

# 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 will meet for a regular District Governing Board Meeting, open to the public, on **November 17, 2020 beginning at 9:00 a.m.** The meetings will be held on **Zoom** and you can also join by calling **1 669 900 6833 and using meeting ID: 847 2407 4144.**

One or more Board members and/or staff members may participate in the meetings 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 Paul Hempsey at the above address or telephone number at least 24 hours prior to the scheduled start time.

The Board may vote to hold an executive session for discussion or consideration of a personnel matter(s) pursuant to A.R.S. §38-431.03(A)(1). 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, Paul Hempsey, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 16<sup>th</sup> day of November, 2020, at 9:00 a.m.

Paul Hempsey  
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. COUNTRY MOUNTAIN AIRWAVES [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



**Northland Pioneer College Mission:**

# NPC provides, supports and promotes lifelong learning.

**Our Shared Vision:**

NPC provides a learner-centered environment, responds to community needs through effective and innovative service to our students, and fosters professional growth and collegial collaboration.

**Our Shared Values:**

NPC upholds the following values:

- A quality learning environment
- Diversity and accessibility
- Integrity and accountability
- Collaboration toward success



**Northland Pioneer College**

Northland Pioneer College EXPANDING MINDS • TRANSFORMING LIVES<sup>SM</sup>

# Governing Board Meeting Agenda

**ZOOM**

Or you can join by calling 1 669 900 6833 and using meeting ID: 847 2407 4144.

**Date:** November 17, 2020

**Time:** 9:00 a.m. (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance .....	Chair Lucero
2.	Adoption of the Agenda..... (Action)	Chair Lucero
3.	Call for Public Comment..... <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>	Chair Lucero
4.	<b>Reports:</b>	
A.	<a href="#">Financial Position</a> .....	VPAS Ellison
B.	<a href="#">NPC Student Government Association (SGA)</a> .....	Written Report
C.	<a href="#">NPC Faculty Association</a> .....	No Report
D.	<a href="#">Classified &amp; Administrative Staff Organization (CASO)</a> .....	Donna Krieser
E.	<a href="#">NPC Friends and Family</a> .....	Director Wilson
F.	<a href="#">Human Resources</a> .....	Written Report
G.	<a href="#">President's Report</a> .....	Interim President Swarhout
5.	Consent Agenda..... (Action)	Chair Lucero
A.	<a href="#">October 13, 2020 Special Meeting Minutes</a>	
B.	October 13, 2020 Executive Session Minutes	
C.	<a href="#">October 20, 2020 Regular Meeting Minutes</a>	
D.	October 20, 2020 Executive Session Minutes	
E.	<a href="#">October 27, 2020 Special Meeting Minutes</a>	
F.	October 27, 2020 Executive Session 1 Minutes	
G.	October 27, 2020 Executive Session 2 Minutes	
6.	<b>Old Business:</b>	
A.	<b>Presidential Search</b>	
I.	<a href="#">Request to Approve ACCT as Search Firm for NPC's President Position</a> ..... (Action)	Interim President Swarhout
II.	<a href="#">Request to Appoint Search Committee Membership</a> .... (Action)	Interim President Swarhout
III.	<a href="#">Request to Approve the Initial Salary Range and Key Qualification Areas for the NPC President Position</a> ..... (Action)	Interim President Swarhout
7.	<b>New Business:</b>	
A.	<a href="#">Request to Approve Hazing Policy</a> ..... (Action)	VPLSS Clark
B.	<a href="#">NATC Request to Release Funds for Architectural Design Fees</a> (Action)	VPLSS Clark
C.	<a href="#">Request to Award Contract for Cosmetology Supplies, Student Kits with Professional Quality Tools and Equipment</a> ..... (Action)	VPAS Ellison
D.	<a href="#">Fall 2020 Enrollment Report</a> .....	Director Raisor
E.	<a href="#">Office of Institutional Effectiveness Quarterly Report</a> .....	Director Yip-Reyes
F.	<a href="#">Annual Report to the Governor</a> .....	Interim President Swarhout
G.	<a href="#">Arizona Community Colleges 2020 Strategic Vision Outcomes Report</a> .	VPLSS Clark
H.	<a href="#">Review of 2021-22 Budget Assumptions and Guidelines</a> .....	VPAS Ellison
I.	<a href="#">Annual Evaluation of Contract with Sentry Welding</a> .....	VPAS Ellison
J.	<a href="#">Board Self-Assessment Process</a> .....	Interim President Swarhout

- 8. **DGB Agenda Items and Informational Needs for Future Meetings** ..... Chair Lucero
- 9. **Board Report/Summary of Current Events** ..... Board Members
- 10. **Announcement of Next Regular Meeting** .....**December 15, 2020** Chair Lucero
- 11. **Adjournment** ..... **(Action)** Chair Lucero

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.



## Northland Pioneer College

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



NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

July 1, 2020 to September 30, 2020

Budget Period Expired

25%

Tax Supported Funds				
General Unrestricted				
	Current Month			
	Budget	Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Primary Tax Levy	15,726,233	581,763	759,525	5%
State Aid:				
Maintenance and Operations	1,554,800	-	388,700	25%
Equalization	8,444,300	-	2,111,075	25%
Tuition and Fees	4,600,000	148,671	1,332,983	29%
Investment earnings	500,000	38,486	142,478	
Grants and Contracts	1,400,000	-	3,869	0%
Other Miscellaneous	200,000	6,154	48,268	
Fund Balance	-			
Transfers	(2,900,000)	(52,156)	(473,655)	16%
<b>TOTAL REVENUES</b>	<b>\$ 29,525,333</b>	<b>\$ 722,918</b>	<b>\$ 4,313,243</b>	<b>15%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	19,997,902	1,755,676	4,105,736	21%
Operating Expenditures	9,527,431	833,684	2,515,404	26%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$ 29,525,333</b>	<b>\$ 2,589,360</b>	<b>\$ 6,621,140</b>	<b>22%</b>
<b>Unrestricted Plant</b>				
	Current Month			
	Budget	Actual	Y-T-D Actual	%
<b>REVENUES</b>				
State Aid:				
Capital/STEM	334,800	-	83,700	25%
Fund Balance - WMC Facilities	12,000,000	9,023	27,053	0%
Transfers	2,000,000	35,424	285,672	14%
<b>TOTAL REVENUES</b>	<b>\$ 14,334,800</b>	<b>\$ 44,447</b>	<b>\$ 396,425</b>	<b>3%</b>
<b>EXPENDITURES</b>				
Capital Expenditures - WMC Facilities	12,334,800	9,023	27,053	0%
Capital Expenditures - Other	2,000,000	35,424	369,372	18%
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,334,800</b>	<b>\$ 44,447</b>	<b>\$ 396,425</b>	<b>3%</b>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
 Statement of Financial Position  
 July 1, 2020 to September 30, 2020

Budget Period Expired 25%

**Restricted and Auxiliary Funds**

	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Grants and Contracts	6,000,000	64,858	361,913	6%
Fund Balance	-			
Transfers	600,000		150,000	25%
<b>TOTAL REVENUES</b>	<b>\$ 6,600,000</b>	<b>\$ 64,858</b>	<b>\$ 511,913</b>	<b>8%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	841,801	101,107	298,127	35%
Operating Expenditures	5,758,199	370,466	1,131,497	20%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,600,000</b>	<b>\$ 471,573</b>	<b>\$ 1,429,624</b>	<b>22%</b>

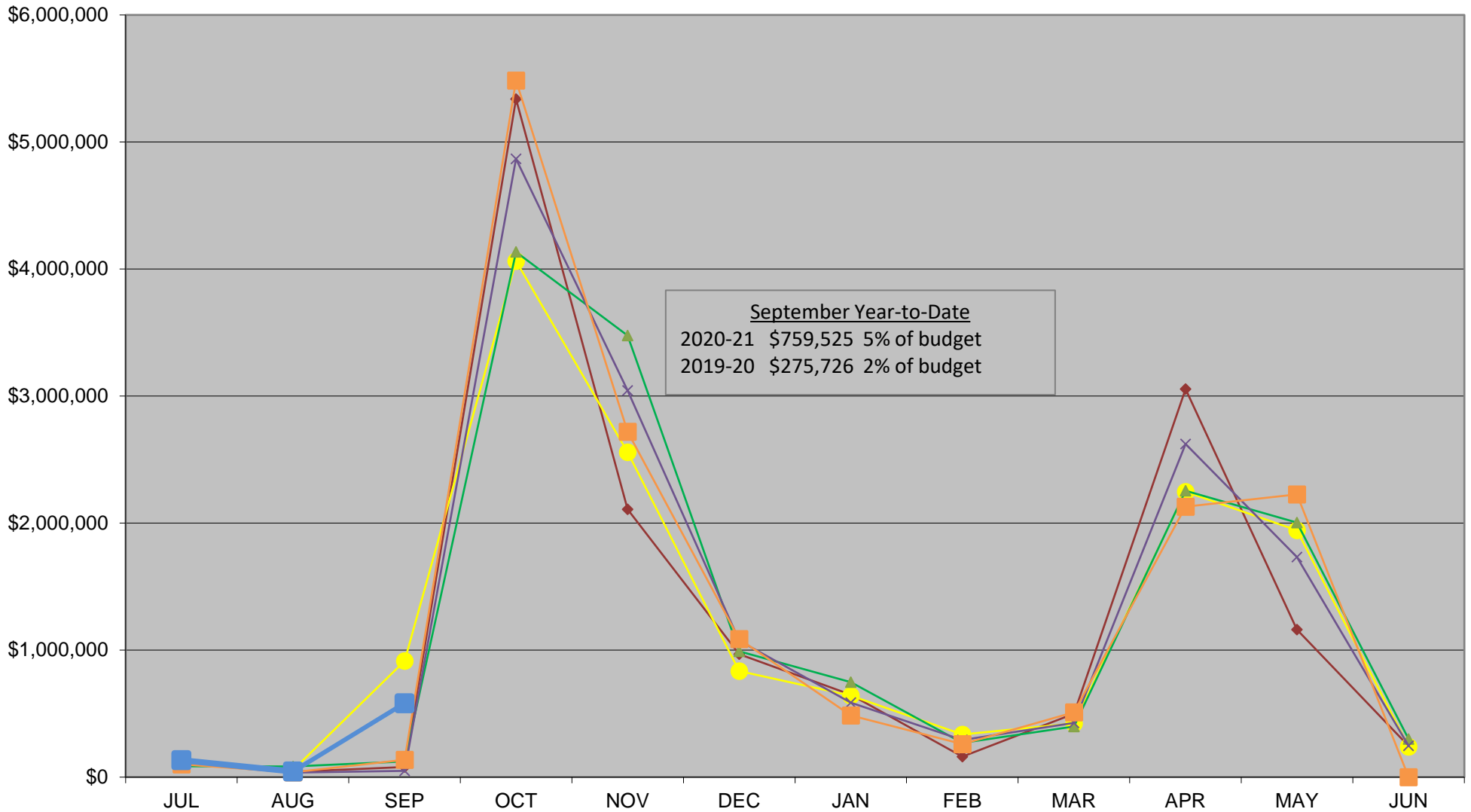
	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Sales and Services	300,000	2,491	11,131	4%
Fund Balance	-			
Transfers	300,000	16,732	37,983	13%
<b>TOTAL REVENUES</b>	<b>\$ 600,000</b>	<b>\$ 19,223</b>	<b>\$ 49,114</b>	<b>8%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	239,418	11,072	32,705	14%
Operating Expenditures	360,582	8,229	16,409	5%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$ 600,000</b>	<b>\$ 19,301</b>	<b>\$ 49,114</b>	<b>8%</b>

**Cash Flows**

Cash flows from all activities (YTD) .....	\$5,270,695
Cash used for all activities (YTD) .....	\$8,496,303
Net Cash for all activities (YTD) .....	(\$3,225,608)

### Monthly Primary Property Tax Receipts

◆ 2015-16   
 ◆ 2016-17   
 ▲ 2017-18   
 × 2018-19   
 ■ 2019-20   
 ■ 2020-21 SEPTEMBER YTD



12 November 2020

Dear NPC Governing Board,

The Student Government hosted a movie via Zoom on 30 October, 2020. We hosted, “House on Haunted Hill.” Our turnout was small but the attendees had a great time. This event wouldn’t have been possible without the diligent efforts of our advisors. The process of getting clearances to show a movie proved full of little details! Our next movie will certainly be easier to facilitate.

The resignation of President Mark Vest was surprising and a note of thanks for his work at NPC was sent. We appreciate all he did to bring SGA to the table in matters of shared governance. We always felt heard by him. We welcome Dr. Swarthout back to NPC to serve as the Interim President and look forward to working with and supporting her in that role.

We are still working on the lineup of speakers for our Leadership Series via Zoom.

Sincerely,

Cindy Dies Owen  
SGA President, 2020-2021

**DGB Human Resources Update  
November 17, 2020**

**OPEN POSITIONS**

- 1. Administrative Assistant to the Associate Dean of Education & College and Career Preparation – Open until filled. 9 applicants.**
- 2. Chief Human Resources Officer – Open until filled. 40 applicants.**
- 3. Community Recruiter/North – Open until filled. 9 applicants**
- 4. Data Analyst – Adult Education Program. Open until filled. 10 applicants.**
- 5. Instructional Designer. Open until filled. 20 applicants.**
- 6. Maintenance III – Open until filled. 7 applicants.**
- 7. Marketing Writer – Open until filled. 19 applicants.**
- 8. Surgical Technology – Faculty. Open until filled. 1 applicant.**
- 9. System Support Technician – Open until filled. 16 applicants.**
- 10. Technology Support Technician – Open until filled. 65 applicants.**

**CLOSED & IN REVIEW**

- 1. Early College Advisor/North. Closed. 19 applicants.**
- 2. Small Business Analyst . Closed. 12 applicants.**

**FILLED**

- 1. Records & Registration Grade Entry Clerk-Chelsea Hager. Started on October 27, 2020. Chelsea has four years' experience with NPC as the Veterans Administration Certifying Clerk. She is a Holbrook resident.**

# Navajo County Community College District Governing Board Meeting Minutes

October 13, 2020 – 1:00 p.m.

ZOOM

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**Governing Board Member Present:** Mr. Frank Lucero; Mr. Derrick Leslie; Mr. Everett Robinson; Mr. Elias Jouen.

**Governing Board Member Present by Phone:**

**Governing Board Member Absent:** Mr. Daniel Peaches.

**Staff Present:** President Mark Vest; Vice President for Learning and Student Services (VPLSS) Jessica Clark; Vice President for Administrative Services (VPAS) Maderia Ellison; Chief Information Officer (CIO) Scott Estes; Interim Chief Human Resources Officer (CHRO) Peggy Belknap; Recording Secretary to the Board Paul Hempsey.

**Others Present:** Tiffani Martin; Michael Chance; Denise Rominger; Lori Cormona; Angie King; Jessica Kitchens; Inez Schaechterle; Jennifer Bishop; Deena Gillespie; Michael Broyles; Rhonda Paladino; Tom Hodgkins; Michael Collier; Kevin Jones; Allison Landy; Jeanette Hancock; Natalie Kee; Wei Ma; Rickey Jackson; Karen Baker; Harshika Bhatt; Amelinda Webb; Magda Gluszek; Nicole Hendricks; Marletha Baloo; Daphne Brimhall; Michelle Prentice; Susan Jensen; Eric Bishop; Betsy Wilson; Jackie Pyles; Kurry Klingel; Gail Campbell; Gary Santillanes; Rebecca Hunt; Pat Lopez; Colleen Readell; Renee Freese; Bill Solomon; Melinda Klug; Shawntel Skousen; Susan Hoffman; Melody Niesen; Rich Harris; Philip Bowler; Keith Alsobrook; Tamara Osborne; Karen Zimmerman; Michelle Hunt; Judy Yip-Reyes; Sandy Manor; Rachel Arroyo-Townsend; Ruth Zimmerman; Shandiin Deputee; Frank Pinnell; Paul Moffitt; Julius Marshall; Desirae Silvers; Tamora Van Driel; Elizabeth Oliphant; Ryan Orr; Josh Rogers; Pamela Dominguez; Mike Meeks; Curtis Stevens; Lynn Oldham; Ryan Jones; Anthony Hill; Ann Hess; Jeremy Raiser; Janie Sandoval; Shan Qin; Mike Colwell; Loria Hute; Robert Johnson; Cassie Dows; Terrie Shevat; Glenna Lavoie; Dora Jaquez; Olivia Jaquez; Xander Henderson; Nathan Kosub; James Gil; April Horne; Cynthia Hutton; Brian Gardner; Chantal Kescoli; Chloe Fagotti; Valeria Abeyta; Stacy Ashcraft; Ferryn Sam; Scott Flake; Stephen Valichnac; Josephine Worker; Kipp Welch; Richard Strickland; Ernie Hess; Sammy Harris; Michael Solomonson; Donna Krieser; Mindy Neff; LaTonya Motley; Kara Belin; Dennis Nichols; Andrew Hassard; Dawn Johnson; Gaylene John; Martha Kanteena; Mathew Moore; Candy Wagoner.

**Others Present by Phone:**

## Agenda Item 1: Call to Order

Chair Lucero called the meeting to order at 1:01 p.m.



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

*Mr. Robinson moved to adopt the agenda as presented. Mr. Jouen seconded the motion. The motion carried upon a roll-call vote with Mr. Leslie, Mr. Robinson, Mr. Jouen, and Chair Lucero voting in favor. There were no votes against.*

## **Agenda Item 3: Executive Session:**

**Pursuant to ARS 38-431.03(A)(1) – the District Governing Board may vote to enter Executive Session for Discussion on the President’s Contract**

*At 1:03 p.m. Mr. Jouen made a motion for the Board to go into Executive Session. Mr. Robinson seconded the motion. The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie voting in favor. There were no votes against.*

*At 1:56 p.m. The Board moved back into regular session and adjourned from executive session upon a motion by Mr. Jouen, seconded by Mr. Robinson. The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie, voting in favor. There were no votes against.*

## **Agenda Item 4: Potential Board Action on the President’s Contract**

*Mr. Jouen made a motion to accept President Vest’s resignation effective Tuesday, October 27<sup>th</sup> at 5pm, waiving the 90-day notice requirement in his contract and placing President Vest on paid Administrative Leave from 5pm on Tuesday, October 13<sup>th</sup>. Mr. Jouen further motioned to task the Executive Leadership team to present no less than three and no more than five names for the role of Interim President at a Special Board meeting scheduled for Tuesday, October 27<sup>th</sup> at 1 p.m. Mr. Jouen also moved that the Interim President be ineligible to apply for the permanent position. Mr. Robinson seconded.*

*Upon discussion Mr. Jouen amended his motion to state it would be Leadership Council’s task to provide the names for Interim President candidates, not the Executive Leadership team and to have the names prepared, with resumes, by Friday, October 23<sup>rd</sup>. Mr. Robinson reaffirmed his second. The motion carried upon a roll-call vote with Mr. Leslie, Mr. Robinson, Mr. Jouen, and Chair. Lucero, voting in favor. There were no votes against.*

The Board members thanked President Vest for his twenty plus years of service to the college, for his leadership, especially during the pandemic, and for everything he has done for students.

President Vest addressed the Board and those present in the audience, thanking the Board for accepting the terms of the resignation when they did not have to and noting that this was entirely his decision, that all Board members tried to talk him out of.

## **Agenda Item 5: Adjournment**

*The meeting was adjourned at 2:09 p.m. upon a motion by Mr. Leslie and a second by Mr. Robinson. The motion carried upon a roll-call vote with Mr. Leslie, Mr. Robinson, Mr. Jouen, and Chair. Lucero, voting in favor. There were no votes against.*



Respectfully submitted,



Paul Hempsey  
Recording Secretary to the Board

Draft





# Navajo County Community College District Governing Board Meeting Minutes

October 20, 2020 – 9:00 a.m.

ZOOM

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**Governing Board Member Present:** Mr. Frank Lucero; Mr. Everett Robinson; Mr. Elias Jouen; Mr. Derrick Leslie (joined at 9:14 a.m.)

**Governing Board Member Present by Phone:**

**Governing Board Member Absent:** Mr. Daniel Peaches.

**Staff Present:** Vice President for Learning and Student Services (VPLSS) Jessica Clark; Vice President for Administrative Services (VPAS) Maderia Ellison; Chief Information Officer (CIO) Scott Estes; Interim Chief Human Resources Officer (CHRO) Peggy Belknap; Recording Secretary to the Board Paul Hempsey.

**Others Present:** Donna Krieser; Lia Keenan; Linda Kor; Tamara Osborne; Judy Yip-Reyes; Curtis Stevens; Michael Broyles; Amber Hill; Betsy Wilson; Terrie Shevat; Carrie O'Brien; Ruth Zimmerman; Denise Rominger; Rickey Jackson; Gail Campbell; Jeremy Raisor; Paul Moffitt; Robert Johnson; Rebecca Hunt; Josh Rogers.

**Others Present by Phone:**

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

Chair Lucero called the meeting to order at 10:02 a.m. and asked Mr. Robinson to lead the Pledge of Allegiance.

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

*Mr. Robinson moved to adopt the agenda as presented. Mr. Jouen seconded the motion. The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, and Chair Lucero voting in favor. There were no votes against.*

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

None.

## **Agenda Item 4: Reports**

### **4.A. Financial Position**

VPAS Ellison addressed the Board and reviewed the Financial Position Report.

Mr. Robinson asked if VPAS Ellison had heard if Navajo County had reported any issues processing Property Tax Payments. VPAS Ellison responded that she had not heard of any difficulties but would follow up with the County.



**4.B. NPC Student Government Association (SGA)**

Written Report.

**4.C. Faculty Association**

No Report.

**4.D. Classified & Administrative Staff Organization (CASO)**

No Report.

**4.E. NPC Friends and Family**

Director Wilson addressed the Board and provided an update on recent Friends and Family activities highlighting the efforts to establish a Food Pantry at all college locations.

**4.F. Human Resources**

Written Report.

Mr. Robinson asked Interim CHRO Belknap to provide an update on the search for a Chief Human Resources Officer (CHRO).

**Agenda Item 5: Consent Agenda**

- A. **September 15, 2020 Regular Meeting Minutes**
- B. **TALON to Consortium IGA Amendments between Navajo County Community College District and Heber-Overgaard USD; Hopi Jr/Sr High School**

*Mr. Jouen made a motion to approve the consent agenda as presented. Mr. Robinson seconded. The motion carried upon a roll-call vote with Mr. Robinson, Chair. Lucero, and Mr. Jouen, voting in favor. There were no votes against.*

**Agenda Item 6: Old Business**

None.

**Agenda Item 7: New Business**

**7.A. Executive Session: Pursuant to ARS 38-431.03(A)(3) – the District Governing Board may vote to enter Executive Session for discussion with the college attorney on a Network Security Incident**

*At 9:14 a.m. Mr. Robinson made a motion for the Board to go into Executive Session pursuant to ARS 38-431.03 (A)(3) for discussion with the attorney on the Network Security Incident and have CIO Estes also participate. Mr. Jouen seconded the motion. The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, and Chair Lucero, voting in favor. There were no votes against.*

Board Member Leslie joined the meeting at 9:14 a.m.



*At 9:41 a.m. The Board moved back into regular session and adjourned from executive session upon a motion by Mr. Robinson, seconded by Mr. Jouen. **The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie, voting in favor. There were no votes against.***

#### **7.B. Board Retreat – Fall 2020**

CIO Estes addressed the Board and asked whether, in light of current events at the college, the Board still wished to proceed with a retreat and if they had any topics in mind to cover.

The Board discussed the need for a Fall Retreat and potential topics that may need addressed, asking for input from staff who were present, and how to include any new Board Members elected on November 3<sup>rd</sup>.

Mr. Leslie left the meeting at 9:50 a.m.

*Mr. Robinson made a motion to hold the November 2020 Board meeting in-person, in Holbrook and include a Study Session immediately following the regular meeting for discussion with the interim President. Mr. Jouen seconded.*

*After discussion Mr. Robinson amended his motion to hold the meetings via Zoom. Mr. Jouen reaffirmed his second. **The motion carried upon a roll-call vote with Mr. Peaches, Mr. Robinson, and Chair. Lucero, voting in favor. There were no votes against.***

#### **7.C. NPC Component Unit Financial Audit Northeast Arizona Training Center 2019-20**

VPAS Ellison reviewed the clean audit conducted on the Northeast Arizona Training Center noting the overall cash position increased by close to \$1 million due to the state appropriation for construction at the center. VPAS Ellison reminded the Board of how that appropriation came about.

#### **7.D. NPC Component Unit Financial Audit NPC Friends and Family 2019-20**

VPAS Ellison reviewed the audit conducted on NPC Friends and Family which was also a clean audit.

#### **7.E. Presidential Search**

The Board discussed the educational requirements for the next President and the potential for looking at the salary range as suggested by President Vest. The Board also discussed the need to hire a search firm to assist in the search process.

*Mr. Robinson made a motion to direct staff to develop the wording for an RFP for Presidential Search firms and proceed with the process to receive quotations from search firms. Mr. Jouen seconded.*

*After discussion with staff Mr. Robinson amended his motion to allow staff to research existing state contracts for Presidential search firms and if none are available to move forward with the*



*RFP process. Mr. Jouen reaffirmed his second. The motion carried upon a roll-call vote with Mr. Peaches, Mr. Robinson, and Chair. Lucero, voting in favor. There were no votes against.*

**Agenda Item 8: Standing Business**

**8.A. President's Report**

None.

**8.B. Agenda Items/Informational Needs for future meetings**

Mr. Robinson stated that the last Presidential Search was listed under Old Business until complete and suggested that happen again. Mr. Robinson also asked staff to provide information at the November meeting regarding the RFP for Welding supplies.

Mr. Jouen asked for any updates on the fire at the college's St. Johns facility to be provided when they could be.

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

None.

**Agenda Item 10: Announcement of Next Regular Meeting:** Regular District Governing Board meeting on Tuesday, November 17, 2020 at 9 a.m.

**Agenda Item 11: Adjournment**

*The meeting was adjourned at 10:32 a.m. upon a motion by Mr. Jouen and a second by Mr. Robinson. The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, and Chair. Lucero, voting in favor. There were no votes against.*

Respectfully submitted,



Paul Hempsey  
Recording Secretary to the Board



# Navajo County Community College District Governing Board Special Meeting Minutes

October 27, 2020 – 1:00 p.m.

ZOOM

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**Governing Board Member Present:** Mr. Frank Lucero; Mr. Derrick Leslie; Mr. Everett Robinson; Mr. Elias Jouen.

**Governing Board Member Present by Phone:**

**Governing Board Member Absent:** Mr. Daniel Peaches.

**Staff Present:** Vice President for Learning and Student Services (VPLSS) Jessica Clark; Vice President for Administrative Services (VPAS) Maderia Ellison; Chief Information Officer (CIO) Scott Estes; Interim Chief Human Resources Officer (CHRO) Peggy Belknap; Recording Secretary to the Board Paul Hempsey.

**Others Present:** Matt Weber; Diane Joe; Jessica Kitchens; Rhonda Paladino; Denise Rominger; Jalyn Gerlich; Allison Landy; Susan Jensen; Donna Krieser; Josh Rogers; Tamara Osborne; Deena Gillespie; Colleen Readel; Judy Yip-Reyes; Gail Campbell; Daphne Brimhall; Ann Hilliard; Cassie Dows; Mike Solomonson; Jeremy Raisor; Michael Broyles; Bobbi Sample; Donna Soseman; Lori Carmona; Rebekah Wilson; Rebecca Hunt; Gary Santillanes; Lia Keenan; Jodie Humphrey; Jeanne Swarthout; Jennifer Bishop; Jake Heldt; Robert Johnson; Paul Moffitt; Michael Collier; Curtis Stevens; Ruth Zimmerman; Terrie Shevat; Betsy Wilson; Pamela Dominguez; Kim Reed; Pat Lopez; Chantal Kescoli; Susan Jamison; China Cassidy; Ann Hess; Amber Hill; Karen Baker; Kevin Jones; Kara Belin; Angie King; Tanya Hayes; Kristin Mackin; Lauren Maestas; Eric Bishop.

**Others Present by Phone:**

## **Agenda Item 1: Call to Order**

Chair Lucero called the meeting to order at 1:00 p.m.

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

*Mr. Robinson moved to adopt the agenda as presented. Mr. Leslie seconded the motion. The motion carried upon a roll-call vote with Mr. Leslie, Mr. Robinson, Mr. Jouen, and Chair Lucero voting in favor. There were no votes against.*

## **Agenda Item 3: Executive Session:**

**Pursuant to ARS 38-431.03(A)(1) – the District Governing Board may vote to enter Executive Session for Discussion of employment with candidates for the position of Interim President**



At 1:01 p.m. Mr. Jouen made a motion for the Board to go into Executive Session. Mr. Robinson seconded the motion. **The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie voting in favor. There were no votes against.**

At 1:56 p.m. The Board moved back into regular session and adjourned from executive session upon a motion by Mr. Jouen, seconded by Mr. Robinson. **The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie, voting in favor. There were no votes against.**

#### **Agenda Item 4: Executive Session**

**Pursuant to ARS 38-431.03(A)(1) – the District Governing Board may vote to enter Executive Session for Discussion of employment with candidates for the position of Interim President**

At 2:03 p.m. Mr. Robinson made a motion for the Board to go into Executive Session with the college attorney. Mr. Leslie seconded the motion. **The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie voting in favor. There were no votes against.**

At 2:40 p.m. The Board moved back into regular session and adjourned from executive session upon a motion by Mr. Jouen, seconded by Mr. Leslie. **The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie, voting in favor. There were no votes against.**

#### **Agenda Item 5: Potential Board Action to Appoint an Interim President**

Mr. Robinson made a motion to appoint Dr. Jeanne Swarhout as Interim President of Northland Pioneer College effective at 5pm today, October 27<sup>th</sup>, 2020, and further direct the college attorney to draft a contract pursuant to the terms discussed in Executive Session. Mr. Jouen seconded.

Board members thanked the candidates who accepted the nomination to serve as Interim President and noted they were all highly qualified and the decision was difficult for the Board to make. They also thanked those who had helped in the process and offered support for Dr. Swarhout as she steps into the role.

**The motion carried upon a roll-call vote with Mr. Jouen, Mr. Robinson, Chair Lucero, and Mr. Leslie, voting in favor. There were no votes against.**

Mr. Leslie welcomed Dr. Swarhout back to the college and thanked President Mark Vest for his service to the college.

Dr. Swarhout addressed those present and mentioned that, while this had not been part of her retirement plans, she hoped to bring a sense of cohesion to the college, move forward together on finding a new President, and keep moving in the right direction.



**Agenda Item 5: Adjournment**

*The meeting was adjourned at 2:49 p.m. upon a motion by Mr. Robinson and a second by Mr. Leslie. The motion carried upon a roll-call vote with Mr. Leslie, Mr. Robinson, Mr. Jouen, and Chair. Lucero, voting in favor. There were no votes against.*

Respectfully submitted,



Paul Hempsey  
Recording Secretary to the Board

Draft





## Request to Approve ACCT as Search Firm responsible for NPC's President position

### Recommendation:

Staff recommends approval to move forward with the Association of Community College Trustees (ACCT) to support NPC's presidential search process. Anticipated cost is \$25,000, plus any consultant travel expenses/shipping costs, for a comprehensive full-service search.

### Summary:

Executive Leadership members (Dr. Jeanne Swarthout, Maderia Ellison, Peggy Belknap, Scott Estes, Paul Hempsey and Dr. Judy Yip-Reyes) held interviews with three search firms that were on various purchasing contracts available for our immediate use:

RH Perry	~	Meeting on November 2 <sup>nd</sup> , 2020
Cizek Associates, Inc.	~	Meeting on November 2 <sup>nd</sup> , 2020
ACCT	~	Meeting on November 4 <sup>th</sup> , 2020

Based on each search firm's presentation, responses to the team interview questions, short proposals, the team feels that the Association of Community College Trustees (ACCT) can provide the best service at a reasonable price point. ACCT is a non-profit educational organization of governing boards, targeted to strictly serve colleges and universities. It is nationally recognized representing more than 6,500 elected and appointed trustees who govern over 1,200 community, technical, and junior colleges in the United States and beyond.

During its presentation, ACCT provided a tentative timeline that meets our July 1<sup>st</sup>, 2021 anticipated start date for the President position, and offered some initial beneficial recommendations to consider during our search.





Summary of features their services provide (not comprehensive – See Proposal for details)

- Search Organization and Planning
- Institutional Analysis and Profile Review
- Marketing and Advertising Strategy
- Recruitment of Candidate Pool
- Facilitation of Application Review by Search Committee Members
- Candidate Evaluation, Screening and Appointment

Enclosed also are the proposals by the two other search firms—RH Perry and Cizek Associates—for the Board’s information only.



**Northland Pioneer College**

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



**Northland Pioneer College**  
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**Proposal Submitted to  
Northland Pioneer College, AZ**

**To Assist with the Presidential Search**

**November 5, 2020**

**Submitted by:**

Julie Golder, J.D.

Association of Community College Trustees

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Washington, DC 20036

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## ORGANIZATIONAL PROFILE

Founded in 1972, the Association of Community College Trustees (ACCT) is a national nonprofit educational association based in Washington, DC that represents more than 6,500 trustees who govern over 1,200 community, technical, and junior colleges. ACCT helps to strengthen the capacity of these institutions to accomplish their missions through effective board leadership, education, training, advocacy at local, state, and national levels, and exemplary search services.

With 48 years of experience as the only national nonprofit organization dedicated to providing services to community college boards, ACCT has successfully completed over 500 searches for chief executive officers, including chancellors and presidents. Focusing on two-year public community and technical colleges, we are uniquely able to provide comprehensive search assistance, recruitment of a diverse and high-quality pool of candidates, and guidance on an efficacious process to the Search Committee and College.

As the leading national association focused on community college governing boards, ACCT has the built-in capacity to conduct a comprehensive national recruitment endeavor to bring the most qualified leaders to Northland Pioneer College (NPC). Our full range of services - education, training, conferences, consultations, and advocacy - enables us to build sustainable, collaborative relationships with trustees and understand their institutions from multiple perspectives, thereby strengthening our ability to assist in identifying an institution's new leader.

ACCT Searches has a highly qualified team of experts dedicated to supporting the presidential search for Northland Pioneer College. ACCT is unlike other organizations in that we use a team approach for conducting all searches. The ACCT Searches team brings a powerful combination of a keen understanding of community and technical colleges and hands-on experience in higher education leadership. Furthermore, ACCT Searches prides itself on ensuring that its team is accessible to the Board, candidates, and community members throughout its searches, with a high degree of responsiveness to any questions or concerns.

## QUALIFICATIONS AND EXPERIENCE

Northland Pioneer College will have access to our leading national expertise and advanced understanding of best practices in search services. We will work closely with the District Governing Board to meet the unique needs of the presidential search. As a college dedicated to providing strong educational services and growing a highly skilled workforce within the community, identifying competitive candidates who are well-suited for the institution and fit with its distinct culture is essential. Our recruitment is highly tailored to meet the specific presidential position requirements of Northland Pioneer College. ACCT's national office will leverage our full

arsenal of resources and our vast network of current and former leaders in community, state, and technical colleges around the nation for the search.

**ACCT's consistently cited strengths include:**

- ACCT's ability to attract high-quality candidates -- particularly those who might not respond to an advertisement -- from both two- and four-year colleges/districts/systems.
- ACCT's reputation for professionalism and equity ensure that a national pool of candidates will be broadly inclusive.
- ACCT's unique position within the national community college culture gives ACCT a clear advantage in providing a highly effective recruitment effort.
- ACCT has a proven record of recruitment of minority and female candidates.
- ACCT's structured search practice ensures both internal and external constituents that the process is open and fair, and that the final candidate selected is the best from a national field.

**ACCT is the only nonprofit professional search consulting organization that:**

- Focuses exclusively on the community college sector.
- Has a 45-plus year history of providing these services to governing boards of community colleges, state systems, and districts throughout the country.
- Has completed over 500 successful searches for executive officers including college presidents, chancellors, campus presidents, vice presidents, and deans.
- Provides comprehensive in-depth background and reference reports on candidates.
- As a national association, has an extensive community college national network.

## SCOPE OF WORK

The role of the ACCT Searches Team and Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. Our process builds confidence in the outcome and ensures the quality of the work performed by engaging the Search Committee in every step. The ACCT search process is designed to respond to the selection and support services needed by Northland Pioneer College. Our process is also flexible, allowing it to be tailored for the College's individual circumstances, ensuring a high level of quality and compliance with the guidelines established for presidential searches. Furthermore, our recruitment of candidates is national in scope. As the national organization for community college governing boards throughout the country, we are positioned to have a deep and broad knowledge of both established and emerging leaders throughout the country. Additionally, our recruitment covers the region and state.

### **Search Organization and Planning**

*ACCT will...*

- Work closely with the Search Committee to assess organizational culture and the future direction of the institution, outline an overall process, and provide expert search guidance and best practice national standards in search services.
- Provide expert guidance to the Search Committee throughout the search process.
- Provide orientation to the members of the Search Committee on their roles and responsibilities, as well as the search process itself.
- Maintain the confidential nature of the selection process.
- Perform all duties as outlined in this proposal and take all necessary steps to begin as soon after the award as is reasonably practicable.
- Work closely and consistently communicate with the Search Committee members on all phases of the search process.
- Provide progress reports that can be shared with the College community.
- Work closely with the College on arrangements for meetings, interviews, campus visits, websites, etc.

### **Search Committee Development**

*ACCT will...*

- Facilitate initial meeting of the Search Committee to familiarize them with their roles and responsibilities.
- Assist the Search Committee in identifying applicants that best meet the position criteria and qualifications for a short list.
- Coordinate candidates' participation in the interview process.
- Assist with the development of an interview format and candidate questions.

### **Institutional Analysis and Profile Review**

*ACCT will...*

- Facilitate open public forums to gather information from constituents regarding the challenges and opportunities facing the institution, as well as the ideal characteristics, skills, competencies, and abilities of candidates for the president position.
- Use an online survey instrument to gather additional information from constituents (optional).
- Utilize information from research, interviews, and discussions with the Board and key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Assist in developing an inclusive search process which will engage College constituents.
- Assist the Board in the development of criteria for selection.

### **Marketing and Advertising Strategy**

ACCT will...

- Provide advertising and marketing guidance regarding the position and the search process.
- Assist with the development and placement of print and online advertisements in *The Chronicle of Higher Education* and other state and national media, publications, and websites.
- Work with the public information/human relations office to design a web page for the College website containing important information about the search.
- Prominently feature the position and place a link on [acctsearches.org](http://acctsearches.org), a dedicated national search website.
- Nationally broadcast the position electronically to over 10,000 community college and university administrators, as well as government, military, and business and industry leaders who have shown interest in community college leadership.
- Utilize contemporary social media for professionals such as LinkedIn, etc.

### **Recruitment of Candidate Pool**

ACCT will...

- Work to identify excellent candidates representing diverse backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media, and national advertising.
- Directly contact potential candidates and strengthen the pool by recruiting candidates who have a proven track record of success and who fit the Presidential Profile.
- Solicit nominations and applications through outreach to higher education leaders and ACCT's large database of potential candidates.
- Determine interest and seek nominations through direct correspondence to presidents, chancellors and senior staff at community and technical colleges.
- Feature the search on the College website and the ACCT dedicated searches website for the duration of the search.

### **Facilitation of Application Review by Search Committee Members**

ACCT will...

- Utilize a confidential application review portal customized to the needs of the search, which will allow Search Committee members to securely access applications anywhere and at any time during the review period.
- Provide Search Committee members with individual portal log-in credentials to ensure the confidentiality of the review process.
- Provide technical assistance with a high level of responsiveness.

## **Candidate Evaluation and Screening**

*ACCT will...*

- Facilitate the discussion with the Search Committee in the review and evaluation of applications and the selection of semifinalist candidates.
- Provide the first review of applicant curriculum vitae and resumes, and forward to the Search Committee.
- Facilitate interviews of top candidates with the Search Committee.
- Provide assistance in semifinalist and finalist interviewing (semifinalists can interview in person or via videoconference). This includes working with each institution on logistics and assisting the Search Committee on the drafting of appropriate interview questions.
- Assist with logistics and facilitate campus visits for candidates selected as finalists.
- Assist the Search Committee with a site visit to the final candidate's current campus (optional but highly recommended).
- Provide oral in-depth reference reports on final candidates to the Search Committee.

## **Facilitation of Appointment**

*ACCT will...*

- Provide the District Governing Board with up-to-date information on finalist contracts and compensation packages.
- Work with the Board to present candidates to the public.
- Work with the Board to extend job offer to the top candidate or successive top candidates.
- Work with the Board to negotiate, facilitate, and finalize the offer acceptance for the hiring of the new president.
- Provide expert advice and a plan for successful transition of the new president.

**Our promise to Northland Pioneer College:** ACCT will work with the Board until a placement is made. In the event of employment termination of the selected candidate within one year, ACCT will redo the search with no additional search fee. However, the College will be responsible for travel costs, reference reports, etc. that are involved with the subsequent search.

## **Responsive Communication**

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One of the ACCT search's primary ingredients is communication. Regular progress reports are drafted by the ACCT Lead Search Consultant on behalf of the Board and distributed by the Search Liaison to internal and external constituents via the College website. The Consultant also communicates with the Board Chair by telephone on a regular basis.

The Consultant will notify applicants of their status at each step in the process and will notify semifinalists and finalists of their selection. Candidates selected as semifinalists and who will be interviewed are contacted and their formal permission to contact references is obtained.



At the completion of the search, all the semifinal candidates receive a personal thank you, and members of the Board receive an evaluation form with which they provide feedback on ACCT's search services. ACCT handles all contact with the candidates until a final candidate is selected. Formal rejection letters are generally not sent until the successful conclusion of the search. At the completion of the search, all applicants are informed about the outcome.

## Confidentiality

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ACCT understands that maintaining sensitivity and confidentiality is a critical part of a successful search, and we emphasize its importance throughout the search process. All individuals involved in the provision of search services for ACCT, including search and reference consultants, are pledged to honor the ACCT confidentiality policies, to respect the confidentiality of College information, and to protect each candidate's personal and professional goals and current position. In an ACCT search, unless mandated by state Sunshine or Open Information laws, the confidentiality of a candidate is maintained until the candidate agrees to return to the institution as a finalist.

## Candidate Recruitment

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ACCT has a broad scope of experience successfully conducting a range of executive level searches. We will work to identify excellent candidates representing diverse ethnic and cultural backgrounds through a broad advertising and communication strategy. ACCT will advise the College with marketing strategies and recommends that Northland Pioneer College utilize the following national recruitment activities:

- **Personal Recruitment:** One-to-one confidential outreach to outstanding candidates including prominent community college leaders by the ACCT Search Consultant. ACCT has longstanding relationships with the American Indian Higher Education Consortium, the National Council on Black American Affairs, the National Community College Hispanic Council, the American Association of Women in Community Colleges, and the American Council on Education's Center for Advancement of Racial and Ethnic Equity and Office of Women in Higher Education.
- **National Advertisements:** The Chronicle of Higher Education, Community College Week, Asian Pacific Careers, the AACC Times, Hispanic Outlook in Higher Education, Diverse Issues in Higher Education, and Asian Week.
- **Mailings (if requested by College):** A formal request for nominations and the Presidential Profile materials will be sent to national and regional sources identified by ACCT. ACCT utilizes its relationships with districts, community colleges, and other higher education institutions to ensure the broadest possible recruitment efforts.

- **Web Listings:** The announcement of the position would also appear on the internet via the ACCT Searches and College websites, and various educational job posting sites. ACCT will also broadcast the search via email to an extensive database of over 10,000 higher education leaders.

ACCT ensures that its recruitment strategies are respectful to the confidentiality of all potential candidates as well as the institutions involved.

## DRAFT TIMELINE FOR A COMPREHENSIVE SEARCH

<b>December 10 or 11, 2020</b>	ACCT Search Consultant facilitates a series of virtual open Public Forums (Administrators, Staff, Faculty, Students, Community members invited to attend) to solicit feedback to inform the development of the draft Presidential Profile. Electronic survey distributed to solicit feedback to assist with the development of the Presidential Profile. Board to Appoint Presidential Search Committee: Recommend 12 – 13 members.
<b>January 28, 2021</b>	<b>Presidential Search Committee Meeting #1:</b> Virtual training and Orientation; Committee receives Draft Presidential Profile and reviews and edits the draft Presidential Profile (3 – 4 hour meeting).
<b>January 29, 2021</b>	Special or Regular Board meeting to discuss, edit and finalize the Presidential Profile.
<b>February 1, 2021</b>	Presidential Profile is posted on NPC and ACCT websites. ACCT and Search Consultant conduct targeted local, state-wide and national one-to-one recruitment of highly competitive and diverse candidates. Advertisements placed.
<b>March 10, 2021</b>	<b>Target Date for Receipt of Applications.</b> Position open until filled.
<b>March 11 – March 17, 2021</b>	Presidential Search Committee members review and rate the top 12 – 15 candidates independently through ACCT’s secure web portal.
<b>March 19, 2021</b>	<b>Presidential Search Committee Meeting #2:</b> Presidential Search Committee meets to discuss and select 7 – 8 confidential semifinalists. (5 – 6 hour meeting); Virtual or in-person.
<b>March 30 – 31, 2021</b>	<b>Search Committee Meeting #3:</b> Presidential Search Committee meets for confidential interviews of semifinalists. (Two-day Interview process via video or in-person). Search Committee deliberates and selects 3 - 5 finalists and forwards recommendations to Board of Trustees.

<b>Week of April 19, 2021</b>	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists will interview with the full District Governing Board. During deliberations, ACCT provides oral in-depth reference reports on final candidates.
<b>Week of April 26, 2021</b>	Board visits #1 candidate's institution (optional, but highly recommended). ACCT facilitates final negotiations. New President of Northland Pioneer College is announced.
<b>July 1, 2021 or TBD</b>	Start date for next President of Northland Pioneer College.

## COMMITMENT TO DIVERSITY

ACCT is committed to fostering the advancement of community colleges, in part, by applying principles of equity and diversity within their organizations and promoting these values within member colleges.

This responsibility can be achieved best when colleges are governed and led by individuals who are attuned to the fact that programs designed for a multicultural student population can help them overcome an environment where discrimination and poverty can serve as deterrents to social and educational mobility, and economic prosperity.

Community colleges are the most diverse and inclusive segment of higher education in the United States. These colleges serve a larger proportion of women, African Americans, Asian/Pacific Islanders, Hispanics/Latinos, Native Americans, LGBTQ students and students with disabilities than any other segment of higher education. Therefore, community colleges are uniquely positioned to foster an environment that honors, respects, and embraces the variety of students attending the nation's colleges and universities. And as such, they have been entrusted with creating educational environments that are safe, respectful, and responsive; and, where the potential of students can be attained at the highest level possible.

ACCT will work to identify excellent candidates representing diverse professional, ethnic, and cultural backgrounds through a broad marketing and communication strategy, including but not limited to personal recruitment, social media, and national advertising. Our pools are competitive and diverse – they provide real choice to the Search Committee.

## TECHNICAL APPROACH

The ACCT Lead Search Consultant will work with the District Governing Board to provide a plan that is customized to the needs of the Northland Pioneer College presidential search.

	Tasks	ACCT Services/Deliverables	Activities
<u>Northland Pioneer College District Governing Board</u>	<ol style="list-style-type: none"> <li>1. Define process for conducting search</li> <li>2. Review and approve Presidential Profile</li> <li>3. Conduct final interviews, review background information, visit campus of final candidate</li> <li>4. Select, negotiate contract and make appointment of new president</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist in defining steps, timeline, approach for search, and be available to the Board</li> <li>2. Coordinate calendar of activities with the Board</li> <li>3. Keep Board Chair informed</li> <li>4. Provide Board with draft Presidential Profile</li> <li>5. Provide search advice</li> <li>6. Provide contract &amp; compensation advice/information</li> <li>7. Provide extensive background information – oral report</li> <li>8. Provide advice on public/press announcements</li> </ol>	<ol style="list-style-type: none"> <li>1. Board Meeting</li> <li>2. Issue a report to the College</li> <li>3. Approve Presidential Profile</li> <li>4. Receive regular reports at meetings of the Board</li> <li>5. Conduct final stage of search, including interviews of finalists, campus visit of final candidate (optional)</li> <li>6. Negotiate contracts</li> <li>7. Make appointments</li> </ol>
<u>Northland Pioneer College Internal Constituents</u>	<ol style="list-style-type: none"> <li>1. Provide input on Presidential Profile</li> <li>2. Make nominations</li> <li>3. Participate in open public forums for final candidates</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare draft Presidential Profile</li> <li>2. Accept nominations and comments by email from all College constituencies</li> <li>3. Provide advice on format and visit of final candidates</li> <li>4. Prepare monthly progress report to keep the College informed</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold public open forums</li> <li>2. Post Presidential Profile and contact information on College's and ACCT's web pages</li> <li>3. Host campus visits</li> <li>4. Provide input to Board on all candidates</li> </ol>
<u>Search Committee</u>	<ol style="list-style-type: none"> <li>1. Review the Presidential Profile</li> <li>2. Review applications, interview candidates and recommend candidates to Board</li> <li>3. Maintain confidentiality</li> </ol>	<ol style="list-style-type: none"> <li>1. Work closely with the Search Committee</li> <li>2. Provide search process training</li> <li>3. Suggest format for reviewing, rating, and discussing all applications</li> <li>4. Recommend semifinalists</li> <li>5. Assist with interview questions</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and rate confidential applications</li> <li>2. Select semifinal candidates</li> <li>3. Interview semifinal candidates (confidential interviews; conducted in person or via videoconference)</li> </ol>
<u>Search Liaison</u>	<ol style="list-style-type: none"> <li>1. Assist with preparation for all tasks in coordination with ACCT Search Consultant</li> <li>2. Arrange all meetings</li> <li>3. Distribute progress reports</li> <li>4. Coordinate visits to campus</li> <li>5. Provide support to the Board Chair and full Board</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide guidance on all aspects of the search</li> <li>2. Maintain regular contact with the Search Liaison and work closely in preparation of correspondence, reports, files</li> <li>3. Communicate with all candidates or follow up on nominations</li> <li>4. Process applications</li> </ol>	<ol style="list-style-type: none"> <li>1. Handle logistics for all meetings and visits to the campus</li> <li>2. Distribute regular progress reports</li> <li>3. Post position on web page</li> <li>4. Post advertisements</li> <li>5. Assist with travel for all candidates</li> </ol>

## COVID-19 PROCEDURES

ACCT has successfully navigated virtual searches. Any or all aspects of the search process can be managed virtually. We have the technology and experience to support a partial or completely virtual search.

