

Johnson County Community College  
Committee of the Whole  
February 28, 2022  
8:30 am  
Zoom Webinar

- 8:30 Strategic Planning – Elisa Waldman, Vice President, Workforce Development and Continuing Education; Kate Allen, Vice President, College Advancement and Government Affairs
- Community Partnerships
- 9:00 Juneteenth Committee Outcomes – Thomas Heard, Director, Human Resources; Leslie Hardin, Vice President, Human Resources
- 9:30 Employee Benefits – Leslie Hardin, Vice President, Human Resources; Michelle Ohlde, Account Executive, Holmes Murphy & Associates; Matt Wheeler, Vice President, Holmes Murphy & Associates
- Recommendation: Dental Insurance
  - Recommendation: Vision Insurance
  - Recommendation: Employee Assistance Program
  - Recommendation: Life and Accidental Death & Dismemberment Insurance and Short-Term Disability Coverage
  - Recommendation: Flexible Spending Account and Health Reimbursement Account Administration
  - Recommendations: Plan Year
- 10:00 Composite Financial Index (CFI) Ratio Analysis – Rachel Lierz, Associate Vice President, Financial Services/CFO
- 10:20 Banking Services/Signature Authority – Rachel Lierz, Associate Vice President, Financial Services/CFO
- Recommendation

10:25 Review monthly purchasing recommendations – Janelle Vogler, Associate Vice President, Business Services

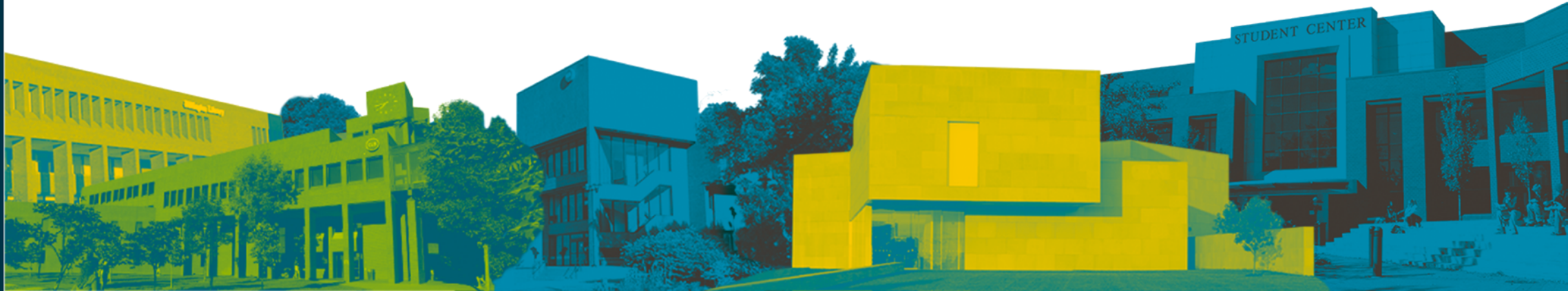
- Recommendation: Dell
- Recommendation: Gymnasium Building Roofing Project
- Recommendation: FADS Photoshooting Studio upgrade
- Recommendation: Active Learning Classroom Remodel
- Recommendation: Rooftop Solar PV Design and Installation

Informational Items

- Single Source Purchase Report \$35,000 - \$150,000
- Bid/RFP Summary Report
- Other Agreements

# JCCC Strategic Plan

## Community Partnerships



## JCCC Strategic Planning Process Overview

- Identified 4 strategic goals for JCCC
  - Identified 3 strategies for each of the 4 goals
    - Articulated 2-3 action steps and resources needed to implement each strategy
      - includes JCCC personnel, funding, internal and external resources, etc.
      - suggested timelines for implementation
- Currently identifying metrics to measure the success of each action step in support of each strategy.
- Cabinet will prioritize workflow on strategies and action steps.

A great deal of work accomplished to date, yet much remains to be done.

# Community Partnership Goal

## Goal

Advance diverse and strategic partnerships.

### Strategy 1

Identify and align with organizations that advance JCCC's mission.

### Strategy 2

Be seen as a partner of choice for mutually beneficial partnerships.

### Strategy 3

Be a convener for issues that transform and strengthen our communities.

# Community Partnership – Committee Members

Leslie Quinn\*  
Andrew Lutz\* \*\*  
Judi Reilly  
Angela Consani  
Janice Blansit  
Irene Olivares  
Malinda Bryan-Smith  
Kelly Scott  
Damian Fraase  
Emily Behrmann\*\*  
Terry Harrison  
Carol Lehman  
John Littleton  
Debbie Rulo\*\*

Stephanie Willis  
Jodie Dietz\*\*  
Jeff Hoyer\*\*  
Simin He  
Mary Anne Matos\*\*  
Gabby Noboa  
Whitney Williamson  
Shannon Ford  
Metra Augustin  
Vincent Miller  
Ashley Lindeman  
Pete Belk  
  
\*Facilitators  
\*\*Committee Co-Chairs

Goal Champions: Elisa Waldman and Kate Allen

## Community Partnership – Strategy 1

**Strategy:** Identify and align with organizations that advance JCCC’s mission.

**Action Steps:**

- Identify the emerging societal issues that we will build partnerships around
- Connect the college program and services with the needs of our communities
  - Understand the economic/workforce development needs of our communities
  - Understand/prioritize the personal and cultural enrichment needs of our communities
  - Assess our capacity to meet the needs of our communities
- Identify gaps in achieving college strategic goals where partnerships can help
  - Identify and create a knowledge base of our offerings, existing partnerships, and upcoming proposals for community partners
  - Strengthen channels of collaboration and communication among internal JCCC stakeholders so it is easier for partners to engage with us

**Metrics:** TBD

**Leadership:** Mary Anne Matos and Andrew Lutz

**Data Liaisons:** Aimee Martin and Daniel Epley

## Community Partnership – Strategy 2

**Strategy:** Be seen as a partner of choice for mutually beneficial collaborations

**Action Steps:**

- Show that we are more than just training or academic focused
  - Understand/prioritize the personal and cultural enrichment needs of our communities
- Increase interest among potential community partners so they can see the value of JCCC
  - Be clear and visible in everything we have to offer our community partners
  - Strengthen channels of collaboration and communication among internal JCCC stakeholders so it is easier for partners to engage with us

**Metrics:** TBD

**Leadership:** Emily Behrman and Debbie Rulo

**Data Liaisons:** Aimee Martin and Daniel Epley



## Community Partnership – Strategy 3

**Strategy:** Be a convener for issues that transform and strengthen our communities

**Action Steps:**

- Identify the emerging societal issues that we will build partnerships around
- Effectively communicate and engage with our communities

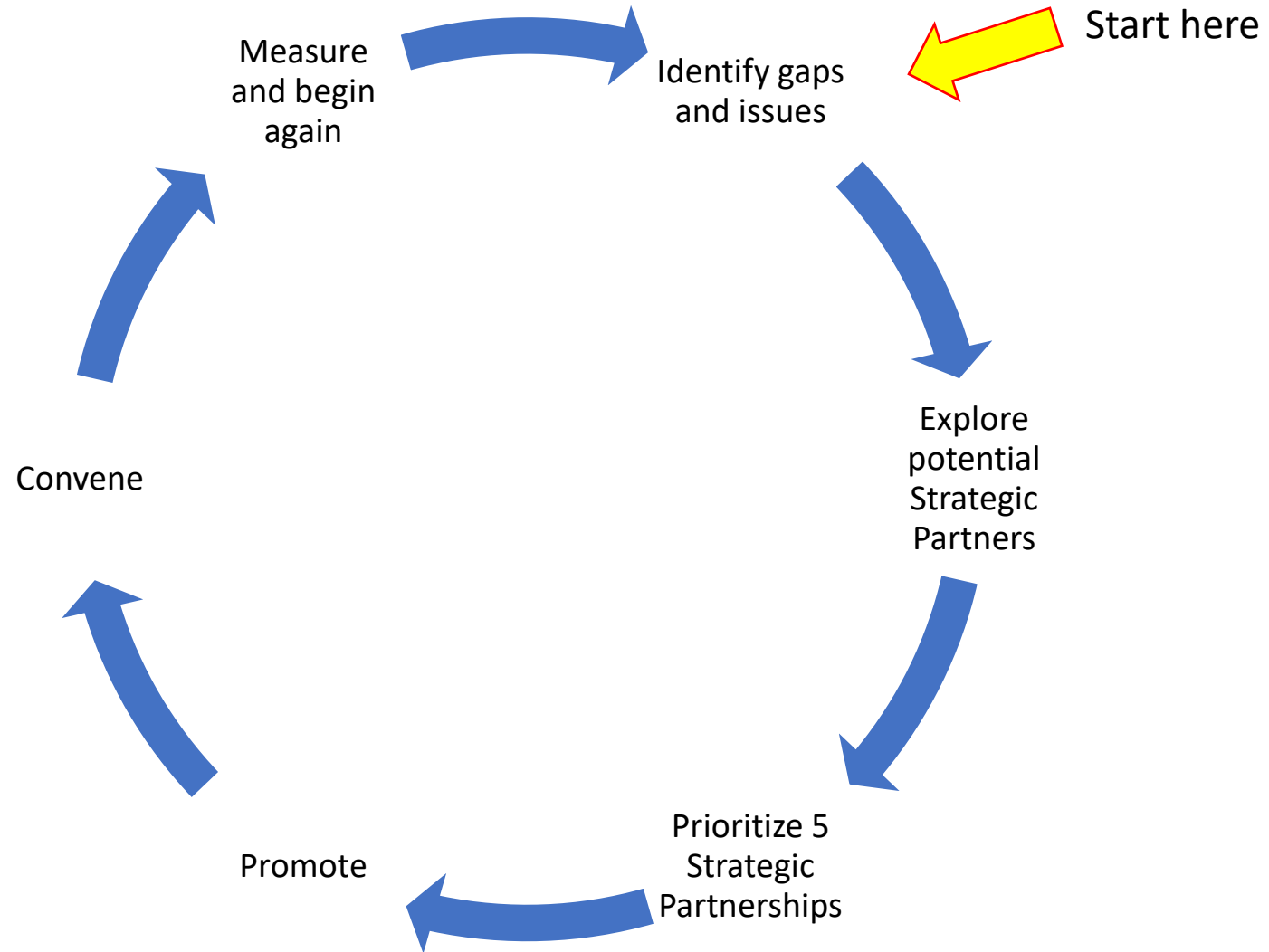
**Metrics:** TBD

**Leadership:** Jodie Dietz and Jeff Hoyer

**Data Liaisons:** Aimee Martin and Daniel Epley

# Community Partnerships: Operationalized

## Community Partnerships



# Example: JoCoWorks Partnership

Gap/Impact:	Short-term training to create skilled workforce; job creation
Opportunity:	Partner to offer affordable training to employers and job seekers
Strategic Partners:	Workforce Partnership, Johnson County, KU Edwards, Kansas SBDC, JCCC
Promotion:	JCCC is key partner developing marketing collateral and distribution JCCC developed and promoted CE Training Awards using HEERF funds
Convener:	JCCC hosted Workforce Partnership office hours during pandemic, allowing easy access to application process  JCCC convened partners and public via EDTalks virtual platform  JCCC regularly hosts Chamber and other business meetings on campus  JCCC is primary training provider to students
Metrics:	4,827 individuals enrolled \$2,678,841 of training funded

# Example: Johnson County Mental Health Partnership

## Community Partnerships

Gap/Impact:	Increasing number of JCCC students presenting mental health concerns. Early Alerts are up 47% since 2019
Opportunity:	Connect professional mental health resources/supports to students to better prepare students for success in the classroom and beyond
Strategic Partners:	Johnson County Mental Health, Zero Reasons Why, JCCC Counseling, Student Clubs and Orgs like Student Senate
Promotion:	Grow awareness of new JCMH clinician on campus, Crisis Counseling Resources, mental health programs on campus
Convener:	JCCC serves as convening location/source for JoCo Mental Health JCCC convenes other partners and public around mental health topics
Metrics:	Number of students impacted by new clinician Fluctuation of student requests/calls through year Length of wait list and response time to students Use of resources such as our Calming Room

## Community Partnerships: Next Steps

- Create process to identify gaps and opportunities to create Strategic Partnerships (Spring /Summer 2022)
- Develop metrics around each Strategy (April/May 2022)
- Prioritize 5 Strategic Partnerships to nurture (January 2023)
- Measure impact of each Strategic Partnership
- Repeat process for next year

