

Alaska Bulk Fuel Aggregation Study: Case Studies Evaluation Matrix

Aggregation Types: Case Studies Matrix

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Purpose and Approach

This Case Studies Matrix offers a qualitative feasibility assessment of various examples of aggregation by scoring the examples using criteria relevant to bulk fuel facilities in rural Alaska. The scoring within the Case Studies Matrix will be used to inform a financial feasibility assessment of aggregation scenarios selected through the review process (shared below). The outcome of the financial feasibility assessment will be financial models that will demonstrate how the selected aggregation types could positively impact the costs of owning and operating tank farms in rural Alaska. The financials of managing a tank farm under current conditions will also be modeled to serve as a baseline for comparison. The combination of the Case Studies Matrix, financial models, and other inputs, including direct feedback from partners and stakeholders, will be used to evaluate the overall feasibility of aggregation options for rural Alaska bulk fuel facilities.

Methodology

Research conducted during the literature review process, Study Advisory Groups (defined below) discussions, stakeholder interviews, and discussions with the Study project team provided suggestions for aggregation types to evaluate. Criteria to assess their relevance to the project were identified with the project team and include cost model, funding model, fuel, climate, and remoteness (see criteria descriptions below). Many aggregation types and specific examples were identified through the input process (the full list can be found in the Case Studies Index included with this report) but only those that met at least two of the criteria were included in this report. The aggregation type case studies included in this document are evaluated in the Matrix and are described in more detail in the “Aggregation Types: Case Studies Descriptions” section that follows the Matrix.

The process to identify the aggregation types that will be included in financial feasibility assessment involves input from key stakeholder groups and background information from other Study inputs, including:

- Three small group discussions (1) Capacity Builders and Technical Assistance Providers; (2) Owners, Operators, and Regional Organizations; and (3) Cooperatives.
- Study Advisory Group discussions (1) Owners and Operators and (2) Regulators and Supporters (described in more detail below).

- Other Study inputs: Literature Review, survey, interviews, previous Study Advisory Group meetings, and discussions among the Project Team leading the development of the Study (Alaska Energy Authority, Denali Commission, HDL Engineering, Agnew::Beck, and Northern Economics).

Important Terms

Bulk Fuel Aggregation Study

The Bulk Fuel Aggregation Study will identify needs, opportunities, and next steps for the long-term sustainability of bulk fuel tank farms throughout rural Alaska. The Study process seeks to answer how aggregating some or all aspects of bulk fuel facilities can improve facility lifespan, limit or prevent spills, and save money that could be reinvested in capital improvement projects, thereby lessening the investment burden by state and federal agencies. Phase I of the Aggregation Study includes partner and stakeholder input, financial modeling, and the evaluation of potential solutions. The outcomes of these steps will be included in the study report. The study is a joint effort by the Denali Commission and the Alaska Energy Authority.

Bulk Fuel Aggregation

Bulk fuel aggregation could include:

- Gathering larger amounts of fuel in central locations before distributing it to smaller locations or users.
- Centralizing or consolidating ownership, maintenance, and/or technical assistance resources.
- Other methods of increasing collaboration between communities, within regions, and around the state.

Study Advisory Groups

Two Study Advisory Groups (SAG) have been formed to serve as sounding boards and creative problem solvers throughout the Bulk Fuel Aggregation Study. Their primary roles include:

- Balancing and representing personal, regulatory, professional, and community interests,
- Supporting the study development process, and
- Helping with study finalization and implementation planning.

The Regulators and Supporters SAG (R&S SAG) includes entities that regulate tank farms, assist operators, and / or fund related infrastructure improvements. The Owners and Operators SAG (O&O SAG) includes bulk fuel utility owners and operators, fuel sellers and distributors, and community representatives with bulk fuel responsibilities.

Aggregation Types: Case Studies Evaluation Matrix

Criteria

The following criteria were identified to compare aggregation types and identify possible combinations that might work for the aggregation of rural Alaska bulk fuel infrastructure. The Matrix will inform discussions and decisions about what should be modeled for consideration in the Alaska Bulk Fuel Aggregation Study. It will be used to build “menus” of aggregation types or to identify specific case studies to model.

