

# 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 meet for a Regular District Governing Board Meeting and Retreat, both open to the public, on **January 18, 2022 beginning at 10:00 a.m.** The meetings will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona. The meeting can also be joined remotely using [WebEx](#). A passcode is required under certain circumstances and it is Jan22DGB.

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

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

The Board may vote to hold an executive session for discussion or consideration of a personnel matter(s) pursuant to A.R.S. §38-431.03(A)(1). The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). The Board may vote to hold an executive session for the purpose of considering its position and instructing its attorney regarding the public body's position regarding contracts that are the subject of negotiations pursuant to A.R.S. §38-431.03 (A)(4). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Paul Hempsey, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 17<sup>th</sup> day of January, 2022, at 10:00 a.m.

Paul Hempsey  
Recording Secretary to the Board

## NOTICE DISTRIBUTION

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

M I S S I O N

**NORTHLAND PIONEER COLLEGE  
PROVIDES EDUCATIONAL  
EXCELLENCE THAT IS AFFORDABLE  
AND ACCESSIBLE FOR THE  
ENRICHMENT OF COMMUNITIES  
ACROSS NORTHEASTERN ARIZONA.**

V I S I O N

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

V A L U E S

INTEGRITY  
INCLUSION  
ADAPTABILITY  
CIVILITY  
ACCESS

# Governing Board Meeting Agenda

Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona  
Or you can join on [WebEx](#) (Passcode Jan22DGB).

**Date:** January 18, 2022

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

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	<b>Call to Order and Pledge of Allegiance</b> .....	Chair Lucero
2.	<b>Adoption of the Agenda</b> ..... (Action)	Chair Lucero
3.	<b>Election of Board Officers and AACCT Representatives</b> .....(Action)	Chair Lucero
4.	<b><a href="#">Request to Accept the Financial Audit and Single Audit Report for the Fiscal Year Ended June 30, 2021</a></b> .....(Action) VPAS Ellison will introduce the audit staff from the Arizona Auditor General’s Office and assist with the review of the audit process and reports.	VPAS Ellison
5.	<b>Call for Public Comment</b> ..... <small>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</small>	Chair
6.	<b>Discussion Items:</b>	
	<b>A. Standing Presentations:</b>	
	1. <b><a href="#">Financial Position</a></b> ..... Vice President Ellison will provide a report on the financial position of the college for period July 1, 2021 to November 30, 2021	VPAS Ellison
	2. <b><a href="#">NPC Student Government Association (SGA)</a></b> ..... SGA Advisor, Ryan Orr, has provided a written report in the packet.	Written Report
	3. <b><a href="#">NPC Faculty Association</a></b> ..... A written report has been provided in the packet.	Written Report
	4. <b>Classified &amp; Administrative Staff Organization (CASO)</b> .....	No Report
	5. <b>Northland Pioneer College (NPC) Friends and Family</b> ..... Friends & Family Director, Betsy Wilson, will report on recent donations and scholarship awards.	Director Wilson
	6. <b><a href="#">Human Resources</a></b> ..... Staff has provided a report, included in the packet, and will be available to answer questions.	Written Report
	7. <b>Construction Report</b> ..... Director of Facilities and Vehicles, David Huish, will provide an update on the construction projects the college is engaged in.	David Huish
	8. <b><a href="#">President’s Report</a></b> ..... President Hazelbaker will provide a report on activities from the President’s office since the November meeting and highlight the All Arizona Academic Team and Strategic Planning.	President Hazelbaker
7.	<b>Consent Agenda for Action</b> ..... (Action) A. <b><a href="#">November 16, 2021 Board Meeting Minutes</a></b>	Chair
8.	<b>For Discussion and Possible Action:</b>	
	A. <b>Old Business</b> None.	

**B. New Business:**

1. **Request to Award Contract for Design of LCC Remodel & Expansion** ..... VPAS Ellison  
 VPAS Ellison will review the request to award the contract for design fee costs associated with the remodel of the Learning Center at the Winslow Campus.
  2. **Recommendation to Approve Purchase of Building Signs** ..... VPAS Ellison  
 VPAS Ellison will review the request to purchase wayfinding signage for the four campuses.
  3. **Recommendation to Approve NACOG Lease, Educational Agreement, and Building Name** ..... VPLSS Solomonson  
 VPLSS Solomonson will review the Lease and Educational Agreements with Northern Arizona Council of Governments (NACOG) and seek approval to name the new building in Winslow.
  4. **Board Member Travel for ACCT National Legislative Summit**... President Hazelbaker  
 President Hazelbaker will ask the Board to approve travel for Board Member Leslie to attend the Association of Community College Trustees (ACCT) National Legislative Summit.
  5. **Recommendation to Approve Contract with TargetX & Salesforce**..... VPLSS Solomonson  
 VPLSS Solomonson will review the results of an RFP request for a Student Relations Management System and seek approval to contract with the selected vendor.
  6. **Request to Approve Contract for Internet Services** ..... President Hazelbaker  
 President Hazelbaker will review the request for contracted internet services to the Northeast Arizona Training Center and Holbrook campus.
9. **DGB Agenda Items and Informational Needs for Future Meetings**..... Chair
  10. **Board Report/Summary of Current Events**..... Board Members
  11. **Announcement of Next Regular Meeting**.....**February 15, 2022** Chair
  12. **Adjournment**..... Chair

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 regarding any items in sections 5 and 6. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



**Northland Pioneer College**

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

## REQUEST TO ACCEPT THE FINANCIAL AUDIT AND SINGLE AUDIT REPORT FOR THE FISCAL YEAR ENDED JUNE 30, 2021

### **Recommendation:**

Staff recommends accepting the Financial Statement and Single Audit reports for the fiscal year ended June 30, 2021. The audit opinions for both reports were “unmodified,” which is positive.

### **Summary:**

NPC’s audits are conducted by the Arizona Auditor General (AG). The Auditor General sends staff to present the audit during this meeting and will:

- introduce its audit staff;
- provide an overview of their responsibilities and the audit process;
- review NPC’s audit process and results; and
- review the Governance Letter associated with the audit.

NPC issues two separate reports related to its audits- the Annual Comprehensive Financial Report (ACFR) and the Single Audit - which were distributed electronically to the District Governing Board in November 2021 by the Office of the Auditor General and posted to the AG’s website at <https://www.azauditor.gov>.

Printed copies of the Annual Comprehensive Financial Report (ACFR) and the Single Audit Report are also provided to the current District Governing Board during the January 2022 DBG meeting.

The ACFR has also been submitted to the Government Finance Officers Association (GFOA) to be evaluated for the Certificate of Achievement for Excellence in Financial Reporting for the eighth consecutive year.

The audited financial statements for the Northeast Arizona Training Center (NATC) and the NPC Friends and Family are incorporated into the ACFR; both entities received a “clean” audit and were reviewed with the Board in October 2021.

Preparing for the audit and the issuance of the financial statements is a large annual undertaking, but what really makes the audit successful year after year is the daily commitment of all college departments and divisions to the internal controls and processes carefully put in place to ensure accuracy, efficiency and accountability.

**NPC's Audit Reports include:**

1. ACFR

- a. focuses on the financial audit and financial condition of the college
- b. two findings were identified related to information technology resources and risk management, for which a corrective action plan has been deployed to address over the next two fiscal years

2. Single Audit Report

- a. focuses on compliance with federal financial awards
- b. no findings were identified

The context behind the two financial statement findings is that they are a reduction from four findings from last year's audit. With the ever-transcending changes in technology, information technology resources have received increased attention throughout the state and the nation and similar findings were issued to community colleges and counties alike.

While there are only two findings, there are a multitude of policies and procedures developed that will be reviewed and adopted to address, correct and eliminate these concerns going forward.

The 2021 audit was completed ahead of the submission deadline established by the US Department of Education of March 31, 2022 and has been submitted to the US Department of Education and other external partners. The ACFR and the Single Audit Report have also been distributed to the NPC Audit Committee.

Numerous individuals from various departments and divisions worked on the audit and the related reports and all deserve a heartfelt thanks: Business Office, Technology Advancement and Support, Financial Aid, Human Resources, Records & Registration, Marketing, the Instructional Division and the President.

College staff also acknowledges the contribution of the Office of the Auditor General. They play an important role in the audit and continue to provide timely and professional work. We appreciate the working relationship we have with all members of the Auditor General's staff.



# ANNUAL COMPREHENSIVE FINANCIAL REPORT

YEAR ENDED JUNE 30, 2021



NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT, HOLBROOK, AZ







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**Northland Pioneer College**

EXPANDING MINDS • TRANSFORMING LIVES<sup>SM</sup>

**Navajo County Community College District**

Holbrook, AZ

Annual Comprehensive Financial Report  
Year Ended June 30, 2021



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# Introductory Section



**Northland Pioneer College**  
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November 19, 2021

Greetings,

During my first few months as the new President of Northland Pioneer College, it has been great to get to know faculty, staff, and students. It has also been a joy to get to know the communities we serve throughout northeastern Arizona. I have discovered that NPC and northeastern Arizona are unique, with many qualities that make them remarkable. One of the things that NPC and the state of Arizona values in public institutions is transparency, and I'm happy to share this report with you as one way we provide information on the state of the college and our financial position.

As I have started to get to know the college, I have seen the direct impact that NPC has and appreciate the essential role the college will play in the future. Graduates of NPC fill important jobs in the community in health care, government, business, and more. Our partnerships with high schools are getting students ready for jobs right after college or to be successful when they transfer to a four-year college or university. And, our current students often hold jobs in the district or contribute in other ways to the high quality of life found in northeastern Arizona.

We know that this is a time of transition in our economy, and through our strategic planning process, NPC is recommitting itself to be a partner with the community for what comes next. As we continue to work through the COVID-19 pandemic, we have not forgotten that many economic challenges face our communities, from an overall lack of broadband internet access to the continued closure of public utilities that provided many jobs. We face challenges ahead, but it is also a time of tremendous opportunity. The college is looking at what new programs we can add, how we can provide more service to a broader array of students, and partner with organizations who want to move Arizona forward.

As you will read in this report, NPC has been a good steward of our resources and is well-positioned for the future. Because of the college's conservative fiscal approach, we have been able to save enough money to start new building projects in Show Low and Winslow that will be paid for entirely with our reserves, not by borrowing any funds or raising taxes. This is just one example of how our financial stewardship is benefiting students and the communities we serve.

NPC began to issue an Annual Comprehensive Financial Report (ACFR) eight years ago to supplement the basic financial statements prepared by staff and audited by the Arizona Office of the Auditor General. Every ACFR since then has been recognized by the Government Finance Officers Association of the United States and Canada (GFOA) with Certificates of Achievement for Excellence in Financial Reporting, the highest form of recognition in the area of governmental accounting and financial reporting. This ACFR continues those high standards, demonstrating NPC's proper management of those public funds through transparent financial reporting.

It was an honor to be named President at NPC, and it has been pure joy to get started. I look forward to continuing to build bridges throughout northeastern Arizona and finding solutions to the challenges that we will encounter as we rethink some of our approaches in this era of rapid change.

Sincerely,

Dr. Chato Hazelbaker, Ed.D.  
President, Northland Pioneer College

November 19, 2021

To the Citizens and District Governing Board of the Navajo County Community College District:

We are pleased to provide you with the Annual Comprehensive Financial Report of the Navajo County Community College District (also referred to as Northland Pioneer College, NPC, or the District), for the fiscal year ended June 30, 2021.

Arizona Revised Statutes requires community college districts to prepare annual financial statements and for those financial statements to be audited. The Arizona Auditor General audited the District's financial statements for the fiscal year ended June 30, 2021 and issued an unmodified opinion, indicating they believe the financial statements were fairly presented. See Independent Auditors' Report on page 15.

Responsibility for both the accuracy of the presented data and the completeness and fairness of the presentation including all disclosures rests with the District's management. To the best of our knowledge and belief, the enclosed data is accurate in all material respects and is reported in a manner designed to present fairly the financial position and results of operations of the District. All disclosures necessary to enable the reader to gain an understanding of the District's financial activities have been included.

Management is responsible for establishing and maintaining internal controls designed to ensure that assets are protected from loss, theft, or misuse, and to ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The District's framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement so that the cost of the internal controls does not outweigh the benefits.

The Management's Discussion and Analysis (MD&A) immediately follows the Independent Auditors' Report and provides a narrative overview and analysis of the basic financial statements. This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it.

## **REPORTING ENTITY**

The District is an independent reporting entity within the criteria established by Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB). In accordance with GASB Statement No. 14, 39 and 61, the financial reporting entity consists of a primary government and two component units, NPC Friends & Family and Northeast Arizona Training Center (NATC). The District is a primary government because it is a special-purpose government that has a separately elected governing body, is legally separate, and is fiscally independent of other state and local governments. The financial activity of NPC Friends & Family and NATC are discretely presented as component units of the District. The District is not included in any other governmental financial reporting entity.

## **INSTITUTIONAL PROFILE**

The District is a comprehensive community college providing services in northeast Arizona. It offers postsecondary degrees in over 63 occupational programs and specialty areas of study and offers lower division general education courses that are transferrable to a university for a degree. It has one of the lowest tuition rates in the state.

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As a political subdivision of the State of Arizona, the District is subject to the oversight of its Governing Board which is comprised of five elected members representing each of the five districts of Navajo County. These members are elected for six-year terms on a staggered basis. The District's Governing Board is granted full authority by Arizona Revised Statutes to manage the business and educational needs of the District. The administrative staff of the District, led by the President, is responsible for the operation and administration of all District functions.

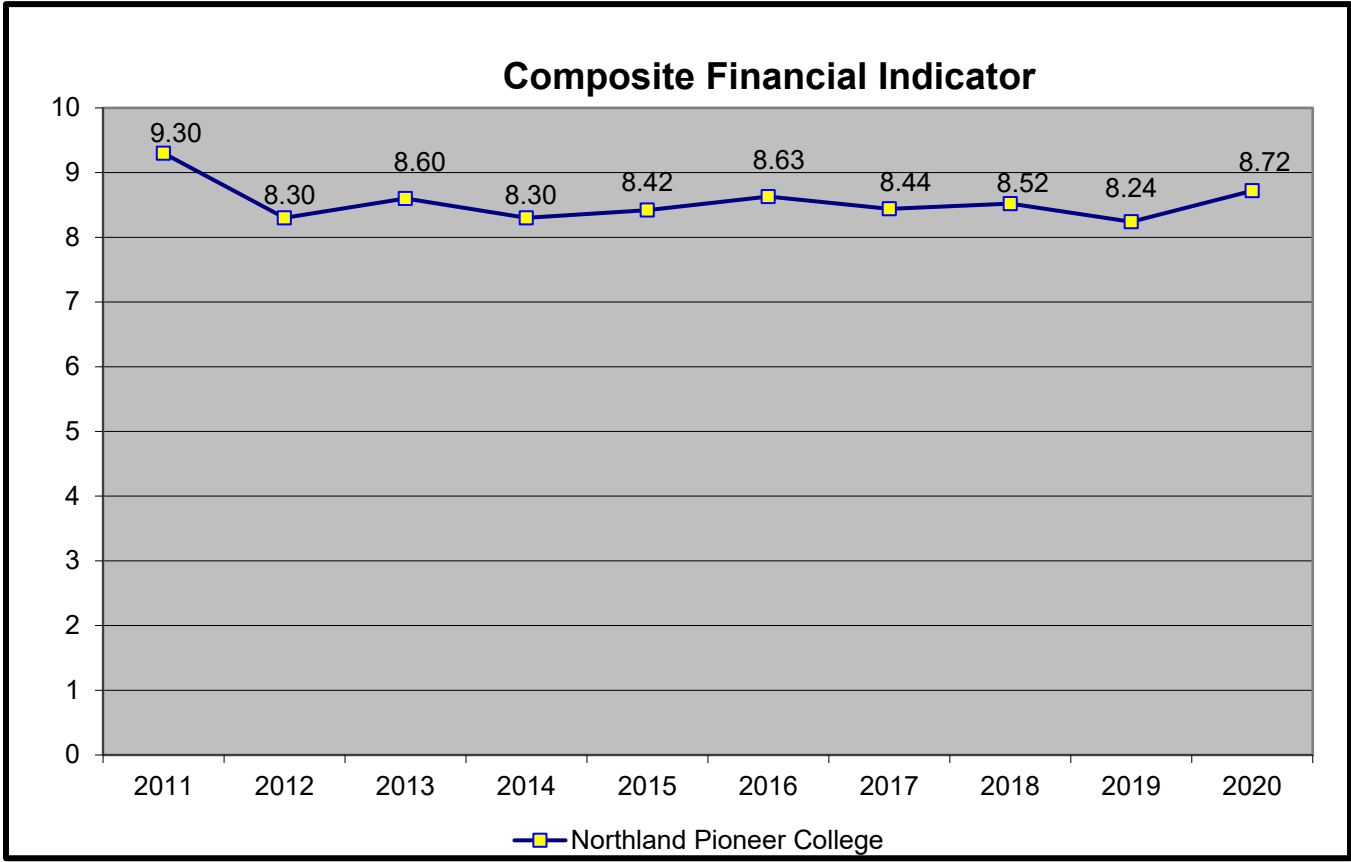
**History and Service Area** – Established in 1972, the District first enrolled students starting with the fall semester of 1974. The District serves Navajo and Apache counties, an area of 21,158 square miles with a 2020 U.S. Census Bureau population of 172,738. The Navajo, Hopi, and White Mountain Apache Indian Reservations occupy more than 66 percent of the total land in the District's service area and account for 60 percent of the area's population.

Campuses are located within four of the largest Navajo County communities of Holbrook, Show Low, Snowflake/Taylor and Winslow. Five center locations are located in Keams Canyon (Hopi), Kayenta, St. Johns, Springerville/Eager and Whiteriver. Central District Offices are located on the Holbrook Campus.

**Staff and Student Demographics** – Enrollment for the District decreased slightly with fall of 2020 by 12 percent over fall 2019. Of the 2703 headcount 58 percent or 1,579 was comprised of students 19 years of age and younger. Full-time students made up only 17 percent of the unduplicated headcount while the remaining 83 percent were part-time attendees. The student per faculty ratio decreased by less than 16 percent in 2020 from 2019 and student per staff ratio also decreased by less than 25 percent with the average class size rising to 14. The student population was 58 percent minority with 59 percent female majority.

**Accreditation** – In order to award college degrees and certificates, institutions of higher education must be evaluated by a nationally recognized accrediting agency. The Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools is charged with evaluating the District. The District is proud to report having met all but one HLC criteria with no concern during the most recent (2019) comprehensive evaluation. The Institutional Action Council's final letter was issued in March of 2020. This model ensures the District's students of an up-to-date, nationally recognized and accredited educational experience. The Open Pathway Re-affirmation process was completed in November 2019 and consisted of a holistic review, federal compliance, and a multi-day on site visit. The HLC required an Interim report be filed in two years addressing integrated strategic planning, the one area the District received a "met with concern" designation. The District has prioritized these recommendations and is actively preparing for the interim report.

**Accreditation Financial Ratios** – On an annual basis the HLC requires member institutions to provide financial information. The information is used to calculate a Composite Financial Index (CFI) made up of four financial ratios, each one weighted differently. The CFI evaluates an institution's financial health; a CFI of 1.1 or higher indicates adequate financial health and requires no HLC review. The District's composite ratio for the years 2011 to 2020 was greater than 8.0. In 2015, the HLC requested the CFI be calculated with and without the new accounting and financial reporting guidelines for pensions adopted in 2015. The HLC recognized it would have a significant impact on the financials and related indicators. The District's 2020 CFI including pensions was 8.90 and excluding pensions was 8.72. The chart below indicates the CFI excluding pensions for 2020.



**REGIONAL ECONOMIC OUTLOOK**

Navajo and Apache Counties continue to struggle in spite of other signs of state and national recovery. According to the Bureau of Labor Statistics, Arizona’s unemployment rate for August 2021 was 6.2 percent which is higher than it was a year ago for the same period when it was 5.9 percent and higher than the nation’s unemployment rate of 5.2 percent for August 2021. In Navajo County, the unemployment rate is down 1.5 percent from August 2020 at 7.3 percent for August 2021 and Apache County is still in the double digits at 10.1 percent, which is a decrease of .2 percent from prior year.

The District saw student enrollment using full time student equivalents decrease. When comparing fall 2020 to fall 2019, the District had an enrollment decrease of 12 percent and comparing spring 2021 to spring 2020 there was an enrollment decrease of 9.6 percent. According to the National Student Clearinghouse Research Center enrollment decreased 10.1 percent for fall 2020 and spring 2021 9.5 percent for 2-year public institutions.

**FINANCIAL POLICIES**

The District adopted the *Cash Reserve Policy* and the *Future Capital Reserve Policy* in prior years and they had a significant impact on current financials. The *Cash Reserve Policy* recognizes the importance of maintaining adequate reserves in order to ensure financial and operational stability and requires the College to maintain unallocated cash levels equal to at least one (1) year of budgeted expenses. The *Future Capital Reserve Policy* recognizes the importance of maintaining adequate reserves to ensure future capital financial resources and to reduce the cost of capital acquisitions. These policies result in more than \$50 million set aside for financial stability of the District annually.

## **CURRENT MAJOR INITIATIVES**

The biggest challenge continues to be adapting to the COVID-19 pandemic. The District is addressing this emergent situation in the following manners:

- Remote worker environment and procedures – A telework procedure and request process was put into effect to provide structure to employees with flexible work schedules and/or locations.
- Employee contracts reflected remote status if they were hired to work entirely remotely for their job.
- Tax levies have not been increased to their maximum as has been the practice in previous years to provide some financial relief to property tax payers.

New construction of a Skills Center at the White Mountain Campus is underway. This facility will house state of the art Construction, Welding, Auto and Energy programs as well as the Facilities Department.

## **UPCOMING MAJOR INITIATIVES**

The District has adopted a “Guided Pathways” approach, falling more into line with the “Student Success Initiative” which is a more relational and “hands-on” approach to recruiting, onboarding and maintaining contact with students and potential students as they navigate through post-secondary investigation and engagement. A cross-departmental group of individuals representing all areas of the District collaborate on best practices and moving the initiative forward with recommendations.

The District has entered into a partnership with Yavapai College to expand its Open Educational Resources (OER) to enhance the use of low or no cost resource material to students. This effort is led by Library Director Shannon Motter under the recently restructured Innovation Division. As more faculty turn to OER to reduce student access barriers and improve the learning environment, the District will support OER and subscriptions that enhance and improve these ever-expanding resources.

A Funds for the Improvement of Postsecondary Education (FIPSE) grant has been awarded to the District to provide Early College Opportunities to Advance Degree Attainment (ECOADA.) This project will entail the hiring of a project director and facilitator to oversee initiatives in the student services area that impact the District’s efficacy in reaching prospective students and engaging current students through changes in onboarding, advising, counseling and other support.

NPC hired a new President effective July 1, 2021. Other critical roles vacant needing to be filled in the upcoming fiscal year including: Chief Human Resource Officer, Vice President for Learning and Student Services, and Chief Information Officer.

## **FINANCIAL INFORMATION**

Effective management of the District’s funds through internal controls, budgetary controls, cash management, financial policies and fiscal reporting comprises the District’s responsibilities for stewardship, safeguarding of assets, and accountability of resource providers. Additional information relating to the District’s financial management can be found in the statistical section towards the end of this report.

**Internal Control** – The District is responsible for establishing and maintaining a system of internal controls. Internal controls are designed to ensure reasonable, but not absolute assurance that the assets of the District are protected from loss, theft or misuse and that the accounting records used to prepare the financial statements are reliable and conform to generally accepted accounting principles (GAAP.) The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived from that control element, and that the

evaluation of costs and benefits requires estimates and judgments from management. All internal control evaluations occur within the above framework. The District believes the internal control structure adequately safeguards assets and provides reasonable assurance of proper recording of financial transactions.

**Budgetary Controls** – The District engages in an annual financial planning cycle that begins with the Strategic Plan. The Strategic Plan is updated annually and involves all levels of the organization – it identifies the strategic direction of the District and establishes operating goals in support of its mission and vision. The District maintains budgetary controls in the form of detailed balanced budgets and budget transfer restrictions by fund, department and account. On a monthly basis the District presents various financial reports to the District Governing Board including a report of revenues, expenditures and budgets by fund, a report on property tax receipts, cash flow position, and a narrative discussing budget deviations by fund. The objective of these budgetary controls is to ensure compliance with the annual budget and to fulfill the requirements of the District Governing Board’s monitoring reports.

The District complies with Arizona Revised Statutes requiring that a report of the District’s adopted budget be published annually based on the prescribed format established by the Arizona Auditor General. The District also complies with Arizona Revised Statutes regarding Truth in Taxation Notice and Hearing when the District’s primary property tax levy is greater than the amount levied in the preceding year.

The District also demonstrates compliance by issuance of an annual budgeted expenditure limitation report that is examined by the Arizona Auditor General. The expenditure limitation calculation determines the maximum allowable expenditure supported by local revenues.

**Cash Management** – The District is governed by the Arizona Revised Statutes relating to overall investment of public funds. The fiduciary responsibility for such investments is entrusted to the District Governing Board and facilitated through the Vice President of Administrative Services. The District invests unrestricted funds in a prudent, conservative, and secure manner for the highest available yield, given cash flow constraints, as prescribed by Arizona Revised Statutes. The principal investment vehicles used during the fiscal year were the Navajo County Treasurer’s investment pool and the Local Government Investment Pool (LGIP) managed by the Arizona State Treasurer. Both have provided the District with safe liquid investments.

**Financial Reporting** – The District has an automated financial accounting system that captures all financial transactions to prepare the audited financial statements, data for the ACFR, and to develop internal management reports for decision-making needs and to aid in the allocation of resources.

The ACFR for the District was formulated with data from several sources including District records and the Navajo County Finance, Treasurer’s and Assessor’s Offices. These statements present information on the financial condition of the District and whether resources were adequate to cover the costs of providing services during the reporting period. The District’s ACFR is distributed to the District Governing Board and administrators, the State legislature, Federal and State agencies, and financial institutions as well as others throughout the general public.

## **INDEPENDENT AUDIT**

The District is audited by the Arizona Auditor General. The audit determines if the financial statements are free of material misstatements and ensures compliance with the Arizona Revised Statutes that require an annual audit of the District’s financial statements. The Independent Auditors’ Report is included

in the financial section of this ACFR. The District received an unmodified opinion for the fiscal year ended June 30, 2021.

The District's component units, NPC Friends & Family and NATC, are audited by a local CPA. Both component units received unmodified opinions for the fiscal year ended June 30, 2021.

### **GFOA CERTIFICATE OF ACHIEVEMENT**

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Navajo County Community College District for its annual comprehensive financial report for the fiscal year ended June 30, 2020. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized annual comprehensive financial report. This report must satisfy both generally accepted accounting principles and applicable legal regulations.

A Certificate of Achievement is valid for a period of one year only. We believe that our current annual comprehensive financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

### **ACKNOWLEDGEMENTS**

We express our appreciation to all those who assisted and contributed to the preparation of this report. Our deepest gratitude goes to the dedicated staff in the Business Office. We also express our appreciation to the Arizona Auditor General and the Navajo County Finance, Treasurer's and Assessor's Offices for their assistance with this report. Lastly, we thank the members of the District Governing Board and the President for their guidance and support in maintaining the financial stability of the District.

Respectfully submitted,

Maderia J. Ellison  
Vice President for Administrative Services/CFO

Amber L. Hill, MBA, CGFM  
Director for Financial Services, Controller



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Navajo County Community College District  
Arizona**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2020

*Christopher P. Morill*

Executive Director/CEO

# **PRINCIPAL OFFICERS**

As of June 30, 2021

## **DISTRICT GOVERNING BOARD**

Mr. Kristine Laughter, District 1

Mr. Elias Jouen, District 2

Mr. Frank Lucero, District 3

Mr. Everett Robinson, District 4

Mr. Derrick Leslie, District 5

## **EXECUTIVE TEAM**

Chato Hazelbaker, President

(Jeanne Swarthout, Former President)

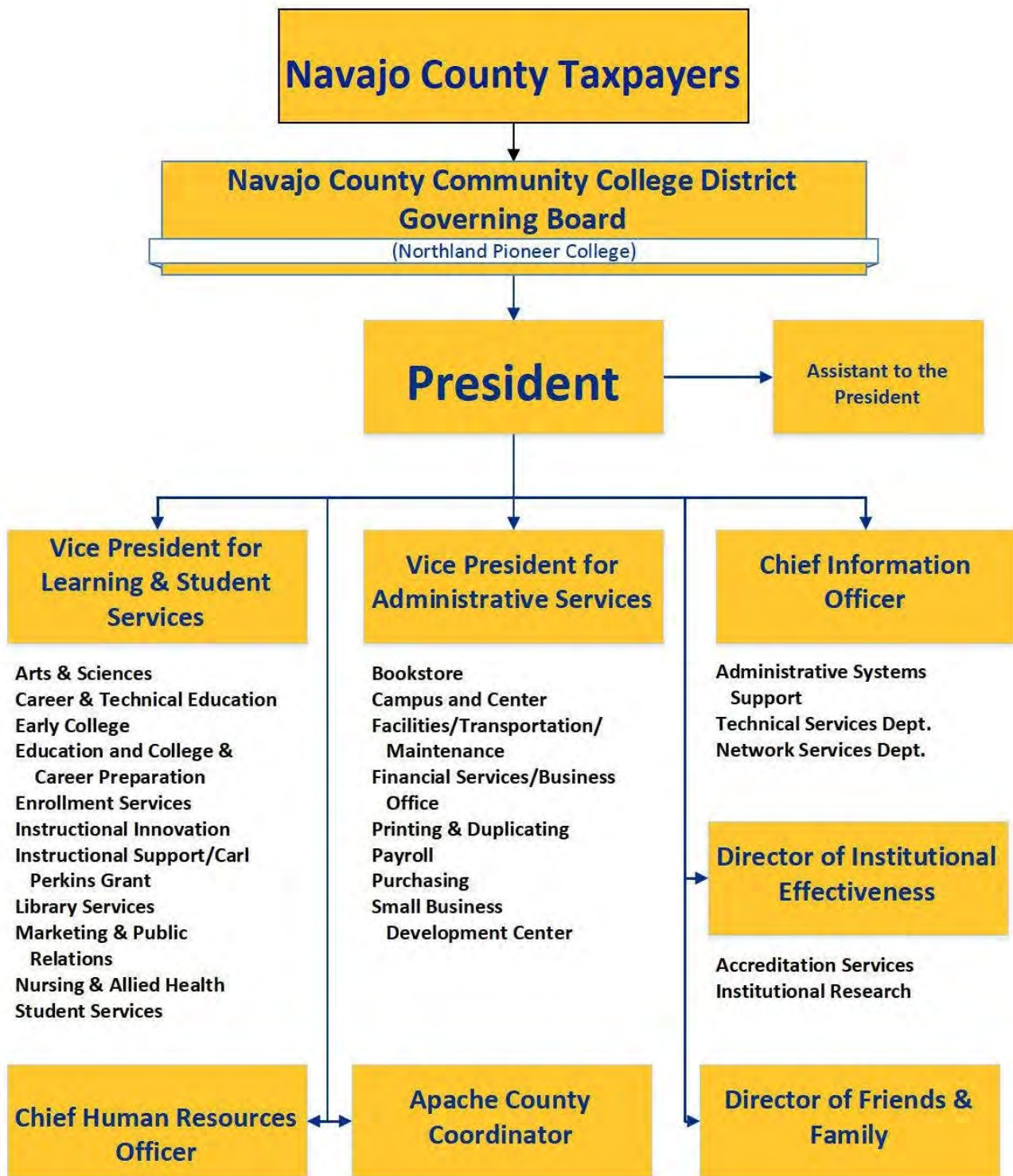
Dr. Michael Solomonson, Vice President for Learning & Student Services

Maderia J. Ellison, Vice President for Administrative Services, Chief Financial Officer

Scott Estes, Chief Information Officer

Judy Yip-Reyes, Director for Institutional Effectiveness

**ORGANIZATION CHART  
JUNE 30, 2021**







**Northland Pioneer College provides educational excellence that is affordable and accessible for the enrichment of communities across northeastern Arizona.**

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## **VISION**

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

---

## **VALUES**

NPC upholds the following Values

- Integrity
- Inclusion
- Adaptability
- Civility
- Access

Read more at [www.npc.edu/mission-vision-values](http://www.npc.edu/mission-vision-values).



# Financial Section



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



## Independent auditors' report

Members of the Arizona State Legislature

The Governing Board of  
Navajo County Community College District

### Report on the financial statements

We have audited the accompanying financial statements of the business-type activities and aggregate discretely presented component units of the Navajo County Community College District as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the District's basic financial statements as listed in the table of contents.

### *Management's responsibility for the financial statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' responsibility*

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the aggregate discretely presented component units. Those statements were audited by other auditors whose reports have been furnished to us, and our opinion, insofar as it relates to the amounts included for the aggregate discretely presented component units, is based solely on the other auditors' reports. We conducted our audit in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. The other auditors did not audit the aggregate discretely presented component units' financial statements in accordance with *Government Auditing Standards*.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the District's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### **Opinions**

In our opinion, based on our audit and the reports of the other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities and aggregate discretely presented component units of the District as of June 30, 2021, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with U.S. generally accepted accounting principles.

### **Other matters**

#### *Required supplementary information*

U.S. generally accepted accounting principles require that the management's discussion and analysis on pages 17 through 24, schedule of District's proportionate share of the net pension liability on page 51, and schedule of District's pension contributions on page 52 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with U.S. generally accepted auditing standards, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

#### *Other information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the District's basic financial statements. The introductory and statistical sections listed in the table of contents are presented for purposes of additional analysis and are not required parts of the basic financial statements.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

### **Other reporting required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we will issue our report on our consideration of the District's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters at a future date. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control over financial reporting and compliance.

*Lindsey A. Perry*

Lindsey A. Perry, CPA, CFE  
Auditor General

November 19, 2021

Our discussion and analysis of the District's financial performance provides an overview of the District's financial activities for the year ended June 30, 2021. Please read it in conjunction with the transmittal letter which precedes this section and the District's basic financial statements, which immediately follow.

## Basic Financial Statements

The District's annual financial statements are presented in accordance with U.S. generally accepted accounting principles prescribed by the Governmental Accounting Standards Board (GASB), the authoritative body for establishing Generally Accepted Accounting Principles (GAAP) for state and local governments, including public institutions of higher education. These standards permit public colleges and universities to use the guidance for special-purpose governments engaged in business-type activities. The standards allow for the presentation of the District's financial activity in a consolidated, single-column, entity-wide format. This format is similar to the type of financial statements typical of a business enterprise or not-for-profit organization. The basic financial statements consist of the following:

The *Statement of Net Position* reflects the financial position of the District on June 30, 2021. It shows the various assets owned or controlled, deferred outflows of resources, related liabilities and other obligations, deferred inflows of resources and the various categories of net position. Net position is an accounting concept defined as total assets plus deferred outflows of resources, less total liabilities and deferred inflows of resources, and as such, represent institutional equity or ownership in the District's total assets.

The *Statement of Revenues, Expenses, and Changes in Net Position* reflects the results of operations and other changes for the year ended June 30, 2021. It shows the various revenues and expenses, both operating and nonoperating, reconciling the beginning net position amount to the ending net position amount, which is shown on the *Statement of Net Position* described above.

The *Statement of Cash Flows* reflects the inflows and outflows of cash and cash equivalents for the year ended June 30, 2021. It shows the various cash activities by type, reconciling the beginning cash and cash equivalents amount to the ending cash and cash equivalents amount, which is shown on the *Statement of Net Position* described above. In addition, this statement reconciles cash flows from operating activities to operating loss on the *Statement of Revenues, Expenses, and Changes in Net Position* described above.

## Financial Highlights and Analysis

Consistent with its mission, the District provides, supports and promotes lifelong learning. Major funding sources supporting all functions include property taxes, state appropriations, government grants and contracts, and tuition and fees. The District may exercise primary and secondary property tax levy authority for generation of funds used for operating, capital equipment, and debt retirement purposes.

The condensed financial information below highlights the main categories of the *Statement of Net Position*. Assets are distinguished as either current or noncurrent. Current assets are resources available to meet the District's operating needs. Other liabilities are made up of accounts payable, unearned revenues, and accrued payroll and employee benefits. Net position is divided into three categories reflecting the broad characteristics of institutional equity in the assets of the District. In addition to the District's capital assets, the District holds resources that external parties have restricted for specific

programs or purposes. The remaining net position is unrestricted but is dedicated to the District’s primary mission. Over time, increases or decreases in net position may serve as a useful indicator of whether the District’s financial position is improving or deteriorating.

Condensed Financial Information

The following is a listing of condensed financial information for the District as of June 30, 2021 and June 30, 2020:

**Condensed Statement of Net Position—Primary Government  
As of June 30**

	2021	2020	% Change
<b>Assets:</b>			
Current assets	\$ 86,022,775	\$ 77,232,858	11%
Noncurrent assets, other than capital assets	731,477	1,265,403	-42%
Capital assets, net	<u>35,863,021</u>	<u>37,439,475</u>	-4%
Total assets	<u>122,617,273</u>	<u>115,937,736</u>	6%
<b>Deferred Outflow of Resources:</b>			
Deferred outflows related to pensions	<u>3,670,387</u>	<u>1,823,604</u>	101%
<b>Liabilities:</b>			
Other liabilities	3,117,662	3,103,593	0%
Long-term liabilities	<u>20,096,362</u>	<u>17,276,201</u>	16%
Total liabilities	<u>23,214,024</u>	<u>20,379,794</u>	14%
<b>Deferred Inflow of Resources</b>			
Deferred inflows related to pensions	<u>428,122</u>	<u>1,537,390</u>	-72%
<b>Net Position:</b>			
Net investment in capital assets	35,863,021	37,439,475	-4%
Restricted	266,230	265,935	0%
Unrestricted	<u>66,516,263</u>	<u>58,138,746</u>	14%
Total net position	<u>\$102,645,514</u>	<u>\$ 95,844,156</u>	7%

Total assets increased \$6.7 million, or 6 percent. Concentrated in the current assets increase of \$8.9 million or 11 percent, cash and investments made up \$8.3 million of the increase. This increase was due to the District’s policy to preserve and maintain ample operational and capital cash reserves. Prepaid items decreased \$.1 million, or 13 percent due to reaching a plateau in technology license purchases. Account receivables increased \$.3 million or 15 percent due to increased grant activity and reimbursement status. Property taxes receivable decreased \$.1 million, or 22 percent due to a higher payment rate. Student account receivables increased by \$.4 million or 469 percent due to high non-pay statuses, shifting from noncurrent receivables.



Total noncurrent assets, other than capital assets decreased 42 percent or \$.5 million primarily due to a shift in student accounts receivable. Net capital assets decreased \$1.6 million or 4 percent due to more assets depreciating than being replaced.

Deferred outflows related to pensions increased by \$1.8 million or 101 percent. This was due primarily to an increase in difference between projected and investment earnings.

Total liabilities increased \$2.8 million or 14 percent primarily related to an increase in the net pension liability of \$2.8 million. Current Liabilities remained static. Non-current liabilities made up the majority of the total liability increase with an increase of 16% or \$2.8 primarily from the net pension liability.

Deferred inflows decreased overall by 72 percent or \$1.1 million due to a combination of \$.7 million increase in changes of assumptions, \$.4 million increase in difference between projected and actual investment earnings.

Total net position increased \$6.8 million or 7 percent primarily in unrestricted net position which increased by \$8.4 million or 14 percent. This was accomplished in spite of a decrease in total revenues of \$.6 million or 2 percent and operating expenses increasing \$.9 million or 3 percent. Non-operating expenses decreased \$.2 million or 20 percent during the fiscal year as a result of a loss on the disposal of capital assets. Net investment in capital assets decreased \$1.6 million or 4 percent resulting from depreciation accelerating faster than additional capital investment. The increase in net position will be added to operational and capital reserves to bolster current and future financial health and strategic initiatives.

The condensed financial information highlights the main categories of the *Statement of Revenues, Expenses, and Changes in Net Position*. Generally, revenues generated by the District from exchange transactions are considered operating revenues. Other revenues such as state appropriations, property taxes, and certain government grants are considered nonoperating revenues. In compliance with U.S. generally accepted accounting principles, scholarships applied to tuition and fees are recorded as an offset to operating revenues instead of being reported as an expense to the District.

The District shows an operating loss because the three largest revenue sources, property taxes, state appropriations, and government grants, are considered nonoperating revenues. Please refer to the Summary of Significant Accounting Policies (Note 1), which directly follows the presentation of the basic financial statements, for a description of the differences between operating and nonoperating revenues.

Depreciation expense is recorded in accordance with the adoption of the economic resources measurement focus. The construction and acquisition of capital assets, although budgeted and tracked as expenditures in the accounting system, are not reflected as expenses in these statements. Such transactions are instead capitalized and reported as assets, with the systematic depreciation of the costs expensed over the useful lives of the assets constructed or acquired.

The District has four primary revenues sources: property taxes, state appropriations, government grants and contracts, and tuition and fees.