In order to facilitate the needs of our virtual searches, we use the GoToMeeting platform and software for all video conferences. Our team conducts webcam tests with the search committee, as well as with each semifinalist candidate to ensure that all equipment and internet connections are optimal. If a different video conference host is preferred, we are happy to work with the college's IT department to ensure that all virtual components of the search are achieving the same standard of quality we strive for during our in-person searches.

## ACCT PERSONNEL

ACCT Searches has a highly qualified team of experts dedicated to supporting Northland Pioneer College in its presidential search.

### Principal

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**Julie Golder, J.D., Vice President of Search Services**, has led over 100 senior executive searches for community and technical colleges throughout the country. Julie provides oversight for ACCT's searches, assists with recruitment efforts, manages reference reports, and provides support to ACCT's Search Consultants. Before joining ACCT, Julie served as a law clerk for the U.S. Senate Finance Committee. She received a Bachelor of Arts in communications from the University of Central Florida and a Juris Doctor from the University of Montana's School of Law.

### Lead Search Consultant

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The role of the ACCT Lead Search Consultant is, in part, to facilitate the development of consensus throughout the search. The ACCT Lead Search Consultant responds to the support services needed for the presidential search for Northland Pioneer College, tailoring the process to accommodate individual circumstances. The Consultant works closely with the Search Committee to outline an overall process, set a timeline, and keep all constituencies consistently informed.

The ACCT Lead Search Consultant will make three visits to Northland Pioneer College (either in-person or virtually). Site visits to the institution for a presidential search may include:

- Initial meeting with the District Governing Board for guidance on process, timeline, etc.
- Conducting open forums: gathering information from interviews and discussions with key internal and external constituencies to help develop a comprehensive Presidential Profile.
- Facilitation of discussion in reviewing applications and selection of semifinalists.
- Provision of assistance in semifinalist and finalist interviewing, i.e. facilitation of interviews of top candidates with the District Governing Board.
- Preparing/presenting a candidate summary report and evaluation and recommending those candidates most clearly qualified. Summary reference reports are developed on all final candidates and are presented orally to the District Governing Board.

ACCT will utilize one of our expert consultants to assist with Northland Pioneer College's executive search services. Consultant information is listed below:



**Cecilia Cervantes, Ph.D.**, retired as President of Hennepin Technical College (HTC) in MN on June 30, 2015 after seven years of service. She was named President Emeritus by the District Governing Board of the MN State College and University System. With over 42 years of teaching and administrative higher education experience, she also served for six years (2002-2008) as President of College of Alameda in CA and for almost two years (2017-2019) as Interim President of Santa Fe Community College in NM. Additionally, she has been a faculty member, director, dean, vice president, and provost in CO, NM, and TX at Metropolitan State University of Denver, Community College of Denver, Western New Mexico University, Dona Ana Community College, and at El Paso Community College. She has been a leader at the national level as a member of the Board of Directors of the American Association of Community Colleges. She was also a board member of the National Community College Hispanic Council and contributed as Board President. The Eden Prairie (MN) Chamber of Commerce selected her to receive the Athena Leadership Award in 2014. Dr. Cervantes' current professional work focuses on Leadership Development for community college presidents and for governing board members. She also concentrates on transforming colleges by embracing diversity and inclusion, improving student success, and engaging college staff with students and with the community.

Dr. Cervantes earned bachelor and master's degrees from the University of Texas at El Paso and a Ph.D. degree from the University of Colorado. She is a native of El Paso, TX and is bilingual in Spanish and English. She and her husband, Dr. Hermes Cervantes are the proud grandparents of Antonio and Andreas.

*Additional consultants are available upon request.*

## ACCT Searches Support Staff

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**Andrew Laine, J.D., Association Counsel**, provides support on preparing search proposals and contracts, as well as managing vendor certification requirements, tracking search agreement deliverables, and overseeing execution of search services contracts. Prior to joining ACCT, Andrew served as a legislative fellow with the Council of the District of Columbia. He received a Bachelor of Arts in Political Science from the State University of New York at Geneseo and a Juris Doctor from The George Washington University Law School.

**Cathy Gray, Search Services Associate**, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, she served in various capacities at television stations in Portland, Oregon, including news writing and producing. Cathy holds a Bachelor of Science in Communications and a Bachelor of Arts in Cultural Anthropology from The University of Texas at Austin.

**Kory Kinman, MPA, Search Services Associate**, provides wide-ranging support for ACCT's executive searches. Prior to joining ACCT, he served as a human resources assistant for Ivy Tech Community College in Indiana. Kory received a Master of Public Administration from the University of Southern Indiana, and a Bachelor of Arts in English from Indiana University-Bloomington. Kory has worked for ACCT since November 2020.

## Reference Consultants

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ACCT also maintains a seasoned team of reference consultants to assist with confidential reference checks and background investigations. In-depth summary reference reports are developed on all final candidates and presented orally to the District Governing Board. ACCT's reference consultants will speak directly with individuals who are now, or who have been in the recent past, in a particularly good position to observe and evaluate the candidate's performance.

In-depth summary reference reports include information obtained from supervisors, direct reports, and colleagues from current and previous institutions, and include individuals who are not on the candidate's own list. Candidates' qualifications and achievements are examined in relation to the specified requirements of the position. These references and evaluations are combined to provide frank, objective appraisals.

## REFERENCES

Jackie Leven-Ramos, Trustee and Chair of the Presidential Search Committee, Laredo College District Board of Trustees, TX

- Phone: (956) 744-2336
- Email: [Jackie.ramos@laredo.edu](mailto:Jackie.ramos@laredo.edu)

Neva Hutchinson, Board and Committee Chair, Chemeketa Community College, OR

- Phone: (503) 508-3110
- Email: [nhutch@wvi.com](mailto:nhutch@wvi.com)

Paul Bennett, Trustee and Chair, Board Presidential Search Committee, Southeast Arkansas College, AR

- Phone: (870) 550-1155
- Email: [pbennett@ramsaylaw.com](mailto:pbennett@ramsaylaw.com)

## FEE STRUCTURE

ACCT's fee and expense structure is cost-effective and considers the ethical and judicious use of public funds. **The ACCT search fee is \$25,000, plus consultant travel expenses and shipping costs, for a comprehensive, full-service search, and provision of all services outlined in this proposal.**

### Detailed Services Included in the Comprehensive ACCT Search Fee:

- **Search Approach Services**
  - All services outlined in proposal.
- **Recruiting Services**
  - Provide one-on-one, focused recruiting of high-caliber candidates.
  - National communications strategy and advertising campaign, national exposure of the presidential search on the ACCT Searches website: [acctsearches.org](http://acctsearches.org). Cost of placing advertisements is not included in ACCT search fee; see "Possible Additional Expenses" table below.
  - Promotion on professional social media sites such as LinkedIn.
- **Consultant Accessibility**
  - Experienced ACCT Lead Search Consultant.
  - Three site visits by the ACCT Lead Search Consultant to the College (either in-person or virtually). Please note: Lead Search Consultant site visits beyond the three identified will be billed at an additional \$3,000 per visit, plus travel expenses.
  - Unlimited availability on an ongoing basis (telephone, email, etc.).
  - Videoconferencing as requested.



- **Technical Assistance**
  - Process candidate applications.
  - Assist with search organization and timeline development.
  - Develop candidate recruitment, evaluation, screening, interviewing, and site visit materials.
  - Develop search process materials for each step in the search.
  - Work closely with College staff.
- **Background Reference Reports**
  - Provide in-depth summary reference reports on up to three final candidates. In-depth summary reference reports on more than three final candidates will be billed at a rate of \$1,300/candidate, plus teleconference and overnight mail charges.
  - Upon request, provide credit, civil, and criminal background reports at cost using HireRight.

**Not included in ACCT’s Search Fee:**

- **The cost of advertising and placing ads**
- **Candidate travel**

**Possible Additional Search Expenses**

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Depending on the search process decisions of the District Governing Board, the following are **possible additional** search expenses (not included in the base ACCT search fee):

<b>Activity</b>	<b>Estimated Costs</b>
<b>Profile Brochure Mailing:</b> Profile Brochure/Letter regional mailing (first class)	\$1,000
<b>Semifinal Candidate Travel:</b> Six to Eight Semifinal Candidates at \$500-700 each	\$3,000-7,000
<b>Final Candidate Travel:</b> Three to Four Final Candidates/Spouses at \$500-700 each	\$1,500-3,500
<b>Position Announcements (Advertising):</b> National Regional/Local	\$5,000-9,000 \$1,000
<b>Search Committee Incidentals:</b> Refreshments/Meetings, etc. Travel Reimbursement Hotel Meeting Space for Candidate Interviews	\$500 \$200 \$700

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<b>Visit to Final Candidate's Current Institution</b>	<b>\$700</b>
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## CONTINUING SUPPORT FOR NEW PRESIDENTS

ACCT is committed to the success of the new president of Northland Pioneer College even after the search is completed. To support a successful tenure, ACCT will reach out to the Board Chair for three-month and six-month “check-ups” to assess how the new president is meeting the expectations of the Board and College, as well as determine how ACCT can potentially be of further support in establishing an effective Board-CEO relationship.

ACCT also offers an optional transitional retreat service, three to four months into the tenure of a new president. This transitional retreat is designed to provide the Board with valuable information on presidential on-boarding best practices.

## SERVICE GUARANTEE

The ACCT search process is designed to respond to the selection and support services needed for executive searches for Northland Pioneer College. The process ensures a commitment to integrity, confidentiality, and clear communication. The District Governing Board can be sure ACCT’s search process is comprehensive and supported to meet the needs of the College and community.

Thank you for allowing ACCT to submit this proposal to Northland Pioneer College. If you have any questions on the proposal, please contact:

Julie Golder, J.D.  
Vice President of Search Services  
Association of Community College Trustees  
1101 17th Street NW, Suite 300  
Washington, DC 20036  
(202) 384-5816 (Mobile) | [jgolder@acct.org](mailto:jgolder@acct.org)  
Fax: (202) 452-7845

<b>December 10 or 11, 2020</b>	ACCT Search Consultant facilitates a series of virtual open Public Forums (Administrators, Staff, Faculty, Students, Community members invited to attend) to solicit feedback to inform the development of the draft Presidential Profile. Electronic survey distributed to solicit feedback to assist with the development of the Presidential Profile. Board to Appoint Presidential Search Committee.
<b>January 28, 2021</b>	<b>Presidential Search Committee Meeting #1:</b> Virtual training and Orientation; Committee receives Draft Presidential Profile and reviews and edits the draft Presidential Profile (3 – 4 hour meeting).
<b>January 29, 2021</b>	Special or Regular Board meeting to discuss, edit and finalize the Presidential Profile.
<b>February 1, 2021</b>	Presidential Profile is posted on NPC and ACCT websites. ACCT and Search Consultant conduct targeted local, state-wide and national one-to-one recruitment of highly competitive and diverse candidates. Advertisements placed.
<b>March 10, 2021</b>	<b>Target Date for Receipt of Applications.</b> Position open until filled.
<b>March 11 – March 17, 2021</b>	Presidential Search Committee members review and rate the top 12 – 15 candidates independently through ACCT’s secure web portal.
<b>March 19, 2021</b>	<b>Presidential Search Committee Meeting #2:</b> Presidential Search Committee meets to discuss and select 7 – 8 confidential semifinalists. (5 – 6 hour meeting); Virtual or in-person.
<b>March 30 – 31, 2021</b>	<b>Search Committee Meeting #3:</b> Presidential Search Committee meets for confidential interviews of semifinalists. (Two-day Interview process via video or in-person). Search Committee deliberates and selects 3 - 5 finalists and forwards recommendations to Board of Trustees.
<b>Week of April 19, 2021</b>	Finalists visit the College for tours, participate in public forums, meet with Direct Reports, etc. Finalists will interview with the full Board of Trustees. During deliberations, ACCT provides oral in-depth reference reports on final candidates.
<b>Week of April 26, 2021</b>	Board visits #1 candidate’s institution (optional, but highly recommended). ACCT facilitates final negotiations. New President Northland Pioneer College is announced.
<b>July 1, 2021 or TBD</b>	Start date for next President of Northland Pioneer College.

# Value-Added Search Services Overview

## **President Northland Pioneer College**

**RH PERRY & ASSOCIATES**  
**SEARCH COUNSEL TO HIGHER EDUCATION**

206 East Chestnut Street, Suite C, Asheville, NC 28801  
(828) 785-1394 / [www.rhperry.com](http://www.rhperry.com)

**VALUE-ADDED SEARCH SERVICES**

**Value-added search services are available individually or in combination with another, and each is priced separately.**

*Service 1: Developing the Candidate Pool*

RH Perry will work with the search committee to develop a tailored, all-inclusive recruitment process that ensures confidentiality, draws together the institution's constituencies, and creates a mandate for the new leader. Using the existing information garnered in the previous search, RH Perry will update the marketing materials and, once approved, advertise the opportunity and conduct sourcing and outreach initiatives to reach a diverse audience.

Institutions conducting their own searches often have difficulty identifying and attracting two elusive groups of prospective candidates: 1) those who are unaware of the opportunity, whom we reach through targeted research and sourcing; and 2) those individuals who are aware, but will not apply or accept nominations due to concern vis-à-vis confidentiality. We can assure a given prospect of confidential consideration to the point of determining a viable candidacy. It is noteworthy that many of the most successful placements initially develop in just this manner.

We design and implement a nationwide, all-inclusive sourcing initiative to identify outstanding prospects that may not be aware of the opportunity. As part of this initiative, we include individuals from our proprietary database, comprised of top candidates from searches the firm has conducted, as well as other outstanding individuals whose careers we have tracked. In addition, we canvas sitting enrollment professionals to develop prospective candidates. Further, we consult with leaders of appropriate associations as well as consortiums and organizations in which the College is a member, to discuss the position and seek nominations of outstanding leaders.

Search counsel prepared to meet in person with the committee upon request, and will be available to the committee chair by telephone and email to answer questions throughout the course of the recruitment. Our website will host a confidential Client Resource Center (CRC) for the assignment, which provides the search committee a convenient and efficient way to review candidate materials and related documentation. Search committee members may access its client resource center (CRC) at any time to read, print and download this information. The CRC has password-protected access that is made available to each member of the Search Committee and the hiring authority.

# RH PERRY & ASSOCIATES

## SEARCH COUNSEL TO HIGHER EDUCATION

### *Service 2: Screening of Top Candidates*

Based upon the requisite skills and qualifications sought for the position, RH Perry will evaluate the entire applicant pool and identify the top 15 candidates for presentation to the search committee. As part of this screening, we create dossiers for each top candidate, which include:

- Video of candidate interview and transcript.
- Audio and transcript of preliminary reference check summary.

At the request of the College, RH Perry will inform applicants not selected for further consideration in writing or by telephone.

### *Service 3: Finalist Due Diligence: Background Screening and Reference Checking*

At the request of the committee, we will conduct both given and non-given reference checks for each finalist. Typically, six to eight reference checks are necessary to ensure that a candidate is qualified and has a professional and personal reputation that is above reproach and is felt to be a good fit for the position and the institution. The team provides audio and transcripts of these references on the CRC. We also verify terminal degrees, screen publications and perform publicity checks through the *Chronicle of Higher Education*, and other venues. We present summary documents for each of these checks on the CRC.

In addition, we conduct background checks of federal, state, and county public records, driver's license abstracts, and pre-employment credit checks. We investigate and resolve any "red flags" that may arise, and report results verbally to the hiring authority.

# RH PERRY & ASSOCIATES

SEARCH COUNSEL TO HIGHER EDUCATION

## Cost for services

RH Perry Value-Added Search Service	Cost
<p><b>Service 1: Developing the Candidate Pool</b></p> <p>At the outset of the assignment, and working in tandem with the search committee and hiring authority, RH Perry updates the marketing materials, recruits candidates, and provides the search committee with a password-protected client resource center to house the applications. The flat fee for this service is \$27,000, billed in two equal retainers.</p>	\$27,000
<p><b>Service 2: Screening for Top Candidates</b></p> <p>At the conclusion of the recruitment period, RH Perry will evaluate the entire candidate pool and identify the top 15 candidates who most closely meet the criteria set forth in the position profile. For each top candidate, RH Perry will provide a candidate video interview and a reference check. The flat fee for this service is \$12,000, which is billed upon completion.</p>	\$12,000
<p><b>Service 3: Finalist Due Diligence</b></p> <p>Conduct finalist due diligence for selected candidates: at least six written reference interview reports, of which at least two are from non-given references; terminal degree verification; publicity and media checks, and background investigations for civil and criminal records. The flat fee for this service is \$3,500 per finalist, billed upon completion.</p>	\$3,500 per finalist
<p><b>Expenses</b></p> <p>We bill at cost for direct expenses related to any advertising the firm places for the position, and any travel and lodging in conjunction with in-person meetings with the search committee. In addition, we charge a one-time fee of \$5,000 for indirect expenses for research, postage and overnight delivery, phone/video communications, and administration.</p>	
<p><b>Cancellation Terms</b></p> <p>This agreement may be terminated at any time by either party giving the other party at least two weeks' written notice of such termination. Upon such termination, our total fee would include (in addition to the fees already billed) that portion of our remaining flat fee calculated on a pro rata basis for the time elapsed since our most recent billing. We also bill expenses incurred up to the date of termination.</p> <p><i>RH Perry offers a one-year guarantee if all three Value-Added Search Services are contracted for a search.</i></p>	



# PROPOSAL

FOR



**Northland Pioneer College**

**RETAINED EXECUTIVE SEARCH SERVICES**

**FOR THE**

**PRESIDENT POSITION**

**November 3, 2020**

**OFFERED BY**

**CIZEK ASSOCIATES, INC.**

**PROFESSIONAL RELATIONSHIPS... OUTSTANDING RESULTS**



## **BACKGROUND & QUALIFICATIONS OF THE FIRM**

**Cizek Associates, Inc.** enjoys a national presence, is headquartered in Phoenix and has offices in Chicago and California. Founded in 1992, Cizek Associates is a privately held, woman-owned, Arizona corporation and is one of the oldest and most well-respected retained executive search firms in the industry. We have completed over 1000 searches in the private and public sectors to include manufacturing, consumer packaged goods, technology, higher education, non-profits, and healthcare. In a typical year, we will recruit Presidents and Chief Executives, Chief Operating Officers, Vice Presidents, Directors and Senior Managers in most functional areas and across broad sectors of industry.

**One of our specialty practice areas is higher education.** We came to the world of higher education recruitment by referral with a search for a Chief Academic Officer/Provost in 1996. This higher education institution is still an active client of ours. We share this with you because it is a testament to the quality of the relationships we establish and maintain. Our understanding of the higher education environment, combined with knowledge of how successful business operates in the private sector, has positioned us strongly to assist you in identifying, attracting and evaluating the best possible candidates for Northland Pioneer College.

Addressing our higher education client organizations exclusively, they range in size from large to small, from stand-alone colleges and universities to systems, and our work includes recruiting assignments for positions based in rural to urban communities, coast to coast. The same degree of effort and professionalism is applied regardless of College, University or System size and we pride ourselves on our completion rate.

**RECRUITING** - National resources available to the firm are a significant feature, and of the utmost importance to our clients. Because in large part of each of our consultant's longevity in the search business, we are well connected within industry. We know accomplished leaders, many of whom we track, and we are literally a phone call away from making a key contact. In addition, our three offices communicate with each other and collaborate on assignments. Along with our already established network, we conduct **new research** for each assignment designed to meet specific search parameters, enabling us to quickly identify, reach, and recruit those candidates **NOT** 'on the market.' These approaches are the focus and core of our work.

**ADVERTISING** – It is up to you. Most of our client organizations routinely post-employment opportunities as an in-house search methodology to advertise their own searches. If you advertise your search, all responses come to us and are put in the same bucket with those we have proactively recruited. We are happy to assist you with your advertising efforts. We do understand that professionals seeking new opportunities are accustomed to looking at a variety of major publications for this sort of information.

**NETWORKING** - Our Candidate Activity Index™ is utilized as a component of our research phase. We believe - as do our clients - that a good, qualified candidate remains so regardless of circumstances brought about by business decisions designed to create more efficient organizations (i.e. mergers, reorganizations, downsizing, budget cuts, etc.). Therefore, we do maintain a database composed of individuals with outstanding merit and whose backgrounds complement our firm's search practice specialty areas. Containing information on several thousand professionals, the system is continually updated and includes those open to considering new opportunities.

Firm and Principal memberships past and present include the Association of Executive Search Consultants, American Psychological Association, American Management Association, Financial Executives Institute, International Coaching Federation, American Association of Community Colleges, American Council on Education, League for Innovation in the Community College, and the Association of Governing Boards of Universities and Colleges.

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### **CIZEK ASSOCIATES, INC.**

*national retained executive search and assessment consultants*

2415 east camelback road, suite 700, phoenix, az 85016  
602-553-1066 [www.cizekassociates.com](http://www.cizekassociates.com) 602-553-1166 fax

## **PRINCIPAL PROFILES**

### ***Marti J. Cizek – President and Founder, Cizek Associates, Inc.***

Marti has been in the retained executive search business since 1987 and has worked extensively with client organizations in both the private and non-profit sectors. She has successfully filled various and numerous executive positions ranging from president and chief executive officer to vice president, director and manager.

Prior to founding Cizek Associates in 1992, Marti's experience includes several years with a prominent retained executive search firm based in Phoenix, preceded by executive sales and marketing positions with one of Arizona's major computer retailers, where she became a General Manager. Before relocating to Arizona, Marti was involved in the domestic wholesale distribution of imported brass and copper from the orient and finished leather goods from the interior of Mexico. She has done consulting work for the American Red Cross, including the development of a national sales training program for its tele-recruitment divisions. Education includes a BS and MS in Industrial Psychology. Community involvement is ongoing and includes several years as Board Director of the Greater Phoenix Urban League (Executive Committee) and Board Trustee of the Southwest College of Naturopathic Medicine and Health Sciences (Chair – Governance and Board Development Committee, currently Trustee Emeritus). Marti has been recognized in Who's Who in Business for seven consecutive years. The firm is repeatedly listed in Ranking Arizona's Top 10 in Business and The Business Journal's Book of Lists executive search firm category.

### ***Sheila Lehker – Senior Vice President, Cizek Associates, Inc.***

Since 1996, Sheila has worked in the human resources field, gaining broad experience consulting with senior leadership regarding their most important asset, their people. Sheila's experience stems from holding strategic and operational positions within service, wholesale and retail industries. Prior to joining Cizek Associates, Sheila's experience focused on organizational consulting work including assessment, top talent recruiting, and executive coaching.

She has owned successful consultancies including a search firm serving aerospace, technology, manufacturing and higher education. She has worked for two premier global consultancy firms, Lee Hecht Harrison and Right Management, specializing in helping businesses execute plans to develop people resources, maximize performance and successfully drive profits. With an early background in marketing and sales, administration and operations, Sheila successfully partnered in the formulation of two startup/expansion businesses and was instrumental in growing those businesses to become recognized leaders in their industries.

Sheila holds a Bachelor's in Business Management and a Master's degree in Organizational Management with a focus on leadership development. She is an active volunteer in the community, presenting to young adults, and women's and business groups, on a variety of topics and interests.

### ***Edward G. Linskey, Jr. - Senior Vice President, Cizek Associates, Inc.***

Since 1996, Ed has managed numerous senior executive placements with particular emphasis in finance and at the board level. He specializes in executive placements in California and with technology companies nationwide. Prior to entering the executive search profession, Ed's career included line management positions with Pacific Bell and the Bechtel Group of Companies. He became Chief Financial Officer for a technology startup and later for a high tech manufacturing firm in Silicon Valley. His experience includes working with startup companies employing as few as 20 people with less than \$1 million in revenue to Fortune 500 companies such as TransUnion Corporation, with over \$4.5 billion in assets.

Ed holds a BA from Fordham College, and an MBA and a Masters in International Affairs from Columbia. He is an active member of the Financial Executives Institute and a decorated Colonel in the Foreign Area Officer Program of the United States Army Reserve. He has also served as board director for several nonprofit organizations.

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***John T. Cizek – Senior Advisor, Cizek Associates, Inc.***

John returned to executive search consulting in 1986 after more than four years as Corporate Director of Human Resources for the Marmon Group, a \$5+ billion, highly diversified manufacturing and financial conglomerate. His principal responsibilities included headquarters staffing, as well as the recruitment of general management and senior financial executives for each of the firm’s 80 different companies. Prior to Marmon, John spent over five years with A.T. Kearney, a large, broad-line international management-consulting firm, where he served as Vice President of their executive search group. His search assignments covered virtually all functional areas and segments of the business community.

Earlier experience includes three years as Corporate Director of Employee Relations for Roper Corporation, a \$500 million manufacturer. John also spent almost 14 years with R.R. Donnelley & Sons Company, the country’s largest printing company, beginning as a Staff Psychologist, with subsequent assignments in Recruiting and Placement and finally as Group Personnel Manager, at the divisional and headquarters level. John’s education includes a Bachelor’s degree from the University of Illinois and a Master’s degree in Psychology from the State University of Iowa. Memberships have included the Human Resources Management Association of Chicago and the American Psychological Association. John has also served on several nonprofit boards.

**SELECTED HIGHER EDUCATION CLIENTS**

- SUNY Broome Community College
- Ridgewater College
- College of Western Idaho
- University of Nevada – Las Vegas
- College of Southern Nevada
- Great Basin College
- Truckee Meadows Community College
- Laramie County Community College
- Minnesota State Community and Technical College
- St. Cloud State University
- Rochester Community and Technical College
- Pima Community College
- Alexandria Technical & Community College
- Western Nevada College
- Solano Community College
- Yavapai College
- Maricopa Community Colleges (all ten colleges)
- Maricopa County Community College District (system)
- Nevada System of Higher Education (system)
- Minnesota State Colleges and Universities (system)

**SELECTED HIGHER EDUCATION SEARCHES**

- Provost & Executive Vice Chancellor
- President & CEO
- Vice President of Academic Affairs
- Vice President of Student Affairs
- Chief Enrollment & Student Success Officer
- Dean of Liberal Arts
- Dean of Health Sciences
- Vice President Student Life and Development
- Associate Vice Chancellor for Student Affairs
- Chief Academic Officer/Provost
- Chief Financial Aid Officer

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Vice Chancellor for Information Technologies  
 Vice President Administrative Services  
 Vice President for Community Relations  
 Vice President for Diversity  
 Vice President Academic Affairs/Chief Operations Officer  
 Executive Dean of Instruction  
 Director of Distributed Learning Technologies  
 Advancement Director  
 Vice President of Student Affairs  
 Director of Facilities Management  
 Executive Dean - Campus President  
 Chief Development Officer  
 Vice President Economic & Workforce Development  
 Chief Information Technologies Officer  
 Marketing Director  
 Diversity Recruitment Consulting Project  
 Director Human Resources  
 Vice President Economic Development & Community Assessment  
 Vice President Finance (CFO) and Facilities  
 Vice Chancellor Human Resources  
 Chief Human Resources Officer  
 Executive Development Initiative \*  
 Talent Management Initiative \*  
 White Paper – Benchmarking the Community College President Position \*  
 On-boarding \*  
 Executive Coaching \*

\* CAI also provides executive assessment, development, and coaching. Please visit:

[www.talentdevelopmentteam.com](http://www.talentdevelopmentteam.com)

By design, we limit the number of similar functional area searches we conduct at any one time because we want to make sure we can provide our undivided attention to each one, as opposed to conducting several similar assignments simultaneously (e.g. conducting multiple president searches at the same time) which inevitably means that you are sharing a candidate pool with another of our clients, a scenario that is NOT in your best interest.

## **THE SEARCH PROCESS**

### ***I POSITION PROFILE***

A successful recruiting effort is dependent upon the consultant's understanding of what is expected of the position being searched. We initiate the assignment by holding detailed discovery discussions with the **Search Committee, Board** and other **stakeholder groups** to determine the professional and personal qualifications of the desired candidates. Through a directed feedback process we become completely familiar with the organization, the content and objectives of the position, and the experience and personal requisites of the individual. This data gathering is accomplished either in person, or virtually via online survey participation. It will be particularly important to focus on the necessary characteristics of the individual in three areas:

- The professional background and orientation of potential candidates, whether academic or business
- The managerial, administrative and leadership issues to be addressed in the search
- The formal and informal attributes sought in the personal and professional style of the successful candidate

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The results of our discussions will become the subject of a formal **Position Profile** detailing the characteristics of candidates to be sought and including relevant challenges and opportunities facing the position. The **Position Profile** serves as the foundation for the performance of the search, as well as the basis for evaluation of candidates.

## **II RESEARCH PROCEDURE: DEFINING THE UNIVERSE**

Each engagement has as its first step a well-organized research process. The development of the **Position Profile** guides us in defining the universe of potentially acceptable candidates and sources to be contacted during the course of the assignment. Generally, we seek to identify those potential candidates whose skills and experiences have been gained in similar environments and who have held similar positions.

## **III SOURCING AND IDENTIFICATION**

It is axiomatic that most desirable candidates are not actively seeking new employment and must be searched out and convinced that the position is a wise career move. Those individuals identified by our firm in the research phase, augmented by our own applicable network sources, and combined with any advertising the client organization incorporates, creates the potential candidate universe. As appropriate, prospects and sources are contacted by a combination of the following approaches - phone, mail and email. Nominations from these qualified sources result in the identification of a relatively large population of prospective candidates and the screening process begins.

## **IV SCREENING**

The screening process is crucial because it establishes the slate of prospects to be considered by examining and comparing their credentials to the **Position Profile**. The process ultimately results in providing the client organization with a number (usually not less than seven and not more than fifteen) of qualified prospects for consideration.

As the sourcing and identification phase gains momentum, the screening phase concurrently begins. A certain number of interested persons will lack qualifications and be eliminated upon critical examination of their backgrounds. We have the objective with those who possess the required credentials and qualifications of stimulating their interest in pursuing the matter further. Once serious interest is confirmed, we conduct a telephone interview with the individuals to fully explore their professional and personal qualifications. Remaining prospects will be further examined in detail, and of this group, the best suited and qualified will be recommended by our firm to the Search Committee/Client/Board.

## **V INTERIM REPORT**

Prior to the hiring institution's actual semi-final candidate interview process, we present an **Interim Report** to the Client that provides data for a complete review of those individuals identified as prospective candidates. The Interim Report documents the entire search process to date and gives the committee an opportunity to evaluate specific backgrounds, discuss areas of interest and make recommendations, allowing us to better focus our efforts and fine tune the remainder of the search process.

## **VI CONSULTANT OR SEARCH COMMITTEE – SEMI-FINALIST INTERVIEWS**

While the number of individuals to be interviewed as semi-finalists is variable and based on the uniqueness of the search, we typically recommend Search Committee members each select their top prospects identified in the Interim Report. This process usually results in more than five individuals who now become semi-final candidates and are either interviewed by Cizek Associates or are interviewed by the client/search committee.

If we interview semifinalists for you, we travel to each candidate's city or utilize live audio-video technology and evaluate the suitability of each individual utilizing a formal interview format. The **Position Profile**, originally developed at the onset of the assignment, serves to focus and direct our interviews and the qualifications explored for evaluation. Our evaluation concentrates on three specific areas including technical qualifications, professional and managerial experiences and personal attributes.

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Not all institutions want this level of service. It is the client's prerogative to replace this step with Search Committee semi-finalist interviews. The Search Committee develops a list of interview questions and conducts each semi-final candidate interview at a confidential interview location. We encourage clients to take advantage of live audio-visual technology. To us, the difference between face-to-face and live audio-visual technology interviews at this stage of the search is negligible.

## ***VII REFERENCE CHECKING AND CANDIDATE ASSESSMENTS***

This step is critically important. While other venues accurately reflect 'what' a person has accomplished during a career, reference checking reveals 'how' a person achieved these accomplishments. Although some references are obtained beforehand (we conduct public domain background checks early in the recruitment process, presenting any findings in the Interim Report), a complete background check is typically conducted once the client has made final candidate selections, but before final candidate interviews take place. In our reference checking, we routinely go off-list. We can verify educational credentials, professional attainments, and dates of employment, and hold discussions with peers, superiors and subordinates at places of employment both past and present. We also offer **criminal, credit, civil and driving** background checks.

We utilize a range of assessment instruments created exclusively for organizational use, providing us with a scientific and necessarily objective index of specific characteristics, offering insights into candidate strengths and their potential value to your organization. Areas of evaluation may include **individual skills** - what candidates can contribute; **values and motivation** - why candidates do things; and **workplace behavior** - how candidates do things. With your permission, each and every final candidate presented to you undergoes an assessment.

The Reference Report (generally submitted to the hiring supervisor or Board only) includes a listing of all reference contacts, all reference comments, appraisal data (if candidates have been assessed) and any recruitment factors that may challenge a client's ability to successfully recruit a top candidate. All information offers a formal introduction of the candidates to the institution and provides informational points of departure for the final interview process.

## ***VIII THE INSTITUTION INTERVIEWS FINAL CANDIDATES***

Arrangements are made for the final candidates to visit the client location/s and be interviewed by all appropriate individuals and stakeholders associated with the institution to weigh in on candidate suitability and fit for your organization. During final candidate interviews, a significant partner often accompanies the candidate and arrangements are made for a local tour to evaluate the community as a place to live. We are available to coordinate the specific interview schedules between you and the candidates, and arrange for necessary travel and lodging reservations, if required. Dependent upon the current travel climate, we may assist you in arranging these final candidate interviews virtually.

## ***IX CANDIDATE COMPENSATION***

The specific compensation range for the position is established by the hiring organization. We conduct the search guided by these parameters, simultaneously keeping the institution closely apprised of actual compensation levels of potential candidates and practices in the marketplace.

## ***X NEGOTIATIONS***

Although the successful selection of the desired candidate is the province and responsibility of the client organization, our firm is continually involved and can serve as the intermediary in arriving at specific salary and other employment conditions. Working through the third-party consultant is often desirable for both the institution and candidate and offers some tactical assurances in arriving at a mutually agreed upon package.

## ***XI PROJECT TIMETABLE***

A typical search engagement may require 90 to 180 days from the time the engagement begins until the selected candidate is in place. The primary objective of the search is to ensure a quality outcome. Consistent with this, the timetable may vary depending upon the scope and complexity of the project. The vast majority of our search assignments are completed within this timeframe. We expect to work with the client on the specific timeline for this

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### **CIZEK ASSOCIATES, INC.**

*national retained executive search and assessment consultants*

2415 east camelback road, suite 700, phoenix, az 85016  
602-553-1066 [www.cizekassociates.com](http://www.cizekassociates.com) 602-553-1166 fax



search and hope to have an agreed upon schedule before recruitment begins. Below is an example of a minimum timeframe necessary in a search.

- A minimum of four weeks for recruitment and advertising – 6 weeks is ideal
- A minimum of two weeks between application deadline and presentation of Interim Report
- One week for search committee to review Interim Report and make semi-final candidate selections
- Two weeks between selection of semi-final candidates and semi-final candidate interviews to provide enough time for candidates to make travel arrangements (this can be shortened if live audio/video technology is utilized for semi-final candidate interviews)
- One week for semi-final candidate interviews
- Two weeks between selection of final candidates and final candidate interviews to provide enough time for candidates to make travel arrangements and our completion of comprehensive reference checking
- Selection of successful candidate

## ***XII FOLLOW-UP***

We provide follow-up (**informal onboarding**) for at least 12 months to ensure that the candidate has integrated smoothly and is performing to expectation. The institution is given support in following both the orientation and progress of the successful candidate. The new executive is counseled and coached to facilitate the transition from the old job to the new one. We also offer **Formal Onboarding** as an additional service. Formal Onboarding is priced separately and is not provided in this proposal.

## **AGREEMENT LETTER/CONTRACT, PROFESSIONAL FEE, PROJECT EXPENSE and INSURANCE**

Effective January 1, 2019, Cizek Associates, Inc. offers a flat fee structure for all of its engagements. We also bill our out-of-pocket expenses. We bill fees and expenses monthly, with the first third of the fee billed upon project engagement. Invoices are due and payable upon receipt.

We are currently offering a significant discount through December 31, 2020. The professional flat fee for our services is 20% of the high end of the hiring range for the position being searched.

Our out-of-pocket expenses include outside research, consultant travel expense, interview expense, outside reference checking, assessments, and support services. Out-of-pocket expenses are reimbursable and are billed in similar fashion. Out-of-pocket expenses are a “pass-through”, are never adjusted or estimated, and do NOT include our operational overhead. Expenses are variable and typically total around \$5,000 but can go as high as \$20,000 if we are reimbursing candidates for travel expenses. Expenses are audited during the course of every assignment.

You, of course, retain the right to cancel the engagement at any time, in which case your obligation would be only for our accrued expenses and fees to the point of cancellation.

**Cizek Associates, Inc.** is exclusively a retained executive search and assessment firm. As management consultants, we never work on a contingency basis.

**Cizek Associates, Inc.** maintains a range of professional insurance policies including Worker’s Compensation, Professional Liability and General Liability. Certificates of Insurance are available upon request. Since our founding in 1992, we have never had an insurance claim filed against us.

## **PROFESSIONAL AND ETHICAL COMMITMENTS**

**First of all**, if candidates we recommend are rejected, we will conduct another search, charging only out-of-pocket expenses. In fact, it is our goal to complete your search successfully. Client satisfaction is everything to us.

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If, due to circumstances within our control as executive search consultants (e.g. material facts falsified and presented as true), a successful candidate leaves the institution's employ within 12 months of his/her start date, **Cizek Associates, Inc.** will conduct another search free, charging only out-of-pocket expenses. If extenuating circumstances are present and a candidate leaves within the first 12 months of employment, Cizek Associates will make every effort to craft a solution that will satisfy client needs. Continuation or restart of a search must begin within 12 months of the conclusion of the original search.

**Cizek Associates, Inc.** will not solicit interest from a placed candidate for a minimum of two years from the date of successful placement.

**Cizek Associates, Inc.** policy discourages the practice of parallel processing - the simultaneous presentation of the same final candidate to more than one client institution, unless our client/s authorize this practice.

**Cizek Associates, Inc.** is an Equal Employment Opportunity management-consulting firm. We do not discriminate on the basis of race, sex, color, creed, religion, age, national origin, disability, protected veteran status, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership in a local commission as defined by law. In addition, we encourage applications from women, minorities, persons with disabilities, and individuals with protected class status and *we make every effort to identify and attract qualified women, under-represented and diverse candidates who meet specific client requirements.*

**Cizek Associates, Inc. Proprietary and Confidential Information:** **Cizek Associates, Inc. (CAI)** and the Client agree that CAI retains the right to assert the defense of confidentiality of information on all requests to release information. Confidential information shall include (A) any trade secret information, know-how, invention, software program, and similar information in existence prior to the formation of the Contract or prepared by CAI as part of the duties imposed upon it under the Contract but not provided to the Client as a Contract deliverable; (B) any non-public business information including personnel data, historical customer information and data, historical cost information such as budgets, operating expenses and capital costs, and projected capital additions; (C) financial statements, business plans, strategic plans, proprietary market information, analyses, compilations and any other strategic, competitively sensitive information including personal notes made by employees of CAI; and (D) any advice, information, exhibits, documentation or any other information that CAI or the Client reasonably expect would be protected by the attorney-client privilege or work product doctrine or other applicable privilege.



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## Request to Appoint Search Committee Membership

### Recommendation:

Staff recommends the following appointments to the Presidential Search Committee.

Frank Pinnell	}	Faculty Association
Ryan Jones		
Dr. Xander Henderson		
Donna Krieser	}	Classified & Administrative Staff Organization
Rebecca Hunt		
Ben Sandoval		
Betsy Wilson	}	Leadership Council
Gail Campbell		
Rickey Jackson		
Matt Weber		Navapache Superintendent's Group
Student, TBD		Student Government Association
Dr. Judy Yip-Reyes		Non-Voting Facilitator from the Executive Team, if the Search Committee decide they would like this assistance.

### Summary:

When considering membership for the current Presidential Search Committee staff reviewed the 2017-18 committee membership, reached out to employees that served on the committee for suggestions to improve the overall process, and received input from various concerned parties at the college. Staff also considered the most recent changes to Shared Governance and the expected timeline for a search.

Staff reached out to Faculty Association and the Classified & Administrative Staff Organization with a request to provide 3 volunteers each from membership, and Leadership Council with a request to provide 3 volunteers, at the D-Level salary range, from the college. Student Government Association will provide a student to serve on the committee.



As we continue to have strong partnerships with school districts and career technological education districts the Navapache Administrator's group provided a representative.

Executive Team will provide a non-voting facilitator who will be available to assist the committee, should they decide not to appoint their own chair to lead.



**Northland Pioneer College**

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

## Request to Approve the Initial Salary Range and Key Qualification Areas for the NPC President Position

### **Recommendation:**

Staff recommends approval of the initial salary range for the NPC President position as \$185,000 to \$220,000 based on qualifications.

Staff also recommends approval of the key qualification areas for the NPC President position, with an understanding that (1) the qualification details will be discussed and finalized by the Presidential Search Committee in consultation with the board-approved search firm; and (2) the complete presidential profile will be reviewed and approved by the board at a later time.

### **Summary:**

Staff used the Mountain States Association of Community Colleges 2019-20 Survey to evaluate current salary of current president's position. NPC's salary was listed within the bottom fifth of the 28 community colleges responding to the survey. It was also listed as the lowest of the seven Arizona community colleges. In order to attract the most qualified candidates, the initial salary range needs to be adjusted to reflect a more reasonably competitive option to attract the most qualified candidates.

Staff began crafting the qualifications for the NPC President position by reviewing the listed qualifications published for its previous presidential search. The initial drafts of the qualifications were vetted through the executive team. College faculty and staff were also invited to review the draft qualifications and provide input.

During the initial evaluation of potential search firms for the current presidential search, staff recognized the additional value these firms would bring in strengthening the articulation of the qualifications and in developing an attractive presidential profile. Staff presents the key qualification themes as foundational parameters in this recommendation.



The key areas include:

- Advanced educational credentials: Master's degree is required, earned doctorate strongly preferred.
- History of educational experiences: At least 5 years of instructional and/or curriculum experience.
- History of administrative experiences: At least 7 years of higher education administrative experience in positions of increasing responsibility. Prior president experience preferred.
- Demonstrable accomplishments/achievements in leading institutional change; practicing effective shared governance; achieving enrollment growth and student success; expanding sources of revenues; and advocating diversity, equity, and inclusion.
- Qualities such as strong leadership; effective collaboration; excellent communicator.



**Northland Pioneer College**

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

## Adoption of Policy 1431: Hazing Prevention

**Recommendation:**

Staff recommends to the adoption of Policy 1431. Hazing Prevention per A.R.S. §15-2301.

**Summary:**

With the recent adoption of Policy 1102 and Procedure 2110 to align with the 2020 Title IX regulations, staff is updating policies and procedures that must align or that overlap with the new policy and procedure on Equal Opportunity, Harassment, and Nondiscrimination. During this process, staff discovered that per A.R.S. §15-2301, Hazing Prevention needs to be a policy rather than a procedure (as we had previously labeled it: [Procedure 2627](#)). Staff consulted with the college attorney, who confirmed this interpretation, Hazing Prevention per A.R.S. §15-2301 should be an institutional policy rather than a procedure. In addition, the procedure/contact information for making reports must be included in the Policy for both employees and students per A.R.S. §15-2301. All revisions from the original procedure to the proposed policy have been reviewed by the college attorney to ensure they are following A.R.S. §15-2301, as well as the Equal Opportunity, Harassment, and Nondiscrimination policy (1102) and procedure (2110). **Staff therefore is recommending the adoption of Policy 1431. Hazing Prevent per A.R.S. §15-2301.**



# HAZING PREVENTION

Policy 1431

A.R.S. §15-2301

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NPC seeks to promote a safe learning environment. Hazing is antithetical to that goal. Hazing by organizations, groups or individuals is strictly prohibited at NPC. All students, faculty, and staff shall take reasonable measures within the scope of their individual authority to prevent violations of the Hazing Prevention Procedure, including reporting incidents of hazing when they occur.

## I. Definitions

1. "**Hazing**" means any intentional, knowing or reckless act committed by a student, faculty, or staff whether individually or in concert with other persons, against another student, and in which both of the following apply:
  - a. The act was committed in connection with an initiation into, an affiliation with or the maintenance of membership in any organization that is affiliated with an educational institution.
  - b. The act contributes to a substantial risk of potential physical injury, mental harm or degradation or causes physical injury, mental harm or personal degradation.

A partial list of examples of hazing includes:

- paddling in any form
  - physical or psychological shocks
  - late work sessions that interfere with scholastic activities
  - advocating or promoting alcohol or substance abuse
  - tests of endurance
  - submission of members or prospective members to potentially dangerous or hazardous circumstances or activities which have a foreseeable potential for resulting in personal injury
  - any activity which by its nature may have the potential to cause mental distress, panic, human degradation, or embarrassment.
2. "**Organization**" means an athletic team, association, order, society, corps, cooperative, club or other similar group that is affiliated with an educational institution and whose membership consists primarily of students enrolled at that educational institution.

3. **"Student"** means, for purposes of this procedure, any person who is enrolled at NPC, any person who has been accepted for enrollment at NPC or any person who intends to enroll at NPC within the next twelve (12) calendar months. A person who meets the definition of a student for purposes of this paragraph shall continue to be defined as a student for purposes of this procedure until the person graduates, transfers, or withdraws from NPC.

## II. Prohibited Conduct

1. Hazing is prohibited at NPC.
2. Any solicitation to engage in hazing is prohibited.
3. Aiding and abetting another person who is engaged in hazing is prohibited.
4. It is not a defense to a violation of the hazing prevention procedure if the hazing victim consented to or acquiesced in the hazing activity.
5. All students, faculty and staff shall take reasonable measures within the scope of their individual authority to prevent violations of the hazing prevention procedure.

## III. Complaints and Reports

### 1. **Duty to Report.**

Any employee or student who witnesses, becomes aware of, or is the victim of hazing shall immediately report the incident to the Director of Student Services (DofSS). If an employee is involved or a victim of hazing the employee should report the incident to their direct supervisor or Chief Human Resource Officer (CHRO). If the DofSS is unavailable, a report to the DofSS would involve a conflict of interest, or the DofSS is the accused the employee or student shall report the hazing to the Vice President for Learning and Student Services. Report directly to the CHRO or DofSS:

Employees involved in or victim of hazing:

Name: Peggy Belknap

Title IX Deputy Coordinator - Employees

EEO and ADA/504 Coordinator

Office of Human Resources

Tiponi Community Center, Human Resources Room 302, Painted Desert Campus,  
Holbrook

(928) 524-7471

Email: [peggy.belknap@npc.edu](mailto:peggy.belknap@npc.edu)

Student involved in or victim of hazing:

Name: Josh Rogers

Title IX Deputy Coordinator - Students

Office of Student Services

Student Center, Room 109, Silver Creek Campus, Snowflake  
(928) 536-6227  
Email: [joshua.rogers@npc.edu](mailto:joshua.rogers@npc.edu)

Such a report may be made at any time (including during non-business hours) by using the telephone number or email address, or by mail to the office address listed above.

Report online, using the reporting form posted at: [www.npc.edu/report-it](http://www.npc.edu/report-it)

**2. Investigation.**

All complaints or reports of hazing shall be promptly and thoroughly investigated. To the extent possible, a hazing complaint will be treated as confidential; however, the College has a responsibility to all employees and students to investigate hazing charges, which may include interviewing the offenders and any possible witnesses. If the hazing incident that has been reported falls under the definition of Sexual Harassment as defined in our Equal Opportunity, Harassment, and Nondiscrimination Policy ([Policy 1102](#)), the Title IX Coordinator will follow the procedure as outlined in [Procedure 2110, Process A, Section 14](#). If not, or if no formal complaint is filed under Process A, The Director of Student Services will follow the procedure as outlined in [Procedure 2110, Process B, Section 6](#). Both Process A and Process B include an appeals process.

