3RD QUARTER • 2013

NJPAdvantage.

National Joint Powers Alliance®

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Sneak peek...

NJPA brings to you the very first look at a video produced by the National Joint Powers Alliance. This video walks you through the history of the NJPA cooperative purchasing program, highlights the benefits and value of utilizing NJPA cooperative contracts solutions and illustrates how NJPA is a little part of a large national movement – the way government and education conduct procurement.

Fleet Right Sizing:

What it is, What is Isn't, and How North Carolina County saved $300,000 in 100 Days

Hit hard by the national economic downturn and rapidly increasing gas prices, Forsyth County, N.C. significantly slashed fleet management and vehicle costs by implementing FleetCommander, a fleet and motor pool management application created by Agile Access Control Inc. (Agile). With FleetCommander, Forsyth County right-sized their fleet, cut 30 vehicles, and saved $300,000 in roughly 100 days. Using the solution, Forsyth County was also able to eliminate their spreadsheet-and-paper fleet management processes and embrace a fully automated system while still serving their 2,000 employees.

Forsyth County General Services Department Business Manager Sara Warmuth told Agile: "By utilizing right-sizing technology tools, we were able to reduce the fleet while ensuring that transportation is still available to employees when needed. The county fleet was immediately reduced by 30 vehicles, and this number may increase as usage data is collected," she says. In addition, Warmuth says that personal mileage reimbursement has decreased because of more efficient vehicle sharing, which eliminates the need for employees to use their personal vehicles for county business. The county fleet currently serves fields more than 400 requests for vehicles daily.

Continued on next page...

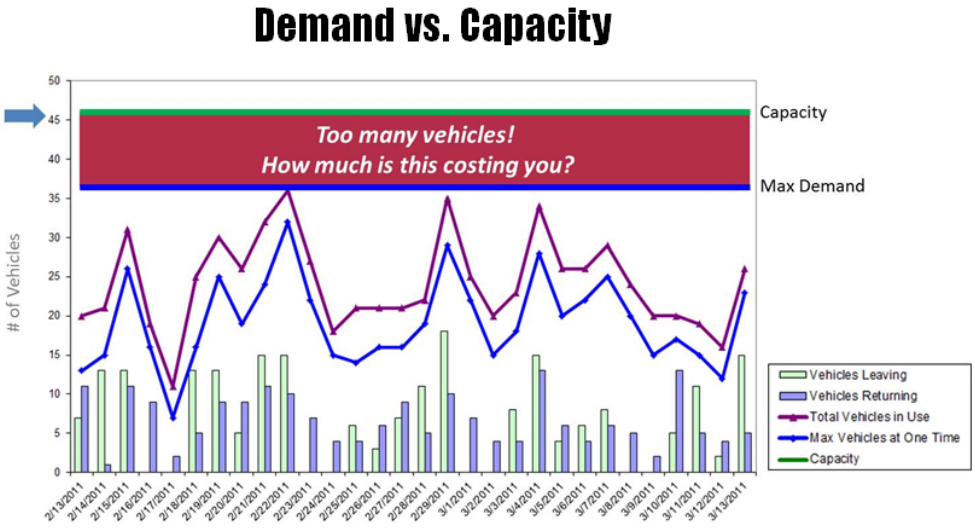
AGILE FLEETCOMMANDER
WEB-BASED FLEET & MOTOR POOL SOFTWARE

Fleet Right Sizing, *continued...*

According to Agile's President Ed Smith, many FleetCommander customers are able to achieve similar successes, some experiencing fleet reductions of 35 percent or more. Smith says the minimum fleet size reduction that could be expected via a right-sizing initiative is 15 percent. And when managers reduce fleets of heavy equipment costing upwards of $150,000 per vehicle, savings increases dramatically.

