



## **EWC Board of Trustees Meeting Work Session**

Eastern Wyoming College

EWC Dolores Kaufman Board Room

Nov 16, 2023 4:00 PM - Nov 16, 2023 5:00 PM MST

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November 10, 2023

Dr. Jeffry Hawes  
Eastern Wyoming College  
3200 W. C St.  
Torrington, WY 82240

Dear President Hawes:

Thank you for the opportunity to present your leadership with a benchmark study of your campus facility operations. The goal of a benchmark is to assess your current operations and provide a recommendation to reach your desired outcomes. Our benchmark will include an APPA facility service level assessment, compare your campus service level to industry standards, and provide Sodexo account references.

**KEY DRIVERS FOR EXPLORING:** As defined by senior leaders and key campus stakeholders.

- Improve Campus FM Service level, support student outcomes and improve campus satisfaction scores.
- Would like improved response time, program consistency, and a proactive maintenance program.
- Need for better employee training, recruitment, and retention.
- Support the development of a deferred maintenance program, asset management plan, and capital spending recommendations.
- Essential need for clear & consistent communication, reporting, and budget tracking.
- Desire for data driven decisions.

**ASSUMPTIONS:**

- Campus Stats:
  - Gross Square Footage= 382,236 GSF
  - Cleanable Square Footage=362,980 CSF
  - Acres= 59 acres
- Services evaluated include Fleet, Maintenance, Custodial, and Grounds.
- To the best of Eastern Wyoming College (EWC) knowledge, the info provided is accurate.
- Positional Wage alignment and Full-time equivalent (FTE) assumptions were made.
- Existing staff are not covered by a collective bargaining agreement.

**SERVICE LEVEL:** Our annual surveys have identified that Higher education institutions with increasing enrollment and retention are at an APPA 3 service level or higher. We can achieve your desired improved service level with an APPA 3 service on your campus. In addition, flexing service level performance across campus to accommodate varying service level needs will support an overall average campus service level of APPA 3.

**REFERENCES:** We evaluated your campus and developed our models based on your feedback, as well as compared your program productivity levels to campuses of similar size including Corban University, Colorado College, Crown College, and Concordia University- MN, University of Colorado- Denver

**METHODS:** Based on our site walk assessment, your current APPA service level is an APPA 4.

- Productivity was calculated using GSF.
- Fleet maintenance management included.
- Startup is not included.

- Existing vehicles and equipment will be utilized. No investment is needed currently.
- Uniforms, Personal Protective Equipment, and Background Checks are included.
- \$25,000 vehicle maintenance and fuel included.
- Small equipment maintenance and fuel included.
- Custodial, Maintenance, and Grounds service is 5 days a week with weekend coverage as needed.
- Cleaning supplies and consumables included at a mid-level KRI amount.

**STAFF:** The chart below outlines current vs. recommended staffing levels to achieve desired outcomes.

Service	Budgeted	Proposed
Management	1	2
Custodial	10.5	10
Maintenance	3.5	4
Grounds	3	2
<b>total</b>	<b>18</b>	<b>18</b>

- **Management:** We recommend adding an administrative support person for FM.
- **Custodial, Maintenance, and Grounds:** staffing levels are relatively equal to existing staffing. With small adjustments and implementation of Sodexo processes, we will upskill employees, improve service, and reduce subcontracts.

**WAGES:** Economic Research Institute (ERI) market wage analysis was utilized to support recommendations.

Positions	Recommended Range
Custodians, Day Porters, Projects	\$14- \$16
Custodial Leads	\$16- \$18
Custodial Supervisors	\$26- \$30
Maintenance Tech	\$19- \$22
HVAC & Plumber	\$22- \$27
Grounds & Grounds Supervisor	\$15- \$18

**BENEFITS:** This model includes standard Sodexo benefits. Further discussion will be necessary once individual employees determine employment selection to transition or stay on as EWC employees.

**SUPPLIES, REPAIRS, & PURCHASED SERVICES:**

	Current	Proposed
Custodial supplies	\$71,378	\$38,224
Maintenance, Repairs, & Purchased Services	\$222,289	\$260,230
Grounds	\$90,298	\$113,480
PPE and Office	\$4,805	\$20,835
<b>total</b>	<b>\$388,770</b>	<b>\$432,769</b>

**TECHNOLOGY:** School dude is the current technology utilized on campus for work order management and tracking. We have included and recommend the following technology for your campus:

- Site Management System (SMS)
  - Inspection
  - Training
  - Inventory
- Maximo (CMMS)

- Preventive Work Order Maintenance
- Work Order Survey
- Client Dashboard
- VFA (Capital Planning)

**PLANNED MAINTENANCE:** We were unable to attain current performance metrics on work order (WO) management and closure rates. Our WO management system tracks and plans preventive maintenance to keep your campus safe and extend asset life. This defined process will improve response, service, and reporting on your campus. Additionally, following a review of the statewide facility condition assessment a recommendation will be made for your deferred maintenance and capital budgets.

**CUSTOMER SATISFACTION:** Student, Faculty, Staff, and campus visitors feedback is important to determining the success of a campus operation. We determine client satisfaction through surveys, we track compliance and responsiveness through work orders, and monitor performance metrics as part of our regular defined reporting process. This information will be made available to your team in our monthly, quarterly, and annual meetings.

