

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a regular District Governing Board Meeting open to the public on April 17, 2012 beginning at 10:00 a.m. All sessions will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

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

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

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

I, Kristin Thomas, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on the 16th day of April at 10:00 a.m.

Kristin Thomas, Recording Secretary to the Board

Notice

Distribution

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



Northland Pioneer College

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Governing Board Meeting Agenda

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

Date: April 17, 2012

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

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance	Chairman Jeffers
2.	Adoption of the Agenda (T1) (Action)	Chairman Jeffers
3.	Call for Public Comment	Chairman Jeffers
4.	Reports:	
	A. Financial Position (T13)	Vice President Hatch
	B. CASO	Ina Sommers
	C. NPC Faculty Association	Brian Burson
	D. NPC Student Government Association	Melissa Luatua
	E. NPC Foundation	Lance Chugg
5.	Consent Agenda (Action)	Chairman Jeffers
	A. March 20, 2012 Executive Session Board Minutes (T2)	
	B. March 20, 2012 Study Session Board Minutes (T2)	
	C. March 20, 2012 General Meeting Board Minutes (T2)	
6.	Old Business:	
	None.	
7.	New Business:	
	A. Initiate President's Evaluation Process	
	NPC Procedure 2045 (T3)(Information)	Chairman Jeffers
	B. Consideration of NPC Foundation (T4)(Action)	Vice President Hatch
	C. Adjustment to Fiscal Year 2010-11 Adopted Budget (T5)(Action)	Vice President Hatch
	D. Primary Property Tax Levy (T6) (First Read)	Vice President Hatch
	E. 2012-13 Wage and Salary Recommendation (T7)(Action)	Vice President Hatch
	F. Request to Approve the 2012-13 Preliminary Budget (T8)(Action)	Vice President Hatch
	G. Request to Approve the 2012-2015 Preliminary Capital Budget (T9) (Action)	Vice President Hatch
	H. NPC Outstanding Alumnus Jonathan Nez (T10)(Information)	Ann Hess
	I. Small Business Development Center (T11) (Information)	Tracy Mancuso
8.	Standing Business:	
	A. Strategic Planning and Accreditation Steering Committee Report	Director Bishop
	B. Human Resources Update (T14)	Dan Watron
9.	Quarterly Reports:	
	A. Institutional Effectiveness Report (T12)(Information)	Director Wasson
	B. Arizona Real Corridor Report(Information)	Mr. Parsons
10.	Board Report/Summary of Current Events	Board Members
11.	Announcement of Next Regular Meeting May 15, 2012	Chairman Jeffers
12.	Adjournment (Action)	Chairman Jeffers

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



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Navajo County Community College District Governing Board Study Session Minutes

March 20, 2012

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Members Present: Bill Jeffers, Ginny Handorf, E.L. “Dusty” Parsons and Daniel Peaches

Staff Present: President, Jeanne Swarthout; Vice President, Blaine Hatch; Vice President, Mark Vest; Information Services Director, Eric Bishop; Institutional Effectiveness Director, Leslie Wasson; Recording Secretary to the Board, Kristin Thomas.

Report:

1. Study Session Agenda Item 1.: Northeast Arizona Training Center (NATC) (Information)- President Swarthout

President Swarthout reviewed the previously announced item; Arizona Auditor General Office findings that Northland Pioneer College is not in compliance with General Session Law regarding the operation and control of the Northeast Arizona Training Center also known as the Jake Flake Training Center. Dr. Swarthout requested short-term direction. Due to impact of possible control/management of NATC by NPC on NPC budget planning process for FY13. Dr. Swarthout reviewed several current items submitted by the Town of Taylor and the standing NATC board. Dr. Swarthout stated the two primary areas of immediate concern include basic network connectivity and classroom improvements. Dr. Swarthout reports the budget request for fiscal year 2013: Information Services projection is \$65,000 and Facilities projection is \$80,000. Dr. Swarthout noted the additional in facilities issues are still in process of discovery and could cost up to \$200,000. Mr. Jeffers stated initially the college hesitantly accepted a partnership with the understanding that this would not be a second campus in the Snowflake/Taylor area. Mr. Jeffers stated misinformation was submitted during the initial phases of partnership. Mr. Jeffers stated the realization that many funds have been invested and facility promises have not been delivered; as a result Mr. Jeffers is hesitant to invest taxpayers money into this project and prefers to sell it. Mr. Parsons agrees with Mr. Jeffers in part but recent progress has been made despite many challenges. Mr. Parsons stated that with college resources and college management revenue can be generated to improve and deliver necessary services to the community. Mr. Parsons stated interest to cautiously allocate NPC funds to improve NATC services. Dr. Swarthout stated Stuart Bishop, Public Safety Director, has agreed will lead Law Enforcement Academy, Fire Academy and oversee NATC day-to-day if NPC controls and operates the facility. Ms. Handorf asked when NATC began. Dr. Swarthout responded legislative funding was secured in 2007 but the concept has existed over 12 years. Dr. Swarthout added many entities have invested over the years i.e. Town of Taylor loan, county assets, AZPOST and NAVIT. Dr. Swarthout reports the Town of Taylor has been reimbursed to date for the loan. Dr. Swarthout added there is approximately \$500,000 in capital account for NATC. The State of Arizona had requested that these funds be held for possible sweep. However if compliance issue is met with the Arizona Auditor Generals Office is resolved then NATC capital funds can be used. Dr. Swarthout stated transfer and management of assets needed to be complete prior to use of capital funds. Mr. Jeffers noted if the state will provide a letter releasing the \$500,000 NATC capital funds then financially moving forward is more favorable. Stuart Bishop reported the future is bright with a certified ten-month Law Enforcement Academy is under development and a new fee schedule is potentially implemented. Stuart Bishop reported partners are coming together based on the SWOT (Strengths, Opportunities, Weaknesses, Threats) analysis and recent meetings. Stuart Bishop is confident that NPC can run this facility most effectively; it will be a benefit to the community as well as NPC. Ms. Handorf is in favor of giving NATC another try under Stuart Bishop’s leadership, she is confident that it has potential and the investment will be a benefit.



Study session ended at 9:58 a.m.

Respectfully submitted,

Kristin Thomas
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Board Secretary



Navajo County Community College District Governing Board Meeting Minutes

March 20, 2012 – 10:00 a.m.
2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Member Present: Bill Jeffers, Ginny Handorf, Daniel Peaches and E.L. “Dusty” Parsons (excused at 12:15pm)

Staff Present: President, Jeanne Swarthout; Vice President, Blaine Hatch; Vice President, Mark Vest; Information Services Director, Eric Bishop; Director of Institutional Research, Leslie Wasson; Recording Secretary to the Board, Kristin Thomas.

Others Present: Everett Robinson, Ann Hess, Stuart Bishop, Eric Henderson, Dan Wattron, Beulah Bob-Pennypacker, Peggy Belknap, Ina Sommers, Janet Hunter, Kenny Keith, Teri Walker, Dave Roberts, Melissa Webb, Melissa Luatua, April Overstreet, Colleen Readell, Sandra Johnson

Agenda Item 1: Call to Order and Pledge of Allegiance

Chairman Jeffers called the meeting to order at 10:04am and Mr. Peaches led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Mr. Peaches moved to adopt the agenda as presented. Ms. Handorf seconded the motion. *The vote was unanimous in the affirmative.*

Agenda Item 3: Call for Public Comment

None

Agenda Item 4: Reports

4.A. – Financial Position – Vice President Hatch

Mr. Hatch presented standard financials of fiscal budget period with 58% expired. Mr. Hatch reports the primary property tax levy for January is on target at 63%. Mr. Hatch reports capital State Aid was received is 75% collection. Mr. Hatch stated all areas are on target. Revenues are 71% and expenditures are 52% in general fund. The unrestricted plant fund is 41%. Mr. Hatch stated the restricted fund is balanced with transfers of \$359,083 from the general fund. Mr. Hatch reports all items on the lower portion of the report are on target. Mr. Hatch stated net cash, year-to-date, for all activities is \$5,721,408.

4.B. – NPC CASO – Ina Sommers

Ms. Sommers reports \$475 was raised for student scholarships from Valentines Day candy grams sales. Ms. Sommers started 7 applications were received from staff for textbook reimbursement scholarships, which is a total of \$1500. Ms. Sommers stated the non-food commodities drive takes place during the NPC picnic on April 27, 2012; it will benefit The Hope House in Whiteriver where the unemployment rate is 80%. Ms. Sommers reported the NPC Shared Governance process is appreciated and garnered positive feedback and results in respect to salary and wage discussions.

4.C. – NPC Faculty Association – Brian Burson

Kenny Keith, President Elect reported the Faculty Financial Achievements Position Statement passed on March 15, 2012. Please read attached statement with archived material.



4.D. – NPC Student Government Association- Melissa Luatua

Ms. Luatua introduced Student Government President, April Overstreet and Vice President, Fernanda Alekay. Ms. Overstreet stated the SGA Talent Show auditions are complete with approximately 50 auditions. The SGA Talent Show is on April 14, 2012 in the Performing Arts Center at SCC. Ms. Overstreet reports the SGA is hosting the University Road Trip, April 27-29; approximately 25 NPC students will visit NAU, ASU and U of A. Ms. Overstreet stated SGA is in process of finalizing decision for a coffee cart to deliver beverage services in a fundraising effort. Community Service Projects are in planning process at all locations.

4.E. – NPC Foundation- Lance Chugg

No report.

Agenda Item 5: Consent Agenda

Ms. Handorf moved to approve the Consent Agenda, as presented. Mr. Peaches seconded the motion.

The vote was unanimous in the affirmative.

Consent Agenda (Action):

- A. February 21, 2012 Study Session Meeting Minutes (T2)
- B. February 21, 2012 General Meeting Minutes (T2)

Agenda Item 6: Old Business

None.

Agenda Item 7: New Business

7.A. –Possible change in relationship between the college and the NPC Foundation as a result of opinion issued by the Arizona Office of Auditor General- (Action) – President Swarthout

To allow for client attorney privilege consultation Mr. Peaches moved for Executive Session pursuant to A.R.S. §38-431.03. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

Following the executive session, Mr. Peaches made a motion stating that the Northland Pioneer College District Governing Board will sever its relationship with the NPC Foundation in 30 days (April 20, 2012). This action is based on the NPC Foundation's refusal to submit their financial information as a component unit of the College audit and the Arizona Office of the Auditor General's opinion that such refusal by the Foundation will have a detrimental effect on the College audit findings in the future. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.B. – 2012-13 Preliminary Budget Analysis (First Read) – Vice President Hatch

Mr. Hatch stated the budget development process is on target. Mr. Hatch stated the major components presented include: President's Initiatives and Strategic Plan priorities and linkages, General Fund revenue estimates, General Fund expenditures, Unrestricted plant fund (capital), Restricted fund, Auxiliary fund and Expenditure limitation. Mr. Hatch highlighted the relationship between property tax levy and equalization. Mr. Hatch stressed the importance of the Governors office position relative to equalization and property tax. The position of the Governors office is in order to deliver equalization funding community colleges are expected to maintain the maximum property tax levy. Mr. Hatch reports other two equalization colleges in the state, Cochise and Graham, currently maintain the maximum property tax levy. Mr. Hatch stated the proposed current primary property tax maximum levy is \$13,167,562. Mr. Hatch estimates the proposed current year state aid according to equalization formula is \$6,777,000. Mr. Hatch reports the target for general fund expenditures has been identified at \$22,300,000 but will be addressed during the budget hearing process since total requests exceed the target by approximately \$2,000,000. Mr. Parsons asked about the difference in capital between this year and last year. Mr. Hatch responded to say we are moving forward with the skill center on the Painted Desert Campus and the master facility plan implementation with parking and roadway on the White Mountain Campus; these are the two primary differences. Mr. Parsons asked if the capital expenditure target is an increase of \$5.6 million over last year. Mr. Hatch confirmed.



7.C. – 2012-13 Wage and Salary Recommendation (First Read)- Vice President Hatch

Mr. Hatch reviewed the board approved budget assumptions for salary criteria. Mr. Hatch stated the recommendation of staff includes providing a step to all employees on the faculty schedule, which equals a 3% increase; increasing the overload/adjunct pay rates by 3%; providing a step to all employees on the non-exempt schedule and adjusting the base in the non-exempt schedule to assure that each employee in this class receive an increase of at least 3% as long as the employee is eligible for a step increase; providing a 3% increase to all exempt employees, with no change to the group minimum/maximum. Mr. Hatch reports the expected budget impact of this recommendation and the potential impact of salary schedule compression have been factored in and represent an annual increase of approximately \$600,000. Mr. Hatch reviewed the employee related expenses including ASRS, Health Insurance and cost of living. Mr. Hatch stated as a result of anticipated legislation, a return to ASRS 50/50 split of the employer/employee contributions is expected to increase the employer contribution by 1%. This change is expected to increase expenditures approximately \$125,000. Mr. Hatch stated the recommendation of staff is to split the Alternate Contribution Rate of 8.64% with Return to Work employees, which is expected to impact the college by approximately \$25,000. Mr. Hatch reported the only change in health coverage is for employees enrolled in the premier plan, they will see an increase of \$564 annually to \$1,932 for their own coverage. The Premier plan family coverage will cost an employee \$3,800 more than an employee with Basic plan coverage. Mr. Hatch reported the cost of living according to the Consumer Price Index is at about 3%.

7.D. –Request to Approve Tuition and General Fees (Action)- Vice President Hatch

Mr. Hatch reported the staff recommendation, based on information presented last month during tuition and fees first read, is to increase tuition and general fees to \$2 per credit hour which will generate approximately \$100,000. Mr. Hatch presented the updated comparative tuition rates projection chart. Other equalization schools, Cochise and Eastern, move into the center of the tuition rates for the state and NPC remains at the low end of the graph. The law enforcement academy will include a program fee at this time. Mr. Hatch stated proposal to eliminate discounted rate for less than seven credit hours for non-Arizona residents. Mr. Parsons moved to approve the request as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.E. –Request to Approve Course Fees (Action)- Vice President Hatch

Mr. Hatch reported the staff recommendation is to approve the course fees as presented. Mr. Hatch stated no changes have been made from the first read of course fees presented during the February District Governing Board meeting. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

7.F. -Request to Award Contract for Aspen Center Canopy Project (Action)- Vice President Hatch

Mr. Hatch reviewed existing perimeter concerns and changes made to reduce water infiltration at the Aspen Center on White Mountain Campus. Mr. Hatch stated that the initial cost estimate for this project was \$389,000. Mr. Hatch reported the formal bidding process included the receipt of seven bids on February 29, 2012 with the lowest bid of \$339,100 from Flagstaff Design and Construction. DLR group has reviewed the bid and the firm. DLR Group recommends acceptance of the bid from Flagstaff Design and Construction. Mr. Hatch added this project is included in the existing capital budget plan and funds are available. Mr. Parsons moved to approve the request as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.G. – Request to Award Contract for Re-roofing Project (Action)- Vice President Hatch

Mr. Hatch reviewed deferred maintenance project discussion presented during February District Governing Board meeting. Mr. Hatch reported four bids were received on March 8, 2012; the low bid of \$687,000 was submitted by Edge Construction. Mr. Hatch confirmed DLR group researched why this bid is significantly lower than originally estimated; the outcome is a result of negotiated pricing of the roofing material and the cost savings associated with the HVAC equipment pre-purchase. Mr. Hatch reported the total cost savings of the project will be approximately \$1 million. Mr. Jeffers asked if Edge Construction is in Arizona. Mr. Hatch confirmed. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***



7.H. –Request Approval of PDC Skill Center Bid Package Services (Action)- Vice President Hatch

Mr. Hatch stated that staff recommends approval of an amendment to the current agreement with DLR Group, Inc. to provide design, engineering, bid preparation and construction management services for this project at a lump sum cost of \$315,770 plus estimated reimbursable expenses of \$12,200. Mr. Hatch reviewed the discussion presented during the February District Governing Board meeting. Mr. Hatch reported the proposed facility is approximately 26,600 square feet in area. Mr. Hatch reviewed the space program summary, which is a breakdown of specific space allocations to each usage area by department. Mr. Hatch reported the approximate cost of the project is \$5 million. Mr. Parsons moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

7.I. –Request Approval of WMC Roadway and Parking Expansion Bid Services (Action)- Vice President Hatch

Mr. Hatch stated staff recommends approval of an amendment to the current agreement with DLR Group, Inc. to provide design, engineering, bid preparation and construction management services for this project at a lump sum cost of \$82,900 plus estimated other expenses of \$17,500 and reimbursable expenses of \$1,500. Mr. Hatch referenced the conceptual map provided. Mr. Hatch stated this plan more than doubles parking availability on the White Mountain Campus in respect to future planning and development. Mr. Hatch stated the construction cost estimate is \$2.4 million. The three-year capital budget now includes \$1.65 million: \$450,000 in current fiscal year; \$550,000 in the upcoming fiscal year (FYE 2013); and, \$650,000 in the 2013-14 fiscal year. An upward revision of \$750,000 to the 2012-15 three-year capital budget will be made if the project moves forward as proposed, with an adjustment of nearly \$2 million to the upcoming fiscal year capital budget. Mr. Jeffers asked if they will use the lay of the land to complete this project. Mr. Hatch confirmed with the exception of limited tree removal on the southern part of concept map. Mr. Parsons moved to approve the request as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.J. –Request to Approve Purchase of Additional Data Storage (Action)- Director Bishop

Mr. Bishop stated the recommendation to purchase two XIOTECH data packs at a combined cost of \$50,579.16 plus tax. Mr. Bishop stated the proposed purchase for additional storage will be purchased with Title III funding and current capital budget. Mr. Bishop reported the purchase of additional data storage will increase storage capacity for server and desktop virtualization at both WMC and PDC. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

7.K. –Request Approval of Sabbaticals (Action)- President Swarthout

Dr. Swarthout reviewed sabbatical request details for Jennifer Witt and Shannon Newman that were presented during District Governing Board February meeting. Dr. Swarthout stated both proposals were very strong and are approved by all proper channels in the sabbatical approval process. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

7.L. –Commencement (Information)- Colleen Readle

Ms. Readle invited District Governing Board Members to attend Northland Pioneer College Commencement Saturday, May 19, 2012. The host location is Show Low Auditorium and the ceremony begins at 1pm.

7.M. –NPC Outstanding Alumnus Jonathan Nez (Information)- Ann Hess

Rescheduled for the April 17, 2012 District Governing Board meeting.

Agenda Item 8: Standing Business

8.A. –Request to Approve Curriculum Program Modifications and Deletion: Program Modifications: AA, AS, ASBUS, AAEE, AAS & AGS Degrees; CIS Web Design; AAS Registered Nursing; Cosmetology AAS, CAS & CP; Program Suspension & Division Change AJS (formerly ACJ); Delete Community Health Adviser Program (Action)- Vice President Vest

Mr. Vest reviewed details of thirteen curriculum program modifications and deletions. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

8.B. – Strategic Planning and Accreditation Steering Committee (SPASC) Report – Director Bishop

Mr. Bishop reports current SPASC focus is completion and retention. Defining and measuring completion for community colleges remains at the forefront. Mr. Bishop stated each Pillar Lead plans to incorporate student success into the number one priority. Priority One team has been established to monitor and measure progress. Mr. Bishop stated HLC has approved the pathways model criteria of accreditation and it will be effective January 2013.

8.C. – Human Resources Update – Dan Wattron

Mr. Wattron reports three position were filled and there are six positions open. February Employee of the month: Anna Calhoun, Information Services Technician on the White Mountain Campus.

Agenda Item 9: President’s Report – President Swarhout

9.A. Friends of the Petrified Forest National Park Update

Dr. Swarhout reports process is underway in formalizing an agreement that will benefit all participating parties. Dr. Swarhout requested volunteers for the first project, which is to create a webpage and social media outlets to share the partnership with the community.

Agenda Item 10: Board Report/Summary of Current Events

Ms. Handorf reported the White Mountain Belles performed March 9 and March 10; the attendance was good.

Agenda Item 11: Announcement of Next Regular Meeting: Tuesday, April 17, 2012.

Agenda Item 12: Adjournment

The meeting was adjourned upon a motion by Ms. Handorf, a second by Mr. Peaches and with a unanimous affirmative vote.

Respectfully submitted,

Kristin Thomas
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Board Secretary



Faculty Financial Achievements Position Statement

Presented by the Faculty Senate President

Passed: March 15th, 2012

WHEREAS:

The Faculty Senate and Faculty greatly appreciate the opportunity to serve as vital members of Northland Pioneer College. Although these past years have been challenging, our joint accomplishments have continued to be successful in providing a quality education and image to the communities we serve. We are committed to maintaining high levels of success and expectations for both the institution and our students. As faculty we have worked towards saving both the college and our students money. We would like to present to the Board actions that faculty have done collectively over the past few years in these hard economic times.

THEREFORE:

The Faculty Senate recognizes the following:

Actions That Have Saved the College Money

Three years ago, faculty voted to endorse a five percent salary decrease. The salary reduction was established at two percent, although the necessity of that was later debatable.

The minimum class size has increased by fifty percent, increasing faculty workload with no additional compensation.

Faculty participates in a variety of professional development and skill enhancement activities with less funding provided through the college funding.

Faculty pays the costs of professional memberships, subscriptions to professional journals, etc., as personal expenses. These expenses keep faculty current in their fields of study which benefit both our students and the college.

Faculty continually acquires new skill sets in response to new technology, specifically that impacting the development and delivery of course content to our students.

Faculty is now driving less often to meetings and/or to classes, thus producing savings on fuel and maintenance costs for the college vehicle fleet. The use of conference call/video meetings also results in reductions in vehicle expenses. When possible, faculty tries to carpool.

Faculty continues to develop new online courses and retool existing ones for online delivery, even though the college eliminated modest course development funding.

Examples of Specific Reductions

Welding

Welding faculty is working closely with advisory committee members to receive industry donations for consumable items such as steel, welding electrodes and in some cases equipment. In the past three years this produced savings to the college of over \$100,000. These savings were passed on to the student in the form of lower lab fees. (Other welding programs within Arizona typically charge 50-200% more in fees than NPC does.) Faculty also allow students to utilize classroom copies of the welding manuals for the theory portion of the course which saves them \$60- \$90 per level. In addition, students are encouraged to use the book savings to purchase their own personal protective equipment.

Developmental Services

Developmental Services has accepted large budget cuts. The position of dean was reduced to director and the position of full-time administrative assistant was eliminated, substantially increasing the work load of the current director. Faculty pay for coordination and curriculum work was also reduced by over fifty percent.

Education Department

The Education Department wrote five grants that have brought some "new" money into the college with four new faculty positions. A full time position for early childhood was approved several years ago, but was put on hold when the person hired left after one year. This is estimated at about four years of savings in faculty compensation and increased the workload for the Education Department.

Reduction of Costs to Students

Reducing travel expenses

Student driving expenses have been reduced since many of the course offerings are now on the A/V system and over the Internet.

Reducing Textbook Costs

Faculty has reduced student textbook costs by shifting to publishers who offer substantially lower costs without compromising quality or uses online textbooks.

Faculty has redesigned courses to emphasize Internet resources in place of traditional, costly textbooks.

Raising Money for Students

Teacher Pet Award

Faculty has raised money each year and has provided students award money for the best art awards in the annual art contest. These awarded funds usually consist of \$50 to \$200 which students can use toward college costs.

Student Scholarships

Faculty has raised money each year and has provided students scholarship money. These scholarships have consisted of at least two \$200 scholarships per year.

Sincerely,

Faculty Senate

Procedure 2045

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

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

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

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

The Process:

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

Northland Pioneer College President's Evaluation

1. Northland Pioneer College Governance

1. *Vision, Mission and Value Statements*

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

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

2. *District Goals*

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

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

3. *Executive Duties and Responsibilities*

1. Treatment of People

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

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

2. Financial Planning

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

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

3. Financial Condition

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

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

4. Communication and Counsel to the Board

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

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

5. Asset Protection

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

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

6. Staff Compensation and Benefits

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

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

7. Service Outside the College

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

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

2. **Specific District-wide Policies and Procedures**

1. *Academic Leadership*

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

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

2. *Personnel Management*

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

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

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

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

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

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

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

3. *Facilities Management*

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

4. *President-Board Relations*

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

5. *Service to Students*

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

6. *Community Relations*

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

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

Consideration of NPC Foundation

Summary:

The Board's action at the regular meeting held on March 20, 2012 called for severance of its relationship with the NPC Foundation on April 20, 2012. This action was based on the NPC Foundation's refusal to submit their financial information as a component unit of the College audit and the Arizona Office of the Auditor General's opinion that such refusal by the Foundation will have a detrimental effect on the College audit findings in the future.

