MEETING OF THE BUSINESS AFFAIRS COMMITTEE
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Wednesday, January 21, 2015– 9:00 A.M.

Present: Mr. Jeremiah White, Jr., presiding, Mr. Matthew Bergheiser (*via* teleconference), Ms. Suzanne Biemiller, Ms. Jennie Sparandara (*via* teleconference), Stella Tsai, Esq. (*via* teleconference), Dr. Donald Generals, Mr. Jacob Eapen, Dr. Samuel Hirsch, Mr. Harry Moore, Mr. Todd Murphy, Mr. James P. Spiewak and Jill Garfinkle Weitz (*via* teleconference)

AGENDA – PUBLIC SESSION

(1) Report on Civitas Learning (Information Item):

Dr. Hirsch provided a report to the Committee on the funding for the first year fee for the Civitas Learning software platform. Dr. Hirsch stated that the terms of the three-year agreement with Civitas calls for an annual subscription fee of $115,000 and a one-time platform installation fee of $27,500. Dr. Hirsch stated that he recently received approval from the funding source to have $105,000 of this cost funded through the Predominantly Black Institutions (PBI) federal grant through September 30, 2015.

Ms. Biemiller inquired about the implementation schedule. Dr. Hirsch stated that the initial implementation steps have taken place and estimated it will take approximately five to six months to load all relevant data. He stated that staff hoped that staff will be able to view the first information results by the end of April, 2015.

(2) Recommendation for Contract Cleaning (Action Item):

Discussion: Mr. Eapen stated that the College's current contract for nighttime cleaning at the Main Campus with CSI, Inc. expires on February 28, 2015. During the fall 2014 time frame, an RFP process was undertaken to develop a recommendation for the cleaning service contract. Proposals were received from nine contract cleaning firms. The four firms with the lowest apparent cost and their estimated monthly cost proposal were as follows:

ACC International, LCC	$37,401.37
GCA Services Group	$94,278.65
Temco Building Maintenance, Inc.	$97,050.00
CSI International, Inc.	$98,228.56

As a frame of reference, the current monthly contract cleaning cost for the College is approximately $89,596.38 per month. The proposal from ACC International was eliminated as the proposed cleaning labor hours (545 hours per week) are well below what is necessary to clean the College facilities. Additionally, the proposal from Temco also proposed significantly less cleaning hours (697 hours per week versus 797 hours per week from CSI) that staff believes would lead to a deterioration of cleaning levels. For this reason, the Temco proposal was also eliminated.

Mr. White asked how the ideal number of cleaning hours was determined. Mr. Eapen replied that it was based upon historical results and adjusted based upon recent campus expansion.

Mr. Eapen stated that the remaining two bidders, GCA and CSI (incumbent), were carefully assessed for their potential to serve as the College's next contract cleaner. He reported that since GCA were proposing less cleaning hours than CSI (733 hours versus 797 hours), it is necessary to scale the GCA pricing proposal to reflect an equal comparison against the higher hourly proposal of CSI. This scaling yields a cost of $98,966 as an adjusted cost for GCA versus a monthly cost of $96,228 for CSI. Based upon the strengths and concerns identified for the two firms as outlined in Attachment A, including the fact that CSI had the lower projected monthly cost based on cleaning hours, staff are recommending to the Committee that the College enter into a three year fixed rate contract with CSI effective March 1, 2015 with two additional option years at a projected monthly cost of $98,228.56 in each of the first three contract years.

Mr. White asked if Team Clean, a minority cleaning firm, submitted a proposal. Mr. Moore stated that this company had submitted with the appropriate number of weekly hours (800) but their cost was more than $30,000 per month higher than CSI.

Action: Mr. White moved and Ms. Biemiller seconded the motion that the Committee recommend to the full Board that the College enter into a three year contract with CSI effective March 1, 2015 with two additional option years at a projected monthly cost of $98,228.56 in each of the first three contract years. The motion passed unanimously.