**Condensed Statement of Revenues, Expenses, and  
Changes in Net Position—Primary Government  
Year Ended June 30**

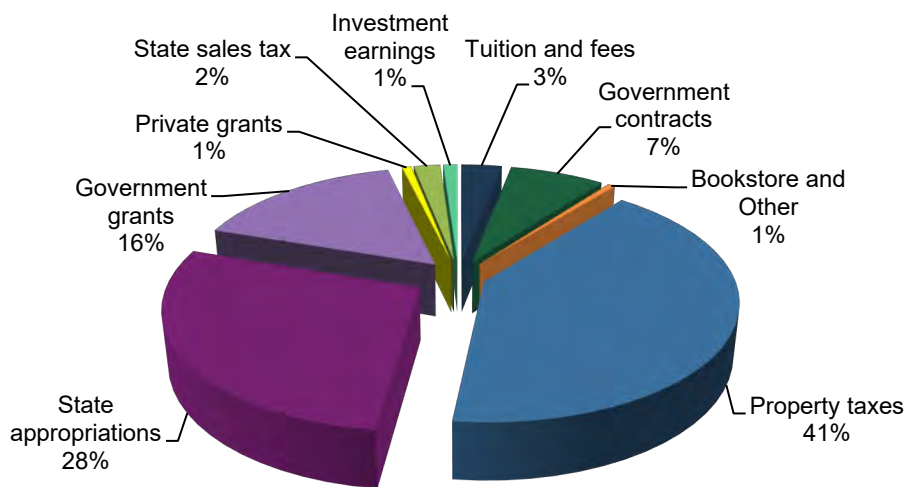
	<u>2021</u>	<u>2020</u>	<u>% Change</u>
<b>Revenues:</b>			
Operating			
Tuition and fees, net	\$ 1,169,747	\$ 2,320,187	-50%
Government contracts	2,736,560	2,642,769	4%
Bookstore income, net	25,106	29,420	-15%
Other	<u>189,002</u>	<u>234,592</u>	-19%
Total operating revenues	<u>4,120,415</u>	<u>5,226,968</u>	-21%
Nonoperating			
Property taxes	15,645,227	15,470,410	1%
State appropriations	10,990,474	11,548,300	-5%
Government grants	6,011,021	4,308,940	40%
Private grants	264,994	444,916	-40%
Share of state sales taxes	664,780	533,294	25%
Investment earnings	<u>414,898</u>	<u>1,216,955</u>	-66%
Total nonoperating revenues	<u>33,991,394</u>	<u>33,522,815</u>	1%
Total revenues	<u>38,111,809</u>	<u>38,749,783</u>	-2%
<b>Expenses:</b>			
Operating	30,501,207	29,588,781	3%
Nonoperating	<u>809,244</u>	<u>1,016,320</u>	-20%
Total expenses	<u>31,310,451</u>	<u>30,605,101</u>	2%
Increase in net position	6,801,358	8,144,682	-16%
Total net position, July 1	<u>95,844,156</u>	<u>87,699,474</u>	9%
Total net position, June 30	<u>\$102,645,514</u>	<u>\$95,844,156</u>	7%

Total revenues exceed total expenses by \$6.8 million. The available funds will support future capital needs by setting aside resources as outlined in the District's *Future Capital Reserve* policy.

Total operating revenues decreased \$1.1 million, or 21 percent. Government contracts increased \$.1 million or 4 percent. Tuition and fees revenue decreased \$1.2 million, or 50 percent primarily due to a proactive pandemic response of 50% tuition reduction for spring and fall 2020.

Total nonoperating revenues decreased by \$.5 million, or 1 percent. Property taxes increased \$.2 million or 1 percent over the prior fiscal year. Property tax revenues account for 41 percent of total revenues. The District saw a decrease in state appropriations of \$.6 million, or 5 percent, which includes operating state aid, rural aid, equalization aid and Science, Technology, Engineering, and Mathematics (STEM) and Proposition 207 funding from the Smart and Safe Fund. Government grants increased 41 percent or \$1.7 million largely due to receiving COVID-19 awards to account for 16 percent of total revenue.

### 2021 Revenue by Category

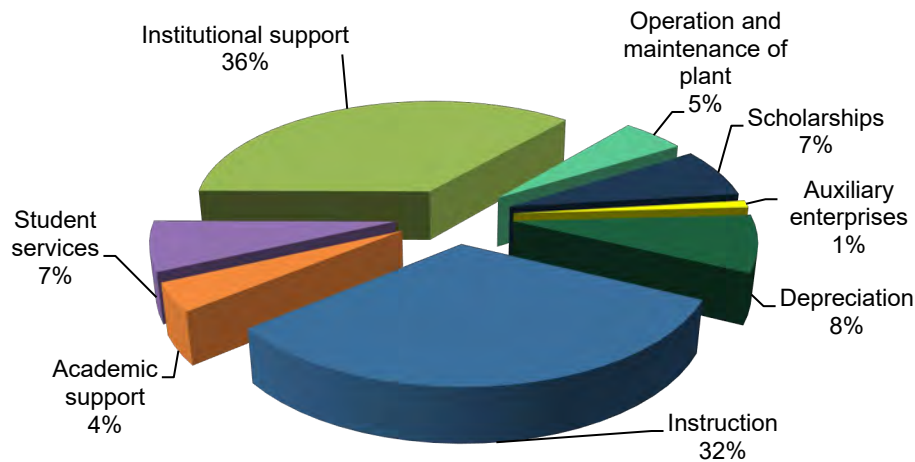


The District has historically set the property tax levy at the maximum rate allowed by statute, which is 2 percent plus an additional increase for new construction valuation and requires a Truth in Taxation Hearing. For fiscal year 2021, the District set the property tax levy at 2 percent without an increase for new construction therefore no Truth in Taxation Hearing was necessary. Taxpayer opposition to increases in property taxes continues especially with the stagnant local economy and declining assessed values in Navajo County.

Funding from external sources, including federal and local grants and contracts along with community and business partnerships, is important to the District. The District continuously pursues additional grant and partnership opportunities.

	<u>2021</u>	<u>2020</u>	<u>% Change</u>
<b>Operating Expenses</b>			
Educational and general:			
Instruction	\$ 9,768,640	\$10,214,313	-4%
Public service		15,407	-100%
Academic support	1,127,395	1,060,798	6%
Student services	1,977,960	2,158,033	-8%
Institutional support	11,112,076	9,809,049	13%
Operation and maintenance	1,749,827	1,583,140	11%
Scholarships	2,057,607	2,247,251	-8%
Auxiliary enterprises	180,188	227,810	-21%
Depreciation	<u>2,527,514</u>	<u>2,272,980</u>	11%
Total operating expenses	<u>30,501,207</u>	<u>29,588,781</u>	3%
<b>Nonoperating Expenses</b>			
Pass through grant to component unit	5,534	1,016,320	-99%
Loss on disposal of capital assets	<u>803,710</u>	<u>-</u>	100%
Total nonoperating expenses	<u>809,244</u>	<u>1,016,320</u>	-20%
Total expenses	<u>\$31,310,451</u>	<u>\$30,605,101</u>	2%

**2021 Operating Expenses by Category**



Total expenses increased by \$.7 million or 2 percent. \$.8 million of this increase was due to an increase in the Institution support with the disposal of capital assets. The District continues to focus on maintaining comprehensive and quality services to the students and the needs of communities in its service area while practicing responsible stewardship. Contributing to this is an increase of \$1.3 million or 13 percent in institutional support, including heavy investment in upgrading technology. Facilities and operations resulted in an increase of 11 percent or \$.2 million in operational and maintenance expenses. A decrease of \$.2 million or 8 percent of student services signaled the completion of software upgrade projects in Financial Aid and a realignment of staffing. Instruction saw a decrease of \$.5 million or 4 percent due in

part to filling vacancies offset by providing additional distance learning components and grant funding for this area.

Total net position increased by \$6.8 million or 7 percent.

### Capital Assets and Debt Administration

The District has a rolling 3-year plan to manage capital needs; it sets aside a portion of its unrestricted net position to address these needs. Over the next three years the District plans to spend \$20 million on capital assets primarily at its White Mountain campus in Show Low and Little Colorado Campus in Winslow, Arizona.

Additional information on the District's capital assets can be found in Note 3.

The District currently has no long-term debt other than compensated absences and pension liabilities and does not anticipate acquiring new debt in the near future.

### Current Factors Having Probable Future Financial Significance

Navajo County's largest taxpayer, Arizona Public Service is reducing its presence in the region; reducing the assessed valuation of the District annually and laying off or re-assigning plant employees to other facilities out of district. This activity results in a decline in property tax, industrial client portfolio and employer base for the area.

The District is expanding and restructuring its early college program, focused on high school students, bringing remote high school districts together through a distance learning environment to provide higher education credits and classes to underserved populations and regions of the District. The transition of this early college program from grant to college funded will have an increasing impact on upcoming budgets and financials.

The District also continues to evaluate its tuition and fee structure. The District is sensitive to the amount of increases it can implement based on the demographics of its service area. The District's service area covers approximately 21,158 square miles and is comprised of one of the poorest, most remote, and least populated areas in both Arizona and the United States. In an effort to provide additional COVID-19 relief to students in the District, the Governing Board adopted a reduced in-district tuition rate of \$65 and out of district rate of \$82 for fiscal year 21-22.

Entity-wide risk assessment and capital facilities improvements will be a concentrated focus this upcoming year. Cyber and personal information security are in the forefront of District concerns in order to maintain and enhance employee and student safety and District exposure.

Streamlining the student admission and enrollment process tops the district's priorities as the District proceeds to implement those strategic activities related to growing student enrollment and enhancing student learning outcomes.

## Requests for Information

This discussion and analysis is designed to provide a general overview of the Navajo County Community College District's finances for all those with an interest in such matters. Questions concerning any of the information provided in the basic financial statements or requests for additional information should be addressed to Administrative Services, Northland Pioneer College, PO Box 610, Holbrook, AZ 86025.

Separate financial statements are issued for Northland Pioneer College Friends & Family and Northeast Arizona Training Center, Inc., which are both discretely presented component units of Navajo County Community College District. Complete financial statements for component units can be obtained from Northland Pioneer College, PO Box 610, Holbrook, AZ 86025.

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Net Position - Primary Government  
June 30, 2021

	<b>Business-Type Activities</b>
<b>Assets</b>	
Current assets:	
Cash and cash equivalents	\$ 82,195,384
Receivables (net of allowances for uncollectibles):	
Grants	2,042,525
Contracts	189,402
State appropriations	307,778
Other	26,009
Property taxes	364,882
Student	430,449
Inventories	7,340
Prepaid items	459,006
Total current assets	86,022,775
Noncurrent assets:	
Restricted assets:	
Cash and investments	266,230
Property taxes receivable (net of allowances of \$90,000)	55,402
Student receivable (net of allowances of \$851,994)	409,845
Capital assets, not being depreciated	1,557,975
Capital assets, being depreciated, net	34,305,046
Total noncurrent assets	36,594,498
Total assets	122,617,273
<b>Deferred Outflows of Resources</b>	
Deferred outflows related to pensions	3,670,387
<b>Liabilities</b>	
Current liabilities:	
Accounts payable	605,634
Accrued payroll and employee benefits	228,956
Due to component unit	922,054
Unearned revenues	890,009
Current portion of compensated absences payable	471,009
Total current liabilities	3,117,662
Noncurrent liabilities:	
Compensated absences payable	157,003
Net pension liability	19,939,359
Total noncurrent liabilities	20,096,362
Total liabilities	23,214,024
<b>Deferred Inflows of Resources</b>	
Deferred inflows related to pensions	428,122

See accompanying notes to financial statements.

(Continued)

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Net Position - Primary Government  
June 30, 2021  
(Concluded)

	<b>Business-Type Activities</b>
<b>Net Position</b>	
Net investment in capital assets	\$ 35,863,021
Restricted:	
Nonexpendable	
Endowments	12,414
Expendable:	
Scholarships	253,816
Unrestricted	66,516,263
Total net position	\$ 102,645,514

See accompanying notes to financial statements.



Navajo County Community College District  
(Northland Pioneer College)  
Statement of Financial Position - Component Units  
June 30, 2021

	<b>NPC Friends &amp; Family</b>	<b>Northeast Arizona Training Center, Inc.</b>	<b>Total</b>
<b>Assets</b>			
Cash and cash equivalents	\$ 186,475	\$ 168,302	\$ 354,777
Restricted cash - savings	179,632	-	179,632
Investments:			
Marketable securities	458,341	-	458,341
Marketable securities - restricted	643,218	-	643,218
Contributions receivable	-	2,810	2,810
Prepaid expense	-	17,050	17,050
Property and equipment, net of accumulated depreciation	-	1,630,766	1,630,766
<b>Total assets</b>	<b>\$ 1,467,666</b>	<b>\$ 1,818,928</b>	<b>\$ 3,286,594</b>
<b>Net Assets</b>			
Without donor restrictions			
Undesignated	\$ 701,155	\$ 1,818,928	\$ 2,520,083
Designated by the Board for endowments	393,292	-	393,292
Designated by the Board for scholarships	179,632	-	179,632
	1,274,079	1,818,928	3,093,007
With donor restrictions			
Purpose restrictions	193,587	-	193,587
<b>Total net assets</b>	<b>1,467,666</b>	<b>1,818,928</b>	<b>3,286,594</b>
 Total liabilities and net assets	 <b>\$ 1,467,666</b>	 <b>\$ 1,818,928</b>	 <b>\$ 3,286,594</b>

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Revenues, Expenses, and Changes in Net Position - Primary Government  
Year Ended June 30, 2021

	<b>Business-Type Activities</b>
Operating revenues:	
Tuition and fees, net of scholarship allowances of \$3,366,733	\$ 1,169,747
Government contracts	2,736,560
Bookstore income, net of scholarship allowances of \$16,412	25,106
Other sales and services	26,908
Other	162,094
Total operating revenues	4,120,415
Operating expenses:	
Educational and general:	
Instruction	9,768,640
Academic support	1,127,395
Student services	1,977,960
Institutional support	11,112,076
Operation and maintenance of plant	1,749,827
Scholarships	2,057,607
Auxiliary enterprises	180,188
Depreciation	2,527,514
Total operating expenses	30,501,207
Operating loss	(26,380,792)
Nonoperating revenues (expenses):	
Property taxes	15,645,227
State appropriations	10,990,474
Government grants	6,011,021
Private grants	264,994
Share of state sales taxes	664,780
Investment earnings	414,898
Loss on disposal of capital assets	(803,710)
Pass through grant to component unit	(5,534)
Total nonoperating revenues	33,182,150
Increase in net position	6,801,358
Total net position, July 1, 2020	95,844,156
Total net position, June 30, 2021	\$ 102,645,514

See accompanying notes to financial statements.

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Activities - Component Units  
Year Ended June 30, 2021

	<b>NPC Friends &amp; Family</b>	<b>Northeast Arizona Training Center, Inc.</b>	<b>Total</b>
<b>Changes in Unrestricted Net Assets</b>			
Contributions	\$ 102,228	-	\$ 102,228
Memberships and usage fees	-	\$ 31,250	31,250
Interest income	37	26	63
Unrestricted support	-	12,500	12,500
Grant income	-	75,000	75,000
Net investment return	71,213	-	71,213
Net special events revenue	(3,909)	-	(3,909)
Total unrestricted support	<u>169,569</u>	<u>118,776</u>	<u>288,345</u>
Net assets released from restrictions	<u>166,396</u>	-	<u>166,396</u>
Total unrestricted revenues and support	<u>335,965</u>	<u>118,776</u>	<u>454,741</u>
Expenses:			
Program services	23,365	-	23,365
Support services	<u>13,656</u>	<u>133,357</u>	<u>147,013</u>
Total expenses	<u>37,021</u>	<u>133,357</u>	<u>170,378</u>
Increase (Decrease) in net assets without donor restrictions	<u>298,944</u>	<u>(14,581)</u>	<u>284,363</u>
<b>Changes in net assets with donor restrictions</b>			
Contributions	399,718	-	399,718
Net assets released from restrictions	(166,396)	-	(166,396)
Net investment return	<u>98,173</u>	-	<u>98,173</u>
Total restricted revenues and support	<u>331,495</u>	-	<u>331,495</u>
Expenses:			
Program services	<u>23,449</u>	-	<u>23,449</u>
Total expenses	<u>23,449</u>	-	<u>23,449</u>
Increase (Decrease) in net assets with donor restrictions	<u>308,046</u>	-	<u>308,046</u>
Increase (Decrease) in net assets	606,990	(14,581)	592,409
Net assets, beginning of year	<u>860,676</u>	<u>1,833,509</u>	<u>2,694,185</u>
Net assets, end of year	<u>\$ 1,467,666</u>	<u>\$ 1,818,928</u>	<u>\$ 3,286,594</u>

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Cash Flows - Primary Government  
Year Ended June 30, 2021

	<b>Business-Type Activities</b>
Cash flows from operating activities:	
Tuition and fees	\$ 1,520,654
Government contracts	3,547,916
Bookstore receipts	25,106
Other receipts	189,002
Payments to suppliers and providers of goods and services	(6,627,899)
Payments for employee wages and benefits	(19,428,588)
Payments to students for scholarships and loans	(2,057,607)
Net cash used for operating activities	(22,831,416)
Cash flows from noncapital financing activities:	
Property taxes	15,749,989
State appropriations	10,990,474
Government grants	4,904,120
Private grants	264,994
Share of state sales taxes	594,591
Pass through grant to component unit	(75,000)
Net cash provided by noncapital financing activities	32,429,168
Cash flows from capital and related financing activities:	
Purchase and construction of capital assets	(1,754,770)
Net cash used by capital and related financing activities	(1,754,770)
Cash flows from investing activities:	
Interest received on investments	414,898
Net cash provided by investing activities	414,898
Net increase in cash and cash equivalents	8,257,880
Cash and cash equivalents, July 1, 2020	74,203,734
Cash and cash equivalents, June 30, 2021	\$ 82,461,614

(Continued)

Navajo County Community College District  
(Northland Pioneer College)  
Statement of Cash Flows - Primary Government  
Year Ended June 30, 2021  
(Concluded)

	<u><b>Business-Type Activities</b></u>
Reconciliation of operating loss to net cash used for operating activities:	
Operating loss	\$ (26,380,792)
Adjustments to reconcile operating loss to net cash used for operating activities:	
Depreciation	2,527,514
Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources:	
Inventories	(6,683)
Student accounts receivable	179,387
Accounts receivable	834,278
Prepaid items	67,235
Accounts payable	(188,304)
Compensated absences payable	175,593
Accrued payroll and employee benefits	(31,375)
Unearned revenue	171,520
Net pension liability	2,776,262
Deferred inflows related to pensions	(1,109,268)
Deferred outflows related to pensions	<u>(1,846,783)</u>
Net cash used for operating activities	<u>\$ (22,831,416)</u>
Reconciliation of cash and cash equivalents, as presented on the Statement of Net Position:	
Cash and cash equivalents	\$ 82,195,384
Restricted assets:	
Cash and cash investments	<u>266,230</u>
Total cash and cash equivalents, June 30, 2021	<u>\$ 82,461,614</u>
Noncash Transactions:	
Loss on disposal of capital assets	\$ (803,710)
CARES act receivable	1,604,724

## Note 1 - Summary of Significant Accounting Policies

Navajo County Community College District's accounting policies conform to Generally Accepted Accounting Principles (GAAP) applicable to public institutions engaged only in business-type activities adopted by the Governmental Accounting Standards Board (GASB).

### A. Reporting Entity

The District is a special-purpose government that a separately elected governing body governs. It is legally separate and fiscally independent of other state and local governments. The accompanying financial statements present the activities of the District (the primary government) and its discretely presented component units, NPC Friends & Family, Inc., and the Northeast Arizona Training Center, Inc. (NATC).

NPC Friends & Family is a legally separate, tax-exempt organization. It acts primarily as a fund-raising organization that receives gifts and bequests, administers those resources, and disburses payments to, or on behalf of, the District for scholarships and other educational purposes. Although the District does not control the timing or amount of the receipts from NPC Friends & Family, its restricted resources can be used only by or for the benefit of the District or its constituents. Consequently, NPC Friends & Family is considered a component unit of the District and is discretely presented in the District's financial statements.

For financial reporting purposes, NPC Friends & Family follows the Financial Accounting Standards Board (FASB) standards for not-for-profit organizations. As such, certain revenue recognition criteria and presentation features are different from GASB revenue recognition criteria and presentation features. No modifications have been made to the NPC Friends & Family's financial information included in the District's financial report. Accordingly, those financial statements have been reported on separate pages following the District's respective counterpart financial statements. For financial reporting purposes, only NPC Friends & Family's statements of financial position and activities are included in the District's financial statements as required by GAAP for public colleges and universities. NPC Friends & Family has a June 30 year-end.

During the year ended June 30, 2021, NPC Friends & Family distributed \$46,814 to the District for both restricted and unrestricted purposes. Complete financial statements for them can be obtained from NPC Friends & Family, P.O. Box 610, Holbrook, AZ 86025-0610.

NATC is a legally separate, tax-exempt organization. It acts primarily as a certified regional training center to meet the educational and testing needs of fire and law enforcement professionals in Northeast Arizona. The enabling legislation for NATC calls for the District to exercise operating control over NATC. The voting members of NATC's Board of Directors are employees of the District and the District is able to significantly influence the programs, activities or level of services provided by NATC. Consequently, NATC is considered a component unit of the District and is discretely presented in the District's financial statements.

For financial reporting purposes, NATC follows the FASB standards for not-for-profit organizations. As such, certain revenue recognition criteria and presentation features are different from GASB revenue

recognition criteria and presentation features. No modifications have been made to NATC's financial information included in the District's financial report. Accordingly, those financial statements have been reported on separate pages following the District's respective counterpart financial statements. For financial reporting purposes, only NATC's statements of financial position and activities are included in the District's financial statements as required by GAAP for public colleges and universities. NATC has a June 30 year-end.

During the year ended June 30, 2020, the District received \$1 million in legislative appropriations for facility improvements at NATC. These funds were recorded as state appropriations and a pass-through grant to the component unit in the prior year's financial statements. Of these funds, \$75,000 has been passed through to NATC during fiscal year 2021, resulting in a liability of \$922,054 remaining due to the component unit.

Complete financial statements of NATC can be obtained from the Northeast Arizona Training Center, P.O. Box 610, Holbrook, AZ 86025-0610.

## B. Basis of Presentation and Accounting

The basic financial statements include a statement of net position; a statement of revenues, expenses, and changes in net position; and a statement of cash flows.

A statement of net position provides information about the District's assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position at the end of the year. Assets and liabilities are classified as either current or noncurrent. Net position is classified according to external donor restrictions or availability of assets to satisfy the District's obligations. Net investment in capital assets represents the value of capital assets, net of accumulated depreciation. Nonexpendable restricted net position includes gifts that have been received for endowment purposes, the corpus of which cannot be expended. Expendable restricted net position represents grants, contracts, gifts, and other resources that have been externally restricted for specific purposes. Unrestricted net position consists of all other resources, including those that have been designated by management to be used for other than general operating purposes.

A statement of revenues, expenses, and changes in net position provides information about the District's financial activities during the year. Revenues and expenses are classified as either operating or nonoperating, and all changes in net position are reported, including capital contributions and additions to endowments. Operating revenues and expenses generally result from exchange transactions. Accordingly, revenues such as tuition and bookstore charges, in which each party receives and gives up essentially equal values, are considered operating revenues. Other revenues, such as property taxes, state appropriations and government grants, result from transactions in which the parties do not exchange equal values and are considered nonoperating revenues. Operating expenses include the cost of sales and services, administrative expenses, and depreciation on capital assets. Other expenses, such as interest expense, are considered to be nonoperating expenses.

A statement of cash flows provides information about the District's sources and uses of cash and cash equivalents during the year. Increases and decreases in cash and cash equivalents are classified as operating, noncapital financing, capital financing, or investing.

The financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the year for which they are levied. State appropriations are recognized as revenue in the year in which the appropriation is first made available for use. Grants and donations are recognized as revenue as soon as all eligibility requirements the provider imposed have been met. The District eliminates all internal activity.

The District's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position is available.

### C. Cash and Investments

For the statement of cash flows, the District's cash and cash equivalents are considered to be cash on hand, demand deposits, cash and investments held by the County Treasurer, investments in the State Treasurer's Local Government Investment Pool, and highly liquid investments with a maturity of 3 months or less when purchased. All investments are stated at fair value.

### D. Inventories

Resale inventory is stated at the lower of cost (first-in, first-out method) or market.

### E. Capital Assets

Capital assets are reported at actual cost, or estimated historical cost if historical records are not available. Donated assets are reported at acquisition value.

Capitalization thresholds (the dollar values above which asset acquisitions are added to the capital asset accounts), depreciation methods, and estimated useful lives of capital assets reported in the financial statements are as follows:

	<b>Capitalization Threshold</b>	<b>Depreciation Method</b>	<b>Estimated Useful Life</b>
Land	All	Not applicable	Not applicable
Buildings	5,000	Straight-line	10 – 40 years
Improvements other than buildings	5,000	Straight-line	20 – 40 years
Intangibles	5,000	Straight-line	10 – 40 years
Equipment	5,000	Straight-line	5 – 10 years
Library books	All	Straight-line	10 years

### F. Deferred Outflows and Inflows of Resources

The statement of net position includes separate sections for deferred outflows of resources and deferred inflows of resources. Deferred outflows of resources represent a consumption of net position that applies to future periods that will be recognized as an expense in future periods. Deferred inflows of resources represent an acquisition of net position that applies to future periods and will be recognized as revenue in future periods.



## G. Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the pension plan's fiduciary net position and additions to/deductions from the plan's fiduciary net position have been determined on the same basis as they are reported by the plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

## H. Investment Earnings

Investment earnings are composed of interest, dividends, and net changes in the fair value of applicable investments.

## I. Scholarship Allowances

A scholarship allowance is the difference between the stated charge for goods and services the District provides and the amount that the student or third parties making payments on the student's behalf pays. Accordingly, some types of student financial aid, such as Pell grants and scholarships the District awards, are considered scholarship allowances. These allowances are netted against tuition and fees revenues in the statement of revenues, expenses, and changes in net position.

## J. Compensated Absences

Compensated absences payable consists of vacation leave employees earned based on services already rendered.

Employees may carry forward up to 200 hours of annual leave, but they forfeit any unused vacation hours in excess of the maximum amount at the end of August each year. Upon terminating employment, the District pays all unused and un-forfeited vacation benefits to employees. Accordingly, vacation benefits are accrued as a liability in the financial statements.

Employees may accumulate up to 1040 hours of sick leave. Generally, sick leave benefits provide for ordinary sick pay and are cumulative but employees forfeit them upon terminating employment. Because sick leave benefits do not vest with employees a liability for sick leave benefits is not accrued in the financial statements.

## Note 2 - Deposits and Investments

Arizona Revised Statutes (A.R.S.) requires the District to deposit special tax levies for the District's maintenance or capital outlay with the County Treasurer. A.R.S. does not require the District to deposit other public monies in its custody with the County Treasurer; however, the District must act as a prudent person dealing with another's property when making investment decisions about those monies. A.R.S. requires collateral for deposits at 102 percent of all deposits not covered by federal depository insurance. A.R.S. does not include any requirements for credit risk, concentration of credit risk, interest rate risk, or foreign currency risk for the District's investments.

**Deposits**—At June 30, 2021, the carrying amount of the District’s deposits was \$4,509,924 and the bank balance was \$5,130,844. The District does not have a policy for custodial credit risk.

**Investments**—The District’s investments at June 30, 2021, were as follows:

<b>External investment pools measured at fair value</b>	<b>Amounts</b>
State Treasurer’s investment pool 5	\$37,852,848
State Treasurer’s investment pool 500	922,054
County Treasurer’s investment pool	<u>39,172,908</u>
Total investments measured at fair value	<u>\$77,947,810</u>

Investments in the State Treasurer’s investment pools are valued at the pool’s share price multiplied by the number of shares the District held. The fair value of a participant’s position in the pools approximates the value of that participant’s pool shares. The investment in the County Treasurer’s pool is valued using the District’s proportionate participation in the pool because the pool’s structure does not provide for shares. The State Board of Investment provides oversight for the State Treasurer’s investment pools. No comparable oversight is provided for the County Treasurer’s investment pool.

*Credit Risk*—The District does not have a formal policy for credit risk. At June 30, 2021, credit risk for the District’s investments was as follows:

<b>Investment Type</b>	<b>Rating</b>	<b>Agency</b>	<b>Amounts</b>
State Treasurer’s investment pool 5	AAAf/S1+	Standard and Poor’s	\$37,852,848
State Treasurer’s investment pool 500	AA-3	Standard and Poor’s	922,054
County Treasurer’s investment pool	Unrated	Not applicable	<u>39,172,908</u>
Total			<u>\$77,947,810</u>

*Custodial Credit Risk*—For an investment, custodial credit risk is the risk that, in the event of the counterparty’s failure, the District will not be able to recover the value of its investments or collateral securities that are in an outside party’s possession. The District does not have a formal investment policy for custodial credit risk.

*Concentration of Credit Risk*—The District does not have a formal policy for concentration of credit risk.

*Interest Rate Risk*—The District does not have a formal policy for interest rate risk. At June 30, 2021, the District had the following investments in debt securities:

<b>Investment Type</b>	<b>Amount</b>	<b>Weighted Average Maturity</b>
State Treasurer’s investment pool 5	\$37,852,848	2.16 months
State Treasurer’s investment pool 500	922,054	21.24 months
County Treasurer’s investment pool	<u>39,172,908</u>	19.79 months
Total	<u>\$77,947,810</u>	

A reconciliation of cash, deposits, and investments to amounts shown on the Statement of Net Position follows:

Cash, deposits, and investments:		Statement of Net Position:	
Cash on hand	\$ 4,780	Cash and cash equivalents	\$82,195,384
Amount of deposits	4,509,024	Restricted assets:	
Amount of investments	<u>77,947,810</u>	Cash and investments	<u>266,230</u>
Total	<u>\$82,461,614</u>	Total	<u>\$82,461,614</u>

### Note 3 - Capital Assets

Capital asset activity for the year ended June 30, 2021, was as follows:

	Balance July 1, 2020	Increases	Decreases	Balance June 30, 2021
Capital assets not being depreciated:				
Land	\$ 733,365			\$ 733,365
Construction in progress	<u>201,541</u>	\$ 623,069	-	<u>824,610</u>
Total capital assets not being depreciated	<u>934,906</u>	<u>623,069</u>	-	<u>1,557,975</u>
Capital assets being depreciated:				
Buildings	43,468,174			43,468,174
Equipment	9,133,630	1,076,833	\$1,657,460	8,553,003
Improvements other than buildings	11,897,923	49,654	1,082,901	10,864,676
Library books	<u>525,602</u>	<u>5,214</u>	<u>16,315</u>	<u>514,501</u>
Total capital assets being depreciated	<u>65,025,329</u>	<u>1,131,701</u>	<u>2,756,676</u>	<u>63,400,354</u>
Less accumulated depreciation for:				
Buildings	17,022,980	1,162,245		18,185,225
Equipment	6,484,327	830,619	1,611,780	5,703,166
Improvements other than buildings	4,749,420	483,720	324,871	4,908,269
Library books	<u>264,033</u>	<u>50,930</u>	<u>16,315</u>	<u>298,648</u>
Total accumulated depreciation	<u>28,520,760</u>	<u>2,527,514</u>	<u>1,952,966</u>	<u>29,095,308</u>
Total capital assets being depreciated, net	<u>36,504,569</u>	<u>(1,395,813)</u>	<u>803,710</u>	<u>34,305,046</u>
Capital assets, net	<u>\$37,439,475</u>	<u>\$ (772,744)</u>	<u>\$ 803,710</u>	<u>\$35,863,021</u>

### Note 4 – Construction Commitment

As of June 30, 2021, the District had entered into a contract for construction of a Skills Center, at the White Mountain Campus. The amount spent on this project as of June 30, 2021 was \$779,610. The remaining commitment on this project is approximately \$11,000,000 and is expected to be completed in fiscal year 2023. This project is being financed by unrestricted net position designated by the District Governing Board for this purpose.

Additionally, an all-terrain vehicle was commissioned in FY2020-21 and a payment for percentage of completion was made of \$45,000, leaving an estimated \$45,000 to complete the vehicle and take delivery in fiscal year 2021-22. This project is being financed by unrestricted net position designated by the District Governing Board for this purpose.

## Note 5 – Long-Term Liabilities

The following schedule details the District’s long-term liability and obligation activity for the year ended June 30, 2021:

	<b>Balance July 1, 2020</b>	<b>Additions</b>	<b>Reductions</b>	<b>Balance June 30, 2021</b>	<b>Due within 1 year</b>
Compensated absences payable	\$ 452,419	\$ 581,811	\$ 406,218	\$ 628,012	\$471,009
Net pension liability	<u>17,163,097</u>	<u>5,027,988</u>	<u>2,251,726</u>	<u>19,939,359</u>	-
Total long-term liabilities	<u>\$17,615,516</u>	<u>\$5,609,799</u>	<u>\$2,657,944</u>	<u>\$20,567,371</u>	<u>\$471,009</u>

## Note 6 - Risk Management

The District is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The District participates with other Arizona community college districts and school districts in the Arizona School Risk Retention Trust, Inc. (Trust), a public entity risk pool. The Trust insures the District against liabilities arising from general liability, employer’s liability, cyber liability, professional liability, property, automobile, and commercial crime risks. The coverage limit for general liability is \$10 million per occurrence with no deductible. The coverage limit for employer’s liability is \$2 million with a \$500,000 deductible. The coverage limit for cyber liability is \$1 million per occurrence with a \$15 million aggregate limit shared with all Trust members with a \$5,000 per occurrence deductible. The coverage limit for professional liability is \$1 million per occurrence and \$10 million aggregate limit with no deductible. Coverage limit for property insurance is based on the district’s total insurable value at an estimated amount of \$65.8 million with a \$1,000 deductible per occurrence. The coverage limit for automobile liability is \$10 million per occurrence with no deductible. The coverage limit for commercial crime is \$1.5 million per occurrence with a \$100 per occurrence deductible.

The Trust’s membership agreement includes a provision for the member to be charged an additional assessment should the Trust become insolvent or unable to make payments for which it is legally obligated. In the event of an assessment, the District would be assessed based on its pro rata share of the amount to satisfy the deficiency, which cannot exceed the amount of the District’s annual contribution for the assessed year. The District would be obligated to pay the assessment amount in the timeframe detailed in the assessment notice. The District has never been charged such an assessment.

The District also carries commercial insurance for other risks of loss, including workers’ compensation, accidental death and dismemberment for employees, employee travel, and extended reporting for errors and omissions. Settled claims resulting from these risks have not exceeded commercial insurance coverage in the past 3 fiscal years. There were no uninsured losses in the year ended June 30, 2021. Property damage insurance continues to be available for occurrences reported within 30 days of the event.

The District participates with several other entities in the Mountain Public Employee Benefit (Trust). The District uses the Trust to manage risks of loss related to employee health and accident claims. The Trust is a public entity risk pool operating as a common risk management and insurance program for its members. The Trust is funded by irrevocable contributions from the District for employee coverage and from employees for dependent coverage. The Trust, which is managed by a separate board of trustees, allows the fund to be self-funded, insured, or both. Additionally, if the Trust becomes insolvent, the District may be assessed, on a pro-rata basis, an additional assessment not to exceed the amount of the annual contribution. Should the District withdraw from the Trust, it would then be responsible for its proportional

share of claims and would forfeit all rights to the return of any surplus, unearned contributions, or other legally permitted distributions from the Trust. Whether the District withdraws or the Trust becomes insolvent, the District remains liable for assessments for liabilities of the Trust incurred during the District's period of membership in the Trust.

## Note 7 - Operating Leases

The District leases land, classroom and office space under the provisions of various long-term lease agreements classified as operating leases for accounting purposes. Rental expenses under the terms of the operating leases were \$256,979 for the year ended June 30, 2021. The operating leases have remaining non-cancelable terms of 1 to 3 years and provide renewal options.

The following future minimum payments were required under the operating leases at June 30, 2021:

Year ending June 30	
2022	\$253,143
2023	248,608
2024	<u>168,394</u>
Total minimum lease payments	<u>\$670,145</u>

## Note 8 - Pension Benefits

**Plan description**—District employees participate in the Arizona State Retirement System (ASRS). The ASRS administers a cost-sharing multiple-employer defined benefit pension plan. The Arizona State Retirement System Board governs the ASRS according to the provisions of A.R.S. Title 38, Chapter 5, Articles 2 and 2.1. ASRS is a component unit of the State of Arizona. The ASRS issues a publicly available financial report that includes its financial statements and required supplementary information. The report is available on its website at [www.azasrs.gov](http://www.azasrs.gov).

**Benefits provided**—The ASRS provides retirement and survivor benefits. State statute establishes benefits terms. Retirement benefits are calculated on the basis of age, average monthly compensation, and service credit as follows:

	<b>Retirement</b>	
	<b>Initial membership date:</b>	
	<b>Before July 1, 2011</b>	<b>On or after July 1, 2011</b>
Years of service and age required to receive benefit	Sum of years and age equal 80 10 years, age 62 5 years, age 50* any years, age 65	30 years, age 55 25 years, age 60 10 years, age 62 5 years, age 50* any years, age 65
Final average salary is based on	Highest 36 consecutive months of last 120 months	Highest 60 consecutive months of last 120 months
Benefit percent per year of service	2.1% to 2.3%	2.1% to 2.3%

\* With actuarially reduced benefits.

Retirement benefits for members who joined the ASRS prior to September 13, 2013, are subject to automatic cost-of-living adjustments based on excess investment earning. Members with a membership date on or after September 13, 2013, are not eligible for cost-of-living adjustments. Survivor benefits are payable upon a member's death. For retired members, the retirement benefit option chosen determines the survivor benefit. For all other members, the beneficiary is entitled to the member's account balance that includes the member's contributions and employer's contributions, plus interest earned.

**Contributions**—In accordance with state statutes, annual actuarial valuations determine active member and employer contribution requirements. The combined active member and employer contribution rates are expected to finance the costs of benefits employees earn during the year, with an additional amount to finance any unfunded accrued liability. For the year ended June 30, 2021, statute required active ASRS members to contribute at the actuarially determined rate of 12.04 percent of the members' annual covered payroll, and statute required the District to contribute at the actuarially determined rate of 11.65 percent of the active members' annual covered payroll. In addition, the District was required by statute to contribute at the actuarially determined rate of 10.14 percent of annual covered payroll of retired members who worked for the District in positions that an employee who contributes to the ASRS would typically fill. The District's contributions to the pension plan for the year ended June 30, 2021, were \$1,166,826.

**Pension liability**—At June 30, 2021, the District reported a liability of \$19,939,359 for its proportionate share of the ASRS' net pension liability. The net liability was measured as of June 30, 2020. The total liability used to calculate the net liability was determined using update procedures to roll forward the total liability from an actuarial valuation as of June 30, 2019, to the measurement date of June 30, 2020.

The District's proportion of the net liability was based on the District's actual contributions to the plan relative to the total of all participating employers' contributions for the year ended June 30, 2020. The District's proportion measured as of June 30, 2021, was .11508 percent, which was a decrease of .00287 from its proportion measured as of June 30, 2020.

**Pension expense and deferred outflows/inflows of resources** - For the year ended June 30, 2021 the District recognized pension expense for ASRS of \$1,386,311. At June 30, 2021, the District reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	\$ 180,386	-
Change of assumptions or other inputs	-	-
Net difference between projected and actual earnings on pension plan investments	1,923,175	-
Changes in proportion and differences between district contributions and proportionate share of contributions	-	\$428,122
District contributions subsequent to the measurement date	<u>1,566,826</u>	<u>-</u>
Total	<u>\$3,670,387</u>	<u>\$428,122</u>

The \$1,566,826 reported as deferred outflows of resources related to ASRS pensions resulting from district contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ended June 30, 2022. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to ASRS pensions will be recognized in pension expense as follows:

Year ending June 30,	
2022	\$ (68,818)
2023	453,796
2024	695,633
2025	594,828

**Actuarial assumptions**—The significant actuarial assumptions used to measure the total pension liability are as follows:

Actuarial valuation date	June 30, 2019
Actuarial roll forward date	June 30, 2020
Actuarial cost method	Entry age normal
Investment rate of return	7.5%
Projected salary increases	2.7 – 7.2%
Inflation	2.3%
Permanent benefit increase	Included
Mortality rates	2017 SRA Scale U-MP

Actuarial assumptions used in the June 30, 2019 valuation were based on the results of an actuarial experience study for the 5-year period ended June 30, 2016.

The long-term expected rate of return on ASRS plan investments was determined to be 7.5 percent using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

Asset class	Target allocation	Long-term expected geometric real rate of return
Equity	50%	6.39%
Fixed income - credit	20%	5.44%
Fixed income - interest rate sensitive	10%	0.22%
Real estate	<u>20%</u>	5.85%
Total	<u>100%</u>	

**Discount rate**—The discount rate used to measure the ASRS total pension liability was 7.5 percent. The projection of cash flows used to determine the discount rate assumed that contributions from participating

employers will be made based on the actuarially determined rates based on the ASRS Board’s funding policy, which establishes the contractually required rate under Arizona statute. Based on those assumptions, the pension plan’s fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

**Sensitivity of the District’s proportionate share of the ASRS net pension liability to changes in the discount rate**—The following table presents the District’s proportionate share of the net pension liability calculated using the discount rate of 7.5 percent, as well as what the District’s proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.5 percent) or 1 percentage point higher (8.5 percent) than the current rate:

	<b>1% Decrease (6.5%)</b>	<b>Current Discount Rate (7.5%)</b>	<b>1% Increase (8.5%)</b>
District’s proportionate share of the net pension liability	\$27,266,803	\$19,939,359	\$13,813,993

**Pension plan fiduciary net position**—Detailed information about the pension plan’s fiduciary net position is available in the separately issued ASRS financial report.

