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# Le Sueur County, MN

Tuesday, December 18, 2018

Board Meeting

## Item 8

**5:40 p.m. Darrell Pettis, County Administrator**

*RE: Highway Items*

*RE: Finley Engineering Proposal and Contract*

*RE: Le Sueur County Hazard Mitigation Plan Update for 2019*

*RE: End of Year Board Action Items*

*RE: Future Meetings*

Staff Contact:

## Highway Department Agenda Items

Tuesday, December 18<sup>th</sup>, 2018 County Board Meeting:

- 1.) Final Payment SAP 040-603-027 & SAP 040-614-011

## LE SUEUR COUNTY, MN

# BROADBAND FEASIBILITY STUDY PROPOSAL

NOVEMBER 29, 2018

## PROPOSAL RESPONSE

Submitted by:

Mark Mrla

Finley Engineering Company, Inc.

1981 Engebretson St.

Slayton, MN 56172

507.777.2222

[m.mrla@finleyusa.com](mailto:m.mrla@finleyusa.com)

September 28, 2018

John King and Team  
Le Sueur County MN  
[iking@co.le-sueur.mn.us](mailto:iking@co.le-sueur.mn.us)

**Re: Proposal for Broadband Feasibility Study**

Mr. King and Team:

Finley Engineering Company, Inc. (Finley) and CCG Consulting (CCG) appreciate the opportunity to present you with options for a feasibility study, and look forward to the possibility of working with the county. If you choose to have us move forward with any type of study, Finley will be the prime contractor and will perform any type of assessment of your current and planned network and any high level design and budget development. CCG would perform the financial feasibility analysis, funding options, market surveys, and surveying local providers.

We take a little different philosophical approach from many other study proposals in the industry. Our primary focus on this type of study is to find a solution that can be funded and built. By taking this approach, it will clearly show whether you should be in the market of offering broadband services. Many other consultants put their emphasis on finding the exact right technology – and while that is important, and our team has highly experienced engineers – all of the technical analysis in the world is wasted if it's used to propose a project that someone can't realistically fund. Doug Dawson at CCG has a long career in financial feasibility and finding creative ways to get projects funded. Our analysis is done with the goal of eventually getting the project built, whether it be by the county, other providers or investors.

Finley has completed many hundreds of fiber projects for cities, counties, telcos, and cooperatives throughout the United States, and CCG has prepared over 200 feasibility studies that were subsequently built and operational. The advantage to using this combination of Finley and CCG is that you are getting opinions, costs, and schedule estimates from two of the most experienced firms in the industry as opposed to only one firm. This gives the final study report more credibility, which in turn gives the county more confidence in how to move forward.

We greatly appreciate the opportunity to be considered for your study project and look forward to working with your staff and possibly the local community on this initiative.

Mark Mrla, Director  
Finley Engineering Company, Inc.  
Slayton, MN  
(507) 777-2222

Doug Dawson, President  
CCG Consulting

## Proposal for Broadband Feasibility Study

### Our Approach

Our understanding is that your primary interest is to explore the idea of building fiber and possibly fixed wireless to improve connectivity within parts of the county that are not adequately served and to make sure the county as a whole is served.

Our basic approach to your interest is as follows:

- Make an engineering estimate of the cost to build a fiber and/or fixed wireless network needed to reach all areas of the county that are not adequately served. We'll work with you to understand the desired network options to evaluate and will create engineering designs that most efficiently reach those areas. We will include the costs for all outside plant infrastructure as well as all inside plant/electronic equipment needed to provide the desired services. In doing so we will also consider options that would let you most easily expand the network to more locations later if desired.
- To the extent needed we will also estimate the cost of other assets that might be needed such as field huts or cabinets or other ancillary assets.
- We will build a business plan that looks at the potential revenues and expenses associated with serving the community.
- Finally, we will provide a written report that describes everything we've found. We'll describe the assumptions we made and the results we found. We also make specific recommendations about the next steps that make sense after you've gotten our analysis.
- We will also give you cost options for things like a market survey, which we often recommend doing after the above items have been completed and evaluated. That way, if the above mentioned analysis shows no cost effective options are available, then you aren't wasting money on a survey that won't be needed.

### Engineering Analysis

The engineering estimates will be done by Finley Engineering. When doing a feasibility business plan we recommend doing only very high level engineering with the goal of understanding the overall cost of building a broadband network. This sort of engineering is mostly done from our offices and involves only a few days of field work. In this high-level engineering our goal is to estimate a high network cost to make sure we have estimated sufficient dollars for the overall project. But we don't want to estimate too high, so our goal is to get as close as we can to the cost of the network while still staying a little conservative.

More engineering will be required if the project eventually moves forward and someone is going to build the network. But the goal at the feasibility stage of the project is to do just enough work to make a good estimate of the cost of the network without spending a lot of money doing detailed field engineering.

We have our own tables of construction costs in various parts of the country, include much of Minnesota since we do much engineering within the state. We will also look at the other assets needed to build a network. This would include such things as the electronics needed to light the network, the drops and electronics needed to serve customers.

As part of this study we will be talking with providers in and near the county to better understand their current network, their future plans, and try and gauge their level of interest in building out more of the county. We will be evaluating options involving fiber and/or fixed wireless based on our conversations with the county and local providers.

We always build in a construction contingency and we vary this between 10% and 15% percent of the project depending upon how good we feel about all of the assumptions used in the study. We can't think of any time that we have had a project come in with higher construction costs than what we had projected, and in fact they are usually very close.

We also do something in our business plans (described below) that many other consultants don't do. We know that assets have to be replaced. For example, the core electronics will start needing upgrades or have to be replaced within 7-10 years. The fiber is likely to last until all of us are dead, but there will still have to be repairs made every year. We make sure that we build replacement costs into the business plan so that we can always make sure that you will have sufficient cash in future years to cover these routine and predictable events.

Our proposed deliverables include:

- We will estimate the cost for options of building a network to serve all unserved portions of the county. The cost to build fiber and/or fixed wireless will be based upon recent actual construction costs from other projects in the area. In this estimate we will include a construction contingency.
- We will look at the cost of electronics and other ancillary assets to provide the needed services to the county.
- All of the above items will be presented in the form of a written report that will discuss our research, our findings and our rationale for making the choices we made.

## Market Assessment

One important aspect of any feasibility study is understanding what people pay for their existing services today. Knowing that can help us to design proposed product prices that will make sense in your market. For example, you might hope that as a consequence of building fiber you could see prices for telecom products decrease 15% across the board from what people pay today. But until you test that kind of pricing in a business plan model, you don't know if that can actually be done. And if a provider ends up later with a wholesale model where they sell fiber products to other service providers you will have almost no control over the prices they charge.

