



UC SANTA BARBARA

Housing, Dining & Auxiliary Enterprises

# 2021-22 Annual Report

# Welcome.

IT IS MY HONOR TO SHARE with you the Housing, Dining & Auxiliary Enterprises (HDAE) Annual Report, an account of the achievements and contributions of staff members and departments in our division during the 2021-2022 academic year.

As the Associate Vice Chancellor for HDAE, chief housing officer, and chief auxiliary officer, I remain in awe of the creativity and quick thinking our teams demonstrated as the University navigated its first full return of students since the start of the COVID-19 pandemic. Through long hours and heroic efforts, our HDAE team ensured that the entire campus was ready to provide students with the university experience they deserved.

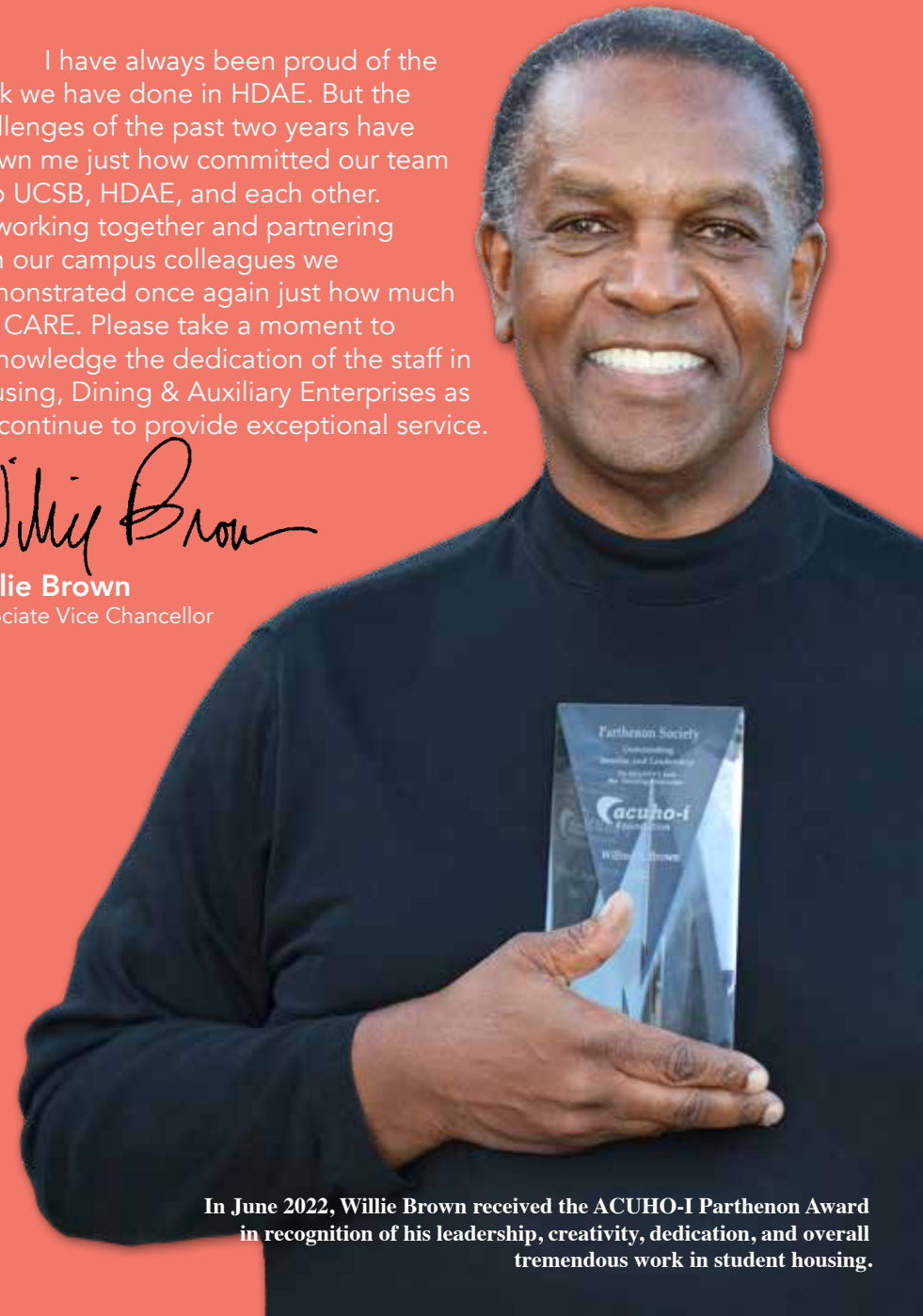
Two academic years into the pandemic we were still feeling the challenges of the virus. With the uncertainty of yet another variant surge, the decision to return students to campus was made mere weeks before the start of the fall quarter. The trickle down effect was a housing crisis the likes of which we had never experienced before. Thanks to the extraordinary efforts of many, we were able to add beds to our housing inventory and secure hotels as temporary housing for hundreds of students. We were also stymied, in many areas, by the global supply chain shortage. Most notably the computer chip shortage, which led to a months-long delay in getting Access Cards into the hands of new students, staff, and faculty. Teams from across HDAE worked tirelessly to find workarounds that would enable our campus community members to still access the vital services these cards provide.

