

PERSONNEL COMMITTEE MEETING AGENDA

Monday, September 24, 2018

2:00 p.m.

Afton City Hall

3033 St. Croix Trail South

1. CALL TO ORDER

2. BUSINESS

- A. Laserfiche Implementation
 - i. Scanning of property files
 - ii. User Group meeting
- B. Auditor RFP Process
- C. Accountant RFP Process
- D. Building Inspector RFP Process
- E. Snow Plow Contract Extension
- F. Attorney Fee Increase Request
- G. Staff Performance Evaluations
- H. Complaint Log Updates
- I. Consider a Debriefing Process with WSB Regarding the Downtown Village Improvement Project

3. ADJOURNMENT

A quorum of the City Council or Other Commissions may be present to receive information.

CITY OF AFTON

ACCOUNTANT AGREEMENT

THIS ACCOUNTANT AGREEMENT (“Agreement”) is entered into this 15th day of March, 2016, by and between the **City of Afton**, a Minnesota municipal corporation (“City”) and **Thomas H. Niedzwiecki** (“Accountant”).

RECITALS

WHEREAS, the City desires to retain the services of an Accountant to perform certain duties as determined by the City Council, and

WHEREAS, the Accountant is qualified and willing to accept and perform the responsibilities as Accountant, subject to the terms of this Agreement.

NOW, THEREFORE, the City and Accountant agree as follows:

AGREEMENT

1. **General.** Upon the terms and conditions set forth in this Agreement, the City hereby contracts with the Accountant to perform certain duties to be mutually agreed upon by the Accountant and the City Council.
2. **Term of Agreement.** The term of this Agreement shall be for three years through 4/15/19, and may be terminated by either the City or Accountant as provided in Paragraph 3. The Agreement may be renewed for an additional term by Agreement of the City and the Accountant.
3. **Termination of Agreement.** This Agreement may be terminated at any time upon the mutual Agreement of the City and the Accountant. This Agreement may be terminated by the City for any reason by providing a 90 day advance written notice to the Accountant. This Agreement may be terminated by the Accountant for any reason by providing a 90 day advance written notice to the City.
4. **Duties.** The duties of the Accountant shall include preparation of monthly financial reports, monthly escrow and permit fee accounting and reports, monthly, quarterly and annual payroll taxes, monthly, quarterly and annual building inspection accounting and reports, benefit plan reporting, on-call for accounting questions, annual update of budget template, preparation of audit work papers and other documentation for annual audit, annual meeting with Auditor, processing of all invoices including assignment or review of account and fund classification and preparation of check and invoice packets in “signature and mail ready form,” processing of semi-monthly payroll for staff, processing of monthly payroll for Council, preparation of monthly Claims to be Approved reports, internal control monitoring including review of physical checks for two signatures, cash flow management, fund transfers, monthly bank reconciliations, petty cash accounting and data entry of deposits.

Accountant attendance at City Council and Finance Committee meetings or workshops is considered additional services and billed as described in paragraph 6.

5. **Schedule.** The Accountant's normal work schedule will be determined by the Accountant following consultation with the City Administrator. Travel to and from Afton to pick up or return documents will not be counted as time worked.
6. **Compensation and Benefits.** In consideration of the performance of the duties required by this Agreement, the Accountant will be paid a monthly rate of \$1,107 for the remainder of 2016, \$1,190 for 2017 and \$1,226 for 2019 and the balance of the contract term in 2019. Accountant will provide his own computer hardware, software and other office equipment, however, charges for Quickbooks Accounting Software including Payroll Service, Payroll Forms, mailing envelopes, copies of invoices and miscellaneous postage will be billed based on expected usage and cost. In the event of a power outage at the Accountant's normal place of business, the City will facilitate temporary office space, internet service and use of general office equipment.

Additional time for services not covered in Paragraph 4 will require prior approval of the City Council and be billed by the Accountant to the City at \$50 per hour. The City Council may delegate the authority to approve additional services to the Mayor and/or the City Administrator. Approval of additional services shall be in writing or by email to the Accountant. The Accountant shall provide a written record of all time spent on additional services.