# Community Partnerships





HOLMES MURPHY®

THINKING AHEAD



JOHNSON COUNTY  
COMMUNITY COLLEGE

# JOHNSON COUNTY COMMUNITY COLLEGE

## RENEWAL OVERVIEW FOR PLAN YEAR BEGINNING 6/1/2022

FEBRUARY 28, 2022

# COMPLIANCE & HEALTHCARE LANDSCAPE

Consolidated  
Appropriations Act  
(Transparency)

Indirect COVID-19  
Impact  
(Cancer)

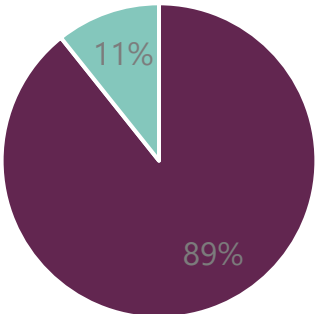
Pharmaceutical  
Expense  
(Formulary)





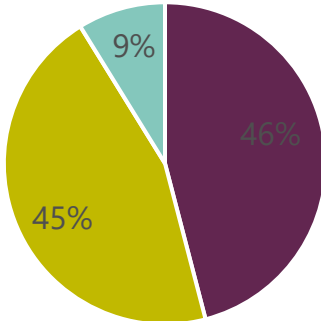
# PLAN DISTRIBUTION OVERVIEW

Network Distribution



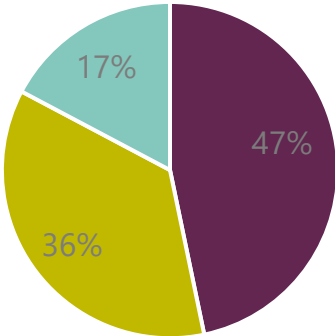
■ Broad Network ■ Narrow Network

Eligibility Group Distribution



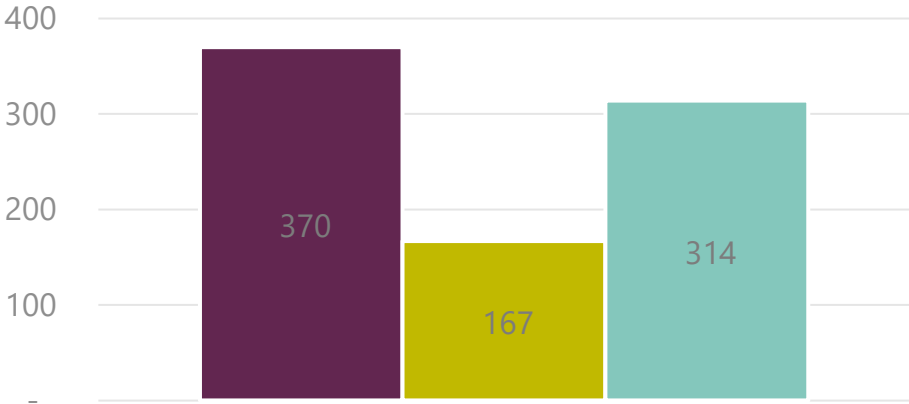
■ Group 1 ■ Group 2 ■ Group 3

Plan Type Distribution



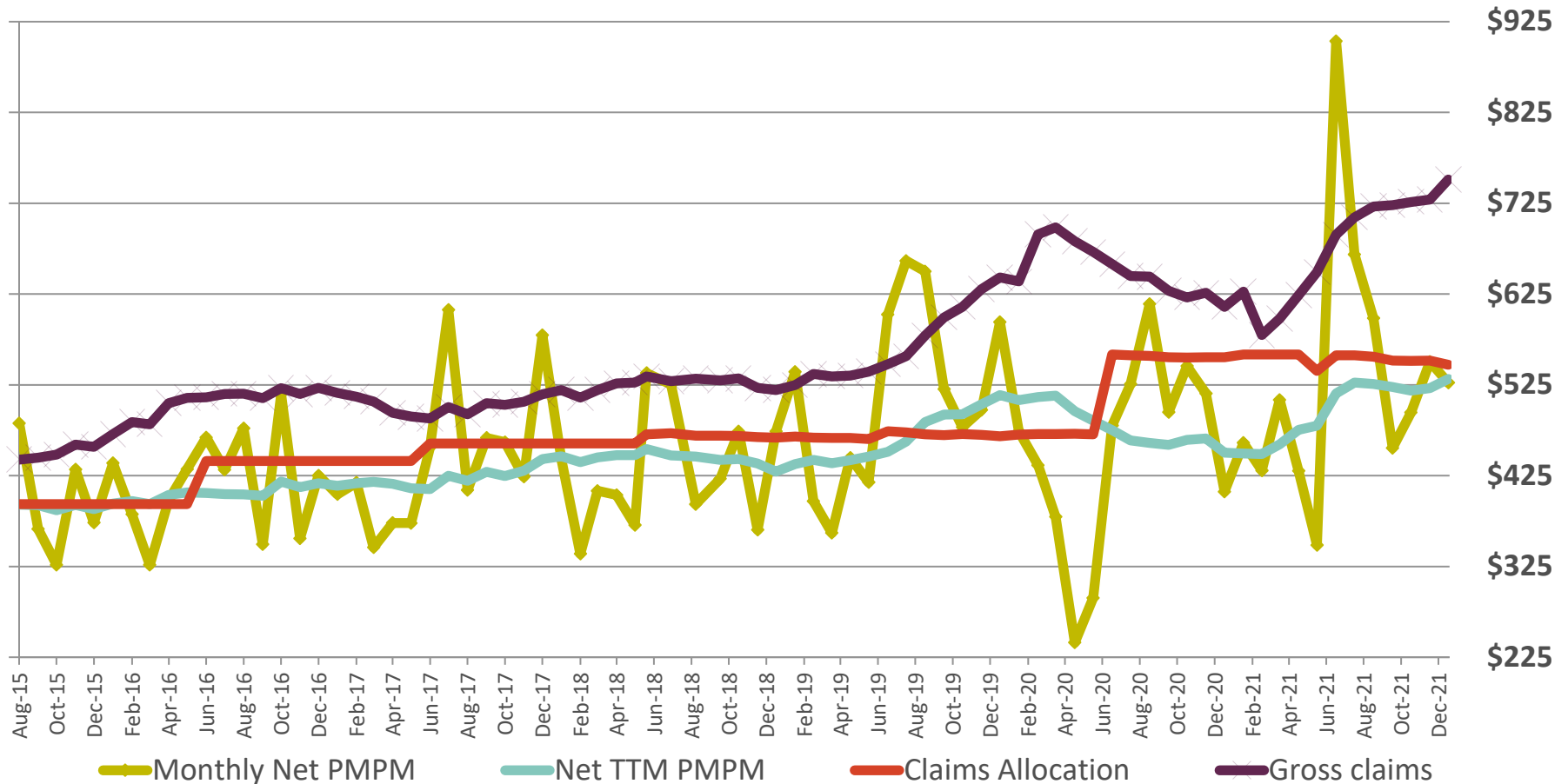
■ EPO ■ PPO ■ HDHP HSA

851 Covered Employees; 1,961 Members



■ Employee ■ EE + 1 ■ Family

# BLUEKC UTILIZATION TRAJECTORY

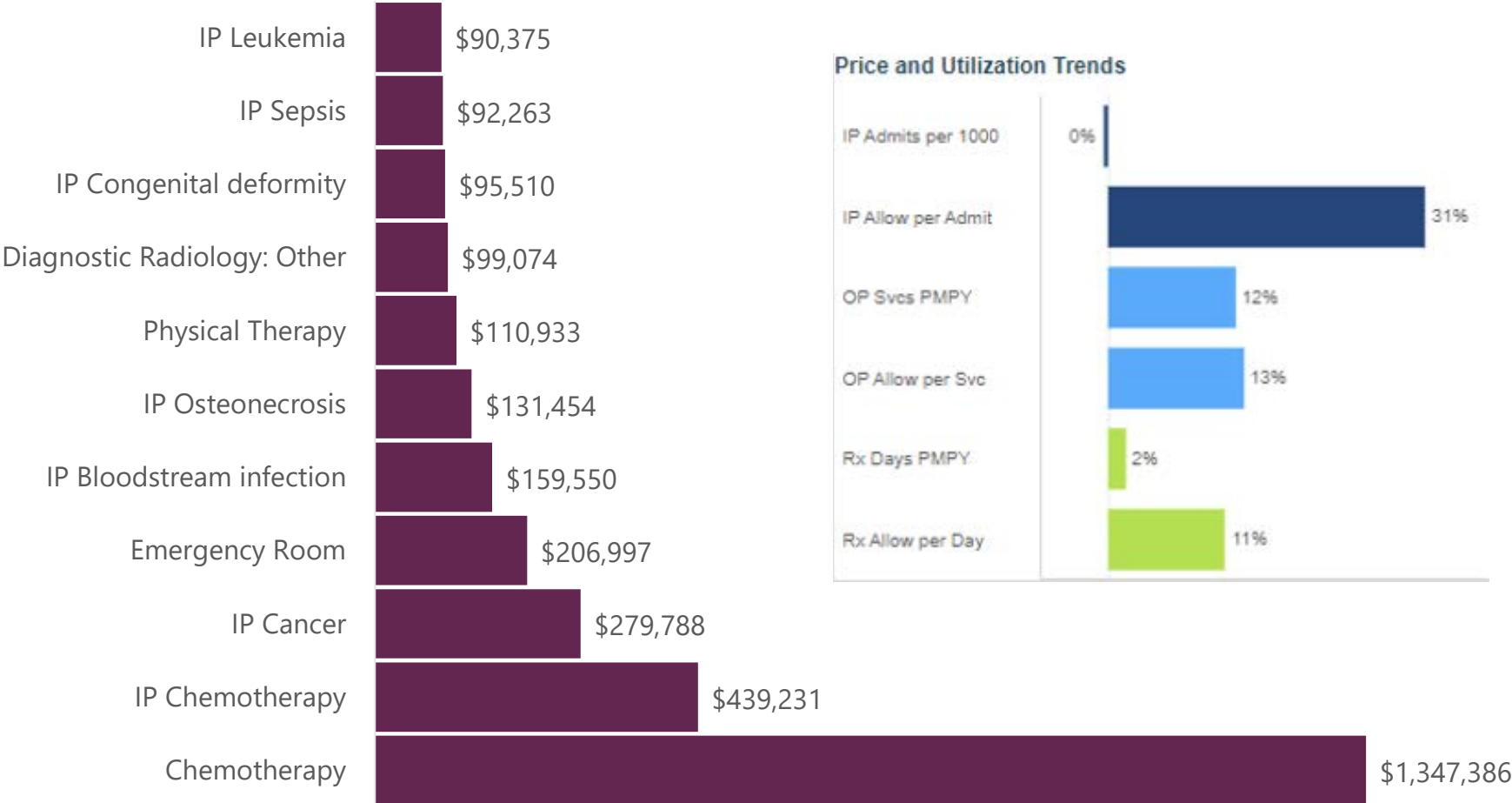


	NET	GROSS
12-month trend	18.0%	23.0%
24-month trend	1.7%	8.4%
36-month trend	7.9%	14.9%
48-month trend	5.0%	11.5%

