

# Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a regular District Governing Board Meeting open to the public on **April 14, 2015 beginning at 10:00 a.m.** The meeting will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

One or more Board members and/or staff members may participate in the meeting by telephone if necessary.

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agenda may be obtained through the Office of the President, Northland Pioneer College, Painted Desert Campus, 2251 E. Navajo Blvd., Holbrook, AZ, telephone (928) 524-7418 or (800) 266-7845 Ext. 7418, at least 24 hours in advance of the meeting. If any disabled person needs any type of accommodation, please notify Lisa Jayne at the above address or telephone number at least 24 hours prior to the scheduled time.

The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Lisa Jayne, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 13th day of April 2015, at 10:00 a.m.

Lisa Jayne  
Recording Secretary to the Board

## NOTICE DISTRIBUTION

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
3. NAVAJO TIMES
4. NAVAJO-HOPI OBSERVER
5. KINO RADIO
6. KNNB RADIO
7. KONOPNICKI COMMUNICATIONS [KQAZ/KTHQ/KNKI RADIO]
8. KWKM RADIO
9. WHITE MOUNTAIN RADIO
10. NPC WEB SITE
11. NPC ADMINISTRATORS AND STAFF
12. NPC FACULTY ASSOCIATION PRESIDENT
13. NPC CLASSIFIED AND ADMINISTRATIVE SUPPORT ORGANIZATION PRESIDENT
14. NPC STUDENT GOVERNMENT ASSOCIATION PRESIDENT

# OUR MISSION

Northland Pioneer College  
creates, supports  
and promotes  
lifelong learning.



## Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • [www.npc.edu](http://www.npc.edu)

**PUBLIC NOTICE OF NONDISCRIMINATION:** Northland Pioneer College does not discriminate on the basis of race, color, national origin, veteran status, religion, marital status, gender, age or disability in admission or access to, or treatment or employment in its educational programs or activities. District grievance procedures will be followed for compliance with Title IX and Section 504 requirements. The Affirmative Action Compliance Officer is the Director of Human Resources, 2251 E. Navajo Blvd., Holbrook, Arizona 86025, (800) 266-7845. The Section 504 Compliance Officer is the Coordinator of Disability Resource and Access, 1001 W. Deuce of Clubs, Show Low, Arizona 85901, (800) 266-7845. The lack of English language skills will not be a barrier to admission and participation in vocational education programs. Revised 9-12-14

# Governing Board Meeting Agenda

Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

**Date:** April 14, 2015

**Time:** 10:00 a.m. (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance.....	Chair Handorf
2.	Adoption of the Agenda ..... (Action)	Chair Handorf
3.	Call for Public Comment.....	Chair Handorf
	<small>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</small>	
4.	<b>Reports:</b>	
	A. <a href="#">Financial Position</a> .....	Vice President Hatch
	B. <a href="#">Human Resources</a> .....	Director Hokanson
	C. <b>CASO</b> .....	Margaret White
	D. <b>NPC Faculty Association</b> .....	FA Representative
	E. <b>NPC Student Government Association</b> .....	Joshua Rogers
	F. <b>NPC Friends and Family</b> .....	Betsyann Wilson
	G. <a href="#">Enrollment Report</a> .....	Vice President Vest
5.	Consent Agenda ..... (Action)	Chair Handorf
	A. <b>March 17, 2015 Regular <a href="#">Board Minutes</a></b>	
6.	Old Business: None.	
7.	<b>New Business:</b>	
	A. <b>Emeritus Status - <a href="#">Donna Ashcraft</a></b> .....	Vice President Vest
	B. <b>Request for Approval to Affirm <a href="#">Operation and Control</a> of the Northeast Arizona Training Center (NATC) ..... (Action)</b>	Vice President Hatch
	C. <b>Request to Approve <a href="#">Pay Off</a> of The Town of Taylor's Greater Arizona Development Authority (GADA) Loan Balance of the Northeast Arizona Training Center (NATC) ..... (Action)</b>	Vice President Hatch
	D. <b>Review of <a href="#">Budget Analysis</a></b> .....	Vice President Hatch
	E. <b>First Read: 2015-2016 <a href="#">Primary Property Tax</a></b> .....	Vice President Hatch
	F. <b>Request to Approve 2015-2016 <a href="#">Preliminary Budget</a> ..... (Action)</b>	Vice President Hatch
	G. <b>Request to Approve 2015-16 <a href="#">Preliminary Capital Budget</a> .. (Action)</b>	Vice President Hatch
	H. <b>Request to Approve <a href="#">Mutual Aid Compact</a> ..... (Action)</b>	President Swarthout
	I. <b>Review of <a href="#">Presidential Performance Evaluation</a> Procedure.....</b>	President Swarthout
8.	<b>Standing Business:</b>	
	A. <b>Strategic Planning and Accreditation Steering Committee Report ..</b>	Vice President Vest
	B. <b>President's Report</b> .....	President Swarthout
	C. <b>DGB Agenda Items and Informational Needs for Next Meeting .....</b>	Chair Handorf
9.	<b>Board Report/Summary of Current Events</b> .....	Board Members
10.	<b>Announcement of Next Regular Meeting</b> ..... May 19, 2015	Chair Handorf
	<b>Adjournment</b> ..... (Action)	Chair Handorf

The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



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NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2014 to February 28, 2015

Budget Period Expired 67%

Tax Supported Funds				
General Unrestricted				
Current Month				
Budget	Actual	Y-T-D Actual	%	
<b>REVENUES</b>				
Primary Tax Levy	14,035,753	477,387	9,248,680	66%
State Aid:				
Maintenance and Operations	1,618,200		1,213,650	75%
Equalization	5,283,300		3,962,475	75%
Tuition and Fees	4,500,000	277,304	3,647,618	81%
Investment earnings	140,000	5,731	82,178	59%
Grants and Contracts	1,800,000	4,070	928,679	52%
Other Miscellaneous	200,000	16,676	115,127	58%
Transfers:	(2,750,000)	(193,665)	(1,889,223)	69%
<b>TOTAL REVENUES</b>	<b>\$24,827,253</b>	<b>\$587,503</b>	<b>\$17,309,183</b>	<b>70%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	17,267,735	1,393,539	10,070,743	58%
Operating Expenditures	6,789,097	625,745	4,473,765	66%
Capital Expenditures	248,000	-14,442	118,215	48%
<b>TOTAL EXPENDITURES</b>	<b>\$24,304,832</b>	<b>\$2,004,842</b>	<b>\$14,662,723</b>	<b>60%</b>
<b>Unrestricted Plant</b>				
Current Month				
Budget	Actual	Y-T-D Actual	%	
<b>REVENUES</b>				
State Aid:				
Capital	375,400		281,550	75%
Other Miscellaneous				
Transfers:	2,000,000	166,667	1,333,333	67%
<b>TOTAL REVENUES</b>	<b>\$2,375,400</b>	<b>\$166,667</b>	<b>\$1,614,883</b>	<b>68%</b>
<b>EXPENDITURES</b>				
Salaries and Wages				
Operating Expenditures				
Capital Expenditures	7,775,400	274,654	2,345,423	30%
<b>TOTAL EXPENDITURES</b>	<b>\$7,775,400</b>	<b>\$274,654</b>	<b>\$2,345,423</b>	<b>30%</b>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period July 1, 2014 to February 28, 2015

Budget Period Expired 67%

**Restricted and Auxiliary Funds**

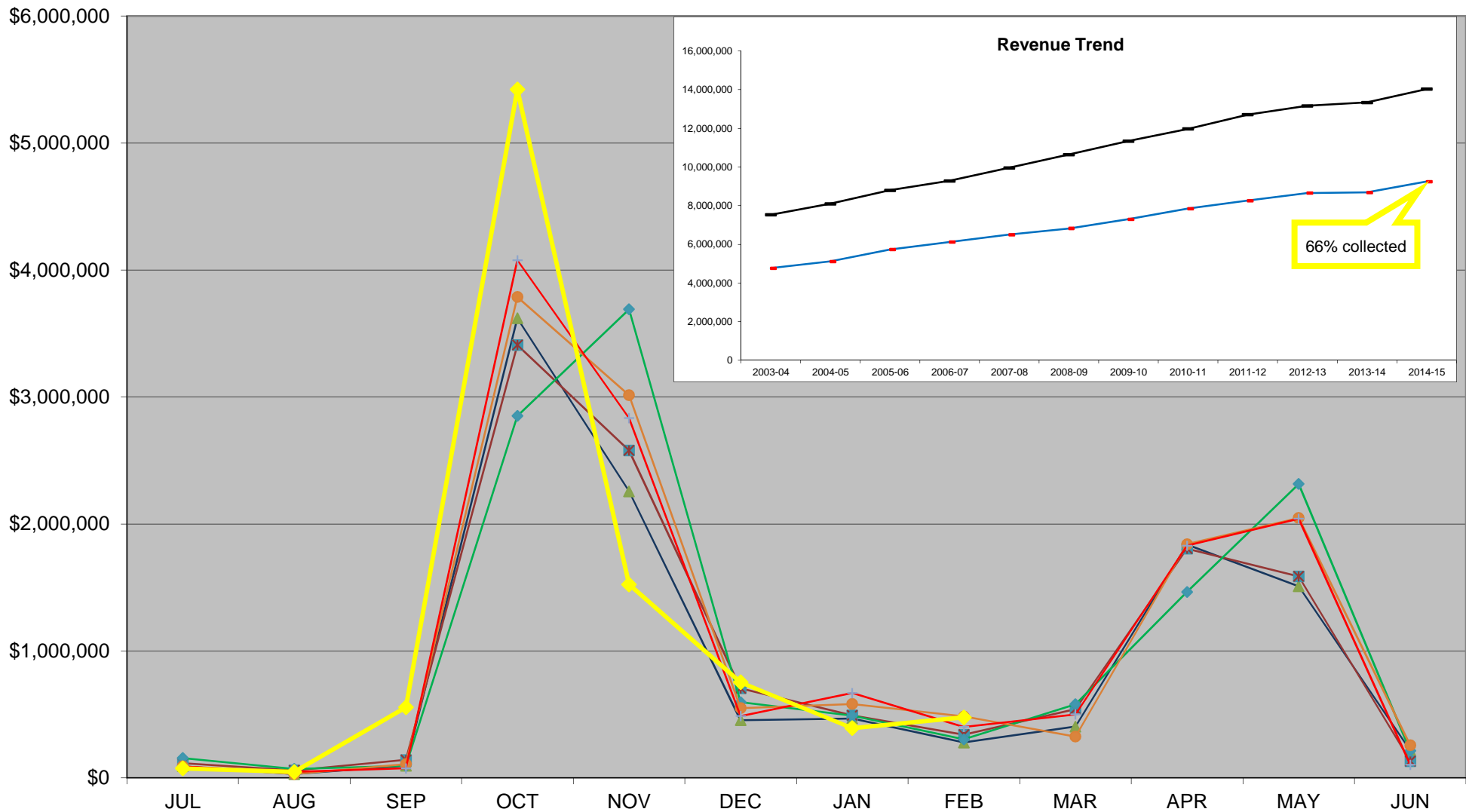
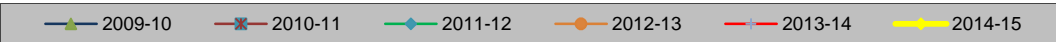
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Grants and Contracts	6,400,000	319,225	3,927,432	61%
Donations				
Transfers:	600,000		459,811	77%
<b>TOTAL REVENUES</b>	<b>\$7,000,000</b>	<b>\$319,225</b>	<b>\$4,387,243</b>	<b>63%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	1,234,614	126,524	1,061,613	86%
Operating Expenditures	5,665,386	165,208	3,056,622	54%
Capital Expenditures	100,000	-	98,495	98%
<b>TOTAL EXPENDITURES</b>	<b>\$7,000,000</b>	<b>\$291,732</b>	<b>\$4,216,730</b>	<b>60%</b>

	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Sales and Services				
Bookstore	100,000	(13,298)	62,467	62%
Other	400,000	4,748	101,801	25%
Donations				
Transfers:	150,000	26,998	96,079	64%
<b>TOTAL REVENUES</b>	<b>\$650,000</b>	<b>\$18,448</b>	<b>\$260,347</b>	<b>40%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	424,551	20,188	198,385	47%
Operating Expenditures	225,449	2,539	61,962	27%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$650,000</b>	<b>\$22,727</b>	<b>\$260,347</b>	<b>40%</b>

**Cash Flows**

Cash flows from all activities (YTD) .....	\$23,571,657
Cash used for all activities (YTD) .....	<b>\$21,485,223</b>
Net Cash for all activities (YTD) .....	\$2,086,434

# Monthly Primary Property Tax Receipts



**Human Resources UPDATE**  
**DGB-April 14, 2015**

**FILLED**

1. **Wireless Network Engineer – Ernie Hess started March 16, 2015. Ernie received his Associate in Business from Blue Ridge Community College and his Bachelor of Business Administration from James Madison University. Ernie was previously the Network Support Technician**

**EXTERNAL OPENINGS**

2. **Coordinator of Administrative Systems Support – Re-advertised. Open until filled. 2 applicants.**
3. **Lead Technician for Technical Services – Re-advertised. Closed February 13, 2015. 6 applicants**
4. **Faculty in English – Closed January 15, 2015. 59 applicants.**
5. **Director for Information Services – Open until filled. 14 applicants.**

**INTERNAL POSTINGS**

6. **Faculty in ECD and Education – 1 yr. appointment. Closed February 22, 2015. 1 applicant.**
7. **Career Coach & WIA Business Services Representative – Closed March 20, 2015. 2 applicants.**
8. **Controller – Closed March 23, 2015. 2 applicants.**

## Spring Semester Enrollment Change, 2014-2015

	TOTAL FTSE		NAVIT FTSE		DUAL FTSE		REGULAR FTSE	
	2014	2015	2014	2015	2014	2015	2014	2015
Little Colorado	163	157	16	20	13	15	133	122
Painted Desert	205	224	34	47	63	67	108	110
Silver Creek	166	163	24	23	41	45	101	95 <sup>1</sup>
White Mountain	541	569	57	64	167	151	316	354
<b>Subtotal</b>	<b>1075</b>	<b>1113</b>	<b>131</b>	<b>154</b>	<b>284</b>	<b>278</b>	<b>658</b>	<b>681</b>
ALU	1	1	0.0	0.0	0.0	0.0	1	1
CDA	56	47	0.0	0.0	0.0	0.0	56	47
DOC	75	84	0.0	0.0	0.0	0.0	75	84
Hopi	53	52	0.0	0.0	10	7	44	45
Internet	109	94	0.0	0.0	0.0	0.0	109	94
Kayenta	28	18	0.0	0.0	0.0	0	28	18
Springerville-Eagar	58	74	6	4	29	38	23	32
St Johns	91	100	42	47	15	13	34	41
Whiteriver	113	94	0.0	0.0	19	35	94 <sup>2</sup>	59
Apache Co Misc	71	22	0.0	0.0	60	19	11	4
Navajo Co Misc	8	5	0.0	0.0	5	5	3	0
<b>Subtotal</b>	<b>663</b>	<b>592</b>	<b>48</b>	<b>51</b>	<b>138</b>	<b>117</b>	<b>478</b>	<b>425</b>
<b>TOTAL</b>	<b>1737</b>	<b>1706</b>	<b>179</b>	<b>205</b>	<b>422</b>	<b>394</b>	<b>1136(1099)</b>	<b>1107</b>

Regular Enrollment percentage change, Spring 2014-Spring 2015: -2.5%  
 Total Enrollment percentage change, Spring 2014-Spring 2015: -1.8%  
 Arizona community college average enrolment change, Spring 2014-2015 -2.5% for 8 reporting districts

### HEADCOUNT

2014 – 3736  
 2015 – 3531 (-5.5, almost all due to Dual Enrollment decline)

<sup>1</sup> Includes 34 FTSE from programs at Northeast Arizona Training Center

<sup>2</sup> Includes 37 FTSE from Construction program through contract with White Mountain Apache Tribe



# Navajo County Community College District Governing Board Meeting Minutes

March 17, 2015 – 10:00 a.m.  
Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

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**Governing Board Member Present:** Ms. Ginny Handorf, Mr. James Matteson, Mr. Prescott Winslow, Mr. Frank Lucero, Mr. Peaches

**Staff Present:** President Jeanne Swarhout; Vice President Blaine Hatch; Vice President Mark Vest; Institutional Effectiveness Director Dr. Leslie Wasson; Recording Secretary to the Board Lisa Jayne.

**Others Present:** Betsyann Wilson, Rickey Jackson, Everett Robinson, Ann Hess, Stuart Bishop, Betsy Peck, Larry Hildebrand, Peggy Belknap, Jeremy Raisor, Maderia Ellison, Sharon Hokanson, Margaret White, Tiffani Martin, Peg Erdman, Tamara Martin, Eric Henderson, Sandy Johnson, Beulah Bob-Pennypacker, James Jayne, Mary Springer

## **Agenda Item 1: Call to Order and Pledge of Allegiance**

Chair Handorf called the meeting to order at 10:05 a.m. Mr. Winslow led the Pledge of Allegiance.

