COMMUNITY COLLEGE OF PHILADELPHIA
COMBINED/HYBRID MEETING OF THE BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES
Wednesday, November 18, 2026 – 9:00 A.M.

AGENDA

TO: Business Affairs and Executive Committees of the Board of Trustees

FROM: Jeffrey A. Eberly, Vice President, Finance & Administration and Treasurer

DATE: November 16, 2026

A combined/hybrid meeting of the Business Affairs and Executive Committees of the Board of Trustees is scheduled for **November 18, 2026, at 9:00 A.M**. Participants and attendees may attend in person in the Isadore A. Shrager Boardroom, M2-1 or *via* Zoom.

Public Session Zoom Link

https://ccp.zoom.us/j/99075755343

ID: 990 7575 5343
Passcode: 8029

Please note that Attachment A contains a spreadsheet that lists the vendor/consultant, the amount, and the source of funding (i.e., Capital Budget, Operating Budget, Grants, or Bond Proceeds) which College Administration is seeking approval.

(1) Contract with Altioras Global for Managed Services for Banner Database and Application Administration

The College's Banner Database and Application Administrator, Mr. Joe Polich, will retire effective January 8, 2027, after more than 25 years of service. Mr. Polich possesses extensive institutional and technical knowledge and serves in a critical role in the administration, maintenance, and support of the College's Banner production and non-production environments.

Banner database and application administration is a highly specialized position that combines technical database management, application administration, process scheduling, and system support responsibilities. Information Technology Services (ITS) does not currently have an internal succession candidate capable of assuming the full scope of these responsibilities.

Recent recruitment efforts have demonstrated the challenges associated with attracting and retaining qualified Banner professionals due to limited candidate availability, increasing competition for remote positions, and salary constraints.

For example, an ITS Banner Business Intelligence position has remained vacant for approximately seven months despite ongoing recruitment efforts.

The timing of this transition also presents an opportunity to better align Banner administration with the College's longer term technology strategy. As the College prepares for a potential Banner SaaS migration, the College must continue to maintain and support its existing Banner environments while adopting configurations, practices, and technical changes that improve readiness for an eventual SaaS transition.

Given the critical nature of Banner to student, finance, human resources, and administrative operations, ITS believes that engaging an experienced managed services provider represents the lowest-risk and most strategically aligned approach. The managed services model will ensure operational continuity, provide access to broader Banner expertise than a single staff position, and support activities necessary to improve Banner SaaS readiness. Following an eventual SaaS migration and stabilization, the responsibilities currently associated with the Banner DBA function are expected to change significantly.

ITS evaluated managed services proposals from Ellucian, Ferrilli, and Altioras Global. Ellucian's proposed service model was determined to be too restrictive to adequately address the College's operational requirements. Both Ferrilli and Altioras proposed scopes that more closely align with the College's needs; however, Ferrilli's solution was substantially more expensive.

Following multiple discussions with Altioras Global, ITS believes its proposed service provides the appropriate combination of Banner expertise, operational continuity, flexibility, SaaS-readiness support, and cost-effectiveness to meet the College's current and near-term needs.

The proposed managed services agreement with Altioras Global is $198,000 annually and can be fully supported through the reallocation of existing budget resources associated with the retiring Banner DBA position which is $210,250.

As a result, the College can replace a difficult-to-recruit single position with a managed services model that provides broader expertise and operational continuity without requiring additional budget resources.

Staff requests that the Business Affairs Committee recommends to the Executive Committee of the Board of Trustees to award a managed services agreement to Altioras Global for Banner database and application administration at an annual cost of $198,000.00. Funding will be provided through the College's operating budget.

(2) <u>Contract Renewal to Honeywell International Inc. for Building Performance Service Agreement (Action Item)</u>

Honeywell currently provides preventive maintenance services for critical mechanical and building automation infrastructure throughout the College. Many of the services support proprietary building automation and control systems installed at the College, which limits alternative qualified service providers.

The proposed six-month renewal agreement, covering January 1, 2027, through June 30, 2027, provides preventive maintenance for the College's chillers, building automation and controls, and pneumatic control systems. The scope of services remains unchanged from the current agreement and supports the safe, efficient, and reliable operation of critical campus infrastructure.

The renewal will help ensure continued maintenance and reliable operations of critical HVAC, controls, and pneumatic systems across the College's facilities. The services reduce the risk of equipment failures, supporting energy efficiency efforts, extend equipment life cycles, and help minimize emergency repair costs.

The agreements also provide continuity of service through a contractor with extensive knowledge of the College's infrastructure while maintaining competitive pricing.