### Note 9 - Operating Expenses

The District’s operating expenses are presented by functional classification in the Statement of Revenues, Expenses, and Changes in Net Position – Primary Government. The operating expenses can also be classified into the following:

Compensation and benefits	\$19,415,939
Contract services	2,374,117
Supplies and other services	2,995,478
Communications and utilities	1,091,638
Scholarships	2,057,607
Depreciation	2,527,514
Other	38,914
<b>Total</b>	<b><u>\$30,501,207</u></b>

The District uses credit cards to pay certain vendors for goods or services. The District did not receive any reward, discount, incentive or other financial consideration resulting from credit card payments for the year ended June 30, 2021.



## Note 10 - Discretely Presented Component Units Disclosures

### A. Summary of Significant Accounting Policies

The significant accounting policies of NPC Friends & Family and NATC are described below to enhance the usefulness of the financial statements to the reader.

**Nature of the Component Units**—NPC Friends & Family is a not-for-profit corporation operating in accordance with Section 501(c)(3) of the Internal Revenue Code. It is located in Snowflake, AZ, and provides supplemental philanthropic support for students, programs and services that advance the mission of Northland Pioneer College (College). NPC Friends & Family receives cash contributions, gifts, membership dues, and rental income, and administers and invests securities and property, conducts special-event fundraisers, and disburses payments to the College for educational purposes.

NATC is a not-for-profit corporation operating in accordance with Section 501(c)(3) of the Internal Revenue Code. NATC owns and operates a regional training center located in Taylor, AZ, which is utilized by fire and law enforcement personnel throughout Northeast Arizona. NATC derives its operating revenues primarily through membership dues paid by the various user agencies and through user fees charged to other private organizations.

NATC received a state appropriation distributed to the District as a pass-through grant. The District recorded the revenue as state appropriations of \$1 million and expense as a grant to the component unit during the fiscal year 2020. The District invested the funds in a State LGIP Pool 500 and earned \$21,854 in interest, resulting in a balance due to the component unit of \$922,054 as of June 30, 2021.

**Basis of Accounting**—The financial statements of NPC Friends & Family and NATC have been prepared on the accrual basis of accounting. All revenues received for support of current operations are immediately recorded as revenues while revenues received for support of future operations are deferred and recognized over the periods to which the revenues relate.

**Financial Statement Presentation**—NPC Friends & Family and NATC are required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

**Income Taxes**—NPC Friends & Family and NATC are exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 43-1201 of the Arizona Revised Statutes. Therefore, the accompanying financial statements contain no provision or liability for income taxes. In addition, NPC Friends & Family qualifies for the charitable deduction under Internal Revenue Section 170(b)(1)(A).

NPC Friends & Family and NATC file informational tax returns with the U.S. federal and Arizona state governments.

**Use of Estimates**—The preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP) in the United States of America requires management to make estimates

and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

**Cash and Cash Equivalents**—NPC Friends & Family and NATC recognize highly liquid investments with an original maturity of three months or less as cash equivalents and are stated at fair value.

**Investments**—NPC Friends & Family recognizes investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the Statement of Financial Position. Unrealized gains and losses are included in the change in net assets.

**Property & Equipment**—NATC capitalizes purchased property and equipment with a cost of \$5,000 or more and having estimated useful lives of more than one year. Property and equipment are recorded at cost or, for donated items, at their estimated fair value on the date of donation. Property and equipment are depreciated using the straight-line method over the estimated useful lives of the related assets, which range from 5 to 50 years.

**Contributions**—NPC Friends & Family and NATC record contributions received as unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor restrictions.

**Endowment Funds**—NPC Friends & Family is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which requires enhanced disclosures for all its endowment funds. UPMIFA provides NPC Friends & Family with guidance on accounting for the net asset classification of such endowment funds.

**Property Held for Sale**—NPC Friends & Family receives certain assets from donors that are held for resale. Such assets are recorded at their approximate fair values at the date of donation. Property held for sale as of June 30, 2021 is reported as real estate investments.

**Date of Management's Review**—Management has reviewed events subsequent to June 30, 2021, up through the financial statements report date, for NPC Friends & Family, August 27, 2021, and for NATC, September 7, 2021. Management has also reviewed events subsequent to the component units' financial statement report date up through the District's financial statements report date to evaluate their effect on the fair presentation of the financial statements. As of the District's report date, there have been no events subsequent to June 30, 2021, that are required to be disclosed in order to present fairly the financial position and changes in net assets of either NPC Friends & Family or of NATC.

## B. Cash

The total cash held by NPC Friends & Family and NATC at June 30, 2021, are as follows:

	<b>NPC Friends and Family</b>	<b>NATC</b>
Checking	\$ 186,475	\$168,302
Money market	1,101,559	-
Savings	<u>179,632</u>	<u>-</u>
	<u>\$1,467,666</u>	<u>\$168,302</u>
Unrestricted cash	\$1,274,079	\$168,302
Restricted cash	<u>193,587</u>	<u>-</u>
	<u>\$1,467,666</u>	<u>\$168,302</u>

## C. Fair Value Measurements

The following table represents the NPC Friends & Family fair value hierarchy for its financial assets (cash and investments) measured at fair value on a recurring basis as of June 30, 2021.

Level 1 inputs: Quoted prices in active markets for identical assets that the Organization has the ability to access at the measurement date.

Level 2 inputs: Inputs other than quoted prices included within Level 1 that are observable for the assets, either directly or indirectly. These include interest rates at commonly quoted intervals and other inputs not directly observable, but derived principally from, or corroborated by, observable market data.

Level 3 inputs: Unobservable inputs for the assets which are therefore based primarily upon management's own estimates, the economic and competitive environment, the characteristics of the assets and other such factors. Therefore, the results cannot be determined with precision and may not be realized in an actual sale or immediate settlement of the assets.

<b>Assets</b>	<b>Level 1</b>	<b>Total</b>
Cash	\$ 366,107	\$ 366,107
Endowment investments	<u>1,101,559</u>	<u>1,101,559</u>
Total	<u>\$1,467,666</u>	<u>\$1,467,666</u>

## D. Investments

Investments are stated at fair value as of June 30, 2021.

For the year ended June 30, 2021, NPC Friends & Family had investments consisting of marketable securities held with Edward Jones and real estate comprising several lots of land. The marketable securities have a fair value of \$1,467,666 as of June 30, 2021.

## E. Property and Equipment

The total property and equipment held by NATC at June 30, 2021 are as follows:

	<b>NATC</b>
Land	\$ 110,000
Construction in progress	46,597
Buildings	634,689
Training facilities	2,151,697
Other capital equipment	<u>25,730</u>
	2,968,713
Less accumulated depreciation	<u>(1,337,947)</u>
	<u>\$ 1,630,766</u>

## F. Restrictions on Net Assets

NPC Friends & Family had net assets with donor restrictions in the amount of \$193,587 as of June 30, 2021, consisting of donated contributions and investment earnings, which are available for scholarships in future years.

## G. Endowment Funds

As of June 30, 2021, NPC Friends and Family's endowments consisted of eight funds: One fund established for the Martia A. Smith Memorial Art Scholarship, one for the Charles E. Lisitzky Scholarship, one for the Prescott Winslow Memorial Scholarship, one for the Claude Endfield Early Childhood Scholarship Fund, one for the Jon Graff Ph.D. for endowed scholarships, one for Jennifer Lee Witt Memorial Scholarship, one for Taking Flight Scholarships in memory of Dr. Eric B. Henderson, and one for NPC Friends and Family. The latter was established in October 2014 to assure the future viability of the organization.

As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Directors to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Directors of NPC Friends and Family has interpreted the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, NPC Friends and Family classifies as permanently restricted net assets the original value of gifts donated to the permanent endowment and the original value of subsequent gifts to the permanent endowment.

The remaining portion of the donor-restricted endowment fund earnings that are not classified in permanently restricted net assets are classified as temporarily restricted net assets, until those amounts are appropriated for expenditure by NPC Friends and Family in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, NPC Friends and Family considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment

funds: (1) The duration and preservation of the various funds; (2) The purposes of the donor-restricted endowment funds; (3) General economic conditions; (4) The possible effect of inflation and deflation; (5) The expected total return from income and the appreciation of investments; (6) Other resources of NPC Friends and Family; and (7) NPC Friends and Family's investment policies.

The eight endowments are managed in separate investment accounts. Transactions within each individual endowment are based on the unit market value at the end of the month during which the transaction takes place for withdrawals and additions. It is the goal of NPC Friends and Family that the total return from each endowment investment should be adequate to meet the following objectives:

- Preserve investment capital and its purchasing power
- Generate sufficient resources to meet spending needs (payout)
- Attain reasonable capital appreciation, through prudent acceptance of risk, to enhance the future purchasing power of the investment capital.

As of June 30, 2021, the endowment assets were invested in marketable securities with Edward Jones. The investments were fully insured by the Securities Investor Protection Corporation (SIPC).

All endowment investments are carried at fair value and classified as non-current regardless of maturity due to restrictions limiting NPC Friends and Family's ability to use these investments. Each endowed account shall have a minimum of \$10,000, said amount to be reached within a three (3) year period from the time of initial donation, which must be at least \$5,000. If, after the three (3) year period has expired, the account has not reached the minimum level prescribed, the contributors to the fund shall have two options: (a) Award the existing amount over a designated period; or (b) authorize combining the fund with another, compatible, existing endowment fund. The three-year period may be waived if a plan has been designed with another approved time period and approved by the Board of Directors. All interest earned in developing endowed accounts shall revert to the fund corpus during the three-year period. No awards shall be made from the developing fund during the three-year period, unless the minimum balance of \$10,000 is reached prior the end of the three-year period. For June 30, 2021, all funds had balances greater than \$10,000.

The contributor to the fund may impose additional provisions for the scholarships paid from endowments. In the fiscal year ending June 30, 2021, transfers were made from the investment earnings on select endowed scholarships to the Restricted Scholarship fund. It was determined there were sufficient gains on the investments to make the awards without invading the principal and preserving sufficient return to keep the fund growing in perpetuity. To ensure observance of limitations and restrictions placed on the use of resources available to NPC Friends and Family, net assets, revenues and expenses are classified and reported as follows, based on the existence or absence of donor-imposed restrictions.

*Net Assets with Donor Restrictions*—include permanent endowments. Such funds are generally subject to donor restrictions requiring the principal to be invested in perpetuity for the purpose of producing income that may be expended or added to principal in accordance with the donor's wishes. As of June 30, 2021, the Martia A. Smith Memorial Art Scholarship endowment agreement requires the average rate of inflation for the prior calendar year (approximately 0.0% and 1.6%, respectively) of investment earnings to be added back to permanently restricted funds. Contributions designated by donors for use by particular entities or programs or for specific purposes or earnings from permanently restricted endowments, which have not been appropriated for their intended purpose. Term endowments are

temporarily restricted, because they are permanent-type endowments, which include an expiration date or stated period of time or occurrence of a specified event, after which all or part of the principal may be expended.

*Net Assets without Donor Restrictions*—are not subject to donor-imposed restrictions. They also include Board Restricted endowments, of which the corpus can be invaded upon a vote by the Board. The NPC Friends and Family Endowment, established October 2014, falls into this category.

As of June 30, 2021, NPC Friends and Family had the following net asset composition by fund type:

	<b>2021</b>		<b>Total</b>
	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	
Endowment net assets, beginning of year	\$ 527,770	\$162,311	\$ 690,081
Investment return, net	78,002	98,173	176,175
Contributions	268,624	233,322	501,946
Distributions from board-designated endowment pursuant to policy	<u>(259,854)</u>		<u>(259,854)</u>
Endowment net assets, end of year	<u>\$ 607,753</u>	<u>\$493,806</u>	<u>\$1,101,559</u>

## H. Related Parties

For the year ended June 30, 2021, NPC Friends & Family received support from the College. The Executive Director for NPC Friends & Family is an employee of the College. The value for this service is not recorded on NPC Friends & Family’s financial statements.

For the year ended June 30, 2021 NATC received certain use of facilities and staff services from the College. However, since these provided facilities and services also benefit NPC’s educational programs, no value for these amounts are recorded on NATC’s financial statements.

# Required Supplementary Information



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**Northland Pioneer College**  
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Navajo County Community College District  
(Northland Pioneer College)  
Required Supplementary Information  
Schedule of District's Proportionate Share of the Net Pension Liability  
June 30, 2021

Arizona State Retirement System	Reporting Fiscal Year (Measurement Date)							2014 through 2012
	2021 (2020)	2020 (2019)	2019 (2018)	2018 (2017)	2017 (2016)	2016 (2015)	2015 (2014)	
District's proportion of the net pension liability	0.11508%	0.117950%	0.121000%	0.122840%	0.129700%	0.135990%	0.132141%	
District's proportionate share of the net pension liability	\$19,939,359	\$17,163,097	\$16,875,242	\$19,136,078	\$20,934,883	\$21,181,785	\$19,552,338	
District's covered payroll	\$12,616,819	\$12,475,283	\$12,064,178	\$12,028,742	\$12,224,338	\$12,601,405	\$11,937,540	
District's proportionate share of the net pension liability as a percentage of its covered payroll	158.04%	137.58%	139.88%	159.09%	171.26%	168.09%	163.79%	Information not available
Plan fiduciary net position as percentage of the total pension liability	69.33%	73.24%	73.40%	69.92%	67.06%	68.35%	69.49%	

Navajo County Community College District  
(Northland Pioneer College)  
Required Supplementary Information  
Schedule of District's Pension Contributions  
June 30, 2021

**Arizona State  
Retirement System**

	Reporting Fiscal Years								2013 through 2012
	2021	2020	2019	2018	2017	2016	2015	2014	
Statutorily required contribution	\$ 1,566,826	\$ 1,440,999	\$ 1,392,742	\$ 1,310,764	\$ 1,292,303	\$ 1,317,742	\$ 1,362,612	\$ 1,223,689	
District's contributions in relation to the statutorily required contribution	<u>1,566,826</u>	<u>1,440,999</u>	<u>1,392,742</u>	<u>1,310,764</u>	<u>1,292,303</u>	<u>1,317,742</u>	<u>1,362,612</u>	<u>1,223,689</u>	Information not available
District's contribution deficiency (excess)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
District's covered payroll	\$13,489,573	\$12,616,819	\$12,475,283	\$12,064,178	\$12,028,742	\$12,224,338	\$12,601,405	\$11,937,540	
District's contributions as a percentage of covered payroll	11.62%	11.42%	11.16%	10.86%	10.74%	10.78%	10.81%	10.25%	

# Statistical Section



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**Northland Pioneer College**  
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## Statistical Section Introduction

In accordance with Governmental Accounting Standards Boards Statement No. 44, Economic Condition Reporting: This is the statistical section of Navajo County Community College District's (the District) annual comprehensive financial report (ACFR). The information in this section is presented in detail and is compiled data over ten years that addresses key areas that relate to the overall nature of the institution.

### Financial Trends

These schedules contain trend information to help the reader understand how the District's financial performance and well-being have changed over-time.

- Net Position by Component
- Changes in Net Position
- Expenses by Function
- Expenses by Use
- Revenues by Source
- Statutory Limit to Budgeted Expenditures

### Revenue Capacity

These schedules contain information to help the reader assess the District's most significant local revenue sources: tuition and property tax.

- Assessed Valuation, Tax Rate, and Estimated Actual Value
- Property Tax Levies and Collections
- Property Tax Rates, Direct and Overlapping Governments
- Principal Taxpayers
- Historic General Resident Tuition

### Debt Capacity

These schedules present information to help the reader assess the affordability of the District's current levels of outstanding debt and the District's ability to issue additional debt in the future.

- Ratios of Outstanding Debt by Type
- Computation of Legal Debt Margin

### Demographic and Economic Information

These schedules offer demographic and economic indicators to help the reader understand the environment within which the District's financial activities take place.

- Schedule of Demographic and Economic Statistics
- Schedule of Employment by Sector and Major Employers

### Operating Information

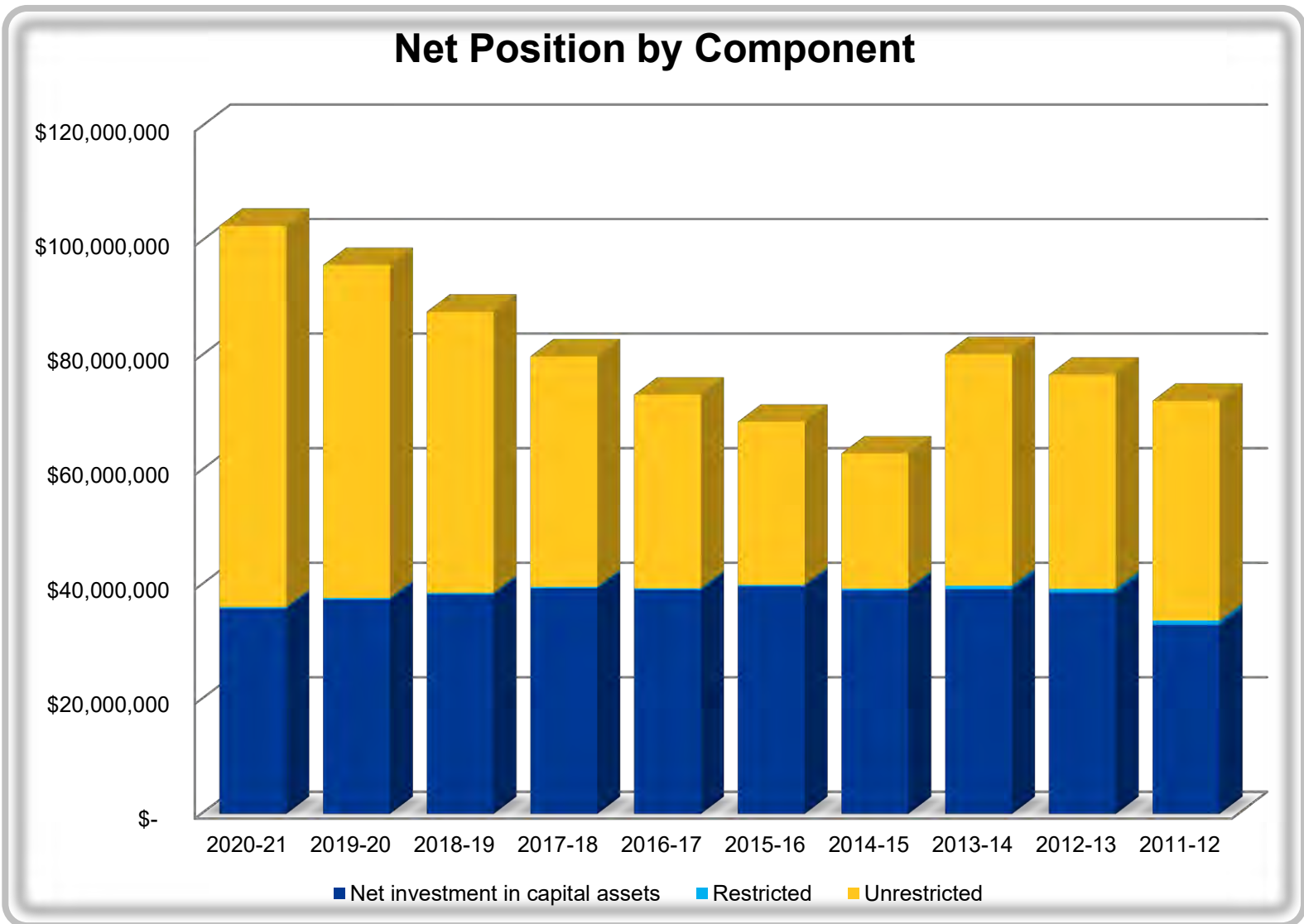
These schedules contain service and infrastructure data to help the reader understand how the information in the District's financial report relates to the services the District provides and the activities it performs.

- Enrollment and Degree Statistics
- Student Enrollment and Demographic Statistics
- Employee Statistics
- Schedule of Capital Asset Information

**Navajo County Community College District  
(Northland Pioneer College)  
Net Position by Component  
Last Ten Fiscal Years**

	2020-21	2019-20	2018-19	2017-18	2016-17
Primary government					
Net investment in capital assets	\$ 35,863,021	\$ 37,439,475	\$ 38,343,148	\$ 39,379,263	\$ 39,149,874
Restricted	266,230	265,935	262,066	256,361	253,180
Unrestricted	66,516,263	58,138,746	49,094,260	40,260,419	33,813,905
Total primary government net position	\$ 102,645,514	\$ 95,844,156	\$ 87,699,474	\$ 79,896,043	\$ 73,216,959

	2015-16	2014-15	2013-14	2012-13	2011-12
Primary government					
Net investment in capital assets	\$ 39,736,346	\$ 39,022,715	\$ 39,231,822	\$ 38,626,891	\$ 33,030,762
Restricted	251,756	314,958	612,712	691,628	735,512
Unrestricted	28,481,396	23,599,386	40,454,224	37,382,691	38,388,993
Total primary government net position	\$ 68,469,498	\$ 62,937,059	\$ 80,298,758	\$ 76,701,210	\$ 72,155,267



**Source:**  
Audited financial statements.

**Navajo County Community College District  
(Northland Pioneer College)  
Changes in Net Position  
Last Ten Fiscal Years**

	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12 (1)
<b>Operating revenues:</b>										
Tuition and fees, net scholarship allowances	\$ 1,169,747	\$ 2,320,187	\$ 2,400,758	\$ 2,328,188	\$ 2,388,164	\$ 2,478,625	\$ 2,357,891	\$ 2,295,137	\$ 2,466,640	\$ 2,690,260
Government contracts	2,736,560	2,642,769	3,021,888	2,516,324	2,808,825	2,606,064	3,283,218	3,156,936	2,969,273	2,638,049
Bookstore income, net of scholarship allowances	25,106	29,420	9,471	8,549	12,231	61,854	48,491	66,720	42,460	33,564
Other	189,002	234,592	281,638	270,958	412,543	330,747	334,987	352,295	379,831	291,648
<b>Total operating revenues</b>	<b>4,120,415</b>	<b>5,226,968</b>	<b>5,713,755</b>	<b>5,124,019</b>	<b>5,621,763</b>	<b>5,477,290</b>	<b>6,024,587</b>	<b>5,871,088</b>	<b>5,858,204</b>	<b>5,653,521</b>
<b>Operating expenses:</b>										
Instruction	9,768,640	10,214,313	9,181,020	9,555,791	9,592,910	10,304,514	10,927,034	9,761,727	9,660,102	8,827,606
Public service	-	15,407	23,644	32,012	35,657	29,904	29,159	35,889	29,387	25,647
Academic support	1,127,395	1,060,798	1,051,367	1,042,887	1,087,234	1,048,291	1,074,313	1,046,927	1,047,037	1,009,880
Student services	1,980,909	2,158,033	4,042,358	2,068,628	2,161,513	2,155,979	2,116,755	2,143,989	2,151,538	2,015,021
Institutional Support	11,112,076	9,809,049	7,489,043	8,484,090	8,204,043	7,959,606	8,719,606	8,475,611	8,308,926	8,481,782
Operation and maintenance of plant	1,749,827	1,583,140	1,681,903	1,481,875	2,270,571	1,780,832	1,941,192	2,118,547	1,867,890	1,758,007
Scholarships	2,054,658	2,247,251	2,163,155	2,000,677	2,133,721	2,292,036	2,273,228	2,240,669	2,570,647	3,094,923
Auxiliary enterprises	180,188	227,810	353,347	375,564	371,401	592,749	399,147	559,067	451,470	404,767
Depreciation	2,527,514	2,272,980	2,185,385	2,200,669	2,375,273	2,172,776	2,053,133	1,838,484	1,544,414	1,366,808
<b>Total operating expenses</b>	<b>30,501,207</b>	<b>29,588,781</b>	<b>28,171,222</b>	<b>27,242,192</b>	<b>28,232,323</b>	<b>28,336,687</b>	<b>29,533,567</b>	<b>28,220,910</b>	<b>27,631,411</b>	<b>26,984,441</b>
<b>Operating loss</b>	<b>(26,380,792)</b>	<b>(24,361,813)</b>	<b>(22,457,467)</b>	<b>(22,118,173)</b>	<b>(22,610,560)</b>	<b>(22,859,397)</b>	<b>(23,508,980)</b>	<b>(22,349,822)</b>	<b>(21,773,207)</b>	<b>(21,330,920)</b>
<b>Nonoperating revenues (expenses):</b>										
Property taxes	15,645,227	15,470,410	15,085,682	14,879,623	14,383,804	14,430,117	13,980,187	13,153,327	13,180,294	12,703,703
State appropriations	10,990,474	11,548,300	9,026,200	8,690,200	8,041,200	7,777,000	7,276,900	7,160,800	7,059,800	8,181,800
Government grants	6,011,021	4,308,940	3,986,711	3,921,699	3,800,723	5,126,742	4,728,837	4,740,596	5,018,111	5,502,290
Private grants (2)	264,994	444,916	411,170	326,482	381,230	436,779	297,567	304,219	325,919	360,370
Share of state sales taxes	664,780	533,294	550,981	471,721	474,310	427,216	423,082	435,192	545,682	372,308
Investment earnings	414,898	1,216,955	1,200,154	549,641	279,951	188,535	160,532	148,526	170,717	136,283
Pass through to component unit		(1,016,320)	-	-	(1,574)	(3,037)	(3,470)	(5,138)	-	(6,854)
Gain/(loss) on disposal of capital assets	(803,710)	-	-	(42,109)	(1,623)	8,484	41,100	(112,752)	18,627	(180,305)
Other	(5,534)	-	-	-	-	-	-	-	-	-
<b>Total nonoperating revenues and expenses</b>	<b>33,182,150</b>	<b>32,506,495</b>	<b>30,260,898</b>	<b>28,797,257</b>	<b>27,358,021</b>	<b>28,391,836</b>	<b>26,904,735</b>	<b>25,824,770</b>	<b>26,319,150</b>	<b>27,069,595</b>
<b>Income before other revenues, expenses, gains or loss</b>	<b>6,801,358</b>	<b>8,144,682</b>	<b>7,803,431</b>	<b>6,679,084</b>	<b>4,747,461</b>	<b>5,532,439</b>	<b>3,395,755</b>	<b>3,474,948</b>	<b>4,545,943</b>	<b>5,738,675</b>
<b>Capital appropriations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>122,600</b>	<b>-</b>	<b>-</b>
<b>Increase in net position</b>	<b>6,801,358</b>	<b>8,144,682</b>	<b>7,803,431</b>	<b>6,679,084</b>	<b>4,747,461</b>	<b>5,532,439</b>	<b>3,395,755</b>	<b>3,597,548</b>	<b>4,545,943</b>	<b>5,738,675</b>
Total net position, July 1 (3)	95,844,156	87,699,474	79,896,043	73,216,959	68,469,498	62,937,059	59,541,304	76,701,210	72,155,267	66,416,592
Total net position, June 30	\$102,645,514	\$ 95,844,156	\$ 87,699,474	\$ 79,896,043	\$ 73,216,959	\$ 68,469,498	\$ 62,937,059	\$ 80,298,758	\$ 76,701,210	\$ 72,155,267

**Source:**

Audited financial statements except as reclassified in (2) and (3).

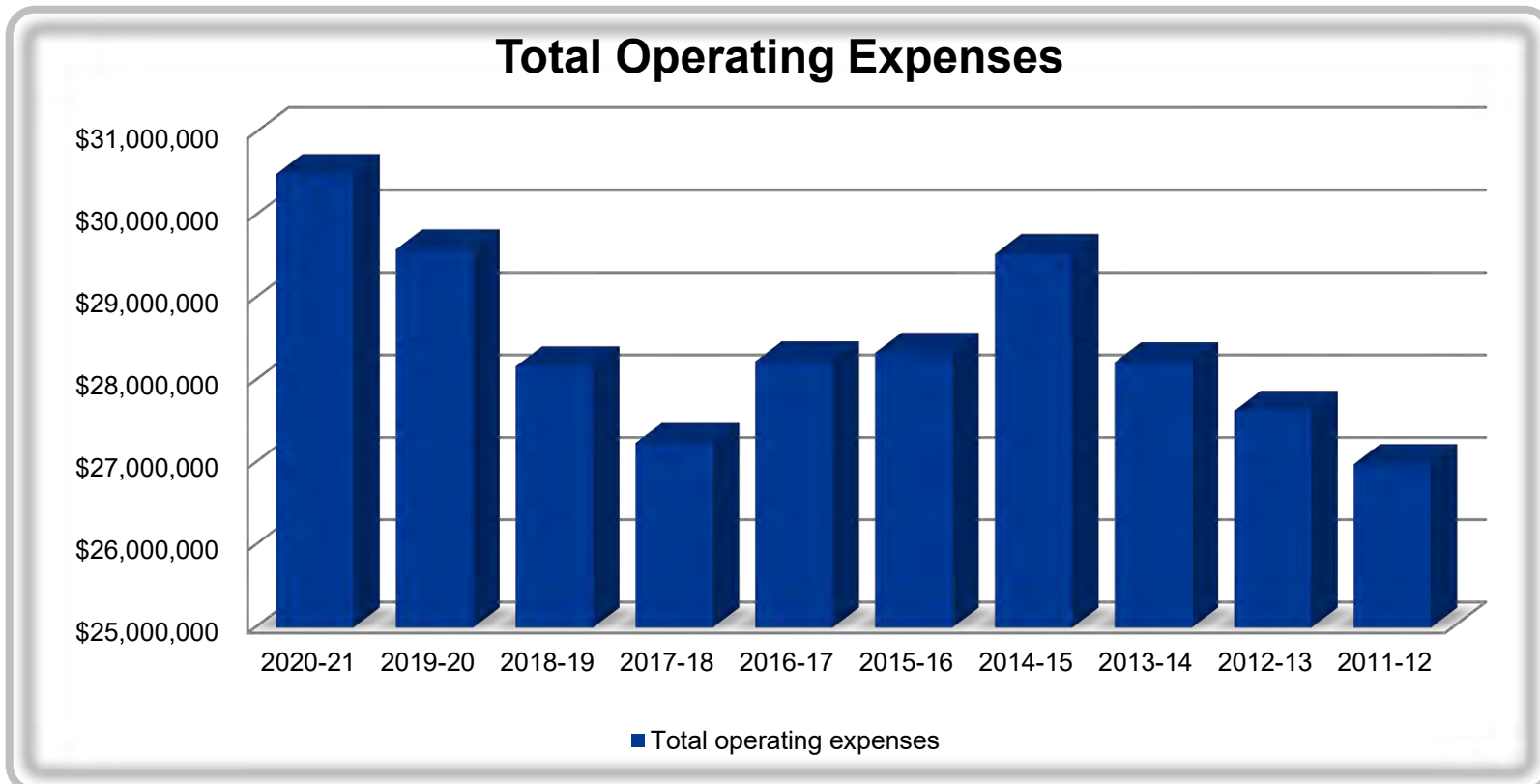
**Notes:**

- (1) Starting in fiscal year 2011-12, Tuition and fees, net of scholarship allowances and Government contracts were adjusted to reclassify tuition waivers associated with an intergovernmental agreement as a scholarship allowance.
- (2) In fiscal year 2011-12, Private grants were adjusted to reclassify the amounts from operating to nonoperating revenues. For comparability purposes, prior years have been reclassified.
- (3) In fiscal year 2014-15, beginning net position was restated for implementation of GASB Statement No. 68, Accounting and Financial Reporting for Pensions.

**Navajo County Community College District  
(Northland Pioneer College)  
Expenses by Function  
Last Ten Fiscal Years**

	2020-21	2019-20	2018-19	2017-18	2016-17
Instruction	\$ 9,768,640	\$ 10,214,313	\$ 9,181,020	\$ 9,555,791	\$ 9,592,910
Public service	-	15,407	23,644	32,012	35,657
Academic support	1,127,395	1,060,798	1,051,367	1,042,887	1,087,234
Student services	1,980,909	2,158,033	4,042,358	2,068,628	2,161,513
Institutional support	11,112,076	9,809,049	7,489,043	8,484,090	8,204,043
Operation and maintenance of plant	1,749,827	1,583,140	1,681,903	1,481,875	2,270,571
Scholarships	2,054,658	2,247,251	2,163,155	2,000,677	2,133,721
Auxiliary enterprises	180,188	227,810	353,347	375,564	371,401
Depreciation	2,527,514	2,272,980	2,185,385	2,200,669	2,375,273
<b>Total operating expenses</b>	<b>30,501,207</b>	<b>29,588,781</b>	<b>28,171,222</b>	<b>27,242,192</b>	<b>28,232,323</b>
Interest expense	-	-	-	-	1,574
Loss on disposal of capital assets	803,710	-	-	42,109	1,623
Pass through grant to component unit	5,534	1,016,320	-	-	-
<b>Total nonoperating expenses</b>	<b>809,244</b>	<b>1,016,320</b>	<b>-</b>	<b>42,109</b>	<b>3,197</b>
<b>Total expenses</b>	<b>\$ 31,310,451</b>	<b>\$ 30,605,101</b>	<b>\$ 28,171,222</b>	<b>\$ 27,284,301</b>	<b>\$ 28,235,520</b>

	2015-16	2014-15	2013-14	2012-13	2011-12
Instruction	\$ 10,304,514	\$ 10,927,034	\$ 9,761,727	\$ 9,660,102	\$ 8,827,606
Public service	29,904	29,159	35,889	29,387	25,647
Academic support	1,048,291	1,074,313	1,046,927	1,047,037	1,009,880
Student services	2,155,979	2,116,755	2,143,989	2,151,538	2,015,021
Institutional support	7,959,606	8,719,606	8,475,611	8,308,926	8,481,782
Operation and maintenance of plant	1,780,832	1,941,192	2,118,547	1,867,890	1,758,007
Scholarships	2,292,036	2,273,228	2,240,669	2,570,647	3,094,923
Auxiliary enterprises	592,749	399,147	559,067	451,470	404,767
Depreciation	2,172,776	2,053,133	1,838,484	1,544,414	1,366,808
<b>Total operating expenses</b>	<b>28,336,687</b>	<b>29,533,567</b>	<b>28,220,910</b>	<b>27,631,411</b>	<b>26,984,441</b>
Interest expense	3,037	3,470	5,138	-	6,854
Loss on disposal of capital assets	-	-	112,752	-	180,305
Pass through grant to component unit	-	-	-	-	-
<b>Total nonoperating expenses</b>	<b>3,037</b>	<b>3,470</b>	<b>117,890</b>	<b>-</b>	<b>187,159</b>
<b>Total expenses</b>	<b>\$ 28,339,724</b>	<b>\$ 29,537,037</b>	<b>\$ 28,338,800</b>	<b>\$ 27,631,411</b>	<b>\$ 27,171,600</b>



Source:  
Audited financial statements.

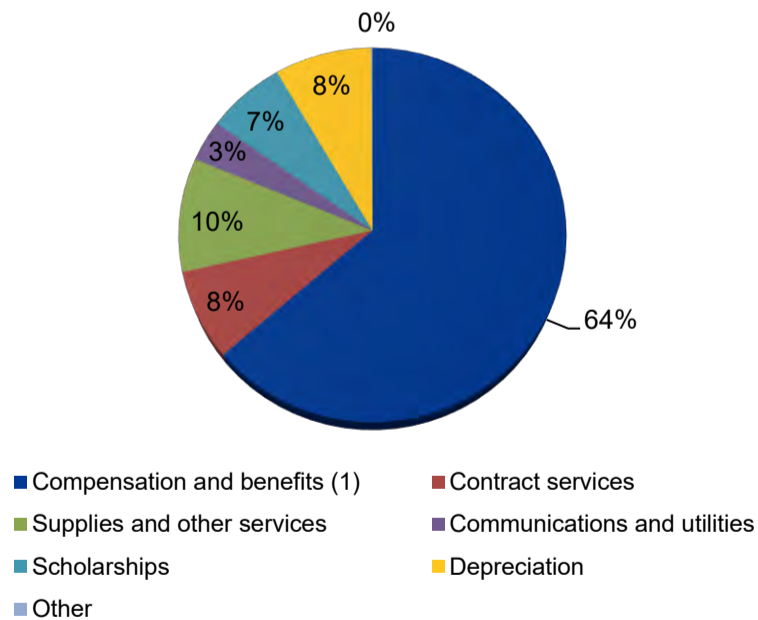


**Navajo County Community College District  
(Northland Pioneer College)  
Expenses by Use  
Last Ten Fiscal Years**

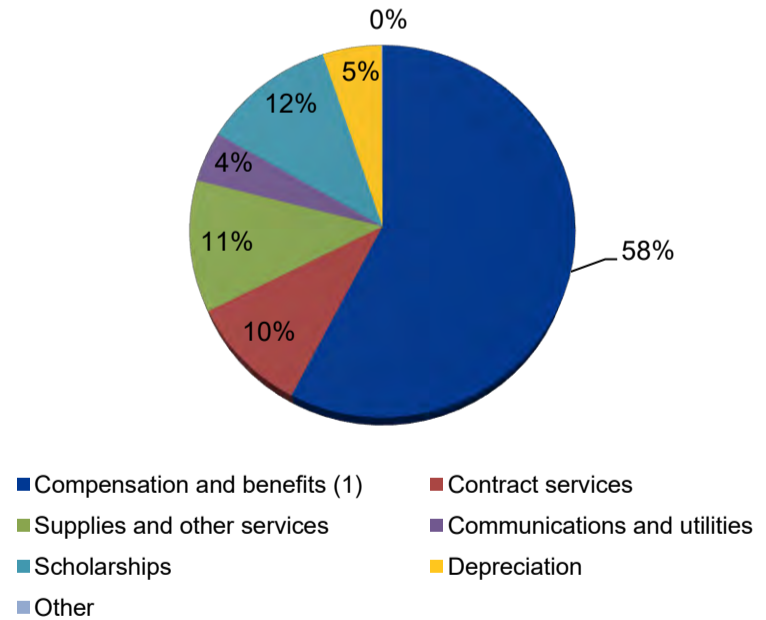
	2020-21	2019-20	2018-19	2017-18	2016-17
Compensation and benefits (1)	\$ 19,415,939	\$ 18,226,508	\$ 16,677,080	\$ 16,818,499	\$ 17,121,078
Contract services	2,374,117	2,012,642	2,129,192	2,089,793	1,862,246
Supplies and other services	2,995,478	3,750,161	3,812,499	2,995,683	3,627,164
Communications and utilities	1,091,638	1,098,021	1,153,436	1,142,965	1,098,569
Scholarships	2,057,607	2,247,251	2,163,155	1,998,572	2,133,721
Depreciation	2,527,514	2,272,980	2,185,385	2,200,669	2,375,273
Other	38,914	(18,782)	50,474	(3,990)	14,272
<b>Total operating expenses</b>	<b>30,501,207</b>	<b>29,588,781</b>	<b>28,171,222</b>	<b>27,242,192</b>	<b>28,232,323</b>
Non operating expenses	809,244	1,016,320	-	42,109	3,197
<b>Total expenses</b>	<b>\$ 31,310,451</b>	<b>\$ 30,605,101</b>	<b>\$ 28,171,222</b>	<b>\$ 27,284,301</b>	<b>\$ 28,235,520</b>

	2015-16	2014-15	2013-14	2012-13	2011-12
Compensation and benefits (1)	\$ 17,635,444	\$ 18,189,910	\$ 17,200,507	\$ 16,939,312	\$ 15,550,537
Contract services	2,346,731	2,109,597	2,243,436	2,138,098	2,680,066
Supplies and other services	2,703,472	3,775,418	3,550,497	3,223,900	3,086,612
Communications and utilities	1,178,132	1,146,620	1,086,284	1,191,308	1,183,082
Scholarships	2,292,036	2,273,228	2,240,669	2,570,647	3,094,923
Depreciation	2,172,776	2,053,133	1,838,484	1,544,414	1,366,808
Other	8,096	(14,339)	61,033	23,732	22,413
<b>Total operating expenses</b>	<b>28,336,687</b>	<b>29,533,567</b>	<b>28,220,910</b>	<b>27,631,411</b>	<b>26,984,441</b>
Non operating expenses	3,037	3,470	117,890	-	187,159
<b>Total expenses</b>	<b>\$ 28,339,724</b>	<b>\$ 29,537,037</b>	<b>\$ 28,338,800</b>	<b>\$ 27,631,411</b>	<b>\$ 27,171,600</b>

**FY20-21 Expenses by Use**



**FY11-12 Expenses by Use**



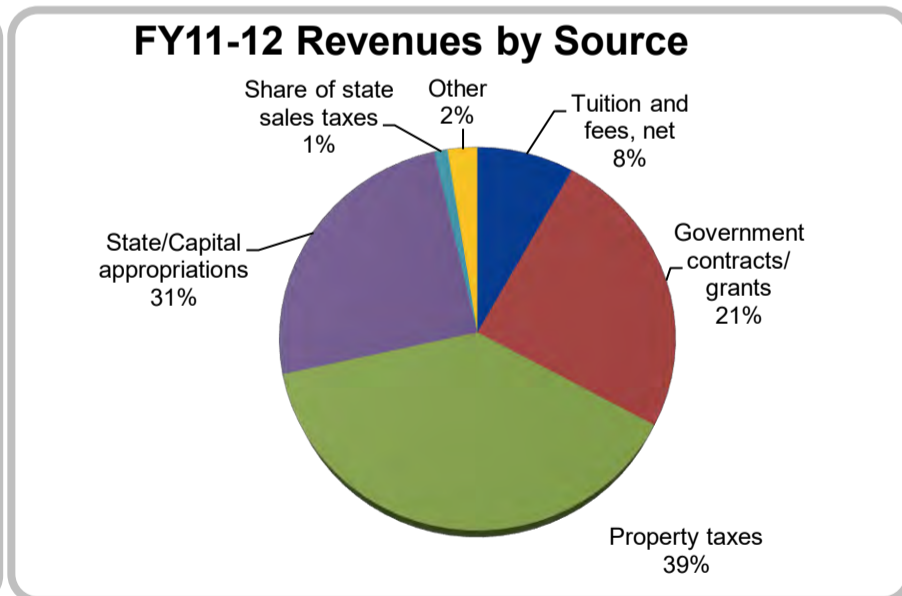
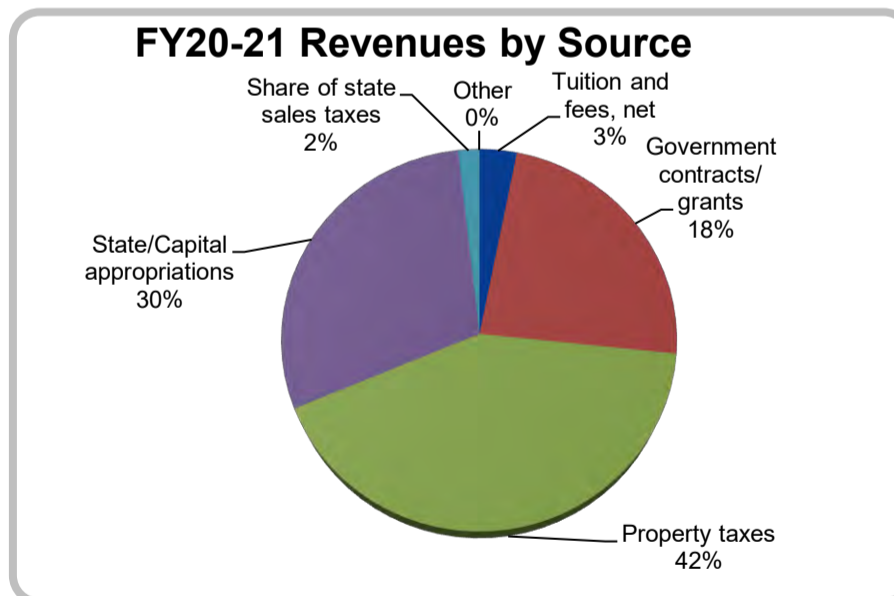
**Source:**  
Audited financial statements.