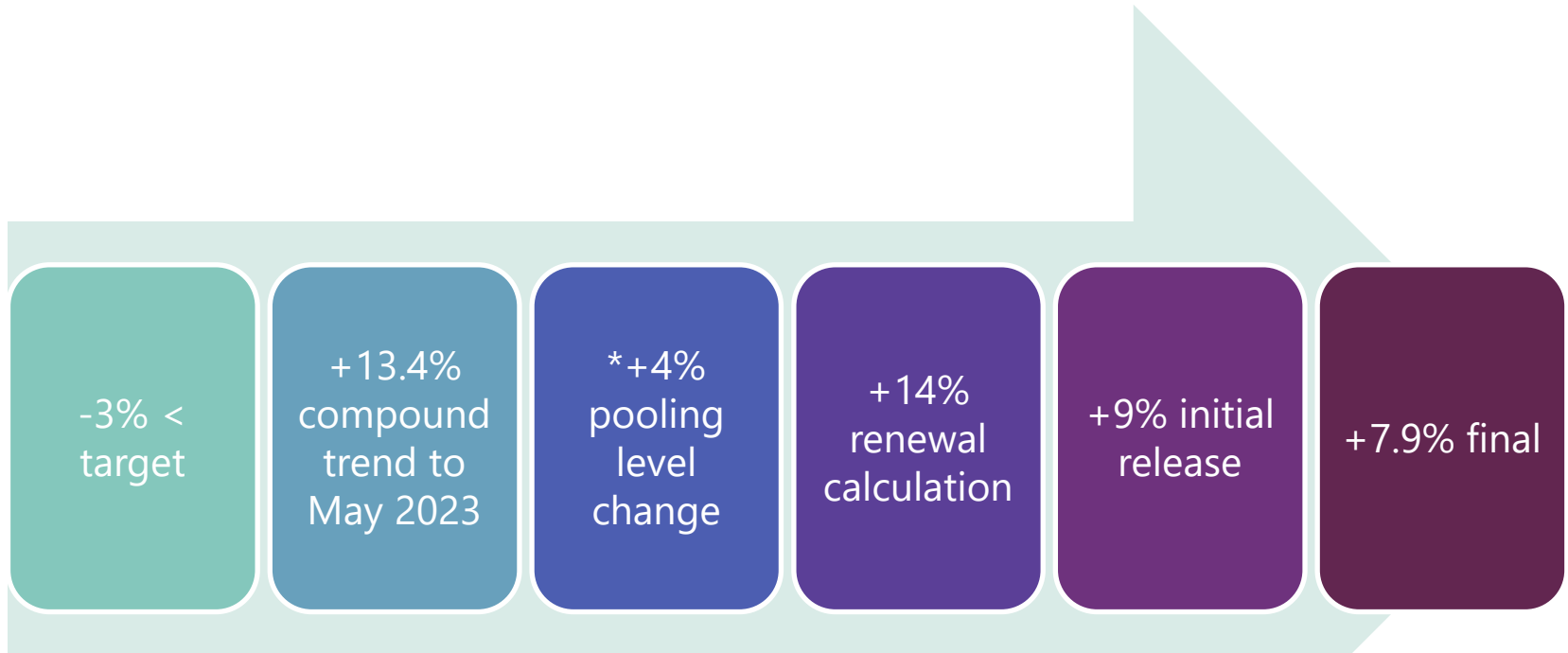
NET TTM VS CLAIM TARGET
-2.9%
GROSS TTM VS CLAIM TARGET
37.3%

# UTILIZATION COST DRIVERS

**\$3.0M Additional Spending; 85% of Overall Claim Increase**



# BLUEKC RENEWAL PROGRESSION



\*Existing \$75k pooling level operates at a \$2.8M dollar deficit. Renewal includes a \$150k pooling level appropriate for member count and reduces pooling deficit to \$2.1M. Gross BlueKC loss in last 12 months was \$1.8M.

# BCBS RATES: CURRENT VS. RENEWAL FOR PLAN YEAR BEGINNING 6/1/2022

Enrollment	EPO PCB	PPO PCB	HDHP PCB	PPO BSP	HDHP BSP W/SPIRA	Total
Employee Only	123	159	42	23	25	372
Employee + 1	65	47	9	5	5	131
Family	<u>164</u>	<u>107</u>	<u>38</u>	<u>7</u>	<u>33</u>	349
<b>Total Employees Enrolled</b>	352	313	89	35	63	<b>852</b>
<b>Total Members</b>	887	644	203	63	161	<b>1,958</b>

BCBS Rates - Current Rates Effective 6/1/2021	EPO PCB	PPO PCB	HDHP PCB	PPO BSP	HDHP BSP W/SPIRA	Total
Employee Only	\$ 986.41	\$ 967.15	\$ 864.25	\$ 851.58	\$ 761.03	<b>Fully Insured</b>
Employee + 1	\$ 1,805.27	\$ 1,769.95	\$ 1,581.30	\$ 1,558.04	\$ 1,392.00	
Family	\$ 2,475.55	\$ 2,425.11	\$ 2,166.40	\$ 2,134.60	\$ 1,906.90	
<b>Annual Cost</b>	<b>\$ 7,735,934</b>	<b>\$ 5,957,415</b>	<b>\$ 1,594,241</b>	<b>\$ 507,825</b>	<b>\$ 1,066,961</b>	<b>\$ 16,862,376</b>

BCBS Rates - Renewal Rates Effective 6/1/2022	EPO PCB	PPO PCB	HDHP PCB	PPO BSP	HDHP BSP W/SPIRA	Total
Employee Only	\$ 1,064.16	\$ 1,043.38	\$ 932.34	\$ 918.68	\$ 820.98	<b>Fully Insured</b>
Employee + 1	\$ 1,947.70	\$ 1,909.58	\$ 1,706.04	\$ 1,680.94	\$ 1,501.78	
Family	\$ 2,670.92	\$ 2,616.50	\$ 2,337.34	\$ 2,303.04	\$ 2,057.36	
<b>Annual Cost</b>	<b>\$ 8,346,269</b>	<b>\$ 6,427,367</b>	<b>\$ 1,719,981</b>	<b>\$ 547,868</b>	<b>\$ 1,151,116</b>	<b>\$ 18,192,601</b>
<b>\$ Change from current</b>	<b>\$ 610,334</b>	<b>\$ 469,952</b>	<b>\$ 125,740</b>	<b>\$ 40,043</b>	<b>\$ 84,155</b>	<b>\$ 1,330,224</b>
<b>% Change from current</b>	<b>7.89%</b>	<b>7.89%</b>	<b>7.89%</b>	<b>7.89%</b>	<b>7.89%</b>	<b>7.89%</b>

# BLUEKC FORMULARY / PRESCRIPTION DRUG LIST (PDL) CHANGES FOR 6/1/2022

- Covered members will have pharmacy coverage under the OptumRx **Premium** formulary beginning 6/1/2022. This formulary offers an enhanced cost savings strategy that helps reduce costs, maintains therapeutic choices, and promotes lower-cost alternatives.
- Plan members affected by this formulary change will receive a letter in the mail from Blue KC regarding these changes.

90% no change

3% positive

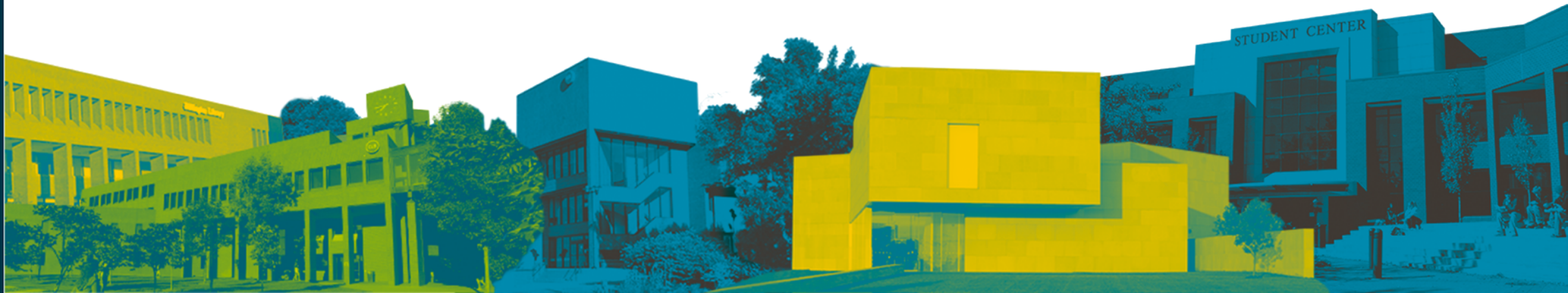
7% tier or Rx  
change

Thank  
you.



# Employee Benefit Renewals Committee of the Whole

Dr. Leslie Hardin, Vice President, Human Resources  
February 28, 2022





## Background - Benefit Renewals

- Holmes-Murphy provides expertise on the RFP process and negotiates annual rates on multi-year contracts on behalf of JCCC.
- The following benefits were up for a Request for Proposal:
  - Dental Insurance
  - Vision Insurance
  - Employment Assistance Program
  - Life and Accidental Death & Dismemberment Insurance; Short-Term Disability Insurance
- Due to the competitiveness of the market, JCCC receives multiple RFPs
- JCCC Benefits Committee, along with Holmes-Murphy, conducted an in-depth analysis and compared proposed plans to current offerings



## Benefits Committee Recommendations - Dental

- Current Provider: Delta Dental and Cigna DHMO
- Recommendation: Delta Dental
  
- Reasoning: Delta Dental offered the same plan with no increase in premiums and added adult orthodontia. Cigna DHMO has an extremely limited provider network and was primarily used for the adult orthodontia benefit. Employees currently utilizing this benefit will find no disruption as the dental provider utilized is in the Delta Dental network



## Benefits Committee Recommendations - Vision

- Current Provider: Eyemed
- Recommendation: Surency
  
- Reasoning: EyeMed provided a renewal of the current plan at 90% cost increase. Surency provided the same plan, same network as EyeMed, at a 30% increase to plans. Plans with comparable premium rates as the current plan had co-pays for all lens types, which would result with a higher out of pocket cost for employees.



## Benefits Committee Recommendations - EAP

- Current Provider: New Directions
- Recommendation: Deer Oaks
  
- Reasoning: New Directions elected to not submit a proposal. Deer Oaks has a wide network of counselors in KC area and 177 within a 10-mile radius of JCCC. Deer Oaks also has a mobile app, training services, and other resources such as financial wellness tools and coaching/mediation services. Deer Oaks provided a 5-year guaranteed rate at \$1.27 per employee (5.3% decrease in annual costs).



## Benefits Committee Recommendations – Life, AD&D, and STD

- Current Provider: The Standard
- Recommendation: The Standard
  
- Reasoning: The Standard provided competitive rates to remain with their products (12% decrease in premiums). With no service concerns, the recommendation is stay with our current provider.



## Benefits Committee Recommendations – Plan Year

- Current: Multiple plan years; medical on June 1 – May 31 annually
- Recommendation: Single plan year; January 1 – December 31 annually
- Reasoning: Deductibles are based on a calendar year; FSAs are based on a calendar year
- NOTE: To move to a calendar year, the Board must approve the recommendation to extend our current contract with Blue Cross Blue Shield through December 2023 with medical RFP for Spring 2023.



# Questions?



**Employee Benefit Renewals  
Committee of the Whole  
February 28, 2022**

Between December 2021 and January 2022, the College solicited proposals for dental and vision insurance, short-term disability and life insurance, and the College's employee assistance program. A brief description of the College and the requirements were outlined in the Request for Proposal. Vendors were asked to respond with quotes for the upcoming 2022/2023 benefit plan year.

Upon a thorough review, the Benefits Committee submits the following recommendations:

**1. Dental Insurance**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to approve the proposal from Delta Dental, as our single provider, for the employee group dental insurance for a period beginning June 1, 2022 through December 31, 2023.

The monthly subscriber rates remain the same and are as follows:

Employee Only	\$34.04
Employee +1	\$67.12
Family	\$119.24

**2. Vision Insurance**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to establish a contract, subject to review by College counsel, for the employee group vision insurance with Surency for the period June 1, 2022 through December 31, 2025.

The monthly subscriber rates for the vision plan are:

Employee Only	\$13.94
Employee +1	\$26.87
Family	\$37.47

**3. Employee Assistance Program**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to establish a contract, subject to review by College counsel, for the employee assistance program with Deer Oaks for the period June 1, 2022 through May 31, 2027 at a total annual expenditure not to exceed \$43,000.



**4. Life and Accidental Death & Dismemberment Insurance and Short-Term Disability Coverage**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to renew the contract, subject to review by College counsel, for the employee life and accidental death & dismemberment insurance and short-term disability coverage with The Standard for a period beginning June 1, 2022 through January 1, 2025. The insurance rates are as follows:

Basic Life Insurance	\$.11 per \$1,000 of coverage
Accidental Death & Dismemberment	\$.02 per \$1,000 of coverage for
Short-term disability Coverage	\$0.09 per \$10 of benefit

**5. Flexible Spending Account and Health Reimbursement Account Administration**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to renew the contract, subject to review by College counsel, for the provision of flexible benefit and health reimbursement account administration with ASIFlex for a period beginning June 1, 2022 through May 31, 2023 at a total expenditure not to exceed \$16,000.

**6. Plan Year**

**RECOMMENDATION:**

It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the College administration to extend the Blue Cross Blue Shield of Kansas City contract through December 31, 2023 in order to move the benefit plan year to the calendar year.

Benefit Renewals Information  
Committee of the Whole  
February 28, 2022

JCCC has three employee tiers for benefits. JCCC provides flex credits to Group 1 employees. Group 2 was created when the Board froze flexible credits after assessing the sustainability of the flex credit practice. Group 2 receives a subsidized premium instead. Group 3 was created as the result of the Affordable Care Act and applies to eligible part-time employees.