## **Agenda Item 2: Adoption of Agenda**

*Mr. Matteson moved to adopt the agenda as presented. Mr. Winslow seconded the motion. The vote was unanimous in the affirmative.*

## **Agenda Item 3: Call for Public Comment**

Larry Hildebrand addressed the Board opposing the Silvercreek reinvention. Chair Handorf stated that it is important to be careful of rumors and unless there actual facts and documentation is offered statements made in public should be made carefully. The Board does in fact receive a lot of information from staff.

## **Agenda Item 4: Reports**

### **4.A. Financial Position – Vice President Hatch**

Vice President Hatch stated that the College has issued a press release regarding the Award of the Certificate of Excellence for the most recent Comprehensive Annual Financial Report and recognized Maderia Ellison for the level of work that made it possible. Vice President Hatch then summarized the Financial Position report to the Board.

### **4.B. Human Resources – Director Sharon Hokanson**

Director Sharon Hokanson reviewed the Human Resources report with the Board.



#### **4.C. NPC CASO**

Margaret White, co-chair of CASO, addressed the Board and stated candy bar sells are still ongoing to raise scholarship money. There will be a non-food drive for the upcoming College Picnic in April, and also discussed the history of Warm and Fuzzy Award.

Mr. Winslow stated it would be nice to know why a person got a warm and fuzzy every now and again, especially if involving a student in order to get an idea of best practice.

#### **4.D. Faculty Association**

Betsy Peck, ECD, Faculty addressed the Board and stated that the ECD Club is now off the ground. The decentralized nature of the institution was initially an obstacle to its development but three students have been recruited as officers. The ECD Club met in early October and decided to do a coat drive which collected over 200 coats that were distributed back to the communities where they were collected. Betsy Peck reviewed the ECD Department functions with the Board, and stated that the ECD Fair meets every other year and the 25<sup>th</sup> Early Childhood Fair will be held this year in October.

Sandy Johnson addressed the Board and stated that the Faculty Association meets every second Friday, and met last Friday. The current State budget and concerns about providing services were discussed. FA officers will be elected next month and the FA constitution will be amended to move the Association back from a co-chair model to having a president, vice president and treasurer. The faculty also discussed the scholarships they fund yearly and the faculty association retreat is being planned.

#### **4.E. NPC Student Government Association**

Tiffani Martin, Vice President of SGA, addressed the Board regarding the SGA sponsored road trips to three universities and discussed her experience.

#### **4.F. NPC Friends and Family – Betsyann Wilson**

Betsyann Wilson handed a flyer to the Board and stated NPC Friends and Family has received an advertising grant to place the flyer in Snowflake, Holbrook and Show Low newspapers regarding the Tuesday, April 7 Arizona Gives Day which is sponsored by the Alliance of Arizona Non-profits. The link for donation is at [www.npcfriendsfamily.org](http://www.npcfriendsfamily.org), under “events” there’s a link for giving a donation on Arizona Gives Day. On that day she will be asking everyone to send out requests to ten people in Facebook, Twitter, or email to request donations on April 7. First prize for non-profit who raises the most is \$15,000, second \$10,000, and third prize is \$8,000. The non-profit with the most donors overall will receive \$8,500.

Friends and Family is also finalizing the nursing scholarships with Summit Healthcare and Frontier Communications, which provide ten \$1,000 scholarships for students who are entered into the nursing program for spring of this year. Cell One is offering a scholarship challenge in which \$1700 in books, tuition, and course fees and then the remainder is applied to a cellphone and three months of free cell service. It is open to anyone coming to NPC in Fall of 2015 and will be available in April closing May 1.



The Leg Up and Fill the Gaps grants were awarded for spring, these are \$500 grants provided at each campus and center.

### **Agenda Item 5: Consent Agenda**

- A. February 17, 2015 Regular Board Minutes
- B. Request to Approve Intergovernmental Agreement with Northeast Arizona Technological Institute of Vocational Education (NATIVE)
- C. Request to Approve Modification of the Business AAS, CAS, CP in Accounting, Entrepreneurship, Management and Leadership, Medical Office Technologies, Medical Transcription, Modern Office Technologies and Retail Management
- D. Request to Approve Modification of the Computer Information Systems CP in Network and PC Support
- E. Request to Approve Modification of the Medical Assistant AAS, CAS
- F. Request to Approve Modification of the Nursing Assistant CP
- G. Request to Approve Modification of the Associate of General Studies (AGS)
- H. Request to Approve Modification of the Paramedicine (EMT) AAS, CAS, CP
- I. Request to Approve Modification of the General Education AA, AAEE, AAS, ABUS, AGES, and AS
- J. Request to Approve Modification of the Association of Science
- K. Request to Approve New Program - Associate of Arts in Early Childhood
- L. Request to Approve New Program - Film and Digital Video
- M. Request to Approve 2016-2017 Academic Calendar

*Mr. Matteson made a motion to approve the consent agenda. Mr. Winslow seconded. **The vote was unanimous in the affirmative.***

### **Agenda Item 6: Old Business: None**

### **Agenda Item 7: New Business**

#### **7.A. Preliminary Budget Analysis**

Vice President Hatch reviewed the Preliminary Budget Analysis with the Board, and stated that the development process is moving forward. Budget Hearings were completed but Capital Budget Hearings will be finalized today.

Vice President Hatch reviewed the Primary Property Tax Levy Limit worksheet with the Board and stated the Board will decide on property taxes at the April District Governing Board meeting.

Mr. Lucero asked if the actual increase was 8%. Vice President Hatch stated the change from \$166 to \$174 is around an 8% increase. Chair Handorf asked if \$3.42 is the annual increase. Vice President Hatch stated it was. Chair Handorf stated the increase would be \$.28 a month if a house is valued at \$100,000, \$.84 a month for a house valued at \$300,000, and a house valued at \$500,000 would increase \$1.40 a month, and those are the numbers taxpayers need to hear.

Vice President Hatch stated if the Board decides to go forward with the maximum property tax, the Truth in Taxation notice will show the \$3.42 per year as the amount that is the subject of the hearing.

Vice President Hatch stated tuition will increase \$2 per hour. It is expected that State aid will decrease in operating aid funding and increase \$566,000 in equalization aid. The State Budget has passed however there are concerns that the State is defunding the two major community colleges in the state and what possible impact that will have on NPC going forward. It is



possible that the budget in the future may put a much larger target on state equalization aid, which is 50% of all funding provided to community colleges.

Vice President Hatch reviewed general fund expenditures with the Board.

Mr. Matteson asked if reductions in wages and other expenditures help bring the College back into balance with the expenditure limitation. Vice President Hatch stated unfortunately the reductions helps with expenditure limitation issues but does not bring the College into balance. The current year budget most likely will be around \$3 million out of balance on the expenditure limitation, and this will be the case in the 2015-2016 year.

Mr. Winslow asked for examples of line items under nonemployee related costs.

Vice President Hatch stated nonemployee related costs would be something like construction supplies, utilities, general maintenance of facilities, subscriptions and other information required by faculty, staff and administration.

Mr. Winslow asked how the 1.9% increase in nonemployee related cost compares to last year. Vice President Hatch stated he did not have that information would provide it.

Mr. Winslow asked if budget managers were aware of the need to minimize requests for increases. Vice President Hatch stated that budget managers were aware and willing to do everything they can to keep costs reasonable and appropriate.

Mr. Matteson asked about a bill in the legislature that would require all public buildings be brought into compliance by a 20% increase of green energy and modifications to buildings. Vice President Hatch stated that in the past when the State Board for Community Colleges was dissolved, building titles were transferred to the local district so have not been considered state buildings.

### ***7.B. Request to Approve 2015-2016 Tuition & Fees Schedules***

Vice President Hatch stated staff recommends approval the proposed 2015-2016 Tuition and Fees Schedule and course fees schedules. This recommendation follows budget development assumptions that gives consideration to the impact to students, have incremental increases and to be competitive in the market by maintaining a comparative position for the average tuition at other Arizona community colleges. Vice President Hatch reviewed the comparison chart provided.

Mr. Winslow stated he is in support of this small tuition increase, stating it is better to increase tuition gradually especially in light of the fact that the College offers more scholarships and this small amount will not be a deal breaker for most people.

Mr. Matteson asked what percentage of the annual cost the \$2 increase was. Vice President Hatch stated he didn't have actual numbers but knew it was a small percentage. Mr. Matteson



stated when the cost of an organization has gone up, that cost must be accommodated or the quality of service will fall behind.

*Mr. Matteson made a motion to approve the proposed 2015-2016 Tuition and Fees Schedules. Mr. Winslow seconded the motion. The vote was unanimous in the affirmative.*

### **7.C. Request to Approve 2015-2016 Wage & Salary Schedules**

Vice President Hatch stated the Board approved budget assumptions incrementally increase wages by considering competitive market conditions by maintaining a comparative position to other local entities including community colleges in similar institutions, and to consider salary recommendations that come through the shared governance process. The proposed 2% for faculty and hourly employees is accomplished by a change in the schedule, plus a step, to reach 2%. For employees still getting a step that will be a 2% increase, and those employees at end of the schedule they are currently on, faculty will receive a half a percent adjustment, while hourly employees will receive a ten cent increase between steps. Exempt employees who are not administrators will receive a 2% increase. The schedules for the minimum and maximum will increase a half a percent, and non-administrator employees would receive a 2% increase as long as an employee was not redlined, and administrators would receive a 1% increase.

Vice President Hatch stated benefit costs have not changed. Health insurance costs have been finalized and for the College there will be a 3% increase and employees with dependent coverage will have a 2% or 4% increase. If an employee does not have dependent coverage, there is no increase as the College covers cost for employee.

Mr. Matteson stated his agreement with the wage proposal but with increased cost of living he felt the administrator increase of 1% is too low and suggested that a 1.5% would be fairer than a 1%.

Mr. Winslow asked what the additional half a percent for administrators would cost the College. Vice President Hatch stated it would increase costs by about \$10,000.

Mr. Lucero asked if this wage recommendation came from faculty members. Vice President Hatch stated the recommendation for 2% came through a joint recommendation from the Faculty Association and CASO, and the Employee Relations Committee recommended 2.5%, and College Council and SPASC recommended a 2% increase. The recommendation for 1% for administrators was made at the executive level.

*Mr. Lucero made a motion to approve the proposed 2015-2016 Wage & Salary Schedules. Mr. Winslow seconded the motion. The vote passed with a majority vote.*

Chair Handorf called for a short break.



**7.D. Request to Modify/Accept Policy 1087**

President Swarthout stated staff recommends review and any recommendations for changes to Policy 1087.

*Mr. Matteson moved to accept Policy 1087 as written. Mr. Winslow seconded the motion. The vote was unanimous in the affirmative.*

**7.E. Request to Approve Purchase of Laptops**

President Swarthout stated staff recommends purchase of replacement laptops, the cost of which is included in the current budget. The laptop replacement is part of regular three year cycle renewal of equipment.

*Mr. Matteson moved to approve the purchase of laptops from CDWG in the amount of \$72,413.25. Mr. Winslow seconded the motion. The vote was unanimous in the affirmative.*

**7.F. Request to Approve Purchase of PCs**

President Swarthout stated staff recommends purchase of replacement PCs, the cost of which is included in the current budget. The PC replacement is part of a regular three year cycle renewal of equipment.

*Mr. Matteson moved to approve the purchase of PCs from WWT in the amount of \$68,970.00. Mr. Winslow seconded the motion. The vote was unanimous in the affirmative.*

**7.G. Review of Board of Nursing Response**

President Swarthout stated as requested by the Board, the Board of Nursing was contacted regarding the possibility of moving the Nursing Program to SCC. President Swarthout stated that the opinion from the Board of Nursing during the discussion was that the request was likely not to be approved.

Mr. Lucero asked why it would be unlikely to get approval. President Swarthout stated several reasons were stated, mainly that moving a successful program would result in weakening the program.

**7.H. ACCT Conference Update**

President Swarthout the GISS conference sponsored by ACCT will be held on April 10 and 11. Vice President Vest and President Swarthout will be attending.

**7.I. EMSI Report**

Director Leslie Wasson reviewed the Economic Impact summary from the EMSI Report with the Board.

Mr. Winslow stated some of the charts and graphs in the appendices show that when education increases, incarceration decreases dramatically.



### **7.J. Review of Northeast Arizona Training Center.**

Vice President Hatch reviewed the summary of NATC history, stating that it is not comprehensive but provides information on key events. Vice President Hatch also stated that NATC is audited separately from the College and was folded into the CAFR for the period ending June 30, 2014. The assets of NATC are just over 1.9% million, cash assets are just under \$67,000. Cash balances at the end of June 2014 stand at about \$63,000. The liabilities of NATC are at \$345,000, all of the liability is associated with the existing principle balance of the GADA loan. There is an option presently to pay off the loan, and need to make notice prior to May 15, 2015, and the payoff amount is \$302,150, which results in an estimated present value savings of \$22,647, based on current market.

Estimated Cost to NPC: The College provides an executive director and support staff to NATC however, the amount of time those employees spend on NATC activities is less than 6% for the director and less than 2% of staff hours. Total contribution from NPC for these services is no more than \$8,000 a year. The College does pay rent to NATC at the cost of \$24,000, and as a condition of the agreement the College does provide custodial services at the cost of \$3,000.

The total annual cost to NPC currently for utilizing and operating the NATC facility outside of normal program related cost is approximately \$35,000.

Vice President Hatch referenced a copy of a letter to the Board by Navajo County, Town of Taylor, Fire Chief's Association and Police Chief Association requesting that NPC become owner of NATC.

Vice President Hatch stated he has provided to the Board a detailed breakdown of expenses in the two programs that are operated at NATC; fire science training and criminal justice program.

Mr. Winslow asked that assuming NATC be an action at next month's meeting with three options presented: 1) status quo, not pay off the GADA loan, and then, 2) what are the legal documents, and implications, and finances of NPC becoming the owner of the property and all its buildings, and option, 3) NPC becoming owner of NATC property as well as the NATC 501(c)3, if keeping the 501(c)3 intact is an option. Mr. Winslow also requested an insurance estimate for liability insurance.

Vice President Hatch stated NATC is currently insured and the present cost annually for liability insurance is around \$16,000 through a separate provider.

Mr. Lucero asked about current value of the facilities. Vice President Hatch stated it would be difficult to get an appraisal as comparables would be difficult to find.

Mr. Matteson asked where the funds would come from to purchase NATC. Vice President Hatch stated it would be a capital fund expenditure, and would not count against expenditure limit.



Mr. Winslow asked about projections of the Fire Science and Law Enforcement programs, regardless of who owns the facility. Director Stuart Bishop stated the Fire Science Program is very active, and partners with NAVIT. Phoenix Police is looking at hiring 600 police officers, and there are 12 academies in the state but they will not be able to fulfill all of this required training. Class and program enrollment reflects a strong demand.

Mr. Winslow asked if there are revenues that come into NATC. Director Bishop stated there are 15-20 fire departments and 13 law enforcement agencies that paid a total of \$64,000 in membership fees this last year. Mr. Winslow asked Vice President Hatch to outline how this membership would change if NPC took over the NATC facility.

Chair Handorf asked if there were summer classes. Director Bishop stated there was not since summer is wild land fire season and fire fighters are gone, although the police academy could run through the summer.

James Jayne, Navajo County Manager, addressed the Board regarding a possible NATC acquisition. He stated that the partnerships with NATC are a model of regional partnership that provides services to enhance public safety and to serve the public interest. Local residents can attend a Post certified academy in the area to make it easier for law enforcement agencies to hire employees that already live in the region. Navajo County appreciates the partnership with NATC and NPC, and will continue to work on building and ground maintenance as part of the partnership.

Rich Upham, Northeastern Arizona Fire Chief's Association president, addressed the Board and stated that all area fire districts are small, and rely on NPC to train potential fire fighters. NATC is the only option for these districts and the Fire Chief's Association wanted to express their support of NPC taking over NATC.

Director Stuart Bishop addressed the Board in support of NPC taking control of NATC.

Mr. Lucero asked about the the one time option to pay off loan. Mr. Winslow stated that financing through GADA is part of a pool of other loans that were made at the same time so there needs to be enough partners that want to proceed with refinancing for the deal to go ahead, and the NATC loan is not a standalone loan.

### **Agenda Item 8: Standing Business**

#### **8.A. Strategic Planning and Accreditation Steering Committee (SPASC) Report – Vice President Vest**

None

#### **8.B. President's Report**

President Swarthout introduced Colleen Readel who coordinates commencement every year and she invited the Board to participate in the commencement ceremony on May 9, 2015, and that they needed to arrive at noon.





Chair Handorf requested that the entire Board be in the receiving line.

Colleen Readel stated there were 330 graduates this year, but does not have numbers yet on who will be walking.

President Swarhout gave a brief legislative update to the Board.

**8.C. Agenda Items/Informational Needs**

-NATC as action item

**Agenda Item 9: Board Report/Summary of Current Event**

Chair Handorf stated NPC music event on April 10, 2015 at 700 p.m. will highlight the poems of Jo Baeza and will take place at the PAC in Snowflake.