Discussions with the President of NPC Foundation Board of Directors, Bonnie Adams, have resulted in a request for Ms. Adams to discuss this matter further with the District Governing Board. Ms. Adams and other members of the NPC Foundation Board of Directors will be in attendance to discuss the matter.



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ADJUSTMENT TO FISCAL YEAR 2010-11 ADOPTED BUDGET

Recommendation:

Staff recommends approval of the adjustments to the fiscal year 2010-11 adopted budget.

Summary:

The Annual Budgeted Expenditure Limitation Reports (ABELR) for the fiscal year ending 2011 incorporates adjustments to reconcile the budgeted expenditures with the actual expenditures for the fiscal year. The details of the budget adjustments are included in the attached document.

The 2011 ABELR is under final review by the Office of the Auditor General and a copy of the audited report will be discussed at the regular May 2012 meeting of the District Governing Board.



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ADJUSTMENT TO FISCAL YEAR 2011 ADOPTED BUDGET

The proposed adjustment to the adopted budget is an outcome of the completed financial audit for the fiscal year ended June 30, 2011. The adjustment produced a favorable variance in the expenditure limitation report for the same year. The expenditure limitation report is being finalized by the State of Arizona Office of the Auditor General.

The adopted budget in the fiscal year ended June 30, 2011 for the General Fund, Auxiliary Enterprises Fund, Restricted Fund, and Unexpended Plant Fund were \$24,437,607, \$570,000, \$5,550,000, and \$2,560,000, respectively. As the District did not spend all of the General Fund, Restricted Fund, and Unexpended Plant Fund, as of June 30, 2011, the budgets for these funds were reduced to the actual expenditure amounts of \$16,760,835, \$5,249,671, and \$359,681, respectively. The District overspent its budget in the Auxiliary Fund. The budget for this fund was increased to the actual expenditure amount of \$1,217,755.

The following summarizes the original adopted budget, the revisions, and the actual expenditures reported for the year ended June 30, 2011.

	General Fund	Auxiliary Enterprises Fund	Restricted Fund	Unexpended Plant Fund	Total
Adopted Budget	\$ 24,437,607	\$ 570,000	\$ 5,550,000	\$ 2,560,000	\$ 33,117,607
Budget Adjustment	(7,676,772)	647,755	(300,329)	(2,200,319)	\$ (9,529,665)
Revised Budget	16,760,835	1,217,755	5,249,671	359,681	\$ 23,587,942
Actual Expenses	16,760,835	1,217,755	5,249,671	359,681	\$ 23,587,942
Variance	\$ -	\$ -	\$ -	\$ -	\$ -

Primary Property Tax Levy

Summary:

The preliminary budget currently includes a two percent (2%) increase in the primary property tax levy for FY 2012-13; this is the maximum levy. The 2012 Levy Limit worksheet is attached and shows the figure as \$13,167,562. This is an increase of \$456,802 over the current levy. A Truth in Taxation hearing along with publication of notices will be required if this levy amount is included in the preliminary budget. The notices will be published on April 27, May 4 and May 9 in the Holbrook Tribune and on April 27, May 4 and May 8 in the White Mountain Independent. A notice of the Truth in Taxation hearing scheduled for May 15 will also be published and sent as a news release to all area media outlets.

Staff recommends continuing to levy at the maximum rate in order to demonstrate to a local willingness to support the operations of the District given the heavy reliance on State Equalization funding.

The Board approved Budget Development assumptions and guidelines include an option of levying at the maximum rate without holding a truth-in-taxation hearing. The attached Truth in Taxation worksheet shows the calculation of this amount to be a levy of \$12,908,970. This is an increase of \$258,592 from new construction. As a result of reduced net assessed valuation, the rate would increase 7 percent to \$1.3250 per \$100 net assessed valuation.

Final action on the primary property tax levy will be taken at a special meeting on May 15, 2012, following the Truth in Taxation and budget hearings. The levy can be decreased but not increased at that time.

Graphs showing the maximum levy and the TNT levy amount compared to historical information is included, along with the current property tax information for all community college districts in Arizona.



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2012 LEVY LIMIT WORKSHEET

COUNTY OF: Navajo

TAX AUTHORITY: North Land Pioneer College

Revised: 1/31/2012 2012 NEW CONSTRUCTION = 14,959,710

SECTION A: 2011 MAXIMUM LEVY LIMIT

A.1 2011 MAXIMUM ALLOWABLE PRIMARY TAX LIMIT 12,710,760
(AMOUNT ON LINE D.5 FROM 2011 WORKSHEET)

A.2 LINE A.1 MULTIPLIED BY 1.02 EQUALS 12,964,975

SECTION B: 2012 NET ASSESSED VALUE OF PROPERTY
SUBJECT TO TAXATION IN 2011

B.1 CENTRALLY ASSESSED 261,103,974

B.2 LOCALLY ASSESSED REAL 677,641,565

B.3 LOCALLY ASSESSED PERSONAL PROPERTY..... 20,587,141

B.4 TOTAL OF B.1 THROUGH B.4 EQUALS 959,332,680

B.5 B.4 DIVIDED BY 100 EQUALS 9,593,327

SECTION C: 2012 NET ASSESSED VALUE

C.1 CENTRALLY ASSESSED 270,501,880

C.2 LOCALLY ASSESSED REAL 683,203,369

C.3 LOCALLY ASSESSED PERSONAL PROPERTY..... 20,587,141

C.4 TOTAL OF C.1 THROUGH C.4 EQUALS 974,292,390

C.5 C.4 DIVIDED BY 100 EQUALS 9,742,924

SECTION D: 2012 LEVY LIMIT CALCULATION

D.1 ENTER LINE A.2 12,964,975

D.2 ENTER LINE B.5 9,593,327

D.3 DIVIDE D.1 BY D.2 AND ENTER RESULT 1.3515

D.4 ENTER LINE C.5 9,742,924

D.5 MULTIPLY D.4 BY D.3 AND ENTER RESULT 13,167,562

LINE D.5 EQUALS 2012 MAXIMUM ALLOWANCE LEVY LIMIT

D.6 ENTER EXCESS PROPERTY TAXES COLLECTABLE PURSUANT
TO ARS 42-17051, SECTION B

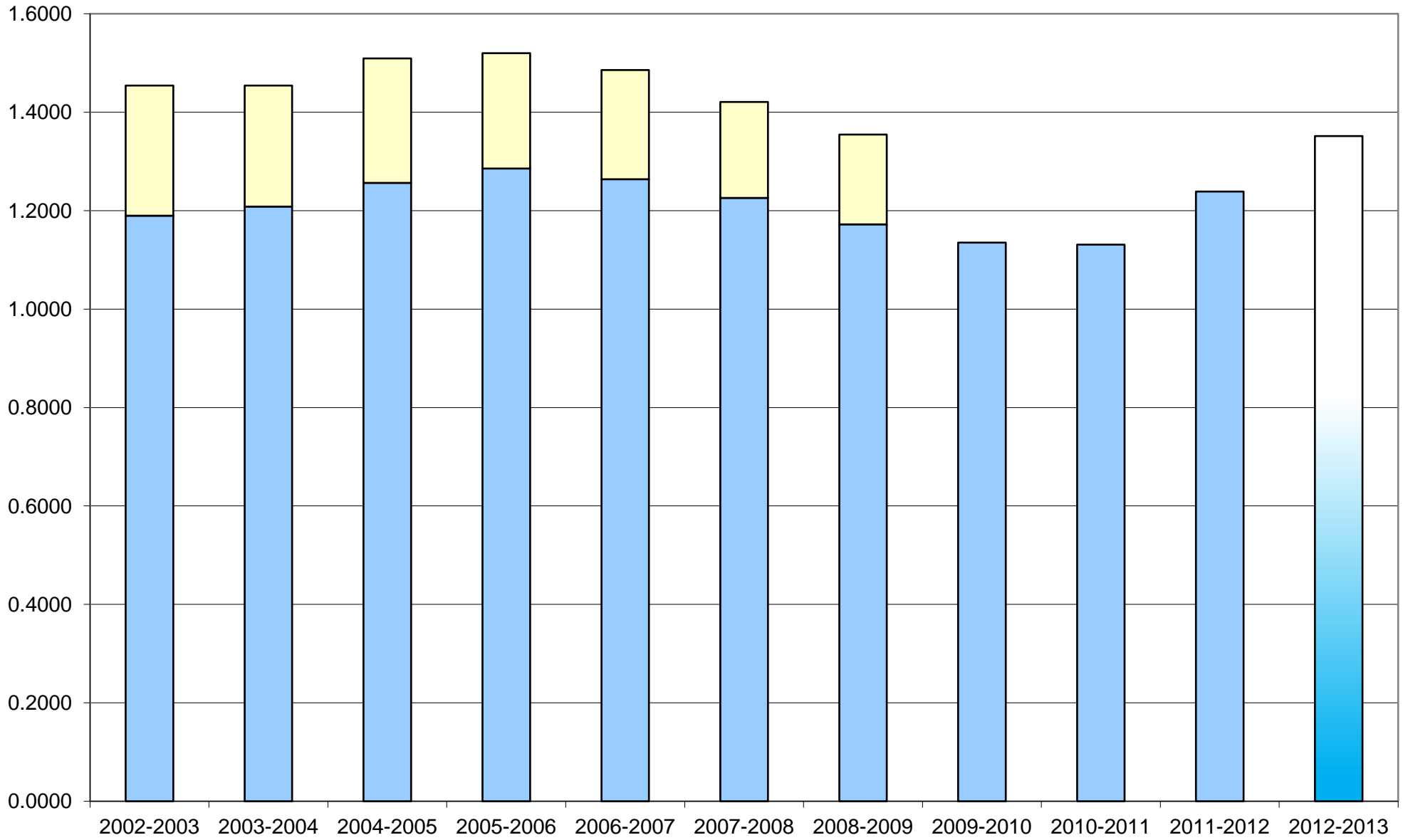
D.7 ENTER AMOUNT IN EXCESS OF EXPENDITURE LIMITATION
PURSUANT TO ARS 42-17051, SECTION C

D.8 LINE D.5 MINUS LINE D.6 AND LINE D.7 EQUALS
2012 ALLOWABLE LEVY

"No Increase"

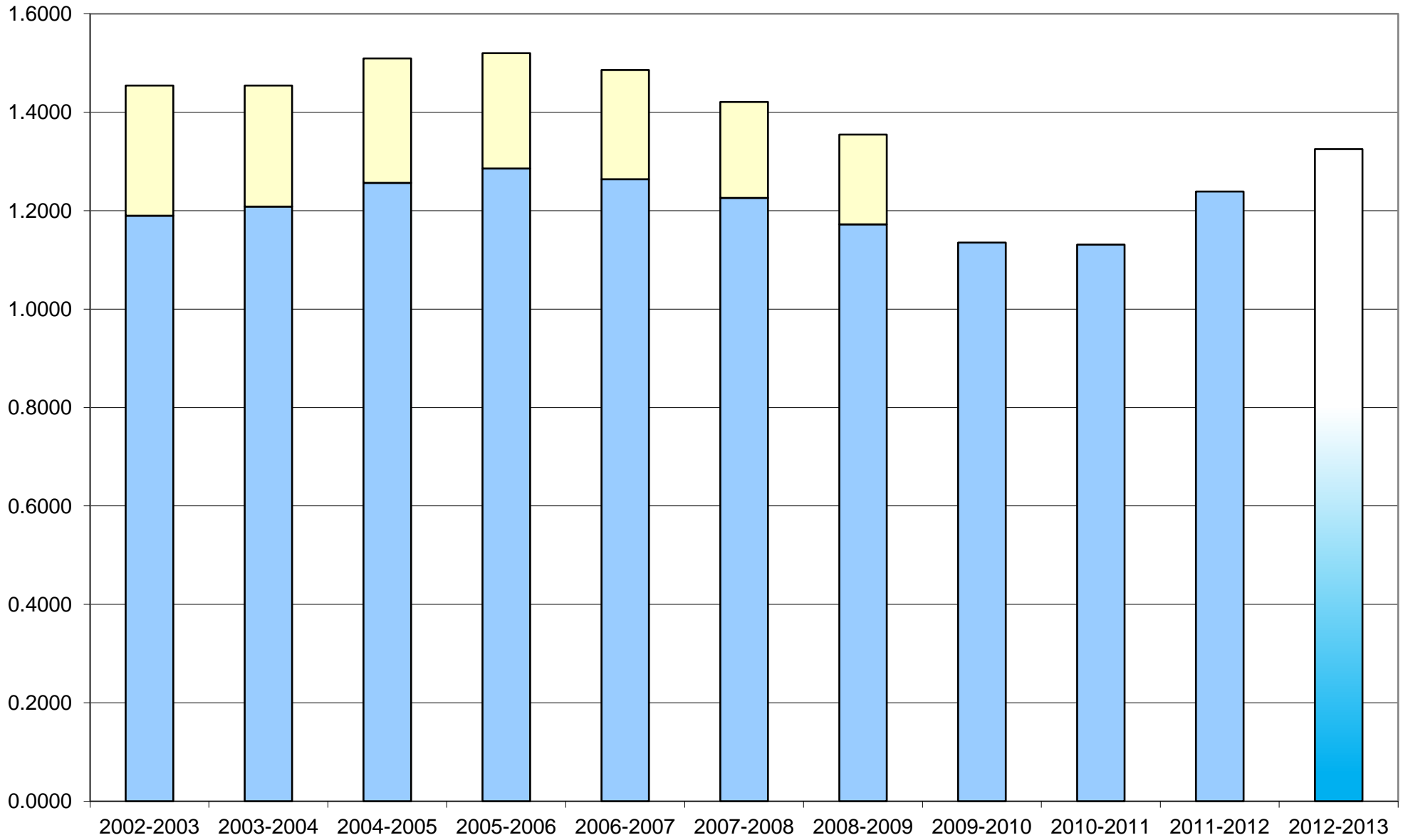
Prior Year Primary Property Tax Levy	12,710,760
Current Year Net Assessed Valuation	974,292,390
Current Year Value of New Construction	14,959,710
Current Year Net Assessed Valuation minus new construction	959,332,680
Maximum Tax Rate Without a TNT Hearing	1.3250
Growth in Property Tax Levy Capacity from New Construction	198,210
Max Current Yr Primary Property Tax Levy W/O TNT Hearing	12,908,970
Proposed Current Year Primary Property Tax Levy	12,908,970
Prop Cur Yr Inc in Prim Prop Tax, Exclusive of New Construction	0
Proposed % Increase in Current Year Primary Property Tax Levy	0.00%
Proposed Current Year Primary Property Tax Rate	1.3250
Proposed Increase in Primary Property Tax Rate	0.0000
Prop Cur Yr Prim Prop Tax Levy on a Home Valued at \$100,000	132.50
Cur Yr Prim Prop Tax Levy on a \$100,000 Home if tax rate not inc	132.50
Prop Cur Yr Prim Prop Tax Levy increase on a Home Val at \$100,000	0.00
Maximum Current Year Levy	13,167,562
Maximum Current Year Rate	1.3515
Proposed Current Year Levy Below Maximum Levy	258,592
Proposed Current Year Rate Below Maximum Rate	0

Property Tax Rates (MAX)



■ Primary ■ Secondary

Property Tax Rates (No TNT)



■ Primary ■ Secondary

**Arizona Community Colleges
Comparative Property Tax Rates**

<u>DISTRICT</u>	2010 - 2011				2011- 2012			
	Primary	Secondary	Total	At Max	Primary	Secondary	Total	At Max
Cochise	\$ 1.5984	\$ -	\$ 1.5984	Yes	\$ 1.6657	\$ -	\$ 1.6657	Yes
Coconino	\$ 0.3352	\$ 0.0942	\$ 0.4294	Yes	\$ 0.3649	\$ 0.1085	\$ 0.4734	Yes
Gila	\$ 0.5978	\$ -	\$ 0.5978	Provisional	\$ 0.6833		\$ 0.6833	Provisional
Graham	\$ 2.1373	\$ -	\$ 2.1373	Yes	\$ 2.1445	\$ -	\$ 2.1445	Yes
Maricopa	\$ 0.7926	\$ 0.1802	\$ 0.9728	No	\$ 1.0123	\$ 0.1959	\$ 1.2082	No
Mohave	\$ 0.7866	\$ -	\$ 0.7866	Yes	\$ 0.9779	\$ -	\$ 0.9779	Yes
Navajo	\$ 1.1308	\$ -	\$ 1.1308	Yes	\$ 1.2387	\$ -	\$ 1.2387	Yes
Pima	\$ 0.9755	\$ 0.1093	\$ 1.0848	Yes	\$ 1.0846	\$ 0.0248	\$ 1.1094	Yes
Pinal	\$ 1.4700	\$ 0.1154	\$ 1.5854	Yes	\$ 1.6070	\$ 0.2459	\$ 1.8529	Yes
Santa Cruz	\$ 0.0690	\$ -	\$ 0.0690	Provisional	\$ 0.0690		\$ 0.0690	Provisional
Yavapai	\$ 1.2050	\$ 0.1560	\$ 1.3610	Yes	\$ 1.4270	\$ 0.1900	\$ 1.6170	Yes
Yuma/La Paz	\$ 1.5000	\$ 0.3043	\$ 1.8043	Yes	\$ 1.6164	\$ 0.3287	\$ 1.9451	Yes
Average*	\$ 1.1931	\$ 0.1599	\$ 1.3530		\$ 1.3139	\$ 0.1823	\$ 1.4962	

* Primary average does not include provisionals
Secondary average for districts with secondary assessment

2012-13 Wage and Salary Recommendation

Staff recommends increasing wages by three percent for the 2012-13 fiscal year. Board approved budget assumptions for salary include the following criteria: a) incrementally increasing rates; b) consideration to competitive market conditions by maintaining a comparative position to the average increases/rates at other Arizona community colleges; and, c) consideration to salary schedule compression

The recommendation includes providing a step to all employees on the faculty schedule, which equals a 3% increase; increasing the overload/adjunct pay rates by 3%; providing a step to all employees on the non-exempt schedule and adjusting the base in the non-exempt schedule to assure that each employee in this class receive an increase of at least 3% as long as the employee is eligible for a step increase; providing a 3% increase to all exempt employees, with no change to the group minimum/maximum.

Salary schedule compression is currently under review.

All current salary schedules are included along with the recommended non-exempt schedules.

Also included is a chart showing the 2011-12 salary changes along with the expected changes for 2012-13 at other Arizona community colleges and a graph detailing wage adjustments since 2003.

The expected budget impact of this recommendation and the potential impact of salary schedule compression have been factored in to the preliminary budget analysis and represent an annual increase of approximately \$600,000.

A resolution from the Faculty Senate has been received and is included along with additional salary schedules aligned with the faculty recommendation. The additional cost of this proposal is approximately \$400,000, which would result in a total annual increase related wages and employee related expenses of \$1 million.

EMPLOYEE RELATED EXPENSES

A chart showing the five-year history of changes in wages, employee ASRS contributions and cost-of-living as determined by the Social Security Administration is included.

ASRS Legislation is anticipated to return ASRS contributions to a 50/50 split for the 2012-13 fiscal year. Employee ASRS contributions are expected to decrease from 11.39 percent to 11.15 percent. Employer ASRS contributions are expected to increase from 10.1 percent to 11.15 percent. The institutional impact is expected to be an increase in expenditures of approximately \$125,000. Beginning July 1, 2012, an Alternate Contribution Rate (ACR) of 8.64 percent will be

applied to all ASRS retirees who are functioning as employees through ASRS Return to Work (RTW) provisions. Staff recommends splitting the ACR with RTW employees. The institutional impact is expected to be approximately \$25,000. A graph is included with information on ASRS contribution rates since 2003 and estimated rates for the next two years.

Health Insurance The Navajo County School Employee Trust continued to operate well in 2011, successfully managing double-digit increases in healthcare cost. Employer cost will remain unchanged and dependent coverage will continue to be offered as an option with the employee bearing the entire cost. Currently 33 employees (17 percent of benefit eligible employees) purchase dependent health insurance coverage.

Employees with basic coverage for spouse OR children will not receive a cost increase in 2012-13. Employees choosing to cover the additional cost of the premier (no-deductible) plan will see an increase of \$564 annually to \$1,932 for their own coverage. Currently 61 employees (32 percent) are enrolled in this plan, however it is expected the number will decrease in fiscal year 2012-13. Premier coverage for spouse OR children will increase \$540 annually and family coverage will increase \$660 to a total annual cost of \$11,988. An employee with Premier plan family coverage will pay \$3,800 more than an employee with Basic plan family coverage. Currently, about half of the employees who have dependent coverage select the premier plan. Cost information sheets for the current and upcoming years are included for comparison. The benefit package and options will not change. The administrator of the plan will change from ASBAIT to Summit. Open enrollment for employees will occur in March.

COST OF LIVING

In February 2012 compared to the prior 12 months, the all-items Consumer Price Index (CPI) increased 2.9 percent before seasonal adjustment, the same figure as last month. March 2012 CPI data are scheduled to be released on April 13, 2012 and will be presented to the Board.

The gasoline increase led to a 3.2 percent rise in the energy index despite a decline in the index for natural gas. The food index was unchanged in February, with the food at home index unchanged for the second month in a row. The index for all items less food and energy rose 0.1 percent in February after increasing 0.2 percent in January. Indexes for shelter, new vehicles, medical care, and household furnishings and operations all advanced, while indexes for apparel, recreation, used cars and trucks, and tobacco all declined.

The index for all items less food and energy was up 2.2 percent, a slight decline from last month's 2.3 percent figure, while the 12-month change in the food index fell to 3.9 percent in February, its lowest level since last June. In contrast, the 12-month change in the energy index was 7.0 percent in February compared to 6.1 percent in January.