**Notes:**  
(1) Starting in fiscal year 2013-14, Compensation and benefits replaced Personal services to more accurately describe the expense category.

**Navajo County Community College District  
(Northland Pioneer College)  
Revenues by Source  
Last Ten Fiscal Years**

	2020-21	2019-20	2018-19	2017-18	2016-17
Tuition and fees, net	\$ 1,169,747	\$ 2,320,187	\$ 2,400,758	\$ 2,328,188	\$ 2,388,164
Government contracts	2,736,560	2,642,769	3,021,888	2,516,324	2,808,825
Bookstore income, net	25,106	29,420	9,471	8,549	12,231
Other	189,002	234,592	281,638	270,958	412,543
<b>Total operating revenue</b>	<b>4,120,415</b>	<b>5,226,968</b>	<b>5,713,755</b>	<b>5,124,019</b>	<b>5,621,763</b>
Property taxes	15,645,227	15,470,410	15,085,682	14,879,623	14,383,804
State appropriations	10,990,474	11,548,300	9,026,200	8,690,200	8,041,200
Government grants	6,011,021	4,308,940	3,986,711	3,921,699	3,800,723
Private grants (2)	264,994	444,916	411,170	326,482	381,230
Share of state sales taxes	664,780	533,294	550,981	471,721	474,310
Investment earnings	414,898	1,216,955	1,200,154	549,641	279,951
<b>Total nonoperating revenues</b>	<b>33,991,394</b>	<b>33,522,815</b>	<b>30,260,898</b>	<b>28,839,366</b>	<b>27,361,218</b>
<b>Total revenues</b>	<b>\$ 38,111,809</b>	<b>\$ 38,749,783</b>	<b>\$ 35,974,653</b>	<b>\$ 33,963,385</b>	<b>\$ 32,982,981</b>

	2015-16	2014-15	2013-14	2012-13	2011-12 (1)
Tuition and fees, net	\$ 2,478,625	\$ 2,357,891	\$ 2,295,137	\$ 2,466,640	\$ 2,690,260
Government contracts	2,606,064	3,283,218	3,156,936	2,969,273	2,638,049
Bookstore income, net	61,854	48,491	66,720	42,460	33,564
Other	330,747	334,987	352,295	379,831	291,648
<b>Total operating revenue</b>	<b>5,477,290</b>	<b>6,024,587</b>	<b>5,871,088</b>	<b>5,858,204</b>	<b>5,653,521</b>
Property taxes	14,430,117	13,980,187	13,153,327	13,180,294	12,703,703
State appropriations	7,777,000	7,276,900	7,160,800	7,059,800	8,181,800
Government grants	5,126,742	4,728,837	4,740,596	5,018,111	5,502,290
Private grants (2)	436,779	297,567	304,219	325,919	360,370
Share of state sales taxes	427,216	423,082	435,192	545,682	372,308
Investment earnings	188,535	160,532	148,526	170,717	136,283
Gain on disposal of capital assets	8,484	41,100	-	18,627	-
<b>Total nonoperating revenues</b>	<b>28,394,873</b>	<b>26,908,205</b>	<b>25,942,660</b>	<b>26,319,150</b>	<b>27,256,754</b>
Capital appropriations	-	-	122,600	-	-
<b>Total revenues</b>	<b>\$ 33,872,163</b>	<b>\$ 32,932,792</b>	<b>\$ 31,936,348</b>	<b>\$ 32,177,354</b>	<b>\$ 32,910,275</b>



**Source:**  
Audited financial statements except as reclassified in (2).

**Notes:**  
(1) Starting in fiscal year 2011-12, Tuition and fees, net of scholarship allowances and Government contracts were adjusted to reclassify tuition waivers associated with an intergovernmental agreement as a scholarship allowance.  
(2) In fiscal year 2011-12, Private grants were adjusted to reclassify the amounts from operating to nonoperating revenues. For comparability purposes, prior years have been reclassified.

**Navajo County Community College District  
(Northland Pioneer College)  
Expenditure Limitation  
Statutory Limit to Budgeted Expenditures  
Last Ten Fiscal Years**

Fiscal Year	Statutory Expenditure Limitation (1)	Budgeted Expenditures Subject to Limitation (2)	Amount Under/(Over) Expenditure Limitation
2020-21	14,733,169	14,733,169	- (3)
2019-20	14,732,390	14,732,390	225,066
2018-19	14,288,001	13,317,976	970,025
2017-18	13,982,552	13,982,552	293,926
2016-17	13,857,022	13,857,022	49,052
2015-16	13,327,460	13,327,460	1,624,055
2014-15	13,412,368	13,412,368	994,180
2013-14	14,894,360	14,894,360	1,134,433
2012-13	15,978,265	15,561,404	416,861
2011-12	16,251,916	15,751,979	499,937
2010-11	17,086,770	14,738,989	2,347,781

**Source:**

Audited annual budgeted expenditure limitation reports.

**Notes:**

(1) The Statutory Expenditure Limitation is calculated by the Arizona Department of Revenue Economic Estimates Commission and applies to Current (General, Auxiliary Enterprises, and Restricted) and Plant Funds (Unexpended and Retirement of Indebtedness).

(2) Budgeted expenditures are net of allowable exclusions.

(3) Budgeted expenditures for fiscal year 2021 is an estimate, audited numbers not yet available.

**Navajo County Community College District  
(Northland Pioneer College)  
Assessed Valuation, Tax Rate, and Estimated Actual Value  
Last Ten Fiscal Years**

Fiscal Year	Primary Assessed Valuation				Total Direct Tax Rate	Estimated Actual Value	Assessed Value as Percentage of Actual Value
	Centrally Assessed (1)	Locally Assessed Real Property (1)	Locally Assessed Personal Property (1)	Total Assessed Value			
2020-21	203,330,423	663,774,856	15,052,837	882,158,116	1.7827	8,000,295,495	11.03% (2)
2019-20	205,630,301	631,342,222	15,667,722	852,640,245	1.8164	7,660,041,799	11.13%
2018-19	209,252,253	605,890,780	13,705,100	828,848,133	1.8164	7,393,828,127	11.21%
2017-18	219,892,518	587,340,948	13,874,290	821,107,756	1.8067	7,768,285,298	10.57%
2016-17	222,928,447	565,872,581	14,261,438	803,062,466	1.7884	7,320,532,963	10.97%
2015-16	261,979,130	556,128,109	14,662,934	832,770,173	1.7423	7,462,098,324	11.16%
2014-15	274,277,258	553,959,727	16,781,251	845,018,236	1.6610	7,511,273,209	11.25%
2013-14	272,274,079	612,397,229	18,680,546	903,351,854	1.4769	8,197,385,245	11.02%
2012-13	270,501,880	683,203,369	20,587,141	974,292,390	1.3515	8,881,425,615	10.97%
2011-12	260,662,273	745,626,178	19,848,674	1,026,137,125	1.2387	9,236,157,741	11.11%

**Source:**

District records, Arizona Department of Revenue, Navajo County Finance and Assessor offices.

**Notes:**

(1) Categories presented are based on information provided by the Property Tax Oversight Commission for the Arizona Department of Revenue. Categories based on Residential, Commercial and Personal Property is not available but is expected in future years. Centrally assessed property is assessed by the State of Arizona versus the County and includes railroads, pipelines, utilities and other real property. Assessed values include certain tax exempt properties.

(2) Assessed Value as Percentage of Actual Value for fiscal year 2020-21 is based on 2019-20 information, current year information not available.

**Navajo County Community College District  
(Northland Pioneer College)  
Property Tax Levies and Collections  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Total Adjusted Tax Levy (1)</b>	<b>Current Tax Collections (2)</b>	<b>Percent of Current Tax Collections to Total Tax Levy</b>	<b>Collections in Subsequent Years (2)</b>	<b>Total Tax Collections (2)</b>	<b>Percent of Total Tax Collections to Total Tax Levy</b>
2020-21	\$ 15,622,526	\$ 15,257,643	97.66%	\$ -	\$ 15,257,643	97.66%
2019-20	15,465,293	14,995,661	96.96%	435,690	15,431,351	99.78%
2018-19	15,068,091	14,607,735	96.94%	421,433	15,029,168	99.74%
2017-18	14,861,908	14,382,042	96.77%	439,686	14,821,728	99.73%
2016-17	14,364,227	13,890,497	96.70%	445,322	14,335,819	99.80%
2015-16	14,475,580	13,969,344	96.50%	478,775	14,448,120	99.81%
2014-15	13,963,030	13,498,333	96.67%	426,968	13,925,301	99.73%
2013-14 (3)	13,267,899	12,815,737	96.59%	409,919	13,225,656	99.68%
2012-13	13,059,169	12,671,313	97.03%	371,957	13,043,270	99.88%
2011-12	12,647,564	12,187,235	96.36%	448,182	12,635,417	99.90%

**Source:**

Navajo County Treasurer and Assessor Offices and District records.

**Notes:**

(1) The Total Adjusted Tax Levy amounts include cumulative adjustments from the year of levy until the present year for tax exempt property and/or court settlements.

(2) Tax collections are recorded on a cash basis.

(3) In fiscal year 2014 an adjustment was made for a court settlement with Transwestern Pipeline in the amount of \$120,000. This adjustment reduced the tax levies for fiscal years 2013, 2012 and 2011.

**Navajo County Community College District  
(Northland Pioneer College)  
Property Tax Rates, Direct and Overlapping Governments  
Last Ten Years (Per \$100 of Assessed Value)**

Fiscal Year	Overlapping Rates									
	Northland Pioneer College			Navajo County	Cities and Towns		Fire and Special Districts		School Districts	
	Primary	Secondary	Total		From	To	From	To	From	To
2020-21	1.7827		1.7827	0.8657	0.5022	1.3871	0.4033	3.2500	1.8371	7.3012
2019-20	1.8164		1.8164	0.8820	0.5115	1.3916	0.0500	3.2500	1.8954	8.0000
2018-19	1.8164		1.8164	0.8951	1.4231	1.4231	0.0500	3.2500	1.9679	8.0000
2017-18	1.8067		1.8067	0.8903	1.4231	1.4231	0.0500	3.5500	2.0234	8.0000
2016-17	1.7884		1.7884	0.8417	1.4021	1.4021	0.0500	3.5500	0.0813	7.3012
2015-16	1.7423		1.7423	0.8417	1.3646	1.3646	0.0500	3.5500	0.5261	7.3012
2014-15	1.6610		1.6610	0.8185	1.2831	1.2831	0.0500	3.5500	0.6338	8.0000
2013-14	1.4769		1.4769	0.6995	0.2789	1.1934	0.0500	3.5500	0.4312	8.0000
2012-13	1.3515		1.3515	0.6401	0.2789	0.9880	0.0500	3.5500	0.1255	8.0000
2011-12	1.2387		1.2387	0.5984	0.2789	0.9815	0.0500	3.5500	1.7682	7.2564

**Source:**

District records and Navajo County Treasurer.

**Navajo County Community College District  
(Northland Pioneer College)  
Principal Taxpayers  
Current Year and Ten Years Ago**

	2020			2011		
	Primary Assessed Valuation	Rank	Percent of Navajo County's Primary Assessed Valuation	Primary Assessed Valuation	Rank	Percent of Navajo County's Primary Assessed Valuation
Arizona Public Service Company	\$ 101,784,627	1	52.77%	\$ 116,232,825	1	53.72%
PacifiCorp Electric Operations	34,200,000	2	17.73%	39,885,091	2	18.44%
Transwestern Pipeline Co	12,986,457	3	6.73%	13,530,348	4	6.25%
Burlington Northern/Santa Fe Railway	8,554,363	4	4.43%	5,096,633	8	2.36%
El Paso Natural Gas Company	7,853,077	5	4.07%	9,462,004	5	4.37%
Navopache Electric Co-Op Inc	6,821,066	6	3.54%	4,850,600	10	2.24%
Unisource Energy Corporation	6,451,116	7	3.34%	4,854,664	9	2.24%
Wal-Mart Stores, Inc.	5,171,176	8	2.68%	N/A	N/A	N/A
Citizens Telecomm of White Mtns	4,572,977	9	2.37%	7,214,064	6	3.33%
Peabody Western Coal Co	4,500,000	10	2.33%	15,225,000	3	7.04%
Navajo County Assessed Value	192,894,859			216,351,229		

**Source:**

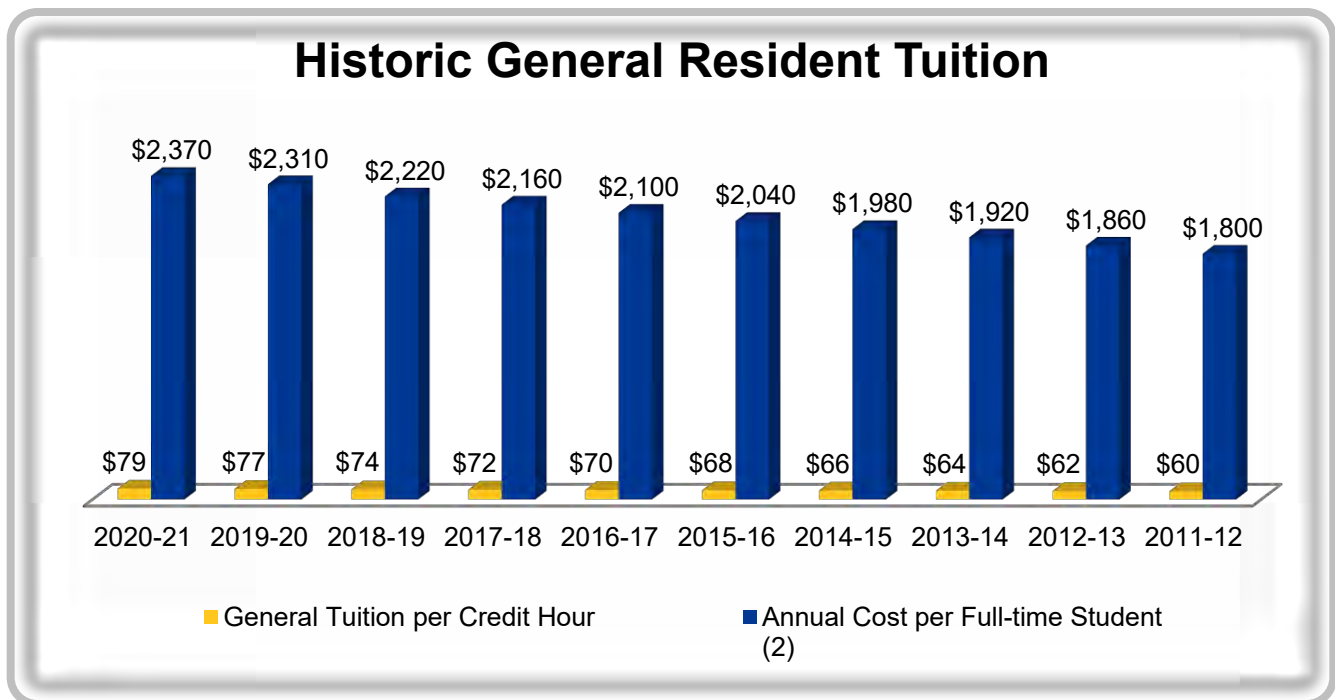
Navajo County Finance Department, 2020 Annual Comprehensive Financial Report.  
Navajo County Finance and Assessor Offices.

**Note:**

(1) Information presented is based on tax year.

**Navajo County Community College District  
(Northland Pioneer College)  
Historic General Resident Tuition  
Last Ten Fiscal Years**

Fiscal Year (1)	District Historic Tuition			
	General Tuition per Credit Hour	Annual Cost per Full-Time Student (2)	Increase (Decrease)	
			Dollars	Percent
2020-21	\$ 79	\$ 2,370	\$ 2	3%
2019-20	77	2,310	3	4%
2018-19	74	2,220	2	3%
2017-18	72	2,160	2	3%
2016-17	70	2,100	2	3%
2015-16	68	2,040	2	3%
2014-15	66	1,980	2	3%
2013-14	64	1,920	2	3%
2012-13	62	1,860	2	3%
2011-12	60	1,800	4	7%



**Source:**

District records.

**Notes:**

- (1) Tuition rate changes are effective beginning the fall term each year.
- (2) Full-time students are defined as taking 30 credit hours in an academic year.



**Navajo County Community College District  
(Northland Pioneer College)  
Ratios of Outstanding Debt by Type  
Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Capital Lease Obligations</b>	<b>Total Outstanding Debt</b>	<b>Per FTSE (1)</b>	<b>Per Capita</b>
2020-21	-	-	-	-
2019-20	-	-	-	-
2018-19	-	-	-	-
2017-18	-	-	-	-
2016-17	-	-	-	-
2015-16	20,676	20,676	10.66	0.19
2014-15	38,964	38,964	21.04	0.36
2013-14	57,745	57,745	31.64	0.53
2012-13	74,336	74,336	37.89	0.69
2011-12	-	-	-	-

**Source:**

Audited financial statements, Audited FTSE report.

**Notes:**

(1) Full Time Student Equivalent (FTSE) is based on a fiscal year.

**Navajo County Community College District  
(Northland Pioneer College)  
Computation of Legal Debt Margin  
Last Ten Fiscal Years**

	2020-21	2019-20	2018-19	2017-18	2016-17
Secondary Assessed Value of Real and Personal Property	\$ 987,306,973	\$ 912,719,174	\$ 872,110,638	\$ 865,076,310	\$ 841,423,700
Debt Limit, 15% of Secondary Assessed Value	148,096,046	136,907,876	130,816,596	129,761,447	126,213,555
Amount of Debt Applicable to Debt Limit: General Obligation Bonded Debt	-	-	-	-	-
Total net debt applicable to the limit	-	-	-	-	-
Legal debt margin	<u>\$ 148,096,046</u>	<u>\$ 136,907,876</u>	<u>\$ 130,816,596</u>	<u>\$ 129,761,447</u>	<u>\$ 126,213,555</u>
Total net debt as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%

	2015-16	2014-15	2013-14	2012-13	2011-12
Secondary Assessed Value of Real and Personal Property	\$ 843,018,904	\$ 846,247,083	\$ 904,776,443	\$ 978,263,926	\$ 1,040,412,117
Debt Limit, 15% of Secondary Assessed Value	126,452,836	126,937,062	135,716,466	146,739,589	156,061,818
Amount of Debt Applicable to Debt Limit: General Obligation Bonded Debt	-	-	-	-	-
Total net debt applicable to the limit	-	-	-	-	-
Legal debt margin	<u>\$ 126,452,836</u>	<u>\$ 126,937,062</u>	<u>\$ 135,716,466</u>	<u>\$ 146,739,589</u>	<u>\$ 156,061,818</u>
Total net debt as a percentage of debt limit	0.00%	0.00%	0.00%	0.00%	0.00%

**Source:**

Navajo County Assessor's Office and District records.

**Notes:**

The Arizona Constitution, Article 9, Section 8, states that a county or school district may become indebted for an amount not to exceed 15% of taxable property.

**Navajo County Community College District  
(Northland Pioneer College)  
Schedule of Demographic and Economic Statistics  
Last Ten Years**

<b>Calendar Year</b>	<b>County Population (1)</b>	<b>County Personal Income (In Thousands)</b>	<b>County Personal Income Per Capita</b>	<b>County Unemployment Rate</b>
2020	110,924	Not available	Not available	8.5%
2019	109,144	\$ 3,690,208	\$ 33,268	7.9%
2018	110,445	3,400,882	31,213	7.6%
2017	111,266	3,472,946	31,213	7.6%
2016 (1)	110,413	3,235,693	29,408	9.4%
2015 (1)	108,277	3,154,284	29,132	9.6%
2014	109,185	2,965,679	27,162	11.2%
2013	108,694	2,869,655	26,401	13.1%
2012	107,094	2,826,523	26,393	15.2%
2011	107,174	2,780,847	25,947	15.8%

**Sources:**

Navajo County Finance Department, 2020 Annual Comprehensive Financial Report.

1 - US Bureau of Economic Analysis for 2015 and 2016 (<https://bea.gov>)

**Navajo County Community College District  
(Northland Pioneer College)  
Schedule of Employment by Sector and Major Employers  
Last Ten Calendar Years**

<b>Employment by Sector</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
Mining and Construction	1,252	1,164	1,725	2,625	1,525	1,725	1,625	1,600	1,600	1,325
Educational & Health Svcs	4,459	4,586	4,550	4,400	4,125	3,900	3,575	3,575	3,550	3,200
Financial Activities	492	640	625	525	650	625	700	600	575	425
Government	9,195	9,897	9,725	8,850	8,925	9,775	9,325	9,675	9,850	9,500
Leisure & Hospitality	3,243	3,824	3,925	3,850	3,450	3,200	3,700	3,875	3,600	3,625
Manufacturing	248	333	300	275	250	175	150	125	475	525
Information	232	92	950	950	1,050	1,200	1,150	1,175	1,175	1,150
Professional & Business Svcs	1,037	1,094	1,500	1,300	1,325	1,150	1,425	1,175	1,000	1,025
Trade, Transportation & Utilities	4,406	4,810	5,100	5,500	5,475	4,875	4,700	5,175	5,150	5,025
Other Services	489	595	650	450	975	950	925	1,050	950	525

**Sources:**

Navajo County Finance Department, 2020 Annual Comprehensive Financial Report.

**Note:**

(1) The number of employees for the 10 largest employers in the County is not available due to State of Arizona non-disclosure restrictions.

**Navajo County Community College District  
(Northland Pioneer College)  
Enrollment and Degree Statistics  
Last Ten Years**

Location	Fall Historic Headcount									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Holbrook	181	399	450	469	443	469	480	493	445	486
Show Low	660	1,199	1,098	983	1,020	1,024	960	955	1,173	1,409
Snowflake	175	353	369	334	411	367	407	390	499	525
Winslow	72	344	365	416	359	422	376	396	393	419
Kayenta	3	100	110	77	74	75	74	79	81	72
Hopi	10	72	92	101	77	97	113	130	130	135
Whiteriver	144	257	252	239	206	212	195	164	187	170
St Johns	118	158	165	183	176	199	191	188	180	167
Springerville/Eager	59	85	97	107	174	180	227	149	183	236
Navajo County Misc.	6	16	77	40	33	58	1	11	36	35
Apache County Misc.	35	86	114	123	96	112	97	179	211	113
Department of Corrections	-	-	28	33	32	92	65	47	127	118
Other	1,372	468	441	377	461	559	515	536	709	748
Total District (1)	2,703	3,008	3,182	3,021	3,044	3,354	3,211	3,234	3,718	3,917

Location	Fall Historic FTSE (2)									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Holbrook	94	189	190	201	202	213	200	190	179	182
Show Low	304	533	501	490	470	493	473	470	526	638
Snowflake	89	170	186	161	164	131	169	143	223	184
Winslow	39	142	154	174	160	186	158	172	184	176
Kayenta	1	33	35	26	24	21	23	24	26	27
Hopi	6	25	34	34	26	34	39	47	43	49
Whiteriver	65	115	109	93	92	98	86	64	75	81
St Johns	61	83	78	95	80	99	89	89	85	72
Springerville/Eager	19	28	33	26	46	55	71	43	72	84
Navajo County Misc	2	4	17	9	7	16	0	2	5	7
Apache County Misc	19	32	33	35	22	24	22	42	48	27
Department of Corrections	-	-	15	19	24	95	60	14	61	53
Other	609	135	115	104	122	136	139	146	216	227
Total District	1,308	1,491	1,500	1,468	1,440	1,601	1,529	1,446	1,743	1,807

Degrees & Certificates	Degrees and Certificates Awarded									
	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Associate of Arts	25	48	30	39	33	30	28	39	26	21
Associate of Arts in Early Childhd	3	3	1	1	1	-	-	-	-	-
Associate of Arts in Elementary Ed	6	5	4	10	7	11	4	6	6	7
Associate of Business	5	4	5	3	3	8	9	8	9	7
Associate of Science	6	12	12	13	17	15	11	5	3	10
Associate of General Studies	6	14	16	11	22	16	20	33	17	15
Associate of Applied Science	99	82	113	123	125	121	125	91	93	116
Certificate of Proficiency	314	435	468	472	734	545	399	341	215	236
Certificate of Applied Science	98	99	85	102	97	82	68	63	41	9

**Source:**

District records.

**Notes:**

(1) Totals are unduplicated headcounts.

(2) FTSE refers to Full Time Student Equivalent which is calculated by dividing total enrolled credit hours per semester by 15 credit hours.

**Navajo County Community College District  
(Northland Pioneer College)  
Student Enrollment and Demographic Statistics—Page 1  
Last Ten Years**

Fall Semester	Attendance		Residency			Gender	
	Full-Time	Part-Time	In State	Out of County (1)	Out of State	Female	Male
2020	17%	83%	92%	8%	0.58%	1,616	1,147
2019	20%	80%	89%	11%	0%	1,791	1,217
2018	20%	80%	88%	12%	0%	1,902	1,262
2017	20%	80%	86%	14%	0%	1,809	1,212
2016	21%	79%	87%	13%	0%	1,778	1,266
2015	24%	76%	89%	11%	0%	1,952	1,402
2014	23%	77%	86%	14%	0%	1,922	1,289
2013	21%	79%	88%	12%	0%	1,969	1,265
2012	22%	78%	87%	13%	0%	2,221	1,497
2011	22%	78%	86%	13%	1%	2,333	1,584

Fall Semester	Ethnic Background						
	White (Caucasian)	American Indian	Black	Hispanic	Asian	Pacific Islander	Other/ Unknown
2020	42%	28%	1%	9%	1%	0%	20%
2019	45%	34%	0%	9%	1%	0%	10%
2018	43%	37%	1%	7%	1%	0%	12%
2017	45%	37%	1%	5%	1%	0%	11%
2016	49%	34%	1%	3%	1%	0%	12%
2015	46%	36%	1%	1%	1%	0%	14%
2014	47%	35%	1%	11%	1%	0%	5%
2013	49%	36%	1%	8%	1%	0%	5%
2012	49%	35%	1%	9%	1%	0%	5%
2011	52%	30%	1%	7%	1%	0%	9%
2010	48%	31%	0%	7%	1%	0%	13%

**Source:**

District records.

**Notes:**

(1) The District's Enterprise Resource Planning system tracks in-state and out-of-state students; a customized tracking system was created to specifically track students in Apache County. The Out of County amounts listed on this schedule represent Apache County students taking classes in Apache County.

Navajo County Community College District  
 (Northland Pioneer College)  
 Student Enrollment and Demographic Statistics—Page 2  
 Last Ten Years

Fall Semester	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
19 & Under	1,579	1,668	1,772	1,534	1,618	1,651	1,461	1,437	1,697	1,748
20 - 24	316	372	409	447	462	505	525	508	575	657
25 - 29	234	292	313	322	313	332	316	304	365	381
30 - 39	311	356	346	356	330	425	444	447	516	558
40 - 49	160	176	185	206	164	228	263	275	314	313
50 - 59	64	92	106	104	97	158	151	200	182	174
60 & Over	39	52	51	52	60	55	51	63	69	86
Unknown	-	-	-	-	-	-	-	-	-	-
Total (1)	2,703	3008	3,182	3,021	3,044	3,354	3,211	3,234	3,718	3,917

**Source:**

District records.

**Note:**

(1) Totals are unduplicated headcounts.

**Navajo County Community College District  
(Northland Pioneer College)  
Employee Statistics  
(Headcount)  
Last Ten Fiscal Years**

Employees	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14 (3)	2012-13	2011-12
Faculty										
Full-time	78	69	74	74	75	78	75	77	76	77
Part-time	68	74	73	86	70	83	83	82	85	64
Subtotal of Faculty	146	143	147	160	145	161	158	159	161	141
Administrative & Support Staff										
Full-time	140	138	140	124	130	129	135	137	133	134
Part-time	151	128	146	184	168	131	138	136	151	156
Subtotal of Staff	291	266	286	308	298	260	273	273	284	290
Total Employees	437	409	433	468	443	421	431	432	445	431
Students per Faculty (1)	8.96	10.42	11.85	11.08	12.60	12.06	11.72	11.48	12.19	14.68
Students per Staff (1)	4.49	5.61	6.09	5.75	6.13	7.46	6.78	6.68	6.91	7.14
Average class size (2)	14	13	14	15	14	14	13	11	12	13

**Source:**

District records.

**Notes:**

- (1) Audited Fall Full Time Student Equivalent (FTSE) divided by Subtotal Faculty or Subtotal Staff.
- (2) Average class size is based on an academic year and is calculated using only classes for Liberal Arts and Nursing excluding multicourse labs and two internet classes (POS221 & POS222).
- (3) Average class size for 2013-14 was corrected from 12 to 11



**Navajo County Community College District  
(Northland Pioneer College)  
Schedule of Capital Asset Information  
Last Ten Fiscal Years**

Location	Fiscal Years									
	2020-21	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15	2013-14	2012-13	2011-12
Maintenance/PAD										
Total Square Footage	11,320	11,320	11,320	11,320	11,320	11,320	11,320	11,320	11,320	11,320
102 N. 1st Avenue	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320	8,320
PAD/Receiving (3)	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Acreage	0.89	0.89	0.89	0.54	0.54	0.54	0.54	0.54	0.54	0.54
New Holbrook Campus										
Total Square Footage	101,287	101,287	101,287	101,287	101,287	101,287	101,287	101,287	56,220	56,220
Total Acreage	27.71	27.71	27.71	27.71	27.71	27.71	27.71	27.71	27.71	27.71
Show Low Campus										
Total Square Footage	84,646	84,646	84,646	84,646	84,646	84,646	84,646	84,646	84,646	84,646
Total Acreage	31.69	31.69	31.69	31.69	31.69	31.69	31.69	31.69	31.69	31.69
Snowflake Campus										
Total Square Footage	60,240	60,240	60,240	60,240	60,240	60,240	60,240	60,240	60,240	60,240
Total Acreage	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5	18.5
Winslow Campus										
Total Square Footage	50,540	50,540	50,540	50,540	50,540	50,540	50,540	50,540	50,540	50,540
Total Acreage	26.72	26.72	26.72	26.72	26.72	26.72	26.72	26.72	26.72	26.72
Kayenta Center (1)										
Total Square Footage	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,532	3,532
Hopi Center (2)										
Total Square Footage (3)	9,686	9,686	9,686	9,686	9,686	9,686	9,686	9,686	9,686	9,686
Whiteriver Center (2)										
Total Square Footage	14,194	14,194	14,194	12,992	12,054	12,054	12,054	12,054	12,054	12,054
St Johns Center (1)										
Total Square Footage										
Cosmetology/Welding	5,320	5,320	5,320	5,320	5,320	5,320	5,320	5,320	5,320	5,320
Springerville/Eager Center										
Total Square Footage	25,670	25,670	25,670	25,670	25,670	25,670	25,670	25,670	25,670	6,880
940 E Maricopa (1)	25,670	25,670	25,670	25,670	25,670	25,670	25,670	25,670	25,670	-
578 N. Main	-	-	-	-	-	-	-	-	-	4,000
District Owned Modulars	-	-	-	-	-	-	-	-	-	2,880
Tower Buildings										
Total Square Footage	1,120	1,120	1,120	980	980	980	980	980	980	980
Greens Peak	140	140	140	-	-	-	-	-	-	-
Wht River Point (3)	140	140	140	140	140	140	140	140	140	140
McKays Peak (3)	420	420	420	420	420	420	420	420	420	420
Dry Lake (3)	420	420	420	420	420	420	420	420	420	420
Total District										
Total Square Footage	365,143	365,143	365,143	363,661	362,723	362,723	362,723	362,723	318,188	299,398
Total Acreage	105.51	105.51	105.51	105.16	105.16	105.16	105.16	105.16	105.16	105.16

**Source:**  
District records.

**Notes:**  
(1) Leased facilities, only square footage of facilities included.  
(2) District owned building on Tribal lands, only square footage of building included.  
(3) Corrections to square footage made in FY 2019-20 represented retroactively

Forty-seven years ago, Northland Pioneer College originated from a previously abandoned hospital, school, and a cluster of old commercial buildings spread throughout Navajo County. These deep-rooted centers at the college would transform lives for generations to come. Easily accessible to population clusters, these centers offered college courses, fun workshops, and vocational training, utilizing a decentralized concept unique in Arizona. Early on, computer labs and libraries were built in converted school buses that traveled between the various centers in the remote counties.

Currently, NPC is known for leading in the application of distance learning technology, always expanding educational opportunities to the college's vast geographic area. Pioneering the use of microwave technology to provide interactive video instruction, NPC's instructors can be on one campus teaching students at multiple locations. Today, NPC's modern wireless wide area network (WWAN) connects 9 different campuses, and centers reaching Apache and Navajo lands across 21,000 square miles, as well as 16 of the region's high schools, some located in remote, rural areas of Northeastern Arizona. Most recently, NPC's District Governing Board members, the college's new President, Dr. Chato Hazelbaker, and NPC administration and staff, joined Navajo County government and City of Show Low dignitaries to break ground on the college's newest development, a 28,820 square foot skills center at the Show Low Campus, tentatively opening in late 2022.

Without such growth, offering opportunities and essential tools of instruction, a college education would be beyond the geographical and financial reach of many of NPC's students. NPC works hard and tirelessly to expand minds and transform the lives of students.



**Locations:** Show Low, Snowflake/Taylor, Holbrook, Winslow, Kayenta, Hopi, Springerville/Eagar, St. Johns, Whiteriver

# Navajo County Community College District (Northland Pioneer College)

Single Audit Report

Year Ended June 30, 2021



A Report to the Arizona Legislature

Lindsey A. Perry  
Auditor General



The Arizona Auditor General's mission is to provide independent and impartial information and specific recommendations to improve the operations of State and local government entities. To this end, the Office provides financial audits and accounting services to the State and political subdivisions, investigates possible misuse of public monies, and conducts performance audits and special reviews of school districts, State agencies, and the programs they administer.

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## Report Issued Separately

Annual Comprehensive Financial Report

**Independent auditors' report on internal control over financial reporting and on compliance and other matters based on an audit of basic financial statements performed in accordance with *Government Auditing Standards***

Members of the Arizona State Legislature

The Governing Board of  
Navajo County Community College District

We have audited, in accordance with U.S. generally accepted auditing standards and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of the business-type activities and aggregate discretely presented component units of Navajo County Community College District as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the District's basic financial statements, and have issued our report thereon dated November 19, 2021. Our report includes a reference to other auditors who audited the financial statements of the aggregate discretely presented component units, as described in our report on the District's financial statements. The financial statements of the aggregate discretely presented component units were not audited in accordance with *Government Auditing Standards*, and accordingly, this report does not include reporting on internal control over financial reporting or instances of reportable noncompliance associated with the aggregate discretely presented component units.

**Internal control over financial reporting**

In planning and performing our audit of the financial statements, we considered the District's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the basic financial statements, but not for the purpose of expressing an opinion on the effectiveness of the District's internal control. Accordingly, we do not express an opinion on the effectiveness of the District's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the District's basic financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies, and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiencies in internal control, described in the accompanying schedule of findings and questioned costs as items 2021-01 and 2021-02, that we consider to be significant deficiencies.

## **Compliance and other matters**

As part of obtaining reasonable assurance about whether the District's basic financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

## **District response to findings**

The District's responses to the findings identified in our audit are presented in its corrective action plan at the end of this report. The District is responsible for preparing a corrective action plan to address each finding. The District's responses and corrective action plan were not subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we express no opinion on them.

## **Purpose of this report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the District's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the District's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Lindsey A. Perry*

Lindsey A. Perry, CPA, CFE  
Auditor General

November 19, 2021

**Independent auditors' report on compliance for each major federal program;  
report on internal control over compliance; and report on schedule of  
expenditures of federal awards required by the Uniform Guidance**

Members of the Arizona State Legislature

The Governing Board of  
Navajo County Community College District

**Report on compliance for each major federal program**

We have audited Navajo County Community College District's compliance with the types of compliance requirements described in the *U.S. Office of Management and Budget (OMB) Compliance Supplement* that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021. The District's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

***Management's responsibility***

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

***Auditors' responsibility***

Our responsibility is to express an opinion on compliance for each of the District's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with U.S. generally accepted auditing standards; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the District's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the District's compliance.



### ***Opinion on each major federal program***

In our opinion, the District complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021.

### **Report on internal control over compliance**

The District's management is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the District's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the District's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A material weakness in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

### **Report on schedule of expenditures of federal awards required by the Uniform Guidance**

We have audited the financial statements of the District's business-type activities and aggregate discretely presented component units as of and for the year ended June 30, 2021, and the related notes to the financial statements, which collectively comprise the District's basic financial statements. We issued our report thereon dated November 19, 2021, that contained unmodified opinions on those financial statements. Our report also included a reference to our reliance on other auditors. Our audit was conducted for the purpose of forming our opinions on the financial statements that collectively comprise the District's basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of the District's management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial

statements or to the basic financial statements themselves, and other additional procedures in accordance with U.S. generally accepted auditing standards. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

*Lindsey A. Perry*

Lindsey A. Perry, CPA, CFE  
Auditor General

November 30, 2021



# SCHEDULE OF FINDINGS AND QUESTIONED COSTS

## Summary of auditors' results

### Financial statements

Type of auditors' report issued on whether the financial statements audited were prepared in accordance with generally accepted accounting principles	Unmodified
Internal control over financial reporting	
Material weaknesses identified?	No
Significant deficiencies identified?	Yes
Noncompliance material to the financial statements noted?	No

### Federal awards

Internal control over major programs	
Material weaknesses identified?	No
Significant deficiencies identified?	None reported
Type of auditors' report issued on compliance for major programs	Unmodified
Any audit findings disclosed that are required to be reported in accordance with 2 CFR §200.516(a)?	No
Identification of major programs	
Assistance Listings number	Name of federal program or cluster
84.425	Education Stabilization Fund
Dollar threshold used to distinguish between Type A and Type B programs	\$750,000
Auditee qualified as low-risk auditee?	Yes

## Financial statement findings

### 2021-01

The District's deficiencies in its process for managing and documenting its risks may put its operations and IT systems and data at unintended and unnecessary risk of potential harm

**Condition**—The District's process for managing and documenting its risks did not include an overall risk assessment process that included identifying, analyzing, and responding to the District-wide information technology (IT) risks, such as potential harm from unauthorized access, use, disclosure, disruption, modification, or destruction of IT data and systems.

**Effect**—The District's administration and IT management may put the District's operations and IT systems and data at unintended and unnecessary risk.

**Cause**—The District developed and documented risk assessment policies and procedures in May 2021 but relied on an informal and undocumented process to manage, assess, and respond to IT risks during the fiscal year.

**Criteria**—The District should follow a credible industry source such as the National Institute of Standards and Technology to help effectively manage risk at the District. Effectively managing risk includes an entity-wide risk assessment process that involves members of the District's administration and IT management. The risk assessment should determine the risks the District faces as it seeks to achieve its objectives to not only report accurate financial information and protect its IT systems and data but to also carry out its overall mission and service objectives. The process should provide the basis for developing appropriate responses based on identified risk tolerances and specific potential risks to which the District might be subjected. To help ensure the District's objectives can be met, an annual risk assessment should consider IT risks. For each identified risk, the District should analyze the identified risk and develop a plan to respond within the context of the District's defined objectives and risk tolerances.

**Recommendations**—The District should implement its policies and procedures to perform an annual entity-wide IT risk assessment process that includes evaluating and documenting risks and safeguards. Such risks may include inappropriate access that would affect financial data, system changes that could adversely impact or disrupt system operations, and inadequate or outdated system security.

