

# Recreation and University Unions Task Force

KICK-OFF MEETING

September 20, 2022

CAL STATE  
**EAST BAY**



# Agenda

SEPTEMBER 20, 2022

**1**

**Introductions**

**2**

**RUU Task Force Charge & Objectives**

**3**

**Financial Overview**

**4**

**Preliminary Work**



# Introductions

Name / Pronouns

Major / Department

Class Year / Years of Service

Campus Involvement



# Campus Introduction

## CAL STATE EAST BAY- TASK FORCE

- › Co-Chair - AVP, Student Affairs and Auxiliary Services - Mark Almeida
- › Co-Chair - Director, Recreation, Wellbeing, and University Union - Jennifer Luna
- › ASI Student Representative - Ashmita Ahluwalia
- › Residence Hall Association Student Representative - Leilani Lopez
- › PAW/Wellness Student Representative - Lex Peck
- › Faculty Representative - Dr. Brian Du
- › Staff Representative - Mohammed Salman
- › IER Representative - Kevin Gin
- › Kinesiology Representative or Recreation Representative - Paul Carpenter
- › Athletics Representative - Steve Spencer
- › Facilities Planning and Development Representative - Anne Leung
- › Budget Office - Shannon Tu
- › Alumni Relations Representative - Travis Nelson

# B&D Introduction

## BRAILSFORD & DUNLAVEY PROJECT TEAM



**PAUL BRAILSFORD**

*CEO*

**MATT BOHANNON**

*Vice President*

**LAURA KANE**

*Associate*

**MITCHELL KADOWAKI**

*Project Analyst*

# B&D Introduction

**BRAILS福德 & DUNLAVEY, INC.**



Food Service



Student  
Housing



Unions



Workforce  
Housing



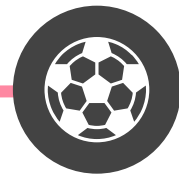
Recreation



Academics



Health &  
Wellness



Athletics



Venues



Campus Edge



Retail



Energy &  
Sustainability



# RUU Task Force

Charge & Objectives



# Recreation and University Union

## OVERVIEW

The Recreation and Wellness Center (RAW) and University Unions share a single operating fund with two student fees. There is a University Union fee (\$82.50/semester) and a RAW Center fee (\$97.50/semester). There are **several limitations** to the current fee structure.

- › Does not allow for programming to support student life.
- › Does not allow cost-of-living increases for operations and salaries nor do they adequately support building maintenance.
- › There are no provisions for future facilities expansion based on the campus needs.

The fees for these facilities and operations **do not adequately support the programs** currently offered causing financial strains on program operations and resulting in limited hours, reduced services, and deferred maintenance of facilities.



# RUU Task Force

## CHARGE & OBJECTIVE

In coordination with Brailsford and Dunlavey, the RUU Task Force will:

- › Assist with identifying opportunities within the current operations of the RAW and University Unions;
- › Review the resolution from ASI BOD 2021-22-5R to resume management of the RAW and University Unions
- › Identify areas for growth and future models to support student needs
- › Ensure that the financial model being developed will support current and future operations to ensure that the staffing levels, services offered, student life programming (intramural, fitness training, outdoor activities, gaming, and activity-based programming), and facilities are supported while in operation;
- › Define membership for a Recreation and University Union student advisory board.

# Project Schedule

## OVERALL PROJECT TIMELINE

- › Academic Year 2022-23 (fall 2022 detailed on following slide)
  - Summer 2022 through Fall 2022: B&D planning process and recommendations (project definition)
  - End of Fall 2022: Students and campus determine whether to proceed with a fee campaign or not
  - Early Spring 2023: Develop materials and campaign planning, SFAC approvals
  - Spring 2023: Campaign and referendum/alternative consultation
  
- › Academic Year 2023-24
  - Summer 2023: Solicitation of Design-Build (or other delivery method) services
  - Fall 2023: Commence design for the expansion and improvements
  - Late Spring 2024: CPDC, BOT approvals
  
- › Academic Year 2024-25 and Beyond
  - Fall 2024: Design completed
  - Spring 2025: State Fire Marshal approval and construction begins
  - Spring 2027: Construction completed
  - Summer 2027: Project fit-out and testing
  - Fall 2027: Grand opening

# Fall 2022 Project Schedule

## DETAILED FALL 2022 TIMELINE

- › August/Early September
  - Consultant meets with AVP AUX/VPSAM
  - Consultant completes baseline conditions and site analysis.
- › Late September
  - Task force is appointed by President Sandeen.
  - Preliminary analysis provided to the Task Force.
  - Task Force meets with consultants to discuss objectives and any additional feedback that task force may have to provide consultants.
  - Consultant to meet with RAW staff, UU staff, ASI Board of Directors, Student Health Advisory Committee, AVP Student Affairs, AVP, Dean of Students, President Cabinet (Visioning session).
- › Early October
  - Focus groups and surveys to assess student and staff/faculty feedback as it relates to current operations and future desired services.
  - Task Force and Consultant to outline the program.
  - Consultant provides demand analysis.
- › Late October/Early November
  - Consultant in coordination with the budget office to provide capital budgeting.
- › December
  - Consultant and Task Force to develop and provide recommendations to VPSA and President.

