SAN MATEO ATHLETIC CLUB

BOARD UPDATE

SEPTEMBER 9, 2021
INTRODUCTIONS AND OVERVIEW

Board Direction - May 12, 2021
• Transition to an in-house operation for the San Mateo Athletic Club no later than 1/1/22
• Design the model so that it operates at break-even at a minimum
• Consider model design elements for the eventual operation of the site at Cañada College

Board Action - June 9, 2021
• Formally cancel RFP
• Begin process to design and implement a new model
TRANSITION PROCESS
KEY GOALS

• Create a student-first/college-first collaborative operating model that also serves broad community needs.

• Provide as seamless a transition as possible for current members.

• Design and staff an in-house organization that is sized to expected demand.

• Develop an economic model to ensure that the operation can break-even at a minimum.

• Leverage the operating model for the benefit of College programs, including workforce development.
PRELIMINARY ACTIONS

- Mr. Dilley hired as an independent contractor to manage the overall transition process.
- Mr. Scholler hired as an independent contractor with expertise in fitness club operations and management.
WORK COMPLETED TO DATE

• Director of Community Fitness Position established and staffed.
• Draft transition plan completed
• Information requests made/current operator has responded
• Analysis of short-term and long-term staffing needs completed
• First draft of an organization chart completed
• First draft of position descriptions completed
• Preliminary pro-forma completed for the first year of operations.
**NEXT STEPS**

- Begin work with current operator to execute transition plan. Outreach to current SMAC employees in collaboration with current operator.
- Finalize position descriptions with HR; consult with collective bargaining units.
- Develop a detailed staffing plan for the first six months of operation.
- Secure Board approval for new positions; commence hiring process
- Consider re-branding from a “Club” to Health and Wellness
- Continued outreach/information sessions for current members
- Identify other overhead needs including insurance, IT support, HR and accounting support, increased custodial costs.
- Finalize pro-forma for first year of operations