**3. Sanctions.**

Violations of this procedure shall be considered a grave violation of the [Student Conduct Code](#) (Procedure 2625) and will subject a student to discipline up to and including dismissal. Any employee who knowingly permitted, authorized or condoned the hazing activity in violation of this Procedure shall be considered cause for discipline up to and including dismissal. In addition to these consequences, an Organization as defined in this Procedure may be disciplined by the revocation or suspension of an organization's permission to conduct operations at NPC if the organization knowingly permitted, authorized or condoned the hazing activity. Other sanctions against an Organization may include:

1. loss of campus privileges for the student organization
2. restitution for damages that may have resulted from the incident
3. a statement of warning
4. a probationary period.

Reinstatement of the Organization may be conditioned on compliance with any of the foregoing or any other reasonable conditions imposed by NPC. An Organization shall be afforded a pre-suspension hearing before the President or his designee to



afford it an opportunity to rebut the allegations against it. Any substantiated hazing activity that involves a violation of criminal law by any person shall be reported to local law enforcement personnel.

#### IV. Retaliation

Students and employees are prohibited from retaliation, intimidation, threats, coercion or other discrimination against any individual for exercising that individual's rights or responsibilities under this procedure. Any such acts of retaliation should be reported to the Director of Student Services in the case of students or to the Chief Human Resource Officer in the case of employees.

#### V. Intention

This Procedure is not intended to prohibit:

1. Customary athletic events, contests or competitions that are sponsored by an educational institution.
2. Any activity or conduct that furthers the goals of a legitimate educational curriculum, a legitimate extracurricular program or a legitimate military training program.

## NATC Request to Release Funds for Architectural Design Fees

### Recommendation:

The NATC Board is requesting the release of \$75,000 of the state appropriation funds to contract LEA Architects, LCC to design Phase 1 of the architectural plan and additional design services.

### Summary:

At the NATC Board meeting on November 3, 2020, the Board approved moving forward with contracting LEA Architects, LCC to complete both Phase 1 of the construction plan and additional design services as outlined in the attached professional services proposal dated November 2, 2020.

LEA Architects, LCC is the same firm NATC contracted for the development of its Master Plan, which they completed on August 20, 2020 (and is included here for review).

Construction plans for Phase 1 includes the basic design and professional fees for the tiny home sites and the building for the Virtual Firearms Training Simulator (\$34,925). The additional design services include civil engineering (\$22,500), topographic/architectural site survey (\$2,875), septic system design (\$4600), and construction administration additional site visits (\$6000): totaling (\$40,075). The request includes (\$4100) contingency/allowances for the completion of the design/site surveys for a total request of \$75000 from the state appropriations.

NATC Board voted to move forward with LEA Architects, LCC's Phase 1 and the additional design services, as it aligns with the NATC priorities presented to the legislature – 1) placement of tiny homes and 2) virtual simulator building. **Thus, NATC Board is requesting the release of \$75,000 of the state appropriation funds to contract LEA Architects, LCC (a state approved architectural design firm) to design Phase 1 of the architectural plan (i.e. Tiny Home Sites and Virtual Firearms Training Simulator Building) and additional design services (i.e. Civil Engineering, Topographic/Architectural Site Survey, Septic System Design, Site Visits).**



**Exhibit A.1**
**Professional Services Proposal –  
 Northeast Arizona Training Center (NATC)  
 Jake Flake Emergency Services Institute  
 Phase 1 / Phase 1A**
**Scope of Work / A/E Fee Proposal****August 28, 2020****~~Revised September 22, 2020~~****Revised November 2, 2020**
**1. Project Estimated Square Footage and Estimated Construction Budget  
 Northeast Arizona Training Center (NATC) Phase 1**

- The site is approx. 20 acres located North of Papermill Road
- Phase 1 - Scope of Work (as identified in approved Master Plan dated 8/10/20)
  - Tiny House Pads with associated Plumbing (Water and Waste) and Electrical Power
  - New approx. 3,000-gal septic System (Deferred Submittal)
  - Modify Existing Firing Range Berm to include masonry retaining walls (approx. 5' height) to increase separation for Tiny House Pads and Dirty Classroom Addition.
  - ~~Dirty Classroom Addition Metal Building Frame / Roof (Total Approx. 8,360 SF)~~
    - Virtual Firearms Training Simulator Building – Approx. 1,600 SF
    - ~~Dirty Classroom Addition (Metal Building Frame / Roof) – Approx. 6,560~~
  - Virtual Firearms Training Simulator Interior Build-out / Improvements including all walls/finishes and MPE
- Estimated Phase 1 Construction Budget: approx. ~~\$802,400.00~~ \$491,906.00
- Estimated Construction Year: 2020-2021

(Note: Due to the limited budget and existing structure, a metal pre-manufactured building will be the most cost-effective solution in meeting the construction budget. Should it be determined that a conventionally framed design solution is desired, additional structural / architectural fees will be added to the Basic Design Fee)

**Phase 1A - Scope of Work (as identified in approved Master Plan dated 8/10/20).**

- (Alternate Bid) Dirty Classroom Addition Build-out / Improvements including all walls/finishes and MPE which include: (Approx. ~~8,360~~ 4,000 SF)
 

<ul style="list-style-type: none"> <li>▪ Classroom - <del>948</del> 773 SF</li> <li>▪ Divisible Classroom - <del>994</del> 988 SF</li> <li>▪ Classroom - <del>586</del> 508 SF</li> <li>▪ (3) Offices - 408 96 SF</li> <li>▪ Reception – <del>452</del> 127 SF</li> <li>▪ Men's RR - <del>400</del> 83 SF</li> <li>▪ Women's RR - <del>424</del> 81 SF</li> </ul>	<ul style="list-style-type: none"> <li>▪ Break Room - <del>480</del> 217 SF</li> <li>▪ Conference - <del>200</del> 211 SF</li> <li>▪ Storage – <del>94</del> 66 SF</li> <li>▪ Jan 42 SF</li> <li>▪ Electrical / Tel Data – <del>70</del> 40 SF</li> </ul>
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- ~~In addition to the Overall Phase 1A Alternate Bid – Due to the limited budget LEA will set up a series of Alternate Bids identified in writing and by Drawing(s) as required which will include:~~
  - ~~Metal Building South Wall (Connection to Existing Dirty Classroom)~~
  - ~~Underground Plumbing / Electrical and Concrete Slab~~
  - ~~Remainder of remaining Metal Building perimeter Walls~~
  - ~~Exterior Doors and Windows~~
- (Alternate Bid) Shade Canopy (35' x 40' – 1,400 SF) located between existing Dirty Classroom and Existing Fire Apparatus Storage Garage.
- Estimated Phase 1A Construction Budget: approx. ~~\$880,248.00~~ \$730,000.00
- Estimated Construction Year: 2021-2022

**Professional Services Proposal – Northeast Arizona Training Center (NATC)  
Jake Flake Emergency Services Institute  
Phase 1 / Phase 1A**

2. NATC Required Responsibilities/Input:
- Geotechnical Report – (See attached proposal)
  - On-Site Wastewater Disposal Perc Test – (See attached proposal)
  - Topographic/Architectural/Civil Site Survey - (If requested for LEA to provide - see Additional Services)
  - Septic System Design - (If requested for LEA to provide - see Additional Services)
  - Bid Printing and Distribution

3. Total Basic Design & Construction Administration (CA) Fees:

- **Phase 1** - Scope of Work (as identified in approved Master Plan dated 8/10/20)
  - Architect's Fee for Basic Design Services: These professional services include all architectural, structural, mechanical, plumbing, and electrical engineering professional services for the design and Construction Administration of the NATC Phase 1. Project Documents shall be broken into phases, with the percentile of the total design fee shown in parentheses: Schematic Design (15%), Design Development (25%), Contract Document Drawings and Specifications (35%), Bidding (5%) and Construction Administration (20%). This includes normal architectural, structural, mechanical, plumbing, and electrical engineering professional design services.

Total Basic Services = 7.1% of the Construction Costs  
(Per 1GPA approved percentages – Group B  
Estimated = ~~\$56,970.00~~ 34,925.00 (7.1% of ~~\$802,400.00~~ \$491,906.00)

- LEA – Architects, LLC will assist in obtaining necessary Building Permits/Approvals following the completion of the Construction Documents.
- Reimbursable Expenses:

Reimbursable expenses shall be billed separately as per 1GPA Architectural Services Master Agreement Contract 18-21P-09.
- **Phase 1A** - Scope of Work (as identified in approved Master Plan dated 8/10/20)
  - Architect's Fee for Basic Design Services: These professional services include all architectural, structural, mechanical, plumbing, and electrical engineering professional services for the design and Construction Administration of the NATC Phase 1. Project Documents shall be broken into phases, with the percentile of the total design fee shown in parentheses: Schematic Design (15%), Design Development (25%), Contract Document Drawings and Specifications (35%), Bidding (5%) and Construction Administration (20%). This includes normal architectural, structural, mechanical, plumbing, and electrical engineering professional design services.

Total Basic Services = 7.1% of the Construction Costs  
(Per 1GPA approved percentages – Group B  
Estimated = ~~\$62,497.00~~ 51,830.00(7.1% of \$730,000.00)

- LEA – Architects, LLC will assist in obtaining necessary Building Permits/Approvals following the completion of the Construction Documents.
- Fees for phase 1 and Phase 1A assume that design for both phases will occur at the same time. If Phase 1A design services do not move forward at the same time as phase 1 additional fees will be required.
- Contract Administration during construction phase shall include (2) site observation visits for project inspection, attendance of construction progress meetings via teleconference or in person if corresponding with scheduled site visits, request for information from contractor, job coordination, As-Built drawings verification, review of material testing procedures and results, change order review, shop drawing and submittal review, material and color selection, and punch list identification inspections for substantial completion and final inspection.

**Professional Services Proposal – Northeast Arizona Training Center (NATC)  
 Jake Flake Emergency Services Institute  
 Phase 1 / Phase 1A**

- Additional Professional Service: Basic Civil Engineering Fees for Grading & Drainage, Utilities, and Fire Lines. Lump Sum = \$22,500.00  
 Notes:
  - Fees do not include the design of a septic system based on Waste Fixture Units
  - Fees do not include off-site Improvements to Papermill Road which are not anticipated as being required.
  - Fee assumes Phase 1 and 1A will be designed at the same time.
  
- Additional Professional Service: Additional site visits from the Architect during construction (if required) for project inspection will be billed at the Architect’s standard hourly rate. Allowance = \$6,000.00

- Reimbursable Expenses:  
 Reimbursable expenses shall be billed separately as per 1GPA Architectural Services Master Agreement Contract 18-21P-09.

Additional Design Professional Services (if Required/Requested):

- Phase 1 / 1A Topographic/Architectural Site Survey which includes topography contours with spot elevations, all utilities, rights-of-way, recorded easements, etc. The survey shall be sealed by a registered surveyor. Lump Sum = \$2,875.00
  
- Septic System Design – New (Increased Capacity) approx. 3,000 gal. system Lump Sum = \$4,600.00

4. Professional Fee Summary (Design & Construction Phases)

**Work Tasks:**

**Phase 1**

Basic Design and CA Professional Fees - Architectural, MPE & Structural Engr.	
Design	\$27,940.00
Construction Administration	\$6,985.00
<hr/>	
Total Phase 1 Professional Design & CA Fees	\$34,925.00

**Phase 1A**

Basic Design and CA Professional Fees – Arch. & MPE	
Design	\$41,464.00
Construction Administration	\$10,366.00
<hr/>	
Total Phase 1A Professional Design & CA Fees	\$51,830.00

**Total Phase 1 / Phase 1A Professional Design & CA Fees**

(Note: Does not include Additional Design Services listed below) **\$86,755.00**

**Additional Design Services (If required/requested):**

Civil Engineering	\$22,500.00
Topographic / Architectural Site Survey	\$2,875.00
Septic System Design	\$4,600.00
*Construction Administration Additional Site Visits	\$6,000.00

*\*certain fees listed above are allowances and contingency fees and may not be billed at all or used to the full extent\**

5. Compensation for Additional Consulting Services not identified above:

- See attached “Architectural Fee Schedule (LEA Architects, LLC)” for approved 1GPA Hourly Rates for Additional Services

**Professional Services Proposal – Northeast Arizona Training Center (NATC)  
Jake Flake Emergency Services Institute  
Phase 1 / Phase 1A**

- Architectural and Engineering Fees assume Phase 1 and 1A will be designed concurrently. If Phase 1 is not designed at the same time as phase 1A additional fees will be required.

The Architect shall make reasonable efforts to design the project within the Owner's budget. Necessary fees listed herein are based on the Owner's present construction budget of \$1.0M. In the course of design, should the Owner significantly increase the scope of the project the Architect's & Consultant's professional fees shall be increased accordingly. Should you have any questions, please give us a call.

Respectfully submitted,



Lance Enyart, AIA  
LE/mp

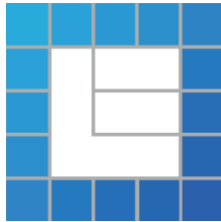


**NORTHEAST ARIZONA TRAINING CENTER  
JAKE FLAKE EMERGENCY SERVICES INSTITUTE  
MASTERPLAN REPORT**



1840 W. PAPERMILL ROAD  
TAYLOR, ARIZONA

AUGUST 20TH, 2020



**LEA-ARCHITECTS, LLC.**  
1730 E. NORTHERN AVE  
SUITE 110  
PHOENIX, AZ 85020

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  - a. Master Plan (Option 2) – Firing Range in NW Corner of Site
  - b. Virtra Firearms Training Simulator Info
  - c. Existing Dirty Classroom Floor Plan
  - d. Previous Tiny House Site Layout



## Executive Summary – Northeast Arizona Training Center Masterplan Update

In the spring of 2020, LEA Architects LLC was commissioned to produce a Masterplan Update for the Northeast Arizona Training Center (NATC), which is also known as the 'Jake Flake Emergency Services Institute located at the 1840 W. Papermill Rd. in Taylor Arizona.

The Master Plan Update will identify the future direction of the existing Northeast Arizona Training Center (NATC), which currently has the following features:

### Existing Buildings:

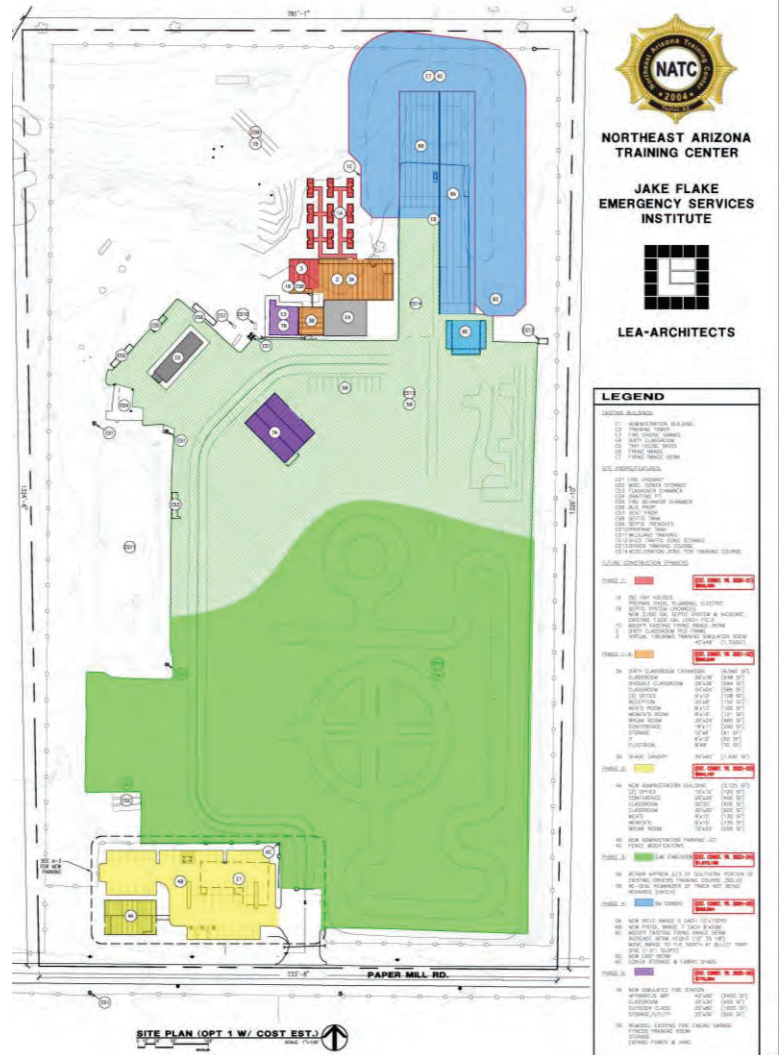
- Administration Building
- Training tower
- Fire Engineer Garage
- Dirty Classroom
- Tiny House(s)
- Firing range
- Firing Range Berm

### Existing Site Props / Features:

- Driver Training Course
- Acceleration Zone for Training Course
- Fire Hydrants
- Misc. Conex Storage
- Flashover Chamber
- Drafting Pit
- Fire Behavior Chamber
- Bus Prop
- Vent Prop
- Septic Tank
- Septic Trenches
- Propane Tank
- Wildland Training
- Traffic Cone Storage Shed

LEA Architects LLC held initial virtual meeting (s) with the NATC Director, Jon Wise and NATC Board Member, David Huish to discuss the project, establish the overall scope of future projects and identify the priorities (Phases) of the project.

In addition, LEA spoke with Civil Engineer, Past General Contractor (Dirty Classroom Building) and Septic System Installer who provided additional information and drawings to assist in developing the complete Master Plan Update utilizing the previous information, site drawings and three-dimensional models, relationship studies were conducted by LEA analyzing the proposed buildings and amenities, and their subsequent area and association to each other. During this process and discussion with the NATC staff certain buildings and amenities were manipulated and resized. Through the development of these drawings, LEA tried to maximize efficiency though location of related spaces and sharing of common space. The drawings prepared by LEA are representational of the proposed square footages assigned, showing an actual representation of their relative size to each other. The final drawing, an overall site drawing shows location of buildings, amenities, and the relationship between the two and the surrounding site.



Following several virtual meetings with NATC Staff, Stakeholders and NATC Board, LEA developed the Overall Master Plan which includes the following Phases:

### **Phase 1**

- 1A - Tiny House Pads with associated Plumbing (Water and Waste) and Electrical Power
- 1B - New approx. 3,000-gal septic System (Deferred Submittal)
- 1C - Modify Existing Firing Range Berm to include masonry retaining walls (approx. 5' height) to increase separation for Tiny House Pads and Dirty Classroom Addition.
- 2 - Dirty Classroom Addition Metal Building Frame / Roof (Total - Approx. 8,360 SF)
  - Virtual Firearms Training Simulator Room – Approx. 1,700 SF
  - Dirty Classroom Addition (Metal Building Frame / Roof) – Approx. 6,560
- 3 - Virtual Firearms Training Simulator Build-out / Improvements including all walls/finishes and MPE
  - Estimated Phase 1 Construction Budget: approx. \$802,400.00
  - Estimated Construction Year: 2020-2021

### **Phase 1A**

- 3A - (Alternate Bid) Dirty Classroom Addition Build-out / Improvements including all walls/finishes and MPE which include: (Approx. 8,360 SF)
  - Classroom (26'x36') – 948 SF
  - Divisible Classroom (28' x 36') - 994 SF
  - Classroom (24' x 24') – 586 SF
  - (3) Offices (9' x 12') – 108 SF/ea
  - Reception (20' x 8') – 152 SF
  - Men's RR (8' x 13') – 100 SF
  - Women's RR (8' x 16') – 121 SF
  - Break Room (20' x 24') – 480 SF
  - Conference (18' x 11') – 200 SF
  - Storage (12' x 8') – 91 SF
  - IT (6' x 12') – 62 SF
  - Electrical (8' x 9') – 70 SF
- 3B - (Alternate Bid) Shade Canopy (35' x 40' – 1,400 SF) located between existing Dirty Classroom and Existing Fire Apparatus Storage Garage.
  - Estimated Phase 1A Construction Budget: approx. \$880,248.00
  - Estimated Construction Year: 2021-2022

### **Phase 2**

- 4A - New Administration Building: (Approx. 3,125 SF)
  - Classroom (20'x20') – 400 SF
  - Classroom (20' x 30') – 600 SF
  - Conference (20'x20') – 400 SF
  - (2) Offices (10' x 12') – 120 SF/ea
  - Lobby (11' x 23') – 250 SF
  - Women's RR (9'x15') – 135 SF
  - Men's RR (9'x15') – 135 SF
  - Break Room(10'x20') – 200 SF
  - IT / Electrical (7' x 6') – 42 SF
- 4B - New Administration Parking Lot
- 4C - New / Existing Fence Modifications
- Demolition of existing Admin. Modular Trailers
  - Estimated Phase 2 Construction Budget: approx. \$904,187.00
  - Estimated Construction Year: 2022-2023

### **Phase 3**

- Driver Training Track Repair
  - 5A - Replacement of approx. 2/3 of Southern portion of existing Track utilizing lime stabilization
  - 5-B Reseal remainder of existing Driver Training track
    - Re-stripe entire Driver Training Track
  - Estimated Phase 3 Construction Budget: approx. \$1,673,186.00
  - Estimated Construction Year: 2023-2024

**Phase 4**

- Rifle / Pistol Firing Range
  - 6A – New Rifle Range (5 Lanes @ 10' x 100 YD)
  - 6B – New Pistol Range (7 Lanes @ 8' x 50 M)
  - 6C – Modify existing firing range berm – Increase berm height (12' to 18') / Move Range to the North at bullet Trap Side (1.2:1 Slope)
  - 6D – New East Berm
  - 6E – Conex Storage and Shade Cloth Outdoor Classroom
- Estimated Phase 4 Construction Budget: approx. \$856,594.00
- Estimated Construction Year: 2024-2025

**Phase 5**

- 7A - New Simulated Fire Station: (Approx.4,800 SF)
  - (2) Apparatus Bays (40'x60') – 2,400 SF
  - Classroom (20' x 30') – 600 SF
  - Outdoor Classroom (20'x80') – 1,600 SF
  - Storage / Utility (9'x 15') – 135 SF
- 7B – Remodel Existing Fire Engine Garage
  - Fitness Training Room / Storage
  - Expand Power / HVAC
- Estimated Phase 5 Construction Budget: approx. \$775,354.00
- Estimated Construction Year: 2025-2026

**Cost Estimate Summary by Phase**

<b>PHASE 1 CONSTRUCTION (2020-2021)</b>		<b>\$ 802,400.00</b>
1	Tiny Houses / Septic System Upgrades / Existing Firing Range	\$261,906
2	Dirty Classroom Addition	\$342,451
3	Virtual Firearms Training Simulator Room	\$198,044
<b>PHASE 1-A CONSTRUCTION (2021-2022)</b>		<b>\$ 880,248.00</b>
3A Dirty Classroom Improvements		
3B	Shade Canopy	\$57,107
<b>PHASE 2 CONSTRUCTION (2022-2023)</b>		<b>\$ 880,248.00</b>
4 New Administration Building		
<b>PHASE 3 CONSTRUCTION (2023-2024)</b>		<b>\$1,673,186.00</b>
5	Driver Training Track Replacement / Repair (w/ lime Stabilization)	\$1,673,186
5	Driver Training Track Replacement / Repair (4" AC over 12" ABC)	\$2,183,279
<b>PHASE 4 CONSTRUCTION (2024-2025)</b>		<b>\$ 856,594.00</b>
6A	Firing Range Modifications (Exist. Northeast Corner of Site)	\$856,594
6B	Firing Range Modifications (Northwest Corner of Site)	\$1,159,762
<b>PHASE 5 CONSTRUCTION (2025-2026)</b>		<b>\$ 775,354.00</b>
7A	New Simulated Fire Station & Exist Fire Engine Garage Renovations	\$775,354
<b>Total Estimated Project Cost</b>		<b>\$5,891,968.00</b>

## Site Description

### a. Description and Location

The Northeast Arizona Training Center is sited W Papermill Rd in Taylor, Arizona. Parcel 1 (202-05-005H) is located Section 33, T13N,R21E: Com Witness Cor Sec 3& 4 T12N,R21E; Th N85\*29'41 E 984.05';Th N00\*30'16 W 834.84' Tprob; Th N00\*30'16 W 450.00';Th N89\*29'44 E 678.06'; Th S00\*30'16 E 1284.84';Ths89\*29'44 W 260.60'; Th N00\*30'26'16 W 834.84';Th S89\*29'44 W 417.42' Tprob. Out Of 202-05-005E. Parcel 1 contains 12 acres or 522,720 SF more or less. Parcel 2 is located Section 33,T13N,R21E: Beg Witness Cor Of Sec 3 & 4,T12N,R21E; Th N85\*29'41 E 984.05' Tprob; Th N00\*30'16 W 834.84'; Th N89\*29'44 E 417.42'; Th S00\*30'26 E 834.84'; Th S89\* 29'44 W 417.42' Tprob. (Per Survey 33-76). Out Of 202-05-005B. Parcel 2 contains 8 acres or 348,480 SF, more or less.

### b. Planning and Zoning

Parcel 1 (202-05-005H): COM(Commercial)/ AG-2(Agricultural-2)

(COM)Setbacks: Except for vehicle parking, no outdoor uses, outdoor storage, or open buildings shall be within 50 feet of a public street.

(AG-2) Setbacks: 25 feet from any property line

(COM) Max Bldg. Height: 35 feet

(AG-2) Max Bldg. Height: 45 feet (nonresidential accessory structure) / 30 feet

Parcel 2 (202-05-005F): COM(Commercial)/ AG-2(Agricultural-2)

(COM)Setbacks: Except for vehicle parking, no outdoor uses, outdoor storage, or open buildings shall be within 50 feet of a public street.

(AG-2) Setbacks: 25 feet from any property line

(COM) Max Bldg. Height: 35 feet

(AG-2) Max Bldg. Height: 45 feet (nonresidential accessory structure) / 30 feet

Max lot coverage: 30%

Parking (Commercial & Office): 1 per 250 square feet of floor area, plus 1 per 100 square feet of outdoor seating area, plus 1 per 3,000 square feet of outdoor display area

Parking space dimensions: 10'x19'

ADA parking space dimensions (5% of total spaces): 11'x19' with 5' wide access aisle

Fencing/ screening: Commercial/Industrial. Fences and walls in any commercial or industrial zoning district (COM, IND) shall be constructed or installed within the following guidelines:

a. Fence/wall height shall be limited to eight feet, except when abutting any residential zone, development, or use, in which case the maximum fence/wall height shall be six feet.

b. Walls or fences placed along any street frontage so to be visible from the street shall be installed so as to have the finished elevation visible from the street.

c. Along any street corner, the fence or wall shall be limited to 30 inches in height within the defined vision triangle area.



c. Existing Site Photos



Image 1: Training center monument sign



Image 2: Training center electrical transformer



Image 3: Administration building



Image 4: Training tower





Image 5: Fire engine garage



Image 6: Dirty classroom



Image 7: Driver training vehicle parking area



Image 8: Firing range





Image 9: Fire training props

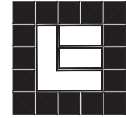


Image 10: Driver training course



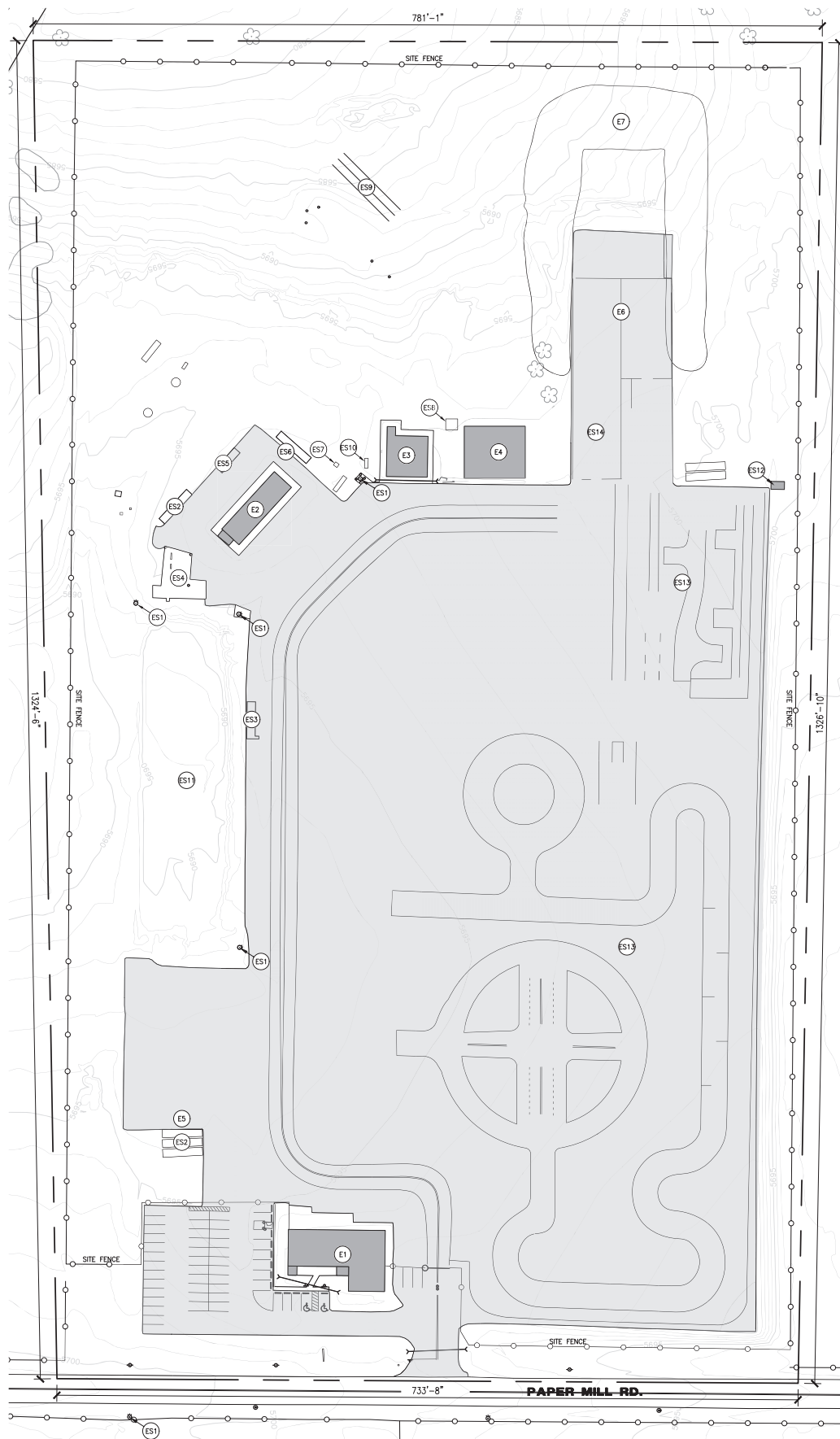
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TRAINING CENTER**

**JAKE FLAKE  
EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**

LEGEND	
<b>EXISTING BUILDINGS:</b>	
E1	ADMINISTRATION BUILDING
E2	TRAINING TOWER
E3	FIRE ENGINE GARAGE
E4	DIRTY CLASSROOM
E5	TINY HOUSE SKIDS
E6	FIRING RANGE
E7	FIRING RANGE BERM
<b>SITE PROPS./FEATURES:</b>	
ES1	FIRE HYDRANT
ES2	MISC. CONEX. STORAGE
ES3	FLASHOVER CHAMBER
ES4	DRAFTING PIT
ES5	FIRE BEHAVIOR CHAMBER
ES6	BUS PROP
ES7	VENT PROP
ES8	SEPTIC TANK
ES9	SEPTIC TRENCHES
ES10	PROPANE TANK
ES11	WILDLAND TRAINING
ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE



**SITE PLAN (EXISTING)**  
0 10 20 50 100 SCALE: 1"=100'  
N

DATE	7-20-20	NO.	200505
DRAWN BY	DH	CHECKED BY	LE/RU
<b>SHEET TITLE</b>			
SITE PLAN			
<small>THIS DRAWING IS AN INSTRUMENT OF SERVICE. IT IS MADE FOR THE EXCLUSIVE USE OF THE PROJECT AND IS NOT TO BE REPRODUCED OR COPIED IN WHOLE OR IN PART WITHOUT THE WRITTEN PERMISSION OF LEA-ARCHITECTS, LLC. ANY REPRODUCTION OR COPIING OF THIS DRAWING WITHOUT THE WRITTEN PERMISSION OF LEA-ARCHITECTS, LLC IS STRICTLY PROHIBITED. ALL RIGHTS RESERVED. © Copyright 2020, LEA-ARCHITECTS, LLC</small>			

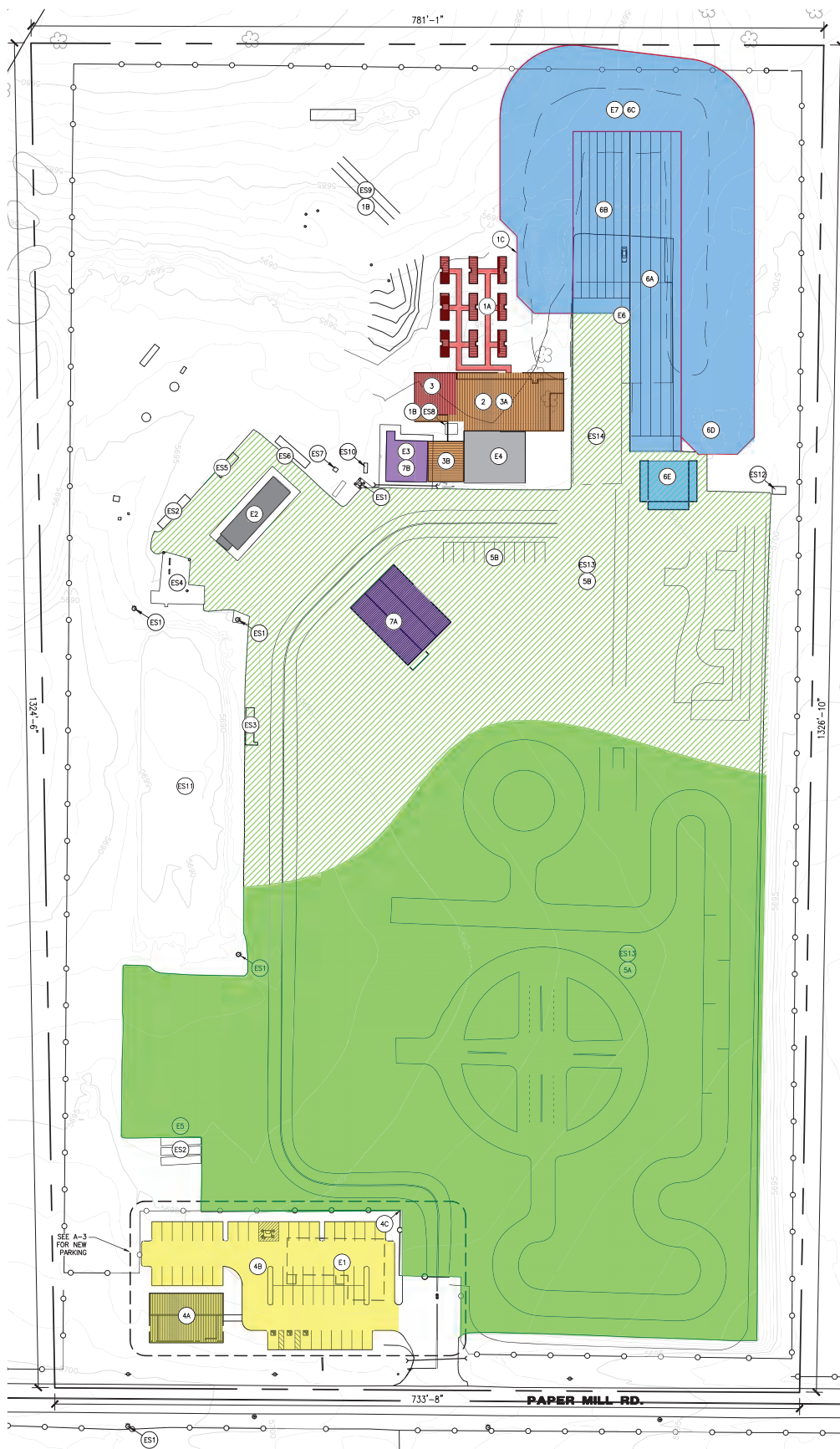
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JAKE FLAKE EMERGENCY SERVICES INSTITUTE  
MASTER PLAN UPDATE**  
1840 W Papermill Rd, Taylor, AZ 85939

**LEA-ARCHITECTS, LLC**  
1730 EAST NORTHERN PHOENIX, AZ  
ARCHITECTURE PLANNING INTERIORS CONSTRUCTION MGMT.

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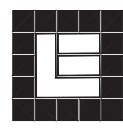
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EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**

**LEGEND**

**EXISTING BUILDINGS:**

- E1 ADMINISTRATION BUILDING
- E2 TRAINING TOWER
- E3 FIRE ENGINE GARAGE
- E4 DIRTY CLASSROOM
- E5 TINY HOUSE SKIDS
- E6 FIRING RANGE
- E7 FIRING RANGE BERM

**SITE PROPS/FEATURES:**

- ES1 FIRE HYDRANT
- ES2 MISC. CONEX STORAGE
- ES3 FLASHOVER CHAMBER
- ES4 DRAFTING PIT
- ES5 FIRE BEHAVIOR CHAMBER
- ES6 BUS PROP
- ES7 VENT PROP
- ES8 SEPTIC TANK
- ES9 SEPTIC TRENCHES
- ES10 PROPANE TANK
- ES11 WILDLAND TRAINING
- ES12 SHED TRAFFIC CONE STORAGE
- ES13 DRIVER TRAINING COURSE
- ES14 ACCELERATION ZONE FOR TRAINING COURSE

**FUTURE CONSTRUCTION (PHASES):**

**PHASE 1:** (EST. CONST. YR. 2020-21) \$802,400

- 1A (9) TINY HOUSES  
PREPARE PADS, PLUMBING, ELECTRIC
- 1B SEPTIC SYSTEM UPGRADES  
NEW 3,000 GAL SEPTIC SYSTEM & INCREASE  
EXISTING 1,000 GAL LEACH FIELD
- 1C MODIFY EXISTING FIRING RANGE BERM
- 2 DIRTY CLASSROOM REB FRAME
- 3 VIRTUAL FIREARMS TRAINING SIMULATOR ROOM  
40'x48' (1,700SF)

**PHASE 1-A:** (EST. CONST. YR. 2021-22) \$886,248

- 3A DIRTY CLASSROOM EXPANSION (6,560 SF)  
CLASSROOM 28'x36' (948 SF)  
DIVISIBLE CLASSROOM 28'x36' (994 SF)  
CLASSROOM 24'x24' (586 SF)  
(3) OFFICE 9'x12' (108 SF)  
RECEPTION 20'x8' (152 SF)  
MEN'S ROOM 8'x13' (100 SF)  
WOMEN'S ROOM 8'x18' (121 SF)  
BREAK ROOM 20'x24' (480 SF)  
CONFERENCE 18'x11' (200 SF)  
STORAGE 12'x8' (91 SF)  
IT 6'x12' (62 SF)  
ELECTRICAL 8'x9' (70 SF)
- 3B SHADE CANOPY 35'x40' (1,400 SF)

**PHASE 2:** (EST. CONST. YR. 2022-23) \$904,187

- 4A NEW ADMINISTRATION BUILDING (3,125 SF)  
(2) OFFICE 10'x12' (120 SF)  
CONFERENCE 20'x20' (400 SF)  
CLASSROOM 20'x20' (400 SF)  
CLASSROOM 30'x20' (600 SF)  
MEN'S 9'x15' (135 SF)  
WOMEN'S 9'x15' (135 SF)  
BREAK ROOM 10'x20' (200 SF)
- 4B NEW ADMINISTRATION PARKING LOT
- 4C FENCE MODIFICATIONS

**PHASE 3:** (LINE STABILIZATION) (EST. CONST. YR. 2023-24) \$145,116

- 5A REPAIR APPROX 2/3 OF SOUTHERN PORTION OF  
EXISTING DRIVERS TRAINING COURSE (SOLID)
- 5B RE-SEAL REMAINDER OF TRACK NOT BEING  
REPAIRED (HATCH)

**PHASE 4:** (NE CORNER) (EST. CONST. YR. 2024-25) \$564,000

- 6A NEW RIFLE RANGE 5 EACH 10'x100'D
- 6B NEW PISTOL RANGE 7 EACH 8'x50'M
- 6C MODIFY EXISTING FIRING RANGE BERM  
INCREASE BERM HEIGHT (12' TO 18')  
MOVE RANGE TO THE NORTH AT BULLET TRAP  
SIDE (1.2:1 SLOPE)
- 6D NEW EAST BERM
- 6E CONEX STORAGE & FABRIC SHADE

**PHASE 5:** (EST. CONST. YR. 2025-26) \$775,354

- 7A NEW SIMULATED FIRE STATION  
APPARATUS BAY 40'x60' (2400 SF)  
CLASSROOM 20'x80' (1600 SF)  
OUTDOOR CLASS 20'x80' (1600 SF)  
STORAGE/UTILITY 20'x30' (600 SF)
- 7B REMODEL EXISTING FIRE ENGINE GARAGE  
FITNESS TRAINING ROOM  
STORAGE  
EXPAND POWER & HVAC

**SITE PLAN (OPT 1 W/ COST EST.)**  
SCALE: 1"=100'  
SEE A-3 FOR NEW PARKING

DATE	7-20-20	REV	200808
DRAWN BY	BH	CHECKED BY	LE/RU
<b>SHEET TITLE</b>			
SITE PLAN - OPTION 1			

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**MASTER PLAN UPDATE**

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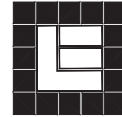
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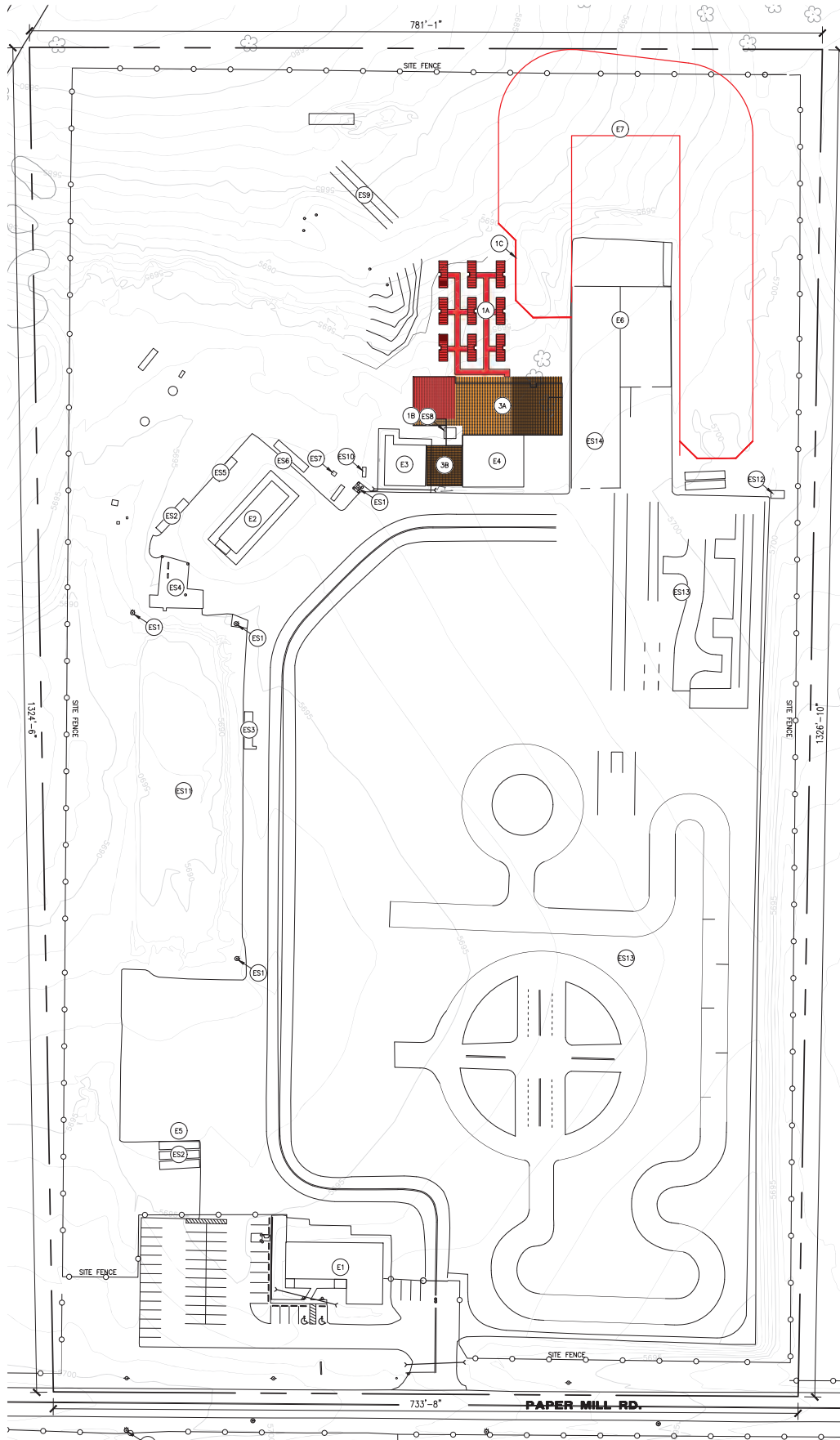


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**JAKE FLAKE  
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INSTITUTE**



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LEGEND	
<b>EXISTING BUILDINGS:</b>	
E1	ADMINISTRATION BUILDING
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ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE
<b>FUTURE CONSTRUCTION (PHASES):</b>	
<b>PHASE 1:</b>	(EST. CONST. YR. 2020-21)
1A	(9) TINY HOUSES PREPARE PADS, PLUMBING, ELECTRIC
1B	SEPTIC SYSTEM UPGRADES NEW 3,000 GAL SEPTIC SYSTEM & INCREASE EXISTING 1,000 GAL LEACH FIELD
1C	MODIFY EXISTING FIRING RANGE BERM
2	DIRTY CLASSROOM PER FRAME
3	VIRTUAL FIREARMS TRAINING SIMULATOR ROOM 40'x48' (1,700SF)
<b>PHASE 1-A:</b>	(EST. CONST. YR. 2021-22)
3A	DIRTY CLASSROOM EXPANSION (6,560 SF) CLASSROOM (26'x36' (948 SF) DIVISIBLE CLASSROOM (28'x36' (994 SF) CLASSROOM (24'x24' (586 SF) CLASSROOM (9'x12' (108 SF) (3) OFFICE (9'x12' (108 SF) RECEPTION (20'x8' (152 SF) MEN'S ROOM (8'x13' (100 SF) WOMEN'S ROOM (8'x16' (121 SF) BREAK ROOM (20'x24' (480 SF) CONFERENCE (18'x11' (200 SF) STORAGE (12'x8' (91 SF) IT (6'x12' (62 SF) ELECTRICAL (8'x9' (70 SF)
3B	SHADE CANOPY 35'x40' (1,400 SF)

**SITE PLAN PHASE 1-1A**  
SCALE: 1"=100'

DATE	7-20-20	JOB NO.	200808
DRAWN BY	BH	CHECKED BY	LE/AJ
<b>SHEET TITLE</b>			
SITE PLAN PHASE 1-1A			

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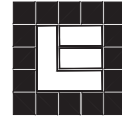
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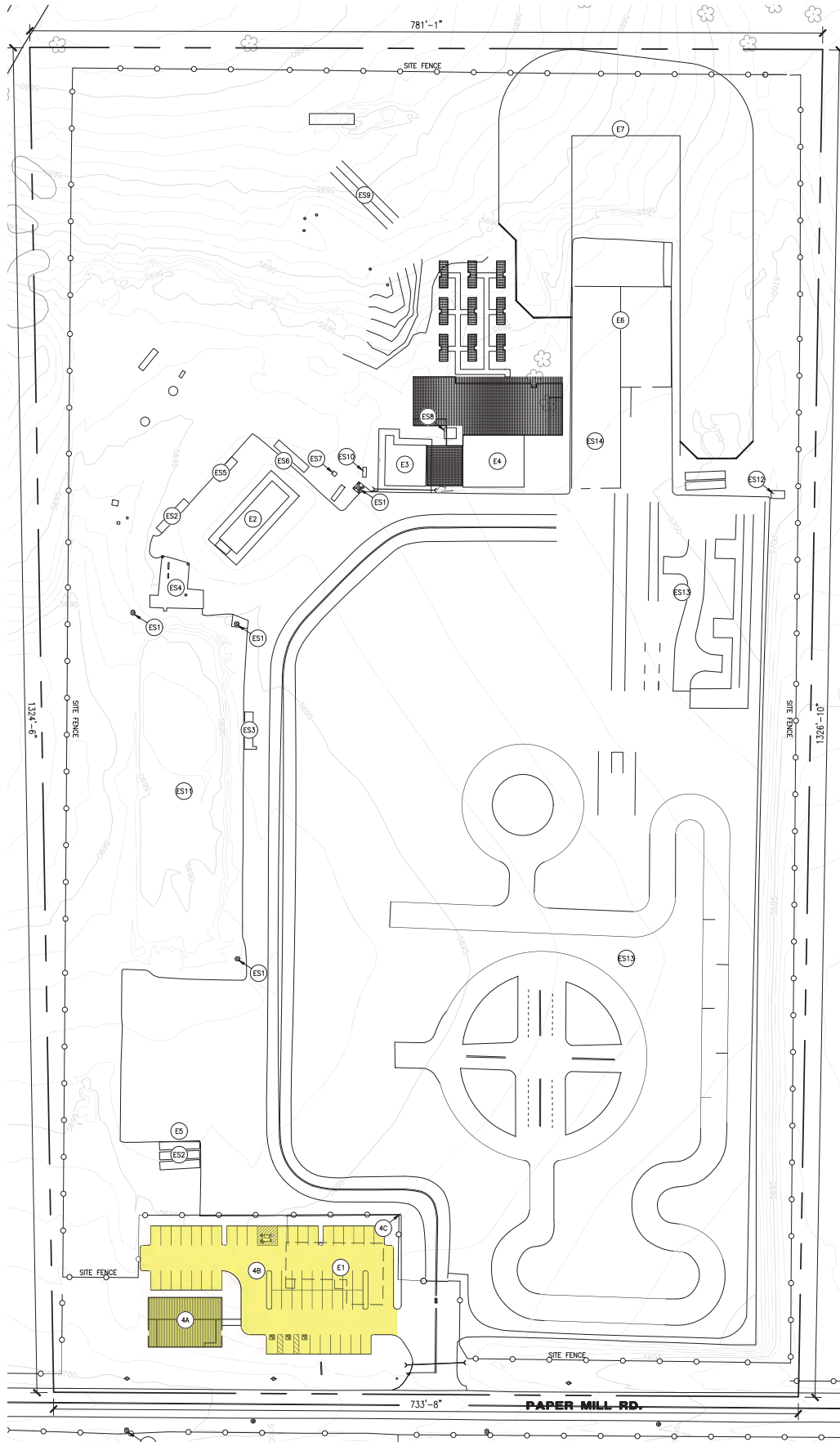
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**JAKE FLAKE  
EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**

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ES9	SEPTIC TRENCHES
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ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE
<b>FUTURE CONSTRUCTION (PHASES):</b>	
<b>PHASE 2:</b>	(EST. CONST. YR. 2022-23)
4A	NEW ADMINISTRATION BUILDING (3,125 SF)
(2)	OFFICE (120 SF)
	CONFERENCE (400 SF)
	CLASSROOM (400 SF)
	CLASSROOM (600 SF)
	MEN'S (135 SF)
	WOMEN'S (135 SF)
	BREAK ROOM (200 SF)
4B	NEW ADMINISTRATION PARKING LOT
4C	FENCE MODIFICATIONS



**SITE PLAN PHASE 2**  
SCALE: 1"=100'

DATE	7-20-20	JOB NO.	200808
DRAWN BY	BH	CHECKED BY	LE/RJ
<b>SHEET TITLE</b>			
SITE PLAN PHASE 2			

**NORTHEAST ARIZONA TRAINING CENTER  
JAKE FLAKE EMERGENCY SERVICES INSTITUTE**

**MASTER PLAN UPDATE**

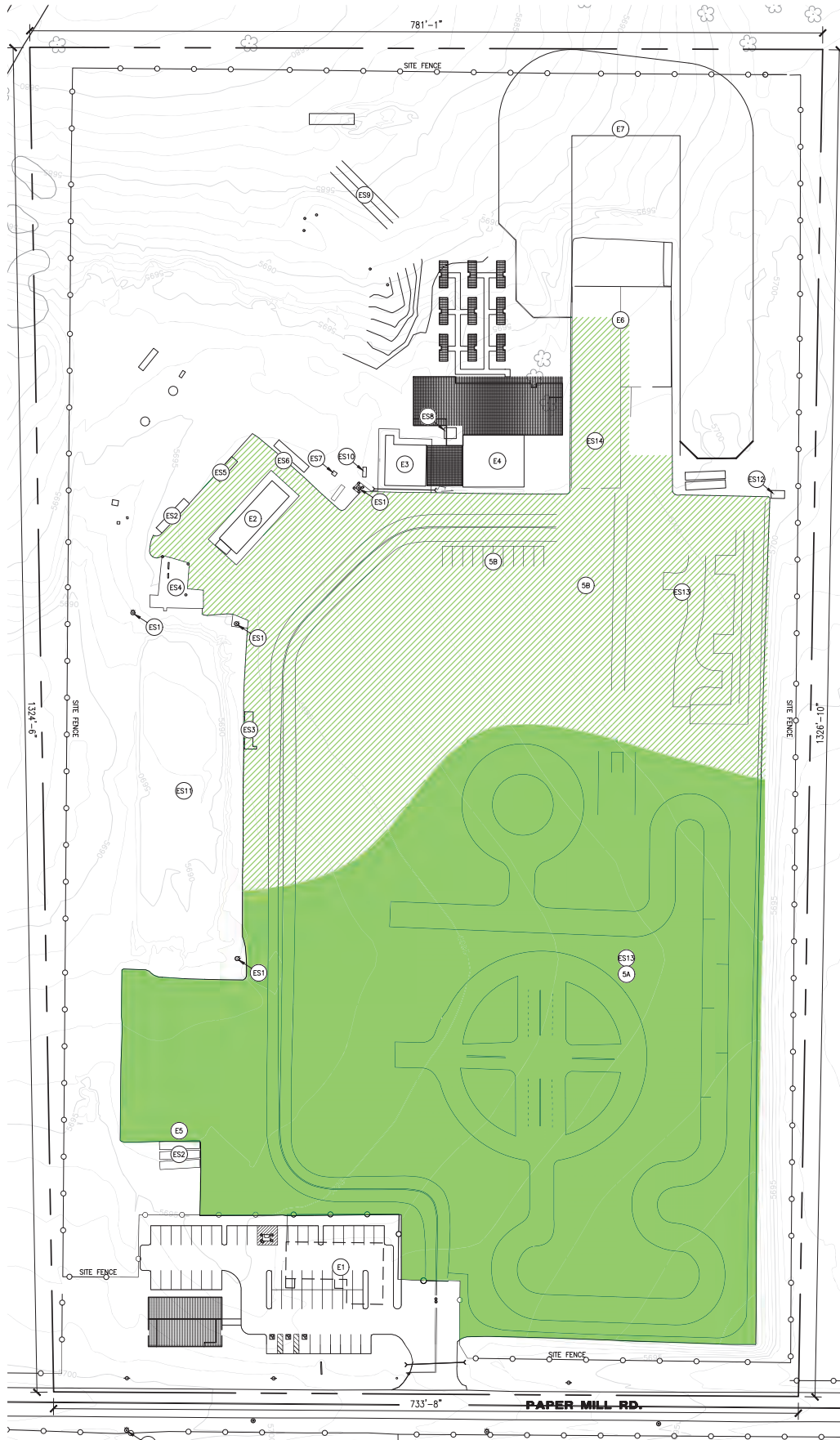
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1730 EAST NORTHERN PHOENIX, AZ  
ARCHITECTURE PLANNING INTERIORS CONSTRUCTION BEST.