Staff requests that the Business Affairs Committee recommends to the Executive Committee of the Board of Trustees to award a six-month Building Performance Services Agreement renewal with Honeywell in the amount of $173,988.00. Funding will be provided through the College's operating budget.

(3) Request for Increase to the American Sign Language (ASL) Interpreting Services Contract with Deaf-Hearing Communication Centre (DHCC) (Action Item)

The College contracts with Deaf-Hearing Communication Centre (DHCC) to provide American Sign Language (ASL) interpreting services. These services ensure access to classroom instruction, academic advising and counseling, tutoring and student support services, and campus events, orientations, and meetings. These services are essential to maintaining compliance with disability access requirements and supporting student success. Many assignments require two interpreters to ensure service quality and continuity, particularly during extended sessions.

At its June 17, 2026, meeting, Business Affairs Committee approved a two-year contract renewal with DHCC totaling approximately $282,506.25, based on prior-year utilization, anticipated student enrollment, and reasonable assumptions available at the time of approval. The approved funding allocation was as follows: $138,937.50 for FY27 and $143,568.75 for FY28.

Since the start of the Fall 2026 semester, actual demand for interpreting services has significantly exceeded projects. The College has experienced an increase in the number of deaf students enrolled, higher course loads, and greater utilization of support services. As a result, interpreting assignments and service hours have increased substantially, making the original FY27 allocation insufficient to support the ongoing needs through the remainder of the fiscal year.

The following historical and current utilization data demonstrates the increase in demand and supports the requested funding adjustment:

ASL Interpreting Services						
	FY27 YTD Oct (Fall)	Average (FY23-26)	FY26	FY25	FY24	FY23
Human Resources/Other Areas	$ 1,157.50	$ 23,419.69	$ 33,804.00	$ 21,876.75	$ 23,644.00	$ 14,354.00
Center for Disability/Students	$ 156,434.25	$153,647.06	$141,663.00	$134,926.25	$ 222,440.00	$ 115,559.00
Total Cost	$ 157,591.75	$177,066.75	$175,467.00	$156,803.00	$246,084.00	$129,913.00
Students	15	9	7	11	9	7
Classes	38	21	18	17	32	15
Appointments	63	39	65	22	38	29
Cost/Student	$ 10,428.95	$ 18,076.13	$ 20,237.57	$ 12,266.02	$ 24,715.56	$ 16,508.43
Classes/Student	2.53	2.41	2.57	1.55	3.56	2.14
Appointments/Student	4.20	4.53	9.29	2.00	4.22	4.14
Projected HR/Other Cost	$ 23,419.69	Utilized Average (FY23-FY26) Cost				
Projected Student Cost	$ 341,509.02	Utilized FY26 per student cost plus new rate increase from $80 to $90				
Total Project Cost	$ 364,928.71					
Approval	$ 138,937.50					
Additional Funding	$ 225,991.21					

Based on the above information, staff is requesting an increase in the FY27 funding authorization from $138,937.50 to an amount not to exceed $364,928.71. This represents an additional $225,991.21 over the original FY27 allocation. The additional funding will be provided through the College's operating budget.

To ensure appropriate fiscal oversight, staff will monitor interpreting hours, assignments, and expenditures against the revised authorization. Monitoring will include monthly utilization and expenditure reviews, comparisons of actual usage against projections, and periodic forecasts of remaining fiscal year requirements. The revised authorization will serve as a not to exceed amount for FY27, and any anticipated expenditures beyond that amount will require additional review and approval in accordance with College policies.

Although this request addresses only FY27, staff will continue monitoring enrollment and service utilization to determine whether increased demand will affect FY28's requirements. The previously approved FY28 allocation of $143,568.75 will remain unchanged at this time, with any future adjustment evaluated through the FY28 budget.

Staff requests that the Business Affairs Committee recommend to the Executive Committee of the Board of Trustees approval of an increase in the FY27 funding authorization for the College's ASL interpreting services contract with Deaf-Hearing Communication Centre (DHCC) from $138,937.50 to an amount not to exceed $364,928.71, representing an additional $225,991.21 to be funded through the College's operating budget.

(4) Consultants Update (Information Item)

Staff and U3 Advisors will provide an update on the status of the consulting engagements. Attachment B provides an overview.

(5) Contract with MGT Impact Solutions, LLC for Strategic Advisory Services (Action Item)

The College continues to explore opportunities to improve operational effectiveness, align resources with institutional priorities, and strengthen long-term financial sustainability. To support these efforts, the College proposes engaging MGT Impact Solutions, LLC (MGT), a national higher education consulting firm with expertise in institutional benchmarking, organizational effectiveness, and administrative performance assessment.

