



“ARAMARK brought a level of expertise and innovation to their energy program and facility operations that were not originally in place. They have developed their staff and delivered performance beyond our initial expectations. We recognize the value of our partnership with ARAMARK as they continue to support Baylor’s 2012 initiative.”

- Don Bagby, Director of Facilities Management

## BAYLOR UNIVERSITY’S EXPANSION INITIATIVE

**ALIGNING WITH CLIENT GOALS** Baylor University, located in Waco, Texas, educates over 14,000 students by integrating academic excellence and a Christian commitment within a caring community. The mission of the university is to provide an exceptional educational experience for students and achieve top-tier distinction among American higher learning institutions. In 2000, Baylor chose ARAMARK as their facilities partner to support them in accomplishing the Baylor 2012 initiative, a 10-year plan to obtain national distinction, and including vigorous campus expansion and facility improvement. More specifically, ARAMARK implemented an energy management program to help Baylor streamline their operations. Together, Baylor and ARAMARK transformed the campus while preserving their most important assets.

**CREATING A CARING COMMUNITY FOR EMPLOYEES** When ARAMARK first came onto campus, Baylor’s most important priority was to address the concerns about the future employment and benefits of the existing facilities labor force. Therefore, ARAMARK offered employees better benefits than they previously had, including PTO time, paid holidays, training and career development opportunities. When the contract began in 2000, 92% of on-site employees stayed with ARAMARK.

ARAMARK also introduced an employee safety training program that contributed to a 40% reduction in employee accidents. The success of the program was evident with two long periods totaling 5 years that experience “no lost time” due to accidents. Additionally, both hourly and salaried staff received technical and leadership training opportunities. Since 2000, almost 60% of all managers have been promoted.

Waco, Texas  
14,000 Enrollment  
7,377,390 Square Feet  
Partner Since 2000

Services:  
Plant Operations and  
Maintenance, Grounds  
and Landscaping,  
Energy Management,  
Utility Master Planning,  
Special Projects, and  
Building Commissioning

**BAYLOR**

 **ARAMARK**  
HIGHER EDUCATION



“When ARAMARK came on board, it brought a lot of expertise and knowledge. We have a computerized energy management system and the staff is trained on the program periodically. Also, we have safety and customer service training that each and every staff member goes through on a regular basis. ARAMARK has evolved our training program so that the staff is performing to the highest standards.”

– Dennis Ferguson, Director of Special Projects



**ENERGY TRANSFORMATION** At the heart of Baylor's "2012" vision is a massive campus expansion. Baylor has added over 1.5 million gross square feet of new space. To support this expansion, ARAMARK conducted a utility master plan to assess existing infrastructure capacity and identify utility alternatives. The plan identified insufficient electrical capacity to accommodate the planned physical expansion. Working with Baylor, the local utility, and other partners, ARAMARK suggested a dedicated electrical substation as a feasible option to meet electrical demand.

Dedicated in 2004, the new substation provides electric capacity for the next 50 years, improves power reliability and redundancy, enables electricity to be purchased at a lower unit cost, and reduces the strain on the local utility company network. As a result of the energy saving initiatives, the substation has a 20% return on investment with almost \$2 million in savings year to date. ARAMARK directly oversaw the design and construction of the new substation that enabled Baylor to purchase electricity at nearly 1¢ per kilowatt hour less than the local grid. In the first four months of operation, electricity cost avoidance was \$225,000 and annual electricity savings projections equates to \$600,000.

**Electricity cost avoidance of \$225,000 and projected annual savings of \$600,000**



**STREAMLINING OPERATIONS** ARAMARK manages Baylor's aggressive Energy Management Program. The program incorporates innovative operating strategies to address campus demand while reducing consumption and costs, including building performance improvements, repairs for extended life of the assets and increase customer satisfaction. In the first 12 months of the program, Baylor realized \$460,000 in cash savings and more than \$2.1 million in cost avoidance over the first three years.

As Baylor's energy manager, ARAMARK also focuses on the supply of energy. In 2006, ARAMARK recognized an opportunity to renegotiate an unfavorable electric contract stemming from signage of a previous contract. ARAMARK and Amerex, an energy procurement partner, worked with Baylor to identify an alternative procurement strategy. As a result, an industry-leading power deal was developed and became the first 10-year power contract signed in the United States. Most importantly, this ground-breaking contract reduced Baylor's energy cost by 35%, saving over \$2,000,000 in each year of the contract. Baylor has obtained "price certainty" for the next ten years at a price substantially less than industry rates. For its efforts, Baylor was awarded the Innovation Award by the National Association of College and University Business Officers.

**Realized \$460,000 in cash savings in first year**

From an operation and maintenance perspective, ARAMARK has also achieved operational improvements for Baylor. A new stand-alone preventive maintenance program was deployed by leveraging existing staff from the HVAC, electrical, plumbing, engineering and roofing departments. Despite a 38% campus square footage growth, the preventative maintenance program decreased HVAC calls by 45% and dropped the number of work hours by 57%. Additionally, grounds maintenance guidelines were developed and standard protocols were initiated to better serve the landscaping needs of the campus. On average, customer satisfaction is 90% for plant and operations management at Baylor.

**Reduced energy costs by 35%, saving over \$2,000,000 in each year**



**PRESERVING THE CAMPUS ASSETS** In support of the Baylor 2012 program, ARAMARK also serves as the University's commissioning agent for all new construction and renovation. The commissioning process assures that the University is receiving the contracted quality, effectively designed mechanical systems, efficient building operations and properly trained maintenance staff to assume building operation. ARAMARK has commissioned over 2 million gross square feet of space, representing over \$300 million in construction costs. Documented cost avoidance from these efforts is in excess of \$2 million, with a return on investment of 45%. As a result of the success of commissioning, Baylor now has a standard policy to commission all new facilities.

**Commissioned over  
2 million gross square  
feet, realizing \$2  
million in cost  
avoidance**



**SUPPORTING THE ENVIRONMENT** In addition to reducing fossil fuels through its successful energy management program, ARAMARK has implemented a number of other initiatives in support of environmental stewardship. ARAMARK introduced the campus to Recyclemania, the higher education recycling competition. In 2008 Baylor recycled 192,000 lbs of material during Recyclemania. Additionally, to conserve water in the hot Texas sun, an innovative evapotranspiration irrigation system has been installed on athletic fields. This system has reduced water waste, resulting in a 30% cost savings or almost \$13,000 annually.

**\$13,000 annual  
saving from  
reducing water  
waste**



**THE ARAMARK DIFFERENCE** Passionate about aligning with your goals. Dedicated to employees' well-being. Committed to providing industry leading expertise. Delivering measurable outcomes.

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