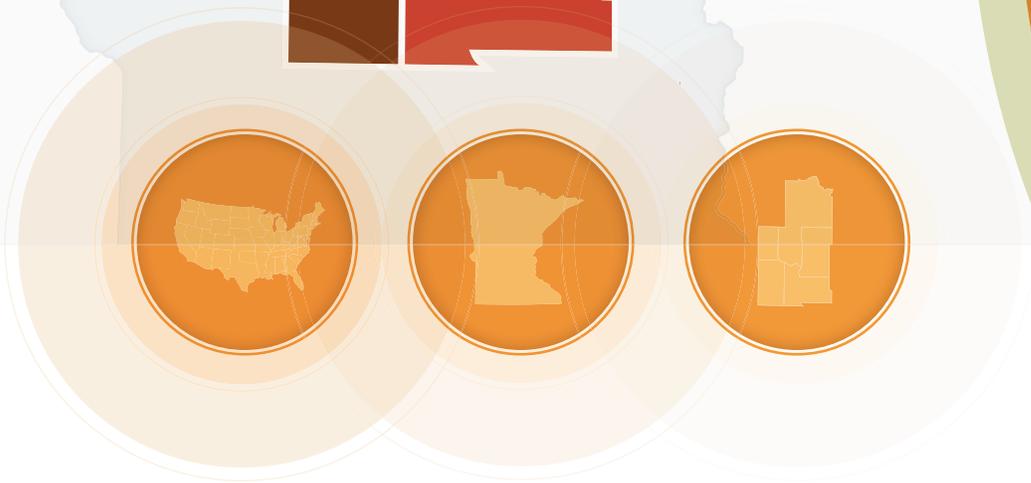


2016 Annual Report

& 2017 Strategic Framework



BOARD OF DIRECTORS

Sub-Region I

School districts: Bertha-Hewitt, Browerville, Eagle Valley, Freshwater Education District, Long Prairie-Grey Eagle, Menahga, Sebeka, Staples Motley, Verndale, Wadena-Deer Creek



Mary Freeman

mary.freeman@NJPAcoop.org
Term Expiration: 12/31/2017



Scott Veronen

scott.veronen@NJPAcoop.org
Term Expiration: 12/31/2018

Sub-Region II

School districts: Cass Lake-Bena, Crosby-Ironton, Northland Community, Pequot Lakes, Pillager, Pillager Area Charter School, Pine River-Backus, Walker-Hackensack-Akeley



Barbara Neprud

barb.neprud@NJPAcoop.org
Term Expiration: 12/31/2019



Sara Nagel

sara.nagel@NJPAcoop.org
Term Expiration: 12/31/2018

Sub-Region III

School districts: Brainerd, Little Falls, Mid-State Education District-Little Falls, Pierz, Royalton, Swanville, Upsala



Mark Gerbi

mark.gerbi@NJPAcoop.org
Term Expiration: 12/31/2019



Ryan Thomas

ryan.thomas@NJPAcoop.org
Term Expiration: 12/31/2020

Sub-Region IV

City County Other Governmental Agency (CCOGA) organizations: **Cities:** Baxter, Brainerd, Breezy Point, Browerville, Clarissa, Crosslake, Emily, Little Falls, Long Prairie, Menahga, Nisswa, Pierz, Pine River, Royalton, Sebeka, Staples, Verndale, Wadena; **Counties:** Cass, Crow Wing, Morrison, Wadena; **Government Agencies:** Central Lakes College, MN State Comm. & Tech College, Region Five Development Commission



Mike Wilson

mike.wilson@NJPAcoop.org
Term Expiration: 12/31/2017



Greg Zylka

greg.zylka@NJPAcoop.org
Term Expiration: 12/31/2020

ALWAYS LISTENING...

Below is a list of just some of the advisory committees we facilitate in order to learn directly from those we serve.

- Airport Purchasing
- Cities & Counties
- Education Solutions
- Fleet Managers
- Insurance Board of Trustees
- Risk Management
- Vendor

WE EXIST TO SERVE

National Joint Powers Alliance® (NJPA) is a public service agency committed to providing cooperative solutions that assist government, education, and nonprofit entities as they strive for efficient public service.

NJPA was created in 1978 through Minnesota Statute 123A.21, Subdivision 1 as one of Minnesota's nine service cooperatives and offers a variety of cooperative programs and services for members on a local, regional, statewide, and national scale including Canada.

On behalf of our locally elected Board of Directors and public employee staff, we are committed to meeting and exceeding the expectations of our members.

