



EWC Board of Trustees Work Session

Eastern Wyoming College
EWC Dolores Kaufman Board Room
Sep 12, 2023 4:00 PM - 5:00 PM MDT

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FUELING MINDS AND NOURISHING CONNECTIONS: A PERFECT CAMPUS PARTNERSHIP

EASTERN WYOMING COLLEGE

Food Services Proposal

TORRINGTON, WY | AUGUST 2023





August 16, 2023

Patrick Korell
Eastern Wyoming College
3200 West C Street
Torrington, Wyoming 82240

Dear Patrick,

We understand the enormity of the decision Eastern Wyoming College has made to outsource your dining and catering services, and the inherent necessity to find a partner you can trust. We are certain that a strategic partnership between Eastern Wyoming College and Sodexo will not only provide confidence and assurance, but will also result in a constant evolution of the dining program and drive optimal results.

As your partner, we will:

- Upgrade the food program from cafeteria-style, processed foods to fresh, local and healthier options starting on day one
- Expand culinary offerings at each meal period and extend services on weekends and holidays
- Explore offering a lunch-style service to the students on the Douglas campus
- Evaluate kitchen equipment, space and programming and make recommendations for improvements
- Work with you to develop these concepts in the best way that will benefit the entire EWC community

We also pledge to build your trust in us by bringing you innovation, stability and sustainability for EWC's dining and catering services. We are committed to working with you and implementing our proven processes that will ensure that your dining program is a success.

We provide innovation by implementing new programs that increase engagement, such as our Everyday app and various upcoming and on-trend culinary concepts. Using the feedback that we will collect during year one of our partnership, we will integrate new technology, refresh marketing for your dining program, and provide recommendations for new equipment and improvements.

We ensure stability and success through our seamless transitions, training programs and various key performance indicators (KPIs) that support the success of the on-site team serving your students. Sodexo also has an expansive network of support associates who will bring their expertise to your campus.

We support your sustainability initiatives by implementing Sodexo's Better Tomorrow 2025 program. In addition to lessening waste, Better Tomorrow 2025 promotes local sourcing of products not only to support the EWC community, but also to promote healthy, sustainable eating.

EWC will gain a proven team that is committed to embracing a culture of innovation while maintaining your foundational principles as we seek to evolve and grow with you. We look forward to collaborating with you to imagine what EWC Dining will look like under this new strategic partnership. We hope to soon say, "We are proud to be part of the Lancer Family." You have our team's commitment to build a program that centers around student success, integrity and culinary and operational excellence.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jason Rosvall".

Jason Rosvall
New Business Executive







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This proposal contains proprietary and confidential information of Sodexo. It may not be disclosed to third parties without Sodexo's prior written consent. As the recipient of this proposal, you agree to use due care to prevent its unauthorized use.





01

An Alignment of Values







As a leading public higher education institution in Wyoming, Eastern Wyoming College is known for its academic excellence and nationally recognized programs that cultivate lifelong learning for its students while championing inclusion, diversity and global awareness. We are eager and excited to partner with Eastern Wyoming College and continue your vision and values. You deserve a partner with an aligned mission, resources and community ties that support your strategic goals. We look forward to our partnership and improve the quality of life of those we serve.

<p>EWC values its students and supports their excellence in efforts. EWC proactively anticipates the changing landscape of higher education and welcomes opportunities for change.</p>	<p>Sodexo supports your students by implementing programs that will help them succeed. We strive to connect with students to make the most of their experience on campus. As college students continuously bring with them different skillsets, backgrounds and needs, we, too, constantly improve our programs to meet and welcome the demands of your students.</p>
	<p>We also value open communication and collaboration. We have systems in place to ensure that our management communicates and works with EWC administration and stakeholders to ensure everyone is on the same page. We always look forward to coming up with new, innovative solutions with our partners that will excite students on campus and further drive success.</p>
	<p>As an employer, a service provider and a corporate citizen, we have established Better Tomorrow 2025, our global responsibility strategy that positively impacts individuals, communities and the environment. By partnering with Sodexo, EWC will gain access to proven resources, stewardship techniques, wellness campaigns and viable inclusion practices. We will reinforce the priorities you care most deeply about.</p>

Our commitment to and alignment with your values will support Eastern Wyoming College in promoting student success and opportunities, as well as drive revenue, enrollment and recruitment. We will be focused on putting the entire Eastern Wyoming College community at the forefront of all we do. As we look toward our pathway together, your mission, vision and values will be reflected in our dining and catering program solutions and will guide our impact on the student experience at Eastern Wyoming College.





02

**Food and
Catering
Programs**



Eastern Wyoming College will enjoy and promote innovative dining and catering programs through a partnership with Sodexo. We provide adaptable, healthy and sustainable food. To address the growing demand for more sustainable food and more natural, local and healthy ingredients on campus, Sodexo has committed to include at least 42% of plant-based dishes on our menus by 2025. We offer a variety of food concepts, ranging from comfort and traditional, to modern and cross-cultural, developed by our skilled and world-renowned culinarians. Furthermore, our operations provide stability through our systematic approach. EWC will always have additional support through Sodexo's extensive network of partnerships that can provide industry trends and insights, which ensures that EWC receives the most innovative and enjoyable services for students, staff and guests.