MGT will conduct a comprehensive benchmarking analysis and administrative services review to identify opportunities for greater efficiency, improved resource allocation, and enhanced performance measurement across the institution.

The engagement includes two components:
Benchmarking Analysis - MGT will utilize Integrated Postsecondary Education Data System (IPEDS) data to benchmark the College against a group of peer institutions. The analysis will evaluate faculty and staff ratios, student outcomes, expenditures, resource allocation, degree production, completion efficiency, and cost per completion. The resulting benchmark data will establish a comparative baseline to support strategic and operational decision-making.

Administrative Services Review - MGT will assess organizational structures, staffing, and selected human resources and financial data to identify opportunities for improved efficiency, enhanced organizational effectiveness, and potential shared-service models. In collaboration with College leadership, MGT will develop performance metrics for up to ten administrative units, establish benchmarks and targets, conduct stakeholder interviews, and provide recommendations and an implementation roadmap to support continuous improvement and ongoing performance measurement.

The Benchmarking Analysis is expected to be completed within six weeks of project initiation. The Administrative Services Review is anticipated to be completed by the end of January 2027.

The proposed fixed-fee engagement is $140,000, exclusive of preapproved travel expenses, consisting of $20,000 for the Benchmarking Analysis and $120,000 for the Administrative Services Review.

Staff requests that the Business Affairs Committee recommends to the Executive Committee of the Board of Trustees to a contract to MGT Impact Solutions, LLC in an amount not to exceed $140,000, plus preapproved travel expenses, to conduct the Benchmarking Analysis and Administrative Services Review. Funding will be provided through the College's operating budget.

(6) Strategic Plan Update (Information Item)

Staff will provide an update on the status of the College's Strategic Plan.

(7) Contract Listing (Information Item)

Staff will provide an overview of the status of upcoming Contracts. Attachment C outlines each contract and the proposed procurement strategy.

AGENDA EXECUTIVE COMMITTEE
PUBLIC SESSION

1. Based on the recommendations of the Business Affairs Committee, the Executive Committee of the Board of Trustees will motion on the following items:

a. Contract with Altioras Global for Managed Services for Banner Database and Application Administration (A)
b. Contract renewal with Honeywell International Inc. for Building Performance Services Agreement (A)
c. Request for Increase to the American Sign Language (ASL) Interpreting Services Contract with Deaf-Hearing Communication Centre (DHCC) (A)
d. Contract with MGT Impact Solutions, LLC for Strategic Advisory Services (A)

EXECUTIVE SESSION

The Business Affairs and Executive Committees will go into Executive Session to discuss legal matters.

JAE/cr

c: Mr. Tim Ford
Dr. Alycia Marshall
Mr. Gim Lim
Mr. Derrick Sawyer
Ms. Carolyn Flynn

ATTACHMENT A
FUNDING FOR ACTION ITEMS

MEETING OF THE BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES OF THE BOARD OF TRUSTEES

AGENDA: November 18, 2026

Agenda No.	Vendor/Consultant	Amount	Source
1	Altioras Global	$198,000	Operating Budget
2	Honeywell International Inc.	$173,988	Operating Budget
3	Deaf-Hearing Communication Center	$225,991.21	Operating Budget
4	MGT Impact Solutions, LLC	$140,000	Operating Budget

ATTACHMENT B



U3 Advisors

Community College of Philadelphia

Business Affairs Committee

November 18, 2026

About U3

01

U3 ADVISORS

U3 Advisors works with anchor institutions and local leaders to create and connect great places that help everyone thrive.



University of Maryland, College Park | Discovery Point P3 Development

WHO

We work with:

- ↗ Academic institutions
- ↗ Mission-driven organizations
- ↗ Cities & public entities
- ↗ Healthcare institutions

to catalyze equitable growth and uplift communities of all sizes.