**SCHEMATIC**

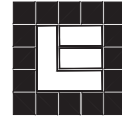
**A-3**





**NORTHEAST ARIZONA  
TRAINING CENTER**

**JAKE FLAKE  
EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**

LEGEND	
<b>EXISTING BUILDINGS:</b>	
E1	ADMINISTRATION BUILDING
E2	TRAINING TOWER
E3	FIRE ENGINE GARAGE
E4	DIRTY CLASSROOM
E5	TINY HOUSE SKIDS
E6	FIRING RANGE
E7	FIRING RANGE BERM
<b>SITE PROPS/FEATURES:</b>	
ES1	FIRE HYDRANT
ES2	MISC. CONEX STORAGE
ES3	FLASHOVER CHAMBER
ES4	DRAFTING PIT
ES5	FIRE BEHAVIOR CHAMBER
ES6	BUS PROP
ES7	VENT PROP
ES8	SEPTIC TANK
ES9	SEPTIC TRENCHES
ES10	PROPANE TANK
ES11	WILDLAND TRAINING
ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE
<b>FUTURE CONSTRUCTION (PHASES):</b>	
PHASE 3:	(LIME STABILIZATION)(EST. CONST. YR. 2023-24)
5A	REPAIR APPROX. 2/3 OF SOUTHERN PORTION OF EXISTING DRIVERS TRAINING COURSE (SOLID)
5B	RE-SEAL REMAINDER OF TRACK NOT BEING REPAIRED (HATCH)

**SITE PLAN PHASE 3**  
SCALE: 1"=100'

DATE	7-20-20	JOB NO.	200805
DRAWN BY	BH	CHECKED BY	LE/RJ
<b>SHEET TITLE</b>			
SITE PLAN PHASE 3			

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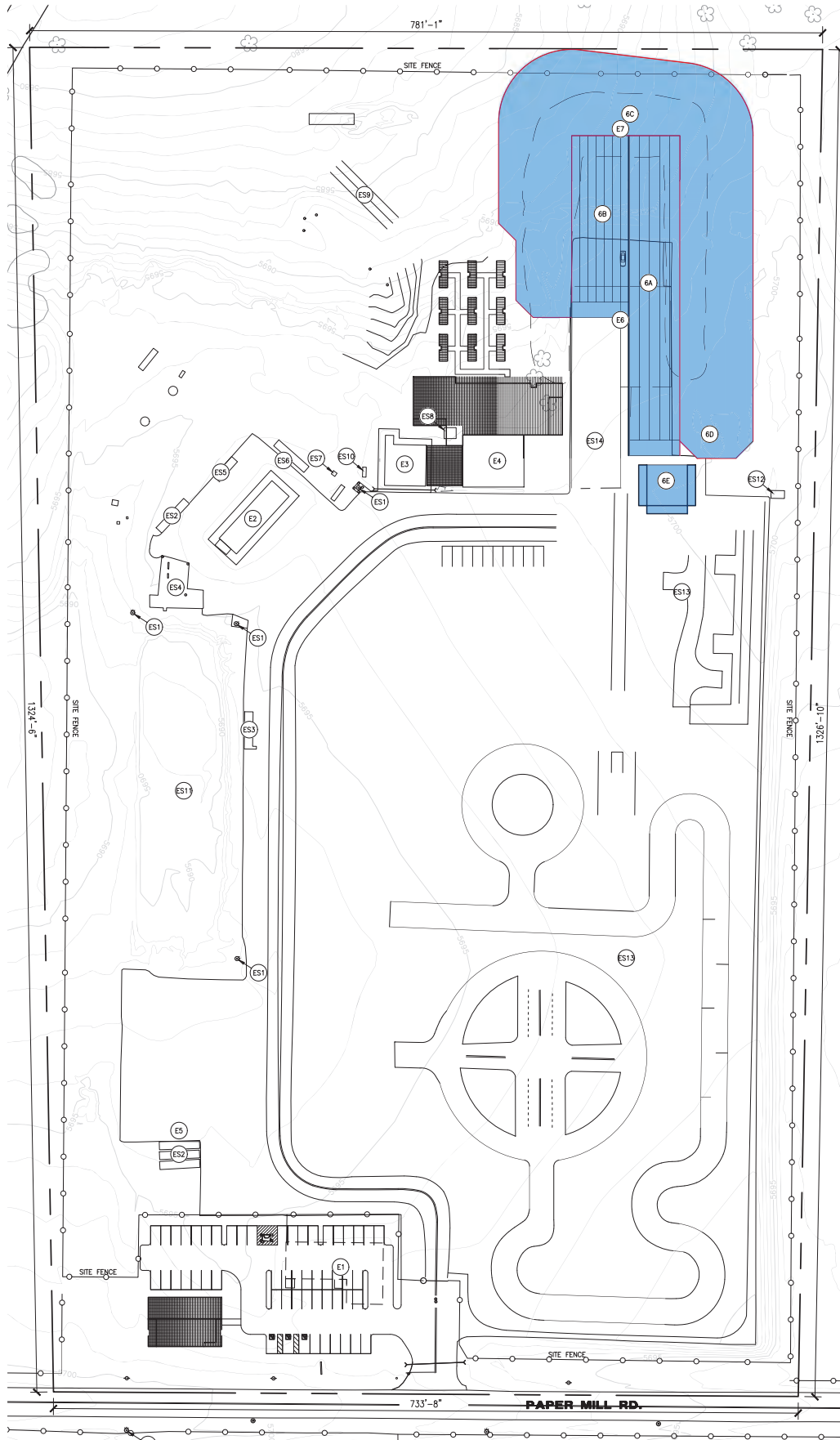
**MASTER PLAN UPDATE**

1840 W Papermill Rd, Taylor, AZ 85939

**LEA-ARCHITECTS, LLC**  
1730 EAST NORTHERN PHOENIX, AZ  
ARCHITECTURE PLANNING INTERIORS CONSTRUCTION BEST.

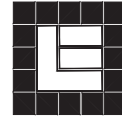
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**A-4**



**NORTHEAST ARIZONA  
TRAINING CENTER**

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**LEA-ARCHITECTS**

LEGEND	
<b>EXISTING BUILDINGS:</b>	
E1	ADMINISTRATION BUILDING
E2	TRAINING TOWER
E3	FIRE ENGINE GARAGE
E4	DIRTY CLASSROOM
E5	TINY HOUSE SKIDS
E6	FIRING RANGE
E7	FIRING RANGE BERM
<b>SITE PROPS/FEATURES:</b>	
ES1	FIRE HYDRANT
ES2	MISC. CONEX STORAGE
ES3	FLASHOVER CHAMBER
ES4	DRAFTING PIT
ES5	FIRE BEHAVIOR CHAMBER
ES6	BUS PROP
ES7	VENT PROP
ES8	SEPTIC TANK
ES9	SEPTIC TRENCHES
ES10	PROPANE TANK
ES11	WILDLAND TRAINING
ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE
<b>FUTURE CONSTRUCTION (PHASES):</b>	
PHASE 4:	(NE CORNER) (EST. CONST. YR. 2024-25)
6A	NEW RIFLE RANGE 5 EACH 10'x100YD
6B	NEW PISTOL RANGE 7 EACH 8'x50M
6C	MODIFY EXISTING FIRING RANGE BERM INCREASE BERM HEIGHT (12' TO 18') MOVE RANGE TO THE NORTH AT BULLET TRAP SIDE (1:2.1 SLOPE)
6D	NEW EAST BERM
6E	CONEX STORAGE & FABRIC SHADE

**SITE PLAN PHASE 4**  
SCALE: 1"=100'

DATE	7-20-20	JOB NO.	200808
DRAWN BY	BH	CHECKED BY	LE/RJ
<b>SHEET TITLE</b>			
SITE PLAN PHASE 4			

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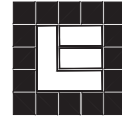
**SCHEMATIC**

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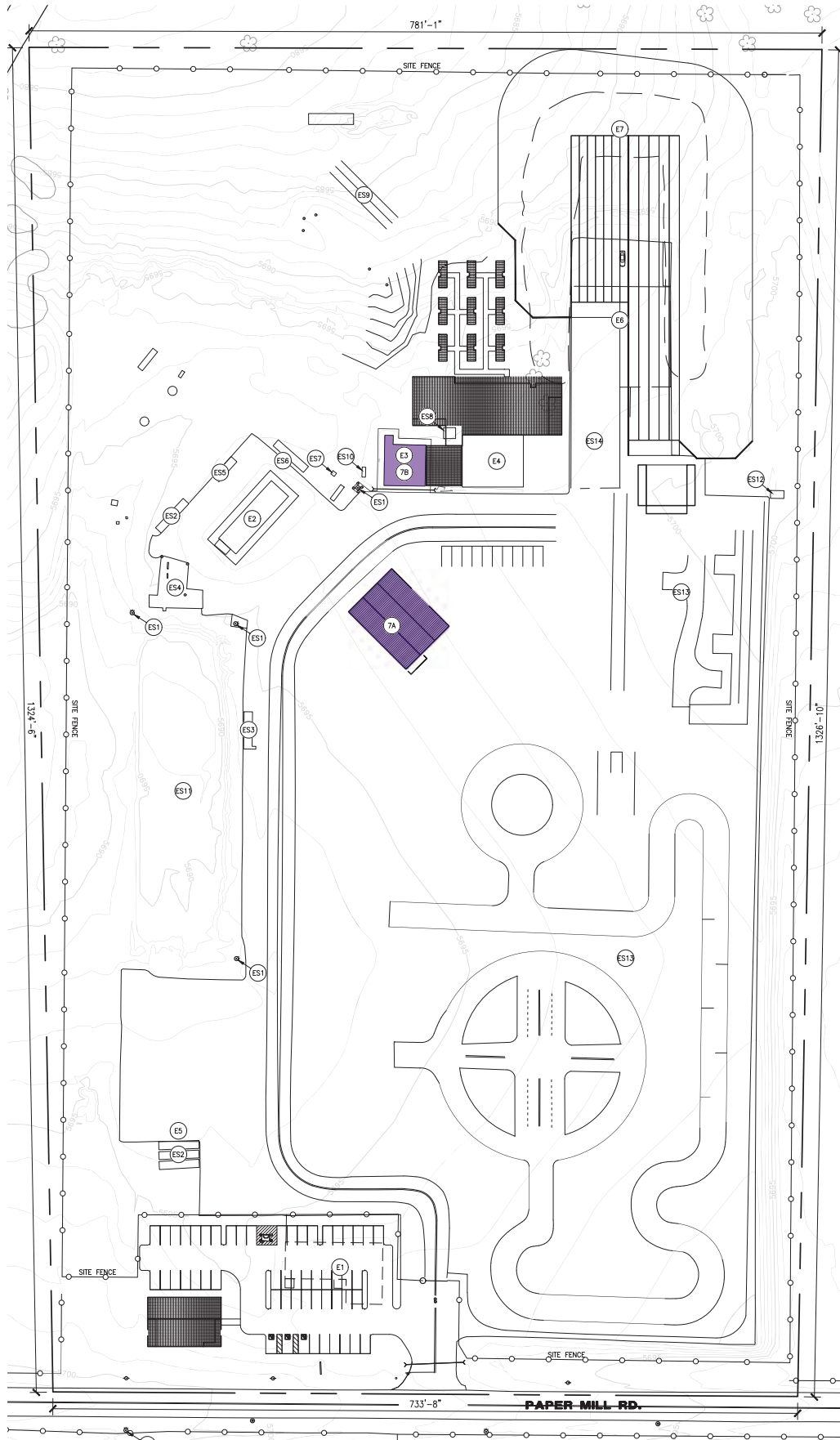


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**JAKE FLAKE  
EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**



LEGEND	
<b>EXISTING BUILDINGS:</b>	
E1	ADMINISTRATION BUILDING
E2	TRAINING TOWER
E3	FIRE ENGINE GARAGE
E4	DIRTY CLASSROOM
E5	TINY HOUSE SKIDS
E6	FIRING RANGE
E7	FIRING RANGE BERM
<b>SITE PROPS/FEATURES:</b>	
ES1	FIRE HYDRANT
ES2	MISC. CONEX STORAGE
ES3	FLASHOVER CHAMBER
ES4	DRAFTING PIT
ES5	FIRE BEHAVIOR CHAMBER
ES6	BUS PROP
ES7	VENT PROP
ES8	SEPTIC TANK
ES9	SEPTIC TRENCHES
ES10	PROPANE TANK
ES11	WILDLAND TRAINING
ES12	SHED TRAFFIC CONE STORAGE
ES13	DRIVER TRAINING COURSE
ES14	ACCELERATION ZONE FOR TRAINING COURSE
<b>FUTURE CONSTRUCTION (PHASES):</b>	
PHASE 5:	(Color swatch) (EST. CONST. YR. 2025-26)
7A	NEW SIMULATED FIRE STATION APPARATUS BAY 40'x60' (2400 SF) CLASSROOM 20'x30' (600 SF) OUTDOOR CLASS 20'x40' (1600 SF) STORAGE/UTILITY 20'x30' (600 SF)
7B	REMODEL EXISTING FIRE ENGINE GARAGE FITNESS TRAINING ROOM STORAGE EXPAND POWER & HVAC

**SITE PLAN PHASE 5**  
SCALE: 1"=100'

DATE	7-20-20	JOB NO.	200805
DRAWN BY	BH	APPROVED BY	LE/RJ
<b>SHEET TITLE</b>			
SITE PLAN PHASE 5			

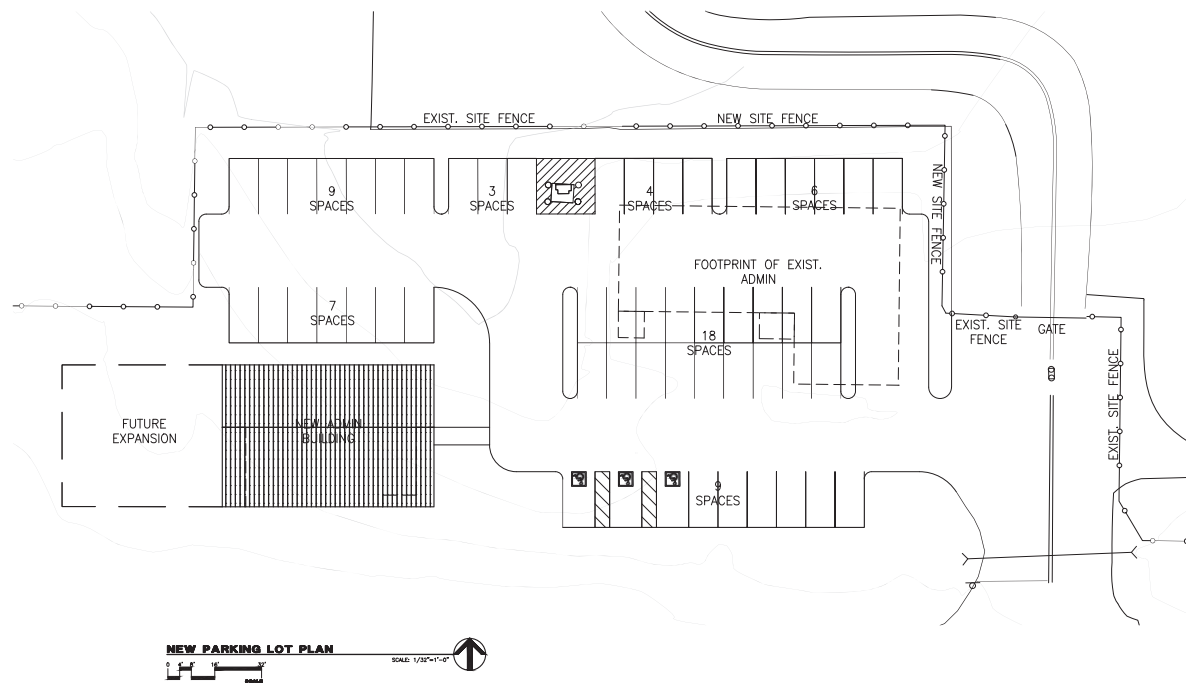
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**A-6**



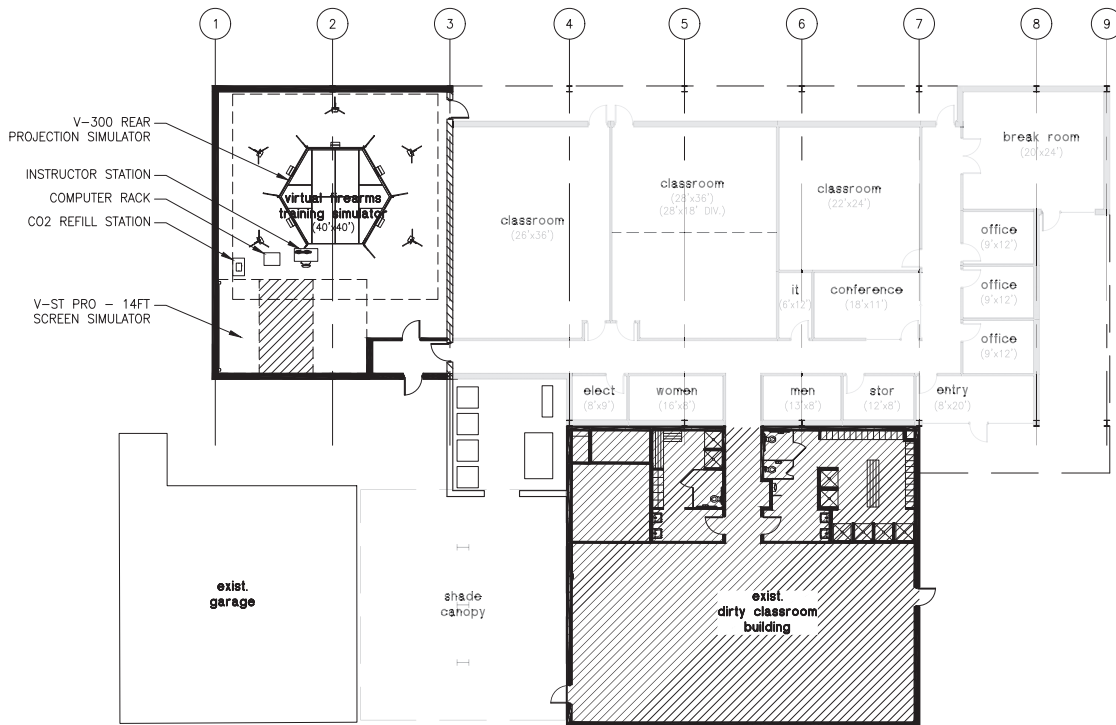


PARKING INFO		DATE	BY	NO.
EXISTING PARKING:	PROPOSED PARKING:	7-30-20	LEA	200808
52 PARKING SPACES TOTAL 2 ADA SPACES (3.8% OF TOTAL)	56 PARKING SPACES TOTAL 3 ADA SPACES (5.3% OF TOTAL) 5% OF TOTAL PARKING SPACES TO BE ACCESSIBLE PER TAYLOR TOWN CODE 18.00.090.B.2.2	BY	APPROVED	LEA/NI
		<b>SHEET TITLE</b>		
		PARKING PLAN		
		<small>THIS DRAWING IS AN INSTRUMENT OF SERVICE. IT IS THE PROPERTY OF LEA-ARCHITECTS, LLC. IT IS TO BE USED ONLY FOR THE PROJECT AND SITE SPECIFICALLY IDENTIFIED HEREIN. NO PART OF THIS DRAWING IS TO BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM, WITHOUT THE WRITTEN PERMISSION OF LEA-ARCHITECTS, LLC.</small>		

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JAKE FLAKE EMERGENCY SERVICES INSTITUTE**  
**MASTER PLAN UPDATE**  
 1840 W Paperville Rd, Taylor, AZ 85638

**LEA-ARCHITECTS, LLC**  
 1750 EAST NORTHERN PHOENIX, AZ  
 ARCHITECTURE PLANNING INTERIORS CONSTRUCTION MGMT.



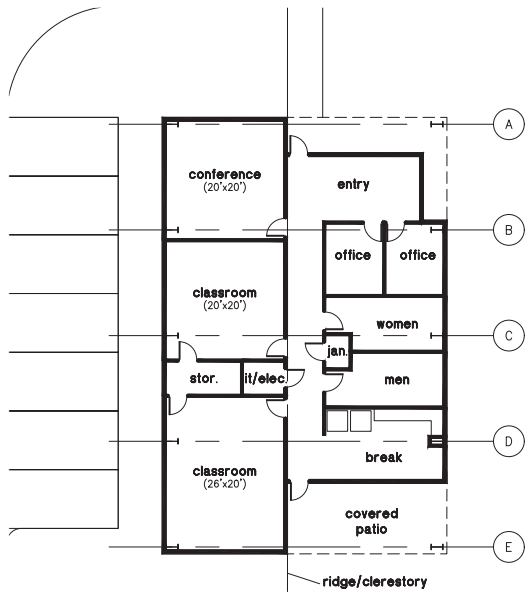


DATE	7-20-20	NO	200505
BY	LE/RL	DATE	7-20-20
<b>SHEET TITLE</b>			
DIRTY CLASSROOM ADDITION			
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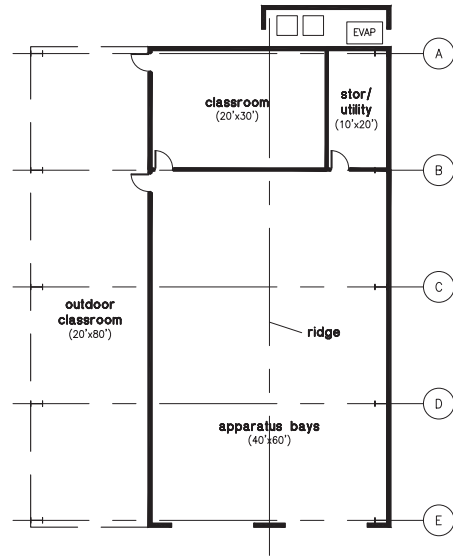
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1790 EAST NORTHERN PHOENIX, AZ  
ARCHITECTURE PLANNING INTERIOR CONSTRUCTION MGMT.

**A-8**



**ADMINISTRATION**  
SCALE: 1/16"=1'-0"



**SIMULATED FIRE STATION**  
SCALE: 1/16"=1'-0"

DATE: 7-20-20	BY: [Signature]	NO. 200808	<b>NORTHEAST ARIZONA TRAINING CENTER JAKE FLAKE EMERGENCY SERVICES INSTITUTE</b> <b>MASTER PLAN UPDATE</b> 1840 W Paperville Rd, Taylor, AZ 85939	 <b>A-9</b>
<b>SHEET TITLE</b> ADMINISTRATION & SIMULATED FIRE STATION				
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**MASTER PLAN UPDATE  
CONSTRUCTION COST ESTIMATE**

**NORTHEAST ARIZONA TRAINING CENTER  
1840 W.PAPERMILL RD.  
TAYLOR, AZ 85939**

***PREPARED FOR:***

**LEA ARCHITECTS, LLC  
1730 EAST NORTHERN AVE.  
PHOENIX, AZ**

**7/20/2020**

**EDWARD K. STANKUS  
CONSTRUCTION COST CONSULTANT**

1062 W. Washington Ave. • Gilbert, AZ 85233 • p: 480.694.5085 • email•estankus@centurylink.net

**NOTES REGARDING THE PREPARATION OF THIS ESTIMATE**

**DRAWINGS AND DOCUMENTS**

Level of Documents: Schematic

Date: See Attachment A

Provided By: LEA ARCHITECTS, LLC

**RATES**

Pricing is based on current material, equipment and freight costs.

Labor Rates: N/A

Premium Time: N/A

**BIDDING ASSUMPTIONS**

Contract: Standard construction contract without restrictive bidding clauses

Bidding Situation: Competitive bids assumed

Bid Date TBD

Start of Construction: TBD

Months to Complete: Within (TBD) months completion, including lead time for materials procurement, shop drawings, submittals, etc.

Construction Time: TBD

**EXCLUDED COSTS**

1. A/E design fees
2. Administrative and management costs
3. Loose furniture, furnishings, and equipment (FFE)
4. Remediation of contaminated soils, if found during construction
5. Building permits
6. Special inspections

**Alternates**

<b>Alternate Bid 3A</b>			
<b>Dirty Classrooms</b>		<b>Add</b>	<b>\$823,141</b>
Exterior wall siding, metal stud framing, insulation, interior finishes, plumbing, HVAC and electrical			
<b>Alternate Bid 3B</b>			
<b>Shade Canopy between existing Dirty Classroom (E4) and Existing Engine Garage (E3)</b>		<b>Add</b>	<b>\$57,107</b>
Double cantilever carport canopy (1,200SF), power and lighting			
<b>Allowances (Amounts provided by owner and are included in the estimate)</b>			<b>\$0</b>

**NOTES REGARDING THE PREPARATION OF THIS ESTIMATE**

**GENERAL**

When included in EKS's scope of services, opinions or estimates of probable construction cost are prepared on the basis of EKS's experience and qualifications and represents EKS's judgement as a professional generally familiar with the industry. However since EKS has no control over the cost of labor, materials, equipment or services furnished by others, over contractors methods of determining prices, or over competitive bidding or market conditions, EKS cannot and does not guarantee that proposal, bids, or actual construction cost will not vary from EKS's opinions or estimates of probable construction cost.

This estimate assumes normal escalation based on the current economic climate. While the global economic downturn appears to be moderating, it remains unclear how its effect and subsequent economic recovery will affect construction cost. EKS will continue to monitor this, as well as other international, domestic and local events, and the resulting construction climate, and will adjust costs and contingencies as deemed appropriate.

**GROSS FLOOR AREA (PER ARCHITECTURAL DRAWINGS)**

Tiny Houses		
Dirty Classroom Expansion	6,560	
Shade Canopy	1,400	
New Administration Building	3,125	
New Simulated Fire Station	5,200	
Remodel Existing Fire Engine Station	1,600	
<b>TOTAL SQUARE FOOT AREA</b>	<b>17,885</b>	<b>S.F.</b>

**BUDGET COST SUMMARY**

<b>Construction Phases</b>		<b>Total</b>
<b>PHASE1 CONSTRUCTION 2020-2021</b>		<b>\$802,400</b>
1	Tiny Houses - Septic System Upgrades - Existing Firing Range	\$261,906
2	Dirty Classroom Expansion	\$342,451
3	Virtual Firearms Training Simulator Room	\$198,044
<b>PHASE1-A ESTIMATED CONSTRUCTION 2021-2022</b>		<b>\$880,248</b>
3A	Dirty Room Full Build	\$823,141
3B	Shade Canopy	\$57,107
<b>PHASE 2 ESTIMATED CONSTRUCTION 2022-2023</b>		<b>\$904,187</b>
4	New Administration Building	\$904,187
<b>PHASE 3 ESTIMATED CONSTRUCTION 2023-2024</b>		<b>\$1,673,186</b>
5	Drivers Training Track Repair (with lime stabilization)	\$1,673,186
5	Drivers Training Track Repair (4" AC over 12" ABC	\$2,183,279
<b>PHASE 4 ESTIMATED CONSTRUCTION 2024-2025</b>		<b>\$856,594</b>
6A	Firing Range Modification (Northeast Corner)	\$856,594
6B	Firing Range Modifications (Northwest Corner)	\$1,159,762
<b>PHASE 5 ESTIMATED CONSTRUCTION 2025-2026</b>		<b>\$775,354</b>
7	New Simulated Fire Station & Existing Fire Engine Renovations	\$775,354
<b>Total Estimated Project Cost</b>		<b>\$5,891,968</b>

PHASE 1 CONSTRUCTION				
Elements	Quantity	Unit	Unit Cost	Total
<b>Phase 1</b>				
<b>Tiny Houses Foundations, Water/Waste/ Electrical and Concrete Sidewalks</b>				
3	<b>Concrete</b>			
	Prepare Building Pads & Walks	3,943	SF	\$9,858
	Building Foundations	1,943	SF	\$46,865
	Steel & Wood Sleepers	1	LS	\$4,800
	Sidewalks	2,000	SF	\$10,500
	<b>Total Concrete</b>			<b>\$72,023</b>
31	<b>Earthwork</b>			
	Provide Fill at Northwest Corner of Proposed Tiny Houses	720	CY	\$10,800
	Remove and regrade existing berm for new retaining wall	100	CY	\$2,000
	<b>Total Earthwork</b>			<b>\$12,800</b>
33	<b>Site Utilities</b>			
	1" Copper water line	400	LF	\$11,200
	4" CI Sanitary sewer	320	LF	\$20,800
26	<b>Total Site Utilities</b>			<b>\$32,000</b>
28	<b>Electrical</b>			
	Underground Conduits & Wire	550	LF	\$11,000
	Feeders to Panel "A"	80	LF	\$2,400
	<b>Total Electrical</b>			<b>\$13,400</b>
33	<b>Septic System Upgrades</b>			
	<b>Septic System</b>			
	Install new 3,000 gallon Tank including excavation,	1	EA	\$7,400.00
	Extend existing waste line to new tank location	80	LF	\$5,200
	New distribution Tank	1	EA	\$125.00
	Leach field - Trenching and pipe	1,000	LF	\$12,000
	Pump and remove existing 1,000 gal septic tank	1	EA	\$1,000.00
	<b>Total Septic System</b>			<b>\$25,725</b>
3	<b>Existing Firing Range</b>			
	<b>Concrete</b>			
	New site wall footings, 2'- 0" x 1'-0", w 3 #4 rebar	100	LF	\$3,300
	<b>Total Concrete</b>			<b>\$3,300</b>
4	<b>New Masonry Retaining Walls - 100 LF x 5' High</b>			
	8" x 8" x 16" CMU block walls, w/ reinforcing and grout	500	SF	\$10,000
	<b>Total Masonry</b>			<b>\$10,000</b>
	<b>Sub-Total</b>			<b>\$169,248</b>
	General Conditions	10.00%		\$26,191
	Bonds & Insurance	1.16%		\$3,038
	General Contractor Fee	6.00%		\$15,714
	Design/ Construction Contingency	20.00%		\$33,850
	<b>Subtotal</b>			<b>\$248,040</b>
	Tax (Taylor)	5.59%		\$13,865
	<b>Total Phase 1 Construction Estimated Cost</b>			<b>\$261,906</b>
<b>Phase 2</b>				
3	<b>Dirty Classroom Addition</b>			
	<b>Concrete</b>			
	Grade beams - 8" x 24"	20	CYD	\$10,500
	Footings	50	CYD	\$25,000
	<b>Total Concrete</b>			<b>\$35,500</b>
13	<b>Special Construction</b>			
	Pre-Engineered Metal Building - Shell Frame including roof	7,500	SF	\$187,500
	<b>Total Special Construction</b>			<b>\$187,500</b>
	<b>Electrical</b>			
	Relocate existing secondary power from existing SES	80	LF	\$3,040
	<b>Total Electrical</b>			<b>\$3,040</b>



31	<b>Earthwork</b>				
	Rough and finish grade	9,000	SF	\$1.50	\$13,500
	Termite Treatment	7,500	SF	\$0.25	\$1,875
	<b>Total Earthwork</b>				<b>\$15,375</b>
	<b>Elements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Total</b>
	<b>Sub Total</b>				<b>\$241,415</b>
	General Conditions	10.00%			\$34,245
	Bonds & Insurance	1.16%			\$3,972
	General Contractor Fee	6.00%			\$20,547
	Design/ Construction Contingency	10.00%			\$24,142
	<b>Subtotal</b>				<b>\$324,321</b>
	Tax (Taylor)	5.59%			\$18,130
	<b>Phase 2 Total Estimated Cost</b>				<b>\$342,451</b>
	<b>Phase 3</b>				
	<b>Virtual Firearms Training Simulator Room (2,000 SF)</b>				
3	<b>Concrete</b>				
	Footing for CMU partition	46	LF	\$30.00	\$1,380
	4" SOG	2,000	SF	\$5.00	\$10,000
	Seal Concrete	1,740	SF	\$0.65	\$1,131
	<b>Total Concrete</b>				<b>\$12,511</b>
4	<b>Masonry</b>				
	8" CMU wall full height (East Wall)10' -18'high	800	SF	\$14.00	\$11,200
	Set hollow metal door frames	2	EA	\$65.00	\$130
	<b>Total Masonry</b>				<b>\$11,330</b>
8	<b>Openings</b>				
	3' x 7' Hollow Metal door frames	4	EA	\$125.00	\$500
	3' x 7' Hollow Metal doors	4	EA	\$525.00	\$2,100
	Hardware	4	EA	\$1,000.00	\$4,000
	<b>Total Openings</b>				<b>\$6,600</b>
7	<b>Thermal</b>				
	<b>R-38</b>	1,739	SF	\$1.75	<b>\$3,043</b>
	R-19 Batt Insulation	1,739	SF	\$0.80	\$1,391
	<b>Total Insulation</b>				<b>\$4,434</b>
	<b>Metal Wall Panels</b>				
	Exterior wall panels -26 gauge	1,739	SF	\$15.00	\$26,085
	<b>Total Metal Wall panels</b>				<b>\$26,085</b>
9	<b>Finishes</b>				
	<b>Gypsum Wallboard and Metal Studs</b>				
	3 5/8" metal studs, 16" O.C. 10'- 0"	130	SF	\$5.65	\$735
	6 " metal studs, 16" O.C. 10'- 0"	1,536	SF	\$6.95	\$10,675
	5/8" Type "X" Gypsum wallboard, Level 3 finish	1,796	SF	\$2.00	\$3,592
	<b>Total Gypsum Wallboard and Metal Studs</b>				<b>\$15,002</b>
	<b>ACT</b>				
	24" x 48" Acoustical tile suspended metal track	1,600	SF	\$4.10	\$6,560
	<b>Total ACT</b>				<b>\$6,560</b>
	<b>Resilient Flooring</b>				
	4" high Rubber Wall Base	208	LF	\$1.50	\$312
	<b>Total Resilient Flooring</b>				<b>\$312</b>
	<b>Painting</b>				
	Paint Hollow metal Doors and Frames	4	EA	\$185.00	\$740
	Paint Gypsum wallboard	1,796	SF	\$0.75	\$1,347
	<b>Total Painting</b>				<b>\$2,087</b>
24	<b>HVAC</b>				
	New 4 Ton Heat Pump	4	TONS	\$1,200	\$4,800
	Ductwork	1,739	SF	\$6	\$10,434
	<b>Total HVAC</b>				<b>\$15,234</b>

<b>26 Electrical</b>				
Lighting, Conduits, Wire, Panel, Receptacles	1,739	SF	\$16	\$27,824
<b>Total Electrical</b>				<b>\$27,824</b>
<b>Sub Total</b>				<b>\$127,979</b>
General Conditions	10.00%			\$19,804
Bonds & Insurance	1.16%			\$2,297
General Contractor Fee	6.00%			\$11,883
Design/ Construction Contingency	20.00%			\$25,596
<b>Subtotal</b>				<b>\$187,559</b>
Tax (Taylor)	5.59%			\$10,485
<b>Phase 3 Total Estimated Cost</b>				<b>\$198,044</b>

**PHASE 2 CONSTRUCTION**

**New Administration Building - 3,500 SF**

Elements	Quantity	Unit	Unit Cost	Total
<b>2 Selective Demolition</b>				
Building	4,322	SF	\$4.50	\$19,449
Asphalt Pavement - Stock pile millings	2,411	SY	\$5.85	\$14,105
<b>Total - Existing Conditions</b>				<b>\$33,554</b>
<b>3 Concrete</b>				
Building				
Column Piers 2' x 2' x 1'- 8"	2.47	CY	\$475.00	\$1,175
Column Footings				
10 @ 5'x 5', 6@ 3' x 3'	11	CY	\$525.00	\$5,911
Grade Beams - 8" x 24"	14	CY	\$475.00	\$6,436
Post Tensioned Concrete Slab	3,500	SF	\$8.00	\$28,000
Concrete Light Pole Bases	6	EA	\$300.00	\$1,800
Single Curb	1,030	LF	\$17.00	\$17,510
Sidewalks	110	SF	\$5.00	\$550
<b>Total Concrete</b>				<b>\$61,382</b>
<b>6 Wood &amp; Plastics</b>				
Rough Carpentry				
Misc. Blocking	1	LS	\$400.00	\$400
Finish Carpentry				
FRP Walls	460	SF	\$6.50	\$2,990
Architectural Millwork				
Plastic laminate base cabinets	13	LF	\$300.00	\$3,900
Plastic laminate wall cabinets	13	LF	\$175.00	\$2,275
Plastic Laminate counter top	26	SF	\$75.00	\$1,950
<b>Total Wood &amp; Plastics</b>				<b>\$11,515</b>
<b>8 Openings</b>				
Wood Doors & Metal Frames				
3' x 7' x 1 3/4" Solid core wood doors	11	EA	\$475.00	\$5,225
Hollow Metal Doors	2	EA	\$510.00	\$1,020
Hollow metal frame 3' x 7'	13	EA	\$125.00	\$1,625
Door hardware; 1.5 pair BB hinges, lockset, wall stop	13	EA	\$870.00	\$11,310
Door closers in restroom and exterior doors	4	EA	\$400.00	\$1,600
Installation of door hardware	13	EA	\$250.00	\$3,250
<b>Total Openings</b>				<b>\$24,030</b>
<b>9 Finishes</b>				
Gypsum Wallboard				
3 5/8" metal studs, 16" O.C. 10'- 0"	3,528	SF	\$5.65	\$19,933
6 " metal studs, 16" O.C. 14'- 0"	3,360	SF	\$6.65	\$22,344
Suspended framing system for drywall ceilings	366	SF	\$10.00	\$3,660
5/8" Type "X" Gypsum wallboard, Level 4 finish	10,416	SF	\$2.00	\$20,832
Tile				
Ceramic Floor Tile	366	SF	\$9.00	\$3,297
Acoustical				
24" x 48" ACT w/ 15/16" White suspended track	2,916	SF	\$4.50	\$13,121
Resilient Flooring				
12" x 12" VCT	2,411	SF	\$1.50	\$3,617
4" High rubber base	800	LF	\$1.50	\$1,200
Painting				
Gypsum wallboard - Partitions	10,416	SF	\$0.55	\$5,729
Gypsum wallboard - Ceilings	366	SF	\$0.65	\$238
<b>Total Finishes</b>				<b>\$93,970</b>

<b>13</b>	<b>Special Construction</b>				
	Pre-Engineered Metal Building	3,500	SF	\$22.00	\$77,000
	<b>Total Special Construction</b>				<b>\$77,000</b>
<b>22</b>	<b>Plumbing</b>				
	Fixtures	8	EA	\$3,000.00	\$24,000
	Water, waste and vent piping	3,500	SF	\$4.00	\$14,000
	<b>Total Plumbing</b>				<b>\$38,000</b>
<b>24</b>	<b>HVAC</b>				
	Conditioned space, heating, cooling, ductwork	2,800	SF	\$12.00	\$33,600
	<b>Total HVAC</b>				<b>\$33,600</b>
	<b>Elements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Total</b>
<b>26</b>	<b>Electrical</b>				
	Power, lighting, switches and receptacles, panels	3,500	SF	\$15.00	\$52,500
	Fire Alarm	2,800	SF	\$1.50	\$4,200
	<b>Total Electrical</b>				<b>\$56,700</b>
<b>33</b>	<b>Site Utilities</b>				
	New 4" sanitary sewer line to Papermill Road	120	LF	\$65.00	\$7,800
	Sewer tap	1	EA	\$1,000.00	\$1,000
	Saw cut & patch asphalt	120	SF	\$10.00	\$1,200
	<b>Total Site Utilities</b>				<b>\$10,000</b>
<b>31</b>	<b>Earthwork</b>				
	Building pad	140	CY	\$15.00	\$2,100
	Rough and final grading @ building	3,500	SF	\$2.00	\$7,000
	New asphalt pavement over salvaged millings	2,411	SY	\$22.00	\$53,044
	New asphalt pavement over new ABC	356	SY	\$26.00	\$9,244
	Pavement Markings, 53 spaces, 3 ADA spaces	1	LS	\$1,800.00	\$1,800
	<b>Total Earthwork &amp; Paving</b>				<b>\$73,189</b>
	<b>Subtotal</b>				<b>\$512,940</b>
	General Conditions	10.00%			\$90,419
	Bonds & Insurance	1.16%			\$10,489
	General Contractor Fee	6.00%			\$54,251
	Design Contingency	20.00%			\$102,588
	Construction Cost Escalation per year (5%)	2	Year	\$42,816	\$85,632
	<b>Subtotal</b>				<b>\$856,319</b>
	Tax (Taylor)	5.59%			\$47,868
	<b>Total Phase 2 Construction Estimated Cost</b>				<b>\$904,187</b>

**PHASE 3 CONSTRUCTION**

**PHASE 5 - Repair Existing Drivers Training Course ( Per Original Report) (66% of Driver Training Area)**

	<b>Elements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Total</b>
<b>31</b>	<b>Earthwork</b>				
	Remove existing 4"asphalt save Millings -287,187 SF, 6.59 Acres	31,910	SYD	\$2.20	\$70,201
	Remove and stockpile 4" of the existing base	3,791	CYD	\$9.50	\$36,013
	Excavate remaining 4" ABC and 4" existing soil	7,697	CYD	\$7.50	\$57,725
	Haul off	7,697	CYD	\$7.00	\$53,879
	Place 4" of salvaged millings and compact	31,910	SYD	\$1.50	\$47,865
	Compact millings	3,791	CYD	\$2.00	\$7,582
	Provide new 8" ABC	31,910	SYD	\$12.00	\$382,916
	Provide new 4" AC pavement	31,910	SYD	\$18.00	\$574,374
	Reseal remainder of track, 126,100 SF	14,011	SYD	\$1.60	\$22,418
	Pavement Line	12,000	LF	\$0.35	\$4,200
	<b>Subtotal</b>				<b>\$1,257,173</b>
	General Conditions	10.00%			\$218,328
	Bonds & Insurance	1.16%			\$25,326
	General Contractor Fee	6.00%			\$130,997
	Design Contingency	10.00%			\$125,717
	Cost Escalation (5% per Year)	3	Years	\$103,385	\$310,154.21
	<b>Subtotal</b>				<b>\$2,067,695</b>
	Tax (Taylor)	5.59%			\$115,584
	<b>Total Estimated Cost</b>				<b>\$2,183,279</b>