DINING CONCEPTS FOR THE EWC CAFE

EWC Dining will be supported with exceptional flexibility through our modular menu design that can easily be modified according to seasons and special events. Our menus can be expanded or contracted to better meet the shifting needs of the campus community, from a heightened focus on nutrition and wellness at the beginning of the new year, to a demand for comfort food and convenience-driven options during exam weeks. The following features a range of dining destinations for the EWC community that we can implement at any point of our partnership. We will collect feedback from students to determine exactly what they need and want from their dining experience on campus.



SIZZLE

GRILL + GRIDDLE

With a smashing variety of hand-formed burgers, chicken sandwiches, quick-service breakfast foods and vegetarian items, Sizzle boasts a variety-packed menu and a bevy of toppings that range from classic, crunchy veggies to rich, appetizing add-ons.



SAVORY

CUSTOM KITCHEN

Familiar scratchmade comfort foods that consumers know and love merge with authentic global flavors to create a cross-cultural dining experience like no other. From macaroni and cheese to chickpea and vegetable curry, this station offers comforting, satisfying options for all diners, including vegans and vegetarians.



MIX

A SALAD EXPERIENCE

At Mix, students enjoy healthy, locally sourced, sustainable ingredients. Organic and vegan selections include composed salads, cold grains and pastas.



GROWN

PLANT-BASED

With a collection of more than 200 plant-based entrées created by Sodexo chefs, endorsed by the Humane Society of the United States and taste-approved by university students across the globe, flexitarians, vegetarians, vegans and everyone else can make a healthy and humane choice at Grown.





SHOWCASE

FLAVOR DESTINATION

Chefs on stage! From carved roasts to global-inspired ingredients hand-selected and cooked to order, guests receive a truly customized experience. Food-forward and chef-inspired dishes, from macaroni and cheese with trendy toppings to Korean BBQ pork tacos, offer comforting, satisfying options.



SPoonFULL

HEARTY BOWLS

Spoonfull is the go-to destination for hearty, flavorful housemade soups and so much more. Broth bowls inspired by global cuisine warm students up, and there are plenty of vegetarian and vegan options to satisfy everyone.



STACKED

DELI CASE

Custom-made subs, sandwiches and paninis on fresh-baked breads featuring fresh-sliced deli meats and cheeses, crunchy vegetables and toppings ranging from classic to adventurous make Stacked the ideal destination for students looking for familiar comfort or something new and fun.

SLICES

PIZZA + SUCH

Artisan dough, combined with a simple sauce, melty cheese and any number of delectable toppings, makes for a complete meal that can comfort as well as surprise. Other selections include composed salads, cold grains and pastas where students can build exactly what they want. Buon appetito!



TWISTS

PASTA KITCHEN

Students select from a variety of fresh, flavorful ingredients to put their own unique twist on classic pasta dishes. With a variety of noodles, sauces and toppings to choose from, students are free to get as creative as they would like, or they can stick to the tried-and-true recipes prepared by our culinarians.

BLISS

THE SWEET SPOT

From popular ice creams to pastries, cookies, cakes and pies, Bliss offers everyday indulgence and the chance to sample something exotic.





We will implement Mindful by Sodexo to promote healthy living, transparency of ingredients, appealing flavor profiles and satisfying portions. Mindful meets the needs of students who seek nutritious meals but also want variety.

Features of the award-winning Mindful program include:

- **A Wide Variety of Choices** – The huge range of Mindful recipes allows for authentically healthy versions of some of today’s most popular dishes. Mindful recipes balance health with indulgence, both through flavors and portions. Each item is tested with students and gives them exactly what they want. That is why we call those recipes Mindful Heroes.
- **Enhanced Nutrition** – Good nutrition contributes to a healthier, happier life. Mindful is built on mutualized nutrition criteria, which is aligned with current USDA “Dietary Guidelines for Americans” and supported by the foodservice ecosystem to ensure compliance.
- **Friendly and Engaging Approach** – Other wellness programs may lecture or dispense knowledge as numbers that do not apply to a student’s real life. A better option is easy-to-understand nutrition information shared in a casual, engaging tone. Whether it is on-site or online, Mindful talks to students – not at them. Mindful promotes a healthy relationship with food for individuals and the community – one that persists after graduation.
- **Supplemental Information** – Your students all have different goals for living a healthy life – getting fitter, stronger or managing their weight. Mindful’s full-color posters, digital displays and website offer tips and guidance to encourage students to be Mindful and help them achieve their goals.
- **Networking and Community** – Through engaging online forums, group activities and partnerships with wellness-oriented departments on campus, community organizations and other companies, EWC students have more tools and resources to pursue a healthy lifestyle together.

Creating a Safe Space for Students with Special Dietary Needs

Parents of EWC students (and prospective students) will take great comfort knowing that your dining program is committed to accommodating their child's special dietary needs, just as they did at home. Simple Zone is a "pantry" where food items needed by students with celiac disease, food allergies or other dietary restrictions can be housed with precautions against cross-contamination. The area is accessible all day and, after students prepare their special meals, they can take them and join their friends in the common dining area. This way, students with special dietary restrictions don't feel isolated or separated from their peers.

Simple Zone space is maintained by the dining hall staff and stocked with fresh and frozen meals, sides, desserts, snacks, dry groceries, beverages and so forth, as well as fresh-made products. All products are marked with nutritional and allergen information. Simple Zone will always be free of gluten-containing ingredients and products, as well as tree nut and peanut products. In addition, Sodexo's chefs prepare daily specials for special-diet students, who are also free to go into the kitchen and ask for something to be prepared.