**Agenda Item 10: Announcement of Next Regular Meeting:** April 14, 2015.

**Agenda Item 11: Adjournment**

*The meeting was adjourned at 1:05 p.m. upon a motion by Mr. Winslow, a second by Mr. Lucero, and a unanimous affirmative vote.*

Respectfully submitted,



Lisa Jayne  
Recording Secretary to the Board



## EMERITUS STATUS – DONNA ASHCRAFT

It is with great respect and no small amount of sadness that we acknowledge Donna Ashcraft's retirement after 38 total years as an NPC employee, 29 years of which were spent as one of the most important and influential members of the full-time faculty. Her contributions to the college and the communities it serves have been monumental, and she will be missed by her friends and colleagues in the faculty and staff and, especially, by her students.

Donna's resume as an educator is extremely impressive. Donna earned her Bachelor of General Studies from the University of Iowa. She received her Master of Art's degree from Vermont College of Norwich while working at NPC. Donna was hired as the NPC Bookstore Manager on May 1, 1977. In October 1978, she began her English teaching career as an adjunct faculty. She began teaching English and Basic Skills as a full time faculty member in August of 1986, and in August of 1988 she became the Chair of the Basic Skills program. Donna was awarded a lifetime teaching certificate from the Arizona Board of Education for English, and ESL in 1987. In September of 1984, she received the Pioneer Educator Award from NPC, and in May 1985, she received a certificate of appreciation form the Affiliation of Arizona Indian Center's Adult Education Program. At one time, Donna was a homebound teacher for Holbrook High School. She was also a G.E.D. instructor to inmates at the Navajo County Detention Center She was a member of the National Council of Teachers of English.

In addition to serving on nearly every major committee at the college, Donna has served as Chair of the English Department, Faculty Association President and, very significantly, as the leader of the most recent accreditation team. NPC President Jeanne Swarouth said, "Donna was a driving force and a nag, which contradicts what most know about her. She did a tremendous amount of organizing and cheerleading on the self-study, and she document resources and edited the multiple drafts to a final. Donna was instrumental in NPC's successful 10-year accreditation. Moreover, she remained her balanced, cheerful self in a situation that was anything but calm."

Donna has also been an innovator and pioneer. She developed the Instructional Skills Workshops for faculty, started the Northern Flight literary and art publication and developed the internet versions of English 101 and 102. Always someone concerned with meeting student needs first, she was one of the first to develop a high-quality 'bookless' course in English 102, which both saved students money and introduced them to contemporary literature.

Donna is also a creative person, and has used her creativity to benefit students. She has taken sabbaticals to work on her own writing projects, and this experience gave her skills and credibility



as a creative writing teacher. Her own creative efforts have influenced writers in the NPC community for decades.

Donna has two children, seven grandchildren and one great grandchild. Everyone who knows her well mentions her family when they talk about her.

Several people who knew Donna when she first came to NPC referred to her as “NPC’s Hippie.” This certainly fits with the best associations of hippie – creative, supportive, open-minded and caring. However, for many of us who came to NPC during her time here, she has been a model of professionalism and a mentor – a person we look to when we want to understand what it means to be a professional educator. Her balance of creativity, care, innovation, high standards and work ethic are irreplaceable. She has done as much as anyone to shape what Northland Pioneer College is, and the entire college community will continue to feel her influence and benefit from her work for a very long time to come.



**Northland Pioneer College**

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## APPROVAL TO AFFIRM OPERATION AND CONTROL OF THE NORTHEAST ARIZONA TRAINING CENTER (NATC)

### **Recommendation:**

Staff recommends affirmation that NPC intends to operate and control Northeast Arizona Training Center, Inc.

### **Summary:**

A letter dated November 10, 2014, and signed by representatives of the other four “Key Stakeholders” of Northern Arizona Training Center, Inc., requested “that ownership and the autonomous operations of the facility be transferred permanently to Northland Pioneer College.”

Since September 14, 2012 the bylaws of NATC have stated: “Navajo County Community College District shall always have the authority to operate and control NATC and its assets.” At that time the Board of Directors of NATC was changed to consist of three (3) voting members, which were all appointed by Navajo County Community College District.

While the Key Stakeholder letter requested that NPC own the facility, a nonprofit organization is not “owned” by the person or persons that started it. It is a public organization that belongs to the public at-large. The parties responsible to operate the organization for the stakeholders are the members of the board of directors. A nonprofit corporation cannot be sold. It is simply not possible. If a nonprofit corporation were to “close down”, or dissolve, the board of directors of the nonprofit must distribute all of the nonprofit’s assets to another nonprofit corporation after all debts have been settled.

The assets and liabilities of NATC are included in the financial statements of NPC as a “component unit” of NPC beginning with the 2013 fiscal year.

### NATC Balance Sheet

The audited financial statements of NATC for the period ending June 30, 2014 include assets of \$1,930,922. The cash assets were \$66,719 and property and equipment assets are \$1,860,461. Cash balances as of April 3, 2015 were \$60,866.71. The liabilities of the corporation were identified as \$345,000 at June 30, 2014.



NATC Financial Activities

Revenues of the NATC operation in FY 2014 totaled \$61,982, of which NPC paid \$24,000. NATC expenses for the same period totaled \$162,334, including \$42,225 in principal and interest payments for the GADA loan. Liability expense is expected to increase to approximately \$20,000 annually.

Additionally, it is estimated that the total annual cost to NPC for operating the NATC facility outside of the normal program related costs is approximately \$35,000.

Options discussed at regular meeting held March 17, 2015

1. Do not pay off GADA loan, status quo
2. Pay off GADA loan; retain NATC, Inc.
3. Pay off GADA loan; dissolve NATC, Inc.

Due to the legal and relationship challenges associated with the dissolution of the non-profit entity, NATC, this option has been withdrawn from the discussion. The remaining decision then moves to a discussion as to whether or not the Town of Taylor GADA loan should be paid off by NPC at this time.

The payment of the balance on the GADA loan will have little direct impact to the status quo, however, it is expected that an affirmation of NPC’s role to operate and control NATC - beyond solely responding to the previous audit finding of non-compliance with the law - will have a significant positive impact on the existing relationships with “Key Stakeholders,” the sense of ownership of the staff, and the future of the programs housed at the facility.

	<u>Do not pay off loan</u>	<u>Pay off loan</u>
Ownership	No change	No change
Partnerships	No change	No change, but may stimulate additional discussion and opportunities
Legal status	No change	No change
Revenues	No change	NPC could potentially cease rent payment; grant opportunities may increase
Expenses	No immediate change, however, payment of debt service not sustainable	No change, but may refocus NPC’s operational and capital improvement role
-State appropriation	No change	No change
-Liability insurance	No change	No change
Enrollment	No impact	No direct impact, but may refocus efforts to grow programs





# NAVAJO COUNTY

## Board of Supervisors

Jonathan M. Nez • Jesse Thompson • Jason Whiting • David Tenney • Dawnafe Whitesinger  
"Enhance the quality of life in Navajo County by delivering excellence in service and leadership"

November 10, 2014

Northland Pioneer College  
P O Box 610  
Holbrook Arizona

Northland Pioneer District Governing Board:

The Navajo County Board of Supervisor's along with its partners, the Town of Taylor, Northeast Arizona Fire Chiefs Association and Northern Arizona Police Chief's Association have discussed in depth the question of ownership and operation of the Northeast Arizona Training Center (NATC). It is the consensus of these partners that the ownership and the autonomous operations of the facility be transferred permanently to Northland Pioneer College.

The burn tower is permanently affixed to the property and was financed by the Town of Taylor with Greater Arizona Development Authority (GADA) loan funds. The GADA loan is callable on July 1, 2015 with a required forty-five day advance notice in the amount of \$335,350 which will save over \$75,000 in interest over the next 10 years. It is the desire of the Town of Taylor that in consideration for the transfer of the facility the loan be paid in full by Northland Pioneer College.

The vision for the NATC facility was to be a place of first responder training, education and exercise. It is the belief of all of the partners that Northland Pioneer College is the most capable partner to continue this mission. We respectfully ask the Northland Pioneer District Governing Board to consider and authorize this action.

Jesse Thompson, Chairman  
Navajo County Board of Supervisors

Fay Hatch, Mayor  
Town of Taylor

Rich Upham, President  
NAFCA

Mark Jackson, President  
NAPA

## **REQUEST APPROVAL TO PAY OFF TOWN OF TAYLOR GREATER ARIZONA DEVELOPMENT AUTHORITY (GADA) LOAN BALANCE OF THE NORTHEAST ARIZONA TRAINING CENTER (NATC)**

### **Recommendation:**

Staff recommends approval to pay off the Town of Taylor Greater Arizona Development Authority (GADA) loan balance, a promissory note of Northeast Arizona Training Center, Inc. (NATC), of \$302,150.

### **Summary:**

An option to participate in an upcoming refunding of the GADA loan is available. The notice of commitment to participate is due prior to May 15, 2015 and payment would be required in June 2015. The current payoff amount is \$302,150, which results in an estimated present value savings of \$22,647 based on the current market. A copy of the current amortization schedule is included.

The impact of this payment is discussed in the immediately preceding agenda item regarding affirmation of the operation and control of NATC, Inc.



**AMORTIZATION SCHEDULE**

**FILL ON THIS COLORED CELLS**

GADA 2008A TOWN OF TAYLOR D3 FD

RESERVE REQUIREMENT  
N/A

INT ACCRUES FROM:	2/23/2008	ORIGINAL O/S:	\$500,000	AVG ANNL DEBT S:	\$46,678.67
FIRST PAYMENT DATE:	2/1/2008	MULTIPLES OF:	360	WGHTD AVG MAT:	
FINAL MATURITY:	8/1/2024	DAYS IN YEAR:	360	WGHTD AVE CPN:	
MAX ANNUAL D SERV:	\$43,350.00	TOTAL YEARS TO CALC AVG ANNL:	38	10% OF PROCEEDS:	\$50,000.00

DATE:	COUPON:	PRINCIPAL DUE	INTEREST DUE:	DEBT SERVICE	YEARLY DEBT SERVICE	YEARLY DEBT SERVICE	PRINCIPAL OUTSTANDING
2/1/2008		\$0.00	\$21,218.89	\$21,218.89	\$21,218.89		\$500,000.00
8/1/2008	5.000%	\$10,000.00	\$11,300.00	\$21,300.00		\$42,518.89	\$490,000.00
2/1/2007		\$0.00	\$11,050.00	\$11,050.00	\$32,350.00		\$490,000.00
8/1/2007	2.376%	\$20,000.00	\$11,050.00	\$31,050.00		\$42,100.00	\$470,000.00
2/1/2008		\$0.00	\$10,812.50	\$10,812.50	\$41,882.50		\$470,000.00
8/1/2008	2.750%	\$20,000.00	\$10,812.50	\$30,812.50		\$41,826.00	\$450,000.00
2/1/2009		\$0.00	\$10,537.60	\$10,537.60	\$41,360.00		\$450,000.00
8/1/2009	3.125%	\$20,000.00	\$10,537.60	\$30,537.60		\$41,076.00	\$430,000.00
2/1/2010		\$0.00	\$10,225.00	\$10,225.00	\$40,782.50		\$430,000.00
8/1/2010	3.000%	\$20,000.00	\$10,225.00	\$30,225.00		\$40,460.00	\$410,000.00
2/1/2011		\$0.00	\$9,925.00	\$9,925.00	\$40,150.00		\$410,000.00
8/1/2011	5.000%	\$20,000.00	\$9,925.00	\$29,925.00		\$39,850.00	\$390,000.00
2/1/2012		\$0.00	\$9,425.00	\$9,425.00	\$39,350.00		\$390,000.00
8/1/2012	5.000%	\$20,000.00	\$9,425.00	\$29,425.00		\$38,860.00	\$370,000.00
2/1/2013		\$0.00	\$8,925.00	\$8,925.00	\$38,350.00		\$370,000.00
8/1/2013	5.000%	\$25,000.00	\$8,925.00	\$33,925.00		\$42,860.00	\$345,000.00
2/1/2014		\$0.00	\$8,300.00	\$8,300.00	\$42,225.00		\$345,000.00
8/1/2014	5.000%	\$25,000.00	\$8,300.00	\$33,300.00		\$41,600.00	\$320,000.00
2/1/2015		\$0.00	\$7,875.00	\$7,875.00	\$40,875.00		\$320,000.00
8/1/2015	6.000%	\$25,000.00	\$7,875.00	\$32,875.00		\$40,350.00	\$295,000.00
2/1/2016		\$0.00	\$7,050.00	\$7,050.00	\$39,725.00		\$295,000.00
8/1/2016	6.000%	\$25,000.00	\$7,050.00	\$32,050.00		\$39,100.00	\$270,000.00
2/1/2017		\$0.00	\$6,425.00	\$6,425.00	\$38,475.00		\$270,000.00
8/1/2017	5.000%	\$30,000.00	\$6,425.00	\$36,425.00		\$42,850.00	\$240,000.00
2/1/2018		\$0.00	\$5,875.00	\$5,875.00	\$42,100.00		\$240,000.00
8/1/2018	5.000%	\$30,000.00	\$5,875.00	\$36,875.00		\$41,350.00	\$210,000.00
2/1/2019		\$0.00	\$4,925.00	\$4,925.00	\$40,600.00		\$210,000.00
8/1/2019	6.000%	\$30,000.00	\$4,925.00	\$34,925.00		\$39,850.00	\$180,000.00
2/1/2020		\$0.00	\$4,175.00	\$4,175.00	\$39,100.00		\$180,000.00
8/1/2020	4.000%	\$35,000.00	\$4,175.00	\$39,175.00		\$43,350.00	\$145,000.00
2/1/2021		\$0.00	\$3,475.00	\$3,475.00	\$42,650.00		\$145,000.00
8/1/2021	5.000%	\$35,000.00	\$3,475.00	\$38,475.00		\$41,850.00	\$110,000.00
2/1/2022		\$0.00	\$2,800.00	\$2,800.00	\$41,075.00		\$110,000.00
8/1/2022	5.000%	\$35,000.00	\$2,800.00	\$37,800.00		\$40,200.00	\$75,000.00
2/1/2023		\$0.00	\$1,725.00	\$1,725.00	\$39,325.00		\$75,000.00
8/1/2023	5.000%	\$35,000.00	\$1,725.00	\$36,725.00		\$38,450.00	\$40,000.00
2/1/2024		\$0.00	\$850.00	\$850.00	\$37,675.00		\$40,000.00
8/1/2024	4.260%	\$40,000.00	\$850.00	\$40,850.00		\$41,700.00	\$0.00
TOTALS		\$500,000.00	\$268,860.00	\$780,088.89	\$739,218.89	\$780,088.89	



## 2015-16 COMPLETE BUDGET ANALYSIS

### Summary:

The 2015-16 budget development process is on target. The Board approved budget calendar and the assumptions are included. The proposed preliminary budget will be presented for action on the official forms provided by the Office of the Auditor General. The following analysis is intended to provide overall context for the anticipated action items. The proposed budget reflects review by the budget managers and includes alignment with the President's initiatives and the strategic plan.

The preliminary expenditure budget currently reflects the approved increase in wages, changes in employee related expenses, and all planned operational budget requests.

The following items summarize the major components of the budget.

1. President's Initiatives and Strategic Plan priorities and linkages
2. General fund revenue estimates

Overall revenues are expected to increase \$1.1 million compared to current fiscal year

Primary property tax levied at the maximum rate, which is 2% higher than current year tax levy and will require a truth-in-taxation hearing. Property tax valuation continues to decline causing the current tax rate of \$1.6610/\$100 NAV to a rate of \$1.7423.

Overall tuition and fee revenues are expected to decline as a result of a one-time adjustment in budget estimates to more favorably compare with audited financial statements.

Primary property tax (max levy):	\$14,509,355	+ \$473,602
Tuition:	\$4,600,000	+ 200,000
State Aid:	\$6,900,000	+ \$530,000
Investment earnings:	\$140,000	No change
Grants and Contracts:	\$1,800,000	No change
Other:	\$200,000	No change
Transfers out:	- \$2,750,000	No change
<b>TOTAL</b>	<b>\$25,930,855</b>	<b>+ \$1,103,602</b>



3. General fund expenditures

Requested wages and ERE:	\$17,296,292	\$ 38,992
Operating Expenditures:	\$ 7,078,265	- \$ 39,816
<b>TOTAL</b>	<b>\$24,374,557</b>	<b>- \$ 824</b>

Requested wages and ERE increases include:

- The Board approved increase in wages
- Benefit cost increases, which include employee base health insurance increase of 3.6 percent and changes in the base plan benefits (increases in the out-of-pocket maximums in both plans and decrease in the co-insurance contribution after the deductible is met in the high deductible health plan); Arizona State Retirement System cost reductions for employer match (11.6% to 11.47%)
- Adjustments to adjunct, faculty overload, lab aid and temporary help expenditures expenditures

Budget managers have submitted an overall reduction for non-employee costs. An summary of budget request by expenditure category has been included.