But how do fleet managers go about right sizing their fleet? Smith says understanding what right-sizing is, and what it isn't, is the first step towards launching this initiative. "Right sizing is not just cutting vehicles across the board. It means to balance the economics of owning and maintaining the fleet. It's not just about having the right *sized* fleet, but also about having the right *types of vehicles* located in the necessary geographic area. And it's a process, not a single event. Most of us have a gut feel for whether or not we have too many vehicles or too few. But it's important to back up that feeling with objective data collected directly from your fleet," Smith says.

But before embarking on a right-sizing effort, it's important to take certain steps to ensure success.



Measuring the demand for vehicles over a span of time can help you accurately right size your fleet.

www.AgileFleet.com

Step 1— Establish a project champion. This should be someone with the authority to effect change and who cares about managing costs. Be prepared to make the case in terms of the investment necessary, the return on investment expected, policy requirements, identified project challenges, and a clearly defined process for proceeding.

Step 2 — Set policies. Avoid being the bad guy. Once you consult experts and review industry standards to draft fleet policies, rely on your fleet management solution to enforce those policies. Policy enforcement can be customized to include your fleet's specific requirements, and there are dozens of types of rules that can be enforced automatically. For example, policies regarding such things as personally-owned vehicle usage, required licenses and license validation, who can (and cannot) choose specific vehicles, how long reservations can last, and dozens more can all be enforced by FleetCommander.

Continued on next page...

NJPA AWARDED CONTRACT

Forsyth County right-sized their fleet, cut 30 vehicles, and saved $300,000 in roughly 100 days.

Fleet Right Sizing, *continued...*

Step 3 — Let metrics drive your decisions. Good metrics should be timely, accurate, objective, repeatable, and valuable. They should also be effortless to collect, and be presented in an intuitive format. Having good metrics helps you justify and make your decisions. The most commonly used metric is the number of miles traveled per time period because it is usually the most readily available. However, there are many other key data points you'll need to gather. For example, measuring usage by class of vehicle is important in determining the composition of your fleet. Here are just a few more key fleet metrics, all of which can be collected automatically with FleetCommander:

- Percentage of vehicles used per day, by class.
- Number of trips per day per vehicle
- Percentage of days each specific vehicle is used per month
- Percent of downtime due to maintenance
- Percentage of miles traveled using alternative fuels
- POV reimbursement
- Percentage of 100% utilization days per month

Sometimes you need hour-by-hour measurement to provide more accurate visibility. Cycles in data must also be considered. According to Smith, one fleet measured a 90% utilization rate of their vans during a two-week time span; however they sat idle for remaining 50 weeks. This illustrates how important it is to collect data long enough to see cycles in data, and then extrapolate. Another customer was able to cut high POV reimbursement costs when they collected the data that showed fleet vehicles were always available when customers claimed they were not.

Step 4 — Utilize technology and management tools. Smith says, "We sometimes compare to our FleetCommander software to a Swiss army knife – the corkscrew opens the bottle but it can't do the same job as can tweezers. That's why we offer multiple ways to collect data, whether it is through GPS, in-vehicle telematics devices, motor pool,

online reservations, vehicle kiosks, and more. All the data flows back to FleetCommander software so you can have meaningful information on which to base your decisions. We here at Agile are firm believers in the old adage: 'you can't manage what you can't measure.' It sure presents a credibility problem if you claim you need a vehicle but the numbers show it never moves," he says.

Taking a test-drive of fleet management software is one no-risk way to understand how technology can automate data collection and fleet management. Smith says it's not uncommon for people to look at their data for as little as 30 days during a free trial period and be able to gather enough information to reduce their fleet.

Continued on next page...