The District's corrective action plan at the end of this report includes the views and planned corrective action of its responsible officials. We are not required to audit and have not audited these responses and planned corrective actions and therefore provide no assurances as to their accuracy.

This finding is similar to prior-year finding 2020-01.

## 2021-02

The District's control procedures over IT systems and data were not sufficient, which increases the risk that the District may not adequately protect those systems and data

**Condition**—The District's control procedures were not sufficiently implemented to respond to risks associated with its IT systems and data. Specifically, the District's procedures for restricting access to its systems and data did not consistently help prevent or detect unauthorized or inappropriate access.

**Effect**—There is an increased risk that the District may not adequately protect its IT systems and data, which could result in unauthorized or inappropriate access and/or the loss of confidentiality or integrity of systems and data.

**Cause**—The District did not prioritize developing a process to monitor all IT policies and procedures to ensure they were consistently followed and effective for restricting access.

**Criteria**—The District should follow a credible industry source such as the National Institute of Standards and Technology to implement effective internal controls that protect its IT systems and help ensure the integrity and accuracy of the data it maintains. This includes restricting access through logical controls to help to ensure systems and data are accessed by users who have a need, systems and data access granted is appropriate, and key systems and data access is monitored and reviewed.

**Recommendations**—The District should:

1. Prioritize developing a process to monitor all IT policies and procedures to ensure they are consistently followed and are effective for restricting access.
2. Assign and periodically review employee user access ensuring appropriateness and compatibility with job responsibilities.
3. Remove terminated employees' access to IT systems and data.
4. Evaluate the use and appropriateness of accounts shared by 2 or more users and manage the credentials for such accounts.
5. Enhance authentication requirements for IT systems.

District's corrective action plan at the end of this report includes the views and planned corrective action of its responsible officials. We are not required to audit and have not audited these responses and planned corrective actions and therefore provide no assurances as to their accuracy.

This finding is similar to prior-year finding 2020-02.

# DISTRICT SECTION

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
Fiscal Period 7/1/2020 - 6/30/2021**

<i>Federal Awarding Agency/Program Title</i>	<i>Federal CFDA Number</i>	<i>Additional Award Identification (Optional)</i>	<i>Name of Funder Pass-Through Entity</i>	<i>Identifying Number Assigned By Funder Pass-Through Entity</i>	<i>Federal Expenditures</i>	<i>Federal Program Total</i>	<i>Cluster Name</i>	<i>Cluster Total</i>
<b>DEPARTMENT OF LABOR</b>								
WIA YOUTH ACTIVITIES	17.259		NAVAJO COUNTY	1006048	\$40,273	\$40,273	N/A	\$0
<b>TOTAL DEPARTMENT OF LABOR</b>					<u>\$40,273</u>			
<b>SMALL BUSINESS ADMINISTRATION</b>								
SMALL BUSINESS DEVELOPMENT CENTERS	59.037		MARICOPA COUNTY COMMUNITY COLLEGE	SBAHQ-20-B0074, SBAHQ-20-C0012	\$164,914	\$164,914	N/A	\$0
<b>TOTAL SMALL BUSINESS ADMINISTRATION</b>					<u>\$164,914</u>			
<b>DEPARTMENT OF EDUCATION</b>								
ADULT EDUCATION - BASIC GRANTS TO STATES	84.002		ARIZONA DEPARTMENT OF EDUCATION	V002A200003	\$477,362	\$477,362	N/A	\$0
FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANTS	84.007				\$90,537	\$90,537	STUDENT FINANCIAL ASSISTANCE	\$1,936,945
HIGHER EDUCATION_INSTITUTIONAL AID	84.031				\$100,194	\$100,194	N/A	\$0
CAREER AND TECHNICAL EDUCATION -- BASIC GRANTS TO STATES	84.048		ARIZONA DEPARTMENT OF EDUCATION	V048A19003	\$377,837	\$377,837	N/A	\$0
FEDERAL PELL GRANT PROGRAM	84.063				\$1,846,408	\$1,846,408	STUDENT FINANCIAL ASSISTANCE	\$1,936,945
EDUCATION STABILIZATION FUND	84.425	COVID-19, 84.425E			\$504,858	\$2,403,862	N/A	\$0
EDUCATION STABILIZATION FUND	84.425	COVID-19, 84.425F			\$1,814,814	\$2,403,862	N/A	\$0
EDUCATION STABILIZATION FUND	84.425	COVID-19, 84.425L			\$84,190	\$2,403,862	N/A	\$0
<b>TOTAL DEPARTMENT OF EDUCATION</b>					<u>\$5,296,200</u>			
<b>TOTAL EXPENDITURE OF FEDERAL AWARDS</b>					<u>\$5,501,387</u>			

**Please Note:**

*Italicized award lines indicate pass-through funding*

The accompanying Notes to the Schedule of Expenditures of Federal Awards are an integral part of the schedule.

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**Fiscal Period 7/1/2020 - 6/30/2021**

**Significant Accounting Policies Used in Preparing the SEFA**

Expenditures reported on the Schedule are reported on the accrual basis of accounting, except for the Education Stabilization Fund (84.425 F). For this program, \$728,997 of revenues received during the fiscal year as reimbursement for lost revenues that were reduced or eliminated because of the COVID-19 pandemic are also reported as expenditures of federal awards. All other expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

**10% De Minimis Cost Rate**

The District did not elect to use the 10 percent de minimis indirect cost rate as covered in 2 CFR §200.414.

**Basis of presentation**

The accompanying schedule of expenditures of federal awards includes the federal grant activity of Navajo County Community College District for the year ended June 30, 2021. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance).

**Federal Assistance Listings numbers**

The program titles and Federal Assistance Listings numbers were obtained from the federal or pass-through grantor or the 2021 Federal Assistance Listings.



# DISTRICT RESPONSE



November 19, 2021

Lindsey A. Perry  
Arizona Auditor General  
2910 N. 44th St., Ste. 410  
Phoenix, AZ 85018

Dear Ms. Perry:

We have prepared the accompanying corrective action plan as required by the standards applicable to financial audits contained in *Government Auditing Standards* and by the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. Specifically, for each finding, we are providing you with our responsible officials' views, the names of the contact people responsible for corrective action, the corrective action planned, and the anticipated completion date.

Sincerely,

Maderia J. Ellison  
Vice President for Administrative Services/CFO

**EXPANDING MINDS • TRANSFORMING LIVES<sup>SM</sup>**

Navajo County Community College District • P.O. Box 610, Holbrook, AZ 86025-0610 • (800) 266-7845 • [www.npc.edu](http://www.npc.edu)

## Financial statement findings

### 2021-01

**The District's deficiencies in its process for managing and documenting its risks may put its operations and IT systems at unintended and unnecessary risk.**

Maderia Ellison, Vice President for Administrative Services/CFO

Scott Estes, Chief Information Officer

Anticipated completion date: June 30, 2022

#### Corrective Action Plan:

The District has been made aware of the issues related to risk-assessment process and concurs with the finding and recommendations.

The District will implement its entity-wide risk-assessment procedures that includes District Administration and IT management to develop an appropriate risk response that defines objectives to identify risks, define risk tolerance, identify, analyze and respond to identified risk; specifically, it will evaluate and identify risk scenarios, including likelihood and magnitude; document and disseminate results, review, and prioritize for mitigation.

### 2021-02

**The District's control procedures over IT systems and data were not sufficient, which increases the risk that the District may not adequately protect those systems and data.**

Henry Scott Estes, Chief Information Officer

Anticipated completion date: June 30, 2022

#### Corrective Action Plan:

The District has been made aware of the issues related to improving existing access and concurs with the finding and recommendations.

The District will make the necessary changes to improve existing access controls over information technology resources; specifically, it will:

- Prioritize a process to monitor IT policies and procedures to evaluate and update existing controls and processes to review user access to network and systems.
- Implement, update and consistently evaluate existing policies and procedures across the District departments to notify IS/IT for timely removal of employee.
- Evaluate and document shared network access account procedure to include revision of credentials when group members leave a shared account.
- Evaluate and update existing password and authentication procedures for all account users and apply to all network and system accounts.

November 19, 2021

Lindsey A. Perry  
Arizona Auditor General  
2910 N. 44th St., Ste. 410  
Phoenix, AZ 85018

Dear Ms. Perry:

We have prepared the accompanying summary schedule of prior audit findings per the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*. Specifically, we are reporting the status of audit findings included in the prior audit's schedule of findings and questioned costs. This schedule also includes the status of audit findings reported in the prior audit's summary schedule of prior audit findings that were not corrected.

Sincerely,

Vice President for Administrative Services

**EXPANDING MINDS • TRANSFORMING LIVES<sup>SM</sup>**

Navajo County Community College District • P.O. Box 610, Holbrook, AZ 86025-0610 • (800) 266-7845 • [www.npc.edu](http://www.npc.edu)

Navajo County Community College District  
(Northland Pioneer College)  
Summary schedule of prior year audit findings  
Year Ended June 30, 2021

**FINANCIAL STATEMENT FINDINGS**

**The District's deficiencies in its process for managing and documenting its risks may put its operations and IT systems and data at unintended and unnecessary risk**

Finding No. **2020-01**. This finding initially occurred in fiscal year 2017.

Status: *Partially Corrected*

Reason for recurrence: The finding was made in fiscal year 2017 and it was not anticipated for it to be reoccurring in fiscal year 2021.

As of June 30, 2021, the District has partially implemented the necessary changes to improve and document an entity-wide risk-assessment process that includes District Administration and IT management. The District has developed policies and procedures documenting and addressing the IT risk-assessment process and entity-wide risk assessment processes. The District will implement IT risk assessments and document remediation, prioritization and responses.

**The District's control procedures over IT systems and data were not sufficient, which increases the risk that the District may not adequately protect those systems and data**

Finding No. **2020-02**. This finding initially occurred in fiscal year 2017.

Status: *Partially Corrected*

Reason for recurrence: The finding was made in fiscal year 2017 and it was not anticipated for it to be reoccurring in fiscal year 2021.

As of June 30, 2021, the District has partially implemented the necessary changes to improve existing IT access and security over information technology resources. The District has developed policies and procedures documenting the control processes over IT access and the security protocols. These policies and procedures will be implemented and allow the District to better monitor, manage and control access to data and IT devices, as well as maintain IT security.

**FEDERAL AWARD FINDING**

**CFDA numbers and program names:**      **84.007 Federal Supplemental Educational  
Opportunity Grants**                      **84.033 Federal Work-Study Program  
84.063 Federal Pell Grant Program**

Finding No. **2020-101**. This finding initially occurred in fiscal year 2019.

Status: *Partially Corrected*

Reason for recurrence: The finding was made in fiscal year 2019 and it was not anticipated for it to be reoccurring in fiscal year 2021.

As of June 30, 2021, the District has partially implemented the necessary changes to improve and document an entity-wide risk-assessment process that includes District Administration and IT management. The District has developed policies and procedures documenting and addressing the IT risk-assessment process and entity-wide risk assessment processes in addition to IT risk assessments and documenting remediation, prioritization and responses. The District will implement IT risk assessments and document remediation, prioritization and responses.



NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

July 1, 2021 to November 30, 2021

Budget Period Expired

42%

Tax Supported Funds				
	Revised Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Primary Tax Levy	15,955,424	2,921,881	9,202,357	58%
Transwestern	-	-	-	
State Aid:				
Maintenance and Operations	1,512,300	-	756,150	50%
Equalization	9,171,000	-	4,585,500	50%
Rural Aid	1,640,200	-	820,100	50%
Tuition and Fees	4,400,000	516,250	1,570,100	36%
Investment earnings	500,000	10,739	94,360	19%
Grants and Contracts	1,512,800	645,218	665,869	44%
Other Miscellaneous	200,000	14,597	99,962	50%
Fund Balance	2,200,000	-	-	0%
Transfers	(3,674,400)			0%
<b>TOTAL REVENUES</b>	<b>\$ 33,417,324</b>	<b>\$ 4,108,685</b>	<b>\$ 17,794,398</b>	<b>53%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	21,040,010	1,641,004	7,510,417	36%
Operating Expenditures	12,377,314	684,304	2,894,826	23%
<b>TOTAL EXPENDITURES</b>	<b>\$ 33,417,324</b>	<b>\$ 2,325,308</b>	<b>\$ 10,405,243</b>	<b>31%</b>
<b>Current Month</b>				
		Actual	Y-T-D Actual	%
<b>REVENUES</b>				
State Aid:				
Capital/STEM	319,700	-	159,850	50%
Fund Balance	12,540,000	9,486	355,070	3%
Transfers In	2,974,400		393,191	13%
Transfers In - HEERF	1,320,000		-	0%
<b>TOTAL REVENUES</b>	<b>\$ 17,154,100</b>	<b>\$ 9,486</b>	<b>\$ 908,111</b>	<b>5%</b>
<b>EXPENDITURES</b>				
Capital Expenditures - WMC Facilities	9,580,000	9,486	355,070	4%
Capital Expenditures - Other	7,574,100	12,901	541,246	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 17,154,100</b>	<b>\$ 22,387</b>	<b>\$ 896,316</b>	<b>5%</b>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
 Statement of Financial Position  
 July 1, 2021 to November 30, 2021

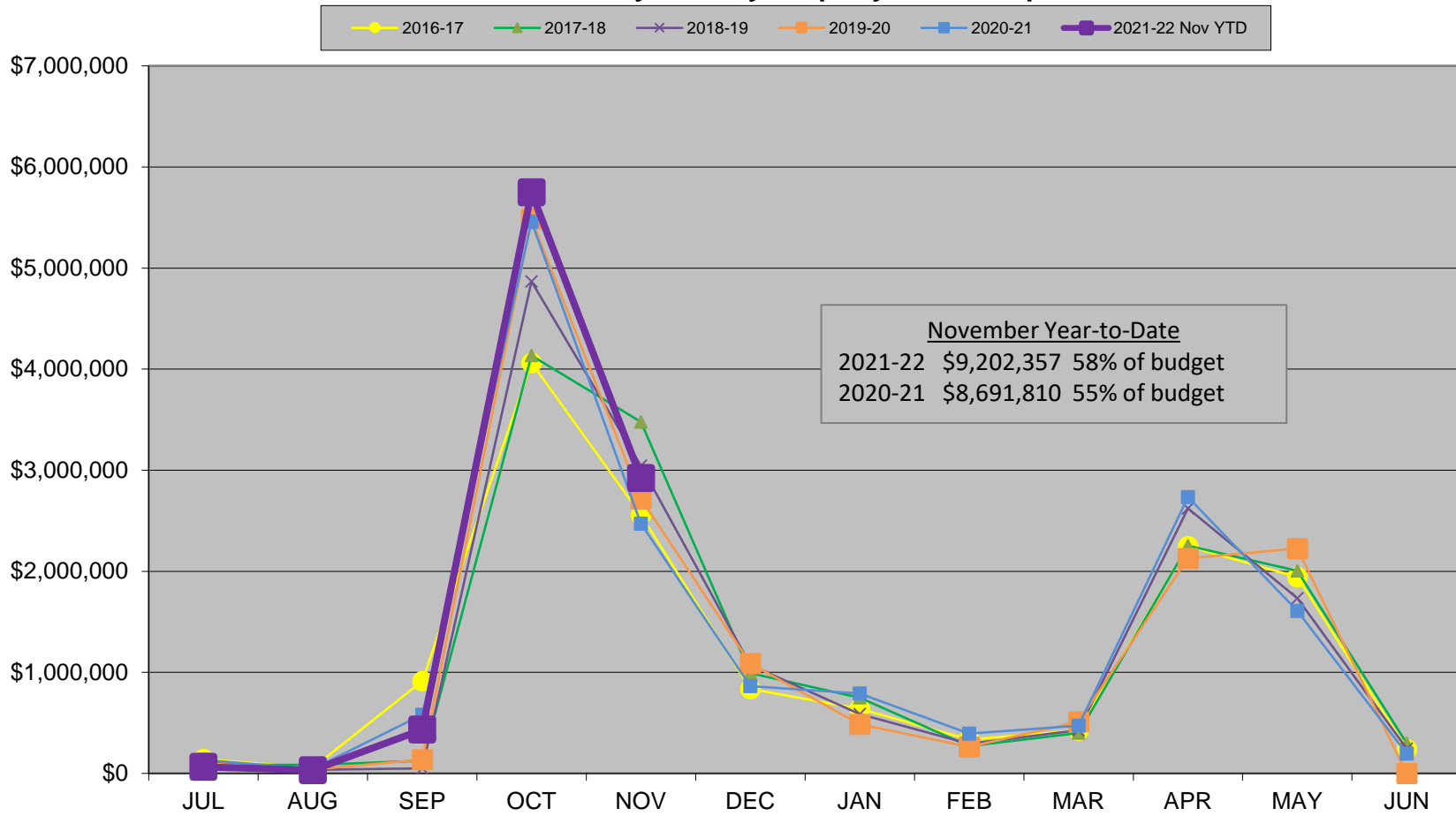
Budget Period Expired 42%

Restricted and Auxiliary Funds				
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Grants and Contracts	8,250,000	427,970	849,006	10%
Fund Balance				
Transfers In	500,000	125,000	250,000	50%
Transfers Out - HEERF	(1,320,000)	-	-	0%
<b>TOTAL REVENUES</b>	<b>\$ 7,430,000</b>	<b>\$ 552,970</b>	<b>\$ 1,099,006</b>	<b>15%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	915,453	99,251	555,037	61%
Operating Expenditures	6,514,547	86,282	1,843,339	28%
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,430,000</b>	<b>\$ 185,533</b>	<b>\$ 2,398,376</b>	<b>32%</b>
	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Sales and Services	150,000	11,163	32,416	22%
Fund Balance				
Transfers	200,000	12,043	37,223	19%
<b>TOTAL REVENUES</b>	<b>\$ 350,000</b>	<b>\$ 23,206</b>	<b>\$ 69,639</b>	<b>20%</b>
<b>EXPENDITURES</b>				
Salaries and Benefits	206,816	6,161	39,381	19%
Operating Expenditures	143,184	17,045	30,258	21%
<b>TOTAL EXPENDITURES</b>	<b>\$ 350,000</b>	<b>\$ 23,206</b>	<b>\$ 69,639</b>	<b>20%</b>

Cash Flows	
Cash flows from all activities (YTD) .....	\$19,871,154
Cash used for all activities (YTD) .....	\$13,769,574
Net Cash for all activities (YTD) .....	\$6,101,580



### Monthly Primary Property Tax Receipts



January 7, 2022

RE: Student Government Association

To the District Governing Board of NPC,

Happy New Year! Our Student Government Association has been brainstorming some outreach and student activities for the rest of this academic year and into the fall. There are several exciting things in the works at this time.

First, we are looking forward to this semester's EagleFest, which will take place on April 9 at the White Mountain Campus. Historically, SGA has provided the food, music, and some games for kids, and it is always a great way for us to network with the community and build awareness for NPC programs.

Second, we are currently looking into purchasing some "welcome back" care packages through a company that specializes in amenities for campus and student life. Each package comes with a small grouping of essential home products (toothpaste, soap, etc.) and features a "Provided by the NPC Student Government Association" sticker on the box. It is one way we can provide a small amount of support through useful essential items, while also creating a sense of camaraderie among students.

We hope to organize some student activities when the weather warms up. In the past we have teamed up with the Outdoor Club to take groups of students hiking in the mountains, and we hope this is something we can do this spring.

Thank you for all the work that you do, and have a good start to the SP22 semester!

-Ryan Orr (advisor) on behalf of the SGA

## **NPC Faculty Association District Governing Board Report January 18, 2022**

The Fall 2021 semester was challenging for many reasons. As such, Faculty Association wanted to highlight some of the amazing ways instructors have adapted their courses to help their students be successful.

Some questions we asked faculty to consider:

- What have you done differently?
- What has worked well?
- What lessons have you (and your students) learned about teaching with the new normal?
- What are you most proud of accomplishing in your classes during these challenging times?

### **Dr. Elizabeth Oliphant, Faculty in English Guest Speakers and Student Projects in Native American Literature (ENL234), Fall 2021**

This fall I was fortunate to teach Native American Literature (ENL234) for the second time. I love teaching this class because it attracts creative, thoughtful students, and I've learned a lot from my students both times I've taught the class. I appreciate the opportunity to share some of the highlights of the class with the DGB!

This fall, our ENL234 guest speakers were Greg Yazzie, the founder of Chapter House Records, a record label that showcases Native American musicians, and Amber McCrary, the founder of Abalone Mountain Press, a publishing house that produces a range of literature by Native American authors. Both projects are based in the Southwest– Greg works in Albuquerque and Amber works in Phoenix. In addition to all that is entailed in operating a record label, Greg is a musician and graphic designer. Besides running a successful printing press, Amber is also an author and educator.

I chose these speakers because they both created unique projects without much external support. These are do-it-yourself enterprises– there are no big financial backers supporting either Chapter House or Abalone Mountain press. I asked students to keep this DIY mentality in mind as they worked on their final projects.

While students also wrote more traditional analytic papers in ENL234, their final project was more open-ended. I asked them to pursue an idea or passion they have that is related to Native American culture (and I gave them some caveats about avoiding cultural appropriation in this project).

Students produced a range of thoughtful, creative projects. Here are some highlights from their projects:

**Swimming lessons for children in foster care in the Whiteriver area, by Elaine Mahaffey**

"This Christmas vacation I will be providing swim lessons for Native American children in foster care. I have made arrangements through Becca Seely at the Show Low Aquatic Center to use their facilities. I have solicited donations from private donors to sponsor the childrens' swim fees for a quarterly pass which will allow them to take the ten lessons and then practice their new skills for the next three months. Twenty donors have offered to provide these fees. I have recruited foster families through the White River agency as well as local churches. The local quilt guild is providing swim bags for the children, as well as towels for the swimmers. They have embroidered their names on their gifts."

**Cradleboard Project by Brooke Lester**

"Changing Woman is the real deity that inspired [this project] and there's a whole story to it. But, what inspired the event to take place would simply be to teach people about the cradleboard ways and what the benefits are, and the traditional aspect to it. The intended audience for this project would be soon-to-be parents. So this would allow the soon-to-be parents or future parents to gain knowledge of the traditional cradleboard ways which would benefit the baby. This project will take place in the spring around the evening time and it will take place in Indian Wells at my hogan where it's open for the activities and where the children could ride some horses."



## Distributing firewood for elders in Polacca, by Joseph Torivio

### Giving back to our elders

- My inspiration for my project came from grandparents in my Tewa/ Hopi community. Without the knowledge my parents taught me growing up I would not be the person that I am today.
- One of the teachings that I will always remember is to help one another.
- My project was collecting wood for the elderly in my community.



### Wood Hauling

- Here on the Hopi Reservation most households use wood stoves. A order of wood typically cost \$100 - \$150 a truck load.
- For two weekends I was able to donate 6 truckloads of wood to 6 elders in the Polacca community.
- The lady in my picture is Gerturde Adams from the Village of Sichmovi, who was known for her pottery artwork.



## Community garden mentoring at the Ndée Bikiyaa People's Farm in Whiteriver, by Alfred Henry

"It's important because if we teach the youth to plant their own food they won't have to be dependent on the government or grocery stores, instead of all that they can have a garden to get their own food."



# Compilation of Native American musicians, with album art, by D'artanion Ethelbe



## #LANDBACK Pamphlet, by Zachary Lahner

“What the Land Back Movement IS:

The Land Back movement advocates for a transfer of decision-making power over land to Indigenous communities. Restorative justice and land restoration to the Native Peoples (not just in the US but across the world).

It is the reclamation of what was stolen from the Original Peoples:

- |          |           |            |
|----------|-----------|------------|
| Land     | Food      | Healthcare |
| Language | Education | Governance |
| Ceremony | Housing   | Medicines  |
|          |           | Kinship    |

What the Land Back Movement IS NOT:

The movement does not ask current residents to vacate their homes, but maintains that Indigenous governance is possible, sustainable, and preferred for public lands.”

### **Dr. Alexander Henderson, Faculty in Math**

I have created an oral component for my final exams [...] My hope (fingers crossed) is that this option will give those students with horrible test anxiety a way of demonstrating competence in a more comfortable setting than a traditional written examination. The implementation is based on the successful implementations of folk I've met through MAA's Project NExT, so I have hope that it will work well.

### **Ryan Jones, Faculty in English**

#### **New grading process for English composition:**

Like most composition teachers, I have known for a long time that most students jump over all the comments and editing instructions their teachers put on their homework assignments and go straight to the score at the end of the assignment without looking at anything else. This is understandable, from a student's point of view, but it is not ideal from the instructional point of view. Students need to think critically about their own writing and their writing processes, if they are going to improve.

Sometimes, this can be encouraged through different kinds of student/teacher interactions, but often it doesn't happen at all, and the pandemic removed most opportunities for these kinds of interactions. I decided to try a different kind of grading process. When students turn their first several essays for my 101 and 102 English classes, I read them and provide students with extensive comments and suggestions, but not a grade. I do record a score in my own grade book, but I don't tell them what that score is at this point. When students get their essays back, I ask them to re-read their essays and review my comments, and then submit a self-evaluation, for which they receive participation points. I ask them to tell me if they feel they spent enough time on the assignment, and to consider their time management. I then ask if they understand my comments (and if not to identify points they need to be clarified), and whether or not they agree with them. I tell them if we disagree, I will consider their point of view and potentially my assessment of their grade. I then ask them to tell me what score they would give their own essay.

The results are interesting. For the most part, students are either very close to my score, after they re-read their own work. Students whose own scores are significantly different than mine are usually much harder on themselves than I am on them. A handful of students score their work higher than I did, and in those cases, I write them a note explaining my rationale. I then give all

students two weeks to revise their work and resubmit it for more points, if they want to. I think this process has resulted in better communication, has removed the mystery from the evaluation and grading process, and has helped students become more effective readers of their own work. While learning to write better is a long process, and this is by no means a magic bullet, I am pleased with the results.

### **Jonathan Schrader, Faculty in Computer Information Systems**

I'm adding more errors and broken code to my programming courses to help students better understand the pitfalls of programming and how to get back on track.

One of the best classes I taught this past semester was one I chose to do on the fly knowing full well I would have issues. But I could've never imagined how much the students enjoyed watching me fail and then finally recover. It's because they got to see all the wrong ways to do something and how to correct it.

And they thanked me heavily for it and requested more mistakes.

### **Dr. Richard Harris, Faculty in Languages (Spanish)**

The COVID-19 pandemic and accompanying quarantine-related restrictions have dramatically dictated how educational content is now being delivered by faculty and processed by students. I have been able to upload videos of all of my Spanish lecture and lab sessions, as well as supplemental videos and other activities, into Moodle for students to view and/or review. My lecture and lab sessions are still delivered in the setting of a traditional real-time learning environment (the reliability of the video system notwithstanding 😊), therefore allowing for common learning environment situations to be included (student comments and questions, instructor responses, student collaboration, etc.) in the videos that students may view at a later time. Because students often struggle with attendance issues (health-related issues due to the pandemic, travel-related issues, family-/social-related issues, etc.), having course-related content available to students without restriction allows access to course content at any time and increases student success. Students may be "absent" from the class session, but then review any and all relevant course material at a later time. This effectively takes away any excuse on the part of the student for having "missed class" (all course-related content is accessible at any time for their review) and students are able to review course content as many times as necessary in order to feel



confident with the concepts they are learning in the classroom. This approach also allows the instructor more time to reinforce particular concepts delivered in a lecture setting – I say this because I have found that when students do have questions, most especially after having reviewed the lecture and lab session videos, their questions are much more concentrated and focused allowing for more precise explanation in order to help in their understanding of the concepts they are learning.

### **Science Department, Faculty in Biology/Chemistry/Geology**

Teaching lab classes online in 2020 and 2021 required a lot of flexibility, creativity, and using new technologies. As we have taken our labs back into the classroom, most of our science faculty have adopted aspects of online pedagogy/andragogy back into the in-person classes.

For example, during online laboratories, students worked together in small groups on shared online worksheets that the instructor could also view and comment on to provide instantaneous feedback. Although this is not always feasible in the physical lab space, several of the lab activities have been modified so that students work in the lab to collect the data, and then work together on a computer for the remainder of the lab to interpret and discuss their data using the online worksheets. This allows the students to have both hands-on experiences in the lab as well as gaining experience with basic software (spreadsheets, graphing, text-editing) that will be helpful in other classes and possibly even in their future careers.

Another example is bringing in more real-world examples into lecture and lab activities. Many of the online labs we designed for students required them to perform experiments in their own homes using simple tools provided in the take-home lab kits and every-day substances from their kitchen (or the market). As we transition back into the classroom, we continue to use those recognizable and relatable materials, such as spinach leaves for photosynthesis studies, red cabbage for acid-base indicators, baking soda for chemical reactions, vinegar for testing mineral composition. By having students complete labs both with lab-grade chemicals and with everyday items, it helps underscore how science is a part of our lives both in the lab setting and the rest of the time too.

# District Governing Board Monthly Report

## Human Resources

### For Meeting of January 18, 2022

#### KEY ACTIVITIES

- HR Department restructure process well underway
  - HRIS job interviews conducted
- AVP HR position posted; CIO position to be posted 1/13/22
- 0 outstanding grievances
- Working with Financial Aid and Career Services to reinstate Work Study Program
- Began review of Telework Policy/Procedure, including Telework Agreements; future recommendation to include changes for future physical return to work
- Began researching costs for implementing New Hire Background Checks; will include in budget
- Research potential utilization of H-1B immigration hiring process for highly specialized faculty open positions
- Slight revisions to annual Performance Evaluation process to be implemented for 2/15 – 3/31
- Supervisor Training planning underway
  - Begin training on Performance Management and Telework/Remote Work in Feb.
  - Task group to help identify additional training needed; will then create a training plan
- Continuing to upload data into iHire to finish implementation

#### STAFFING

##### OPEN POSITIONS (As of 1/10/22)

1. **Assistant to the Campus Manager (LCC)** – Open until filled. 8 applicants
2. **Associate Vice President Human Resources** – Open Until Filled. 7 applicants
3. **Database Administrator (DBA)** – Open until filled. 13 applicants.
4. **Faculty in Nursing (LCC)** – Open until filled. 0 applicants.
5. **Faculty in Nursing (LCC)** – Open until filled. 0 applicants.
6. **Faculty Nursing Assistant Training** - Open until filled. 0 applicants.
7. **Human Resources Information Specialist** – Open until filled. 7 applicants
8. **Library Specialist (WMC)** – Open until filled. 2 applicants
9. **Network Technician I (WMC)** – Open until filled. 9 applicants
10. **Network Technician II (PDC)** – Open until filled. 3 applicants.
11. **Remote Computer Information System Faculty & Department Chair** – Open until filled. 4 applicants
12. **Support Center Operator** – Open until filled. 21 applicants
13. **TAS Specialist, Safety & Security Systems Specialist** – Open until filled. 1 applicant

**FILLED**

- 1. FIPSE Early College Facilitator** – Benny DeSantiago has fifteen (15) years' experience as a Community Outreach Coordinator while at Central Arizona College. Mr. DeSantiago resides in Tucson, Arizona.
- 2. FIPSE Grant Project Director** – Raeann Brittain eighteen (18) years of combined experience as the Special Education Director / Title I Coordinator and elementary school teacher. Mrs. Brittain resides in Show Low, Arizona.
- 3. Technology Support Technician** – Forest Fish has two (2) years of IT administrator experience and resides in Taylor, Arizona.



# Northland Pioneer College 2022 All-Arizona Academic Team Members

Northland Pioneer College has nominated eleven students to the **2022 All-USA/ All-Arizona Academic Team**. Each will receive a tuition waiver for up to 60 credits, from the Arizona Board of Regents to complete their bachelor's degree at a state public university. The waivers are valued at nearly \$50,000.

Team members will also receive a scholarship check from NPC, based on their ranking by national judges from business, civic, government, and education arenas.

NPC can nominate two students from each campus and center location to the All-Arizona team. A student must have taken a class at, or originating from, that location to be considered for one of the two nominations.

To qualify, a student must have a cumulative 3.5 or higher GPA, be in good academic standing working toward an associate degree, and have demonstrated college and community volunteerism and leadership. Applicants do not have to be members of Phi Theta Kappa, the international honor society of two-year colleges.

All-Arizona Academic Team members from throughout the state will be honored at a virtual ceremony, **Thursday, February 24, 2022** from 1:00 p.m. to 2:00 p.m.

For the past 25 years Arizona has separately recognized the state's top two-year college students as a part of the All-USA Academic Team program, co-sponsored by the American Association of Community Colleges, Phi Theta Kappa International Honor Society (PTK), Follet Higher Education Group, the Coca Cola Scholars Foundation, and USA Today.

A complete list of past NPC recipients of the All-Arizona Academic Team honor can be viewed online at [www.npc.edu/past-AllAZ](http://www.npc.edu/past-AllAZ).

## Holbrook – Painted Desert Campus



David Aberle

### David Aberle

Transferring to: U of A

**Major (4Year):** Computer Science  
**Career Goal:** David plans to attend the U of A and earn a degree in Computer Science with an emphasis on Cybersecurity. His goal is to work his way up the tech ladder and become a Chief Information Security Officer. He aspires to eventually start his own Cybersecurity firm.  
**College/Community Activities:** Indigenous medicinal/spiritual practitioner and avid volunteer.  
**College Honors:** Phi Theta Kappa Honor Society, NPC President's List, CASO Scholarship recipient.  
**Self-Descriptive tweet:** A father, husband, spiritual leader, and student seeking a higher education to blend the cultural life-way of my people with modern technology.



Ashton Bishop

### Ashton Bishop

Transferring to: NAU

**Major (4Year):** Mathematics  
**Career Goal:** Ashton plans to earn his bachelor's degree in Mathematics from Northern Arizona University and hopes to become a high school mathematics teacher one day.  
**College/Community Activities:** Volunteer for CCP.  
**College Honors:** Phi Theta Kappa Honor Society.  
**Self-Descriptive tweet:** Whether writing stories, making art, or spending time with my loved ones, I have a fierce passion for everything I do! #MathRules

## Show Low – White Mountain Campus



Jamie Ortega

### Jamie Ortega

Transferring to: ASU

**Major (4Year):** Nursing  
**Career Goal:** Jamie will transfer to ASU and plans to ultimately earn her Bachelor of Science in Nursing. She wants to try a couple of different careers in the nursing field and find her true calling. She is interested in both psychiatric nursing and women's health nursing.  
**College/Community Activities:** Phi Theta Kappa Chapter President (2019-20), Meals on Wheels volunteer driver.  
**College Honors:** Phi Theta Kappa Honor Society.  
**Self-Descriptive tweet:** The more experience I gain, the more the possibilities intrigue me. I simply want to be an empathetic, caring and hardworking nurse.



Lauren Stidham

### Lauren Stidham

Transferring to: ASU

**Major (4Year):** Nursing  
**Career Goal:** Lauren plans to earn her Bachelor of Science in Nursing and become a pediatric ICU nurse.  
**College/Community Activities:** S.A.D.D. Driving mock crash volunteer, community blood drive volunteer and OTC drug prevention facilitator.  
**College Honors:** Phi Theta Kappa Honor Society, NPC President's List, recipient of NPC President's Scholarship and the P.E.O. National Star Scholarship.  
**Self-Descriptive tweet:** I can achieve anything if I work hard enough for it. I enjoy spending time with my family and my golden retriever "Millie."

## Snowflake/Taylor – Silver Creek Campus



Kaylen Wilson

### Kaylen Wilson

Transferring to: NAU

**Major (4Year):** Education  
**Career Goal:** Kaylen plans to transfer to NAU's College of Arts and Letters to ultimately earn her degree in Art Education. She wants to teach high school and community college students in rural communities.  
**College/Community Activities:** Snowflake High School Academic Decathlon volunteer.  
**College Honors:** Phi Theta Kappa Honor Society, NPC President's Scholar Scholarship recipient.  
**Self-Descriptive tweet:** I have always been inspired by teachers, especially the ones that have inspired me. I also love trivia and anything and everything creative!

## Winslow – Little Colorado Campus



Ashlyn Adakai

### Ashlyn Adakai

Transferring to: U of A

**Major (4Year):** Medical Sciences  
**Career Goal:** Ashlyn plans to transfer to the University of Arizona and to ultimately earn a Bachelor of Science degree. She aspires to work in the medical field (biomedicine) and focus on the health needs of her rural community.  
**College/Community Activities:** United National Indian Tribal Youth (UNITY).  
**College Honors:** Phi Theta Kappa Honor Society, NPC Fill the Gaps, and AndyVon Scholarship recipient.  
**Self-Descriptive tweet:** I am a young Navajo woman. I am hardworking and diligent and am extremely grateful to my family for helping me along the way. #Diné #Taahwòajit'èego



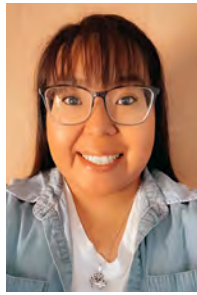
Britainy Pennington

### Britainy Pennington

Transferring to: U of A

**Major (4Year):** Nursing  
**Career Goal:** Britainy plans to transfer to the University of Arizona and to ultimately earn a Bachelor of Science in Nursing. Her career goal is to become a flight nurse.  
**College/Community Activities:** Winslow Elks Lodge Christmas baskets and Rotary Food Bank volunteer.  
**College Honors:** Phi Theta Kappa Honor Society, NPC President's and Dean's Lists.  
**Self-Descriptive tweet:** In addition to school and work, I love to thrift for vintage space items, take photos and travel. I can't wait for my future! #futureRN

## Hopi Center



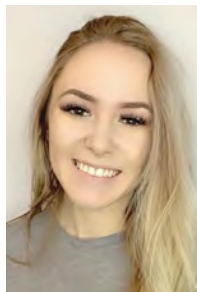
Angelica Abeita

### Angelica “Angel” Abeita

Transferring to: ASU

**Major (4-Year):** Business Administration  
**Career Goal:** Angel plans to transfer to ASU’s W.P. Carey School of Business and earn a Bachelors degree in Business Administration. She plans to continue working in the field of Human Resources.  
**College/Community Activities:** Current Phi Theta Kappa Public Relations Officer and community volunteer.  
**College Honors:** Phi Theta Kappa Honor Society, NPC President’s List, NPC Leg-Up Scholarship, Hopi Tribe Scholarship and Sinmuy Amungem Lois Qumyintewa Memorial Scholarship recipient.  
**Self-Descriptive tweet:** I am a proud Indigenous woman who is hardworking, dedicated and always willing to provide a helping hand. I am grateful for the support and encouragement I have received from my fiancé and family; this is an achievement for US!  
#Hopi-Laguna-Santa-Ana #ForMySisterAmelda

## Saint Johns Center



Erica Novak

### Erica Novak

Transferring to: U of A

**Major (4-Year):** Nutrition  
**Career Goal:** Erica is transferring to the University of Arizona to become a pre-med student. She hopes to pursue a career in Emergency Medicine and looks forward to exploring her career options while attending medical school.  
**College/Community Activities:** WMRMC health fair volunteer, Apache County Attorney’s Office victim’s compensation advocate.  
**College Honors:** Phi Theta Kappa Honor Society, President’s Scholar Scholarship recipient, First Place 2020 SkillsUSA Regional Competition.  
**Self-Descriptive tweet:** I’m hard working and always on the go. In my spare time I enjoy lifting weights, walking my dog (Koda) and spending time with friends and family.

## Springerville/Eagar Center



Hannah Bahr

### Hannah Bahr

Transferring to: NAU

**Major (4-Year):** Nursing  
**Career Goal:** Hannah is transferring to NAU and plans to obtain her Bachelor of Science in Nursing. She ultimately wants to work as the director of a labor and delivery or neonatal unit.  
**College/Community Activities:** Current Licensed Nursing Assistant, and creator and facilitator of the Ruthie Lindsey Project.  
**College Honors:** NPC President’s and Dean’s Lists, Honors Student.  
**Self-Descriptive tweet:** I’m a diligent, motivated and kind leader who wants to better my life by bettering the lives of others. #futurenurse #AllAZteam

## Whiteriver Center



Jolie Selestewa

### Jolie Selestewa

Transferring to: ASU

**Major (4-Year):** Community Health  
**Career Goal:** Jolie will attend ASU’s Edson College of Nursing and Health Innovation. She plans to earn a Bachelor of Science in Community Health and work to provide healthcare to underdeveloped communities. She hopes to one day implement an inter-disciplinary team of healthcare professional to address both traditional and modern views of medicine among indigenous tribes.  
**College/Community Activities:** Phi Theta Kappa Honor Society, White Mountain Women’s Club student speaker.  
**College Honors:** Phi Theta Kappa Honor Society, NPC Dean’s List.  
**Self-Descriptive tweet:** #NativeScholar #ForksUp

**Northland Pioneer College**  
**Strategic Plan**  
**2021-2024**

In January 2020, Northland Pioneer College (NPC) began its conversation on developing a more systematic and integrated strategic planning process by reviewing and revising its mission, vision, and values statements. This document presents the College's new mission, vision, and values statements and describes the overall strategy, strategic goals, objectives, and initiatives for academic years 2021-2024.

### **Mission**

Northland Pioneer College provides educational excellence that is affordable and accessible for the enrichment of communities across northeastern Arizona.

### **Vision**

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

### **Shared Values**

NPC will live our vision through the following Shared Values. At NPC, we value:

#### **Integrity**

*By Integrity, we mean consistently taking responsibility for our actions and preserving the trust communities place in us. We demonstrate Integrity by:*

- Setting achievable and measurable goals.
- Maintaining transparency in project planning, implementation, and reporting while honoring the College's shared governance process.
- Being consistently truthful and fair in our internal and external interactions.