**Group 1 – Full-time Employees**

- Benefit eligible prior to June 1, 2014
- Receive flex-credits of \$13,307.28 per year, to use for benefits (frozen since June 1, 2010)
- Must enroll in basic life and medical plan coverage
- Receive a 7% of base pay, employer contribution to the JCCC 403(b) Plan

**Group 2 – Full-time Employees**

- Benefit eligible as of June 1, 2014
- Receive no flex-credits
- Receive basic life coverage at no cost and not required to enroll in any other JCCC benefits
- Receive an 8% of base pay, employer contribution to the JCCC 403(b) Plan

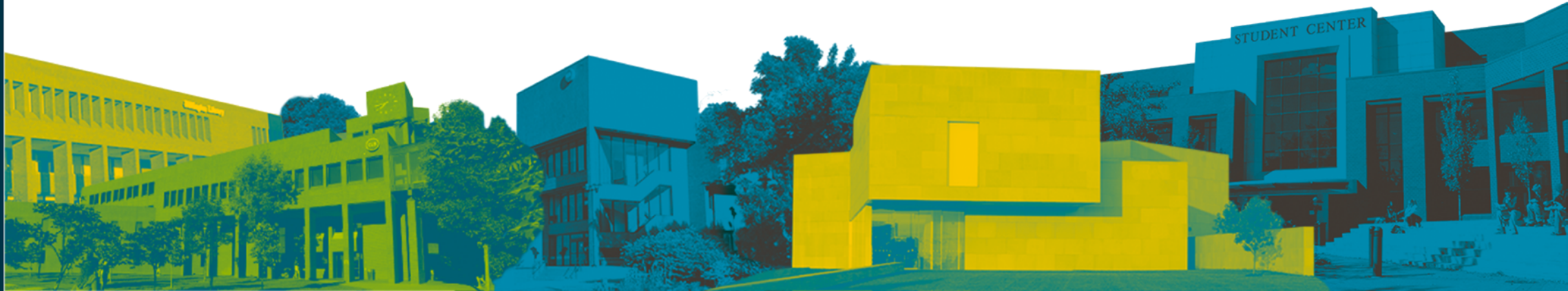
**Group 3 – Part-time Employees, including Adjuncts**

- Employee working at least 30 hours per week annually are eligible for medical plan participation under the ACA

<b>Blue Cross Blue Shield of Kansas City Medical Insurance</b>		<b>Monthly Employee Cost Group 1</b>	<b>Monthly Employee Cost Group 2</b>	<b>Monthly Employee Cost Group 3</b>
Preferred-Care Blue - Exclusive Provider Option	Employee Only	\$679.04	\$131.82	
	Employee +1	\$1,171.68	\$241.66	
	Family	\$1,580.79	\$333.58	
Preferred-Care Blue - Preferred Provider Option	Employee Only	\$654.72	\$111.04	\$111.04
	Employee +1	\$1,151.64	\$203.54	\$977.24
	Family	\$1,518.46	\$279.16	\$1,684.16
Preferred-Care Blue - BlueSaver High Deductible Health Plan	Employee Only	\$576.71		
	Employee +1	\$983.95		
	Family	\$1,322.41		
BlueSelect Plus - Preferred Provider Option	Employee Only	\$602.53	\$820.98	\$97.70
	Employee +1	\$1,055.89	\$1,501.78	\$859.96
	Family	\$1,387.22	\$2,057.36	\$1,482.06
BlueSelect Plus - High Deductible Health Plan	Employee Only	\$529.46	\$(84.00)*	
	Employee +1	\$897.35	\$(153.00)*	
	Family	\$1,203.61	\$(210.00)*	

# **Juneteenth Committee Outcomes**

**Thomas Heard  
Director, Human Resources**



## Juneteenth Committee Members

The follow JCCC employees participated as equal voting members of the committee:

- Cassie Fulk, Student Life and Leadership
- Jim Lane, Arts, Humanities, and Social Sciences
- Hanna Tiruneh, Document Services
- Brett Cooper, Academic Support-Math
- David Dominquez, Counseling Department
- Angel Wilson, Police Department
- Mary Anne Matos, Strategic Communications and Marketing
- Jessica Johnson, Workplace Development & Continuing Education
- Thomas Heard, Human Resources



## Juneteenth Committee

In recognition of the Juneteenth holiday and the contribution and sacrifice of black people in America, the Juneteenth committee recommends the following actions:

- It is recommended that Juneteenth be celebrated in both February and June of each year.

Whereas Juneteenth is a part of black history, the committee recommends:

### 2022 Structural Support and Planning

- **Spring 2022: Call for information/Proposal**
  - This call for information will provide a full picture of what our faculty, staff, and students are currently doing in recognition of black history and Juneteenth.
- **August 2022: Launch academic Juneteenth project box.**
  - Connect with Farrell to ensure faculty incorporation and

### 2023 Structural Support and Planning

- **February 2023: Wall of History**

## Juneteenth Committee

It is recommended that in the month of June, Johnson County Community College takes the following actions:

### Week of Activities

- **Monday:** Statement from President released with links to Juneteenth history and activities for the week
- **Tuesday:** Juneteenth Health Walk: Partnership between HR and Student Wellness. Information of conditions that plague the black community will be provided with resource information.
- **Wednesday:** Virtual Speaker
- **Thursday:** Personal statements: Notes and personal stories from faculty, staff, and students, describing personal history.
- **Saturday:** Juneteenth Community Festival. Partnership with <https://www.juneteenth-kc.com/first-fridays>. (Vendor and sponsor)

*Note: If an employee wishes to celebrate Juneteenth individually in the community or personal choosing, they will have the option to utilize a floating holiday, personal or vacation day.*

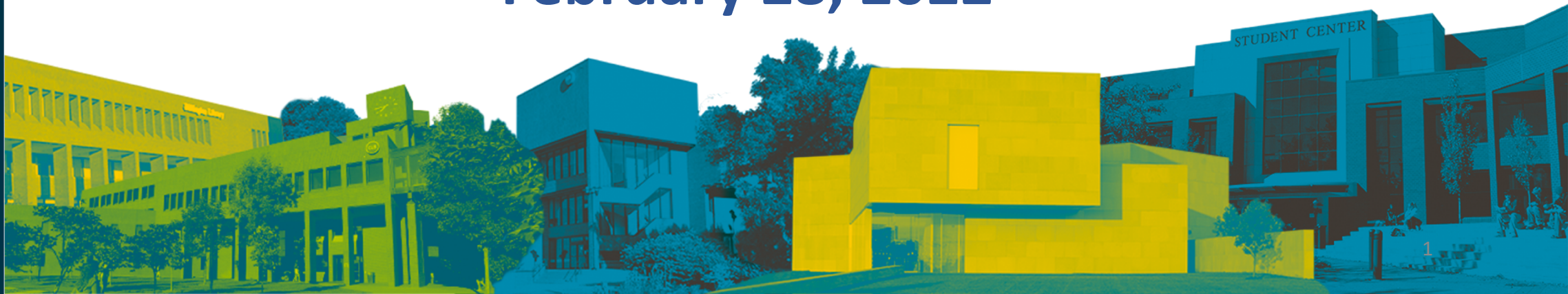
# Questions?





# Composite Financial Index (CFI) Ratio Analysis

Committee of the Whole  
February 28, 2022



# Examples of Ratio Analysis in Higher Education

- Composite Financial Index (CFI) calculations, adapted from *Strategic Financial Analysis for Higher Education*
  - First published in 1980, widely recognized by higher education leaders and used extensively by trustees, senior management, and industry analysts to consistently measure and communicate overall financial health
- Accreditation
  - JCCC is required to complete the Higher Learning Commission's Annual Institutional Data Update, which includes calculation of three financial ratios and a composite score to assess financial stewardship/resource management
- Rating agencies
  - Rating agencies such as Moody's Investors Service and Standard & Poor's utilize financial ratio analysis to assess college and university credits

## Using Financial Ratios

- To summarize complex financial statements into key ratios
  - CFI calculations are based on June 30, 2021 audited financial statements of JCCC and the JCCC Foundation
- To highlight institutional trends
  - Ten-year history of CFI calculations is presented
- To link strategic financial analysis to strategic planning
  - Do the College finances support the mission and strategic plan?

# CFI – Four Key Questions

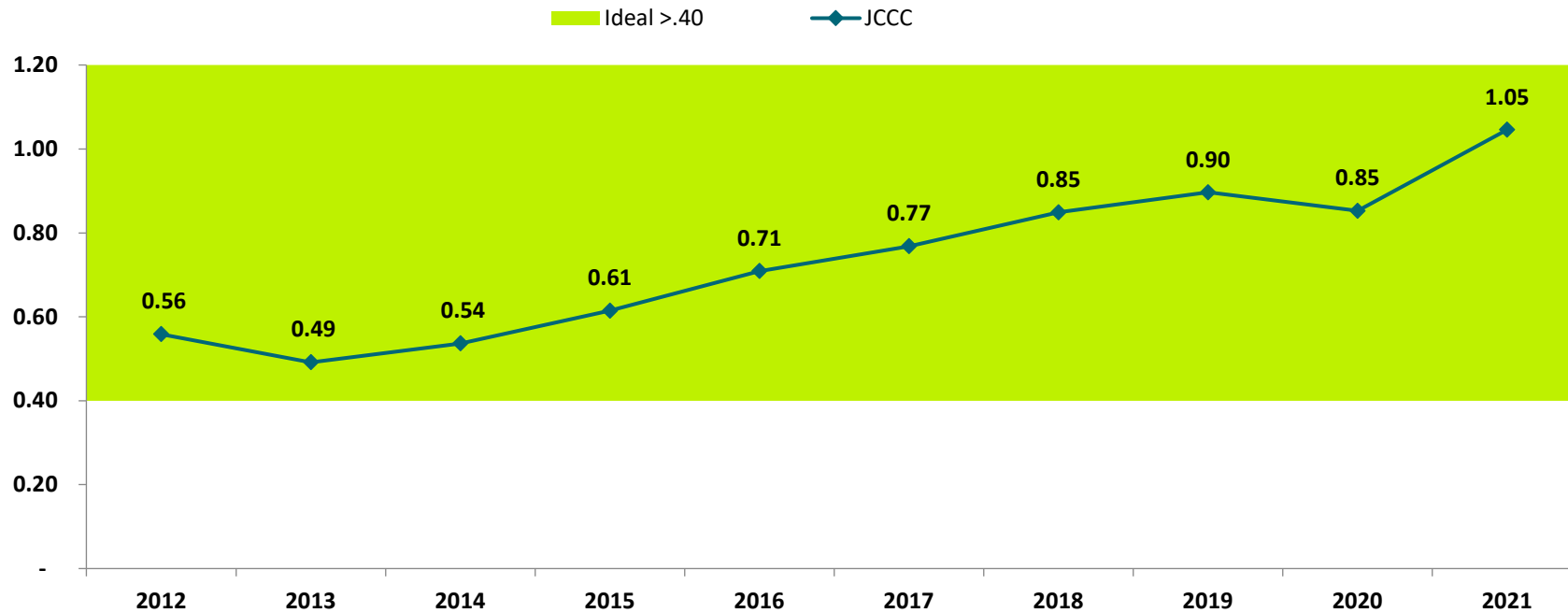
- Are resources adequate and flexible enough to support the mission? – Primary Reserve Ratio
- Do operating results indicate that the institution is living within available resources? – Net Operating Revenues Ratio
- Do asset performance and management support the strategic direction? – Return on Net Assets Ratio
- Are debt resources managed strategically to advance the mission? – Viability Ratio

# Primary Reserve Ratio



## Primary Reserve Ratio Expendable Net Assets / Total Expenses

Measures financial strength of the institution.



# Primary Reserve Ratio

- The Primary Reserve Ratio increased in FY 21 due to the increase in expendable net assets.
- At June 30, 2021 (fiscal year end), the College could cover approximately one year of expenses if all revenue sources ended. Reminder: This calculation is based on fiscal year end, not calendar year end, which generally represents the lowest reserve level of the year.