We think it's a good idea to start today to gather information on market prices. It's easy to think that markets everywhere pay the same prices, but we have not found that to be true. It used to be fairly easy to do this kind of research. Service providers would have most of their products and prices listed on the web. So, at least for residential products you could do basic web research to get the array of possible products and prices. The telephone company also had a tariff that listed all of their basic products. But those days are gone. For the most part, because they sell bundles, the cable companies do not put their prices on the web any longer, except maybe for their incredibly low-priced specials they use to lure new customers. And most of the products in the telephone company have been de-tariffed, meaning that the former products have been replaced by new products that are competitive and that can have different rates for different customers.

We are left with only one method that seems to work for getting pricing for residents and businesses, which is to solicit copies of customer bills. We ask for your help to get sample bills from customers in the community. We would ask as part of this study that you put out the word that we need sample bills for the study to see what people are really paying for services in the community. We pledge to anybody who send in bills to keep the amount they pay confidential. In fact, they can feel free to black out or cut off any identifying information from the bills before they provide them to us. But even if they don't remove their name, we would not reference any specific customer in our reports and we will destroy the bills once they have been analyzed and summarized.

Our deliverables:

- Through analyzing actual bills we will be able to talk about the products, prices and actual bundling discounts being sold in the County.

We will summarize this as part of the written report on market research.

## Financial Business Plans

CCG has prepared hundreds of financial business plans for our clients. We have studied and helped implement almost every conceivable type of competitive communications network and venture. Through years of this experience we have refined our business plan models such that they are thorough, focused and grounded in experience. Our business plans are not pie-in-the-sky since we have extensive experience of how companies function after they build the network.

We will generate a separate financial business plan for each scenario. Each financial business plan will include in-depth detail relative to the organization, operating costs, overheads, equipment and materials required to operate the proposed business. This is a normal product of our business plan models due to the way we develop our plans. We build our business plans from the 'bottom up' and we can make detailed projections of the required staffing, capital and equipment needed to meet the plan objectives.

We will consider all of the cost of operating the network. For example, running this business might involve adding staff. We will talk with various providers and will discuss all of the potential costs of operating this expanded business so that we can understand any new incremental costs that someone might incur.

If you, or someone else, are going to finance some or all of the fiber construction, we will make a realistic estimate of such financing. We normally build our models to coincide with the expected length of the debt just to be sure that there are not underlying assumptions that eventually mean trouble.

One of the scenarios we will look at is to build a business model looking at the possibility of someday building fiber-to-the-premise to all residents. This will answer the big question of whether this is something the county might ever consider – a decision that’s hard to talk about without some starting basis, which this estimate will provide to you.

All of CCG’s business plans provide monthly level of detail for the first two-years of operation. Subsequent years are provided on an annual basis. Our models are so detailed and easy to use that many of our clients often utilize our models as budgetary and ongoing management control tools. Because our models are detailed and accurate they can be used with little modification when it comes time to raise money.

We don’t create only one financial forecast. We understand there are a number of important variables that can affect the outcome of a fiber business. We will work with you identify those variables that we will want to ‘kick the tire on’. This might lead us to looking at scenarios that vary the number of customers, that vary the broadband products being offered, that vary the prices, or that vary other key assumptions like the interest rate on debt. We want to make sure that you and others fully understand the range of possible results someone might see if entering this new business line.

We also will provide copies of our Excel spreadsheets for the financial projections. There are numerous other consultants who will not do this.

Our proposed deliverables:

- We will work with the County to figure out the specific scenarios to be modeled;
- CCG will prepare a base financial model that will incorporate the Finley engineering estimates. We will layer on expected costs to operate the business and will generate an estimate of the potential revenues someone might be able to earn;
- We will look at multiple scenarios and will do a sensitivity analysis on the key variables to make sure that we fully understand how the new business might function;
- We will prepare a high-level estimate of providing fiber to the whole county. We will study other technology alternatives that are considered by Finley;
- We will provide a list of the detailed assumptions of operating costs, overheads, staffing and other costs of operating a broadband network. The model will cover the period of anticipated financing. The model will show monthly detail for the first two years with annual data after that. The model will include an estimated cost of debt;



- The models include standard financial statements including an income statement, a balance sheet and a statement of cash flow.

### **How to Fund Your Project**

CCG has a lot of experience in helping clients obtain financing. We have helped numerous municipalities through the bond process to fund fiber projects. We have obtained numerous loans and loan guarantees from the federal government and from commercial banks. We've helped a number of projects find grant money to pay for portions of fiber projects. It is getting harder and harder to fund projects from just one revenue source, and so we will also compile a description of all of the funding sources we have seen other entities use to help pay for fiber projects.

The CCG deliverable for this section of the report will be a written report that talks about all of the creative ways that similar projects have gotten funded, including discussing how structuring the business as a public private partnership might change the way it can be funded.

### **Discussion with Potential Partners**

We think it's important to discuss the goals for the project with all of the telcos, cable companies, electric companies, ISPs and other key players in and near the county as part of doing this study. We want to know if they have resources that might benefit your project and also understand at a very high level if they might be a good candidate for you as a partner.

We propose to talk to the carriers and other related entities. We would guarantee them that these conversations are confidential and we would not be publishing their intentions in a public report. But we want to understand up-front if the kind of public private partnership we might model is possible through one of the most likely partners.

## **Market Survey**

This step is recommended only if needed and after the other steps in this proposal are completed. As we discussed with your team earlier, it no longer makes any sense to do a telephone survey if it doesn't include cellphones. It may be that the only solution that makes sense for this situation is to conduct a local survey. That would mean that you will be the one coordinating people to ask questions to people.

But it's very important that any survey be done in such a way as to satisfy Blandin today and bankers in the future that you conducted the survey in a statistically valid manner so that the results are meaningful.

So the proposal is to help you design and conduct the study in a proper manner. Specifically that means the following:

- 1) We will provide a draft of survey questions. It is very important that survey questions are not written in such a manner as to bias respondents towards a certain response. We have conducted hundreds of surveys and we will prepare a list of questions that we think work well. You are free to modify that questions but we want to work with you to make sure that any changes don't add bias. One thing we will also help you with is to not let the survey get too long. There is a phenomenon called survey fatigue which says that a lot of people will stop taking a survey if it's too long. We will make sure that the overall survey is reasonable.
- 2) We will work with you to understand the demographics of the area to be covered by the study and to determine how many completed surveys are needed to be statistically significant. Ideally we will shoot for getting an accuracy of 95% plus or minus 5%. What that means is that if you were to survey 100% of the people in the study area that you would expected to be within that range of accuracy through the sample. That is a high degree of accuracy and is what is used for most business and political surveys.
- 3) We will have to devise a plan to make sure that the sample is random. Once you know who is going to be conducting the surveys, we will help you then select respondents in a way that is both random but that also represents the demographics of the County.
- 4) Once the survey is completed, we will analyze the responses and tell you what the responses mean statistically (meaning how much faith you can put in interpreting the answers). Our price includes having us transcribe the surveys into a spreadsheet and thus our price would be a little lower if you do that locally.