Marygrove Conservancy | Detroit, MI

Selected Clients

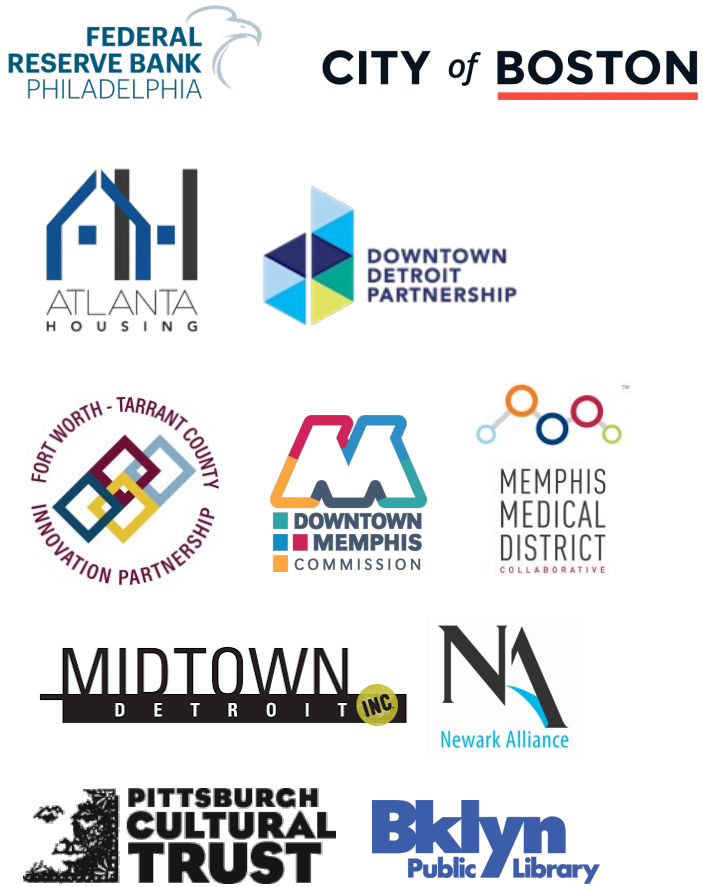
Higher Education Institutions



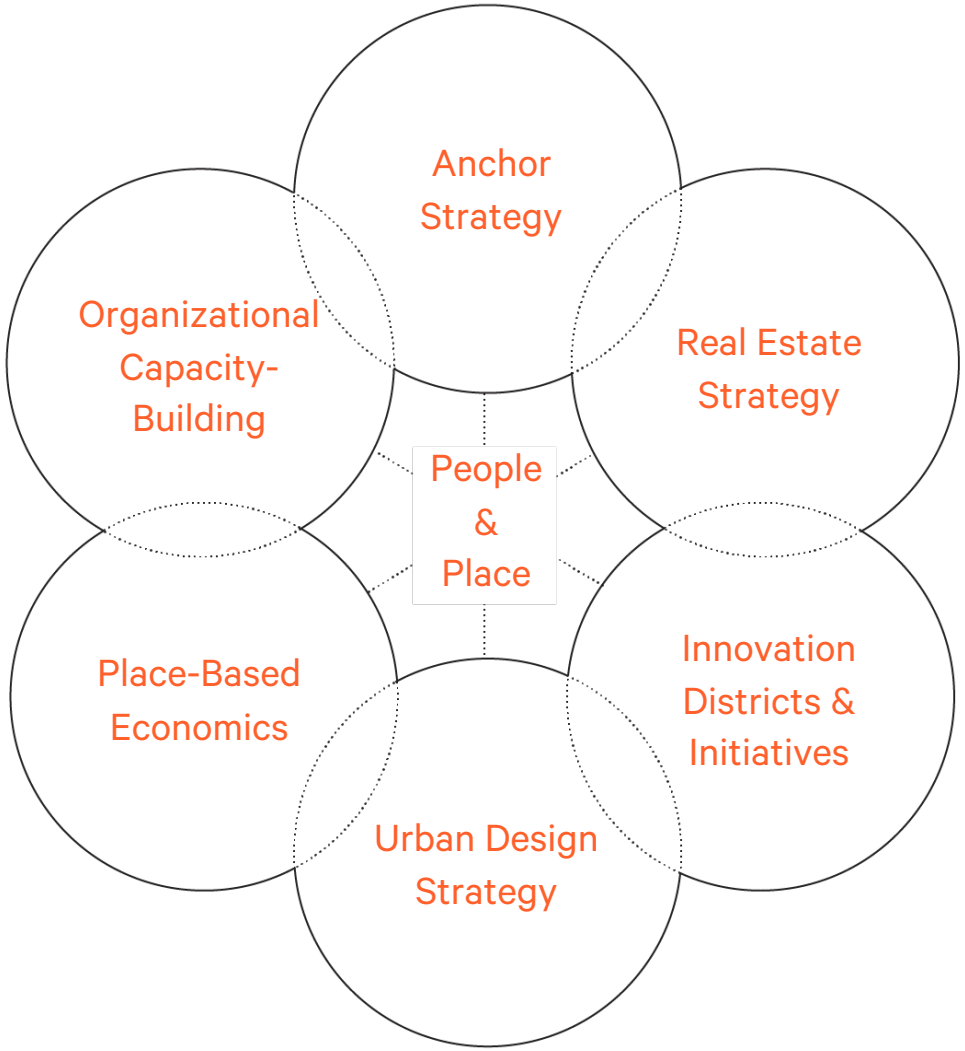
Foundations & Philanthropy



Governmental & Nonprofit Organizations



Practice Areas



ANCHOR STRATEGY

Customized Live-Buy-Hire-Build Local programs that leverage institutions' demands and purchasing power to uplift local businesses and the surrounding community.

