

well connected

AREA SCHOOLS | LOCAL GOVERNMENTS | NONPROFITS

Kids finding
their passion

STUDENTS FIND THEIR WAY WITH METIER
Unique career exploration program

A COMMUNITY BUILDS A KITCHEN
Feeding area seniors

PROACTIVE APPROACH TO PROTECTING DATA
How to handle cyberattacks

SPRING | SUMMER 2018



WELL CONNECTED

Welcome to Well Connected, formerly known as NJPAction. While the publication title has changed – as a direct reflection of our organization’s rebrand and new name (learn more on page 34) – the focus of this bi-annual magazine will continue to be much the same: highlighting the success of our regional schools and communities.

In March our organization hosted an Open House in honor of our 40th Anniversary. More than 200 people attended and made it an energizing celebration. It was an opportunity to not only recognize our years together, but also to thank the Region 5 community for supporting the work our organization does each day and for being an integral partner in that work.

Sourcewell has certainly evolved in its service over the years, but we cannot take credit for the regional programs and services as they look today. You have been the ones to come to us with innovation and creativity looking for a partner to support you. We’re honored to be a catalyst in this region, to watch and listen as ideas come forth, then connect people and provide support and resources to make great things happen.

In this issue of Well Connected, you’ll read about folks in our local schools and communities who asked, “How can WE make this better?” then took the initiative to act on great ideas. For example, one superintendent’s dream to breathe new life into professional development inspires educators to establish a weekend meal program for students in need. Leaders in fire and rescue and law enforcement took their vision for regional emergency response to new heights in researching, collaborating, and implementing drones across several regional response teams.

Stories like these demonstrate the power of working together to make great things happen. We are all more connected than we realize and there’s power in collaboration. If you have an idea for our region, please connect with me or another Sourcewell team member. We’ve been inspired by you in the past and will continue to expand our services and programming for the future based on your needs, ideas, and dreams.

Enjoy!

Paul Drange
Sourcewell Director of Regional Programs

VOLUME 7 SPRING | SUMMER 2018

SOURCEWELL REGION 5 PROGRAMS

Regional Programs Director
Paul Drange

City & County
Anna Gruber

Membership
Liz DeRuyck

Education
Kassidy Rice

Technology
Dean Greising

Legal
Marcus Miller

Insurance & Employee Benefits
Ryan Donovan

WELL CONNECTED MAGAZINE STAFF

Manager
Sarah Speer

Coordinator
Ali O’Day

Editors
Chelsea Ornelas
Anita Meyer

Graphic Designer
Jill Kinsley

Photographer
Mitchell McCallson

Writer
Jenny Holmes

SUBSCRIPTIONS

Email ali.oday@sourcewell-mn.gov

Our Mission:

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



202 12th Street NE | P.O. Box 219
Staples, MN 56479
888-894-1930
www.sourcewell-mn.gov

▶ Contents

Volume 7
SPRING | SUMMER 2018



Cover story

- 04 Pillager School District
Kids finding their passion**
A ground-breaking program guides students to find their true career path

Features

EDUCATION

- 18 Little Falls School District
Filling Backpacks & Bellies**
Three Little Falls educators initiate a life-changing food program

Alternative Career Pathways

Meet the group who made the Flyer Backpack program possible

- 28 Educators Unite**
Connecting with other teachers through professional networks

CITIES & COUNTIES

- 10 Crow Wing & Wadena County
Supporting our child care providers**
Helping the shortage of child care

- 14 City of Eagle Bend
A Community Builds a Kitchen**
Hilltop Regional Kitchen helps serve area seniors

- 24 Crow Wing County
Emergency Response Takes Flight**
How drone technology helps in emergency situations

INSURANCE & EMPLOYEE BENEFITS

- 32 A Proactive Approach to Protecting Data**
Taking cyberattack measures into our own hands

Departments

- 36 Small Project Partnership Funding:**
Bertha-Hewitt High School
'Fired Up' about Art
Freshwater Education District
Robotics Renewing Students Interest in STEM
Ideal Township
Ideal Plans a Safe Harbor for Residents
City of Garrison
No Speeding Through Garrison
- 40 Professional Development for Educators**
- 41 Professional Development for Cities & Counties**
- 43 Sourcewell's Trade Show Schedule**

- 34 Our new brand**
A new name for NJPA—meet Sourcewell





Kids finding their passion

A ground-breaking program guides students to find their true career path

Many teachers, several generations deep, remember their high school experience and the uncertainty that often accompanied a simple question, “What are you going to do after graduation?”

Two regional teachers are taking matters into their own hands to make sure students can answer that question with confidence and passion.

Kevin Votaw and Jordan Herman come from quite different backgrounds. But fate brought them together as teachers at Pillager Middle School, and most recently, helped them collaborate and create one of the most ground-breaking programs in career exploration, identification, and education.

Pillager Middle School teachers, Kevin Votaw (left) and Jordan Herman (right), have created the award-winning experiential learning program to help 5-8 grade students explore their future based on who they are and why they are the way they are.

mé.tier

noun | late 18th century: French, based on Latin *ministerium* ‘service’

An occupation or activity that one is good at; a calling.
synonyms: specialty, forte, strong point, strength, talent.

The Metier (pronounced ‘meteor’) Program is a grade 5-8 experiential learning program built around the flow that guides students to find the truest, happiest, and greatest versions of themselves and the career fields that make them come alive. By helping students through a variety of methods to get into their flow, educators help them find their Metier: a job they love that also loves them back.

In the fall of 2017, the Pillager School District was honored for the innovation of Metier by the University of Minnesota’s Humphrey School of Public Affairs with a first-place award in the School Category. The Local Government Innovation Awards recognizes 25 statewide government projects for finding new methods to reach residents with greater effectiveness and at a lower cost.

In this concept based on, and built around, passion, the two men championing this program emulate the very meaning of the word. Votaw and Herman walk the walk and talk the talk that is Metier.

After graduating from college, Herman accepted his first teaching job in St Paul, a district where 70 percent of students didn’t speak English at home. He quickly observed learning patterns within his classes. Some students excelled at speaking presentations, while others responded better to paper-based assessments. This observation helped Herman determine how to get the best out of each student and also ignited a spark that, with the right fuel, would grow into a fire.

Votaw grew up a thinker, experiencing both private and public school environments, as well as having been homeschooled for a period of time. Before teaching at the middle level, Votaw had never stepped foot in a middle school.

When the two teachers met in the break room at Pillager Middle School in the spring of 2015, they began to talk about passion and a well-lived life. Herman challenged Votaw with some of his ideas and questions.

“He didn’t know it,” Votaw says, tongue-in-cheek, of Herman, “but he ruined my summer.”

Votaw spent the break poring over books and creating a concept to help middle school students explore their future based on who they are and why they are the way they are.

“We have the capability to groom the next generation,” Herman explains. “We just need to show them what that looks like. Even if they don’t come from the greatest background, they want success and they want to be told they are capable. They need to be showered with encouragement to have an adult take them serious and truly listen to what they like and don’t like. It’s not rocket science.”

In fall 2015, Votaw and Herman were approved to pilot a course at Pillager Middle School. During this six-week offering, students rotated through sessions that helped determine what stirred their passion and interest, and then allowed them opportunities to transfer that to a possible career option and dig deeper in a “try it before you buy it” model.

The pilot was so successful and well received, the Pillager School Board suggested Votaw and Herman present their program to Sourcewell and apply for Innovation Funding.

Kassidy Rice, leader of education solutions at Sourcewell, said her team was blown away by the time and research devoted to the Metier program, as well as the impact it was already having on students.

