

**LUNCHEON MEETING OF THE BUSINESS AFFAIRS AND EXECUTIVE COMMITTEES
OF THE BOARD OF TRUSTEES
Community College of Philadelphia
Friday, February 22, 2019 – 12:00 Noon**

Present: Mr. Jeremiah J. White, Jr., presiding; Ms. Suzanne Biemiller, Mr. Harold Epps, Ms. Chekemma Fulmore-Townsend, Lydia Hernández Vélez, Esq., Mr. Steve Herzog (*via* Zoom), Mr. Joseph Martz, Hon. James Roebuck, Mr. Michael Soileau, Dr. Donald Generals, Dr. Judith Gay, Mr. Jacob Eapen, Victoria Zellers, Esq., Ms. Carol de Fries, Mr. Gregory Murphy, Mr. James P. Spiewak, Mr. Gim Lim, Dr. Pam Carter, Mr. Waverly Coleman and Invited Guest: Mr. Andre Allen, Phoenix Capital Partners, LLP

PUBLIC SESSION

Career and Advanced Technology Center

Board Chair White opened the meeting and thanked everyone for attending. In the context of the Business Affairs Committee's prior approval of the architect selection for the Career and Advanced Technology Center, he stated that the meeting will run as an Executive Committee. Mr. White reported that he recently met with College staff and had a thoughtful and well-detailed discussion on the Career and Advanced Technology Center.

Mr. White requested that the Trustees express where they stand to move forward with the project. The Trustees shared their concerns including: they would like more information on the business case for the Career and Advanced Technology Center; they wanted a better understanding of the programs costs to the student user and how they compared to the market-place; they wanted to understand the timeline on the funding issues related to the project; they wanted to understand how the debt-servicing would impact the College's operating budget; and they wanted to understand the risks to the College if the various funding sources did not come through or if the project could not be completed.

Before responding to each of the concerns, Ms. Biemiller requested that Dr. Generals remark on his vision for the Career and Advanced Technology Center. Dr. Generals expressed that this project is needed for the College to pursue its career and technical education goals related to workforce development as called for in the College's Strategic Plan. He also noted that other community colleges around the country have these types of advanced technology centers and that the College needs to have this Center if it is going to have the proper facilities for the programs that will prepare the City's residents for the jobs of today and tomorrow. He noted that we need to expand the automotive program to train students on new technologies, but the College also needs a space for all of the new workforce and advanced technology programs. He explained that it did not make economic sense to only build a space for the auto tech program and not build facilities for other advanced technology programs at the same time. Consistent with the College's goal of having World Class Facilities, Dr. Generals emphasized that we need to be good stewards as we owe this project to our students. Dr. Generals also noted that with a community college, each individual program is not always profitable on a stand-alone basis and the project needs to be viewed in the context of providing the overall programming that a modern

community college needs to provide. Mr. Martz thanked Dr. Generals for explaining the purpose of the project and his vision and stated that the minutes should reflect the Trustees' support for Dr. Generals' vision.

Mr. White asked that Dr. Carter and Ms. de Fries to speak to the partnerships for Automotive Technology and Workforce Development. Dr. Carter stated that with respect to Automotive Technology, the College has partnerships with SEPTA, auto dealerships and Fleet Management among others. She emphasized that our students need to have the proper training in Diesel and Heavy Engine programs which they are currently lacking. The College also has a partnership with Ford. Future partnerships are being pursued with Toyota and Nissan/Infinity as well as Subaru. Dr. Carter mentioned that the College is accredited with ASE (Automotive Service Excellence) which is the highest level and has ASE-certified instructors meeting industry standards. Ms. Fulmore-Townsend asked as to whom the College is competing with in regards to Automotive Technology. Dr. Carter responded that the College is competing with proprietary schools and the costs to students for the proprietary schools is much higher than the College's tuition and fees for students.

Ms. de Fries stated that Workforce and Economic Innovation (WEI) has worked closely with numerous industry partners in the areas of curriculum review, trends, quality assurance, and identifying instructors and has been trying to consistently working on new partnerships. She mentioned that WEI applied for grants under the PA Smart initiative.

Mr. White asked Mr. Eapen to review the remaining financial attachments. Mr. Eapen stated that he, Mr. Spiewak and Mr. Allen will report on the proforma revenue and expense projections; project capital cost; capital financing; and debt schedule related to the Career and Advanced Technology Center. Mr. Spiewak reported on Attachment 2, Proforma Revenue and Expense Projections. He stated that the current total net revenues from the credit courses is \$583,100. The current total operational costs which includes administrative services, student and academic services, utilities and costs of security and cleaning services is \$1,185,600. To make it clear for Committee members, staff pointed out that the bottom of the first page in Attachment 1 identifies costs related to the building and the second page identifies revenues and costs related to the Automotive Technology program classroom. Mr. Spiewak also pointed out that "Year 1 Projections" refers to first full year of operations. The Projected Net Revenues from the Workforce Development Non Credit Programs and the breakdown of tuition rates for the noncredit programs were explained. It was noted that the tuition rate for Welding is \$6,000. Ms. de Fries pointed out that the College's Welding program is a longer program with more hours resulting in higher costs than its competitors: Delaware County Community College, Bucks County Community College, Montgomery County Community College and Camden County Community College. The College also has high costs to run the Welding Program because it is paying for a License to use space at Ben Franklin High School.

Mr. Eapen reported on Attachment 3, Construction Cost Projections. He pointed out that the square footage is 75,000 for floors 1, 2 and 3. The cost of the 1st floor is estimated at \$275 while the 2nd and 3rd floors are at \$350. The 1st floor is primarily bays while the 2nd and 3rd floors are classrooms and labs. Mr. Eapen stated that estimates includes a 5% contingency. The estimated total costs are projected to be \$32,118,750 less grants, manufacturers' contributions and private donations in the amount of \$1,450,000 which will bring the estimated costs to \$30,668,750. He pointed out that based on PDE approval of \$20M for the project, the State will

pay \$10M in debt service. PDE approved the College to seek New Market Tax Credits (NMTC). Mr. Eapen further stated that the College will be submitting additional funding for this project to PDE as a FY 2019-20 capital project. He reported that while the State approved RACP in the amount of \$2.25M, the College recently submitted an RACP application for an additional \$9.75M. Additionally, the College is requesting Lenfest to fund \$2.6M in equipment cost for the programs.

