

**Caryl Management Advisory Committee**  
**Meeting of January 26, 2022 – 8:30 a.m. via Zoom**  
**MINUTES – approved**

**Present:** Chris Boland, Jennifer James, Bob Springett, Ruth Townsend, Kathy Weld, Mark Ghiloni, Karl Warnick; Ford Spalding.

**Approval of Minutes:** The minutes of November 3, 2021 were approved as presented.

**CMAC report for 2021 Dover Town Report:** The CMAC report was approved as presented for submission to the Dover Town Report Committee.

**Updates:**

- Edits to CMAC charge: Kathy reported that in her December meeting with Town Administrator Chris Dwelley, he recommended waiting until after the management model for the facility has been determined and approved before making changes to the charge. He also questioned whether there was still a viable role for CMAC and whether other community centers have facility oversight committees.
- Preparation for upcoming CCC construction: Karl reported that moving and storage operations are proceeding smoothly as CCC users prepare to vacate the building by March 1. Moving and storage costs for P&R and COA are included in the CCBC's construction budget. P&R is working with the Town Administrator on how best to address costs for space rentals in alternate locations, both in and out of Dover, for those indoor programs that will continue to be offered during the construction period.

**Management model for CCC:**

Kathy invited Bob to address the context in which CMAC's further exploration of management models for the CCC would be taking place, and what additional research and analysis might be necessary. Bob reported that over the last two years, the Selectmen have set ambitious goals for modernizing Town government, beginning with the most critical need—a thorough overhaul of all technology systems—and continuing with reviews and analyses, performed by outside reviewers/consulting firms, of the Town's overall organizational structure, as well as the operations of individual departments. He emphasized the importance of increasing efficiency and effectiveness given today's more complex work demands and increased workloads, and stated that to achieve this, the Town needs to adopt a business model, which would rely more on managers outsourcing work and managing the consultants, and would require less dependence on citizen volunteer governance. Aligning with such a business model, the CCC would be managed as its own department, its own entity, to ensure that the \$19million we are spending on it is well-used.

During discussion, the other CMAC members confirmed their strong preference, first voiced at the CMAC meeting of March 10, 2021, for starting out with a coordinator position as being the best course of action, and they cited the following reasons:

- We already have an excellent, well-qualified, and collaborative team in place for the primary programming and services we will be providing at the CCC;
- Similarly, we have a top-notch building maintenance/custodial team that serves all five Town municipal buildings;

- A coordinator would be the best fit for the needs we have identified;
- The coordinator position would be a significant cost savings over a building manager position;
- Starting with a coordinator position would allow the flexibility to grow if indeed the demands increase in scope and number;
- It was also noted that the current CCC design has no separate office space to accommodate a manager position.

Bob suggested assembling an advisory committee—ultimately labeled a working group—to address a management, financial, and marketing model for the CCC. It would report to the Town Administrator, be populated with members having operating, finance, and broad-based marketing experience from different pertinent committees, and would include representation from P&R (Mark Ghiloni and Jen James).

In response, the other members expressed concern about CMAC's role, the research it has already done and is continuing to do, and they insisted—and were assured—that any findings, analysis, and recommendations from a possible new committee should first be presented to CMAC as the CCC advisory body to the Board of Selectmen.

In addition, they noted the very short timeframe for both the creation of such a group and the completion of its work, especially as the budget portion would need to be ready by fall for inclusion in the FY23 budget discussions.

**Next Meeting:** The next meeting is scheduled for Wednesday, March 9 at 9:00 a.m. via Zoom

**Adjournment:** The meeting was adjourned at 10:30 a.m.

Respectfully submitted,

Kathy Weld