Simple Zone has the flexibility to be large or small, to include account-prepared meals or purchased items, and to address other special needs such as kosher or halal foods. We will work with your students to find the right ingredients for Simple Zone that will best accommodate their diets and make their dining experience as comfortable as possible.

Locally Sourced and Sustainable Products

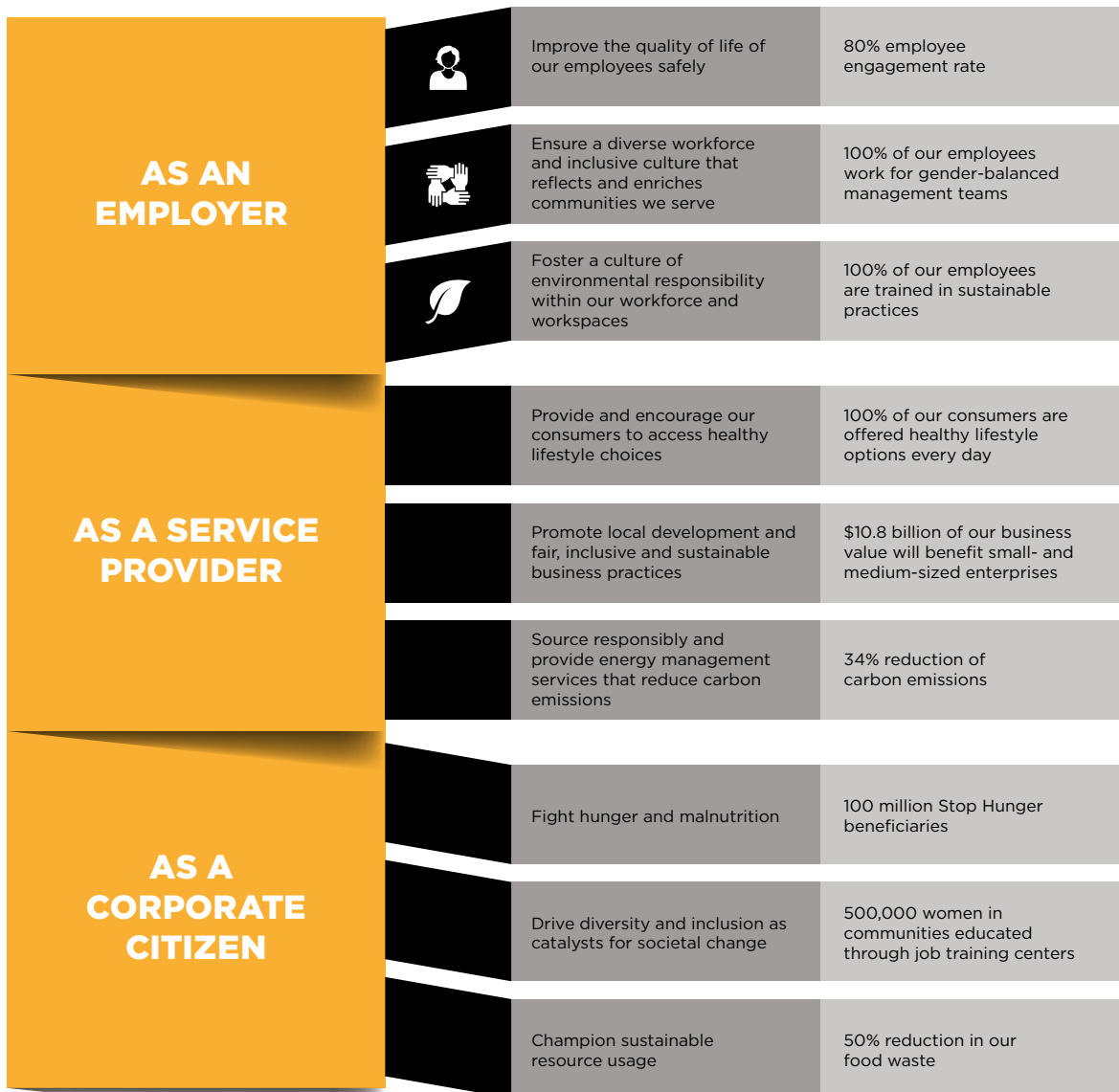
Sodexo's commitment to improving quality of life mirrors Eastern Wyoming College's core values of sustainability. As your partner, we will support and grow your sustainability initiatives while also bringing innovative solutions to campus that advance our collective goals. Together, we will partner with local farmers, fight hunger on campus and in our communities, implement reusable container use, divert waste via recycling and composting, and offer more plant-based options. Through the alignment of our missions and shared commitment to measurable outcomes, we will exceed all your sustainability expectations.



Our industry-leading corporate responsibility strategy and commitments, **Better Tomorrow 2025**, perfectly position us as ideal partners. We will ensure campus sustainability and social impact endeavors will improve the quality of life of our students, our employees and the communities we serve.

BETTER TOMORROW 2025 OUR CORPORATE RESPONSIBILITY ROADMAP AT THE CORE OF EVERYTHING WE DO

3 ROLES × **3** IMPACTS = **9** COMMITMENTS & **9** MEASURABLE OBJECTIVES



 INDIVIDUALS
  COMMUNITIES
  ENVIRONMENT

To bring Better Tomorrow 2025 to life on campus for EWC Dining, we will engage the local community and align with your local purchasing and sustainability goals.