When asked if State dollars are in a revolving fund for the College's use, Mr. Spiewak pointed out that as debt service is retired across the 14 community colleges, those dollars become available for new projects. He noted that the following projects received PDE funding during the past four years:

Mr. Andre Allen, the College's financial advisor, spoke to the financing for the project. PDE's approval for the project at \$20M means that the State's share of the debt service is 50%, i.e., the State will cover debt service on \$10M. Mr. Allen pointed out that using the NMTC financing will provide \$4.6 million to the project at no cost to the College. The College will borrow an additional \$14 million at a 4.85% fixed rate taxable bond financing for the balance of funding required for the project. This only works if the College receives \$20M allocation from PIDC and other CDEs. Attachment 4 illustrates the total debt service between traditional and NMTC supported financing over 20 years with the NMTC financing being \$3.1 million less. This is before discounting the savings to present value.

Mr. Spiewak reviewed the Debt Service in Attachment 5. He compared the existing debt as of July 1, 2018 with the existing debt and \$28.75M borrowing for the project under Option 1. He then reviewed Option 2 – Tax-Exempt & Taxable Bonds using NMTC. He pointed out when using NMTC, the increase to the City share is \$682,000 for the first 7 years.

Mr. Eapen emphasized that timing associated with the project is critical. A board resolution for issuing the bonds and approval of the underwriter is required in March 2019. Mr. Spiewak added that the College has to follow a timeline with the State Public School Building Authority for issuing the bonds.

Ms. Biemiller asked if the project should fold up, will the College be obligated to repay the dollars not being used. Staff indicated that they did not expect that to happen and a mechanism for returning the funds to PDE would need to be explored. Mr. Allen stated that Fox, Rothschild, LLP will draft a Board resolution authorizing staff to issue \$10 million in bonds and to pursue NMTC financing for the balance of funding required for the project.

With regard to moving forward with the project, Mr. Soileau pointed out current significant constraints such as Union negotiations not being settled and College PR not being solidified.

Dr. Generals commented that he has a changed vision for West Philadelphia. The College is now going beyond Auto Technology and will include workforce development projects.

Ms. Hernández Vélez summed it up by stating that the College should move forward with the Career and Advanced Technology project. The effort to move forward in West Philadelphia is a manifesting moment. Mr. Roebuck requested the College work more with the West Philadelphia community and High Schools as the project moves forward to create a better partnership with the community.

Architect Selection for the Career and Advanced Technology Center (Action Item):

On behalf of the Executive Committee, Mr. White moved and Ms. Biemiller seconded the motion the approval of the selection of the Schrader Group as architects for the Career and Advanced Technology Center in the amount of \$2,100,000. The motion passed unanimously.

EXECUTIVE SESSION

The Executive Session included a discussion of potential donors for the project.

ATTACHMENT 1



Community College of Philadelphia

Career and Advanced Technology Center

@ WRC

Pam Carter, PhD and Carol de Fries
February 2019

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AGENDA

- **Transportation Technologies**
 - Current & Future Programming
 - Jobs & Salaries
 - Greater PHL Access to Transportation Tech Programs
- **Workforce and Economic Innovation**
 - Advanced Manufacturing & Logistics
 - Construction & Infrastructure
 - Non-Credit Automotive
 - Healthcare
 - Technology
 - Business

Current: Automotive Technology Programming

- General Automotive Programs
 - AAS Automotive Technology degree
 - Automotive Service I proficiency certificate
 - Automotive Service II proficiency certificate
- Quality & Relevance
 - Master Automobile Service Technology Accredited
 - ASE Certified Faculty
 - Strong Advisory Board and Industry Connections
 - Ford MLR Partnership
 - 100% Student Placement Rate

Current: Automotive Technology

Limitations

- 10,000 sq ft facility
- Limited Manufacturer Partnership Opportunities
- Limited Programming
- No Room for Autonomous Vehicle Technologies
 - Level 1 & 2 technologies – In Cars Now
 - Levels 3, 4 & 5 – Near Future

- Difficult to Compete with Proprietary Higher Ed Institutions

- State-of-the-art facilities
- Multiple manufacturer partnerships
- Diesel programs

Greater Philadelphia Access to Transportation Tech Programs

- Public Higher Education (Auto Tech only)
 - CCP –AAS and two Certificates -- \$14K 2yr/\$4.6K sem/\$4.3Ksem
 - DCCC – two Certificates
 - Montco and Bucks – no programs
 - Camden County College – AAS and Certificate, both with GM option
- Proprietary Higher Education (Auto Tech & Diesel*)
 - Automotive Training Center (Exton, Warminster) – \$38K 2yr
 - Lincoln Tech* (Philadelphia) -- \$38K 2yr
 - Pennco Tech* (Bristol) -- \$21K(eve) 3+yr - \$34K(day) 2yr
 - UTI* (Exton) -- \$36K 2yr

Jobs and Salaries

Auto Tech	Current Dealer Openings	330	Est. 2014 Regional HPO Employment	11,280	Proj. 2024 Regional HPO Employment	11,630	Regional Annual Openings EMSI	894
	Diesel Tech	Phila. Co. Job Postings Last Yr. 141 co/447 jobs	Phila. Co. Jobs 2016 EMSI	593	Phila. Co. Proj. Jobs 2024 EMSI	645	Phila. Co. Proj. Jobs 2028 EMSI	658

- **Salaries** (NADA Dealership Workforce Study 50 mile radius of Philadelphia)
 - Technician Apprentice/Trainee (C-Tech) -- \$42,947
 - Average Service Technician (B-Tech) -- \$64,069
 - Service Writer/Advisor -- \$66,920
 - Warranty Administrator -- \$49,645
 - Apprentice/Lube Technician -- \$14 per hour* (*faculty/advisory board)
 - Diesel Mechanic and Engine Specialist -- \$52,084** (**EMSI)

Future: Transportation Technologies Programming

- General Automotive Programs
 - AAS Automotive Technology degree
 - Automotive Service I proficiency certificate
 - Automotive Service II proficiency certificate
- **AAS Advanced Alternative Fuels degree***
- **BioFuels proficiency certificate***
- **Electric Drive proficiency certificate***
- **Compressed Natural Gas proficiency certificate***

* **Initial Advisory Board:** SEPTA, Waste Management, PECO, PGW, City of Philadelphia Fleet Management

Future: Transportation Technologies Programming (cont'd.)