(3) Recommendation for Security Contract (Action Item):

Mr. Eapen stated that an RFP process was recently completed to develop a recommended firm to provide the College's contract security services for the next five years. Twelve vendors presented formal proposals. Eight vendor proposals were eliminated based upon not meeting all the requirements of the RFP. An evaluation committee composed of staff members from the Library, Student Affairs, Facilities

Management, Finance, Security, and Purchasing interviewed staff of the remaining firms. The four firms interviewed were:

- U.S. Security Associates, Inc.
- AlliedBarton Security Services
- ABM
- Scotland Yard

Mr. Eapen stated that ABM was eliminated based upon the evaluation committee's analysis of ABM's strengths and weaknesses. Scotland Yard was eliminated as their higher education experience was limited. With respect to assessing U.S. Security Associates and AlliedBarton Security, a critical weakness with U.S. Security Associates was the low proposed wage rates for the management team in comparison to their competitors. This raised concerns for the evaluation committee since ineffective management was a major issue when the College was their client in the past. Additionally, U.S. Security is at present not a signatory with SEIU and its collective bargaining agreement. AlliedBarton Security Services has been successfully in the Philadelphia market in maintaining and expanding its educational accounts that now includes the University of Pennsylvania, Drexel University, St. Joseph's University and Temple University. The evaluation committee recommends that AlliedBarton be retained. The following factors support this recommendation:

- AlliedBarton's various training programs are equal to or superior to those offered by the other security programs.
- References and past-College experience establish AlliedBarton's ability to meet all of the College's peak-load, special-events, and emergency-guard-service needs on an immediate basis.
- Allied Barton is a signatory to the SEIU agreement.
- AlliedBarton has a strong, stable, local management team.
- AlliedBarton has developed a strong collaboration with the Philadelphia Fire, Police, and other emergency response units.

Ms. Biemiller asked whether College staff had received input from Margolis Healy, the security consulting firm. Mr. Eapen stated that Margolis Healy spent four days on campus in late December, interviewing a number of College staff, committees and groups, including employees of AlliedBarton. They have offered some preliminary recommendations, one of which is the need to improve technology. Mr. White stated that since many of the security guards receive relatively low wages, the fact that medical benefits are now provided to the guards is important.

Attachment B provides a detailed description of the security RFP process; an analysis of the two firms that were determined to be finalists for the contract; and a

justification for the recommendation to award the contract to AlliedBarton. Based upon an annual average number of hours per week of contract security usage equal to 1,879 and 160 hours of account supervision, the projected first year cost for the security contract will be $1,725,611. The current year projected costs of service with AlliedBarton are $1,616,768.

Action: Ms. Biemiller moved and Ms. Tsai seconded the motion that the College recommend to the full Board that staff award a five year contract to AlliedBarton effective March 1, 2015. The motion passed unanimously.

(4) Next Meeting Date

The next meeting of the Committee is scheduled for Wednesday, March 18, 2015 at 9:00 A.M. in the Isadore A. Shrager Boardroom, M2-1.

JPS/lm
BAC\0115MINUTES.DOCX

ATTACHMENT A

ASSESSMENT OF THE RELATIVE STRENGTHS AND CONCERNS ASSOCIATED WITH THE CSI AND GCA CONTRACTED CLEANING PROPOSALS

SUMMARY OF STRENGTHS AND CONCERNS
ASSOCIATED WITH CSI AND GCA
CONTRACT CLEANING PROPOSALS

CSI:

Strengths:

- Current incumbent vendor.
- Financially strong firm with $59 million per year in revenue.
    - Large enough to properly handle the account without the initial startup costs and payroll putting CSI in a vulnerable financial position.
    - Small enough for CCP to be a key customer that should receive active attention from CSI's ownership and management.
- Nationally certified WBE.
- Green cleaning program seems very sophisticated.
- Automated "punch-to-pay" system alerts management when employees are absent.
- Web-based quality reporting systems seem more than adequate to ensure accountability and effective communication.
- Work Ordering and Management program is available to the College at no cost.
- Equipment repair and loan program keeps full inventory of equipment on-site and back-up equipment at an off-site location. Broken equipment is repaired and returned to account.
- Presented a solid transition plan.
- References were uniformly strong.

Concerns:

- Pool of absentee replacements is small.

GCA:

Strengths:

- Several downtown educational clients most notably the School District of Philadelphia
- Educational Division of the company posts 500 million dollars in sales and forms the largest division of the company
- Many higher education references. References were consistently positive about performance.
- Extensive Green cleaning program
- Web-based quality and reporting systems appear well designed and detailed.
- Equipment list seems more than adequate for the job.
- Transition plan as proposed seems very thorough.

Concerns:

- Higher administrative profit percentage than CSI's.
- Unit costs per square foot are higher than CSI's.
- Proposed weekly cleaning hours are less than CSI's.

Recommendation

Based upon references and proposals, staff are recommending CSI, Inc. be awarded a contract for evening cleaning of the College. CSI presented the lowest fully responsive bid to the College and proposed the lowest cost for extra and/or additional work that the College requests. As a CSI customer, the College will continue to have a relatively large customer profile and receive careful management from the regional office that affords them opportunities to develop a positive track record in the higher education market segment in which CSI seeks to expand their business.