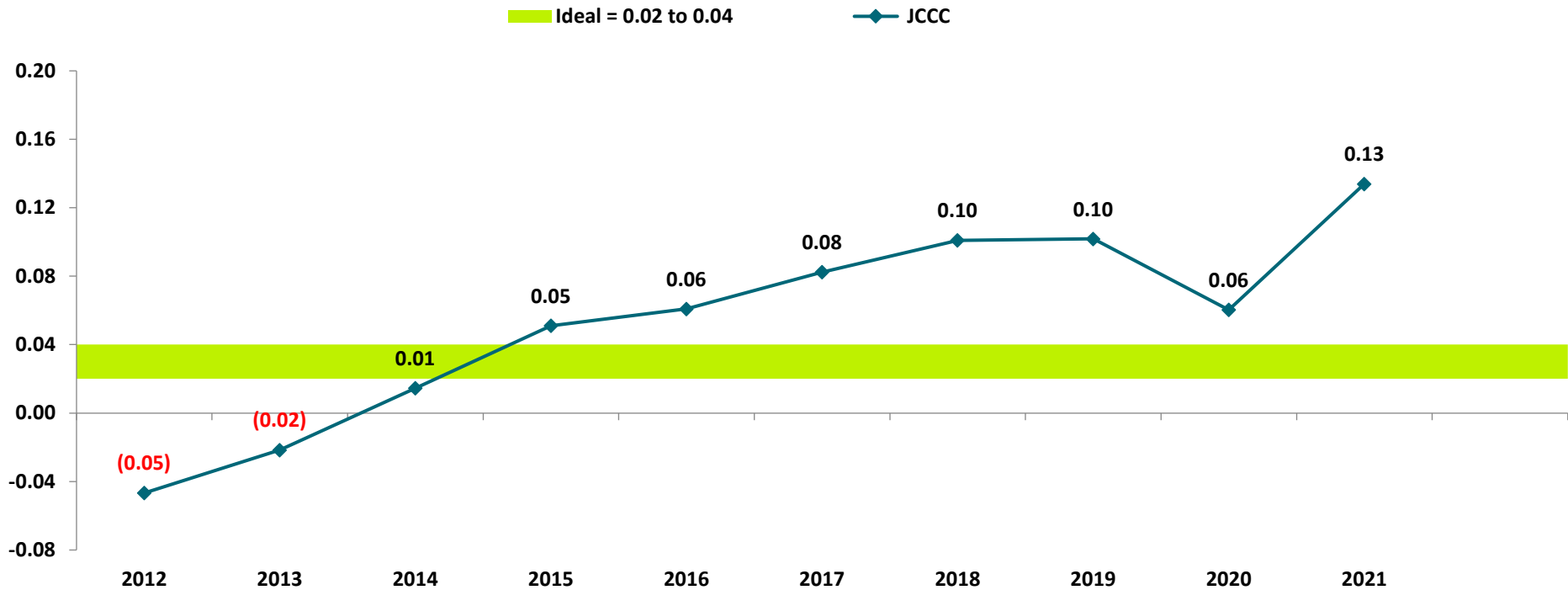
# Net Operating Revenue Ratio



## Net Operating Revenue Ratio

Change in Unrestricted Net Assets / Total Unrestricted Revenues

Indicates the institution's financial performance as a result of the year's activity.



## Net Operating Revenue Ratio

- The Net Operating Revenue Ratio decreased in FY 20 due to the one-time expense for the accrual of the reserve for the Voluntary Employee Retirement Benefit (VERB).
- As expected, the Ratio increased in FY21 due to increases in revenue and net assets.
- It is important to understand the reasons for fluctuations and to estimate the future impact of budgets, multi-year projections and strategic planning.



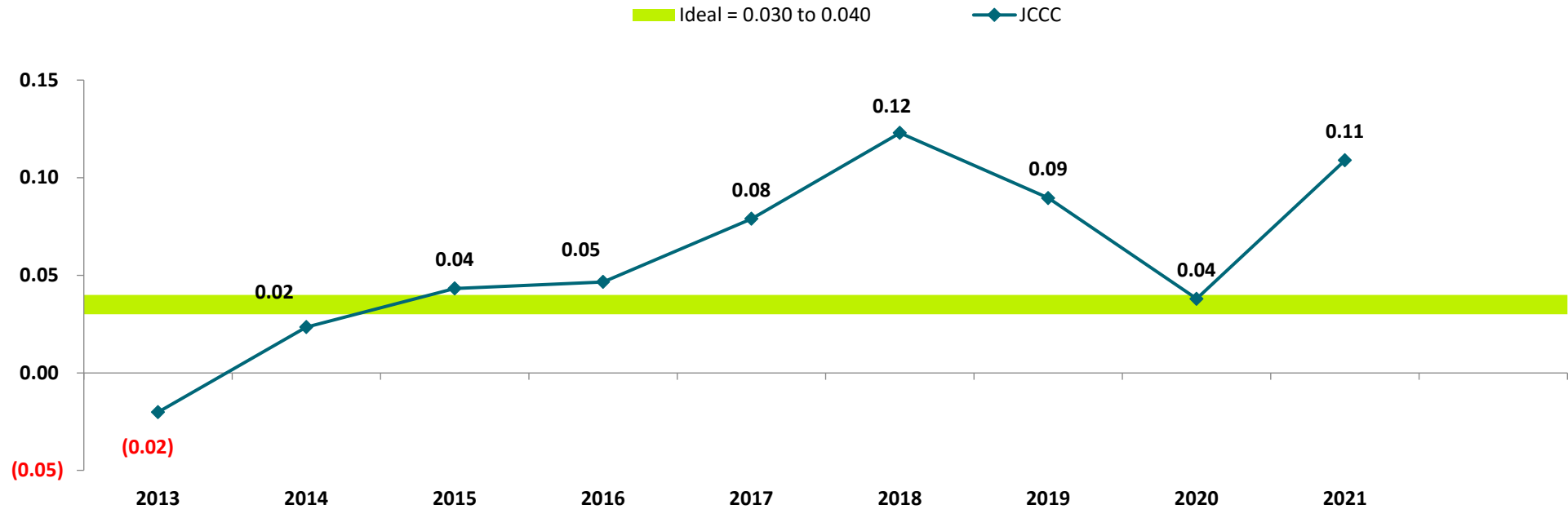
# Return on Net Assets Ratio



## Return on Net Assets Ratio

Change in Total Net Assets / Beginning Total Net Assets

Determines whether the institution is financially better off than in previous years by measuring total economic return.



# Return on Net Assets Ratio

- Reminder: The FY18 ratio included a \$10 million contribution to the Foundation to support the Facilities Master Plan, which has since been expended.
- The improvement in the ratio in FY21 reflects the increase in net assets. This ratio would decline if reserves are spent down to support facilities or other strategic initiatives.

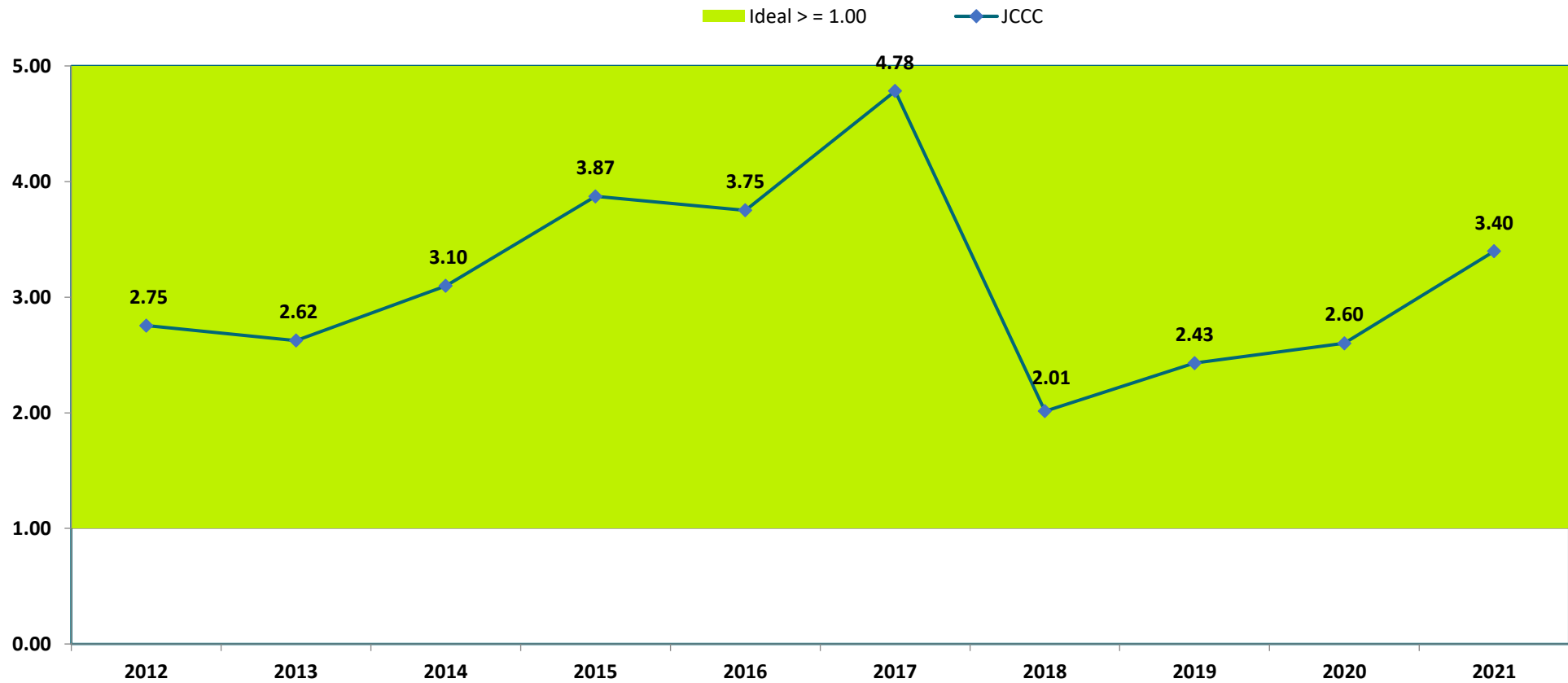
# Viability Ratio



## Viability Ratio

Expendable Net Assets / Long-Term Debt

Indicates availability of expendable net assets to cover debt should the institution have to settle its obligations.



# Viability Ratio

- The Viability Ratio improved in FY21 due to paying down debt while increasing net assets.
- With a Viability Ratio of 3.40, the College has more than three times the expendable net assets needed to repay all debt as of June 30, 2021.
- The level that is right for each institution is unique, recognizing varying policies for management of reserve funds and debt financing.



# Composite Financial Index (CFI)

- Combination of the four core ratios into a single score of institutional financial health
- Each of the four core ratios are weighted
  - Primary Reserve Ratio – 35%
  - Viability Ratio – 35%
  - Return on Net Assets Ratio – 20%
  - Net Operating Revenue Ratio – 10%
- Weighting of ratios allows weakness of one ratio to be offset by the strength of another
- Ideal CFI is 3.00 or greater

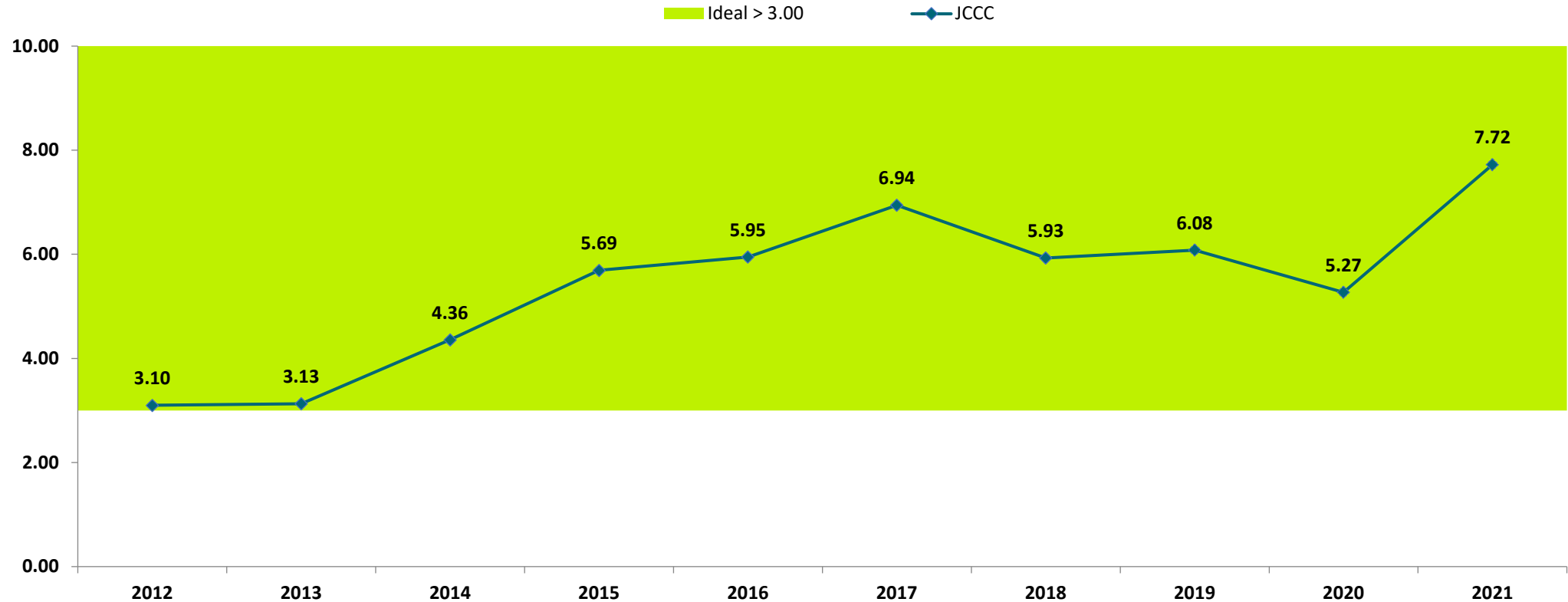
# Composite Financial Index (CFI)



JOHNSON COUNTY  
COMMUNITY COLLEGE

## Composite Financial Indicator (CFI)

Combination of the four core ratios (Primary Reserve, Viability, Net Operating Revenue and Return on Net Assets) into a single score of institutional financial health.