- **Diesel and Heavy Engine Programs**
 - **AAS Diesel/Heavy Engine Technologies degree**
 - **Diesel/Heavy Engine Service I proficiency certificate**
 - **Diesel/Heavy Engine Service II proficiency certificate**

** ASE Accredited – Master Truck Service Technology

** ASE Certified Faculty

** Diesel and Heavy Engine Advisory Board

- **Infusion of Autonomous Vehicle Technologies**
 - Automotive Technology programming
 - Diesel and Heavy Engine programming

Future: Transportation Technologies Partnerships

- Ford MLR Partnership
 - Content, Cars, Certifications
- **SEPTA**
 - Bus, Equipment
- **Toyota (National T-TEN – March visit)**
 - School-Work Program, Content, Car, Employment
- **Nissan/Infinity (Technician Training Academy – Feb. Meeting)**
 - Content, Car, Certifications
- **Under Consideration: FCA (Mopar CAP), Subaru and Cummins, others**

WEI @ Career & Advanced Technology Center

Workforce & Economic Innovation

Manufacturing, Logistics & Infrastructure

Current:

- Advanced Manufacturing Programs
- Gas Distribution
- Non-Credit Automotive

Future:

- Process Operator
- Non-Credit Automotive Contract Training Opportunities
- Opportunities for logistics, construction and other types of contract training currently done off-site Fork Lift Training, Rigging, other

Healthcare

Current

- Certified Nurse Aide (C.N.A.)
- Dental Assisting

Future

- Central Sterile Processing
- Additional VST Training, Other Programs

Business & IT

- Power Up West Philadelphia Peer Learning and Workshops (Current)

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Advanced Manufacturing & Logistics

Advanced Manufacturing

- Consolidate 3 Advanced Manufacturing programs in Center –
 - Welding - American Welding Society (AWS) Certification in Shield Metal Arc Welding)
 - CNC/Precision Machining - National Institute for Metal Working Machining Level 1 Certification
 - Electro-Mechanical (9 Modules includes Robotics) - Association for Packaging and Processing Technologies (PMMI) Certification
- Create New Programs aligned with industry needs – Process Control, Certified Production Technician, Fork Lift Operator, Ports Jockey Training
- **FY17/18 ADVM Enrollments:** 30 Students (Welding 13; CNC 6; Electro/Transit: 11); currently 37 students Up 23% over FY17-18



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Advanced Manufacturing & Logistics

Employer Partners:

Curriculum Review, Trends, Quality and Relevance, Hiring, Networks, Instructors

- **Welding:** Southeastern PA Manu. Alliance, Manufacturing Alliance of Greater Philadelphia, PTR Baler, SEPTA; John Pomp Studios, HMF Express
- **Computer Numeric Control (CNC)/Precision Machining:** Windle Mechanical Solutions, Penn Fishing, JPMC, M. Cohen, A&S Manufacturing
- **Electro-Mechanical/Transit Trades:** SEPTA, Philadelphia Water Department, First Quality, Colgate Palmolive

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Advanced Manufacturing & Logistics

2016 Employment	% Middle Skill	Annual Growth	3 Year Growth	10 Year Growth	Annual Replacement Openings	Avg. Wage
50,078	45%	-1%	+9%	-1.2%	1173	\$ 73,535

- Supports middle skill jobs; family sustaining wages for individuals with short term training; average wages well above citywide average (\$73,500).
- Market is experiencing an aging workforce with over 1000 replacement jobs available each year through 2024.
- Philadelphia’s Manufacturing Taskforce called upon CCP to “establish a manufacturing training program” to provide talent pipeline enabling growth
- New facility will allow us to offer programs during the day, and make space available for contract training opportunities.

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Construction & Infrastructure

- Establish Permanent Home for Gas Distribution Program – use of CBI loading dock
- **Gas Distribution FY 17/18 Enrollments:** 31 students; Currently seeking instructor to run program in March

Employer Partners: Curriculum Review, Trends, Quality and Relevance, Hiring, Networks, Instructors

- PGW, PECO, Riggs Distiller, Miller Brothers, Progressive Pipe Management, Utility Line Services, Henkels & McCoy

2016 Employment	21,430	% Middle Skill	43%	Annual Growth	+ .2%	3 Year Growth	+ 2.4%	10 Year Growth	- 1%	Annual Replacement Openings	413	Avg. Wage	\$ 87,716
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- Nearly 70% of all jobs in this sector are available with less than a Bachelor's degree
- Wages typically higher than the citywide overall median; wages grew
- Significant Replacement Openings
- Strong demand for our gas distribution pipeline mechanic program from utility partners who can't fill current job openings

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Non-Credit Automotive

- **Non-Credit FY17/18 Automotive Enrollments:**
 - Emissions Inspector: 191
 - Safety Inspection 138
- PWI selected non-credit Automotive Training VST contracts, but we had no capacity to run these programs in existing facility
- WEI currently runs Emissions, and Safety Mechanic Inspection certifications at CBI; these service professionals are disconnected from our Automotive Facility; missed opportunities for enrollments, additional training
- CCP has a contract with Fleet Management to deliver these certification tests; new facility would provide us with an opportunity to expand services to other fleet operators.
- Delivering these activities at the new facility will increase opportunities for partnerships and enrollments.

