and increased expenses
Community Center Director works directly with the First Selectman – having frequent interaction, input, & guidance	Possible resident confusion due to duplication of services
Dedicated focus on Center’s success – particularly marketing	Requires time to hire Community Center Director, bring up to speed, and have them hire appropriate staff
Helps create the Center’s own brand separate from Park & Recreation	
Model with Probable Higher Cost In Comparison to the Other Models	

Existing Positions

New Positions

*Does not include suggestions for the Senior Center*



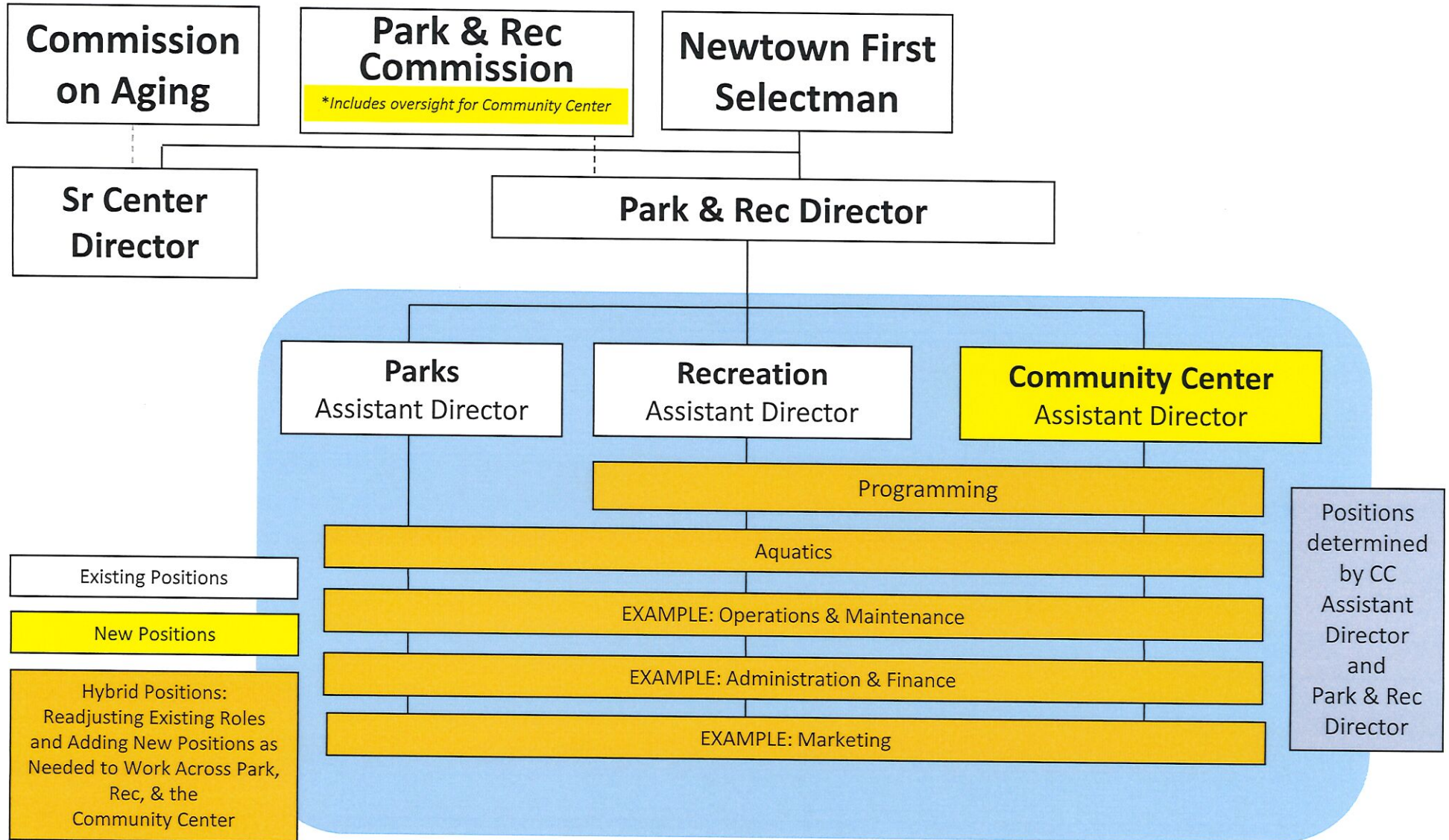


## Reporting Structure

### Model 3 – Under Park & Rec, Shared Staff

*Part of Park & Rec, CC Assistant Director Reports to Park & Rec Director. Existing and new staff positions serve as shared resources to Parks, Rec & the Center.*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure



*Does not include suggestions for the Senior Center*





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To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure

Commis on Agi Sr Cen Direct	Pros	Cons
	Shared staff could reduce operational costs	Public perception the Center is for Park & Rec programs, not a Center for Community activities
	Ability to leverage existing Park & Rec staff's experience and structure	Assistant Director does not work directly with the First Selectman – having infrequent interaction, input, & guidance from them
	Park & Rec Director can interface with officials on Town matters – freeing up more time for Assistant Director to focus on Center	Requires time to hire Assistant Director and bring up to speed
Existing P	Less staff to hire	Requires time to create shared staff model and hire new positions
New Po		
Hybrid P Readjusting E and Adding Ne Needed to Wor Rec, & Communi		Current Park & Rec Staff have never run a stand-alone center

Positions determined by CC Assistant Director and Park & Rec Director

### Model with Probable Lowest Cost

*In Comparison to the Other Models*

*Does not include suggestions for the Senior Center*



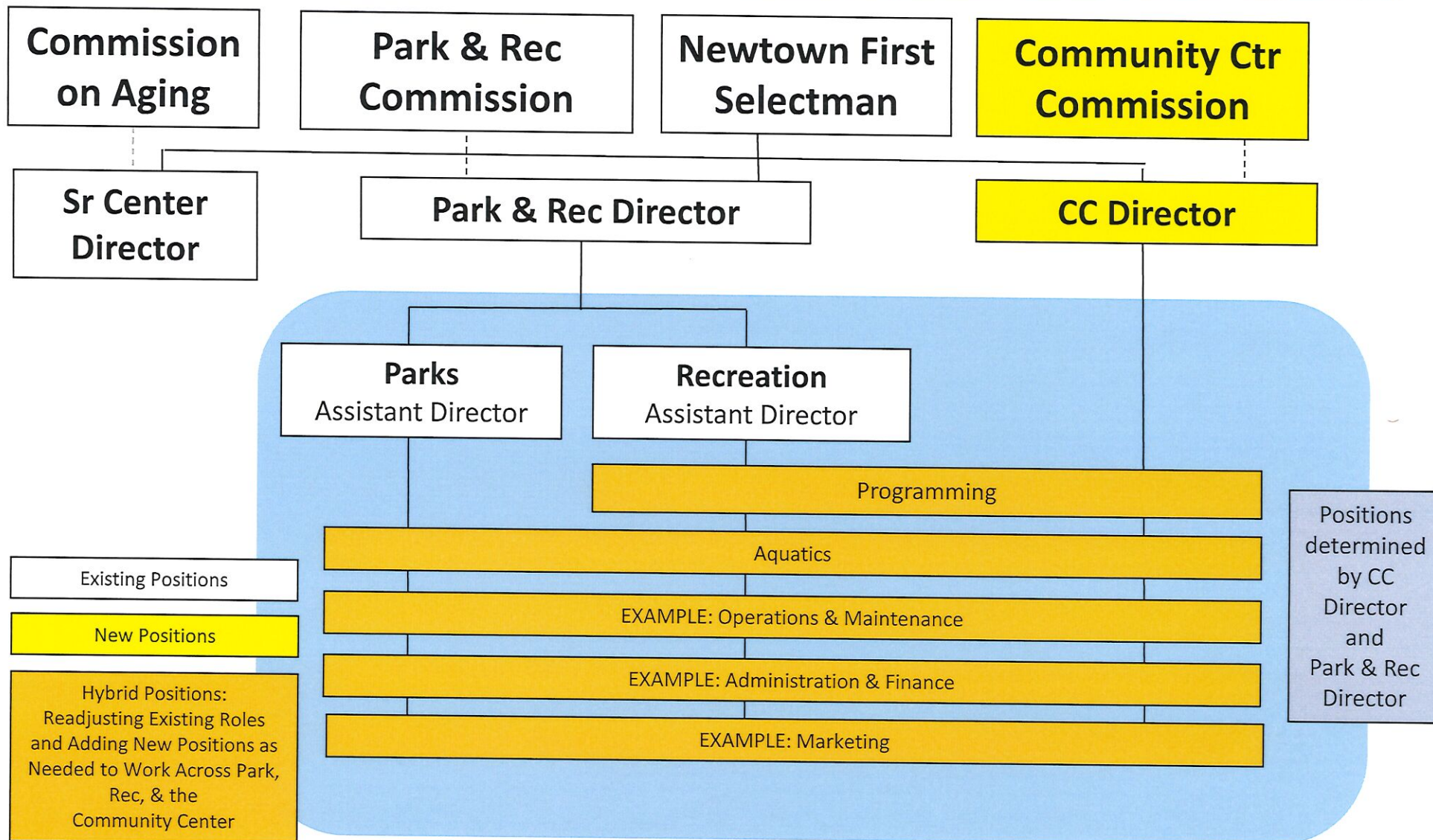


## Reporting Structure

### Model 4 – Hybrid (Stand Alone & Shared Staff)

*Hybrid of Models 2 and 3. Two Departments with two Directors -- shared staff will need to have clear reporting lines and responsibilities.*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure



*Does not include suggestions for the Senior Center*





## Reporting Structure

### Model 4 – Hybrid (Stand Alone & Shared Staff)

*Hybrid of Models 2 and 3. Two Departments with two Directors -- shared staff will need to have clear reporting lines and responsibilities.*