Our specific deliverable:

- A set of survey questions that will get the answers you are looking for. We will work with you to make any changes you might want to make to the questions.
- We will help you determine the sample size and the number of completed surveys that are needed to achieve the 95% accuracy level.

We will summarize the completed surveys and prepare a detailed report that will summarize what they surveys tell you, plus we will compare these results to what we have found in other communities.

## Overall Report

Much of what we have discussed earlier lends itself to a written report. So we propose preparing an overall written report that summarizes everything we did in preparing the study. We will describe the pertinent facts that we used in preparing our studies along with a description of major assumptions we've made.

We will then describe the outputs we produce. We will describe the results of our engineering analysis. We will also analyze and describe the results of the financial business plans. We will make sure that the report is jargon-free so that the report can be understood by non-technical people.

Finally, we will make specific recommendations. We will tell you what we found and how you might best use it. We will tell you what options we think are realistic for moving forward and we will outline the next steps you ought to take after getting our study.

The pricing proposed here covers the basic topics associated with our proposal. We'll discuss the engineering, the market research and the assumptions and outputs of the financial forecasts.

## Presentations

We are proposing the following meetings as part of this proposal:

- An initial trip by Finley Engineering to gather the data needed to prepare the engineering cost estimates.
- CCG Consulting will have a conference call with certain members of your team early in the process.
- Finley Engineering and CCG Consulting will both visit to present the results of our analysis.

## Schedule

Assuming that we can obtain the raw data we need, then the tasks proposed generally take around three months from the time that our engineers first visit.

## Experience of Similar Scope

As we discussed earlier, some of the studies that Finley and CCG have completed together in the last 2 to 3 years includes the Minnesota counties of Nobles, Murray, Pipestone, Lyon, Lincoln, Yellow Medicine, Chippewa, Traverse, Otter Tail, and Pope. Finley and CCG have also done studies together for cities such as Cortez, CO, Davis, CA, and Idaho Falls, ID, and we are currently working on a study for the City of Buffalo, MN.

We can provide numerous references upon request.

## Things You Might Want to Consider After this Study

The study we have proposed is not the end of the process. The study will tell you if it's financially viable to build a broadband network to serve parts of the county. If it looks economically viable there is then a lot more work to do, and below we list a few of the most important steps that are usually taken after the feasibility study. These are steps that may be taken by the county or other provider(s), or a combination based on partnerships depending on what approach is taken.

## How to Fund the Expansion

CCG is an expert in finding funding for fiber projects and this is a major advantage that we bring as a consultant. We have seen numerous fiber projects stall due to not being able to figure out how to fund it. We bring a lot of experience in funding fiber projects in creative ways and we find that creativity is often needed these days to make this work. Both firms bring a lot of experience in finding grant financing.

## Market Opportunities and Threats

Another question I am always asked is. “What can go wrong”? CCG has over 850 clients in the telecom business and over the years we have seen some of them make major mistakes or run into market competition they didn’t expect. So we can tell you the likely threats you will see in the market place including a discussion of the reaction you are going to see from the incumbent providers.

## Building the Network

Finley Engineering can help you through the complicated process of doing the final engineering and then choosing the right construction company and vendors to build your network. We have a lot of experience in writing RFPs to select vendors and can help you make sure that the network is built on time and on budget.

CCG has a lot of experience in implementing new telecom business ventures. We can help you with all of the non-engineering tasks such as project management, product development and pricing, a sales and marketing plan, and the many other steps required to launch a new business line.

## Why Hire Finley and CCG?

We think there are a number of good reasons to consider our firms:

- We are two of the most experienced companies in the country.
- Both companies have been named multiple times by *Broadband Properties Magazine* as among the top 100 broadband companies in the country.
- Finley and CCG have worked together and completed 13 feasibility studies in the last two to three years. Cities involved have ranged in population sizes from 9,000 to 60,000.
- Both firms have extensive experience in implementing fiber projects. Some consultants only do feasibility studies, but our biggest value to you is that we know how fiber businesses really get constructed and how they operate in the real world.
- Finley’s Minnesota office is located only 2.5 hours away from the County.
- Finley and CCG each have broad experience working with many types of federal and state loan/grant programs such as RUS, FCC, NTIA, and several states. CCG has extensive experience with obtaining bond, bank and other kinds of financing.
- Both of our firms have extensive experience working in Minnesota.

## Our Proposed Pricing

Following is a list of our proposed prices for the tasks proposed above. Unless noted below, each quoted fee is a 'do-not-exceed-fee' and is the most that we will bill you for any of the tasks. However, should we require less effort than we have estimated we would bill less than these estimated amounts. We also want you to know that we do not feel constrained by these fees and that we will expend whatever time is needed to complete the project to your satisfaction. You will not get a degraded product due to us exceeding our required time estimates. We do want to caution, however, that we very regularly put in more hours than we have budgeted and so we generally do not come in under budget for many items on our proposed list.

We will bill on a monthly basis as work is performed. We do not require a retainer.

### Pricing

**Engineering Analysis** **\$19,000**

Determine the cost of constructing the fiber and/or fixed wireless and other assets needed to implement the scenarios proposed in this study.

**Market Assessment** **\$ 3,500**

Talk to providers and businesses in the county to understand their existing broadband networks and needs, and their interest in considering a new fiber network.

**Financial Business Plans** **\$12,000**

Produce detailed financial models that look at both the potential revenues and all expected costs associated with implementing a broadband business. We will study the scenarios described in the proposal.

**Written Report** **\$ 5,000**

Produce a written report that describes all of the work product produced in this study.

**Final Results Presentations** **\$ 2,500**

Present the final results in whatever setting is desired by the City.

**Travel Expenses** **\$ 3,500**

This is an estimate of travel expenses for the project. We bill actual expenses as incurred, without markup.

**Total Price** **\$45,500**

**Optional Market Survey Assistance (if the County performs the survey)** **\$ 2,500**

Assist the county in developing a valid survey.

**Total Price (including optional market survey assistance)** **\$48,000**

## Finley Engineering Background and Experience

Finley Engineering Company, Inc. (Finley), offers many professional services listed below, in the fields of broadband/telecommunications, electric power transmission and distribution, and related industries. Both the management and professional staff of Finley have extensive experience with services to cities, counties, cooperatives, public and private companies of all sizes, as well as other types of government agencies.