Healthcare

- Certified Nurse Aide (C.N.A.) Lab started in West Philadelphia in Fall 2018; provides expanded capacity for Vocational Skills Training (VST) contract training without impacting open enrollment at CBI
- Dental Assisting – Currently limited to offering program on Saturdays only due to limited access to dental clinic
- Enable new programs to be established and allow for some additional VST training opportunities;
- Limited space at Main Campus to create programs that need designated space
- **FY17/18 Healthcare Enrollments:** (Dental Assisting: 18; Pharmacy Tech: 55; Certified Nurse Assistant: 48)





Healthcare

Employer Partners:

Pharmacy Technician: Walgreens, CVS (Pending)

Dental Assisting: Penn Dental, CCP Dental, Smile Dental Group, Dr. Brenner; Pasyunk Dental; Seran Dental Associates; Dr. Jay Lackman; Louis Marion DMD; Bala Institute of Oral Surgery

C.N.A.: Cliveden, St. Ignatius (pending)

2016 Employment	% Middle Skill	Annual Growth	3 Year Growth	10 Year Growth	Annual Replacement Openings	Avg. Wage
141,320	29%	+ 1.4%	+ 1.9%	+ 2%	2971	\$69,851

- Largest sector; strongest growth sector, and will continue to see growth moving forward into 2024.
- Fastest growing subindustry in services for elderly and disabled.
- Much of the current growth is at the lower and middle skill positions, providing opportunities for program growth in post-secondary training in the WEI division, as well as in our credit programs.
- Post-secondary training as on-ramps to middle skill jobs in the health sector for career advancement.



Business & Entrepreneurship

- Power Up Peer Learning & Workshops Targeted to West Philadelphia communities and commercial corridor businesses
- Provides community based programming for free to West Philadelphia based business.
- Opportunity for additional program development aligned with the market
- Fab Lab – Non-credit community-based programming and training for entrepreneurs, artisans, students and retirees, who have access to state-of-the-art equipment and expert instruction that promotes innovation.

2016 Employment	111,560	% Middle Skill	31%	Annual Growth	+ .4%	3 Year Growth	+1.4%	10 Year Growth	- 1.2%	Annual Replacement Openings	2301	Avg. Wage	\$ 118,318
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- Third largest target sector in Philadelphia
- Hiring in Philadelphia has exceeded metro and state rates
- 3700 new jobs added through 2024

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Technology

2016 Employment	% Middle Skill	Annual Growth	3 Year Growth	10 Year Growth	Annual Replacement Openings	Avg. Wage
15,134	32%	+ 1.8%	+ 8.5%	+ 4.1%	279	\$ 126,675

- Second-smallest target sector in Philadelphia
- Pace of hiring in Philadelphia accelerated quickly, with average annual job growth of 8.5% since 2013
- Rapid employment in Philadelphia compared to metro level
- Tech services wages grew in the city by 20% over the past decade
- Computer User Support Specialists grew over the last decade
- Other notable occupations that have grown include: Office Clerks, Sales Reps, Web Developers, Customer Service Representatives
- Need to Grow Programs Offered
- Entry-level salaries for Computer User Support Specialists (post-secondary training) close to \$40,000
- Significant growth in field and related positions

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Greater Philadelphia Access to Workforce Programs

- Proprietary Higher Education
 - PTTI – Philadelphia (former Berean Institute) – Welding & Automotive - \$18,000 annually
 - Industrial Training & Testing Institute – Philadelphia (Port Richmond) – Welding - \$6000
 - Pennco Tech - Bristol – Pharmacy Tech - \$11,900
 - All-State – Essington, PA - Welding, Dental Assisting - \$20,000

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Greater Philadelphia Access to Workforce Programs Cost Comparison

Public Higher Education

- DCCC, Montco, Bucks, Camden (Healthcare, Technology & Advanced Manufacturing Programs)

	CCP	DCCC	Bucks	Montco	Camden
Healthcare					
Dental Assisting	\$ 2,999	\$ 3,580	\$ 2,300	N/A	Credit
Pharm Tech	\$ 1,525	\$ 2,150	\$ 2,205	\$ 2,100	\$ 1,295
Nursing Assistant	\$ 1,495	\$ 986	\$ 1,250	\$ 1,500	Credit
Manufacturing					
Welding	\$ 6,000	\$ 3,999	Grant Funded	CTE	\$ 4,750
CNC	\$ 4,200	\$ 4,995	N/A	\$ 3,400	\$ 3,999
Electro-Mechanical	\$ 9,220	Credit Certificate	Grant Funded	N/A	Credit Program
Technology					
CompTIA A+	\$ 1,649	\$ 1,699	\$ 1,895	\$ 1,800	\$ 2,200

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Position Outlook, Salaries, Openings, Program Cost Advanced Manufacturing & Logistics

	SOC Code	SOC Title	Entry Level Wages	Annual Average Wages	Estimated 2014 State HPO Employment	Projected 2024 State HPO Employment	Regional Annual Openings EMSI	CCP Tuition & Fees
		Welders, Cutters, Solderers & Brazers	\$38,910	\$51,830	720	780	30	\$ 6,000
	51-4041	Machinists	\$33,550	\$50,890	660	750	226	\$ 4,200
Electro-Mechanical, Transit Trades		Industrial Machinery Mechanics						9 Modules Range from \$880 - \$1380 All 9 = \$9220
	49-9041	Mechanics	\$39,920	\$54,890	950	1,130	320	
Process Operator	51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	\$ 55,550	\$70,280	781	729* Philadelphia shows growth	78TBD	
Forklift Operator	53-7051	Industrial Truck and Tractor Operators	\$32,400	\$42,280	930	970	620TBD	

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Position Outlook, Salaries, Openings, Program Cost