## BI-WEEKLY TASK FORCE MEETINGS

SEPTEMBER 2022 – JANUARY 2023

Tuesdays / 12:00-1:00pm / UU Hour



# Financial Overview



# Revenue Overview

## RUU - REVIEW

### Revenue:

- › Based on student fee, grants, dining commission, and external rentals.
  - 2020/21: \$5,625,423.76
  - 2021/22: \$5,193,377.38 (additional \$493,558.50 HEERF)
  - 2022/23 (Proposed): \$4,793,825.90

### Enrollment:

- › 2020/21: 14,105 (plus 300 summer)
- › 2021/22: 12,961 (plus 300 summer)
- › 2022/23 (Projected): 11,515 (plus 265 summer)

### UU Fee Ranking CSU: 21 out 23 (lowest amount)

- › \$82.50 Semester/Annually \$165

### RAW Fee Ranking CSU: 14 out 19 (lowest amount)

- › \$97.50 Semester/Annually \$195

CSU FEE COMPARISON (2022-2023 Academic Year)							
		(Union + Rec) Student Center	Total Mandatory Fees			(Union + Rec) Student Center	Total Mandatory Fees
1	San Bernardino	\$920	\$1,734	1	San Luis Obispo	\$813	\$4,890
2	Sonoma	\$920	\$2,318	2	San Diego	\$864	\$2,432
3	Chico	\$910	\$2,230	3	Sonoma	\$920	\$2,318
4	San Diego	\$864	\$2,432	4	Chico	\$910	\$2,230
5	Sacramento	\$838	\$1,742	5	San Jose	\$773	\$2,157
6	San Luis Obispo	\$813	\$4,890	6	Humbolt	\$246	\$2,122
7	Pomona	\$808	\$1,696	7	Stanislaus	\$648	\$1,994
8	San Jose	\$773	\$2,157	8	San Marcos	\$630	\$1,986
9	Monterey Bay	\$700	\$1,551	9	Sacramento	\$838	\$1,742
10	Stanislaus	\$648	\$1,994	10	San Bernardino	\$920	\$1,734
11	Northridge**	\$632	\$1,322	11	Pomona	\$808	\$1,696
12	San Marcos	\$630	\$1,986	12	Bakersfield	\$602	\$1,566
13	Bakersfield	\$602	\$1,566	13	San Francisco*	\$508	\$1,562
14	San Francisco*	\$508	\$1,562	14	Monterey Bay	\$700	\$1,551
15	Long Beach	\$440	\$1,146	15	Maritime*	\$250	\$1,378
16	East Bay	\$360	\$1,242	16	Northridge**	\$632	\$1,322
17	Dominguez Hills	\$342	\$1,322	17	Dominguez Hills	\$342	\$1,322
18	Channel Islands	\$324	\$1,060	18	Fullerton	\$312	\$1,271
19	Fullerton	\$312	\$1,271	19	East Bay	\$360	\$1,242
20	Los Angeles	\$275	\$1,057	20	Long Beach	\$440	\$1,146
21	Maritime*	\$250	\$1,378	21	Channel Islands	\$324	\$1,060
22	Humbolt	\$246	\$2,122	22	Los Angeles	\$275	\$1,057
23	Fresno	\$242	\$921	23	Fresno	\$242	\$921

\*San Francisco and Maritime Rec Center Fees have been removed from Materials Service and Facilities to Student Center for comparison purposes.  
 \*\* Northridge will have a fee increase due to new facilities opening.

# Expense Overview

## RUU - EXPENSES

**Staff Salaries:** Full time staff salary increases such as 7% and bonuses paid this year per bargaining agreements.

### Student Assistants

- › Minimum wage has increased over time.
  - 2008: \$8(RAW financial model built on this minimum wage)
  - 2014: \$9
  - 2016: \$10
  - 2017:\$10.50
  - 2018: \$11
  - 2019: \$12
  - 2020: \$13
  - 2021: \$14
  - 2022: \$15
  - 2023: \$15.50

### Campus Cost Recovery

- › Real costs that the campus charges back to the departments for supporting the three facilities on-campus.
  - \$1.265 million per year(down from \$1.345 million last year as less services used)

### Debt Service:

- › \$2.5 million per year

### Utilities:

- › Between 2009 and 2019 the utility rates have increased by 31%. This year PG&E suggested that the departments budget for a 14%-21% increase.



# Takeaways

## RUU – FINANCIAL HURDLES

- › The establishment of **adequate reserves for auxiliary organizations is required** to meet the California State University financial standards established in Education Code, Section 89940(b).
  - Debt Service - DSCR is a standard financial analysis calculation used to evaluate the ongoing cash flow strength of a program or entity with debt service obligations.
    - CSU 1.45
    - Campus 1.35
    - Stand Alone Project(such as UU/RAW): 1.20 at East Bay/1.10 Requirement for CO
      - 2020/21: 1.25
      - 2021/22: 1.08
      - 2022/23: .83
- › Increasing staff and supply costs, University operating expenses, utilities, and lower enrollment make the **current operations not sustainable**.

# Preliminary Work

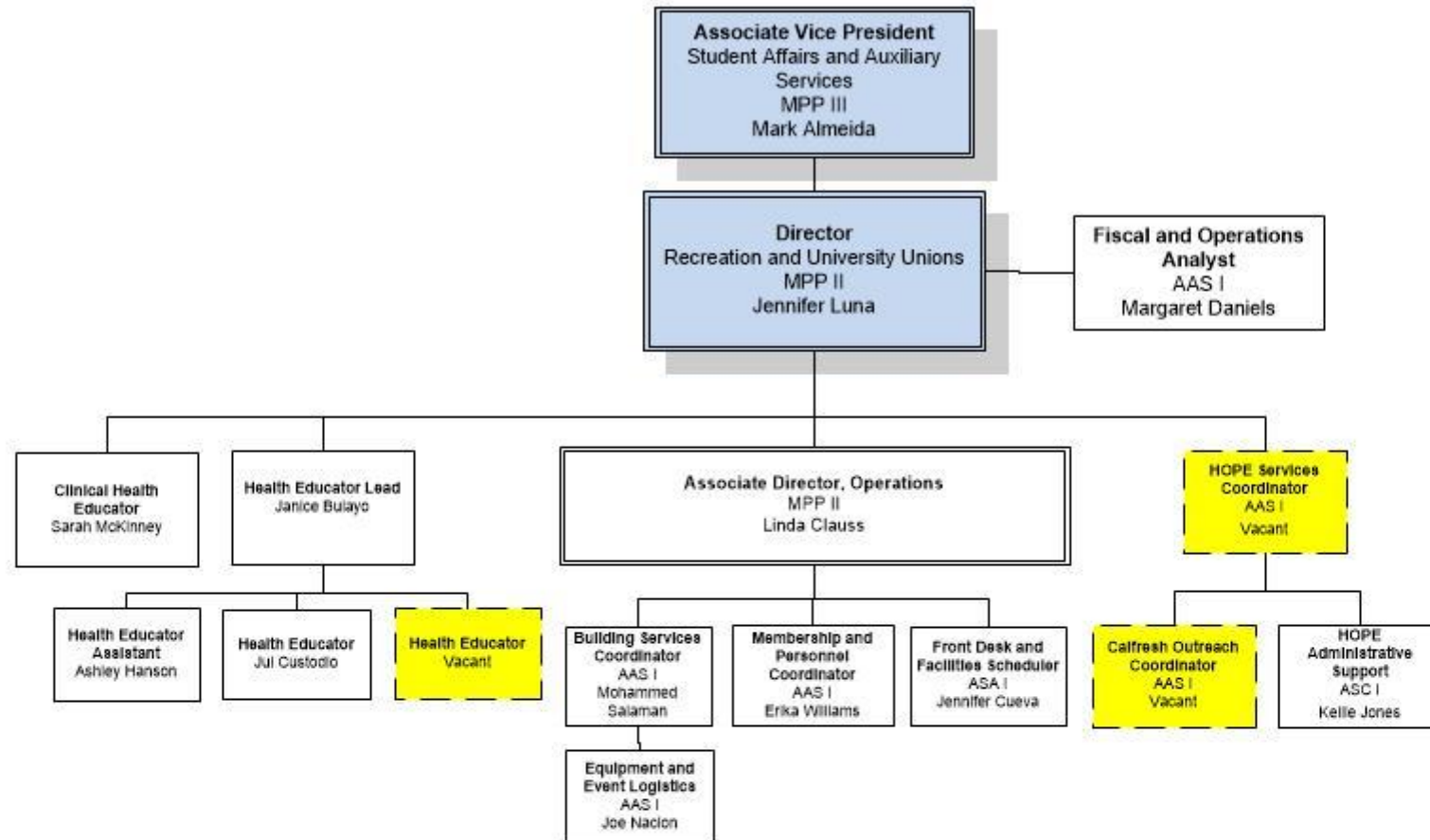


# Recreation and University Union - Organization Development

## ORGANIZATION CHART

Updated August 2022

Funded -- Open Recruitments



- › Creating a sustainable model with one Director providing oversight of the operations, continuity, and driving financial sustainability across all building/programs.
- › Identifying ways to streamline processes and begin to gain efficiencies with new organizational structure.

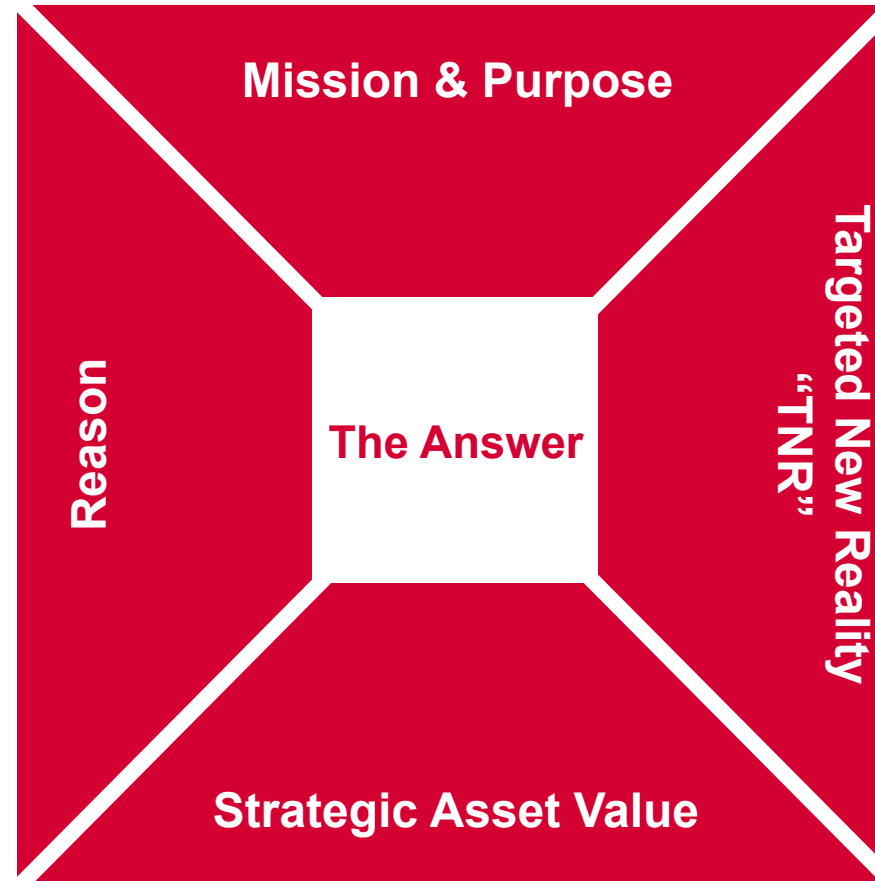


# Institutional Framework

What **difference** must Cal State East Bay make in the world and **for whom**?

What is the relationship dynamic between Cal State East Bay's current condition and its targeted new reality that **requires a response**?

- External Change
- Market Positioning
- Mission & Purpose



What ideal mix of future **outcomes, capacities, and attributes** must Cal State East Bay achieve to deliver on its mission and purpose?

- Outcomes
- Capacities
- Attributes

What is the ideal combination of performance **outcomes, capacities, and attributes** that must be produced by a specific asset or asset class to drive Cal State East Bay toward its targeted new reality?

# Preliminary Work

## › Work-in-Progress

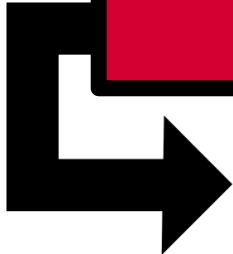
- Preliminary Benchmarking Analysis
- Existing Conditions and Site Analysis
- Concept Development Focus Groups
- Campus-Wide Survey

## › Upcoming Components

- Demand Analysis
- Outline Programing
- Financial Modeling
- Capital Budgeting

**SURVEY FEEDBACK  
SESSION**

**THURSDAY,  
SEPTEMBER 22  
1:00 PM**



Drop your name and email in the chat if you would like to participate!

# NEXT STEPS

- › Survey Feedback Session  
Thursday, 9/22 1:00pm
- › RUU Task Force Meeting  
Week of October 3<sup>rd</sup>

CAL STATE  
**EAST BAY**