- **Local Markets and Farms** – We plan to support and facilitate initiatives to procure products from local vendors/farms and, to bring affordable, local and fresh food to the campus community.
- **Third-party Audits (AASHE Stars, Cool Food Pledge)** – A right-fit assessment will be selected in partnership with the campus to calculate and report sustainable purchasing annually. We will ensure that we reinforce reporting standards for these audits with our vendors.
- **Standard Sustainable Purchasing** – Currently, we use 100% cage-free eggs and 100% sustainable seafood, as well as fair-trade coffee and tea. We have a goal of utilizing a 100% deforestation-free supply chain by 2030 (palm oil, paper, soy, beef) and 100% sustainable paper disposables.
- **Menu Transparency** – All ingredients, including those locally sourced, will continue to be highlighted at dining stations as well as on the SodexoMyWay website and Everyday app.
- **Variety for Ethical Diets** – Through our continued partnership with The Humane Society of the United States, we continue to infuse variety and imagination into our plant-based recipes.

By partnering with Sodexo, EWC Dining will have access to local farms and a variety of fresh produce. Local ingredients not only contribute to great-tasting food, but also an increase of seasonal variety in menus.







CATERING

For EWC, we will provide a catering program that puts the customer and guest experience at the forefront. Menus for each tier are developed by our global culinary team based on emerging food trends, consumer insights and seasonal products. From reliable, everyday catering to more exquisite executive functions, our unique and customizable portfolio of offerings can support any event size and price level.

As we explore and expand the possibilities of EWC catering, we will create unique experiences that will not only take your catering program to a new level of excellence, but also reflect a true understanding of EWC's culture. The descriptions below provide an overview of the different tiers of catering we have to offer.

Flavours: Everyday Catering Service

FLAVOURS
by *sodexo*^{*} Flavours is about more than just great food; it blends together a focus on service with a strong emphasis on people. A team of dedicated professionals, including a certified chef and an engaged staff, work together to create and deliver a successful catering experience for your customers.

Specializing in luncheons, dinners, buffets, receptions, coffee breaks and meetings, Flavours provides comprehensive services that extend well beyond menu selection. A completely flexible set of options ensures maximum enjoyment with minimal customer strain.

Standards for this service level include:

- Service staff to make sure your event is enjoyable and relaxing
- Linens and dishware service for an added sense of elegance
- Options for groups as small as two and reaching comfortably to serve as many guests as you choose to include
- Served and buffet options for every occasion
- Presentation standards designed to ensure your satisfaction with every event

elements: Delicious, High-quality Food at the Best Possible Price



Sharing a meal is often the first step in spurring creativity and collaboration. As a value tier, elements focuses on providing great food to informal gatherings at a great price. The elements portfolio offers dependable, everyday catering affordably. Targeting students and

adults at work, elements is perfect for informal themed buffets, party packages and snack breaks, as well as fun and familiar favorites like nachos, wings, hot dogs, hoagies and snacks. It is the perfect option for student events, which often have limited budgets but rely on food to encourage attendance and participation. Student organizations can choose from menus packed with crowd-pleasing favorites that fit within their budgetary constraints, ensuring their events are fun and successful.

Elements works within your students' limits and offers creative options that are both delicious and plentiful while still managing to avoid the "scrimp factor" in modest budgets. Many events will have room for a certain amount of presentation flexibility. Customers may opt to pick up their food, eliminate linens and reduce other add-on costs such as labor and dishware. For those events, the resulting cost savings will be passed on to your customers – students, faculty and staff – without impacting the quality of food. With elements, you can host your event your way.

New offers are introduced quarterly with special menus and décor to add distinctive ambiance and flavor to events. Seasonal catering and limited-time offers are also available, which are designed to grow sales, showcase your executive chef's culinary talent and bring you new and exciting catering options.

Simply to Go: Fresh, Simple Meals for Casual Meetings and Events

simply to go For guests who want high-quality, flavorful fresh products, Simply to Go provides the catering solution they will enjoy. Ideal for gatherings, meetings and casual events of any size, Simply to Go offers fresh, simple meals boxed just for you. Easy ordering, familiar products and attractive packaging set the stage for stress-free catering.

With its complete line of branded disposable eco-friendly packaging creating both a professional and thoughtful appearance, Simply to Go competes effectively with national retail fast-casual catering from off the street. Whether you choose group lunch boxes or individual boxed lunches, Simply to Go leverages the same fresh menu items we have introduced in our on-site restaurants, together with a comprehensive branded look, all in one neat package. Market a new casual catering offer alongside the full-service catering program to meet the needs of all customers and to grow sales.





Square Tomato: Designed for Convenient Pickup

S Q U A R E T O M A T O

Square Tomato is the perfect solution for students looking for quality food that's convenient, affordable and offers a variety of choices for small or large gatherings. Square Tomato is an easy-to-execute catering program supported by a perfectly sized menu with items by the dollar, plus platters, party packages, pizzas and hot meals by the pan (designed for 12 or more).

Great things happen when students gather around food and Square Tomato was created specifically for groups who crave that community, but don't have the have the robust budget of the typical catering customer. With Square Tomato, these students order just the right amount of food at the right price, thereby capturing a whole new clientele for you - ones who would normally go off site or order food for delivery.