Construction & Infrastructure

	SOC Code	SOC Title	Entry Level Wages	Annual Average Wages	Estimated 2014 State HPO Employment	Projected 2024 State HPO Employment	Regional Annual Openings EMSI	CCP Tuition & Fees
Gas Distribution	47-2152	Plumbers, Pipefitters & Steamfitters	\$45,930	\$71,030	1,570	1,750	39	\$5,189

Automotive

	SOC Code	SOC Title	Entry Level Wage	Annual Average Wage	Estimated 2014 State HPO Employment	Projected 2024 State HPO Employment	Regional Annual Openings EMSI	CCP Tuition & Fees
Automotive	49-3023	Automotive Service Technicians and Mechanics	\$20,090	\$37,470	2,600	2,660	894	CCP Tuition for Credit PC and Degree; Emissions and \$175, Safety Inspector \$170

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Position Outlook, Salaries, Openings, Program Cost

Healthcare

	SOC Code	SOC Title	Entry Level Wages	Annual Average Wages	Estimated 2014 State HPO Employment	Projected 2024 State HPO Employment	Regional Annual Openings	CCP Tuition & Fees
Pharm Tech	29-2052	Pharmacy Technicians	\$22,660	\$33,720	2,090	2,200	587	\$1,525
C.N.A.	31-1014	Nursing Assistants	\$24,560	\$32,040	11,700	12,850	3845	\$1,495
Dental Assisting	31-9091	Dental Assistants	\$28,470	\$39,680	1,500	1,570	565	\$2,999
Direct Care Worker	39-9021	Personal Care Aides		\$20,550	51,415	64,966	10,764	TBD
Central Sterile/Surg. Processing* Data from EMSI	29-2055 31-9093	Surgical Technological Equip. Preparer		\$37,520	2215	2285	231	TBD
Phlebotomy	31-9097	Phlebotomists	\$30,920	\$38,330	870	1,030	183	Contract

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Position Outlook, Salaries, Openings, Program Cost

Technology

	SOC Code	SOC Title	Entry Level Wage	Annual Average Wage	Estimated 2014 State HPO Employment	Projected 2024 State HPO Employment	Regional Annual Openings EMSI	CCP Tuition & Fees
CompTIA A+	15-1151	Computer User Support Specialists	\$39,090	\$59,780	2,710	2,960	728	\$1,649

Data Sources:

Industry Market Outlooks

- Data Source: PEL Industry Analytics for City of Philadelphia's Workforce Strategy

Industry Specific Positions

- Data Sources: Philadelphia and Regional High Priority Occupations List, EMSI – Labor Market Analytics

Other Data Sources Used for Program and industry analysis

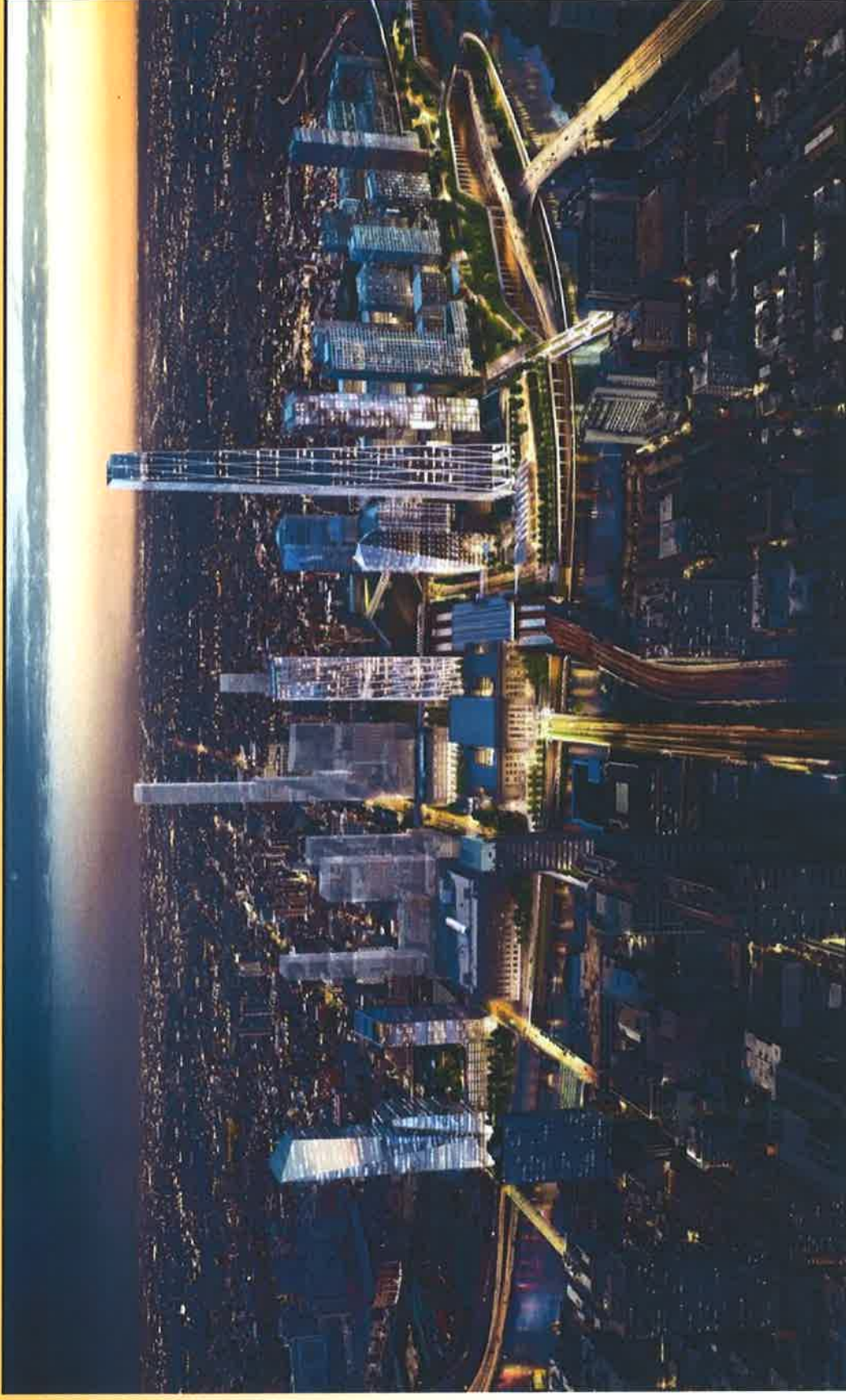
- Philadelphia Works Data and Trends (pulls from above and other sources)
- O-Net
- Center for Workforce Information & Analysis
- Econsult Market Analysis - Pending