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Hourly Rate - Nonexempt Staff for 2011-2012 Budget Year

Step	Grade >										
	1	2	3	4	5	6	7	8	9	10	11
1	\$ 11.38	\$ 11.68	\$ 12.04	\$ 12.39	\$ 12.75	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89
2	\$ 11.68	\$ 12.04	\$ 12.39	\$ 12.75	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25
3	\$ 12.04	\$ 12.39	\$ 12.75	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61
4	\$ 12.39	\$ 12.75	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96
5	\$ 12.75	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32
6	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68
7	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04
8	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39
9	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75
10	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11
11	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47
12	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82
13	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18
14	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54
15	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89
16	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25
	Level 1		Level 2			Level 3					

Hourly Rate - Technical and Skilled Craft for 2011-2012 Schedule

Step	Grade >											
	1	2	3	4	5	6	7	8	9	10	11	12
1	\$ 13.11	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04
2	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39
3	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75
4	\$ 14.18	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11
5	\$ 14.54	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47
6	\$ 14.89	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82
7	\$ 15.25	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18
8	\$ 15.61	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54
9	\$ 15.96	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89
10	\$ 16.32	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25
11	\$ 16.68	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60
12	\$ 17.04	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60	\$ 20.96
13	\$ 17.39	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60	\$ 20.96	\$ 21.32
14	\$ 17.75	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60	\$ 20.96	\$ 21.32	\$ 21.68
15	\$ 18.11	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60	\$ 20.96	\$ 21.32	\$ 21.68	\$ 22.03
16	\$ 18.47	\$ 18.82	\$ 19.18	\$ 19.54	\$ 19.89	\$ 20.25	\$ 20.60	\$ 20.96	\$ 21.32	\$ 21.68	\$ 22.03	\$ 22.39
	Level T1			Level T2			Level T3					

**Northland Pioneer College
2011 - 2012 Faculty Salary Schedule**

Step	Grade											
	1	2	3	4	5	6	7	8	9	10	11	
1												
2												
3												
4												
5												
6												
7	\$39,676	\$40,390	\$41,117	\$41,857	\$42,611	\$43,378	\$44,158	\$44,953	\$45,762	\$46,586	\$47,425	
8	\$40,866	\$41,602	\$42,350	\$43,113	\$43,889	\$44,679	\$45,483	\$46,302	\$47,135	\$47,984	\$48,847	
9	\$42,092	\$42,850	\$43,621	\$44,406	\$45,205	\$46,019	\$46,848	\$47,691	\$48,549	\$49,423	\$50,313	
10	\$43,355	\$44,135	\$44,930	\$45,738	\$46,562	\$47,400	\$48,253	\$49,122	\$50,006	\$50,906	\$51,822	
11	\$44,655	\$45,459	\$46,278	\$47,111	\$47,959	\$48,822	\$49,701	\$50,595	\$51,506	\$52,433	\$53,377	
12	\$45,995	\$46,823	\$47,666	\$48,524	\$49,397	\$50,286	\$51,192	\$52,113	\$53,051	\$54,006	\$54,978	
13	\$47,375	\$48,228	\$49,096	\$49,980	\$50,879	\$51,795	\$52,727	\$53,676	\$54,643	\$55,626	\$56,627	
14	\$48,796	\$49,675	\$50,569	\$51,479	\$52,406	\$53,349	\$54,309	\$55,287	\$56,282	\$57,295	\$58,326	
15	\$50,260	\$51,165	\$52,086	\$53,023	\$53,978	\$54,949	\$55,938	\$56,945	\$57,970	\$59,014	\$60,076	
16	\$51,768	\$52,700	\$53,648	\$54,614	\$55,597	\$56,598	\$57,617	\$58,654	\$59,709	\$60,784	\$61,878	
17	\$53,321	\$54,281	\$55,258	\$56,252	\$57,265	\$58,296	\$59,345	\$60,413	\$61,501	\$62,608	\$63,735	
18	\$54,921	\$55,909	\$56,916	\$57,940	\$58,983	\$60,045	\$61,125	\$62,226	\$63,346	\$64,486	\$65,647	
19	\$56,568	\$57,586	\$58,623	\$59,678	\$60,752	\$61,846	\$62,959	\$64,092	\$65,246	\$66,421	\$67,616	
20	\$58,265	\$59,314	\$60,382	\$61,469	\$62,575	\$63,701	\$64,848	\$66,015	\$67,203	\$68,413	\$69,645	
21	\$60,013	\$61,093	\$62,193	\$63,313	\$64,452	\$65,612	\$66,793	\$67,996	\$69,220	\$70,466	\$71,734	
22	\$61,814	\$62,926	\$64,059	\$65,212	\$66,386	\$67,581	\$68,797	\$70,036	\$71,296	\$72,580	\$73,886	
23	\$63,668	\$64,814	\$65,981	\$67,168	\$68,377	\$69,608	\$70,861	\$72,137	\$73,435	\$74,757	\$76,103	

Adjunct Faculty Rate/Load Unit

Level	Amt
Level 1	\$610
Level 2	\$630
Level 3	\$650

Substitute Rate
\$20.00/hr

Exempt Salary Range Chart 2011-2012

12 Month Staff		
Group	Base	Max
B2	\$33,592	\$47,028
B1	\$36,456	\$51,039
C3	\$37,387	\$52,341
C2	\$40,940	\$57,316
C1	\$43,572	\$61,002
D3	\$48,615	\$68,062
D2	\$60,861	\$85,206
D1	\$79,229	\$106,958
E	\$100,071	\$135,096

11 Month Staff		
Group	Base	Max
B2	\$30,362	\$42,508
B1	\$32,951	\$46,132
C3	\$33,793	\$47,309
C2	\$37,004	\$51,805
C1	\$39,384	\$55,138

10 Month Staff		
Group	Base	Max
B2	\$27,778	\$38,889
B1	\$30,146	\$42,205
C3	\$30,916	\$43,283
C2	\$33,854	\$47,395
C1	\$36,032	\$50,444

Exempt Positions by Salary Group	
B2	Center Manager
B2	Financial Aid Advisor/Technician
B2	Information Services Manager
B2	Lead Technician for Technical Services
B2	Network Support Technician
B2	Technical Designer/Production Manager
B1	Associate Librarian
B1	Bookstore Manager
B1	Campus Manager
B1	Small Business Analyst
C3	Academic Advisor
C3	Carl Perkins Grant Manager
C3	Recruitment Advisor
C2	Apache Families First Coordinator
C2	Assistant to the President
C2	Biology Lab Manager
C2	Coordinator of High School Programs
C2	General Ledger Accountant
C2	Head Librarian
C2	Media Relations Coordinator
C2	Payroll Supervisor
C2	Student Account Coordinator
C1	ABE Special Sites Coordinator
C1	ADOC Program Coordinator
C1	Business & Industry Training Coordinator
C1	Coordinator of Community Education
C1	Coordinator of Student Services Info Systems
C1	Disabilities Resource & Access Coordinator
C1	Institutional Research Analyst
C1	System Analyst/Programmer
D3	Apache County Coordinator
D3	Director of Financial Aid
D3	Director of Small Business Development Center
D2	Controller
D2	Director of Developmental Services
D2	Director of Enrollment Services
D2	Director of Facilities & Vehicles
D2	Director of Human Resources
D2	Director of Marketing & Public Relations
D2	Network & Systems Administrator
D1	Dean of Arts and Sciences
D1	Dean of Career and Technical Education
D1	Dean of Nursing & Allied Health
D1	Director of Financial Services
D1	Director of Information Services
E	Vice President for Administrative Services
E	Vice President for Learning & Student Services

Wage Comparison

2011-2012

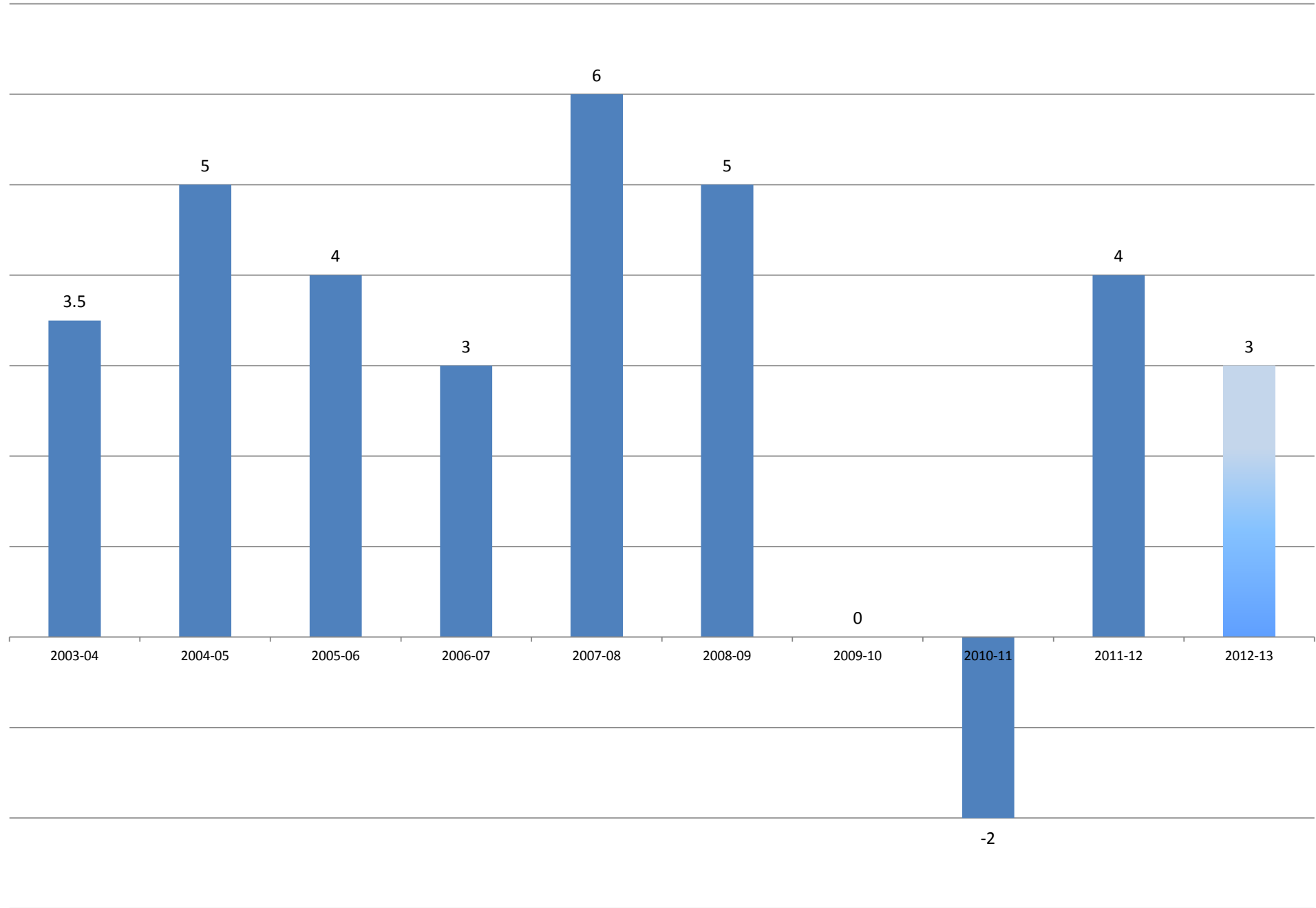
	Faculty	Classified Staff	Admin Staff
Average	2.3%	1.8%	1.7%
Arizona Western	2.0%	2.0%	2.0%
Central	0.0%	0.0%	0.0%
Cochise*	2.0%	2.0%	2.0%
Coconino	3.9%	0.9%	0.9%
Eastern	0.0%	0.0%	0.0%
Maricopa	0.6%	0.6%	0.6%
Mohave	5.4%	3.4%	2.4%
Northland	4.0%	4.0%	4.0%
Pima	1.5%	1.5%	1.5%
Yavapai	4.1%	3.6%	3.6%

2012-2013

	Faculty	Classified Staff	Admin Staff
Average	3.4%	3.3%	3.3%
CC1*	0.0%	0.0%	0.0%
CC2	2.4%	2.4%	2.4%
CC3	4.0%	4.0%	4.0%
CC4	4.0%	3.5%	3.5%
Northland	3.0%	3.0%	3.0%
CC6	3.0%	3.0%	3.0%
CC7	3.5%	3.5%	3.5%
CC8	3.0%	3.0%	3.0%
CC9	3.5%	3.5%	3.5%
CC10	3.0%	3.0%	3.0%
NPC var from Average	-0.4%	-0.3%	-0.3%

* Adding 1 -2 days additional leave

Annual Percentage Change in Wages



Faculty Salary Increase Resolution

Presented by the Faculty Senate President

Passed February 17th, 2012 (Modified April 10th, 2012)

WHEREAS:

The Faculty Senate of Northland Pioneer College recognizes the following historic pattern regarding faculty salaries:

1. The salaries of Northland Pioneer College have not kept pace with the rate of inflation for the past five years. (During the academic years, 2007-2011, the total inflation rate was approximately 11.3 percent.)
2. Faculty salaries have not received step increases for the last three years. (Steps should have been given according to the current salary schedule for the academic years of 2009-2010, 2010-2011, and 2011-2012.)
3. The faculty of Northland Pioneer College has gone without pay raises in two of the past three years. (Faculty received no salary increase for the 2009-2010 and 2010-2011 academic years and the academic year of 2010-2011 was a pay reduction of 2 percent.)
4. Average salaries for Northland Pioneer College faculty is 28 percent lower than the Arizona average faculty compensation.
5. The cost of living, ~~including rising Arizona State Retirement (A.S.R.S.)~~ and medical insurance premiums, is increasing at the same time salaries are stagnant, thus, faculty experience an erosion in their salaries. (The inflation rate for 2011 consisted of a 3.4 percent increase, ~~a 0.42 percent A.S.R.S. increase for the 2012-2013 academic year~~ and an increase of 7-8 percent for insurance premiums for the 2012-2013 academic year.)
6. The Northland Pioneer College District Governing Board in the year 2011 committed itself to raising the salaries of faculty and staff based on projected revenues for the 2011-2012 academic year. (A 4 percent pay raise for the 2011-2012 academic year resulted in an overall 1.8 percent deficit which was based on the 2 percent pay cut of 2010-2011 and the inflation rate for 2011.)

THEREFORE:

The Faculty Senate of Northland Pioneer College:

1. Endorses the Faculty Salary Compensation Committee's proposal for a raise consisting of ~~2~~ 1 steps and ~~6~~ 3 percent added to the base for college faculty for the 2012-2013 academic year.
2. ~~Endorses the Faculty Salary Compensation Committee's proposal to combine both sick days and personal days as personal leave time.~~
3. Urges the Administration of Northland Pioneer College to endorse and to vigorously support the principle of consistent and equitable annual salary increases for all college employees.
4. Urges The District Governing Board of Northland Pioneer College to provide leadership to assure consistent, equitable and fair annual salary increases for all college employees, including the commitment to raise college faculty salaries.

Northland Pioneer College
2012 - 2013 Faculty Salary Schedule
Faculty Proposal

Grade	1	2	3	4	5	6	7	8	9	10	11
Step 1											
2											
3											
4											
5											
6											
7	\$40,469	\$41,198	\$41,939	\$42,694	\$43,463	\$44,245	\$45,041	\$45,852	\$46,678	\$47,518	\$48,373
8	\$41,683	\$42,434	\$43,198	\$43,975	\$44,767	\$45,572	\$46,393	\$47,228	\$48,078	\$48,943	\$49,824
9	\$42,934	\$43,707	\$44,493	\$45,294	\$46,110	\$46,940	\$47,784	\$48,645	\$49,520	\$50,412	\$51,319
10	\$44,222	\$45,018	\$45,828	\$46,653	\$47,493	\$48,348	\$49,218	\$50,104	\$51,006	\$51,924	\$52,859
11	\$45,549	\$46,368	\$47,203	\$48,053	\$48,918	\$49,798	\$50,695	\$51,607	\$52,536	\$53,482	\$54,444
12	\$46,915	\$47,760	\$48,619	\$49,494	\$50,385	\$51,292	\$52,215	\$53,155	\$54,112	\$55,086	\$56,078
13	\$48,322	\$49,192	\$50,078	\$50,979	\$51,897	\$52,831	\$53,782	\$54,750	\$55,735	\$56,739	\$57,760
14	\$49,772	\$50,668	\$51,580	\$52,509	\$53,454	\$54,416	\$55,395	\$56,392	\$57,408	\$58,441	\$59,493
15	\$51,265	\$52,188	\$53,127	\$54,084	\$55,057	\$56,048	\$57,057	\$58,084	\$59,130	\$60,194	\$61,278
16	\$52,803	\$53,754	\$54,721	\$55,706	\$56,709	\$57,730	\$58,769	\$59,827	\$60,904	\$62,000	\$63,116
17	\$54,387	\$55,366	\$56,363	\$57,377	\$58,410	\$59,462	\$60,532	\$61,622	\$62,731	\$63,860	\$65,009
18	\$56,019	\$57,027	\$58,054	\$59,099	\$60,163	\$61,246	\$62,348	\$63,470	\$64,613	\$65,776	\$66,960
19	\$57,700	\$58,738	\$59,795	\$60,872	\$61,967	\$63,083	\$64,218	\$65,374	\$66,551	\$67,749	\$68,968
20	\$59,431	\$60,500	\$61,589	\$62,698	\$63,826	\$64,975	\$66,145	\$67,336	\$68,548	\$69,781	\$71,037
21	\$61,213	\$62,315	\$63,437	\$64,579	\$65,741	\$66,925	\$68,129	\$69,356	\$70,604	\$71,875	\$73,169
22	\$63,050	\$64,185	\$65,340	\$66,516	\$67,714	\$68,932	\$70,173	\$71,436	\$72,722	\$74,031	\$75,364
23	\$64,941	\$66,110	\$67,300	\$68,512	\$69,745	\$71,000	\$72,278	\$73,579	\$74,904	\$76,252	\$77,625

Adjunct Faculty Rate/Load Unit

Level	Amt
Level 1	\$630
Level 2	\$650
Level 3	\$670

Substitute Rate

\$20.00/hr

Exempt Salary Range Chart 2012-2013

Faculty Proposal

12 Month Staff		
Group	Base	Max
B2	\$34,599	\$48,439
B1	\$37,549	\$52,570
C3	\$38,509	\$53,912
C2	\$42,168	\$59,035
C1	\$44,880	\$62,832
D3	\$50,074	\$70,103
D2	\$62,687	\$87,762
D1	\$81,605	\$110,167
E	\$103,073	\$139,149

11 Month Staff		
B2	\$31,273	\$43,783
B1	\$33,940	\$47,516
C3	\$34,807	\$48,729
C2	\$38,114	\$53,359
C1	\$40,566	\$56,792

10 Month Staff		
B2	\$28,611	\$40,055
B1	\$31,050	\$43,471
C3	\$31,844	\$44,581
C2	\$34,869	\$48,817
C1	\$37,112	\$51,957

Exempt Positions by Salary Group

B2	Center Manager
B2	Financial Aid Advisor/Technician
B2	Information Services Manager
B2	Lead Technician for Technical Services
B2	Network Support Technician
B2	Technical Designer/Production Manager
B1	Associate Librarian
B1	Bookstore Manager
B1	Campus Manager
B1	Small Business Analyst
C3	Academic Advisor
C3	Carl Perkins Grant Manager
C3	Recruitment Advisor
C2	Apache Families First Coordinator
C2	Assistant to the President
C2	Biology Lab Manager
C2	Coordinator of High School Programs
C2	General Ledger Accountant
C2	Head Librarian
C2	Media Relations Coordinator
C2	Payroll Supervisor
C2	Student Account Coordinator
C1	ABE Special Sites Coordinator
C1	ADOC Program Coordinator
C1	Business & Industry Training Coordinator
C1	Coordinator of Community Education
C1	Coordinator of Student Services Info Systems
C1	Disabilities Resource & Access Coordinator
C1	Institutional Research Analyst
C1	System Analyst/Programmer
D3	Apache County Coordinator
D3	Director of Financial Aid
D3	Director of Small Business Development Center
D2	Controller
D2	Director of Developmental Services
D2	Director of Facilities & Vehicles
D2	Director of Human Resources
D2	Director of Marketing & Public Relations
D2	Director of Public Safety
D2	Network & Systems Administrator
D1	Dean of Arts and Sciences
D1	Dean of Career and Technical Education
D1	Dean of Nursing & Allied Health
D1	Director of Financial Services
D1	Dean of Students
D1	Director of Information Services
E	Vice President for Administrative Services
E	Vice President for Learning & Student Services

Hourly Rate - Nonexempt Staff for 2011-2012 Budget Year

Faculty Proposal

Step	Grade >											
	1	2	3	4	5	6	7	8	9	10	11	
1	\$ 11.94	\$ 12.30	\$ 12.66	\$ 13.02	\$ 13.38	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	
2	\$ 12.30	\$ 12.66	\$ 13.02	\$ 13.38	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	
3	\$ 12.66	\$ 13.02	\$ 13.38	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	
4	\$ 13.02	\$ 13.38	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	
5	\$ 13.38	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	
6	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	
7	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	
8	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	
9	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	
10	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	
11	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	
12	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	
13	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	
14	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	
15	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	
16	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	
Level 1												
Level 2												
Level 3												

Hourly Rate - Technical and Skilled Craft for 2011-2012 Schedule

Faculty Proposal

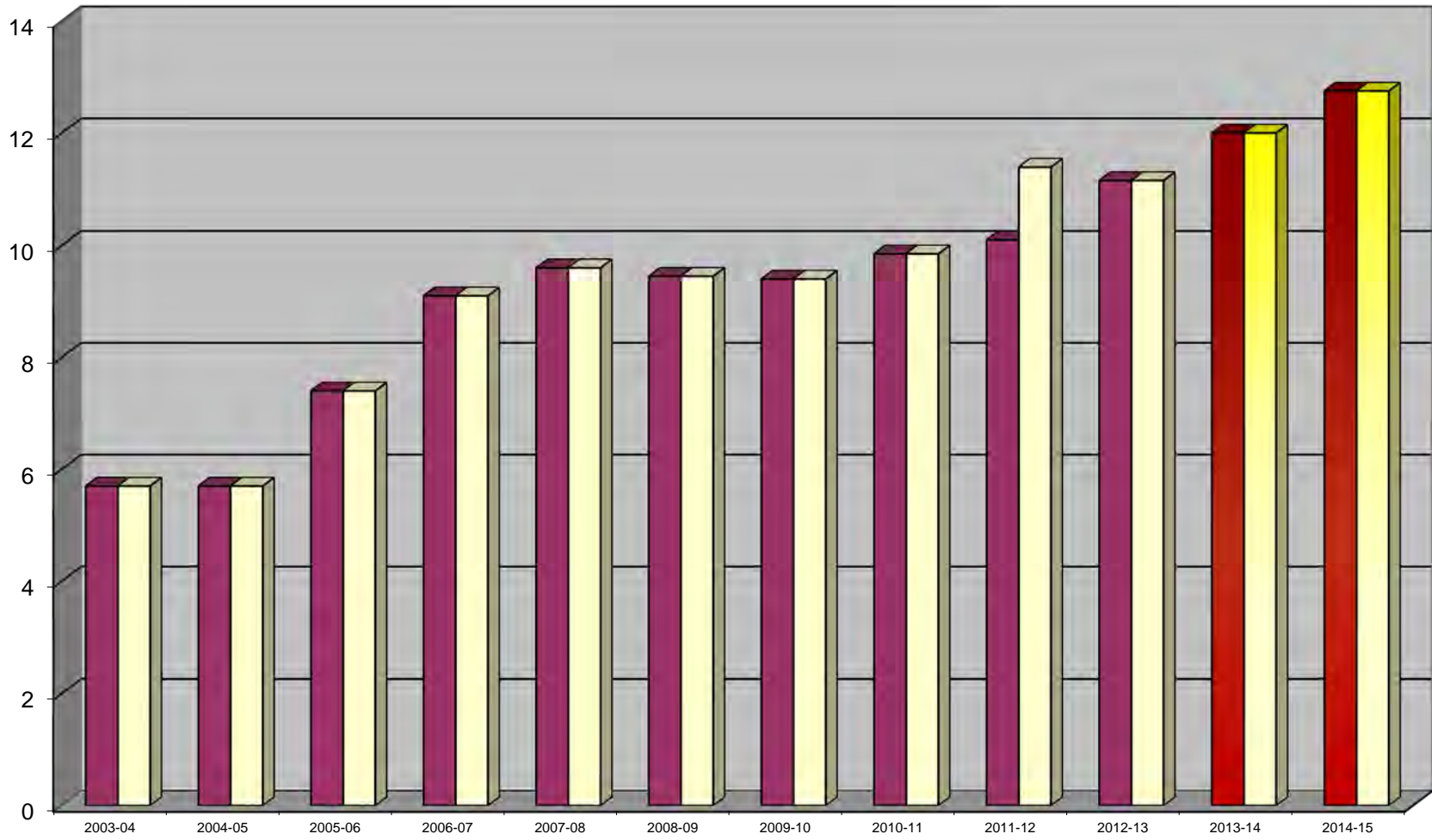
Step	Grade >											
	1	2	3	4	5	6	7	8	9	10	11	12
1	\$ 13.74	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70
2	\$ 14.10	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06
3	\$ 14.46	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42
4	\$ 14.82	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78
5	\$ 15.18	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14
6	\$ 15.54	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50
7	\$ 15.90	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86
8	\$ 16.26	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22
9	\$ 16.62	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58
10	\$ 16.98	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94
11	\$ 17.34	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30
12	\$ 17.70	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30	\$ 21.66
13	\$ 18.06	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30	\$ 21.66	\$ 22.02
14	\$ 18.42	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30	\$ 21.66	\$ 22.02	\$ 22.38
15	\$ 18.78	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30	\$ 21.66	\$ 22.02	\$ 22.38	\$ 22.74
16	\$ 19.14	\$ 19.50	\$ 19.86	\$ 20.22	\$ 20.58	\$ 20.94	\$ 21.30	\$ 21.66	\$ 22.02	\$ 22.38	\$ 22.74	\$ 23.10
Level T1												
Level T2												
Level T3												

Employee ASRS/Inflation Factors

Fiscal Year	ASRS	COLA	Subtotal	Wages	Difference
2007-08	0.5	2.3	2.8	6	3.2
2008-09	-0.15	5.8	5.65	5	-0.65
2009-10	-0.05	0	-0.05	0	0.05
2010-11	0.45	0	0.45	-2	-2.45
2011-12	1.54	3.6	5.14	4	-1.14
		Subtotal	13.99	13	-0.99
2012-13	-0.24	3	2.76	3	0.24

ASRS Contribution Rates

Percentage of Payroll



NORTHLAND PIONEER COLLEGE

Insurance Costs for Employees

Effective July 1, 2011

Navajo County Schools Employee Benefits Trust Cost of Medical Insurance

2011-2012 Contribution Rates

Basic Plan (B-25)*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$491	\$39	\$ 0
Employee & Spouse	\$982	\$84	\$536
Employee & Child (ren)	\$982	\$90	\$542
Employee & Family	\$1,089	\$123	\$682

Premier Plan (A-15)*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$605	\$39	\$114
Employee & Spouse	\$1,179	\$84	\$733
Employee & Child (ren)	\$1,179	\$90	\$739
Employee & Family	\$1,304	\$123	\$897

**The cost of the Basic Plan for employee medical & dental insurance is an employee benefit and is deducted from the total monthly cost.*

VOLUNTARY DEDUCTION

Cost of Avesis Insurance Group ID 1056 Carrier #10790

Covered Group	Vision Cost
Employee Only	\$8.05
Employee & Spouse	\$15.13
Employee & Child (ren)	\$16.58
Employee & Family	\$20.93

For benefit questions call 1-800-828-9341

Locate an AVESIS Provider at: www.avesis.com

NORTHLAND PIONEER COLLEGE

Insurance Costs for Employees

Effective July 1, 2012

Navajo County Schools Employee Benefits Trust Cost of Medical Insurance

2012-2013 Contribution Rates

Basic Plan (B-25)*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$491	\$39	\$0
Employee & Spouse	\$982	\$84	\$536
Employee & Child (ren)	\$982	\$90	\$542
Employee & Family	\$1,089	\$123	\$682

Premier Plan (A-15)*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$652	\$39	\$161
Employee & Spouse	\$1,271	\$84	\$825
Employee & Child (ren)	\$1,271	\$90	\$831
Employee & Family	\$1,406	\$123	\$999

**The cost of the Basic Plan for employee medical & dental insurance is an employee benefit and is deducted from the total monthly cost.*

VOLUNTARY DEDUCTION

Cost of Avesis Insurance Group ID 1056 Carrier #10790

Covered Group	Vision Cost
Employee Only	\$8.05
Employee & Spouse	\$15.13
Employee & Child (ren)	\$16.58
Employee & Family	\$20.93

For benefit questions call 1-800-828-9341

Locate an AVESIS Provider at www.avesis.com

Request to Approve the 2012-2013 Preliminary Budget

Recommendation:

Staff recommends approval of the 2012-2013 Preliminary Budget as presented.