#### **Inclusion**

*By Inclusion, we mean empowering all people – regardless of individual differences and/or historical under-representation – to have the right to be involved, engaged, respected, and appreciated as valuable members of our communities. We demonstrate Inclusion by:*

- Ensuring all individuals, regardless of race, color, religion, national origin, gender, or sexual orientation, have opportunities to equitably engage with, participate in, and benefit from the NPC community.
- Recruiting individuals and partnering with organizations that reflect and represent the diverse backgrounds, perspectives, and interests of our area.
- Using diverse perspectives to make better-informed decisions.

#### **Adaptability**

*By Adaptability, we mean a commitment to being agile in responding to the ever-changing needs of our diverse communities through collaboration, innovation, and informed risk-taking. We demonstrate Adaptability by:*

- Keeping an open mind to learn or develop new ways to respond to changes.
- Experimenting with different styles of working and adjusting as needed.
- Using valid and reliable data to make decisions with confidence and efficiency.

#### Civility

*By Civility, we mean maintaining one's own beliefs and perspectives without demeaning the beliefs and perspectives of others<sup>1</sup>. We demonstrate Civility by:*

- Using active listening and acknowledgment without judgment while interacting with others, even when there are deep-rooted and fierce disagreements.
- Seeking common ground as the starting point for dialogue about differences.
- Modeling, teaching, and promoting the practices of civility and expecting others to do the same.

#### Access

*By Access, we mean striving to minimize barriers to lifelong learning. We demonstrate Access by:*

- Striving to keep costs low and connect students with available resources and financial support.
- Offering education, student services, information, and resources in multiple formats to optimize equitable opportunities across our communities.
- Implementing the principles of universal design<sup>2</sup> to promote access to campus spaces, events, and activities.

### Strategic Goal Areas and Objectives (Key Result Areas)

NPC faculty, staff, and the District Governing Board affirmed three strategic goal areas in the spring of 2021. These broad strategic goals provide three focus areas for the College.

1. **Increase Enrollment:** NPC is currently in the midst of a slow but steady enrollment decline. With educational attainment rates in the district well below the national average and the mission to serve the needs of students in northeastern Arizona, it is critical that NPC reverse this trend.
2. **Improve Student Outcomes:** A majority of the students who attend NPC come intending to complete a degree or certificate or transfer to a 4-year university. With the mission of serving students, we need to make sure that students have clear pathways to reach their goals, and, for the good of the community, we need to encourage students through to completion.
3. **Improve College Sustainability:** NPC has a nearly fifty-year history in northeastern Arizona and is a critical part of the community. We provide education and training to district residents and contribute to the economic development and cultural vitality of the region. Ensuring NPC is around for another fifty years and has the resources needed to meet new challenges is a critical component of the strategic plan.

NPC's progress in these goal areas will be measured by reviewing the Key Result Indicators (KRI's) developed by the College and affirmed in the fall of 2021. KRI's represent how the College measures its success in achieving the three strategic goal areas and provide an overall summary of the College's



progress in strategic improvement efforts from multiple departments or teams within the College. Under each goal area, several KRI's are established to assess the College's success in accomplishing that specific goal area.

Increased Enrollment	Improved Student Success	Improved College Sustainability
<p><b><u>Student Headcount:</u></b> This KRI measures the number of registered students compared with the previous year.</p> <p><b><u>Full-Time Student Equivalency (FTSE):</u></b> Since students have different course loads within a semester, this KRI compares a student's actual course load against the standard full-time course load of 15 credits per semester.</p> <p><b><u>Replacement Ratio:</u></b> This KRI is calculated by comparing the number of students with a program intent to the number of students who complete a degree or certificate at NPC for a particular year.</p>	<p><b><u>Number of Completers:</u></b> This KRI measures the number of students who complete an NPC degree or certificate in an academic year.</p> <p><b><u>Enrollment-to-Award Ratio:</u></b> This KRI describes the number of students who enroll at NPC relative to the number of degrees or certificates awarded for a particular year.</p> <p><b><u>150% On-Time Graduation Rate:</u></b> This KRI measures the number of students who complete their program within one and half the standard amount of time required to complete that program.</p>	<p><b><u>Contracts/Grants-to-Taxpayer Funds Ratio:</u></b> This KRI measures the comparative amount of funds obtained via contracts and grants relative to the amount of taxpayer funds allotted to the College.</p> <p><b><u>Composite Financial Indicator:</u></b> This KRI measures the relative financial health of the institution. It is derived in a weighted manner using four ratios: primary reserve ratio, net operating revenues ratio, return on net assets, and viability ratio.</p> <p><b><u>Employee Satisfaction:</u></b> This KRI measures the number of categories that NPC achieves "recognition" status as measured in the <i>Great Colleges to Work For</i> Survey</p>

### Overall Strategy: Building Relations, Removing Barriers

For years, what set NPC apart from other post-secondary educational institutions has been our small class size, faculty and staff's willingness to take care of our students, and low cost of attendance. College employees recognize the challenges and struggle our students go through, and we go above and beyond to help them achieve their goals. Even when COVID-19 hit our service area, our focus on assisting students to complete their goals remained unchanged. Yet, we need to question our assumptions and current practices in light of the new COVID endemic landscape.

Throughout the fall of 2021, multiple presentations and dialogues were initiated with division heads, directors, different shared governance groups and committees such as the Student Success Alliance and special task forces created for grant applications. We heard both faculty and staff emphasize the need to move from a transactional service model to a relational service model when working with students. The College recognizes how our diverse student population requires personalized and flexible assistance and services to meet their needs. An overall theme that emerged from these conversations is a commitment to the idea of "Building Relations, Removing Barriers" for our students and communities. The phrase

emphasizes the importance of building relationships with students and the positive impact that has on learning and the quality of service provided to students. We understand that to achieve this goal, we need to build a vibrant and thriving workplace where all NPC employees are united in the effort to continually improve student service. This strategy will guide our allocation of resources when we evaluate how we will achieve each strategic goal area.

## Strategic Initiatives

Strategic Initiatives are specific actions or tactics the College will take to improve the KRI's. Each summer, the President and his cabinet will determine a list of strategic initiatives selected from a pool of idea proposals put forth by any college department, shared governance group, or committee. The President and cabinet members will appoint special teams to oversee the planning and implementation of each selected initiative. As initiatives are completed, they will be replaced with new initiatives to move the College closer to the strategic goal area. This process is an effort to ensure that NPC's strategic plans remain active where regular dialogue, planning, measurement, and implementation will take place on an ongoing basis for continuous improvement.

NPC's strategic initiatives require the College to allocate significant resources and sustain active collaboration and attention from multiple departments. Individual departments, committees, task forces may still have their own strategic initiatives that align with the strategic plan. All initiatives will be required to undergo a budget development and resource prioritization process.

The initiatives listed below are currently underway, and some may continue into the 2022-23 academic year. All have gone beyond the ideation or feasibility evaluation stage and have obtained college-wide commitment and support from NPC leadership.

	Increased Enrollment	Improved Student Success	Improved College Sustainability
<b>Student-focused initiatives</b>			
I. Improve Student intake and onboarding process	✓		✓
II. Develop student one-stop-shops	✓	✓	
III. Restructure advising with the "Ask-Connect-Inspire-Plan" principle	✓	✓	
IV. Complete construction of the Show Low Skills Center	✓		✓
<b>Employee Capacity and Climate Building Initiatives</b>			
V. Re-envision HR function			✓
VI. Develop a healthy culture/climate via training and mentoring (e.g., supervisor training)			✓
VII. Develop criteria for evaluating new ERP systems		✓	✓

# Navajo County Community College District Governing Board Meeting Minutes

November 16, 2021 – 10:00 a.m.  
Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

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

**Governing Board Member Absent:**

**Others Present:** President Chato Hazelbaker; Interim Vice President for Learning and Student Services (VPLSS) Mike Solomonson; Vice President for Administrative Services (VPAS) Maderia Ellison; Chief Information Officer (CIO) Scott Estes; Director of Institutional Effectiveness Judy Yip-Reyes; Interim Chief Human Resources Officer (CHRO) Kathy Hanson; Recording Secretary to the Board Paul Hempsey; Norvita Charleston; Terrie Shevat; David Huish; Josh Rogers; Allison Landy; Betsy Wilson; Ann Hess; Annyssa Howerton; Gail Campbell; LaTonya Motley; Lauren Maestas; Lia Keenan; Melody Niesen; Rebecca Hunt; Richard Strickland; Rickey Jackson; Robert Johnson; Ruth Zimmerman; Ryan Orr; Tamara Osborne; Wei Ma; Matt Weber; Cassie Dows; Kristin Mackin.

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

Chair Lucero called the meeting to order at 10:01 a.m. and led the Pledge of Allegiance.

**Agenda Item 2: Adoption of Agenda**

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

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

None.

**Agenda Item 4: Discussion Items**

**4.A. Standing Presentations:**

**4.A.1. Financial Position**

VPAS Ellison addressed the Board and presented the monthly Financial Position report highlighting the funds received from the state to cover the Transwestern Pipeline settlement.

**4.A.2. NPC Student Government Association (SGA)**

Written Report.

#### ***4.A.3. Faculty Association***

Dr. Allison Landy presented a report on behalf of Faculty Association looking at the possibility of baccalaureate degrees at Northland Pioneer College. Dr. Landy noted the establishment of an ad hoc group, under Instructional Council, with the charge of researching the feasibility of baccalaureate degrees, communicating a recommendation, and establishing a pilot program in Fall 2023.

Dr. Landy suggested the first potential program would be in Early Childhood Education and, responding to questions from Ms. Laughter and Chair Lucero, Dr. Landy suggested some other programs that would be on the radar of the committee for implementation within the next 5 years.

Chair Lucero asked about teaching the 300- and 400-level courses required. Dr. Landy mentioned that the college already had instructors qualified to teach at those levels, particularly in the areas being initially considered.

Mr. Leslie asked if the Higher Learning Commission (HLC) had a strenuous process to allow community colleges to provide baccalaureate degrees. Dr. Landy noted that HLC provided an excellent document with guidance and for the first degree the HLC process would likely take 3-8 months after the college met any state requirements.

#### ***4.A.4. Classified & Administrative Staff Organization (CASO)***

Ryan Orr, President of CASO, addressed the Board and presented a report highlighting the Library Services staff.

#### ***4.A.5. NPC Friends and Family***

Director Wilson addressed the Board and provided a report of recent Friends and Family activities highlighting “Petal” the Petrified and a video was shared on Facebook from the event. Director Wilson also provided a report from the Food Pantry.

Ms. Laughter asked how students were made aware of scholarship opportunities, especially those from the Kayenta area. President Hazelbaker noted all the ways the word was spread to students at the college. Director Wilson and VPAS Ellison also noted additional ways the college was helping students be successful.

#### ***4.A.6. Human Resources***

Written Report.

Chair Lucero asked how the search for a permanent CHRO was going. Interim CHRO Hanson responded that the job description had been revised once more, and hoped to have the position posted by the end of the week.

Mr. Leslie noted his pleasure at the progress being made within the department.

#### **4.A.7.President's Report**

President Hazelbaker addressed the Board and reported on the challenges and successes from the college since the October meeting.

Mr. Leslie asked about the state's response to a potential vaccine mandate. President Hazelbaker noted the differences between the two possible mandates the college may fall under and how the college was preparing.

Chair Lucero asked if there was any indication how many employees would refuse to comply with a vaccine mandate. President Hazelbaker said it was hard to put a number on it.

Upon hearing that potential employees were turning offers down Chair Lucero asked if the candidates were indicating a reason or reasons. President Hazelbaker stated it was generally related to difficulty finding housing in the area.

#### **4.B. Fall 2021 Enrollment Report:**

Josh Rogers, Director of Student Services, addressed the Board and provided a report on Fall 2021 Enrollment and a ten-year enrollment trend at the college. Director Rogers then covered the proposals to end the declines and start increasing enrollment with assistance from President Hazelbaker.

Chair Lucero asked if the data could be presented by location to see if any locations stood out. President Hazelbaker responded that it would be possible and he would work to make it available as soon as possible.

Mr. Leslie commented that he was pleased to hear the formation of a strategic enrollment management group was moving forward and believed it would be a significant help to have such a group assessing and recommending initiatives.

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

- A. **October 19, 2021 Board Meeting Minutes**
- B. **2020-22 Dual Enrollment Intergovernmental Agreements** between Navajo County Community College District and Whiteriver USD.
- C. **2020-22 Dual Enrollment Intergovernmental Agreement Amendments** between Navajo County Community College District and Snowflake USD; Whiteriver USD.
- D. **Northeast Arizona Law Enforcement Training Academy Intergovernmental Agreements** between Navajo County Community College District and Apache County; Town of Eagar; City of Holbrook; Navajo County; Town of Pinetop-Lakeside; City of St. Johns; Town of Snowflake; Town of Springerville; City of Winslow.

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

## **Agenda Item 6: For Discussion and Possible Action**

### **6A. Old Business**

#### **6.A.1. Request to Establish a Contingency Amount for the White Mountain Campus Skills Center Project**

David Huish, Director of Facilities and Vehicles, addressed the Board and asked the Board to approve a contingency amount of \$2.5 million for the Skills Center Project.

Chair Lucero confirmed that material costs had been written in to the original contract. Director Huish clarified where contingency funds might need to be utilized for unexpected conditions. Chair Lucero asked for clarification on when the college would be required to pay for an unexpected condition and Director Huish provided examples.

Chair Lucero asked who at the college would be responsible for approving any change orders which would utilize contingency funds. Director Huish responded that the president would hold that responsibility. Chair Lucero commented that it seemed the Board would be abdicating their responsibilities by approving the contingency funds. Director Huish noted that if all requests needed to come to the Board it could create more costs due to delaying the work. Any requests would be vetted by the architect, Construction Manager Richard Strickland, himself, and VPAS Ellison before reaching the president.

Chair Lucero commented that he felt a 10% contingency would be sufficient as, despite common belief, construction costs were declining and taxpayers would be footing the bill. President Hazelbaker noted the Board had put together a good Procurement Policy and the college had an excellent procedure because of that to make sure funds were spent appropriately, and in the end the hope was that the college did not need to expend any contingency on the project.

Mr. Jouen commented that he could support a 20% contingency for unforeseen conditions as long as there was a team involved in the decisions and an architect was protecting the college's interests.

Ms. Laughter asked if the Board would receive a report when a change order is proposed and approved. Director Huish stated that the Board would continue to receive a report, which will include the information, at each Board meeting.

Mr. Leslie also commented that he could support a 20% contingency as long as college procedure was being followed and the reports continued to come to the Board each meeting.

Chair Lucero asked how the contingency funds would affect any construction at the Winslow campus. President Hazelbaker noted there would be no immediate affect as the money for current projects at the Winslow campus were already available, but future projects at the college may be affected if contingency funds needed to be used on the Skills Center project.

*Mr. Robinson made a motion to approve a contingency amount of \$2.5 million for the White Mountain Campus Skills Center Project as presented. Mr. Jouen seconded. **The motion carried***

*upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, and Mr. Leslie, voting in favor. Chair Lucero voted against.*

Director Huish provided the regular update on progress with the Skills Center project and updated the Board on projects at the Winslow campus.

Mr. Jouen asked if a conceptual drawing of the Winslow projects could be made available for the Board to review. Director Huish commented that he did not have the information but could provide it once the architects had completed their work.

## **6B. New Business**

### **6.B.1. Amend Board Meeting Calendar**

President Hazelbaker asked the Board to remove the December meeting from the regular meeting schedule.

Chair Lucero suggested the college keep the meeting on the regular calendar and assess each year whether a meeting would be necessary. The Board discussed the potential need to hold a meeting in December and how that could be possible. Recording Secretary to the Board noted that the Board could call a special meeting as needed, but if they did not act to cancel the regular meeting the expectation was the Board would meet on December 21<sup>st</sup> as scheduled, regardless of any special meetings called.

*Mr. Jouen made a motion to cancel the regular December Board meeting for 2021 with the caveat that a special meeting be set if needed. Mr. Robinson seconded. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*

### **6.B.2. Request to Approve the Back to Work-Education Incentives IGA**

VPLSS Solomonson addressed the Board and recommended the acceptance of a Back to Work – Education Incentives Intergovernmental Agreement (IGA) with the Department of Economic Security.

*Mr. Robinson made a motion to approve the Back to Work – Education Incentives Intergovernmental Agreement (IGA) with the Department of Economic Security as presented. Mr. Leslie seconded. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*

### **6.B.3. Request to Approve FY23 Budget Assumptions and Guidelines**

VPAS Ellison reviewed the assumptions and guidelines for preparing the 2022-23 budget and asked the board to approve.

Mr. Jouen asked if the college would automatically increase operating costs on the information in the Consumer Price Index. VPAS Ellison noted that the college will likely run a variety of scenarios to present to the Board as usual.

Mr. Jouen asked if community colleges benefited from Prop 207 monies. VPAS Ellison responded that they do and presented the current data available on possible funding amounts, noting that they were restricted funds that had to be spend on Workforce Development activities. Chair Lucero asked whether the funds came only from sales in Navajo County or throughout the state. VPAS Ellison stated they were from sales throughout the state.

*Mr. Jouen made a motion to approve the FY23 Budget Assumptions and Guidelines as presented. Mr. Leslie seconded. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*

#### **6.B.4. Request to Accept RUS/DLT Grant Funds**

CIO Estes addressed the Board and summarized the Rural Utilities Services – Distance Learning and Technology grant and how the funds would be used. The total amount of the award is \$715,890.00 and requires a 15% match from the college which is already budgeted.

*Mr. Leslie made a motion to accept the RUS/DLT grant funds in the amount of \$715,890.00 as presented. Mr. Jouen seconded. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*

#### **6.B.5. Board Self Evaluation**

President Hazelbaker noted that per Board Policy the members of the District Governing Board shall conduct a self-evaluation yearly in the month of December. However, Dr. David Borofsky, Director of the Arizona Association of Community College Trustees, had offered to conduct a workshop to assist the Board with the process.

Mr. Jouen suggested it would be worthwhile to have the assistance of Dr. Borofsky with the process and felt moving the evaluation completion to February may allow a better timeframe for completion.

*Mr. Jouen made a motion to invite Dr. Borofsky to the January meeting for a presentation and move the completion of the process to February. Mr. Robinson seconded. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*

**6.B.6. Executive Session: Pursuant to ARS 38-431.03(A)(3) & (A)(4) the District Governing Board may vote to enter Executive Session for discussion or consultation for legal advice with its legal counsel and to consider and provide instruction to its legal counsel concerning;**

- i. The Non-Disclosure Agreement and MOU being negotiated between the college and Smith Bagley, Inc.**
- ii. The appeal of the outcome from an employee grievance**

*At 12:21 p.m. Mr. Robinson made a motion for the Board to go into Executive Session pursuant to ARS 38-431.03(A)(3) & (A)(4). Mr. Jouen seconded the motion. The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.*



At 1:50 p.m. The Board moved back into regular session and adjourned from executive session upon a motion by Mr. Jouen, seconded by Mr. Robinson. **The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.**

**6.B.7. Potential Action on the Non-Disclosure Agreement between the college and Smith Bagley, Inc**

The Board took no action on this item.

**6.B.8. Potential Action on the Appeal of the outcome of an Employee Grievance**

Mr. Jouen made a motion to affirm the decision by President Hazelbaker on October 8, 2021.

Mr. Leslie seconded. **The motion failed upon a roll-call vote with Chair Lucero, Mr. Robinson, and Ms. Laughter voting against. Mr. Jouen, and Mr. Leslie voted in favor.**

Ms. Laughter made a motion to affirm the decision by President Hazelbaker on October 8, 2021, withdrawing the offer of settlement, and direct President Hazelbaker to provide a written decision to the employee. Mr. Robinson seconded. **The motion carried upon a roll-call vote with Ms. Laughter, Mr. Robinson, Mr. Jouen voting in favor. Chair Lucero and Mr. Leslie voted against.**

**Agenda Item 7: DGB Agenda Items and Informational Needs for Future Meetings**

None.

**Agenda Item 8: Board Report/Summary of Current Event**

Mr. Robinson mentioned the High Country Barbershop Chorus Christmas in the Pines Concert on December 14, and the White Mountain Symphony Orchestra Christmas Concert on December 18 events.

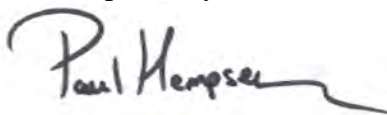
**Agenda Item 9: Announcement of Next Regular Meeting**

Regular District Governing Board meeting on Tuesday, January 18, 2022 at 10 a.m.

**Agenda Item 10: Adjournment**

*The meeting was adjourned at 1:58 p.m. upon a motion by Mr. Jouen and a second by Mr. Robinson. **The motion carried upon a roll-call vote with Mr. Robinson, Mr. Jouen, Ms. Laughter, Mr. Leslie, and Chair Lucero voting in favor. There were no votes against.***

Respectfully submitted,



Paul Hempsey  
Recording Secretary to the Board

## Request to Award Contract for Design of LCC Remodel & Expansion

### **Recommendation:**

Staff recommends awarding a contract to SPS+ Architects (SPS+) to design the remodel and expansion needed at Little Colorado Campus (LCC) located in Winslow. The design fee cost is \$83,660 and will be covered from the current year budget.

### **Summary:**

NPC continues to use SPS+, who was selected in 2019 in response to a Request for Qualifications (RFQu) AS#19-05 for **Professional Planning and Architectural Services for Updating Master Facilities Plan and Design of New or Renovation of Facilities.**

The remodel will involve moving the campus office closer to the front of the campus in the Learning Center. It will also include consolidating some student service functions. These activities will allow students to go to one central location to receive services for enrollment. This will be NPC's first attempt at one-stop shopping for students. This remodel will not increase the square footage of the building.

The expansion will involve establishing a new parking lot with 50 new spots near the Blunk building.

### **Design Costs from SPS+**

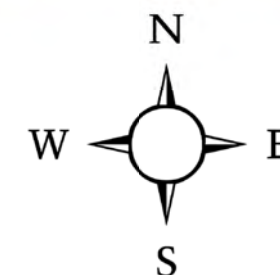
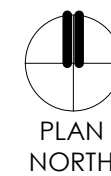
	<b>12/10/2021</b>	<b>1/3/2022</b>	<b>Decrease %</b>	<b>Decrease \$</b>
Campus Office	\$ 37,440	\$ 30,940	\$ 6,500	17%
Parking Lot	\$ 61,520	\$ 52,720	\$ 8,800	14%
	<b>\$ 98,960</b>	<b>\$ 83,660</b>	\$ 15,300	15%

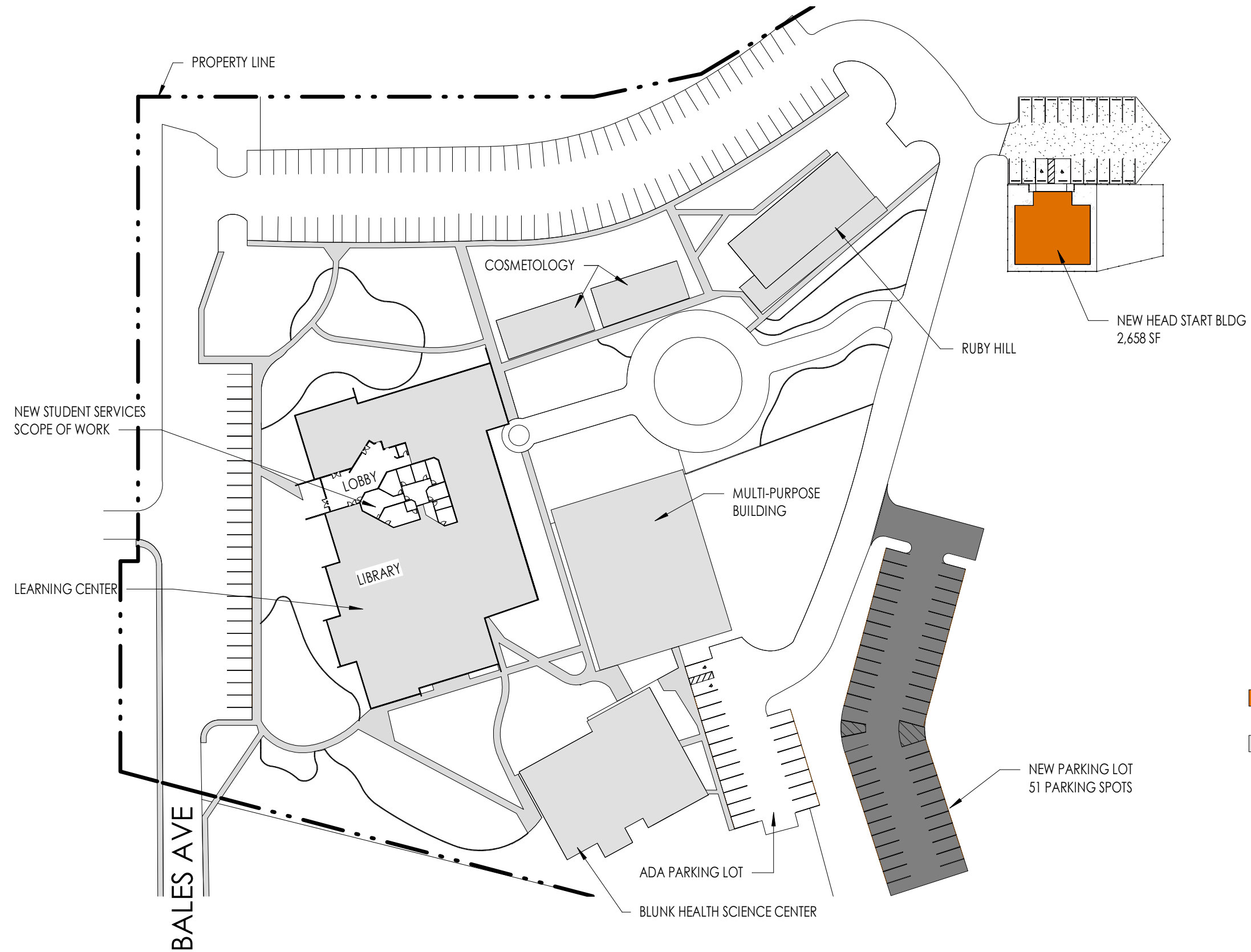
The Director of Facilities and Transportation negotiated with SPS+ to reduce the design fees for an average savings 15%. The District Governing Board (DGB) will have the opportunity to review the designs before construction commences. Approval for construction costs will be brought back to the DGB after the design fees are approved.



LITTLE COLORADO CAMPUS  
WINSLOW, AZ

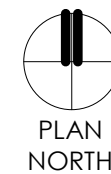
WINSLOW CAMPUS AERIAL  
Navajo County Community College District Governing Board



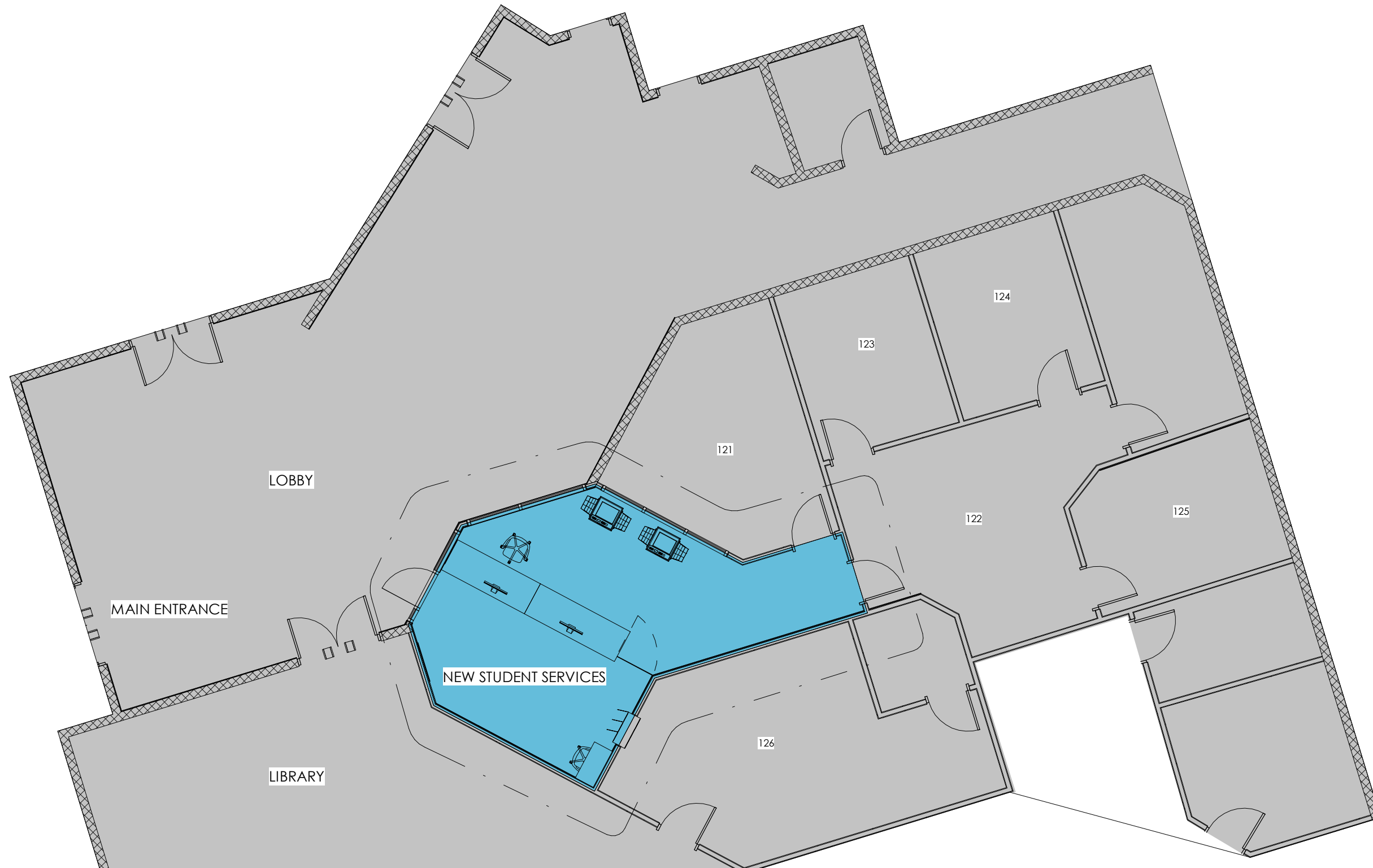


LITTLE COLORADO CAMPUS  
WINSLOW, AZ

SITE PLAN



- NEW BUILDING
- EXISTING BUILDING





LITTLE COLORADO CAMPUS  
WINSLOW, AZ

LOBBY INTO NEW STUDENT SERVICES  
Navajo County Community College District Governing Board



LITTLE COLORADO CAMPUS  
WINSLOW, AZ

NEW STUDENT SERVICES FRONT OF DESK  
Navajo County Community College District Governing Board



LITTLE COLORADO CAMPUS  
WINSLOW, AZ

NEW STUDENT SERVICES BACK OF DESK  
Navajo County Community College District Governing Board





~~12/10/2021~~ REVISED

1/3/2022

Mr. David Huish  
Director of Facilities  
Northland Pioneer College  
102 N 1<sup>st</sup> Ave  
Holbrook, AZ 86025

**RE: Northland Pioneer College, Little Colorado Campus Student Services Upgrades  
SPS+ Architects Fee Proposal**

Dear Mr. Huish:

Thank you for the opportunity to present our fee proposal to provide architectural and engineering services for the project above. The Scope of Work, Scope of Services and Proposed Fee are outlined below.

### **Scope of Work**

SPS+ Architects shall provide full-service architectural design, mechanical/plumbing, electrical engineering, and cost estimating services including construction administration services for the NPC Little Colorado Campus located in Winslow, AZ. Scope of work to include:

1. Remodel of a portion of the media center to a welcome office area.
  - a. Small waiting counter
  - b. Receptionist area
  - c. Registration and records clerk area
  - d. Teacher work area
2. SPS+ to provide two (2) architectural renderings for the scope of work listed above.

### **Scope of Services**

The following is an outline of proposed Basic Services that SPS+ Architects will provide as required to facilitate this project.

1. Existing Conditions Verification:
  - a. Conduct (1) one site visit to review the existing conditions and test areas through physical observation. Gather input from facility staff in these areas.
2. Schematic Design and Design Development Services
  - a. Identify and determine Client's program by meeting with stakeholders and community partners.
  - b. Preparation of conceptual and schematic space plans for preliminary pricing.
  - c. Provide design documents indicating areas, volume, plans, elevations, and sections of the proposed project. Drawings will indicate materials to be used along with Mechanical, Plumbing and Electrical systems.

- d. Provide reviews with all applicable reviewing agencies for compliance with all building codes.
  - e. Prepare an outline specification and coordinate within the design team.
  - f. Pre-Application Submittal or courtesy review meeting to AHJ as necessary.
3. Construction Documents Services
    - a. Provide a full set of completed construction documents and specifications for construction of project for this procurement.
    - b. SPS+ Architects will work with the project team to provide documents that meet the Client's approved construction dollar amount.
    - c. SPS+ Architects will utilize industry standard care in preparation of Construction Documents.
    - d. SPS+ Architects will work with the design team, the Client, and the selected Contractor in an effort to achieve a clearly understood mutually acceptable Construction Cost.
    - e. SPS+ Architects will coordinate with the AHJ for code compliance and permit issuance.
  4. Permit/ Bidding Assistance
    - a. SPS+ Architects will assist the Client in the permit and bidding process, answering questions and providing clarifications as needed.
    - b. SPS+ Architects will manage the permitting process as required with the AHJs including submission of plans and specifications, responses to review comments, and obtaining of permits.
  5. Construction Administration Services
    - a. Construction Administration Services will be provided as needed and may include construction meeting attendance, submittal review, RFI responses, pay application review, change order processing, and project closeout verification. Construction administration will be completed and carried out per industry standard of care. Site visits are not anticipated and can be provided for an additional fee as listed in Attachment A.

### **Proposed Fee**

1. **A proposed fee for Architectural and Engineering Design services is provided in Attachment A.**
2. The above fee is based on an estimated scope and can be reevaluated if additional scope is requested by the Client.
3. Payment terms:
  - a. SPS+ will invoice monthly on a percent complete basis.
  - b. Payment terms - net 30 days.
  - c. Accounts unpaid 90 days after the invoice date may be subject to a monthly service charge of 1.5% per month (or the legal rate) on the then unpaid balance.
  - d. Additional services and items approved by Client will be billed according to the attached SPS+ Architects hourly rates and fees as listed in Attachment B.
  - e. This proposal is valid for ninety days. After ninety days, please contact us for possible revisions.

## **Proposed Exclusions**

The following items have been excluded from the scope of work and proposed fee. In some cases, these items may be added as additional services for an additional fee.

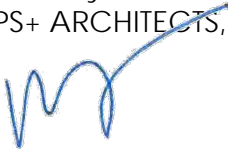
1. Structural Engineering
2. Civil Engineering
3. Landscape Architecture
4. Geotechnical Engineering
5. FFE Coordination and Procurement
6. 3D Scanning/ 3D modeling
7. Kitchen/ Food Service Consultant
8. Providing design services for extensive change orders beyond original scope and construction change directives during the construction process.
9. Provide extensive drawings to evaluate different system cost.
10. Providing design services for construction beyond the contracted established construction budget (unless approved by Client in writing.)
11. Providing any services beyond customary Architectural Services and as outlined in this proposal.
12. Fire Protection Design/ Engineering and Fire Alarm Drawings
13. Payment for building permits, fees, and any construction related permits and fees.
14. Taxes and Fees.
15. Special inspections as may be required by the AHJ.
16. Other special systems are excluded from the contract such as (may be provided via allowance identified above):
  - a. Design associated with E-rateable construction is excluded.
  - b. Computer network cabling and equipment and programming including main cross-connect, intermediate cross-connect, horizontal cross-connect, and LAN is excluded.
  - c. Security camera system is excluded.
  - d. Uninterrupted power supply system design is excluded.
  - e. (Note that conduit and power for excluded systems will be incorporated per the Client's layout document.)

## **Proposed Schedule**

SPS+ Architects will work with the project team and building committee to meet design team milestones. Please let us know if any modifications are needed. If this proposal meets your approval, please provide a purchase order or the necessary approval for SPS+ Architects to proceed.

Thank you for considering SPS+ Architects for this project. We sincerely look forward to working with you and your team in delivering a successful project.

Sincerely,  
SPS+ ARCHITECTS, LLP



Mark Davenport, AIA, LEED AP BD&C  
Partner

And

SPS+ ARCHITECTS, LLP



Robert L. Pian, AIA, NCARB  
Partner

cc: [accounting@spsplusarchitects.com](mailto:accounting@spsplusarchitects.com)  
Attachment A: Fee Calculation

If the terms of this agreement are acceptable, please indicate your acceptance and return a copy to our office.

\_\_\_\_\_  
Signature/Title

\_\_\_\_\_  
Date

## Attachment A

### SPS+ Architects - Fee Calculation

NPC, Little Colorado Campus Student Services Upgrades  
12/10/2021 REVISED

1/3/2022



#### Basic Services:

<b>a. Architectural Services</b>		Total
Existing Conditions Verification (Includes 1 Site Visit)		\$1,380.00
Schematic Design/ Design Development		\$2,160.00
Architectural Renderings	\$2,000 per rendering	\$4,000.00
Construction Documents		\$2,500.00
Permit/ Bidding Assistance		\$1,080.00
In-House Construction Administration		\$1,620.00
	Subtotal:	\$12,740.00

#### b. Mechanical/ Plumbing Engineering

Design/Construction Documents		\$3,450.00
Construction Administration* (office + 1 visit)		\$950.00
Additional Site Visits	\$1,150 per visit	\$1,150.00
	Subtotal:	\$5,550.00

#### c. Electrical Engineering

Design/Construction Documents		\$2,400.00
Site Visits (Includes 1 Visit)	\$950 per visit	\$950.00
In-house Construction Administration		\$540.00
	Subtotal:	\$3,890.00

#### d. Cost Estimating

Cost Estimating Services		\$3,000.00
	Subtotal:	\$3,000.00
	Total Basic Services:	\$25,180.00

#### Additional Services:

Design Contingency		\$2,000.00
Architectural CA Site Visits (Includes 2 Site Visits)	\$1,380 per visit	\$2,760.00
Reimbursable Allowance (Includes printing. Does not include permit fees)		\$1,000.00
	Total Additional Services:	\$5,760.00

**Total Fee: \$30,940.00**

\*\*Additional site visits beyond included in the fee breakdown above and as stated in the fee proposal shall be billed individually at the rate of \$1,380 per visit - round trip.



~~12/10/2021~~ REVISED

1/3/2022

Mr. David Huish  
Director of Facilities  
Northland Pioneer College  
102 N 1<sup>st</sup> Ave  
Holbrook, AZ 86025

**RE: Northland Pioneer College, Little Colorado Campus Parking Lot  
SPS+ Architects Fee Proposal**

Dear Mr. Huish:

Thank you for the opportunity to present our fee proposal to provide architectural and engineering services for the project above. The Scope of Work, Scope of Services and Proposed Fee are outlined below.

### **Scope of Work**

SPS+ Architects shall provide full-service architectural design, electrical engineering, and cost estimating including construction administration services for the NPC Little Colorado Campus located in Winslow, AZ. Scope of work to include:

1. Reconfiguration of Parking Lot, Sidewalks, and overall site to include civil survey and approximately 50 spaces are needed.
2. Parking Lot Site Lighting is included and to be provided by the electrical engineer.

### **Scope of Services**

The following is an outline of proposed Basic Services that SPS+ Architects will provide as required to facilitate this project.

1. Existing Conditions Verification:
  - a. Conduct (1) one site visit to review the existing conditions and test areas through physical observation. Gather input from facility staff in these areas.
2. Schematic Design and Design Development Services
  - a. Identify and determine Client's program by meeting with stakeholders and community partners.
  - b. Preparation of conceptual and schematic space plans for preliminary pricing.
  - c. Provide design documents indicating areas, volume, plans, elevations, and sections of the proposed project.
  - d. Provide reviews with all applicable reviewing agencies for compliance with all building codes.
  - e. Prepare an outline specification and coordinate within the design team.
  - f. Pre-Application Submittal or courtesy review meeting to AHJ as necessary.

3. Construction Documents Services
  - a. Provide a full set of completed construction documents and specifications for construction of project for this procurement.
  - b. SPS+ Architects will work with the project team to provide documents that meet the Client's approved construction dollar amount.
  - c. SPS+ Architects will utilize industry standard care in preparation of Construction Documents.
  - d. SPS+ Architects will work with the design team, the Client, and the selected Contractor in an effort to achieve a clearly understood mutually acceptable Construction Cost.
  - e. SPS+ Architects will coordinate with the AHJ for code compliance and permit issuance.
4. Permit/ Bidding Assistance
  - a. SPS+ Architects will assist the Client in the permit and bidding process, answering questions and providing clarifications as needed.
  - b. SPS+ Architects will manage the permitting process as required with the AHJs including submission of plans and specifications, responses to review comments, and obtaining of permits.
5. Construction Administration Services
  - a. Construction Administration Services will be provided as needed and may include construction meeting attendance, submittal review, RFI responses, pay application review, change order processing, and project closeout verification. Construction administration will be completed and carried out per industry standard of care. Site visits are not anticipated and can be provided for an additional fee as listed in Attachment A.