REAL ESTATE STRATEGY

Actionable plans and guidance to help clients realize the full potential of their existing real estate assets or navigate the market to acquire new ones.

INNOVATION DISTRICTS & INITIATIVES

Strategic planning and partnerships to cultivate thriving innovation hubs, founded on higher education institutions' research and commercialization efforts.

URBAN DESIGN STRATEGY

Designs for safe, sustainable, & inclusive placemaking that reimagine the edges between institutions and cities as dynamic and prosperous community spaces.

PLACE-BASED ECONOMICS

Rigorous data analysis and modeling combined with visionary strategy to understand the economic and fiscal impacts of development and policy changes.

ORGANIZATIONAL CAPACITY-BUILDING

Structuring organizations, building internal teams, adopting management strategies, forming external partnerships, or creating new entities to realize clients' goals.

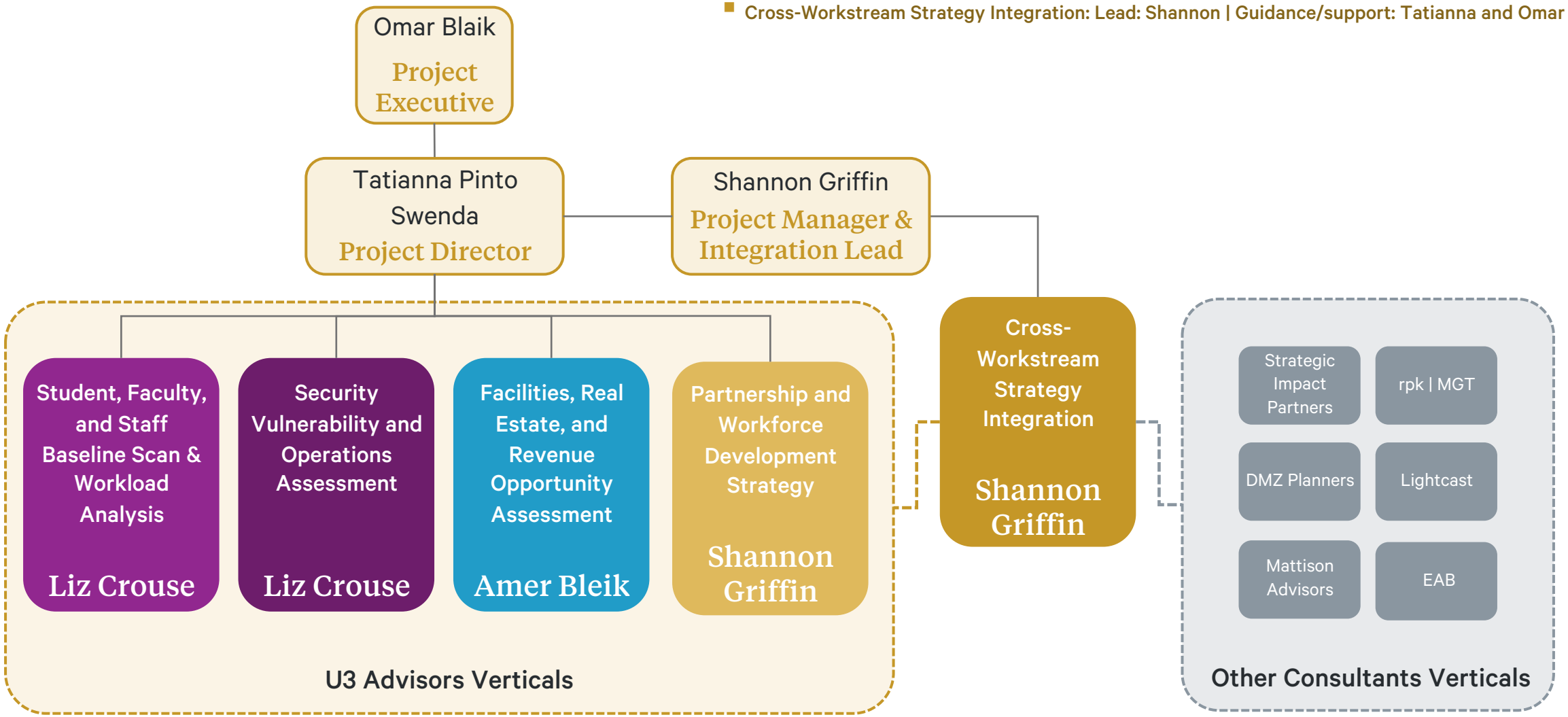
Project Overview

02

U3 Team Structure

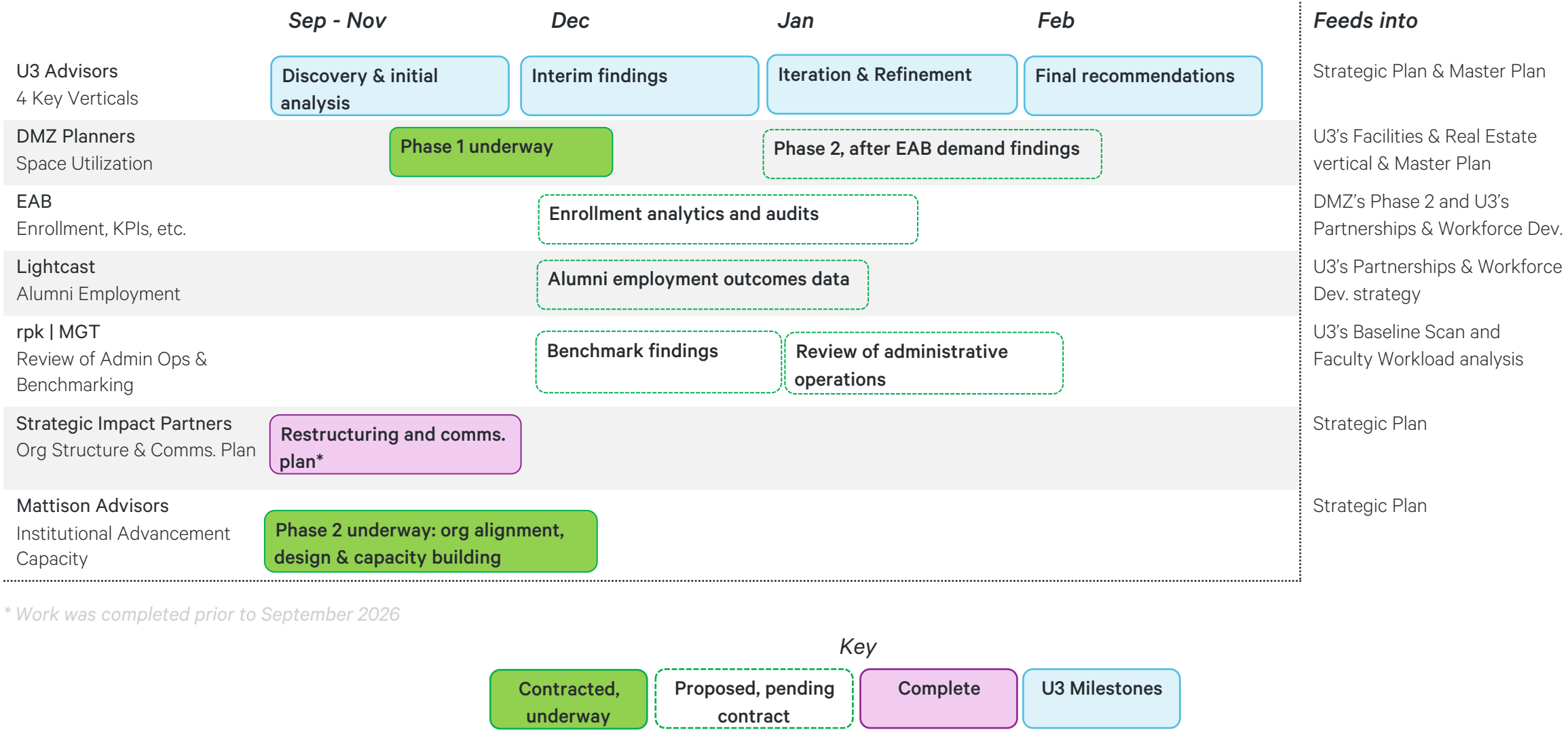
Project Roles

- Baseline Scan and Faculty Workload Analysis Lead: Liz | Guidance/support: Tatianna
- Security Vulnerability and Operations Assessment: Lead: Liz | Support: Shannon
- Facilities/Real Estate/Revenue: Lead: Amer | Guidance/support: Tatianna, Shannon, Omar
- Partnership and Workforce Strategy. Lead: Shannon | Guidance/support: Tatianna
- Cross-Workstream Strategy Integration: Lead: Shannon | Guidance/support: Tatianna and Omar