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Schuylkill Yards Facing West Philadelphia



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ATTACHMENT 2

Career and Advanced Technology Center

Projected Program Net Revenues	<u>Current</u>	<u>Year 1 Projections</u>	<u>Year 5 Projections</u>
Net Revenues from Credit Courses other than Automotive Technology *	\$676,300	\$277,300	\$399,300 *
Net Revenues from Additional Noncredit Workforce Development Courses		890,200	1,322,000
Net Revenues from Automotive Technology Credit Program	(93,200)	11,400	124,100 *
Total Net Revenues from Programs	\$583,100	\$1,178,900	\$1,845,400
Projected Operational Costs			
Elimination of Lease Payment			(\$172,000)
Administrative Services	\$225,200	\$329,200	363,400
Student and Academic Services	474,200	516,400	570,000
Utilities	59,000	131,200	142,000
Security and Cleaning Services	427,200	632,500	698,200
Total Operational Costs	\$1,185,600	\$1,609,300	\$1,601,600
Projected Excess (Expenses) / Revenues	<u>(\$602,500)</u>	<u>(\$430,400)</u>	<u>\$243,800</u>

* Assumes no increase in Tuition or Fees
 Tuition last increased in FY18
 Fees last increased in FY17

Career and Advanced Technology Center

<u>Transportation Technology Programs</u>	<u>Year 1 Projections</u>	<u>Year 5 Projections</u>
Tuition & Fees from Transportation Technology Students	\$708,800	\$1,134,200 *
Salaries - Existing	\$314,000	\$347,100
Salaries - New	166,500	328,400
Staff Benefits - Existing	141,900	156,200
Staff Benefits - New	48,000	131,400
Other Expenses	27,000	47,000
Total Expenses	<u>\$697,400</u>	<u>\$1,010,100</u>
Excess Revenues over Expenses	<u>\$11,400</u>	<u>\$124,100</u>

* Assumes no increase in Tuition or Fees
 Tuition last increased in FY18
 Fees last increased in FY17

Career and Advanced Technology Center

	<u>Year 1 Projections</u>	<u>Year 5 Projections</u>
<u>Healthcare</u>		
Central Sterile	\$45,699	\$63,979
Dental Asst *	131,899	184,658
Direct Care Worker	2,136	2,990
Nurse Aide *	72,215	101,101
Pharmacy Tech *	19,263	26,968
Phlebotomy Lab *	160,880	225,232
<u>Software & Tech</u>		
Comptia A+ *	59,922	83,891
<u>Technical Training</u>		
AutoCad *	8,966	12,552
Automotive Non-Credit	68,243	95,540
BluePrint Reading *	3,767	5,274
CNC *	46,810	65,534
Electro-Mech *	107,534	150,548
Emissions EIC *	31,895	44,653
Emissions ReCert *	10,505	14,707
Forklift Operator *	2,324	3,254
Gas Distribution *	80,699	112,979
OSHA Gen'l Industry *	1,657	2,320
Process Operator Academy	71,248	99,747
Safety Inspector Mechanic *	27,763	38,868
SEPTA Trades *	46,834	65,568
Shop Math *	3,447	4,826
Welding *	<u>75,872</u>	<u>106,190</u>
Totals	\$1,079,578	\$1,511,379
Less Current Net Revenues	\$189,378	\$189,378
Total Net Revenues	\$890,200	\$1,322,000

* Existing Program

Career and Advanced Technology Center

Tuition Rates for Noncredit Programs

<u>Healthcare</u>	
Central Sterile	Contract (Vocational Skills Training)
Dental Asst *	\$2,999
Direct Care Worker	\$710
Nurse Aide *	\$1,495
Pharmacy Tech *	\$1,525
Phlebotomy Lab *	Contract (Vocational Skills Training)
<u>Software & Tech</u>	
Comptia A+ *	Contract (Vocational Skills Training)
<u>Technical Training</u>	
AutoCad *	\$574
Automotive Non-Credit	Contract (Vocational Skills Training)
BluePrint Reading *	\$530
CNC *	\$4,200
Electro-Mech *	\$8,000
Emissions EIC *	\$265
Emissions ReCert *	\$124
Forklift Operator *	Contract (Vocational Skills Training)
Gas Distribution *	\$5,189
OSHA Gen'l Industry *	\$199
Process Operator Academy	\$4,200
Safety Inspector Mechanic *	\$170
SEPTA Trades *	Contract (Vocational Skills Training)
Shop Math *	\$510
Welding *	\$6,000

* Existing Program

ATTACHMENT 3

**Career and Advanced Technology Center
Construction Cost Projections**

	Square Feet	Construction/ Square Feet	Cost
Floor 1	25,000	\$275	\$ 6,875,000
Floor 2	25,000	\$350	8,750,000
Floor 3	25,000	\$350	8,750,000
			<u>24,375,000</u>
Contingency		5%	1,218,750
Demolition Existing Building	24,000		300,000
Parking	24,000		275,000
			<u>26,168,750</u>
Architect Fee			2,100,000
Construction Manager Fee			500,000
			<u>28,768,750</u>
Furniture & Fitting			750,000
Equipment for Programs			2,600,000
Total Costs			<u>\$ 32,118,750</u>
Less: Grants, Manufacturers' Contributions, Private Donations			<u>1,450,000</u>
Net Total Costs			<u><u>\$ 30,668,750</u></u>

Notes

1. Based on PDE approval of \$20M for the project, the State will pay debt service for \$10M. Additionally, PDE approved the College to seek New Market Tax Credits (NMTC).
2. The College will be submitting additional funding for this project to PDE as a FY 19-20 capital project.
3. The State has approved RACP in the amount of \$2.25M. The College has submitted an RACP application for an additional \$9.75M.
4. The College is requesting Lenfest to fund \$2.6M in equipment cost for the programs.