#### **Proposed Fee**

1. **A proposed fee for Architectural and Engineering Design services is provided in Attachment A.**
2. The above fee is based on an estimated scope and can be reevaluated if additional scope is requested by the Client.
3. Payment terms:
  - a. SPS+ will invoice monthly on a percent complete basis.
  - b. Payment terms - net 30 days.
  - c. Accounts unpaid 90 days after the invoice date may be subject to a monthly service charge of 1.5% per month (or the legal rate) on the then unpaid balance.
  - d. Additional services and items approved by Client will be billed according to the attached SPS+ Architects hourly rates and fees as listed in Attachment B.
  - e. This proposal is valid for ninety days. After ninety days, please contact us for possible revisions.

### **Proposed Exclusions**

The following items have been excluded from the scope of work and proposed fee. In some cases, these items may be added as additional services for an additional fee.

1. Mechanical/ Plumbing Engineering
2. Civil Engineering (Included as an additional service in Attachment A)
3. Landscape Architecture
4. Topographic Survey
5. ALTA Survey
6. Geotechnical Engineering
7. FFE Coordination and Procurement
8. As-Builting
9. Providing design services for extensive change orders beyond original scope and construction change directives during the construction process.
10. Provide extensive drawings to evaluate different system cost.
11. Providing design services for construction beyond the contracted established construction budget (unless approved by Client in writing.)
12. Providing any services beyond customary Architectural Services and as outlined in this proposal.
13. Fire Protection Design/ Engineering and Fire Alarm Drawings
14. Payment for building permits, fees, and any construction related permits and fees.
15. Taxes and Fees.
16. Special inspections as may be required by the AHJ.
17. Other special systems are excluded from the contract such as (may be provided via allowance identified above):
  - a. Design associated with E-rateable construction is excluded.
  - b. Computer network cabling and equipment and programming including main cross-connect, intermediate cross-connect, horizontal cross-connect, and LAN is excluded.
  - c. Security camera system is excluded.
  - d. Uninterrupted power supply system design is excluded.
  - e. (Note that conduit and power for excluded systems will be incorporated per the Client's layout document.)


### **Proposed Schedule**

SPS+ Architects will work with the project team and building committee to meet design team milestones. Please let us know if any modifications are needed. If this proposal meets your approval, please provide a purchase order or the necessary approval for SPS+ Architects to proceed.

Thank you for considering SPS+ Architects for this project. We sincerely look forward to working with you and your team in delivering a successful project.



Sincerely,  
SPS+ ARCHITECTS, LLP



Mark Davenport, AIA, LEED AP BD&C  
Partner

And

SPS+ ARCHITECTS, LLP



Robert L. Pian, AIA, NCARB  
Partner

cc: accounting@spsplusarchitects.com  
Attachment A: Fee Calculation

If the terms of this agreement are acceptable, please indicate your acceptance and return a copy to our office.

---

Signature/Title

---

Date

## Attachment A

### SPS+ Architects - Fee Calculation

NPC, Little Colorado Campus Parking Lot  
12/10/2021 REVISED

1/3/2022



#### Basic Services:

<b>a. Architectural Services</b>		Total
Existing Conditions Verification (Includes 1 Site Visit)		\$1,380.00
Schematic Design/ Design Development		\$1,500.00
New Parking Lot Design (50 Spaces)		\$1,500.00
Site Modifications		\$1,500.00
Construction Documents		\$2,500.00
Permit/ Bidding Assistance		\$1,080.00
In-House Construction Administration		\$1,620.00
	Subtotal:	\$11,080.00
<b>b. Electrical Engineering</b>		
Design/Construction Documents (Includes Site Lighting)		\$840.00
Site Visits (Includes 1 Visit)	\$950 per visit	\$950.00
In-house Construction Administration		\$540.00
	Subtotal:	\$2,330.00
<b>c. Cost Estimating</b>		
Cost Estimating Services		\$3,000.00
	Subtotal:	\$3,000.00
	Total Basic Services:	\$16,410.00

#### Additional Services:

Structural Engineering Allowance		TBD
Civil Engineering Allowance		\$21,400.00
Topographic Survey		\$3,400.00
Geotechnical Engineering		\$5,750.00
Design Contingency		\$2,000.00
Architectural CA Site Visits (Includes 2 Site Visits)	\$1,380 per visit	\$2,760.00
Reimbursable Allowance (Includes printing. Does not include permit fees)		\$1,000.00
	Total Additional Services:	\$36,310.00

**Total Fee: \$52,720.00**

\*\*Additional site visits beyond included in the fee breakdown above and as stated in the fee proposal shall be billed individually at the rate of \$1,380 per visit - round trip.

## Recommendation to Approve Purchase of Building Signs

### **Recommendation:**

Staff recommends the purchase of 30 building signs from Summit West Signs for the amount of \$157,202.32 including taxes. The amount included in the FY22 budget is \$150,000. Additional costs of \$7,202.32 will be covered by contingency.

### **Summary:**

The 2020 updated Master Facilities Plan accepted by the District Governing Board (DGB) includes a recommendation for wayfinding signs to “establish a clear wayfinding and pedestrian/vehicular circulation”. The design of the signs was prepared by SPS+.

To meet the competitive procurement requirement the college used the Mohave Education Services Cooperative, Inc., contract # 18Q-SUMM-0221. The signs will be picked up and installed by the Facilities department.

The Marketing and Facilities departments worked collaboratively to identify the locations where signs were needed. In FY21 two signs were purchased for \$11,090.14 to assess the quality of the signs and installation process. The two 6 feet single-sided signs were placed at Whiteriver and St Johns. The overall response to the new signs is positive. The college would like to purchase the remaining 30 signs.

- 23 signs – 6 feet single sided at Show Low (8), Holbrook (6), Winslow (6), and Snowflake (3)
- 6 signs – 8 feet single sided at Show Low (3), Holbrook (1), and Winslow (2)
- 1 sign – 8 feet double sided at Show Low (1)



# PROPOSAL

211387-01

Date: 11/30/2021

Expires:

Drawing Numbers:

**Project:** Northland Pioneer College  
NPC Shipping & Receiving 102 N. 1st  
Ave. Holbrook, AZ 86025

**Client:** Northland Pioneer College  
1001 W Deuce of Clubs  
Show Low, AZ 85901

**Contact:** Ann E. Hess 928-532-6157 ann.hess@npc.edu

We are pleased to offer this proposal for the following services at the above location.

Project Description:	Item Total:
PRICING PER MOHAVE CONTRACT #18Q-SUMM-0221	\$157,202.32

A. Manufacture and package for customer pick-up, the following, per customer approved drawing:

1. Twenty-three (23) Custom 6' single-sided standalone wayfinding sign.
2. Six (6) Custom 8' single-sided standalone wayfinding sign.
3. One (1) Custom 8' double-sided standalone wayfinding sign.

**\*\*NOTE:**

The customer will be picking up all signs listed above at our facility. No delivery needed.

**Subtotal: \$157,202.32**

**Total: \$157,202.32**

**Notes:** All prices are subject to applicable sales tax. Prices are based on available information given at the time and are subject to change. **Exclusions:** Sign permits, structural engineering, traffic control equipment and permit acquisition fees are not included in the above quotations and if required shall be invoiced on a time and material basis. Electrical services to the proposed sign(s), unless specifically quoted above, is assumed to be existing or provided by others. **Warranty:** 12 months against defective materials and 12 month unconditional guarantee on parts and labor. **Terms:** UNLESS OTHERWISE NOTED ABOVE: 50% non-refundable advanced deposit with balance due upon completion of project. Interest of 1.5% per month with an \$18 minimum service charge may be charged on all accounts not paid in full within 30 days of invoice date. Quotes are valid for 60 days. Buyer is required to provide all necessary electrical circuits of suitable capacity and approved type to within 5 feet of sign location. If electric is not available at the time of installation, Buyer may be billed for additional service calls for final hook-up of sign. All signs are property of Summit West Signs (SWS) until paid in full, installed or not. Ownership of signage will not pass to the Buyer until all terms of contract have been met. In the event of default of any terms of this contract, Buyer authorizes Summit West Signs or its agents to enter property to remove and repossess signage. Buyer agrees to pay all costs and reasonable legal fees if the delinquent account is placed with an attorney or collection agency. Installations scheduled are pending accommodating weather conditions. Installations include 1 trip to the job site. Additional charges may apply for multiple site visits and unforeseen circumstances such as hard ground among others. SWS is not responsible for damage done to irrigation, utility or cable lines. Deposits are not refundable unless specifically agreed to in writing. Customer agrees to monthly progress billing on projects over \$1000.00 that take longer than one month to complete.

**Salesperson: Amber Elliott**

Buyer's Acceptance \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

Seller's Acceptance \_\_\_\_\_ Title \_\_\_\_\_ Date \_\_\_\_\_

**MOHAVE DETAIL SPREADSHEET**

**Per Contract # 18Q-SUMM-0221**

**Pricing as of 2/21/19**

ESTIMATOR BN

DATE: 11/30/21

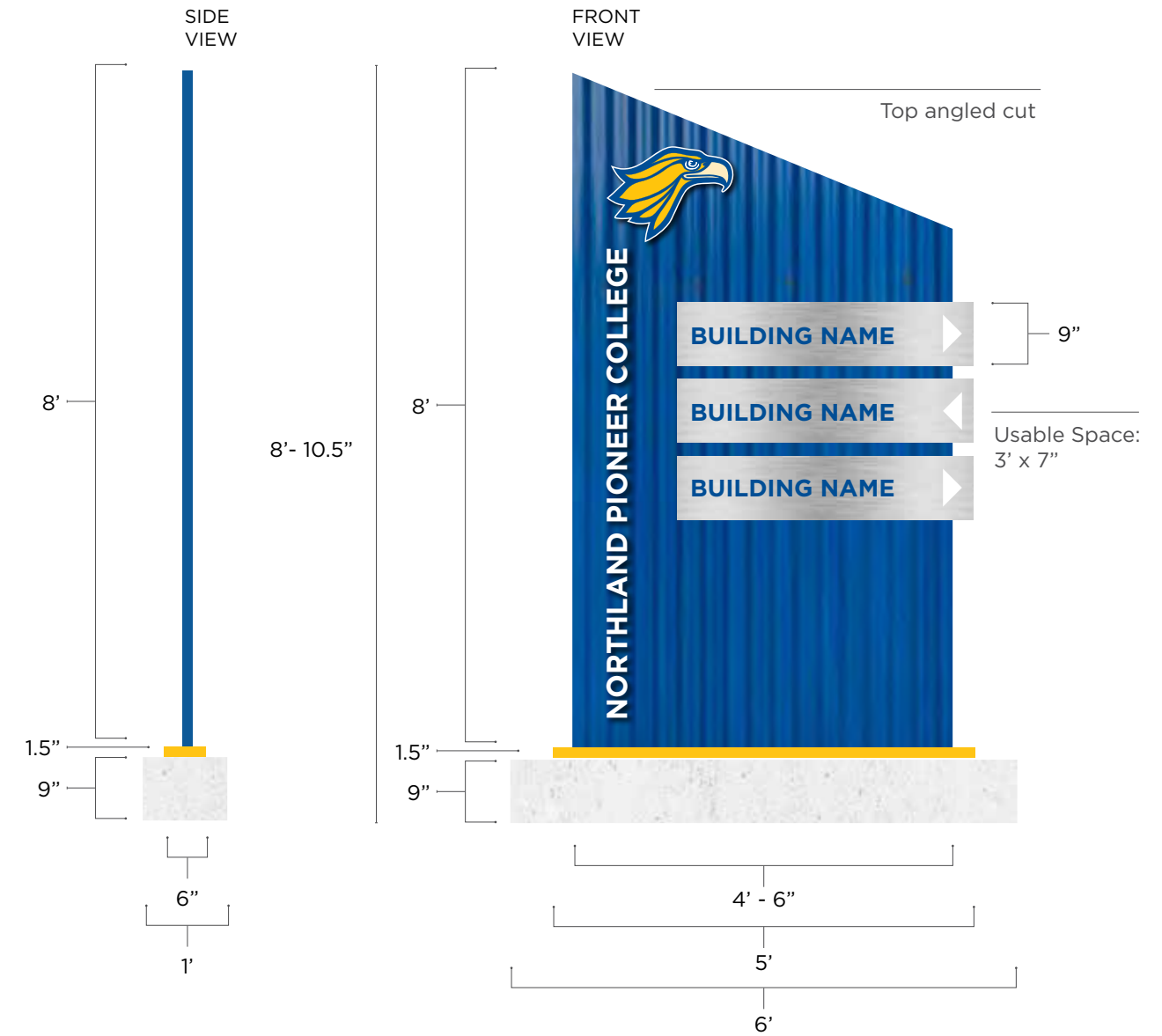
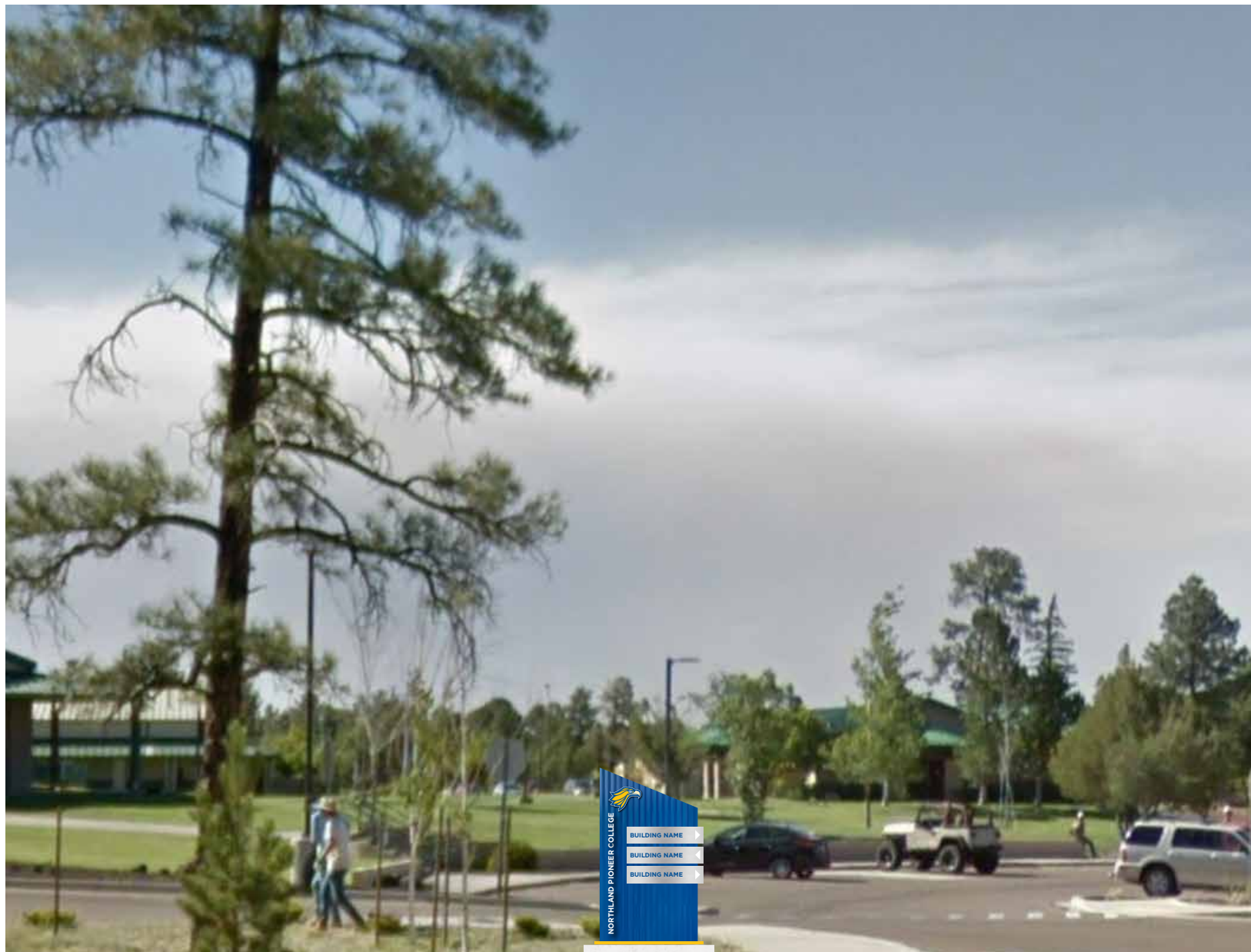
SALES REP AE

PROJECT NAME: 211387 NPC MONUMENT SIGNS

PRODUCT OR SERVICE	TAB	CELL	QTY	UNIT PRICE	QTY % DISCOUNT	QTY DISCOUNT CELL	QTY DISCOUNT TOTAL	UNIT \$ MINUS QTY DISCOUNT	MOHAVE DISCOUNT CELL	MOHAVE % DISCOUNT	MOHAVE DISCOUNT TOTAL	UNIT TOTAL MINUS DISCOUNTS	TOTAL
<b>6' OA MONUMENT DISPLAY S/F</b>							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
MONUMENT SIGNS (Single face building)	CABINETS	D59	23	\$6,519.00	10%	A70	\$651.90	\$5,867.10	J9	16%	\$938.74	\$4,928.36	\$113,352.28
LESS 5% FOR S/F SIGNS	CABINETS	H70	23	-\$325.95	0%	N/A	\$0.00	-\$325.95	NA	0%	\$0.00	-\$325.95	\$(7,496.85)
							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
<b>8' OA MONUMENT DISPLAY S/F</b>							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
MONUMENT SIGNS (Single face directional)	CABINETS	D60	6	\$8,997.00	5%	A70	\$449.85	\$8,547.15	J9	16%	\$1,367.54	\$7,179.61	\$43,077.66
LESS 5% FOR S/F SIGNS	CABINETS	H70	6	-\$449.85	0%	N/A	\$0.00	-\$449.85	NA	0%	\$0.00	-\$449.85	\$(2,699.10)
							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
<b>8' OA MONUMENT DISPLAY D/F</b>							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
MONUMENT SIGNS (double face directional)	CABINETS	D60	1	\$8,997.00	2%	A70	\$179.94	\$8,817.06	J9	16%	\$1,410.73	\$7,406.33	\$7,406.33
NO 5% DISCOUNT AS THIS SIGN IS DOUBLE FACED*							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
LOADING SERVICE	SERVICE	E8	8	\$85.00	0%	N/A	\$0.00	\$85.00	J44	0%	\$0.00	\$85.00	\$680.00
PACKING MATERIAL	FEES	H133	1	\$500.00	0%	N/A	\$0.00	\$500.00	J41	0%	\$0.00	\$500.00	\$500.00
SENIOR DESIGNER	FEES	G8	30	\$90.00	0%	N/A	\$0.00	\$90.00	J35	28%	\$25.20	\$64.80	\$1,944.00
SENIOR MANAGEMENT	FEES	G12	8	\$75.00	0%	N/A	\$0.00	\$75.00	J36	27%	\$20.25	\$54.75	\$438.00
							\$0.00	\$0.00			\$0.00	\$0.00	\$0.00
CUSTOMER PICK UP AT SWS IS NO CHARGE*/CUSTOMER WILL INSTALL SIGNS*							\$0.00	\$0.00	N/A		\$0.00	\$0.00	\$0.00
												<b>TOTAL</b>	<b>\$157,202.32</b>

NPC Location	6ft	7ft	single	double	Location	Sign Price
<b>Show Low - 12</b>						
Cosmetology	X		X			\$ 4,721.14
Goldwater 1	X		X			\$ 4,721.14
Goldwater 2	X		X			\$ 4,721.14
Aspen 1	X		X			\$ 4,721.14
Aspen 2	X		X			\$ 4,721.14
Learning Center 1	X		X			\$ 4,721.14
Learning Center 2	X		X			\$ 4,721.14
Ponderosa	X		X			\$ 4,721.14
Directional building sign 1		X	X		Roundabout toward Cosmo	\$ 6,848.50
Directional building sign 2		X	X		Roundabout toward M8	\$ 6,848.50
Directional building sign 3		X	X		Whipple entrance in front of Aspen	\$ 6,848.50
Directional building sign 4		X		X	Greenbelt	\$ 7,525.07
<b>WMC Total</b>						<b>\$65,839.70</b>
<b>Snowflake - 3</b>						
Learning Center	X		X			\$ 4,721.14
Student Center	X		X			\$ 4,721.14
Performing Arts Center	X		X			\$ 4,721.14
<b>SCC Total</b>						<b>\$14,163.42</b>
<b>Holbrook - 7</b>						
Tiponi Community Center	X		X			\$ 4,721.14
Nizhoni Learning Center 1	X		X			\$ 4,721.14
Nizhoni Learning Center 2	X		X			\$ 4,721.14
Tawa Center	X		X			\$ 4,721.14
Skills Center 1	X		X			\$ 4,721.14
Skills Center 2	X		X			\$ 4,721.14
Directional building sign 2		X	X		Navajo Blvd Entrance	\$ 6,848.50
<b>PDC Total</b>						<b>\$35,175.36</b>
<b>Winslow - 8</b>						
Learning Center 1	X		X			\$ 4,721.14
Learning Center 2	X		X			\$ 4,721.14
Learning Center 3	X		X			\$ 4,721.14
Blunk Health-Sciences	X		X			\$ 4,721.14
Student Center	X		X			\$ 4,721.14
Ruby Hill Building	X		X			\$ 4,721.14
Directional building sign 1		X	X		Third St. Entrance	\$ 6,848.50
Directional building sign 2		X	X		In front of parking lot by LC	\$ 6,848.50
<b>LCC Total</b>						<b>\$42,023.84</b>
<b>SIGN TOTALS</b>	<b>23</b>	<b>7</b>				<b>\$157,202.32</b>

<b>Order Total</b>	
6ft, single sided building signs	23
6ft, double sided building signs	0
8ft single sided directional signs	6
8ft double sided directional signs	1
<b>Total Number of Signs</b>	<b>30</b>



## VEHICULAR DIRECTIONAL NOTES

### LOGO ICON

Material: Painted aluminum logo icon  
 Colors to match blue PMS 287 and yellow PMS 123  
 Usable space for logo icon: 1' - 6" (w) x 1' (h)

### CAMPUS NAME (NORTHLAND PIONEER COLLEGE)

Material: Solid, laser-cut acrylic, white letters (all caps)  
 Usable space for campus name: 3" (w) x 5' (h)  
 Font: Gotham Bold • Vertical placement

### SILVER BUILDING NAME PLAQUES

Material: Brushed aluminum silver metal sign composed of reinforced polyethylene plastic in between two sheets of aluminum. To include building name printed directly on it using UV ink, four-color printing process to match blue PMS 287 (CMYK breakdown is C100, M72, Y2, K12). To include arrow printed directly on it using white UV ink.  
 Size of each plaque: 3'- 6" (w) x 9" (h)  
 Usable space for building name: 3' x 7"  
 Font: Gotham Bold

### BLUE CORRUGATED METAL PANEL

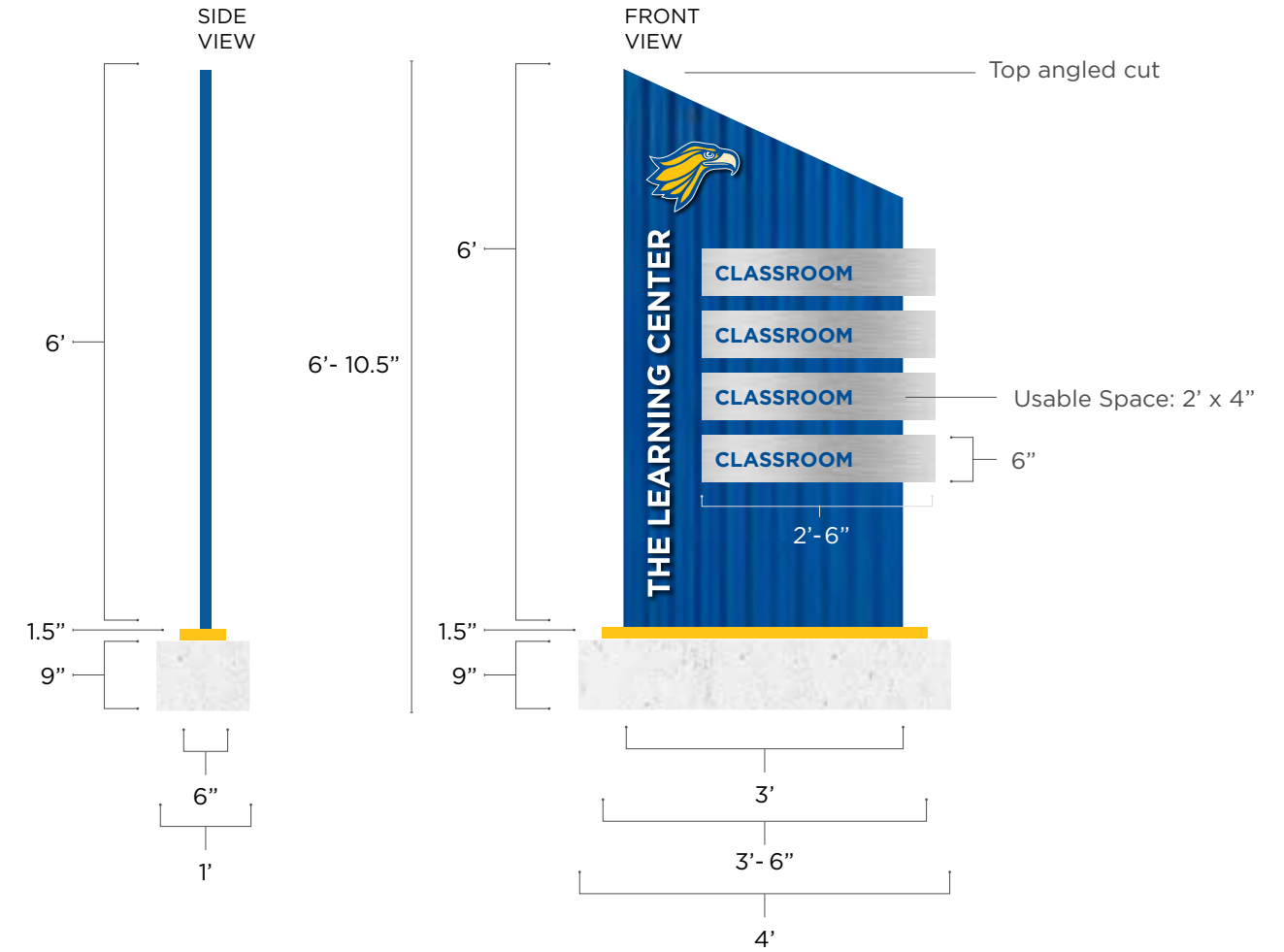
Panel size 4'- 6" (w) x 8' (h) • Top angled cut  
 Color to match most closely with blue PMS 287

### LIGHTING

Campus name and logo back lit with solar powered uplighting on sign

### SCALE: .5" = 1'

All sizes are approximate. Final materials and exact sizes to be provided by sign fabricator. Factor in outdoor weatherproof signage materials that prevent cracking, fading and peeling, and can withstand harsh weather conditions of NPC's respective campus location(s). All foundation and mounting attachment details are to be provided by sign fabricator, with the appropriate engineering specifications as required.



## FREESTANDING BUILDING IDENTITY NOTES

### LOGO ICON

Material: Painted aluminum logo icon  
 Colors to match blue PMS 287 and yellow PMS 123  
 Usable space for logo icon: 1' (w) x 9" (h)

### BUILDING NAME (The Learning Center)

Material: Solid, laser-cut acrylic, white letters (all caps)  
 Usable space for building name: 3' (w) x 4' (h)  
 Font: Gotham Bold • Vertical placement

### SILVER CLASSROOM NAME PLAQUES

Brushed aluminum silver metal sign composed of reinforced polyethylene plastic in between two sheets of aluminum with classroom name printed directly on it using UV ink, four-color printing process to match blue PMS 287  
 (CMYK breakdown for blue C100, M72, Y2, K12)  
 Size of each plaque: 2' - 6" (w) x 6" (h)  
 Usable space for classroom name: 2' (w) x 4" (h)  
 Font: Gotham Bold

### BLUE CORRUGATED METAL PANEL

Panel size 3' (w) x 6' (h) • Top angled cut  
 Color to match most closely with blue PMS 287

### LIGHTING

Building name and logo back lit with solar powered uplighting on sign

### SCALE: .5" = 1'

All sizes are approximate. Final materials and exact sizes to be provided by sign fabricator. Factor in outdoor weatherproof signage materials that prevent cracking, fading and peeling, and can withstand harsh weather conditions of NPC's respective campus location(s). All foundation and mounting attachment details are to be provided by sign fabricator, with the appropriate engineering specifications as required.



## **Recommendation to Approve NACOG Lease, Educational Agreement, and Building Name**

### **Recommendation:**

Staff recommends approval of a building lease agreement between the Northern Arizona Council of Governments (NACOG) Head Start program and Northland Pioneer College (NPC). NACOG Head Start will pay NPC \$500-a-month for the use of the refurbished modular building. Staff recommends the Board formally name the facility: the Clear Creek Building at NPC, from which NACOG Head Start will run its childcare program. Staff also recommends that an educational agreement be approved that will dictate the terms by which NACOG Head Start will collaborate with NPC's educational programs.

### **Summary:**

Childcare challenges have often been cited as one of the greatest impediments NPC students face in completing their educational goals. To help address this issue, the Board previously approved the creation of a building to be situated on the Little Colorado campus for NACOG Head Start to operate a childcare program that will provide opportunities for NPC students to apply for childcare services at the facility. In addition, the childcare facility will provide collaborative opportunities between NACOG Head Start and NPC's educational programs such as Early Childhood, Education, and Nursing and Allied Health, where NPC students can complete practicum requirements in their respective programs.

**FACILITY LEASE  
NORTHLAND PIONEER COLLEGE  
AND  
NORTHERN ARIZONA COUNCIL OF GOVERNMENTS**

This Facility Lease (“Lease”) is entered into between Navajo County Community College District dba Northland Pioneer College Northland Pioneer College (“NPC”), a political subdivision of the State of Arizona, and Northern Arizona Council of Governments (“NACOG”), a non-profit corporation.

1. **GRANT OF LEASE.** NPC owns real property in Winslow, Arizona On which it operates a campus known as the Little Colorado Campus (“LCC”). NPC intends to purchase a modular building that it desires to lease to NACOG for the establishment and operation of a Head Start (“HS”) program at the LCC under the terms and conditions set forth in this Lease.

1.1. Pre-Condition to Effective Date of Lease. This Lease is premised upon the acquisition of a modular building by NPC for this purpose. In the event that NPC is unable to secure the modular building, this Lease will not become effective unless the parties are able to agree upon a mutually agreeable alternative location. In the event the parties come to an agreement upon an alternative location, the Parties will execute an amendment to this Lease and the terms of the Lease shall be in effect as of the date provided in the amendment.

1.2. Effective Date. This Lease shall become effective on the later of the date this Lease is last signed by both parties and the modular building is delivered to NPC for installation.

1.3. Lease Term. The Term of this Lease shall be from the Effective Date through June 30, 2026. The Lease may be renewed for one additional five-year term by written amendment executed by both parties.

1.4. Permitted Use. NACOG shall be permitted to establish and operate a HS program at LCC for the benefit of NPC students, staff and community members, which may include construction of a playground. NACOG shall be responsible for obtaining any required permits and obtaining prior written consent from NPC as to the final location and construction of the playground.

1.5. Leased Premises. One modular building (which shall include sufficient space for two classrooms, a small kitchen, and office space) and areas adjacent and/or close to the modular building for installation of a playground, and a parking lot (collectively, “Leased Premises”). The parties agree to work together in determining the location of the building, playground and parking lot. In the event an agreement cannot be reached, NPC shall retain authority to determine the final location(s) of the Leased Premises. Any location given to Head Start by NPC within the dedicated parcel will be accessible and adequate for Head Start service with normal modular unit site preparation standards.

2. **FEES.**

2.1. NACOG shall pay NPC \$500.00 per month for the Leased Premises. The Fee includes NPC’s costs related to infrastructure, site preparation, construction and location costs for the installation of the modular building. Payment shall be due on the 1<sup>st</sup> of each month.

2.2. NACOG shall be obligated to establish its own accounts and pay for all services and/or utilities it may require or desire to operate a HS Program, including water, sewer, trash, transportation, gas, electricity, telephone, internet/wi-fi, janitorial services, security, maintenance, and all other services associated with its use of the Leased Premises.

### 3. **TERMINATION.**

3.1. This Lease may be terminated by either party for material breach of the Lease provided that the non-breaching party first provides the other party with 30 days' prior written notice and an opportunity to cure.

3.2. If NACOG ceases to operate a HS Program on the premise or expands its operation services to other uses besides a HS Program without prior written approval of NPC, this lease shall terminate automatically.

3.3. NPC may also terminate this Lease for conflicts of interest pursuant to A.R.S. § 38-511, the terms of which are incorporated by reference.

3.4. NPC may terminate this Lease if the modular building becomes unavailable and/or uninhabitable. In the event that NPC must exercise its rights under this section, NPC agrees to provide as much advance notice to NACOG as reasonably practicable and to work with NACOG to determine if there is other space at LCC that may accommodate the HS program. Any agreement reached as to an alternative location shall be by written agreement executed by both parties as an amendment to this Lease.

### 4. **Use of Leased Premises.**

4.1. NACOG shall take good care of the Leased Premises, and any equipment and furniture located therein, and keep the Leased Premises at all times in as good order and condition as existed prior to NACOG's use thereof, normal wear and tear excepted. No improvements or otherwise changes in the Leased Premises shall take place without prior written consent of NPC.

4.2. NACOG shall comply with all applicable laws, rules, and regulations and shall not engage in unlawful discrimination or civil rights violations. NACOG shall not use or allow any portion of the Facility to be used for any unlawful purpose.

4.3. NACOG shall not commit or allow to be committed any waste or nuisance in or about the Leased Premises or subject the Leased Premises to any use that would damage any portion of the Leased Premises or raise or violate any insurance coverage maintained by NPC.

4.4. NACOG understands and agrees that NPC has not agreed and will not agree to warrant the suitability or safety of Leased Premises or any of Leased Premises' contents for the uses intended by NACOG, such that NACOG accepts full responsibility therefor.

4.5. NACOG may not permit, cause or allow any mechanics' materialmen's or any other lien to be placed upon the property, during the Lease Term.

5. **INSURANCE.** NACOG shall maintain liability and property insurance against claims for bodily injury, death, and property damage occurring in connection with NACOG's use of the Leased Premises, and which insurance shall name NPC as an additional insured and be primary and non-contributing to any coverage maintained by or on behalf of NPC. Current levels of liability insurance are \$1,000,000 per occurrence and a total of \$1,000,000.

## 6. LIABILITY AND INDEMNITY.

6.1. NACOG shall conduct any activity on Leased Premises in a careful, safe and prudent manner. As a material part of the consideration to NPC, NACOG hereby assumes all risk of damage to and loss or theft of property, and injury or death to persons related to its use or occupancy of any portion of the Leased Premises from any cause whatsoever, and NACOG hereby waives all claims in respect thereof against NPC.

6.2. NACOG shall indemnify, defend, and save harmless NPC and all of its employees, governing board, board members, agents, and representatives from any and all claims, notices of claim(s), demands, suits, actions, proceedings, loss, cost, and damages of every kind and description, including any attorney's fees and/or litigation expenses, which may be brought or made against or incurred by NPC, on account of loss or damages to any property and for injuries to or death of any person arising in whole or in part out of any act or omission by NACOG, its employees, agents, representatives, or subcontractors, or arising out of its use of the Leased Premises, or arising out of workers' compensation claims or unemployment disability compensation claims of employees of NACOG or out of claims under similar such laws.

6.3. NACOG understands that NPC will not provide security services for NACOG's personnel, volunteers, and invitees during the use of the Leased Premises. Accordingly, absent a written agreement to the contrary, NACOG agrees and acknowledges that NPC is not responsible for protecting NACOG's personnel, volunteers, and invitees from threats, assaults, criminal acts, intrusion, terrorist or other attacks, acts of violence, and other similar incidents or risks of harm or injury.

6.4. NACOG agrees and acknowledges that NPC is not responsible for the loss, damage, or theft of property belonging to or brought to the Facility by NACOG or NACOG's personnel, volunteers, and invitees. Accordingly, NACOG agrees to defend, indemnify, and hold NPC and its representatives harmless in connection with any and all claims asserted by or on behalf of NACOG and/or any of its personnel, volunteers, and invitees relating to injury to person or property occurring because of, during, or in connection with the use, occupancy, and/or presence of anyone or anything in or upon the Facility, whether or not such injury is alleged to be the fault of NPC—in whole or in part.

6.5. Damages Limitation. Each party disclaims any and all liability for any indirect, special, or consequential damages or lost profits arising out of or related to this Lease, even if that party has been advised of the possibility thereof, or knew or should have known thereof, including without limitation, any claims for loss of data or software, negligence, or delay of a party in providing any goods or performing any Services hereunder.

7. **DAMAGE TO LEASED PREMISES.** NACOG shall be responsible for any damage to the Leased Premises incurred as a result of use contemplated by this Lease, but only in proportion to and to the extent such claims are caused by NACOG or NACOG's agents, contractors, employees, invitees, participants, licensees or patrons, ordinary wear and tear excepted. If NACOG becomes aware of any damage to, or condition of, the Leased Premises that may constitute a hazard or otherwise interfere with the intended use of the Leased Premises, NACOG shall notify NPC in writing within twenty-four (24) hours so that any appropriate remedial action may be undertaken. Damages to Leased Premises for which NACOG is responsible under this section shall be repaired by NPC and will be billed to NACOG. Failure of

NACOG to pay for the damages caused by NACOG may be cause for canceling this Lease. In the event legal remedies are necessary, NACOG may be responsible for cost incurred.

8. **E-VERIFY.** To the extent applicable under A.R.S. § 1-4401, NACOG and its subcontractors warrant compliance with all federal immigration laws and regulations that relate to their employees and their compliance with the E-verify requirements under A.R.S. § 23-214(A). NACOG's or its subcontractor's breach of the above-mentioned warranty shall be deemed a material breach of this Lease and may result in the termination of this Lease by NPC. NPC retains the legal right to randomly inspect the papers and records of NACOG and its subcontractors who work on this Lease to ensure that NACOG and its subcontractors are complying with the above-mentioned warranty.

9. **ASSIGNMENT.** This Lease may not be assigned, subleased, or transferred without prior written consent of NPC.

10. **RELATIONSHIP.** The parties agree that neither the NACOG nor any employees or other personnel of the NACOG will for any purpose be considered employees of NPC, and with respect to the NACOG and any employees or other personnel of the NACOG, NPC shall not be responsible in any manner for the supervision, daily direction and control of the NACOG and any of its employees or other personnel or the payment of salary (including withholding income taxes and social security), workers' compensation and disability benefits for NACOG and any of its employees or other personnel.

11. **NOTICE**

11.1. Written notice shall be provided by email or first-class mail to:

**For NPC:**

Dr. Chato Hazelbaker  
Northland Pioneer College  
PO Box 610  
Holbrook, AZ 86025

**For NACOG:**

Chris Fetzer  
Director

10.2 Receipt of any notice shall be the date of delivery if delivered by email, in person or by private overnight carrier service, or, if mailed, upon the earlier of confirmed receipt or three days from the date of postmark. The Parties agree to notify the other Party in advance and in writing of any change to that respective Party's notification information.

12. **ENTIRE AGREEMENT.** This Lease contains the entire understanding of the parties and may only be modified or amended in a writing signed by both parties.

13. **COUNTERPARTS.** This Lease may be executed in counterparts.

The Parties have caused this Lease to be executed by their duly authorized representative on the respective dates entered below.

**NORTHLAND PIONEER COLLEGE**

**NORTHERN ARIZONA COUNCIL OF  
GOVERNMENTS**

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Dr. Chato Hazelbaker, President



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Chris Fetzer, Director

**HEAD START PROGRAM SERVICE AGREEMENT  
BETWEEN  
NORTHLAND PIONEER COLLEGE (NPC)  
AND  
NORTHERN ARIZONA COUNCIL OF GOVERNMENTS (NACOG)**

This Agreement is between **Northland Pioneer College** and **NORTHERN ARIZONA COUNCIL OF GOVERNMENTS HEAD START** for the period of **June 1, 2021 to May 31, 2024**.

**I Purpose Statement**

The purpose of this Agreement is to establish working procedures between **NPC** and **NACOG Head Start (HS)** in the provision of services to preschool children eligible for services in compliance with Federal and State laws and regulations.

It is the intent of this Agreement to:

1. Define which service will be provided by each party.
2. Ensure that children eligible for HS services receive a free and appropriate public education, as outlined in Head Start Program Performance Standards (HSPPS).
3. Ensure that cooperative arrangements between **NPC** and **NACOG** are developed, implemented, and preserved.
4. Ensure that each party cooperatively maintains communication and shares leadership responsibility at the local level to ensure that available resources are utilized in the most effective manner.

This Agreement only applies to HS children three (3) years to non-kindergarten eligible five (5) years old who reside in the NPC district in accordance with applicable NPC Policy.

**II Program Mandates**

**Responsibility of NPC**

1 To provide NACOG two classrooms, classroom restrooms, staff workspace, a kitchen and adjacent land for NACOG to establish a playground space: exclusive for HS use during HS/EHS business hours. The space will be made available as determined by NACOG program hours, days, months of service.

2 To identify and assist potential eligible families through the application completion as outlined and directed by NACOG staff and requirements. NACOG will make all eligibility and enrollment determination.

## **Responsibility of Head Start Program**

- 1 Determine community strengths, needs and resources as well as recruitment areas. Recruit & verify enrollment, and serve **Head Start** eligible children ages 3-5 years.
- 2 NPC students and faculty will be given priority by scoring appropriately on the matrix, for enrollment based on HSPPS and the NACOG Eligibility, recruitment, selection, enrollment & attendance (ERSEA) plan.
- 3 NACOG must establish and maintain a formal structure for program governance that includes a governing body, a policy council and parent committee.

