



Approaches to Integrated Community Services

What can Montpelier learn from
other communities' experience?

Confluence – August 22, 2016

Towns and Cities in our Study

- Winooski VT
- Montpelier
- Hartford VT
- Lebanon NH
- Augusta ME
- Keene NH
- Salem NH
- Concord NH
- Burlington VT

Town or City	Population	Population Change Since 2000	Median Household Income
Winooski VT	7,339		
Montpelier VT	7,755		
Hartford VT	9,952		
Lebanon NH	13,600		
Augusta ME	18,837		
Keene NH	23,400		
Salem NH	28,000		
Concord NH	42,000		
Burlington VT	42,000		

Town or City	Population	Population Change Since 2000	Median Household Income
Winooski VT	7,339	+10.2	
Montpelier VT	7,755	-4.5%	
Hartford VT	9,952	- 4%	
Lebanon NH	13,600	+8.1%	
Augusta ME	18,837	+ .8%	
Keene NH	23,400	+2.1%	
Salem NH	28,000	+2.4%	
Concord NH	42,000	+4.3	
Burlington VT	42,000	+8.5%	

Town or City	Population	Population Change Since 2000	Median Household Income
Winooski VT	7,339	+10.2	\$44,828
Montpelier VT	7,755	-4.5%	\$60,338
Hartford VT	9,952	- 4%	\$53,700
Lebanon NH	13,600	+8.1%	\$52,800
Augusta ME	18,837	+ .8%	\$35,378
Keene NH	23,400	+2.1%	\$47,200
Salem NH	28,000	+2.4%	\$74,705
Concord NH	42,000	+4.3	\$53,600
Burlington VT	42,000	+8.5%	\$43,323

Town or City	Stand-out Features or Strengths in Community Services
Winooski VT	* THRIVE after school program * Obrien Community Center
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Augusta ME

COMMUNITY SERVICES

COMMUNITY SERVICES

Purpose/Mission Statement

Augusta Community Services Department believes recreational, educational, childcare, historical, health and welfare, cultural and leisure time activities enhance the quality of life for citizens of this community. We are dedicated to protecting, preserving, and enhancing our park system and natural resources. We meet the demands of the community through effective use of financial and human resources. Our professional staff and volunteers design and deliver quality activities and services to all people. We are committed to sound fiscal policies.

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Burlington VT	

Concord NH

On April 11, 2016, the City Council appropriated \$7.1 million for the design and construction of a new citywide multi-generational community center at the site of the former Dame School located at 14 Canterbury Road. The new 33,000 square foot facility will feature the following amenities:

- 3 multi-purpose programming rooms, one of which will be used for part-time public library services;
- 2 rooms for exercise and aerobics;
- dedicated space for senior citizen programming;
- a large multipurpose room featuring a stage and catering kitchen for functions and performances;
- an 8,000 square foot, high school size gymnasium with locker rooms; and
- offices for the Parks and Recreation Department.

Approximately 18,750 square feet of the existing former school building will be incorporated into the project. The balance of the facility will be new construction. The design and permitting process for the project is currently underway.

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Burlington VT	<ul style="list-style-type: none"> * Stewardship position

A Common Problem: Insufficient Resources

- Augusta ME has lost 12 FTE's since 2008
- Hartford VT's Tad Nunez says, "The departments are known for being asked to do more and more, and famous for their response: 'We'll take care of it!'"
- Lebanon NH's Paul Coates says they could make great use of a multi-purpose community center, but haven't yet been able to afford one.
- Keene NH's Andy Bohannon says, "We manage four departments with more coming under our wing and no assistant manager."

Relationship of Community Services to Senior Centers

These communities have integrated their Senior Centers with their community services:

- Winooski
- Augusta
- Salem

In addition,

- Keene is conducting a feasibility study about bringing a non-profit Senior Center into the fold of their community services program

Relationship of Community Services to Senior Centers

- Other relationships include:
- Hartford VT leases property to Bugbee Center, a non-profit
- Lebanon NH Recreation Dept offers life-span programming in cooperation with the senior center
- Burlington lists senior centers as partners

Relationship of Community Services to Cemeteries

Town or City	Where Cemeteries are Housed
Hartford Winooski	Mostly private
Lebanon	Within DPW
Concord	Within DPW, along with all parks
Salem Keene Augusta	Within "Community Services Department"
Burlington	Within "Parks, Rec, & Waterfront Department"