“Metier is a truly innovative program. Nothing like it has ever been developed,” says Rice. “Area superintendents saw its potential and the passion behind its leaders and wanted to foster that innovative spirit. The program has continued to evolve over the last two years into an opportunity for students to explore themselves and the endless opportunities around them.”

“How do you make a kid passionate? You can’t. They have to find their own passion. And we’re finding they just didn’t have enough experience. Kids with purpose are powerful people. We need to lead them to their own purpose.”



Pillager Middle School teacher Kevin Votaw works with a middle school student on an activity in the Metier curriculum that will help her determine her true career path.



“He didn’t know it,” Votaw says, tongue-in-cheek, of Herman, “but he ruined my summer.”

— Kevin Votaw, recalling early brainstorm sessions with Jordan Herman

Pillager Middle School teachers, Kevin Votaw (right) and Jordan Herman (left), come from quite different backgrounds, but shared a vision to help students find their passion and created one of the most ground-breaking programs in career exploration, identification, and education.

HOW IT WORKS

Metier is broken down into three levels organized by grade level: Compass Craftsman, Flowblazer, and Pyromaniac

Compass Craftsman - Grades 5-6

Compass Craftsman is the intersection of how children play, flow, and love. The combination of these three building blocks is the formula to passion and the truest (play), happiest (flow), and greatest (love) versions of themselves. Determining each is accomplished through Howard Gardner's Eight Multiple Intelligences, the Flow Genome Project's Four Flow Profiles, and Gary Chapman's Five Love Languages.

The first level grants students an early opportunity to begin thinking about their "why" and open their eyes to a world of possibilities that awaits.

"There's so much peace when you understand your 'why' in life," says Votaw.

Flowblazer - Grades 7-8

In the second level of Metier, students become Flowblazers. Those living lives north of happy, deliberately and intentionally build their lives around flow. Students have an opportunity to try a number of career fields, all the while asking, "Does this career field make me come alive?" Follow your flow. Forge your future. Find your Metier.

The students explore one career field per month in seven disciplines: environment, transportation, robotics, business, electricity, agriculture, and energy.

Students are taken through each career field by hearing it from an expert speaker from the field, trying it by doing a hands-on project, and seeing it by going on a field trip to an area business in that field.

The top scoring fields inform students to follow their flow into high school courses, electives, student organizations, and more on their way toward their future Metiers.

Pyromaniac - Final Level

In the third, and final, level of Metier, students become Pyromaniacs.

Pyromaniacs have stolen the fire of flow and built their entire lives around it: their Metiers, their hobbies, and even their fitness. Each and every day they stay true to themselves, help others, and make each day their masterpiece.

"We hope that by the end of eighth grade, students have some level of direction and purpose they can carry over into high school," says Votaw. "Without purpose, there's no passion. And a lack of motivation leads to students dropping out. If we can help students realize they have an interest in robotics and to know there's a robotics program at Central Lakes College in Staples, they know they have to get through high school to get there."

Both agree the Metier program provides a buffet of options to students who feel limited in their career menu.

"Asking them what they want to do after graduation is like asking them their favorite flavor of ice cream when they've only had vanilla," says Herman. "This program provides them with a Baskin-Robbins, 31 flavors, kind of experience. How do you make a kid passionate? You can't. They have to find their own passion. And we're finding they just didn't have enough experience. Kids with purpose are powerful people. We need to lead them to their own purpose."

Metier continues to gain momentum and the potential exists to expand as its creators tweak and refine the curriculum.

"We are inspired and very driven by serving," says Votaw. "Neither of us are in it for the money. We're driven because we also have very young kids, and when they grow up, we want to see this type of opportunity for their minds to shine."

"Our goal is to get to every school in the region," adds Herman. "We're excited about that opportunity and grateful to Sourcewell for believing in, and supporting, this idea. Kids – as long as you give them the platform and the experience – they'll knock your socks off. These are the kind of moments that could be life-changing." □

Supporting our child care providers

By Jenny Holmes | Photography by Mitch McCallson

Research from Minnesota's Center for Rural Policy and Development shows a massive child care shortfall, particularly in northern and central Minnesota. In just the last 12 years, the organization said the number and capacity of family providers has dropped by nearly 30 percent statewide – a loss of nearly 41,000 licensed spaces – with a critical shortage in infant care. Providers are leaving the business and few are coming in to replace them.

This shortage is having an impact not only on families, but also on employers and entire communities. Child care is one of the top reasons for workplace absenteeism, which adds up to lost productivity, overtime, cost of temporary help, and finding/training replacements.

Cass, Crow Wing, Morrison, Todd, and Wadena counties – the area known as Region 5 – have seen and felt the effects of this shortage. For example, between September 2017 and January 2018, six child care providers in Crow Wing County and two in Wadena County discontinued their licenses.

Reasons for getting out of in-home child care can vary from provider to provider. However, increased licensing requirements make the maintenance and start-up of in-home care more complex and stressful.

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30%

fewer in-home child care providers in the last 12 years



Rachael Lee has been an in-home child care provider in Crow Wing County for the last seven years. She says much has changed in relicensing for family child care over the course of the past year.

“It can get confusing, overwhelming, and can be a lot to keep track of,” she explains. “Most of us as providers are trying to do the best job we can in good faith, all while keeping up records, attending trainings, providing care and many other things on our daily to-do lists.”

“Helping to raise happy and healthy children in the safest, most-loving, and nurturing home environment is what is

most important to me and I know many of my provider friends share the same goals as I do.”

The Minnesota Department of Human Services handles the licensing of child care centers, but it’s up to each county to license and support in-home child care providers. In early 2017, Region 5 county health and human services directors identified a need for better support for area in-home providers. They connected with Sourcewell City and County Manager Anna Gruber.

“When we looked at the challenges for each county, we realized it’s two-fold,”

explains Gruber. “There is a child care shortage coupled with a shortage of staff at counties to process all types of licensing. We were able to work with the directors to develop a cost-effective, efficient, shared-service model around child care licensing.”

In August 2017, Michelle Tautges joined Sourcewell as the Regional Licensing Specialist – essentially, a caretaker for child care providers.

For the past several months, Tautges has worked in Cass, Crow Wing, and Wadena counties to help streamline processes, provide helpful resources for current and potential child care providers,

◀ Regional Licensing Specialist, Michelle Tautges (right), conducts an unannounced relicense inspection with child care provider Rachael Lee (left). Tautges visits each daycare provider at least once a year.

and create relationships with each provider. Morrison and Todd counties have also voiced an intent to join this initiative in 2018.

“Adding Michelle has not only helped address the child care shortage, but has also freed up the capacity of current county employees to focus on other licensing areas, such as child foster care,” explains Gruber.

From a provider’s perspective, Lee says having an active child care licensur in the area has been a tremendous resource.

“It’s a really great feeling to have a licensur who is also a young mom like many of us providers are or were at one time or another,” says Lee. “I get this feeling that Michelle really ‘gets us’ providers. She understands us and knowing she is here to help and support us in this field is a huge relief. It’s comforting to know she’s just an email or a phone call away if we need her support or have questions about licensing.”

Tautges has invested much of her time becoming familiar with each county, networking with providers, and familiarizing herself with the challenges providers encounter.

“I believe it’s been helpful to have one person specialized in this area to help create consistency across the region,” says Tautges. “Each county has done licensing a bit differently, but I’ve been working on streamlining processes and procedures.”

Additionally, Tautges conducts required home inspections of in-home child care providers, offers orientation for new providers, and helps current providers with relicensing, which is required every two years. She also created a website with resources and all the necessary forms to become a provider.