## **II Service Implementation**

All HS programs must provide high-quality early education and child development services, including for children with disabilities, that promote children's cognitive, social, and emotional growth for later success in school.

### **NPC will:**

- 1 Make enrollment materials available on campus as received from NACOG to assist potential enrollees through the application process.
- 2 Educate advisors, faculty, and staff on the NPC/NACOG Head Start program so that eligible children and families may be referred to Head Start programs in our communities.
- 3 Assist in enrolling prospective students who are HS families or staffs into coursework as appropriate.

### **NACOG Head Start will:**

- 1 Refer families to NPC for enrollment in higher education.
- 2 Provide internship opportunities to health, education, and family service students, as appropriate for HS.
- 3 Provide a responsive, effective, and organized learning environment that promotes healthy development and children's skill growth aligned with the Head Start Program Performance Standards (HSPPS), Arizona Early Learning Standards, and Infant and Toddler Developmental Guidelines to support family engagement in children's learning and development.
- 4 Must provide age-appropriate equipment, materials, supplies and physical space for indoor and outdoor learning environments, including functional space.



5 Recognize parents' roles as children's lifelong educators, and to encourage parents to engage in their child's education.

6 Ensure enrolled children with disabilities, including but not limited to those who are eligible for services under IDEA, and their families receive all applicable program services delivered in the least restrictive possible environment and that they fully participate in all program activities.

7 Coordinate with the local agency responsible for implementing IDEA to identify children enrolled or who intend to enroll in a program that may be eligible for services under IDEA.

8 Establish and maintain all licensing requirements in accordance with federal, state, and county regulations.

9 Conduct background checks on all staff and volunteers in accordance with federal and state regulations, and assist student interns with Head Start Volunteer Clearance requirements, such as fingerprint clearance cards.

10 Establish and maintain safety procedures, as outlined in the Caring For Our Children manual. HS establishes, follows, and practices for health and safety.

## **V Health Program services**

### **NACOG will:**

1. Provide high-quality health, oral health, mental health, and nutrition services that are developmentally, culturally, and linguistically appropriate and that will support each child's growth and school readiness.

2. Establish, train staff on, implement, and enforce a system of health and safety practices that ensure children are always kept safe.

## **VII Family and Community Engagement**

### **NPC will:**

Ensure NACOG can utilize the NPC campus or facility as appropriate for community and family engagement activities as required by HSPPS.

### **NACOG Head Start will:**

1. Integrate parent and family engagement strategies into all systems and program services to support family well-being and promote children's learning and development.

2. Develop innovative two-generation approaches that address prevalent needs of families across their program that may leverage community partnerships or other funding sources.

3. Offer opportunities for parents to participate in a research-based parenting curriculum that builds on parents' knowledge and offers parents' the opportunity to practice parenting skills to promote children's learning and development.

## **VIII Community Partnerships and Coordination**

### **NPC will:**

Establish and maintain an ongoing collaborative relationship with NACOG.

### **NACOG Head Start will:**

Establish and ongoing collaborative relationship and partnership with NPC and other community organizations that are responsive to children's and families' needs and family partnership goals, and community needs and resources, as determined by the community assessment.

## **IX Human Resources management**

### **NPC will:**

1. Allow NACOG to follow all HR and Personnel Rules and Regulations as outlined and required by federal and state standards.

2. Make available appropriate coursework and professional development opportunities as what aligns with their rules and regulations.

### **NACOG Head Start will:**

1. Establish and maintain personnel policies and procedures in writing that are approved by the governing body and policy council.

2. Before a person is hired, directly or through contract, we must conduct an interview, verify references, conduct a sex offender registry check, and obtain a complete fingerprint clearance check.

3. Ensure all staff, consultants, contractors, and volunteers abide by the program's standards of conduct.

4. Ensure all staff, consultants, and contractors engaged in the delivery of program services have sufficient knowledge, training and experience, and competencies to fulfill the

roles and responsibilities of their positions and to ensure high-quality service delivery in accordance with the HSPPS.

5. Provide ongoing training and professional development to support staff in fulfilling their roles and responsibilities.

**X Dispute Resolution**

In the event that misunderstandings or differences of opinion occur with regard to policies and procedures necessary to accomplish these objectives, the appropriate staff and appropriate supervisor from the respective parties will meet to reach a solution.

**XI Termination Review**

This Agreement will be reviewed and revised by **NPC** and **NACOG** tri-annually, or on an as needed basis. Party upon sixty (60) days prior written notice may terminate this Agreement.

Upon thirty (60) day notice, each part will notify the parents of children affected by the planned termination of this agreement as well as potential impact to each child/family.

  
\_\_\_\_\_  
Chris Fetzer,  
Executive Director  
Northern Arizona Council of Governments

\_\_\_\_\_  
Dr. Chato Hazelbaker  
President  
Northland Pioneer College

Date: 11/23/21

Date: \_\_\_\_\_

## Board Member Travel for ACCT National Legislative Summit

### **Recommendation:**

Staff recommends approval for Board Member Leslie to attend the Association of Community College Trustees (ACCT) National Legislative Summit in Washington, DC.

### **Summary:**

Per Procedure 2036 – District Governing Board Travel “All travel for DGB members exceeding \$500 must be approved by the DGB prior to travel.”

The National Legislative Summit is the premier community college advocacy event in Washington, DC, bringing together more than 1,000 community college leaders. The event shines a spotlight on the importance of our nation’s community colleges for Congress and the Administration.

The National Legislative Summit is designed to inform and educate community college leaders on federal policy issues that impact postsecondary institutions and students. National Legislative Summit participants will hear from members of U.S. Congress, leading political analysts, and other high-profile speakers about the current climate in D.C., recent elections, and legislative issues impacting community colleges.

Participants also have the opportunity to network with fellow community college leaders and meet with their U.S. representatives in Congress to advocate for their support for community colleges and their students. The ACCT Leadership Congress is the premier annual conference for community college leaders and the only national conference dedicated to community college trustees.

The approximate cost to send a participant will be around \$3550 and money is available in the college budget.

## Recommendation to Approve Contract with TargetX & Salesforce

### **Recommendation:**

Staff recommends approval of a five-year term for purchasing TargetX and Salesforce software totaling \$412,173.57. The first 12-month term will be paid in the current fiscal year (FY21-22) by using FIPSE grant money (\$72,000) and contingency funds (\$34,509.31) for a total of \$106,509.31. The remaining four, 12-month terms will be budgeted each fiscal year to cover the remaining total of \$305,664.26.

### **Summary:**

Over the past year, the College has been utilizing a Customer Relations Management (CRM) system (HubSpot) to improve the College's goal of improving tracking and communication with potential students and student services. In 2021, the College also received a *Fund for the Improvement of Postsecondary Education (FIPSE)* grant that would contribute funds toward an SRM system used by NPC's Early College Programs. The combination of these factors led the College to put out an RFP to obtain bids for an CRM system in December 2021 to meet the competitive procurement process.

The recommended vendor, TargetX, offers software designed specifically for higher education that improves and facilitates the pre-enrollment student tracking process. Their software is built on top of Salesforce software which provides general customer relations management software and does not require a custom build. In addition, the TargetX bid also includes software that focuses on improving current student retention, which none of the other vendors' proposals offered. This added piece of software will bring several student tracking processes and systems together under one piece of software and aid in the college's efforts to implement its Guided Pathways initiative.

The selection of the winning bidder was made through a procurement software process that awarded points to each bid based on predefined criteria and information provided in the vendor's submission. From those initial scores, the top three vendors with the highest scores made product demonstrations to the committee, which then scored the vendor presentations. The vendor with the highest total score was then recommended by the committee.

## TARGETX ORDER FORM

### General Information

**Customer Name:** Northland Pioneer College  
**Department/Division:** Recruiting, Admissions, and Retention  
**Subscription Dates:** 01/18/2022 - 01/17/2027

### TargetX 5-Year Total Investment

Total Investment	Term 1	Term 2	Term 3	Term 4	Term 5
<b>TargetX Community College Suite Includes:</b>	\$ 57,255	\$ 57,255	\$ 57,255	\$ 57,255	\$ 57,255
- Recruitment Suite					
- Retention Suite					
- Insights Reporting and Analytics					
<b>TargetX Implementation Services</b>	\$ 27,500	X	X	X	X
- One-time, comprehensive fee					
- No hourly charges					
- No third party needed					
<b>Total by Term</b>	<b>\$ 84,755</b>	<b>\$ 57,255</b>	<b>\$ 57,255</b>	<b>\$ 57,255</b>	<b>\$ 57,255</b>

### Third-Party Product Licenses

Product Name	# of Licenses
Informatica Cloud	1 Production Org/User Agent

### TargetX Invoicing Schedule

The initial term of this agreement shall be for five (5) years commencing on January 18, 2022 and expiring on January 17, 2027 unless sooner terminated as outlined in the Master Service Agreement.

### TargetX Payment Terms

*Offer expires 01/18/2022 if signed Order Form and Master Services Agreement (MSA) are not received. Once invoiced, due net 30 Days.*

### Notes

In the event of any conflict between this Order Form and the Master Service Agreement, or any Proposal or the TargetX Description of Services, this Order Form shall prevail.

Institutions are required to contract directly with Salesforce to obtain Salesforce licenses to utilize the TargetX CRM. TargetX requires one of the user licenses to maintain administrative control over the application. Details and descriptions of the products and services listed above are provided in the proposal and the TargetX Description of Services. All professional services, including implementation services and Premier Support, if listed above, are only valid during the subscription term described above. Pricing for licenses of Third Party Products is subject to Client will reimburse TargetX for expenses reasonably incurred in the performance of the services described above, including travel, lodging, etc. etc., provided that the cost for such expenses is documented in the applicable Order Form or Statement of Work. TargetX agrees that any such reimbursement may be limited by Client's standard travel reimbursement policies and TargetX's submission of supporting documentation in accordance with State of Georgia travel regulations.

[TargetX Description of Services https://www.targetx.com/description-of-services/](https://www.targetx.com/description-of-services/)

### Agreement Signatures

This Sales Order Form is subject to the Master Service Agreement, and the Proposal/Statement of Work referenced above.

#### CUSTOMER

**Signature:**

**Name:**



salesforce.com, inc.  
 Salesforce Tower  
 415 Mission Street, 3rd Floor  
 San Francisco, CA 94105  
 United States

ORDER FORM for Northland Pioneer College  
 Offer Valid Through: 1/31/2022  
 Proposed by: Alessandra Carreiro  
 Quote Number: Q-05273848

## ORDER FORM

### Address Information

Bill To:  
 PO Box 610  
 Holbrook  
 AZ, 86025  
 US - United States

Ship To:  
 PO Box 610  
 Holbrook  
 AZ, 86025  
 US - United States

Billing Company Name: Northland Pioneer College  
 Billing Contact Name: Robert Johnson  
 Billing Email Address: robert.johnson@npc.edu

Billing Phone: 1 928 532 6111  
 Billing Fax: 9285247419  
 Billing Language: English

### Terms and Conditions

Contract Start Date\*: 1/5/2022  
 Contract End Date\*: 1/4/2027  
 Billing Frequency: Annual

Payment Method: Check  
 Payment Terms: Net 30  
 Billing Method: Email

### Services

Services	Order Start Date*	Order End Date*	Order Term (months)*	Monthly/ Unit Price**	Quantity	Total Price
Service Cloud - Unlimited Edition	1/5/2022	1/4/2027	60	USD 72.00	10	USD 43,200.00
Courtesy Administrators for Admin Assist - Unlimited Edition	1/5/2022	1/4/2027	60	USD 0.00	1	USD 0.00
Customer Community - Unlimited Edition - Logins (Per Month)	1/5/2022	1/4/2027	60	USD 0.50	416	USD 12,480.00
Lightning Platform Starter - Unlimited Edition	1/5/2022	1/4/2027	60	USD 6.00	20	USD 7,200.00
						Total: USD 62,880.00

## Cost Breakdown By Year

Year	TargetX	Salesforce License	Subtotal	9.43% Sales Tax	Total Cost	
1	\$84,755.00 (includes one time set-up of \$27,500)	\$12,576.00	\$97,331.00	\$9,178.31	\$106,509.31	
2	\$57,255.00	\$12,576.00	\$69,831.00	\$6,585.06	\$76,416.06	
3	\$57,255.00	\$12,576.00	\$69,831.00	\$6,585.06	\$76,416.06	
4	\$57,255.00	\$12,576.00	\$69,831.00	\$6,585.06	\$76,416.06	
5	\$57,255.00	\$12,576.00	\$69,831.00	\$6,585.06	\$76,416.06	
	\$313,775.00	\$62,880.00	\$376,655.00	\$35,518.57	\$412,173.57	<b>5 Year Total Cost</b>

\* Year = 12 month span, not calendar or fiscal





### AS#22-01 - Customer Relations Management (CRM) software Scoring Summary

#### Active Submissions

Supplier	Total	A - Proposal Cost	A-1 - BT-470Y	A-2 - Annual Cost>1st year	A-3 - Total Cost	C - Customer Relations Management (CRM) software (Q-79NT)	C-1 - CRM Software	D - Main Evaluation	D-1 - Value-Added Services/Software	D-2 - Experience with working with higher education institutions	E - References	E-1 - Reference 1	E-2 - Reference 2	E-3 - Reference 3	F - Demonstration	F-1 - Meets Requirements	F-2 - Ease of Use
	/ 200 pts	/ 70 pts	/ 10 pts	/ 10 pts	/ 50 pts	/ 80 pts	/ 80 pts	/ 15 pts	/ 10 pts	/ 5 pts	/ 15 pts	/ 5 pts	/ 5 pts	/ 5 pts	/ 100 pts	/ 50 pts	/ 50 pts
TargetX	196.71	14.13	2.81 (\$97,335.00)	1.632 (\$69,835.20)	9.683 (\$376,676.01)	59.98	59.98	13.6	8.8	4.8	15	5	5	5	94	47	47
LeadMaster	173.98	70	10 (\$27,350.00)	10 (\$11,400.00)	50 (\$72,950.00)	60.98	60.98	8	5.6	2.4	0	0	0	0	35	16	19
Enrollment Rx	168.62	15.51	2.321 (\$117,840.00)	2.145 (\$53,140.00)	11.04 (\$330,400.00)	55.61	55.61	13.5	8.6	4.9	15	5	5	5	69	32	37

#### Eliminated Submissions

Supplier	A - Proposal Cost	A-1 - BT-470Y	A-2 - Annual Cost>1st year	A-3 - Total Cost	C - Customer Relations Management (CRM) software (Q-79NT)	C-1 - CRM Software	D - Main Evaluation	D-1 - Value-Added Services/Software	D-2 - Experience with working with higher education institutions	E - References	E-1 - Reference 1	E-2 - Reference 2	E-3 - Reference 3	F - Demonstration	F-1 - Meets Requirements	F-2 - Ease of Use
	/ 70 pts	/ 10 pts	/ 10 pts	/ 50 pts	/ 80 pts	/ 80 pts	/ 15 pts	/ 10 pts	/ 5 pts	/ 15 pts	/ 5 pts	/ 5 pts	/ 5 pts	/ 100 pts	/ 50 pts	/ 50 pts
FreeAgent CRM	70	10 (\$19,800.00)	10 (\$19,800.00)	50 (\$99,000.00)	52.8	52.8	3.15	2.75	0.4	0	0	0	0	-	-	-
Anthology Inc.	22.21	3.173 (\$62,406.00)	3.173 (\$62,406.00)	15.86 (\$312,030.00)	55.06	55.06	9.6	5.5	4.1	15	5	5	5	-	-	-
Dominic Systems Limited	21.07	1.473 (\$134,407.00)	4.222 (\$16,902.00)	15.37 (\$322,015.00)	38.19	38.19	2.3	1	1.3	12	4	4	4	-	-	-

**RFP AS #22-01 Bid Tabulation**  
**REQUEST FOR PROPOSALS (RFP)**  
**CUSTOMER RELATIONS MANAGEMENT (CRM) SOFTWARE**

3:00 P.M., Arizona time  
 December 01, 2021  
 Page 1 of 1

<b>Vendor</b>	<b>Date Received</b>	<b>Time Received</b>	<b>Bid Submission Received By</b>	<b>Bid Submitted</b>
FreeAgent CRM	11/23/21	10:35 AM	Electronic - Bonfire	First Year 20 User Base Cost: \$19,800 Annual Cost after Implementation: \$19,800 5-Year Total Cost: \$99,000
Anthology Inc	12/01/21	10:24 AM	Electronic - Bonfire	First Year 20 User Base Cost: \$62,406 Annual Cost after Implementation: \$62,406 5-Year Total Cost: \$312,030
Dominic Systems Limited	12/01/21	01:58 PM	Electronic - Bonfire	First Year 20 User Base Cost: \$134,407 Annual Cost after Implementation: \$46,902 5-Year Total Cost: 322,015
Enrollment Rx	12/01/21	01:13 PM	Electronic - Bonfire	First Year 20 User Base Cost: \$117,840 Annual Cost after Implementation: \$53,140 5-Year Total Cost: \$330,400
LeadMaster	11/30/21	10:02 AM	Electronic - Bonfire	First Year 20 User Base Cost: \$27,350 Annual Cost after Implementation: \$11,400 5-Year Total Cost: \$72,950
TargetX	11/30/21	03:35 PM	Electronic - Bonfire	First Year 20 User Base Cost: \$97,335 Annual Cost after Implementation: \$69,835.20 5-Year Total Cost: \$376,676.01

WE HEREBY CERTIFY THIS IS A TRUE AND ACCURATE TABULATION OF THE PROPOSALS RECEIVED FOR THE ABOVE REFERENCED REQUEST FOR PROPOSALS ON December 01, 2021.

Request for Proposals Due on December 01, 2021 at 3:00 P.M., Arizona time. Request for Proposals Received by: Robert Johnson (Bonfire E-Procurement System). Bid Opening Attendees: Robert Johnson, Terrie Shevat, Ann Hess, Ashley Crocker. Navajo County Community College District dba Northland Pioneer College  
 RECORDED BY: Terrie Shevat

## Request to Approve Contract for Internet Services

### Recommendation:

Staff recommends approval to contract with Smith Bagley Inc. dba Cellular One of North East Arizona to supply internet services to the Northeast Arizona Training Center and Holbrook campus for a total cost of \$514,000.00 over a five-year period.

### Summary:

The contract will replace services currently supplied by Frontier and also upgrade the connection to the Holbrook campus from 200Mbps to 1GB allowing for support and upgrades to continue for the WAN application from 01/01/2022 until 12/31/2027. The purchase meets competitive purchasing guidelines by utilizing AZ State Contract Number CTR049876.

The first year cost is \$110,800, which includes two nonrecurring charges for installation totaling \$10,000.00. The cost for years two, three, four, and five is locked in at \$100,800.00 per year, making the total cost for installation, maintenance, and support over 5 years \$514,000.00.

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# Northland Pioneer College – Taylor WAN, Holbrook Dedicated Internet

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SMITH BAGLEY INC.  
DBA CELLULAR ONE  
OF NORTH EAST ARIZONA

AZ STATE CONTRACT NUMBER: CTR049876

COST PROPOSAL

January 12, 2022

To Whom It May Concern,

Smith Bagley Inc. dba Cellular One of North East Arizona is pleased to submit our proposal for Northland Pioneer College Taylor WAN with 1 Gbps Dedicated Internet in Holbrook.

Cellular One proudly services over 150 large businesses in Arizona and New Mexico. We look forward to the opportunity to provide you with excellent services, and to develop an ongoing positive relationship between our teams.

Sincerely,



Ian Hathcock  
Director of Sales and Operations

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- Meet the team
- Call Escalation
- Client References
- Service Level Agreement
- Proposal

# EXPERIENCE AND QUALIFICATIONS

## OUR NETWORK

- Cellular One has invested more than 93 million dollars into our network over 25 years, resulting in increased coverage, greater backhaul, more resiliency, more reliability, and additional power backup to all major sites.
- Cellular One operates a hybrid network comprised of Fiber, Licensed Microwave technology – LAN and WAN, Data Transport, Middle Mile, Dedicated ISP, Shared ISP, Firewall Services, and much more.
- Cellular One offers nationwide cellular coverage and hosts more network of over 220 towers, more than any other provider within in our footprint.
- Cellular One operates a network service at a 1:1 contingency ratio with multicasting, engineered to 99.99% uptime.
- Cellular One offers excellent technical support 24 hours a day, 7 days a week, and 365 days a year.

## OUR CLIENTELE

- Cellular One has been a service provider since 1998.
- Cellular One provides service to more than 150 businesses, schools, and libraries.
- Cellular One engineered, built, provisioned, and manages a network of 48 BIE schools.
- Cellular One engineered, built, provisioned, and manages a network of 6 IHS hospitals.
- Cellular One is the provider of choice for local municipalities, and small businesses

## OUR FAMILY

- Cellular One is dedicated to our community and our neighbors. As a major employer in the area, we employ over 180 individuals at 22 locations throughout the four corners area.
- Cellular One provides over 25 technicians, placed strategically throughout the market, to reduce downtime and increase outage response time.
- Cellular One employs over 64 Navajo employees, complies with the Navajo Preference Employment Act, and has an Affirmative Action Plan on file with the Navajo Nation.

# MEET YOUR TEAM

## IAN HATHCOCK

### Director of Sales and Operations

Ian joined the Technical Operations Team at Cellular One in 2009. Ian manages Cellular One's ICT Sales and Operations (ISO) Team and is responsible for creating customized technology plans to meet specific customer needs. This includes network design, budget development for build-to-suit Internet/Data Transport (including WANs), Cloud Solutions, VoIP systems, Disaster Recovery, and Managed IT Services. Ian and his team are known for their expertise in the technology industry. He possesses a keen depth of technical and engineering knowledge to help meet the needs of schools, libraries, government agencies, rural healthcare, and businesses organizations. He is highly skilled in identifying the "right-fit" technology solutions to balance reliability, security, scalability, and affordability.

## TERRA BREWER

### ICT/Wireless Client Success Advocate

Terra joined Cellular One in 2015 and is a lifetime resident of the area. Terra has two decades of customer service experience, training experience, and has led Outside Sales teams. She works diligently with tribal and non-tribal partners to identify ongoing needs, and provide support for the technology needs of local schools, libraries, rural healthcare organizations, government, and tribal agencies. Our customers benefit from her passion for reliable and responsive customer care. Terra is well prepared to ensure customers meet the compliance and reporting requirements for USAC programs that provide federal subsidies to schools, hospitals, and tribal/government entities for technology products and services.

## RANDY MIFFLIN

### ICT Senior Business Consultant

Randy joined the Cellular One team in 2014, and has been in the Telecommunication/IT industries for over 30 years. As a lifelong Arizona resident and graduate from the University of Arizona, Randy understands the communication challenges faced in rural Arizona. He has a proven record of accomplishment in Government and Enterprise solutions with a focus on Fiber, VoIP, Business Internet, and Managed IT Services. As a Senior Business Consultant Randy provides leading edge solutions to solve client's complex technology needs. With the focus on client solutions and years of experience on our team to rely on, Randy takes pride in providing Best in Class solutions for our Cellular One customers.

## ALBERT VELARDE

### ICT Senior Strategic Account Manager

Albert initially joined Cellular One in 2013 and has worked as an Account Manager within several internal divisions including Business Solutions, Sunstate and ERATE-ICT. With over 25 years of experience in sales, customer service and account management, including 9 years of ERATE-ICT expertise, Albert is adept at developing targeted solutions for Schools, Libraries, Healthcare, Municipal, and other critical institutions. He is skilled at identifying funding opportunities and assisting clients in navigating complex processes within the E-Rate funding years. Albert is focused on meeting customer needs to assist in navigating complex processes, optimizing costs, and ensuring scalability of communication networks.



## LAWRIE PRICKETT

### ICT Information & Data Management Specialist

Lawrie joined Cellular One in 2008 and has diligently served customers in a wide variety of capacities including working closely with our USAC Compliance Team during peripheral support systems buildout. Her experience includes database information services, customer experience strategies, and Engineering and Technical Operations E-Rate/ICT project management. Lawrie assisted in a \$35-million 3G and LTE technology rollouts on Cellular One's network. Lawrie specializes in RFP management, contracts, billing, budgets, collections, audits, E-rate/RHC compliance, procurement, account management, ICT feasibility requests, team builders, and managing a wide variety of projects.

## CODY PEDERSEN

### ICT Process and Project Manager

Cody first joined the Cellular One team in 2011, and has been in the telecommunication industry for over 10 years. Cody has a proven track record in business internet, land-lines, VoIP systems, and Cellular solutions; he works to oversee project completion and ensure timely tracking of project related tasks, working closely with our Engineering team to monitor project timeline. His knowledge of E-Rate, with a strong customer service background, ensures projects move forward efficiently and effectively.

## BYRON CLARK

### Network + Data Comm. Manager

Byron has over eighteen years' experience in internet/data transmissions, and the telecommunications industry. He has designed, implemented, and maintained over three hundred projects during his tenure. Byron's certifications include; Ceragon IP10 Certified, Andrews Certified, Talley Connectorization Certified, Redline Certifications, COM Trained Certified and CPR Certified, Motorola Certified, Orthogon Certified, WatchGuard Certified, Checkpoint Certified, Anhritsu Certified.

## JUSTIN LYNN

### ICT Network Data Technician

Justin has worked with Cellular One for eleven years as a Cellular technician. He has a deep understanding of the Cellular One Network, and telecommunications network design, troubleshooting, and management. Locally based and part of our first responder network team, he manages network and service issues that may arise. Justin's certifications include; Cisco, TDM, Motorola WiMax, Cambium PTP LigoWave PTP, Nokia GSM, Fiber Optic, Emerson Power, Valere Power, DC and AC Power, JDSU Tester L2 and L3, Project Management, TCP/IP, RAD, T1, and Ethernet. Ceragon IP10 Certified, Andrews Certified Talley Connectorization Certified, Redline Certifications, COM Trained Instructor, CPR Certified. Ericsson RBS 6000 GSM/WCDMA, Ericsson Mini-Link TN Microwave, Microwave Transmission Engineering UCSD.

## MARLA THOMAS

### Accounting Specialist

Marla joined the Cellular One team in 2015 and oversees billing for our E-Rate and Rural Healthcare programs, and Sunstate division. She brings over 25 years of customer service, management, and administrative skills to her role. Marla has worked in several capacities, including sales, store supervisor, and district manager for four stores in Show Low, Taylor, Holbrook and Winslow. Following Cellular One's acquisition of Sunstate, Marla transitioned full-time to administrative work, dispatching, ticketing, invoicing, collections, inventory maintenance and reconciliation. She now works within our Finance team to ensure accurate and timely follow up on any billing and finance related needs.

# CALL ESCALATION

## Technical & Systems Support Maintenance

Primary Point of Contact for all Network Maintenance. Please utilize this contact for all emergencies pertaining to outage, service, and maintenance.

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Network Operations Help Desk	928.532.2613	eto-ict-outage@cellularoneaz.com
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ICT/E-Rate Team	Email Only	ERATE-ICT@cellularoneaz.com
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## Sales & New Acquisitions

For system expansions, updates, and upgrade requests, please reach out at any time.

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Randy Mifflin	928.358.7496	rmifflin@cellularoneaz.com
ICT Senior Business Consultant	928.537.0690 x2217	

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## Client Success Advocate

Oversees business's Relationships with our Cellular/DoD clients and acts as an advocate to ensure your needs are met in a timely manner

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Terra Brewer	928.243.1128	tbrewer@cellularoneaz.com
ICT/E-Rate Client Success Advocate	928.537.0690 x2242	

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## Strategic Account Manager

Oversees business's relationships with our clients and acts as an advocate to ensure your needs are met in a timely manner.

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Albert Velarde	505.701.2222	avelarde@cellularoneaz.com
Strategic Account Manager	928.537.0690 x2228	

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## Finance, Billing, & Audits.

Please contact with any billing, invoicing, or finance questions. BEAR & SPI experts.

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Marla Thomas	928.205.3395	AcctPay@cellularoneaz.com
Accounting Specialist	928.537.0690 x 2238	

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## CLIENT REFERENCES

### Window Rock Unified School District

Window Rock, AZ

Three Site Point to Point - Wide Area Network and G-DIA

Sheldon Yazzie

[928.729.6706]

Customer since July 2014

### Whiteriver Unified School District

Whiteriver, AZ

Platinum Dedicated Internet Access

Pierre Dehombreux

[928.338.4842]

Customer since 2004

### Verizon Federal

Ashburn, VA

Sixty Site Point to Point - Wide Area Network

Robert Monsheimer

[703.694.7407]

Customer since February 2014

### Winslow Indian Health Care

Winslow, AZ

Three Site Point to Point - Wide Area Network

Mark Gerber

[928.289.4646]

mark.gerber@wihcc.org

### Navajo Nation

Window Rock, AZ

Nine Site Point to Point - Wide Area Network

Ben Mariano

[928.871.6762]

benmariano@navajo-nsn.gov

# SERVICE LEVEL AGREEMENT

## Technical Specifications - SLA

Class of Service	Dedicated Internet Access
Availability	99.99%
Frame Delay/Latency	<30ms (one way)
Delay Variation/Jitter	<20ms
DDR	99.95%
MTTR	<4 hours

## Outage Credits

MONTHLY AVERAGE	PERCENTAGE SERVICE CREDIT
<b>AVAILABILITY</b>	<b>MRC</b>
99.99% - 99.95%	5%
99.94% - 99.5%	15%
99.5% - 99%	25%
99% - 98%	50%
98% - 95%	75%
> 95%	100%
<b>DELAY or LATENCY</b>	<b>MRC</b>
0.0 to 20.00 ms	No Credit
20.01 to 35.00 ms	10%
35.01 to 50.00 ms	25%
50.01 ms or greater	50%
<b>JITTER</b>	<b>MRC</b>
0.00 to 20.00 ms	No Credit
20.00 to 30.00 ms	50%
> 30.00 ms	75%

Project Number: BIW-AZ2106-BNPC Date 1/11/2022  
 Customer Type: Enterprise Project State AZ  
 Product Type: Dedicated Internet Access Holbrook / WAN to Taylor

Client: Northland Pioneer College  
 Attention: Dr. Chato Hazelbaker  
 Contact: Randy Mifflin  
 Mobile: (928) 358-7496 Office: (928) 537-0375 x2217  
 Email Address: RMifflin@sunstatetech.com

Demarc	Customer Site Name	Address	LAT	LONG	Bandwidth	NRC	MRC	Term	Initial Here
Customer Prem	NPC Taylor Papermill	1840 W. Papermill Rd., Taylor, AZ 85937	34°28'11.78"N	110° 7'8.66"W	100 Mbps	\$5,000.00	\$1,200.00	Five (5) Years	
Customer Prem	NPC Holbrook Gbps Dedicated Internet	2251 E. Navajo Blvd. Holbrook, AZ 86025	34°55'48.61"N	110° 8'28.19"W	1 Gbps	\$5,000.00	\$7,200.00	Five (5) Years	

Terms and Conditions

- This Proposal is subject to all of the terms and conditions of the Agreement; provided, however, that in the case of a conflict between the above Service related terms of this Proposal and the terms of
- Proposed pricing and services contained herein are subject to change and is contingent upon availability and pricing at the time of the order.
- SBI dba Cellular One will not and cannot be held liable or responsible for any services that become unavailable at the time of order.
- All non recurring and monthly recurring pricing in cost proposal is subject to changed based on availability of services at the time of order, Special Construction Cost may apply on a site by site basis.
- In some cases SBI will be working with a third party to provide requested services which may occur in deviations to SLA.
- Price Proposal is valid for 60 days and will need to be refreshed in the event that the bid evaluation period extends beyond pricing validity date however with bid award all pricing will be honored
- All cost contained herein are based on site engineering performed at the time of request in conjunction with estimations of available frequency license, right of ways, Co Locations and available

Definitions

- MRC - Monthly Recurring Charge.
- NRC - Non Recurring Charge (Install Fee.)
- MTTR - Meant Time To Respond.
- SBI - Smith Bagley Inc. (parent company to Cellular One).

Included in Services:

- \* 24-hour Outage Number
- \* Secured Network Engineered to 99.99% up time
- \* Updates, Network Maintenance and help line
- \* Graphs provided of usage and available bandwidth
- \* Timeframe to turn up will be provided upon receipt of order

Technical Specifications - SLA

- Class of Service: Dedicated Internet Access Holbrook / WAN to Taylor
- Availability: 99.9%
- Frame Delay/Latency: <30ms
- Delay Variation/Jitter: <20ms
- MTTR: <4 hours

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

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

Accepted for Smith Bagley, Inc. by Ian Hathcock

Accepted for Client by Dr. Chato Hazelbaker

# Governing Board Retreat Agenda

Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona  
Or you can join on [WebEx](#) (Passcode Jan22DGB).

**Date:** January 18, 2022

**Time:** Following regular Board meeting (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	<b>Call to Order</b> .....	Chair
2.	<b>Adoption of the Agenda</b> ..... <b>(Action)</b>	Chair
3.	<b>Discussion and Possible Action:</b>	
A.	<b><a href="#">Board Self-Evaluation Tools</a></b> ..... Dr. Borofsky will lead the Board through possible changes to the self-evaluation process.	Dr. Borofsky
B.	<b>Presidential Evaluation Tool</b> ..... Dr. Borofsky will discuss the relationship between the Presidential evaluation and the Board self-evaluation process.	Dr. Borofsky
4.	<b>Adjournment</b> .....	Chair

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 regarding any items in sections 5 and 6. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



Northland Pioneer College

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

### The Process:

- Each board member is encouraged to review the document and complete individual self-evaluation prior to meeting with the board as a whole.
- At the meeting, board members provide personal reflection and response. The numbers are added, divided by five, and a composite score (mathematical average) is assigned to the line item. An informal discussion of any item is initiated, at will, by any Governing Board Member. Comments are summarized and consensus is reflected in text.
- Items in the document were selected from the ACCT website and are consistent with powers and duties of the Governing Board.
- ACCT recommends that Governing Board Members establish annual board goals. This is collaboratively accomplished during the GB review.

**PROCESS FOR COMPLETION:** As individuals, board members perform their individual self-rating. As a group, members share individual ratings to determine group indicator (mathematical average of each self-evaluations).

**O = 1** I (we) operate at an optimum level of performance.

**S = 2** I (we) operate at a sustainable level that is satisfactory to me as I review my performance and consider areas of strength/growth.

**G = 3** I (we) operate at an acceptable level, but my (our) growth in this area would lead to optimal performance.

**I = 4** I (we) suggest improvement for me (the board).

<b><u>Board Organization</u></b>	<b><u>Rating</u></b>
1. Board members uphold the final majority decision of the board.	
2. The board considers and respects minority opinions.	
3. Board members understand that they have no legal authority outside board meetings.	
4. Board members represent board policy in responding to public and employees.	
5. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Policy and Policy Direction</u></b>	<b><u>Rating</u></b>
1. The board understands that the primary function of the board is to establish the policies by which the community college is to be administered.	
2. The board focuses on policy in Board discussions, not administrative matters.	
3. The board openly discusses issues and seeks the views of college constituents.	
4. The Board is knowledgeable about the mission of the institution.	
5. The vision and goals of the institution adequately address community needs.	
6. The board spends sufficient time discussing the future direction of the college, and maintains a visionary focus during board discussions.	
7. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Board – President (CEO) Relations</u></b>	<b><u>Rating</u></b>
1. The board and CEO have a positive, cooperative relationship that reflects mutual trust and respect.	
2. The board sets clear expectations for the CEO. The job description is current and accurate.	
3. The board has clear protocols for communicating with staff that include the CEO.	
4. The board clearly delegates the administration of the college to the CEO.	
5. Board members respect the role of the CEO as the link between the board and staff – and keep the CEO informed about contacts from/with the community and staff	



6. The board encourages the professional growth of the CEO.	
7. The board and CEO work cooperatively to maintain broad-based perspective.	
8. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Standards for College Operations</u></b>	<b><u>Rating</u></b>
1. The board is knowledgeable about the educational programs and services of the college.	
2. The board requires and is involved in long-range fiscal planning.	
3. The board understands the budget document and the audit reports and recommendations.	
4. The board has long-range facilities plan.	
5. Board policies adequately address parameters for facilities maintenance, appearance, safety, and security and the board reviews the facilities with the CEO and staff annually.	
6. The board has policies that require fair and equitable employment processes, and is committed to equal opportunity.	
7. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Institutional Performance</u></b>	<b><u>Rating</u></b>
1. The board monitors the effectiveness of the college in fulfilling the mission, and requires the college to regularly evaluate program effectiveness.	
2. The board regularly reviews reports on student learning outcomes, and demonstrates a concern for the success of all students.	
3. The board understands state and federal accountability requirements, and reviews accountability reports to state and federal agencies.	
4. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Board Leadership</u></b>	<b><u>Rating</u></b>
1. The board understands and adheres to its role, responsibilities, and a code of ethics.	
2. Board members treat one another with respect and work together in a spirit of harmony and cooperation to accomplish the work of the board.	
3. Board members are prepared for board meetings, and adequately studies agenda issues prior to the board meeting.	

4. Through its behavior, the board sets a positive example for the CEO and other employees.	
5. The board understands the political implications of its actions, and considers the implications once a decision is made.	
6. Additional item(s) may be added if suggested by Governing Board Members	
<b><u>Advocating for the College</u></b>	<b><u>Rating</u></b>
1. Board members are knowledgeable about the college, recognizing positive accomplishments and speaking positively about the institution in the community.	
2. Board members are knowledgeable about state and national laws and educational policy issues.	
3. Board members actively support NPC foundation and its efforts.	
4. The board understands and protects the academic freedom of the faculty, administration, staff, and students.	
5. Additional item(s) may be added if suggested by Governing Board Members.	
<b><u>Board Education</u></b>	<b><u>Rating</u></b>
1. Board members are engaged in training and development, and are knowledgeable about the roles and responsibilities of trusteeship.	
2. The information requested by, and provided to, board members does not put an undue burden on staff.	
3. The board is knowledgeable about major social and economic trends and issues that affect the community college institution.	
4. Additional item(s) may be added if suggested by Governing Board Members.	

**Open-Ended Questions**

What strengths do we have as a board?

What areas of specific improvement do we need to address as a board?

What are the major accomplishments of the Board from this year?

What areas will the governing board address in the upcoming year?

Points of Pride:

The Governing Board of Northland Pioneer College has concerns about:

## Northland Pioneer College Board Self-Evaluation Survey

### Board Performance Standards

The following set of criteria reflect key characteristics of effective governing Boards. Results from this survey may be used to provide a basis for discussion of overall Board functioning. It may be used in conjunction with a survey on progress on Board priorities and tasks. The Board evaluation will be a robust discussion based on the results of this survey completed by Board members.

Board members are asked to rate their level of agreement using the following scale:

- 5 Strongly Agree
- 4 Agree
- 3 Neutral
- 2 Disagree
- 1 Strongly Disagree
- NA Unable to evaluate

In column 1, please rate the Board as a unit in terms of the criteria. In column 2, please rate yourself as a Board member in terms of the criteria.

CRITERIA	Ratings	
	Board as a Unit	Individual Board member
1. The Board understands its policy role and differentiates its role from those of the President and district/college employees.		
2. The Board is committed to and regularly reviews the district's vision, mission and goals and monitors progress toward them.		
3. The Board assures that there are effective planning processes and that resource allocation support institutional plans.		
4. The Board adheres to its policies; the Board's policies are regularly reviewed and up-to-date		
5. The Board delegates responsibility and authority to the President, and supports the President's leadership.		
6. The Board maintains an excellent working relationship with the President; including honoring established protocols for communication.		
7. The Board sets clear expectations for and effectively evaluates the President, based on the President's limitations policies and other criteria as created by the Board and the President.		
8. Board members represents the interests and needs of the communities served by the District.		
9. The Board supports, and advocates for, the District interests to local, state, federal governments.		
10. Board members represent the District well at college events and in the community.		

11. The Board reflects a commitment to student success in its deliberations and decisions.		
12. The Board effectively monitors the quality and effectiveness of educational programs and services in fostering student success.		
13. Board members are sufficiently knowledgeable about the district's educational programs and services.		
14. The Board assures the fiscal stability and health of the district.		
15. Board members understand the budget and provide effective oversight for fiscal operations.		
16. The Board ensures that plans for facilities and maintenance are current and monitors their implementation.		
17. Board human resource policies protect the district employees and effectively set standards for quality, fairness and equity.		
18. The Board respects faculty, staff, and student participation in college and district decision-making.		
19. Board members refrain from attempting to manage or direct the work or activities of employees.		
20. Board members understand and fulfill their roles and responsibilities.		
21. The Board expresses its authority only as a unit; members understand they have no individual authority.		
22. Board members maintain confidentiality of privileged information.		
23. The Board regularly reviews and adheres to its code of conduct, and avoids conflicts of interest and the perception of such conflicts.		
24. Board meeting agendas reflect Board responsibilities and include sufficient information for decision-making.		
25. Board meetings are conducted in an orderly, respectful manner; there is adequate time to explore and resolve key issues.		
26. Board members work together, and with the President, for the good of the District.		
27. Board members are committed to their own professional growth and participate in trustee development activities.		
28. The Board evaluation process helps the Board be more effective and enhance its performance.		

**Add comments related to any of the above items:**

**Please respond to the following questions.**

1. What are the Board's greatest strengths?
2. What are the major accomplishments of the Board in the past year?
3. What are areas in which the Board could improve its performance?
4. I recommend that the Board consider the following goals for the coming year: