Request for Proposals: Regional Land Use Planning and Economic Development Vision and Framework

Issued 9 August 2019 by the Central Mississippi River Regional Planning Partnership. Members are the Cities of Becker, Big Lake, and Monticello, Townships of Becker and Big Lake, and Counties of Sherburne and Wright.

Table of Contents

| Background, Context                           | 1 |
| Project Resources and Supports               | 2 |
| Scope                                        | 3 |
| Project Area                                 | 3 |
| Framework                                    | 3 |
| Stakeholder Engagement                       | 4 |
| Context and Existing Conditions              | 5 |
| Analyses                                     | 5 |
| Scenarios                                    | 5 |
| Projects/Action Items                        | 6 |
| Partnership-Consultant Relationship          | 6 |
| Results, Recommendations                     | 6 |
| Project Management, Communications           | 6 |
| Project Budget                               | 7 |
| Submittals                                   | 7 |
| Process and Schedule                         | 7 |
| Due Date                                     | 7 |
| Pre-submittal Information                    | 7 |
| Initial Review, Interviews                   | 7 |
| Selection and Contract Negotiations          | 7 |
| Proposal Contents, Structure                 | 8 |
| Page Limit and Specifications                | 8 |
| Proposal Body                                | 8 |
| Appendices                                   | 8 |
| Selection Criteria                           | 9 |
| Subject-matter expertise, perspective, open-mindedness | 9 |
| Stakeholder engagement, communications      | 9 |
| Transparency, consensus-orientation, focus   | 9 |
| Project management                           | 10 |

Reference: Partnership Members and Staff (current to 8/8/19)..............................11
Background, Context

The Central Mississippi River Regional Planning Partnership is seeking a consulting team to create a regional economic development and land use planning vision and framework. The Partnership anticipates significant growth and development in the coming decades and is committed to regional planning to guide their work together over time. The Partnership currently includes the Cities of Becker, Big Lake, and Monticello, Townships of Becker and Big Lake, and Counties of Sherburne and Wright.

These communities formed a coalition in 2016 that established a collaboration among the jurisdictions for the benefit of the region. The group adopted its first joint powers agreement in 2017, which provides organizational and funding principles.

This planning effort is intended to include the full range of stakeholders, such as businesses, school districts, other townships, social service providers, community organizations, residents, and others. The regional population is approximately 200,000 and is a hub commercial and industrial commerce.

At present, Wright and Sherburne Counties and the partner cities and townships are experiencing renewed growth and development pressure following several years of slow growth following the 2008 recession. They are also facing pressure from the planned decommissioning of two major Xcel Energy plants -- Sherco in Becker (Sherburne County) and Monticello Nuclear Generating Plant in Monticello (Wright County).

Each of the communities within the Partnership has its own unique history, vision, and values and each retains local control over land use and economic development; there is no appetite for a regional planning authority. At the same time, the Partnership understands that our robust growth presents challenges as well as opportunities that require regional coordination. Residents of each of the partner communities visit the other communities to work, shop, and socialize. People and commercial goods move across multiple communities in this region and beyond using local roads, US Highway 10, Interstate 94, and rail lines. Our region’s continuing success depends on maintaining and improving our connectedness and mobility. If regional growth is not planned or managed, it could harm our quality of life and ultimately make continued growth untenable.

Minnesota Trunk Highway 25 links the partner communities across the Mississippi and between I-94 and State Highway 10, and is a vital artery supporting economic and social well-being in the region. Congestion around the Highway 25 corridor linkage has increased in recent years, creating traffic, development, and safety issues for communities along the corridor. This is also the only bridge crossing over the Mississippi River within a 10-mile wide growing suburban area. The regional planning area includes both fully urban and suburban development, as well as undeveloped and agricultural areas (see map below).

The group initiated a transportation study in 2017 that helped clarify assumptions and provided initial recommendations for transportation improvements. The Partnership is now placing those results within the context of this forthcoming land use and economic development framework.

The Partnership is approaching this planning initiative with significant consideration, recognizing the interrelated nature of land use, economic development, infrastructure, the environment, and related issues critical to accomplishing the goals of the communities and region as a whole. Planning and improvements within the region have the potential to create incredible, dynamic, and long-lasting benefits that support the partner communities long into the future.
The Partnership members (elected officials) and staff were actively involved in preparing and approving this RFP and will support it as the work progresses. Specifically:

1. **Liaison Team**: The Partnership has appointed a Liaison Team of four planners to work directly with the selected Consultant throughout the project (Marc Schneider of Sherburne County, Angela Schumann of Monticello, Michael Healy of Big Lake, and Jacob Sanders of Becker). They led development of this RFP and will help keep other staff and the Partnership members informed and engaged.

2. **Staff**: The Partnership has engaged a broad range of staff resources to assist in this effort, a list of staff and Partners is provided on the final pages of this document.

3. **Process consultant**: The Partnership hired an outside process consultant in May to support their ongoing planning and governance work (Anne Carroll of Carroll, Franck & Associates); she will facilitate strong Partnership support and alignment throughout this project, and also provide direct consulting services related to stakeholder engagement as described below.

4. **Pre-work**: Staff have begun assembling local plans, data, and similar, and throughout the project will contribute their expertise and perspectives and respond promptly to requests.

5. **Engagement**: To support robust and inclusive stakeholder engagement across the region, Partnership members and staff will provide direct leadership and assistance during planning and implementation. Based on content provided by the selected Consultant, this is expected to include finding local engagement partners and other volunteers, logistics, communications mechanisms and delivery, and similar, with details jointly determined as described below.

6. **Website**: The Partnership has a new, comprehensive website explicitly to improve stakeholder communications. It is the public repository for all information about the Partnership and its work, and will be a critical tool for this project. The website is managed by in-house staff and the process consultant to provide maximum flexibility. This project has its own page and child pages will be added as the project progresses. The selected Consultant will have streamlined access to the project pages to expedite communications with key stakeholders and the general public.

7. **Elected bodies**: One of the common challenges for such a complex and lengthy project is the significant gap that would typically emerge between the Partnership representatives and their elected bodies -- even if the Partnership were to stay engaged and aligned, a different process is required to keep all the elected bodies fully informed, appropriately influencing the project direction, and “owning” the work as it progresses. To address this, in August and early September 2019, Partnership representatives and staff are meeting with their elected bodies to reach agreement on the following:
   - On a regular basis, each Partnership representative and staff will make a formal presentation to the elected body addressing content such as work to date, issues/challenges/opportunities, and interim results, then gather input, feedback, or guidance to shape the work moving forward.
   - The elected body is then asked to vote on a resolution of concurrence; if that does not pass, the Partnership commits in advance to working with them to address their concerns so the work can continue with all partner communities on board.
   - The selected Consulting team will not participate in these local meetings, but will contribute content that will be used for these and other communications and engagements.

8. **Communications tools**: The Partnership will provide the following:
   - Project web pages as described above, with the Consultant regularly contributing content
   - Tele/video communications platform for project meetings and for remote access to Partnership meetings (available to project team members and the general public)
   - Online survey tool (Survey Monkey professional account)
   - Project file repository and live collaboration via Google Drive
Scope

Project Area

The map below shows the larger region for context, and initial guidance on the specific project area.
Framework

The selected Consulting Team will create a regional economic development and land use framework under the general direction of the Central Mississippi River Regional Planning Partnership. The partner communities are anticipating significant growth and development in the coming decades and are committed to working together over time to maintain a high quality of life for area residents, businesses, and visitors. This means access to nature, development that brings high-paying jobs and other amenities to the region, the range of housing that people need, and a robust infrastructure that supports critical technology, utility, and transportation requirements.

What makes this project unique is the Partnership’s demonstrated commitment to a collaborative and consensus-based approach to regional planning and decision making that optimizes regional and local benefits over time.

This framework will not be a regional comprehensive plan, per se, but rather a document enshrining a unified set of regional policies, goals, and priorities that the partner communities commit to honoring. The framework is expected to both describe and illustrate the collective regional direction. It should also include guidance developed with partner communities on how they can refine their local approaches, policies, plans, projects, and regulations over time to harmonize them with the regional direction.

The Partnership currently sees this project as described below. This is not intended to direct the proposal scope, sequence, or specific tasks. Consulting teams are expected to propose a broad scope, then the selected team and Partnership will jointly develop a detailed scope and collaboratively implement and refine it over time. This project is expected to run from September 2019 through early 2021.

Stakeholder Engagement

The Partnership has determined that engagement efforts for this project should align with the International Association for Public Participation (IAP2) Core Values:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Public participation includes the promise that the public's contribution will influence the decision.
- Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Public participation seeks input from participants in designing how they participate.
- Public participation provides participants with the information they need to participate in a meaningful way.
- Public participation communicates to participants how their input affected the decision.

Explain your approach to stakeholder engagement and the proposed engagement design and implementation process, noting the following:

- As soon as possible after consultant selection, the Partnership’s process consultant will lead a half-day engagement kickoff workshop that will include Consulting Team members. Participants will clarify project objectives, review the Core Values, determine engagement objectives, select the level of engagement, and complete a deep stakeholder mapping exercise.
- Consultant will then develop a detailed engagement design and implementation plan in consultation with the Partnership’s process consultant and Liaison Team. This must address identified key stakeholders, which by definition includes the Partnership as a body.
• As noted above in Project Resources and Support, implementation will be in collaboration with Partnership members and staff and a variety of other organizations and community partners through the region.

Context and Existing Conditions

• Review local, region-wide, or state plans and related documents that affect this region. Examples include but are not limited to:
  o Comprehensive plans (these vary and some are currently being updated)
  o Transportation plans, including for US 10 and I-94 plus rail/transit
  o Annexation agreements
  o Infrastructure, utility/power, and broadband plans
  o School district plans
  o Statutes related to land use and development along the Mississippi River in the study area
  o Park Plans
  o Studies and plans related to the Mississippi River watershed

• Identify competing, conflicting, and complementary interests between jurisdictions around vision, land use, economics/economic development, growth management, etc.; identify initial options and opportunities to move forward

• Launch stakeholder engagement with the Partnership and selected regional stakeholders to begin learning about hopes, issues, opportunities, and challenges

• Support the Partnership to reach consensus on critical issues to advance the project

Analyses

Conduct assessments, studies, analyses, and similar as needed to identify existing conditions, trends, and future conditions for the region, along with challenges, impacts, needs, and options from a regional perspective. These may include:

• Demographic data, trends, and projections

• Potential impacts of growing metropolitan areas of Minneapolis St. Paul and St. Cloud on the growth of the region.

• Regional economic conditions and factors; market and economic trends; economic development potential

• Land uses and trends; land areas and acreage available for new development; land uses most likely to develop based on geography, topography, demographics, existing uses, and market trends, looking at transition (from/to) of use areas, optimization/highest and best use; density of development. This could include housing, commercial, retail, industrial, environmental/green space, recreation/tourism, agriculture, infrastructure, etc. Regulatory constraints should be addressed.

• Infrastructure and utility conditions and projections; this includes traditional infrastructure as well as broadband and power, and intra- and inter-regional transportation (all modes) and transit

• Thoughtfully identify the challenges, impacts, opportunities, and options facing the region as it grows; prepare initial information and gather substantial stakeholder perspectives to inform an assessment

Scenarios

• Develop a range of growth scenarios or similar that incorporate and explain best practices around growth management and land use planning and frame challenges, opportunities, impacts, and options for the region’s future and quality of life -- in a way that is accessible and understandable to the full spectrum of stakeholders across the region.

• Scenarios and similar approaches could be used as part of one or more project phases and for a variety of topics or issues.
- Work with the Partnership to engage stakeholders and gather meaningful feedback and perspectives, and use those results to refine options and recommendations.

Projects/Action Items

Throughout the project, identify short-, medium-, and long-term projects for the Partnership's consideration and possible action. The particular focus would be efforts across multiple jurisdictions (within and beyond current Partnership) that advance key regional priorities as well as avoid or prevent critical challenges or problems. Examples include aligning zoning codes, conducting a study on a special topic or geographic area, adjusting the Partnership structure or members, pursuing an opportunity or preventing a problem, and so forth.

Partnership-Consultant Relationship

The Partnership meets monthly and more often if needed, and the selected Consultant will be expected to attend most meetings to ensure the Partnership’s full engagement and clear direction. Nearly all members and staff review material as requested in advance, regularly attend, and actively participate. Beginning in September 2019 these meetings are at the Sherburne County Government Center in Elk River, MN.

The Consultant’s work with the Partnership will be in collaboration with the Liaison Team and the Partnership’s process consultant to streamline the process and align with ongoing efforts. The content will be typical of such projects plus supporting the Partnership’s ability to successfully address the challenges and opportunities of regional planning through a voluntary collaboration with a variety of perspectives, evolving membership, and changes in the composition of the elected bodies and staff over time.

Results, Recommendations

This project will benefit significantly from multiple interim deliverables organized and developed in close coordination with staff and others as appropriate. It is anticipated that most of these will be informed by stakeholder input or feedback and submitted to the Partnership for review and guidance/support (and as described above, also reviewed by the elected bodies). Specific deliverables will be agreed as part of the joint scoping process and refined as the project progresses.

The Partnership is committed to transparency and clear communications. Documents, materials, and processes developed throughout this process must be relevant, meaningful, and accessible to all key stakeholders. They must be:

- Written/presented in plain language along with clear, relevant, and reusable images and graphics -- content should read as a magazine rather than an encyclopedia
- Include strong source and process documentation to support long-term use and value
- Address critical regional issues that are important to stakeholders throughout the region and over time

Deliverables prepared by the Consultant must be provided electronically in editable formats using common software, and any maps must be in both shapefiles and PDFs

Project Management, Communications

Project management meetings: The Consultant project manager and Liaison Team or representative are expected to be in regular communication and to jointly lead project management tele/videoconferences at least twice per month; others will participate as requested/required. The Consulting team will provide meeting documentation and track/report on progress as well as issues and challenges that require attention. The Liaison Team and Consultant will likely create an online workplan to which authorized members of both teams contribute; this “live” view supports project management, clear internal communications, and reporting out to the Partnership.
Project Budget

Based on the Partnership's current membership and budget, the actual final expenditure for this project may not exceed $200,000 for time and expenses. The Liaison Team and selected Consultant will jointly manage the work effort to remain within this maximum. The proposed approach, scope, resource choices and allocations, project management, and overall effort should reflect this funding reality and explain how the Consultant will ensure this project produces high-quality, valuable, and relevant results that meet the needs of the Partnership and regional stakeholders.

Submittals

Process and Schedule

This project's selection process and aggressive schedule described below is to support initial stakeholder engagement by October 2019 so the Partnership can immediately begin building awareness, knowledge, interest, and momentum to launch and sustain this important regional planning effort.

Due Date

Proposals must be submitted in unlocked PDF format and received no later than noon Central time on Tuesday 3 September. Send to regionalplanningpartnership@gmail.com. Late proposals will not be considered.

Pre-submittal Information

- All responses, questions, and correspondence should be directed to the contact below. In the interest of fairness to all respondents, do not contact other staff or elected or appointed officials unless instructed to do so. Contact: Marc Schneider, marc.schneider@co.sherburne.mn.us.
- Questions are due in writing to regionalplanningpartnership@gmail.com by noon Central time on Monday 19 August.
- Responses will be posted on the project web page by close-of-business Thursday 22 August.
- The Partnership will not be liable for any costs incurred by the consultant in the preparation of a proposal submitted in response to this RFP, any associated presentation, or other activities related to responding to this RFP. No costs chargeable for work under this proposed contract may be incurred before receipt of either a fully executed contract or specific written authorization from the Partnership.

Initial Review, Interviews

- The Partnership reserves the right to reject any or all proposals, to waive technical specifications or deficiencies, and to accept any proposal that it may deem to be in the best interest of the Partnership.
- Lead Partnership staff will review the proposals (see criteria below) and notify the top proposers by the end of the day Thursday 5 September.
- Interviews will be conducted on Thursday 12 September and Friday 13 September (including evenings) at mutually agreed-upon times. Proposers please plan accordingly. The interview team will include selected Partnership members, staff, and the Partnership's process consultant; more details will be provided in the notice to invited teams.

Selection and Contract Negotiations

The Partnership hopes to notify the recommended Consulting team by close-of-business Friday 13 September. That recommendation will go to the Partnership for decision at a special meeting on Wednesday 18 September.
Contract negotiations will begin immediately using a collaborative process to yield a mutually beneficial agreement to be brought to the regular Partnership meeting on 26 September for approval; the Consulting team will be invited and should plan accordingly.

Proposal Contents, Structure

Page Limit and Specifications

The proposal body has a 15-page limit. This limit does not include a title page, table of contents, cover letter, or appendices. Submissions must use a standard Word font, minimum 11 points, and minimum 0.75” margins for body copy (graphics may have narrower margins or full bleed). Submit as an unlocked PDF.