ATTACHMENT 4

Career and Advanced Technology Center Proforma

Traditional Funding (1)		NMTC - \$20 Million Allocation – Taxable Bonds (2)	
Sources	\$	Sources	\$
Bond Proceeds	28,750,929	Bond Proceeds	10,251,514
RACP Funds	2,250,000	RACP Funds	2,250,000
TOTAL SOURCES	31,000,929	New Market Tax Credit	4,625,000
		Bond Issue Taxable	14,065,000
		TOTAL SOURCES	31,191,514
Uses		Uses	
Project Cost	30,668,750	Project Cost	30,668,750
Cost of Issuance	332,179	Cost of Issuance	522,764
TOTAL USES	31,000,929	TOTAL USES	31,191,514

Notes:

1. The traditional funding assumes the issuance of all tax-exempt bonds as a single series of bonds to fund the entire project.
2. The taxable bonds assume a taxable bond issue with interest only payments for the first 7 years and amortizing principal over the next 13 years. The interest only payments for the first 7 years is a New Market Tax Credit(NMTC) requirement. The estimated costs of issuance are elevated given the separate financings of tax-exempt bonds and a taxable bond issue. NMTC requires taxable bonds as part of the package.
3. PDE's approval for the project is \$20 million and the State's share of the debt service is 50%, i.e. the State will cover debt service on \$10 million.
4. The debt service split between the State and City/College is attached herewith for the 2 options.

Debt Service Proforma

Traditional Funding				NMTC - \$20 Million Allocation			
Debt Service		City Share (65.2%)	State Share (34.8%)	Debt Service		City Share(58.4%)	State Share (41.6%)
Year 1	109,667	70,563	\$39,104	Year 1	95,950	56,846	39,104
Year 2	2,111,000	1,356,750	754,250	Year 2	1,436,403	682,153	754,250
Year 3	2,111,250	1,356,250	755,000	Year 3	1,437,153	682,153	755,000
Year 4	2,114,500	1,359,500	755,000	Year 4	1,437,153	682,153	755,000
Year 5	2,110,500	1,356,250	754,250	Year 5	1,436,403	682,153	754,250
Year 6	2,114,500	1,361,750	752,750	Year 6	1,434,903	682,153	752,750
Year 7	2,111,000	1,360,500	750,500	Year 7	1,432,653	682,153	750,500
Year 8	2,115,250	1,362,750	752,500	Year 8	1,434,653	682,153	752,500
Year 9	2,111,750	1,358,250	753,500	Year 9	2,235,653	1,482,153	753,500
Year 10	2,110,750	1,357,250	753,500	Year 10	2,236,853	1,483,353	753,500
Year 11	2,112,000	1,359,500	752,500	Year 11	2,235,113	1,482,613	752,500
Year 12	2,111,250	1,360,750	750,500	Year 12	2,235,433	1,484,933	750,500
Year 13	2,110,500	1,358,000	752,500	Year 13	2,237,570	1,485,070	752,500
Year 14	2,112,500	1,359,250	753,250	Year 14	2,236,275	1,483,025	753,250
Year 15	2,111,000	1,358,250	752,750	Year 15	2,236,548	1,483,798	752,750
Year 16	2,111,000	1,360,000	751,000	Year 16	2,233,145	1,482,145	751,000
Year 17	2,112,250	1,359,250	753,000	Year 17	2,236,068	1,483,068	753,000
Year 18	2,114,500	1,361,000	753,500	Year 18	2,239,823	1,486,323	753,500
Year 19	2,112,500	1,360,000	752,500	Year 19	2,239,168	1,486,668	752,500
Year 20	2,111,250	1,356,250	755,000	Year 20	2,239,103	1,484,103	755,000
Year 21	2,110,500	1,359,750	750,750	Year 21	2,234,378	1,483,628	750,750
Total	42,349,417	27,251,813	15,097,604	Total	39,220,393	24,122,797	15,097,604

Notes:

Total savings between traditional and NMTC supported financing over 20 years is projected to be less than \$3.1 million. This is before discounting the savings to present value.

ATTACHMENT 5

COMMUNITY COLLEGE OF PHILADELPHIA
Existing Debt as of July 1, 2018

FY	Annual Debt Service	State Share	City Share
FY 18-19	10,286,432	4,885,650	5,400,781
FY 19-20	10,280,532	4,883,688	5,396,844
FY 21-21	10,265,932	4,878,095	5,387,836
FY 21-22	9,943,381	4,723,290	5,220,091
FY 22-23	9,938,881	4,723,164	5,215,717
FY 23-24	7,806,381	3,652,032	4,154,349
FY 24-25	7,801,381	3,651,503	4,149,879
FY 25-26	6,926,881	3,213,228	3,713,654
FY 26-27	6,930,631	3,216,062	3,714,569
FY 27-28	6,925,131	3,213,148	3,711,983
FY 28-29	1,145,131	322,068	823,063
FY 29-30	1,148,631	323,053	825,579
FY 30-31	1,145,131	322,068	823,063
FY 31-32	1,144,881	321,998	822,883
FY 32-33	1,147,631	322,771	824,860
FY 33-34	1,148,131	322,912	825,219
FY 34-35	1,146,381	322,420	823,962
FY 35-36	1,147,381	322,701	824,680
FY 36-37	1,145,044	322,044	823,000
FY 37-38	1,146,438	322,436	824,002
FY 38-39			