Accountant shall attend the regular monthly City Council meetings to provide budget and financial updates, and will be paid \$100 per meeting in addition to the regular monthly rate of compensation.

The Accountant's compensation shall not be subject to FICA, PERA, and Medicare deduction. The position of Accountant is an Independent Contractor position, and shall not be eligible for cash overtime or compensatory time in lieu of overtime. In recognition of the fact that the Accountant is an Independent Contractor, the Accountant shall not be eligible nor shall receive any fringe benefits from the City. Therefore, by way of example and without limitation, the Accountant shall not be eligible for group insurance benefits, workers' compensation, paid holidays, vacation, sick leave, severance, or city retirement benefits.

7. **Indemnification.** The City shall defend and indemnify Accountant pursuant to Minn.Stat. 466.07 and 467.76. In addition, the City shall defend, hold harmless, and indemnify Accountant from all torts; civil damages; penalties and fines; violation of statutes, laws, rules, and ordinances, provided the Accountant acts only in the good faith performance of the duties of the position.
8. **General provisions.**

- a. All notices, requests and demands given to or made pursuant to this Agreement shall be in writing and personally delivered or mailed, postage prepaid, as follows:

To City:	Honorable Mayor and City Council City of Afton 3033 St. Croix Trail South PO Box 219 Afton, MN 55001
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To the Accountant:

Mr. Thomas H. Niedzwiecki
14317 St. Croix Trail North
Marine on St. Croix, MN 55047

- b. **Complete Agreement.** This Agreement constitutes the entire agreement between the parties and supersedes any prior oral or written agreements between the parties. This Agreement can only be modified by written Agreement of both parties. This Agreement shall be interpreted in accordance with the laws of the State of Minnesota. If the parties disagree upon the interpretation of the Agreement, and cannot resolve their differences in good faith, the parties agree to request nonbinding mediation from the Minnesota Bureau of Mediation Services. Each party will be responsible for its own attorney's fees, and the parties will split equally any other mediation fees.
- c. **Legality.** The parties covenant and agree that the provisions contained herein are reasonable and are not known or believed to be in violation of any federal or state law or regulation. In the event a court of competent jurisdiction finds any provision contained herein to be illegal or unenforceable, such court may modify such provision to make it valid and enforceable. Such modification shall not affect the remainder of this Agreement which shall continue at all times to be valid and enforceable. No payment may be made under this Agreement in excess of the maximum amount permitted by law.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the day and year first above written.

CITY OF AFTON

By: _____
Richard Bend, Mayor

Date: _____

By: _____
Ronald J. Moorse, City Administrator

Date: _____

ACCOUNTANT

By: _____
Thomas H. Niedzwiecki

Date: _____

CITY OF AFTON

ACCOUNTANT AGREEMENT

THIS ACCOUNTANT AGREEMENT ("Agreement") is entered into this 16th day of April, 2013, by and between the City of Afton, a Minnesota municipal corporation ("City") and Thomas H. Niedzwiecki ("Accountant").

RECITALS

WHEREAS, the City desires to retain the services of an Accountant to perform certain duties as determined by the City Council, and

WHEREAS, the Accountant is qualified and willing to accept and perform the responsibilities as Accountant, subject to the terms of this Agreement.