Daily Utilization by Vehicle Type (in %)

Day of Month	19	20	21	22	23	24	25	26	
	T	W	R	F	S	S	M	T	Average
Hybrid	100	100	100	67	67	67	100	100	87.5
Subcompact	64	50	36	43	43	43	57	64	50
Midsize/Standard	67	68	64	64	57	55	67	68	63.73
7 person Mini Van	59	59	59	54	51	51	49	51	53.96
8 Person Pass Van	22	28	39	39	33	28	22	22	29.17
12 Person Pass Van	30	40	10	70	60	10	20	30	33.75
Pickup Truck	63	63	63	63	63	63	67	67	63.54
SUV	100	100	100	100	100	100	100	100	100
Average	59	59	56	58	54	50	56	58	56.22

Measuring usage by class of vehicle is important in determining the composition of your fleet.

www.AgileFleet.com

Fleet Right Sizing, *continued...*

Step 5 — Have a marketing and communications plan. Since so many good things come from right sizing initiatives, it's important to get the word out to your organization to ensure enterprise-wide success. Emphasizing the many positive aspects of right-sizing will go a long way towards having customers embrace change. Here are just a few positive features of right sizing to include in your communications plan:

- Pooling offers users access to more vehicles and more types of vehicles
- Vehicles can be held for availability simply by making a quick online reservation any time of day or night
- Right sizing the fleet can save significant budget dollars and jobs
- Fleet staff can be unburdened from manual processes and focus on other mission critical tasks
- Keys that were sometimes unavailable when the vehicle was needed in off hours can now be available securely and automatically via key control systems and self-service, automated kiosks

But it isn't always easy to be positive when the perception is that people are losing their vehicles. For example when Smith initially introduced the FleetCommander solution to county employees at Forsyth, it was met with skepticism. During his presentation, one of the county's decision makers stood up and addressed the employees, saying, "I see you have concerns over the solution. I will ask Mr. Smith to leave the room for 10 minutes. If you can all work together and write down the names of 16 of your colleagues you are willing to see get laid off in lieu of using a vehicle-sharing system, we'll ask Mr. Smith to pack his bags and leave. Otherwise, let's give him a chance to finish." Smith said the room instantly went silent and he was able to finish the demonstration. With $300,000 in savings in only 100 days at Forsyth County, their successes speak for themselves.

Step 6 — Start small. Attack the low-hanging fruit first. Once data is collected, obvious changes will become clear. You don't necessarily need a full year's worth of data to start making right-sizing decisions. Even collecting data for a 30-day period will yield some pretty dramatic results, Smith says. "And, as time goes on, more adjustments can be made to optimize your fleet." ◀

For more information, contact
Agile Access Control, Inc.
408-213-9555
info@agilefleet.com or visit
www.agilefleet.com

FleetCommander is currently in use at places such as:

American University
City of Boise
California Water Service Company
Central Arizona Project
City of Chandler, AZ
State of Colorado
Cornell University
Court Services & Offender Supervision Agency
Denali National Park
El Paso County Sherriff's Office
Florida Department of Transportation
Forsyth County, NC
Goodwill Rappahannock
Guilford County, NC
Hillside Family of Agencies
Humboldt County, CA Office of Education
Idaho State University
Commonwealth of Kentucky
Loudoun County, VA
State of Michigan
Pennsylvania Office of Attorney General
Prince Georges County, MD
Sacramento Municipal Utility District
SAIF: Oregon Workers Compensation Insurance
Salt Lake City Airport
San Francisco Public Utility Commission
Sonoma County, CA
Sound Transit, WA
Greater Toronto Airports Authority
State of West Virginia
Villanova University
Virginia Tech
Volusia County, FL
... and many more

Cooperating for Faster PROCUREMENT

Cooperative purchasing helped this county procure a Cat® landfill dozer in record time.

Don Olson had a large, messy problem on his hands. The closing of his county's landfill in Washington state and transfer of services to a new, combined site meant that the Cowlitz County Solid Waste Superintendent had to get a new, much larger dozer.

Loads delivered to the new site would range from 28 to 30 tons, and Olson needed a machine that could push 50 loads of that size every day. The solution was obvious: the Public Works Department needed to purchase a new Cat® D8T Track-Type Tractor. "That was the only unit that met our specs," Olson says.

But meeting the extremely tight deadline for the move meant that the county's usual acquisition process needed to be fast-tracked. That's where cooperative purchasing came to the rescue.