4. Unrestricted plant fund (capital) for 2015-16

a. Revenue includes

i. State STEM Aid	\$ 345,500	-\$ 32,000
ii. General fund transfer:	\$2,000,000	No change
iii. Fund balance:	\$10,800,000*	-\$2,600,000

\* \$8 million proposed to be designated as future capital reserve

b. Expenditure requests:	\$5,145,500	-\$2,629,900
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5. Restricted fund (grants and student federal financial aid)

- a. General fund transfer remains same
- b. Anticipate increased opportunities in all revenue and expenditure categories as a result of both increased grant opportunities and federal financial aid awards
- c. Continue building Workforce Development (Proposition 301) construction fund.

6. Auxiliary fund

- a. General fund transfer remains the same
- b. Corporate Training is expected to continue to grow
- c. Non-credit courses will continue to be offered
- d. Bookstore revenues are declining
- e. Other auxiliary activities remaining steady

7. Expenditure limitation

Staff anticipates the expenditure limit will be breached in FYE 2016; however, carry-forward will be used as a short-term solution as legislative options being identified.



# STRATEGIC PLANNING AND BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2015 – 2016

APPROVED

ACTIVITY	RESOURCE	DUE BY
1. Receive and approve budget calendar	DGB	✓18 November
2. ERC receives wage/salary recommendations	FA-CASO	✓15 December
3. Review current three-year strategic plan	DGB	✓16 December
4. Receive and approve budget assumptions & overview	DGB	✓16 December
5. Review current strategic plan and current budget	Budget Managers	✓19 December
6. Distribute materials for departmental operational & capital	Director Fin Svcs	✓5 January
7. College Council receives wage & salary recommendation	ERC	✓5 January
8. Receive departmental operational & capital requests	Executive Team	✓2 February
9. President receives wage & salary recommendation	College Council/SPASC	✓2 February
10. Executive review of operational & capital budget	Executive Team	✓9 February
11. Receive introductory budget analysis	DGB	✓17 February
12. Receive wage and salary recommendation	DGB	✓17 February
13. Receive tuition and fee schedules	DGB	✓17 February
14. Budget hearings	SPASC co-chairs Director Fin Svcs Budget Managers	✓2 March
15. Receive preliminary budget analysis	DGB	✓17 March
16. Approve tuition and fee schedules	DGB	✓17 March
17. Approve salary schedules	DGB	✓17 March
18. Receive complete budget analysis	DGB	21 April
19. Approve budget publication	DGB	21 April
20. Adopt tentative current budget & three-year capital budget	DGB	21 April
21. Publish notice of budget public hearing/TNT hearing	VP Adm Svcs	1 May
22. Notice of TNT hearing second publication	VP Adm Svcs	8 May
23. Publish notice of budget public hearing/TNT hearing	VP Adm Svcs	13 May
24. Public hearing conducted for taxpayers	DGB	19 May
25. Final current budget and three-year capital budget adopted	DGB	19 May
26. Notify PTOC of primary property tax levy	VP Adm Svcs	20 May
27. Submit Tax levy to Navajo County	VP Adm Svcs	20 May

**Northland Pioneer College**  
**Approved Budget Development Assumptions**  
**FY 2015-16**

**GENERAL ASSUMPTIONS**

- Budget Development Calendar will be followed
- Introductory budget analysis for DGB in February will be prior to budget hearings and will be limited to an overview of expenditure and revenue trends.
- Preliminary budget analysis for DGB in March will include a detailed examination of budget planning similar to prior year preliminary budget analyses
- Statutory Expenditure Limit will be breached.
- Carry-forward is available to address short-term issues and expenditures will not be restricted by statutory expenditure limitations, however, identification and recommendation for cost savings actions will be identified

**REVENUE ASSUMPTIONS**

- Overall revenues are expected to increase compared to current fiscal year by a total of about \$1 million or three percent of the general fund
- Equalization State funding expected to increase in FY15-16 by approximately \$551,000 and Operational State Aid is expected to decline by \$36,000 for a net increase of \$515,000
- Each \$1 increase in tuition is estimated to generate \$50,000 in additional revenue - tuition and general fees will be set at a rate that
  - (A) Gives consideration to the impact on students, student enrollment, and student retention rates
  - (B) Increases incrementally
  - (C) Is competitive in our market by maintaining a comparative position to the average overall tuition and general fees at other Arizona community colleges
- Course fees will be set at a rate calculated to offset expendable supplies and equipment
- Primary property tax will be levied at the maximum rate, which is two percent higher than current year tax plus new construction and will require a truth-in-taxation hearing. Property tax valuation is expected to continue to decline causing a greater than two percent increase in the current tax rate of \$1.6610/\$100 Net Assessed Valuation. The growth in property tax levy associated with new construction is estimated to be approximately \$150,000 and the maximum two percent increase will generate about \$285,000 for a total revenue increase of \$435,000
- Other revenues will be estimated based on historical information and emerging trends

## EXPENDITURE ASSUMPTIONS

- Overall general fund expenditures are expected to be flat or decrease compared to current fiscal year
- Items in budget requests will be linked to the current **NPC Strategic Plan** through operational plans developed at the division or departmental level. Any budget amounts that are higher than current budget **or** actual historical spending will require **justification and will be reviewed during the budget hearing process.**
- Budget requests for operational and capital expenditures will be completed by **Monday, February 2, 2015.**
  
- SALARY SCHEDULES will be developed with
  - (A) Incrementally increasing rates
  - (B) Consideration to competitive market conditions with the goal to maintain a comparative position to the average increases/rates at other local public entities, other Arizona community colleges, and other similar institutions.
  - (C) Consideration to salary recommendations received through the shared governance process
- BENEFITS will be developed with
  - (A) No major changes expected in plan benefit structure or options
  - (B) Consideration on impacts from third-party partnerships
    - (1) Navajo County Schools Employee Benefit Trust for medical and dental insurance
    - (2) Arizona State Retirement System for retirement contributions
- Education partner relationships will be maintained
  - (A) Apache County
  - (B) NAVIT
  - (C) Dual enrollment
  - (D) Other
- CAPITAL budget requests will be developed for a three-year period (2015 – 2018). The State STEM aid formula calls for a \$30,000 reduction in funding in the fiscal year ending June 30, 2016, however equipment purchases identified for the fiscal year will be tied to the actual state appropriation
- GRANT funding will continue to be identified and pursued
- AUXILIARY fund activities will be maintained

**Northland Pioneer College  
Budget Development Assumptions  
FY 2015-16**

**Budget Categories & Targets:**

Revenues	<ul style="list-style-type: none"> <li>• Budget will be prepared by Administrative Services</li> </ul>
Salaries/Wages & Benefits	<ul style="list-style-type: none"> <li>• Budget will be prepared by Administrative Services <b>except</b> for the following wages that budget managers will <b>include in budget requests</b>:             <ul style="list-style-type: none"> <li>○ Adjunct faculty</li> <li>○ Faculty overload</li> <li>○ Temporary employee</li> <li>○ Lab aid</li> <li>○ Substitute faculty</li> </ul> </li> </ul>
Operating Expenditures	<ul style="list-style-type: none"> <li>• Funding expected to remain level in FY 14-15.</li> <li>• Budget requests should reflect only those items identified in division or departmental operational plans.</li> <li>• Any new programs/services must demonstrate linkage to the adopted strategic plan.</li> </ul>
Capital Expenditures	<ul style="list-style-type: none"> <li>• All requests for funding will be linked to revenues from the operational budget, grant funds, or reserved funds.</li> <li>• Minimal state funding for STEM is expected to continue.</li> </ul>

object code summary

Apr 7 2015

Northland Pioneer College  
BUDGET OBJECT SUMMARY  
CURRENT GENERAL FUND

Page 1  
bgtacctsum

Fund: 00

Obj Description	2015-16 REQ	2014-15 APP	Difference	Pct
Educational & Genl Exp				
Salaries and Wages	13,297,626	13,272,543	25,083	100.2
Fringe Benefits	3,998,666	4,062,741	(64,075)	98.4
Contractual Services	1,490,057	1,462,600	27,457	101.9
Supplies and Materials	1,234,113	1,308,382	(74,050)	94.3
Current Fixed Charges	458,200	504,320	(46,120)	90.9
Utilities & Communications	1,133,100	1,091,400	41,700	103.8
General Expenses	329,900	298,200	31,700	110.6
Student Aid	2,210,495	1,938,245	272,250	114.0
Other Exp & Deductions	207,400	188,950	18,450	109.8
Educational & Genl Exp	24,374,557	24,375,381	824	100.0

## PRIMARY PROPERTY TAX LEVY

### Summary:

The preliminary budget currently includes primary property taxes levied at the maximum, which based on the Truth in Taxation statutes is a two percent (2%) increase over the primary property tax levy for FY 2014-15. The 2015 Levy Limit worksheet is attached listing the maximum levy as \$14,509,355. This is an increase of \$473,602 over the current levy. A Truth in Taxation hearing along with publication of notices will be required. Documentation received from the Property Tax Oversight Commission is included.

Truth in Taxation notices will be published in the Holbrook Tribune-News and the White Mountain Independent. A notice of the scheduled Truth in Taxation hearing will also be published and sent as a news release to all area media outlets. The news release will also present supporting information for the proposed increase. Staff will seek input regarding the scheduling of the Truth in Taxation hearing, which needs to occur prior to final action on the primary property tax levy.

Staff recommends increasing the levy to the maximum rate in order to demonstrate a continuing and consistent local willingness to support the operations of the District, to address future concerns regarding the legislative changes to the one percent cap rule recently approved, to recognize the value of the educational opportunities provided to communities and individuals throughout Navajo County, and to provide necessary current and future funding.

The Board approved Budget Development assumptions and guidelines include a determination to levy at the maximum rate. However, if the Board were to determine to levy a primary property tax below the maximum rate, including setting the rate at a level that does not require a Truth-in-Taxation hearing, the attached 2015 Truth in Taxation analysis shows the calculation of this amount to be a rate of \$1.7081, which would result in a levy of \$14,224,547. This is a levy increase of \$188,990 associated with new construction.

Final action on the primary property tax levy will be taken at a special meeting on May 19, 2015, following Truth in Taxation and budget hearings. The levy can be decreased but not increased at that time.

Graphs providing historical property tax levy and rate information are also included.





# PROPERTY TAX OVERSIGHT COMMISSION

Arizona Department of Revenue Building



March 30, 2015

Douglas A. Ducey  
Governor

David Raber  
Chairman

Blaine Hatch, Vice President for Administrative Services  
Northland Pioneer College  
P.O. Box 610  
Holbrook, AZ 86025

Jim Brodnax      Kevin McCarthy  
Member            Member  
Jeff Lindsey      Fred Stiles  
Member            Member

*RE: Truth in Taxation Hearing*

Dear Mr. Hatch:

Attached is the 2015 levy limit worksheet with net assessed values certified by the County Assessor. Per A.R.S. § 42-17052(A), these values cannot be changed after February 10 without the approval of the Property Tax Oversight Commission. Therefore, the total net assessed values of **\$832,770,173** noted in Section C must be used when adopting a primary property tax levy and tax rate. Please note the maximum allowable tax rate and levy limit in Section D of the levy limit worksheet.

If the proposed tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied in the preceding tax year, a truth in taxation hearing must be held. Therefore, if Northland Pioneer College intends to levy a tax rate greater than **\$1.7081**, a truth in taxation hearing must be held. Reference the attached levy limit worksheet for the truth in taxation rate calculation.

If a truth in taxation hearing is required, refer to § 42-17107 for the notice and hearing procedures. The published notice must use the exact statutory language within the solid black border (and nothing more) to be in compliance. The governing body must consider a motion to levy the increased property taxes by roll call vote. Within three days after the truth in taxation hearing, forward to my attention a copy of the published truth in taxation notice, the affidavit of publication, and the result of the roll call to consider a motion to levy the increased property taxes.

If you have any questions regarding the truth in taxation hearing requirements, please feel free to contact me at (602) 716-6436 or [dteller@azdor.gov](mailto:dteller@azdor.gov). Thank you for your cooperation with the Commission.

Sincerely,

Darlene Teller  
PTOC Staff

cc: James Menlove, Finance Director, Navajo County

## 2015 LEVY LIMIT WORKSHEET

<b>NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE</b>
--

<b>MAXIMUM LEVY</b>	<b>2014</b>
A.1. Maximum Allowable Primary Tax Levy	\$14,035,753
A.2. A.1 multiplied by 1.02	\$14,316,468

<b>CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR</b>	<b>2015</b>
B.1. Centrally Assessed	\$257,137,386
B.2. Locally Assessed Real Property	\$549,905,532
B.3. Locally Assessed Personal Property	\$14,662,934
B.4. Total Assessed Value (B.1 through B.3)	\$821,705,852
B.5. B.4. divided by 100	\$8,217,059

<b>CURRENT YEAR NET ASSESSED VALUES</b>	<b>2015</b>
C.1. Centrally Assessed	\$261,979,130
C.2. Locally Assessed Real Property	\$556,128,109
C.3. Locally Assessed Personal Property	\$14,662,934
C.4. Total Assessed Value (C.1 through C.3)	<b>\$832,770,173</b>
C.5. C.4. divided by 100	\$8,327,702

<b>LEVY LIMIT CALCULATION</b>	<b>2015</b>
D.1. LINE A.2	\$14,316,468
D.2. LINE B.5	\$8,217,059
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>	<b>1.7423</b>
D.4. LINE C.5	\$8,327,702
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT</b>	<b>\$14,509,355</b>
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>	<b>\$14,509,355</b>

<i>2015 New Construction</i>	\$11,064,321
------------------------------	--------------

<i>Prior year actual levy (from line F.1 of the 2014 worksheet)</i>	\$14,035,753
<i>Divided by current values excluding new construction per line B.5</i>	\$8,217,059
<b>Truth in Taxation Rate</b>	<b>1.7081</b>

*If the proposed tax rate is greater than the Truth in Taxation Rate noted above, a truth in taxation hearing must be held. (see A.R.S. § 42-17107)*

**Note: The values certified by the County Assessor cannot be changed after February 10 without the approval of the Property Tax Oversight Commission pursuant to § 42-17051.A. Therefore, the total net assessed values per line C.4 must be used when adopting a primary property tax levy and tax rate.**

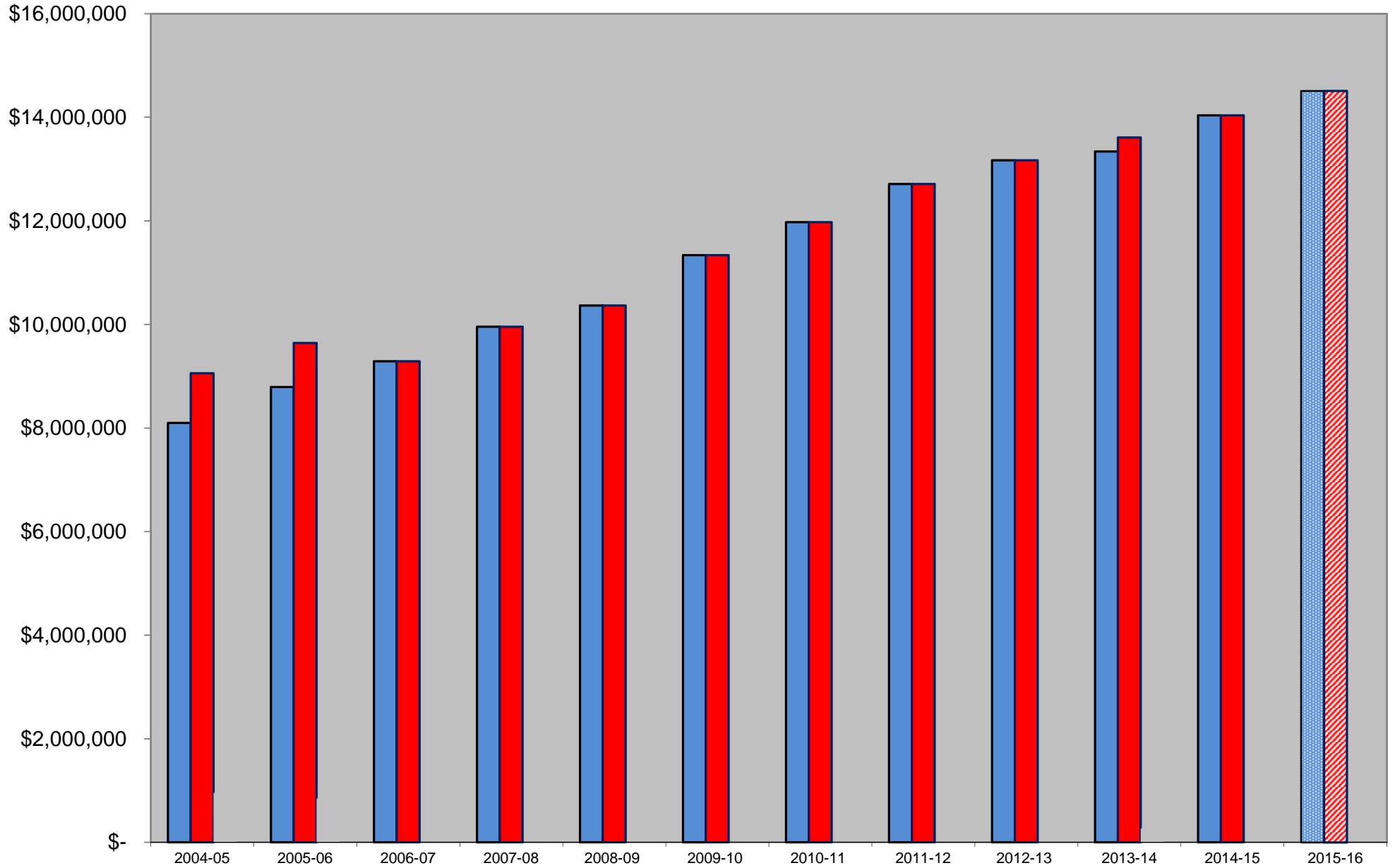
*For questions, contact Darlene Teller at (602) 716-6436 or dteller@azdor.gov.*