NOW, THEREFORE, the City and Accountant agree as follows:

AGREEMENT

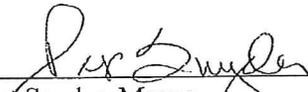
1. **General.** Upon the terms and conditions set forth in this Agreement, the City hereby contracts with the Accountant to perform certain duties to be mutually agreed upon by the Accountant and the City Council.
2. **Term of Agreement.** The term of this Agreement shall be for three years through 4/15/16, and may be terminated by either the City or Accountant as provided in Paragraph 3. The Agreement may be renewed for an additional term by Agreement of the City and the Accountant.
3. **Termination of Agreement.** This Agreement may be terminated at any time upon the mutual Agreement of the City and the Accountant. This Agreement may be terminated by the City for any reason by providing a 90 day advance written notice to the Accountant. This Agreement may be terminated by the Accountant for any reason by providing a 90 day advance written notice to the City.
4. **Duties.** The duties of the Accountant shall include preparation of monthly financial reports, monthly escrow and permit fee accounting and reports, monthly, quarterly and annual payroll taxes, monthly, quarterly and annual building inspection accounting and reports, benefit plan reporting, on-call for accounting questions, annual update of budget template, preparation of audit work papers and other documentation for annual audit, annual meeting with Auditor, processing of all invoices including assignment or review of account and fund classification and preparation of check and invoice packets in "signature and mail ready form," processing of semi-monthly payroll for staff, processing of monthly payroll for Council, preparation of monthly Claims to be Approved reports, internal control monitoring including review of physical checks for two signatures, cash flow management, fund transfers, monthly bank reconciliations, petty cash accounting and data entry of deposits.

Accountant attendance at City Council and Finance Committee meetings or workshops is considered additional services and billed as described in paragraph 6.

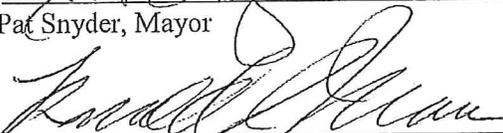
- b. **Complete Agreement.** This Agreement constitutes the entire agreement between the parties and supersedes any prior oral or written agreements between the parties. This Agreement can only be modified by written Agreement of both parties. This Agreement shall be interpreted in accordance with the laws of the State of Minnesota. If the parties disagree upon the interpretation of the Agreement, and cannot resolve their differences in good faith, the parties agree to request nonbinding mediation from the Minnesota Bureau of Mediation Services. Each party will be responsible for its own attorney's fees, and the parties will split equally any other mediation fees.
- c. **Legality.** The parties covenant and agree that the provisions contained herein are reasonable and are not known or believed to be in violation of any federal or state law or regulation. In the event a court of competent jurisdiction finds any provision contained herein to be illegal or unenforceable, such court may modify such provision to make it valid and enforceable. Such modification shall not affect the remainder of this Agreement which shall continue at all times to be valid and enforceable. No payment may be made under this Agreement in excess of the maximum amount permitted by law.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed on the day and year first above written.

CITY OF AFTON

By: 
Pat Snyder, Mayor

Date: 4-22-2013

By: 
Ronald J. Moorse, City Administrator

Date: 4-22-13

ACCOUNTANT

By: 
Thomas H. Niedzwiecki

Date: 4-30-13

BUILDING INSPECTION SERVICES AGREEMENT

1. Parties to Agreement

This Building Inspection Services Agreement (“Agreement”) is made and entered into between the following parties:

- (a) The City of Afton (“City”), a municipal corporation organized and existing under the laws of the State of Minnesota, whose business office is located at 3033 St. Croix Trail South, P.O. Box 219, Afton, Minnesota 55001; and
- (b) Stensland Inspection Services (“Stensland”), a corporation owned and operated by Duane and Isaac Stensland, engaged in the business of providing certified building inspections in accordance with Minnesota law; whose principal business office is located at 15199 Eighth Street North, Stillwater, Minnesota 55082.

2. Purpose of Agreement

The purpose of this Agreement is to have Stensland provide certified building inspection services to the City, subject to the terms and conditions stated herein.

3. Scope of Services and Compensation

- (a) Stensland agrees to provide to the City the services (“Services”) described in Exhibit A attached hereto.
- (b) In exchange for the Services provided by Stensland, the City agrees to pay Stensland the consideration set forth in Exhibit A attached hereto.

4. Conflicting Obligations

Stensland certifies that Stensland has no outstanding agreement or obligation that is in conflict with any provisions of this Agreement, or that would preclude Stensland from complying with the provisions hereof, and further certifies that Stensland will not enter into any such conflicting agreement during the term of this Agreement.

5. Terms of Agreement/Termination or Expiration/Renewal or Extension

Term. This Agreement will extend for the term specified in Exhibit A attached hereto. Either party may terminate this Agreement for any or no reason upon (90) days advance written notice. Any such written notice shall be addressed to Stensland or the City at their respective addresses shown above or such other address as either party may notify the other in writing; and shall be deemed given upon the date of mailing.

6. Indemnification

Stensland agrees to defend, indemnify and hold harmless the City from any negligent, reckless or intentionally wrongful act of Stensland (or Stensland's assistants, employees or agents) in connection with providing the Services hereunder. The City agrees to defend, indemnify and hold harmless Stensland from any negligent, reckless or intentionally wrongful act of the City (or its officers, employees or agents) in connection with the Services to be provided by Stensland hereunder.

7. Governing Law

This Agreement shall be governed and construed by the substantive laws of the State of Minnesota.

8. Amendment or Modification of Agreement

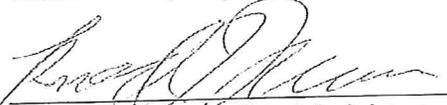
This Agreement is the entire agreement of the parties and supersedes any prior agreements between them, whether written or oral, with respect to the subject matter hereof. No waiver, alteration, modification or amendment of any provisions of this Agreement shall be binding unless in writing and signed by both parties. The invalidity or unenforceability of any provision of this Agreement, or any terms thereof, shall not affect the validity of this Agreement as a whole, which shall at all times remain in full force and effect.

9. Agreed to by the undersigned duly authorized representatives of each party:

On behalf of the City of Afton:


Richard Bend, Mayor of Afton

2-13-15
Date


Ronald J. Morse, City Administrator

2-3-2015
Date

On behalf of Stensland Inspection Services:


Duane Stensland

2-3-15
Date

EXHIBIT A

Building Inspection Services Agreement between the City of Afton and Stensland Inspection Services

1. Scope of Services

- (a) Except as otherwise specifically set forth herein, the certified building inspection services to be provided by Stensland under this Agreement shall include only those types of duties and functions customarily rendered by a city building official in Minnesota, and shall not include services which usually are provided by agencies of the State of Minnesota and Washington County (such as electrical), or the review of applications for land use planning, variances, code enforcement, rezoning, subdivisions, or other development permits. Applications requiring review other than building code and basic zoning ordinance review (i.e. setbacks) shall be referred to the City Administrator or City Attorney.
- (b) Stensland shall determine the standards of performance, method of providing inspection services, and other matters incidental to the performance of Services under this Agreement, including personnel to be employed by Stensland; provided that Stensland shall at all times meet the professional standards of a certified building official and building official limited under the laws of the State of Minnesota. Stensland shall not conduct commercial inspections within the City until he has obtained the certified building official licensure. Until that time, Stensland shall contract that work to a certified building official.
- (c) Under this Agreement, Stensland will review all applications for all projects within the City as required by applicable laws, codes and ordinances. Stensland shall review all such applications to determine compliance with applicable building codes and basic zoning dimensions (i.e. setbacks), and certify same to the City.
- (d) Stensland shall refer all applications for permits that require a variance to applicable ordinances or a special permit to the City Administrator or City Attorney. No building permits shall be issued by Stensland until the City first grants any required variance or special permit. Stensland shall assign permit number and date to all applications.
- (e) In connection with any application, Stensland shall provide any necessary plan checking services required by applicable laws, regulations or ordinances.
- (f) Stensland shall provide all job site inspections of projects under permit as shall be deemed necessary in order to ensure compliance with applicable laws, regulations or ordinances, and upon completion of each project requiring a certificate of occupancy, shall issue such certificate of occupancy if all conditions are satisfied.
- (g) Stensland shall conduct site inspections in the City, at the discretion of the City Administrator, to verify building code and basic zoning ordinance compliance (i.e. setback) including, but not limited to, advising applicants to obtain permits when required, verifying slopes and bluffs, ordinary high water levels, dimensional setbacks and driveways, and other requirements applicable to placement of a structure.