LEVERAGING A MEMBERSHIP CONTRACT

Olson was able to procure the machine he needed by piggybacking onto an existing cooperative contract available through his local Cat dealer, Peterson Cat, and the National Joint Powers Alliance (NJPA). NJPA allows members to select from over 120 models of Cat equipment, including the D8T specified by Cowlitz County.

Because Olson's department was an NJPA member, he was able to get the machine he needed in record time. "Writing specs and putting the machine out to bid would have taken six weeks," he explains. "By purchasing (a machine) using an existing NJPA contract, the process was completed in six days."

It still took some work, but it helped that the Public Works Department ▶

Cooperating for Faster PROCUREMENT continued...

had preapproved the purchase, and that Olson knew exactly what kind of machine he needed. For anyone in a similar situation, Olson advises, "Bids are very thorough. Make sure that the bid you select has all the options and features that your application requires."

TRUSTING A KNOWLEDGEABLE PARTNER

It also helped that Cowlitz County could call on their local Cat dealer, who already had experience in making cooperative purchasing work. In fact, Caterpillar participates on the National Institute of Governmental Purchasing's (NIGP) Business Council. As such, Caterpillar is far better prepared to help Cat dealers address many of the challenges associated with supporting all aspects of the procurement process.

Jason Walker, a governmental sales support consultant with Caterpillar notes, "Our expertise in product capability and application combined with NIGP's procurement resources allow us to provide both the procurement department, as well as the end user of the equipment, a solution that benefits everyone."

Cooperative purchasing solutions work best when the cooperating public and private enterprises have already built a foundation together. The county had laid the groundwork for fast action through membership in the NJPA, and Olson had an ongoing relationship with the county's Cat dealership. That relationship is important. Walker notes that mutual trust between all parties is essential, and adds, "As with any relationship, communication is key."

For Olson and the Cowlitz County Public Works Department, the ability to call in a knowledgeable partner and quickly put a cooperative purchasing contract into action was the key to literally getting out from under a load of garbage.

"Writing specs and putting the machine out to bid would have taken six weeks. By purchasing (a machine) using an existing NJPA contract, the process was completed in six days."

— Don Olson, Solid Waste Superintendent

For more information and resources regarding existing cooperative purchasing contracts for procuring heavy equipment, visit:
www.govbidspec.com

CATERPILLAR®

NJPA AWARDED CONTRACT

Contract #060311-CAT

DON'T TAKE OUR WORD FOR IT. **LISTEN** TO WHAT OUR MEMBERS ARE SAYING…

The whole process was unbelievably easy! Becoming a member of NJPA was a very simple process—completed all online. The fact that there is ***no membership fee is also a huge plus****.*

In the past, before joining the NJPA Purchasing Cooperative, we would go through the time consuming and expensive process of composing equipment specifications, advertising for bids, opening bids and evaluating each one for substantial compliance with the specifications. Unfortunately, many times we would get stuck with equipment that was of less quality simply because they were in "substantial compliance" with the specifications and submitted the lowest bid.

When it was time to purchase our new CAT asphalt paver through the NJPA Contract, we contacted our local Caterpillar dealer ***right here in our hometown*** *and decided on the required machine size and options, referenced the NJPA Contract number in our resolution for consideration by our City Council who voted to pass and approve the resolution to make the purchase.*

By taking advantage of our NJPA membership ***we easily saved thousands of dollars*** *on labor, advertising cost and time and energy typical of the heavy equipment bidding process. And the best thing was, we were able to purchase the equipment we needed from the manufacturer of our choice and kept our money right here in Springdale, Arkansas!*

We are now proposing to purchase a new pot hole patcher from a NJPA vendor and hopefully a new 33,000 GVW truck through NJPA. All without going through the time consuming and expensive process of competitive bidding. That part has ***already been professionally handled*** *by the professional folks at NJPA.*

I will make no more major equipment purchases in the future without first contacting NJPA to determine if they have a contract and vendor who can supply the equipment.