But it wasn't all tough news and hard times. There were countless shining examples of the innovative spirit of our staff while delivering the highest level of service to those we serve. In this year's Annual Report you will find highlights from each quarter that illuminate the heart of what makes HDAE an exceptional organization, our people. This is by no means an exhaustive list of everything we have accomplished but it does give a small glimpse into the critical role HDAE plays in the success of the University.

I have always been proud of the work we have done in HDAE. But the challenges of the past two years have shown me just how committed our team is to UCSB, HDAE, and each other. By working together and partnering with our campus colleagues we demonstrated once again just how much WE CARE. Please take a moment to acknowledge the dedication of the staff in Housing, Dining & Auxiliary Enterprises as we continue to provide exceptional service.



**Willie Brown**  
Associate Vice Chancellor



**In June 2022, Willie Brown received the ACUHO-I Parthenon Award in recognition of his leadership, creativity, dedication, and overall tremendous work in student housing.**

# Summer 2021



Business & Financial Planning worked with MTD, ARIT, and campus partners to fix conflicting card stock with updated chip configuration to ensure students could ride the bus. This coincided with navigating nationwide chip shortages.



Residential Operations renovated the front desk of Santa Rosa Residence Hall to provide enhanced visibility of both main entrances and private office space for the Lead Staff.

## HIGHLIGHTS

- The Associate Vice Chancellor's Office hosted the annual HDAE Strategic Planning Reset over two half-days via Zoom, focusing on lessons learned in response to the pandemic and how we might adapt our service delivery model moving forward, as well as supporting staff as we prepared to welcome students back to campus.
- ARIT launched the 'LockWorks' app for DFSS, created a New Employee Orientation e-course for Human Resources, and completed the Workstation Inventory & Asset Management Project.
- A new Campus Catering unit was established, blending Special Events Catering and UCen Catering into one team. This included an expansion of services, fresh new offerings, and a new menu brochure.
- After the absence of a Summer Conference Program in 2020, Conference & Hospitality Services advocated and received approval to hold four summer programs in 2021 – Freshman Summer Start, Second Year Summer, Transfer Edge and ICA early move-in housing.
- Residential & Community Living and Residential Operations partnered on mitigating the housing shortage by converting double rooms to triple rooms, adding 200+ beds to the campus housing stock in less than four weeks.
- The UCSB Campus Store reopened its doors for in-store shopping since March 2020.
- Due to the uncertainty of the pandemic, Residential & Community Living compressed the six-month housing application, contract, and assignment processes into a six-week timeframe to facilitate a full reopening in Fall 2021.
- Residential Operations continued meaningful deferred maintenance work across the residence halls and apartments during reduced occupancy, most notably termite tenting, roof cleaning, exterior painting, and lighting retrofits.
- Transportation & Parking Services launched a new website, completed major maintenance on Lot 25, designed and installed a new parking lot entrance sign at Lot 12A, and upgraded light fixtures in Lot 15.
- The Events Center remained in full-service mode throughout the pandemic, hosting Women's Volleyball, Men's and Women's Basketball practices and competition seasons, as well as intramural sports.
- The MarCom Team launched two new user-friendly, attractive, and functional websites: Campus Housing and Campus Dining.

# Fall 2021



After more than one year apart, HDAE staff were together again at the Town Hall Cheer, an afternoon of celebration with small bites, remarks by the Associate Vice Chancellor, and the collection of non-perishable items for the AS Food Bank.



The UCSB Campus Store hosted Poster Invasion in the University Center lobby during Week of Welcome with record sales of posters resulting in a \$6500 commission.