# Truth in Taxation Analysis

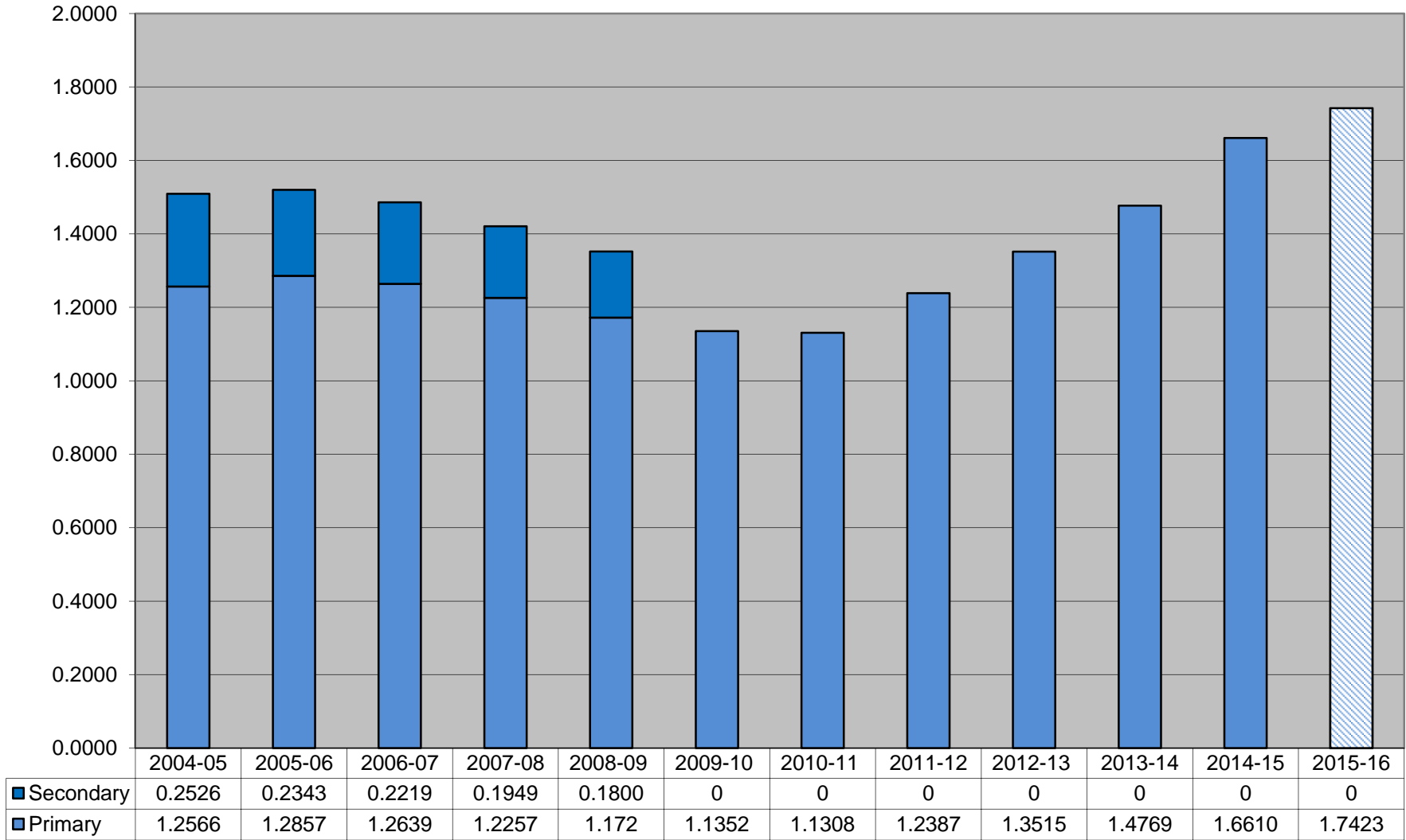
Calculation for Truth in Taxation Hearing Notice pursuant to A.R.S. § 42-17107

<b>Actual current primary property tax levy:</b> <i>(line F.1. actual levy from prior year's final levy limit worksheet)</i>	<b>\$ 14,035,753</b>
<b>Net assessed valuation:</b> <i>(line C.4. from current year's worksheet)</i>	<b>\$ 832,770,173</b>
<b>Value of new construction:</b>	<b>\$ 11,064,321</b>
<b>Net assessed value minus new construction:</b> <i>(line B.4. from current year's levy limit worksheet)</i>	<b>\$ 821,705,852</b>
<b>MAXIMUM TAX RATE THAT CAN BE IMPOSED WITHOUT A TRUTH IN TAXATION HEARING:</b>	<b>\$ 1.7081</b>
<b>Growth in property tax levy capacity associated with new construction:</b>	<b>\$ 188,990</b>
<b>MAXIMUM PRIMARY PROPERTY TAX LEVY WITHOUT A TRUTH IN TAXATION HEARING:</b>	<b>\$ 14,224,547</b>
<b>Proposed primary property tax levy:</b>	<b>\$ 14,509,355</b>
<b>Proposed increase in primary property tax levy, exclusive of new construction</b>	<b>\$ 284,808</b>
<b>Proposed percentage increase in primary property tax levy:</b>	<b>2.0%</b>
<b>Proposed primary property tax rate:</b>	<b>\$ 1.7423</b>
<b>Proposed increase in primary property tax rate:</b>	<b>\$ 0.0342</b>
<b>Proposed primary property tax levy on a home valued at \$100,000</b>	<b>\$ 174.23</b>
<b>Primary property tax levy on a home valued at \$100,000 if the tax rate was not raised:</b>	<b>\$ 170.81</b>
<b>Proposed primary property tax levy increase on a home valued at \$100,000:</b>	<b>\$ 3.42</b>

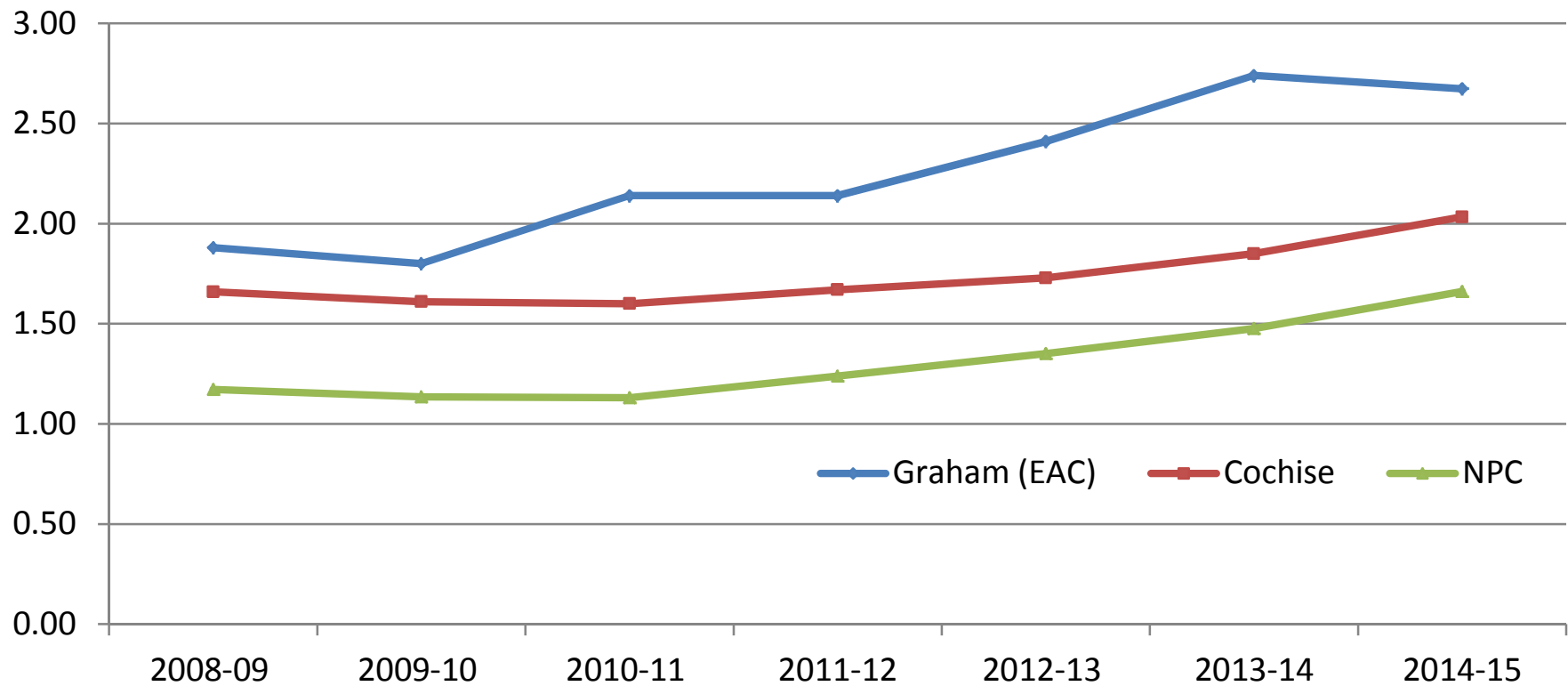
# NPC Primary Maximum Property Tax Levy compared to Actual Levy



### NPC Historical Property Tax Rates



## Primary Property Tax Rates for Equalization CCs



## REQUEST TO APPROVE 2015-16 PRELIMINARY BUDGET

### **Recommendation:**

Staff recommends approval of the 2015-2016 Preliminary Budget as presented.

### **Summary:**

Staff will review the budget with the Board and will also answer questions. The budget can be reduced, but cannot be increased at the Board meeting on May 19, 2015. The preliminary budget as approved by the District Governing Board will be published prior to the budget hearing according to statutory requirements. Notices about the budget hearing will be published on the NPC website, in the Holbrook Tribune and in the White Mountain Independent. A notice of the hearing scheduled for May 19 will also be published and sent as a news release to all area media outlets.

The preliminary budget includes operational and staffing adjustments based on the NPC Strategic Plan approved by the District Governing Board along with Board discussions throughout the budget development process. Extensive involvement at the department and executive level produced the attached budget proposal through the approved budget development calendar, assumptions and guidelines.

Revenue estimates discussed in the regular March 2015 Board meeting have been finalized and have been included on the attached official budget forms. The preliminary budget reflects the maximum primary property tax levy along with all other budget assumptions previously approved by the Board.

The state aid formulas for both operating state aid and equalization aid combine for a total increase in revenues of \$530,000 or almost eight percent. Staff is concerned about the shift to no appropriations for some community colleges and continues to be concerned specifically about the future funding of equalization state aid. Capital equipment funding for STEM activities has received reduced funding according to formula for a total additional appropriation of \$345,500. The continuation of this funding source is also of concern.

Expenditure targets have been updated as a result of the completion of all budget hearings. The approved wage increases for all employee classes is also included in the preliminary budget. Employee wages and benefits have remained nearly flat for the upcoming fiscal year; however benefits are expected to increase at a higher rate in future years.

Staff anticipates the expenditure limit will be breached in FYE 2016, but carry-forward balances will cover the excess.



**OFFICIAL BUDGET FORMS**  
**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NORTHLAND PIONEER COLLEGE**  
**FISCAL YEAR 2016**



**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2016  
SUMMARY OF BUDGET DATA**

	<b>Budget 2016</b>	<b>Budget 2015</b>	<b>Increase/Decrease From Budget 2015 To Budget 2016</b>	
			<b>Amount</b>	<b>%</b>
<b>I. CURRENT GENERAL AND PLANT FUNDS</b>				
<b>A. Expenditures:</b>				
Current General Fund	\$ 26,077,253	\$ 25,827,253	\$ 250,000	1.0%
Unexpended Plant Fund	5,145,500	7,775,400	(2,629,900)	-33.8%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 31,222,753	\$ 33,602,653	\$ (2,379,900)	-7.1%
<b>B. Expenditures Per Full-Time Student Equivalent (FTSE):</b>				
Current General Fund	\$ 13,373 /FTSE	\$ 12,914 /FTSE	\$ 459 /FTSE	3.6%
Unexpended Plant Fund	\$ 2,639 /FTSE	\$ 3,888 /FTSE	\$ (1,249) /FTSE	-32.1%
Projected FTSE Count	1,950	2,000		
<b>II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION</b>				
Employee Salaries and Hourly Costs	\$ 14,651,144	\$ 14,555,000	\$ 96,144	0.7%
Retirement Costs	1,561,637	1,579,000	(17,363)	-1.1%
Healthcare Costs	1,488,040	1,528,000	(39,960)	-2.6%
Other Benefit Costs	1,360,976	1,337,000	23,976	1.8%
TOTAL	\$ 19,061,797	\$ 18,999,000	\$ 62,797	0.3%
<b>III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES</b>				
<b>A. Amount Levied:</b>				
Primary Tax Levy	\$ 14,509,355	\$ 14,035,753	\$ 473,602	3.4%
Secondary Tax Levy				
TOTAL LEVY	\$ 14,509,355	\$ 14,035,753	\$ 473,602	3.4%
<b>B. Rates Per \$100 Net Assessed Valuation:</b>				
Primary Tax Rate	1.7423	1.6610	0.0813	4.9%
Secondary Tax Rate				
TOTAL RATE	1.7423	1.6610	0.0813	4.9%
<b>IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2016 PURSUANT TO A.R.S. §42-17051</b>				\$ 14,509,355
<b>V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2015 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051</b>				\$ _____

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2016  
RESOURCES**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2016	Total All Funds 2016	Total All Funds 2015	% Increase/ Decrease
	General Fund 2016	Restricted Fund 2016	Auxiliary Fund 2016	Unexpended Plant Fund 2016	Retirement of Indebtedness 2016				
<b>BEGINNING BALANCES-July 1*</b>									
Restricted	\$	\$ 600,000	\$	\$	\$	\$	\$ 600,000	\$ 700,000	-14.3%
Unrestricted	33,700,000	600,000		10,800,000			45,100,000	46,300,000	-2.6%
Total Beginning Balances	\$ 33,700,000	\$ 1,200,000	\$	\$ 10,800,000	\$	\$	\$ 45,700,000	\$ 47,000,000	-2.8%
<b>REVENUES AND OTHER INFLOWS</b>									
Student Tuition and Fees									
General Tuition	\$ 2,800,000	\$	\$	\$	\$	\$	\$ 2,800,000	\$ 2,700,000	3.7%
Out-of-District Tuition									
Out-of-State Tuition	100,000						100,000	100,000	
Student Fees	700,000						700,000	700,000	
Tuition and Fee Remissions or Waivers	1,000,000						1,000,000	1,000,000	
State Appropriations									
Maintenance Support	1,582,200						1,582,200	1,618,200	-2.2%
Equalization Aid	5,834,300						5,834,300	5,283,300	10.4%
Capital Support				345,500			345,500	375,400	-8.0%
Property Taxes									
Primary Tax Levy	14,470,753						14,470,753	14,035,753	3.1%
Secondary Tax Levy									
Gifts, Grants, and Contracts	1,800,000	6,000,000					7,800,000	7,800,000	
Sales and Services									
Investment Income	140,000						140,000	140,000	
State Shared Sales Tax		400,000					400,000	400,000	
Other Revenues	200,000		500,000				700,000	700,000	
Proceeds from Sale of Bonds									
Total Revenues and Other Inflows	\$ 28,627,253	\$ 6,400,000	\$ 500,000	\$ 345,500	\$	\$	\$ 35,872,753	\$ 34,852,653	2.9%
<b>TRANSFERS</b>									
Transfers In		600,000	150,000	2,000,000			2,750,000	2,750,000	
(Transfers Out)	(2,750,000)						(2,750,000)	(2,750,000)	
Total Transfers	(2,750,000)	600,000	150,000	2,000,000					
Less:									
Governing Board Designations	(20,461,373)	(1,600,000)					(22,061,373)	(19,686,373)	12.1%
Policy 1924 - Future Cash Reserve	(13,038,627)						(13,038,627)	(12,913,627)	1.0%
Policy 1926 - Future Capital Reserve				(8,000,000)			(8,000,000)	(8,000,000)	
<b>Total Resources Available for the Budget Year</b>	\$ 26,077,253	\$ 6,600,000	\$ 650,000	\$ 5,145,500	\$	\$	\$ 38,472,753	\$ 41,252,653	-6.7%

\*These amounts exclude amounts not in spendable form (i.e., prepaids, inventories, and capital assets) or amounts legally or contractually required to be maintained intact.