# Composite Financial Index (CFI)

- The College's CFI score of 7.72 indicates strong financial health as of June 30, 2021
- Each of the four contributing ratios improved, driving growth in the overall CFI score
- Major factors in the growth of the CFI were revenues from federal grants (HEERF/COVID related), well managed expenses, and decreases in debt

# Composite Financial Index (CFI)

- JCCC is well positioned to address priorities identified through the 2021-2025 Strategic Plan
- Various factors could cause future CFI scores to decrease:
  - \$40 million investment in Science Lab & Classroom renovations from reserves
  - Investments in the 2021-2025 Strategic Plan
  - Decreases in property tax revenue (valuations, mill levy, Dark Store theory)
  - Decreases in state funding
  - Additional indebtedness to support new Facilities Master Plan
- Administration monitors factors when considering annual budget and strategic plan priorities



# Composite Financial Index (CFI)

## FY21 Ratio Analysis

CFI Range	Strategy
7.5 to 10.0	Deploy resources to achieve robust mission
6.5 to 7.5	Allow experimentation with new initiatives
4.5 to 6.5	Focus resources to compete in future state
2.5 to 4.5	Direct resources to allow transformation
1 to 2.5	Re-engineer the institution
-1 to 1	Consider substantive programmatic adjustments
-2 to -1	Assess debt and Department of Education compliance and remediation issues
-3 to -2	Consider structured programs to conserve cash
-4 to -3	Consider whether financial exigency is appropriate

7.72

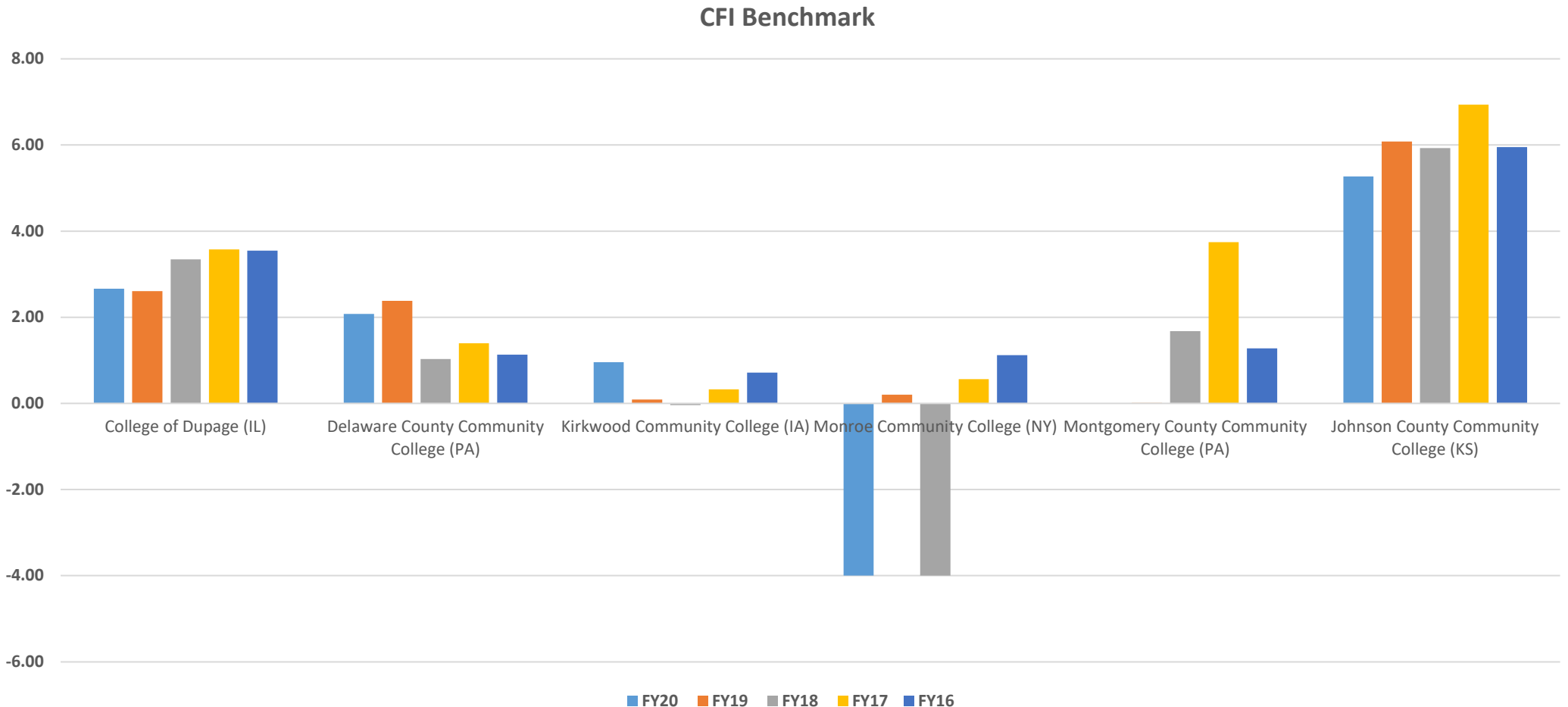
Adapted from *Strategic Financial Analysis for Higher Education*

# Ratio Benchmarking

- In recent years, JCCC has benchmarked financial ratios vs certain peer institutions
- Peer institutions represent other League for Innovation schools of similar size and demographic
- Data provides context for Board of Trustees and administration and used to monitor industry trends

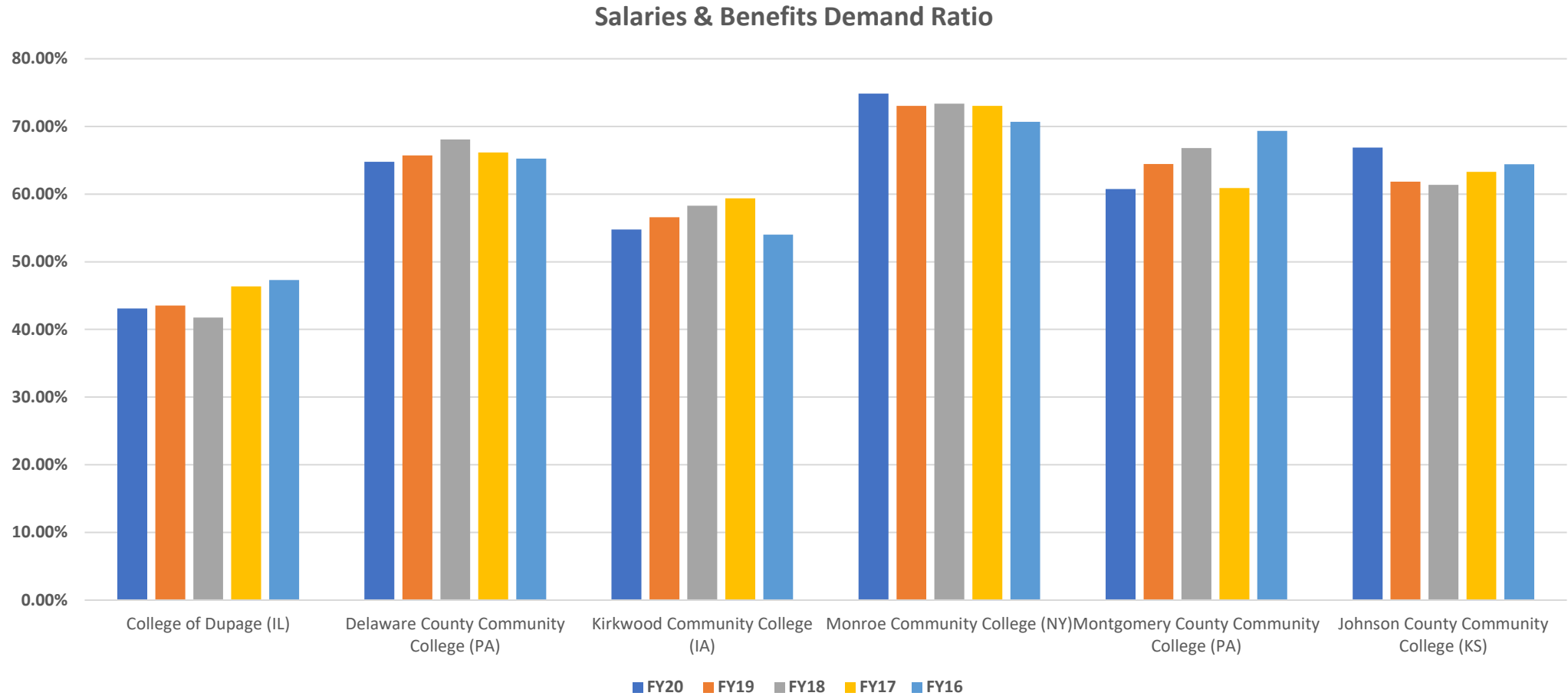
# Ratio Benchmarking

CFI = Combination of four core ratios (Primary Reserve, Viability, Net Operating Revenue and Return on Net Assets) into a single score of institutional financial health.



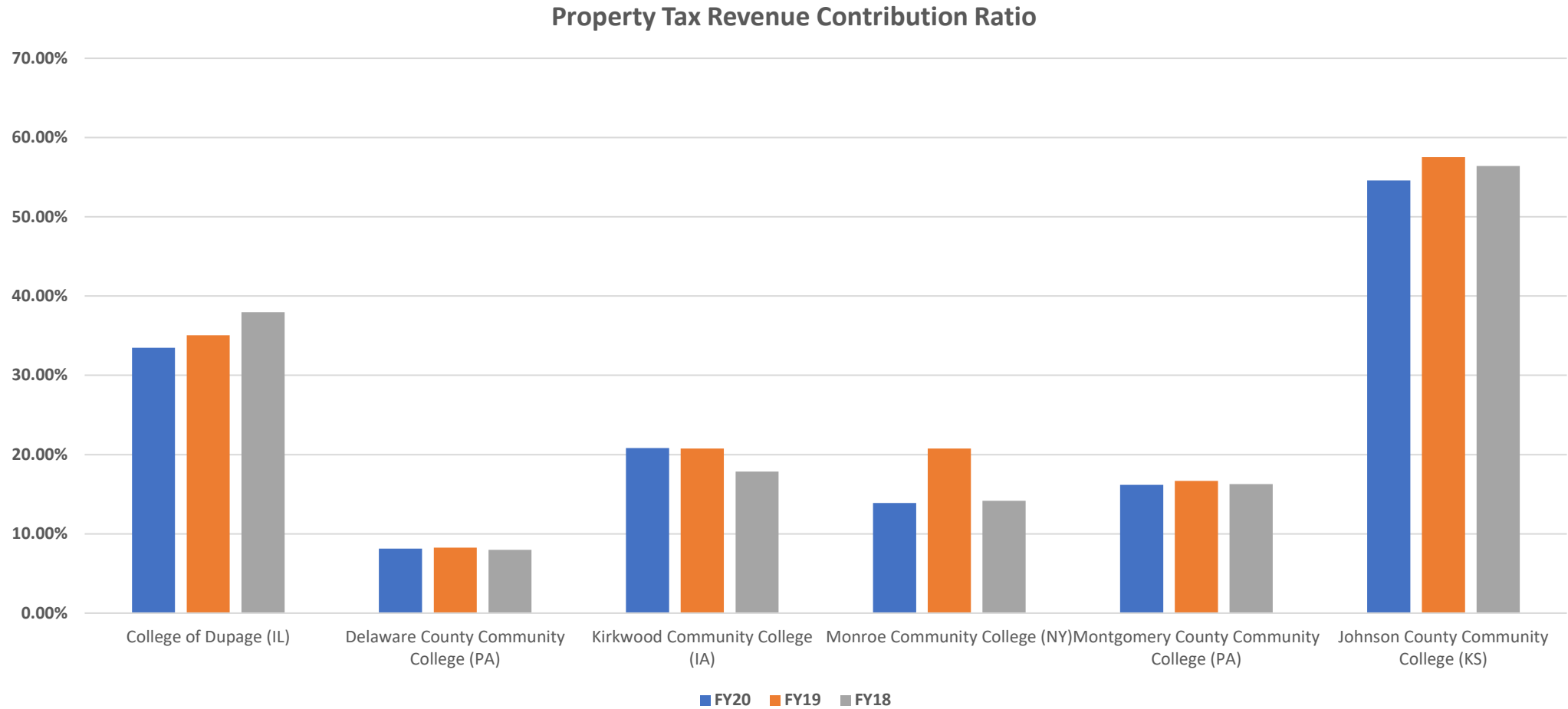
# Ratio Benchmarking

Salary & Benefits Demand Ratio = Salary & Benefits as a percentage of total expenditures.