**PHASE 3 CONSTRUCTION**

**PHASE 5 - Repair Existing Drivers Training Course ( Lime Stabilization)**

Elements	Quantity	Unit	Unit Cost	Total
<b>31 Earthwork</b>				
Remove existing 4"asphalt save Millings -287,187 SF, 6.59 Acres	31,910	SYD	\$2.20	\$70,202
Remove and stockpile 4" of the existing base	3,791	CYD	\$9.50	\$36,013
Excavate remaining 4" ABC	3,791	CYD	\$7.50	\$28,432
Provide and place new 2" common earth	1,953	CYD	\$14.00	\$27,340
Compact common earth	1,953	CYD	\$2.00	\$3,906
Lime Stabilize the top 1' of subgrade	31,910	SYD	\$5.30	\$169,123
Milling 4" reuse in base	31,910	SYD	\$1.50	\$47,865
Compact millings	3,791	CYD	\$2.00	\$7,582
Provide new 2" ABC	31,910	SYD	\$4.50	\$143,595
Compact	1,953	CYD	\$2.00	\$3,906
Provide new 2 1/2" AC	31,910	SYD	\$12.50	\$398,871
Reseal remainder of track, 126,100 SF	14,011	SYD	\$1.60	\$22,418
Pavement painted lines	12,000	LF	\$0.35	\$4,200
<b>Subtotal</b>				<b>\$963,452</b>
General Conditions	10.00%			\$167,319
Bonds & Insurance	1.16%			\$19,409
General Contractor Fee	6.00%			\$100,391
Design Contingency	10.00%			\$96,345
Cost Escalation (5% per Year)	3	Years	\$79,230	\$237,691.01
<b>Subtotal</b>				<b>\$1,584,607</b>
Tax (Taylor)	5.59%			\$88,580
<b>Total Estimated Cost</b>				<b>\$1,673,186</b>

**PHASE 4 CONSTRUCTION**

**PHASE 6A - NE Corner New Rifle Range 5 each 10'x 100 YD, Pistol Range 5 each 8' x 50 meters**

Elements	Quantity	Unit	Unit Cost	Total
<b>3 Concrete</b>				
New 4" concrete slab Firing Line - 40' x14', 50'x14'	1,260	SF	\$5.25	\$6,615
Footing for new 8" high CMU wall	806	LF	\$33.00	\$26,598
<b>Total Concrete</b>				<b>\$33,213</b>
<b>4 Masonry</b>				
8' High CMU solid grouted masonry wall - 2 @ 314' long, 1@ 178'	7,128	SF	\$17.56	\$125,170
<b>Total Masonry</b>				<b>\$125,170</b>
<b>10 Shade Canopy</b>				
Fabric Shade Canopy - 38' x 38'	1,444	SF	\$25.00	\$36,100
<b>Total Shade Canopy</b>				<b>\$36,100</b>
<b>13 Special Construction</b>				
New single cantilevered carport shade structure Rifle Range - 50' x 14'	700	SF	\$22.00	\$15,400
<b>Total Special Construction</b>				<b>\$15,400</b>
<b>31 Earthwork</b>				
Increase berm height from 12' to 18', (2:1 slopes) Add New berm =17,088 CY- existing material 13,162 CY)	3,926	CY	\$15.00	\$58,890
Move existing berm material (13,162 CY@ 12')	13,162	CY	\$12.50	\$164,525
Included compacting at 8" lifts 1/4" Decomposed granite ground surface @ ranges	21,560	SF	\$0.75	\$16,170
<b>Total Earthwork</b>				<b>\$239,585</b>
<b>33 Site Utilities</b>				
12" Concrete Drainage Pipe	130	LF	\$30.00	\$3,900
Catch Basin	1	EA	\$1,500.00	\$1,500
Concrete headwall	1	EA	\$1,500.00	\$1,500
<b>Total Site Utilities</b>				<b>\$6,900</b>
<b>Subtotal</b>				<b>\$456,368</b>
General Conditions	10.00%			\$85,659
Bonds & Insurance	1.16%			\$9,936
General Contractor Fee	6.00%			\$51,396
Design Contingency	10.00%			\$45,637
Cost Escalation	4	Years	\$40,562	\$162,249
<b>Subtotal</b>				<b>\$811,245</b>
Tax (Taylor)	5.59%			\$45,349
<b>Total Estimated Cost</b>				<b>\$856,594</b>

PHASE 4 CONSTRUCTION				
PHASE 6B - New Rifle Range NW Corner 5 each 10'x 100 YD, Pistol Range 5 each 8' x 50 meters				
Elements	Quantity	Unit	Unit Cost	Total
<b>3 Concrete</b>				
New 4" concrete slab Firing Line - 40' x14', 50'x14'	1,260	SF	\$5.25	\$6,615
Cast in place concrete stairs	12	EA	\$500.00	\$6,000
Cast in place retaining walls and footings at stairs	11	CY	\$600.00	\$6,600
Pipe handrail	24	LF	\$65.00	\$1,560
Sidewalk along rifle range	1,850	SF	\$6.50	\$12,025
Footing for new 8" high CMU wall	1,006	LF	\$33.00	\$33,198
<b>Total Concrete</b>				<b>\$65,998</b>
<b>4 Masonry</b>				
8' Masonry Retaining Wall (Allan Block)	2,000	SF	\$28.00	\$56,000
8' High CMU solid grouted masonry wall - 2 @ 314' long, 1@178'	7,128	SF	\$17.56	\$125,170
<b>Total Masonry</b>				<b>\$181,170</b>
<b>10 Shade Canopy</b>				
Fabric Shade Canopy - 38' x 38'	1,444	SF	\$25.00	\$36,100
<b>Total Shade Canopy</b>				<b>\$36,100</b>
<b>13 Special Construction</b>				
New single cantilevered carport shade structure				
Rifle Range - 50' x 14'	700	SF	\$22.00	\$15,400
<b>Total Special Construction</b>				<b>\$15,400</b>
<b>31 Earthwork</b>				
New berm 10' high, (2:1 slopes)	5,696	CY	\$12.50	\$71,200
Excavate for new elevation grade (5,687')	6,300	CY	\$2.50	\$15,750
2 CY Excavator, 165 CY / Hour				
Haul excavated dirt	6,300	CY	\$12.50	\$78,750
1/4" Decomposed granite ground surface @ ranges	21,560	SF	\$1.25	\$26,950
Excavate for new retention pond	6,300	CY	\$2.50	\$15,750
Grading for new parking lot and road	12,400	SF	\$1.00	\$12,400
Spread spoils on site	6,300	CY	\$1.75	\$11,025
<b>Total Earthwork</b>				<b>\$231,825</b>
Elements	Quantity	Unit	Unit Cost	Total
<b>32 Exterior Improvements</b>				
New 2" AC over 8" ABC	1,378	SYD	\$21.00	\$28,933
Line Painting	10	EA	\$7.00	\$70
<b>Total Exterior Improvements</b>				<b>\$29,003</b>
<b>33 Site Utilities</b>				
12" Concrete Drainage Pipe	130	LF	\$30.00	\$3,900
Catch Basin	1	EA	\$1,500.00	\$1,500
Concrete headwall	1	EA	\$1,500.00	\$1,500
<b>Total Site Utilities</b>				<b>\$6,900</b>
<b>Subtotal</b>				<b>\$566,396</b>
General Conditions	10.00%			\$115,976
Bonds & Insurance	1.16%			\$13,453
General Contractor Fee	6.00%			\$69,586
Design Contingency	20.00%			\$113,279
Cost Escalation	4	Years	\$54,918	\$219,673
<b>Subtotal</b>				<b>\$1,098,363</b>
Tax (Taylor)	5.59%			\$61,398
<b>Total Estimated Cost</b>				<b>\$1,159,762</b>

**PHASE 5 CONSTRUCTION**  
**PHASE 7 - New Simulated Fire Station**

Elements	Quantity	Unit	Unit Cost	Total
<b>3 Concrete</b>				
Building				
Column Piers 2' x 2' x 1'- 8" (10)	2.47	CY	\$475.00	\$1,175
Column Footings				
10 @ 5'x 5', 6 @ 3' x 3'	11	CY	\$525.00	\$5,775
Grade Beams - 12" x 24"	20	CY	\$475.00	\$9,500
Post Tensioned Concrete Slab	4,800	SF	\$8.00	\$38,400
Mechanical Yard Enclosure Footings	2	CY	\$450.00	\$1,000
Sidewalks		SF	\$5.00	\$0
<b>Total Concrete</b>				<b>\$55,850</b>
<b>4 Masonry</b>				
CMU Screen Wall				
8"x 8"x16" CMU 4' High	117	SF	\$20.00	\$2,345
<b>Total Masonry</b>				<b>\$2,345</b>
<b>6 Wood &amp; Plastics</b>				
Rough Carpentry				
Misc. Blocking	1	LS	\$200.00	\$200
<b>Total Wood &amp; Plastics</b>				<b>\$200</b>
<b>8 Openings</b>				
Hollow Metal Doors & Metal Frames				
Hollow Metal Doors	4	EA	\$510.00	\$2,040
Hollow metal frame 3' x 7'	4	EA	\$125.00	\$500
Door hardware; 1.5 pair BB hinges, lockset, wall stop	4	EA	\$870.00	\$3,480
Installation of door hardware	4	EA	\$250.00	\$1,000
14' x14' Overhead Coiling Doors w, electric operators	2	EA	\$8,200.00	\$16,400
<b>Total Openings</b>				<b>\$23,420</b>
<b>9 Finishes</b>				
Gypsum Wallboard				
3 5/8" metal studs, 16" O.C. 10'- 0"	1,360	SF	\$5.65	\$7,684
5/8" Type "X" Gypsum wallboard, Level 4 finish	2,720	SF	\$2.00	\$5,440
Acoustical				
24" x 48" ACT w/ 15/16" White suspended track	600	SF	\$4.50	\$2,700
Resilient Flooring				
12" x 12" VCT	600	SF	\$1.50	\$900
4" High rubber base	160	LF	\$1.50	\$240
Painting				
Gypsum wallboard - Partitions	2,720	SF	\$0.55	\$1,496
OH Doors -14' X14"	784	SF	\$0.65	\$510
3 x 7 HM doors	4	EA	\$190.00	\$760
<b>Total Finishes</b>				<b>\$19,730</b>
<b>13 Special Construction</b>				
Pre-Engineered Metal Building	4,800	SF	\$22.00	\$105,600
Roof insulation scrim 4" + 6"	4,800	SF	\$2.45	\$11,760
Wall Insulation R19, 6" Scrim	4,480	SF	\$1.34	\$6,003
Gutters and downspouts	160	LF	\$13.50	\$2,160
<b>Total Special Construction</b>				<b>\$125,523</b>
<b>24 HVAC</b>				
Evaporative Cooler	6,067	CFM	\$0.50	\$3,033
Ductwork, 34" x 20" 22 gauge	810	LBS	\$7.00	\$5,670
Registers -24" Square	3	EA	\$210.00	\$630
Relief Louver	2	EA	\$1,000.00	\$2,000
Conditioned space, heating, cooling, ductwork	600	SF	\$8.00	\$4,800
<b>Total HVAC</b>				<b>\$16,133</b>

<b>26</b>	<b>Electrical</b>				
	Power, lighting, switches and receptacles, panels	2,600	SF	\$15.00	\$39,000
	Outdoor Classroom, Lighting and receptacles	1,800	SF	\$8.00	\$14,400
	Exterior Building Wall Lights	4	EA	\$650.00	\$2,600
	Fire Alarm	2,600	SF	\$1.50	\$3,900
	<b>Total Electrical</b>				<b>\$59,900</b>
<b>31</b>	<b>Earthwork</b>				
	Building pad	168	CY	\$15.00	\$2,520
	Rough and final grading @ building	4,800	SF	\$1.50	\$7,200
	<b>Total Earthwork &amp; Paving</b>				<b>\$9,720</b>
	<b>Existing Fire Engine Garage (E3)</b>				
	Remodel Existing Fire Engine Garage - <b>Finish Allowance</b>	1	SF	\$25,000.00	\$25,000
	Expand Power & HVAC, 5 tons AC	1,650	SF	\$6.50	\$10,725
	<b>Total Remodel Existing Fire Station</b>				<b>\$35,725</b>
	<b>Subtotal</b>				<b>\$348,546.52</b>
	General Conditions	10.00%			\$77,535
	Bonds & Insurance	1.16%			\$8,994
	General Contractor Fee	6.00%			\$46,521
	Design Contingency	20.00%			\$69,709
	Cost Escalation 5% Per Year	5	Years	\$36,754	\$183,769
	<b>Subtotal</b>				<b>\$735,075</b>
	Tax (Taylor)	5.48%			\$40,278
	<b>Total Phase 5 Construction Estimated Cost</b>				<b>\$775,354</b>

**Attachment A**  
**Enumeration of Documents**

<b>Project Manual</b>
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**Specs.** N/A

<b>Drawings</b>
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Drawing	Description	Date	Revisions
	Permit Set prepared by SPS+ Architects ( Reference), 84 Sheets	5/23/2018	None
A-1	Site Plan Existing	6/9/2020	
A-2	Site Plan (OPT 1)	6/9/2020	
A-3	Site Plan (OPT 2)	6/9/2020	
A-4	Site Plan (OPT 3)	6/9/2020	
A-5	New Parking Lot Plan	6/9/2020	
A-6A	Dirty Classroom Addition	6/9/2020	
A-7	Floor Plans, Administration, Simulated Fire Station	6/9/2020	
A-2B	Site Plan Option 1B, Redlined Plan w/Cost Estimate Note	7/10/2020	
A-3	Site Plan Option 2, Redlined Plan w/Cost Estimate Note	7/9/2020	
A-6	Site Plan Option 2, Redlined Plan w/Cost Estimate Note	7/9/2020	
A-7	Floor Plans, Administration, Simulated Fire Station	7/9/2020	
	Renderings, 12 Sheets prepared by LEA Architects, LLC	6/29/2020	
	10 Photos of existing structures and site	6/30/2020	
	Geotechnical Evaluation, Ironside Engineering & Development	11/26/2003	
	Geotechnical Evaluation, Western Technologies, Inc	10/15/2013	



**PHASE 1 CONSTRUCTION Alternate 3A**

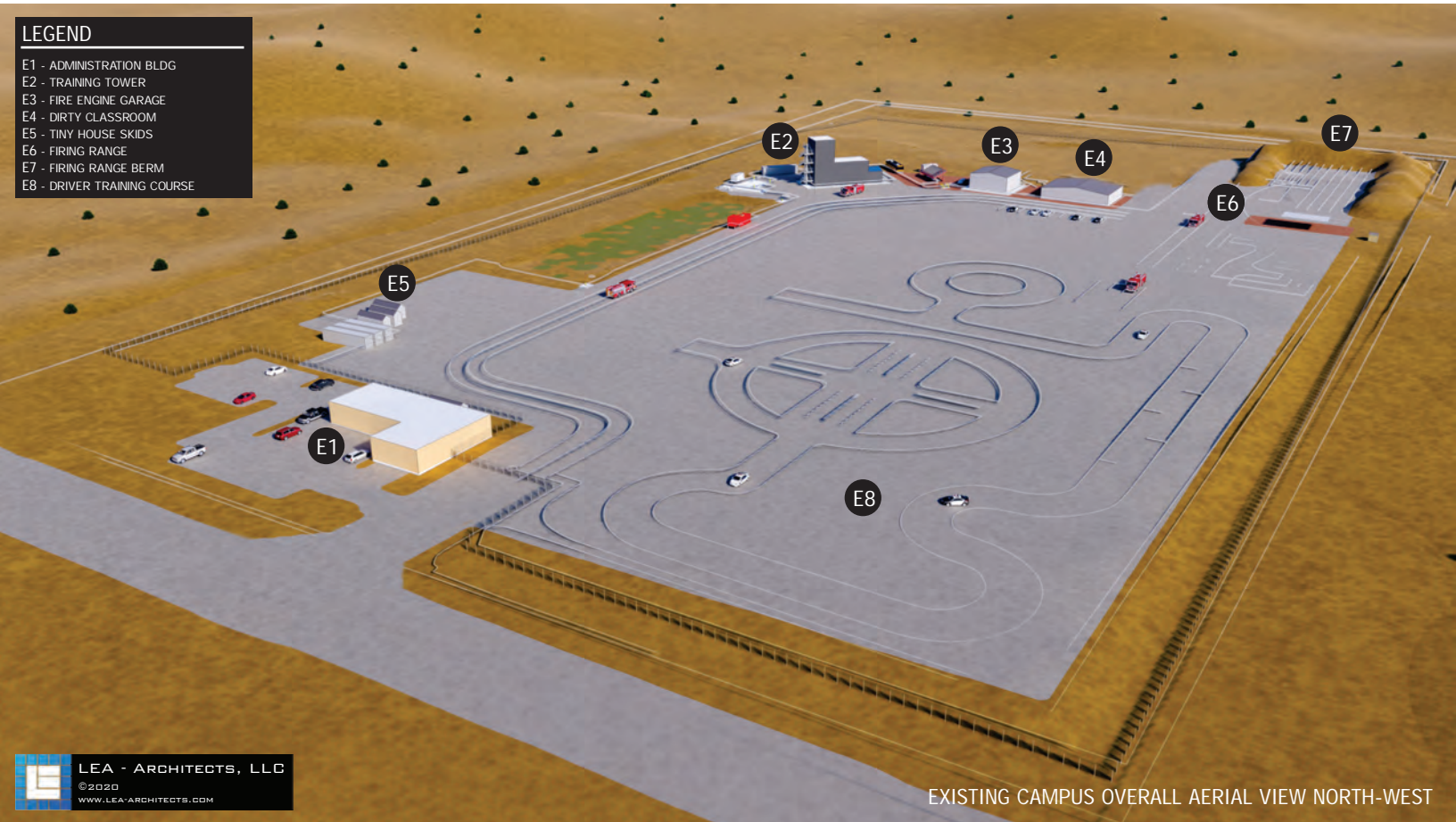
**Dirty Classroom - Full Build-out**

Elements	Quantity	Unit	Unit Cost	Total
<b>3 Concrete</b>				
4" Concrete slab	5,500	SF	\$5.25	\$28,875
<b>Total Concrete</b>				<b>\$28,875</b>
<b>6 Wood &amp; Plastics</b>				
Rough Carpentry				
Misc. blocking	1	LS	\$700.00	\$700
Cut opening to existing building	1	LS	\$2,000.00	\$2,000
Finish Carpentry				
Architectural Millwork				
Plastic laminate base cabinets	20	LF	\$300.00	\$6,000
Plastic laminate wall cabinets	20	LF	\$175.00	\$3,500
Plastic laminate counter top	20	SF	\$75.00	\$1,500
<b>Total Wood &amp; Plastics</b>				<b>\$13,700</b>
<b>8 Openings</b>				
Wood Doors & Metal Frames				
3' x 7' x 1 3/4" Solid core wood doors	14	EA	\$475.00	\$6,650
Hollow Metal Doors	5	EA	\$510.00	\$2,550
Hollow metal frame 3' x 7'	17	EA	\$125.00	\$2,125
Hollow metal frame 6' x 7'	1	EA	\$175.00	\$175
Door hardware; 1.5 pair BB hinges, lockset, wall stop	19	EA	\$870.00	\$16,530
Door Closers in restroom and exterior doors	7	EA	\$400.00	\$2,800
Glass & Glazing -1" Insulated glass in Hollow Metal Frames	280	SF	\$46.00	\$12,880
Installation of door hardware	19	EA	\$250.00	\$4,750
<b>Total Openings</b>				<b>\$48,460</b>
<b>Thermal Moisture Protection</b>				
Building Insulation				
Exterior walls R-19	2,730	SF	\$0.80	\$2,184
Interior partitions R-11	7,780	SF	\$0.60	\$4,668
Roof insulation scrim 4" and 6"	5,500	SF	\$1.75	\$9,625
<b>Total Building Insulation</b>				<b>\$16,477</b>
<b>Metal Soffit Panels</b>				
Metal soffit panels	1,250	SF	\$8.50	\$10,625
<b>Total Metal Soffit Panels</b>				<b>\$10,625</b>
<b>9 Finishes</b>				
Gypsum Wallboard				
3 5/8" metal studs, 16" O.C. 10'- 0"	7,780	SF	\$5.65	\$43,957
Suspended framing system for drywall ceilings	200	SF	\$8.00	\$1,600
5/8" Type "X" Gypsum wallboard, level 4 finish	10,200	SF	\$2.00	\$20,400
Tile				
Ceramic Floor Tile	366	SF	\$9.00	\$3,294
Ceramic Wall Tile	450	SF	\$8.00	\$3,600
Acoustical				
24" x 48" ACT w/ 15/16" White suspended track	4,200	SF	\$4.50	\$18,900
Flooring				
12" x 12" LVT	5,134	SF	\$3.50	\$17,969
4" High rubber base	1,200	LF	\$1.50	\$1,800
Painting				
Door Frames	18	EA	\$65.00	\$1,170
Gypsum wallboard - Partitions	10,200	SF	\$0.55	\$5,610
Gypsum wallboard - Ceilings	366	SF	\$0.65	\$238
<b>Total Finishes</b>				<b>\$118,538</b>
<b>13 Special Construction</b>				
PEB Exterior metal wall panels	2,730	SF	\$14.00	\$38,220
<b>Total Special Construction</b>				<b>\$38,220</b>
<b>22 Plumbing</b>				
Fixtures	7	EA	\$3,000.00	\$21,000
Water, waste and vent piping	5,500	SF	\$4.00	\$22,000
<b>Total Plumbing</b>				<b>\$43,000</b>

<b>24 HVAC</b>				
Mini Split for IT Room	1	EA	\$2,800.00	\$2,800
Conditioned space, heating, cooling, ductwork	5,500	SF	\$15.00	\$82,500
<b>Total HVAC</b>				<b>\$85,300</b>
<b>26 Electrical</b>				
Power, lighting, switches and receptacles, panels	5,500	SF	\$16.00	\$88,000
Fire Alarm	5,500	SF	\$1.50	\$8,250
<b>Total Electrical</b>				<b>\$96,250</b>
<b>Subtotal</b>				<b>\$499,445</b>
General Conditions	10.00%			\$82,314
Bonds & Insurance	1.16%			\$9,548
General Contractor Fee	6.00%			\$49,388
Design Contingency	20.00%			\$99,889
Cost Escalation 5% per Year	1	Year	\$38,978	\$38,978
<b>Subtotal</b>				<b>\$779,563</b>
Tax (Taylor)	5.59%			\$43,578
<b>Total Phase 1 Construction Alternate 3A Estimated Cost</b>				<b>\$823,141</b>

<b>PHASE 1 CONSTRUCTION Alternate 3B</b>				
<b>Shade Canopy - Between existing Buildings E4 Dirty Classrooms and E3 Existing Fire Engine Garage</b>				
<b>Elements</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Cost</b>	<b>Total</b>
<b>13 Special Construction</b>				
Double cantilever carport canopy	1,200	SF	\$22.50	\$27,000
<b>Total Special Construction</b>				<b>\$27,000</b>
<b>26 Electrical</b>				
Power and lighting	1,200	SF	\$9.00	\$10,800
<b>Total Electrical</b>				<b>\$10,800</b>
<b>Subtotal</b>				<b>\$37,800</b>
General Conditions	10.00%			\$5,711
Bonds & Insurance	1.16%			\$662
General Contractor Fee	6.00%			\$3,426
Design Contingency	10.00%			\$3,780
Cost Escalation 5% per Year	1	Year	\$2,704	\$2,704
<b>Subtotal</b>				<b>\$54,084</b>
Tax (Taylor)	5.59%			\$3,023
<b>Total Phase 1 Construction Alternate 3B Estimated Cost</b>				<b>\$57,107</b>

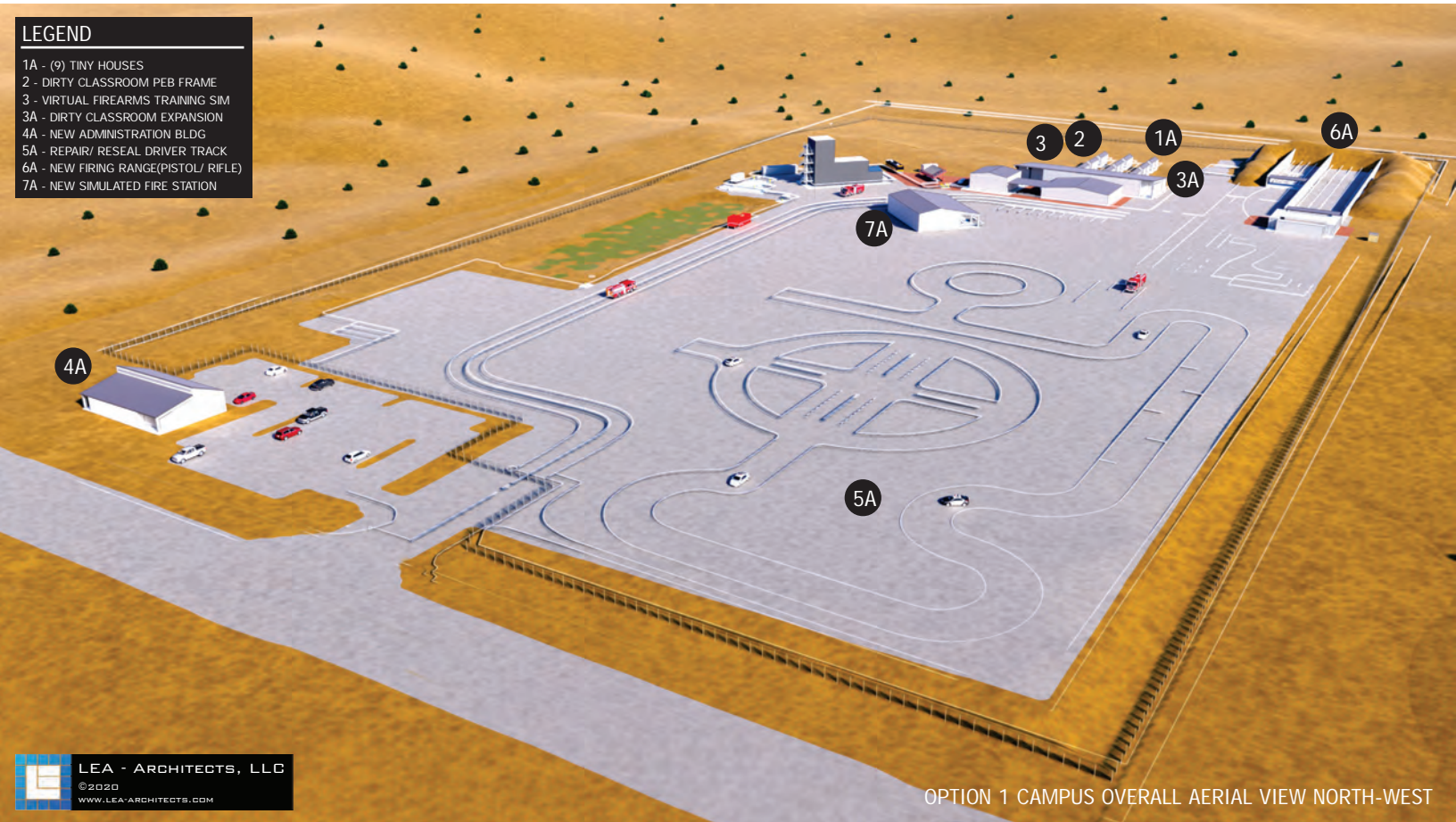
- LEGEND**
- E1 - ADMINISTRATION BLDG
  - E2 - TRAINING TOWER
  - E3 - FIRE ENGINE GARAGE
  - E4 - DIRTY CLASSROOM
  - E5 - TINY HOUSE SKIDS
  - E6 - FIRING RANGE
  - E7 - FIRING RANGE BERM
  - E8 - DRIVER TRAINING COURSE



EXISTING CAMPUS OVERALL AERIAL VIEW NORTH-WEST

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- LEGEND**
- 1A - (9) TINY HOUSES
  - 2 - DIRTY CLASSROOM PEB FRAME
  - 3 - VIRTUAL FIREARMS TRAINING SIM
  - 3A - DIRTY CLASSROOM EXPANSION
  - 4A - NEW ADMINISTRATION BLDG
  - 5A - REPAIR/ RESEAL DRIVER TRACK
  - 6A - NEW FIRING RANGE(PISTOL/ RIFLE)
  - 7A - NEW SIMULATED FIRE STATION



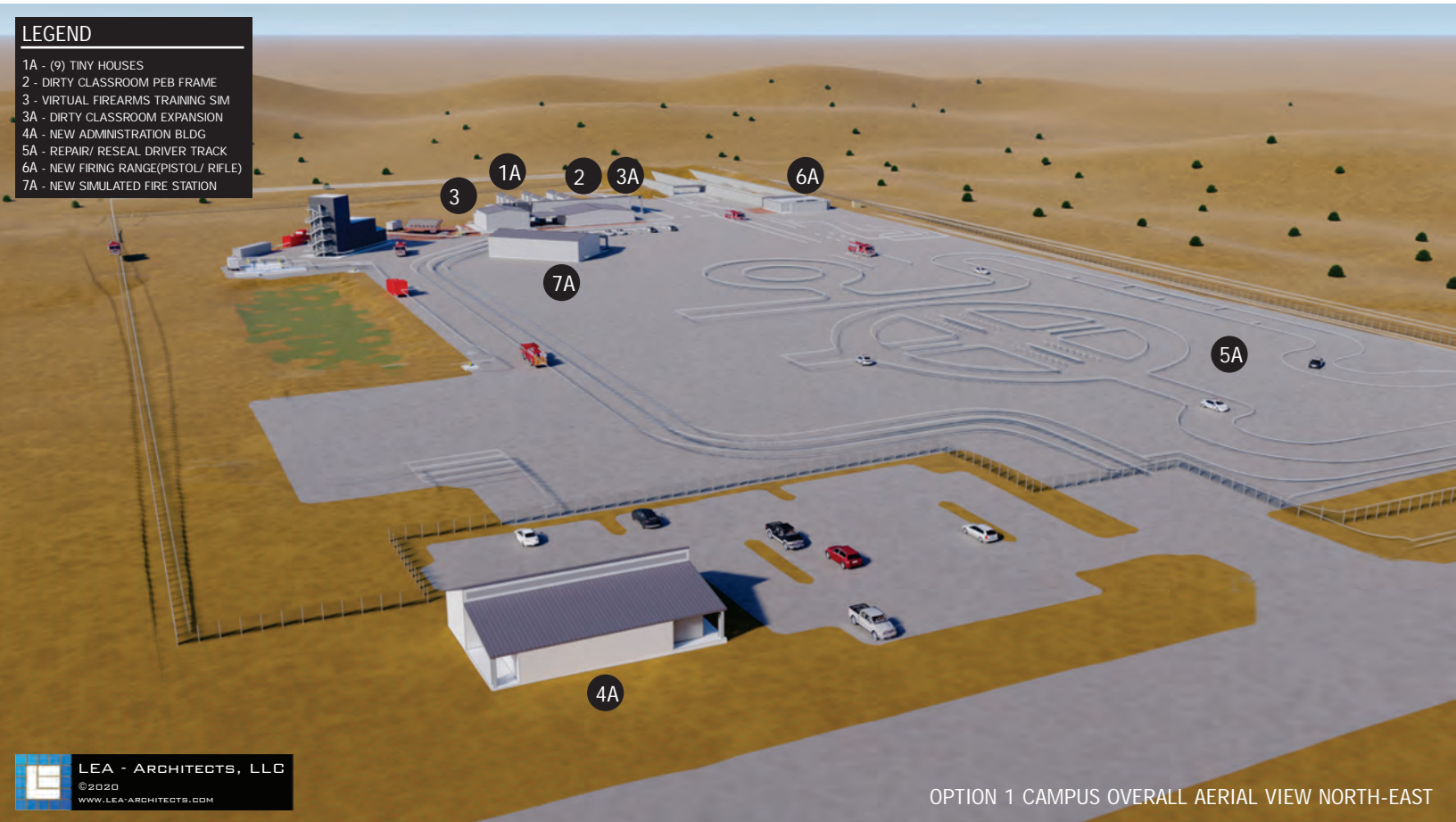
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OPTION 1 CAMPUS OVERALL AERIAL VIEW NORTH-WEST



**LEGEND**

- 1A - (9) TINY HOUSES
- 2 - DIRTY CLASSROOM PEB FRAME
- 3 - VIRTUAL FIREARMS TRAINING SIM
- 3A - DIRTY CLASSROOM EXPANSION
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- 5A - REPAIR/ RESEAL DRIVER TRACK
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- 7A - NEW SIMULATED FIRE STATION

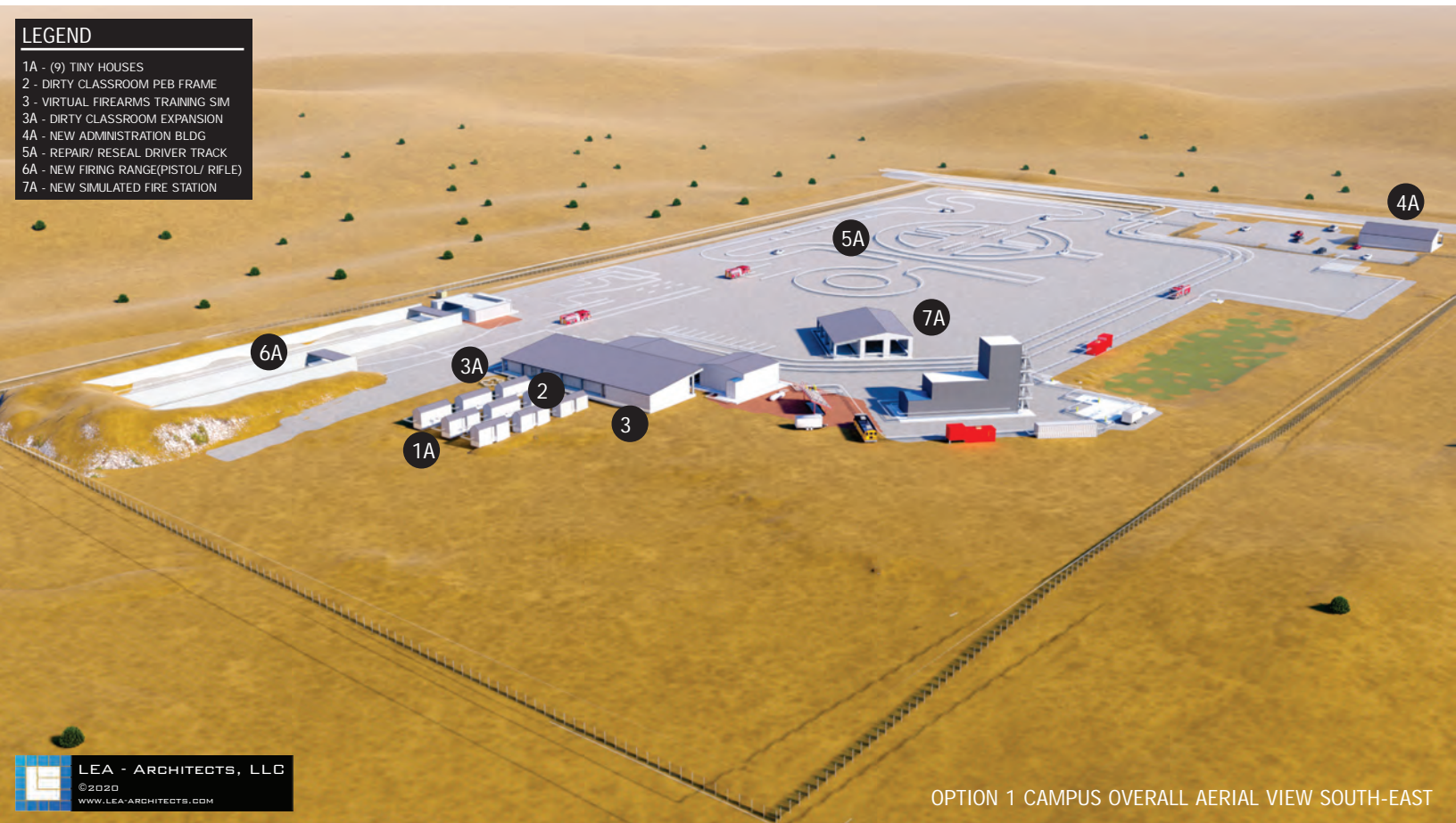


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OPTION 1 CAMPUS OVERALL AERIAL VIEW NORTH-EAST

**LEGEND**

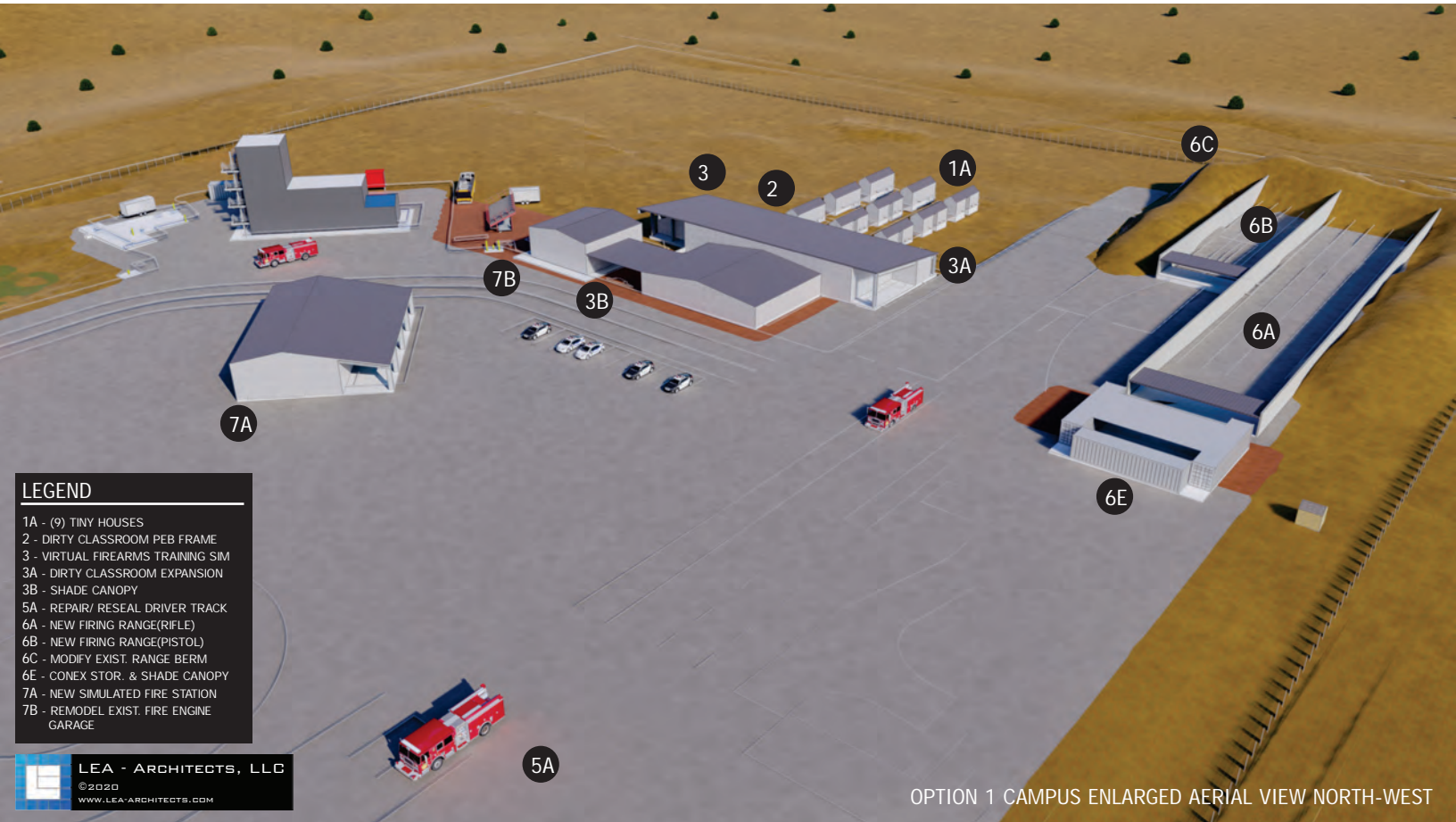
- 1A - (9) TINY HOUSES
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- 4A - NEW ADMINISTRATION BLDG
- 5A - REPAIR/ RESEAL DRIVER TRACK
- 6A - NEW FIRING RANGE(PISTOL/ RIFLE)
- 7A - NEW SIMULATED FIRE STATION

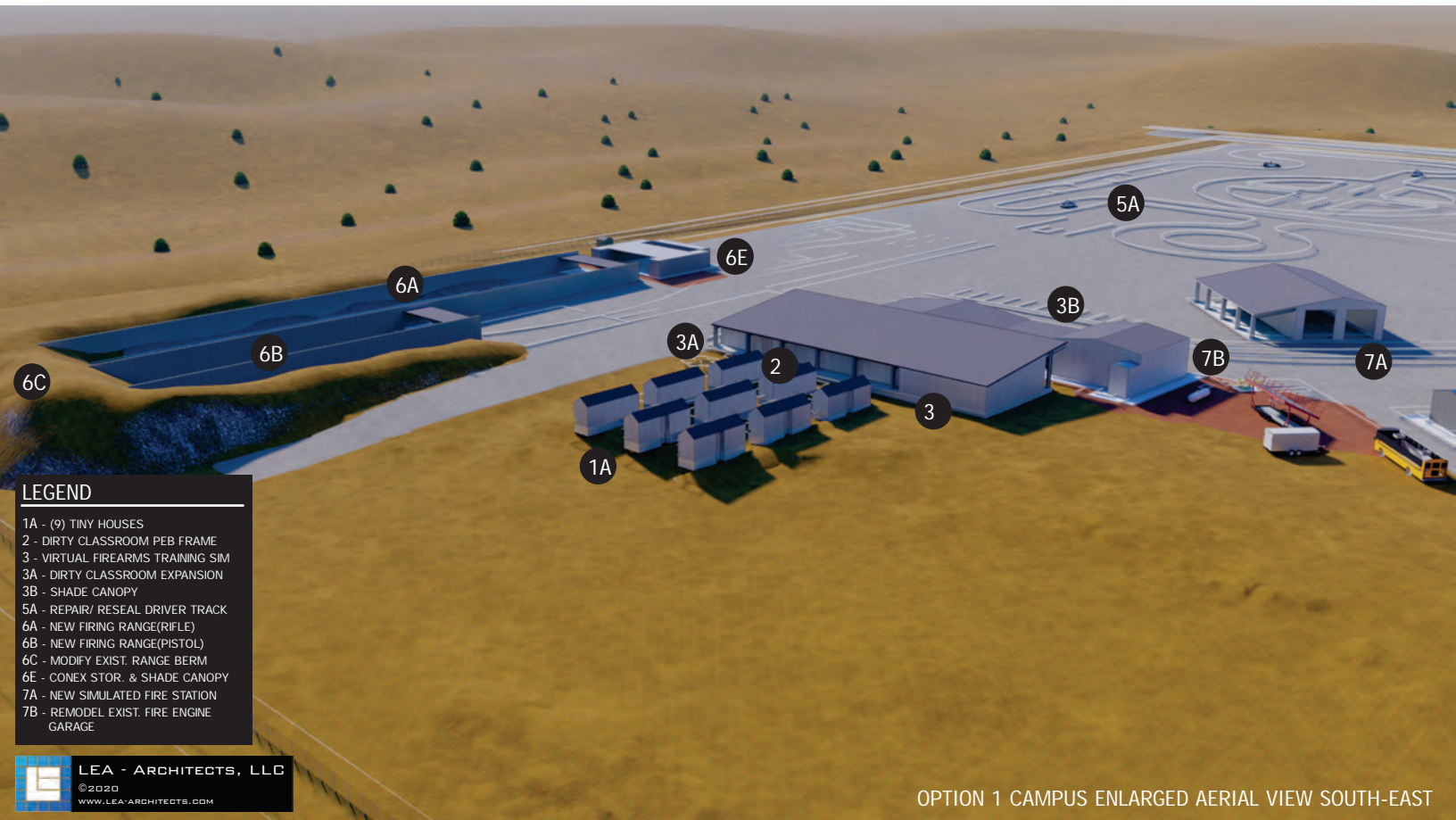


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OPTION 1 CAMPUS OVERALL AERIAL VIEW SOUTH-EAST







- LEGEND**
- 1A - (9) TINY HOUSES
  - 2 - DIRTY CLASSROOM PEB FRAME
  - 3 - VIRTUAL FIREARMS TRAINING SIM
  - 3A - DIRTY CLASSROOM EXPANSION
  - 3B - SHADE CANOPY
  - 5A - REPAIR/ RESEAL DRIVER TRACK
  - 6A - NEW FIRING RANGE(RIFLE)
  - 6B - NEW FIRING RANGE(PISTOL)
  - 6C - MODIFY EXIST. RANGE BERM
  - 6E - CONEX STOR. & SHADE CANOPY
  - 7A - NEW SIMULATED FIRE STATION
  - 7B - REMODEL EXIST. FIRE ENGINE GARAGE

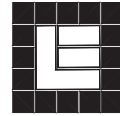
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OPTION 1 CAMPUS ENLARGED AERIAL VIEW SOUTH-EAST

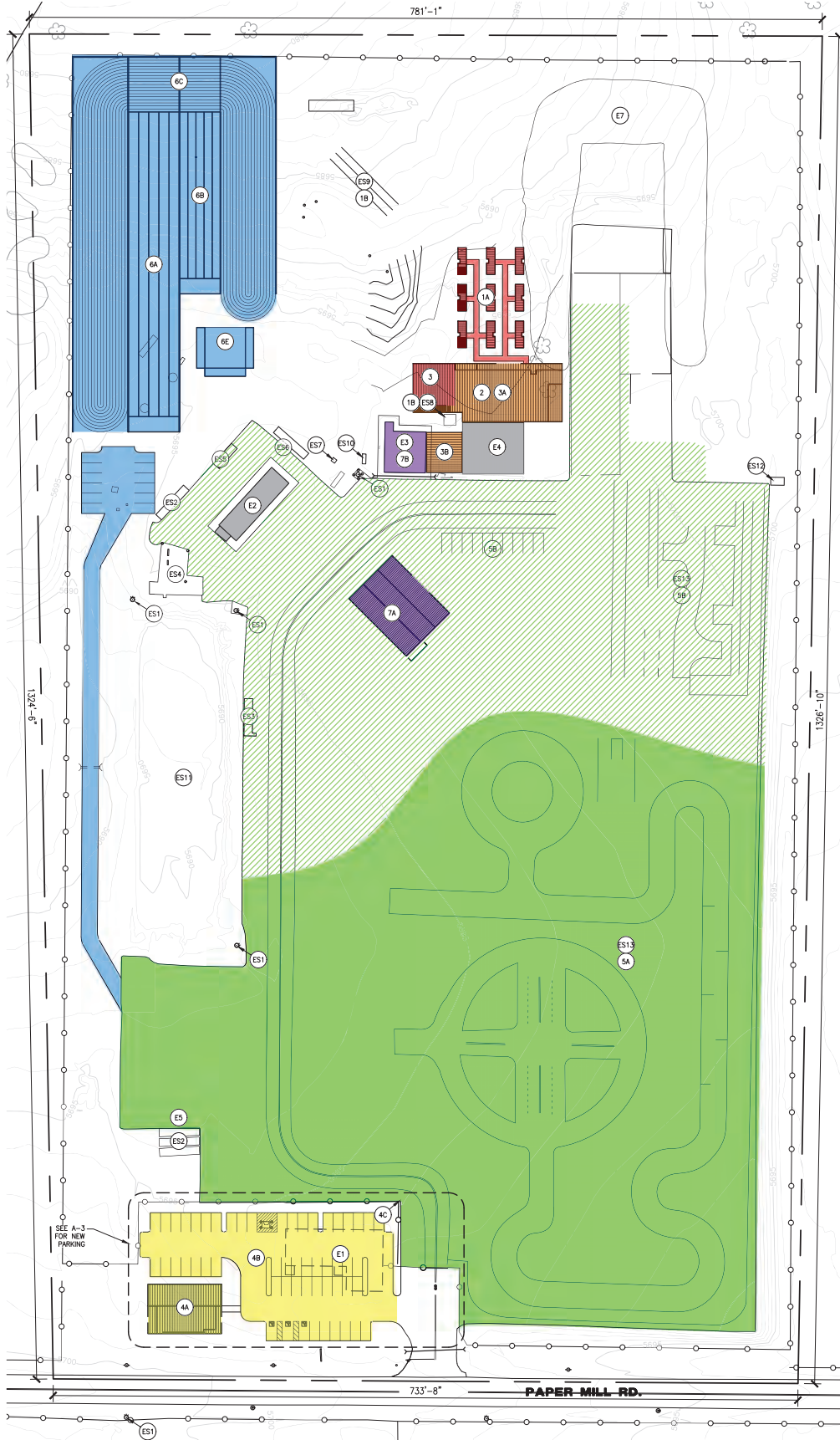


**NORTHEAST ARIZONA  
TRAINING CENTER**

**JAKE FLAKE  
EMERGENCY SERVICES  
INSTITUTE**



**LEA-ARCHITECTS**



**LEGEND**

**EXISTING BUILDINGS:**

- E1 ADMINISTRATION BUILDING
- E2 TRAINING TOWER
- E3 FIRE ENGINE GARAGE
- E4 DIRTY CLASSROOM
- E5 TINY HOUSE SKIDS
- E6 FIRING RANGE
- E7 FIRING RANGE BERM

**SITE PROPS/FEATURES:**

- ES1 FIRE HYDRANT
- ES2 MISC. CONEX STORAGE
- ES3 FLASHOVER CHAMBER
- ES4 DRAFTING PIT
- ES5 FIRE BEHAVIOR CHAMBER
- ES6 BUS PROP
- ES7 VENT PROP
- ES8 SEPTIC TANK
- ES9 SEPTIC TRENCHES
- ES10 PROPANE TANK
- ES11 WILDLAND TRAINING
- ES12 SHED TRAFFIC CONE STORAGE
- ES13 DRIVER TRAINING COURSE
- ES14 ACCELERATION ZONE FOR TRAINING COURSE

**FUTURE CONSTRUCTION (PHASES):**

**PHASE 1:** (EST. CONST. YR. 2020-21) \$802,400

- 1A (9) TINY HOUSES  
PREPARE PADS, PLUMBING, ELECTRIC
- 1B SEPTIC SYSTEM UPGRADES  
NEW 3,000 GAL SEPTIC SYSTEM & INCREASE  
EXISTING 1,000 GAL LEACH FIELD
- 1C MODIFY EXISTING FIRING RANGE BERM
- 2 DIRTY CLASSROOM FRM FRAME
- 3 VIRTUAL FIREARMS TRAINING SIMULATOR ROOM  
40'x48' (1,700SF)

**PHASE 1-A:** (EST. CONST. YR. 2021-22) \$880,248

- 3A DIRTY CLASSROOM EXPANSION (6,560 SF)  
CLASSROOM 28'x36' (948 SF)  
DIVISIBLE CLASSROOM 28'x36' (994 SF)  
CLASSROOM 24'x24' (586 SF)  
(3) OFFICE 9'x12' (108 SF)  
RECEPTION 20'x8' (152 SF)  
MEN'S ROOM 8'x13' (100 SF)  
WOMEN'S ROOM 8'x14' (121 SF)  
BREAK ROOM 20'x24' (480 SF)  
CONFERENCE 18'x11' (200 SF)  
STORAGE 12'x8' (91 SF)  
IT 6'x12' (62 SF)  
ELECTRICAL 8'x9' (70 SF)
- 3B SHADE CANOPY 35'x40' (1,400 SF)

**PHASE 2:** (EST. CONST. YR. 2022-23) \$904,187

- 4A NEW ADMINISTRATION BUILDING (3,125 SF)  
(2) OFFICE 10'x12' (120 SF)  
CONFERENCE 20'x20' (400 SF)  
CLASSROOM 20'x20' (400 SF)  
CLASSROOM 30'x20' (600 SF)  
MEN'S 9'x15' (135 SF)  
WOMEN'S 9'x15' (135 SF)  
BREAK ROOM 10'x20' (200 SF)
- 4B NEW ADMINISTRATION PARKING LOT
- 4C FENCE MODIFICATIONS

**PHASE 3:** (LINE STABILIZATION) (EST. CONST. YR. 2023-24) \$1,615,196

- 5A REPAIR APPROX 2/3 OF SOUTHERN PORTION OF  
EXISTING DRIVERS TRAINING COURSE (SOLID)
- 5B RE-SEAL REMAINDER OF TRACK NOT BEING  
REPAIRED (HATCH)

**PHASE 4:** (NE CORNER) (EST. CONST. YR. 2024-25) \$1,115,196

- 6A NEW RIFLE RANGE 5 EACH 10'x100'D
- 6B NEW PISTOL RANGE 7 EACH 8'x50'M
- 6C MODIFY EXISTING FIRING RANGE BERM  
INCREASE BERM HEIGHT (12' TO 18')  
MOVE RANGE TO THE NORTH AT BULLET TRAP  
SIDE (1.2:1 SLOPE)
- 6D NEW EAST BERM
- 6E CONEX STORAGE & FABRIC SHADE

**PHASE 5:** (EST. CONST. YR. 2025-26) \$775,354

- 7A NEW SIMULATED FIRE STATION  
APPARATUS BAY 40'x60' (2400 SF)  
CLASSROOM 20'x30' (600 SF)  
OUTDOOR CLASS 20'x80' (1600 SF)  
STORAGE/UTILITY 20'x30' (600 SF)
- 7B REMODEL EXISTING FIRE ENGINE GARAGE  
FITNESS TRAINING ROOM  
STORAGE  
EXPAND POWER & HVAC

**SITE PLAN (OPT 2 W/ COST EST.)**  
SCALE: 1"=100'

DATE	7-20-20	REV	200808
DRAWN BY	BH	CHECKED BY	LE/RJ
<b>SHEET TITLE</b>			
SITE PLAN-OPTION 2			

**NORTHEAST ARIZONA TRAINING CENTER  
JAKE FLAKE EMERGENCY SERVICES INSTITUTE**

**MASTER PLAN UPDATE**

1840 W Papermill Rd, Taylor, AZ 85939

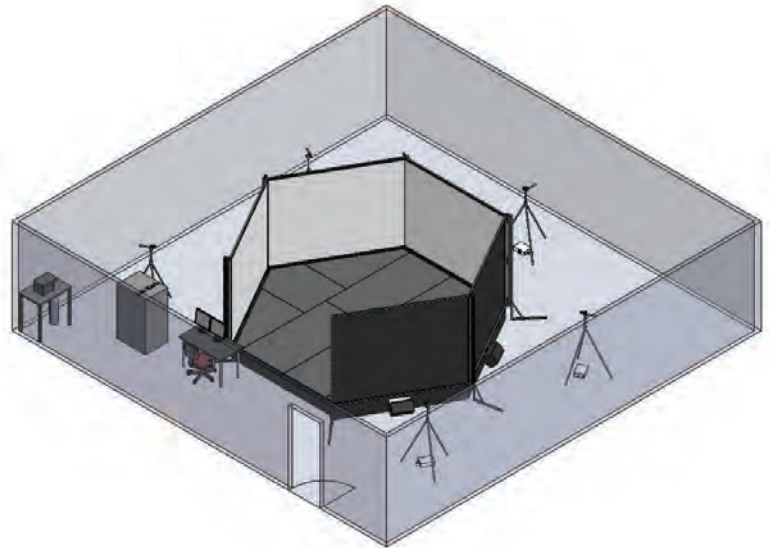
**LEA-ARCHITECTS, LLC**  
1730 EAST NORTHERN PHOENIX, AZ  
ARCHITECTURE PLANNING INTERIORS CONSTRUCTION MGMT.





