

A Blueprint for the Future: the Pathway Forward



Roxbury Community College
The Reggie Lewis Track and Athletic Center

A Blueprint for the Future: The Pathway Forward

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Letter from Committee Chair

Ms. Jackie Jenkins-Scott
President, Roxbury Community College

Mr. Steven W. Tompkins
Board Chair, Roxbury Community College

Dear President Jackie Jenkins-Scott & Board Chair Steven Tompkins,

On behalf of the Pathway Forward Committee, I am pleased to present to you and the Roxbury Community College Board of Trustees the following report on the future of the Reggie Lewis Track and Athletic Center.

I have been engaged in youth development and athletics & recreation my entire career and have resided in the Roxbury community where the Reggie Lewis Track and Athletic Center (RLTAC) is located for over 40 years. I know firsthand of the many years of struggle and advocacy to get the facility built. While it is the premier high school track facility in the state, serving all of Eastern Massachusetts and beyond, I have experienced its importance to the state as a multi-use facility providing opportunities to community residents, including seniors, for recreation, track meets and various events, large and small.

Sitting at the center of Roxbury Crossing a major intersection of Tremont Street, Columbus Avenue, and Malcolm X Boulevard in the Southwest Corridor, and nestled between the historic neighborhoods of Fort Hill and Mission Hill, the RLTAC must be a welcoming and vibrant jewel at the gateway of the “new Roxbury” that includes a redeveloped Nubian Square, soon to be developed Parcel 3, and a critical education complex that includes the new Benjamin Franklin Institute, Madison Park High School, John D. O’Bryant High School, and Roxbury Community College. The RLTAC can also provide linkages and partnerships with the nearby Longwood Medical Center as well as the local private sector of businesses and colleges.

The Committee encourages you to give immediate attention to the recommendations, particularly providing swift implementation of the most serious infrastructure repairs identified within the report. There are many elements of the infrastructure that have far exceeded life expectancy. We also encourage the College to employ an entrepreneurial management style in its stewardship of the RLTAC.

It has been an honor to lead the Committee as we engaged in the important work of looking at the RLTAC operations and facility management with the goal of mapping out a vision that will assure it continues to provide high quality service to the residents of the Commonwealth and the surrounding community for many years to come.

I thank President Jenkins-Scott for providing me with the opportunity to serve and thank the members of our committee for their diligence and hard work. I also thank the RCC/RLTAC staff for their time and support and thank the community residents who took the time to share their vision for the RLTAC at our listening sessions.

Sincerely,

Charlie Titus, Pathway Forward Committee Chair

Introduction

A proud and prominent landmark of Roxbury, situated on Columbus Avenue adjacent to Roxbury Community College (RCC), the Reggie Lewis Track and Athletic Center (RLTAC) has served the people of the Commonwealth for almost three decades. A groundbreaking ceremony in October 1993 started the process to build a world class facility led by the efforts of the Massachusetts State Track Coaches Association (MSTCA) and community leaders since 1958. The RLTAC, affectionately called “The Reggie” in honor of Dr. Reggie Lewis, NBA All-star, Celtic Captain, and community leader opened its doors in 1995 and by legislative mandate. In collaboration with the Massachusetts Legislature, Roxbury Community College, the MSTCA, and the greater Roxbury community, RLTAC has created a model program that is unique in Massachusetts and the nation. RLTAC operates under the auspices of Roxbury Community College and is mandated to serve the following public and non-public purposes:

- Public High School Track Programs, meets and state championships
- Members of the abutting residential community
- Students, faculty, staff, alumni of RCC and the community at large
- The non-public by leasing or renting the facility for commercial purposes



RLTAC is an essential feature of the Roxbury community and is a deeply meaningful asset to the neighborhood. Over the years, RLTAC has faced many challenges and obstacles resulting in several facility assessments and program audits. For nearly two years the Center was closed due to the COVID pandemic, which resulted in delayed maintenance and compounded ongoing wear and tear on this high-volume site. In 2021, the facility was assessed, and some basic repairs made, to re-open as a COVID vaccination site; however, more substantial essential repairs were not implemented. The facility is once again being used for Massachusetts high school track events. Equipment is being re-assessed for reopening for Roxbury Community College students and a gradual re-opening for public use is underway.