* If PDE funds additional portion of Library/ Learning Commons (\$6M) project, the City share will be \$214,000 lower.
PDE will be requested to fund additional portion of WRC Project (\$10M)

COMMUNITY COLLEGE OF PHILADELPHIA
Existing Debt and \$28.75M Borrowing for WRC
OPTION 1 - TRADITIONAL TAX-EXEMPT BOND

FY	Annual Debt Service	State Share	City Share	Increase to City Share
FY 18-19	10,396,099	4,924,754	5,471,344	70,563
FY 19-20	12,391,532	5,637,938	6,753,594	*
FY 21-21	12,377,182	5,633,095	6,744,086	* #
FY 21-22	12,057,881	5,478,290	6,579,591	* #
FY 22-23	12,049,381	5,477,414	6,571,967	* #
FY 23-24	9,920,881	4,404,782	5,516,099	* #
FY 24-25	9,912,381	4,402,003	5,510,379	* #
FY 25-26	9,042,131	3,965,728	5,076,404	* #
FY 26-27	9,042,381	3,969,562	5,072,819	* #
FY 27-28	9,035,881	3,966,648	5,069,233	* #
FY 28-29	3,257,131	1,074,568	2,182,563	* #
FY 29-30	3,259,881	1,073,553	2,186,329	* #
FY 30-31	3,255,631	1,074,568	2,181,063	* #
FY 31-32	3,257,381	1,075,248	2,182,133	* #
FY 32-33	3,258,631	1,075,521	2,183,110	* #
FY 33-34	3,259,131	1,073,912	2,185,219	* #
FY 34-35	3,258,631	1,075,420	2,183,212	* #
FY 35-36	3,261,881	1,076,201	2,185,680	* #
FY 36-37	3,257,544	1,074,544	2,183,000	* #
FY 37-38	3,257,688	1,077,436	2,180,252	* #
FY 38-39	2,110,500	750,750	1,359,750	*

* If PDE funds additional portion of Library/ Learning Commons (\$6M) project, the City share will be \$214,000 lower.
PDE will be requested to fund additional portion of WRC Project (\$10M)

COMMUNITY COLLEGE OF PHILADELPHIA
Existing Debt as of July 1, 2018

FY	Annual Debt Service	State Share	City Share
FY 18-19	10,286,432	4,885,650	5,400,781
FY 19-20	10,280,532	4,883,688	5,396,844 *
FY 21-21	10,265,932	4,878,095	5,387,836 * #
FY 21-22	9,943,381	4,723,290	5,220,091 * #
FY 22-23	9,938,881	4,723,164	5,215,717 * #
FY 23-24	7,806,381	3,652,032	4,154,349 * #
FY 24-25	7,801,381	3,651,503	4,149,879 * #
FY 25-26	6,926,881	3,213,228	3,713,654 * #
FY 26-27	6,930,631	3,216,062	3,714,569 * #
FY 27-28	6,925,131	3,213,148	3,711,983 * #
FY 28-29	1,145,131	322,068	823,063 * #
FY 29-30	1,148,631	323,053	825,579 * #
FY 30-31	1,145,131	322,068	823,063 * #
FY 31-32	1,144,881	321,998	822,883 * #
FY 32-33	1,147,631	322,771	824,860 * #
FY 33-34	1,148,131	322,912	825,219 * #
FY 34-35	1,146,381	322,420	823,962 * #
FY 35-36	1,147,381	322,701	824,680 * #
FY 36-37	1,145,044	322,044	823,000 * #
FY 37-38	1,146,438	322,436	824,002 * #
FY 38-39			

* If PDE funds additional portion of Library/ Learning Commons (\$6M) project, the City share will be \$214,000 lower.
PDE will be requested to fund additional portion of WRC Project (\$10M)

COMMUNITY COLLEGE OF PHILADELPHIA
Existing Debt and \$28.95M Borrowing for WRC
OPTION 2 - TAX-EXEMPT & TAXABLE BONDS w/ NMTC

FY	Annual Debt Service	State Share	City Share	Increase to City Share
FY 18-19	10,382,382	4,924,754	5,457,627	56,846
FY 19-20	11,716,935	5,637,938	6,078,997	682,153
FY 21-21	11,703,085	5,633,095	6,069,989	682,153 * #
FY 21-22	11,379,784	5,478,290	5,902,244	682,153 * #
FY 22-23	11,373,784	5,477,414	5,897,870	682,153 * #
FY 23-24	9,239,034	4,404,782	4,836,502	682,153 * #
FY 24-25	9,236,034	4,402,003	4,832,032	682,153 * #
FY 25-26	9,162,534	3,965,728	4,395,807	682,153 * #
FY 26-27	9,167,484	3,969,562	5,196,722	1,482,153 * #
FY 27-28	9,160,244	3,966,648	5,195,336	1,483,353 * #
FY 28-29	3,380,564	1,074,568	2,305,676	1,482,613 * #
FY 29-30	3,386,201	1,073,553	2,310,512	1,484,933 * #
FY 30-31	3,381,406	1,074,568	2,308,133	1,485,070 * #
FY 31-32	3,381,429	1,075,248	2,305,908	1,483,025 * #
FY 32-33	3,380,776	1,075,521	2,307,005	1,482,145 * #
FY 33-34	3,384,199	1,073,912	2,308,287	1,483,068 * #
FY 34-35	3,386,204	1,075,420	2,310,285	1,486,323 * #
FY 35-36	3,386,549	1,076,201	2,311,348	1,486,668 * #
FY 36-37	3,384,147	1,074,544	2,307,103	1,484,103 * #
FY 37-38	3,380,816	1,077,436	2,307,630	1,483,628 * #
FY 38-39	2,234,378	750,750	1,483,628	1,483,628 *

* If PDE funds additional portion of Library/ Learning Commons (\$6M) project, the City share will be \$214,000 lower.
PDE will be requested to fund additional portion of WRC Project (\$10M)