— Sam Goade
Public Works Director
Springdale Public Works Dep't
Arkansas

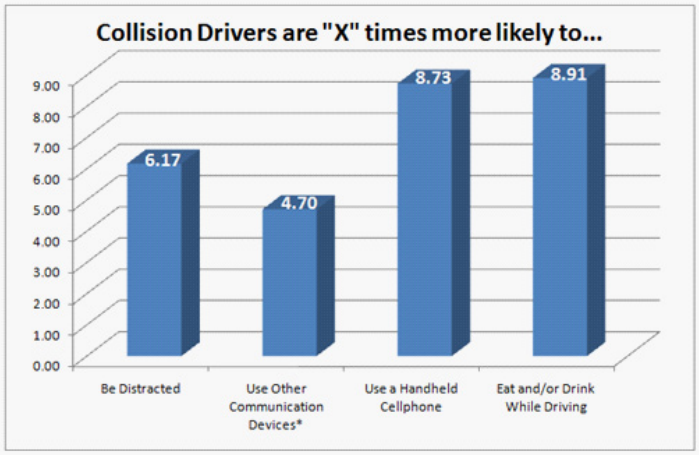
DRIVECAM
The Driver Science Company ™

Government Fleet Drivers: Stop Being Distracted!

Through analyzing more than 20 billion commercial and government driving miles per year, DriveCam took a look at government drivers and found that government fleet drivers who were involved in one or more collisions were 6 times more likely to be distracted while on the road than non-collision drivers.

Key Insights: Results of the study reveal that government fleet drivers involved in one or more collisions are:

- 6.17 times more likely to be distracted
- 4.70 times more likely to be using other communication devices
- 8.73 times more likely to use a handheld cell
- 8.91 times more likely to be eating and/or drinking



*Other communication devices include but are not limited to CB radios, 2 way walkie-talkies, and Nextel/chirp devices.

Background: DriveCam's video event recorder provides the unique ability to identify when a collision has occurred. DriveCam does not review collision events for legal reasons; however, video review of a driver's prior non-collision risky behaviors allows DriveCam to better understand those behaviors that act as leading indicators of collisions. Identifying these behaviors provides safety managers a focused direction in coaching and training.

Methodology: Over 700 active drivers within government fleets were included in this study. The difference between collision and non-collision drivers' conduct and condition was evaluated for this study in order to identify those with a statistically significant difference. Once they were identified, the probability of a collision given the number of times the distraction was observed, was calculated.

As proven experts in compliance and the science of safe and efficient driving, DriveCam reduces collision-related expenses, fuel costs and the risk of audits and lost business for hundreds of commercial fleets worldwide. The company identifies and addresses the causes of poor driving by combining sight and sound with real-time, predictive analytics. With over 500 commercial and government fleet clients, DriveCam monitors 20 billion driving miles annually, while protecting more than 400,000 drivers worldwide.

For more information, visit www.drivecam.com.
Or to order from NJPA, use contract number #102811-DCI.

NJPA AWARDED CONTRACT

Waste not want not: from sewage to sustainable compost

Texas water treatment district takes holistic approach to biosolid composting

Over the last decade, Jerry Atkinson, general manager for Bell County Water Control and Improvement District No. 1 (WCID No. 1) in Killeen, Texas, would watch biosolids from the District's three wastewater plants be carried away for disposal at various land sites thinking, "There must be a better way."

Biosolids are residual byproducts of wastewater treatment. Atkinson said they were spending close to $75,000 each year to dispose of biosolids. At the same time, the City of Killeen was having a problem with disposal of brush and green waste. It seems that both these entities were destined to collaborate to provide a solution for both issues and provide a valuable service to its residents and customers. In August 2011, the Bell County WCID No. 1 Regional Composting Facility was opened.

"That was the first day we began bringing biosolids from our wastewater treatment plants to the composting facility to begin the process of making a beneficial end product, which is compost," says Atkinson.