She plans to add an online orientation tool in the near future, and hopes to eventually provide a regional conference, as well as training opportunities to help build partnerships and increase resources,

support, and education for those in the field.

“We want quality child care in our counties for our children, so this is very important,” says Tautges. “I want to share that with our providers and support them by communicating requirement changes effectively and with ease so they will continue to provide quality child care for our families.”

To date, Tautges has helped 11 providers secure their initial licensing and assisted with 40 relicenses.

She encourages anyone interested in learning more about becoming a licensed, in-home child care provider to contact her at michelle.tautges@sourcewell-mn.gov.

“It’s my hope that, through this position, we’re able to address this issue and assist our counties in providing safe places for our children to grow and learn.” □

Michelle Tautges’, Regional Licensing Specialist for Region 5, goal is to:

- Build partnerships with providers
- Provide helpful resources and support
- Streamline licensing processes
- Help current providers with relicensing
- Provide orientation for new providers
- Provide a website with resources and forms
- Conduct required home inspections
- Create a regional conference for providers
- Provide training opportunities



▶ Rachael Lee, who has been an in-home child care provider in Crow Wing County for seven years, uses reading time to help kids with language skills as well as calm them before nap time.



A Community Builds a Kitchen

By Jenny Holmes | Photography by Mitch McCallson and Sourcewell Staff

HILLTOP
REGIONAL
KITCHEN
HELPS
SERVE AREA
SENIORS

...IT'S ABOUT MUCH MORE THAN FOOD, LIKE FELLOWSHIP AND FRIENDSHIPS MADE THROUGH THE KITCHEN.



Kay Nelson, former Eagle Valley teacher, enjoys the camaraderie at Hilltop Regional Kitchen in Eagle Bend.

When the Eagle Valley High School building in Eagle Bend was decommissioned in 2013, 98-year-old Kay Nelson was heartbroken. But, thanks to community support and funding, a portion of the school has been repurposed and now allows the former Eagle Valley teacher to visit and enjoy a hot meal each weekday.

The newly opened Hilltop Regional Kitchen in Eagle Bend is a treasure to not only Nelson, but to the men and women who count on the organization to meet some of their most basic needs: food and social connection. Hilltop will serve as the regional hub for preparing Meals on Wheels, as well as feeding walk-in diners and providing bundled frozen meals for seniors throughout central Minnesota who have limited mobility or food options.

Just two short years ago, the future of this small-town jewel looked bleak. Operating out of a small kitchen in the town's senior center designed to prepare and serve 25 meals a day, the kitchen produced an impressive 225 meals per day that were eaten on-site or delivered through Meals on Wheels. With an aging population trend, demand called upon the program to expand its reach to Wadena, Long Prairie, Verndale, Staples, Browerville, Motley, Clarissa, and Bertha. The Eagle Bend kitchen knew it needed more space.

Sitting in the congregative dining area at the newly opened Hilltop Regional Kitchen, Rick Hest marvels at how far the organization has come in such a short time. Hest has served as president on the Eagle Bend Senior Center committee since 2012. He says the organization served 25,000 meals that year. Last year, volunteers and staff prepared and served more than double that number.



Rick Hest, president of the Eagle Bend Senior Center council, interacts with local seniors at the ribbon-cutting ceremony in November 2017 at Hilltop Regional Kitchen's new location, the decommissioned Eagle Valley High School.

But getting from Point A to Point B wasn't an easy journey. Acknowledging a need for a larger space to prepare meals for the nine cities that receive Meals on Wheels each weekday, the council looked for a centralized location with adequate space for a full-size commercial kitchen, a dining area, and room to grow into the future.

A former high school history teacher of 32 years at Eagle Valley, Hest says the entire city of Eagle Bend was heartbroken when its beloved school was decommissioned. The unique building was erected in 1940 as part of President Franklin D. Roosevelt's Works Progress Administration (WPA). With an auditorium and gymnasium, it was often the site for important community events.

"A lot of us had a big hole in our hearts when we found out it was closing for good," says Hest. "It was a lot like losing your best friend. It truly was painful for so many people."

However, as one door closed, another opened.

In 2014, Todd County Health and Human Services, along with the city of Eagle Bend and the Eagle Bend Senior Center, received a \$465,000 grant from South Country Health Alliance as part of

its Community Reinvestment program.

The grant became the catalyst for creating the Hilltop Regional Kitchen. Intended for community revitalization, it stipulated that recipients purchase and occupy an existing structure. Immediately, the vacant school came to mind.

The three-story structure was much more than was needed for the kitchen; however, a side addition previously occupied by agriculture and shop classes provided an easily accessible and moldable open space to carry out the mission of the new kitchen.

"We didn't do it to save the school," Hest says. "We did it because it was the best option. But it did provide some consolation to many who had felt a sense of loss."

With a renewed sense of hope, the Hilltop committee worked to rally Eagle Bend and surrounding communities. Hest recalls visiting city after city, presenting before service groups and others as he educated them about the many facets of the Hilltop Regional Kitchen and the services it provides so many people.

"A lot of people didn't understand that people that live in their community were receiving meals from Eagle Bend," Hest says. "Once they understood that, they were more willing to

take a leadership role and donate. We were also able to create advocates out in these communities.”

Soon, financial support was coming in from a variety of service groups, organizations, and businesses.

“Without the community support, we couldn’t have done this,” Hest notes. “They’ve all helped as much as they can.”

The Hilltop Regional Kitchen also received nearly \$200,000 in Innovation Funding through Sourcewell to support the construction of a new entrance, as well as parking lot reconstruction and other necessities for the property’s exterior.

Sourcewell Manager of City and County Solutions Anna Gruber says her organization embraced this project because of its regional scope and impact on people.

Additionally, Hilltop took advantage of eziQC, a procurement method available through Sourcewell that provides public and nonprofit entities access to competitively awarded contractors, which in turn, saves time and money.

“The Hilltop Regional Kitchen is a great example of collaboration and regional impact,” says Gruber. “We are happy to support projects like this, where communities work together to serve a population in need. It was even more encouraging to support a project that utilized our cooperative purchasing solutions throughout the process, as Hilltop engaged eziQC and Gordian Group to finalize construction. It is rewarding to see a project come full circle, utilizing all of the resources available to them at Sourcewell.”

Construction on the \$1 million project began in fall 2016. On Nov. 15, 2017, a standing-room-only crowd attended a ribbon-cutting ceremony and open house at the Hilltop Regional Kitchen.

“Sourcewell put our needs at the top of the list,” says Hest, noting the generosity of the funding, as well as the efficiency of utilizing the eziQC method for portions of the project. “The timeline was impressive. The contractors were honest with what was needed. And the prices quoted were good for one year, so there were never surprises.”

On a cold Monday afternoon with chili, a cheese sandwich, pears, sherbet, milk, and coffee on the menu, Hest glances around the room at the dozen or so diners who gathered for a warm, nutritious meal.

“You can provide an entire year of Meals on Wheels for less than the cost per day of nursing home care,” he says. “We are paying it forward here. This is an inexpensive method of providing nutritious meals to seniors and is an attempt at preventing chronic disease and hospital visits.”

But to 98-year-old Nelson, it’s about so much more, like the fellowship and friendships she has made through the kitchen. That’s why she’s been coming since the beginning.

“I like the people, and the meals are very good. I like getting out of washing dishes, too,” says Nelson with a twinkle in her eye. “But when you live alone, it’s nice to get out and talk. And I like to talk.” □

History of expansion

1978

Meals on Wheels begins in the Senior Center serving 20 meals a day.