ATTACHMENT B

BACKGROUND MATERIALS SUPPORTING RECOMMENDATION TO AWARD CONTRACT FOR EXTERNALLY-PROVIDED SECURITY GUARD SERVICES TO ALLIED-BARTON SECURITY EFFECTIVE MARCH 1, 2015

PART I

OVERVIEW OF SECURITY RFP PROCESS

Focus on Strategic Partnership

Until 2003, the College treated the hiring of a security firm as a commodity purchase, buying a specified amount of guard hours and supervision at an agreed-upon amount with the contractor's overhead costs factored into the rates. This put the College in the position of being compelled to look favorably on the lowest bidder because costs were emphasized. For the last two RFPs, the RFP was rewritten to emphasize a strategic partnership approach. The security program is a vital component in the delivery of comprehensive student services. The goal is to identify security firms that have the capacity to partner with the College to provide comprehensive security services with a greater emphasis on professionally trained and informed staff providing reliable and complete information services, and a commitment to actively working with College staff to ensure a safe environment for students and staff. In addition, the events of the last decade have required the College to place a much greater emphasis on emergency response planning and to choose a partner capable of strongly supporting this effort. A key goal in the RFP process was to find a firm with core competencies that could expand upon the expertise and resources of the in-house security staff. As an example, the RFP specification establishes an expectation that the firm will work with the College to develop effective customer relations training programs for the in-house staff.

RFP Process

Invitations to bid on Community College of Philadelphia's contracted security services were sent via the online bid management system Penn-Bid, which solicits participation by category of companies qualified to do the work in the Philadelphia area. Companies ranged from local companies to nationally known firms. All were given the criteria to bid on the College's contract. Institutional experience was a requirement, higher educational experience was important. This eliminated several companies prior to the pre-bid meeting held on Wednesday, July 16, 2014. Eighteen companies

attended the pre-bid meeting. At the pre-bid meeting, points pertaining to bid specifications were clarified, vendors' questions were addressed, and a tour of the College's facilities was given.

Twelve vendors presented formal proposals. Eight vendor proposals were eliminated based upon the following factors: educational experience; quality and content of the proposal; proposed costs and; in some cases, proposals were non-responsive to specific requirements.

A committee composed of staff members from the Library, Student Affairs, Facilities Management, Finance, Security, and Purchasing interviewed the remaining proposals. The four finalists were:

- U.S. Security Associates, Inc.
- AlliedBarton Security Services
- ABM
- Scotland Yard

A list of selection criteria and an extensive list of questions for the bidders were drafted and emailed to the companies in advance so they would be prepared for the interview and provide consistent information to the Committee.

ABM was eliminated based on the Committee’s evaluation of their strengths and weaknesses. Among the weaknesses identified were: less effective use of technology, the quality of their formal presentation to the Committee, and fewer training and ongoing staff development opportunities for guards. Their professional development/career ladders and flexibility of coverage were weak in this regional area although strong in other parts of the country.

Scotland Yard was eliminated as their higher education experience was limited; training systems were not as advanced as other respondents; and the committee felt that the administrative and management structure of the firm was not currently capable of handling the needs of the College.

PART II
Assessment of U.S. Security Associates and AlliedBarton Security

U.S. Security Associates, Inc., a previous provider of security services for the College, was questioned about their management capabilities, hiring practices, diversity and training programs, which were concerns the College had from previous experience. Some progress has been made by U.S. Security in these areas. In its efforts to strengthen its organization, U.S. Security has achieved ISO 9001-2000 certification. Other strengths are extensive training programs delivered *via* live Interactive training technology. Background checks on all employees are done weekly. Weaknesses were their healthcare offering to employees, no similar local higher education clients, and very limited professional development/career ladder opportunities for guards. A critical weakness was the low proposed wage rates for the management team in comparison to their competitors. This raises concerns for the Committee since ineffective management was a major issue when the College was their client in the past. Additionally, U.S. Security is at present not a signatory with SEIU and its collective bargaining agreement.

AlliedBarton Security is the College's incumbent security service provider and has become a valued partner over the course of the five year contract. One of AlliedBarton's notable strengths is their training commitment for the higher education market. They have developed and utilized an entire training program for this market *via* their School of Higher Education Officer Training. A sampling of modules includes: diversity, Clery Act, FERPA, and Understanding Young Adult Behaviors. In addition, they require all employees to take the National Terrorists Training and offer incentives to employees for pursuing additional training such as their Master Security Officer training. The AlliedBarton oral and written presentations were the best prepared and most comprehensive. Their upper management team who would be responsible for the account were all present. Programs and policies were in line with their Core Values: Communication, Professionalism, Competence, Care & Clarity of Role. A key new initiative proposed for the College by AlliedBarton is the "White Glove Customer Service" training program which is intended to significantly increase the performances of the guards in delivering customer services customized to the needs and expectations of the client.

Based upon the projected number of guard hours, AlliedBarton's proposal would have a first year cost for the College of $1,725,611 while U.S. Security's cost would be $1,768,882.

This section contains an outline of the criteria used to assess the potential contracted security firms and an assessment of how well each firm meets the criteria. (Selection criteria are in bold type.)

A. Effectiveness of Guard Services

Demonstrates staffing patterns for contract security that reflect diversity of Community College of Philadelphia's students and staff including age, race and sex.

Both firms met this criterion adequately. Each firm provided a demographic profile of their current guard pool. In all cases, the guard pools reflected an acceptable population mix along age, sex, and ethnic/race lines.

Has an effective hiring process that encompasses a detailed background check and fitness to serve as part of Community College of Philadelphia's security staff.

Both firms appear to have an effective hiring process. An eight-hour pre-service training program is used by each firm after initial screening to further assess an applicant's potential capabilities as a guard and appropriateness for a particular account. No guard will be assigned to the College without acceptable results from a background check using college-defined criteria.

Has had successful experiences in managing higher education accounts. Local higher education experience is highly desirable.

Each firm has higher educational accounts. U.S. Security Associates are very limited in the Philadelphia area. Their local accounts are hospitals, commercial accounts or occasional/special services accounts with some educational presence in New Jersey. AlliedBarton Security has the largest share of higher educational accounts in the Philadelphia region and dominates this sector. Based upon its extensive higher education experience, AlliedBarton Security is best positioned to understand and service the needs of the College.

Provides guards who are people-oriented and present a professional, cooperative, and neat appearance. References reflect a consistent pattern of good client relationships and responsiveness to client needs.

Each firm has built into their screening process a personality/psychological component whereby questions are posed to potential employees to assess their strengths and/or weaknesses. This information is used proactively to place employees in positions or areas where they are more suited to excel.

The references for both firms indicate that staff is consistently neat in appearance and properly uniformed when on the site. All references confirm that contact with local management takes place on a consistent basis and requests for urgent and/or emerging needs of the client are handled reasonably well.

A key advantage to be provided by AlliedBarton is the new "White Glove" training program which is intended to enhance the professionalism of the guards.

Provides effective training programs on a pre-service and in-service basis, covering both general security practice principles and site-specific information.

The training facilities for each of the companies are acceptable. U.S. Security's training is handled *via* live interactive online training at their Jenkintown office. AlliedBarton's training is handled in person at their Center City facility with extensive

additional training available at its Conshohocken headquarters. AlliedBarton had the strongest training commitment to higher education. They have developed an entire training module for the higher education market which has specific focus on issues affecting this segment of the market. AlliedBarton delivers customized training throughout the year based upon the needs of guards at a point in time. The Committee was impressed with the thoroughness of AlliedBarton's printed training and testing materials. Both firms track guards' training activities electronically. Each employs full-time trainers to deliver their programs to new employees. However, the AlliedBarton's training program resource is local, while U.S. Securities is in Florida.

Both companies encouraged the College to send the College's in-house security staff to their training programs on a space-available basis.

Maintains an acceptably low rate of employee turnover.

U.S. Security did not provide sufficient information to assess their turnover rate. AlliedBarton's annual turnover at the College is approximately 25%. Included in their calculation are categories for moved, school, personal, violations etc. The general industry standard is around 50%. The College's RFP specifications establish a formula to provide a small monetary gain if the contractor can maintain turnover at a low rate.

Has successful track record for dealing with a diverse population similar to that working and studying at Community College of Philadelphia.

U.S. Security meets this criterion as evidenced by their EEO report. However, their only local higher education experience is with the Hahnemann Hospital buildings which serve a population different from CCP's. AlliedBarton Security meets this criterion and, as the incumbent supplier, has proved this capability with their on-site guard and account management staff.

B. Supervision of Account

Maintains a strong Philadelphia presence, providing immediate 24-hour access to firm's senior management for rapid problem-solving and timely resolution of emergency situations.