Wildcat CT718 Compost Turner

250 tons of sludge

Bell County WCID No. 1 was established by the Texas Legislature in 1952. The District serves more than 275,000 people in the region including municipalities of Killeen, Copperas Cove, Harker Heights, Nolanville, Belton, and also the largest U.S. Army base in the world — Fort Hood. More than 90 million gallons (340.7 ml) a day flows in and out of the water treatment plant, and Atkinson runs a very clean operation.

On any given week, approximately 250 tons (226.8 T) of Class B biosolid, commonly known as sludge, would be loaded onto trucks and transported from the wastewater plants to permitted land specified for biosolid disposal. In 2005, Atkinson says they began to seriously look at alternatives to dumping.

Feasibility study

Once the decision was made to pursue the prospect of a compost facility, the District went to the professionals to assist in bringing it to fruition. Lockwood Andrews & Newnam, Inc. (LAN) an environmental engineering firm in Houston has experience in the design and build of various public works and energy facilities. The District had partnered with LAN in the past when it built its newest wastewater treatment plant, along with other past projects.

Site layout was an important factor. The District wanted to determine the most environmentally friendly layout with the least amount of intrusion and impact on nearby residents. Much thought went into how the facility would be designed. The newer windrows would be located in the lower area of the site to stay out of the wind and minimize odors for the area residents. Finishing windrows would be located closer to the front for final screening and easy pickup.

Right on the money

After the feasibility study was finished, a scope of work was developed and the arduous process to fund the project began. The District and LAN set the budget at $4.5 million — $3 million for construction and $1.5 million for equipment. The construction contract was awarded to F.T. Woods Construction Company of Georgetown, Texas. As construction moved forward, the next task was to procure the necessary equipment for the compost facility.

Atkinson put this important task into the hands of his wastewater superintendent, Wayne Lovett, and facility supervisor, Matt Atkinson. It was their job to research equipment manufacturers, hold initial meetings and provide the recommendation for the District. The staff made the recommendation to Atkinson to go with Vermeer® and Wildcat® equipment from Vermeer Texas-Louisiana.

More than 90 million gallons (340.7 ml) a day flows in and out of the water treatment plant

Continued on next page...

"Vermeer captured our attention with their down-to-earth approach. They seemed truthful in what they were telling us about their products. They seemed truthful with how they would work with us, especially if a problem would occur with the equipment. Then there was cost; Vermeer offered us a package deal that saved the District a substantial amount."

Bell County WCID No. 1 purchased a Vermeer HG6000 grinder, a Wildcat CT718 compost turner and a Wildcat TR521 trommel. Jeff Bradley, environmental application engineer for Vermeer Corporation and Wildcat products (a subsidiary of Vermeer), explains that they try to be different from other manufacturers in that they look at the entire application as a whole and not focus just on the equipment.

"As an application engineer, my focus in not on the equipment but what the customer is trying to accomplish," says Bradley. "We strive to provide the equipment suitable for their application. We want our customers to see us as their partner; we want to share our expertise to help them succeed. In turn, that makes Vermeer successful."

The compost recipe

The recipe of the District's compost is very basic. It's Class B biosolids and brush. The ratio is 1.5:1, brush to biosolids.

Each day, brush is brought to the facility and processed into wood mulch, using the Vermeer HG6000 grinder.

"Vermeer offered us a package deal that saved the District a substantial amount."

Then biosolids are delivered from the wastewater treatment plants and placed in a holding area in another part of the facility. From there, the rows — windrows — are created.

It takes approximately four days for the windrow to come to temperature, anywhere from 115 to 160 degrees Fahrenheit (46.1 to 71.1 C). If the temperature doesn't fall in that range, either they will add water to initiate the heat or turn the pile to reduce heat if necessary. The windrow will spend about 15 days in this cooking phase.

Then it will cure for 30 days. After the 45 days, the compost is put through the trommel with a 3/8-inch (9.5 mm) screen, then is considered finished and ready for sale.

A very clean product

Bell County WCID No. 1 is one of very few facilities that goes through the certification process from the U.S. Composting Council. According to Atkinson, samples have tested very well and the District can now label its product with the U.S. Composting Council's Seal of Testing Assurance Program.