In February 2022, Jackie Jenkins-Scott was appointed as Interim Roxbury Community College President. As the College prepares for its 50th Anniversary and the 30th Anniversary of the Reggie Lewis Track and Athletic Center, Interim President Jenkins-Scott and Trustee Board Chair, Steven Tompkins believe that now is an opportune time to look forward to a revitalized and high performing Reggie Lewis Track and Athletic Center.

The Reggie Lewis Track and Athletic Center **Pathway Forward Committee**, chaired by Charlie Titus, retired University of Massachusetts Boston Vice Chancellor & Athletic Director, has been charged with making a comprehensive independent review of the Center and recommendations on the path forward for a sustained high performing operation able to successfully meet the

growing needs of the Massachusetts State Track Coaches Association, Roxbury Community College, and the public.



The Pathway Forward Committee

Committee Chair:

Charlie Titus, Retired Vice Chancellor & Athletic Director, University of Massachusetts Boston

Members:

Brandy Cruthird, Boston Public Schools, Madison Park High School, Athletic Trainer, and owner Body by Brandy

Mike Rubin, Retired Administrator, Coach & Teacher, Boston Public Schools

Vaughn Williams, Athletic Director, Bentley University

Albert Hale, Athletic Director, Roxbury Community College

Linda Rowbotham, President, Massachusetts State Track Coaches Association

Haven Ladd, EY-Parthenon US Education Partner

Matt Carr, Director of Meet Operations/Indoor Track, Massachusetts State Track Coaches Association

Dave Hoffman Vice President, The Boston Celtics
Donna Harris-Lewis, Purpose Driven Non-Profit Board Leader, Organizational Development, COE

Committee Staff:

Andy Vidal, Executive Vice President of Finance & Facilities, Roxbury Community College
Valerie Thornhill-Hudson, President’s Office, Roxbury Community College
Emma Rose Rainville, Report Editor, Roxbury Community College
Jerry Foster, Anser Advisory
Andraya Lombardi, Anser Advisory

Subcommittees

In the interest of time and efficiency the Pathway Forward Committee was divided into four subcommittees with specific charges as follows:

Financial: Review current and projected expenses, analyze known and potential revenue, and develop recommendations for financial models that will work now and well into the future.
Members: Haven Ladd (Chair), Vaughn Williams, Andy Vidal

Research & Legislation: Review the enabling legislation and make recommendations for appropriate updates. Review similar track facilities around the country to gather insight and information on best practices relative to operations. Members: Michael Rubin (Chair), Donna Harris-Lewis, Linda Rowbotham.

Programming & Partnerships: Review current programs and partnerships, particularly those established by the original legislation. Make recommendations for enhancements and future engagement. Members: Brandy Curthird & Albert Hale (Co-Chairs), Dave Hoffman, Matt Carr.

Facility Operations: Review past inefficiencies, present challenges, and future opportunities. Members: Andraya Lombardi & Jerry Foster (Co-Chairs).

Timeline:

- | | |
|-------------------------|---|
| March 2022: | Committee appointed, public announcement, background materials distributed to Committee |
| April-June 2022: | Committee reviews background materials, Tours the Reggie Lewis Center, meets, conducts interviews |
| Fall 2022: | Report Feedback: review, comments |
| December 2022: | Community Listening Sessions, Draft Report submitted to committee for review |
| January 2023: | Final report submitted to RCC Interim President, Board of Trustees, and other stakeholders |

Findings and Recommendations

The Pathway Forward Committee is pleased to present the following findings and recommendations based on the work of the sub committees, committee meetings, a site visit to the New Balance Track Facility, two public Listening Sessions, and facility reports from independent consultant Anser Advisory.

Findings

- The intent of the original legislation passed in 1995 establishing the Reggie Lewis Track and Athletic Center remains viable. The Center is a critically important asset to the Massachusetts State Track Coaches Association, Roxbury Community College, the abutting community, and the City of Boston. In addition to serving as the home for the High School Track and Field Program, in 2021-2022 the Center hosted many public events including RCC’s graduation, Harvard School of Public Health Graduation, many Boston Public School college fairs and numerous conferences and public events. In April 2022, RCC students and community residents resumed using the facility after a two-year disruption due to COVID. Over 127,000 individuals were served by the Center in 2022 with the largest number of users participating in high school track events:

2022 Reggie Lewis Track and Athletic Center Event Usage	
Event Type	Attendees
Track	103,960
Athletics	7278
Other Events	16,225
Total	127,463