## HIGHLIGHTS

- In conjunction with Campus Dining, Conference & Hospitality Services, Residential & Community Living, Residential Operations and Transportation & Parking Services, the Associate Vice Chancellor's Office continued to manage Quarantine & Isolation Housing. HDAE staff also assisted with contact tracing, analytics and administrative support, and implemented online meal ordering and delivery for student meal plan holders staying in Q/I housing.
- Learning & Development launched the Wellness Wednesdays program with Steve Dewart.
- ARIT replaced aging Point of Sale systems, transitioned UCen.Post app to App Dev group, and improved security for custom apps.
- Campus Dining developed a Take Out program at Ortega Commons. After ordering via a mobile app, students scan a QR code to retrieve their freshly packaged meal from a food locker.
- Campus Dining successfully reopened Root Burger, Coral Tree Café, Courtyard Café, and Tenaya Market & Eatery in preparation for students' return to campus.
- In a campus-wide partnership, Conference & Hospitality Services created COVID Protocols and Contract Addendum for the 2022 summer conference season.
- Conference & Hospitality Services secured rooms in ten hotels to provide emergency housing for students in need. Residential & Community Living created a system to house students staying in these hotels totalling 32,000+ nights during Fall and Winter Quarters, as well as provided support to students in their transition to permanent housing.
- Residential Operations engineered a portable boiler system designed by the maintenance team to use during emergencies. It was utilized in three facilities, greatly minimizing hot water service disruptions.
- Residential Operations converted the irrigation system at Pearl Chase Park to recycled water to contribute to UCSB's Water Action Plan goal of reducing potable water use by 36% before 2025.
- Transportation & Parking Services partnered with Cal-ITP and MTD to complete a proof of concept pay-as-you-go program with pre-tax dollars, expanded ParkMobile to more locations, and partnered with colleagues on move-in.
- The University Center's Administrative Office was remodeled, which included a refresh of conference rooms and student spaces, and a more efficient office layout.

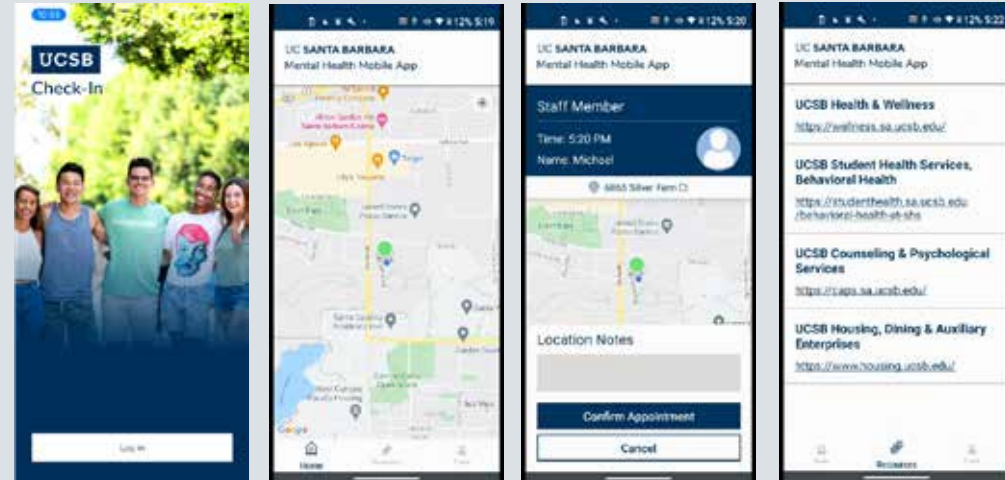
# Winter 2022



Campus Dining recruited, hired and retained approximately 450 student employees across the department, starting in the fall quarter with zero student employees and continuously hiring through the winter quarter and beyond.

## HIGHLIGHTS

- Learning & Development hosted its first hybrid Deepening Understanding Conference consisting of 15 in-person and Zoom workshops over four days with 250 participants.
- ARIT launched a new website for Environmental Health & Safety, transitioned UGen Dining Shelf Tags app to App Dev group, and expanded and matured PowerBI service offerings to Administrative Services.
- Business & Financial Planning partnered with FARM to kick off a campus-wide Financial Management Modernization Project that will revolutionize budgeting, reporting, and accounting systems starting July 2024.
- The Arbor convenience store continued to accept and obtain CalFresh/ Electronic Benefit Transfer (EBT) participation.
- The Campus Store donated \$4,234 to the United Way, which was raised through a combined effort of the at-the-register round up campaign and Jostens donating one dollar for each bachelor gown purchased.
- Conference & Hospitality Services created an Access Card timeline planning document with project descriptions, leads, due dates, and priority levels, and distributed 263 backlogged cards to housing residents.



Residential & Community Living implemented Mental Health First Aid Training for more than 30 participants from HDAE and campus partners as part of launching the "Check-In" mental health app during the 2022-23 academic year.