By the time the facility was open for business, the price tag of the project landed around $3.3 million, which was $1.2 million less than budget. This included approximately $123,000 of landscaping to beautify the area, including ponds populated with fish, a sprinkler system and a working windmill.

"I think it's important to understand that before we sold one load, we were saving money," says Atkinson. "We took a budget item of $75,000 for biosolid disposal and two waste products that were of no use to nature and turned them into a beneficial product. And no money borrowed to the taxpayers."

Wildcat TR521 Trommel Screen

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Questions and additional information:
globalaccounts@vermeer.com

NJPA AWARDED CONTRACT

FELLING TRAILERS, INC. EXEC APPOINTED TO NATM BOARD OF DIRECTORS

Patrick Jennissen, Vice President of Sales and Marketing with Felling Trailers Inc. was recently appointed to the National Association of Trailer Manufacturers' (NATM) Board of Directors. For over 25 years, NATM has been committed to improving trailer safety and performance. NATM's mission is to unify the light and medium duty trailer manufacturing industry by improving trailer safety and performance; proactively addressing regulatory issues; enhancing the industry's image; providing educational events and tools; and providing membership benefits and services.

On Tuesday, May 7th, board representatives from the National Association of Trailer Manufacturers stopped by Rep. Collin Peterson's office in Washington, D.C. to discuss their concerns about vehicle safety efforts and regulatory policies for light and medium duty trailers. Pictured are Steve Taub (U-Haul International), Pat Jennissen (Felling Trailers), Rep. Collin Peterson, Owen Shelton (Boat Mate Trailers), and Adam Dexter (Dexter Axle)

Felling Trailers is also a member of the National Trailer Dealers Association (NTDA) and North American Trailer Dealers Association (NATDA).

Felling Trailers is a Full Line Trailer Manufacturer located in Central Minnesota that was started in 1974 by Mr. Merle J. Felling. Felling Trailers, Inc. has grown from a small shop to a factory and office complex that today covers over 200,000 square feet.

FELLING TRAILERS

Contract#: 031711-FTS
Pat Jennissen
320-352-5239
pat@felling.com
www.felling.com

NJPA
National Joint Powers Alliance®

NJPA welcomes Dr. Chad Coauette as new Executive Director

Dr. Chad Coauette
Executive Director
218-894-5463
chad.coauette@njpacoop.org

Chad has spent the last 15 years working within the Minnesota State Colleges and Universities system with experience at Northland Community and Technical College, Anoka Technical College, and Alexandria Technical and Community College. In his most recent role as Dean of Customized Training and Health Divisions at Alexandria Technical and Community College, he provided leadership and management for the Customized Training Center and all health related programs. Specific attention was given to the design and delivery of innovative programming, collaboration, partnerships, grant opportunities, outreach and continuing education initiatives that serve to build and sustain the future workforce.

Chad currently serves as:

- A Member of Douglas County Habitat for Humanity Board of Directors
- A Member of the Minnesota Precision Manufacturing Association Board of Directors
- The Vice Chair of the Minnesota Precision Manufacturing Association Educational Foundation
- A Member of the Executive Team for the Inclusion Network

Chad has a PhD in Educational Leadership from the University of North Dakota, and also holds Bachelors and Masters of Science Degrees from the University of North Dakota in Industrial Technology. Chad and his wife Dawn live in Alexandria, MN, with their two children Kamryn and Cyler.

NJPA
National Joint Powers Alliance®

NJPA welcomes Kathy Moore as new Marketing Manager

Meet Kathy

Kathy Moore
Marketing Manager
218-895-4128
kathy.moore@njpacoop.org

As Marketing Manager, Kathy's primary responsibilities are to lead, supervise and manage all aspects of the Marketing Department. Kathy coordinates the overall brand of NJPA and drives the strategic planning for the various client departments to ensure all marketing needs are meet and communication is successful.