- (h) Stensland shall supply to the City adequate proof, in the City's sole discretion, of the proper qualifications of all building inspectors employed by Stensland and providing any Services hereunder, and all such building inspectors shall be approved first by the City before providing Services hereunder.
- (i) Equipment used by Stensland for transportation, communication, and site inspections in connection with Services hereunder shall be supplied by Stensland and maintained and kept in good working condition at all times.
- (j) Stensland shall maintain part-time office hours on an appointment basis at the Afton City Hall in order to answer questions, process applications and complete reports. Stensland shall maintain a portable cellular telephone at all times and provide an answering machine at its business office telephone number.
- (k) Stensland shall provide the City with two (2) weeks notice prior to any vacation period or extended length of absence of more than three (3) business days; such notice to provide expected length of vacation or absence and name a qualified temporary replacement building official who shall be approved by the City before commencing to provide Services.
- (l) Stensland shall furnish a monthly report to the City with running totals of permits issued, total valuation, and total fees.
- (m) The City, not Stensland, shall collect, receipt for, disburse and maintain records for all fees and charges collected incidental to the administration of Services hereunder, according to the schedule of fees and charges agreed to by the City and Stensland.
- (n) The City, not Stensland, shall collect all building permit surcharge fees, and City fee required by laws, regulation or ordinance, and shall account for and forward all such funds to the appropriate agency.
- (o) As an independent contractor providing services to the City, Stensland shall provide the following to the City:
 - i. Certificate of Insurance for a commercial general liability policy naming Stensland as the insured and the City as an additional insured under the policy; such policy to have a coverage limit in the minimum amount of \$2,000,000; and,
 - ii. Certificate of Insurance for a vehicle liability policy covering all automobiles used in connection with providing the Services naming Stensland as the insured and the City as an additional insured under the policy; such policy to have a coverage limit in the minimum amount of "\$1,000,000 per occurrence combined single limit for bodily injury and property damage.
- (p) As an independent contractor providing services to the City, Stensland:
 - i. Will receive no employment or payroll benefits offered by the City to its employees; and,
 - ii. Shall be responsible for providing accident insurance, worker's compensation and unemployment insurance to its employees as required by Minnesota law; and,
 - iii. be responsible for maintaining certification as a certified Building Official and Building Official Limited under the laws of the State of Minnesota (including any continuing education credits), and shall be responsible for supplying any and all technical manuals and reference materials necessary to provide the Services hereunder (except the City shall provide Stensland with a copy of the City's ordinances).

2. Compensation

- (a) Stensland shall be compensated for Services provided hereunder by the following formula and as shown on EXHIBIT B:
 - i. \$6.00 per \$1,000 of value of the building project for inspection of building permits submitted after January 31, 2006; and
 - ii. Collect \$75 on flat fees of \$110.00; and
 - iii. \$47 per site inspection under 1(g).
- (b) The fees and charges for which Stensland shall be compensated for Services provided hereunder shall be due and payable upon issuance of permits and shall be collected by the City from the applicant for such permit. Valuation shall be determined by Stensland and shall be calculated by multiplying the square foot area of the proposed structure by the average price per square foot of existing buildings in the City of Afton as determined by the Building Official. The City shall approve any additional permit fees. The fees and charges shall be exclusive of fees and charges required by the State of Minnesota for electrical inspections and permits and Washington County for septic permits.
- (c) In the event that construction has started on a structure for which a permit is required before such permit is issued, Stensland shall conduct a special investigation. The fee for such investigation shall be equal to the amount of the building permit fee required and shall be collected whether or not a permit is subsequently issued. The payment of such investigation fee shall not exempt any person from compliance with all other applicable laws, regulations or ordinances nor from any penalty prescribed by law.
- (d) In the City's sole discretion, an additional charge, not to exceed actual expenses incurred, may be made in instances where repeated violations of the applicable building codes and ordinances make a number of compliance inspections necessary. Such charges shall be paid by the applicant for such permit before the issuance of any Certificate of Occupancy.