2007

Bundled, frozen meals available to rural seniors. Approximately 14 meals delivered every two weeks.

2012

Start of hot meals on site and the Eagle Bend Senior Nutrition Program serving Bertha, Browerville, Clarissa, Eagle Bend, and Hewitt.

2012-2015

Communities of Staples, Verndale, and Wadena join program, and daily output doubles to close to 200 meals/day.

2014

A planning and fundraising committee forms to plan a larger kitchen and pinpoints Eagle Valley High School.

2015

First construction bid comes in higher than anticipated; fundraising continues, including outreach to service groups and businesses throughout the region.

2016

Building plan completed and \$600,000 raised for Phase 1. October, 100 people attend a groundbreaking for the new kitchen.

2017

Nearly \$850,000 raised.
January, first activity was taken by contractor.
October, renovations neared completion.
November, over 125 attended the ribbon cutting.

2018

Jan. 17, Move-In Day.
Jan. 18, first hot meal was cooked.
Jan. 19, Hilltop Regional Kitchen opens.
Motley joins program.
Anticipate serving nearly 60,000 in 2018.



Filling Backpacks & Bellies

Three Little Falls educators initiate a life-changing food program for kids facing food insecurity

By Jenny Holmes | Photography by Mitch McCallson

More than 1 in 5 children in the United States lacks sufficient nutritional food to grow, thrive, and achieve. In our own backyard, those numbers reflect much of the same.



Little Falls educators, Laura DeChaine, Anita Larsen, and Cindy Casillas, stop for a photo as they pack food for students as part of the Flyer Pride Pack Weekend Food Program.



Little Falls Community High School students sort food into bags for students to have meals for the weekend.



Bags of sorted food are put into bins and delivered to each school.

In the Little Falls Community School District alone, an average of 46 percent of students receive free or reduced lunch, with the largest percentage occurring at one of Little Falls' elementary schools where over 60 percent of children in kindergarten through fifth grade are eligible for the federal program.

Staggering statistics like these were part of the motivation behind three Little Falls district employees' decision to begin a program to change the lives, and fill the bellies, of hundreds of students.

Anita Larsen, School Social Worker at Lincoln Elementary in Little Falls and Dr. S.G. Knight Elementary in Randall, was one of the team of three who initiated the Flyer Pride Pack Weekend Food Program three years ago.

"As educators, Cindy, Laura, and I saw students whose families were struggling with food insecurity," says Larsen. "We had observed, or were made aware of, students

looking to the food sharing bowl for extra food to take home for evening meals and weekend food."

Larsen and fellow educators, Laura DeChaine and Cindy Casillas, were well aware of the numbers that were stacked up against their young learners.

"We know we have a high percentage of both poverty and unemployment in Morrison County," Larsen noted. "Also, the rate of free and reduced lunch in the district showed a need."

In 2015, the three began initial research of the impact of hunger on learning and engagement.

"We knew by offering this program in our district it would help students function better at school when they didn't have to worry about being hungry," says Larsen. "That's really why we chose to do the program."

The three women researched similar existing programs and found a few in the

state that they really connected with.

"We took some of the models out there and made it unique to our district," she says. "For example, food doesn't go into specifically marked bags. We don't want students identified by their peers as taking home a food pack."

In 2016, implementation of the Flyer Pride Pack Weekend Food Program began providing children identified as 'at-risk of weekend hunger' with a pack of food that is nutritious, nonperishable, and easy to prepare.

Each Flyer Pride Pack is valued around \$5.25 and includes seven healthy meals for the weekend, with two breakfast items, two lunch items, three entrees, two snacks, and fruit. It costs \$200 each school year to provide food packs to a single student.

In its first year alone, 1,844 bags of food were distributed over the 36 weeks of the school year. This year, 65 children receive Pride Packs each week, with plans



Teachers pack bags of seven meals into the backpacks of students who may otherwise not have access to food over the weekend.

to increase those numbers as the need, and funding, allows.

The food is ordered monthly through the Walmart store in Little Falls, a school district food vendor, and CHI St Gabriel's Health. It's paid for with grants, company and individual donations, foundations, service clubs, and others. Food items are also donated from the district's food service department and Ruby's Pantry, a nonprofit organization that procures and distributes surplus food and goods to help fight poverty throughout Minnesota and Wisconsin.

On a weekly basis, bags are packed by Little Falls High School students. Food items for a given week are on a clearly labeled shelf, and black tubs are identified for each school with the number of bags needed written on the lid.

"This has been a great partnership opportunity with our high school students to learn organization and job skills as they pack the bags," says Larsen.

After the food is delivered by custodial staff to each building, classroom teachers discreetly deliver the bags of food to students by placing them either in their backpack or their locker.

The impact of filling backpacks and bellies has been life-changing.

Since the program's implementation, teachers in the Little Falls School District have reported improvements in test scores, positive behavioral gains, and a decrease in the number of unexcused absences.

Larsen says the program was initially approved and funded by the Alternative Career Pathways program instituted in several school districts throughout Region 5. Innovation Funding from Sourcewell, in turn, provides the financial support behind ACP to help educators get special programs like this off the ground.

ACP funding provided two years of revenue to compensate the team for their time. Today Larsen, DeChaine, and Casillas

all donate their time outside of the school day to keep the program going. The three have devoted much of that time researching partnership development, fundraising, grant writing, and spreading community awareness.

Larsen and her education partners say they're grateful to the ACP committee at Little Falls School District, as well as Sourcewell, for the funding that helped launch this program.

"It has been an amazing journey with much more to be done, but we are filling tummies," she says. □

Alternative Career Pathways

What is it?

Alternative Career Pathways (ACP) was developed in 2015 under the leadership of Little Falls Superintendent Stephen Jones. Jones wanted to find a way for teachers to pursue professional interests or solve challenges they face in the classroom while earning professional development credits.

Today, ACP is recognized by 13 districts within Region 5 as a way for educators to advance on the pay scale, much like they would by completing traditional graduate courses offered by colleges and universities.

Districts participating in ACP receive Innovation Funding through Sourcewell to help subsidize resources and project expenses.

How does it work?

“This idea was developed for teachers to personalize their own learning,” says program co-coordinator Jen McLachlan. “We

call them projects. The teacher outlines their goal for the project, what they want to learn and get out of the experience, and how to measure and monitor the impact in the classroom.”

Before implementation, the teacher or teaching team presents their proposal to their respective district’s ACP committee for approval. Participating teachers work on the project on their own time to earn a maximum of three credits per project.

What’s next?

It’s the hope of ACP founders and coordinators to expand this regional program to other areas throughout Minnesota. The participating district superintendents have signed a Memorandum of Understanding that allows teachers to transfer credits from one school to another within Region 5.

Sourcewell Government Relations Associate Bill Otto is working with Superintendent Jones to draft a bill for the Legislature requesting state funding to match Sourcewell dollars in hopes of piloting ACP in additional areas throughout the state.