Relationship of Community Services to Cemeteries

- Keene manages:
 - 9 cemeteries, one with active burials
- One superintendent and two cemetery tech staff are used to manage them
- Keene: cemeteries moved from DPW to Community Services for these reasons:
 - Improvements to record keeping and administrative efficiency
 - Improvements to customer service
 - Ability to marshal volunteers to help with digitizing records, as working with public is a strength of Community Services, more than DPW
 - Economies of scale

Relationship of Community Services to Cemeteries

- Burlington manages:
 - 3 cemeteries
 - 1 chapel
- A total of four FTE's are used to manage them
- Cemeteries are managed in parks department

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- For open space protection and acquisition, partners are critical (eg: Augusta, Lebanon, Keene, Winooski, etc)

Partnerships, Commissions, Friends Groups, and Volunteers

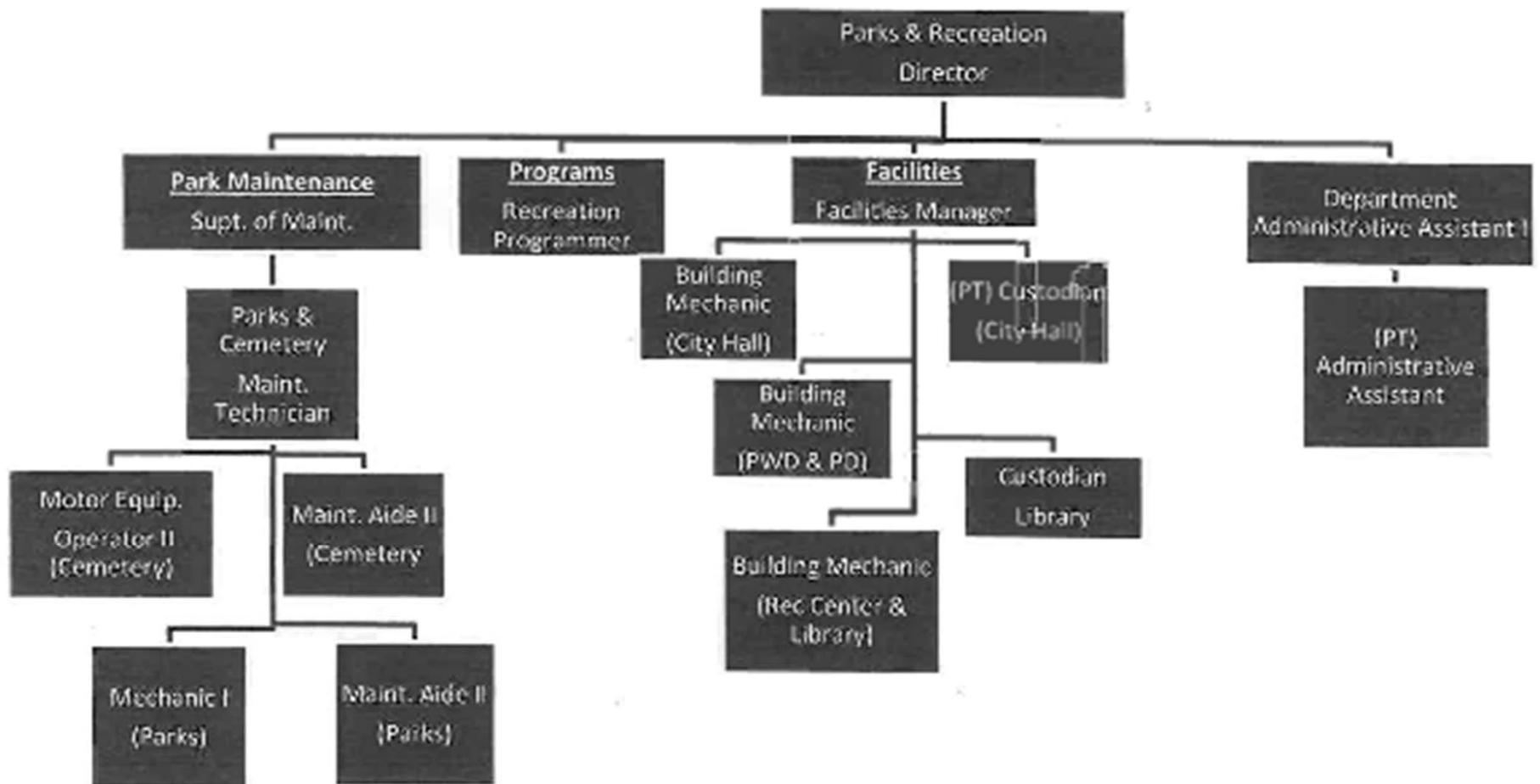
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- Transitions to Community Services model has resulted in some consolidation of appointed commissions.