To best serve residents, collaboration is expected amongst all groups, regardless of reporting structure

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Sr Cen Direct	A director-level leader hired for their experience running centers	Requires time to hire Community Center Director and bring up to speed	
	Community Center Director works directly with the First Selectman – having frequent interaction, input, & guidance	Requires time to create shared staff model and hire new positions	
	Dedicated focus on Center's success – particularly marketing	Current Park & Rec Staff have never run a stand-alone center	
Existing P	Shared staff could reduce operational costs		
New Po	Ability to leverage existing Park & Rec staff's experience and structure		
Hybrid P Readjusting E and Adding Ne Needed to Wor Rec, & Community Center	Less staff to hire		Positions determined by CC Director and Park & Rec Director
	<b>Model with Probable Medium Cost</b> <i>In Comparison to the Other Models</i>		

*Does not include suggestions for the Senior Center*



# Reporting Structure Models

## Snapshot Overview



Compared to Other 3 Models

Key Factors	Model 1 Outsourced	Model 2 Stand Alone	Model 3 Under P&R, Shared Staff	Model 4 Hybrid
Cost	Higher	Higher	Lower	Medium
Related Experience	Higher	Higher	Medium	Higher
Singular Focus on Center	Medium	Higher	Medium	Higher
Hiring Ease	Easier	Harder	Medium	Medium

*An initial reporting structure for the Community Center Leader which facilitates cross-department collaboration and enables the leader to focus on the successful launch, cost-efficient operation, and community connectivity of the center. Implicit in this role, is the ability and responsibility to complete as soon as possible a \*business plan/pro-forma invoice -- which successfully leverages the GE operating donation of \$5M well beyond five-years. (\*One vetted by the Board of Finance)*