- The RLTAC is at the crossroad of a dramatically changing Boston landscape and is poised to be a vital component of an economically thriving Roxbury neighborhood. With new developments underway including Parcel 3, Nubian Square, Southwest Corridor improvements, the RLTAC will become one of, if not the largest, event venues in the area hosting large and small events.
- The RLTAC is nearly 30 years old. Investments in maintenance and upgrades have not kept up with needs as a result the facility suffers from significant deferred maintenance. Systems including HVAC, the track and bleachers are nearly at the end of life, are serious health and safety risk that will render the building unusable if not attended to very soon. Nearly \$10M must be invested in the near term to avoid rendering the building unusable. Additional investments in minor upgrades (painting, lighting, and landscaping) will greatly improve the user experience.
- In 2008, legislation was enacted combining the RLTAC and the RCC budgets, including facility maintenance and staffing, into the overall Roxbury Community College budget making it very challenging to secure sufficient funding to support the needs of the RLTAC and the needs of the College. This practice is a change from the original

legislation which established a separate fund known as “The Reggie Lewis Track and Athletic Center Fund,” managed by the College, to support the RLTAC.

- The RLTAC receives its annual operating budget from the state (in FY22 approximately \$1.1M). The State establishes a cap on revenue that RLTAC can raise (\$529,843 in FY22). Any revenue raised above the state cap must be returned to the Commonwealth. This practice discourages the RLTAC from securing additional revenue that could be used to support, enhance, and expand Center operations & programming or to make minor facility improvements.

- Prior to the COVID pandemic, the RLTAC hosted a robust array of programming for RCC faculty and students, and residents of the community. The Sensational Seniors, a ten-year-old program, hosted over 100 seniors three times a week for exercise, social and community service, over 500 community residents took advantage of the exercise and gym facilities, and numerous community events were hosted at the Center. Two community “listening sessions” encouraged the Pathway Forward Committee to recommend a renewed effort to re-establish and expand these programs.



- Based on RLTAC’s location, reputation and experience, the Center has an excellent opportunity to explore additional sources of revenue through corporate partnerships, sponsorships, and naming opportunities.
- The Committee acknowledges the outstanding contribution of the staff of the RLTAC. The Center has approximately 30 full and part time staff who are dedicated professionals who contributed beyond expectations to building the Center’s reputation for excellence. The outstanding staff have held the Center together during changes in leadership, as well as with insufficient funding and staffing. Without the dedication and service of the staff, the Center would not be positioned for continued growth and excellence.

Recommendations

The Committee feels that all of the recommendations below are important, but a few should be implemented immediately in the interest of the health and safety of the many visitors and staff using the facility: replacement of the HVAC system, lighting, and bleachers. These items have reached the end of their usability and should be replaced immediately. These estimated cost in 2023 for replacement is \$10M. Please see the Anser report in appendices for details.

Financial:

- In the interest of clarity and transparency, the committee endorses the original legislation that required two separate and distinct budgets for the RLTAC and Roxbury Community

College as a best practice. It is critically important that facility maintenance and improvements have a separate budget from the College.

- The Committee recommends that the Reggie Lewis Track and Athletic Center Fund should continue to be used for revenue generated through the RLTAC. RLTAC revenue (fees, concessions revenue, sponsorships, and other revenue) should be used to support the RLTAC including minor facility improvements, equipment purchase, repair, and maintenance, staffing and programming. The RLTAC Fund, formerly the Massachusetts State Track Building Fund, was enacted under the original legislation to house all revenue raised from events at the Center. Section 2CC, Chapter 772 of the Acts of 1987 was amended to read: “There is hereby established and set up on the books of the Commonwealth, a separate fund to be known as the **Reggie Lewis Track and Athletic Center Fund**. Said Fund shall consist of all user fees and concession fees collected as a result of the use of the RLTAC. This fund should be expended subject to the appropriation for equipment repair and maintenance and operating expenses associated with the RLTAC.”
- The revenue cap, currently at \$529,000, should be lifted allowing the RLTAC to retain all revenue to support the Center’s operations.
- The Committee recommends that all RLTAC users, internal and external, should be responsible for event-related expenses not covered by the RLTAC appropriation. In particular, the costs related to security details and staff overtime must be paid by all users, including public high school track leagues and Roxbury Community College.
- The Committee feels strongly that the annual state appropriation for the RLTAC must be sufficient to cover all operating expenses so as not to cause RCC to use the College’s appropriation funds to support operational needs of the RLTAC. Additionally, the RLTAC should be awarded with its own and separate 5-year critical repairs appropriation line item from DCAMM which will allow the RLTAC to address deferred maintenance and capital improvement projects on an ongoing basis.