- **Cost Model:** the model centralizes / shares costs or offers a method to reduce costs for the consumers, members, or participants.
- **Funding Model:** the business model’s income sustains operations without reliance on grant funding.
- **Fuel:** the region the model serves has a similar demand for fuel and relies on a similar mix of energy sources (e.g., diesel, heating oil, solar, etc.).
- **Climate:** weather conditions create similar challenges for supply chains, management, and operations.
- **Remoteness:** sites are small and widespread, resulting in supply chain complexities and consolidation challenges.

Rating Scale

The aggregation type case studies were assessed according to the criteria listed above and scored using the following indicators:

- High = strong alignment
- Some = some alignment
- None = no alignment
- N/A = information on this criterion was not available or the criterion was not applicable

The Matrix

The Matrix seeks to identify options that can be considered useful as a full program model (where most of the criteria have a “high” rating, like AVEC), or options with specific components that could be considered useful (like the Nordic Co-operative), even if the overall aggregation type example does not align on some or most of the criteria. The list is sorted by Cooperatives (nonprofit and for-profit entities, from Alaska and beyond, owned and operated by their members), Existing Aggregation Programs in Alaska (centralized resource hubs currently offered in Alaska), and Cooperative Associations (trade associations for cooperative businesses) and Public Sector programs (other support programs from public entities in other states). They are sorted within these categories from most relevant to least relevant, with those near the top aligning with most criteria.

Aggregation Model Case Study	Cost Model	Funding Model	Fuel	Climate	Remoteness
<i>Cooperatives</i>					
AVEC	High	Some	High	High	High
IPEC	High	Some	High	High	High
Nuvista Co-op Models	High	Some	High	High	High
ANICA	High	N/A	High	High	High
Nordic Co-operative	High	High	Some	Some	Some
Energy Co-op of Vermont	High	N/A	Some	Some	Some
KIUC (HI)	High	Some	Some	None	Some
<i>Existing Aggregation Programs in Alaska</i>					
NSEDC	High	Some	High	High	High
RUBA	High	Some	N/A	High	High
ARUC	High	Some	N/A	High	High
<i>Cooperative Associations and Public Sector Programs</i>					
WRECA (WA)	Some	N/A	Some	Some	Some
MECA (MT)	Some	N/A	Some	Some	Some
NDAREC (ND)	Some	N/A	Some	Some	Some
NWMC (IL)	High	High	Some	None	None
FRCOG (MA)	High	Some	Some	None	None

Aggregation Types: Case Studies Descriptions

Each of the aggregation types highlighted in the Matrix is described below, organized in the same format as the Matrix. Each section briefly describes the organization, provides details about the aggregation type, and a short list of sites referenced to compile the summary information. In some cases, information was not as readily available on websites, reports, or financial statements and these programs or organizations may have a shorter description.

The Cooperative Associations and Public Sector Programs were less relevant to the purpose of this report as public sector entities, but there were interesting and relevant pieces of their structures or approaches that warranted including them.

Cooperatives

Alaska Village Electric Cooperative (AVEC), Western Alaska

About

AVEC is a nonprofit, cooperatively owned electric utility, formed in 1968, serving 59 communities throughout western Alaska. AVEC's service area stretches from Kivalina to Old Harbor and from Gambell to Minto. Minto is the only AVEC community on the road system, all other communities are only accessible by airplane or marine vessel. AVEC members represent diverse cultures – Athabascan, Aleut, Inupiat, Yup'ik, Siberian Yup'ik, Tlingit, and white – and many rely on subsistence activities for survival.

Aggregation Model: Utility Cooperative (Electricity)

The 59 communities served by AVEC are each represented by a delegate who is sent to the annual meetings of the cooperative, where they have a say in how business is conducted, the AVEC board of directors are elected by the membership. AVEC partners with local governments while operating agreements allow for local control. Village governments, inclusive of Tribal councils and municipalities, hire plant operators and oversee operations and fuel distribution while larger maintenance projects, tank farm and / or system upgrades, and renewable energy feasibility studies are conducted by AVEC.

In the years that AVEC earns a margin (revenue that remains after expenses are paid), it is assigned to members in proportion to their usage during the year. AVEC refers to these as "Capital Credits," and a portion is used by the cooperative for working capital and a specific amount is refunded to members annually in an amount determined by the Board.

AVEC is funded through membership and utility billing. Other financing and funding for AVEC has come from various sources, including loans from the Rural Utilities Service (RUS) within U.S. Department of Agriculture, construction financing from National Rural Utilities Cooperative Finance Corporation, and grants from the Denali Commission, Rural Utility Service, Department of Energy, State of Alaska, and others.

AVEC also provides scholarships for higher education or vocational school and offers energy education services for members – including energy efficiency, disaster preparedness, metering basics, and considerations for installing home solar.

References:

- AVEC's website: <https://avec.org/>
- AVEC's 2022 Annual Report: <https://avec.org/wp-content/uploads/2022-Alaska-Village-Annual-Report.pdf>
- Capital Credits site: <https://avec.org/customer-service/capital-credits/>

Inside Passage Electric Cooperative (IPEC), Southeast Alaska

About

IPEC is a non-profit cooperatively owned electric utility with 1,300 members. Their service area covers Southeast Alaska communities of Hoonah, Kake, Chilkat Valley, Angoon, and Klukwan.

Aggregation Type: Utility Cooperative (Electricity)

The IPEC service area is divided into five districts, each represented by one member of the board of directors. Annual member meetings are held to elect board members, share reports from the previous fiscal year, and conduct other business. Operations and maintenance services are provided by IPEC.

Another benefit of being a member of IPEC is their patronage capital allocations and retirements. Cooperatives generate and utilize patronage capital (leftover revenue at the end of the year after all expenses have been paid) to reinvest into assets, lower financing costs, cover operating expenses, and pay for equipment, maintenance, and repairs. This patronage capital is divided among members (usually according to their usage) and reflected on their statements once a year as their patronage capital allocation. This allocation is returned to members in the form of retirements, the amount that can be returned to members is determined by the board of directors on an annual basis. Specifics about how IPEC allocates, uses, and retires patronage capital are not available on their website.

The majority of revenue for IPEC comes from energy sales to members. Financing and funding for IPEC includes grants from Federal and State sources to fund significant long-term assets (e.g., utility plant), resulting in lower costs for members. IPEC also occasionally receives grants from Alaska Energy Authority to support specific projects (e.g., hydroelectric dam).

IPEC also offers scholarships for higher education or vocational school to graduating seniors in member households.

References

- IPEC website: <http://insidepassageelectric.org/>
- IPEC 2024 Audited Financial Statement: <http://insidepassageelectric.org/documents/IPEC%20-%202024%20FS.pdf>
- Patronage Capital YouTube video: <https://www.youtube.com/watch?v=8Gwiw-gGNp4>

Community Sustainability Modeling Program, Nuvista Corporation, Western Alaska

About

Nuvista started out in 1995 as Nuvista Light & Power Company and became Nuvista Light and Electric Cooperative in 2007, a nonprofit that seeks to reduce energy costs and provide renewable sources to the people of Western Alaska. Nuvista's mission is to achieve a more resilient and connected region while empowering our communities with access to affordable, sustainable energy infrastructure. They analyze energy issues in

the Yukon-Kuskokwim Region and develop solutions for affordable, attainable energy alongside community members. Nuvista has received funding from AEA to conduct these analyses.

Aggregation Type: Bulk Fuel Purchasing, Deliveries, and Tank Farms Consolidation

Nuvista received funding in 2013 to complete three phases of community sustainability modeling across nine communities in the Yukon Kuskokwim Delta. The purpose was to identify opportunities for shared services within groups of communities to reduce operations and maintenance costs and create economies of scale. Phase I was completed in 2016 and included Tununak, Toksook Bay, and Nightmute; Phase II was completed in 2017 and included Emmonak, Alakanuk, and Nunam Iqua; and Phase III was completed in 2018 and included Chevak, Hooper Bay, and Scammon Bay.

The sustainability models considered consolidation of bulk fuel purchasing, deliveries, and tank farms among the nine communities (three per Phase) to lower delivery costs and increase leverage in negotiating fuel rates. The reports list advantages and disadvantages and provide a recommendation for each of the community groups.

- Phase I: Tununak, Toksook Bay, and Nightmute
 - Recommendation: Before proceeding, confirm if the cost savings from a bulk order outweigh the cost to deliver to the three communities. If yes, the recommendation is to proceed.
 - Also recommends a more thorough evaluation of the financial feasibility as well as the social and environmental impacts from consolidation.
- Phase II: Emmonak, Alakanuk, and Nunam Iqua
 - Recommendation: Conduct market demand analysis to inform a more robust feasibility study, then develop a business plan, and pursue next steps.
- Phase III: Chevak, Hooper Bay, and Scammon Bay
 - Recommendation: Do not pursue. The disadvantages (e.g., insufficient market share to increase negotiating power, additional administrative costs likely to outweigh savings, and communities too far apart for efficient distribution) outweigh the advantages.

The status of the above recommendations could not be confirmed.

References

- Nuvista website: <https://www.nuvistacoop.org/>
- Community Sustainability Models:
 - Phase 1: <https://www.nuvistacoop.org/resource-library/community-sustainability>
 - Phase 2: <https://www.nuvistacoop.org/resource-library/community-sustainability-phase-2>
 - Phase 3: <https://www.nuvistacoop.org/resource-library/community-sustainability-phase-3>

Alaska Native Industries Cooperative Association (ANICA), Alaska Statewide

About

ANICA is a cooperative grocery and fuel provider for villages around Alaska. It was formed in 1947 to ensure that village stores remained stocked with goods that the residents needed at competitive prices. The inspiration behind founding ANICA came from the belief that creating economies of scale would better enable success and prosperity than working as individual villages. ANICA values are honesty, social responsibility, and caring for others.

Aggregation Type: Bulk Purchasing, Aggregation of Different Services (e.g., grocery + fuel)

There are approximately 40 stores in ANICA's membership. Their purpose from the beginning was to build economies of scale and specifically to address the high costs of keeping remote village stores stocked through bulk ordering. Transferring responsibility of the coordination and distribution of the goods to the villages also gave them more control over the supply chain, allowing for more efficient delivery systems and lower costs.

Some ANICA stores also own and operate tank farms for villages. ANICA often supplements the tank farms as the price of fuel does not cover the costs needed to maintain the tank farm or repair / replace tanks. ANICA depends on funding from grants and similar opportunities to support the tank farms.

ANICA has also added different services over its long history – including a revolving loan fund, exports of Native crafts, furs, and oils, and scholarships for high school students.

References

- ANICA website: <https://anicainc.com/>
- ANICA Wikipedia page: https://en.wikipedia.org/wiki/Alaska_Native_Industries_Cooperative_Association
- Interview with ANICA representative, Linda Austin, February 2025

Nordic Co-operation on Energy; Denmark, Finland, Iceland, Norway, Sweden, Faroe Islands, Greenland, Aland

About

The Nordic Co-operation on Energy operates under the Nordic Council of Ministers and Nordic Council, which have a shared vision to make the Nordic region the most sustainable and integrated region in the world. They provide intergovernmental cooperation among member countries (Finland, Norway, Sweden, Denmark, Iceland, the Faroe Islands, Aland, and Greenland). Councils cover topics and sectors like labor, sustainable growth, justice affairs, fisheries / aquaculture / agriculture / food / forestry, education and research, and finance.

“If the wind drops in Denmark, hydroelectric power from Norway can help to plug the gap, like a Nordic battery.”

- Quote from promotional video about Nordic Energy Co-operative.

Aggregation Type: Utility Cooperative (Electricity), Multiple Energy Sources (Renewable + Fuel-based)

One of the oldest and most often modeled co-operatives, the Nordic Co-operation on Energy was established in 1972 and has served to pull together the various energy sources across member countries to ensure stable supply of electricity. In more recent years, all the Nordic countries have set ambitious targets for switching to sustainable energy and have emerged as pioneers of green energy solutions. The cooperative supports and amplifies these efforts. It boasts one of the most secure, affordable, and renewable power systems in the world.

They are

They also operate a research arm, Nordic Energy Research, which funds and promotes co-operation; generates research to support energy policy decisions; links industry, research, and policy makers; and prioritizes sustainable and competitive energy solutions.

References:

- Nordic Co-operation: <https://www.norden.org/en>
- Nordic Co-operation on Energy website: <https://www.norden.org/en/information/nordic-co-operation-energy>

Energy Co-op of Vermont, Vermont

About

The Energy Co-op of Vermont started accepting members in 2001 and now serves 2,500 members in northwest and central Vermont. Their goal is to help members reduce energy costs. Their services include delivery of heating oil, kerosene, and wood pellets; heating system installation, maintenance, and repair; heat pump installation; low-cost energy audits; and energy efficiency education.

Aggregation Type: Bulk Fuel Purchasing

The Co-op is able to deliver heating oil and kerosene at lower rates (\$0.13 per gallon) for their customers as a bulk buyer. The annual membership fee of \$12 often pays for itself in the first delivery of fuel, according to their website. There are also options for payment plans – including pre-buy programs and budget payment plans.

Reference

- Energy Co-op of Vermont website: <https://www.ecvt.net/service-category/heating-fuel-pellets/>

Kaua'i Island Utility Cooperative (KIUC), Hawai'i

About

The Kaua'i Island Utility Cooperative (KIUC) was founded in November 2002 and has 29,000 residential members and 4,000 commercial members. Their mission is to be an energy solutions leader by providing reliable power that is fairly and competitively priced, encouraging energy conservation and efficiency, and increasing sustainable power supply and environmental stewardship.

Aggregation Type: Funding and Consolidation of Services (Business Opportunities + Fuel Sales)

One of KIUC's strategic goals is to deliver reliable electricity at the lowest possible cost by diversifying and expanding its financial resources. This includes seeking federal and state grants that benefit their members (consolidated fundraising) and seeking business opportunities for KIUC that align with their structure and member needs. Examples of this include a revolving loan fund for economic development, investments in their subsidiaries (see below), irrigation, and public street and highway lighting. They also have two renewable energy (photovoltaic systems) subsidiaries that construct, own, and operate solar power systems for the purpose of selling the energy to the cooperative. They are also exploring microgrid opportunities in high-risk areas where they are economically and technically practical.

References

- KIUC website: <https://www.kiuc.coop/>
- KIUC Strategic Plan Update 2023-2033, https://www.kiuc.coop/sites/default/files/KIUC%20Strategic%20Plan%202023_2033%20FINAL.pdf
- KIUC 2024 Audited Financial Statement: https://www.kiuc.coop/sites/default/files/documents/audited_financials/2024%20Audited%20Financial%20Statements.pdf

Existing Aggregation Programs in Alaska

Norton Sound Economic Development Corporation's Consolidated Bulk Fuel Program

About NSEDC

NSEDC represents 15 member communities and 9,200 people in the Bering Strait region of Northwestern Alaska and is one of Alaska's six Community Development Quota (CDQ) organizations. They support economic development initiatives local to the Norton Sound region and distant-water fisheries in the Bering Sea and Aleutian Islands. Their mission is to provide economic development through education, employment, training, and financial assistance to our member communities.

Aggregation Type: Bulk Fuel Purchasing, Contracting, and Administrative Support

This NSEDC program places group orders and negotiates fuel purchases for participants in member communities. They began doing this program in 2006 and services within the program include coordinating the order, issuing the Request for Proposal for suppliers, evaluating the proposals, awarding the final purchase contract, and managing payments to the fuel supplier. Throughout the process they also serve as the primary point of contact between the fuel suppliers and program participants. NSEDC's program offers payment plans for participants, which are paid directly to NSEDC, and collects no fees for administering the program.

Reference

- NSEDC website: <https://www.nsedc.com/>
- NSEDC Annual Report: <https://www.nsedc.com/wp-content/uploads/2023-NSEDC-AR-Web.pdf>

Alaska Division of Community and Regional Affairs (DCRA), Rural Utility Business Advisor (RUBA), Alaska Statewide

About

DCRA's offers advice and assistance to local governments under their mission to "help Alaska's communities build sustainable economies and a means of self-governance." They provide technical assistance for record keeping, grant reporting, and other grants management support for local communities administering federal and state grant funding. Many of these are Community Development or Community Services Block Grants, but also support a wide range of services such as broadband access, food security, and law enforcement services. DCRA also offers standalone programs supporting efforts related to language preservation, regional development, volunteerism, and management.

Aggregation Type: Training, Technical Assistance, and Capacity

RUBA's goal is to increase the managerial and financial capacity of water and wastewater utilities in rural areas of Alaska. They provide advisory services, training program scholarships, technical assistance support, and sponsorships for tools like QuickBooks for utility service providers. RUBA also collects and shares publications related to best practices related to operations and management of utilities.

RUBA's technical assistance hub offers funding application support, documentation support for operations and maintenance best practices, tutorials, and custom advice and assistance. Training is offered for free, but travel to sites is covered by the utility requesting service.

RUBA is funded through DCRA, which is a division of the Alaska Department of Commerce, Community, and Economic Development (DCCED).

References:

- DCRA website: <https://dcra-program-summaries-dcced.hub.arcgis.com/>
- RUBA website: <https://www.commerce.alaska.gov/web/dcra/ruralutilitybusinessadvisorprogramruba.aspx>

Alaska Native Health Consortium's Alaska Rural Utility Collaborative (ARUC), Alaska Statewide

About

ANTHC is a nonprofit Tribal health organization providing comprehensive medical services, wellness programs, disease research and prevention, rural provider training, and rural water and sanitation systems construction. They are the largest, most comprehensive Tribal health organization in the United States and Alaska's second largest health employer. Their mission is to optimize health and well-being through collaborative partnerships and services.

Aggregation Type: Administrative Functions Consolidation

ANTHC offers a program called the Alaska Rural Utility Collaborative to support water and sewer utilities across the state. ARUC's objective is to "empower communities in rural Alaska to sustainably provide safe water and sanitation services." The program helps communities manage, operate, and maintain water and sewer systems through two different membership options: Assisted Billing and a full ARUC membership.

- Assisted Billing helps member communities by taking on billing, collecting payments, record keeping, and managing delinquent account / shutoff lists.
- The full membership includes assisted billing services as well as management and operations support for the water / sewer system, which often includes assisting with hiring local water plant operators and backup operators.

References

- ANTHC website: <https://www.anthc.org/who-we-are/overview/>
- ARUC website: <https://www.anthc.org/what-we-do/tribal-utility-support/alaska-rural-utility-collaborative-aruc/>

Cooperative Associations and Public Sector Aggregation Models

Washington Rural Electric Cooperative Association (WRECA), Washington

About

The Washington Rural Electric Cooperative Association (WRECA) was founded in 1942 to provide unified voice for the state's mutual electric companies and rural electric cooperatives. Today it represents 11 small mutual electric companies and rural electric cooperatives (meaning most are nonprofits) across WA, which serve 270,000 customers in 149,000 locations. Their mission is to “proactively influence the regulatory environment in the best interests of the consumer-owned electric utilities in the State of Washington,” according to their website.

Aggregation Type: Advocacy

Washington has a varied rural economy and WRECA seeks to unify the voice and goals of rural electric cooperatives to bring clear objectives to the legislative process. Their advocacy priorities include: energy reliability, right-of-way management, wildfire mitigation and preparedness, environmental goals, and economic vitality.

Reference

- WRECA website <https://www.wreca.coop/>

Montana Electric Cooperatives' Association (MECA), Montana

About

MECA is a nonprofit, statewide trade association for Montana electric cooperatives, each of which is customer-owned, locally controlled, and nonprofit. The member cooperatives collectively serve more than 187,000 members in all 56 counties of the state. MECA's mission is to be the unrivaled resource for Montana's electric cooperatives, focusing on government advocacy, communications and safety and education training.

Aggregation Type: Cooperative Training, Advocacy

MECA offers an extensive range of training opportunities for cooperatives – everything from strategic planning and regulator training to back-office basics like accounting, customer service, and record keeping. They advocate on behalf of members at local, state, and federal levels, ensuring productive relationships that enable the cooperatives to continue to deliver safe, affordable, reliable electricity. Their advocacy work is organized under their Grassroots Action Network, which promotes the value of cooperatives in Montana and advocates for priority issues identified by members.

Reference

- MECA's website: <https://www.mtco-ops.com/our-services/education-training/>

North Dakota Association of Rural Electric Cooperatives (NDAREC), North Dakota

About

Incorporated in 1958, NDAREC serves as the trade association for North Dakota's 17 distribution and five generation and transmission cooperatives. Their mission is to provide member cooperatives with a complete package of quality services in communications, government relations, education, safety training, and professional and economic development.

Aggregation Type: Rural Development, Cooperative Training, Advocacy

NDAREC offers similar services that other cooperative associations offer – training and advocacy capacity – but also has taken on opportunities to support and advance rural development projects. They offer a Rural Development Center that provides organizational and business development services, assists in raising start-up funds, offers start-up administrative services, sponsors conferences and seminars, and provides other technical assistance programs. It also has an affiliated foundation that aggregates funding from donations and other charitable contributions to support rural development projects related to the mission of NDAREC.

References:

- NDAREC website: <https://ndarec.com/>
- NDAREC Rural Development Center: <https://ndarec.com/ruraldevelopment>
- NDAREC Foundation: <https://ndarec.com/foundation>

Northwest Municipal Conference (NWMC), Illinois

About

NWMC is a regional council of governments representing 1.3 million residents across 42 municipalities in north and northwest Chicago suburbs. They work on policy initiatives and offer programs and services that combine resources from across communities for addressing regional issues. Members are the mayors and townships supervisors from their member communities, which allows them to strategically combine expertise to solve regional issues.

Aggregation Type: Administrative Support (Contracting)

The Suburban Purchasing Cooperative (SPC) program, sponsored by NWMC and other regional councils, was formed to collaboratively negotiate contract terms on behalf of members. Their primary objective is to build economies of scale in procurement, specifically to lower pricing through bulk orders and by taking the contracting burden off smaller agencies. The SPC program provides members with access to contracts for goods and services at pre-negotiated rates / prices. One of the product sets that the SPC offers is diesel fuel (including gasoline, ethanol 75 and 85, and biodiesel) through a purchasing agreement with a selected contractor.

References:

- NWMC website: <https://www.nwmc-cog.org>
- Suburban Purchasing Cooperative website: <https://www.nwmc-cog.org/suburban-purchasing-cooperative/about-suburban-purchasing-cooperative>

Franklin Regional Council of Governments (FRCOG), Massachusetts

About

FRCOG is a regional service organization that serves Franklin County in western Massachusetts. There are 26 towns in their coverage area and the population is roughly 72,000 people. Their mission is to “foster a vibrant, sustainable region for all, and to leverage resources that promote collaboration and efficiency within our member communities” by providing advocacy, planning, and cooperative services.

Aggregation Type: Technical Assistance and Resources

In 2019, FRCOG used grant funding to consolidate resources and information about clean energy programs available in their area to increase local-level knowledge and remove barriers to accessing efficient energy technology. They also provide a collective purchasing program for member municipalities and organizations for a small fee. They offer this program to explore bulk purchase pricing in a volatile market.

References:

- FRCOG website: <https://frcog.org/>