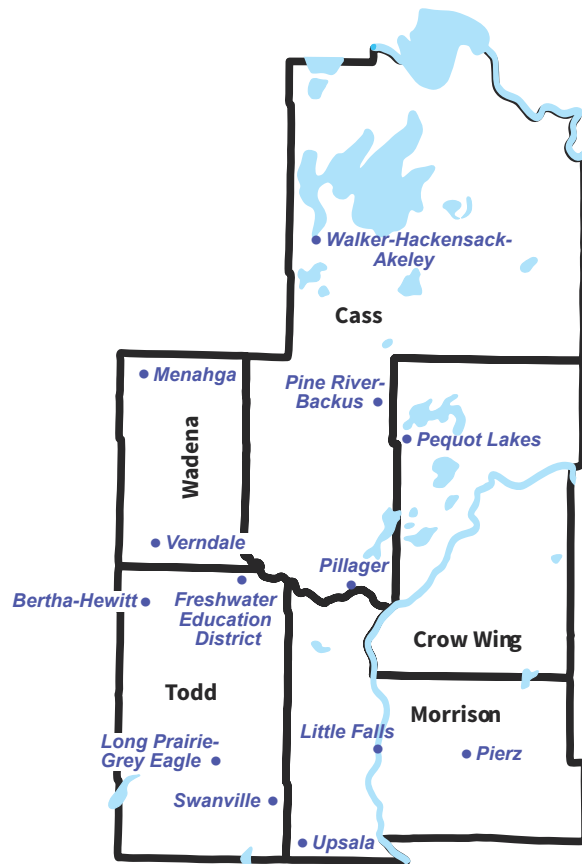


Little Falls Superintendent Stephen Jones (left) and teachers Jody Rakow-Worcester(left) and Jen McLachlan (right) were key contributors to the creating of a unique professional development opportunity for Region 5 educators.

By the Numbers...

Since 2015, educators have completed 112 projects for credit and advancement. Currently, 126 projects are in the works. That equates to 512 earned credits and 691 in process.

There are 13 school districts currently involved in ACP.



Emergency Response Takes Flight

By Jenny Holmes | Photography by Mitch McCallson

A collaborative effort among law enforcement in central Minnesota implements drone technology to aid in emergency situations



Dave Cox, Brainerd Fire Marshal/Deputy Chief; Tim Holmes, Brainerd Fire Chief; and John Bowen, Crow Wing County Emergency Management Director, test flight the DJI Matrice 210 drone to ensure the device is ready for operation throughout Crow Wing county.





On a December morning, with an air temperature of 17 below zero and an even colder wind chill, first responders were called to the scene of a multi-vehicle crash near Crosslake. As emergency personnel were dispatched, so was a drone.

A partnership between Sourcewell and five area law enforcement and fire departments made it possible to bring new technology to aid in emergency situations.

In June 2017, the Crow Wing County Unmanned Aerial System (UAS) Team was selected first out of six finalists to receive funding through Sourcewell's City and County Innovation Funding. The UAS Team was awarded \$80,000 to buy and implement four UAS devices, more commonly known as drones.

But these aren't your typical drones. While two are the less-expensive DJI Mavic Pros used for training purposes, as well as indoor flight, two of the units are DJI Matrice 210 models. These drones are similar in size to a milk crate and capable of carrying two camera systems – a 30x zoom camera and a thermal-imaging camera used in a variety of settings, including fires and search-and-rescue missions.

Tim Holmes, Brainerd Fire Chief, and John Bowen, Crow Wing County Emergency Management Director, were two of the first to form the Crow Wing County UAS Team. Noting a growing national trend in utilizing drone technology for emergency situations, the men saw great potential for collaboration among cities and counties around the Brainerd Lakes Area.

Holmes and Bowen did extensive research into the possibility of making this collaboration a reality. In 2016, they explored the idea and potential funding sources as well as the ever-evolving laws and regulations for drone usage and operation. With a better handle on the requirements, they reached out to law enforcement and fire departments around Crow Wing County to gauge interest in joining this collaborative effort.

"We had a fairly positive response from several agencies in the area," notes Holmes. "From that interest, we formed the rest of the UAS Team and really built momentum behind the project."



In addition to the Crow Wing County Emergency Management Office and Brainerd Fire Department, the Crow Wing County Sheriff's Department, Baxter Police Department, Brainerd Police Department, and Crosslake Fire Department comprise the advisory committee of the UAS Team. Also a major player in the collaboration is Brainerd Lakes Regional Airport Director Steve Wright. Holmes said they felt it was critical to include Wright because of the proximity to the airport and the importance of understanding and adhering to Federal Aviation Administration regulations.

When the Innovation Funding request of \$80,000 was unanimously approved last summer, the team quickly put its plan into action. After hearing presentations and receiving quotes from companies specializing in UAS devices and training, the group placed an order for the two Mavic Pro devices and two of the Matrice 210.

"The Mavics are a lot smaller and easier to deploy," explains Bowen. "They work great for training our pilots and come in handy for crash

reconstructions, as was the case with the multi-vehicle crash in Crosslake. Since they're smaller, they're also able to fly indoors. This would be advantageous in the event of an active shooter situation, a chemical leak, or report of an explosive device."

"We're seeing more and more situations, nationally, where drones are being used...Missing persons, including children, are being found with them."

In addition to the ability to carry two camera systems, the Matrice 210 can also carry a payload of up to 5 pounds. Bowen said this would be beneficial in a water or ice rescue where a personal flotation device or rope could be dropped from above. A cell phone could also be delivered to people lost in the woods once they've been found so they could better communicate with rescuers until physically reached.

When requested by emergency personnel for a call, the Crow Wing County Dispatch Center will contact Holmes or Bowen as the program's leads. One of the two men will then reach out to the team of trained and qualified UAS pilots to determine who is closest for deployment. One of the Matrice drones is housed at the Brainerd Fire Department for southern Crow Wing County calls, and the other at the Crosslake Fire Department to cover the northern portion of the county.

To date, 12 individuals from eight community law enforcement



The DJI Matrice 210 drone (picture left) carries two camera systems – a 30x zoom camera and a thermal-imaging camera to help rescuers detect people from a distance in the woods, in fires, water or ice for search-and-rescue missions, aid in finding missing people, traffic control at large events, haz-mat incidents, crash reconstruction, and assist special teams like the bomb squad.

The Mavic Pro can be used indoors to help in the situation of an active shooter, a chemical leak, or report of an explosive device.

entities have been trained as pilots. Training consists of a four-day course, or 40 hours, as part of the FAA Part 107 regulations. Along with scenario-based training and actual flight time on the drone, each pilot is also required to complete monthly training.

Both Holmes and Bowen, as well as the Crow Wing County UAS Team and supporting agencies, believe this investment will pay off tenfold.

“We’re seeing more and more situations, nationally, where drones are being used,” says Bowen. “Missing persons, including children, are being found with them. It’s a lot more economical compared to the expense of hiring a helicopter, pilot, or fixed wing. And, in most cases, the drones can be deployed much quicker than those other resources.”

“This wouldn’t have been possible without Sourcewell funding,” says Holmes. “None of us had the money in our respective budgets for these items. Even combining our resources, I don’t think we would’ve been able to come up with the money.”

Holmes and Bowen say their team was impressed with ease of applying for Innovation Funding, as well as the presentation process at the Sourcewell office in Staples.

“It is a great way to share innovative ideas that are happening around our region,” says Bowen. “And these tools will save lives. Hopefully in a year we’ll be able to come back and share all of the great things we’re able to do with these devices.” □



EDUCATORS UNITE:

Network Groups promote sharing

TWENTY-THREE K-12 school districts call Region 5 home. An average 10- to 20-mile span exists between each of those districts with 120 miles existing from one end of the region to the other. You could say many of these schools are metaphoric islands.

Carol Tornquist could often relate to that feeling of isolation: a disconnect from others in her field of expertise. For the past four years, Tornquist has worked with Title I programming in grades K-12 at Wadena-Deer Creek School District. So when she first heard about the Network opportunities offered through Sourcewell’s Education Solutions department, her interest was piqued.

These Networks provide regional educators like Tornquist a chance to connect with others in their discipline and an opportunity for priceless professional development.

Currently, 31 schools – including some from outside Region 5 – participate in one or more of the offered Networks, designed to provide opportunities

for professional collaboration by learning and sharing effective practices.