A value-tier, no-frills option, Square Tomato feels like anything but that. The flexible menu offers a wide range of selections to meet every guest's need for breakfast, lunch and dinner, including sandwiches, drinks, snacks and desserts.

By staying on site, your students get to the fun that much quicker with Square Tomato's perfectly portioned meals or a la carte options.





03

Technology and Marketing



Student engagement is a top priority for Eastern Wyoming College. It is imperative to a sense of community and the success of your dining program. The following technological enhancements provide innovation to EWC that will engage your students and increase satisfaction.

MARKETING THROUGH MYDTXT



MYDTXT is a proprietary text messaging solution developed

exclusively for Sodexo's dining services programs. Students text their school code to the service and opt-in to receive exclusive, valuable promotions and offers. They receive current discounts at their favorite campus dining locations and avoid missing special deals and events. It's simple, fast and secure. According to SinglePoint research, text messages have a 99% open rate, while emails and social media posts can be missed or ignored. MYDTXT lets us interact with students where they are.

During orientation days and during campus tours, our team strategically applies segmented marketing, using MYDTXT to invite parents and students to special campus dining events or send them coupons for campus venues so they can see every one of EWC's dining options during their visit.



A DIGITAL EXPERIENCE WITH THE EVERYDAY APP

Eastern Wyoming College will increase student engagement through Sodexo's Everyday app, a digital platform that efficiently allows personalization, provides options and gives incentives. The Everyday app has been successfully and seamlessly integrated into more than 230 campuses nationwide.



The Everyday app enriches the student journey and drives retail revenue at Eastern Wyoming College. More than just an app, Everyday empowers your students to customize their dining experiences to fit various dietary needs, cravings and lifestyles. Beyond customization, EWC students seek menu transparency and seamless purchasing experiences with no contact, no lines and quick checkout. Everyday integrates maximum flexibility, customization, convenience and control to put the power of choice in your students' hands, encouraging increased engagement with your retail locations – a win-win for EWC students and for your bottom line.

Everyday cultivates connectivity and simplicity, supporting student success at every step of an EWC student's day:

- **Easy Mobile Ordering** – No lines, no fuss, no hassle. Students place their to-go order via their mobile phone, then drop in to get their meal or have it delivered. It's a one-stop shop for whichever service style they choose. It will seamlessly integrate with the POS system at Eastern Wyoming College.
- **Menu Transparency** – Students can access menus, including all nutrition and allergen information.
- **Loyalty and Rewards** – With every qualifying order, students receive loyalty points. Special promotions and targeted campaigns help drive adoption.
- **What to Eat and Where to Find It** – Students can see what tempts them at the cafeteria or any of the coffee shops. If it's on campus, it's in Everyday.
- **Instant Feedback** – Everyday gives each student a unique voice by empowering them to express themselves through direct feedback and rating their individual dining experiences directly on their mobile phones.

With Everyday, we're bringing forward a fully integrated, simple, intuitive digital guest dining experience for the EWC community.

CONNECTING THROUGH SODEXOMYWAY



The SodexoMyWay solution is a dynamic dining web page that enhances Eastern Wyoming College's dining program, boosts efficiency and usability and – most of all – builds connection and engagement with your campus community. Continuous improvement, based on student feedback, keeps

SodexoMyWay meaningful for your students and aligned with the latest digital trends. SodexoMyWay improves communication with consumers and drives operational performance while offering an optimal digital experience and enhancing your unique brand image using your custom colors and campus-specific images. SodexoMyWay offers students a gateway of information about their campus dining program, including menus and nutritional information, location hours, sustainability initiatives, nutrition education, information about the dining team and more.

The following are just a few of SodexoMyWay's features:

- **Mobile-first Design** – Mobile-first design recognizes mobile devices as the primary viewing method and creates an optimal user experience for those devices. Mobile-first design ensures that users enjoy a seamless online experience with easy-to-access and easy-to-navigate sites that load quickly, whether they are using a desktop or mobile device.
- **Dynamic Content** – Content, including text and images, can easily be modified to match a time of day or season, or highlight a special event on campus, creating relatable experiences and encouraging participation. Time-sensitive promotions and special offers can be prominently featured to drive traffic and improve operational results.
- **E-commerce Functionality** – An optimized e-commerce application makes it easy to manage e-commerce and expedite orders. E-commerce functionality is integrated throughout the dining website, with shopping cart icons that enable users to quickly purchase featured items and special offers.





04

Transition and Support





TRANSITION PLAN

One of the most important aspects of our transition plan is to ensure that the quality of life for your students, staff and guests never once diminishes through the transition. Locations remain open to serve the community and renovations occur at low-traffic times. Our transition plan for Eastern Wyoming College will allow for transitions to occur with the least amount of disruption.