Finley has about 200 employees, 12 licensed professional engineers (licensed in over 40 states), and was established in 1953 in Lamar, Missouri. In addition to this office, Finley has permanent offices located in Altoona, WI (established in 1960); Bismarck, ND (established in 1966); Slayton, MN (established in 1971); Des Moines, IA (established in 1994); Minneapolis, MN (established in 2002); Lexington, KY (acquired in 2007); Springfield, IL (acquired in 2010); and Kansas City, MO (established in 2013).

Our domestic and international experience has impacted many hundreds of thousands of subscribers and involved over 1,000,000 miles of copper, coaxial, and fiber optic telecommunications cable, and a variety of network and switching installations. This represents a significant presence in the entire telecommunications and broadband industries. Finley has completed hundreds of FTTP (fiber-to-the-premises) projects and over 7,000 miles of intercity fiber projects, and various types of metropolitan projects in Phoenix, Pittsburgh, Seattle, Houston, Kansas City, Detroit, Chicago, Buffalo, Portland, Minneapolis, St. Paul, and others. That said, most of our work is located in smaller rural communities where it is difficult to find providers for adequate broadband services.

Our 'Promise', as mentioned on our website, focuses on 'Integrity into Everything'. We know that Finley customers may be heading into uncharted waters with their new projects, and that they are counting on us to live out that value of integrity.

Customer service has played a major role in Finley's success. In fact Finley is acknowledged as a communications industry leader with recognition from numerous national organizations for Finley's contribution to the industry. For the past 10 consecutive years, Broadband Properties Magazine has named Finley to its Top 100 Broadband Companies in America. Additionally, an independent client satisfaction survey revealed that Finley's client satisfaction ratings have climbed to 95% which is among the highest in the industry.

A few of the many services offered by Finley include:

### **Broadband System Engineering**

- Engineering Services
- Technical Evaluations
- Feasibility Studies
- Project Management
- Planning, Design Cost Estimates and Economic Selection Studies
- Specifications and Contracts for Central Office and Carrier Equipment
- Outside Plant Engineering
- Outside Plant Specifications and Contracts
- Construction Management and Inspection
- Acceptance Tests and Work Order Inspection
- Appraisals, Inventories, Traffic Studies, CPR Records, & Manual & Computerized Records

### **Environmental Services**

- Feasibility Studies
- Agency and Public Scoping
- Route Analysis and Selection
- Environmental Assessments
- Environmental Impact Studies
- BLM and USFS Permit Applications
- USCOE Section 10 Permits
- USCOE Section 404 Permits
- Resource Analysis
- Wetland Studies & Delineations
- Threatened & Endangered Species
- Biological Clearances
- Cultural Resource Inventories
- Permitting and Licensing
- Construction Compliance

### **Wireless Broadband**

- Engineering Services
- Technical Evaluations
- Feasibility Studies
- Project Management
- Site Evaluation and Selection
- Zoning Planning and Permitting
- Lease Reviews and Site Acquisition
- Site Design
- Construction Management and Inspection

### **Right-of-Way (ROW) Services**

- Title Research and Analysis
- Document Preparation
- ROW Negotiations & Acquisition
- Highway and Street Occupancy Permitting

- Conditional Use & Building Permits
- Zoning Changes and Permits
- Construction Liaison
- Damage Claims and Settlements
- Condemnation

### **CATV Engineering**

- Engineering Services
- Technical Evaluations
- Feasibility Studies
- Project Management
- Planning and Cost Estimates
- Make-Ready Estimates
- Outside Plant and Field Engineering
- Plans, Specifications, and Material Lists
- Headend Towers and Antennae Programming
- Construction Management and Inspection

### **Surveying and Mapping**

- GPS Control Surveys
- Route Location and Profile Surveys
- Cadastral Retracement & Property Surveys
- Topographic Surveys
- CAD Mapping
- Construction Surveys and Staking
- River Crossing & Hydrographic Surveys
- ALTA Surveys
- Aerial Photography and Digital Orthophotography
- GIS Data Collection
- ROW Acquisition Maps and Legal Descriptions

### **IP Services**

- Network design consulting services
- Network Management
- Network Troubleshooting
- Project Management
- Critical Network Infrastructure Security
- Enterprise Services

### **Electrical Power Engineering Services**

- Rates and Cost of Service
- Outside Plant Engineering
- Long Range Planning
- ROW Clearing Coordination
- Feasibility Studies and Reports
- Construction Plans and Specifications
- Transmission Line Design
- Distribution Line Design
- Project Management

In addition to the services listed above, Finley manages bid processes, performs the role of liaison with vendors, contractors, and other firms, full services for loan/grant applications & projects, complete design and construction oversight of OSP and central office and remote hut facilities as well as primary and backup power facilities.

## CCG CONSULTING Background and Experience

CCG has assisted numerous other communities with similar studies and we can bring this experience to help you find the right solution. CCG is the largest telecom consultant in the country in terms of clients and has served over 850 broadband providers. Among those clients are over 200 municipal clients, but also includes numerous commercial broadband providers. Our work in the commercial sector has taught us to have a very strong focus on profitability and efficiency which we think is essential for municipal projects.

CCG is a full-service telecom consulting firm, meaning that we can help with a broad array of services that are needed by broadband providers. CCG has one of the broadest technical knowledge bases in the industry because we work with almost every kind of network possible including fiber, copper, HFC/coaxial, and a wide variety of wireless technologies. We work with clients that serve farms and rural areas and other clients who work in NFL cities. This wide range of client work means that we have to stay current and on the cutting edge of technology to anticipate the needs of tomorrow. Our company has been noted for several years by *Broadband Properties Magazine* as one of the Top 100 Broadband Companies in America

Doug Dawson is the founder and President of CCG and started the firm in 1997. The company was founded as a C corporation in 1997 and was subsequently reorganized to an LLC. Our website is <http://www.ccgcomm.com>.

Following is a brief summary of CCG's key accomplishments and successes.

- CCG has worked with over 850 clients on all aspects of communications. We have worked in every state in the country. Our clients include cities and municipalities, independent telephone companies, CLECs, ISPs, electric cooperatives and wireless carriers. We have assisted many of the largest and most successful municipal clients get into the telecom business including places like Lafayette, LA, Chattanooga, TN and Bristol, VA. We have over 200 municipal clients.
- CCG has completed over 250 infrastructure analyses, business plans, and feasibility studies for clients throughout the United States.
- CCG has a high percentage of retained client business, even though our work is very project related – that is, we complete specific projects for clients with no guarantee of an ongoing relationship. For example, over 80% of our clients in 2016 were also clients in 2017. This reflects the fact that our clients continue to come back to us for operational support as they implement our recommendations.