Organizational Models and Leadership

- Several of the cities and towns we researched demonstrated significant integration of community service functions. In each case there is a Director of Community Services.
- The following examples include:
 - Keene
 - Augusta
 - Winooski

Organizational Models and Leadership: Keene NH



Organizational Models and Leadership: Augusta ME

Augusta Community Services Budget	31 ftes
Community Services admin \$187,560	2 fte
Public Library 747,271	12 fte
Recreation 166,301	1.35 fte
Parks and Cemetery* 836,037	6.32 fte
Fort Western 104,793	1.6 fte
Bicentennial Nature Park 26,819	.5 fte
Health and Welfare Administration 160,264	
General Assistance 230,000	
Community Services Budget less Library, Health and Welfare and General Assistance	\$1,321,810

*Maintenance of all buildings and parks, school grounds, etc comes through the parks and cemeteries budget.

Organizational Models and Leadership: Winooski VT

Winooski Community Services

Our mission is to promote lifelong wellness; enrich the lives of community members; and to offer high-quality, affordable programs, activities, and events that meet community needs and respond to community interests. We offer services and programs to the Winooski community including Thrive After School programs, Senior programs, Community gardens, and O'Brien Community Center rentals.

[Winooski Memorial Library](#)

[Senior Programs](#)

[Thrive Programs](#)

[Parks and Recreation](#)

[Community Gardens](#)

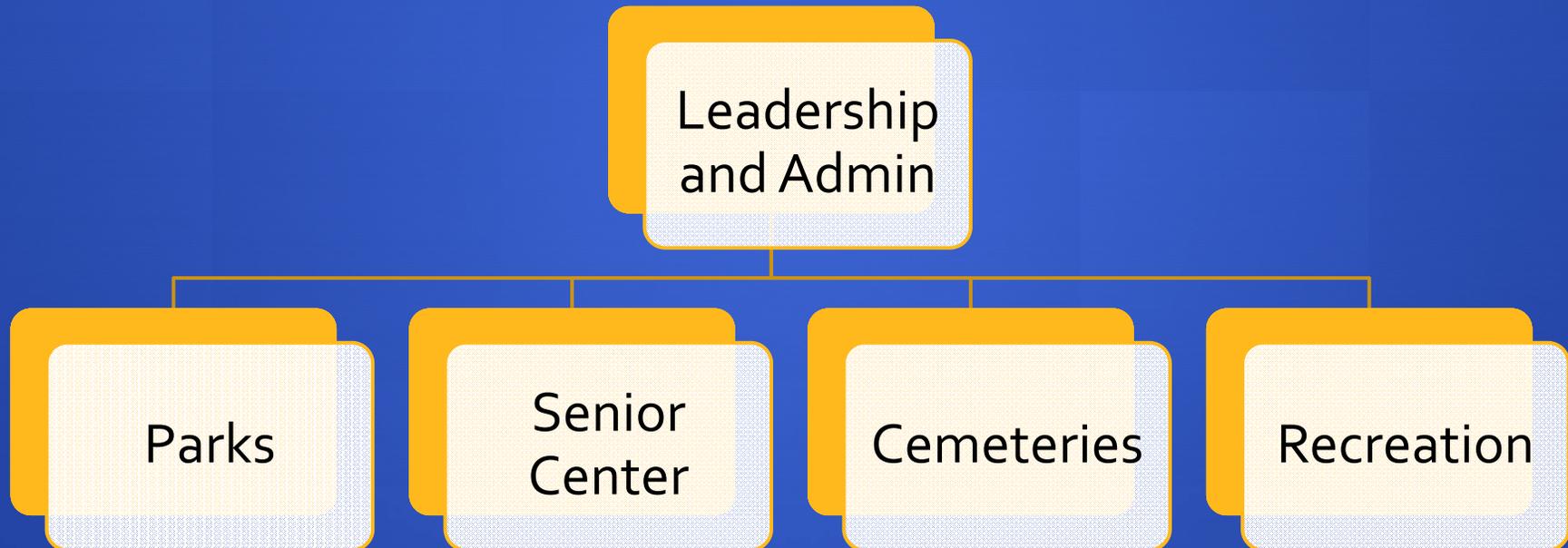
[O'Brien Community Center](#)