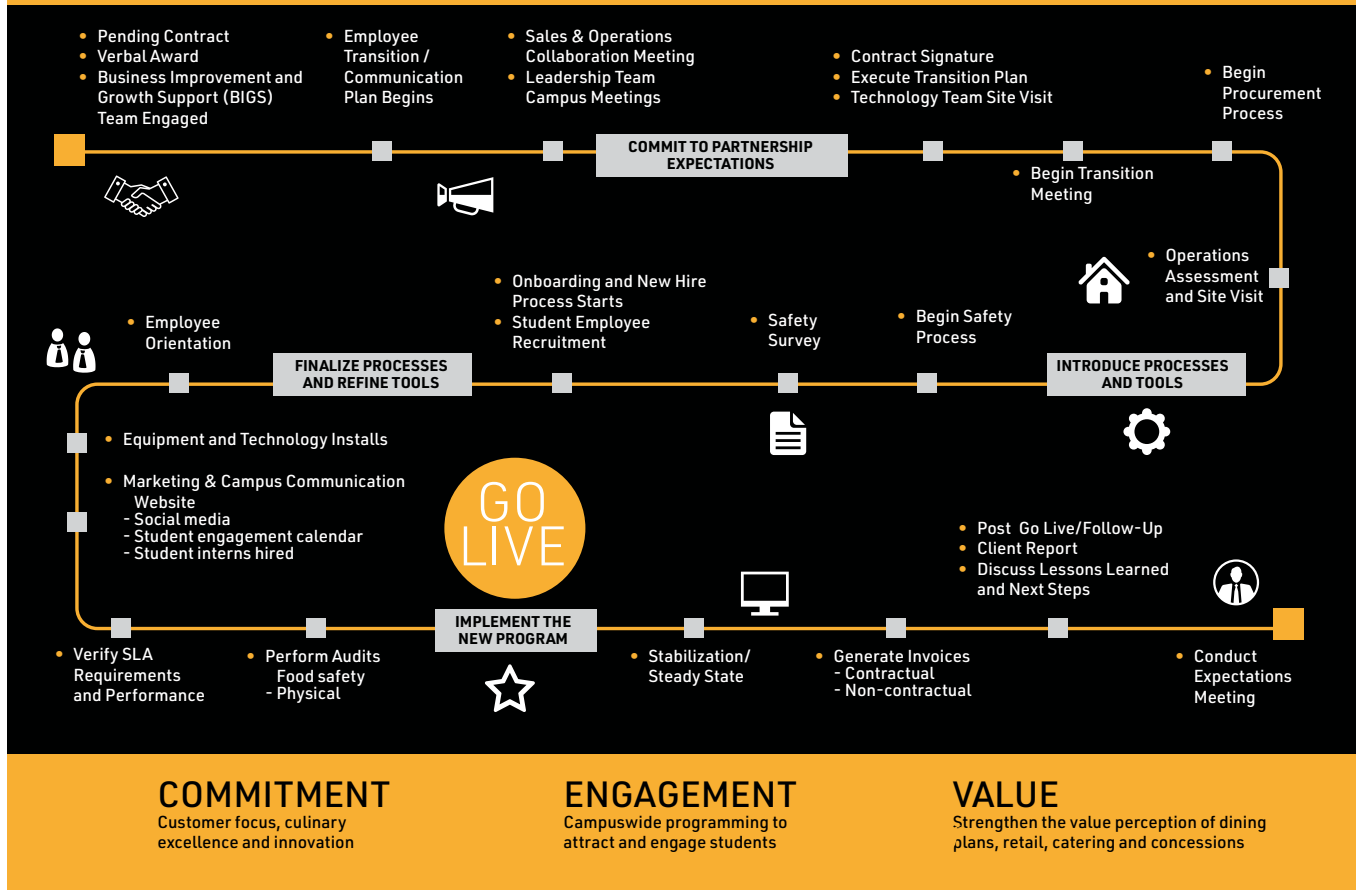
We also strive to achieve a successful transition through a combination of components, including:

- Setting clear guidelines for communication, cooperation and alignment between Eastern Wyoming College and Sodexo
- Outlining every step of the process with comprehensive checklists, equipment maintenance schedules and installation (if needed), inventory procedures, necessary cleaning, hiring and promotion schedules, training for any software systems, order forms and more
- Having leadership and subject matter experts on site to provide foodservice employees with the necessary training during the transition and first weeks of service

Most importantly, people are at the heart of transition. We put people first. We listen, evaluate impacts and develop a transition plan that ensures everyone's input is included and everyone moves forward together. Ensuring your employees remain happy and motivated by keeping them informed and feeling part of the campus community and confident about their future is essential to the success of this transition.

We look forward to meeting with EWC employees to introduce ourselves, learn about them, discuss the transition process and address any concerns they may have. Together, we will bring EWC students, faculty and employees the community and camaraderie essential to making each day better than the last.

TRANSITION



Detailed Transition Plan. The plan lists key milestones, processes and deliverables essential to a successful transition of the foodservice program at Eastern Wyoming College.

A sound plan of action can be directly linked to a seamless transition. We will work with you to customize this sample plan and address your specific needs and objectives.

YOUR SUPPORT TEAM

The benefit of a Sodexo partnership for Eastern Wyoming College is that we are a “glocal” company. We are big enough to make a difference, but our humble beginnings remind us that the kitchen and great food are where memories are made. Our local and regional network of experts offer EWC’s on-site management team unparalleled support and are ready to enhance the on-campus dining experience.

You deserve the dedicated oversight of an on-site team. Through a high level of attention and professionalism, you can rest assured that all aspects of your dining program, from transition to daily implementation, are handled in a timely and efficient manner.



EWC can also be confident that your dining team will be proactive, innovative and transparent and will have the autonomy to make decisions. Just as critical, Eastern Wyoming College will gain an engaged regional support team led by **Vice President of Operations Dannie Crozier**, who will ensure year-over-year improvement and sustainable growth of the dining program.