Most network groups meet four times a year for a half-day session. Some Networks, such as the Content Networks, meet for a full day to provide for extended work time and collaboration.

Tornquist initially attended the Add+Vantage Math Recovery (AVMR) Network last fall.

“It was just so good to have other colleagues to talk to that were also interested and involved in the same areas I was,” she says.

While a Sourcewell education consultant facilitates all but one of the networks, Region 5 practitioners are also encouraged to serve as co-facilitators.

After participating in a Path to Reading Excellence in School Sites (PRESS) leaders’ cohort through the University of Minnesota, Tornquist was approached by Sourcewell to help facilitate a regional PRESS Network.





▲ Area teachers in the PE/Health Professional Learning Community Network participate in a lesson shared by Melissa Ferguson from Upsala. The activity, Topsy/Turvy, is an opportunity for professional learning with content-like teachers across Region 5.

◀ Math teachers Nikki Ament from Sebeka and Dan Johnson from Verndale collaborate and share ideas during the Math Teachers Network.

THE NETWORKS ARE FREE TO ATTEND AND COVER A VARIETY OF SUBJECTS:

CONTENT NETWORKS:

- Math
- Science
- Social Studies
- English Language Arts

PROFESSIONAL NETWORKS:

- Speech
- Title I
- Tech Integrationist
- Gifted and Talented
- District Assessment Coordinators
- Curriculum Coordinators
- Early Childhood
- Principals
- Add+Vantage Math Recovery (AVMR)
- Path to Reading Excellence in School Sites (PRESS)

SPECIALISTS NETWORKS:

- Art
- PE/Health
- World Language
- Counselors
- Early Childhood Teachers
- Career and Tech Education (CTE)

Mary Jacobson, Sourcewell senior education consultant, co-facilitates the PRESS group with Tornquist and says the ability to bring in educators working in the field as leaders of these groups provides an additional bonus for participants.

“Co-facilitating adds tremendous value,” says Jacobson. “Having a practitioner’s perspective provides a more authentic voice in the planning process as well as within Network conversations. It also provides an opportunity for Region 5 teachers to take leadership roles beyond their own individual school sites.”

Agendas for sessions are often organic in nature and emerge from the needs of the participants. With that, typically facilitators will include opportunities to celebrate successes, collaboratively problem solve, study effective practices, and share resources and materials

Networks occasionally invite guest speakers with expertise in a particular field to share information and answer questions. For example, the PRESS Network recently held a WebEx session with two PRESS literacy coordinators from the Minnesota Center of Reading Research.

“It truly is a path,” says Tornquist of the PRESS program. “This Network gives us all the tools to know where to start and what to do for our students because we all still have students that are struggling.”

Tornquist says an average of 10-15 educators participate in the PRESS Network, many of whom are also involved in the Title I Professional Network, allowing them a chance to flow from one group to the other in one day.

“Already, we’re evolving,” she says. “We have the ability to communicate with other people, as well as help ourselves while helping others at the same time. Isn’t that what networking is about?”

Kassidy Rice, leader of education solutions, says it is in keeping with Sourcewell’s service mission to offer regional programming like this and to provide an outlet for professionals to network with colleagues they may never have otherwise had the chance to meet.

“Professional networks like these provide an opportunity for cross-district collaboration to break down potential walls of isolation,” says Rice. “But they also empower our teachers to share and grow their expertise in an encouraging and nurturing environment.”

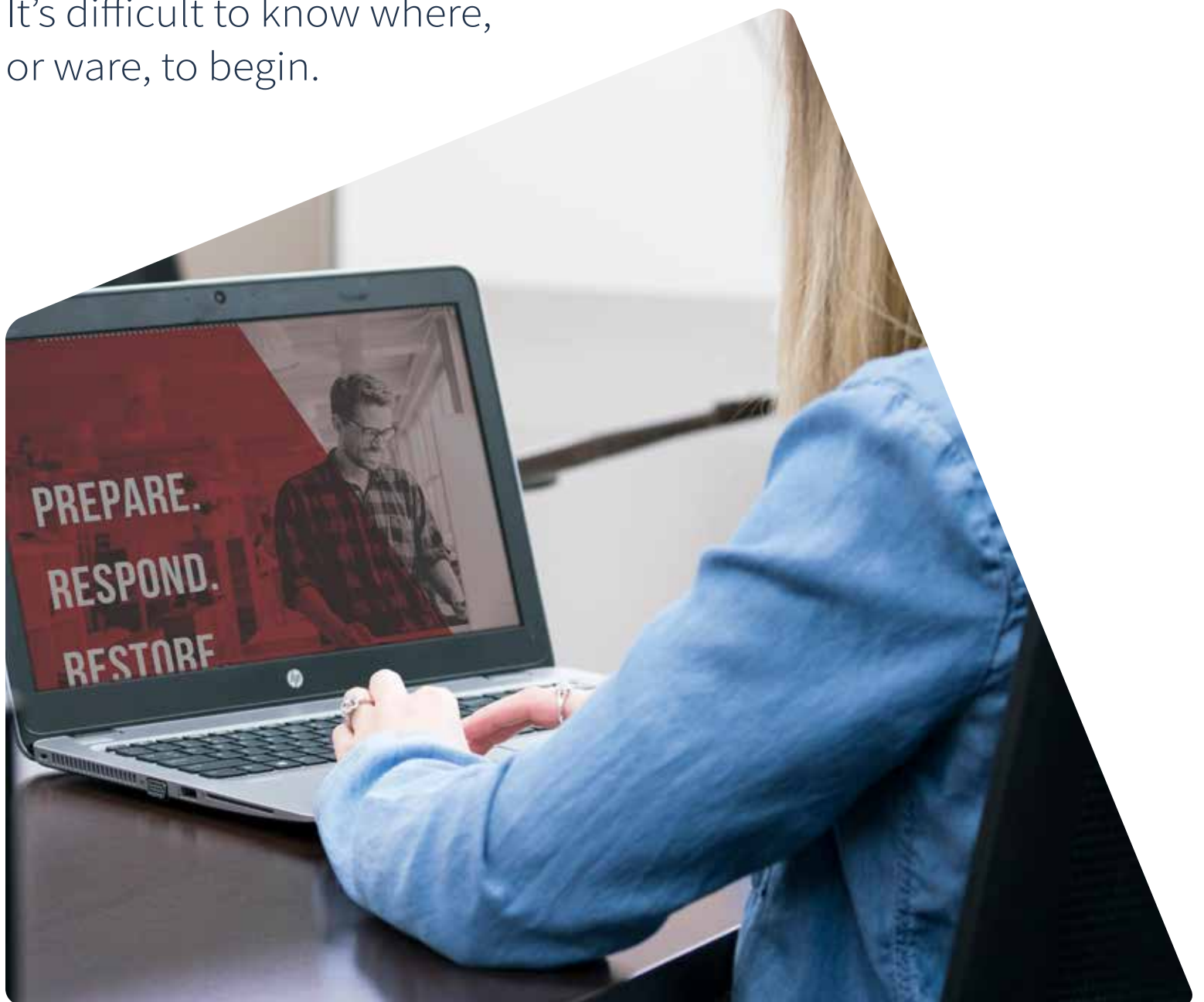
Tornquist likened the Networks to life rafts, allowing teachers who have felt alone and disconnected a way to reach others more easily.

“I think these opportunities have been very helpful for myself as a teacher,” she says. “You’re able to give and receive ideas, problem solve, share resources. You don’t feel like you’re on an island anymore. We have boats now. We can get help. And I think that’s very big.”