# RECOMMENDATION

## Reporting Structure Models

### Snapshot Overview

Compared to Other 3 Models

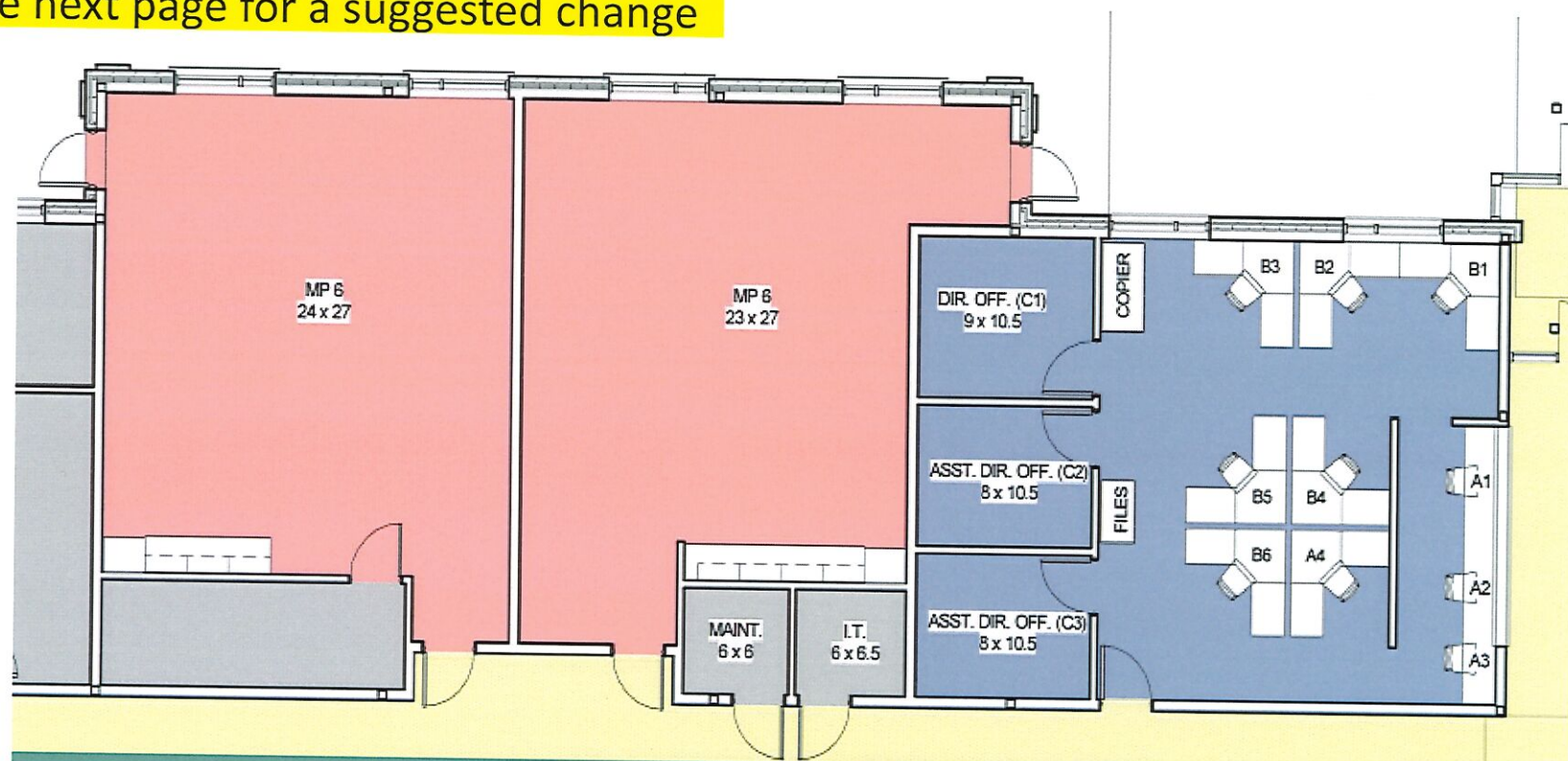
				
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## Administrative Space for Center Operations

### PREFERENCE: Admin Plan #1

- Provides most square footage for adjacent MP Room – 621sf
- Could co-locate Park & Rec and Community Center Directors (Sr Center Director is down the hall)
- Provides professional space for staff to run the Center and serve the community
- See next page for a suggested change



#### CAVEAT:

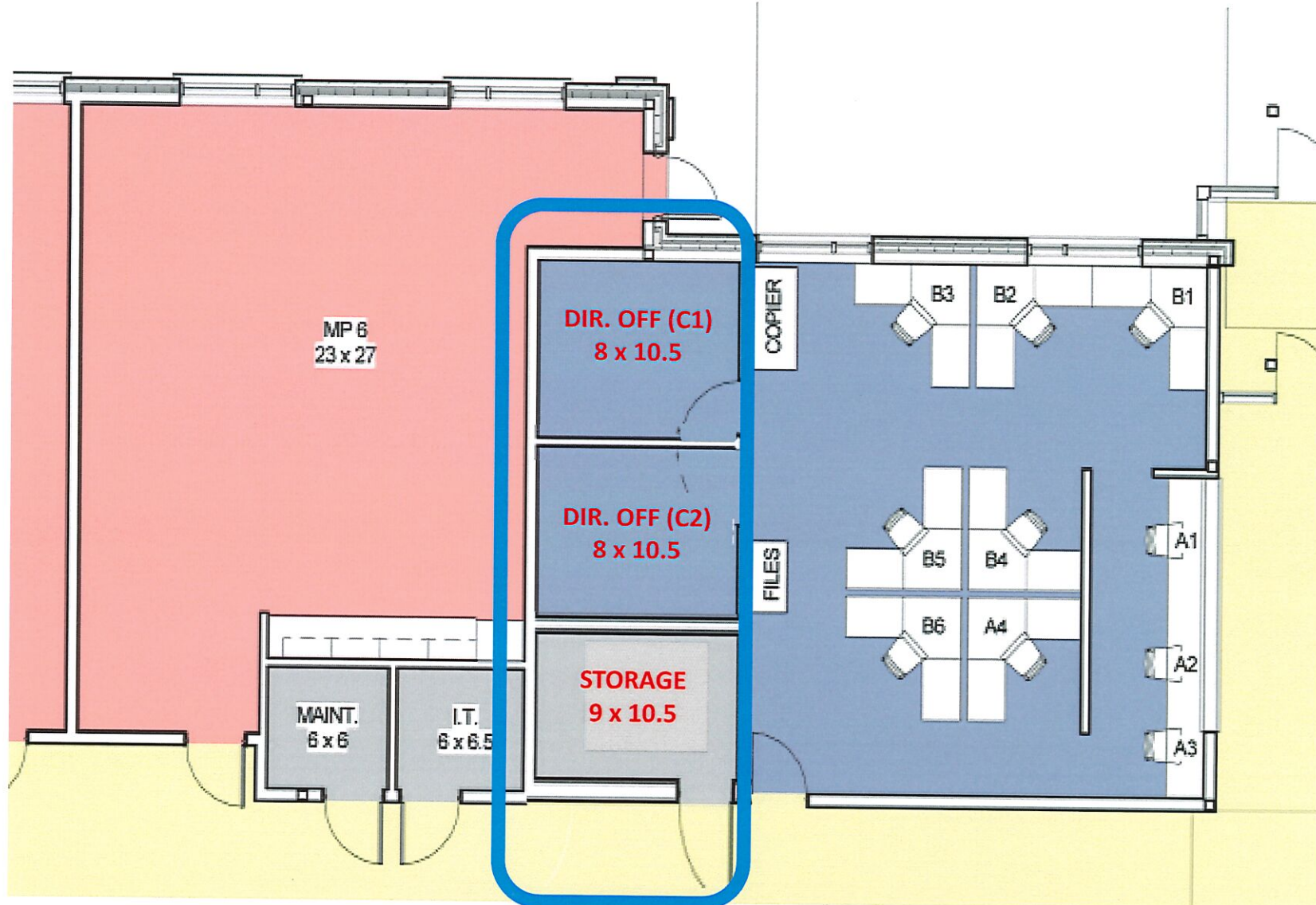
We need to be mindful to not short-change administrative space needs  
In a larger layout, if an office or cube-area are not needed, they could be converted  
to much needed storage room in the future



## PREFERENCE

### Admin Plan #1 with recommended change

- Make third office a storage space accessible from the hall – increase to 9 x 10.5
- Make directors' offices the same size – 8 x 10.5









# RECOMMENDATION

## Reporting Structure Models

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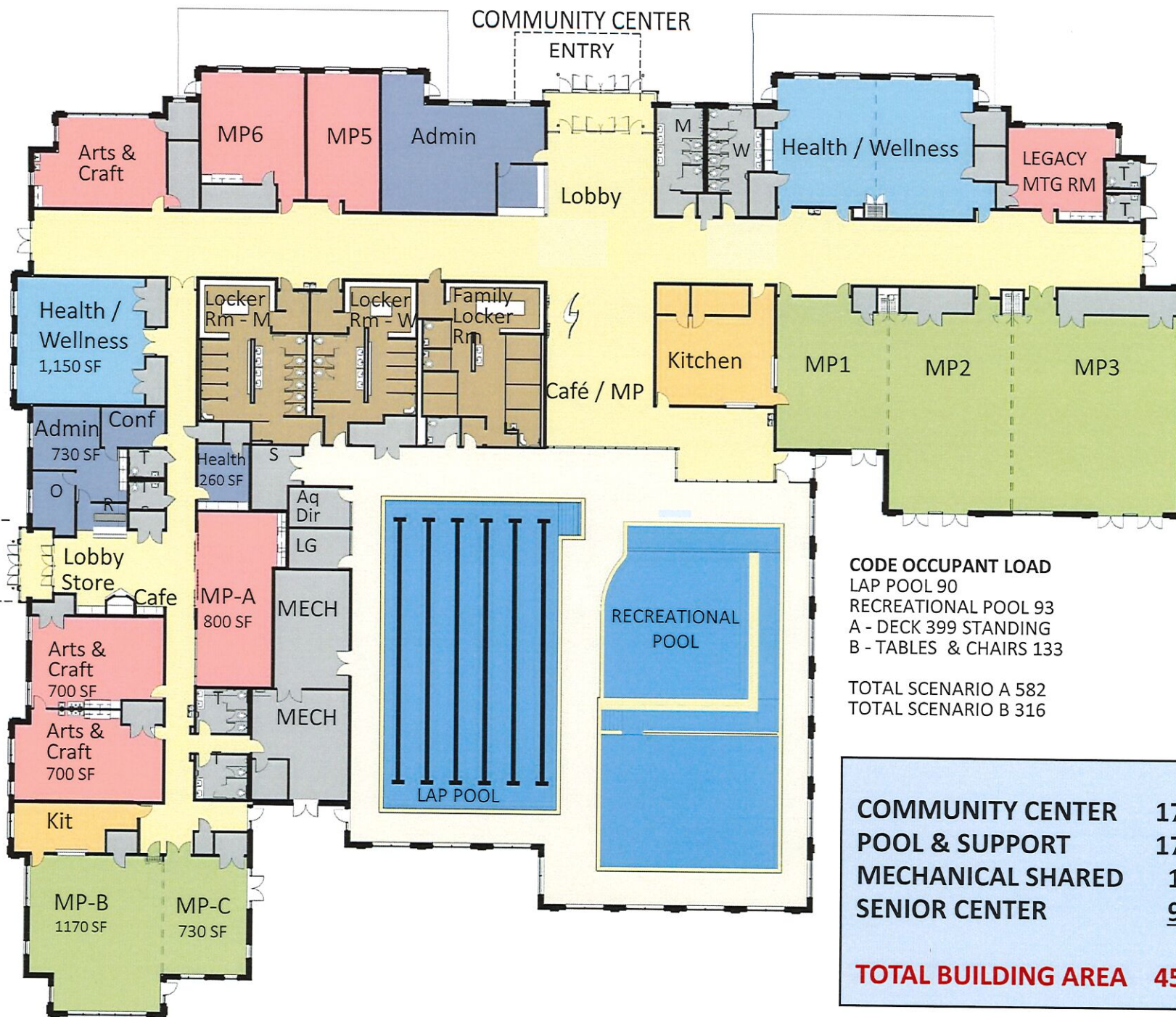
- 1 NEWTOWN COMMUNITY & SENIOR CENTER
- 2 NEWTOWN MUNICIPAL CENTER
- 3 NEWTOWN YOUTH ACADEMY
- 4 KENT HOUSE
- 5 SHELTON HOUSE
- 6 WOODBURY HALL\*
- 7 NEWTOWN HALL\*
- 8 STAMFORD HALL
- 9 PLYMOUTH HALL
- 10 COCHRAN HOUSE
- 11 STRATFORD HALL\*



# NEWTOWN COMMUNITY & SENIOR CENTER

BOARD OF SELECTMEN  
September 5, 2017





**CODE OCCUPANT LOAD**  
 LAP POOL 90  
 RECREATIONAL POOL 93  
 A - DECK 399 STANDING  
 B - TABLES & CHAIRS 133  
 TOTAL SCENARIO A 582  
 TOTAL SCENARIO B 316

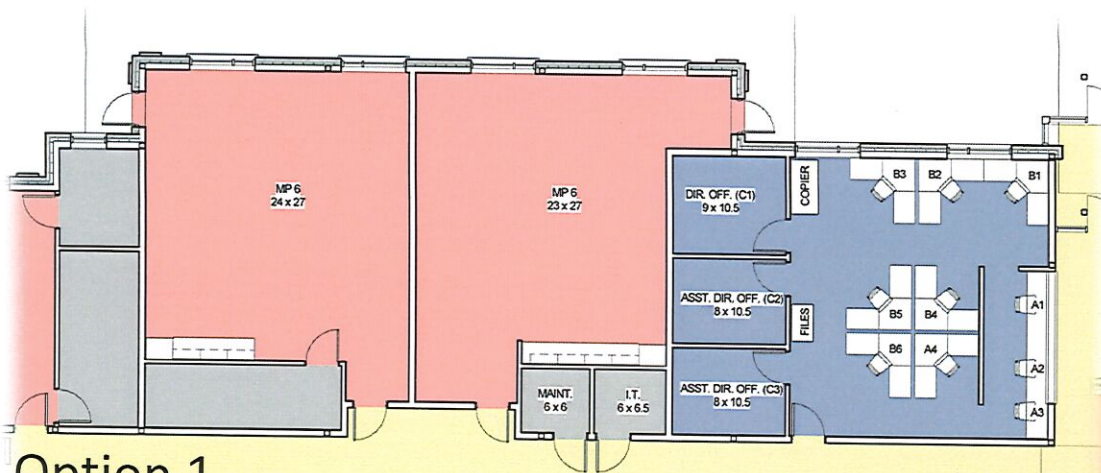
COMMUNITY CENTER	17,535 GSF
POOL & SUPPORT	17,675 GSF
MECHANICAL SHARED	1,000 GSF
SENIOR CENTER	<u>9,450 GSF</u>
<b>TOTAL BUILDING AREA</b>	<b>45,860 GSF</b>