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2016  
EXPENDITURES AND OTHER OUTFLOWS**

**TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)**

**EXPENDITURES AND OTHER OUTFLOWS**

Instruction  
Public Service  
Academic Support  
Student Services  
Institutional Support (Administration)  
Operation and Maintenance of Plant  
Scholarships  
Auxiliary Enterprises  
Capital Assets  
Debt Service-General Obligation Bonds  
Debt Service-Other Long Term Debt  
Other Expenditures  
Contingency  
  
Total Expenditures and Other Outflows

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2016	Total All Funds 2016	Total All Funds 2015	% Increase/ Decrease
	General Fund 2016	Restricted Fund 2016	Auxiliary Fund 2016	Unexpended Plant Fund 2016	Retirement of Indebtedness 2016				
	\$ 26,077,253	\$ 6,600,000	\$ 650,000	\$ 5,145,500	\$	\$	\$ 38,472,753	\$ 41,252,653	-6.7%
Instruction	\$ 10,059,741	\$ 1,400,000	\$	\$	\$	\$	\$ 11,459,741	\$ 12,187,781	-6.0%
Public Service		20,000					20,000	20,000	
Academic Support	1,097,567						1,097,567	1,124,279	-2.4%
Student Services	1,707,284	650,000					2,357,284	2,425,677	-2.8%
Institutional Support (Administration)	7,878,662	30,000					7,908,662	9,197,951	-14.0%
Operation and Maintenance of Plant	1,687,028						1,687,028	1,650,068	2.2%
Scholarships	1,944,275	4,500,000					6,444,275	5,214,625	23.6%
Auxiliary Enterprises			650,000				650,000	205,000	217.1%
Capital Assets				5,145,500			5,145,500	7,775,400	-33.8%
Debt Service-General Obligation Bonds									
Debt Service-Other Long Term Debt									
Other Expenditures									
Contingency	1,702,696						1,702,696	1,451,872	17.3%
Total Expenditures and Other Outflows	\$ 26,077,253	\$ 6,600,000	\$ 650,000	\$ 5,145,500	\$	\$	\$ 38,472,753	\$ 41,252,653	-6.7%

# ECONOMIC ESTIMATES COMMISSION

Department of Revenue Building



Douglas A. Ducey  
Governor

David Raber  
Chairman

Elliott D. Pollack  
Member

Alan E. Maguire  
Member

March 18, 2015

Community College Business Officials  
State of Arizona

## RE: Final FY 2015/16 Expenditure Limits

The final fiscal year 2015/16 expenditure limits for all community colleges are being supplied in accordance with Article IX, Section 21, Constitution of Arizona and A.R.S. § 41-563.

The fiscal year 1979/80 base limits have been adjusted for changes in the population and the cost of living between 1978 and 2014. The formula is shown below.

$$\frac{\text{2015/16 Population (estimate)}}{\text{1978 Population}} \times \frac{\text{GDP Implicit Price Deflator 2014}}{\text{GDP Implicit Price Deflator 1978}} \times \text{FY 1979/80 Base Limit} = \text{Final FY 2015/16 Expenditure Limit}$$

Please contact Karen Jacobs in Economic Research and Analysis at (602) 716-6923 if you have any questions.

Sincerely,

ECONOMIC ESTIMATES COMMISSION

A handwritten signature in black ink, appearing to read "DRABER".

David Raber, Chairman

**FINAL FY 2015/16 EXPENDITURE LIMITS: COMMUNITY COLLEGES**

COMMUNITY COLLEGE DISTRICT	POPULATION**		POPULATION FACTOR	INFLATION FACTOR*	FY 1979/80 BASE LIMIT	FINAL FY 2015/16 EXPENDITURE LIMITATION
	2015/16	1979/80				
COCHISE	6,300	2,156	2.9221	2.8798	\$6,038,815	<b>\$50,816,985</b>
COCONINO	2,091	1,000	2.0910	2.8798	\$2,459,758	<b>\$14,811,935</b>
GILA	900	905	0.9945	2.8798	\$1,948,412	<b>\$5,580,076</b>
GRAHAM	3,350	1,329	2.5207	2.8798	\$4,508,230	<b>\$32,725,875</b>
MARICOPA	81,000	27,299	2.9671	2.8798	\$52,841,755	<b>\$451,524,053</b>
MOHAVE	3,150	1,033	3.0494	2.8798	\$3,163,993	<b>\$27,785,046</b>
NAVAJO	1,950	1,566	1.2452	2.8798	\$3,716,543	<b>\$13,327,460</b>
PIMA	23,000	11,038	2.0837	2.8798	\$19,071,763	<b>\$114,444,168</b>
PINAL	5,250	2,452	2.1411	2.8798	\$7,534,121	<b>\$46,455,464</b>
SANTA CRUZ	325	700	0.4643	2.8798	\$1,507,059	<b>\$2,015,027</b>
YAVAPAI	4,000	1,568	2.5510	2.8798	\$5,759,613	<b>\$42,312,883</b>
YUMA/LA PAZ	5,700	1,952	2.9201	2.8798	\$6,215,322	<b>\$52,266,576</b>
<b>TOTAL</b>	<b>137,016</b>	<b>52,998</b>	<b>2.5853</b>		<b>\$114,765,384</b>	<b>\$854,065,548</b>

\* SOURCE: (2014 GDP Implicit Price Deflator - BEA, February 2014)/(1978 GDP Implicit Price Deflator) = 108.287 / 37.602

\*\* FTSE counts are provided by Community College Business Officials.

## REQUEST TO APPROVE 2015-18 PRELIMINARY CAPITAL BUDGET

### **Recommendation:**

Staff recommends approval of the 2015-2018 Preliminary Capital Budget as presented.

### **Summary:**

The preliminary budget as approved by the District Governing Board will guide capital project planning for the next three years. The first year of preliminary capital budget is incorporated into the 2015-16 preliminary annual budget and includes adjustments to each of the years based on the NPC Strategic Plan approved by the District Governing Board along with Board discussions throughout the budget development process. Extensive involvement at the department and executive level produced the attached budget proposal following the approved budget development calendar, assumptions and guidelines.

Funding has been identified as a combination of current fund balances with a specific designation from the Board for reserving the fund balances for future purposes and from ongoing general fund operating revenues. Staff anticipates the STEM funding will be used for capital equipment purchases and has included this revenue source for future planning, however, in the event that STEM funding is not appropriated in the future, sufficient fund balance is available.

Staff will review the budget with the Board and will also answer questions.



**Northland Pioneer College  
Capital Fund (50) Budget  
FY1516 Budget Cycle**

	<b>FY1415 Budget</b>	<b>FY1516 Budget</b>	<b>FY1617 Budget</b>	<b>FY1718 Budget</b>
<b>Fund Balance</b>	5,400,000	2,800,000	7,691,000	7,102,500
<b>Transfer from Operating Fund</b>	2,000,000	2,000,000	2,000,000	2,000,000
<b>State Funding - STEM</b>	375,400	345,500	300,000	300,000
<b>Annual Capital Funding</b>	<u>7,775,400</u>	<u>5,145,500</u>	<u>9,991,000</u>	<u>9,402,500</u>
<b>Annual Capital Requirements</b>				
Building Maintenance	200,000	814,800	750,000	850,000
Leases	-	-	-	-
Total - Annual Requirements	<u>200,000</u>	<u>814,800</u>	<u>750,000</u>	<u>850,000</u>
<b>Annual Capital Requests</b>				
Administrative Services	4,306,000	1,713,400	6,200,000	6,000,000
Student Services	55,000	120,000	125,000	55,000
IS	1,610,000	1,371,500	1,700,000	1,185,500
Instruction:				
Arts & Science	-	-	-	-
CTE	471,000	248,000	216,000	312,000
Nursing	155,000	-	-	-
Total - Annual Requests	<u>6,597,000</u>	<u>3,452,900</u>	<u>8,241,000</u>	<u>7,552,500</u>
<b>Contingency</b>	978,400	877,800	1,000,000	1,000,000
<b>Total Expenses</b>	<u>7,775,400</u>	<u>5,145,500</u>	<u>9,991,000</u>	<u>9,402,500</u>
<b>Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Northland Pioneer College  
Capital Budget  
FY1515 - FY1718**

Sorted by Division

Div	Dept	FY1516 Budget Request \$	FY16/17 Budget Request \$	FY17/18 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	How Does Request Tie to Strategic Plan?	Postponed? Y/N
ANN REQMNT	ADM SVC MAINT	814,800	750,000	850,000	Annual Building Maintenance	Annual Capital Requirements - backlog of maintenance items	Pillar 6. Needed in the maintenance department to keep buildings and grounds in to condition.	No
<b>ANN REQMNT</b>		<b>814,800</b>	<b>750,000</b>	<b>850,000</b>				
CONTINGENCY	VP Admin	877,800	1,000,000	1,000,000	Contingency			
<b>CONTINGENCY</b>		<b>877,800</b>	<b>1,000,000</b>	<b>1,000,000</b>				
ADM SVC	TRANS	11,000	-	-	Air Compressor	Replace worn out machine	To service fleet and feed air into the maintenance shop	No
ADM SVC	TRANS	27,500	-	-	Repaint maintenance and IS vehicles (4)	Vehicles rusting	Extend life of fleet	No
ADM SVC	MAINT	50,000	-	-	Professional/Consulting Services	Architecture & Engineering Services		
ADM SVC	MAINT	14,900	-	-	Lawnmower	replace 10 yr old machine	Pillar 6. Needed in the maintenance department to keep buildings and grounds in to condition.	No
ADM SVC	MAINT	10,000	-	-	Storage containers	storage space for materials and equipment at WMC maintenance shop	Pillar 6. Needed in the maintenance department to keep buildings and grounds in to condition.	Yes
ADM SVC	MAINT	1,600,000	2,000,000	1,800,000	Annual Deferred Maintenance & Master Facilities Projects	In addition to capital budget for ongoing maintenance a "catch-up" campaign is needed to bring facilities up to standards college-wide. Also, includes some projects identified in the Master Facilities report.	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	No
ADM SVC	MAINT	-	4,200,000	4,200,000	WMC Expansion Phase I FY16/17 Phase II FY17/18	Relocation of off campus facility use plus addition of new programs and classrooms.	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	Yes
<b>ADM SVC</b>		<b>1,713,400</b>	<b>6,200,000</b>	<b>6,000,000</b>				No



**Northland Pioneer College  
Capital Budget  
FY1515 - FY1718**

Sorted by Division

Div	Dept	FY1516 Budget Request \$	FY16/17 Budget Request \$	FY17/18 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	How Does Request Tie to Strategic Plan?	Postponed? Y/N
STUD SERV	LIBRARY	55,000	55,000	55,000	print, audio, video	These materials are for student and faculty research and instruction. It should be noted that the average price of books in the Humanities,	HLC 2b The organization's resource base supports its educational programs and its plans for maintaining and strengthening their	No
STUD SERV	MARKETING	65,000	70,000	-	Rebuild entire www.NPC.edu site in Drupal 8 software, make site mobile friendly, improve user experience and SEO results.  Project may be finalized in FY1617.	Rebuild entire www.Npc.edue site in Drupal 8 software, make site mobile firendly, improve user experience and SEO results.	Pres Initiative 6; 1.1.2; 2.1.1; 2.1.3; 3.1.1; 4.1.3; 6.1.4;	No
<b>STUD SERV</b>		<b>120,000</b>	<b>125,000</b>	<b>55,000</b>				No
IS	CTE	5,000	-	-	Enroute Pro with seats for 10 users	PDC-CON-current industry standards	Pillar 1.1.1	No
IS	CTE	21,000	-	-	WMC-ATO-CNC Router & Wireless	Update System to Support Laptops and more students	Pillar 3.1.1	No
IS	CTE	-	5,000		3-D Printer	PDC-MET-Current Industry Standards	Pillar 1.1.1	Yes
IS	CTE	4,500	-	4,500	ATO - CDX - Auto Online Trainers	Trainers for Automotive program at WMC	Pillar 3.1.1, Pillar 1.1.1	No
IS	Exec Team	25,000	15,000	15,000	Retention Management Software Consulting	Consulting for software implementation	Pillar 3.1.1, 3.2.1	No
IS	Exec Team	65,000	-	-	Retention Management Software	Software to assist with Student Success, Completion, Quality Initiative	Pillar 1.1.1	No
IS	IS	205,000	225,000	250,000	Jenzabar Maintenance	Yearly Maintenance Contract	Pillar 3.1.1, 3.2.1	No
IS	IS	45,000	45,000	45,000	NOLIJ Web Maintenance	Yearly Maintenance Contract	Pillar 3.1.1, 3.2.1	No
IS	IS	17,000	17,500	18,000	HP Server Contracts from FY1314 budget	Yearly Maintenance Contract	Pillar 3.1.1, 3.2.1	No
IS	IS	30,000	30,000	30,000	Jenzabar Consultants	Consultant training/update NPC Servers	Pillar 3.1.1, 3.2.1, 3.2.2	No
IS	IS	50,000	50,000	50,000	IS Professional Services	Outside Consultant as needed	Pillar 3.1.1	No
IS	IS	8,000	2,000	2,000	Nolij Web Project Manager Consultant	Outside Consultant for Document Imaging	Pillar 3.1.1, 3.2.1	No
IS	IS	60,000	55,000	58,000	9 Smartboards and Projectors (includes polycom & doc cameras)	9 Smart Classrooms - NEW, supports CTE and other divisions	Pillar 3.1.1, 3.2.1, Pillar 1.1	No

**Northland Pioneer College  
Capital Budget  
FY1515 - FY1718**

Sorted by Division

Div	Dept	FY1516 Budget Request \$	FY16/17 Budget Request \$	FY17/18 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	How Does Request Tie to Strategic Plan?	Postponed? Y/N
IS	IS	65,000	68,000	72,000	10 Smartboards & Projectors	Lifecycle Replacement	Pillar 3.1.1, 3.2.1	No
IS	IS	180,000	180,000	180,000	Server Replacements @ 4 years	Update Aging Server/Blade Cycle	Pillar 3.1.1	No
IS	IS	200,000	200,000	200,000	Replace old routers, switches and AP's @ 6 years	Update Aging Routers, Switches, and Aps	Pillar 3.1.1	No
IS	IS	95,000	500,000	-	Upgrade WAN Links FY16/17 Phase II	Upgrade remaining WAN radio links for increased capacity at all other NPC owned network locations	Pillar 3.3.1	No
IS	IS	12,000	14,000	15,000	UPS (batteries for servers) lifecycle Replacements @ 5 years	Replace aging UPS systems	Pillar 3.1.1	No
IS	IS	150,000	125,000	100,000	Computers @ 4 years (230)	Replace aging computers	Pillar 3.1.1	No
IS	IS	35,000	37,000	40,000	Printers @ 3 years	Replace aging printers	Pillar 3.1.1	No
IS	IS	30,000	30,000	30,000	Monitors @ 4 years	Replace aging monitors	Pillar 3.1.1	No
IS	IS	40,000	40,000	40,000	iPads (iPad lifecycle 4 years)	Replace some laptops with iPads to allow traveling staff	Pillar 3.1.1	Yes
IS	IS	-	-	2,000	Thin Clients (6 year life cycle)	Replace aging Thin Clients	Pillar 3.1.1	No
IS	IS/HR	-	30,000	-	Integrated Photo ID/Data Card for students and employees	IS/HR will work together to establish a system and	Pillar 3.3.1, 3.3.2	Yes
IS	PAD	24,000	24,000	24,000	Konica Minolta Copier Lease	Old Copier at end of life was replaced with new to	Pillar 3.2.1	No
IS	PAD	5,000	7,500	10,000	Replacement of aging and broken equipment	To maintain a professional print production for staff and	Pillar 3.1.1	No
<b>IS</b>		<b>1,371,500</b>	<b>1,700,000</b>	<b>1,185,500</b>				Yes
CTE	AJS	-	20,000	-	Wrestling Mats	Replacements	Mats needed for Defensive Tasks	No
CTE	ATO	15,000	20,000	22,000	Three Scanners	Keep to Current Industry Standards	1.1.1	Yes
CTE	ATO	21,000	-	-	Alignment Machine	Keep to current industry standards	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	ATO	-	-	8,000	Air Compressor	Replacement of current one	1.1.1	No

**Northland Pioneer College  
Capital Budget  
FY1515 - FY1718**

Sorted by Division

Div	Dept	FY1516 Budget Request \$	FY16/17 Budget Request \$	FY17/18 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	How Does Request Tie to Strategic Plan?	Postponed? Y/N
CTE	ATO	8,000	-	-	Steam cleaner	Replace current wore out one	1.1.1	No
CTE	ATO	-	20,000	-	4 top and bottom toolboxes complete w/Tools	Keep up with the amount of students	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	ATO	20,000	20,000	20,000	2007 & up cars	Keep to current industry standards	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	CON	10,000	-	-	Man Lift	Equipment needed for level 4	1.1.1	Yes
CTE	FRS	25,000	25,000	25,000	Five SCBA Equipment	Must Replace Old Equipment with Replacement Cycle-Live Burns	1.1.1	No
CTE	FRS	6,000	-	-	Electric Hose Tester	NFPA Standards	Requirement of National Certification	No
CTE	FRS	-	-	75,000	Purchase used firetruck.	replace current Fire Engine being used to instruct students in FF I & II Courses	Pillar 1 - Advance High Quality Accessible Learning Opportunities	Yes
CTE	IMO/MET	37,000	-	-	Baxter Robot	Interactive Robot Current Industry Standards	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	Yes
CTE	IMO/MET	-	-	75,000	Lathe Machine	Enhance Learning for IMO/CNC	Pillar 6 - Strengthen Facilities through Planning, Development and Renewal	Yes
CTE	IMO/MET	-	39,000	-	FANUC Robot	Enhance learning with industry recognized robotics/certification program for a working robot	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	Yes
CTE	WLD	36,000	40,000	42,000	Welding Machines	Replace worn machines as part of facility maintenance	• Establish planned maintenance and replacement cycle as appropriate	No

**Northland Pioneer College  
Capital Budget  
FY1515 - FY1718**

Sorted by Division

Div	Dept	FY1516 Budget Request \$	FY16/17 Budget Request \$	FY17/18 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	How Does Request Tie to Strategic Plan?	Postponed? Y/N
CTE	WLD	-	-	6,000	One Metal Brake	Provide new and different technology to welding students	1.1.1 one location to expand	Yes
CTE	WLD	10,000	-	-	Two- Air Compressors	Replace worn machines as part of facility maintenance (every 10 years)	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	WLD	-	12,000	-	Three- Track OFC Beveller	Replace worn machines as part of facility maintenance (every 10 years)	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	Yes
CTE	WLD	60,000	-	-	Three-- IronWorkers	Replace worn machines as part of facility maintenance	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	WLD	-	20,000	-	Three- Millhogs	Replace worn machines as part of facility maintenance	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	No
CTE	WLD	-	-	39,000	3-Cutting/Weld Table W/Hardware	Provide new and different technology to welding students	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	Yes
<b>CTE</b>		<b>248,000</b>	<b>216,000</b>	<b>312,000</b>				
	<b>Total ALL</b>	<b>5,145,500</b>	<b>9,991,000</b>	<b>9,402,500</b>				

## REQUEST TO APPROVE MUTUAL AID ARIZONA MUTUAL AID COMPACT

### Recommendation:

Staff recommends approval of the mutual aid compact.

### Summary:

This mutual aid agreement codifies an understanding that NPC may both provide and receive support in emergency situations. The purpose of this agreement is to define the emergency management terms and procedures which would be used among participating parties for dispatching mutual aid assistance to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements. It is anticipated that most, if not all local government entities, as well as certain private organizations, will be signatories to the Compact. Virtually any type of organization that can bring resources to bear during an emergency will be invited to participate.

Written mutual aid agreements to support response efforts in an emergency are important for a number of reasons, including to:

- **Coordinate planning.** Agreements facilitate and complement local and regional joint planning for large-scale incidents.
- **Multiply the response resources available to any one jurisdiction.** The basic function of an agreement is to bring additional resources to bear when they are needed.
- **Ensure timely arrival of aid.** The quicker the response, the more lives that could be saved. Agreements streamline red tape and other procedural impediments so that resources are requested quickly and arrive in a timely manner.
- **Arrange for specialized resources.** Mutual aid agreements seek to ensure the timely arrival of vital equipment and personnel.
- **Minimize administrative conflict and litigation post-response.** Liability, reimbursement, and other administrative matters are addressed in a mutual aid agreement.



# ARIZONA MUTUAL AID COMPACT

This Compact is made and entered into by and among the signatory political jurisdictions within the State of Arizona and the Arizona Department of Emergency and Military Affairs.

## Recitals

WHEREAS, one or more parties to this Compact may find it necessary to utilize all of their own resources to cope with emergencies and may require the assistance of another party or other parties; and,

WHEREAS, it is desirable that all resources of political subdivisions, municipal corporations, tribes and other public agencies be made available to respond to such emergencies; and,

WHEREAS, it is desirable that each of the parties hereto should assist one another when such emergency occurs by providing such resources as are available and needed including, but not limited to, fire, police, medical and health, environmental, communication, and transportation services to cope with the problems of response and,

WHEREAS, it is desirable that a compact be executed for the interchange of such mutual aid; and,

WHEREAS, it is desirable to utilize this agreement in exercising adopted emergency plans; and,

WHEREAS, it is desirable that the manner of financing of such cooperative undertakings be resolved in advance of such emergency;

NOW, THEREFORE, IT IS HEREBY AGREED by and between each and all of the signatories hereto as follows:

## COMPACT

### 1. Purpose.

The purpose of this Compact is to define for the participating parties the emergency management terms and procedures which will be used among participating parties for dispatching mutual aid assistance to any affected area in accordance with local ordinances, resolutions, emergency plans or agreements. Contracting authority for political subdivisions of Arizona for this Compact is based upon A.R.S. § 26-308 which provides that each county and incorporated city and town of the state may appropriate and expend funds, make contracts and obtain and distribute equipment, materials and supplies for emergency management purposes. Tribal contracting authority will be in accordance with each Tribe's laws. Special District authority will be in accordance with their respective laws. Public education district authority is based on A.R.S. § 15-342(13) and A.R.S. § 11-952. This Agreement shall be construed in accordance the laws of the State of Arizona.

### 2. Scope.

The Scope of this Compact is to (1) provide the procedures to notify the Providing Parties of the need for emergency assistance; (2) to identify available resources; and, (3) to provide a mechanism for compensation for resources.

### 3. Definitions.

- **Automatic Mutual Aid** means the automatic dispatch and response of requested resources without incident specific approvals. These agreements are usually basic contracts; some may be informal accords.
- **Backfill** means replacement of the Requesting Party's personnel who perform the regular duties of other personnel while they are performing eligible emergency work.
- **Compact** means this document, the Arizona Mutual Aid Compact (AZMAC).
- **Director** is the Director of the Department of Emergency and Military Affairs (DEMA).
- **Emergency** or **Emergencies** means any disaster, emergency, or contingency situation which requires a collaborative effort among multiple Jurisdictions.
- **Exercise** is the exercising of adopted emergency plans utilizing the Homeland Security Exercise and Evaluation Program (HSEEP)
- **Jurisdiction** means an entity, including Political Subdivisions and tribal governments, which (1) has the authority to act, within a defined geographical area especially in times of emergency and (2) is a party to this Compact.

- **Local Mutual Aid** are agreements between neighboring jurisdictions or organizations that involve a formal request for assistance and generally cover a larger geographic area than automatic mutual aid.
- **Political Subdivision** means any county, incorporated city or town, fire district, or public education district, irrigation, power, electrical, agricultural improvement, drainage, and flood control districts, and other tax levying public improvement districts.
- **Providing Party** means the Jurisdiction providing aid in the event of an emergency.
- **Requesting Party** means the Jurisdiction requesting aid in the event of an Emergency.
- **Self-deployed** means to respond to an emergency without being requested by the Requesting Party.

#### 4. **Guiding Policy.**

- Arizona Revised Statute (A.R.S.), Title 26, Military Affairs and Emergency Management.
- Arizona Administrative Code (A.A.C.), Title 8, Emergency and Military Affairs.
- National Incident Management System (NIMS), 2008

#### 5. **Procedures for Requesting Assistance.**

A Requesting Party which needs assistance in excess of its own resources and existing automatic mutual aid or local mutual aid due to an emergency is authorized to request assistance from any party to this Compact. However, when making such requests, consideration shall be given to, and requests made, based on, but not limited to, the geographical proximity of other jurisdictions with that of the jurisdiction requesting assistance. All requests for assistance from the State must be coordinated through the Requesting Party's county emergency operations center, or tribal emergency operations center (whichever is applicable).

Requests should specify what the emergency is, what resources are needed and the estimated period of time during which such mutual aid shall be required, if known. Please use the Resource Request form provided in Appendix A.

#### 6. **Providing Party's Assessment of Availability of Resources and Ability to Render Assistance.**

Subject to the terms of this Compact, the Providing Party shall make reasonable efforts to assist the Requesting Party. In all instances, the Providing Party shall render such mutual aid as it is able to provide consistent with its own service needs at the time, taking into



consideration the Providing Party's existing commitments within its own jurisdiction. The Providing Party shall be the sole judge of what mutual aid it has available to furnish to the Requesting Party pursuant to this Compact.

**7. Implementation Plan.**

Each party should develop an emergency operations plan that includes a process to provide for the effective mobilization of its resources, both public and private, including acceptance of mutual aid to provide or receive assistance under this Compact.

**8. Contact List.**

Each Party shall develop a contact list as outlined in Appendix B, which shall be provided to the Director for distribution to all other parties to this Compact.

**9. Reimbursement Procedures between Parties.**

If the Providing Party desires reimbursement for the assistance they are providing, the Requesting Party shall reimburse the Providing Party for all costs incurred in the mutual assistance, whether an incident has been declared an emergency or not. The Providing Party must declare its intent to seek reimbursement as part of their response to the Requesting Party's request for assistance (see Appendix A: Resource Request forms). The Providing Party and the Requesting party shall agree upon allowable costs for mutual assistance prior to the dispatch of any mutual assistance resources. Unless otherwise negotiated by the parties involved, the parties may reference the state allowable costs as defined in A.A.C. Title 8 (as may be amended from time to time). If the assistance is authorized and accepted, the Requesting Party shall reimburse the Providing Party all allowable costs of labor, equipment, and materials that have actually been expended during the execution of the mission assignment, after receipt of an itemized voucher and documentation is received.

If there has been a declaration of emergency from the Governor and/or President, the Requesting Party may be eligible for reimbursement for these mutual aid costs under the state or federal declaration of emergency. See item 10.

**10. Reimbursement Procedures from the State.**

If the Governor and/or President have declared an emergency, the Requesting Party can prepare an itemized voucher and documentation of all paid allowable costs including all the cost of the mutual aid resources reimbursed to any Providing Parties under this Compact, for submittal to the State for consideration for reimbursement in accordance with A.A.C. Title 8 (as may be amended from time to time). As per A.A.C. Title 8, R8-2-301, sub-parts 1, 12 & 15, only state agencies and political subdivisions are eligible to receive reimbursement under a Governor's Declaration. Any Tribal Nations as the Requesting Party would need to seek reimbursement under a Presidential Declaration. Any Tribal Nations as the Providing Party

would seek reimbursement from the Requesting Party as outlined in Item 9.

The state is not liable for any claim arising from an emergency for which the applicant receives funds from another source (A.A.C. Title 8, R8-2-312).

Self-deployed resources will not be reimbursed.

**11. Personnel Compensation and Insurance.**

The Requesting Party and the Providing Party shall be responsible for all compensation and insurance coverage of their respective employees and equipment.

**12. Immunity.**

The parties shall have such immunity as provided by applicable state, federal or tribal law.

**13. Indemnification.**

Each party (as "Indemnitor") agrees to defend, indemnify, and hold harmless the other party (as "Indemnitee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnitee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees, or volunteers. This compact is between Governmental entities. Should a signatory to this agreement use a contractor for any purpose, said contractor would be required to abide by ADOA Risk Management insurance requirements which are attached as Appendix C.

**14. Term.**

This Compact shall be effective on the date it is recorded with the Secretary of State. Except as otherwise provided in this Compact, this Compact shall terminate ten years after the effective date. This Compact, upon mutual consent of the parties may be extended for a period of time not to exceed 10 years. Any modification or time extension of this Compact shall be by formal written amendment and executed by the parties hereto.

**15. ADA.**

Each party shall comply with applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 United States Code. 12101-12213) and all applicable federal regulations under the Act, including 28 Code of Federal Regulation Parts 35 and 36.

**16. Non-Discrimination.**

To the extent of the law the Parties shall comply with Executive Order 2009-9, which mandates that all persons, regardless of race, color, religion, sex, age, or national origin not mentioned in Order shall have equal access to employment opportunities, and all other applicable state and Federal employment laws, rules, and regulations, including the Americans with Disabilities Act. Parties shall take affirmative action to ensure that applicants for employment and employees are not discriminated against due to race, creed, color, religion, sex, national origin or disability.

**17. Compliance with Laws.**

Each party shall comply with all federal, tribal, state and local laws, rules, regulations, standards and Executive Orders, as applicable, without limitation to those designated within this Compact. Any changes in the governing laws, rules and regulations during the terms of this Compact shall apply but do not require an amendment.

**18. Worker's Compensation.**

Each Party herein shall comply with the provisions of A.R.S §23-1022(E) by posting the public notice required. As provided for in A.R.S. §23-1022(D), an employee of a public agency who works under the jurisdiction or control of or within the jurisdictional boundaries of another public agency pursuant to a specific intergovernmental agreement or contract entered into between the public agencies is deemed to be an employee of both public agencies. However, the primary employer is solely liable for the payment of Workers' Compensation benefits. As such, each Party shall maintain Workers' Compensation insurance coverage on all of its own employees providing services pursuant to this agreement.

**19. Insurance.**

Each Party shall bear the risk of its own actions, as it does with all its operations, and shall determine for itself an appropriate level of insurance coverage and maintain such coverage. Nothing in this Agreement shall be construed as a waiver of any limitation on liability that may apply to a Party.

**20. Non-appropriation.**

Every payment obligation of the Parties under this Agreement is conditioned upon the availability of funds appropriated and allocated for the payment of such obligation. If funds are not appropriated, allocated and available or if the appropriation is changed by the legislature resulting in funds no longer being available for the continuance of this Agreement, this Agreement may be terminated by the Parties at the end of the period for which funds are

available. No liability shall accrue to the Party in the event this provision is exercised, and neither Party shall be obligated or liable for any future payments or for any damages as a result of termination under this paragraph.

**21. No Third Party Beneficiaries.**

Nothing in the provisions of this Compact is intended to create duties or obligations to or rights in third parties not parties to this Compact or affect the legal liability of any party to the Compact by imposing any standard of care different from the standard of care imposed by law.

**22. Entire Compact.**

This document constitutes the entire Compact between the parties pertaining to the subject matter hereof. This Compact shall not be modified, amended, altered or extended except through a written amendment signed by the parties and recorded with the Arizona Secretary of State or Tribal government as appropriate.

**23. Jurisdiction.**

Nothing in this Compact shall be construed as otherwise limiting or extending the legal jurisdiction of any party. Nothing in this Compact is intended to confer any rights or remedies to any person or entity that is not a party.

**24. Conflict of Interest.**

The requirements of A.R.S. § 38-511 apply to this Agreement. The Parties may cancel this Agreement, without penalty or further obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating this Agreement on behalf of the Party is, at any time while this Agreement or any extension is in effect, an employee, agent or consultant of Party with respect to the subject matter of this Agreement.

**25. Supervision and Control.**

Management of an emergency shall remain with the jurisdiction in which the emergency occurred. Supervision and control of Providing Parties' personnel and equipment shall be in accordance with National Incident Management System. The Requesting Party will be responsible for providing supplies and services, such as food, shelter, gasoline and oil, for on-site use of equipment and for the personnel providing assistance. All equipment and personnel used pursuant to this Compact shall be returned to the Providing Party upon being released by the Requesting Party or on demand of the Providing Party for such return.

**26. Severability: Effect on Other Agreements.**

It is expressly understood that this Compact shall not supplant existing agreements between some of the parties, which do provide for the exchange or furnishing of certain types of services on a compensated basis.

**27. Severability.**

If any provision of this Compact is held to be invalid or unenforceable, the remaining provisions shall continue to be valid and enforceable to the full extent permitted by law.

**28. Responsibility of the Department of Emergency and Military Affairs.**

Nothing within this Compact limits or restricts the duties and obligations the State of Arizona may have to respond to the emergency of any party.

**29. Effective Date.**

This Compact shall become effective as to each party when adopted by resolution and executed by the governing body of the jurisdiction, and shall remain operative and effective as between each and every party that has heretofore or hereafter executed this Compact, until participation in this Compact is terminated by the party. The termination by one or more of the parties of its participation in this Compact shall not affect the operation of this Compact as between the other parties thereto. The Director shall identify on their website, with updates as needed, all parties signatory to this Compact.

**30. Execution Procedure.**

Execution of this Compact shall be as follows:

This Compact, which will be designated as "ARIZONA MUTUAL AID COMPACT," shall be executed in counterparts by the governing body of each party. Upon execution, the counterpart will be filed with the Secretary of State and the Tribal government as applicable and be provided to the Director. This Compact will be effective between all parties who execute this Compact even if it is not executed by all eligible jurisdictions.