Summary:

The preliminary budget as approved by the District Governing Board will be published prior to the budget hearing according to statutory requirements. Notices about the budget hearing will be published on the NPC website, in the Holbrook Tribune and in the White Mountain Independent. A notice of the hearing scheduled for May 15 will also be published and sent as a news release to all area media outlets.

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

Adjustments to the revenue estimates discussed in the regular March 2012 Board meeting have been refined and several technical changes have been included on the attached official budget forms. The changes will be discussed during the Board meeting. The preliminary budget reflects the maximum primary property tax levy.

The State of Arizona FY 2012-13 budget has not been approved as of this writing; however, the community college system's recommendation to follow statutory formula is expected to be funded. The formulas for both operating state aid and equalization aid combine for a total reduction in revenues of \$1,155,000 or 14 percent. Operating state aid has been reduced a total of 55 percent and equalization aid has been reduced 22 percent compared to the FY 2009-10 outlay. FY2012-13 will be the fifth year without any capital state aid. Staff continues to have concerns about the future funding of equalization state aid.

Expenditure targets have also been modified as a result of the budget hearings and subsequent discussions. Approximately \$600,000 in expenditures related to new positions has been included, with \$422,500 for Instruction and \$169,000 for Information Services. A three percent (3%) increase for all regular employee classes is also included in the preliminary budget. The Arizona State Retirement System is expected to increase the employer contribution rate from 10.1 percent to 11.15 percent; the increase is also reflected in the proposed budget. The employee ASRS contribution is expected to decrease from 11.39 percent to 11.15 percent. The college's cost of employee "basic" health insurance will not increase in FYE 2013; no changes were made to the schedule of benefits in either the "basic" plan or the "premier" plan. The fee for the premier plan will increase 7.8 percent. Employee health insurance cost for this no-deductible plan will increase between \$47 and \$102 per month depending on type of coverage selected.

Staff anticipates the expenditure limit will not be breached in FYE 2013, but additional carry-forward balances will be minimal.

Staff will review the budget with the Board and will also answer questions. The budget can be reduced, but cannot be increased at the Board meeting on May 15, 2012.



Northland Pioneer College

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BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2012 – 2013

ACTIVITY	RESOURCE	DUE BY
1. Receive budget calendar APPROVED 12/13/2011	DGB	13 December
2. Receive budget assumptions & overview APPROVED 1/17/12	DGB	17 January
3. Departmental operational budget material distributed	Ellison	4 February
4. Three-year capital budget material distributed	Ellison	10 February
5. Receive tuition and fee schedules	DGB	21 February
6. Departmental operational budgets received	Executive Team	21 February
7. Executive review of operational budget	Executive Team	29 February
8. Three-year capital budgets received	Executive Team	8 March
9. Executive review of three capital budget	Executive Team	19 March
10. Tuition and fee schedules APPROVED 3/20/12	DGB	20 March
11. Receive preliminary budget analysis	DGB	20 March
12. Receive wage and salary recommendation	DGB	20 March
13. Budget hearings	Budget Managers	26 March
14. Receive complete budget analysis	DGB	17 April
15. Approve budget publication	DGB	17 April
16. Approve salary schedules	DGB	17 April
17. Tentative budget adopted	DGB	17 April
18. Tentative three-year capital budget adopted	DGB	17 April
19. Notice of budget public hearing/TNT hearing first published	Hatch/Ellison	27 April
20. Notice of TNT hearing second publication	Hatch/Ellison	4 May
21. Notice of budget public hearing/TNT hearing final publication	Hatch/Ellison	9 May
22. Public hearing conducted for taxpayers	DGB	15 May
23. Final budget adopted	DGB	15 May
24. Final three-year capital budget adopted	DGB	15 May
25. Notify PTOC of the amount of the primary property tax levied	Hatch/Ellison	16 May
26. Submit Tax levy to Navajo County	Hatch/Ellison	16 May

**Northland Pioneer College
Departmental Budget Guidelines
FY 2012-13**

GENERAL ASSUMPTIONS

- Budget Development Calendar will be followed
- Preliminary budget analysis to DGB in March will include additional details compared to prior year preliminary budget analyses
- Statutory Expenditure Limit is not expected to limit expenditures

REVENUE ASSUMPTIONS

- State funding expected to be reduced in FY12-13 by approximately \$1.4 million
- Tuition and general fees will be set at a rate that
 - (A) Increases incrementally
 - (B) Is competitive in our market by maintaining a comparative position to the average tuition at other Arizona community colleges
 - (C) Gives consideration to the impact on students
- Course fees will be set at a rate calculated to offset expendable supplies and equipment
- Primary property tax will be levied at
 - (A) Maximum rate, which is 2% higher than current year tax

OR

 - (B) Maximum rate without holding a truth-in-taxation hearing
- Other revenues will be estimated based on historical information and emerging trends

EXPENDITURE ASSUMPTIONS

- Items in budget requests will be linked to the current **NPC Strategic Plan**. Any budget amounts that are higher than FY11-12 budget **or** actual historical spending will be **justified**.
- Budget requests for operational expenditures will be completed by **Tuesday, February 21, 2012**.
- Budget requests for capital expenditures will be completed by **Thursday, March 8, 2012**.

- SALARY SCHEDULES will be developed with
 - (A) Incrementally increasing rates
 - (B) Consideration to competitive market conditions by maintaining a comparative position to the average increases/rates at other Arizona community colleges
 - (C) Consideration to salary schedule compression
- BENEFITS will be developed with
 - (A) No major changes in benefit structure
 - (B) Consideration on impact of third-party partnerships
 - (1) Navajo County Schools Employee Benefit Trust for medical and dental insurance
 - (2) Arizona State Retirement System for retirement contributions
- Education partner relationships will be maintained
 - (A) Apache County
 - (B) NAVIT
 - (C) Dual enrollment
- CAPITAL budget requests will be developed for a three-year period (2012 – 2015)
- GRANT funding will continue to be identified and pursued
- AUXILIARY fund activities will be maintained

Budget Categories & Targets:

Revenues	<ul style="list-style-type: none">• Budget will be prepared by Administrative Services.
Salaries/Wages & Benefits	<ul style="list-style-type: none">• Budget will be prepared by Administrative Services except for the following that budget managers will <u>include in budget request:</u><ul style="list-style-type: none">○ Adjunct Salaries,○ Overload,○ Temporary Salaries,○ Lab Aids, and○ Substitute Salaries.
Operating Expenditures	<ul style="list-style-type: none">• Funding expected to remain level in FY 12-13.• Budget requests should reflect only those items required to maintain service levels.• Any new programs/services must be initiated through the shared governance process, including adoption in the strategic plan.
Capital Expenditures	<ul style="list-style-type: none">• No state funding is expected in the future• All requests for funding must be covered from the operation budget or reserved funds.

**OFFICIAL BUDGET FORMS
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
FISCAL YEAR 2012-13**

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
SUMMARY OF BUDGET DATA**

	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 22,107,760	\$ 24,199,362	\$ 2,091,602	9.5%
Unexpended Plant Fund	4,400,000	11,085,000	6,685,000	151.9%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 26,507,760	\$ 35,284,362	\$ 8,776,602	33.1%
B. Expenditures Per FTSE:				
Current General Fund	\$ 10,049 /FTSE	\$ 10,071 /FTSE	\$ 22 /FTSE	0.2%
Unexpended Plant Fund	\$ 2,000 /FTSE	\$ 4,583 /FTSE	\$ 2,583 /FTSE	129.2%
II. EXPENDITURE LIMITATIONS			FISCAL YEAR 2011-12	\$ 16,251,916
			FISCAL YEAR 2012-13	\$ 15,978,265
III. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2011-12 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				\$ _____
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2012-13 PURSUANT TO A.R.S. §42-17051				\$ 13,167,562
V. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES:				
	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
			Amount	%
A. Amount Levied:				
Primary Tax Levy	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
Secondary Tax Levy				
TOTAL PROPERTY TAX LEVY	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	\$ 1.2387	\$ 1.3515	\$ 0.1128	9.1%
Secondary Tax Rate				
TOTAL PROPERTY TAX RATE	\$ 1.2387	\$ 1.3515	\$ 0.1128	9.1%

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
REVENUES AND OTHER ADDITIONS BY SOURCE					
PROPERTY TAXES					
Primary Tax Levy	\$ 12,600,000	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
Secondary Tax Levy - Override					
Subtotal	\$ 12,600,000	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
STATE APPROPRIATIONS					
Maintenance Support	1,730,100	1,720,000	1,689,700	(30,300)	-1.8%
Equalization Aid	6,451,700	6,452,000	5,367,100	(1,084,900)	-16.8%
Subtotal	\$ 8,181,800	\$ 8,172,000	\$ 7,056,800	\$ (1,115,200)	-13.6%
GIFTS, GRANTS, AND CONTRACTS					
Government Grants and Contracts	1,550,000	1,350,000	1,600,000	250,000	18.5%
Indirect Costs Recovered					
Private Gifts, Grants, and Contracts					
Subtotal	\$ 1,550,000	\$ 1,350,000	\$ 1,600,000	\$ 250,000	18.5%
TUITION, REGISTRATION, AND STUDENT FEES					
General Tuition	3,400,000	3,400,000	3,500,000	100,000	2.9%
Out-of-District Tuition					
Out-of-State Tuition	100,000	100,000	100,000		
Student Fees	700,000	700,000	700,000		
Tuition and Fee Remissions or Waivers	800,000		1,000,000	1,000,000	
Subtotal	\$ 5,000,000	\$ 4,200,000	\$ 5,300,000	\$ 1,100,000	26.2%
OTHER SOURCES					
Investment Income	115,000	125,000	125,000		
Other	100,000	100,000	200,000	100,000	100.0%
Subtotal	\$ 215,000	\$ 225,000	\$ 325,000	\$ 100,000	44.4%
Total Revenues and Other Additions	\$ 27,546,800	\$ 26,657,760	\$ 27,449,362	\$ 791,602	3.0%
UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, APPLIED TO BUDGET					
	\$	\$	\$ 8,500,000	\$ 8,500,000	
TRANSFERS IN/(OUT)					
Transfer Out - Primary Tax Levy					
- Unexpended Plant Fund	(3,200,000)	(3,800,000)	(11,000,000)	(7,200,000)	189.5%
- Auxilliary Fund/Restricted Fund	(745,000)	(750,000)	(750,000)		
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 23,601,800	\$ 22,107,760	\$ 24,199,362	\$ 2,091,602	9.5%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS

		UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, 2012	\$ <u>32,758,000</u>
Less: <u>Governing Board Designations</u>			
<u>Capital projects - FY1314 & FY1415</u>	\$	<u>18,000,000</u>	
<u>Other Amounts Unavailable to Finance Expenditures of the Budget Year Reserve</u>		<u>6,258,000</u>	
Subtotal			\$ <u>24,258,000</u>
Add: <u>Amounts Not Expected to be Expended in the Budget Year</u>			
Subtotal			\$ _____
		UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, 2012, APPLIED TO BUDGET	\$ <u><u>8,500,000</u></u>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2012-13
 PLANT FUNDS - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
REVENUES AND OTHER ADDITIONS BY SOURCE					
UNEXPENDED PLANT FUND					
State Appropriations: Capital Support (____ FTSE @ \$ ____ each)	\$ _____	\$ _____	\$ _____	\$ _____	_____
Investment Income	_____	_____	_____	_____	_____
Proceeds from Sale of Bonds	_____	_____	_____	_____	_____
Other Revenues and Additions	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	\$ _____	_____
RESTRICTED FUND BALANCE AT JULY 1	600,000	600,000	85,000	(515,000)	-85.8%
TRANSFERS IN/(OUT)					
Transfer In - Primary Tax Levy - Current General Fund	3,200,000	3,800,000	11,000,000	7,200,000	189.5%
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts accumulated for future capital acquisitions	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND	\$ 3,800,000	\$ 4,400,000	\$ 11,085,000	\$ 6,685,000	151.9%
RETIREMENT OF INDEBTEDNESS PLANT FUND					
Sources for payment of principal and interest on general obligation bonds					
Secondary Tax Levy	_____	_____	_____	_____	_____
Other (Identify)	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF GENERAL OBLIGATION BONDS					
TRANSFERS IN/(OUT)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF GENERAL OBLIGATION BONDS	\$ _____	\$ _____	\$ _____	\$ _____	_____

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
PLANT FUNDS - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
Sources for payment of principal and interest on revenue bonds (Identify)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF REVENUE BONDS	_____	_____	_____	_____	_____
TRANSFERS IN/(OUT)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF REVENUE BONDS	\$ _____	\$ _____	\$ _____	\$ _____	_____
Sources for payment of principal and interest on other long-term debt (Identify)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF OTHER LONG-TERM DEBT	_____	_____	_____	_____	_____
TRANSFERS IN/(OUT)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF OTHER LONG-TERM DEBT	\$ _____	\$ _____	\$ _____	\$ _____	_____
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES- RETIREMENT OF INDEBTEDNESS PLANT FUND	\$ _____	\$ _____	\$ _____	\$ _____	_____

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT GENERAL FUND AND PLANT FUNDS - EXPENDITURES AND OTHER DEDUCTIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
CURRENT GENERAL FUND					
Instruction	\$ 8,500,000	\$ 8,026,000	\$ 9,506,024	\$ 1,480,024	18.4%
Public Service	20,000				
Academic Support	1,100,000	1,659,000	1,041,483	(617,517)	-37.2%
Student Services	1,500,000	1,377,000	1,511,940	134,940	9.8%
Institutional Support (Administration)	7,100,000	7,069,000	7,526,702	457,702	6.5%
Operation and Maintenance of Plant	1,800,000	1,756,000	1,809,170	53,170	3.0%
Scholarships	1,264,000	283,000	1,298,011	1,015,011	358.7%
Contingency		1,937,760	1,506,032	(431,728)	-22.3%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT GENERAL FUND	\$ 21,284,000	\$ 22,107,760	\$ 24,199,362	\$ 2,091,602	9.5%
PLANT FUNDS: UNEXPENDED PLANT FUND					
Land	\$	\$	\$	\$	
Buildings	1,200,000	1,480,000	3,385,000	1,905,000	128.7%
Improvements Other Than Buildings	380,000	500,000	500,000		
Equipment	1,800,000	2,000,000	1,992,000	(8,000)	-0.4%
Library Books	50,000	50,000	55,000	5,000	10.0%
Museum and Art Collections					
Construction in Progress			5,000,000	5,000,000	
Contingency					
Retirement of Indebtedness - Capital Leases and Installment Purchases	370,000	370,000	153,000	(217,000)	-58.6%
Interest on Indebtedness - Capital Leases and Installment Purchases					
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF UNEXPENDED PLANT FUND	\$ 3,800,000	\$ 4,400,000	\$ 11,085,000	\$ 6,685,000	151.9%
RETIREMENT OF INDEBTEDNESS PLANT FUND					
Retirement of Indebtedness - General Obligation Bonds	\$	\$	\$	\$	
Interest on Indebtedness - General Obligation Bonds					
Retirement of Indebtedness - Revenue Bonds					
Interest on Indebtedness - Revenue Bonds					
Retirement of Indebtedness - Other Long-Term Debt					
Interest on Indebtedness - Other Long-Term Debt					
Other-Property Tax Judgement					
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF RETIREMENT OF INDEBTEDNESS PLANT FUND	\$	\$	\$	\$	

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT AUXILIARY ENTERPRISES FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
REVENUES AND OTHER ADDITIONS BY SOURCE					
TUITION AND STUDENT FEES					
General Tuition	\$ _____	\$ _____	\$ _____	\$ _____	_____
Out-of-District Tuition	_____	_____	_____	_____	_____
Out-of-State Tuition	_____	_____	_____	_____	_____
Student Fees	_____	_____	_____	_____	_____
Tuition and Fee Remissions or Waivers	_____	_____	_____	_____	_____
Subtotal	\$ _____	\$ _____	\$ _____	\$ _____	_____
SALES AND SERVICES					
Bookstore Sales	100,000	150,000	125,000	(25,000)	-16.7%
Food Services Sales	_____	_____	_____	_____	_____
Dormitory Rentals	_____	_____	_____	_____	_____
Intercollegiate Athletics	_____	_____	_____	_____	_____
Parking Fees or Permits	_____	_____	_____	_____	_____
Other Sales and Services	200,000	225,000	225,000	_____	_____
Subtotal	\$ 300,000	\$ 375,000	\$ 350,000	\$ (25,000)	-6.7%
OTHER REVENUES AND ADDITIONS					
Investment Income	_____	_____	_____	_____	_____
Other (Identify)	_____	_____	_____	_____	_____
Subtotal	\$ _____	\$ _____	\$ _____	\$ _____	_____
Total Revenues and Other Additions	\$ 300,000	\$ 375,000	\$ 350,000	\$ (25,000)	-6.7%
UNRESTRICTED FUND BALANCE AT JULY 1					
TRANSFERS IN/(OUT)					
Current General Fund	145,000	150,000	150,000	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 445,000	\$ 525,000	\$ 500,000	\$ (25,000)	-4.8%

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT RESTRICTED FUND - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<u>REVENUES AND OTHER ADDITIONS BY SOURCE</u>					
GIFTS, GRANTS, AND CONTRACTS					
Federal Grants and Contracts	\$ 4,300,000	\$ 4,200,000	\$ 4,400,000	\$ 200,000	4.8%
State Grants and Contracts	400,000	200,000	200,000		
Local Grants and Contracts					
Private Gifts, Grants, and Contracts	400,000	400,000	400,000		
Subtotal	\$ 5,100,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
OTHER REVENUES AND ADDITIONS					
Investment Income					
State Shared Sales Tax	400,000	400,000	400,000		
Other (Identify)					
Subtotal	\$ 400,000	\$ 400,000	\$ 400,000		
Total Revenues and Other Additions	\$ 5,500,000	\$ 5,200,000	\$ 5,400,000	\$ 200,000	3.8%
RESTRICTED FUND BALANCE AT JULY 1					
TRANSFERS IN/(OUT)					
General Fund	500,000	600,000	600,000		
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 6,000,000	\$ 5,800,000	\$ 6,000,000	\$ 200,000	3.4%

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2012-13
CURRENT AUXILIARY ENTERPRISES AND CURRENT RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
CURRENT AUXILIARY ENTERPRISES FUND					
Bookstore	\$ 145,000	\$ 150,000	\$ 125,000	\$ (25,000)	-16.7%
Food Services					
Dormitories					
Intercollegiate Athletics					
Other Sales & Services	300,000	375,000	375,000		
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT AUXILIARY ENTERPRISES FUND	<u>\$ 445,000</u>	<u>\$ 525,000</u>	<u>\$ 500,000</u>	<u>\$ (25,000)</u>	<u>-4.8%</u>
CURRENT RESTRICTED FUND					
Instruction	\$ 790,000	\$ 700,000	\$ 700,000		
Public Service	20,000	10,000	10,000		
Academic Support					
Student Services	650,000	650,000	650,000		
Institutional Support (Administration)	40,000	40,000	40,000		
Operation and Maintenance of Plant					
Scholarships	4,500,000	4,400,000	4,600,000	200,000	4.5%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUND	<u>\$ 6,000,000</u>	<u>\$ 5,800,000</u>	<u>\$ 6,000,000</u>	<u>\$ 200,000</u>	<u>3.4%</u>

FINAL FY 2011/12 FINAL EXPENDITURE LIMITS: COMMUNITY COLLEGES

COMMUNITY COLLEGE DISTRICT	POPULATION**		POPULATION FACTOR	INFLATION FACTOR*	FY 1979/80 BASE LIMIT	FINAL 2011/12 EXPENDITURE LIMITATION
	2011/12 (estimate)	1979/80				
COCHISE	9,200	2,156	4.2672	2.7392	\$6,038,815	\$70,584,273
COCONINO	2,350	1,000	2.3500	2.7392	\$2,459,758	\$15,833,517
GILA	1,350	905	1.4917	2.7392	\$1,948,412	\$7,961,284
GRAHAM	3,550	1,824	1.9463	2.7392	\$4,910,132	\$26,176,636
MARICOPA	92,850	27,299	3.4012	2.7392	\$52,841,755	\$492,299,679
MOHAVE	4,338	1,033	4.1994	2.7392	\$3,163,993	\$36,395,014
NAVAJO	2,500	1,566	1.5964	2.7392	\$3,716,543	\$16,251,916
PIMA	26,600	11,038	2.4099	2.7392	\$19,071,763	\$125,892,320
PINAL	5,800	2,452	2.3654	2.7392	\$7,534,121	\$48,815,447
SANTA CRUZ	720	700	1.0286	2.7392	\$1,507,059	\$4,246,018
YAVAPAI	4,692	1,568	2.9923	2.7392	\$5,759,613	\$47,208,739
YUMA/LA PAZ	5,613	1,952	2.8755	2.7392	\$6,215,322	\$48,954,882
TOTAL	159,563	53,493	2.9829		\$115,167,286	\$940,619,726

* SOURCE: (2010 GDP Implicit Price Deflator - Global Insight, March 2011)/(1978 GDP Implicit Price Deflator) = 110.662/40.400

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

Request to Approve the 2012-2015 Preliminary Capital Budget

Recommendation:

Staff recommends approval of the 2012-2015 Preliminary Capital Budget as presented.

Summary:

The preliminary budget as approved by the District Governing Board will be guide capital project planning for the next three years. The first year of preliminary capital budget is incorporated into the 2012-13 preliminary annual budget and includes adjustments to each of the years based on the NPC Strategic Plan approved by the District Governing Board along with Board discussions throughout the budget development process. Extensive involvement at the department and executive level produced the attached budget proposal through the approved budget development calendar, assumptions and guidelines.

Funding has been identified as a combination of current fund balances with a designation from the Board for reserving the fund balances for future purposes and from ongoing general fund operating revenues. Staff does not anticipate the return of capital state aid to fund future capital needs.