CCG specializes in the following areas. CCG is a full-service telecom consulting firm and we help clients with almost every aspect of providing any or all of the triple play services. We specialize in helping businesses to get started, to open new markets and to stay profitable once in the business. Some of our areas of expertise include:

**Planning Services** - Strategic Planning, Policy Development, Business Plan and Feasibility Studies, Assistance with Financing

**Regulatory Services** - Interconnection Agreements, Certification Assistance, Regulatory Compliance, Tariff Creation

**Marketing Services** - New Product Development and Implementation, Market Research, Marketing Plan Development, Development of Pricing, Packaging and Promotional Programs

**Implementation Services** - Timelines and Gantt Charts, Customer Service and Billing Platforms, Hiring and Training, Setting Sales Quotas and Sales Training, Number Portability, Finding Vendors

**Engineering Services** - Facilities-based Network Design and Optimization, Design Central Office Facilities, Network Interconnections, Sizing, Ordering and Implementing the Network, Network Migration Strategies, Detailed Customized RFPs, Vendor Selection

**Contract Negotiations** - Contract Mediation and Dispute Resolution, Local Exchange, Utility and Municipal Agreements, Right of Way and Pole Attachment Fees

**Partnership Opportunities** - Financing Solutions, Strategic Alliances, Third Party Relationships, Outsourcing of Non-strategic Competencies

Doug Dawson of CCG writes a daily telecom blog for small carriers at <http://potsandpansbyccg.com>. We suggest that you look at the blog and you will see a sample of the wide range of topics covered. Doug looks not only at the current market, but is focused on where the industry is trending might in the next five to ten years. We don't think there are many firms that spend us much effort as we do in looking forward.

Doug is also an advisor to Yavapai Regional Capital, an infrastructure merchant bank that helps to fund public private partnerships. YRC's web site is: <http://www.yavapaiREGIONALcapital.com/>

## ENGINEERING SERVICE CONTRACT

AGREEMENT MADE AS OF NOVEMBER 29, 2018 BETWEEN  
LE SUEUR COUNTY, MN (HEREINAFTER CALLED THE  
“OWNER”) AND FINLEY ENGINEERING COMPANY, INC. OF SLAYTON, MN  
(HEREINAFTER CALLED THE “CONSULTANT”).

### TERMS OF AGREEMENT:

This Agreement shall become effective as of the date hereof and shall remain in effect until terminated by either party giving thirty (30) days’ notice to the other party of its intention to terminate. In all events, this Agreement will terminate in five (5) years.

### SERVICES COVERED:

The Consultant shall perform from time to time such services as presented in writing by the Owner and agreed to by Consultant, or by request per the terms of this Agreement (the “Work”). Consultant represents that it possesses qualified personnel and maintains appropriate license and certificates of authority to perform services in a manner consistent with the Standard of Care for other Consultants performing the same services in the same geographic area. On projects of specified scope an Engineering Services Authorization Form will be submitted and signed by both parties to begin Work.

### CONFIDENTIALITY:

In the course of their dealing with each other, the undersigned parties may from time to time, disclose certain technical and business information, business plans and strategies which is proprietary and confidential to the disclosing party. The purpose of such disclosures is to enable the parties to engage in performing engineering services as may be request. Confidential information shall mean all information disclosed by either party to the other which relates to the disclosing party’s plans and specifications for the project (the “Confidential Information”).

The party which received such Confidential Information from the other party agrees to treat the same as confidential and shall not divulge, directly or indirectly, to any other person, firm, corporation, association or entity, for any purpose whatsoever, such confidential information so received, and shall not make use of such information except for the limited, internal purpose referred to above, without the prior written consent of the disclosing party. In addition, the receiving party agrees to use at least the same degree of care to protect confidential information disclosed to it hereunder as it would employ with respect to its own information of like importance which it does not desire to have published or disseminated, but in no event less than reasonable care.

**INSURANCE:**

The Consultant shall procure and maintain the following insurance which shall provide primary coverage with respect to the services provided under this Agreement.

- a) Commercial General Liability – Insurance must include premises//operations, products/completed operation, blanket contractual liability and broad-form property damage. The policy limit shall not be less than \$1,000,000 per occurrence.
- b) Automobile Liability – Insurance must cover owned, non-owned, rented, and leased vehicles. The policy limit shall not be less than \$1,000,000 per occurrence.
- c) Worker’s Compensation and Employer’s Liability – Insurance must be prescribed by applicable law. The employer’s liability policy limit shall not be less than \$1,000,000.
- d) Professional Liability – Insurance, policy limit shall not be less than \$2,000,000 per occurrence.

**COMPENSATION:**

The Owner shall pay the Consultant for services performed hereunder at the Schedule of Time and Equipment Usage Rates as defined in the attached Table 1; plus subsistence expense, if any, paid to (or on behalf of) employees, plus reasonable transportation cost of employees; plus the cost of prints and telephone or cell phone expenses; plus reasonable rental for the test equipment owned or leased by the Consultant; which sum will be due and payable thirty (30) days after receipt of the invoice from the Consultant of the services performed hereunder and the invoice of the Consultant therefore, including the detailed breakdown of the cost by services performed monthly. The rates shall be agreed to annually by the Owner and the Consultant.

Interest at the rate of five percent (5%) per annum shall be paid by the Owner to the Consultant on any unpaid balance due the Consultant, commencing thirty (30) days after the receipt of the Consultant’s invoice, provided that the delay in payment beyond such time shall not have been caused by any conditions within the control of the Consultant. Such interest shall be paid ten (10) days after the amount of interest has been determined by the Consultant. The start date of interest accrual is irrespective of the date of the Owner’s approval of the invoice.

**Lump Sum Basis:**

- Per executed Work Authorization Form.

**Time & Expense Basis:**

- Per attached Rate Schedule, subject to modification under terms of Agreement.

**INDEMNIFICATION:**

To the fullest extent permitted by law, the Consultant hereby acknowledges and agrees that it shall indemnify and hold harmless the Owner against claims, damages, losses and expenses, including but not limited to reasonable attorney’s fees, arising directly out of the performance of the Consultant’s Work for the Owner provided that any such claim, damage, loss or expense (1) is directly attributable to bodily injury or to injury to or destruction of tangible property (other than to the Work itself)

including loss of use resulting there from, and (2) is brought about in whole or in part by any act or omission of the Consultant, its employees, agents or sub-subcontractors.

**MISCELLANEOUS:**

A. **Binding Effect.** This Agreement shall be binding upon the parties and their respective heirs, personal representatives, administrators, trustees, receivers, successors, and permitted assigns.

B. **Entire Agreement.** This Agreement contains the entire agreement of the parties with respect to the subject matter hereof and supersede and replace all prior agreements or understandings and all negotiations, discussions, arrangements, and understandings with respect thereto.

C. **Interpretations.** Any uncertainty or ambiguity existing herein shall not be interpreted against either party because such party prepared any portion of this Agreement, but shall be interpreted according to the application of rules of interpretation of contracts generally. The headings and table of contents (if any) used in this Agreement are inserted for convenience and reference only and are not intended to be an integral part of or to affect the meaning or interpretation of this Agreement.