NOTE(S):

1. ELECTRICAL: V-300 REQUIRES AT LEAST (3) DUAL OUTLETS EACH ON SEPARATE 20A CIRCUITS(110V 60HZ) AT THE PERIMETER OF THE SYSTEM BASE.
2. SYSTEM NOT TO ENCOUNTER AMBIENT LIGHT DURING TRAINING OR USE.
3. ROOM NEEDS ADEQUATE CLIMATE CONTROL FOR ELECTRONICS. SUGGESTED ENVIRONMENT ~65 °F TO 75 °F.
4. CUSTOMER IS RESPONSIBLE FOR FOLLOWING BUILDING/FIRE CODE FOR ANY MODIFICATIONS.
5. UNOBSTRUCTED ACCESS TO SIMULATOR ROOM REQUIRED.
6. GIVEN DIMENSIONS IN FEET' INCHES" AND ARE SUBJECT TO CHANGE.



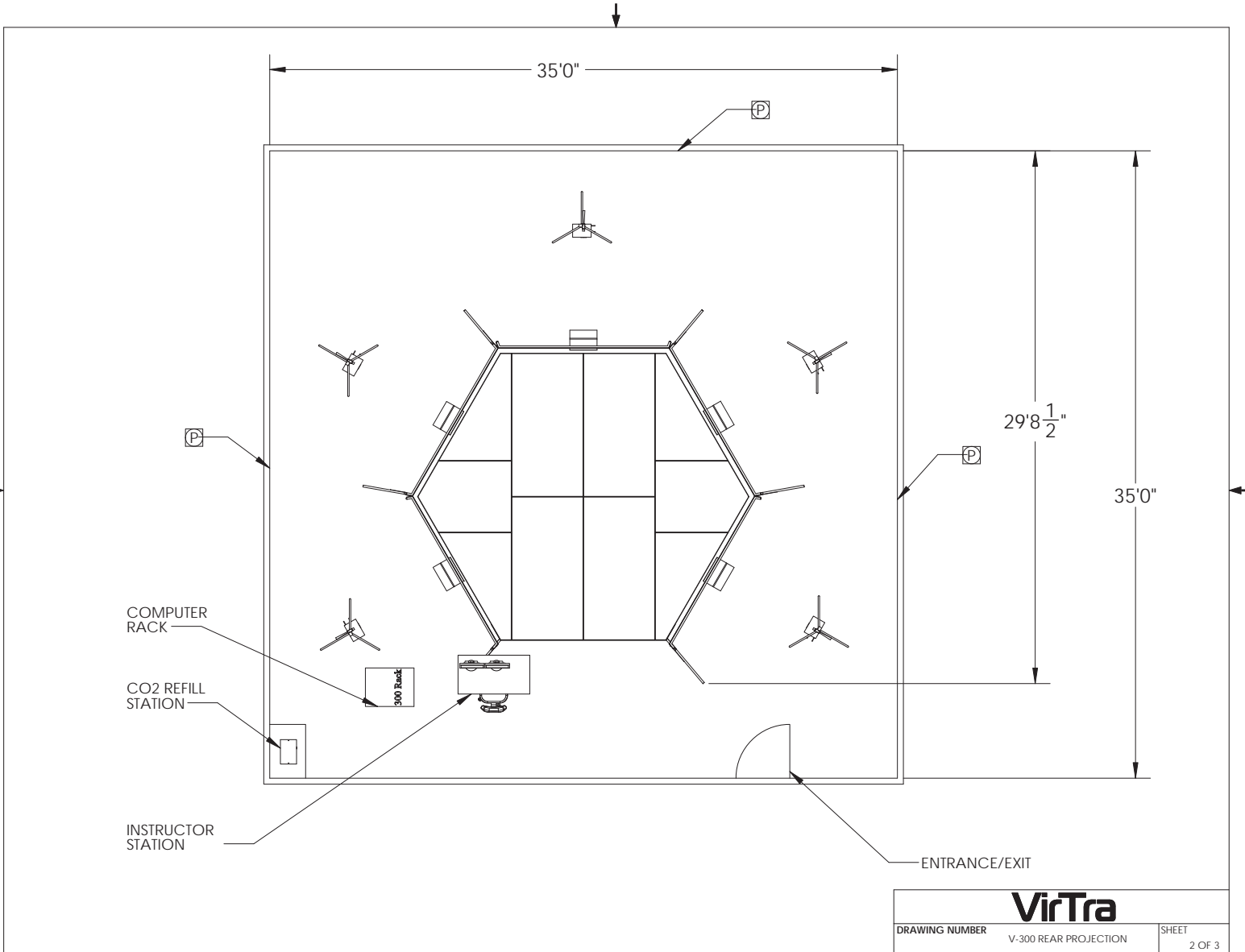
**VirTra**

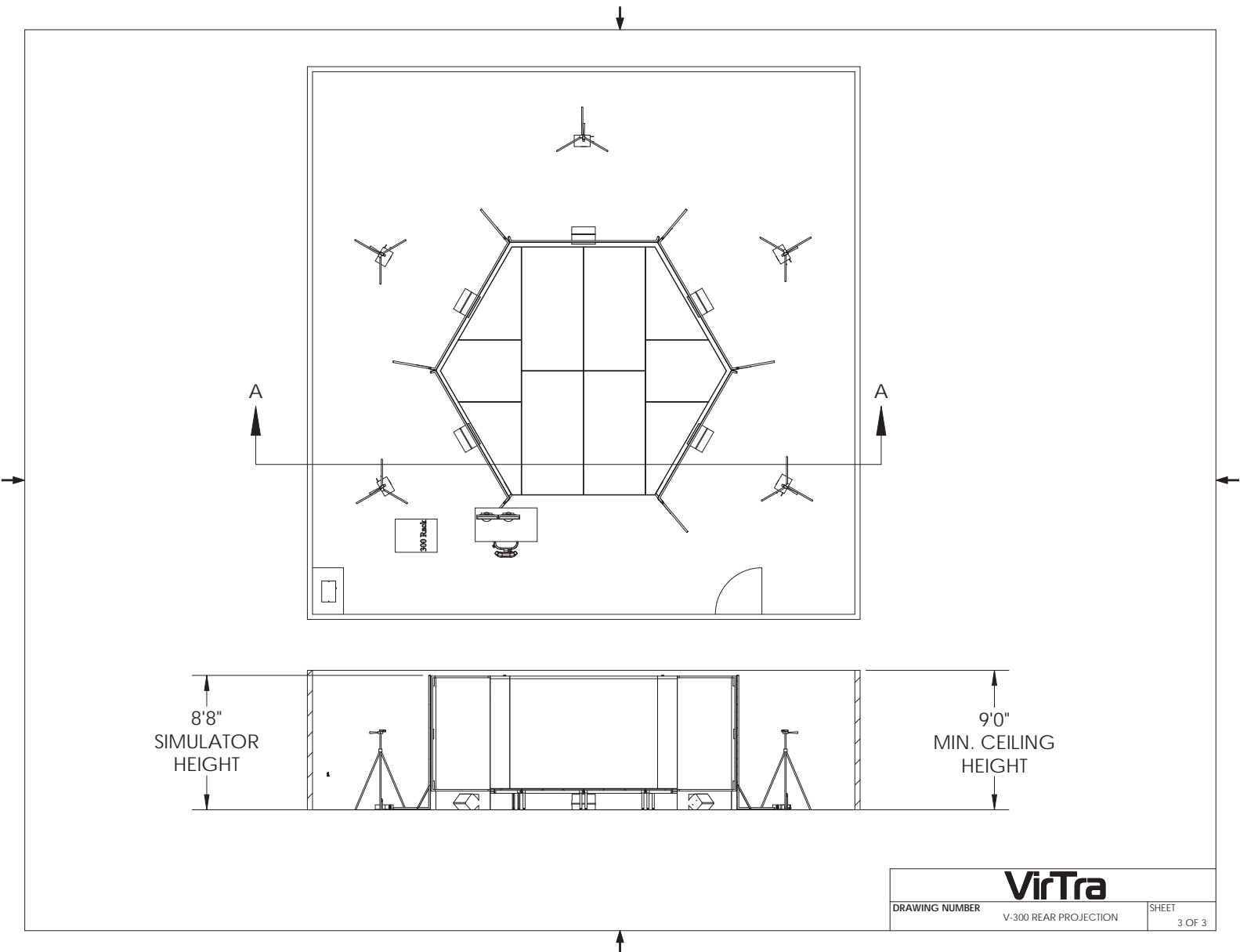
GENERAL SIMULATOR REQUIREMENTS  
300 RANGE, REAR PROJECTION, REDUCED BORDER SCREENS, TRAINING PLATFORM

DRAWING NUMBER

V-300 REAR PROJECTION

SHEET  
1 OF 3

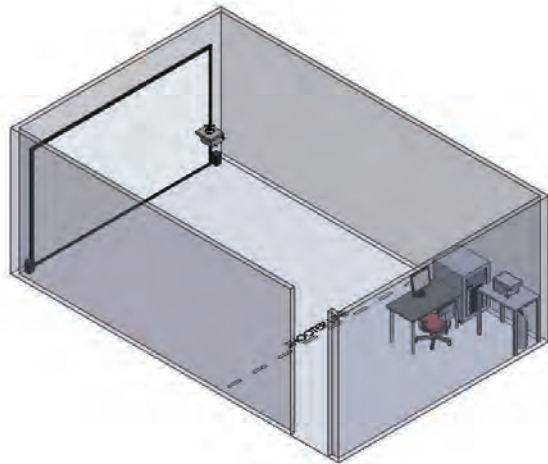




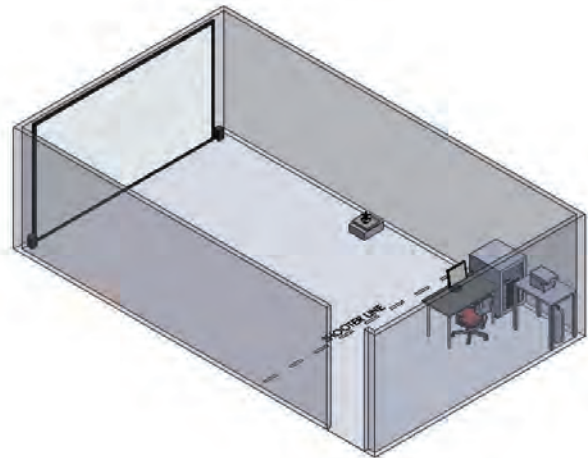
## V-ST PRO 14ft SCREEN

### NOTE(S):

1. ELECTRICAL: FRONT PROJECTION V-ST PRO SYSTEM REQUIRES AT LEAST (1) DUAL OUTLET ON 20A CIRCUIT AT THE SYSTEM BASE (110V 60Hz).
2. SYSTEM NOT TO ENCOUNTER AMBIENT LIGHT DURING TRAINING OR USE
3. ROOM NEEDS ADEQUATE CLIMATE CONTROL FOR ELECTRONICS. SUGGESTED ENVIRONMENT ~65 TO 75 ° F
4. CUSTOMER IS RESPONSIBLE FOR FOLLOWING BUILDING/FIRE CODE FOR ANY MODIFICATIONS
5. UNOBSTRUCTED ACCESS TO SIMULATOR ROOM REQUIRED
6. FRONT PROJECTION V-ST PRO SYSTEM USING A SHORT THROW PROJECTOR REQUIRES A MINIMUM CEILING HEIGHT OF 10'0"
7. FRONT PROJECTION V-ST PRO SYSTEM USING A STANDARD PROJECTOR REQUIRES A MINIMUM CEILING HEIGHT OF 8'5"
8. GIVEN DIMENSIONS IN FEET' INCHES"AND ARE SUBJECT TO CHANGE
9. SYSTEM REQUIRES AN UNOBSTRUCTED PROJECTOR IMAGE PATH
10. PROJECTOR SCREENS ARE DESIGNED TO BE WALL-MOUNTED. SPECIAL CONFIGURATIONS AVAILABLE UPON REQUEST



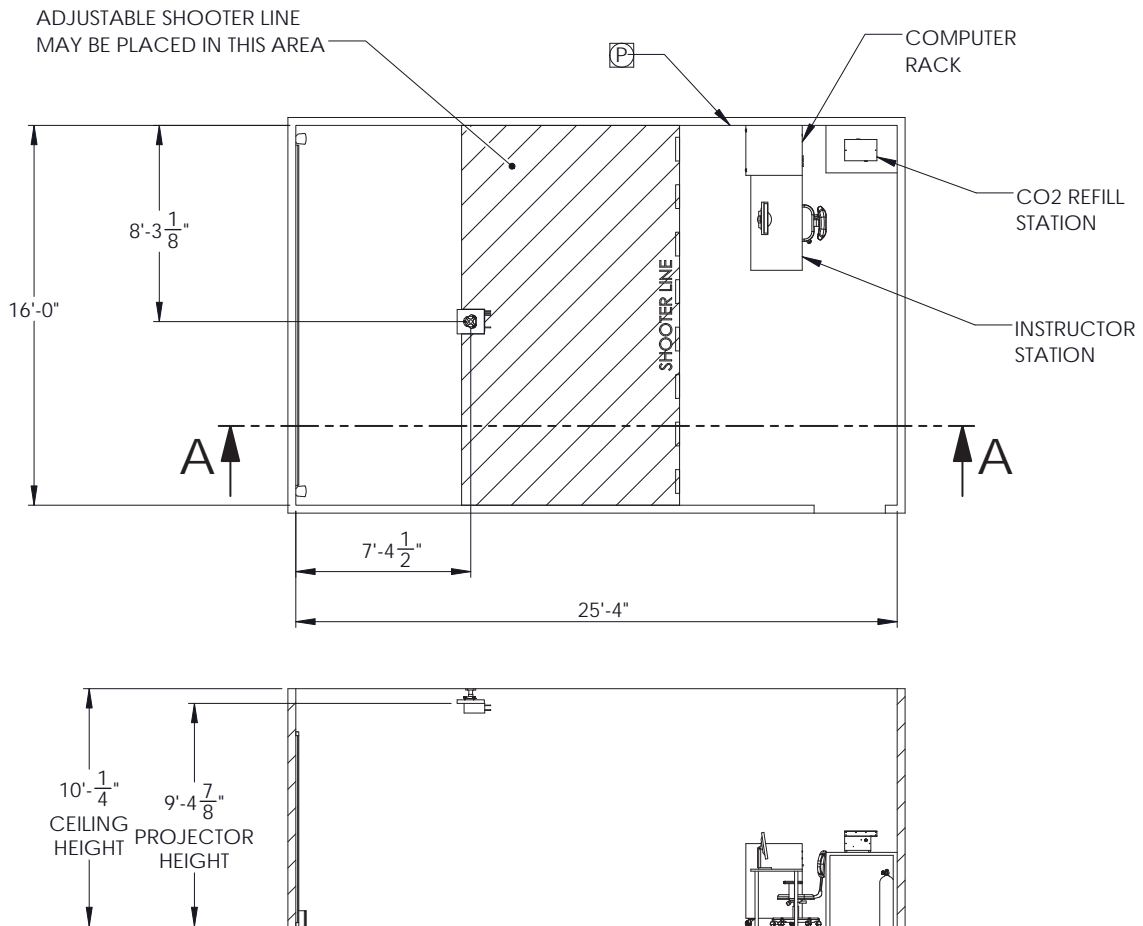
SHORT  
THROW  
PROJECTOR



STANDARD  
PROJECTOR

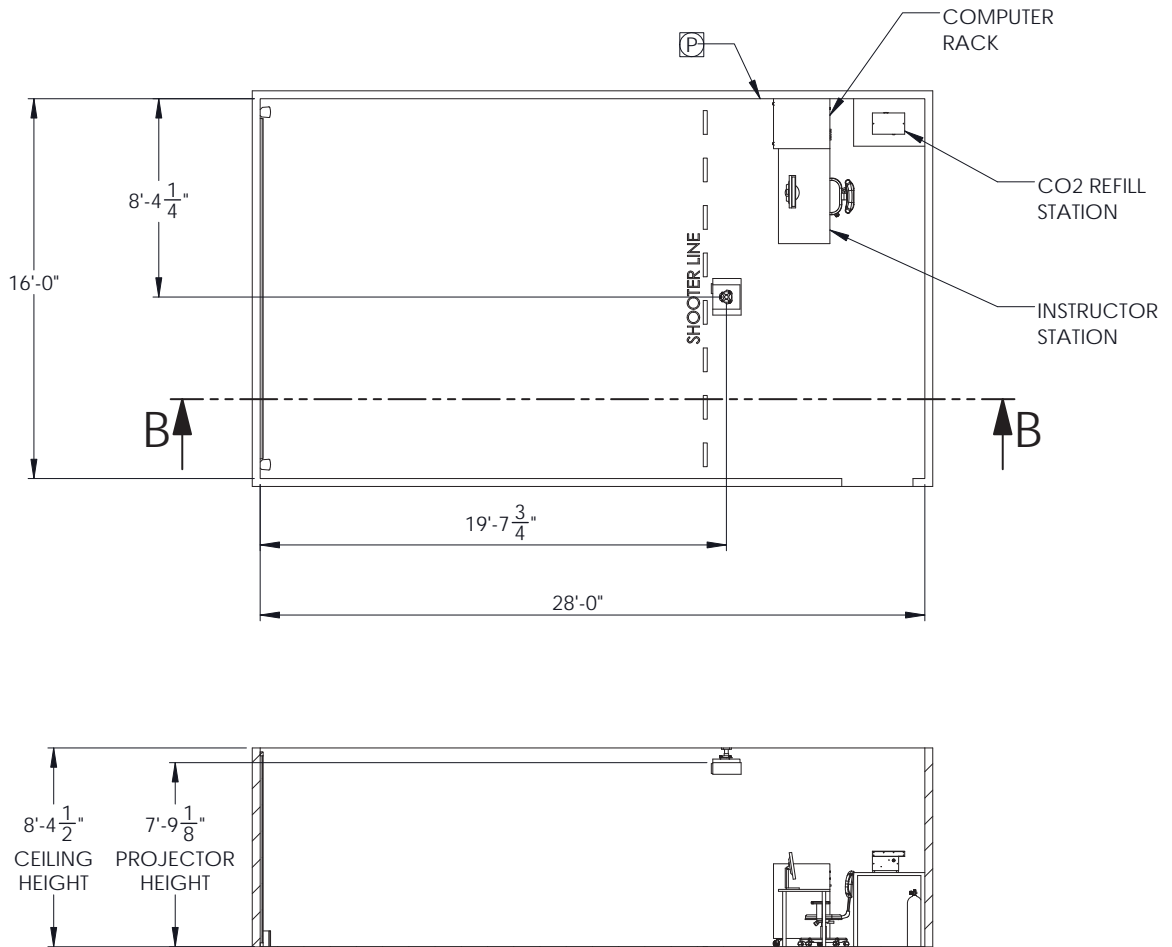


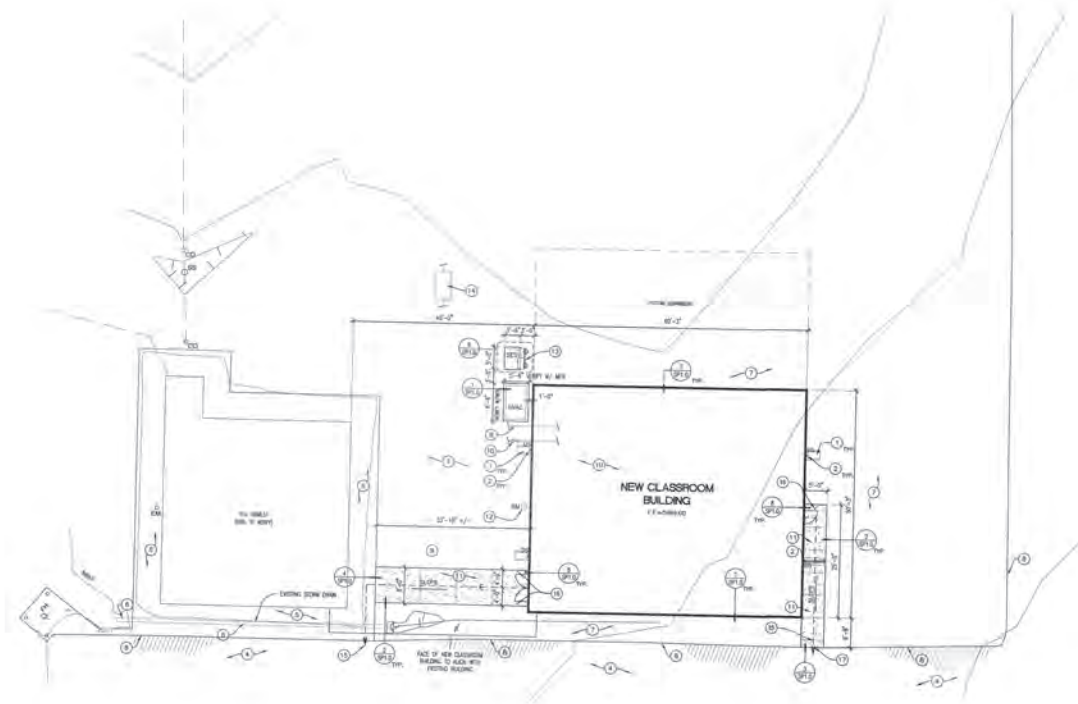
## V-ST PRO 14ft SCREEN W/ SHORT THROW PROJECTOR



# V-ST PRO

## 14ft SCREEN W/ STANDARD PROJECTOR





- SITE PLAN**  
SCALE: 1" = 10'-0"
- SITE PLAN KEY NOTES**
- 1) CONCRETE SLAB ON GRADE FOR SITE
  - 2) PREPARED WITH DRAINAGE IN MISC. BUILDING
  - 3) BRACK - SEE PLAN FOR DIM.
  - 4) EXISTING EXISTING PAVING TO EXIST
  - 5) EXISTING CONCRETE SIDEWALK
  - 6) EXISTING CONCRETE SIDEWALK
  - 7) NEW DRINKING & WASTE WATER ONLY
  - 8) EXIST. EXISTING EXISTING PAVING
  - 9) WATER MAIN - SEE PLAN & PLUMBING FOR CONNECTIONS
  - 10) SINKS - SEE PLAN & PLUMBING FOR CONNECTIONS
  - 11) NEW EXISTING EXISTING - SEE PLAN
  - 12) SEE NOTES FOR FINISHING & DIM.
  - 13) GRADE GRAY SECTION CORRECT ON HAZARDOUS WASTE BY CONSULTING MAINTENANCE PLAN (SEE) FOR EXISTING AND DIM. BY DIM.
  - 14) NEW EXIST. DIM. SEE PLUMBING
  - 15) EXISTING EXIST. EXISTING EXISTING
  - 16) NEW EXISTING EXISTING
  - 17) PLEASE TRIMMED OFF LINE TO MATCH BACK OF EXISTING EXIST. NEW CONCRETE AND EXISTING EXIST.

**ARCHITECTS**

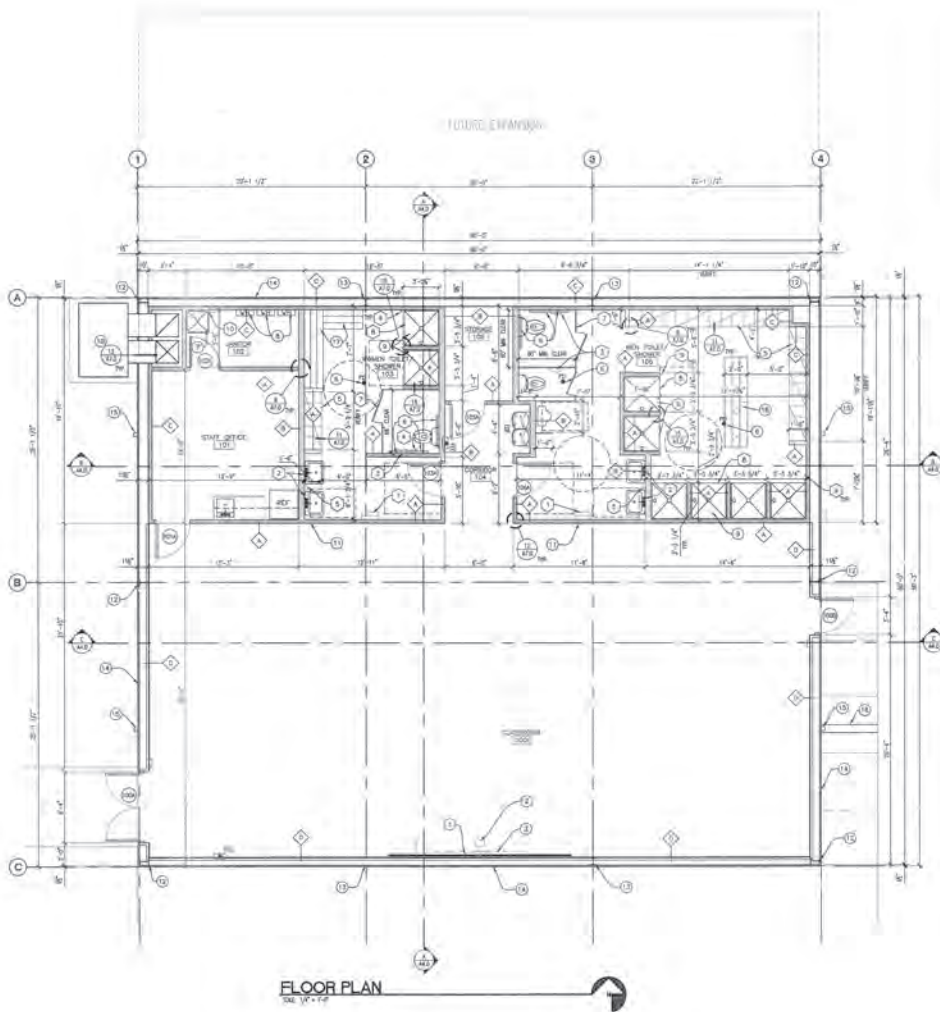
SCHNEIDER SHAY  
PARK & PITTENGER  
ARCHITECTS LLP  
1800 N. W. 10TH AVENUE  
SUITE 1000  
TAYLOR, ARIZONA 85939  
TEL: 520.248.8888  
FAX: 520.248.8889

**NORTHEAST ARIZONA TRAINING CENTER  
NEW METAL CLASSROOM BUILDING  
1840 WEST PAPERMILL ROAD  
TAYLOR, ARIZONA 85939**

SITE PLAN

REVISIONS

REVIEWED BY: [Signature]  
DATE: 8-27-2014  
JOB NO.: 1432  
SHEET: 9  
**SP20**



**TOILET ACCESSORIES**

- 1 2x4 BRACKET PAINTED TO MATCH EXISTING AND WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 2 BRACKET MOUNTED UNDER - 1/2" ST. HONEYCOMB #1-243 OF ISCA.
- 3 BRACKET MOUNTED UNDER UNDER-SINK TRAY WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 4 BRACKET MOUNTED UNDER UNDER-SINK TRAY WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 5 BRACKET MOUNTED UNDER UNDER-SINK TRAY WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 6 1/4" DIA. BRACKET OVER THE SINK WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 7 ONLY HARDWARE AS SHOWN.
- 8 1/2" DIA. BRACKET OVER THE SINK WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
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- 20 1/4" DIA. BRACKET OVER THE SINK WITH RECEPTACLE SYMBOL #1-243 OF ISCA.

**FLOOR PLAN LEGEND**

- 1 FIBER OPTIC CABLE
- 2 COUPLER IN (WALL) (S)
- 3 1/2" DIA. BRACKET OVER THE SINK WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 4 FLOOR AREA

**FLOOR PLAN KEYNOTES**

- 1 2x4 BRACKET PAINTED TO MATCH EXISTING AND WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
- 2 BRACKET MOUNTED UNDER - 1/2" ST. HONEYCOMB #1-243 OF ISCA.
- 3 BRACKET MOUNTED UNDER UNDER-SINK TRAY WITH RECEPTACLE SYMBOL #1-243 OF ISCA.
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**GENERAL FLOOR PLAN NOTES**

- 1. DIMENSIONS OF CONCRETE SHALL BE FOR FACE UNLESS OTHERWISE NOTED.
- 2. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.
- 3. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.
- 4. THE WALLS OF CONCRETE SHALL BE 12" THICK UNLESS OTHERWISE NOTED.
- 5. ALL DIMENSIONS ARE TO FACE UNLESS OTHERWISE NOTED.

**WALL FRAME TYPE LEGEND**

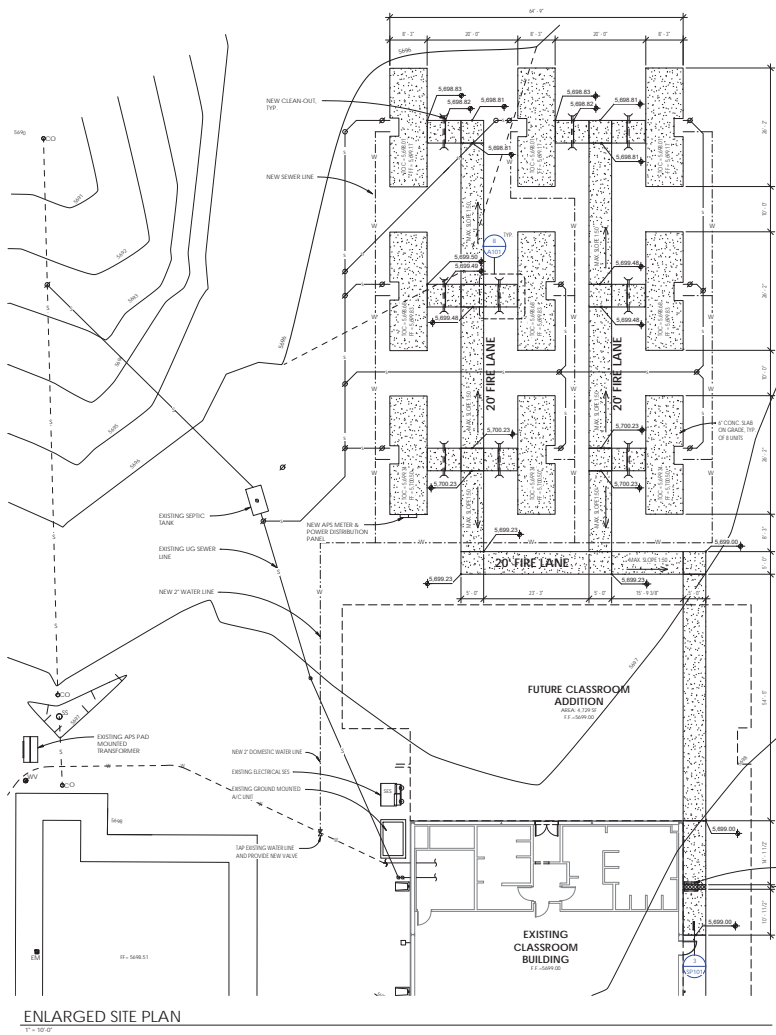
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**SCHNEIDER SHAW  
 PLAN & INTERIOR  
 ARCHITECTS LLP**  
 1840 WEST PAPERMILL ROAD  
 TAYLOR, ARIZONA 85889  
 FLOOR PLAN

**ARCHITECTS**

REVIEWED BY: [Signature]  
 DATE: 08/20/14  
 JOB NO.: 1428  
 SHEET: A10 (10)

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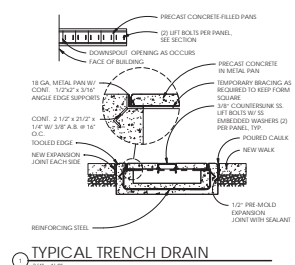
ENLARGED SITE PLAN  
 1" = 10'-0"

**GENERAL NOTES**

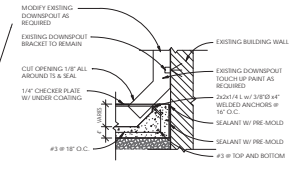
1. NEW CONCRETE WALKS TO HAVE A MAX. SLOPE OF 1/4" UNLESS OTHERWISE NOTED.
2. FINISH GRADE TYPICALLY 2" BELOW ADJACENT CONCRETE PAD OR WALK AT A SLOPE OF APPROXIMATELY 1/8" AWAY FROM ADJACENT STRUCTURE.
3. SEE SHEET A501 FOR TYPICAL FOUNDATION PLAN FOR HOUSING UNIT, TYP. OF A UNITS.
4. MAINTAIN EXISTING DRAINAGE OR SEE 8. INSTALL NEW #4 PVC DRAIN PIPES UNDER NEW SIDEWALKS AS SHOWN ON SITE PLAN. CONFIRM SITE ARE REQUIRED TO DRAIN. SLOPE AWAY FROM BUILDING TO DRAIN. PROVIDE EROSION CONTROL AS REQUIRED.
5. CONNECT NEW SEWER LINE INTO EXISTING LINE AND PROVIDE APPROPRIATE CLEARANCES AS REQUIRED.
6. NEW SEWER LINES TO HAVE PROPER SLOPE TO MAINTAIN ADEQUATE FLOW TO EXISTING SEPTIC TANK.
7. CONNECT NEW 2" DOMESTIC WATER LINE INTO EXISTING WATER LINE. WALLS, SEWER AND WATER ARE SCHEMATIC ONLY. DESIGN BY OWNER FOR CODE AND OPERATOR COMPLIANCE.
- 8.

**SITE LEGEND**

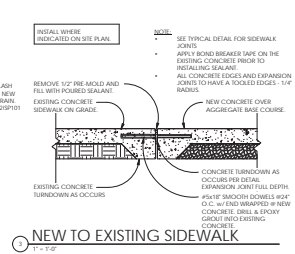
- 4" PVC DRAIN PIPE UNDER NEW CONCRETE SIDEWALK
- SEWER CLEAN OUT
- OUTLINE OF FUTURE BUILDING EXPANSION
- NEW 2" DOMESTIC WATER LINE
- EXISTING 2" DOMESTIC WATER LINE
- NEW #4 A.B.S. ONLY SEWER LINE AT 1/4" FT SLOPE
- NEW 1/2" B.C. ONLY SEWER LINE LOCATION APPROXIMATE
- EXISTING SEWER LINE
- NEW CONCRETE WALKS  
 SEE DETAILS WALK, TRENCH & SIA01



TYPICAL TRENCH DRAIN  
 1'-0" = 1'-0"



DS @ TRENCH DRAIN  
 3/4" = 1'-0"



NEW TO EXISTING SIDEWALK  
 1'-0" = 1'-0"



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 FAX: 480-991-2633  
 spsplusarchitects.com

**NORTHEAST ARIZONA TRAINING CENTER**  
**NEW HOUSING ADDITION**  
 1840 WEST PAPERMILL RD.  
 TAYLOR, ARIZONA 85939  
**SITE PLAN**

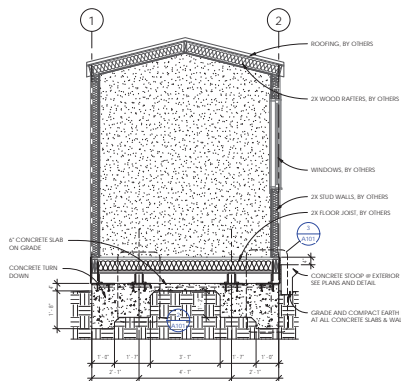
**PERMIT SET**  
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REVISION	DATE	DESCRIPTION

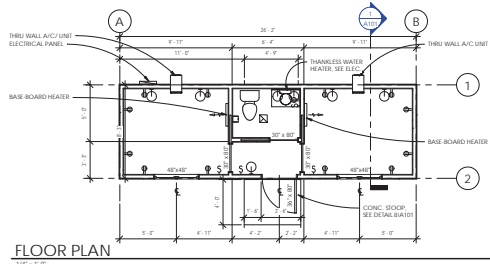
REVIEWED BY: JLS  
 DRAWN BY: JHM



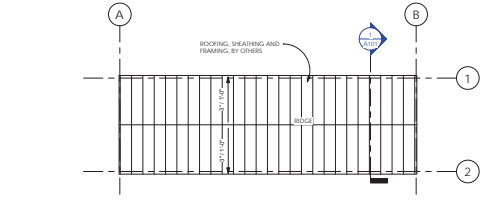
DATE: 09/23/2018  
 JOB NO: 1737  
 SHEET: SP101



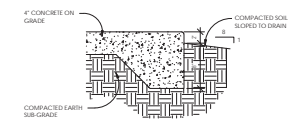
1 TYPICAL BUILDING SECTION  
1/2" = 1'-0"



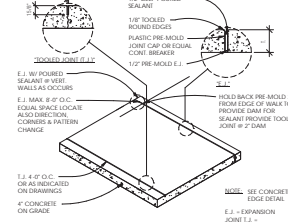
FLOOR PLAN  
1/4" = 1'-0"



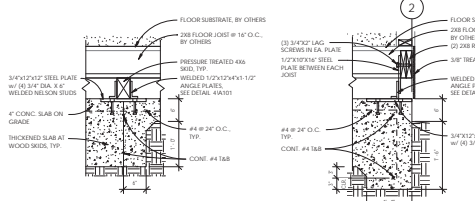
2 ROOF FRAMING PLAN  
1/2" = 1'-0"



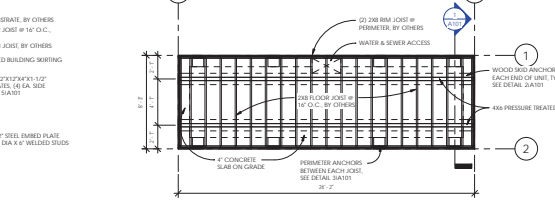
3 CONCRETE TURNDOWN  
1/2" = 1'-0"



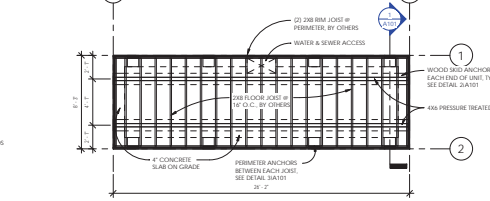
4 TYP. SIDEWALK JOINTS  
1/2" = 1'-0"



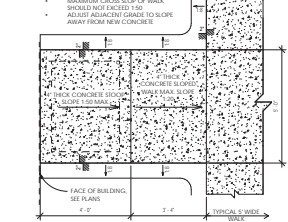
5 WOOD SLEEPER DETAIL  
1/2" = 1'-0"



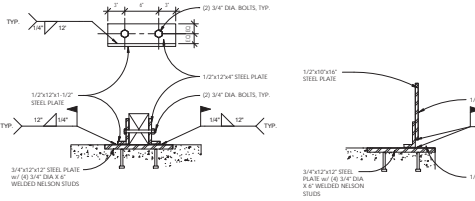
6 TURN DOWN DETAIL  
1/2" = 1'-0"



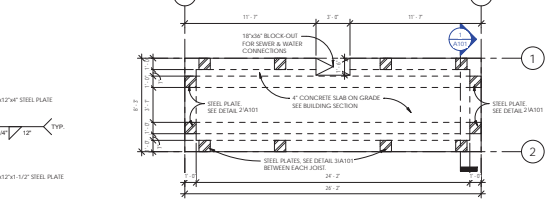
7 FLOOR FRAMING PLAN  
1/2" = 1'-0"



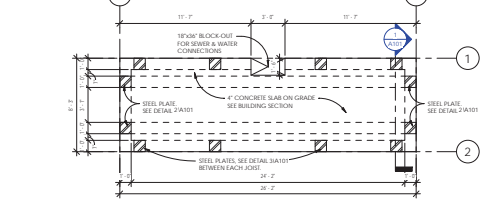
8 FOUNDATION PLAN  
1/2" = 1'-0"



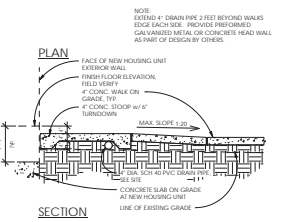
9 STEEL ANGLE AT WD SKID  
1/2" = 1'-0"



10 WELDED PLATE DETAIL  
1/2" = 1'-0"



11 FOUNDATION PLAN  
1/2" = 1'-0"



12 CONCRETE STOOP DETAIL  
1/2" = 1'-0"



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stop@spshq.com

NORTHEAST ARIZONA TRAINING CENTER  
NEW HOUSING ADDITION  
1840 WEST PAPERMILL RD.  
TAYLOR, ARIZONA 85939  
OVERALL 1ST FLOOR PLAN

PERMIT SET  
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REVISION	DATE	DESCRIPTION

REVIEWED BY: JLS  
DRAWN BY: JHM  
DATE: 09/23/2018  
JOB NO: 1737  
SHEET: 19

ORIGINAL ISSUE  
DATE: 09/23/2018  
JOB NO: 1737  
SHEET: 19

A101

## Request to Award Contract for Cosmetology Supplies, Student Kits with Professional Quality Tools and Equipment

### **Recommendation:**

Staff recommends awarding a contract to both Northpoint Distribution, Inc. (dba Armstrong McCall) and The Burmax Company, Inc. (Burmax) for cosmetology supplies and student kits. Annual spending for cosmetology supplies and student kits range from \$60,000 to \$90,000.

### **Summary:**

RFP AS#21-02 was issued to establish one or more competitive contracts with qualified vendors for cosmetology supplies and student kits with professional quality tools and equipment for annual aggregate purchases in excess of \$50,000. The bid opening occurred on August 27, 2020 with two vendors responding.

This is a multi-year contract beginning from date of award for one year. The contract is renewable for up to a maximum of four (4) additional years on a year-to-year basis. Annual reviews of the contract and recommendation for renewals will be based on performance, cost and general quality of the services provided by the vendors.

The vendors offer discounts ranging from 5% to 10% from their catalog pricing. Both vendors noted exceptions to their discounts: 1) Armstrong McCall notes equipment orders and orders under \$300 will only receive in-store discounts but orders placed through the local McCall sales representative may receive greater discounts for volume & sale specials; and 2) Burmax notes products not produced by Burmax are not subject to a discount but will be offered at the best price feasible.

The evaluation committee consisted of employees from Cosmetology and the Business Office. They evaluated the vendor proposals in accordance with the defined criteria set forth in the RFP, see attached matrix. This included assessing the value, scope, complexity, products and terms. During their assessment they determined it would be best to award the contract to both vendors instead of one, this would ensure supplies were readily available based on instructional needs.



**Northland Pioneer College**

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



**RFP AS #21-02 Bid Tabulation**

REQUEST FOR PROPOSALS (RFP)

COSMETOLOGY SUPPLIES, STUDENT KITS, WITH PROFESSIONAL QUALITY TOOLS & EQUIPMENT

3:00 P.M., Arizona time

August 27, 2020

Page 1 of 1

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT dba NORTHLAND PIONEER COLLEGE

<b>Vendor</b>	<b>Date Received</b>	<b>Time Received</b>	<b>Bid Submission Received By</b>	<b>Bid Submitted</b>
Northpoint Distribution, Inc. dba Armstrong MC call of Northern Arizona	08/26/20	06:33 PM	Electronic - Public Purchase	Exceptions taken to Terms & Conditions Primary Discount: 10% Volume Discount: Various Educational Discounts: Purchase Requirements Other Discounts: 0% Proposal Complete
The Burmax Company, Inc.	08/27/20	11:17 AM	Electronic - Public Purchase	Exceptions taken to Terms & Conditions Primary Discount: 5% Volume Discount: None noted Educational Discount: None noted Other Discounts: None noted Proposal Complete

WE HEREBY CERTIFY THIS IS A TRUE AND ACCURATE TABULATION OF THE PROPOSALS RECEIVED FOR THE ABOVE REFERENCED REQUEST FOR PROPOSALS ON AUGUST 27, 2020.