- Conference & Hospitality Services renewed four hotel contracts for supplemental housing and secured a two-week Quarantine/Isolation housing overflow emergency contract.
- Residential Operations completed the \$1.2 million San Nicolas Residence Hall Elevator Modernization, as well as the emergency \$1 million insurance claim elevator modernization of the San Miguel West Tower after the basement was flooded during Winter Break 2020-21.
- The Club & Guest House re-designed its website and overhauled its operating systems in order to integrate all services under one software platform by syncing accounting, Guest House online booking, Dining Room point of sale, event and membership management, website, and e-marketing.
- Transportation & Parking Services completed Phase I parking lot signage artwork, activated four Chargepoint EV ports in Lot 59, and launched a program with Lyft to offer students living in hotels after-hours class transportation.
- The third floor of the University Center underwent a remodel that included a new bathroom, office spaces, and asbestos abatement.

# Spring 2022



Conference & Hospitality Services successfully booked 120 conference programs (90 returning groups and 30 new groups) for summer 2022 after a two-year suspension due to COVID.



HDAE departments provided exceptional service at the largest commencement class in history. Campus Concessions offered food and beverages; Transportation & Parking Services developed a traffic and parking plan, as well as directed traffic on site; and Distribution & Logistical Services assisted with ordering equipment and setting up the event.

## HIGHLIGHTS

- The Miramar Food Pantry provided service to 482 students throughout the year, and successfully distributed approximately 24,440 lbs of food.
- Campus Dining sold a record number of Off-Campus Meal Plans, a total of 6,952 for the academic year.
- In the annual fiscal close inventory, the Campus Store garnered the lowest shrink to sale percentage in history - .24%. The industry average is 1.4%.
- ARIT implemented MFA for P3 and higher business systems, reduced the number of SQL Server instances/servers, and established the Access Card Governance Committee.
- Conference & Hospitality Services implemented a new billing process, moving toward a shorter billing turnaround time.
- Residential & Community Living was awarded a \$10,000 Equity in Mental Health Mini Grant to certify staff in Mental Health First Aid.
- Residential Operations modernized the key access control and security systems with new KeyWatcher locker software and secured lockers that store physical master keys at 37 locations.
- Residential Operations completed \$7+ million of deferred maintenance, energy efficiency, and capital improvement projects during the fiscal year.
- The Club & Guest House was relieved of its campus designation as a Covid-19 Quarantine/Isolation facility, conducted internal testing of operations and new software, and planned for a full reopening in September 2022.
- Transportation & Parking Services migrated the Transportation Alternatives Program database to a unified parking management system, and acquired eight electric vehicles.
- Distribution & Logistical Services submitted and received approval for a new Rate and Recharge program.
- Improvements were made at the Events Center, including the replacement of the upper eastside basketball floor, the restoration of the upper chairback seating, and installation of new plumbing in the Men's basketball bathroom.
- The University Center and Events Center collaborated with Residential Operations to provide custodial services.
- University Center staff worked with ARIT to upgrade the dual chip system for student access cards, designed cohesive signage for the building, and continued to provide in-person and virtual events for UCSB students in The Hub.

# Financial Statements

## REVENUE

### Core Funds

ARIT	1,557,046
Mail Services	320,678
Furniture Services	(117)
Transportation Alternative Programs	189,396
University Community Housing	198,608
Events Center	174,631
<b>Subtotal Core Funds</b>	<b>2,440,242</b>

### Student Fees

Events Center	540,361
Transportation & Parking	197,554
University Center	3,312,531
<b>Subtotal Student Fees</b>	<b>4,050,446</b>

### Sales & Services - Other

Distribution & Logistical Services	20,236
<b>Subtotal Sales &amp; Services — Other</b>	<b>20,236</b>

### Sales & Services - Auxiliary Enterprises

Campus Dining	6,754,229
Conference & Hospitality Services	1,312,507
Events Center	11,757
Faculty/Staff Residential	-
Other	2,298,996
Recharge	6,328,641
Residential Living — Room & Board	138,042,685
Campus Store	7,371,646
The Club & Guest House	52,677
Transportation & Parking	5,919,974
UCen Dining	4,881,721
University Center	281,476
<b>Subtotal Sales &amp; Service — Aux. Enterprises</b>	<b>173,256,309</b>

## TOTAL HDAE REVENUE

**179,767,233**

## EXPENSES

### Operating Expense

Salary & Wages	44,914,636
Benefits	19,095,679
Supplies & Services	19,114,240
Utilities	6,603,783
Raw Food/Cost of Goods Sold (COGS)	13,310,200
<b>Subtotal Operating Expense</b>	<b>103,038,538</b>