For more information on available Networks, visit www.sourcewell-mn.gov. □

A Proactive Approach to Protecting Data

Spyware. Malware. Adware.
It's difficult to know where,
or where, to begin.



By Jenny Holmes
Photography by Mitch McCallson

Cyberattacks are as real and often as common as someone stealing mail right out of a mailbox. Unfortunately in a world with a perpetual increase in technology and online private data, so follows the risk of having highly confidential information stolen.

In a proactive approach, Sourcewell recently collaborated with all Minnesota service cooperatives to research and provide a way to help protect members from cyberattacks.

Ryan Donovan, manager of insurance and risk management at Sourcewell, said this was a first-of-its kind collaboration among the service cooperative entities to work toward a common solution for a growing problem.

Just last October, the U.S. Department of Education alerted schools of a cyberthreat where criminals were seeking to extort money from school districts and other educational institutions on the threat of releasing sensitive data from student records. The alert also noted that, in certain instances, hackers have threatened violence, shaming, or bullying students until they are paid the ransom.

Closer to home in Minnesota, schools have already been the victims of cyberthreats and attacks. In December 2016, leaders at Spring Lake Park Schools said the district was the victim of a ransomware computer virus attack designed to extort money in exchange for regaining access to its hacked computer system.

In February 2017, the South Washington County school district was forced to tighten security after a high school student hacked into the district's server and took names, Social Security numbers, and addresses. Files for more than 15,000 people were

downloaded. Of that number, 478 files were opened, providing complete access to individuals' private data. In the same month, 2,800 current and former Bloomington Public School employees were robbed of tax forms in a phishing scam.

"This is very real," says Donovan. "It's not just about hackers in hooded sweatshirts living in their grandparents' basement. This can be accidental stuff, like clicking on a phishing email. Any device carries a liability."

To address the increasing occurrence of cyberattacks on school districts and municipalities, the consortium of Minnesota service cooperatives created a powerful tool to help protect members of all sizes.

"This is very real...It's not just about hackers in hooded sweatshirts living in their grandparents' basement. This can be accidental stuff, like clicking on a phishing email. Any device carries a liability."

"This is a risk management solution, not just an insurance solution," Donovan noted. "We're working to be more proactive versus reactive."

A partnership was secured earlier this year with, Wisconsin-based agency Hausmann-Johnson Insurance.

"We're trying to protect all of our members by providing front-end proactive practices," says Donovan. "We're also working with those same members to provide the proper security systems to keep cyberattackers out."

The Minnesota Service Cooperative Cyber Program offers a cutting-edge cyber insurance program to its thousands of members. Policyholders receive industry-leading cyber insurance coverage available only to cooperative members with preferred pricing and access to a robust online portal filled with tools and training to help identify and mitigate cybersecurity risks.

"We've tried to make this easy, easy, easy," says Donovan. "It's easy to understand, easy to connect with the service provider to shore up shortfalls in the system, and easy to apply."

Additionally, Minnesota service cooperatives, including Sourcewell, provide member access to additional vendor contracts for services such as firewall implementation, data backup and disaster recovery, security auditing, server infrastructure, and more.

"We used all of our collective power to provide volume discounting and specialized pricing and coverages that are not currently available in the public marketplace," says Donovan. "This program is only available for the public and nonprofit sector. It's something they can't even get from their local agent. Members can easily go online to apply for and receive coverage. We've also created a slot rating table that allows members to estimate their premium based upon number of students if they're a school or population if they're a city or county."

For more information, including a list of frequently asked questions, highlights for school districts and municipalities, as well as a breach cost estimator, visit www.hausmann-johnson.com/msccyber. □

Our new brand



The name National Joint Powers Alliance worked hard for us for many years. Our rich history was created by visionary leaders refusing to settle for status quo. NJPA got its start from the idea that schools, counties, and cities could be more successful working cooperatively.

This summer we are boldly changing our name to better reflect our relationship with you and all members

“As we continue to grow our services regionally and throughout North America, we recognize the opportunity to rebrand under a name that better suits who we are for all members,” says Dr. Chad Coquette, Sourcewell executive director/CEO.



“We strive to be a trusted partner and a valuable Source for information, planning, and training. We are not satisfied just providing responsive solutions; we want to deliver them Well.”

STARTING JUNE 6, 2018, WE ARE SOURCEWELL.

The change is part of a branding evolution started in 2016 to focus our organization on being purpose driven, attentive, and relationship oriented. We are building a new website and member relationship management system so we can get to know you better and deliver our services more efficiently.

“Every era in this organization’s 40-year history has been marked by a change in branding that really reflects our mission,” says Travis Bautz, Sourcewell director of

marketing. “Going forward, we’re going to continue to increase our services and connectivity to our members. We’ve got a building full of people that are inspired by the work you’re doing in your communities and we are dedicated to being an important source for you in that work. Our refreshed brand and name reflect that commitment.”

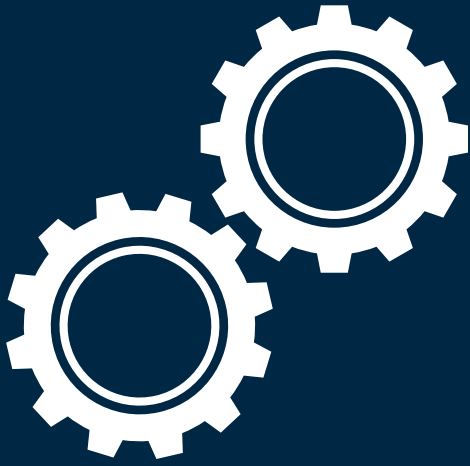
We will continue to offer and expand the solutions and partnerships you need and want. As we grow, you will meet new faces in our organization to help support the people you already know and trust.

Thank you for continuing to drive the good work in our region to boost community and student success. The heart of a successful service cooperative rhythmically forges into the future because of dedicated members and cooperation.

WE are Sourcewell.

- The visual representation for **Sourcewell** is made up of a mosaic. The pieces represent the city streets, the parks, the schools, and integral roads connecting them all. The orange arrow signals energy and **forward progress** for the communities we serve.
- The word **Sourcewell** has emphasis on well. We want to be a valued source for members and for members to feel good about using our services.
- The colors give a sense of **energy** and **trustworthiness**.

Sourcewell 
Formerly NJPA



Small Project Partnership Funding

Created in 2016, the Small Project Partnership Funding program supports projects initiated by Region 5 public agencies. Sourcewell funds an average of \$2,500 per entity per fiscal year and requires the initiating agency to provide a 50/50 financial match.

To learn more about Small Project Partnership for Education Solutions, contact Cassidy Rice at kassidy.rice@sourcewell-mn.gov. For information about Small Project Partnership for Cities & Counties, contact Anna Gruber at anna.gruber@sourcewell-mn.gov.

By Jenny Holmes
Photography by Mitch McCallson



‘FIRED UP’ ABOUT ART

Thanks in part to funding through Sourcewell’s Small Project Partnership, students at Bertha-Hewitt High School are fired up over a new opportunity in fine arts.

“The goal of this project is to provide students more opportunities in the arts program,” says Superintendent Eric Koep. “This pottery kiln has given our students another avenue to explore in the world of art by learning in a hands-on way.”

The school applied in July 2017 and received \$1,300 to help purchase the kiln.

“The kids have made some amazing pieces of work and are very excited to utilize the kiln more often,” says Koep. “Our art teacher requested a kiln the last couple of years, and the Small Project Partnerships funding through Sourcewell allowed us to provide her with one. She is a fantastic teacher, always looking for more resources to help our students, so we are glad this funding was available. Sourcewell has provided staff and students with some incredible resources the last few years, and this is just another example of that.”