D. **Amendment, Modification, Waiver.** No amendment, modification, or waiver of this Agreement shall be binding unless executed in writing by the parties hereto. No waiver of any of the provisions of this Agreement shall be deemed or construed to constitute a waiver of any other provision of this Agreement (whether or not similar), nor shall such waiver constitute a continuing waiver unless otherwise expressly provided in writing.

E. **Survival.** All terms, covenants, conditions and agreements set forth in this Agreement which by their terms contemplate or require performance or forbearance which is to extend beyond or occur after the termination of this Agreement, specifically including, but not limited to, the provisions relating to the use and disclosure of confidential information, shall survive termination of this Agreement and the termination of Subcontractor's employment (by either party and for whatever reason) and shall nevertheless be and remain fully enforceable as between the parties in accordance with their terms.

F. **Mediation.** All claims, disputes, and controversies arising out of or in relation to the performance, interpretation, application, or enforcement of this agreement, including but not limited to breach thereof, shall be referred to nonbinding mediation before, and as a condition precedent to, the initiation of any adjudicative action or proceeding, including arbitration.

Both parties further agree to include a similar mediation provision in all agreements with independent contractors and consultants retained for the Project and to require all independent contractors and consultants also to include a similar mediation provision in all agreements with their subcontractors, sub-consultants, suppliers and fabricators, thereby providing for mediation as the primary method for dispute resolution among the parties to all those agreements.

G. **Minnesota Law.** The parties agree that this Agreement shall be governed by and construed according to the laws of the State of Minnesota. Any legal action or proceeding with respect to this Agreement or any document related hereto shall be brought only in the district courts of Minnesota,

or the United States District Court for the District of Minnesota, and, by execution and delivery of this Agreement, each party hereto hereby accepts for itself and in respect of its property, generally and unconditionally, the jurisdiction of the aforesaid courts. The parties hereto hereby irrevocably waive any objection, including, without limitation, any *forum non conveniens* which any of them may now or hereafter have to the bringing of such action or proceeding in such respective jurisdictions.

H. Force Majeure. Consultant shall not, in any event, be responsible for any delay or failure in performance hereunder to the extent such delay or failure is caused by an event that is beyond the reasonable control of Subcontractor, including but not limited to fire, flood, earthquake, explosion, war, acts of terrorism, strike, embargo, government requirement, civil or military authority, acts of God, equipment failure or shortages of labor, fuel, materials or equipment, provided that in the event Consultant's performance is so hindered or delayed, Consultant shall notify the Owner of such condition or occurrence as soon as is reasonably possible, and if such condition or occurrence continues for a period of more than fifteen (15) days, the Owner shall have the right to cancel this Agreement and obtain any such services from any third party of its choosing, provided, however, Owner pays Consultant for all Work performed to the date of termination.

I. Limitation of Liability. To the maximum extent permitted by law, the Owner agrees to limit the Consultant's liability for the Owner's damages to the sum of \$10,000.00 or the Consultant's fee, whichever is greater. This limitation shall apply regardless of the cause of action or legal theory pled or asserted.

**IN WITNESS WHEREOF**, the parties have executed and entered into this Agreement, effective as of the date and year first above written, fully intending the same to be binding upon themselves, their respective heirs, personal representatives, trustees, heirs, successors and permitted assigns.

ATTEST:

LE SUEUR COUNTY, MN

Owner

BY

Secretary

Date

Title

ATTEST:

FINLEY ENGINEERING COMPANY, INC.

Consultant

*RaeAnn Stoen*

Secretary

BY

*Benjamin L. Humphrey*  
Benjamin L. Humphrey, Vice President



Authorization No.: 2018-LeSueur-01 Estimate: \$48,000.00

LE SUEUR COUNTY, MN hereby authorizes  
FINLEY ENGINEERING COMPANY, INC. to perform the following engineering services  
under the terms of the Service Agreement dated November 29, 2018 .

**DESCRIPTION OF WORK:**

Broadband Feasibility Study for the County, as per the Finley Engineering and CCG Consulting proposal dated November 29, 2018. Areas of the study are to include the entire county, minus any areas that are already served with fiber or high speeds, as agreed to between Finley Engineering and Le Sueur County.

**SCHEDULE:**

Start: November 29, 2018 Finish: April 30, 2019

**BASIS OF COMPENSATION:** (Check one)

- Fixed Price Basis: List \_\_\_\_\_
- Unit Price Basis: List units and unit prices, extend and total.
- Time & Expense Basis: See Attached Proposal Pricing; Optional is a Market Survey

**REMARKS:**

Finley Project No.:  
Finley Rate Schedule:

**For the Consultant**

Approved:

FINLEY ENGINEERING COMPANY, INC.

BY Benjamin L. Humphrey

DATE November 29, 2018

**For the Owner**

Approved:

LE SUEUR COUNTY

BY \_\_\_\_\_

DATE \_\_\_\_\_

Owner will sign and date; and return a fully executed copy to Consultant.



State of Minnesota  
Department of Public Safety  
Division of Homeland Security and Emergency Management  
445 Minnesota Street, Suite 223  
St. Paul, MN 55101-6223

## **Hazard Mitigation Assistance Agreement for Counties utilizing HSEM Plan Update Consultant**

### **Overview**

Federal Emergency Management Agency (FEMA) Hazard Mitigation Assistance grants are administered in the State of Minnesota by the Minnesota Division of Homeland Security and Emergency Management (HSEM). Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is as important as the plan itself. It creates a framework for risk-based decision making to reduce damages to lives, property, and the economy from future disasters. Hazard mitigation is any sustained action taken to reduce or eliminate long-term risk to people and their property from natural hazards.

This is a cost share grant program with FEMA paying 75% of all eligible costs and the local community being responsible for the remaining 25% of the costs. Eligible applicants include local (county/city/tribal) governments.

### **Responsibilities**

The State will be hiring consultants and is responsible for 75% of costs of the plan. The jurisdiction is responsible for collaborating, coordinating and communicating with HSEM staff and contractor to assist in the development of a FEMA approved and adopted Hazard Mitigation Plan update.

#### **1. Resolution**

To ensure your contribution in the HMP Update process, we request your jurisdiction pass a resolution indicating the desire to participate in this program.

#### **2. Letter of Commitment of Funds**

As part of the documentation submitted to FEMA, a Letter of Commitment of Funds for the 25% local match of in-kind services or cash is required. If you wish to provide in-kind match, instead of cash match, (or a combination of the two) please fill out attached budget sheet and provide required documentation.

**County Staff** – Provide County staff (base plus fringe) breakout for project manager, staff support, subcommittee reps, technical experts, etc. provided by payroll system.

## Hazard Mitigation Plan Update Process

The mitigation plan update process is a coordinated effort typically lead by the county Emergency Management Director (EMD) and other staff. The Scope of Work (SOW) includes steps that lead to a FEMA approved multijurisdictional mitigation plan in normally 18 months. The SOW includes:

- **Planning Process:** A contract between the county and the state is approved. The county EMD coordinates with its consultant to develop a schedule for team and public meetings. The county assists with acquiring data for the plan update and coordinates with other county agencies to participate in the plan update process. This step provides the scope for the entire update process until the plan is sent for review. The EMD will be responsible for submitting quarterly narrative reports detailing progress and delays. The county and its consultant will also track local match to be used for financial reporting. Also, team members are responsible for coordinating reviews with their staff and elected officials.
- **Risk Assessment:** The EMD and mitigation team will review the hazards from the initial plan and determine which ones will continue to be profiled. New hazards may be added. All hazards will conform to the terminology in the State Mitigation Plan. The consultant will then develop the Risk and Vulnerability assessment based on the hazards. The EMD will participate in any surveys and reviews of the draft risk assessment and give input to the consultant.
- **Mitigation Actions:** The mitigation actions are based on hazards in the risk assessment and the actions found in the initial plan. The consult will facilitate this review with the mitigation team and include new mitigation action.
- **Draft Plan and Public Review:** The consultant completes the first draft of the mitigation plan. A public notice is given for jurisdictions to participate in meetings or give electronic input to the plan. This input is documented and factored into the plan. The EMD will follow local policy as far as having the county board and other elected/appointed bodies review the plan.
- **Review:** After all input is reviewed then the plan is sent to the state mitigation staff for review. The consultant will also provide a matrix to show how the plan meets requirements. The coordinated review between state mitigation staff and FEMA may take up to 90 days. Revisions may extend the time to have the plan meet requirements.
- **Plan Adoption and Approval:** FEMA will send a letter stating that the plan meets requirements and that it needs to be adopted to become approved. The EMD coordinates an adoption of the plan by resolution of the county board. The resolution and final copy of the plan is sent to state mitigation staff. The EMD will obtain resolutions adopting the plan from the other jurisdictions (cities) participating in the update process and send to state mitigation staff. FEMA will then approve those jurisdictions.
- **Project Closeout:** FEMA approval of the county marks the completion of the project. EMDs and counties will reconcile accounts for local match and provide any documentation.



# Hazard Mitigation Plan Update Application

<b>County Name</b>
Le Sueur

<b>Contact Name</b>	<b>Title</b>	<b>Agency</b>
Ann M. Traxler	Director	Le Sueur County Emergency Management
<b>City, State, Zip Code</b>	<b>Email</b>	<b>Phone</b>
Le Center, MN 56057	<a href="mailto:atraxler@co.le-sueur.mn.us">atraxler@co.le-sueur.mn.us</a>	507-380-0048 office:507-357-8394
<b>Alternate Contact Name</b>	<b>Title</b>	<b>Email/phone</b>
Tamara Stewig	Deputy	<a href="mailto:tstewig@co.le-sueur.mn.us">tstewig@co.le-sueur.mn.us</a> 612-790-9568 office:507-357-8395

## Match and/or In-Kind Budget (Estimate – update based on actual)

Item	Item Description	Units	Unit of Measurement	Cost	Total
1	County Staff*	180	hours	33.5	\$6,030.00
2	City Staff*	50	hours	27.58	\$1,379.00
3	Public Participation	50	hours	27.58	\$1,379.00
4	Cash				
					\$8,788.00
	Total Match	Must be at least \$8,250			

\*Any city or county staff funded by 100% EMPG or other Federal grant programs are **not eligible** to use salary.

**County Staff** – Provide County staff (base plus fringe) breakout for project manager, staff support, technical experts, etc. provided by payroll system.

**City Staff** - Use the standard rate \$27.58 (or document actual rates, if available)

**Public Participation** - Use the standard Minnesota 2017 volunteer rate of \$27.58. This may be updated for 2018. [https://independentsector.org/resource/vovt\\_details/](https://independentsector.org/resource/vovt_details/)

## Certification:

Darrell Pettis

Printed name

County Administrator

Signature

Title

Date

**RESOLUTION AUTHORIZING PARTICIPATION IN PLANNING PROCESS  
AND EXECUTION OF AGREEMENT**

**WHEREAS**, the County of **Le Sueur** is participating in a hazard mitigation planning process as established under the Disaster Mitigation Act of 2000; and

**WHEREAS**, the Act establishes a framework for the development of a multi- jurisdictional hazard mitigation plan; and

**WHEREAS**, the Act as part of the planning process requires public involvement and local coordination among neighboring local units of government and business; and

**WHEREAS**, the county will lead the planning effort with the assistance of consultants and State of Minnesota mitigation staff.

**WHEREAS**, the county will provide staff and resources from departments related to mitigation, will facilitate participation of jurisdiction within the county, and provide quarterly reporting on plan progress.

**WHEREAS**, the plan must include a risk assessment including past hazards, hazards that threaten the county. maps of hazards, an estimate of structures at risk, estimate of potential dollar losses for each hazard, a general description of land uses and future development trends; and

**WHEREAS**, the plan must include a mitigation strategy including goals and objectives and an action plan identifying specific mitigation projects and costs; and

**WHEREAS**, the plan must include a maintenance or implementation process including plan updates, integration of plan into other planning documents and how the county will maintain public participation and coordination; and

**WHEREAS**, the draft plan will be shared with the State of Minnesota and the Federal Emergency Management Agency (FEMA) for coordination of state and federal review and comment on the draft; and

**WHEREAS**, approval of the all hazard mitigation plan will make the county eligible to receive Hazard Mitigation Assistance grants as they become available; and

**NOW THEREFORE**, Be it resolved that **Le Sueur County Emergency Management** will enter into

an agreement with the Division of Homeland Security and Emergency Management in the Minnesota

Department of Public Safety for the program entitled Hazard Mitigation Assistance (HMA) for the update of the

**Le Sueur County Hazard Mitigation plan. Ann M. Traxler- Director of Le Sueur County Emergency Management** is hereby authorized to execute and sign such agreements and any amendments hereto as are necessary to implement the plan on behalf of **Le Sueur County**.

I certify that the above resolution was adopted by the **Le Sueur County Board of Commissioners** of  
**Le Sueur County** on \_\_\_\_\_.  
(Date)

SIGNED:

WITNESSETH:

\_\_\_\_\_  
(Signature)  
**Le Sueur County Board Chairman**

\_\_\_\_\_  
(Signature)  
**Le Sueur County Administrator**

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Date)

**Letter of Commitment of Funds**

**Le Sueur County  
88 S. Park Avenue  
Le Center, MN 56057**

As a potential sub-grantee in a Hazard Mitigation Assistance (HMA) Program, **Le Sueur County** hereby commits the matching funds necessary for the proposed *Le Sueur County Hazard Mitigation Plan update*.