[Myers Public Pool](#)

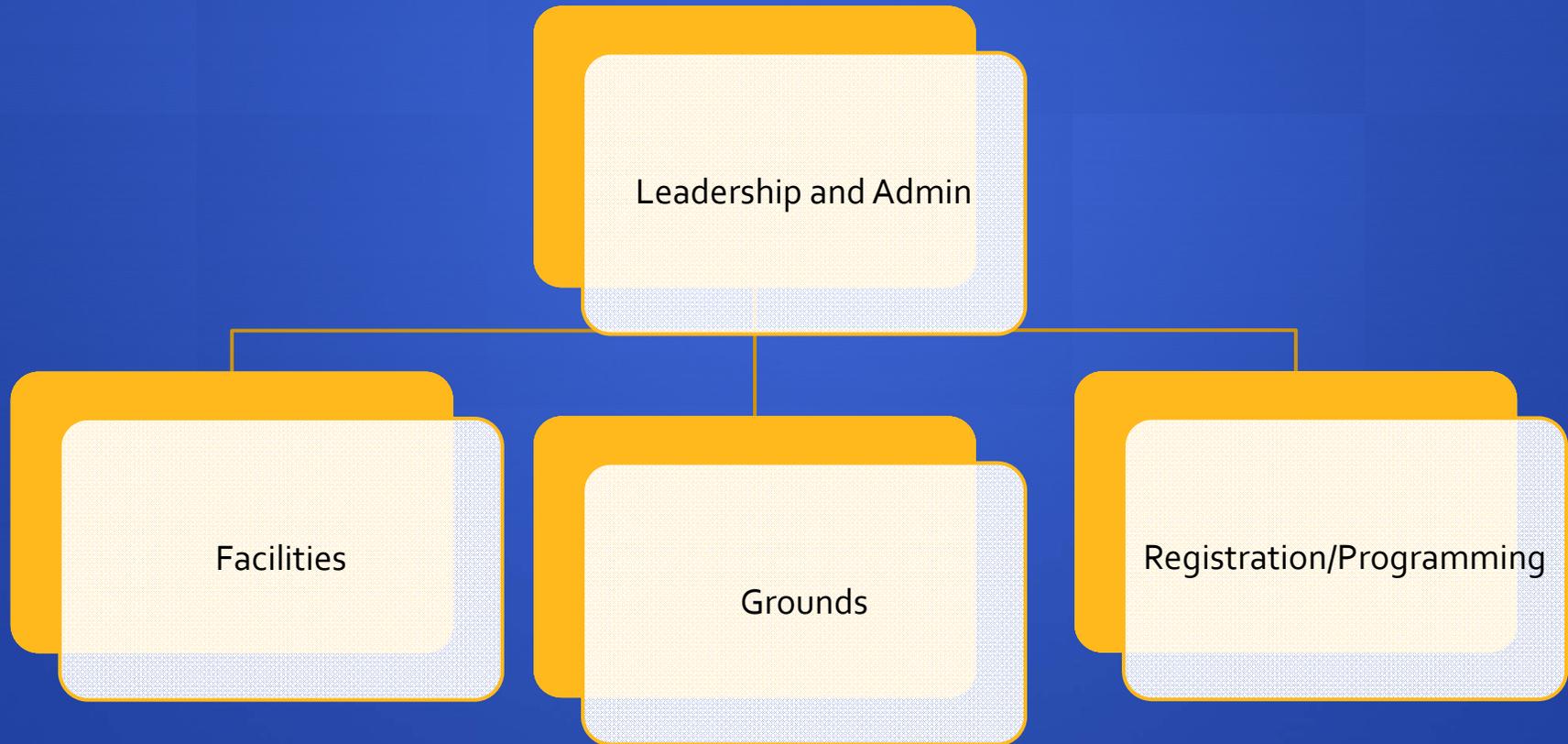
Questions

- What other questions do you have?
- What additional research is needed? For example
 - Burlington Rec Dept and Parks Steward
 - Salem Community Services Director (Also does Rec and Senior Center)
 - Winooski Community Services Director (also does Senior Center or THRIVE)

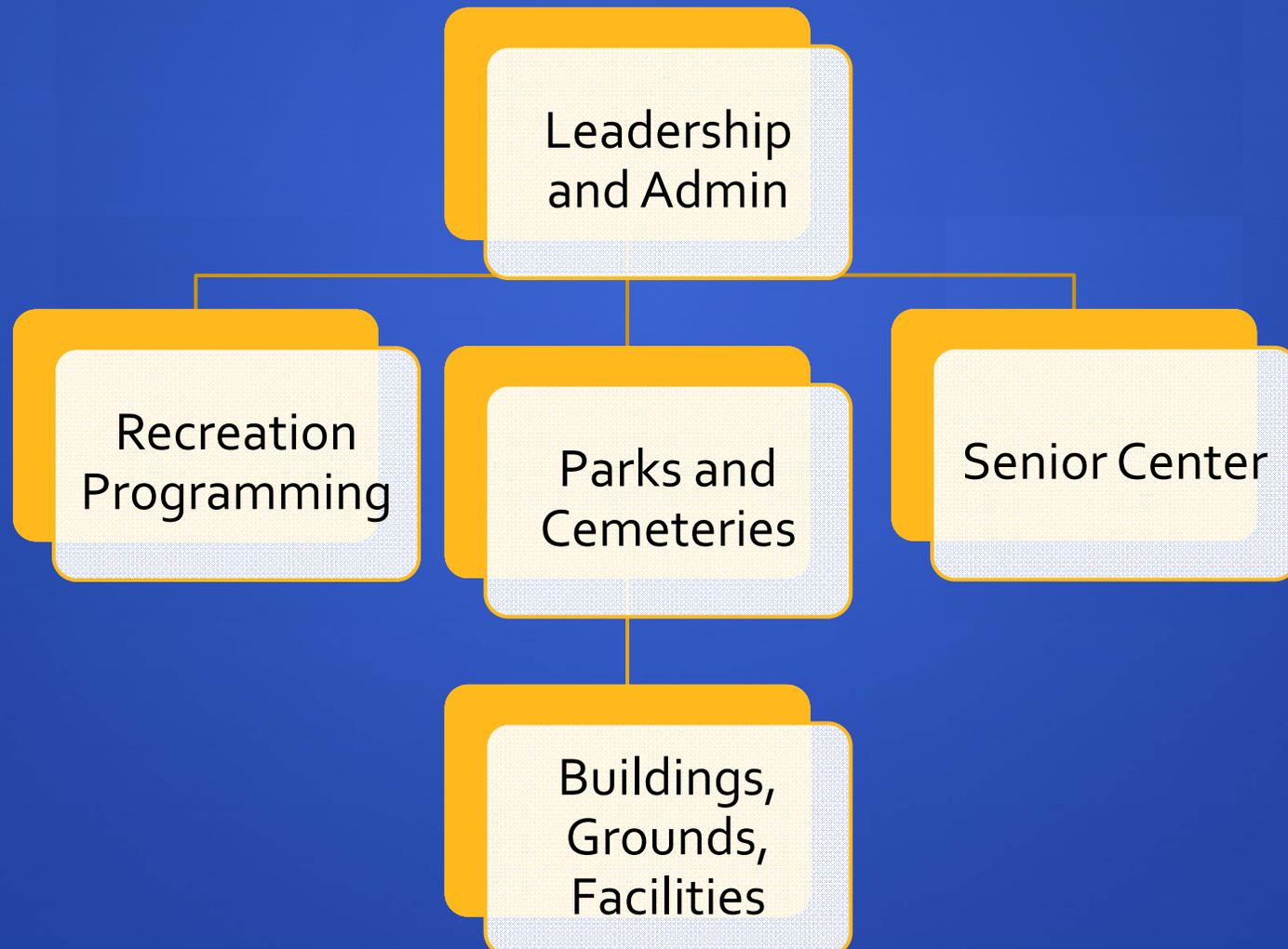
Community Services Department Sample Organizational Options