Request for Proposals Due on August 27, 2020 at 3:00 P.M., Arizona time. Request for Proposals Received by: Robert Johnson (Public Purchase.com). Bid Opening Attendees: Robert Johnson, Terrie Shevat.

Navajo County Community College District dba Northland Pioneer College

RECORDED BY: Terrie Shevat

# AS# 21-02 - Cosmetology Supplies, Equipment & Related Services Scoring Summary

## Active Submissions

	Total	A - Bid Opening	A-1 - Attachment A: Exceptions	A-2 - Attachment C: Offer and Acceptance	A-3 - Section VII: Proposal Form
Supplier	/ 300 pts	/ 0 pts	Pass/Fail	Pass/Fail	Pass/Fail
Northpoint Distribution Inc	290.5	0	Pass	Pass	Pass
THE BURMAX COMPANY, INC	274.25	0	Pass	Pass	Pass

	A-4 - Section VIII: Agreement	A-5 - Proposal	A-6 - CostProposal	A-7 - Insurance	B - Cost Proposal
Supplier	Pass/Fail	Pass/Fail	Pass/Fail	Pass/Fail	/ 100 pts
Northpoint Distribution Inc	Pass	Pass	Pass	Pass	100
THE BURMAX COMPANY, INC	Pass	Pass	Pass	Pass	100

	B-1 - Catalog discount	C - Proposal	C-1 - add line items totaling 175	D - Value Added	D-1 - Value added items
Supplier	/ 100 pts	/ 175 pts	/ 175 pts	/ 10 pts	/ 10 pts
Northpoint Distribution Inc	100	166.25	166.25	9.25	9.25
THE BURMAX COMPANY, INC	100	157.5	157.5	9.25	9.25

	E - References	E-1 - Reference 1	E-2 - Reference 2	E-3 - Reference 3
Supplier	/ 15 pts	/ 5 pts	/ 5 pts	/ 5 pts
Northpoint Distribution Inc	15	5	5	5
THE BURMAX COMPANY, INC	7.5	2.5	2.5	2.5

# Fall 2020 Enrollment Report

## Fall 2019 to Fall 2020 Semester Enrollment Change

	TOTAL FTSE		EARLY COLLEGE FTSE		REGULAR FTSE	
	2019	2020	2019	2020	2019	2020
Little Colorado	142.07	38.73	32.87	27.86	109.20	10.87
Painted Desert	188.60	94.13	89.87	68.93	98.73	25.20
Silver Creek	170.40	89.47	69.34	67.86	101.06	21.61
White Mountain	533.13	303.67	219.13	259.07	314.00	44.60
Subtotal	1034.20	526.00	411.21	423.72	622.99	102.28
ALU	.60	.27	-	-	.60	.27
Hopi	25.33	5.73	6.73	5.73	18.60	-
Internet	132.80	608.77	-	-	132.80	608.77
Kayenta	33.20	1.00	13.06	1.00	20.14	-
Springerville-Eagar	28.07	18.80	2.80	18.47	25.27	.33
St Johns	82.93	61.00	50.87	58.13	32.06	2.87
Whiteriver	115.33	65.40	47.87	50.93	67.46	14.47
Apache Co Misc	32.40	18.60	28.86	18.60	3.54	-
Navajo Co Misc	4.07	1.87	3.80	1.87	.27	-
Subtotal	454.73	781.44	153.99	154.73	300.74	626.71
<b>TOTAL</b>	<b>1489</b>	<b>1307</b>	<b>565.20</b>	<b>578.45</b>	<b>923.73</b>	<b>728.99</b>

**Enrollment change, Fall 2019 to Fall 2020: -12%**

**Headcount change, Fall 2019 (3008) to Fall 2020 (2703): -305**

### Ongoing enrollment impacts

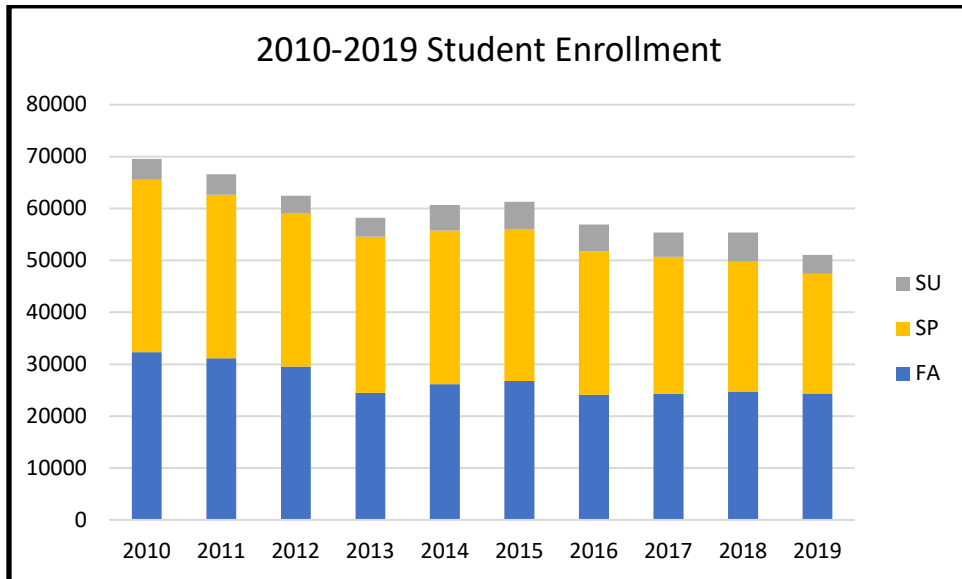
#### INCREASES:

1. Increases to Dual / TALON Enrollment, especially at White Mountain Campus, St Johns, and Springerville-Eagar Centers
2. 358% increase in Internet enrollment (due to COVID-19)

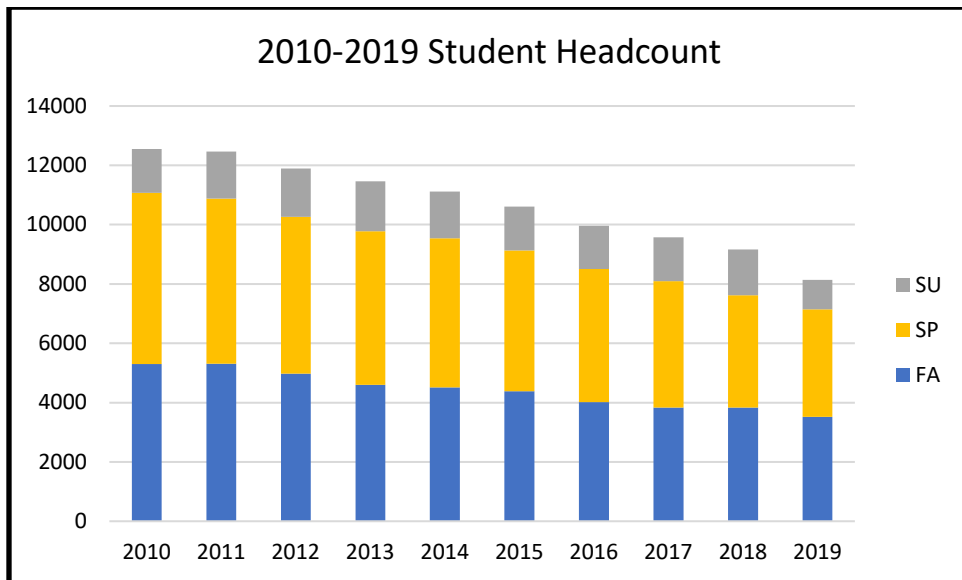
#### DECREASES:

1. NAVIT decreased by 10% (decline at all locations except Springerville-Eagar)
2. 49% Decrease in Campus/Center enrollment (due to COVID-19)

# Fall 2020 Enrollment Report

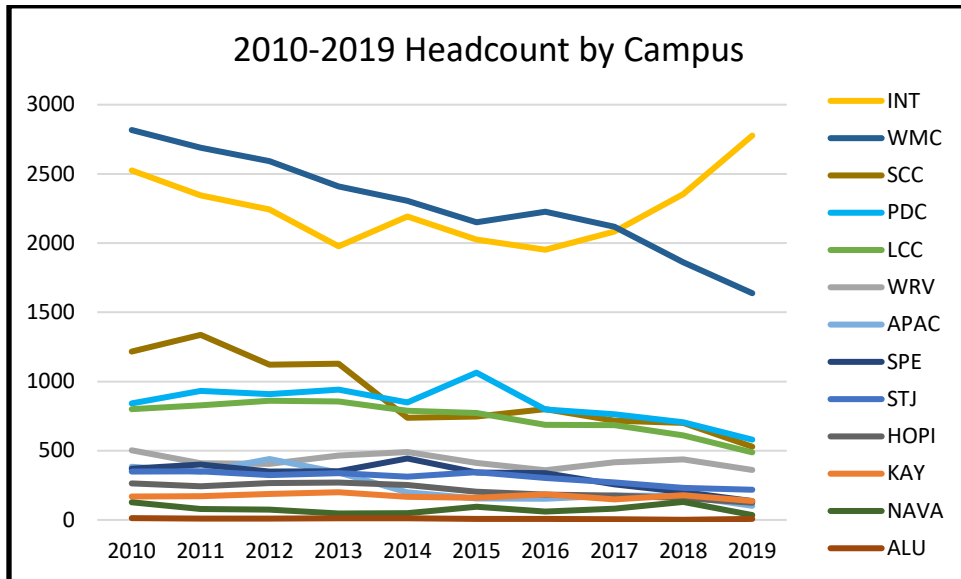


Based on total credits hours taken by students at all locations.  
Represents a 27% decline over ten years.

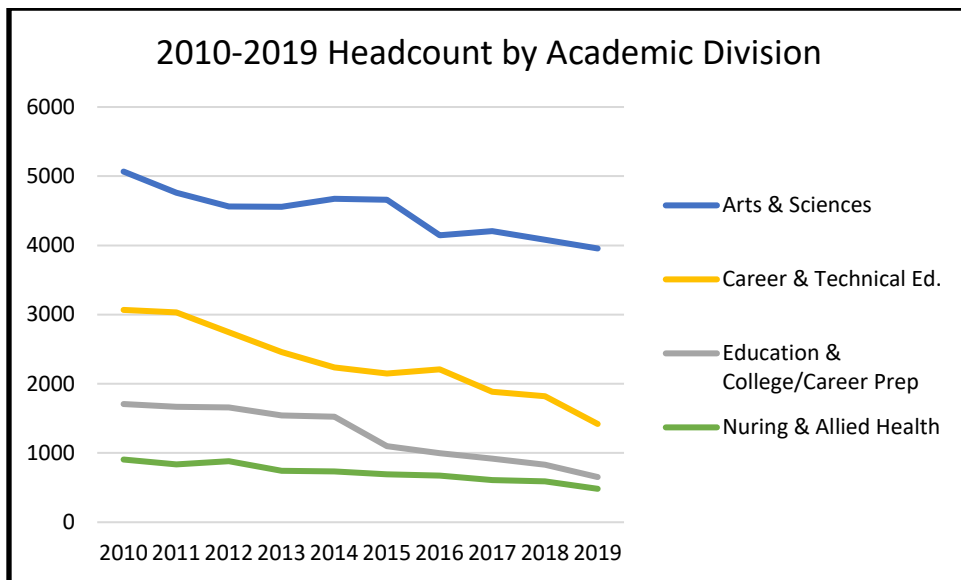


Based on total unduplicated students at all locations.  
Represents a 38% decline over ten years.

# Fall 2020 Enrollment Report



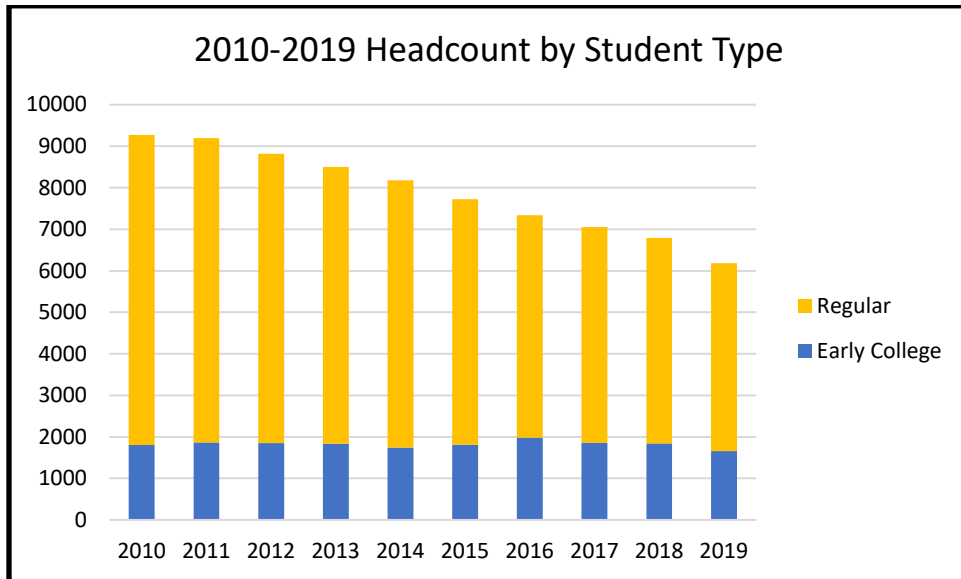
Internet headcount increased 10% over ten years.  
 Locations with highest negative impact includes: Hopi (-53%), SCC (-56%), Springerville-Eagar (-63%), Navajo County Misc (-72%), and Apache County Misc. (-74%).  
 \*Keep in mind that smaller groups tend to be more volatile when comparing percentages.



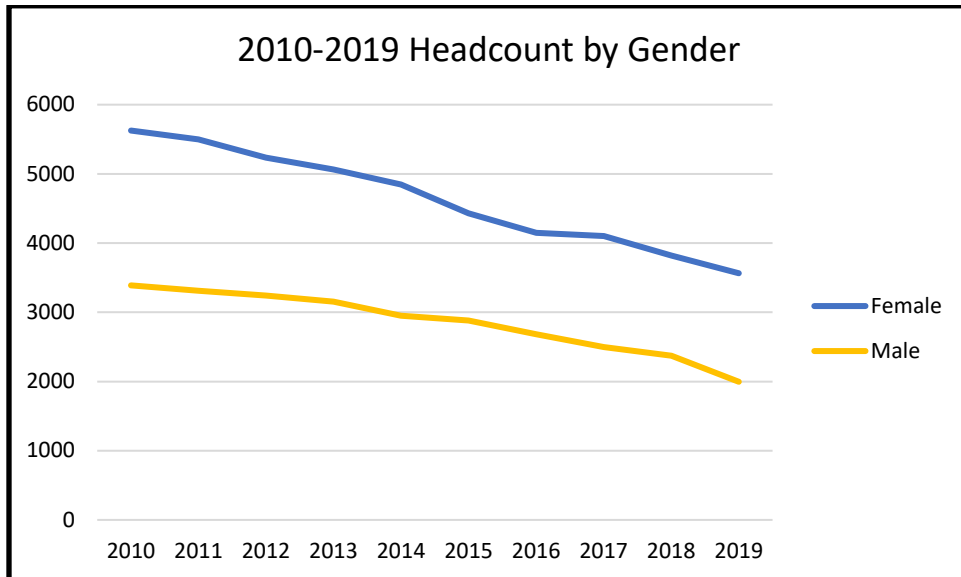
Arts & Sciences decline = -22%, Nursing & Allied Health decline = -47%  
 Career & Technical Education decline = -54%, Education and College & Career Prep decline = -62%.  
 \*Keep in mind that smaller groups tend to be more volatile when comparing percentages.



# Fall 2020 Enrollment Report

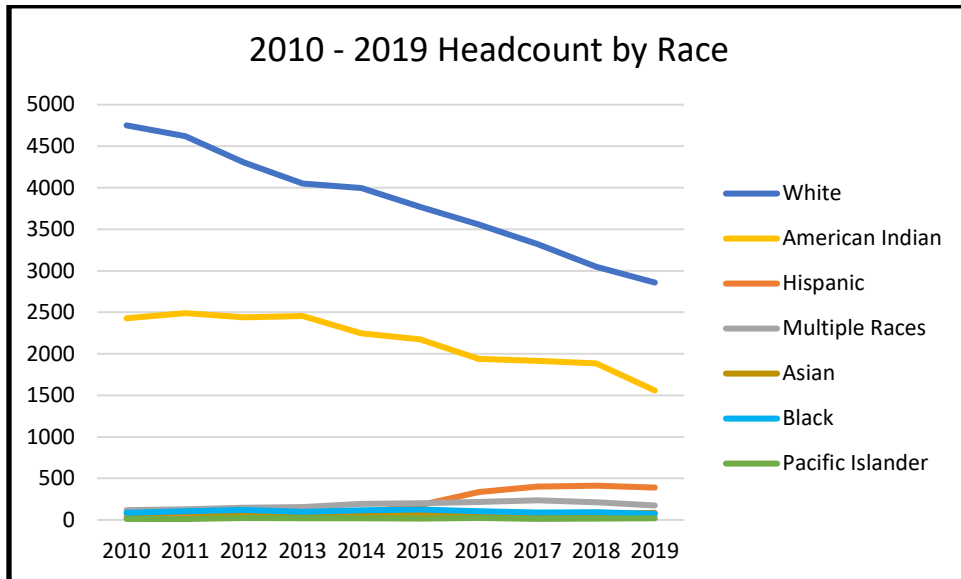


Decline in Regular Students = -39%  
 Decline in Early College Students = -8%

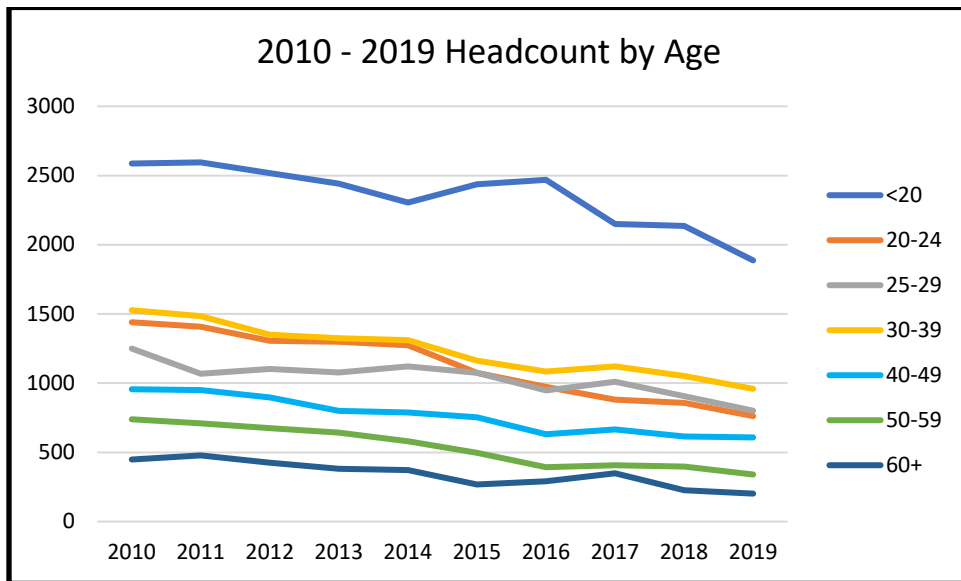


Decline in Female Students = -37%  
 Decline in Male Students = -41%

# Fall 2020 Enrollment Report



Decline in White Students = -40%  
 Decline in Native American Students = -36%  
 Increase in Hispanic Students = 1,119%



Age ranges with highest decreases include: 20-24 years old = -47%, 50-59 years old = -54%, 60+ years old = -55%.  
 Age range with lowest decrease is 19 years old and under = -27%

# Office of Institutional Effectiveness Quarterly Report

The Office of Institutional Effectiveness (OIE) has worked on the following categories of reporting and analytic activities for the past few months:

1. Produced external data-related reports/files: Annual Report to the Governor; New Mexico Waiver Report; Council on workforce policy annual report; IPEDS Fall Collection Reports; AZTransfer ASSIST data file submission; Apache County annual data reports; Perkins performance data reports; and NAVIT CTE awards and external certification data reports.
2. Assisted in internal requests from the Business Office; Career Services, Early College Program; Advising; and Marketing.
3. Updated several Excel dashboards (awards, enrollment, unique student headcount) for internal college use.
4. Disseminated the annual standard program review data Excel workbooks to instructional departments for program review purpose.
5. Assisted in grant proposal development: Fund for the Improvement of Postsecondary Education (FIPSE) Institutional Resilience and Expanded Postsecondary Opportunity (IREPO) Grants Program.
6. Assisted in survey development collecting input on Payday vendors; telehealth vendors; library service satisfaction; local business need survey; tech hub assistance survey; interim presidential nomination process for shared governance groups; presidential search committee.
7. Set up Fall 2020 course improvement survey for students.
8. Preliminary development work on the Enrollment Management dashboards at the request of the VPLSS council.

9. Designed surveys collecting feedback from college and external stakeholders on college's proposed mission, vision, and values; supported the Leadership Council in its integrated strategic planning process.

Northland Pioneer College  
Archive Submission Form  
Attach to your document. Send to Archives, PDC Library.

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2020 State Annual Report to the Governor

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Debra Myers, Institutional Research

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11/09/2020

This document satisfies the requirements of the A.R.S. 15-1427 and A.R.S. 15-1821.01 the text of which is at the end of the report.

This document provides an introduction of the college, major accomplishments, major issues & resolutions and upcoming issues, enrollment, fund sources and expenditures, tuition and fees and out of district students for the previous year. In odd number years the report also includes the dual enrollment committee members and dual enrollment courses.

**2019-2020**  
**Navajo County Community College**  
**Northland Pioneer College**

Mark Vest, President

P.O. Box 610, Holbrook, Arizona 86025

Phone: 800-266-7845

Fax: 928-524-7312

Website: [www.npc.edu](http://www.npc.edu)

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**Introduction**

Northland Pioneer College (NPC) is a comprehensive, multi-campus community college located in northeastern Arizona. Established in 1974, NPC now has 4 campuses, 5 learning centers and other delivery sites throughout the service area. NPC provides coursework in Apache County through an annually renewed intergovernmental agreement. Close to 60% of NPC's service-area population is Native American primarily residing on the Navajo Nation, Hopi Reservation and White Mountain Apache Reservation. Of the 21,158 square mile service area, nearly 40% of the land is set aside as reservation while another large amount of land is in BLM or National land, significantly affecting the College District's ability to tax local property. With few exceptions, NPC is the single provider of higher education in both Navajo and Apache counties (Diné College serves portions of the Navajo Nation). Distance, poverty levels, low educational attainment and limited infrastructure present challenges which NPC will always work with its communities to resolve.

**Major Accomplishments in 2019-2020**

- Completed the 10-year comprehensive review by the Higher Learning Commission, NPC's institutional accreditor; received reaffirmation of continued accreditation status.
- Adopted new Master Facilities Plan to improve and expand instructional operations.
- Moved Title III TALON grant program to operational funding, creating new course offering partnership with local high schools.
- Implemented several software applications to improve student billing, student financial aid application, and procurement-related Requests for Proposal processes.
- Expanded Cisco Telepresence classroom technology to add 27 connected classrooms to improve instructional and learning experience.
- Offered free Microsoft 365 access to all employees and students, creating new level of software access equity for students.
- Realigned scholarships to offer a tuition waiver for high school students taking college classes.
- Expanded Wi-Fi public access in parking lots at several campus/center locations for students and community members during pandemic.
- Rapidly deployed communication and instructional tools to facilitate remote work environments during pandemic; shifted all college instructions to virtual/online environments within two weeks in March.
- Donated hospital beds, medical supplies, and personal protective equipment to local medical providers to support pandemic response in spring semester.
- Focus of a national news article and national radio/web news story highlighting the College's response to pandemic, in terms of both student support and financial planning.
- Developed and implemented a COVID operations plan for 2020-21 based on medical community guidance, student and employee input. The plan was broadly embraced by college community and public.
- Created the Instructional Innovation Division to support technology-based instruction and new Early College Department for coordination with area high schools.
- Earned Certificate of Achievement for Excellence in Financial Report for sixth consecutive year.
- Small Business Development Center received the 2019 Center of Distinction Award. The



Center helped disburse over \$7 million pandemic relief loans to small businesses and implemented “PLEASE Buy Local” campaign.

**Major Issues & Resolutions in 2019-2020**

- Combined resources from foundation, college, and federal funds to provide laptops and hotspots to students; expanded access to technology and college technical support.
- Deployment, support, and maintenance of multiple technology solutions for remote work/learning environments.
- Contracted Payday Inc. to replace an outdated HR/Payroll system to improve functionality and enhance employee quality of life.
- Inability to attract and retain highly qualified staff in key positions (HR, technology, some faculty positions) remains a challenge, especially during pandemic; multiple candidates withdrew due to local COVID conditions.

**Upcoming Issues for 2019-2020**

- Complete revision of College mission, vision, and values; develop and implement new College strategic direction.
- Continue to monitor and evaluate risks related to financial stability; known issues include expenditure limitation, state appropriations, closure of Cholla Power Plant and lawsuits.
- Continue to evaluate and improve Payroll/HR system and processes, including the HR assessment results by external firm.
- Collaborate with NACOG to establish a NACOG-run childcare center at Winslow Campus as a pilot program.
- Construction of new and renovated facilities at the Show Low Campus, beginning with a CTE Skills Center. Construction costs and difficulties have been exacerbated by pandemic.
- Evaluate and implement a new ERP to keep College offerings and operations current
- Ongoing need to address declining enrollment, especially among adult students, as local work situation continues to trend downward.

<b>Facts-at-a-Glance</b>		
<b><u>Navajo Community College Enrollment FY 2019-2020</u></b>		
Annual FT Equivalent Student	1,648	
Annual Unduplicated Headcount	6,038	
Fall 2019 Headcount (credit)	3,008	
<b><u>By Full-time or Part-time</u></b> <span style="float:right">Fall 2019</span>		
Full-time	592	20%
Part-time	2,416	80%
Total	3,008	100%
<b><u>By Gender</u></b> <span style="float:right">Fall 2019</span>		
Female	1,791	60%
Male	1,217	40%
Total	3,008	100%
<b><u>By Residency Status</u></b> <span style="float:right">Fall 2019</span>		
Resident	2483	83%
Out-of-County	507	17%
Out-of-State	18	1%
Unknown	0	0%
Total	3008	100%
<b><u>By Ethnic or Race Group</u></b> <span style="float:right">Fall 2019</span>		
American Indian/Alaska Native	1,019	34%
Asian	23	1%
Black/African American	12	0%
Hispanic/Latino	410	14%
International	1	0%
Native Hawaiian/Other Pac Islander	13	0%
Not Specified	145	5%
Two or More	68	2%
White	1,317	44%
Total	3,008	100%
<b><u>Instructional Staff</u></b> <span style="float:right">Fall 2019</span>		
Full-time Instructors	68	51%
Part-time Instructors	65	49%
Total	133	100%
<b><u>District Fund Sources FY2019-20</u></b>		
Tuition & Fees	\$4,899,129	
State Aid (incl. Equalization)	\$ 10,548,300	
Primary/Secondary Tax Levy	\$15,470,410	
Restricted Grants	\$5,323,725	
Bond Proceeds	\$0	
Other	\$ 4,131,929	
Fund Balance	\$0	
Total	\$ 40,373,493	
<b><u>District Expenditures FY 2019-20</u></b>		
General Fund	\$23,496,182	
Restricted Fund	\$4,540,081	
Auxiliary Fund	\$230,756	
Unexpended Plant Fund	\$1,557,400	
Retirement of Indebtedness	\$0	
Total	\$29,824,419	

**NAVAJO COMMUNITY COLLEGE DISTRICT**  
**Tuition and Fees**  
**FY 2019-20**

<b>TUITION</b>	<b>2019-20</b>
In-State	\$77 each credit hour
Apache County	\$77 each credit hour
Out-Of-State	\$370 per credit hour
Senior Citizens 60 years or older	In-state or out-of-state, may qualify for a reduced tuition rate at <b>50%</b> of the base fall and spring semester tuition rate. All other fees will be assessed at the full rate for students. The tuition reduction is <b>NOT</b> applicable for enrollment in noncredit seminars, classes, <b>or</b> programs.
Western Undergraduate Exchange	150% of the In-State rate
CCP classes (Adult Basic Education)	50% of base tuition rate
Summer Session	50% of base tuition rate ( <i>Does not apply to noncredit classes</i> ). Only one 50% reduction applies to TLC courses

<b>FEES</b>	<b>2019-20</b>
Late Registration Fee	Students registering for classes <b>on or after the first day of the semester</b> will be charged a <b>\$30 Late Registration Fee</b> , which is non-refundable. Short-term classes will also have a late fee assessed if registering on or after the start date of the class.
Media Fee	All students enrolling in <b>three or more credits</b> will be charged a <b>\$45 Media Fee per semester</b>
Course Fees	Some courses at NPC have instructional fees covering supplies and materials used by students in the classroom.

<b>NAVAJO County Community College District</b>
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**FY 2019-20**

<b>Residency</b>	<b>Number of Students NOT in the District</b>
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**Arizona (by county)**

Apache	727
Cochise	10
Cochran	7
Coconino	66
Gila	22
Graham	13
Greenlee	5
La Paz	4
Maricopa	813
Mohave	39
Pima	199
Pinal	73
Santa Cruz	6
Yavapai	56
Yuma	26

**Out-of-State**

Alabama	
Alaska	
Arkansas	
California	6
Colorado	1
Connecticut	1
Delaware	
Florida	2
Georgia	2
Hawaii	
Idaho	
Illinois	2
Indiana	
Iowa	1
Kansas	1
Kentucky	
Louisiana	
Maine	

Maryland	
Massachusetts	
Michigan	1
Minnesota	
Mississippi	1
Missouri	1
Montana	2
Nebraska	
Nevada	2
New Hampshire	
New Jersey	1
New Mexico	25
New York	
North Carolina	1
North Dakota	1
Ohio	
Oklahoma	
Oregon	3
Pennsylvania	
Rhode Island	
South Carolina	1
South Dakota	1
Tennessee	
Texas	1
Utah	2
Vermont	1
Virginia	1
Washington	
West Virginia	
Wisconsin	
Wyoming	
Other	1

**ARS 15-1427. Annual report**

A. By December 1 of each year, each community college district shall make a report for the preceding fiscal year to the governor, the president of the senate, the speaker of the house of representatives and the joint legislative budget committee and shall provide a copy of this report to the secretary of state.

B. The report shall contain the following information regarding the operation of the district:

1. The state of progress of the community colleges operated under this chapter.
2. The courses of study included in the curricula.
3. The number of professors and other instructional staff members employed.
4. The number of students registered and attending classes.
5. The number of full-time equivalent students enrolled during the year.
6. The total number of students not residing in the district, disaggregated by the county of residence for nonresident students who reside in this state and by the state of residence for nonresident students who reside in another state.
7. The amount of receipts and expenditures.
8. A general description of tuition and fees charged for credit courses.
9. A general description of tuition and fees charged for noncredit courses.
10. Such other information as the governor and the joint legislative budget committee deem proper.

C. In each odd-numbered calendar year, the report shall also contain the following information regarding dual enrollment programs operated pursuant to section 15-1821.01:

1. Documentation of compliance with the requirements prescribed in section 15-1821.01, paragraphs 3, 4 and 5, including a list of the members of the faculty advisory committees of each community college.
2. Total enrollments listed by location, by high school grade level and by course.
3. A copy of each addendum to intergovernmental agreements or contracts executed pursuant to section 15-1821.01, paragraph 1.
4. Summary data by community college district and by individual community colleges on the number of scholarships or grants awarded to students.
5. Such other information as the governor and the joint legislative budget committee deem proper.

### **ARS 15-1821.01. Dual enrollment information**

On a determination by a community college district governing board that it is in the best interest of the citizens of a district, the district governing board may authorize district community colleges to offer college courses that may be counted toward both high school and college graduation requirements at the high school during the school day subject to the following:

1. The community college district governing board and the governing board of the school district or organization of which the high school is a part shall enter into an agreement or contract. These intergovernmental agreements or contracts shall be based on a uniform format that has been cooperatively developed by the community college districts in this state. Each of these agreements or contracts shall clearly specify the following:

(a) The financial provisions of the agreement or contract and the format for the billing of all services under the agreement or contract, including the amount that the community college received in full-time student equivalent funding pursuant to section 15-1466.01, the portion of the funding that is distributed to the school district governing board or charter school and any amount that is subsequently returned to the community college district by the school district governing board or charter school.

(b) Student tuition and financial aid policies, including if scholarships or grants are awarded to students in dual enrollment courses from the community college.

(c) The accountability provisions for each party to the agreement or contract.

(d) The responsibilities and services required of each party to the agreement or contract.

(e) The type of instruction that will be provided under the agreement or contract, including the titles of the courses to be offered.

(f) The quality of the instruction that will be provided under the agreement or contract.

2. Students shall be admitted to the community college under the policies adopted by each district, subject to the following:

(a) All students enrolled for college credit shall be high school juniors or seniors. All students in the course, including those not electing to enroll for college credit, shall satisfy the prerequisites for the course as published in the college catalog and shall comply with college policies regarding student placement in courses.

(b) A community college may waive the class status requirements specified in subdivision (a) of this paragraph for up to twenty-five per cent of the students enrolled by a college in courses, provided that the community college has an established written criteria for waiving the requirements for each course. These criteria shall include a demonstration, by an examination of the specific purposes and requirements of the course, that freshman and sophomore students who meet course prerequisites are prepared to benefit from the college level course. All exceptions and the justification for the exceptions shall be reported annually to the joint legislative budget committee on or before October 1.

3. The courses shall be previously evaluated and approved through the curriculum approval process of the district, shall be at a higher level than taught by the high school and shall be transferable to a university under the jurisdiction of the Arizona board of regents or be applicable to an established community college occupational degree or certificate program. Physical education courses shall not be available for dual enrollment purposes.

4. College approved textbooks, syllabuses, course outlines and grading standards that are applicable to the courses if taught at the community college shall apply to these courses and to

all students in the courses offered pursuant to this section. The chief executive officer of each community college shall establish an advisory committee of full-time faculty who teach in the disciplines offered at the community college to assist in course selection and implementation in the high schools and to review and report at least annually to the chief executive officer whether the course goals and standards are understood, the course guidelines are followed and the same standards of expectation and assessment are applied to these courses as though they were being offered at the community college. The advisory committee of full-time faculty shall meet at least three times each academic year.

5. Each faculty member shall meet the requirements established by the governing board pursuant to section 15-1444. The chief executive officer of each community college district shall establish an advisory committee of full-time faculty who teach in the disciplines offered at the community college district to assist in the selection, orientation, ongoing professional development and evaluation of faculty teaching college courses in conjunction with the high schools. The advisory committee of full-time faculty shall meet at least two times each academic year.

6. A school district shall ensure that a pupil is a full-time student as defined in section 15-901 and is enrolled in and attending a full-time instructional program at a school in the school district before that pupil is allowed to enroll in a college course pursuant to this section, except that high school seniors who satisfy high school graduation requirements with less than a full-time instructional program shall be exempt from this paragraph.



# Arizona Community Colleges 2020 Strategic Vision Outcomes Report

## Summary:

In 2017 Arizona's community colleges embraced a Strategic Vision for 2030, which focuses college efforts around three major goals: expanding access to postsecondary credentials; increasing transfer and completion of associate degree and certificates; and improving alignment between college programs and workforce needs.

The Strategic Vision for 2030 builds upon the colleges' previous long term plan, published in 2011, and outlines how Arizona's ten community college districts will continue to improve student outcomes, as well as how the districts contribute to Arizona's broader economic and educational goals. In particular, the Strategic Vision for 2030 creates a framework for reaching the Achieve 60 AZ goal that by 2030, 60% of the Arizona work-age population will hold a post-secondary credential.

A major function of the Strategic vision for 2030 is the collection, analysis, and publication of data pertaining to 33 short-term, mid-range, long term, and follow-up metrics. The majority of these metrics have been in place for years, making it possible to evaluate trends in student progress and outcomes.

*NPC Update:* For the past decade, Northland Pioneer College (NPC) has experienced a steady enrollment decline that mirrors the trends across the state and nation. Yet, NPC has seen an increased in the percentage of students transferring and earning credentials. The report recognizes the significant role that Adult Basic Education (ABE), General Educational Development (GED), and Dual Enrollment courses play in NPC's enrollment. Per the data, NPC has also "increased substantially" in serving historically underserved racial/ethnic groups within Navajo and Apache County. While NPC's college level course success rate dipped this past year, it is in alignment with the state average at 79%. The rates at which NPC students successfully complete College Algebra, English Composition I and II, and Speech (with a grade of A, B, C or Pass) have steadily increased since 2011-12. These rates exceed corresponding statewide and national averages (between 85%-95% compared to between 65% and 80%). NPC's graduation rate is substantially higher than the most recent national comparison (33% compared to 23%). Per the report, NPC is presently offering degree and/or certificate programs training workers for 40% (10 of 25) of the highest demand occupations in Northeastern Arizona.



**Northland Pioneer College**

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







# STRATEGIC VISION FOR 2030

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The Strategic Vision for 2030 builds upon the colleges' previous long-term plan, published in 2011, and outlines how Arizona's ten community college districts will continue to improve student outcomes, as well as how the districts contribute to Arizona's broader economic and educational goals. **In particular, the Strategic Vision for 2030 creates a framework for reaching the Achieve60AZ goal that by 2030, 60% of the Arizona working-age population will hold a postsecondary credential.**

**A major function of the Strategic Vision for 2030 is the collection, analysis, and publication of data pertaining to 33 short-term, mid-range, long-term, and follow-up metrics.** The majority of these metrics have been in place for years, making it possible to evaluate trends in student progress and outcomes.

Statewide and district-level data will continue to be used to guide improvement efforts at community colleges across the state. Statewide data will also be shared with the Arizona Board of Regents, the Arizona Department of Education, and Arizona's workforce development and business communities in order to assist in the improvement of educational and economic pathways.

**The Strategic Vision for 2030, as well as a Technical Guide that provides detailed definitions of each metric, can be found online at: [www.arizonacommunitycolleges.org](http://www.arizonacommunitycolleges.org).**

# METRICS AND COHORTS

## METRICS

The 2020 Strategic Vision Outcomes Report presents data related to 33 short-term, mid-range, long-term, and follow-up metrics. These data identify areas of strength, as well as places where the Northland Pioneer College (NPC) will need to continue to expand access, increase transfer and completion, and improve alignment with workforce needs.

**Short-term metrics** correspond to enrollment rates, cost measures, and training for high-demand occupations.

**Mid-range metrics** examine student persistence and success in the first two years of college.

**Long-term metrics** pertain to transfer and completion rates.

**Follow-up metrics** examine student success after departing the community college and may be affected by economic forces, as well as the actions of Arizona universities.

## COHORTS

The 2020 Strategic Vision Outcomes Report tracks several cohorts of students.

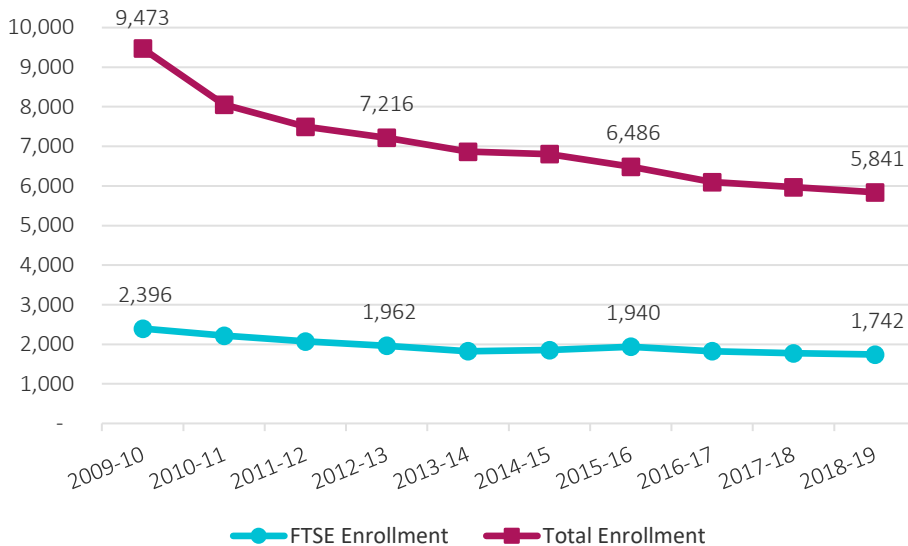
**2017 and 2013 New Student Cohorts** are used to examine student persistence and success after two and six years, respectively.

**2017 and 2013 Credential-Seeking Sub-Cohorts**, defined as cohort members who earned at least 12 credits by the end of their second year, are used for some retention, transfer, and completion measures. Credential-seeking sub-cohorts provide a more accurate gauge of student success, as they take into account learners' diverse education and training goals.

**2016-17 Occupational Cohort**, comprised of students who exited NPC in 2016-17 after completing a specified number of credits in an occupational pathway, is used in a follow-up metric related to earning industry-recognized credentials.

# Expand Access: Short-Term Metrics

## Metrics 1 and 2: FTSE and Total Enrollment

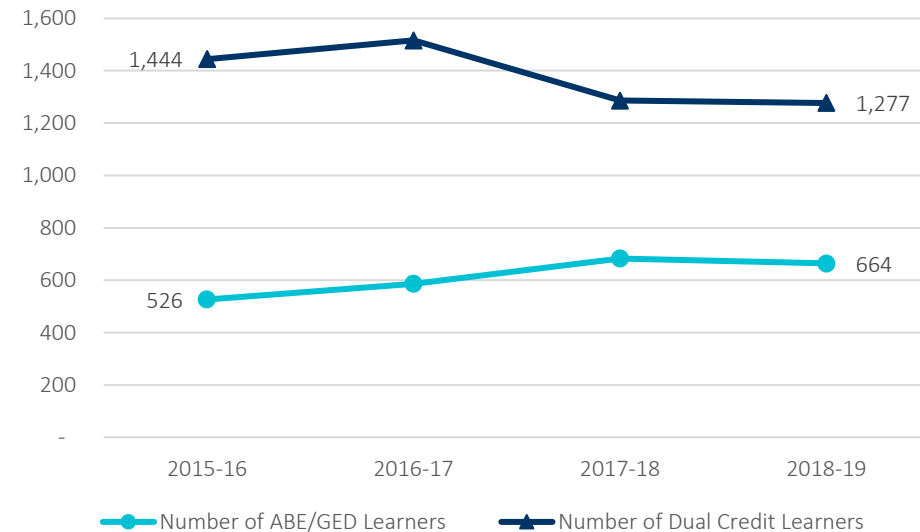


Total annual enrollment at NPC has declined from its recession-era high in 2009-10, although full-time student equivalent (FTSE) enrollment is more stable. Despite this enrollment decline, which mirrors statewide and national trends, NPC has increased the percentage of students transferring and earning credentials.

November 17, 2020

Navajo County Community College District Governing Board

## Metrics 3 and 4: Enrollment of ABE/GED and Dual Credit Learners



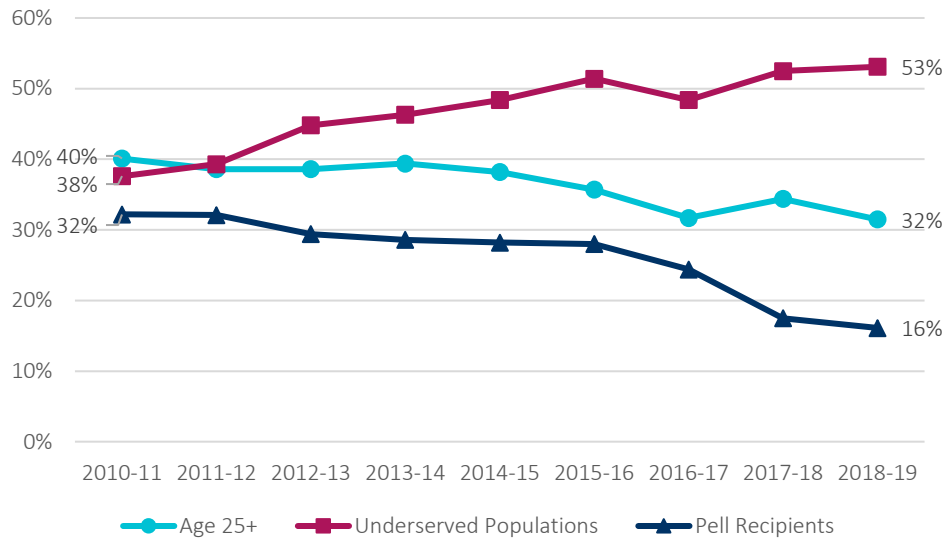
At NPC, total annual enrollment in Adult Basic Education (ABE) and/or General Educational Development (GED) courses was 664 in 2018-19. Total annual enrollment of high school learners in dual credit courses was 1,277. These programs are essential in expanding access to NPC.

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# Expand Access: Short-Term Metrics

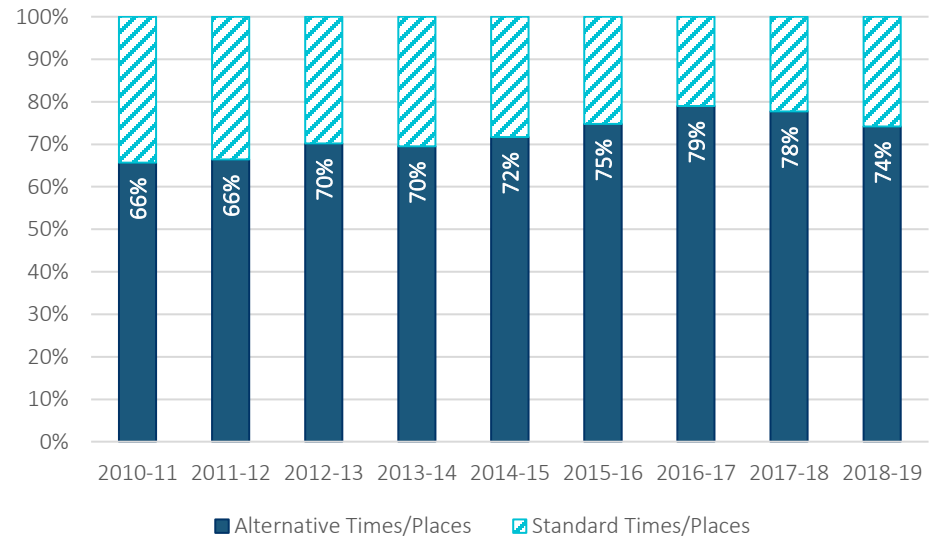
**Metric 5:**

## Enrollment of Underserved Populations



The percentage of NPC students who are members of an historically underserved racial/ethnic group has increased substantially, although it is still lower than the percentage of Navajo and Apache counties belonging to an underserved population (60% and 82%, respectively).<sup>1</sup> NPC enrolls fewer Pell recipients than the statewide average (27%).<sup>2</sup>

**Metric 6: Percent of Credit Hours Earned Via Alternative Times or Places**



At NPC, only 26% of instruction in 2018-19 occurred in traditional semester-length courses held on campus Monday through Friday, 8am to 5pm. Extending access to many diverse populations, 74% of all student credit hours were earned online, at night or on the weekends, at skill centers, or on land belonging to Indigenous Communities.

