



Union WELL Inc. Board of Directors
Wednesday, March 17, 2021, 7:30am
Zoom meeting

Minutes

1. The meeting was called to order at 7:32 am by Ethan Shaw, Chairperson

Members Present: Ethan Shaw, Shubh Kaur, Trinh Pham, Luis Moya, Missy Anapolsky, Ed Mills, Bill Macriss, David Rolloff, Franky De La Torre, Lovepreet Kaur, Joy Stewart-James, Justin Reginato
Also present: Bill Olmsted, Jill Farrell, Andrew Singletary, Kate Smith, Tori Butler

2. Public Comment: None

3. Consent Calendar: (MSP: Anapolsky, L. Kaur)

a. Approval of Board of Directors Meeting Minutes, February 17, 2021

4. Old Business:

a. WELL Expansion Update: **Information**

i. Olmsted states that the expansion project is making significant progress and some spaces are almost ready to open. The punch list for the Engagement Center has been completed and small touchups are being done. The Student Health & Counseling Services (SHCS) urgent care renovations are also getting ready to reopen. Other internal renovations have begun on the existing locker rooms and what was previously the cabana locker room area. Also, the wall between what used to be Peak Adventures and the main fitness floor has been removed, which significantly expanded the area.

1. Stewart-James adds that the SHCS team is excited to re-open urgent care and have the space and ability to serve more students.

5. New Business:

a. 2021–22 Strategic Action Plan Project Lists: **(MSP: Rolloff, S. Kaur)**

i. Olmsted reviews the strategic planning process and shares the list of ten overarching corporate goals, noting that every year each department picks two to four goals to focus on in the coming year and then project lists are created along with performance measures that outline how progress will be evaluated. Olmsted adds that the majority of projects are related to supporting aspects of the organization that haven't been functioning at all or that have been functioning in a different way due to the pandemic. Olmsted then reviews project lists and mentions highlights by department beginning with Facilities & IT which includes Administration, IT, Facility Services, and Maintenance & Facility Operations departments. He discusses highlights of WELL projects which are broken down by Administration, Recreational Therapy, Staff Development & Assessment, Intramural Sports, Fitness & Wellness, Member Experience, Marketing, Operations & Aquatics, Special Events & Informal Recreation, and Climbing & Group Facilitation. He then reviews University Union projects by department including Administration, Games Room, Information Desk, Leisure Services, Operations, Event Services, Programs & Marketing, Design, and UNIQUE Programs.

1. Singletary asks if creating an area for eSports is still being discussed, noting that virtual gaming increased in popularity during the pandemic and the Games Room has supported more virtual gaming tournaments. Olmsted states that a few Union WELL Inc. staff participate in the ongoing campus group discussions on eSports. Ultimately a decision is contingent based on what students are interested in and the space available.

2. Pham asks if the WELL will have a meditation room or similar quiet space like the University Union. Olmsted states that it has been discussed but a completely quiet unprogrammed space has not been identified. Smith adds that, pre-pandemic, a nap class was offered on the group fitness schedule. The program was well received and she anticipates the class being brought back, possibly with additional days/times as needed based on student feedback.
 3. Mills states that, while he is always impressed with its comprehensive nature, he feels that the document is more of a project list than a strategic plan and does not show the direction of the organization or how progress is being evaluated. He recommends developing a new strategic plan that involves the Board and revisits the mission and vision, with fewer projects, more direction and focus on campus imperatives. He also adds that the project list appears siloed by the way it's organized, which makes it too easy for people to stay in their own department. He recommends organizing the list by themes or larger visions to connect staff and find ways to bring departments together. Olmsted appreciates the feedback and acknowledges that the plan needs to be revisited, noting that there have been plans to redesign the process for a couple years. He agrees that it should speak more towards values and how the message is presented, as well as how the message ties in to campus. He hopes to be presenting a different version of strategic planning a year from now.
 4. Stewart-James suggests that SHCS and the WELL have a joint session to discuss strategic imperatives to bring both organization's plans together. She notes that this was done years ago when the WELL started and both organizations even adopted the same mission statement. She feels that now is a great opportunity to bring them back together. Olmsted appreciates the idea and recalls that when the WELL started there was a group approach to establishing the mission and goals.
- b. TBU01 Funding Additions and Updates: **(MSP: S. Kaur, L. Kaur)**
- i. Olmsted shares the TBU01 and TBU04 project lists and discusses the updates and additions up for approval, which were previously presented to the Budget & Finance Committee. The new projects include resurfacing the polished concrete floor of the Union's Redwood Room, replacing the WELL's MAC (multi-activity court) flooring as well as the Mondo flooring in the cardio suite and entire fitness floor. Olmsted then discusses the changes to the carryover projects and notes that no additional money is requested, the funds are just being realigned. He explains that the Board approved \$500,000 for Group II equipment purchases for the WELL expansion in 2019, which was revised last year to \$100,000 for 19-20 and the remaining \$400,000 was moved to 20-21. Only about \$52,000 ended up being spent in 19-20 so the ask is to shift the remaining funds from 19-20 to 20-21 for a revised budget of \$447,000 in 20-21.
- c. WELL Expansion Additional Project Funding: **(MSP: Mills, Moya)**
- i. Olmsted presents an additional funding request letter for the WELL expansion project. He explains that the project has had a significant number of costly delays, needed corrections, and added elements. A few of these corrections were due to the building's original as-built drawings not being accurate. Two staircases that were originally approved in 2010 now need to be changed, the PA (public address) and AV (audiovisual) systems planned for the building were way under scope compared to what was needed, and other minor items such as telecom changes and minor relocation of equipment throughout the building, all resulting in the need to add additional funds of \$2.7 million. Olmsted acknowledges that it is a lot of money but it was somewhat anticipated as a natural part of these types of projects, and the organization's position with reserves offers the ability to cover the cost, if needed. However, he adds that YEP for 20-21 fiscal year is projecting a surplus in excess of \$2.7 million, which means funds to cover would not have to come from reserves.
- d. Nominations for the 2021–22 Board Chairperson:

i. Olmsted announces that Shaw is graduating this spring and nominations, including self-nominations, are being accepted for the chairperson position which will be officially voted on at the April meeting. Pham nominates S. Kaur for the role of chairperson; S. Kaur accepts the nomination.