Project Status

How the work fits together: U3 and partner consultants



** Work was completed prior to September 2026*

Key

Contracted, underway | Proposed, pending contract | Complete | U3 Milestones

ATTACHMENT C

Listing of Upcoming Contracts (Excluding Capital Project Contracts)

Contract Expiration Disposition Categories (Milestone Action)

Evaluate/Decision Pending: Conduct a business, performance, risk, and sourcing review to determine whether the contract should be renewed, competitively procured, replace, or allowed to expire.

Renew-Core System or Proprietary: Continue the existing contract when good or services support proprietary systems, software, equipment, intellectual property, or other requirements that reasonably limit competition. Market alternatives will be evaluated at each renewal opportunity to assess pricing, services, capabilities, and overall value.

Renew/Amend: Continue or amend the existing contract when the vendor is meeting the College's operational needs, delivering satisfactory performance and value, and continued engagement is in the College's best interest.

RFP/RFQ/RFI: Initiate a procurement process to evaluate qualified vendors, obtain market-based pricing, assess available solutions, and ensure the College receives the best overall value.

Project/Scope Complete: Allow the agreement to conclude upon completion of the defined project, construction, design, or other time-limited scope of work, including completion of any required closeout activities.

Let Expire: Allow the contract to expire when the goods or services are no longer needed, the agreement no longer provides sufficient value, or an alternative solution or sourcing approach is more appropriate.

Sourcing Strategy

When evaluating renewals, replacements, or new procurements, identify and encourage Small Business Enterprise (SBE) and Local Business Enterprise (LBE) whenever appropriate and consistent with the College's operational, technical, and financial requirements.

Vendor Name	Contract Description	Total Cost / Not to Exceed	Annual Cost	Contract Start Date	Contract End Date	Contract Type	Owner	Milestone Action
Honeywell Building Solutions	Preferred Building Automation, Preferred Fire & Test & Inspection, EBI/HSA (Enterprise Bldg. Integrator, Honeywell Software Assurance), Honeywell Software License Agreement	$ 1,009,021.75	$ 324,838.59	01/01/2024	12/31/2026	Facilities Operations Contracts	Facilities Management	Renew-Proprietary
ESM Solutions	Master Services Agreement for E-Contract Management and E-Purchasing Software and Professional Services.	$ 159,747.95	$ 51,614.85	01/05/2024	01/04/2027	Purchase of Software / Technology	Office of Purchasing and Services	Renew-Core System
Cherry Bekaert Advisory	Service Agreement - Assistance with financial statement preparation for the audited financial statements	$ 98,000.00	$ 98,000.00	01/28/2026	01/28/2027	Professional Services Agreement	Controller	Renew/Amend
Verizon Business Network Services	Voice/Measured Data & PRI Switched Facility T&V w/Port Access (Additional PRI lines)	$ 111,528.00	$ 37,176.00	07/01/2023	03/01/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Cozen & O'Conner Attorneys	Cozen O'Connor Public Strategies Lobbying Services Agreement.	$ 540,000.00	$ 180,000.00	05/01/2024	04/30/2027	Professional Services Agreement	Chief of Staff	Evaluate/Decision Pending
e-Lumen, Inc	Provides customer proprietary software as a service offering(s) made available through a URL in a hosted environment (together with any other products and services identified)	$ 113,628.00	$ 41,506.00	06/01/2024	05/31/2027	Purchase of Software / Technology	Office of Communication	Renew-Core System
Grant Thornton LLP	Amendment #4 - Grant Thornton - Audit Services	$ 184,500.00	$ 184,500.00	06/01/2026	05/31/2027	Professional Services Agreement	Controller	Evaluate/Decision Pending
Oracle America, Inc.	Oracle - Ordering Document for Technical Support	$ 307,737.39	$ 307,737.39	06/01/2026	05/31/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Ellucian Company LP	Software Support Services	$ 2,373,238.00	$ 462,450.00	07/01/2022	06/30/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Technolutions	Customer Relationship Management software - Vendor: Technolutions - Product: Slate	$ 250,000.00	$ 50,000.00	07/05/2022	06/30/2027	Purchase of Software / Technology	Enrollment Management	Renew-Core System
Oracle America, Inc.	Oracle- Ordering Document, Payment Schedule and Essential Use Certificate for Oracle Advanced Security- Named User Plus Perpetual	$ 150,802.32	$ 37,700.58	07/01/2023	06/30/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Zoom Video Communications Inc	Zoom Order Form Renewal	$ 346,312.13	$ 99,845.56	01/11/2024	06/30/2027	Purchase of Software / Technology	Information Technology Services	Evaluate/Decision Pending
Pantheon Systems, Inc.	Pantheon- 3 Year Renewal - (Elite 1M Annual, Basic Annual, Account: Platinum Annual)	$ 138,469.64	$ 43,301.25	04/01/2024	06/30/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Compass Group	Canteen - Amendment 4 for Cafeteria Management Services.	$ 200,000.00	$ 200,000.00	03/21/2025	06/30/2027	Purchase of Goods or Services	Budget, Auxiliaries, and Risk Mgmt	RFP/RFQ/RFI