Operational:

- The Committee recommends that the RLTAC Advisory Committee be established, as intended by the enabling legislation (see section 7c). The Advisory Committee should serve in an advisory role to the President of Roxbury Community College and RCC’s Board of Trustees.

- The Committee recommends recruiting an Executive Director of the RLTAC. An ideal candidate would have experience managing a complex facility, preferably an athletic facility, would be a proven consensus builder, displayed ability to understand and advance community engagement, a displayed entrepreneurial mindset, and a background in complex budgets, and event management. A committed leader who can motivate and supervise staff while being an effective advocate for the RLTAC at many levels. This position would report directly to the President of RCC.

Programmatic:

- Outreach to underserved populations from the surrounding communities such as Special Olympians and grass roots youth serving organizations. There is a major need for space to recreate for youth who have no or limited resources. The committee feels that RLTAC can and should help fill some of that need.

Additional Recommendations:

These recommendations, while important, do not carry the immediacy of the above recommendations. The committee also feels that these additional recommendations can be better addressed with care, diligence, and thoughtfulness by the RCC/RLTAC staff through a strategic planning process.

- Develop a new mission and vision statement that is consistent with the intent of enabling legislation while requiring the Center to serve
 - Public High school track: programs, meets, and state championships
 - Members of the abutting residential community
 - Students, faculty, staff, and alumni of RCC and the community at large
 - The nonpublic by leasing or renting the facility for community purposes
- RCC should explore creating additional sponsorship assets for RLTAC that promote partnerships, increase operating revenue, and subsidize use of space for community groups and nonprofits.
- Consideration should be given to restructuring the name of the Center to the “Reggie Lewis Athletic Center” – there is a strong feeling among some members of the committee that the name of the center should be more reflective of an inclusive operation for all constituencies. Other committee members feel that a name change is not required nor appropriate. The compromise may be found in a restated mission.
- Hire a qualified facilities scheduler dedicated to outreach and scheduling for the RLTAC. The committee feels that outreach and meticulous scheduling is critical to the long-term success of servicing all constituencies. A highly skilled professional is needed to achieve the desired results.
- Develop sustainable exercise, fitness, and wellness programs for the RCC students, faculty, and staff. This is important for the overall health of the RCC community. It will also create a sense of belonging to and support of the RLTAC by the entire RCC community.
- Reestablishing the Boston Public Schools student athletic training program. This program previously existed at the RLTAC and allowed BPS student athletes to receive

free athletic training services such as care and prevention of athletic injuries. The services were provided by certified trainers in lieu of space rental fees. There may be an opportunity to have BPS or the City fund such a program.

Conclusion

The Pathway Forward Committee envisions the future of the RLTAC as a bright and welcoming state of the art track and athletic facility, a facility that is well maintained while serving young athletes and community residents, a facility capable of hosting events that enhance our state, city, and local community, a facility that is vibrant and that stands out as a centerpiece in the emerging new Boston.

There is a small window of opportunity to assure that the RLTAC continues as a prime facility for athletic contests and community events. To take advantage of the opportunity before the window closes the College must have the immediate support of state government, the Massachusetts State Track Coaches Association, and the community, as well as seeking support from the private sector.

The Center faces major challenges: significant facilities upgrades, needs for ongoing building maintenance, and appropriate financing. Securing appropriate and sustained financial and operating support will insure the long term viability of the facility. We invite the State and City governments, the Boston business community, the residents of Roxbury and greater Boston to share our vision of a vibrant, inviting and Reggie Lewis Track and Athletic Center.



Appendices

Commonwealth of Massachusetts Enabling Legislation

Part I ADMINISTRATION OF THE GOVERNMENT

Title II EXECUTIVE AND ADMINISTRATIVE OFFICERS OF THE COMMONWEALTH

Chapter 15A PUBLIC EDUCATION

Section 22A REGGIE LEWIS TRACK AND ATHLETIC CENTER; ESTABLISHMENT; POWERS AND DUTIES OF BOARD

Section 22A.

(a) For purposes of this section, the following words shall have the following meanings:

"Board", the board of trustees of the Roxbury Community College.

"Center", the Reggie Lewis Track and Athletic Center established in subsection (b).