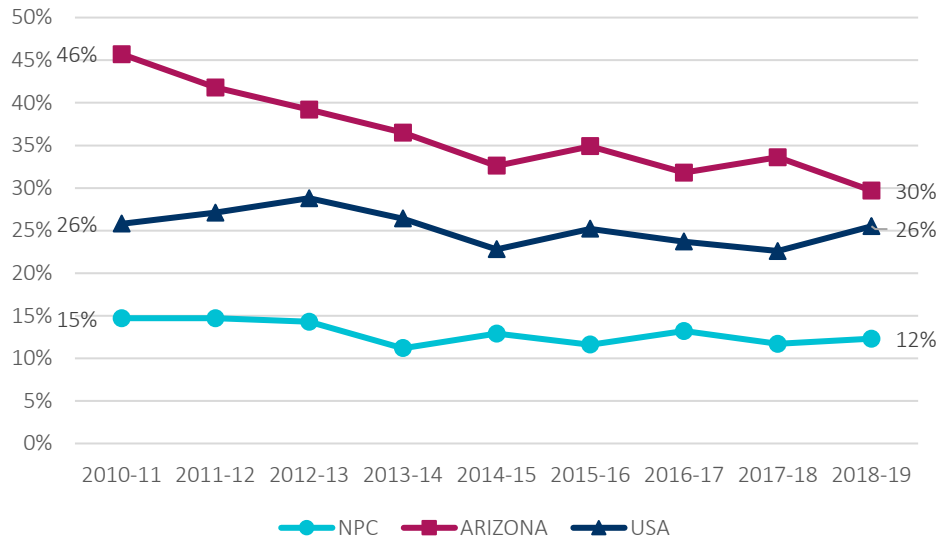
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# Expand Access: Short-Term Metrics

## Metric 7: Community College-Going Rate

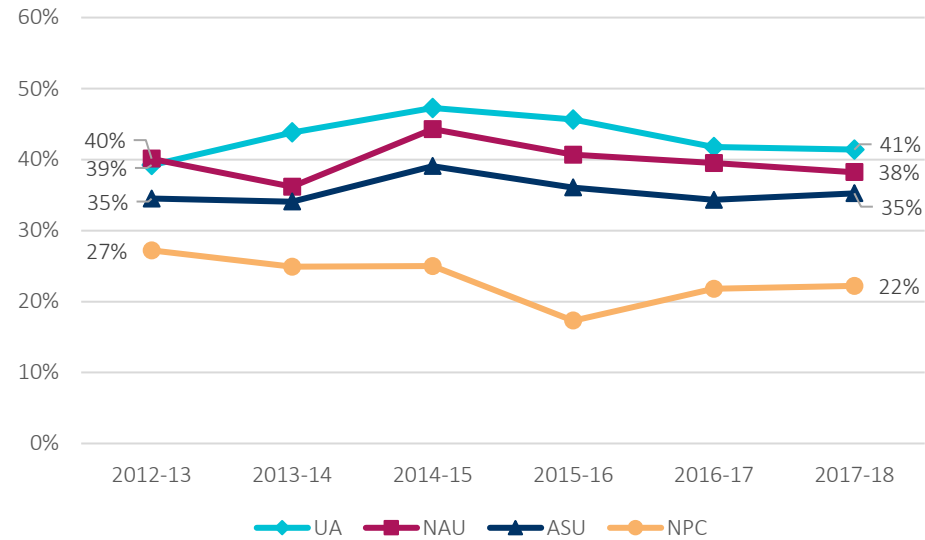


NPC’s college-going rate has declined slightly since 2010-11 and is lower than both statewide and national averages (30% and 26%, respectively).<sup>2</sup> NPC will continue to work with the Arizona Board of Regents and other community colleges to improve college-going in Navajo and Apache counties and across the state.

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Navajo County Community College District Governing Board

## Metric 8: Cost of Attendance as a Percentage of Median Household Income



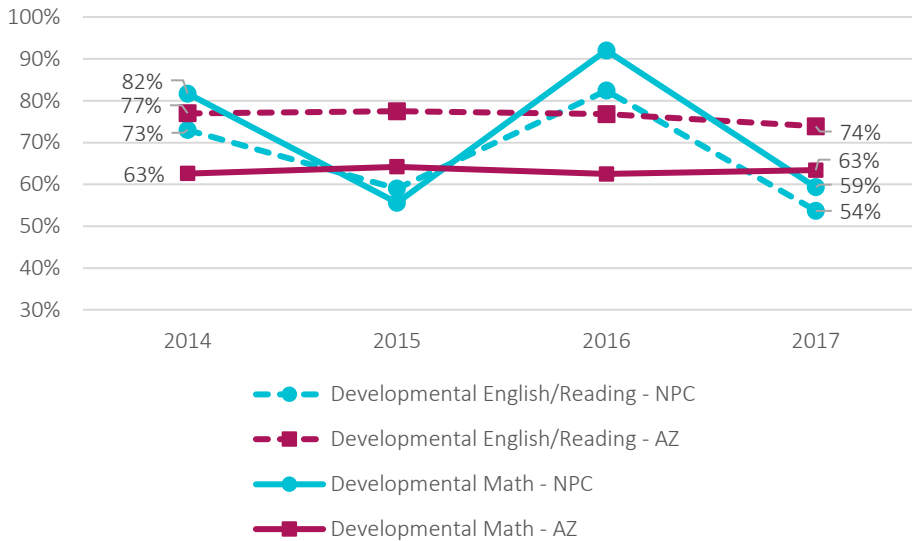
At just over \$8,649 per year, the net price of attending NPC is just 22% of the median household income in Navajo and Apache Counties. This rate is higher than the national average (14%, not shown) but substantially lower than Arizona’s public universities (35-41%),<sup>3</sup> making NPC an excellent and affordable option for postsecondary education and training.

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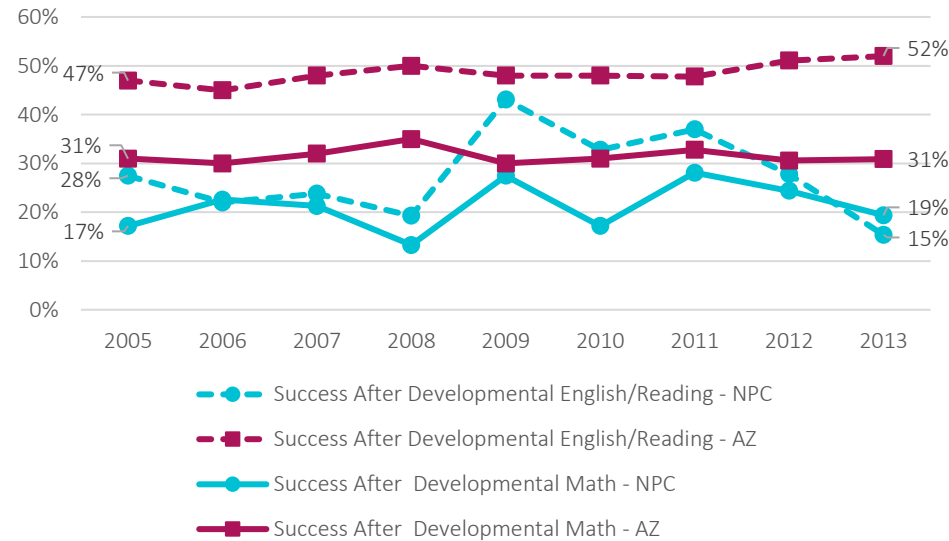


# Expand Access: Mid-Range Metrics

### Metrics 9 and 10: Developmental Course Success Rates



### Metrics 11 and 12: Success After Developmental Education

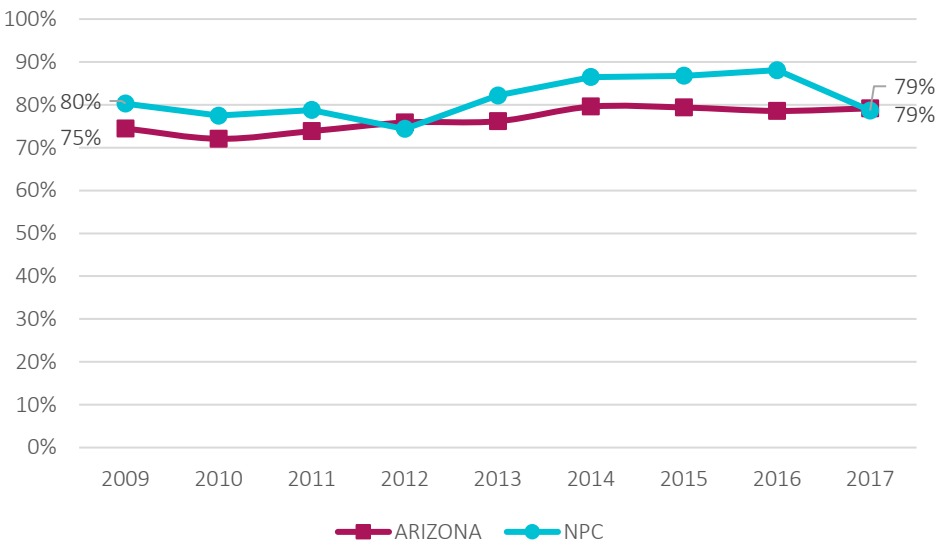


Over two years, 54% of student credit hours attempted in developmental English or reading by NPC's 2017 New Student Cohort were successfully completed (with a grade of A, B, C, or Pass). In that same time period, 59% of student credit hours attempted by the same cohort in developmental math were successfully completed (with a grade of A, B, C, or Pass).

After six years, 15% of developmental English or reading learners in NPC's 2013 New Student Cohort successfully completed a college-level course in English, and 19% of developmental math learners in the same cohort completed a college-level math course. These success after developmental education rates are somewhat lower than national averages.<sup>4</sup>

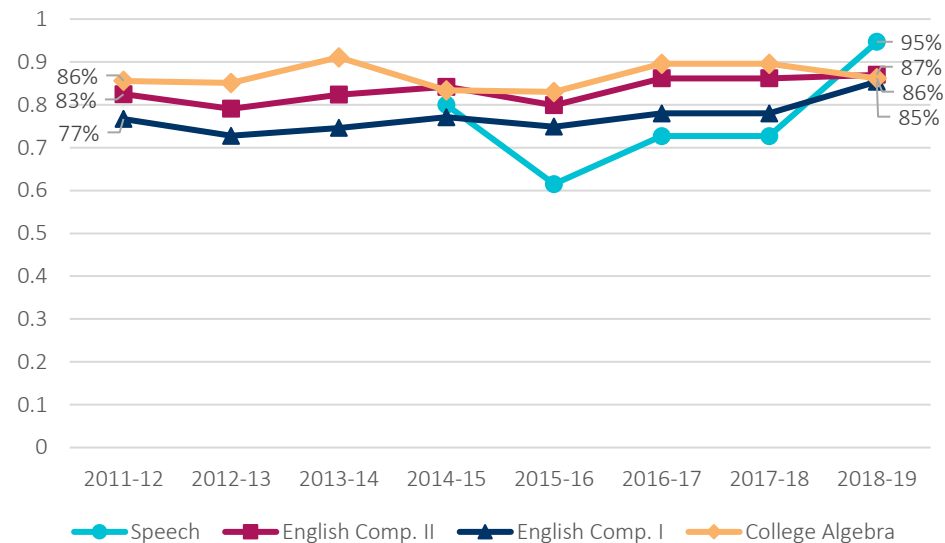
# Increase Transfer and Completion: Mid-Range Metrics

**Metric 13:  
College-Level Course Success Rate**



Over two years, 79% of student credit hours attempted in college-level courses by NPC's 2017 New Student Cohort were successfully completed (with a grade of A, B, C, or Pass). This rate is slightly lower than the previous several years but mirrors the statewide number.

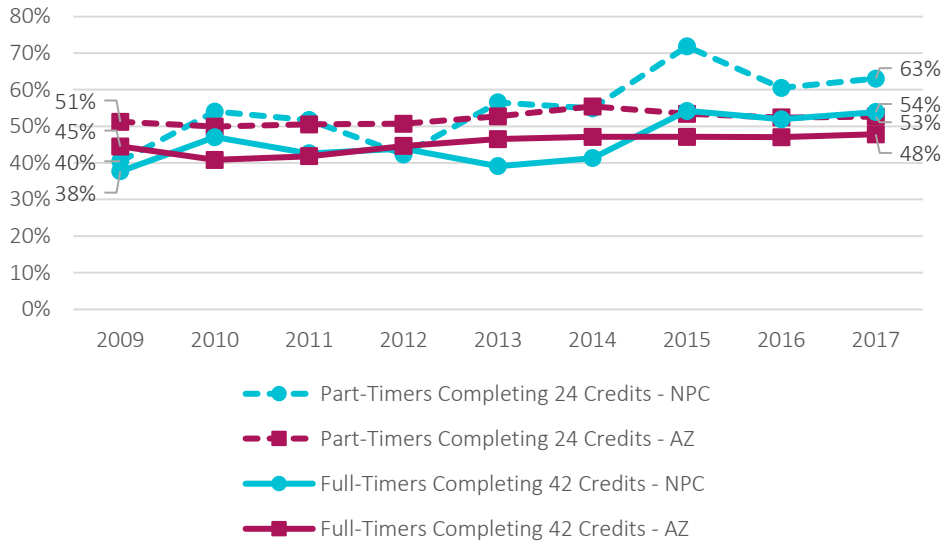
**Metric 14: Percent of First College-Level Math and English Credit Hours Completed**



The rates at which NPC students successfully complete College Algebra, English Composition I and II, and Speech (with a grade of A, B, C, or Pass) have steadily increased since 2011-12. These rates exceed corresponding statewide and national averages (65-80% and 66-79%, respectively).<sup>5</sup>

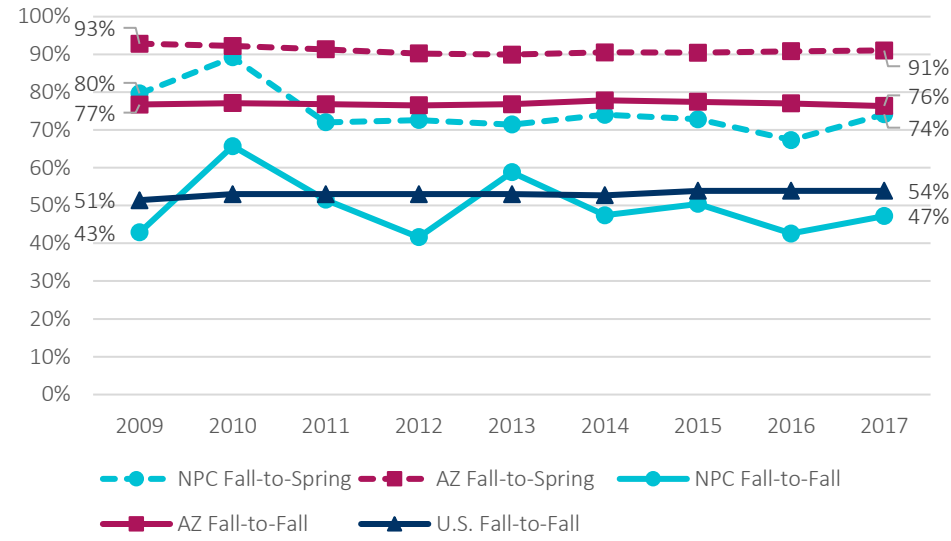
# Increase Transfer and Completion: Mid-Range Metrics

### Metrics 15 and 16: Percent of Learners Attaining Two-Year Credit Thresholds



By the end of their second year, 63% of part-time learners in NPC’s 2017 Credential-Seeking Cohort had completed 24 credits, and 54% of full-time learners in the same cohort had completed 42 credits. These rates are notable, as students who attain these credit thresholds are more likely to persist and earn a degree or certificate.<sup>6</sup>

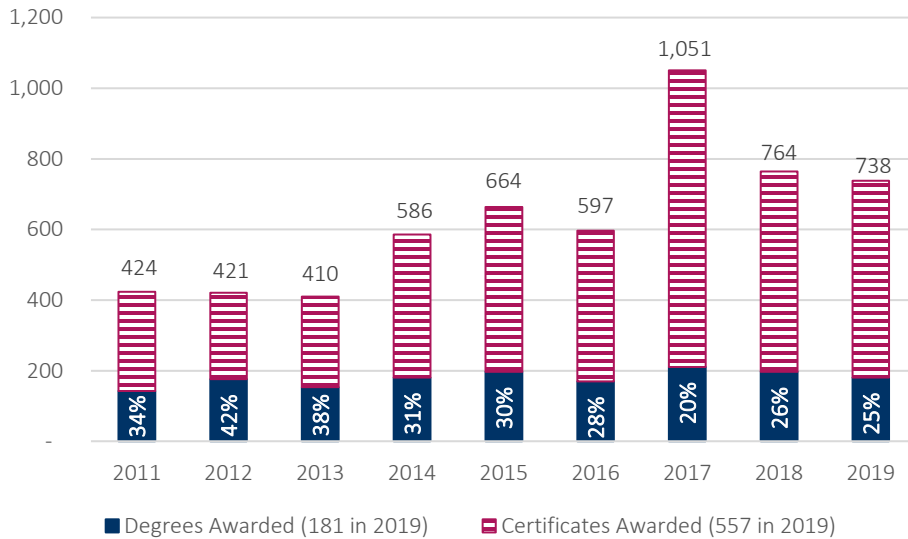
### Metrics 17 and 18: Retention Rates



Seventy-four percent of NPC’s 2017 Credential-Seeking Cohort (excluding those who transferred and/or earned a degree or certificate) persisted to spring 2018, and 47% of them returned the following fall. The fall-to-fall rate is lower than the 54%<sup>7</sup> reported as a national comparison, even though the national figure is not limited to credential-seekers.

# Increase Transfer and Completion: Long-Term Metrics

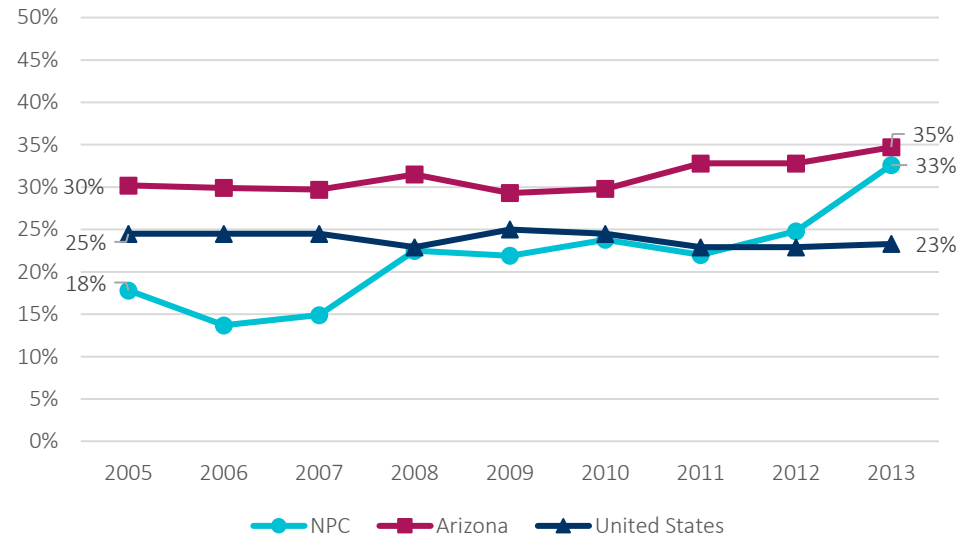
**Metric 19:**  
Degrees and Certificates Awarded



Between 2011 and 2019, the number of degrees and certificates awarded by NPC increased by 74% to 738, despite declining enrollments. Of the 2019 total, 25% were degrees and 75% were certificates. These data reflect a concerted effort by NPC to increase the number of learners earning postsecondary credentials.

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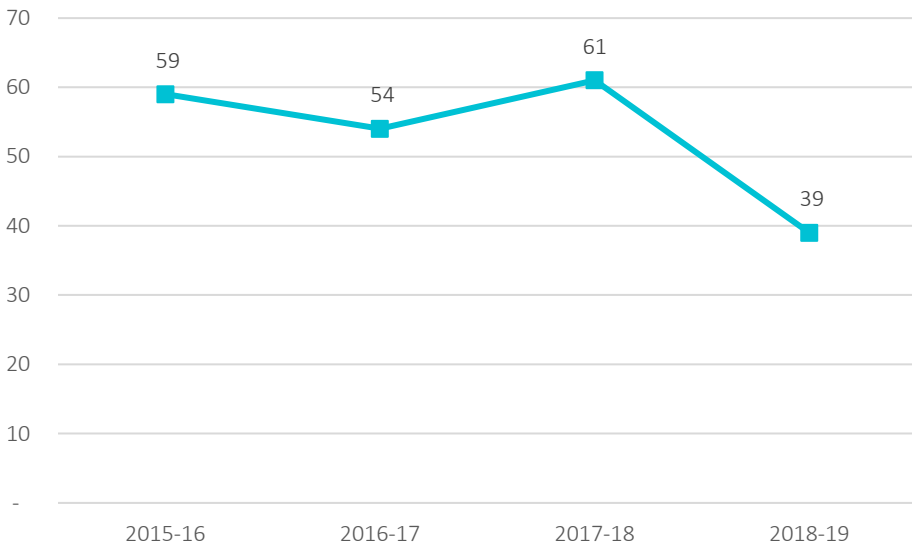
**Metric 20: Graduation**  
(Degree/Certificate Completion) Rate



After six years, 33% of NPC's 2013 Credential-Seeking Cohort had completed a degree or certificate. NPC's graduation rate is substantially higher than the most recent national comparison (23%),<sup>2</sup> in part because the national number is not limited to credential-seekers.

# Increase Transfer and Completion: Long-Term Metrics

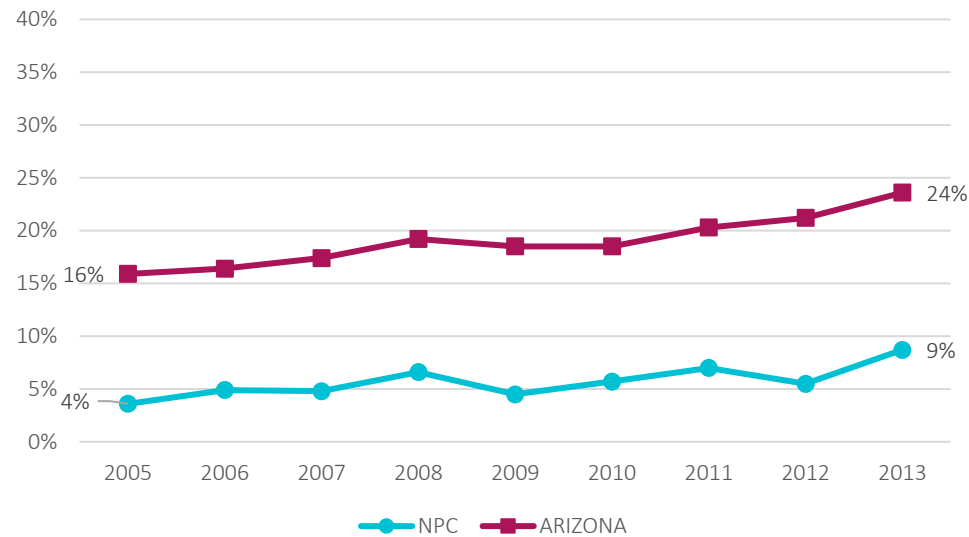
**Metric 21:  
AGECs Awarded**



In 2018-19, NPC awarded 39 Arizona General Education Curriculum (AGEC) certificates, a drop from previous years. The AGEC is comprised of 35-37 credit hours of coursework that, upon completion, transfer to all public colleges and universities in the state and fulfill lower division, general education requirements.

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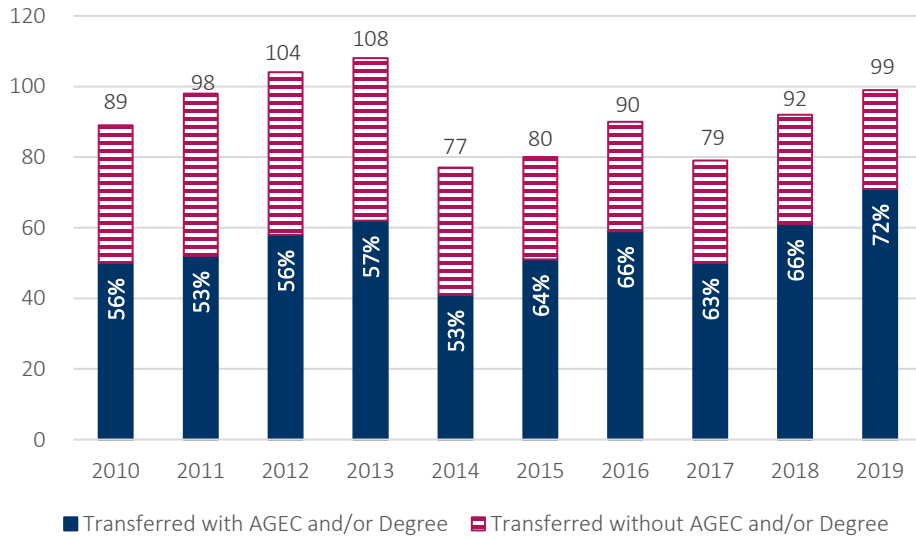
**Metric 22:  
AGEC Completion Rate**



At NPC, 9% of the 2013 Credential-Seeking Cohort completed an AGEC within 6 years, a 125% increase from the 2005 Cohort. Increasing the AGEC completion rate—a key priority for the state’s community colleges—will not only ease transfer to Arizona’s public universities but also help students earn bachelor’s degrees in less time and with fewer excess credits.

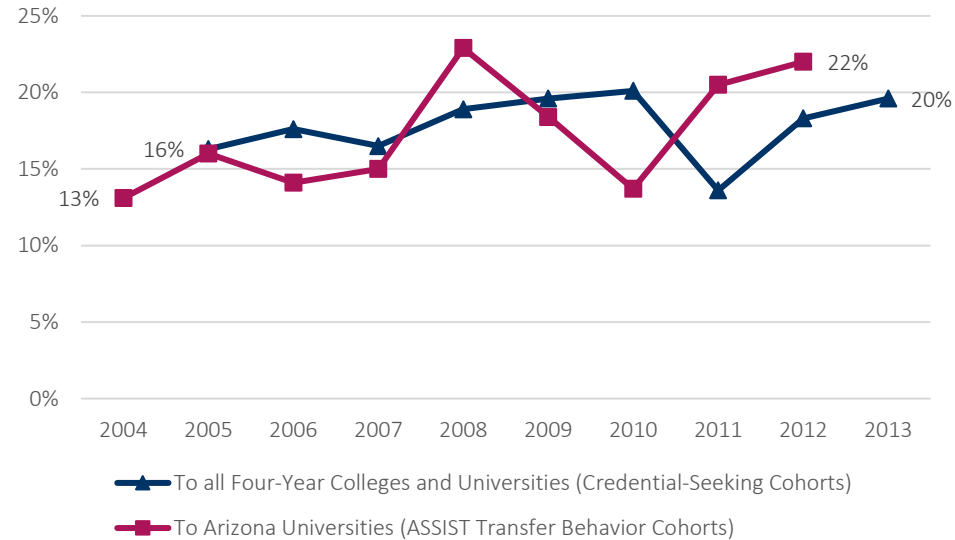
# Increase Transfer and Completion: Long-Term Metrics

**Metrics 23 and 24: In-State Transfers and Percent with AGEC and/or Degree**



In 2019, the number of students transferring from NPC to an in-state, public university was 29% higher than in 2014, despite declining enrollments. As well, the percentage of transfers who earned an AGEC and/or degree prior to transferring has increased substantially, indicating that the transfer process is becoming more efficient and cost effective.

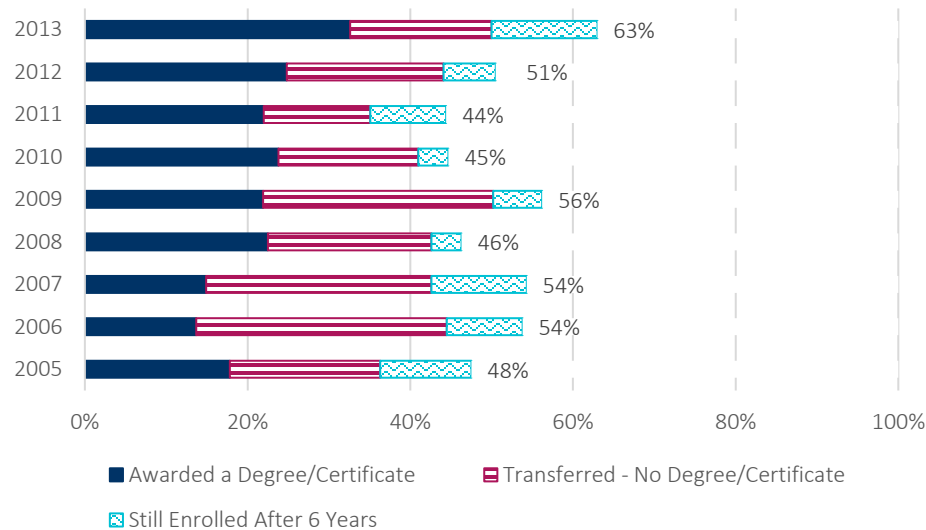
**Metrics 25 and 26: Transfer Rates**



NPC's transfer rate to public universities was 22% for the 2012 ASSIST Transfer Behavior Cohort, and the overall transfer rate (the percent of learners in credential-seeking cohorts who transfer to any four-year college or university within 6 years) rose to 20%. Both rates are nearing than the most recent national average (25%).

# Increase Transfer and Completion: Long-Term Metrics

**Metric 27 : Percent of Learners Achieving a Successful Outcome**

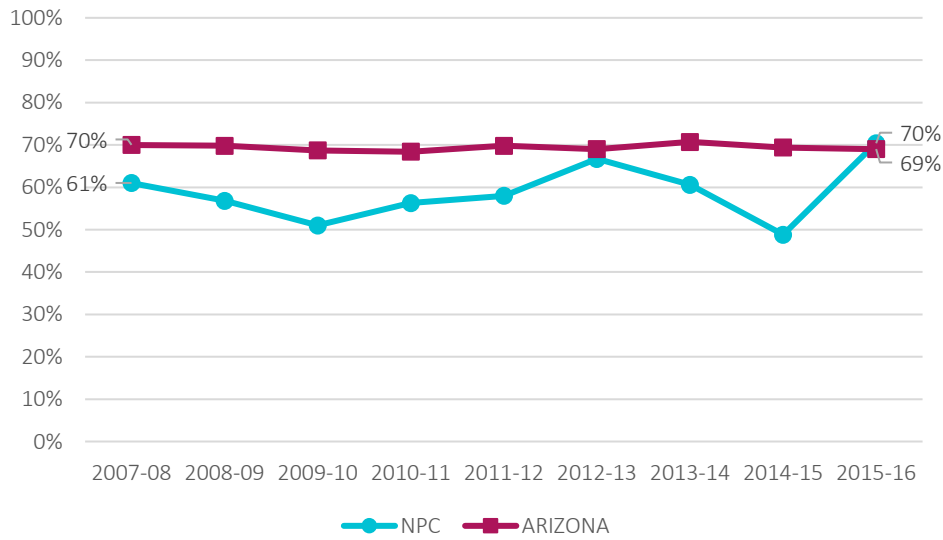


Sixty-three percent of learners in NPC’s 2013 Credential-Seeking Cohort achieved a successful outcome within six years. Because community college learners enter college with diverse education and training goals, and because they often attend part-time and/or earn credits from more than one institution, several national accountability initiatives—including the Student Achievement Measure—have broadened the definition of a successful outcome to include earning a degree or certificate, transferring to another two- or four-year college or university, or continued enrollment. Nationally, 58% of all community college students (62% of full-timers and 55% of part-timers) achieve one of these successful outcomes within 6 years.<sup>10</sup>



# Increase Transfer and Completion: Follow-Up Metrics

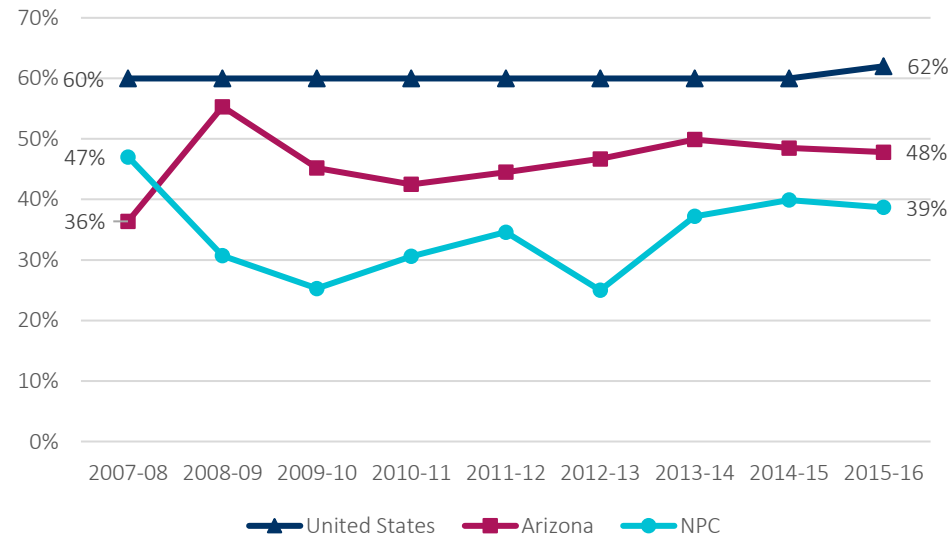
**Metric 28: Percent of Full-Time Transfers to AZ Universities Earning Bachelor's Degrees within Four Years**



Seventy percent of all 2015-16 full-time transfers from NPC to in-state, public universities earned a bachelor's degree within four years. This rate has increased in recent years and indicates that most full-time transfers are graduating from the state's public universities in a timely manner.

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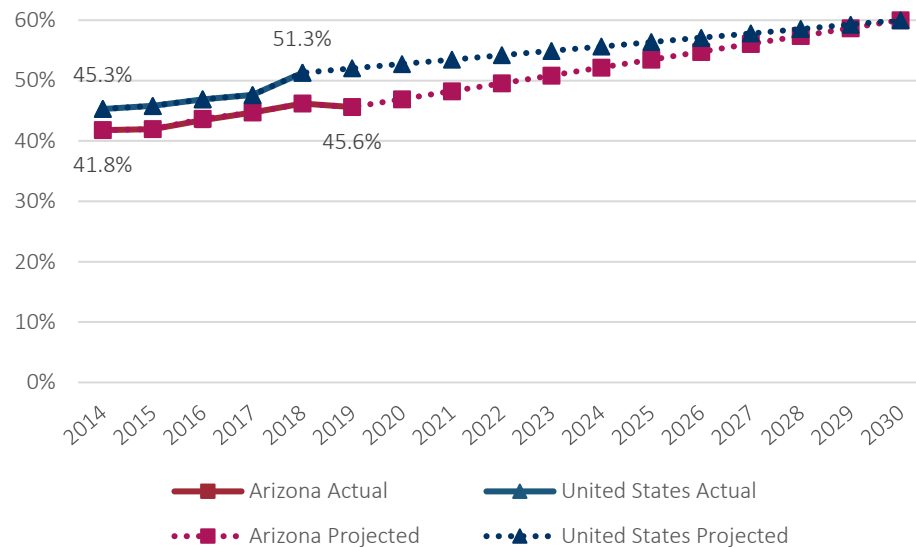
**Metric 29: Percent of All Transfers Earning Bachelor's Degrees within Four Years**



Thirty-nine percent of 2015-16 transfers from NPC to all four-year institutions (public and private, in-state and out) earned a bachelor's degree within four years. Somewhat lower than the national average (62%),<sup>9</sup> this percentage may reflect a high incidence of part-time attendance after transfer.

# Increase Transfer and Completion: Follow-Up Metrics

**Metric 30: Estimated Percent of the Arizona Working-Age Population with a Postsecondary Credential**

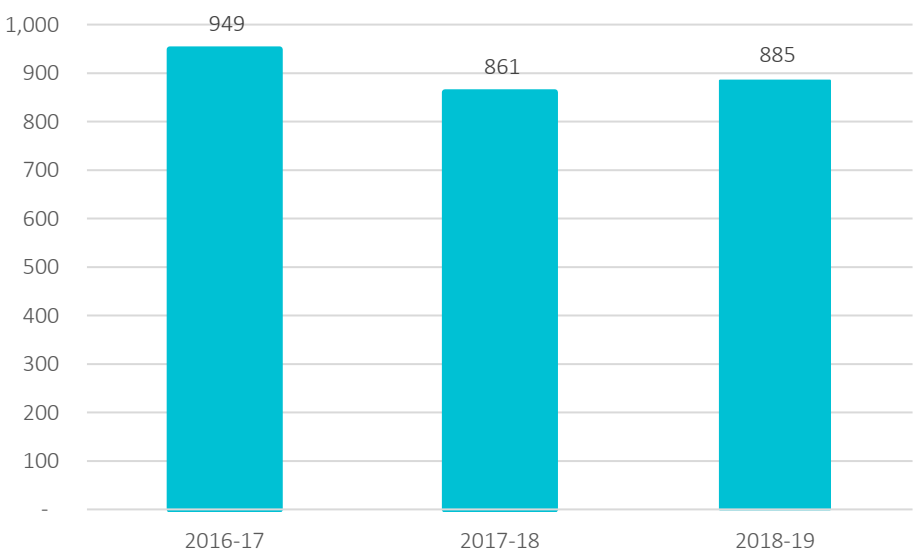


In 2019, an estimated 45.6% of the Arizona working-age population (residents aged 25-64) held a workforce certificate, associate degree, or bachelor's or higher degree (down from 46.2% in 2018). Arizona's community colleges are working closely with the Arizona Board of Regents and other postsecondary institutions across the state to reach the Achieve60AZ goal that by 2030, 60% of the Arizona working-age population will hold a postsecondary credential.

# Improve Alignment: Short-Term and Follow-Up Metrics

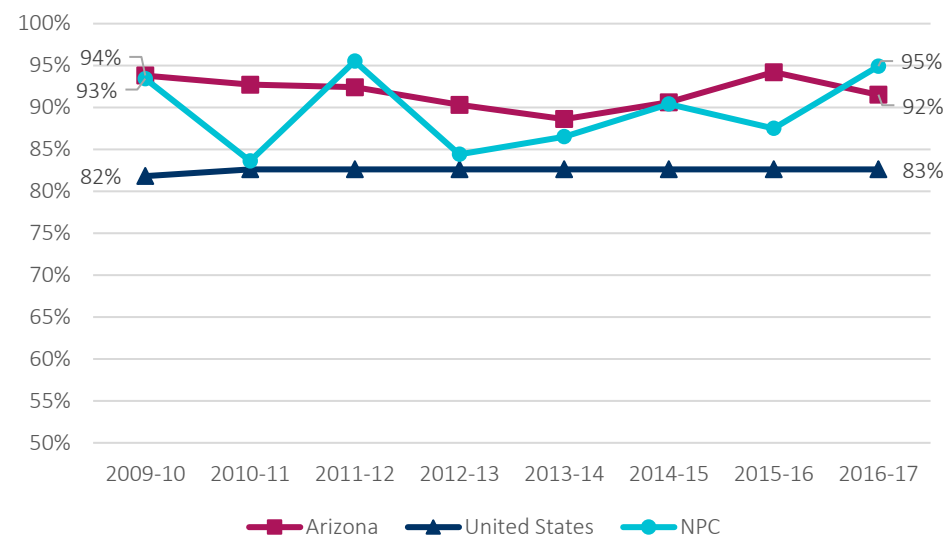
**Metric 31:**

## FTSE Enrollment in Occupational Courses



Over the past three years, NPC’s FTSE enrollment in occupational courses has declined slightly. However, many of the district’s enrollments are in degree or certificate programs associated with the highest-demand occupations in the state, including (among others) nurses, preschool teachers, computer support specialists, web developers, and medical or dental assistants.

**Metric 32: Percent Earning Industry-Recognized Credentials**



Out of all learners in the 2016-17 Occupational Cohort who took a technical skill or end-of-program assessment up to one year after college exit, 95% passed the assessment and/or earned an industry-recognized credential. Examples of occupational programs leading to industry-recognized credentials include nursing, EMT, construction, solar technologies, fire science.

# Improve Alignment: Short-Term and Follow-Up Metrics

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## Metric 33: Percent of the 25 Highest-Demand Occupations in Northeastern Arizona requiring more than a High School Diploma but less than a Bachelor's Degree for which NPC offers Degree and/or Certificate Programs

- √ Medical Assistants
- √ Heavy and Tractor-Trailer Truck Drivers
- √ Dental Assistants
- √ Nursing Assistants
- √ Dental Hygienists
- √ Emergency Medical Technicians and Paramedics
- √ Health Technologists and Technicians, All Other
- √ Respiratory Therapists
- √ Medical Records and Health Information Technicians
- √ Medical and Clinical Laboratory Technicians
- √ Bookkeeping, Accounting, and Auditing Clerks
- √ Electrical and Electronics Engineering Technicians
- √ Chemical Technicians
- √ Radiologic Technologists
- √ Computer Network Support Specialists
- √ Computer User Support Specialists
- √ Preschool Teachers, Except Special Education
- √ Human Resources Assistants, Except Payroll and Timekeeping
- √ Library Technicians
- √ First-Line Supervisors of Fire Fighting and Prevention Workers
- √ Engineering Technicians, Except Drafters, All Other
- √ Automotive Service Technicians and Mechanics
- √ Forest and Conservation Technicians
- √ Teacher Assistants
- √ Telecommunications Equipment Installers and Repairers, Except Line Installers

Northland Pioneer College offers degree and/or certificate programs training workers for 40% (10 of 25) of the highest-demand occupations in Northeastern Arizona.

# Strategic Vision Data: Sources and Attributions

- <sup>1</sup>U.S. Bureau of the Census. (2019). *American Community Survey, 2014-18 5-year estimates*. Washington, DC: Author.
- <sup>2</sup>U.S. Department of Education, National Center for Education Statistics. (2019). *Digest of education statistics*. Washington, DC: Author.
- <sup>3</sup>U.S. Bureau of the Census. (2019). *American Community Survey, 2014-18 5-year estimates*. Washington, DC: Author; U.S. Department of Education, National Center for Education Statistics. (2020). *College navigator*. Washington, DC: Author.
- <sup>4</sup>Bailey, T., Jeong, D. W., & Cho, S. W. (2010). Referral, enrollment, and completion in developmental education sequences in community colleges. *Economics of Education Review*, 29, 155-270.
- <sup>5</sup>National Community College Benchmark Project. (2018). *Report of national aggregate data*. Overland Park, KS: Author.
- <sup>6</sup>Moore, C., Shulock, N., & Offenstien, J. (2009). *Steps to success: Analyzing milestone achievement to improve community college student outcomes*. Sacramento: California State University, Institute for Higher Education Leadership and Policy.
- <sup>7</sup>NCHEMS. (2015). *Retention rates - First-time college freshmen returning their second year (two-year public institutions)*. Boulder, CO: Author.
- <sup>8</sup>Kisker, C. B., & Wagoner, R. L. (2013). *Implementing transfer associate degrees. Perspectives from the states*. New directions for community colleges, no. 160. San Francisco: Jossey-Bass.
- <sup>9</sup>Community College Research Center, Teachers College, Columbia University. (2015). *What we know about transfer. Research overview*. New York: Author.
- <sup>10</sup>National Student Clearinghouse. (2018). Snapshot report: Yearly success and progress rates (two-year publics, first-time, full-time and first-time, part-time). Herndon, VA: Author.

# Review of 2021-22 Budget Assumptions and Guidelines

**Summary:**

Staff will review preliminary Budget Assumptions and Guidelines for fiscal year 2021-22.



**Northland Pioneer College**  
**Preliminary Budget Development Assumptions**  
**FY 2021-22**

**GENERAL ASSUMPTIONS**

- Budget Development Calendar will establish the due dates.
- 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.
- Expenditure limit breaches will use carry forward amounts to comply with statutory limits. Legislative action is necessary to pursue formula changes.

**REVENUE ASSUMPTIONS**

- Overall revenues may increase slightly. Information available in January and February will provide updated estimates.
- State appropriations related to equalization may increase slightly compared to current fiscal year.
- Tuition revenues will show an increase compared to the prior year. The upcoming year will not include a tuition waiver that was implement to help with the impacts of COVID-19 in the current year. Enrollment is declining.
  - The District Governing Board adopted a three-year tuition plan in FY1920.
    - FY2021 \$79 per in-state credit hour
    - FY2122 \$82 per in-state credit hour
    - FY2223 \$85 per in-state credit hour
  - Tuition and general fees are set at a rate that:
    - (A) gives consideration to the impact on students, student enrollment, and student retention rates,
    - (B) increases incrementally, and
    - (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 to offset expendable supplies and equipment.
- Primary property tax levy will be set at the maximum rate, which is two percent higher than current year tax plus an increase for new construction. Setting the tax levy at the maximum will require a truth-in-taxation hearing. Property tax valuation of the pending closure of Cholla Power Plant will be available in February.
- Other revenues will be based on historical information and emerging trends.



## EXPENDITURE ASSUMPTIONS

- Overall expenditures will match revenues.
- Budget request that are higher than current budget **or** actual historical spending will require **justification and review during the budget hearing process.**
- Budget requests from Department Managers for operational and capital expenditures are due **January 19, 2021.**
  
- SALARY SCHEDULES will be developed with:
  - (A) consideration to increasing rates balanced with available funds and impact to expenditure limit,
  - (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, and
  - (C) consideration to salary recommendations received through the shared governance process.
- BENEFITS will be developed with:
  - (A) consideration on impacts from third-party partnerships including:
    - (1) Employee benefit trust for medical insurance, and
    - (2) Arizona State Retirement System for retirement contributions.
- Education partner relationships will be maintained with:
  - (A) Apache County,
  - (B) NAVIT,
  - (C) Dual enrollment, and
  - (D) others.
  
- OPERATING budget requests cover a one-year period.
- CAPITAL budget requests cover a three-year period (FY2122, FY2223 and FY2324).
- GRANT funding will continue to be identified and pursued.
- AUXILIARY fund activities will be maintained.

**Northland Pioneer College  
Budget Development Guidelines  
FY 2021-22**

**Budget Categories & Targets:**

Revenues	<ul style="list-style-type: none"> <li>• Administrative Services will prepare the budget.</li> </ul>
Salaries/Wages & Benefits	<ul style="list-style-type: none"> <li>• HR and Administrative Services will prepare the budget for contract positions and the benefits for all positions.</li> <li>• Budget Managers will prepare budget for non-contract positions and include in their department budget requests. These include:             <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>• Budget to remain level.</li> <li>• Any new programs/services must demonstrate linkage to the strategic plan.</li> </ul>
Capital Expenditures	<ul style="list-style-type: none"> <li>• Budget requests to align with revenues from the operational budget, grant funds, or reserved funds.</li> </ul>

# BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2021 – 2022

APPROVED 9/15/20

ACTIVITY	RESOURCE	DUE BY
1. Receive & approve calendar	DGB	✓ 15 September 2020
2. Receive and approve budget assumptions & overview	DGB	15 December
3. Distribute budget materials for operational & capital	Director of Budget	18 December
4. Review budget process and calendar at convocation	CFO	11 January 2021
5. Director of Budget receives budget	Department Managers & Director of Budget	19 January
6. Exec Team receives staffing requests	Department Managers & Exec Team	19 January
7. President, CHRO, faculty, CASO meet on compensation	Pres, CHRO, FA, CASO	1 February
8. Exec Team finalizes staffing needs	Executive Team	8 February
9. Review of operational & capital plans/budget requests	Executive Team	8 February
10. Receive introductory budget analysis	DGB	16 February
11. Receive tuition and fee schedules	DGB	16 February
12. President receives compensation recommendation	Pres, CHRO, FA, CASO	1 March
13. Budget hearing	Executive Team	5 March
14. Receive preliminary budget analysis	DGB	16 March
15. Receive compensation recommendation	DGB	16 March
16. Approve tuition and fee schedules	DGB	16 March
17. Approve compensation	DGB	20 April
18. Receive complete budget analysis	DGB	20 April
19. Develop and adopt preliminary budgets (June 5)	DGB	20 April
20. Publish notice of public budget & TNT hearing (15 days prior)	CFO	3 May
21. Publish budget on website & other publication (15 days prior)	CFO	3 May
22. 2 <sup>nd</sup> notice of public budget & TNT hearing (5 days prior)	CFO	13 May
23. 2 <sup>nd</sup> publication of budget (5 days prior)	CFO	13 May
24. Conduct taxpayer public hearings (June 20)	DGB	18 May
25. Adopt property tax levy & final budgets at special meeting (June 20)	DGB	18 May
26. Notify PTOC of primary property tax levy (3 days after adoption)	CFO	21 May
27. Submit tax levy to Navajo County	CFO	21 May

## Annual Evaluation of Contract with Sentry Welding

### **Summary:**

Sentry Welding, recipient of the contract for RFP AS #20-01, for welding equipment and supplies for an initial one-year period from October 15, 2019 to October 14, 2020 was up for evaluation and possible renewal. The contract renewal was for four (4) additional years on a year-to-year basis.

The welding contract is the first to adhere to a formal evaluation process. The evaluation identified several areas of concern for NPC. The vendor also provided feedback regarding the contract. The owner of Sentry Welding, Don Hunsaker, submitted a letter to the District Governing Board describing his company's experience with NPC.

Representatives from NPC and Sentry Welding met on November 2, 2020 to discuss the issues. At the onset of the meeting, Mr. Hunsaker stated he was thankful for the opportunity to meet with NPC and that he had seen a tremendous improvement in the relationship with NPC since he issued his letter. NPC emphasized the need for professionalism, mutual respect, and collaboration to build strong partnerships with its vendors. The meeting focused on the following areas: 1) **Safety** of products, specifically cylinders, 2) need to improve **ordering process** to reduce faculty time, 3) need for a database to track historical purchases that will help with ordering and **inventory** levels, and 4) adherence to proper **lead times** for orders. Improvements were made in processing paperwork (estimates, delivery receipts, and invoicing) during the last few months so was only briefly addressed at the meeting. The Procurement Manager will serve as a central contact for both the vendor and NPC to address future issues.

NPC and Sentry Welding agreed to the following next steps:

1. Continue Sentry contract until June 30, 2021
2. Issue a new RFP in the spring 2021 with an effective date of July 1, 2021
  - a. Enhance scope of work to address the vendor ordering system and inventory management system
  - b. All vendors, including Sentry Welding, will be eligible to submit a proposal



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