1. Macriss asks if additional nominations can occur in the meantime. Olmsted states that additional nominations will be considered, and the Board will be informed if additional nominations are received.

e. **2020–21 Year End Projections: Information**

i. Olmsted presents an overview of 2020-21 YEP for both revenue and expenses, which includes a comparison to the original budget along with the variance between them. He explains that the Budget & Finance Committee sees a detailed version of the list every quarter, including meticulous notes, however this document summarizes key areas which helps show where the bulk of savings is coming from.

ii. Farrell reminds the group that the budget was cast with the expectation of facilities being open in fall of 2020, although without large events, and discusses the variance highlights. The largest revenue variances are in facility rentals, Games Room, food service, and WELL membership, which all took a hit. Total revenue is projected to be around \$1 million under budget, which is offset by expense savings and lack of expenditures. Farrell then discusses expenditure variances, including savings in accounts related to events, custodial supplies and contracted labor, campus cost allocations, utilities, and travel. The largest savings are in accounts related to staff wages stemming from multiple full-time position vacancies and many students not being able to work, resulting in \$3 million in savings in wages, benefits, taxes, and the UEI fee. The \$195,000 savings in program supplies is offset by a \$420,000 overrun in maintenance supplies, which captured expenditures for PS3 outdoor programming and COVID expenses, resulting in a net overrun of \$225,000. Farrell explains that VEBA (voluntary employee's beneficiary association) is an account that is in place to pay for medical benefits of retirees as promised to vested employees in the event that the organization is no longer in business; and rather than pay \$140,000 this year plus two more years, the organization would like to fully fund the account and pay all three years in June, for a total of \$420,000. Farrell recaps that expenditures were underspent by \$3.6 million and the loss of revenue totaled over \$1 million, for a net variance around \$2.5 million.

1. Mills applauds the decision of taking the opportunity to shore up the VEBA account. He also notes that Union WELL Inc. did okay during the pandemic compared to other campus self-support entities like Housing, UTAPS, and UEI, whose budgets were impacted. He states that it is good that Union WELL Inc. will be in a solid budgetary position moving forward into next year.

6. Reports and Comments

a. **Board Members**

i. Mills applauds Union WELL Inc. for all that the organization has done this year including the ingenuity of putting equipment in PS3, the ability to handle unforeseen events, and taking advantage of the opportunity to make improvements that would've been difficult to do with everyone in the buildings. He thanks everyone for their hard work and diligence, adding that he's looking forward to being back in the buildings when it's safe to do so.

ii. Stewart-James states that it truly has been a difficult year but both the University Union and the WELL helped SHCS (and campus) by jumping in and assisting with testing and vaccine clinics, which could not have been pulled off without their support. She adds that they have been terrific partners not only for SHCS but campus as a whole, and gives thanks for all that staff has done.

iii. Mills congratulates Shaw on his graduation.

b. **Executive Director**

- i. Olmsted states that the organization has nine full-time vacancies and now has authorization to hire. The first position was posted two weeks ago, and last week maintenance positions, which the team has been unable to fill for two years, were posted. Olmsted anticipates posting the University Union Director position in early April. Teams are working with HR to schedule postings over a series of several months. There will also be a tremendous amount of student hiring in the coming months in preparation for reopening the buildings.
- c. University Union
- d. Facilities & IT
 - i. Singletary states that chiller maintenance is in progress in the Union, as well as the VCT flooring replacement on the second and third floors in the south back of house. Submittals are approved for the south automatic door project and parts are finally being ordered.
- e. The WELL
 - i. Smith states that while Sacramento County moved to the red tier, which allows local gyms to operate indoors at 10% capacity, the WELL will continue outdoor operations for the remainder of spring and part of summer. She reminds the group that outdoor operation is the most sustainable option since there's no way to know what spring will bring. Additionally, many interior renovations are in progress; there's no fitness floor, no cardio suite, and both locker rooms are under construction. She shares outdoor programming participation numbers which continue to increase every week; 1,573 for outdoor programming, and 212 for lap swim. She notes that 76% of outdoor in-person participants are taking advantage of the optional two-hour parking being offered (with reservations) by The WELL. Virtual programming continues with Mile High Climb challenge at 37 participants, and 303 participants signed up for the Sac State 5K fun run. Campus also approved one-day intramural tournaments such as a home run derby, badminton, inflatable soccer, darts, and foot golf at Haggin Oaks golf course. Lastly, the WELL received gold certification again this year for the Exercise Is Medicine program.

7. The meeting was adjourned at 9:30am

Respectfully Submitted:

Ethan Shaw

[Ethan Shaw \(Apr 28, 2021 15:52 PDT\)](#)

Authorized Signature

Apr 28, 2021

Date