"College", the Roxbury Community College.

"Use for nonpublic purposes", shall include, but not be limited to, the leasing or renting of the building for commercial entertainment activity.

"Use for public purposes", shall include, but not be limited to, use by public high school track programs, members of the abutting residential community or by members of the community at large and students, faculty, staff, and alumni at Roxbury Community College.

(b) There shall be established the Reggie Lewis Track and Athletic Center at Roxbury Community College. The center shall be a building containing a Massachusetts state track facility which shall be maintained at the college for public purposes. In the event the facility is not in use for public purposes, the board may permit use for nonpublic purposes for a rental amount to be determined by said board.

(c) The board shall be responsible for the management and operation of the center including, but not limited to, the following:

(i) establishing user fees;

(ii) entering into agreements with the Massachusetts State Track Coaches Association, with other public groups and, pursuant to this section, with nonpublic groups for nonpublic purposes;

(iii) establishing rules and regulations for the use of the center by Massachusetts public high school track programs, by members of the abutting residential neighborhoods and members of the community at large, by students, faculty and staff and alumni of Roxbury Community College, and, by nonpublic groups for nonpublic purposes in accordance with this section;

(iv) deciding the priority of uses and schedule for the center, with input from an advisory committee; and

(v) entering into agreements with vendors to provide concession stand services and other agreements as deemed necessary by the board for the maintenance and operation of the center.

(d) The center shall be made available without charge for use by public high school track programs and Roxbury Community College. The center shall be made available on a user fee basis for members of the public. The center shall be made available at market rate, as determined by the board, for use for nonpublic purposes so long as the center is not being used for public purposes.

(e) The annual operating expenses of the center shall be separate and distinct from appropriations within the general appropriations act for the college, shall use a separate item of appropriation, and shall be audited biennially by the state audit

Budget Language

In the most recent fiscal year Bill 4392, line item 7515-0100 establishes the operating budget for the RLTAAC at approximately \$1.1 million. Line item 7515-0121 establishes a cap of \$529,843. Any revenue raised from the RLTAAC more than that goes back to the Commonwealth. The legislation reads as follows:

“For the Reggie Lewis Track and Athletic Center at Roxbury Community College provided, that the college may expend an amount not to exceed \$529,843 received from fees, rentals, and facility expenses associated with the running and operation of national track meets, high school track meets, high school dual meets, Roxbury Community College athletic events, other special athletic events, conferences, meetings, and programs; and provided further, that only expenses for contracted services associated with these events and for the capital needs of the facility shall be funded from this item...”

RLTAAC Fund Language

The RLTAAC Fund, formerly the Massachusetts State Track Building Fund, was enacted under the original legislation to house all revenue raised from events at the Center. Section 2CC, Chapter 772 of the Acts of 1987 was amended to read:

“There is hereby established and set up on the books of the Commonwealth, a separate fund to be known as the Reggie Lewis Track and Athletic Center Fund. Said Fund shall consist of all user fees and concession fees collected as a result of the use of the RLTAAC. This fund should be expended subject to the appropriation for equipment repair and maintenance and operating expenses associated with the RLTAAC.”

Committee Reports

Legislative Sub Committee

Chair - Michael Rubin, former Headmaster and Boys Basketball Coach - East Boston High, Assistant Director, Massachusetts Interscholastic Athletic Association/Massachusetts School Administrators Association

Donna Harris-Lewis, Purpose Driven Non-Profit Board Leader, Organizational Development, COE

Linda Rowbotham, President, Massachusetts State Track Coaches Association

The Reggie Lewis Pathway Forward Legislative Subcommittee has been tasked with finding any, and all state legislation regarding the establishment of the Reggie Lewis Track and Athletic Center (RLTAC). The RLTAC was built in 1995 by legislative mandate, but the campaign to get a high school track in Massachusetts started as far back as 1958.

This subcommittee has been charged with conducting comprehensive research into the legislative process involved in the creation of the RLTAC before, during, and after the development of the facility. Based on diligent efforts the subcommittee has made recommendations regarding legislation for RLTAC.