ROBOTICS RENEWING STUDENTS' INTEREST IN STEM



Educators at the Freshwater Education District's Mid-Level Program found a way to engage at-risk students in STEM-related activities while working to keep them on course for an on-time graduation.

Through the Small Project Partnership, Freshwater received \$2,267.50 toward the purchase of the TETRIX® Dual Control Robotics Set, as well as the accompanying curriculum.

"Our teachers in the program had previously researched the use of robotics as a method of engaging students in the classroom," says ALC Specialist Jana Timm. "They felt the curriculum and activities provided by this TETRIX pack and curriculum met both the needs of the students and the staff."

Students embraced the new program.

"Robotics meets academic goals in all subject areas," says Timm. "In designing and building their robots, students learn basic engineering and electronics, and practice math. Students use robotics to focus and enable descriptive, explanatory language development. They're able to effectively present knowledge and ideas verbally, as well as written. We've also found it to be a highly effective way to foster essential work skills like collaboration, problem solving, and project management. It does all this while keeping our kids motivated and engaged."





Photo courtesy of John Plein

IDEAL PLANS A SAFE HARBOR FOR RESIDENTS

In October 2017, Ideal Township near Crosslake purchased and installed an auxiliary generator adjacent to the township building in hopes of creating a “safe harbor” for emergency situations.

Curt Johnson, Ideal Township supervisor, says had it not been for the generosity of donations and special funding, this project never would have been realized. In addition to a \$10,000 donation from the Ideal Community Service Organization, the township received \$2,500 in Small Project Partnership funding from Sourcewell.

The generator is part of the township’s initiative to improve public safety in response to recent extreme weather events

in the area that have caused widespread and extended power outages.

Having a standby generator at the Town Hall means the township government and fire department can function uninterrupted in the event of a power outage. It also allows the Town Hall to become a safe harbor where residents can obtain water, charge mobile devices, or even seek shelter after a damaging storm.

The 60kw Kohler generator has sufficient capacity to power the Town Hall and keep all systems operating. Of particular importance is the ability to keep approximately \$4 million in fire equipment from freezing during cold weather.

“In the summer season, with a high volume of tourists, this is critical for the safety of these visitors, as well as for the number of snowbirds that return to their summer cabins,” says Johnson. “The residents of Ideal Township are very comforted knowing the Town Hall now has a safe harbor element.”

NO SPEEDING THROUGH GARRISON: HERE'S YOUR SIGN

Those with a heavy foot beware. The city of Garrison is taking action against speeding with three new signs to assist in enforcement.

Nestled on the west side of Mille Lacs Lake where State Highway 18 and U.S. Highway 169 form a “Y,” the small city of 210 people does not have its own police department. Deputy Clerk Amy Vukelich says Garrison had to do something.

In fall of 2017 Garrison purchased three digital speed signs to place at each entrance to the city. The signs are powered by solar energy and batteries.

With the help of these signs, drivers are made aware of the speed limit and their current speed.

“Already, we feel they’ve made a huge difference,” says Vukelich. “You’re always going to have speeders; they’re not going to follow speed limit signs. But, for the average person, when you’re driving and you see it says 35 and [the sign shows] you’re going 45, you’re going to slow down.”

Vukelich anticipates these signs to be especially instrumental in the summer months with the influx of tourist traffic and more pedestrians crossing busy roads to get to the lake.

“Having these signs in place, we feel like we’re doing something,” says Vukelich. “When that funding through Sourcewell became available, we thought this was fabulous. It truly was a godsend. It came about at a great time for us and we really appreciate it.”

To make the purchase possible, the city gathered donations from civic groups and secured \$2,500 in Sourcewell Small Project Partnership funds.



Professional Development

Professional Development for *Educators*

To learn more and to register, go to www.sourcewell-mn.gov

June 12-15, 2018

Add+Vantage Match Recovery (AMVR)
Course II

June 18, 2018

Trauma Responsive Schools/
Applications for Trauma Responsive
Schools

June 18-20, 2018

Educator's Leadership Retreat

June 21, 2018

Simple Starts: Making the Move to a
Reader-Centered Classroom

June 26-28, 2018

The Marzano Focused Teacher
Evaluation Model Observers Training

July 25, 2018

Data Retreat

Aug. 1, 2018

ENVOY I

Aug. 1, 2018

ENVoY Early Childhood Part I

Aug. 2, 2018

ENVOY II: Review, Refine, Refresh

Aug. 1-2, 2018

ENVOY: Cat in the Doghouse

Aug. 6-9, 2018

Carnegie Math Academy - Cohort II

Aug. 6-9, 2018

ENVOY Healthy Classroom

Aug. 7, 2018

ENVoY Early Childhood Part II

Aug. 14-15, 2018

Minnesota Summit for Learning &
Leading

Aug. 16, 2018

Children's Literature Workshop

Aug. 16, 2018

PRESS: Classwide Interventions

Aug. 16, 2018

Communicating in Crisis

Aug. 20, 2018

ENVoY Small Group

Aug. 20, 2018

ENVoY Early Childhood Part III

Aug. 20-24

Learning Space Crisis Intervention (LSCI)

Aug. 21, 2018

Math Instruction: Fractions to Ratios

Aug. 22, 2018

Math Instruction: Algebra Relationships

Aug. 23, 2018

New Teachers Academy

Aug. 31, 2018

Strategies for Cafeteria & Recess Success



Professional Development for *Cities & Counties*

To learn more and to register, go to www.sourcewell-mn.gov

June 7, 2018

Practical Leadership: Supervising for Employee Engagement

June 11-12, 2018

Active Shooter Violent Intruder Response Training – ALICE Instructor Certification

June 26, 2018

Grant Writing Workshop

Aug. 16, 2018

Communicating in a Crisis

Sept. 5, 2018

Millennial Madness and More: Generations and Transitions in Today's Workplace

Sept. 26, 2018

Meeting Minnesota's New Police Training Mandates

Oct. 11, 2018

Senior Officials Workshop for All-Hazards Preparedness

Nov. 8, 2018

Officer Leadership Development

Learn about
Sourcewell, our
programs, our
services, and how we
can *serve you.*

Trade Show Schedule

Sourcwell's Trade Show Schedule

Don't just read about us; come meet us. Stop by our booth at these upcoming events.

**Minnesota Sheriffs' Association (MSA)
Chief Deputy/Supervisor Conference**
June 6-8 • Brainerd

**League of Minnesota Cities (LMC)
Annual Conference**
June 20-22 • St. Cloud

**Minnesota Wastewater Operators
Association (MWOA) Annual
Conference**
July 25-28 • Grand Rapids

**Coalition of Greater Minnesota Cities/
Greater Minnesota Partnership (CGMC/
GMNP) Summer Conference**
July 25-27 • Mankato

**Minnesota Association of School
Administrators (MASA) Fall Conference**
Oct. 1-2 • Brainerd

**Minnesota Recreation and Park
Association (MRPA) Annual Conference**
Fall

**Minnesota Rural Education Association
(MREA) Annual Conference**
Fall

**Minnesota Association of Townships
(MAT) Annual Conference**
Nov. 15-17 • Duluth

**Minnesota Sheriffs' Association (MSA)
Sheriffs' Winter Conference**
Dec. 9-11 • Alexandria

**Minnesota Sheriffs' Association (MSA)
Chief Deputy/Supervisor Conference**
Dec. 12-13 • Alexandria

**Association of Minnesota Counties
(AMC) Annual Conference**
Winter