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



Northland Pioneer College

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**Northland Pioneer College
Capital Fund (50) - Preliminary Budget
FY1213 Budget Cycle**

	FY1213	FY1314	FY1415
Fund Balance	8,585,000	10,000,000	8,000,000
Transfer from Operating to Fund 50	2,500,000	2,000,000	2,000,000
Annual Capital Budget Target	11,085,000	12,000,000	10,000,000
Annual Capital Requirements			
*Annual Building Maintenance	200,000	200,000	200,000
Leases - Computers	60,000	-	-
Leases - Fleet (5 yr lease)	10,000	-	-
	<u>270,000</u>	<u>200,000</u>	<u>200,000</u>
Annual Capital Requests			
Administrative Services	8,365,230	9,452,000	7,636,200
Student Services	76,720	60,000	60,000
IS	2,116,300	1,667,900	1,913,700
Instruction:			
Arts & Science	-	-	-
CTE	220,900	620,100	190,100
Nursing	35,850	-	-
	<u>10,815,000</u>	<u>11,800,000</u>	<u>9,800,000</u>
	<u><u>11,085,000</u></u>	<u><u>12,000,000</u></u>	<u><u>10,000,000</u></u>

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	ADM SVC	Maint	6100	5610	3,585,000	Deferred Maintenance Projects	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	N
FY1213	ADM SVC	Maint	6100	5640	5,000,000	PDC Skill Center	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	Yes - contractually required to complete welding move by 12-2017
			Admin Services Total		8,365,230			
FY1213	STUD SERV	LIB	3500	5650	55,000	print, audio, video & electronic books	HLC 2b The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future. HLC 3d The organization's learning resources support student learning and effective teaching	N
FY1213	STUD SERV	MAR	5920	5316	12,920	Purchase price plus tax. Yearly maintenance charge will come out of operational budget.	2.3.2 - 2.3.6 Increase: transfer degree enrollment, numbers of Native American students, advertising for vocational skills programs, community awareness.	N
FY1213	STUD SERV	MAR	5920	5316	8,800	One time buyout of current Xerox printer to move to new company.	2.3.2 - 2.3.6 Increase: transfer degree enrollment, numbers of Native American students, advertising for vocational skills programs, community awareness.	N
			Student Services Total		76,720			
FY1213	IS	IS	5070	5630	350,000	Computer Cycle @ 4 years (300 computers)	Pillar 3.1.1	N

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	IS	IS	5070	5600	210,000	6 End-points (6 years old) - Video Classrooms	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5108	200,000	Digital Document Imaging	Pillar 3.1.1, 3.2.2	N
FY1213	IS	IS	5070	5620	140,000	Xiotech Storage Business Continuity, Disaster Recovery	Pillar 3.1.1	N
FY1213	IS	IS	5070	5201	120,000	Digital Document Imaging Software	Pillar 3.1.1, 3.2.2	N
FY1213	IS	IS	5070	5201	110,000	1 Card Integration - Print Management	Pillar 3.1.1	Y
FY1213	IS	IS	5070	5108	80,000	Exchange	Pillar 3.1.1	N
FY1213	IS	IS	5070	5620	-	Server / Blade Cycle (end of life)	Pillar 3.1.1	N
FY1213	IS	IS	5070	5620	75,000	Servers- 5 year replacement cycle. 6 are Expired, 8 Expire this year. 5 Expire next year. 6 Expire the 3rd year along with enclosures and storage.	Pillar 3.1.1	N
FY1213	IS	IS	5070	5105	65,000	Video Bridge	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5108	60,000	Active Directory - Data Build Out	Pillar 3.1.1	N
FY1213	IS	IS	5070	5620	-	Data Center Remodel PDC / WMC	Pillar 3.1.1	Y
FY1213	IS	IS	5070	5620	60,000	WAN - NATC to Porter Mountain Build-out	Pillar 3.1.1, 3.2.1	Y
FY1213	IS	IS	5070	5620	55,000	Replace old routers, switches and AP's over 6 years old	Pillar 3.1.1	N
FY1213	IS	IS	5070	5108	53,000	Jenzabar Consultants Travel Expenses (24 consult visits)	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1213	IS	IS	5070	5108	50,000	Jenzabar Consultants General	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1213	IS	IS	5070	5620	45,000	Ironport Email Spam Appliance	Pillar 3.1.1	N
FY1213	IS	IS	5070	5691	45,000	1 Video equipment Lease	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5620	40,000	2nd DataCore Storage Controller (2)	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5620	35,000	Load Balance VDI F5	Pillar 3.1.1, 3.2.1	N

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	IS	IS	5070	5620	30,000	Network Operations Center for monitoring network devices, systems, virtualization and storage	Pillar 3.1.1	Y
FY1213	IS	IS	5070	5630	30,000	Printers @ 3 year cycle	Pillar 3.1.1	N
FY1213	IS	IS	5070	5630	30,000	(100) 19" HP Flat Screen Monitors (\$300 ea)	Pillar 3.1.1	N
FY1213	IS	IS	5070	5600	6,000	3 Smartboards 685 W UF55W Projectors - for NATC	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5620	25,000	Wireless Lan Controler PDC	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5105	20,400	Server Maintenance \$400 X 51 Servers	Pillar 3.1.1	N
FY1213	IS	IS	5070	5620	20,000	Cisco Fibre Switches (2) PDC / WMC	Pillar 3.1.1	N
FY1213	IS	IS	5070	5691	16,500	1 Server and services Lease	Pillar 3.1.1	N
FY1213	IS	IS	5070	5201	15,000	Stanley Basis 650 (Best Key Software Door Locks)	Pillar 3.1.1	N
FY1213	IS	PAD	5700	5645	15,000	Upgrade Equipment	Pillar 3.1.1	N
FY1213	IS	IS	5070	5201	12,500	Library Software - Pharos - PC Reservation	Pillar 3.1.1	Y
FY1213	IS	IS	5070	5600	12,000	Two SMART Boards 685 w/ UF55w Projectors Unit Cost: \$6,000 (Nursing Asst.)	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5105	10,000	New WAN Connection (NATC)	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5600	10,000	4 smartboards and projectors	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5600	8,100	Cameras and Monitors for Library	Pillar 3.1.1	UNK
FY1213	IS	IS	5070	5620	-	(5) Polycom (VoIP) Phones for Conf Rms (LCC, WMC, PDC, SCC, WRV	Pillar 3.1.1	Y
FY1213	IS	IS	5070	5201	6,500	Survey Software	Pillar 3.1.1	N
FY1213	IS	IS	5070	5600	6,000	Wireless sound systems for symposiums (3)	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5201	5,000	Construction Software	Pillar 3.2.1	UNK
FY1213	IS	IS	5070	5600	5,000	Smartboard - New Theory Classroom - COSMO	Pillar 3.1.1, 3.2.1	UNK

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	IS	IS	5070	5600	5,000	SmartBoard System for Construction Skill Center PDC	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5600	5,000	Wireless Microphone System for Theatre Arts Dept	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5600	5,000	Sound system for Model	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5605	4,000	M-8 - 4 Cubicle Work Stations (desk, chair, bookcase)	Pillar 6.2.2	N
FY1213	IS	IS	5070	5630	4,000	CIS Dept - Mac Computers	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5600	3,200	4 Doc Cameras	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5600	3,000	Presentation Clickers (4 sets) Nursing	Pillar 3.1.1	UNK
FY1213	IS	IS	5070	5605	3,000	2 Offices for Employee Increase	Pillar 6.2.2	N
FY1213	IS	IS	5070	5201	2,500	Fire Science Software Upgrade	Pillar 3.2.1	UNK
FY1213	IS	IS	5070	5600	2,000	Video Equip - CIS 113 & CIS 125	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5630	2,000	ITP Computers - Replace Old	Pillar 3.1.1	N
FY1213	IS	IS	5070	5600	1,600	4 Airliner Slates	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5201	-	Cosmotology Software	Pillar 3.2.1	UNK
FY1213	IS	IS	5070	5201	-	Quickbooks - AIS/BUS	Pillar 3.2.1	UNK
FY1213	IS	IS	5070	5201	-	Adobe Suite Upgrade - COMM ED Dept	Pillar 3.2.1	UNK
FY1213	IS	IS	5070	5630	-	Cosmotology - 8 PC Units & 1 MFP Printer	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5630	-	15 Computers for Construction Computer Lab - Theory Class	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5630	-	Computer Lab (LCC, St. John & Theory Class) - COSMO	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5630	-	Model Thin Client Lab - Fire Science	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5630	-	20 MacBook Pro 13.3" Laptops - Nursing Dept	Pillar 3.1.1, 3.2.1	UNK
FY1213	IS	IS	5070	5645	-	Storage/Charging Cart - Nursing Dept	Pillar 3.1.1, 3.2.1	N
FY1213	IS	IS	5070	5691	-	3 Computer Leases	Pillar 3.1.1	N

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
				IS Total	2,116,300			
FY1213	CTE	IMO	1155	5645	-	Mechatronics Program	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1213	CTE	IMO	1155	5645	-	Training Props for NCCER site test	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1213	CTE	NATC	1025	5610	40,000	Seal driving track, restripe	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1213	CTE	WLD	1170	5208	29,400	Six (two for each shop)-All process welding machines	6.2.1 Establish a preventative facility and equipment	N
FY1213	CTE	ATO	1110	5208	25,000	Transmissions, both standard and automatic and a cutaway	6.2.3 Identify specific facility needs for existing and future	N
FY1213	CTE	NATC	1025	5610	25,000	Outdoor restroom/ water fountain facilities	Pillar 6 - Strengthen Facilities through Planning Development	N
FY1213	CTE	WLD	1170	5208	18,000	Plasma Cam CNC cutter	6.2.2 Evaluate and prioritize facility use for existing programs	Yes 1yr
FY1213	CTE	ATO	1110	5645	15,000	PFM 902 Platform Pro-cut Brake Lathe	SP 2.2.4 & 2.3.6	N
FY1213	CTE	FRS	1336	5645	15,000	Extrication Equipment	Pillar 1 - Advance High Quality Accessible Learning Opportunities	N
FY1213	CTE	NATC	1025	5610	15,000	fix garage, install gas heat	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1213	CTE	COSMO	1325	5208	6,000	3- Facial Machines WMC,LCC, StJohns	Pillar 1, priority 2 update curriculum	1 year

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	CTE	WLD	1170	5208	5,500	Large external wire feeder for FCAW	Supports HLC Core Component 2b	Yes 1yr
FY1213	CTE	FRS	1336	5680	5,000	Fire Truck - (Gauges,Tires,Hose, etc)	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1213	CTE	FRS	1336	5645	5,000	Industrial Smoke Machine	Pillar 1 - Advance High Quality Accessible Learning Opportunities	N
FY1213	CTE	ATO	1110	5208	4,000	Oil Recovery Tank and Coolant Recovery Tank, 75 gallons each	6.2.3 Identify specific facility needs for existing and future programs throughout the district	N
FY1213	CTE	WLD	1170	5208	4,000	8" Plastic fusion welder	6.2.3 Identify specific facility needs for existing and future programs throughout the district	N
FY1213	CTE	ATO	1110	5208	3,000	Update both scantools	6.2.2 Evaluate and prioritize facility use for existing programs	N
FY1213	CTE	COSMO	1325	5208	3,000	3- Facial Beds WMC,LCC, StJohns	Pillar1, priority 2 update curriculum	1 year
FY1213	CTE	COSMO	1325	5605	-	Front Desk	Pillar 1, Advanced High Quality Accessibility Learning opportunity's	1 year
FY1213	CTE	COSMO	1325	5208	2,000	washer dryer	Pillar 1, Advanced High Quality Accessibility Learning opportunity's	1 year
FY1213	CTE	FRS	1336	5208	1,000	Rubber mats	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
				CTE Total	220,900			

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	NURS	NURS	1375	5645	1,550	2 Phototherapy beds	Pillar One - Provide students / faculty with equipment similar to most patient care in medical surgical units (Supports classroom instruction)	Y one year
FY1213	NURS	NURS	1375	5645	1,800	2 Bassinets	Pillar One - Provide students / faculty with equipment similar to most patient care in medical surgical units (Supports classroom instruction)	Y one year
FY1213	NURS	NURS	1375	5645	8,000	2 Radiant Warmer beds	Pillar One - Provide students / faculty with equipment similar to most patient care in medical surgical units (Supports classroom instruction)	Y one year
FY1213	NURS	NURS	1375	5645	1,100	AED trainers	Pillar One - Provide students / faculty with equipment similar to most patient care in medical surgical units (Supports classroom instruction)	N
FY1213	NURS	NURS	1375	5645	6,000	2 syringe pumps	Pillar One - Provide students / faculty with equipment similar to most patient care in medical	N
FY1213	NURS	N ASST	1370	5645	7,400	3 electric beds and a mannequin	Pillar One - Provides students with a realistic setting to practice skills necessary to pass the certification exam. Supports classroom instruction. Pillar One enhances accessibility for NAT students.	N

**Northland Pioneer College
Capital Budget Request
FY1213**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1213	NURS	N ASST	1370	5645	10,000	New NAT lab at SPE	Pillar One - Provides students with a realistic setting to practice skills necessary to pass the certification exam. Supports classroom instruction. Pillar One enhances accessability for NAT students.	? This depends on Apache Co.
			Nursing Total		35,850			

FY1213 Capital Budget Total* 10,815,000

**Northland Pioneer College
Capital Budget Request
FY1314**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1314	ADM SVC	Maint	6100	5610	3,452,000	Deferred Maintenance	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	No
FY1314	ADM SVC	Maint	6100	5640	6,000,000	WMC Skill Center or Expansion Phase I	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	Yes
Admin Services Total					9,452,000			
FY1314	STUD SERV	LIB	3500	5650	60,000	print, audio, video & electronic books	HLC 2b The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future. HLC 3d The organization's learning resources support student learning and effective teaching.	N
Student Services Total					60,000			
FY1314	IS	IS	5070	5105	65,000	Video Bridge	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5105	15,000	WAN Not due until 2/2014 <i>then</i> 2/1/14-6/30/14 is \$15,000 <i>then</i> 7/1/14 - 6/30/19 \$225,000	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5105	20,400	Server Maintenance \$400 X 51 Servers	Pillar 3.1.1	N
FY1314	IS	IS	5070	5105	10,000	New WAN Connection (NATC)	Pillar 3.1.1, 3.2.1	Y
FY1314	IS	IS	5070	5108	30,000	Digital Document Imaging	Pillar 3.1.1, 3.2.2	N
FY1314	IS	IS	5070	5108	55,000	Jenzabar Consultants Travel Expenses (24 consult visits)	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1314	IS	IS	5070	5108	50,000	Jenzabar Consultants General (24 consult visits)	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1314	IS	IS	5070	5108	50,000	IS Professional Services - To Be Determined	Pillar 3.1.1	N
FY1314	IS	IS	5070	5201	2,500	Fire Science Software Upgrade	Pillar 3.2.1	UNK

**Northland Pioneer College
Capital Budget Request
FY1314**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1314	IS	IS	5070	5201	1,000	Cosmotology Software	Pillar 3.2.1	UNK
FY1314	IS	IS	5070	5201	500	Quickbooks - AIS/BUS Department	Pillar 3.2.1	UNK
FY1314	IS	IS	5070	5201	200,000	IS Software - To be determined	Pillar 3.1.1	N
FY1314	IS	IS	5070	5201	400	Adobe Suite Upgrade - COMM ED Dept	Pillar 3.2.1	UNK
FY1314	IS	IS	5070	5600	210,000	6 End-points (6 years old) - Video Classrooms	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5600	12,000	4 smartboards and projectors	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5600	3,200	4 Doc Cameras	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5600	1,600	4 Airliner Slates	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5600	20,000	Storage for Video Bridge	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5600	5,000	Sound system for Model Classrooms	Pillar 3.1.1, 3.2.1	N
FY1314	IS	IS	5070	5620	80,000	Server / Blade Cycle (end of life)	Pillar 3.1.1	N
FY1314	IS	IS	5070	5620	160,000	Servers for Centers - Back-up System	Pillar 3.1.1, 3.2.1	Y
FY1314	IS	IS	5070	5600	8,100	Cameras and Monitors for Library	Pillar 3.1.1	UNK
FY1314	IS	IS	5070	5620	60,000	Replace old routers, switches and AP's over 6 years old	Pillar 3.1.1	N
FY1314	IS	IS	5070	5620	45,000	Servers- 5 year replacement cycle. 6 are Expired, 8 Expire this year. 5 Expire next year. 6 Expire the 3rd year along with enclosures and storage.	Pillar 3.1.1	N
FY1314	IS	IS	5070	5620	10,000	Network Operations Center for monitoring network devices, systems, virtualizationa and storage	Pillar 3.1.1	N
FY1314	IS	IS	5070	5605	40,000	Future IS Dept Needs - To Be Determined	Pillar 3.1.1	N
FY1314	IS	IS	5070	5630	375,000	Computer Cycle @ 4 years (300 computers)	Pillar 3.1.1	N

**Northland Pioneer College
Capital Budget Request
FY1314**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1314	IS	IS	5070	5630	30,000	Printers @ 3 year cycle	Pillar 3.1.1	N
FY1314	IS	IS	5070	5630	30,000	(100) 19" HP Flat Screen	Pillar 3.1.1	N
FY1314	IS	IS	5070	5630	48,000	Computers - BUS	Pillar 3.1.1, 3.2.1	UNK
FY1314	IS	IS	5070	5630	20,200	Computers, Monitors, Test Equip, Server, Smartboard - CIS Dept to expand A+ and N+ Programs	Pillar 3.1.1, 3.2.1	UNK
FY1314	IS	PAD	5700	5645	10,000	Upgrade Equipment	Pillar 3.1.1	N
				IS Total	1,667,900			
FY1314	CTE	AJS	1205	5645	5,000	Fitness testing equipment	Pillar 1 - Advance High Quality Accessible Learning Opportunities	N
FY1314	CTE	AJS	1205	5645	10,000	Fitness equipment	Pillar 1 - Advance High Quality Accessible Learning Opportunities,	Yes, 1 year
FY1314	CTE	AJS	1205	5645	5,000	Pylons	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1314	CTE	ATO	1110	5208	10,000	Twin Post Hoist	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad.3c.4ac.5abcd	Yes 1 Year
FY1314	CTE	CONST	1135	5645	5,000	2 Pallets of CMU Block and a Mortar Mixer	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	2year
FY1314	CTE	CONST	1135	5645	75,000	2 Cat Equipment Simulators	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	3 year

**Northland Pioneer College
Capital Budget Request
FY1314**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1314	CTE	CONST	1135	5645	10,000	Computer Numeric Router	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	2 year
FY1314	CTE	CONST	1135	5645	15,000	5 pieces of shop equipment: table saw, compound miter saw, sander, drill press, and router	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	2 year
FY1314	CTE	CONST	1135	5645	20,000	New Program Captiol Budget Contingency 20% (Probably Forgot Something)	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	3 year
FY1314	CTE	FRS	1336	5645	15,000	Forcible Entry Props	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1314	CTE	FRS	1336	5645	3,000	Wildland PackTest vests	Pillar 1 - Advance High Quality Accessible Learning Opportunities	N
FY1314	CTE	FRS	1336	5645	10,000	Live Fire Props	Pillar 1 - Advance High Quality Accessible Learning Opportunities	N
FY1213	CTE	IMO	1155	5645	200,000	Mechatronics Program	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1213	CTE	IMO	1155	5645	40,000	Training Props for NCCER site test	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1314	CTE	IMO	1155	5645	75,000	Robotics and Automation Systems	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1314	CTE	NATC	1025	5610	10,000	Run Natural Gas lines to burn tower	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N

**Northland Pioneer College
Capital Budget Request
FY1314**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1314	CTE	NATC	1025	5610	75,000	new locker room facilities	Pillar 6 - Strengthen Facilities through Planning Development and renewal	Yes, 1 year
FY1314	CTE	WLD	1170	5208	29,400	Six (two for each shop)-All process welding machines	Supports HLC Core Components 2ad, 3c, 4ac,	N
FY1314	CTE	WLD	1170	5208	3,000	Two - Magnetic Particle testing units	<ul style="list-style-type: none"> Evaluate facility needs of existing programs and departments 	Yes 1yr
FY1314	CTE	WLD	1170	5208	4,700	Tubing Bender	Supports HLC Core Component 2b	Yes 1yr
				CTE Total	620,100			

FY1314 Capital Budget Total 11,800,000

**Northland Pioneer College
Capital Budget Request
FY1415**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1415	ADM SVC	Maint	6100	5610	3,136,200	Deferred Maintenance	Pillar 6 -Strengthen Facilities through Planning, Development and Renewal	N
					4,500,000	Master Facility Plan Implementation		
					7,636,200	Admin Services Total		
FY1415	STUD SERV	LIB	3500	5650	60,000	print, audio, video & electronic books	HLC 2b The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future. HLC 3d The organization's learning resources support student learning and effective teaching.	N
					60,000	Student Services Total		
FY1415	IS	IS	5070	5105	65,000	Video Bridge	Pillar 3.1.1	N
FY1415	IS	IS	5070	5105	225,000	WAN Not due until 2/2014 <i>then</i> 2/1/14-6/30/14 is \$15,000 <i>then</i> 7/1/14 - 6/30/19 \$225,000	Pillar 3.1.1	N
FY1415	IS	IS	5070	5105	20,400	Server Maintenance \$400 X 51 Servers	Pillar 3.1.1	N
FY1415	IS	IS	5070	5105	10,000	New WAN Connection (NATC)	Pillar 3.1.1	N
FY1415	IS	IS	5070	5108	30,000	Digital Document Imaging	Pillar 3.1.1	N
FY1415	IS	IS	5070	5108	57,000	Jenzabar Consultants Travel Expenses (24 consult visits)	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1415	IS	IS	5070	5108	50,000	Jenzabar Consultants General (24 consult visits)	Pillar 3.1.1, 3.2.1, 3.2.2	N
FY1415	IS	IS	5070	5108	40,000	Data Security Network	Pillar 3.1.1	N

**Northland Pioneer College
Capital Budget Request
FY1415**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1415	IS	IS	5070	5108	50,000	IS Professional Services - To Be Determined	Pillar 3.1.1	N
FY1415	IS	IS	5070	5108	40,000	Load Balancing	Pillar 3.1.1	N
FY1415	IS	IS	5070	5201	2,500	Fire Science Software Upgrade	Pillar 3.1.1, 3.2.1	UNK
FY1415	IS	IS	5070	5201	1,000	Cosmotology Software	Pillar 3.1.1, 3.2.1	UNK
FY1415	IS	IS	5070	5201	500	Quickbooks - AIS/BUS	Pillar 3.1.1, 3.2.1	UNK
FY1415	IS	IS	5070	5201	200,000	IS Software - To be determined	Pillar 3.1.1	N
FY1415	IS	IS	5070	5201	400	Adobe Suite Upgrade - COMM ED Dept	Pillar 3.1.1, 3.2.1	UNK
FY1415	IS	IS	5070	5600	210,000	6 End-points (6 years old) - Video Classrooms	Pillar 3.1.1	N
FY1415	IS	IS	5070	5600	15,000	4 smartboards and projectors	Pillar 3.1.1	N
FY1415	IS	IS	5070	5600	3,200	4 Doc Cameras	Pillar 3.1.1	N
FY1415	IS	IS	5070	5600	1,600	4 Airliner Slates	Pillar 3.1.1	N
FY1415	IS	IS	5070	5600	5,000	Sound system for Model	Pillar 3.1.1	N
FY1415	IS	IS	5070	5620	85,000	Server / Blade Cycle (end of life)	Pillar 3	N
FY1415	IS	IS	5070	5600	8,100	Cameras and Monitors for	Pillar 3.1.1	UNK
FY1415	IS	IS	5070	5620	65,000	Replace old routers, switches and AP's over 6 years old	Pillar 3.1.1	N
FY1415	IS	IS	5070	5620	55,000	Servers- 5 year replacement cycle. 6 are Expired, 8 Expire this year. 5 Expire next year. 6 Expire the 3rd year along with enclosures and storage.	Pillar 3.1.1	N
FY1415	IS	IS	5070	5620	10,000	Network Operations Center for monitoring network devices, systems, virtualization and storage	Pillar 3.1.1	N
FY1415	IS	IS	5070	5620	150,000	Move Hermosa to PDC - Tower and equipment	Pillar 3.1.1, 3.2.2	Y
FY1415	IS	IS	5070	5605	40,000	Future IS Dept Needs - To Be Determined	Pillar 3.1.1	N

**Northland Pioneer College
Capital Budget Request
FY1415**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
FY1415	IS	IS	5070	5630	400,000	Computer Cycle @ 4 years (300 computers)	Pillar 3.1.1	N
FY1415	IS	IS	5070	5630	30,000	Printers @ 3 year cycle	Pillar 3.1.1	N
FY1415	IS	IS	5070	5630	30,000	(100) 19" HP Flat Screen Monitors (\$300 ea)	Pillar 3.1.1	N
FY1415	IS	IS	5070	5630	4,000	Computers, Monitors, Test Equip, Server, Smartboard - CIS Dept to expand A+ and N+ Programs	Pillar 3.1.1, 3.2.2	UNK
FY1415	IS	PAD	5700	5645	10,000	Upgrade Equipment	Pillar 3.1.1	N
				IS Total	1,913,700			
FY1415	CTE	IMO	1155	5645	150,000	CNC Machine Tool/Operator Certification	Pillar 6- Strengthen Facilities through Planning, Development and Renewal	N
FY1415	CTE	NATC	1025	5610	Unknown	Install Wind Generators	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1415	CTE	NATC	1025	5610	Unknown	new classroom facilities	Pillar 6 - Strengthen Facilities through Planning Development and renewal	N
FY1415	CTE	WLD	1170	5208	29,400	Six (two for each shop)-All process welding machines	• Establish planned maintenance and replacement cycle as appropriate	N
FY1415	CTE	WLD	1170	5208	6,000	Three -1G Pipe rollers	6.2.3 Identify specific facility needs for existing and future programs throughout the district Supports HLC Core Components. 2ad,3c,4ac,5abcd	Yes 1yr
FY1415	CTE	WLD	1170	5208	4,700	Tubing Bender	• Evaluate facility needs of existing programs and departments	Yes 1yr
				CTE Total	190,100			

**Northland Pioneer College
Capital Budget Request
FY1415**

Sorted by Division

Year	Div	Dept	Dept #	Object Code	Budget Request \$	Description of Capital Item(s) Requested	How Does Request Tie to Strategic Plan?	Can Request Be Postponed? How long?
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FY1415 Capital Budget Total 9,800,000

NPC Outstanding Alumnus Fall 2011

Today, Northland Pioneer College District Governing Board members are being asked to honor Navajo County District 1 Supervisor, Jonathan Nez as the NPC Outstanding Alumnus for Fall 2011.