After FEMA approval and during project implementation, **Le Sueur County** acknowledges that it is responsible for providing a minimum of 25% of all eligible project costs or a minimum of \$8,250 in local matching funds to comply with all grant cost share requirements.

As signed, we understand the responsibilities of a sub-grantee participating in the HMA program and hereby authorize the use of these non-federal funds for this proposed project.

\_\_\_\_\_  
**Le Sueur County Board Chairman**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Le Sueur County Administrator**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Director of Le Sueur County Emergency Management**

\_\_\_\_\_  
Date

## End of the Year Board Action Items:

On motion by \_\_\_\_\_ seconded by \_\_\_\_\_ and approved, the Board adopted the following resolution setting the 2019 mileage reimbursement rate:

**BE IT RESOLVED:** That the Le Sueur County Board of Commissioners hereby sets the mileage reimbursement for Le Sueur County Employees to be the Federal IRS mileage at 58 cents per mile and 2 cents per mile additional for those Water Patrol Officers while pulling a water patrol boat for the year 2019.

On motion by \_\_\_\_\_, seconded by \_\_\_\_\_ and approved the Board adopted the 2019 Per Diem Rate:

**BE IT RESOLVED:** That the Le Sueur County Board of Commissioners hereby sets the 2019 Per Diem at \$75.00 per half day and \$100.00 per full day, effective January 1, 2019 for all per diems.

On motion by \_\_\_\_\_ seconded by \_\_\_\_\_ and approved, the Board set the 2019 Per Diem Eligible Committees as follows:

### **2019 PER DIEM ELIGIBLE COMMITTEES**

Personnel Policy Committee, Scenic Byway Alliance, Family Services Collaborative, Labor Management, Historical Society, Fair Board, PIC, Law Library, Airport Commissions, Extension, MVCOG, Le Sueur/Waseca Regional Library, Road & Bridge, Transportation Alliance, Annual Township Meeting, all AMC Policy Committees, AMC, NACO, Le Sueur - Waseca Community Health Board, Planning & Zoning matters, Tri-County Solid Waste, Cannon River Matters, MSSA, Mental Health Advisory, Imtrack Joint Powers Board, Region 9, MVAC, EMS Joint Powers, HRA, Multi-County HRA, Region 9, Le Sueur County Aging and Transit, MV River Watershed Committee, Ney Foundation, Parks, Le Sueur – Scott Joint Drainage Authorities, Le Sueur – Rice Joint Drainage Authorities, Le Sueur – Blue Earth Joint Drainage Authorities, Public Health Emergency Preparedness Advisory Committee, Public Health Advisory Committee, LCDS Inc., Regional Radio Board, GBERBA, Middle MN River Watershed, SHIP (Statewide Health Improvement Program), Aquatic Invasive Species (AIS) Committee, Safety Committee, Veterans Services Drivers, West Jefferson Sewer District, TRUE Transit, Human Resources Committee, 1 Watershed 1 Plan, South Central Transit JPA, Parks Board and any other newly created committees recognized by the County Board in the year 2019.

On motion by \_\_\_\_\_, seconded by \_\_\_\_\_ and approved, the following resolution was adopted:

**BE IT RESOLVED:** that all members of the County Board, the Human Services Director, the County Administrator, and the VSO are hereby designated as Association of Minnesota Counties Delegates for Le Sueur County in 2019.

**BE IT FURTHER RESOLVED:** that all officials and their delegates are hereby authorized to attend all meetings called by their respective associations, regional and national, including regular meetings called during the year 2019, and

**BE IT FURTHER RESOLVED:** that all out-of-state meetings must be requested in person by the Department Head before the County Board.

On motion by \_\_\_\_\_, seconded by \_\_\_\_\_ and approved, the Board established the 2019 annual base salary of the Le Sueur County Board of Commissioners to be \$30,250.18 plus cafeteria benefits as negotiated by the Union Contracts.

On motion by \_\_\_\_\_, seconded by \_\_\_\_\_ and approved, the Board adopted the following resolution setting the 2019 Le Sueur County hours of operation:

**THEREFORE BE IT RESOLVED:** That all employees except for public safety and the county highway department employees shall have their normal work week at 39.5 hours in 2019.

**BE IT FURTHER RESOLVED:** That the normal hours of operation for the County Courthouse and Planning and Zoning Office shall be 8:00 a.m. to 4:30 p.m. on Mondays thru Thursday and 8:00 a.m. to 4:00 p.m. on Friday for 2019.

## Future Meetings December 2018 – February 2019

### December 2018

<b>Tuesday, December 18</b>	<b>Board Meeting, 4:30 p.m.</b> <b>*User Fees Public Hearing, 5:50 p.m.</b> <b>*Budget/Levy Public Hearing, 6:00 p.m.</b>
Thursday, December 20	Board of Adjustment Meeting, 3:00 p.m. at Environmental Services
Monday, December 24	Offices Close at noon for Christmas
Tuesday, December 25	Offices Closed for Christmas – (No Board Meeting)

### January 2019

Tuesday, January 1	Offices Closed for New Year's Day – (No Board Meeting)
<b>Tuesday, January 8</b>	<b>Board Meeting, 9:00 a.m. – Board Reorganization</b>
<b>Thursday, January 10</b>	<b>Le Sueur-Rice JD5 Public Hearing</b> reconvenes and Special Meeting for Le Sueur – Rice JD63 at 9:00 a.m. at the Le Sueur County Courthouse in the Commissioner's Room  P&Z Meeting, 7:00 p.m. at Environmental Services
<b>Tuesday, January 15</b>	<b>Board Meeting, 9:00 a.m.</b>
Thursday, January 17	Board of Adjustment Meeting, 3:00 p.m. at Environmental Services
Monday, January 21	Offices Closed for Martin Luther King Jr. Day
<b>Tuesday, January 22</b>	<b>Board Meeting, 9:00 a.m.</b> <b>*County Ditches Work Session with SWCD staff</b>

### February 2019

<b>Tuesday, February 5</b>	<b>Board Meeting, 9:00 a.m.</b> <b>*CHB Meeting in Waterville at 1:00 p.m.</b>
Thursday, February 14	P&Z Meeting, 7:00 p.m. at Environmental Services

Monday, February 18

Offices Closed for President's Day

**Tuesday, February 19**

**Board Meeting, 9:00 a.m.**

Thursday, February 21

Board of Adjustment Meeting, 3:00 p.m. at Environmental Services

**Tuesday, February 26**

**Board Meeting, 9:00 a.m.**