Both U.S. Security and AlliedBarton Security have continuously-staffed command operations center. U.S. Security states that management staff is available for emergency response *via* electronic communications protocols. AlliedBarton Security provides several field supervisors who are on the road 24 hours a day to perform unannounced site visits and respond to emergencies. Both companies provide senior staff with cell phone/pagers for timely contact with the client. AlliedBarton collaborates with the City of Philadelphia's Emergency Communication liaison system as well as with police and fire communications systems.

Account supervision will be able to respond in a timely fashion to the College's requests for special services, e.g., assistance in a criminal investigation, requests for account information, etc.

Both can provide additional services (e.g., background investigations, surveillance, covert camera placements). Both are capable of providing timely account information.

Guard pool is adequate to meet Community College of Philadelphia's needs at peak-load times and to deal with last-moment needs for additional security staffing.

Each has indicated that, given sufficient notice, special coverage can be accommodated. Each has depth of staff in the Philadelphia region and is positioned to react to emergency coverage requirements. AlliedBarton Security, by virtue of its large regional higher education client-base, has by far the largest experienced guard pool

familiar with college/university events. A key strength of AlliedBarton has been their ability to provide full staffing for major events on short notice.

Maintains good relationships with local police and has ability to do police checks based upon established working relationships with police.

AlliedBarton Security maintains an excellent relationship with the Philadelphia Police Department. They have contacts with local district supervision, as well as contacts within the Commissioner's Office. Allied is heavily involved with planning for the upcoming pontifical visit to the city. U.S. Securities did not provide compelling details of their relationship with the local Police Department management structure.

C. Record Keeping and Costs

Demonstrates an acceptable reporting system for monitoring guard deployment, reporting incidents, and auditing account for payment purposes.

U.S. Security has an effective attendance by phone confirmation of guard being on post. Each of the companies has acceptable methods for billing. All guard scheduling is computer-based and serves to drive the invoicing operation. AlliedBarton requires that guards report to their shift supervisors and/or sign log-in sheets both before and after their scheduled shifts. AlliedBarton, at sites where a shift supervisor is not present, will have an electronic verification system to assure the guard is at their respective post on time. Both firms indicated that, based upon the size of the account, they would place a dedicated scheduling and billing computer at the College.

Cost for offering services.

Based upon an average weekly guard use of 1,879 hours and 160 of account management, the first year contract amounts were $1,768,882 for U.S. Security Associates and $1,725,611 for AlliedBarton Security. Each company assured us that the

proposed wage rates were in line with the market. This was confirmed by a canvas of local colleges and organizations using guard services. U.S. Security Associates loaded hourly billing rate is $15.19 per hour for a security officer. AlliedBarton Security loaded hourly billing rate is $14.39 per hour. In addition, approximately 36 officers would be entitled to the union Health and Welfare benefit package. The College would be billed monthly as a straight pass through of the cost of this package at $366 per month per officer for an annual total of $158,112. This cost is included in the total projected cost.

PART III

RECOMMENDATION

In the past, the higher costs associated with entering into a contract with AlliedBarton have been offset with the belief that a superior guard was being trained and provided to the College. Furthermore, the management structure of the company and its training programs were of a higher caliber than its peers with a strong emphasis on responsiveness. AlliedBarton was also uniquely qualified to provide special-events services. The success by the company in maintaining and expanding its educational accounts (University of Pennsylvania, Drexel and Temple Universities), and being able to continue acceptable to extraordinary responsiveness is indicative of a strong management. The Committee recommends that AlliedBarton be retained to provide the College's contracted service for a five-year period beginning on or about March 1, 2015. The Committee is convinced that AlliedBarton is the best-fit solution to meeting the College's needs. The following factors support this recommendation:

1. AlliedBarton's various training programs are equal to or superior to those offered by the other security firms. The training programs are comprehensive, available on an ongoing basis, and customized to the account. Quality, ongoing in-service training programs for guards are at no additional costs to the College.

2. References and past-College experience establish AlliedBarton's ability to meet all of the College's peak-load, special-events, and emergency-guard-service needs on an immediate basis.

3. AlliedBarton is a signatory to the SEIU agreement. Officers working in excess of 30 hours per week have access to the healthcare plan offered by the union. The College would be billed separately per month for this cost which is not factored into the projected cost. This is an important factor in promoting guards' commitments to their jobs and reducing turnover.

4. AlliedBarton has a strong, stable, local management team with a proven track record of fully supporting the College's security needs.

5. AlliedBarton has developed a strong collaboration with the Philadelphia Fire, Police, and other emergency response units. This will help to ensure careful handling of major emergencies.