### Non-Operating Expense

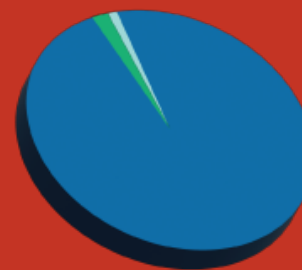
Assessments	17,028,498
Capital/Major Maintenance	4,873,071
Debt	38,666,041
<b>Subtotal Non-Operating Expense</b>	<b>60,567,610</b>

## TOTAL HDAE EXPENSE

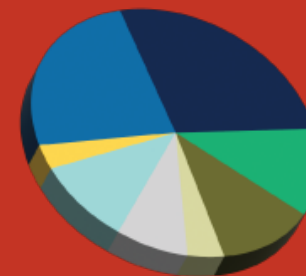
**163,606,148**

### Net Income/(Deficit)

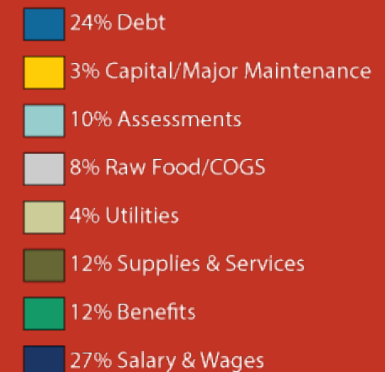
16,161,085



## REVENUE



## EXPENSES



# Recognitions 2021-22

- Willie Brown was inducted into the ACUHO-I Parthenon Society, the highest honor the association bestows in recognition of a member's achievements in the profession, outstanding service, leadership, and contributions to the field of campus housing.
- Campus Dining was recognized with two certificates of Special Congressional Recognition: one for the Miramar Food Pantry and one for Executive Director of Campus Dining, Jill Horst, in honor of her work addressing food insecurity at UCSB. Jill also received an IFMA Spark Plug Award which honors people who have made significant impacts on the association's programs through their involvement.
- David Sanders and Brian Shively were nominated for the Staff Citation of Excellence award by SIS&T for their exceptional work on the configuration and maintenance of the campus COVID Response Business Intelligence reports.
- Britney Zavala, HDAE Front Desk Attendant, was recognized with a University Service Award, which is given in recognition of unselfish and dedicated service to the University, its students, and the community.
- Danielle McGary, a San Nicolas Resident Assistant, was recognized with a University Award of Distinction, which is given to students who have contributed greatly to the quality of life by giving unselfish service to others within a particular area.
- Vonnie Wei, a Residence Hall Desk Attendant, was recognized with the Yonie Harris Award for Civility in Public Discourse which is presented to graduates who best exemplify the principles of free speech and respectful dialogue and who foster a campus climate of civility and open-mindedness.
- Pamela Scott, Residential & Community Living, and Elizabeth (Lizzie) Soriano, Portola Dining Commons, were nominated for a Getman award that recognizes university staff and faculty who have demonstrated an

- extraordinary commitment to the general growth and development of students and the quality of student life.
- San Joaquin Villages received an Honor Award and Portola Dining Commons was recognized with a Merit Award during the Design Awards Gala hosted by the American Institute of Architects (AIA) Santa Barbara.
- Conference & Hospitality Services won the 2021 Staff Assembly Halloween Department Decorating contest! Since many people mistake their office door for a closet, they transformed their space into Narnia and gave the judges an award-worthy tour.
- Eric Zobel of the Multimedia Communications & Marketing Team (MarCom) won a 2nd place ACUHO-I Marketing Award for the San Nicolas Stairwell Project.
- UCSB was recognized as a top #10 school on the Princeton Reviews Top 50 Green Colleges 2022 list, and #16 on Sierra Magazine's Top 20 Coolest Schools 2021 list. We are happy to support UCSB on its way to becoming a sustainable community by implementing "Earth Friendly" practices.

**Gabrielle Coulousi and Shantel Dickerson were selected to receive Staff Citation of Excellence Awards. Gabrielle was recognized for her work with the Quarantine & Isolation Housing program and support of the campus COVID response. Shantel was recognized for being a key figure in the coordination and planning of UCSB's complex multi-day move-in process in 2021, the first large one since the beginning of the pandemic.**



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**On the cover:** The sixth student mural at the San Miguel exterior stage was installed in May 2022. The HDAE Arts & Culture Committee combed through many entries and selected student Riechal (Riqui) Zonelyse Paras Martinez' submission, a powerfully bright and energetic piece representing the environment.

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