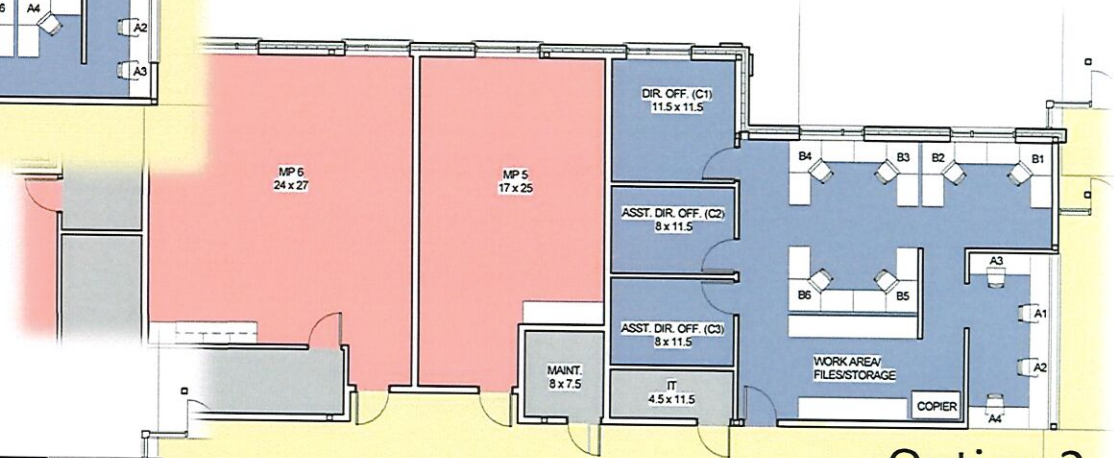
# NEWTOWN COMMUNITY & SENIOR CENTER

## BUILDING PLAN

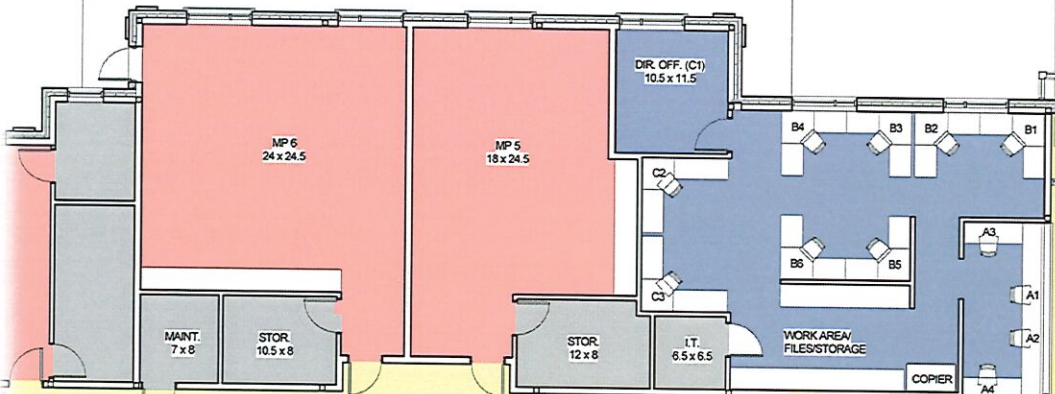




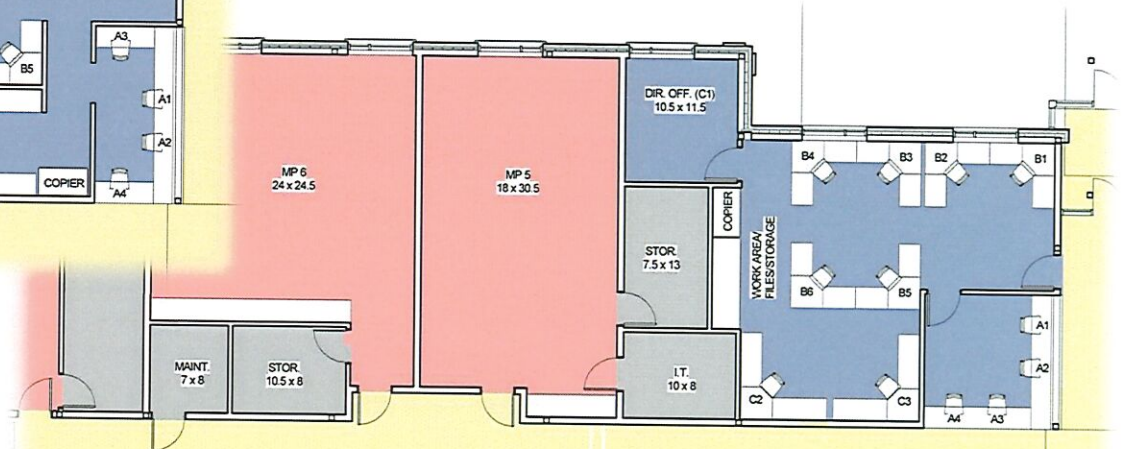
Option 1



Option 2