Programming & Partnerships Sub Committee

Co-Chairs Brandy Cruthird - Boston Public Schools (Madison Park High School) & Albert Hayle - Director of Athletics RCC

Dave Hoffman – SVP Community Engagement, Boston Celtics

Matt Carr - Director of Meet Operations/Indoor Track, Massachusetts State Track Coaches Association

Program & Partnerships Subcommittee has reviewed current programs and partnerships, particularly those established by the original legislation. Make recommendations for enhancements and future. We believe that the existing staff does an admirable job hosting a variety of events/program under less-than ideal circumstances and with limited resources. It appears that Reggie Lewis Center needs to offer more resources & programmatic options to its general membership (upgraded equipment in the weightroom; personal trainers; fitness classes, etc.).

The Reggie Lewis Center should develop the capacity and resources to offer more to the youth community. To help ensure the future use of the space through general membership, it is clear the RLTAC needs to have a qualified scheduler who can skillfully & strategically accommodate the needs of the three priority areas.

The Reggie Lewis Track and Athletic Center serves three major roles:

1. The home base for Massachusetts public high schools track and field meets statewide.
2. Home for the Roxbury Community College Athletic Programs.
3. Provide Program space to serve the community for cultural enrichment events.

According to the March 2017 “Facilities Reservation Policy,” RCC prioritizes the use of RLTAC as follows:

1. Massachusetts Indoor High School Track
2. Roxbury Community College (RCC) Athletics
3. Internal (RCC) requests for space
4. Requests from the Greater Roxbury Community
5. All other external requests for space

Current event plans and recent history:

1. Massachusetts State Track Coaches Association (MSTCA) and their public high schools track and field meets statewide.

Programs scheduled for the 2022-2023 academic year:

High school track and field events: MIAA 6 meets, MSTCA 21 meets, HS NE 1 meet, HS Leagues 62 meets, college 1 meet. Total of 90 meets are scheduled, with a few more expected.

In the FY21 RLTA Hosted 77 events: 61 Track Events, 16 Non track events with 3 weekly AAU teams up until June.

2. RCC athletics & recreation for students faculty & staff

Athletic Season for the 2022-2023 academic year:

October to March: Men's and Women's basketball practices/games 6 days per week

November to May: Indoor/Outdoor Track & Field (Practice 5 days per week)

Athletic Season for the 2023-2024 academic year:

August 15th to April: Women's Volleyball, Men's, and Women's Basketball and Track (Practice and games 5-6 days per week)

3. Resource for the Community

FY21 Hosted 16 non track events with 3 weekly AAU Team practices, ranging from cultural to educational to sports enrichment. This limited number of events was due to COVID.

General Membership fluctuates between 200 –300 guests depending on time of year. 40-50 senior citizens utilize the space.

Financial Sub Committee was charged with reviewing expenses (current & projected). analyze revenue (known and potential).

Develop a recommendation (s) for a financial model (s) that will work now and well into the future

Haven Ladd- Chair, Vaughn Williams, Andy Vidal

The RLTA appropriation was \$954,480 in FY 2006 and \$945,125 in FY 2007. In FY07, Governor Patrick combined the appropriations for the College and RLTA. Since many state and federal allocations use the amount spent per student (or the budget divided by the number of students) as a determination of need, it appeared that the College was spending more for its degree-seeking students than was the case. This caused the College to lose eligibility for several federal funds and to receive less in several State allocations. The College successfully lobbied to revert to a separate allocation in FY2017; however, the amount of the allocation has consistently stood at \$925,000.

Within the years since the last audit, the College has secured only a small increase to the appropriation. Since the RLTA is viewed as covering high school operations, there is no automatic mechanism to account for necessary increases and the College must work with the Department of Education as a separate process. Each year the College must cover the costs of union staff annual negotiated increases, rising costs of utilities and building maintenance, and the implementation of any process changes and improvements. The College [loses] money each year and must absorb the administrative costs of the RLTA from funds intended to serve College students and our community.

As RCC is unable to host private external events during the high school track season, there is no opportunity for RCC to generate revenue for the retained revenue account from late November through early March. The current appropriation does not provide sufficient funding for all legislated purposes of RLAC, creating a scenario where RCC is forced to use College funds to cover the operational needs of RLAC.

Facility Operations Sub Committee

This committee was charged with reviewing past inefficiencies, present challenges, and future opportunities.

Andraya Lombardi & Jerry Foster of the Anser Advisory Group.