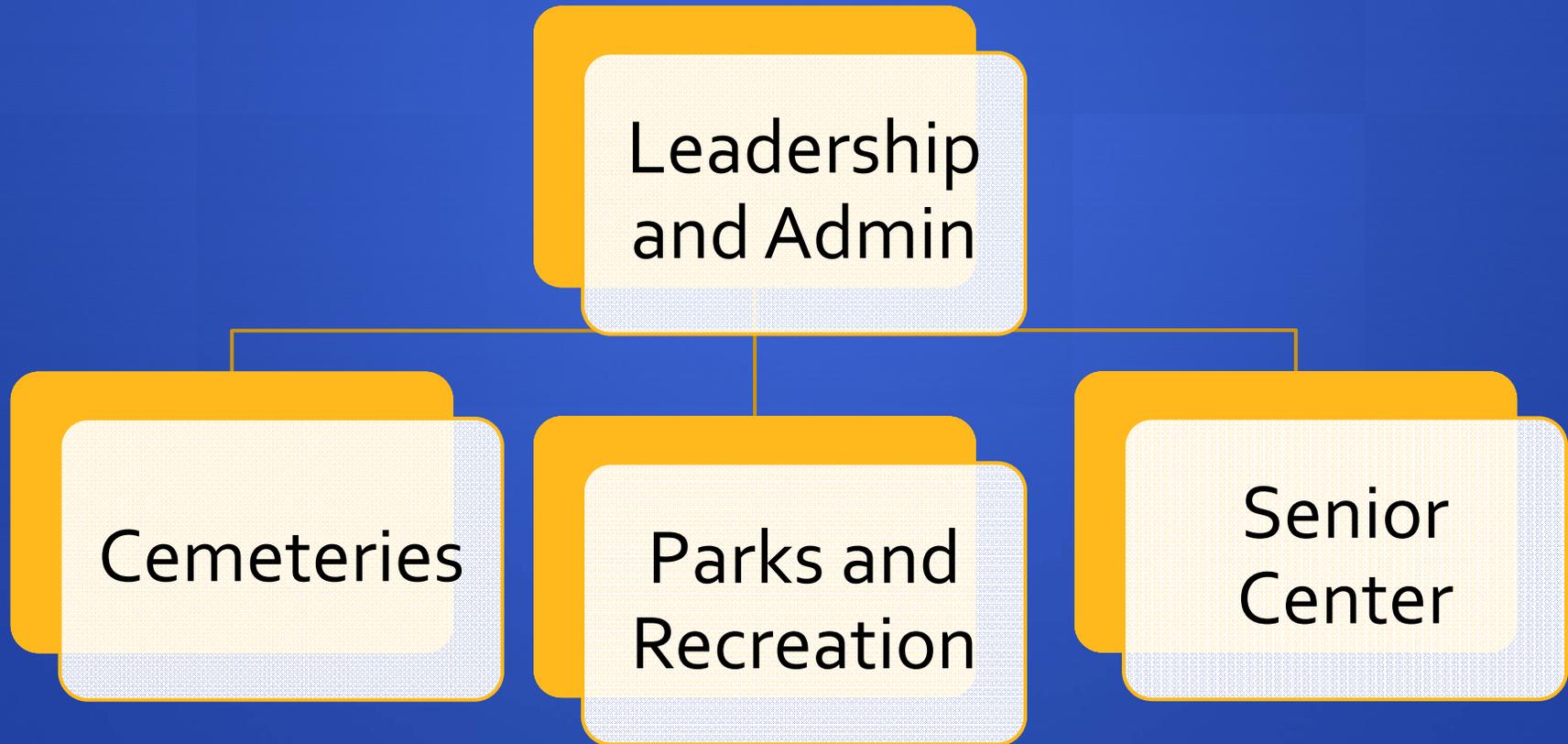
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Community Services Department Sample Organizational Options

- There are other sample organizational options, but first some questions:

Organizational Models and Leadership - Questions

- What services should we include in the Community Services Department?
 - Parks?
 - Recreation?
 - Cemeteries?
 - Senior Center?
 - Others?

Organizational Models and Leadership - Questions

- Can we assume we will have a Community Services Department with a single Director in all the models we develop?
 - This could be either full time or part time.

Organizational Models and Leadership - Questions

- What thoughts do you have about how the community services department will be organized? What is the organizational structure? Institutions vs functions
 - Facilities, grounds, registration/programming
 - Senior center, rec programming, parks and cemeteries: (buildings/grounds/facilities)
 - Parks, recreation, cemeteries, senior center separately budgeted programs within CS Dept
 - Senior Center, parks and rec, cemeteries
 - What else?