Prior to NJPA, Kathy worked at the Brainerd Lakes Chamber and was a marketing consultant with Minnesota's Small Business Development Center. She has worked in hospitality/tourism, economic development, media, higher education, non-profit, professional athletics and banking. Kathy earned both a Bachelors and Masters of Arts degree from Drake University (Des Moines, Iowa).

Kathy currently serves on the Lakeland Public Television Board of Directors, and is on the steering committee of the Brainerd Lakes Area Early Childhood Coalition. Kathy and her husband Kieran live in Lake Shore with their three children, Mary, Nick and Kristy, where she enjoys anything outdoors – especially boating, and supporting her children's activities.

Congratulations

Gregg Meierhofer…
newly Certified Public Procurement Officer

Ginger Line…
newly Certified Professional Public Buyer

Both Greg and Ginger received their CPPO (Greg) and CPPB (Ginger) certifications through NIGP this year. They were honored to receive this certification on stage at the NIGP Annual Forum in August of 2013.

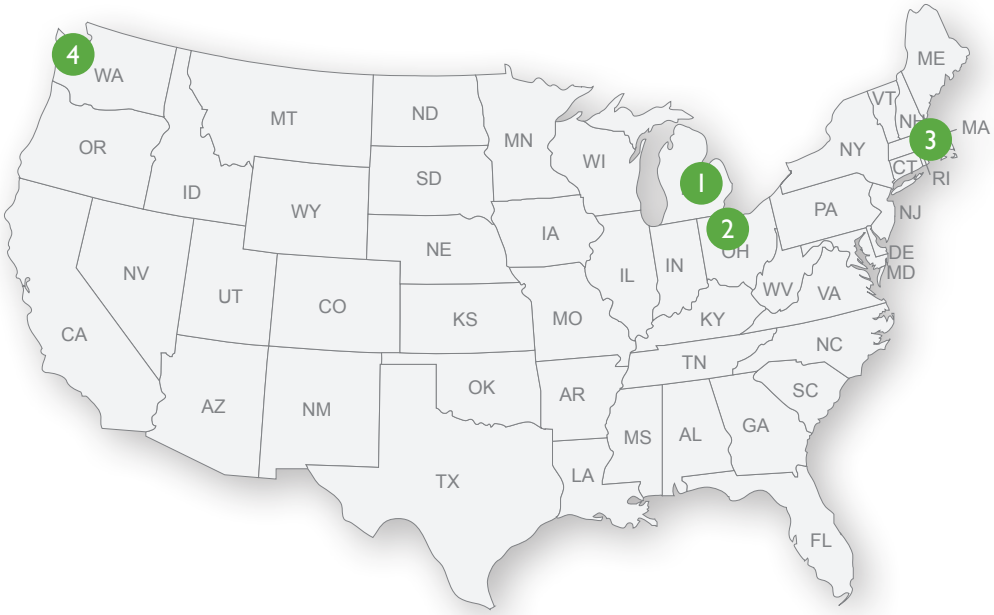
on the HORIZON

COMING SOON: National, Competitively-Bid Categories

- CURRICULUM
- FIRE TRUCKS
- MULTI-MODE MOVING
- MUNICIPAL WATER/SEWER INFRASTRUCTURE
- SIGNAGE
- WATER CRAFT

on the ROAD

Where are we going?



1. **NATIONAL ASSOCIATION OF PUPIL TRANSPORTATION**
   October 19-24
   Grand Rapids, MI
2. **NATIONAL ASSOCIATION OF HOUSING & REDEVELOPMENT**
   October 24-26
   Cleveland, OH
3. **ASSOCIATION OF SCHOOL BUSINESS OFFICIALS**
   October 25-28
   Boston, MA
4. **NATIONAL LEAGUE OF CITIES**
   November 13-16
   Seattle, WA

View the complete NJPA's Tradeshow Schedule at:
www.njpacoop.org/tradeshowschedule

NJPAdvantage.
National Joint Powers Alliance®