Regional Support from Other Operations

In addition to your dedicated EWC on-site and management teams, Eastern Wyoming College will benefit from our other operations in the region that can provide support and expertise. We are proud of our history of service to the other universities and companies we serve, especially in the eastern Wyoming area. We have a solid track record of developing and implementing programs that address our partners’ unique needs, propelling them to new levels of performance and success. As your partner, we will provide the leadership, stability, enthusiasm and resources necessary to meet your goals, exceed your expectations and help EWC students achieve success.

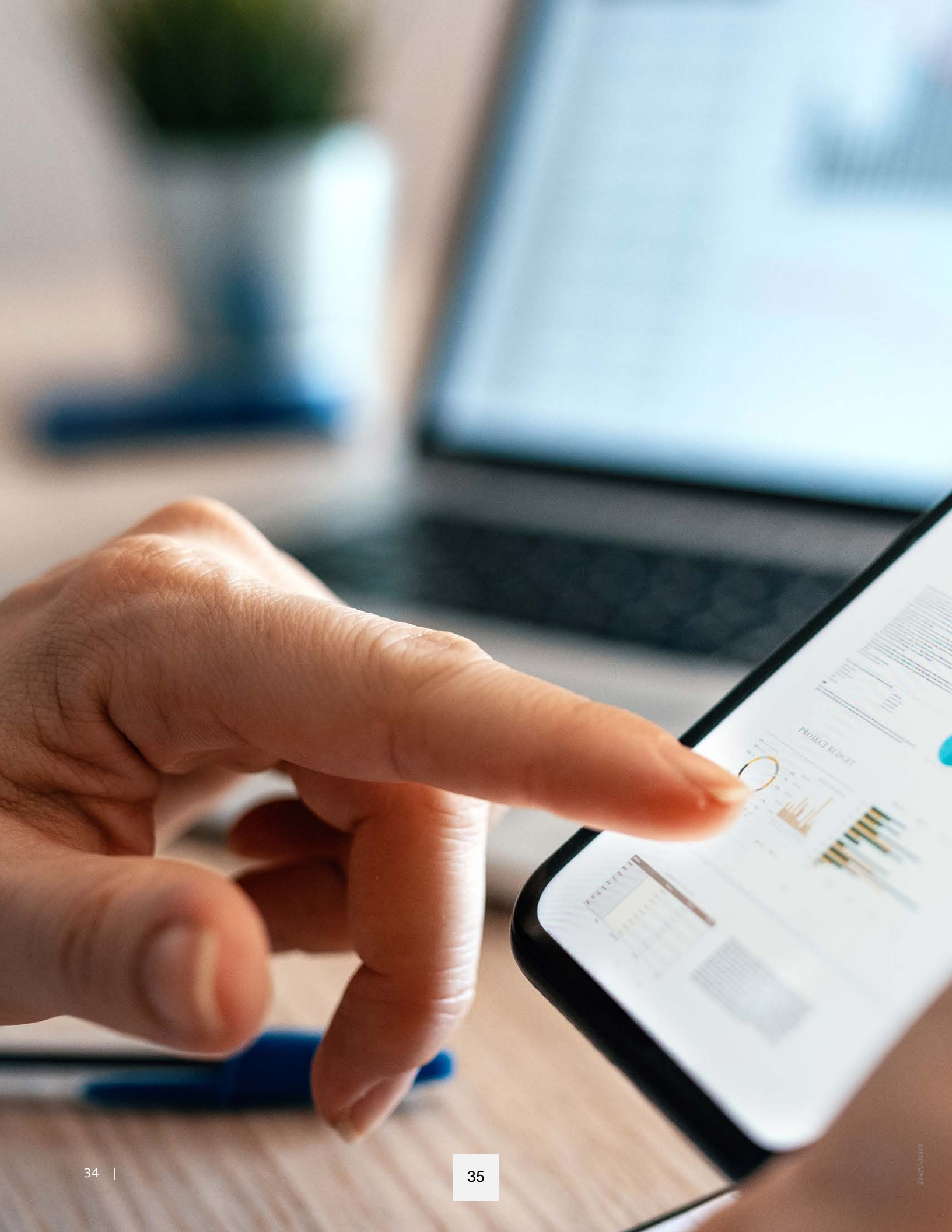
Our other operations in the Wyoming area include:

- Casper College
- University of Northern Colorado
- South Dakota School of Mines
- Colorado School of Mines
- Western Wyoming College

We are excited to partner with Eastern Wyoming College and extend our successes to you.









05

Financial Summary





Creating a dining program that ensures that every student, faculty, staff and guest is cared for is our mission. Ensuring that the dining program is sustainable for EWC is imperative. On the following page is our financial proposal.