**RECOMMENDATION:** To address all key drivers above including but not limited to:

- Improved service, training, and quality control to ensure program consistency.
- A preventative maintenance program with clear reporting and data supported decisions.
- Improved response time, communication, and tracking of work orders.
- Budgeting, deferred maintenance, and capital planning support.

We recommend taking the next step in developing this partnership with Sodexo and evaluating our cost of operations model. This model will help us establish a campus budget, adjust service level needs to meet stakeholder demands, provide operational transparency, and include expenditure oversight. With the implementation of Sodexo standard processes, KPI's, training, safety programs, resources, and our leadership we will deliver a safe environment, extend asset life, improve service, provide purchasing power, create a deferred maintenance plan, and ensure quality consistent campus outcomes.

Based on discovery, the current Eastern Wyoming College budget is approximately \$1,449,027. Our proposed solution is approximately \$1,701,509. This includes all operational costs plus a 12% management fee. The actual cost would be determined based on actual operational spend plus the management fee. This does not include start-up costs. Start-up will be invoiced separately based on actual costs and was estimated at approximately \$82,000. This value includes 3 weeks of a 6-person start-up team, complete asset tagging, and technology implementation.

Our cost-plus partnership model provides your leadership with total budget control, cost transparency, and expenditure approval oversight giving your team the ability to focus their attention on students' needs and your campus vision. We look forward to discussing this further with you and your team.

Sincerely,

A handwritten signature in black ink, appearing to read "Kelly Bolger".

Kelly Bolger

Director of Business Development

November 10, 2023

Dr. Jeffry Hawes  
Eastern Wyoming College  
3200 W. C St.  
Torrington, WY 82240

Dear President Hawes:

Thank you for the opportunity to present your leadership with a benchmark study of your campus dining program. The goal of a benchmark is to assess your current program and provide a recommendation to reach your desired outcomes.

**Pain Points:** As communicated by senior leaders and key campus stakeholders.

- Expand dining opportunities and offerings to serve the needs of all the students and community of EWC.
- Would like improved data recording, program consistency, and a proactive dining program.
- Need for better employee training, recruitment, and retention. Advancement opportunities are key.
- Support the development of an improved catering and conference program that can potentially drive revenue to campus.
- Essential need for clear & consistent communication, reporting, and budget tracking.
- Desire for data driven decisions and industry leading solutions.

**ASSUMPTIONS:** To the best of Eastern Wyoming College knowledge, the info provided is accurate.

- Campus Stats:
  - Meal plans sold = 200
  - 224 Board Days per Academic Year.
  - 5% increase in number of meal plans sold year over year.
- Future returns are based on several factors that should be evaluated and agreed upon by both parties.

**OUR FINDINGS** show that on campus dining is the number one driver of student engagement. The dining hall is the central hub – the gathering space that is integral to connection and socialization. Students on meal plans are more engaged on campus and feel more satisfied with their social lives. Beyond socialization, campus dining provides much needed convenience – late night, tech enabled, more time with friends, and a variety of options are all important.

**OUR COMMITMENT** to EWC is to work in collaboration to develop the best programming at an agreed upon price. The following is a representation of the level of service you can expect from Sodexo:

## PROGRAMMING:

- The weekly number of meals will increase from 17 meals per week to 19 meals per week.
- Adding a much-needed brunch & dinner service on weekends.
- A second entrée station will be added to the lunch and dinner service, adding variety and accessibility.
- Access to over 10,000 tested recipes with nutritional data.
- Allergen trained and certified on-site management team.
- Three levels of catering to fit your campus needs.
- Sustainable and local food purchasing.
- Several dining concepts with flexibility to change according to season and special events.

**TECHNOLOGY & 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.

- MYDXTX
  - Proprietary text messaging solution developed exclusively for Sodexo’s dining service.
  - Students opt in to receive valuable notifications about dining, promotions, and offers.
  - Can be used during orientation and campus tours.
- Everyday App (added for a nominal cost)
  - Menu transparency.
  - Easy mobile ordering.
  - Loyalty & reward programs
  - Allows instant feedback.
- sodexoMYWAY.com
  - Mobile-first design for easy viewing.
  - E-commerce functionality to expedite orders.
  - Updated version 3.0 to be released soon.

**Transition & Support:** 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. Recommendations to meal plans, constructions, and new concepts will be made in partnership with the operations team and the college to determine the best path forward for improved programming.

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.

**FUTURE GROWTH:** When Eastern Wyoming College is ready to expand its programming, Sodexo will be there to support. From enhanced conference services to resident life support and everything in between. Sodexo has a solution for more than just dining.

We recommend taking the final step in developing this partnership with Sodexo. This model will help us work in partnership with EWC to establish a campus budget, adjust service level needs to meet stakeholder demands, provide operational transparency, and include expenditure oversight. With the implementation of Sodexo standard processes, KPI's, training, safety programs, resources, and our leadership we will deliver a safe environment, improved service and efficiencies, offer advancement opportunities, and put the needs of the students and community first.

Our fee-based partnership model provides your leadership with total budget control, cost transparency, and expenditure approval oversight giving your team the ability to focus their attention on students' needs and your campus vision. We look forward to a long partnership with Eastern Wyoming College and can't wait to hit the ground running this January.

Sincerely,

A handwritten signature in black ink that reads "Jason Rosvall". The signature is fluid and cursive, with the first name "Jason" written in a larger, more prominent script than the last name "Rosvall".

Jason Rosvall  
Director of Business Development