**31. Termination.**

Termination of participation in this Compact may be effected by any party as follows:

Notice of termination will be given to the Director 20 days prior to termination.

Any party may, by resolution of its governing body, terminate its participation in this Compact and file a certified copy of such resolution with the Secretary of State or the Tribal government, with a copy to be provided to the Director.

The parties to this Compact understand and acknowledge that this Compact is subject

to cancellation by any party pursuant to A.R.S. § 38-511 or applicable Tribal law.

**32. Dispute Resolution.**

The Parties to this Agreement agree to resolve all disputes arising out of or relating to this Agreement through arbitration, after exhausting applicable administrative review, to the extent required by A.R.S. § 12-1518 except as may be required by other applicable statutes.

**33. Record Retention**

Pursuant to A.R.S. §§ 35-214 and 35-215, the Parties shall retain all records relating to this Agreement for a period of five years after completion of the Agreement. All records shall be subject to inspection and audit by the State of Arizona at reasonable times.

**ARIZONA MUTUAL AID COMPACT  
SIGNATURE PAGE**

**Northland Pioneer College**

**IN WITNESS WHEREOF**, the parties hereto each sign this Arizona Mutual Aid Compact signature page. The signor warrants that he or she has been duly authorized to commit the jurisdiction to participate in the Compact by formal approval of the jurisdiction's governing body.

\_\_\_\_\_  
Ginny Handorf, Chairman  
Northland Pioneer College

\_\_\_\_\_  
Date

ATTEST: \_\_\_\_\_  
Lisa James, Clerk of the Board

\_\_\_\_\_  
Date

Date of formal approval by NPC governing body: \_\_\_\_\_

Pursuant to A.R.S. § 11-952(D) or applicable Tribal law, the attorney for the above entity has determined that the foregoing Compact is in proper form and is within the powers and authority of the entity as granted under the laws of this State and the applicable Tribal government.

\_\_\_\_\_  
(Attorney)

\_\_\_\_\_  
Date

**Appendix A**

**ARIZONA MUTUAL AID COMPACT (AZMAC)  
EMERGENCY MANAGEMENT RESOURCE REQUEST**

Date of Request	Requesting Agency Tracking Number
Requesting Organization	Organization Point of Contact
	Work Cell E-Mail
Requested Resource Type/Kind	Quantity Unit of Measure Date/Time Required

**Resource must come with:**

- |                                      |                                  |                                      |                                      |
|--------------------------------------|----------------------------------|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> Fuel        | <input type="checkbox"/> Meals   | <input type="checkbox"/> Operator(s) | <input type="checkbox"/> Water       |
| <input type="checkbox"/> Maintenance | <input type="checkbox"/> Lodging | <input type="checkbox"/> Power       | <input type="checkbox"/> Transporter |

**Mission**

**Special Instructions**

**Request Forwarded to**

Contact Name  
Organization/Agency  
Vendor  
Date/Time of Submission

**Request Approved by**

**Date**

---



**Appendix A**

**ARIZONA MUTUAL AID COMPACT (AZMAC)  
EMERGENCY MANAGEMENT RESOURCE REQUEST**

Date of Request	Assisting Agency Tracking Number
Assisting Organization	Organization Point of Contact
	Work Cell E-Mail
Requested Resource Type/Kind	Quantity Unit of Measure Date/Time Required

**Offer**

Travel Costs Equipment Costs Commodities
--

**Personnel**

F. Name	L. Name	Phone	E-Mail	Regular Salary/ Hourly Rate	Regular Fringe Benefit Hourly Rate	Overtime Salary/ Hourly Rate	Overtime Fringe Benefit Hourly Rate

**Estimated Resource Cost** \_\_\_\_\_

Providing Party Agency Representative Signature and Date

\_\_\_\_\_  
Representative Name and Title (Print)

\_\_\_\_\_  
Signature & Date

Requesting Party Agency Representative Signature and Date

\_\_\_\_\_  
Representative Name and Title (Print)

\_\_\_\_\_  
Signature & Date

**Appendix B**

**ARIZONA MUTUAL AID COMPACT (AZMAC)  
POINTS OF CONTACT**

Date: March 4, 2015

Name of Jurisdiction: Northland Pioneer College

Mailing Address: P.O. Box 610

City, State, Zip Code: Holbrook, AZ 86025-0610

**Authorized Representatives to Contact for Mutual Aid Assistance**

	Primary Contact	1 <sup>st</sup> Alternate	2 <sup>nd</sup> Alternate
Name			
Title			
24-Hr Phone No.			
Address			
Day Phone No.			
Night Phone No.			
Fax No.			
Email			

## Appendix C

### ARIZONA MUTUAL AID COMPACT (AZMAC)

#### USE OF A CONTRACTOR

In addition, each signatory shall cause its contractor(s) and subcontractors, if any, to defend, indemnify, and hold harmless the State of Arizona, any jurisdiction or agency issuing any permits for any work arising out of this Agreement, and their respective directors, officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of signatory's contractor or any of the directors, officers, agents, or employees or subcontractors of such contractor. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such contractor to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnitee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnitee, be indemnified by such contractor from and against any and all claims. It is agreed that such contractor will be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable."

#### **Insurance Requirements for Governmental Parties:**

None.

#### **Insurance Requirements for Any Contractors Used by a Party to the Intergovernmental Agreement:**

(Note: this applies only to Contractors used by a governmental entity, not to the governmental entity itself.) The insurance requirements herein are minimum requirements and in no way limit the indemnity covenants contained in the Intergovernmental Agreement. The State of Arizona in no way warrants that the minimum limits contained herein are sufficient to protect the governmental entity or Contractor from liabilities that might arise out of the performance of the work under this Contract by the Contractor, his agents, representatives, employees or subcontractors, and Contractor and the governmental entity are free to purchase additional insurance.

**A. Minimum Scope and Limits of Insurance:** Contractor shall provide coverage with limits of liability not less than those stated below.

**1. Commercial General Liability – Occurrence Form**

Policy shall include bodily injury, property damage, personal and advertising injury and broad form contractual liability.

- General Aggregate \$2,000,000
- Products – Completed Operations Aggregate \$1,000,000
- Personal and Advertising Injury \$1,000,000
- Damage to Rented Premises \$ 50,000
- Each Occurrence \$1,000,000

a. The policy shall be endorsed (Blanket Endorsements are not acceptable) to include the following additional insured language: “The State of Arizona, and its departments, agencies, boards, commissions, universities, officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor.” Such additional insured shall be covered to the full limits of liability purchased by the Contractor, even if those limits of liability are in excess of those required by this Contract.

(Note that the other governmental entity(ies) is/are also required to be additional insured(s) and they should supply the Contractor with their own list of persons to be insured.)

b. Policy shall contain a waiver of subrogation endorsement (Blanket Endorsements are not acceptable) in favor of the “State of Arizona, and its departments, agencies, boards, commissions, universities, officers, officials, agents, and employees” for losses arising from work performed by or on behalf of the Contractor.

**2. Business Automobile Liability**

Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of this Contract.

- Combined Single Limit (CSL) \$1,000,000

a. The policy shall be endorsed (Blanket Endorsements are not acceptable) to include the following additional insured language: “The State of Arizona, and its departments, agencies, boards, commissions, universities, officers, officials, agents, and employees shall be named as additional insureds with respect to liability arising

out of the activities performed by or on behalf of the Contractor, involving automobiles owned, leased, hired or borrowed by the Contractor". Such additional insured shall be covered to the full limits of liability purchased by the Contractor, even if those limits of liability are in excess of those required by this Contract.

- b. Policy shall contain a waiver of subrogation endorsement (Blanket Endorsements are not acceptable) in favor of the "State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees" for losses arising from work performed by or on behalf of the Contractor.

(Note that the other governmental entity(ies) is/are also required to be additional insured(s) and they should supply the Contractor with their own list of persons to be insured.)

- c. Policy shall contain a severability of interest provision.

**3. Worker's Compensation and Employers' Liability**

• Workers' Compensation	Statutory
• Employers' Liability	
Each Accident	\$1,000,000
Disease – Each Employee	\$1,000,000
Disease – Policy Limit	\$1,000,000

- a. Policy shall contain a waiver of subrogation endorsement (Blanket Endorsements are not acceptable) in favor of the "State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees" for losses arising from work performed by or on behalf of the Contractor.
- b. This requirement shall not apply to: Separately, EACH contractor or subcontractor exempt under A.R.S. § 23-901, AND when such contractor or subcontractor executes the appropriate waiver (Sole Proprietor/Independent Contractor) form.

**B. Additional Insurance Requirements:** The policies are to contain, or be endorsed (Blanket Endorsements are not acceptable) to contain, the following provisions:

- 1. The Contractor's policies shall stipulate that the insurance afforded the Contractor shall be primary insurance and that any insurance carried by the Department, its agents, officials, employees or the State of Arizona shall be excess and not contributory insurance, as provided by A.R.S § 41-621 (E).

2. The Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. Coverage provided by the Contractor shall not be limited to the liability assumed under the indemnification provisions of its Contract with the other governmental entity(ies) party to the IGA.
- C. Notice of Cancellation: With the exception of (10) day notice of cancellation for non-payment of premium, any changes material to compliance with this contract in the insurance policies above shall require (30) days written notice to the State of Arizona. Such notice shall be sent directly to the Department and shall be sent by certified mail, return receipt requested.
- D. Acceptability of Insurers: Contractors insurance shall be placed with companies licensed in the State of Arizona. Insurers shall have an "A.M. Best" rating of not less than A- VII or duly authorized to transact Workers' Compensation insurance in the State of Arizona. The State of Arizona in no way warrants that the above-required minimum insurer rating is sufficient to protect the Contractor from potential insurer insolvency.
- E. Verification of Coverage: Contractor shall furnish the State of Arizona with certificates of insurance (ACORD form or equivalent approved by the State of Arizona) as required by this Contract. The certificates for each insurance policy are to be signed by an authorized representative.
- All certificates and endorsements (Blanket Endorsements are not acceptable) are to be received and approved by the State of Arizona before work commences. Each insurance policy required by this Contract must be in effect at or prior to commencement of work under this Contract and remain in effect for the duration of the project. Failure to maintain the insurance policies as required by this Contract, or to provide evidence of renewal, is a material breach of contract.
- All certificates required by this Contract shall be sent directly to the Department. The State of Arizona project/contract number and project description are to be noted on the certificate of insurance. The State of Arizona reserves the right to require complete, certified copies of all insurance policies required by this Contract at any time.
- F. Subcontractors: Contractor's certificate(s) shall include all subcontractors as insureds under its policies or Contractor shall furnish to the State of Arizona separate certificates for each subcontractor. All coverages for subcontractors shall be subject to the minimum requirements identified above.

- G.** Approval: Any modification or variation from the *insurance requirements* in any Intergovernmental Agreement must have prior approval from the State of Arizona Department of Administration, Risk Management Division, whose decision shall be final. Such action will not require a formal contract amendment, but may be made by administrative action.
- H.** Exceptions: In the event the Contractor or sub-contractor(s) is/are a public entity, then the Insurance Requirements shall not apply. Such public entity shall provide a Certificate of Self-Insurance. If the contractor or sub-contractor(s) is/are a State of Arizona agency, board, commission, or university then none of the above shall apply.

## **REVIEW OF PROCEDURE 2045 PRESIDENTIAL EVALUATION**

**Summary:**

Procedure 2045 requires that the District Governing Board review the performance of the president beginning at the May meeting. The review procedure and evaluation forms are provided for board members today but are also available in NPC's policies and procedures that can be found on the College website.

As part of the performance evaluation, the president will provide a self-evaluation based on the previous year's goals, a summary of college progress for the year, and performance goals for the next year.





## Procedure 2045

### Procedure for review of Northland Pioneer College's President by the District Governing Board

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At the May District Governing Board Meeting of each year, the District Governing Board will conduct a formal review of the President's performance. Every two years (even numbered years), the President's performance evaluation will include a review by the entire college staff. The review will include an evaluation of the President's performance for the just-ended year and preliminarily approves proposed the President's goals and priorities for the coming year.

All District Governing Board members participate in this process. Confidentiality of the process will be determined by the President and the Chair of the Board prior to the performance review meeting. The Chair of the Governing Board and others selected by the Chair review the evaluation with the President and reach agreement on the president's goals and priorities relevant to his/her performance and the overall quality improvement of the college for the coming year. Additionally the District Governing Board identifies professional development activities for the president as deemed appropriate and fiscally responsible.

Confidential copies of the Evaluation Report are available to all Board members.

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#### The Process:

1. The President prepares a summary report of the College's performance in the past year and a self-assessment of his/her leadership.
2. The President proposes goals and priorities for the coming year for comment and affirmation.
3. The President may include additional explanatory information to give evaluators a broader context on which to base their judgments.
4. The following are the key tasks upon which the President is evaluated
  1. Institutional Agenda
  2. Academic Leadership
  3. General Management and Planning
  4. Fiscal Management and Budgeting
  5. Internal Relationships (staff/personnel)
  6. External Relationships
  7. Modeling the Vision and Values of Northland Pioneer College
  8. Relationships with the District Governing Board
5. Evaluation Format
  1. The evaluation format consists of both quantitative and qualitative responses
  2. The rating scale is from 1-5 with 5 being outstanding, 4 excellent, 3 good, 2 marginal and 1 unsatisfactory. UO is used for not observed.
  3. District Governing Board members shall provide their individual evaluations to the Chair of the Board.
  4. There are twenty-six scaled items in the President's performance review. If six or more of the scaled items are rated as marginal or below in the President's performance, the President will be placed on a probationary status for one year with specific direction from the Board to remediate performance in all areas rated marginal or below.
  5. The District Governing Board may terminate the President's contract with the college at any point it deems performance unacceptable.

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## Northland Pioneer College President's Evaluation

### 1. Northland Pioneer College Governance

#### 1. *Vision, Mission and Value Statements*

1. The President has communicated and promoted the vision, mission and values of Northland Pioneer College in a manner that encourages citizens, students, faculty and staff to become committed to the vision, mission and values.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

#### 2. *District Goals*

1. The President through his/her leadership fosters programs and services which promote the accomplishments of the District's goals.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

#### 3. *Executive Duties and Responsibilities*

##### 1. Treatment of People

The President has promoted conditions that are humane, fair, dignified and non-discriminatory.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

##### 2. Financial Planning

The President has provided leadership in developing and promoting financial planning and budgeting practices during the last fiscal year which have furthered District's goals, priorities and fiscal integrity by showing a generally acceptable level of foresight.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

##### 3. Financial Condition

The President has avoided, during the last fiscal period, fiscal jeopardy and material deviation of actual expenditures from the approved budget.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

##### 4. Communication and Counsel to the Board

The President has kept the Board informed, on a timely and continuous basis, regarding the organization and its interests during the past fiscal year.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

5. Asset Protection

The President has ensured that, during the past fiscal year, assets have been protected and maintained by avoiding unnecessary risks.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

6. Staff Compensation and Benefits

The President has maintained fiscal integrity and public image with respect to employment compensation and benefits by adherence to salary schedules and plans and ensured application of personnel procedures in a consistent manner.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

7. Service Outside the College

The President represents the College on state, national and community associations and organizations to discuss issues of mutual concerns, coordinate activities and/or ensure the College's best interest is being served.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

2. Specific District-wide Policies and Procedures

1. Academic Leadership

1. The extent to which the President fosters appropriate leadership behavior to the Senior Administration and other College administrators.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

2. Personnel Management

1. The President has seen to it that hiring policies and procedures developed are fair, effective and non-discriminatory.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

2. The President has supervised and managed the Senior Administrative team in such a manner as to promote competency and accountability in their ranks.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

3. The President has practiced a supervisory style, along with appropriate administrative structures, that encourages effectiveness.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

4. The President has prudently taken corrective personnel actions with the Senior Administration when appropriate.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
5. The President has promoted the collegial and collaborative relationships with employee groups.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
6. The President has practiced professional behavior which serves as a role model for the wider district/community.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
7. The President has promoted and supported staff and faculty development.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

3. *Facilities Management*

1. The extent to which the President ensures the College keeps physical facilities and the district office in a clean and safe status with a view toward long-term maintenance, replacement and expansion.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

4. *President-Board Relations*

1. The extent to which the President follows Board policies.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
2. The President's written and oral presentations to the Board express substance, clarity and precision.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
3. The President has publicly supported the Board in an appropriate manner.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
4. The President has developed and promoted a trusting relationship with the Board.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

5. *Service to Students*

1. The extent to which the President supports and promotes recruitment of a diverse student population.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

6. *Community Relations*

1. The President has developed and promoted effective working relationships with community groups, including business and industry.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
2. The President has increased community support of college programs.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
3. The President interacts and responds to students, employees and persons from the community in a common-sense, fair, dignified manner, to determine appropriate resolution of issues to maintain positive relations pertaining to relevant community concerns.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
4. Please provide comments that can assist the President in improving his/her performance.

***[Based on [Policy #1070](#); 3/2010]***