3. Term

Stensland shall provide Services hereunder commencing on January 20, 2015 through March 31, 2018, unless otherwise terminated in accordance with Section 5 of this Agreement.

EXHIBIT B		CITY OF AFTON BUILDING PERMIT FEES 2010		Adopted 7/20/10	
Total Fees Based Upon \$17.00/\$1,000.00					
	\$0.50	\$6.00	\$10.50	Total \$17.00	\$1,000.00
Value	MN Surcharge	Plan Review/ Inspections	City Fee	Permit Total	
\$1,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$2,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$3,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$4,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$5,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$6,000.00	\$5.00	\$75.00	\$30.00	\$110.00	
\$7,000.00	\$5.00	\$75.00	\$40.50	\$120.50	
\$8,000.00	\$5.00	\$75.00	\$57.00	\$137.00	
\$9,000.00	\$5.00	\$75.00	\$73.50	\$153.50	
\$10,000.00	\$5.00	\$75.00	\$90.00	\$170.00	
\$11,000.00	\$5.50	\$75.00	\$106.50	\$187.00	
\$12,000.00	\$6.00	\$75.00	\$123.00	\$204.00	
\$13,000.00	\$6.50	\$78.00	\$136.50	\$221.00	
\$14,000.00	\$7.00	\$84.00	\$147.00	\$238.00	
\$15,000.00	\$7.50	\$90.00	\$157.50	\$255.00	
\$16,000.00	\$8.00	\$95.00	\$168.00	\$272.00	
\$17,000.00	\$8.50	\$102.00	\$178.50	\$289.00	
\$18,000.00	\$9.00	\$108.00	\$189.00	\$306.00	
\$19,000.00	\$9.50	\$114.00	\$199.50	\$323.00	
\$20,000.00	\$10.00	\$120.00	\$210.00	\$340.00	
\$25,000.00	\$12.50	\$150.00	\$262.50	\$425.00	
\$50,000.00	\$25.00	\$300.00	\$525.00	\$850.00	
\$100,000.00	\$50.00	\$600.00	\$1,050.00	\$1,700.00	
\$150,000.00	\$75.00	\$900.00	\$1,575.00	\$2,550.00	
\$200,000.00	\$100.00	\$1,200.00	\$2,100.00	\$3,400.00	
\$250,000.00	\$125.00	\$1,500.00	\$2,625.00	\$4,250.00	
\$300,000.00	\$150.00	\$1,800.00	\$3,150.00	\$5,100.00	
\$350,000.00	\$175.00	\$2,100.00	\$3,675.00	\$5,950.00	
\$400,000.00	\$200.00	\$2,400.00	\$4,200.00	\$6,800.00	
\$401,000.00	\$200.50	\$2,406.00	\$4,210.50	\$6,817.00	
\$450,000.00	\$225.00	\$2,700.00	\$4,725.00	\$7,650.00	
\$500,000.00	\$250.00	\$3,000.00	\$5,250.00	\$8,500.00	
\$550,000.00	\$275.00	\$3,300.00	\$5,775.00	\$9,350.00	
\$600,000.00	\$300.00	\$3,600.00	\$6,300.00	\$10,200.00	
\$650,000.00	\$325.00	\$3,900.00	\$6,825.00	\$11,050.00	
\$700,000.00	\$350.00	\$4,200.00	\$7,350.00	\$11,900.00	
\$750,000.00	\$375.00	\$4,500.00	\$7,875.00	\$12,750.00	
\$800,000.00	\$400.00	\$4,800.00	\$8,400.00	\$13,600.00	
\$850,000.00	\$425.00	\$5,100.00	\$8,925.00	\$14,450.00	
\$900,000.00	\$450.00	\$5,400.00	\$9,450.00	\$15,300.00	
\$950,000.00	\$475.00	\$5,700.00	\$9,975.00	\$16,150.00	
\$1,000,000.00	\$500.00	\$6,000.00	\$10,500.00	\$17,000.00	
OVER \$1,000,000 Inspection fee for Single Family Homes:					
\$5000.00 for the first 1 million, and \$3.00 for each additional \$1000 or any fraction thereof					
Examples:					
\$1,001,000.00	\$500.50	\$5,003.00	\$10,510.50	\$16,014.00	
\$1,500,000.00	\$750.00	\$6,500.00	\$15,750.00	\$23,000.00	
\$2,000,000.00	\$1,000.00	\$8,000.00	\$21,000.00	\$30,000.00	
**For Multifamily, Commercial, or Industrial Property, The Inspection Fee for Projects					
in excess of \$1 million will be 1% of the Project Value.					