NJPA VISION

NJPA provides member-centered solutions that enable government, education, and nonprofit agencies to work more efficiently and leverages its resources to effectively reinvest in the communities we serve as an invaluable service cooperative partner.

NJPA MISSION

To build valued relationships and deliver innovative solutions with integrity, exceeding the expectations of our members.

NJPA VALUES

- Service
- Relationships
- Trust
- Passion
- Communication
- Individuality
- Continuous Improvement

LOOKING BACK

2016 Year in Numbers	4
Financial Performance	6

LOOKING FORWARD

2017 Goals	8
Programs & Services	10

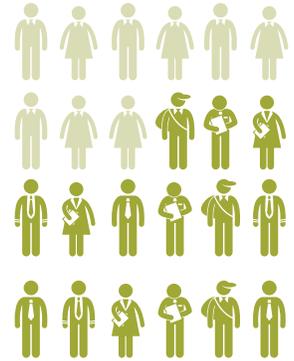
2016 Year in Num



NJPA's Education Solutions Team conducted **461 ON-SITE VISITS** at **27 DIFFERENT SCHOOL** districts

NJPA hosted
24

INTERNS IN
15 PROFESSIONS
at government entities
across the region



NJPA trained **529**
regional government employees
from **30** different entities in
professional development courses



1,186

AREA EDUCATORS logged 1186
registrations for NJPA professional
development opportunities



15

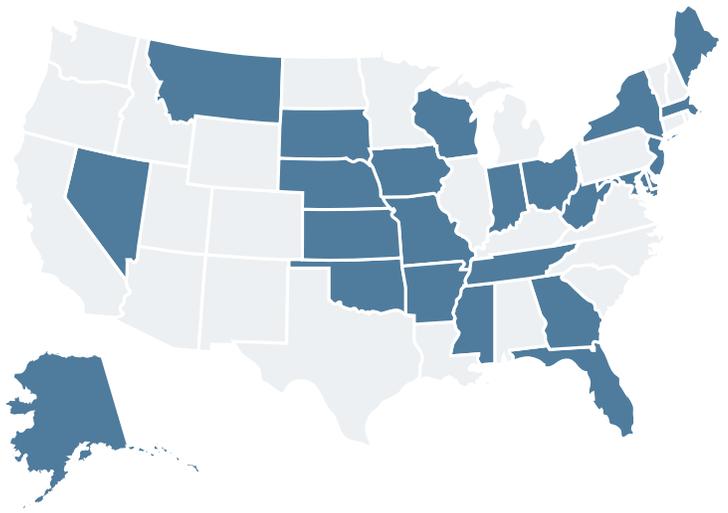
local cities, counties, and school projects
received funding through NJPA's
INNOVATION FUNDING program

Members



NJPA staff provided more than

570 hours
in **VOLUNTEER TIME**
in local communities



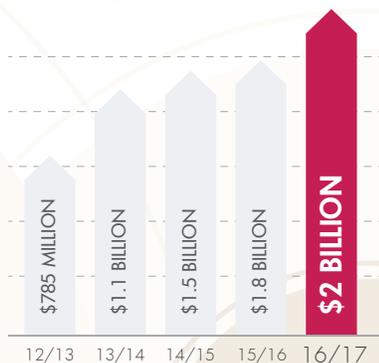
24 have **ADOPTED** or are **OFFERING NJPA CONTRACTS** as their own
STATES



NJPA issued **126 CONTRACT AWARDS** with 88 awarded through IFB and 38 awarded through RFP

187 DIFFERENT NJPA AWARDED CONTRACTS were used for purchases by NJPA Members

Member purchases made through NJPA contracts



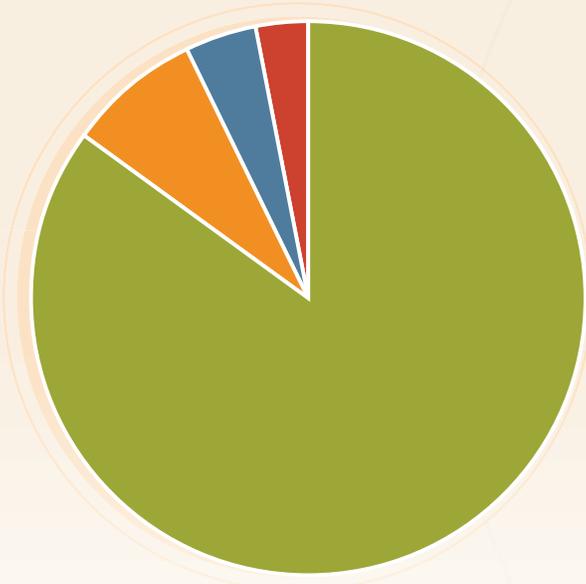
More than **\$2 BILLION** in national contract volume

30,705

member **ORGANIZATIONS SAVED TIME OR MONEY** by purchasing off an NJPA contract over the last year

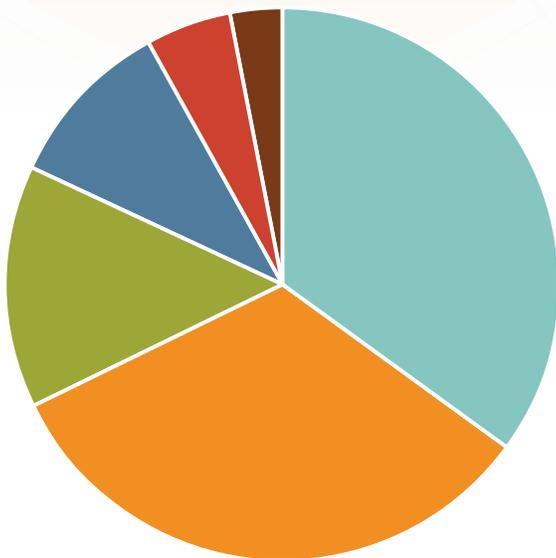
Financials

Fiscal Year 2015/16



Revenues

- Cooperative Purchasing Administrative Fees [85%]
- Local Revenues/Insurance (Net) [8%]
- Interest Income [4%]
- Federal Grants & Aids [3%]



Expenditures

- Personnel Services [35%]
- Capital Expenditures [33%]
- Marketing/Tradeshows/Training/
Strategic Partnerships & Sponsorships [14%]
- Professional/Contracted Services [10%]
- Innovation Funding [5%]
- Supplies and Materials/Dues & Memberships [3%]

Looking Forward

Dr. Chad Coquette, PhD

Executive Director/CEO

chad.coquette@NJPAcoop.org

218-894-1930



A LETTER FROM THE EXECUTIVE DIRECTOR

Often times, when I am out in the community, I run into people who see my nametag and ask, "What does NJPA do?" At our core, we are a service cooperative. We were created as a hub for education, government, and nonprofits in Region 5. Entities turn to us when they need the efficiency and strength that come from collaboration and volume in everything from training and development to sharing staff and buying supplies and equipment.

We are humbled and energized each day when members come to us looking for original solutions and innovative partnerships. Although the ideas come from every corner of community need, they all accomplish the same things: stronger communities, pride in partnership, and collaborations that get things done.

In 2016 members asked for a community partner to help build a regional kitchen to nourish seniors, support to repair veteran gravesites, resources to innovate programs for college and career readiness in our schools, training and leadership opportunities for teachers and government leaders, and new contracts to address evolving purchasing needs in areas such as forklifts and electric vehicles.

In 2016 members looked to us to provide training for educators to learn and implement a classroom management tool proven to give less class time to discipline and more to learning. Local communities asked for professional planning and zoning staff to share with other small regional entities that would otherwise be crippled by inconsistency and an inability to fit planning into the budget.

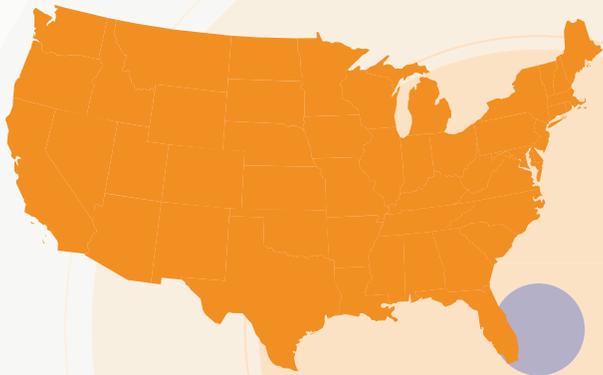
In 2016 we partnered with organizations across the country looking to provide training and development for government and education employees. We joined forces with national school administrators to provide programming for aspiring leaders and resources for classroom and community programs.

In 2016, because we know there are efficiencies in volume and one doing the work for many, we solicited contracts with national vendors and offered them up for thousands of government and education entities across the country looking to access great pricing, save time, and maintain peace of mind in their purchasing.

Nearly 40 years ago, when Minnesota legislators had a vision for creating regional efficiency through service cooperatives like NJPA, they opened the door to innovation and possibility. We are humbled by the embracement from members, the warm welcome of partnerships big and small, and the spirit of innovation that is alive and well in the communities we serve.

The year ahead offers fresh opportunities to listen and act on evolving member needs for services and support to help build success. We look to the future with great enthusiasm and hope.

2017 Goals



National

GOAL: Be the North American cooperative purchasing agency preferred by all government, education, and nonprofit organizations.

- ▶ Maximize NJPA contract utilization by state, local government, education (SLED), and nonprofit organizations.
- ▶ Increase NJPA contract embracement by awarded vendors.
- ▶ Maximize value, ease of use, and accessibility of NJPA-awarded contracts.



Statewide

GOAL: Be a State leader for Service Cooperatives.

- ▶ Advance partnerships with Minnesota Service Cooperatives to better serve eligible Minnesota entities.
- ▶ Offer high value Insurance and Risk Management Solutions.
- ▶ Develop and enhance strategic partnerships to strengthen our services offered to Minnesota based entities.



Regional

GOAL: Be a preferred provider of solutions for education, government, and nonprofits in Region 5.

- ▶ Develop and sustain key partnerships and collaborative alignments in order to maintain and create new shared service opportunities and strategic reinvestments in Region 5 and beyond.
- ▶ Sustain and create innovative programming and training through NJPA's Education Solutions Team that work to increase student success and achievement.
- ▶ Sustain and create innovative programming and training through NJPA's City and County Solutions Team that works to increase community success.
- ▶ Create innovative programming to serve the nonprofit service area Region 5.

Internal

GOAL: Be an employer of choice, reinvesting in our team to support success.

- ▶ Uphold a healthy culture that strengthens trust and respect throughout NJPA.
- ▶ Advance individual, team, and organizational capabilities.
- ▶ Advocate world-class customer service – both internally and externally.

Programs & Services

Education Solutions

NJPA's Education Solutions department provides targeted and pertinent training and consulting services for Region 5 administrators, teachers, and staff that includes training sessions on leadership, professional learning, assessment, curriculum, and effective instruction. Education Solutions facilitates the regional Spelling Bee, Knowledge Bowl, and shared online courses.

Regional Low Incidence Project & Collaborative Service Workers

NJPA supports two programs to assist regional students that have a wide variety of learning and social needs. The Low Incidence Project is designed to provide accessible and appropriate public education in the least restrictive environment for students with disabilities. NJPA also employs a team of Collaborative Service workers who serve youth (birth to 18) and families in Crow Wing County with research-based interventions that open doors to other support and services to help with student and family success.

City & County Solutions

NJPA understands the complex situations facing Region 5 cities and counties and provides access to services to help them meet their ever-growing needs. Example areas include: professional development, emergency services, health and safety, planning and zoning, financial reporting, economic development, executive recruitment, grant writing, shared services, and cooperative purchasing.



Minnesota statute outlines programs and solutions service cooperatives may provide to support government, education, and nonprofit entities.

NJPA programs align within eleven of these areas:

Administrative Services

- Social services management
- Financial reporting
- Consulting

Community Services

- Innovation funding
- Grant writing
- Emergency preparedness
- Small project partnerships
- Internships & mentorship

Health & Safety

- Regional safety groups

Planning

- Comprehensive planning

Procurement

- Cooperative purchasing
- Rebate program



Risk Management Solutions

NJPA creates efficiencies for its members by operating a “risk management pool” that serves government and education entities with insurance-related products. These offerings have a distinct focus on overall employee wellness, and product offerings continue to expand on the national level.

Cooperative Purchasing Solutions

Through its joint powers and statutory authority, NJPA awards cooperative purchasing contracts through a competitive solicitation process on behalf of its members. NJPA members, in accordance with their own laws, rules, and regulations, may purchase from these awarded contracts to streamline their procurement processes and create cost efficiencies.

Technology Solutions

NJPA’s Technology Solutions Department offers high-end, affordable and knowledgeable IT solutions for Region 5 members. NJPA offers solutions in everything from day-to-day end user support, to server and network setup, troubleshooting, and upkeep. NJPA provides ongoing support, with an emphasis on prioritizing and monitoring progress towards technology goals.

Professional Development

- Leadership training
- Instruction

Risk Management

- Health insurance
- Life insurance
- Employee wellness

Shared Time Programming

- Zoning
- Social services management
- Executive recruitment
- Consulting

Student Academics

- Low incidence
- Collaborative Service Workers
- Spelling Bee
- Knowledge Bowl

Teaching & Learning

- Consulting
- Leadership training
- Assessment
- Curriculum

Technology

- Training
- Support
- Field specialists

NJPAcoop.org



NJPA
National Joint Powers Alliance®

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