Universal Protection Service LP	Universal Protection Service_ Security Guard Services - Renewal	$ 3,300,000.00	$ 3,300,000.00	07/01/2025	06/30/2027	Purchase of Goods or Services	Public Safety	RFP/RFQ/RFI
Microsoft Corporation/SHI	Microsoft 1- Year Extension-Program Signature Form. The renewal will be completed through SHI.	$ 174,599.77	$ 174,599.77	07/01/2026	06/30/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Modern Campus	Modern Campus(Lifelong Learning/Destiny One) is the online platform that Workforce Development utilizes to facilitate student enrollment and course management.	$ 70,198.72	$ 70,198.72	07/01/2026	06/30/2027	Purchase of Software / Technology	Workforce and Economic Development	Renew-Core System
Salesforce	Salesforce- Tableau Cloud (Enterprise, Explorer, Viewer) Licenses and Premier Success Services Renewal.	$ 89,338.78	$ 89,338.78	07/26/2026	07/25/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Johnson Controls	Planned Services for Controls - Johnson Controls Inc (JCI)	$ 51,222.00	$ 51,222.00	07/01/2026	06/30/2027	Facilities Operations Contracts	Facilities Management	RFP/RFQ/RFI
Johnson Controls	Planned Services for Bldg. Equipment - Johnson Controls Inc (JCI)	$ 25,478.00	$ 25,478.00	07/01/2026	06/30/2027	Facilities Operations Contracts	Facilities Management	RFP/RFQ/RFI
Johnson Controls	Planned Services for Pneumatics - Johnson Controls Inc (JCI)	$ 113,729.00	$ 113,729.00	07/01/2026	06/30/2027	Facilities Operations Contracts	Facilities Management	RFP/RFQ/RFI
Insurance (Multiple Vendors)	Property, General Liability, Auto, Worker's Comp, Excess, Educator's Legal Liability, Student Professional Liability, Crime & Excess Social Engineering, International, Fine Arts, Security & Privacy, Broker Fee	$ 1,906,104.00	$ 1,906,104.00	07/01/2026	06/30/2027	Professional Services Agreement	Budget, Auxiliaries, and Risk Mgmt	Renew/Amend
Elliott Lewis Corp	Elliott Lewis - Supplemental Staffing	$ 1,889,180.00	$ 651,510.00	08/01/2024	07/31/2027	Facilities Operations Contracts	Facilities Management	RFP/RFQ/RFI
Foresite MSP, Inc	(1TB) ProVision Data Ingestion Package (Subscription, 24x7x365 Security Operation Center, Firewall Management, External Vulnerability Scanning (50 Active IP Block)	$ 55,340.96	$ 55,340.96	08/01/2026	07/31/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Team Clean, Inc.	Janitorial Services	$ 10,056,436.54	$ 1,967,940.00	09/01/2022	08/31/2027	Facilities Operations Contracts	Facilities Management	RFP/RFQ/RFI
Sun Life	Medical Stop Loss Coverage	$ 1,744,382.00	$ 1,744,382.00	09/01/2026	08/31/2027	Professional Services Agreement	Human Resources	Evaluate/Decision Pending
Ellucian Company LP	Managed Services Includes: Dedicated Customer Success Manager, Advisory Phone Support, On-Demand Training (25 Named Users), Services Catalog (16 Credits) - Renewal	$ 181,614.00	$ 181,614.00	12/01/2026	11/30/2027	Purchase of Software / Technology	Information Technology Services	Renew-Core System
Watermark Insights, LLC	Assessment Software by Watermark	$ 209,254.74	$ 62,757.25	12/15/2024	12/14/2027	Purchase of Software / Technology	Institutional Research	Renew-Core System