NPC Kayenta Center adviser, Myrtle Dayzie-Grey, has nominated Supervisor Nez for this award citing his leadership for his people in both Navajo County and the Navajo Nation.

Jonathan Michael Nez is Navajo. He is of the ‘Ashíhí (Salt) Clan, born for the Ta’neezahnii (Tangle/Badlands) Clan. His maternal grandfather’s clan is the Tódíhii’nii (Bitter Water); the Táchii’nii (Red Running into the Water) is the clan of his paternal grandfather. Born in Tuba City and raised in Shonto and Kayenta, Nez was a 1993 graduate of Monument Valley High School. He now lives in Shonto in the upper northwestern section of Navajo County.

Education figures prominently in the Nez family. He met his wife Phefelia Herbert at NAU where she was earning a Bachelor of Science degree; she is now pursuing her master’s degree in public administration. They are the parents of a new learner, a 3-year-old son, as well as two teens, a 17-year-old daughter and a 14-year old son; both are students at Monument Valley High School.

In addition to his current position as a Navajo County supervisor, Nez is a delegate to the Navajo Nation Council, the governing body of the vast Navajo Nation. He represents an area encompassing the Shonto, Inscription House, Navajo Mountain and Oljato chapters (two in Arizona and two in Utah). He also manages to find time to sit on a number of boards and commissions. In the words of his nominator, Nez is “a true civil servant for his people and members of Navajo County outside the Navajo Nation.”



Northland Pioneer College

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She recalls him coming to her office in the fall of 2001 seeking to complete an Associate of Arts degree in political science. He had taken classes from NPC in 1993-94 and 1996 as well as earning credits from Diné College, NAU and Pima Community College and needed five more courses to fulfill his degree requirements. He completed those in just one semester, even earning membership in the international two-year college honorary society, Phi Theta Kappa (PTK). He graduated from NPC with “High Distinction” in December 2001, and immediately went on to earn his Bachelor of Arts (B.A.) in political science at NAU the following year.

Shortly thereafter, Nez began his political career by first being active in local tribal government. He says he was inspired to his calling by the stories he heard as a child about his grandfather, H.T. Donald, who was a Navajo Nation Council delegate from Shonto. “My grandfather was known for his generosity and compassion... I grew up with stories and people sharing with me how he helped the people. I felt I wanted to help out my community and with guidance from my grandma started from the bottom.”

Nez often mentions in his public speeches that he is a graduate of Northland Pioneer College saying, “If I can do it, anyone can do it.” But more than that, he is a man motivated by a desire to finish what he starts and that has included getting an education and now means devoting himself to the service to the Navajo people.

To note his award as an NPC outstanding alumnus, Supervisor Nez receives a commemorative plaque and several token gifts from the college.

AZ SBDC network

SMALL BUSINESS DEVELOPMENT CENTERS



2012 *Success Awards* and Network Annual Report



Arizona Small Business Success Starts Here

2012 Success Awards

Helping Small Businesses Succeed Throughout Arizona



Measurable Impact, Statewide Success

The **Arizona Small Business Development Center (AZSBDC) Network** is proud to have played a role in the success of the 2012 Success Award winners. Their impressive accomplishments demonstrate the initiative, creativity and tenacity of the Arizona small business community, and of our state economy as a whole. Arizona has always been known as a great place to start and grow a business. This year's winners have proven that a true commitment to success can overcome even the most challenging economy.



Janice C. Washington, CPA
State Director

The **AZSBDC** has much to be proud of. During 2011, we received funding for important new initiatives, realized strong gains in key programs, and increased our visibility among potential clients, stakeholders and partners. Our Network now has 28 locations across Arizona, including 11 Service Centers and 17 satellite or meeting site locations. Our reach has never been broader; our accessibility never greater.

Businesses that we worked with created and retained more than 1,600 jobs, increased sales by more than \$85 million and obtained new capital totaling more than \$45 million. (See Economic Impact on page 5 for details.) We helped many of our clients succeed against great odds and despite struggling global and national economies.

We made great strides with special Network initiatives, including our Clean Technology, Veterans Assistance and Jobs Initiative programs; developed new programs that focus on making International Trade an accessible strategy for Arizona's small business

community; and laid the groundwork for a new Network initiative that will provide key support services to Technology Incubators across Arizona. (See pages 20-21 for Network Initiative details.) All of these initiatives will continue in 2012.

The **AZSBDC** was also chosen by the U.S. Department of Defense to serve as the program administrator for Arizona's new statewide **Procurement Technical Assistance Center** (PTAC) network, which will be headquartered at Glendale Community College and also have service locations in Mesa, Tucson and Yuma. It is the first non-Native PTAC operation in Arizona for many years. **AZPTAC** will provide much-needed assistance to business owners who want to take advantage of government certification and contracting opportunities. This is a significant step forward for our Network and for small business owners throughout Arizona.

We greatly value the commitment and contribution of our partners. In November, our Network applauded current, former and founding members of the Friends of Small Business Advisory Board at a 15th anniversary reception at Tempe Center for the Arts. Their support and advice has proven invaluable since 1996.

The **AZSBDC** has worked very hard to meet the growing need for our services during the economic downturn. Our Network has many success stories to be proud of. This report features 12 of them.

The U.S. Small Business Administration (SBA) recently released a report entitled: *The SBDC Program: An Indispensable Partner in America's Economic Development*. This report clearly outlines the positive impact that SBDC programs have on state and local economies, and their success in facilitating client access to SBA programs, services and capital. You can read the full report on our website, at www.azsbdc.net.

The **AZSBDC** is a front-line, immediate response, high-impact program that facilitates small business growth, job and capital creation and economic recovery throughout Arizona. Every member of our Network is honored to be part of a necessary, value-adding program which plays such an important role in the Arizona economy. Thank you for being part of our success story.

Our team is comprised of professional, highly skilled and committed individuals who are well-trained, passionate about the contributions that they make to client success, and dedicated to the success and continuous improvement of the AZSBDC Network.

The State Office Team

Janice C. Washington, CPA
State Director



Janice Barham
Associate State Director
Programs & Operations



Danay Bell
Administrative Assistant



Lori Martinek
Network Marketing
Programs



Arizona Small Business
Development Center Network
State Office
Tempe, AZ

(480) 731-8720

Website:
www.azsbdc.net

Janice C. Washington, CPA
State Director

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Associate State Director-
Programs & Operations

Lori Martinek
Network Marketing Programs

Danay Bell
Administrative Assistant

Hosted By:
The statewide AZSBDC Network
is honored to be hosted by the
Maricopa County Community
Colleges District.



The college of you.

The AZSBDC Network is funded
in part through a cooperative
agreement with the U.S. Small
Business Administration.
All opinions, conclusions or
recommendations expressed are
those of the author(s) and do not
necessarily reflect the views of
the SBA.



Our Centers and Their Hosts

AZSBDC Network and Maricopa SBDC

Maricopa County Community
Colleges District, Tempe

Arizona Western College SBDC

Arizona Western College, Yuma

Coconino Community College SBDC

Coconino Community College,
Flagstaff

Cochise College SBDC

Cochise College, Sierra Vista

Central Arizona College SBDC

Central Arizona College,
Casa Grande

Eastern Arizona College SBDC

Eastern Arizona College, Thatcher

Gila Community College SBDC

Gila Community College, Payson

MAC SBDC

Microbusiness Advancement
Center, Tucson

Mohave Community College SBDC

Mohave Community College,
Kingman

Northland Pioneer College SBDC

Northland Pioneer College,
Show Low

Yavapai College SBDC

Yavapai College, Prescott

www.azsbdc.net



Who We Are, What We Do

Arizona's Statewide Network for Small Business Assistance

Who We Are

The **AZSBDC** is Arizona's largest and most accessible statewide source of assistance for small businesses in every stage of development. Our Network has 28 locations across Arizona, including 11 regional Centers and 17 satellite and meeting site locations staffed by 52 team members. The **AZSBDC** is an innovative partnership between the state's community college districts, the Microbusiness Advancement Center in Tucson and the U.S. Small Business Administration (SBA) and we have been opening doors to opportunity in Arizona since 1988.

We are fully accredited by the Association of Small Business Development Centers (ASBDC), a national system that connects 63 SBDC networks across the country and provides standards for certification and program delivery. We are very proud of our accreditation, which is unique to Small Business Development Centers.

What We Do

The **AZSBDC Network** provides one-on-one confidential evaluation and guidance by knowledgeable counselors with real-life business ownership and management experience. Our Centers provide valuable workshops, conferences and training programs that deliver important information and help cultivate necessary skillsets. The results of our efforts are measured in actual economic impact, documented by our Network and by each of our Centers, and reported to the SBA as our primary program sponsor, and to the ASBDC, as our accreditation compliance partner.

Independent research shows that businesses which utilize SBDC services grow faster, have lower failure rates and have a greater probability of long-term success. In Arizona, that has proven to be true on a regular basis.

Friends of Small Business Advisory Board

Arizona Friends of Small Business (Friends) is a statewide board of recognized business leaders that advises the **AZSBDC Network**. Founded in 1996, Friends works with the **AZSBDC** to increase the scope and effectiveness of the assistance that it provides to current and prospective business owners. The Board celebrated its 15th anniversary in 2011.

Current Board members include: Joe Dean, Chairman (Dean Enterprises); Donna Davis (DIR Group, Inc.); Clara Engel (retired banking and community development professional); Yolanda Kizer (Casa Fenix Enterprises); John Adam Kowalski (CEO, Pivot Productions, Inc.); Tracy Markie (President, Engenuity Systems); Sally Odette (Senior Economic Development Consultant, APS); Richard Quiroz (Co-Owner, Perma-Finish, Inc.); and Joy Staveley (President and COO, Canyoners, Inc.).

Friends Advocates include Robert Blaney, District Director, SBA; Dr. Maria Harper-Marinick, Executive Vice Chancellor and Provost, Maricopa County Community Colleges; and Janice Washington, CPA, State Director, AZSBDC Network.

U.S. Small Business Administration (SBA)

The **AZSBDC** is funded through a cooperative agreement with the SBA. Our Network undergoes regular program and operational reviews and is thankful for the guidance, participation and support of SBA Arizona District Director Robert Blaney, Deputy District Director Shivani Dubey and the entire SBA Region IX team.

Partners

The **AZSBDC Network** is fortunate to enjoy beneficial partnerships with agencies, organizations, associations and public and private entities that impact every area of small business development, education, training, funding and growth — both in Arizona and across the U.S. Please visit our website at www.azsbdc.net to see our evolving list of partners.

Arizona Small Business Development Center Network

2011 Economic Impact At-A-Glance

We're helping to rebuild the Arizona economy, one business at a time



Summarizing AZSBDC Network Performance in 2011:

Clients Served	
Counseled	3,128
Attended Training	3,976
Jobs Created	1,364
Jobs Retained	283
Business Starts	268
Capital Formation	\$45,036,346
Increased Sales	\$85,108,425
Contracts Awarded	\$90,244,975
SBA Loans Value	\$9,323,980 *

* included in capital formation

The AZSBDC brings assistance to every level of the economy.

We serve a broad range of constituents, including women, minorities and Veterans:

- ▶ 46.6 % of our **business counseling** clients were women;
- ▶ 21.4 % were minorities; and
- ▶ 18 % were Veterans.
- ▶ 59% of our **training** clients were women;
- ▶ 20% were minorities; and
- ▶ 9% were Veterans.

- **Our small business clients increased their collective sales by more than \$85 million.** On the average, every dollar spent on the AZSBDC Network helped an Arizona small business client to increase his or her sales by \$19.34;
- **More than \$45 million in loans and other capitalization was secured by our clients.** On the average, every dollar spent on the AZSBDC Network helped an Arizona small business client to access \$10.23 in new capital;
- **An impressive 1,647 Arizona jobs were created or retained by our clients.** That's an average of six jobs created or retained every work day of last year with the help of AZSBDC programs and services;
- **More than 3,100 small businesses sought one-on-one counseling from the AZSBDC;**
- **Nearly 4,000 attendees participated in AZSBDC workshops or events;**
- **And 268 businesses were started by AZSBDC clients.**

Summary: The **Arizona SBDC Network** is a successful program that uses funds wisely and has a positive, statewide impact that reaches throughout the community. Demand is increasing, our role is expanding and we are making the most of our resources. Our continued ability to help Arizona small businesses start, survive and succeed will be assured with continued funding and program support.

Learn more at www.azsbdc.net

FAST FACTS

Best Finishing, Inc.

Type of Business:
Industrial Distribution and
Application Engineering

Owner:
Christine M. Schlesinger

Address:
7670 E. Broadway, Suite 203
Tucson, AZ 85710

Phone:
(520) 546-7763

Website:
www.bestfinishing.com

Business Began: 2000

Employees at Startup: 1

Employees in 2011: 5

First Year Revenue: \$35,000

Revenue in 2011: \$1,800,000

Startup Capital: \$500
Source of Initial Capital: Owner
Investment

SBDC Counselor:
Robert Fick
Microbusiness Advancement
Center SBDC
(520) 620-1241



Best Finishing, Inc. — Tucson, AZ

Master Award Winner and **Best Finishing, Inc.** company owner **Christine Schlesinger** knows that the one true product that she has to offer is the passion that she puts into her business. That, and an extraordinary focus on providing solution-focused customer service.

A 30-year veteran of the metal finishing industry, Schlesinger founded Best Finishing, Inc. (BFI) in 2000 when she realized that the metal finishing industry had been structured to present customers with a single solution from each distributor. Her in-depth knowledge of polishing processes and years of hands-on experience gave her an extraordinary understanding of what types of products would give the best quality and efficiency results for customers.

"I saw a real opportunity to serve customers better by creating a business model that was based on offering a customer the best possible solution for his or her needs and not just a product," she noted. "When I founded BFI, it took the country by storm because we specifically said that we would not represent any one supplier exclusively. We wanted to offer our customers a myriad of solutions from manufacturers around the world."

It was a radical approach at the time and Schlesinger faced an uphill battle getting suppliers to sell to her, once they learned that her company would also carry their competitors. "The greatest challenge that I faced in starting this business was getting the suppliers to cooperate and to focus on providing the best solution for our customers," she said. "I had to sell them on us, as a credible distributor. It's usually the other way around."

Competing distributors soon followed BFI's lead, but the company maintained its competitive edge. "Even though other companies now also include offerings from multiple suppliers, we provide a world class level of service and application expertise that keeps us competitive and sets us above the crowd," she explained. Customers regularly post testimonials on the company's website (www.bestfinishing.com) remarking how BFI 'really helped our bottom line' and how the service that they received 'made us feel like we are their only customer'.

"Superior customer care is what we sell," Schlesinger stressed. "It's who we are and it's what drives our business."

Schlesinger met **Microbusiness Advancement Center (MAC) SBDC Business Analyst Bob Fick** at a 2004 SBDC-sponsored workshop on 'Understanding Your Financials'. Schlesinger was impressed by how much experience her instructor had

with successful startups. She knew that she wanted to 'learn more' and became an SBDC client.

Over the years, Bob Fick has helped Schlesinger better understand her company's finances, takes BFI through an annual strategic planning cycle, and has provided leadership and CEO mentoring as needed. **Former MAC SBDC Center Director Tom Shambo** counseled Schlesinger on employee accountability issues and hiring criteria. The MAC SBDC team also provided guidance to help



the company to build its brand by updating its website, brochures and business cards. All of these modifications have played a valuable role in helping to create and emphasize the value-added strategy, which BFI has pursued.

Schlesinger took a Profit Mastery workshop at the SBDC in 2009 that sharpened her skills on how to address the financial health of her business. "We have since redirected our focus to calculating and using financial ratios to

assess the overall health and stability of our company, using the models and tools that Bob developed for BFI," she noted.

"In 2009, Bob developed a financial planning model which helped us optimally price and win a \$1 million contract," she noted. "Assistance like this has really helped BFI recover from the industry downturn." (The company has a number of clients that are tied to the struggling automotive industry).

"The SBDC team was a major contributor to turning this company's performance around from a position of dwindling sales to the growth that it has enjoyed over the past three years," she explained.

BFI was Schlesinger's first business venture. Her advice to other would-be business owners? "Don't do it alone," she stressed. "Reach out to resources like the SBDC, which has an incredible talent pool and experience base from which to draw. The SBDC team is clearly dedicated to helping startups and existing businesses reach their goals, as well as to contribute to the growth of the economy."

"I liken it to a football team, for the direction that they give us," she said. "I call them my coaches. They help me to get to first downs and sometimes even touchdowns."

In celebrating the close relationship that our company has had with the SBDC, Bob remarked at a recent holiday party that BFI had been a client for seven years and '125 visits' (each Center tracks client sessions). "Later that same evening, an associate asked me if there was anything that I would do differently to get to my next level of growth faster. I told her, without hesitation: Meet with the SBDC another 125 times!"

Gutierrez Canales Engineering – Yuma, AZ

Marisol Canales and **Stacy Gutierrez** knew one thing for sure when they set out to open their own engineering firm in 2002: they would need a competitive edge in order to succeed in the traditionally male-driven engineering and government contracting sectors.

The business partners worked together at a larger firm before deciding to strike out on their own. "We knew that we wanted to get into government contracting and offer a diverse range of services," Canales said. "We also knew that becoming an SBA 8(a) firm would make it easier to compete in a very competitive market."

Canales and Gutierrez met with **Arizona Western College SBDC Center Director Randy Nelson** early in the process to get help with 8(a) certification and to learn more about the financial side of their new business. "Randy really helped us get off to a good start," said Canales. "A lot of people who want to start a business have no idea what to do or what the first step should be. The SBDC makes you aware of the process and then helps you work through it."

Knowing what to do and making it happen can be two very different things. "The greatest challenge we faced was breaking into the engineering, military and procurement markets and gaining respect," said Canales. "We were young, female and I'm Hispanic. That seemed to be three strikes against us from the start."

The women knew that they could prove themselves if given an opportunity. "We met a few key people who took a chance on us, we proved ourselves and that opened a lot of doors for us," she explained. "Getting that initial experience was the biggest hurdle."

Youth proved to be a greater challenge than being female. "People don't want to trust you when you're young and inexperienced," she noted. "Earning their trust is the most important thing that you can do as a new business owner."



Marisol Canales and Stacy Gutierrez

Today, **Gutierrez Canales Engineering, PC (GCE)** employs 27 people and has \$2.3 million in annual sales (2011). The company has become a regional powerhouse in civil and environmental engineering, industrial hygiene and construction paving projects, especially under contracts for military clients including the U.S. Army Corps of Engineers, the U.S. Department of Homeland Security and the U. S. Department of Defense, and at military bases including Yuma Proving Ground.

The biggest reward, the partners agree, has been gaining the respect of their clients and colleagues. Being able to share their story with other younger people is also very rewarding. Canales talks to local high school groups about careers in engineering, where she assures students that they can do whatever they want to do, career-wise. "It's not as impossible as they think it is," she explained.

It's the same kind of encouragement that Canales received when she was a student. "Someone came to my school and talked about engineering. If you can spark that first idea in someone, it can really be life changing."

FAST FACTS

Gutierrez Canales Engineering, PC

Type of Business:
Engineering Consulting

Owners:
Marisol Canales, Stacy Gutierrez

Address:
1851 W. 24th Street
Yuma, AZ 85364

Phone:
(928) 344-8374

Website:
www.gcepc.com

Business Began: 2002

Employees at Startup: 2

Employees in 2011: 27

First Year Revenue: \$15,000

Revenue in 2011: \$2.3 million

Startup Capital: \$1,000
Source of Initial Capital: NA

SBDC Counselor:
Randall Nelson
Arizona Western College SBDC
(928) 317-6151

Arizona Western College SBDC



Arizona Western College SBDC

The **Arizona Western College SBDC** is located in Yuma. Center Director Randall Nelson and his team served 263 counseling clients and 320 training clients in 2011.



*Randall Nelson
Center Director*



*Dr. Glenn Mayle
President
Arizona Western
College*



FAST FACTS

Kool Treats, LLC dba Dairy Queen of Douglas

Type of Business:
Franchise - Soft Serve Treats

Owners:
Donald and Brenda Bartol

Address:
51 W. 5th Street
Douglas, AZ 85607

Phone:
(520) 642-1132

Business Began: 1948, relocated
2011

Employees at Startup: 3

Employees in 2011: 15

Revenue in 2011: \$525,000

Startup Capital: \$1.1 million
Source of Initial Capital: SBA
Loan

SBDC Counselor:
Mark Schmitt
Cochise College SBDC
(520) 515-5478

Kool Treats dba Dairy Queen—Douglas, AZ



Brenda and Donald Bartol

Don Bartol knows a thing or two about owning a successful small business and he'll tell you that there are three keys to success in the food service industry: location, location, location. He also knows the importance of being able to spot a good opportunity — or two.

Since getting married in 1980, Don and his wife, **Brenda**, have 'been through a lot'. The couple operated a small farm (now sold), owned a convenience store (since 1992), a hardware store (sold in 2005) and a cafe/bakery — all in the Douglas area. "We saw how busy the Dairy Queen in Douglas always was and I told Brenda that if the opportunity ever came around, we should buy that place," Don said.

The opportunity did appear in 2007 and the couple got into the 'soft serve treats' business in Douglas as a lease holder with an option to buy the business. During their first year of operation, they purchased a second

Dairy Queen location, in Bisbee. An opportunity soon followed to purchase a lot next to Walmart and near the Douglas Port of Entry from Agua Prieta.

"We decided to exercise our option and worked with the Hanigan family of **Dairy Queen of Southern Arizona LLC** to purchase and build the new location." The new store opened late last year.

Expansion is always a possibility. "We're always on the lookout for new locations and would like to buy an existing store or move into another location if the opportunity comes up," he noted.

Spotting good opportunities is one thing, financing them can be quite another. The Bartols met with **Cochise College SBDC Center Director Mark Schmitt** in 2010 for help in identifying financing options to acquire the business. "Mark has also helped us with marketing and in developing new ways to get more customers into our stores as we grow," Don explained.

"The SBDC is a great resource for anyone who is looking to own a small business," he noted. "We had a lot of experience in business, but we still needed some guidance and we are always looking for fresh, new ideas."

Anyone considering a franchise should be sure to do their homework, he added. "Do a lot of research. Talk to other franchisees. They will help you more than you can imagine and they're not afraid to share information, good and bad. There are good franchise systems and bad ones. Dairy Queen is a good strong system, especially in Arizona, where we get a lot of support from Dairy Queen of Southern Arizona, the territory operator for most of the state."

Success is sweet for the Bartols, who are building a family-owned business for the future. "This is a great soft serve market," he said. "People in Arizona really like their soft serve treats and everything is looking good in our industry."

Cochise College SBDC



Cochise College Campus



Business Analyst Robert Mucci, Center Director Mark Schmitt and Program Assistant Rachel Norton

The **Cochise College SBDC** is located in Sierra Vista and has a satellite location in Douglas. Center Director Mark Schmitt and his team served 449 counseling clients and 738 training clients in 2011.



J. D. Rottweiler, Ph.D.
President
Cochise College

Criollo Latin Kitchen – Flagstaff, AZ

Paul and Laura Moir knew that the hospitality industry had a high failure rate when they decided to open their first restaurant in 2006. They've beaten the odds twice: first with Brix in 2006 and now with **Criollo Latin Kitchen**, the couple's second Success Award-winning business.

"We always wanted to build a sustainably-minded restaurant operation that had more than one location in it," said Moir. It was the economy that drove the timeline for Criollo's debut by offering lowering real estate costs and other opportunities for economies of scale. "We believed that having a second location in Flagstaff that was located in the center of the downtown district with a lower price point would give us better cash flow and a better ability to make it through the recession."

"The idea was that, if we take steps forward at a time when others are pulling back, we will be several steps ahead of everyone else when the economy returns," he explained.

The strategy has paid off. Criollo appeals to a broader audience, is more affordable and more centrally located than the couple's other restaurant, Brix, which also has a philosophy based in local, sustainable foods. "Criollo does a better year-round business and benefits from the downtown foot traffic," Moir noted.

In 2011, Criollo was listed as one of *Arizona Highway's 25 Best Restaurants*. Brix continues to also do well.

"Everyone told us that opening a second restaurant is the most critical and difficult step because it puts pressure on your people and your processes and it did," said Moir. "Things that we thought were solid broke, but that's to be expected. We worked hard to fix them." The 2010 economy was also worse than expected.



Paul Moir

The Moirs began working with the **Coconino Community College SBDC** in 2006, when they were planning Brix. "The SBDC team has helped us with planning, the financial projections, the funding — the whole process," he said. In 2009, the couple took a Profit Mastery course at the Center to gain a better understanding of the financial end of their growing operation. "It really helped me understand the finance end of the business better beyond the day-to-day operations," he noted.

Paul's advice to new business owners? "Do your due diligence and planning up front," he offered. "Consider as many potential challenges as you can so that you can weather them, if they come up."

Potential restaurateurs need to work even harder. "Know what you're getting into and get some good experience first," he cautioned. "So many people think that owning a restaurant will be glamorous. It's not. Laura and I worked in restaurants for 18 years before we opened our first one, so we knew what we were getting into."

"When you make it work, owning a restaurant can be a great business, but you have to know what you're really signing up for."

FAST FACTS

Criollo Latin Kitchen

Type of Business:
Restaurant

Owners:
Paul and Laura Moir

Address:
16 N. San Francisco Street
Flagstaff, AZ 86001

Phone:
(928) 774-0541

Website:
www.criollolatinkitchen.com

Business Began: 2010

Employees at Startup: 30

Employees in 2011: 30

First Year Revenue: \$860,000

Revenue in 2011: \$1,200,000

Startup Capital: \$192,000
Source of Initial Capital: Owner
Investment and Investors

SBDC Counselor:
Jim Hunter
Coconino Community College SBDC
(928) 645-6687

Coconino Community College SBDC



Coconino Community College Campus



Shown, left to right: Business Analyst Mark McKendry, Center Director Kurt Haskell, Business Analyst Jim Hunter

The **Coconino Community College SBDC** is located in Flagstaff and has a satellite location in Page. Center Director Kurt Haskell and his team served 374 counseling clients and 64 training clients in 2011.



Dr. Leah Bornstein
President
Coconino
Community
College



FAST FACTS

Cotton Clouds

Type of Business:
Mail Order Retail and Wholesale

Owner:
Irene R. Schmoller

Address:
5176 S. 14th Avenue
Safford, AZ 85546

Phone:
(928) 428-7000

Website:
www.cottonclouds.com

Business Began: 1978

Employees at Startup: 1

Employees in 2011: 4

2010 Revenue: \$175,000

Revenue in 2011: \$188,000

Startup Capital: NA
Source of Initial Capital: Line of
Credit

SBDC Counselor:
Kevin Peck
Eastern Arizona College SBDC
(928) 428-8590

Cotton Clouds—Safford, AZ



Irene Schmoller

Irene Schmoller never imagined that her 34-year-old mail order business would be a social media success story, but it is.

"Owning your own business is like planning a birthday party," Schmoller likes to say. "You've decorated, baked and invited all of your friends, but you never know if they're all going to come."

Schmoller started **Cotton Clouds** on her dining room table in 1978 after finding that the quality yarns that she needed to weave her own clothing were not available to the general public. "I searched the Yellow Pages, wrote 200 form letters, got five good responses and decided that if I couldn't find these yarns, then other weavers probably couldn't find them either," she explained. She started Cotton Clouds as a mail order business to fill that need.

Today, Cotton Clouds is a thriving online retail and wholesale business (www.cottonclouds.com) with

an award-winning catalog and customers around the globe. The company caters to weavers, knitters, crocheters and spinners, and has expanded its product offering to include specialty yarns, project kits, spinning wheels and looms, books, patterns and DVDs.

Schmoller didn't get there overnight. When the **Eastern Arizona College (EAC) SBDC** opened in 1988 (it was Arizona's first SBDC location), Schmoller became one of its first clients. Over the years, she attended seminars and received help in accounting, catalog production and business operations. It was a social media marketing seminar that was delivered by Constant Contact founder Ron Cates in 2010 that really helped her business take off.

"Something clicked and I knew that I had to pursue that avenue of marketing," she said. Schmoller worked with the EAC SBDC team and an outside consultant to plan an e-marketing campaign that included e-newsletters, a blog, a Facebook page and pay per click advertising. The results were impressive.

"Before social media, we would receive one to two orders a day," she noted. "We now process 10-12 orders a day and each is substantially larger than before. We are reaching more of our market and complaints are down. Social media lets you engage people and build relationships. That's important."

SBDC training classes have also made it possible for Schmoller to network and learn from other small business owners over the years. "Having a small business can be very isolating. SBDC classes are affordable and you get to hear what other business people are doing."

Her best advice to new business owners? "The most important thing isn't customer service, it's customer love. People are not just buying a product, they're buying who you are and how you treat them."

Eastern Arizona College SBDC

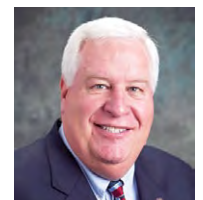


Eastern Arizona College Campus

The **Eastern Arizona College SBDC** is located in Thatcher. Center Director Kevin Peck and his team served 141 counseling clients and 382 training clients in 2011.



Kevin Peck, Center Director; Julie Davis, Program Assistant; Charmaine Chidester, Business Analyst



Mark Bryce
President
Eastern Arizona College



Sorellas Elite Fashion— Safford, AZ

Three business owners in Graham County have a passion for fashion and they're sharing it with the world.

Sorellas Elite Fashion owners **Rachel Peck**, her sister **Emma McBride** and their mother, **Lynn Lewis** are equal partners in their retail store and clothing manufacturing company, which they opened in downtown Safford (population 9,566) in 2010 — at the height of the economic downturn. "We felt that we had a real niche to fill in our community, even though it was bad economic times," said Peck. "We knew that if we came into the market and presented our offering in a different way, it would be okay."

Sorellas Elite Fashion carries an exciting assortment of trendy women's clothing and accessories. "We really didn't have any cutting edge fashion in this area," she explained. "Women had to drive two hours to either Tucson or Phoenix to find the fashionable clothing that they wanted." Sorellas also has a blog and a Facebook page, where the women educate followers about new fashion trends.

After finding it difficult to source the fashionable but modest women's clothing that they wanted to sell in their store, the Sorellas team decided to design and manufacture their own clothing line, which they named **JunieBlake.com**. "All of the clothes that we were ordering needed to have a cardigan or leggings added to them for modesty," said Peck. "We started our own line because we couldn't find what we wanted to sell and what a lot of other women want to buy."

The line, which is named after Rachel and Emma's young children, will be sold at Sorellas, online (beginning in March) and at boutiques around the country. The company recently moved into a larger facility to warehouse the clothing line and to house its growing retail business.

The partners sought advice from the **Eastern Arizona College (EAC) SBDC** right from the start. "Everyone in the community told us that we had to go talk to



Lynn Lewis, Rachel Peck and Emma McBride

the SBDC before getting started," Peck said. The trio received help with business planning, marketing and social media and they have an ongoing relationship with the EAC SBDC team. "We call them anytime that we have a question and they put on great workshops about social media and other topics," she explained.

The greatest challenge the trio faced was, not surprisingly, getting a loan to open a retail business in the middle of a recession. "We pulled everything and anything that we all had together and we just made it work," she said. "When you're passionate about something, you make it happen."

Working together, as a family, may be the greatest reward of all, Peck added. And there's not as much disagreement as you might expect when a mother and her two daughters enter the fashion business together. "Mom wasn't really a fashionista before, but she saw that passion in Emma and I and she came right along."

Peck's advice to other new business owners? "Make sure that you are doing something that you are passionate about," she stressed. "That makes all of the hard work worth it."

FAST FACTS

Sorellas Elite Fashion

Type of Business:
Retail

Owners:
Lynn Lewis, Rachel Peck, Emma McBride

Address:
526 W. Main Street
Safford, AZ 85546

Phone:
(928) 899-7409

Website:
www.sorellas2010.blogspot.com

Business Began: 2010

Employees at Startup: 3

Employees in 2011: 6

First Year Revenue: \$136,000

Revenue in 2011: \$156,000

Startup Capital: \$40,000
Source of Initial Capital: Owner
Cash and Credit Lines

SBDC Counselor:
Kevin Peck
Eastern Arizona College SBDC
(928) 428-8591



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FAST FACTS

Drug Valet

Type of Business:
Pharmaceutical Distributor

Owner:
Jodi Dovidio

Address:
1505 E. Weber Drive, #103
Tempe, AZ 85281

Phone:
(480) 377-9234

Website:
www.drugvalet.com

Business Began: 2002

Employees at Startup: 3

Employees in 2011: 7

First Year Revenue: \$978,000

Revenue in 2011: \$1,679,000

Startup Capital: \$125,000
Source of Initial Capital: Owner
Investment and SBA Loan

SBDC Counselor:
John Henry Smith
Maricopa Community College
SBDC
(480) 784-0590

Drug Valet—Tempe, AZ



Drug Valet owners Jodi and Dominic Dovidio

Drug Valet owners **Jodi and Dominic Dovidio** didn't plan on filing bankruptcy, but they knew that they needed to have a good plan if their pharmaceutical distributing company was going to make it through tough times.

Drug Valet sells pharmaceuticals and injectibles to physicians, surgeons and non-acute surgery centers. A challenging economy and shortages of key product lines dealt a one-two punch to the company and the Dovidios were forced to consider bankruptcy in 2010. "The drug industry is at a crisis point with the number of drugs that are on backorders," according to Dominic. "FDA requirements and shortages of key ingredients that come from other countries have made some pharmaceuticals unprofitable to produce and manufacturers have discontinued a lot of items."

Some customer markets, like plastic surgery centers, were especially hard hit by the recession. "We have no control over any of these factors," he noted. "We're at the bottom of the process as a distributor."

The couple was forced to file bankruptcy in 2010. "Our bank was also in trouble," Dominic explained. "They couldn't loan money and we lost our credit line. We knew that we had to reorganize."

The Dovidios worked with **Maricopa Community Colleges SBDC Business Analyst John Henry Smith** to develop a plan for reorganization and to develop the necessary financials. "It was pretty impressive," Dominic noted. "The bankruptcy court approved it on the first pass and we have been following the plan ever since."

Smith also helped the Dovidios identify a new lender and develop a loan package.

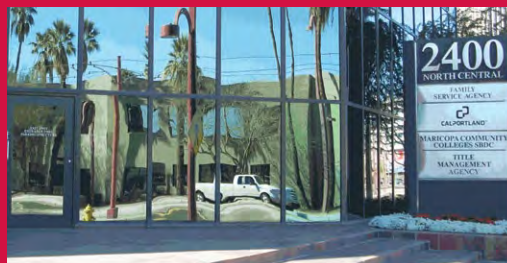
"The market is still tough and we still struggle, but the plan has allowed us to stay in business and keep most of our employees in place. It's just a matter of time before the economy improves. We want to be prepared so that we can be on the other side of this situation when supplies open again."

The company is also working to diversify its customer base. "We want to spread our sales out so that we are not so dependent on one segment," Dominic said. "Twenty-five percent of our business was plastic surgeons. When they took a hit, we took a hit."

"We didn't even know that the SBDC existed until we got in trouble," Dovidio explained. "The bank never told us about them, even though it is a free service that is available to any small business owner."

His advice to other business owners, whether they are just getting started or struggling to survive? "Find someone who has experience in developing a financial plan not only for the present, but also for the future," he noted. "A sound plan and good reporting tools are fundamental to making good decisions. John Henry taught us that you have to live by the numbers and that's what we do now."

Maricopa Community Colleges SBDC



Maricopa Community Colleges SBDC – Phoenix

The **Maricopa Community Colleges SBDC** is located in Phoenix, with satellite locations in Avondale, Chandler, Glendale, Mesa, Paradise Valley, Scottsdale and Surprise. Center Director Mark Engle and his team served 1,019 counseling clients and 1,302 training clients in 2011.



*Mark Engle
Center Director*



*Claudia Smetana
Operations Coordinator*



*Dr. Rufus Glasper
Chancellor
Maricopa
Community
Colleges*



*Dr. Maria
Harper-Marinick
Executive Vice
Chancellor and Provost
Maricopa
Community Colleges*



Community Tire Pros & Auto Repair — Phoenix, AZ

Howard Fleischmann, Sr. knows a lot about checks and balances, in business as well as tires.

After retiring from the automotive distribution industry in 1995, Fleischmann helped his grown children finance a tire store that they had purchased. Over the next few years, the family amassed eight stores, including four that Fleischmann bought himself. The expanded family-run operation appeared to be running smoothly and Fleischmann tried retirement once again.

In 2003, the bank called and Fleischmann learned that internal embezzlement at **Community Tire Pros** had cost the company its credit line and placed it in danger. He returned to take over the company's management.

Realizing that he needed to learn a lot more about financial operations, Fleischmann and his son, Howard Jr., joined the AAAME program, where Director Rena Huber introduced him to **Maricopa Community Colleges SBDC Business Analyst Michael D'Hoostelaere**. "I talked to a lot of different people to find out where we could get help," Fleischmann said. "Rena and Michael really put me on the right path."

D'Hoostelaere mentored Fleischmann in finance and he continues to keep him focused with monthly meetings and some assistance from fellow **SBDC Business Analyst Ilene Ringler**. "I tend to see bright, shiny objects and follow them," explained Fleischmann. "Michael and Ilene keep me on track."

Target marketing has also proven to be a successful strategy for the company. "I asked my managers who their favorite customers were and they said women," he



Howard Fleischmann, Sr.

noted. "Women customers don't tell them how to fix the car and, once we do the job well and at a fair price, they keep coming back. The staff also likes working with members of the gay community because, if we treat them with respect and do good work, they will come back and bring their friends."

"Understanding this changed our business dramatically and helped us to make many new friends," Fleischmann said.

"Now everyone knows where we're going and how we're going to get there," he said. "We're setting new standards in our industry and now people are coming to us asking why and how we did something."

"We could have avoided a lot of problems if we had started using outside accounting and financial services early on," he noted. "There have to be financial checks and balances in place."

Kinetic Muscle, Inc. — Tempe, AZ

Jim Koeneman knows what it's like to give — and get — a helping hand.

An engineer with 35 years of medical device technology experience, Koeneman and his son **Edward** founded **Kinetic Muscles, Inc. (KMI)** in 2001, just as the dot.com meltdown was beginning. "We have survived two big recessions," said Jim.

The company develops and sells products that aid in stroke recovery and rehabilitation. Its Hand Mentor was developed with an SBIR grant and approved by the FDA (Federal Drug Administration). "It was boring, so we redesigned it in 2007 to add graphics and video games," Koeneman said. "It keeps people motivated and interested while they're doing repetitive exercises."

The Foot Mentor followed in 2010. "It's like having a personal trainer at the gym," said Koeneman. "And as you get better, the games get more difficult."

Most of KMI's current customers didn't grow up with video games, so the team has kept the graphics pretty basic. The duo has a Department of Defense contract to develop video games to help rehabilitate traumatic brain injury patients. "These are young guys coming back from the war, so those games are different," he noted.

Two trends are driving the company's business: demographics and the rising cost of healthcare. Baby boomers are coming into the stroke risk age and KMI's customer base is growing. At the same time, a lot of healthcare plans are cutting back on therapy benefits. "Stroke patients need a lot of repetition," Koeneman explained. "Patients can do the exercises at home and the device sends the data to a secure server where a therapist can log in. No actual visit is needed."



Edward Koeneman, Jim Koeneman

Koeneman worked with **Maricopa Community College SBDC Technology Coordinator Sanjay Dhole** to build a stronger company. "We raised about \$9 million in contracts and grants, but they don't pay for marketing and other costs. The SBDC helped us focus and prepare our presentation to major investors and we have been able to attract some angel funding to get these things done."

KMI personnel attend events at the Chandler Innovations Incubator, where Dhole provides counseling to technology clients. "The SBDC has a lot of resources and Sanjay is good to bounce ideas off of," he noted.

His advice to other entrepreneurs? "You have to love what you do and like the process," he said. "There aren't a lot of other people around and you're going to do most of it yourself."

FAST FACTS

Community Tire Pros & Auto Repair

Type of Business:
Tire Replacement and
Auto Repair

Owners:
Howard Fleischmann, Sr.

Address:
123 E. Durango Street
Phoenix, AZ 85004

Phone: (602) 569-4930

Website:
www.communitytirepros.com

Business Began: 1991

Employees at Startup: 7

Employees in 2011: 43

First Year Revenue: \$750,000

Revenue in 2011: \$7,110,615

Startup Capital: \$100,000
Source of Initial Capital: Owner
Investment

SBDC Counselor:
Michael D'Hoostelaere
Maricopa Community College
SBDC
(480) 784-0590

FAST FACTS

Kinetic Muscle, Inc.

Type of Business: Medical Devices

Owners:
James Koeneman
Ed Koeneman

Phone: (480) 557-0448

Website: www.kineticmuscles.com

Business Began: 2001

Employees at Startup: 2

Employees in 2011: 10

First Year Revenue: -0-

Revenue in 2011: \$970,000

Startup Capital: Convertible Debt

SBDC Counselor:
Sanjay Dhole
Maricopa Community College
SBDC
(480) 784-0590

FAST FACTS

Sierra Seed Company, LLLP

Type of Business:
Wholesale Agricultural Seed
Distributor

Owners:
Sabrina Hallman

Address:
2329 N. Grand Avenue
Nogales, AZ 85628

Phone:
(520) 281-9420

Website:
www.sierraseedco.com

Business Began: 1989

Employees at Startup: 3

Employees in 2011: 7 in U.S.,
14 in Mexico

First Year Revenue: \$255,549

Revenue in 2011: \$10 million +

Startup Capital: \$28,330
Source of Initial Capital: Private
investment

SBDC Counselor:
Karen Burns/Alex Cooper
Microbusiness Advancement
Center SBDC
(520) 620-1241

Sierra Seed Company, LLLP—Nogales, AZ



The Sierra Seed team—Nogales, Arizona

Sabrina Hallman has learned a lot about how to grow a successful family business.

A former principal at a Tucson school, Hallman took a leave of absence from her job in 2007 to go to Nogales to check on her father, Rod, and the seed company that he had started in 1989. "I heard from people who were concerned about my father's health," she said. Rod was in the early stages of dementia and could no longer run the company.

Hallman made the decision to stay and run **Sierra Seed Company** if COO Carlos Fisher agreed to also stay. He did and Hallman began learning the business through a 'crash course in seeds and seed management' and classes in biotech, agriculture and management. "I didn't know anything about seeds or agriculture," she said, but her background in education helped. "I knew that I could learn it, if I could find the information."

"The seed business is extremely competitive and very international," she said. On a recent visit to Mexico, Hallman met with a contingent of Israeli customers in the back room of a Chinese restaurant. "The next morning we were out with a Greek agronomist who was looking

for tomato seeds in Mexico. There is a lot more money invested in produce than most people realize."

Hallman met former **Microbusiness Advancement Center (MAC) SBDC Business Analyst Alex Cooper** in 2010, after the company's bank was sold and Sierra Seed found itself in need of a new line of credit to carry receivables during the off season. "The seed business is seasonal, but our bills are not," she noted. "Our primary business is in Mexico and most of our receivables and assets are there. Many banks won't touch us because of that."

Cooper, who has since retired from the SBDC, connected Hallman with numerous banking contacts and Chase Bank came through to provide a line of credit that also helped finance a greenhouse expansion to diversify the company's offering. Its new capacity won Sierra Seed recognition from Syngenta International, one of the largest agribusiness companies in the world.

"The contacts that the SBDC shared with us were willing to cross the border and look at our facilities," she explained. "Unless you go and experience the agriculture business in Mexico firsthand, you have no idea how big and profitable it is." In 2011, Sierra Seed's revenues topped \$10 million.

Hallman now works with **MAC SBDC Business Analyst Karen Burns** for help on finance, accounting and other topics. "SBDC workshops are also exceptional. You walk out at the end of the day with new knowledge that you can put to work right away."

Being a female business owner in a male-dominated industry and culture can be challenging, but Hallman keeps her eye on the goal. "The culture of Mexico is very male-oriented," she noted, "and Carlos takes the lead when we are down there. You have to be okay with that, forget about your ego and take a back seat, knowing that it's all for the good of the company."

Microbusiness Advancement Center SBDC



Microbusiness Advancement Center SBDC

The **Microbusiness Advancement Center SBDC** is located in Tucson. Center Director Ellen Kirton and her team served 429 counseling clients and 125 training clients in 2011.



Shown, left to right: Bob Fick, Amanda Holbert, Karen Burns, Center Director Ellen Kirton.



Debbie Chandler
Executive Director
Microbusiness
Advancement Center



K-Bar RV Resort (Cedar Properties, LLC)— Show Low, AZ

A successful 30-year career as a financial advisor for two major investment companies allowed **David Mann** to teach his clients the difference between planning for retirement and planning for 'financial independence'. Owning two small businesses of his own 'post-career' is now enabling Mann to demonstrate just how that lesson works.

After an early retirement in 2005, Mann got bored very quickly. "I felt that I still had enough energy and drive to have another chapter in my life in terms of work," he said. Travel and golf were enjoyable, but Mann had also enjoyed working and he wanted to have 'the best of both worlds'. He searched for a new venture.

On a 2006 vacation to Sedona, Mann and his wife, **Suzanne**, purchased an RV park in nearby Camp Verde as an investment. "I had some experience with apartment rentals and the concept of income-producing property appealed to me," he said. With management already in place and Mann found that there wasn't much for him to do for the business on a day-to-day basis.

In search of a more 'hands on' business that he could play a greater role in, Mann purchased the **K-Bar RV Resort** in Show Low in 2008, utilizing short-term seller financing. Open since 1973 and close to fishing, golf and other recreational amenities, K-Bar enjoyed a loyal following and a lot of goodwill in the community. Mann saw an opportunity to increase the park's net operating income by making capital improvements that would enable him to increase rental rates and build occupancy.

Mann remodeled common areas including the park's bathrooms, kitchen and office; added free wi-fi and improved lighting and roadways throughout the property. The strategy worked and K-Bar boasts a steady stream of repeat business. "We're running on good word of mouth and strong Internet visibility," Mann noted. "People are finding us in a variety of ways."



David and Suzanne Mann (left) and the team at K-Bar RV Resort

When the original financing was about to expire, Mann worked with **Northland Pioneer College SBDC Center Director Tracy Mancuso** — a former banker with more than 15 years of commercial underwriting experience — to put together a comprehensive loan application. Mann obtained a 10-year bank loan, which has allowed him to focus on other parts of the business.

"The SBDC is a tremendous resource for anyone who is contemplating a new business," he noted. "Tracy was very patient and diligent, and she really rolled up her sleeves to help. She worked with me to create a quality document that I knew that I could present with confidence."

Mastering retirement can prove to be as great a challenge as owning a business, according to Mann. "I wanted to find a balance where I could be actively involved in a business and work, but still have time for fun," he said. "I don't think of it as retirement, I think of it as achieving financial freedom. Finding the right small business to start or own can be a great way to achieve that goal."

FAST FACTS

K-Bar RV Resort

Type of Business:
RV Park

Owners:
David and Suzanne Mann

Address:
300 N. 16th Avenue
Show Low, AZ 85901

Phone:
(928) 537-2886

Website:
www.kbarrvresort.com

Business Began: 2008

Employees at Startup: 2

Employees in 2011: 5

First Year Revenue: \$260,000

Revenue in 2011: \$310,000

Startup Capital: \$650,000
Source of Initial Capital: Bank loan

SBDC Counselor:
Tracy Mancuso
Northland Pioneer College SBDC
(928) 532-6170

Northland Pioneer SBDC



Left to right: Jennifer Wade, Kellie Monterrosa, Jim Austin, Elizabeth Flake, Center Director Tracy Mancuso



Dr. Jeanne Swarthout
President Northland
Pioneer College



Northern Pioneer College Show Low Campus

The **Northland Pioneer College SBDC** is located in Show Low and has a satellite location in Eagar. Center Director Tracy Mancuso and her team served 127 counseling clients and 337 training clients in 2011.