An estimated \$10M in repairs is needed to address current building issues:

- RTU/AHU Replacements and structural upgrades associated-\$3.3M
- Replace Oval Track-\$2M
- Bleachers in Gym and Fieldhouse-\$1M
- Exterior Envelope and Masonry Repairs-TBD
- Landscaping and Hardscape Plaza-\$1M
- Window Replacement and Sealants-TBD
- Interior Upgrades including Multi-purpose and Dance Room-\$700K
- Roof Replacement / Resurface-\$1M

The Reggie Lewis Center was constructed in 1997 by the State of Massachusetts. In 2009, roof areas A, B, C, and D were replaced, and the Field House roof was recoated, all with warranties through 2029 (see Anser Report page 4 for diagram).

Multiple conditions assessments were completed in 2011, 2013, 2018, 2021, and 2022, all with similar results and recommendations. DCAMM requires the study and estimates to be less than a year old. The full scope of recommendations in these reports has not been feasible due to the cost. An estimated \$10M in repairs is needed to address current building issues.

The following repairs have been made to the building:

2013-2016:

- Replacement of building signage
- Replacement of damaged acoustical ceiling tile and grid
- Replacement of rubber flooring and stair treads
- Replacement of Fieldhouse Flooring
- Replacement of all perimeter and court dividers (original)
- Refinished wood benches in locker rooms and cabinetry on 2nd floor kitchen
- Fire Protection: Performed a detailed fire protection assessment
- Plumbing: Replaced all fixtures with low-flow units; made drinking fountains accessible; upgraded shower to ADA compliant and replaced water heater near their end of useful life.

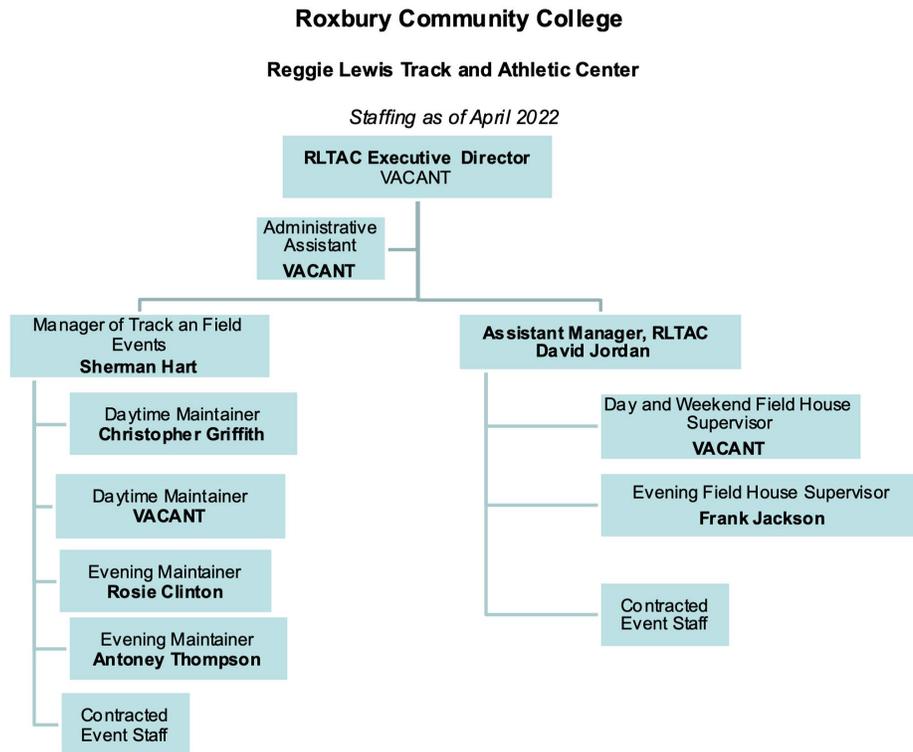
2022:

- Resurfaced the Locker Room Floors
- Restriped the Courts

FY22 Budget

Sum of Proposed Budget Total FY22	
Operating	398,700.00
Personnel	621,915.00
Revenue - Appropriation	(925,000.00)
Revenue - Fringe Appropriation	(208,000.00)
Revenue - Rentals	(100,000.00)
Personnel - Fringe	212,385.00
Grand Total	0

RLTAC Organizational Chart



Event Staff are contracted to work on an as needed basis. Sherman Hart and David Jordan share oversight of this group.

Reference Materials

- a. Anser Advisory report on the Reggie Lewis Athletic & Track Center
- b. Official Audit Report Roxbury Community College, issued Oct. 28, 2021
- c. Reggie Lewis Athletic Center—Potential Pro Forma Model, prepared by VP Andy Vidal