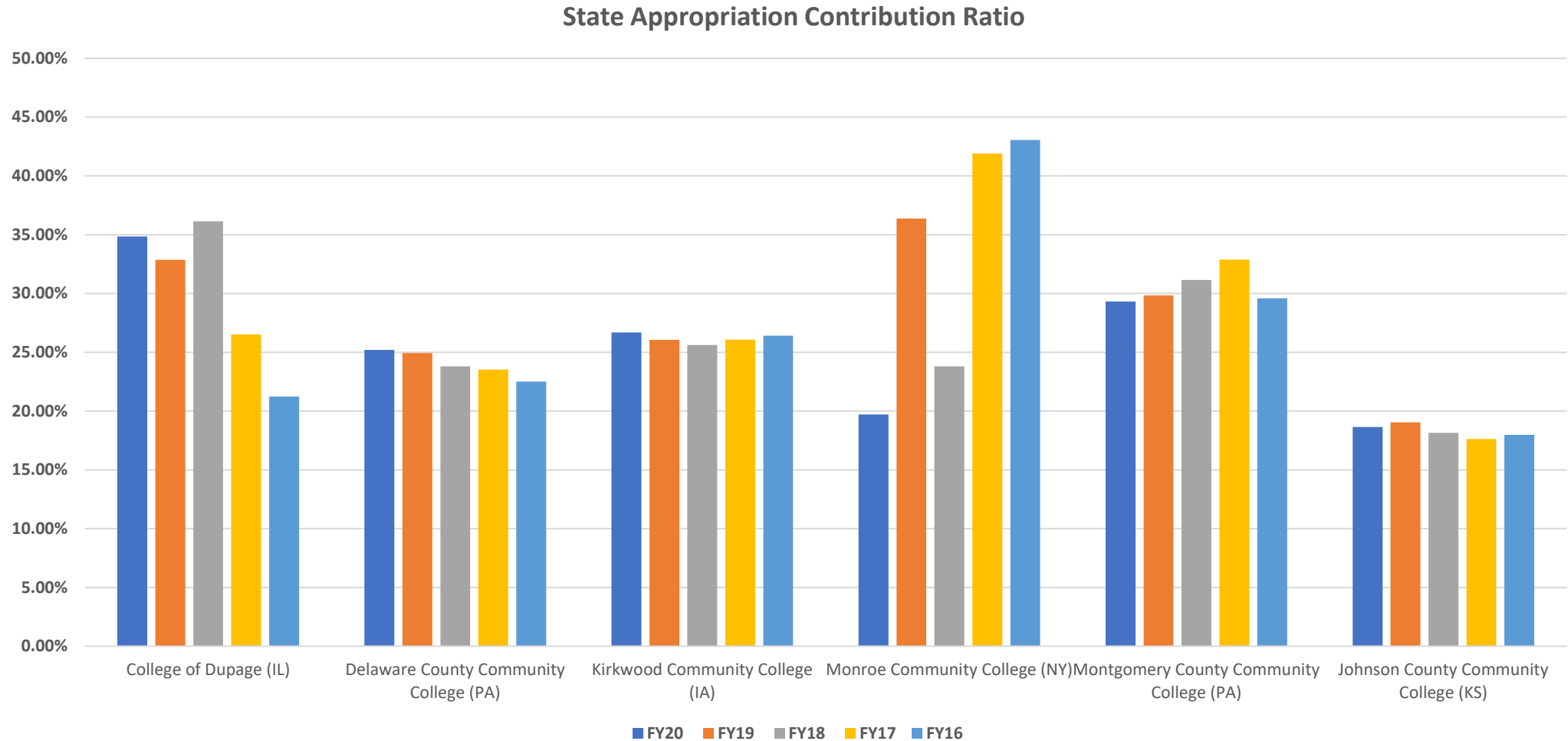
# Ratio Benchmarking

Property Tax Revenue Contribution Ratio = Property taxes as a percentage of total revenue.



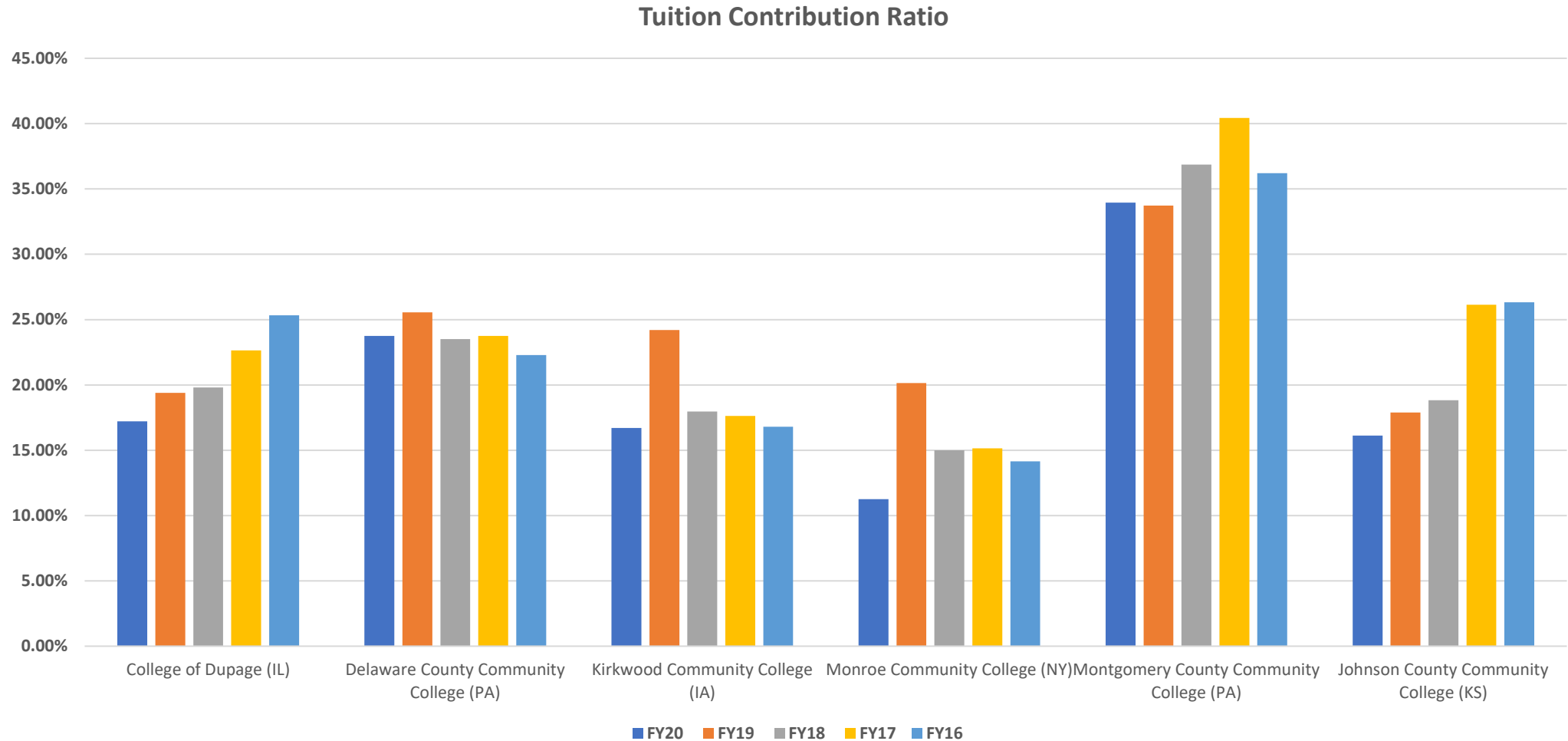
# Ratio Benchmarking

State Appropriation Contribution Ratio = State Appropriations as a percentage of total revenue.



# Ratio Benchmarking

Tuition contribution ratio = Tuition revenue as a percentage of total revenue.



Committee of the Whole  
February 28, 2022

Banking Services/Signature Authority

REPORT:

At the May 2020 meeting, the Board of Trustees approved the establishment of a contract for banking services with US Bank. The contract term was for one year, renewable for four additional years, in one-year increments.

In connection with Board Policy 210.04, Designation of Banks and Disbursement Authority Policy, the Board shall approve the bank(s) designated as a depository of the College and the officials designated to deposit or withdraw funds from such designated bank(s).

Based on the officers of the Board of Trustees for 2022, the following individuals will be listed as authorized signers on the college's accounts held at US Bank:

Lee Cross	Chair, Board of Trustees
Laura Smith-Everett	Treasurer, Board of Trustees
Dr. Andrew W. Bowne	President

RECOMMENDATION:

**It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to designate the aforementioned individuals as authorized signers on the college's accounts.**

---

Rachel Lierz  
Associate Vice President, Financial Services  
Chief Financial Officer



---

Michael D. Neal  
Executive Vice President,  
Chief Operating Officer

---

Andrew W. Bowne  
President

**SINGLE SOURCE PURCHASE REPORT: \$150,000+**  
**MARCH 2022 COMMITTEE OF THE WHOLE (FEBRUARY 28 )**

Vendor	Description of Services / Policy 215.04 Exception #	Fund	Department	Amount
Dell	<p>Dell computer equipment for faculty, staff, and student computer equipment. There are also additional Dell computer equipment needs for the remainder of this fiscal year for the Science Remodel and 1272/1273. This requested amount is in addition to the FY22 ITP approved amount of \$1.5M (Board approval - 4/21/21).</p> <p><i>CO-OP: Kansas Association of Community Colleges Technology Refresh Program Agreement</i>  <i>#12. Cooperative purchasing</i></p>	<p>0201, General Fund</p> <p>2570, CARES Act III American Rescue Plan</p>	<p>1272, Vocational Capital Outlay</p> <p>1273, Technology Equipment Grant</p> <p>4408, Instructional Information Technology Plans</p> <p>7725, SCI Remodeling</p>	<p>\$ 650,000.00</p>

**COMMITTEE OF THE WHOLE RECOMMENDATION**

**It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to approve the Single Source Justification for computer equipment purchases in FY22, to Dell, for an amount of \$650,000.00.**

**AWARD OF BIDS/RFPs - SINGLE PURCHASE:**

**\$150,000+**

**MARCH 2022 COMMITTEE OF THE WHOLE (*FEBRUARY 28*)**

<b>Bid Title</b> <b>Total Contract Period</b> <b>Fund Source / Firms Notified</b>	<b>Vendors</b> <b>Original Bid Amounts</b>	<b>Single Purchase</b>	<b>Justification</b>
22-056 Gymnasium Building Roofing Project  Base year/project completion  Fund Source: 7111, Capital Outlay Firms Notified: 169	<b>Base Bid #1: Roof Coating System</b> 1. <b>Washington Roofing and Insulation: \$127,033.92</b> 2. Kirberg Company: \$185,500.00 3. Delta Innovative Services, Inc.: \$259,000.00 4. Kaw Roofing & Sheet Metal, Inc: \$334,945.00 5. Premier Contracting, Inc.: \$373,792.00  <b>Base Bid #2: Drainage</b> 1. <b>Delta Innovative Services, Inc.: \$39,560.00</b> 2. Kaw Roofing & Sheet Metal, Inc: \$43,835.00 3. Kirberg Company: \$43,900.00 4. Premier Contracting, Inc.: \$63,445.00 5. Washington Roofing and Insulation: No bid	<b>Washington Roofing and Insulation: \$139,737.31</b> <i>Single Purchase (includes 10% contingency - \$12,703.39)</i>  <b>Delta Innovative Services, Inc.: \$43,516.00</b> <i>Single Purchase (includes 10% contingency - \$3,956)</i>	Low Base Bids
<b>PURPOSE &amp; DESCRIPTION</b>			
The purpose of this Request for Bid (RFB) is to do the following: <ul style="list-style-type: none"> <li>• Furnish and install an elastomeric roof coating system over the fieldhouse portion of the gymnasium.</li> <li>• Remove and install new drains with associated flashing inside the gymnasium.</li> </ul>			
<b>ORIGINAL EVALUATION COMMITTEE</b>			
<ul style="list-style-type: none"> <li>• Jeff Allen: Director, Campus Services &amp; Energy Management</li> <li>• Tom Hall: Associate Vice President, Campus Services/Facilities Planning</li> <li>• Larry Allen: Senior Buyer, Campus Services</li> </ul>			
<b>COMMITTEE OF THE WHOLE RECOMMENDATION</b>			
<p><b>It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to approve the low bid from Washington Roofing and Insulation in the amount of \$127,033.92, with an additional 10% contingency of \$12,703.39 to allow for possible unforeseen costs and the low bid from Delta Innovative Services in the amount of \$39,560.00, with an additional 10% contingency of \$3,956.00 to allow for possible unforeseen costs, for the Gymnasium Building Roofing Project, for a total estimated expenditure of \$183,253.31.</b></p>			