Proposal Body

Below are the minimum requirements for the proposal body. Within the page limits, consultants are encouraged to add content/sections as needed to explain your proposal, and to present the information in the order that works best for you. See next section for Appendix requirements.

1. **Cover letter**: Succinctly explain the firm’s interest in the project and key credentials. Include contact information for the firm and project manager, who is expected to be the principal contact and authorized to make presentations on behalf of the firm. The cover letter must be signed by a person with the authority to make commitments for the firm.

2. **Approach**: Explain your team’s approach and commitment to this project. Provide highlights of your proposed team and how their expertise and experience aligns with the Partnership’s needs and priorities for this project. Describe why your team is uniquely positioned to work with the Partnership to refine and deliver a scope that includes a range of complex technical issues, robust and inclusive stakeholder engagement in partnership with communities throughout the region, and means and methods that will help a diverse range of people, perspectives, and ideas coalesce into a compelling regional planning framework that all members of the Partnership can embrace. Explain how you would collaborate with the Partnership to meet their needs and proactively and jointly manage the project to differentiate between what your team must do and what can or should be done by members of the Partnership or others to ensure the project stays within budget.

3. **Scope**: Propose tasks and deliverables that address the range of needs identified above along with your own ideas about what can and should be done. Explain how you will optimize the capabilities of your team in conjunction with Partnership members and staff, and community members throughout the region. Provide enough detail for the Partnership to evaluate your expertise, experience, and capacity to deliver your proposed scope including value-added elements.

4. **Project team**: Describe your core team -- the people who will actually be working on this project. Include their proposed roles and responsibilities and organizational structure. Provide summary information about their expertise and contributions to this project within the proposal body. (Provide details in the Appendices.)

5. **Budget and schedule**: Present a budget and schedule that supports your proposed scope and falls within the limits prescribed in this RFP. Provide as much detail as possible and include hours and rates for each core team member and detail anticipated expenses.

6. **Assumptions**: Clearly state your assumptions about any aspect of your proposed work on this project, including expectations about Partnership members or staff.

7. **Conflicts of interest**: State any potential or known conflicts of interest and your proposed approach to addressing them.
Appendices

Below are the minimum requirements for the Appendices. Additional information may be added only if directly relevant.

1. **Resumes**: Include detailed resumes for key project personnel, focusing on how their experience and expertise will support the work for this project.

2. **Experience**: Provide project descriptions that highlight work similar or related to the content, approach, and tasks you are proposing for this collaborative regional planning project.

3. **References**: Include at least three references of people who can speak to your work on a project that is relevant to this one. For each, include the organization name and location; a brief description of the project; contact name, title, role on this project, email, and phone number; overall project cost/your portion; and project dates. If references are for projects different from those in the Experience section, provide sufficient information about the project and your work on it for the Partnership see the connection.

Selection Criteria

At a June 2019 workshop, Partnership members and staff provided guidance on their priorities for the regional planning project Consultant. We have included this more comprehensive list to help proposers understand more about how the Partnership thinks about this project, their collaborative work with the Consultant, and the collective work with all stakeholders. These will guide our rubrics to review the proposals, choose the consulting teams to interview, assess the interviews, and select the final Consulting team.

**Subject-matter expertise, perspective, open-mindedness**

- Content experts with a proven track record on comparable projects
- Balanced combination of empirical and visionary/subjective perspectives
- Experience with regional planning
- Coherent, open-minded, creative approach that encourages idea-generation
- Big-picture thinkers; able to thoughtfully explore other/opposing perspectives
- Balanced and impartial; able to provide guidance without preconceived notions, desires, outcomes

**Stakeholder engagement, communications**

- Strong skills in authentic engagement design and implementation
- Committed to successfully reaching out to and engaging all jointly identified key stakeholders; experience partnering with a variety of groups and organizations to extend and deepen engagement region-wide
- Ability to dig deeply into regional nuances to bring forward the full range of stakeholder ideas and perspectives; good listeners who seek first to understand and who value stakeholder contributions
- Strong oral and written communication skills

**Transparency, consensus-orientation, focus**

- Facilitates discussion; creates “safe” place for participants; comfortable with different opinions and conflict; addresses challenges in a way that doesn’t feel like conflicts but rather ideas to explore; ability to represent different opinions and build consensus
- Candid and honest -- says what needs to be said, heard
- Works toward Partnership’s goals; helps us stay focused on data to guide our decisions; keeps the vision in focus for cohesive discussions; helps us stay on track
- Seeks win-win solutions which help to balance Partner goals
Project management

- Maintains integrity of the process; great project management methodology that delivers results consistent with the agreed-upon scope, budget, and schedule
- Leverages the strengths of each team member
- Responsive, timely, productive, engaged; maintains alignment with the Partnership as the work evolves
- Flexible to jointly adjust process and methods as needed as the project progresses
- Deliverables, documentation, results, and recommendations are valuable, clear, timely, and useful
Gray rows indicate voting members of the Partnership.

<table>
<thead>
<tr>
<th>First</th>
<th>Last</th>
<th>Rep</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracy</td>
<td>Bertram</td>
<td>Becker</td>
<td>Mayor</td>
</tr>
<tr>
<td>Marie</td>
<td>Pflipsen</td>
<td>Becker</td>
<td>Community Development Director</td>
</tr>
<tr>
<td>Greg</td>
<td>Pruszinske</td>
<td>Becker</td>
<td>City Administrator</td>
</tr>
<tr>
<td>Jacob</td>
<td>Sanders</td>
<td>Becker</td>
<td>City Planner</td>
</tr>
<tr>
<td>Brian</td>
<td>Kolbinger</td>
<td>Becker Twp</td>
<td>Township Board</td>
</tr>
<tr>
<td>Seth</td>
<td>Hansen</td>
<td>Big Lake</td>
<td>City Council</td>
</tr>
<tr>
<td>Michael</td>
<td>Healy</td>
<td>Big Lake</td>
<td>City Planner</td>
</tr>
<tr>
<td>Hanna</td>
<td>Klimmek</td>
<td>Big Lake</td>
<td>Community Development Director</td>
</tr>
<tr>
<td>Layne</td>
<td>Otteson</td>
<td>Big Lake</td>
<td>City Engineer</td>
</tr>
<tr>
<td>Clay</td>
<td>Wilfahrt</td>
<td>Big Lake</td>
<td>City Administrator</td>
</tr>
<tr>
<td>Larry</td>
<td>Alfords</td>
<td>Big Lake Twp</td>
<td>Township Board</td>
</tr>
<tr>
<td>Phil</td>
<td>Forst</td>
<td>FHWA</td>
<td>Environmental Specialist</td>
</tr>
<tr>
<td>Claudia</td>
<td>Dumont</td>
<td>MnDOT</td>
<td>Project Manager</td>
</tr>
<tr>
<td>Matt</td>
<td>Leonard</td>
<td>Monticello</td>
<td>PW Director/City Engineer</td>
</tr>
<tr>
<td>Jeff</td>
<td>O’Neill</td>
<td>Monticello</td>
<td>City Administrator</td>
</tr>
<tr>
<td>Angela</td>
<td>Schumann</td>
<td>Monticello</td>
<td>Community Development Director</td>
</tr>
<tr>
<td>Brian</td>
<td>Stumpf</td>
<td>Monticello</td>
<td>Mayor</td>
</tr>
<tr>
<td>Bob</td>
<td>Idziorek</td>
<td>Monticello Twp</td>
<td>Township Board</td>
</tr>
<tr>
<td>Tim</td>
<td>Dolan</td>
<td>Sherburne County</td>
<td>County Board</td>
</tr>
<tr>
<td>Marc</td>
<td>Schneider</td>
<td>Sherburne County</td>
<td>County Planner</td>
</tr>
<tr>
<td>Dan</td>
<td>Weber</td>
<td>Sherburne County</td>
<td>Assistant County Administrator</td>
</tr>
<tr>
<td>Andrew</td>
<td>Witter</td>
<td>Sherburne County</td>
<td>Public Works Director</td>
</tr>
<tr>
<td>Virgil</td>
<td>Hawkins</td>
<td>Wright County</td>
<td>County Highway Engineer</td>
</tr>
<tr>
<td>Lee</td>
<td>Kelly</td>
<td>Wright County</td>
<td>County Administrator</td>
</tr>
<tr>
<td>Darek</td>
<td>Vetsch</td>
<td>Wright County</td>
<td>County Board</td>
</tr>
</tbody>
</table>

Partnership website lead: Rachel Leonard, Monticello Communications & Special Projects Coordinator
Partnership process consultant: Anne Carroll, Carroll, Franck & Associates