FAST FACTS

Tender Hearts Senior Care

Type of Business:
Service - Non-Medical Senior Care

Owners:
Charles 'Rick' Judy, Jr. and
Debra Judy

Address:
3170 Stillwater Drive
Prescott, AZ 86305

Phone:
(928) 777-2394

Website:
www.tenderheartsseniorcare.com

Business Began: 2007

Employees at Startup: 3

Employees in 2011: 225

First Year Revenue: \$188,400

Revenue in 2011: \$2,790,000

Startup Capital: \$100,000
Source of Initial Capital: Owner
Investment

SBDC Counselor:
Fred Kennedy
Yavapai College SBDC
(928) 771-4819

Tender Hearts Senior Care—Prescott, AZ



Debra Judy and Rick Judy

Charles 'Rick' Judy knows that you're never too old to learn something new, even if you've been a successful business owner your entire life.

Rick and his wife, **Debra** left successful careers in property management (Rick) and nursing (Debra) in the Los Angeles area to move to Prescott. The move went well, but the couple soon found themselves faced with special needs challenges by their ageing parents. After failing to find the services that they and their parents required, the Judys decided to start a non-medical in-home care business to serve other families who had similar needs.

Tender Hearts Senior Care opened in 2007. According to Rick, the company places mature, caring people into the homes of seniors to assist them with the non-medical challenges of daily living so that they can stay in their own homes as long as possible. "A lot of older people need some help with daily chores like cooking, making the bed, getting to the grocery store or personal care and they don't want to go to an assisted living facility," he explained.

"We come in and do the kind of things for them that allow them to stay in their homes and get the personal attention and assistance that they need, whether it's for just a few hours a week or as a live-in situation," he said. Debra's training as a nurse helps the company assess the degree of help that is needed.

A lifelong businessman, Rick knew that he wanted Tender Hearts to get off to a fast, strong start. "I never went to business school," he noted. "I've been in business my whole life, but it has always been by the seat of my pants. I didn't want to do it that way anymore and I decided to get some help."

Rick met **Yavapai College SBDC Business Analyst Fred Kennedy** when he took a finance and accounting class at the college. Rick's new business was at a point where it needed higher-level attention and Kennedy agreed to help. He assisted Rick with accounting, capital formation and strategic planning, and he now plays a supporting role as Tender Hearts continues to grow.

"I call Fred whenever I have a question or need," Rick said. "His insights and advice are invaluable." The Judys recently acquired a competitor to expand a related company, Tender Hearts Transportation Services, which they started in 2009. Kennedy was called in to discuss refinancing options. "He saved us a lot of money."

Today, Tender Hearts employs 225 people, including office staff and service providers, has offices in Prescott and the Verde Valley, and has furnished services to about 1,500 clients. Sales in 2011 reached \$2.79 million and expansions are planned for Williams, Flagstaff and Payson.

Rick advises all new business owners to take the time to write a detailed business plan. "The more information that you have, the greater the chances are that you will succeed," he said. "Get good advice and learn as much as you can about the industry and your potential competitors."

Yavapai Community College SBDC



Yavapai College SBDC

The **Yavapai College SBDC** is located in Prescott and has satellite and meeting sites in Campe Verde, Cottonwood and Sedona. Center Director Rick Marcum and his team served 233 counseling clients and 203 training clients in 2011.



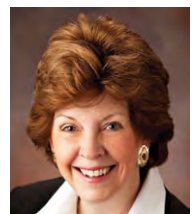
Rick Marcum
Center Director



Fred Kennedy
Senior Business
Analyst



Mary Ward
Office Manager



Penny Wills
President
Yavapai College

Other Network Centers

Central Arizona College SBDC



Central Arizona College



(Left to right): Jack Malpass, Business Analyst; Lorrie Pena, Program Assistant; Larry Gamell, Business Analyst; Bill Borders, Business Analyst; Jim Rhodes, Center Director; Dan Shaffer, Business Analyst. Not Shown: Business Analyst Tom Baxter.

The **Central Arizona College SBDC** is located in Casa Grande and has a satellite in San Tan Valley. Center Director Jim Rhodes and his team served 138 counseling clients and 119 training clients in 2011.



Dr. Doris Helmich, Ed.D.,
Interim President & CEO

Gila Community College SBDC



Steve Burke
Interim Center
Director



Gila Community College Pueblo Campus



Dr. Steve Cullen
Senior Dean
Gila Community College

The **Gila Community College SBDC** is located in Payson and has meeting sites in Globe and San Carlos. Interim Center Director Steve Burke and his team served 69 counseling clients in 2011.



Other Network Centers

Mohave Community College SBDC



Mohave Community College Campus

*Center Director
position currently vacant*



*Dr. Michael Kearns
President
Mohave Community
College*

The **Mohave Community College SBDC** is located in Kingman. The Center served 129 counseling clients and 119 training clients in 2011.



What Arizona Small Business Needs To Succeed From A to Z



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28 Locations Across Arizona

Strong Businesses Start Here
www.azsbdc.net



FAST FACTS

Arizona Small Business Development Center Network

2011 Clean Technology Initiative:

Jobs Created:	46
Business Starts:	5
Capital Formation:	\$5 million
Contracts:	\$90.2 million

2011 Veterans Assistance Initiative:

Jobs Created:	6
Sales Increase:	\$116,466
Capital Formation:	\$172,000
Counseling Clients:	76
Veteran Training Attendees:	613

2011 Jobs Initiative

New Jobs:	126
Jobs Retained:	9
Sales Increase:	\$1.1 million
Capital Formation:	\$4.6 million
Business Starts:	35
Counseling Clients:	274

AZSBDC Network Initiatives Programs Target Key Market Segments

Clean Technology

The **AZSBDC Network's Clean Tech Initiative** is nearing the end of its second year. Clean Tech sectors will play an important, expanding role in Arizona's economic future. The statewide reach of the **AZSBDC Network** enables it to provide training and information to Clean Tech businesses and ventures that are emerging or evolving to serve new markets in every corner of the state.

During 2011, our Network continued to work with the Innovations Incubator in Chandler, where the new TechEDGE curriculum debuted in October. A roadmap research project was completed, providing detailed information on 11 existing and emerging Clean Tech sectors. This data will be very valuable to our Network going forward. We debuted a new Technology Readiness Assessment Tool that will be utilized to identify the commercialization stage for a specific venture and to provide resources for appropriate sources of funding for that stage of development.



Our Network's visibility as a resource for Clean Tech programs has grown considerably, through greater outreach, events including the Coffee and Connections program at Innovations and through the work of the Clean Tech Advisory Board, which meets quarterly throughout the year.

Veterans Assistance

The **AZSBDC Network** entered the second year of a partnership with state networks in Colorado and Kansas that was created to help our state's Veterans and Active Military realize the pride and benefits of successful entrepreneurship. Our website provides a direct link to a Veteran's Business Registry and dedicated business development resources for Veterans who are working to start or grow a business.



The Network hosted several Veterans events throughout the year and will continue to make education, networking and procurement training and certification key areas of focus during the coming year.

SBA Jobs Initiative

Our Network made considerable progress in achieving our objectives for this program during its first year. Four Centers participate in this initiative, including the Maricopa Community Colleges SBDC; the Arizona Western College SBDC; the Microbusiness Advancement Center (MAC) SBDC; and the Coconino Community College SBDC. During the first year of this initiative, these Centers finalized their staffing needs, began actively working with clients and produced the program's first measurable results. The economic impact includes 126 jobs created by 35 new businesses and 9 total jobs retained through program support. We expect to see an even greater impact as ventures that are now in the planning or early launch stages take root during 2012.

Visit the **AZSBDC** website at www.azsbdc.net to learn more about Network initiatives.

New Initiatives

Government Contracting & Procurement

The **AZSBDC Network** was selected by the U.S. Department of Defense to operate Arizona's new statewide Procurement Technical Assistance Center (PTAC) network. **Arizona PTAC (AZPTAC)** will operate in parallel with the **AZSBDC**.



Procurement Technical Assistance Centers

AZPTAC Procurement Specialists will provide specialized counseling, training, certification information and other services that help small business owners realize the opportunities that exist within the realm of government contracting and procurement. This assistance will include helping business owners identify contracting, subcontracting and teaming opportunities; learn how to prepare

government bids and proposal responses; obtain financing for bids and cash flow; and assist companies which have an interest in pursuing certification and actively marketing to the government.

The **AZPTAC** program is headquartered in offices at Glendale Community College, with satellite offices located at Mesa Community College in Mesa, Business Development Finance Corporation in Tucson, and Arizona Western College in Yuma. Staffing has been finalized and the program is in its early stages of service.



More information on **AZPTAC** services is available at www.azptac.com.

Business and Technology Incubators

The **AZSBDC Network** has received a grant from the SBA to provide support services to business and technology incubators in Arizona. Providing pre-launch and fledgling businesses with counseling and training in key areas has always been a strength of our Network and we will continue to build on the productive partnerships that we already enjoy with incubator facilities including the Innovations Incubator in Chandler, the Northern Arizona Center for Emerging Technologies (NACET) in Flagstaff and the new Center for Entrepreneurial Innovation at Gateway College.

Other Initiatives...

Our Network is devoting increasing attention and resources to providing **International Trade Assistance** to Arizona companies that are interested in exploring exporting and global marketing.



We participated in several significant trade events during 2011, including the first U.S./Mexico International Networking Conference, which was organized by the **Cochise College SBDC** and held in Douglas, AZ. The event was attended by 100 business owners and individuals interested in expanding trade along the U.S./Mexico border, 25 dignitaries from Sonora, Mexico and nearly 30 vendor representatives. Exporting workshops are also becoming increasingly common in our Network, with events held in Tucson and Douglas during 2011.

The **AZSBDC** is also working with the SBA to promote its new **Women-Owned Business Initiative** and certification program, which features a greatly simplified certification process.

Our Network continues to be recognized for its assistance in helping **Minority and Disadvantaged Small Businesses** become certified with government contracting offices at the Federal, state and local levels. Many of our clients have significantly grown their businesses through government contracting and sub-contracting opportunities.

FAST FACTS

AZSBDC Network 2011 Client Demographics:

Distinct Customers:	2,954
Male:	52.6%
Female:	46.6%
N/A:	.8%
Race	
Asian	2.8%
Black	8.5%
White	78.6%
Native American	3.9%
Pacific	.5%
N/A:	6.9%
Hispanic	
No	72.3%
Yes	16.4%
N/A:	11.3%
Disability	
No	86.9%
Yes	7.7%
N/A:	5.4%
Women-Owned	
100% Ownership	24%
51-99% Ownership	6.1%
Less Than 51% Ownership	14.1%

Strong Businesses Start Here!

We're Arizona's Statewide Resource for Small Business Success

Arizona - District Office

1. AZSBDC Network State Office

2411 West 14th Street, Room 114
Tempe, AZ 85281
(480) 731-8720

Administrative Services Only

Counseling services for this location provided through Maricopa SBDC. Call (480) 784-0590 for information and appointment.

Cochise County – Sierra Vista, Douglas

2. Cochise College SBDC

901 North Colombo, Room 717
Sierra Vista, AZ 85635
(520) 515-5478

2a. Cochise College - Satellite

4190 W. Hwy. 80, Bldg 100, Room 106
Douglas, AZ 85607
(520) 515-5478 - By Appointment Only

Coconino County – Flagstaff, Page

3. Coconino Community College SBDC

3000 North 4th Street
Flagstaff, AZ 86004
(928) 526-7653

3a. Coconino Community College Page Campus

475 S. Lake Powell Blvd.
Page, AZ 86040
(928) 645-6687

Gila County – Payson, Globe, San Carlos

4. Gila Community College SBDC

201 Mudsprings Road
Payson, AZ 85547-0359
(928) 468-8039

4a. Gila Pueblo Campus

8274 Six Shooter Canyon
Globe, AZ 85502
(928) 425-8481

4b. San Carlos Campus

Tonto and Mesa Drive
San Carlos, AZ 85550
(877) 224-7232 - By Appointment Only

Graham County – Thatcher

5. Eastern Arizona College SBDC

615 North Stadium Avenue
Thatcher, AZ 85552-0769
(928) 428-8590

Maricopa County – Avondale, Chandler, Glendale, Phoenix, Mesa, North Phoenix, Scottsdale, Surprise

6. Maricopa Community Colleges SBDC

2400 North Central Avenue, Suite 104
Phoenix, AZ 85004
(480) 784-0590

6a. Estrella Mountain Skill Center - Satellite

Estrella Mountain Campus
3000 N. Dysart Road
Avondale, AZ 85392
(480) 784-0590

6b. City of Chandler - Satellite

Innovations Incubator
145 S. 79th Avenue
Chandler, AZ 85226
(480) 784-0590

6c. Glendale Community College - Satellite

Glendale Community College Campus
6670 W. Cactus Road, A-105
Glendale, AZ 85304
(480) 784-0590

6d. Mesa Community College - Satellite

165 Centennial Way, Room 209
Mesa, AZ 85201
(480) 784-0590

6e. Paradise Valley Community College - Satellite

18401 N. 32nd Street, Bldg J - Room 131
Phoenix, AZ 85032
(480) 784-0590

6f. Scottsdale Chamber of Commerce - Satellite

4725 N. Scottsdale Road, Suite 210
Scottsdale, AZ 85251-4498
(480) 784-0590

6g. Rio Salado Community College - Satellite

Lifelong Learning Center
12535 Smokey Drive, Room 1037
Surprise, AZ 85378
(480) 784-0590

Mohave County – Kingman

7. Mohave Community College SBDC

1971 Jagerson Avenue
Kingman, AZ 86409
(928) 757-0894

Navajo and Apache County – Show Low, Eagar

8. Northland Pioneer College SBDC

1001 Deuce of Clubs, Rooms 107-109
Show Low, AZ 85901
(928) 532-6170

8a. Northland Pioneer Springerville & Eagar Campus - Satellite

578 Main Street
Eagar, AZ 85925
(928) 333-1526

Pima County – Tucson

9. Microbusiness Advancement Center SBDC

330 N. Commerce Park Loop, Suite 160
Tucson, AZ 85745
(520) 620-1241

Pinal County – Casa Grande, San Tan Valley

10. Central Arizona College SBDC

540 N. Camino Mercado
Casa Grande, AZ 85222
(520) 494-6610

10a. Central Arizona College - San Tan Center

2474 E. Hunt Hwy., Suite 100
San Tan Valley, AZ 85143-5210
(520) 494-6727

Yavapai County – Prescott, Camp Verde, Cottonwood, Sedona

11. Yavapai College SBDC

240 S. Montezuma Street, Suite 105
Prescott, AZ 86303
(928) 776-2008

11a. Camp Verde Chamber of Commerce - Satellite

385 S. Main St.
Camp Verde, AZ 86322
(928) 776-2008

11b. City of Cottonwood Economic Development Office - Satellite

821 N. Main St.
Cottonwood, AZ 86324
(928) 776-2008

11c. Sedona Chamber of Commerce - Satellite

45 Sunset Dr.
Sedona, AZ 86336
(928) 776-2008

Yuma County – Yuma

12. Arizona Western College SBDC

1351 South Redondo Center Drive, Suite 101
Yuma, AZ 85365
(928) 317-6151

Arizona Procurement Technical Assistance Center Network Office

Glendale Community College, Bldg I-2, Rm 105
6000 W. Olive Ave.
Glendale, AZ 85302
(623) 845-4703



AZSBDC network
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Program printing provided by APS.



Northland Pioneer College District Governing Board Institutional Effectiveness Report April 2012

1. **Survey Software Update:** We had a selection committee of people from all over the college. They reviewed eleven packages using a consistent evaluation rubric. We evolved to three finalists, of whom two were able to meet our cost levels and demonstrate their product to us. The two finalists were Checkbox and Qualtrics. They both came in at a similar cost with good data security and user friendliness, but Qualtrics has more features, and includes unlimited users, unlimited surveys, and completely free tech support 24/7/365.

We anticipate receiving the last of the committee and community feedback by the end of Friday, so we should be able to communicate our final vendor recommendation at this meeting.

2. **National Student Clearinghouse Update:** With significant assistance from the Dean of Students and his staff we have been able to initiate our relationship with the National Student Clearinghouse in such a way as to now be able to send them inquiries for data at zero cost. Our first query has just come back, for students we have to report to Perkins and to the Gainful Employment folks. We anticipate in summer being able to use this new access as we begin to model retention patterns and assess what students are most at risk of dropping out.
3. **Institutional Effectiveness:** All student services units have effectiveness plans, and are about to enter the reporting part of their cycle. I should have results from that to report at the August meeting.
4. **Change request for HLC:** The IE office and the Vice President for Learning and Student Services will draft a change request to the Higher Learning Commission for our distance learning programs. Nothing has changed at NPC; however, changes in Commission regulations have now resulted in an apparent gap in their documentation that we are willing to fill, even though all these existing programs have successfully passed accreditation review in previous cycles.
5. **Committee Launch for Review of Course Evaluation Content:** A diverse committee will be examining the content of the course evaluation instruments with an eye toward converting at least some of them to online administration as a pilot effort in Fall 2012. Based on the results of volunteer instructors using the new medium of administering the evaluations, further decisions may be made by the Instructional Council as to how they wish to proceed thereafter.
6. **Summer Goals:**
 - a. Economic impact measures
 - b. Retention models



Northland Pioneer College

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NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2011 to February 29, 2012

Budget Period Expired

67%

Tax Supported Funds

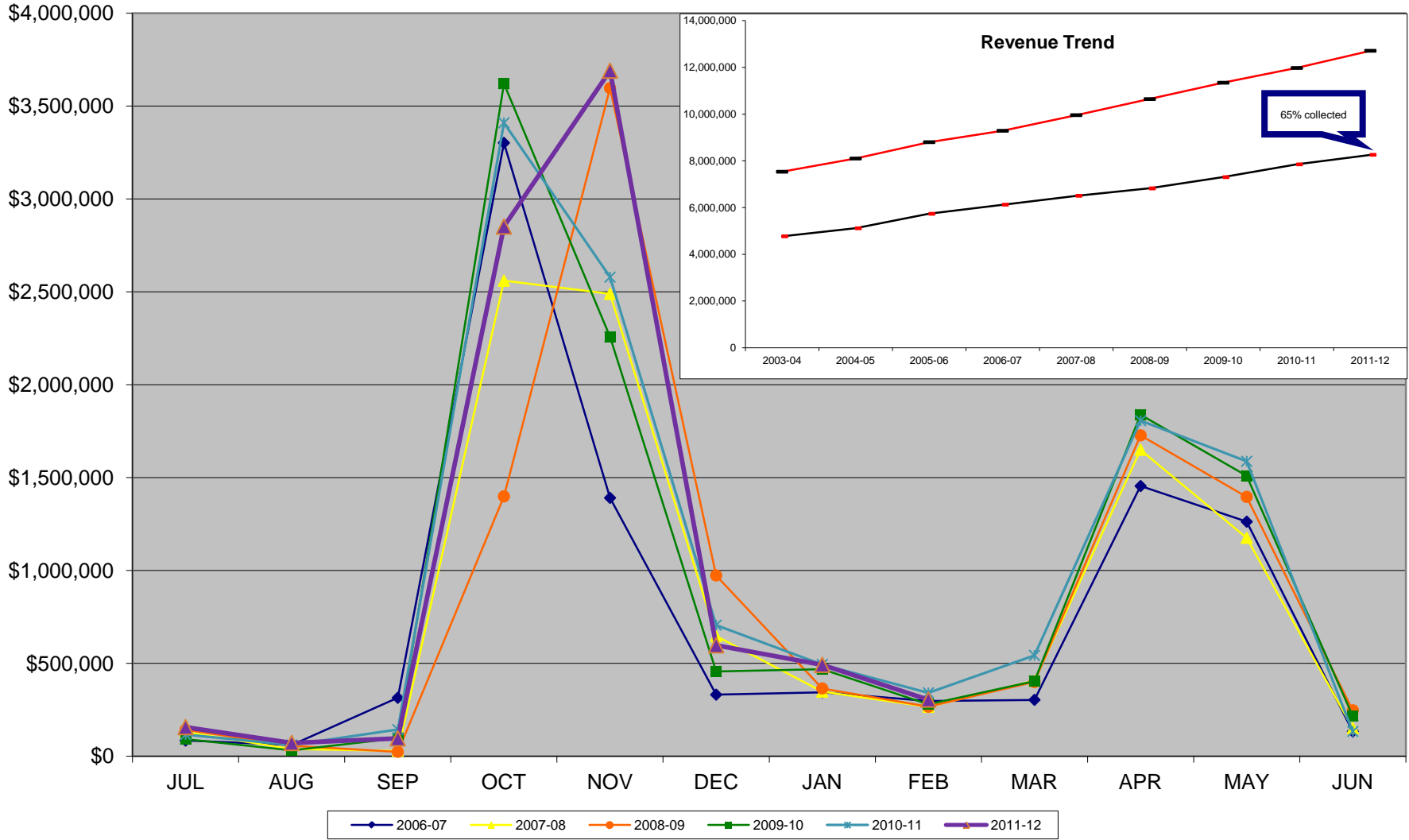
	General Unrestricted				Unrestricted Plant				
	Budget	Current Month Actual	Y-T-D Actual	%	Budget	Current Month Actual	Y-T-D Actual	%	
REVENUES									
Primary Tax Levy	12,710,760	305,024	8,259,284	65%					
State Aid:									
Maintenance and Operations	1,720,000	0	1,297,575	75%					
Capital					0	0	0		
Equalization	6,452,000	0	4,838,775	75%					
Out of County Reimbursement	600,000	0	550,469	92%					
Tuition and Fees	4,200,000	296,464	2,922,571	70%					
Investment earnings	125,000	21,694	101,227	81%					
Grants and Contracts	750,000	39,251	941,739	126%					
Other Miscellaneous	100,000	18,840	133,698	134%					
Transfers:	(4,550,000)	(339,713)	(2,708,817)	60%	3,800,000	305,578	2,444,624	64%	
TOTAL REVENUES	\$22,107,760	\$341,560	\$16,336,521	74%	\$3,800,000	\$305,578	\$2,444,624	64%	
EXPENDITURES									
Salaries and Wages	14,985,000	1,294,582	8,976,917	60%					
Operating Expenditures	5,020,000	320,326	2,978,231	59%					
Capital Expenditures	165,000	4,588	134,900	82%	4,400,000	245,434	1,913,973	43%	
TOTAL EXPENDITURES	\$20,170,000	\$1,619,496	\$12,090,048	60%	\$4,400,000	\$245,434	\$1,913,973	43%	

Restricted, Auxilary and Agency Funds

	Restricted				Auxiliary				Agency			
	Budget	Current Month Actual	Y-T-D Actual	%	Budget	Current Month Actual	Y-T-D Actual	%	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES												
Grants and Contracts	4,800,000	638,591	4,428,328	92%								
Sales and Services												
Bookstore					150,000	(29,047)	68,494	46%				
Other					225,000	5,576	124,988	56%	0	1,162	6,604	
Investment Earnings												
Donations												
Board Designated Donation												
Transfers:	600,000	4,157	178,905	30%	150,000	29,978	85,288	57%				
TOTAL REVENUES	\$5,400,000	\$642,748	\$4,607,233	85%	\$525,000	\$6,507	\$278,770	53%	\$0	\$1,162	\$6,604	
EXPENDITURES												
Salaries and Wages	899,442	74,278	513,029	57%	327,212	18,951	151,272	46%				
Operating Expenditures	4,050,558	264,625	4,000,474	99%	197,788	10,807	127,498	64%	0	1,187	3,436	
Capital Expenditures	450,000	14,216	93,730	21%								
TOTAL EXPENDITURES	\$5,400,000	\$353,119	\$4,607,233	85%	\$525,000	\$29,758	\$278,770	53%	\$0	\$1,187	\$3,436	

Cash flows from all activities (YTD)	23,673,752
Cash used for all activities (YTD)	18,893,460
Net Cash for all activities (YTD)	\$ 4,780,292

Monthly Primary Property Tax Receipts



District Governing Board

Human Resources

UPDATE

April 17, 2012

Filled Positions

1. **Academic Adviser – Marius Begay started April 2, 2012. Marius received his Bachelor and Master of Art in History from Northern Arizona University.**
2. **Records and Registration Clerk – Rebekah Wilson started April 9, 2012. Rebekah has an Associate of Arts degree from Northland Pioneer College.**

Open Positions

1. **Faculty in Biology – closed February 29; 31 applicants**
2. **Maintenance Supervisor – closed February 29; 56 applicants**
3. **Document Management Technician – closed March 12, 2012; 14 applicants**
4. **Campus Manager LCC – closes April 13; 14 applicants.**
5. **Faculty in Nursing LCC - open until filled; 0 applicants.**
6. **Whiteriver Center Adviser/Library Technician – closes May 6, 2012; 2 applicants**
7. **Faculty in Educational Technology – closes April 23, 2012; 13 applicants**
8. **Biology Lab Manager WMC – closes April 27, 2012; 1 applicant**

EMPLOYEE OF THE MONTH:



Northland Pioneer College

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