Frederic W. Knaak*
fknaak@klaw.us

Craig J. Beuning
cbeuning@klaw.us

**Also Licensed in
Wisconsin & Colorado*

**Qualified Neutral under Rule 114*

***Also Licensed in Iowa,
Federal Court of Claims,
& US Court of Appeals
Washington, D.C.*

August 24, 2018



Of Counsel
Thomas M. Dailey, P.A.
(1943-2015)
Wayne B. Holstad**

Paralegal
BethAnn Hanson
bhanson@klaw.us

RECEIVED

AUG 28 2018

CITY OF AFTON

Mr. Ron Morse
City Administrator
City of Afton
3033 St. Croix Trail
P.O. Box 2109
Afton, MN 55001

Via Email and Regular Mail
rmorse@ci.afton.mn.us

RE: Annual Legal Services Budget

Dear Mr. Moore:

I am writing to request that the City consider increasing its legal services budget in the amount of \$500 per month.

We have been at the current rate of \$4000 per month for several years now which was, itself, a modest reduction from the previous rate. As best as we can determine from our records, we have been at this rate for the better part of nine years now.

I take great pride in both our service to the City over the past nine years, as well as our relatively modest fee. It has always been the position of our firm that we offer to our public clients the lowest possible rate, as we believe that it is part of our responsibility as public lawyers.

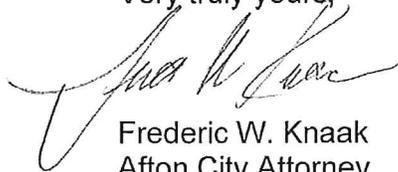
That said, the pressure on our own expenses are pressing and relentless. Recent increases in our staffing costs, as well our rent and other overhead-related expense, have reached a point where it is necessary to seek a modest increase in the fees we are charging for our services for all our clients.

By increasing our fees and revenues by just a bit, we will be able to improve our ability to continue to meet the City's legal needs in a fair and cost-effective manner.

Mr. Ron Moorse
August 24, 2018
Page 2

Any consideration the City can give us in this matter will be very much appreciated.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Frederic W. Knaak". The signature is written in black ink and is positioned to the left of the typed name.

Frederic W. Knaak
Afton City Attorney

The 4 Questions to Ask When You Debrief on a Project

OCTOBER 13, 2015

Debriefings can help you accelerate projects, innovate new approaches to problems, and hit difficult objectives. More than a casual conversation about what did and didn't work, a debriefing digs into why things happened. It should review four key questions:

1. **What were we trying to accomplish?** Start by restating the objectives you were trying to hit.
2. **Where did we hit (or miss) our objectives?** Review your results, and ensure the group is aligned.
3. **What caused our results?** This should go deeper than obvious, first-level answers.
4. **What should we start, stop, or continue doing?** Given the root causes uncovered, what should we do next, now that we know what we know?

Source: Adapted from "Debriefing: A Simple Tool to Help Your Team Tackle Tough Problems," by Doug Sundheim

 Loading...