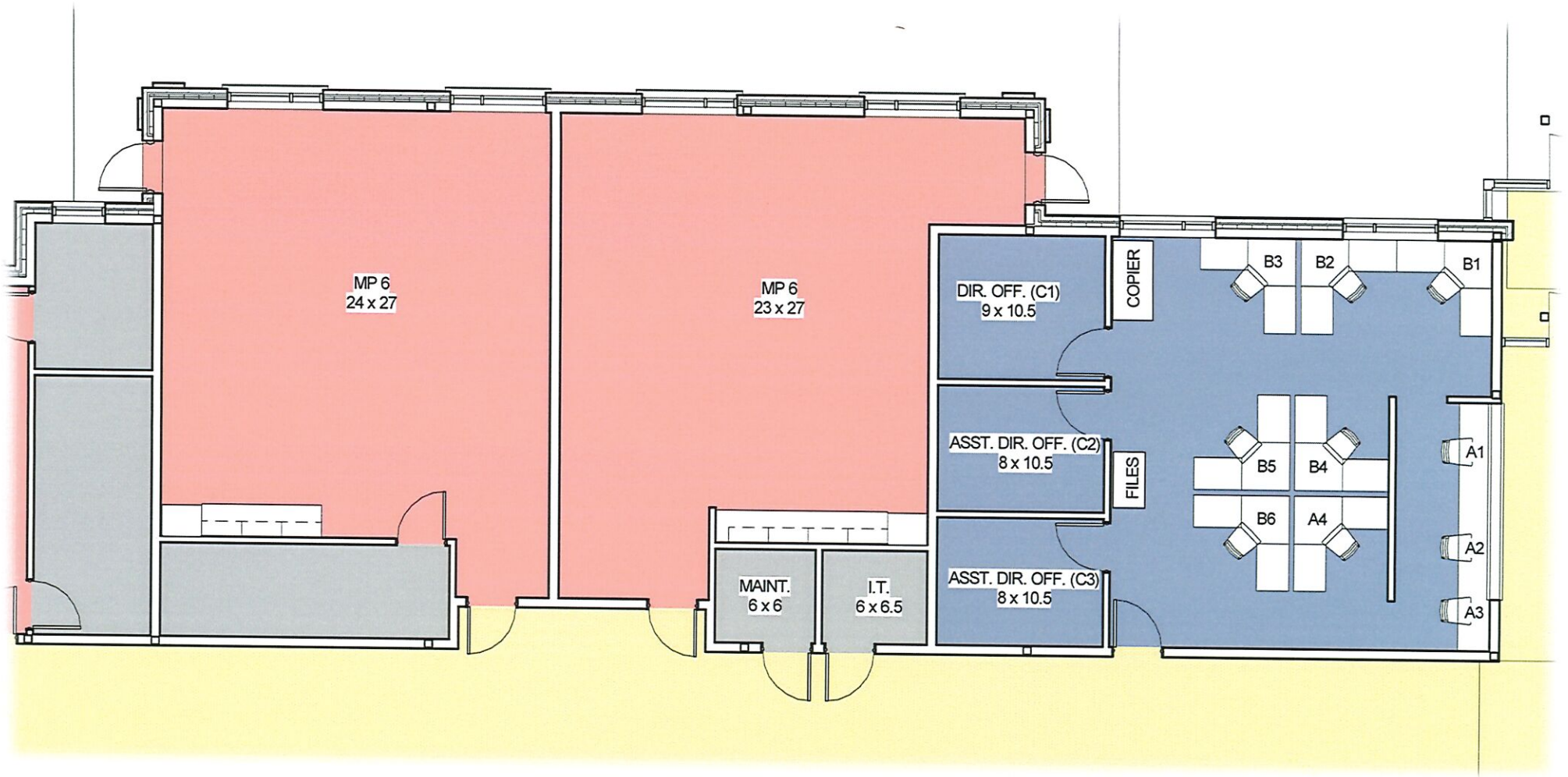
Option 3



Option 4





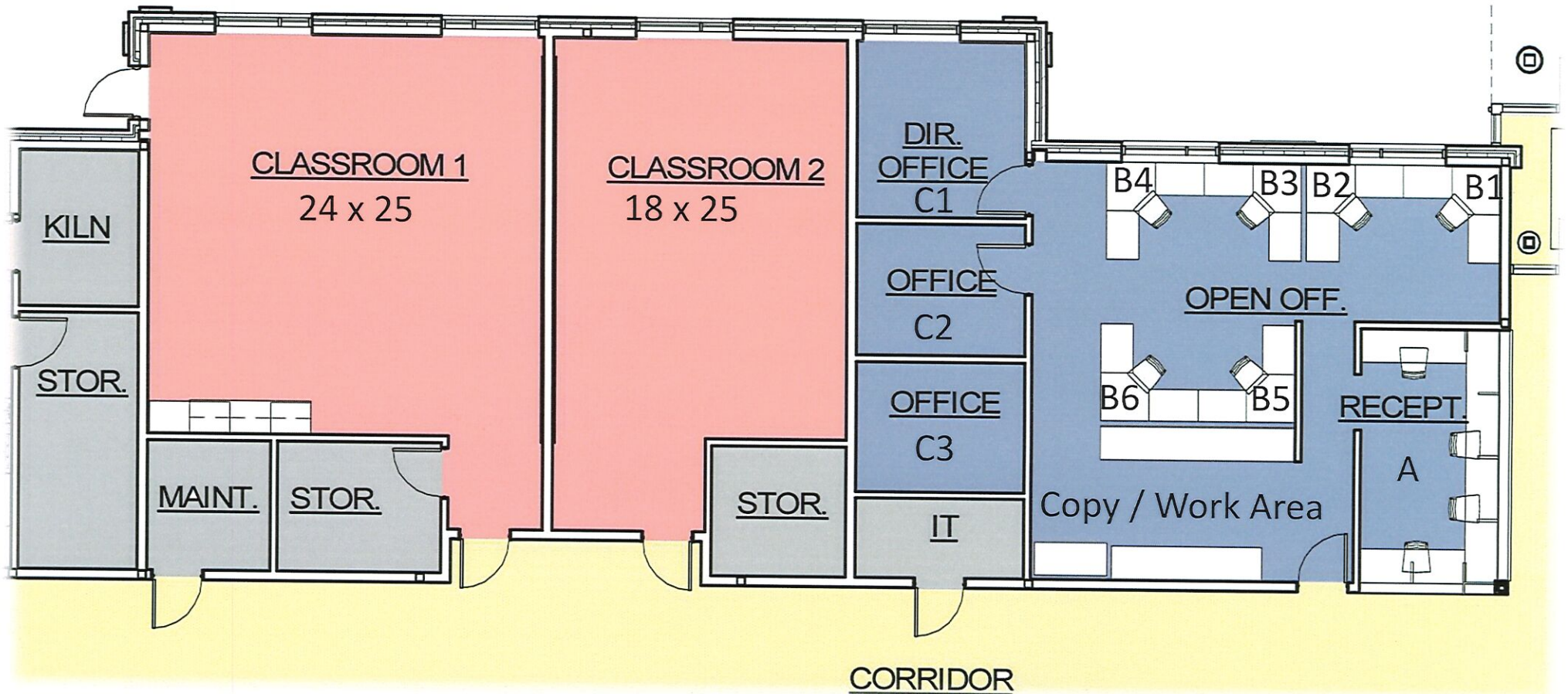


Option 1



NEWTOWN COMMUNITY & SENIOR CENTER

CC - Administration



Option 2



NEWTOWN COMMUNITY & SENIOR CENTER

CC - Administration