**AWARD OF BIDS/RFPs - SINGLE PURCHASE:**

**\$150,000+**

**MARCH 2022 COMMITTEE OF THE WHOLE (*FEBRUARY 28*)**

<b>Bid Title</b> <b>Total Contract Period</b> <b>Fund Source / Firms Notified</b>	<b>Vendors</b> <b>Original Bid Amounts</b>	<b>Single Purchase</b>	<b>Justification</b>
22-063 FADS Photoshooting Studio upgrade  Base year/project completion  Fund Source: 7140, Arts Building Const Fund - 17 COP  Firms Notified: 218	1. <b>PARitrave Innovations: \$169,749.00</b> 2. GPS-KC: \$178,202.00 3. Complete Property Solutions: \$181,004.61 4. KBS Constructors, Inc.: \$210,940.00 5. The Wilson Group Inc.: \$316,384.00	<p align="center"><b>\$186,723.90</b>  <i>Single Purchase</i>  <i>(includes 10% contingency - \$16,974.90)</i></p>	Low Bid
<b>PURPOSE &amp; DESCRIPTION</b>			
The purpose of this Request for Bid (RFB) is for the renovation of the Photoshooting studio space Room 106 in the Fine Arts & Design Studios (FADS) building to provide a ceiling within the space, which is currently exposed to the structure, to address the acoustic properties of the space.			
<b>ORIGINAL EVALUATION COMMITTEE</b>			
<ul style="list-style-type: none"> <li>• Jeff Allen: Director, Campus Services &amp; Energy Management</li> <li>• Tom Hall: Associate Vice President, Campus Services/Facilities Planning</li> <li>• Larry Allen: Senior Buyer, Campus Services</li> </ul>			
<b>COMMITTEE OF THE WHOLE RECOMMENDATION</b>			
<p><b>It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to approve the low bid from PARitrave Innovations in the amount of \$169,749.00 for the Photoshooting Studio upgrade in the FADS building, with an additional 10% contingency of \$16,974.90 to allow for possible unforeseen costs, for a total estimated expenditure of \$186,723.90.</b></p>			

**AWARD OF BIDS/RFPs - SINGLE PURCHASE:**

**\$150,000+**

**MARCH 2022 COMMITTEE OF THE WHOLE (*FEBRUARY 28*)**

Bid Title Total Contract Period Fund Source / Firms Notified	Vendors Original Bid Amounts	Single Purchase	Justification
22-066 Active Learning Classroom Remodel  Base year/project completion  Fund Source: 0201, General Fund Firms Notified: 213	<ol style="list-style-type: none"> <li><b>GPS-KC: \$359,236.00</b></li> <li>PARitrave Innovations: \$376,612.00</li> <li>KBS Constructors, Inc.: \$421,756.00</li> </ol>	<b>\$395,159.60</b> <i>Single Purchase</i> <i>(includes 10% contingency - \$35,923.60)</i>	Low Bid with both alternates
<b>PURPOSE &amp; DESCRIPTION</b>			
The purpose of this Request for Bid (RFB) is for the interior renovation of existing classrooms in multiple buildings (CEB, RC, SCI) across the main campus which includes the demolition of existing finish flooring, ceiling and interior gypsum on metal stud partition walls. New work will include the laying of new carpet flooring, ceiling grid, gyp on metal stud partition walls, casework, electrical and data upgrades and mechanical modifications. Two alternates will expand the scope of work to two additional rooms within the MTC building.			
<b>ORIGINAL EVALUATION COMMITTEE</b>			
<ul style="list-style-type: none"> <li>• Jeff Allen: Director, Campus Services &amp; Energy Management</li> <li>• Tom Hall: Associate Vice President, Campus Services/Facilities Planning</li> <li>• Larry Allen: Senior Buyer, Campus Services</li> </ul>			
<b>COMMITTEE OF THE WHOLE RECOMMENDATION</b>			
<p><b>It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to approve the low bid from GPS-KC in the amount of \$359,236.00 for the Active Learning Classroom Remodel, with an additional 10% contingency of \$35,923.60 to allow for possible unforeseen costs, for a total estimated expenditure of \$395,159.60.</b></p>			

**AWARD OF BIDS/RFPs - SINGLE PURCHASE:**

**\$150,000+**

**MARCH 2022 COMMITTEE OF THE WHOLE (*FEBRUARY 28*)**

<b>Bid Title</b> <b>Total Contract Period</b> <b>Fund Source / Firms Notified</b>	<b>Vendors</b> <b>Original Bid Amounts</b>	<b>Single Purchase</b>	<b>Justification</b>
22-061 Rooftop Solar PV Design & Installation  Base year/project completion  Fund Source: 7111, Capital Outlay Firms Notified: 174	<ol style="list-style-type: none"> <li>1. <b>MC Power: \$463,691.98</b></li> <li>2. Artisun Solar, LLC: \$415,900.00</li> <li>3. Ecolectrics, LLC: \$428,695.00</li> <li>4. Sunsmart Technologies LLC: \$456,644.18</li> <li>5. Good Energy Solutions, Inc.: \$475,340.00</li> <li>6. Cromwell Solar: \$479,619.00</li> <li>7. EnergyLink LLC: \$500,000.00</li> </ol>	<p align="center"><b>\$463,691.98</b> <i>Single Purchase</i></p>	A thorough evaluation process was conducted, which included reviewing and ranking the written proposals and system designs according to the defined RFP evaluation criteria, which included administrative and technical requirements, maximum efficiency and energy output from proposed systems, scope of work, and prior experience with similar installations. At the conclusion of the evaluation process, it was determined that the proposal submitted by MC Power best met the college's needs.
<b>PURPOSE &amp; DESCRIPTION</b>			
The purpose of this Request for Proposal (RFP) is for solar photovoltaic (PV) systems to be installed on the roofs of two buildings: WCMT and WLB based on available roof space for solar arrays on each building. The College is looking for long term energy solutions with the intent to maximize the value via a design/build approach where the recommended firm will provide the design and engineering specs based on specific PV solar sizes. Bidders were provided a \$500,000 maximum budget to be used to provide the best long-term value for PV production without impeding the safety and maintenance of the roof and other systems on the roof. This system will tie into the respective building's electrical system with the intent of entering a Parallel Generation agreement with Evergy.			
<b>EVALUATION COMMITTEE</b>			
<ul style="list-style-type: none"> <li>• Michael Rea: Sustainability Project Manager</li> <li>• Jeff Allen: Director, Campus Services &amp; Energy Management</li> </ul>		<ul style="list-style-type: none"> <li>• Larry Allen: Senior Buyer, Campus Services</li> <li>• Tom Hall: Associate Vice President, Campus Services/Facilities Planning</li> </ul>	
<b>COMMITTEE OF THE WHOLE RECOMMENDATION</b>			
<p><b>It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to approve the proposal from MC Power for Rooftop Solar PV Design &amp; Installation, for a total expenditure not to exceed \$463,691.98 for the design and installation of rooftop solar photovoltaic (PV) systems to be installed on the roofs of the WCMT and WLB Buildings.</b></p>			

**SINGLE SOURCE PURCHASE REPORT: \$35,000 - \$150,000**  
**MARCH 2022 COMMITTEE OF THE WHOLE (FEBRUARY 28 )**

Vendor	Description of Services / Policy 215.04 Exception #	Fund	Department	Amount
Drum Tao	Midwest Trust Center performance by Drum Tao. <i>#2b. Films, manuscripts, works of art, or books</i>	0601, Adult Supplementary Education Fund	1441, MTC Sales and Marketing	\$ 35,000.00
Paris On Tour LLC	Performance by Paris on Tour (South Pacific). <i>#2b. Films, manuscripts, works of art, or books</i>	0601, Adult Supplementary Education Fund	1441, MTC Sales and Marketing	\$ 103,000.00
Living As A Leader	For online leadership training programs. Due to increased enrollments in the Continuing Education department, this amount is in addition to the FY22 approved amount of \$120,000 (Board approved - October 2021). <i>#2c. Specific educational objectives</i>	0601, Adult Supplementary Education Fund	1405, Professional Education	\$ 95,000.00
CAE Healthcare	Additional equipment to expand the simulation and skill labs for the Practical Nursing program. <i>#2d. Compatibility with existing equipment</i>	0201, General Fund	1243, Practical Nursing	\$ 42,644.33
Evisions	Software renewal (3-year agreement) which has been in use by the College since 2006. Document creation, distribution, and payment processing for Accounts Payable processes, payroll, student refund payments, direct deposit advances and student academics in forms such as: 1098s, 1099s, W4s, POs, Invoices, and academic transcripts. <i>#2d. Compatibility with existing equipment</i>	0201, General Fund	6401, Enterprise Application Support	\$ 110,476.00

**SINGLE SOURCE PURCHASE REPORT: \$35,000 - \$150,000**  
**MARCH 2022 COMMITTEE OF THE WHOLE (FEBRUARY 28 )**

Vendor	Description of Services / Policy 215.04 Exception #	Fund	Department	Amount
Power Dry	Emergency water removal drying services for the CLB building water damage that occurred late in 2021.  <i>#7. Emergency situations</i>	0201, General Fund	7102, Director, Campus Services	\$ 49,373.54
CDW	Renewal of various IBM Spectrum & COGNOS software licenses. JCCC has had these subscriptions since 2009. The Spectrum products offer data protection capabilities that give a single point of control and administration for backup and recovery. The Cognos software subscriptions allow for generation of various ad hoc reports and data analytics for the Office of Institutional Effectiveness and class search reports.  <i>CO-OP: NASPO Value Point #ADSPO16-130652</i> <i>#2d. Compatibility with existing equipment</i> <i>#12. Cooperative purchasing</i>	0201, General Fund	6351, Network & Data Center Operations	\$ 46,932.96



**AWARD OF BIDS/RFPs SUMMARY:**

**\$50,000 - \$150,000**

**MARCH 2022 COMMITTEE OF THE WHOLE (FEBRUARY 28)**

<b>Bid Title</b> <b>Total Contract Period</b> <b>Fund Source / Firms Notified</b>	<b>Vendors</b> <b>Original Bid Amounts</b> <b>First Year / Multi-Year Total (if applicable)</b>	<b>Current Year Amount</b> <b>Multi-Year Total or</b> <b>Single Purchase</b>	<b>Justification</b>
22-059 Hearing Loop System  Project completion/No Renewals  Fund Source: 2568, KBOR Maintenance of Effort Firms Notified: 306	1. <b>MSM Systems: \$54,209.33 / \$55,660.61 (with optional component of the Speech Transfer System)</b>  2. Assist2Hear: \$92,416.00 / no bid on optional component	<p align="center"><b>\$55,660.61</b> <i>Single Purchase</i></p>	Low Bid

Committee of the Whole  
February 28, 2022

OTHER AGREEMENTS

REPORT:

The following agreements are intended to establish contractual relationships between JCCC and other organizations, but are not processed by the procurement department and/or do not involve a payment by JCCC. They are categorized below as either Affiliation Agreements, Articulation and Reverse Transfer Agreements, Cooperative Agreements, or Other Agreements.

*OTHER AGREEMENTS*

*(Other contractual relationships that do not involve a payment and/or are not processed by the procurement department)*

<b>Organization/ Individual</b>	<b>Program(s)</b>	<b>Credit/CE</b>	<b>New/Renewal and Term</b>	<b>Financial Impact/Additional Information</b>
Buffalo Stripe	CDL Training	CE	New; through February 28, 2023	The College will pay \$4,000 per month, with a \$2,000 security deposit, to Buffalo Stripe for use of real property for CDL training.

**RECOMMENDATION:**

**It is the recommendation of the Committee of the Whole that the Board of Trustees accept the recommendation of the college administration to authorize the College to enter into the above agreements, as set forth above.**