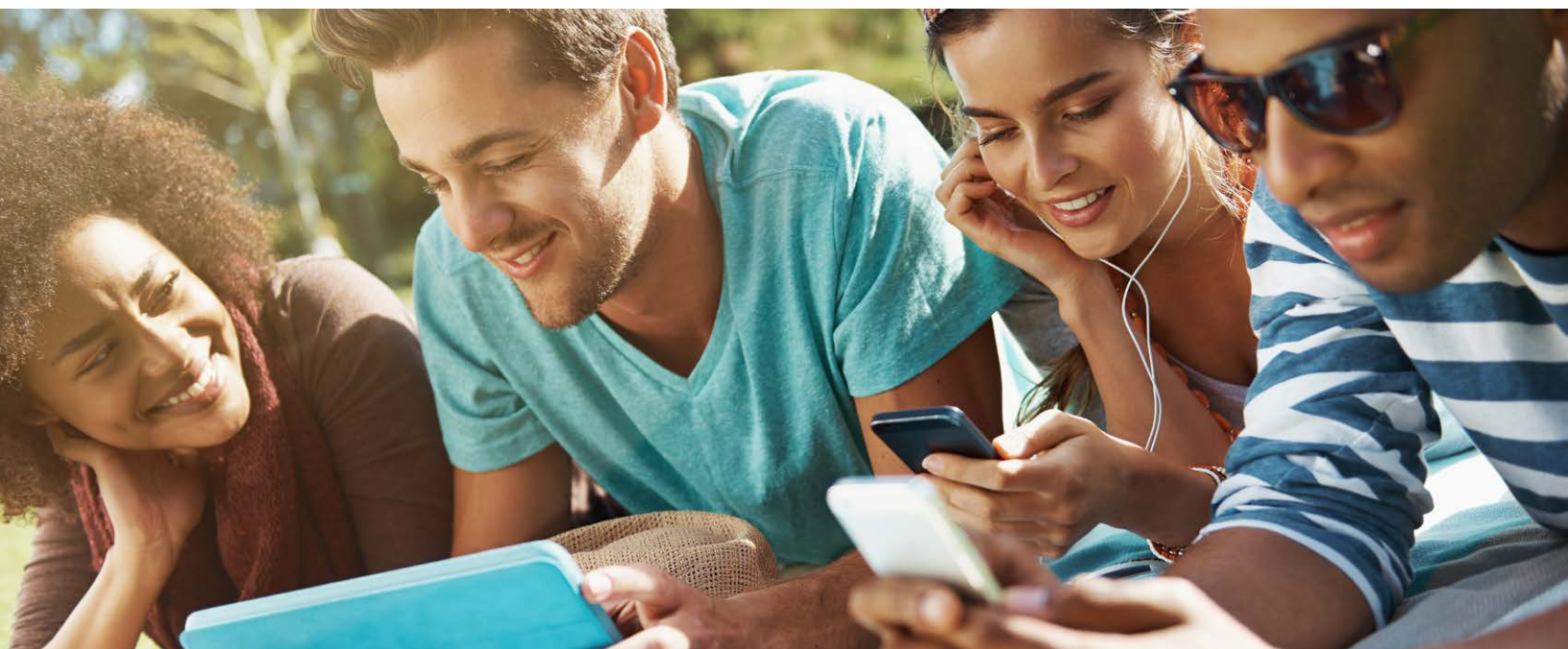
ASSUMPTIONS

- January 3, 2024 start date
- Stub year revenue based off 200 meal plans
- Start-up costs not to exceed \$60,000 in Year 1
- Assumed 3% board rate increase for future years

The financial terms set forth in this proposal and other obligations assumed by Sodexo herein are based on conditions in existence on the date Sodexo commences operations, including by way of example, Client's student population; labor, food and supply expenses; and federal, state and local sales, use and excise tax. In addition, Sodexo has relied on representations regarding existing and future conditions made by Client in connection with the negotiation and execution of this proposal. In the event of a change in the conditions or the inaccuracy or breach of, or the failure to fulfill, any representation by Client, the financial terms and other obligations assumed by Sodexo shall be renegotiated on a mutually agreeable basis to reflect such change, inaccuracy or breach.

SODEXO FINANCIAL PROFORMA

	23 24 (Stub)	24-25	25-26	26-27	27 28	28-29
Meal Plans	\$301,800	\$761,239	\$823,280	\$890,377	\$962,943	\$991,831
Cash Sales	\$20,000	\$50,447	\$51,960	\$53,519	\$55,125	\$56,779
Catering	\$50,000	\$105,000	\$108,150	\$111,395	\$114,736	\$118,178
Total Sales	\$371,800	\$916,686	\$983,390	\$1,055,291	\$1,132,804	\$1,166,788
Total Raw Material Cost	\$136,300	\$280,777	\$289,201	\$297,877	\$306,813	\$316,018
	36.7%	30.6%	29.4%	28.2%	27.1%	27.1%
Total Labor Cost	\$215,253	\$443,421	\$456,723	\$470,425	\$484,538	\$499,074
	57.9%	48.4%	46.4%	44.6%	42.8%	42.8%
Other Operating Costs	\$22,060	\$45,443	\$46,806	\$48,210	\$49,657	\$51,146
General Support Services Allowance	\$43,500	\$89,610	\$92,298	\$95,067	\$97,919	\$100,857
Sodexo Management Fee	\$29,000	\$59,740	\$61,532	\$63,378	\$65,280	\$67,238
Opening Costs (Not to Exceed)	\$60,000	\$0	\$0	\$0	\$0	\$0
Total Other Direct Costs	\$154,560	\$194,793	\$200,637	\$206,656	\$212,855	\$219,241
	41.6%	21.2%	20.4%	19.6%	18.8%	18.8%
Excess/(Deficit)	(\$134,312)	(\$2,305)	\$36,830	\$80,333	\$128,598	\$132,456
	-36.1%	-0.3%	3.7%	7.6%	11.4%	11.4%





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