

**Mayor**  
John T. Keis

**Council Members**  
Tom Fischer  
Michael McGraw  
Christian Torkelson  
Teresa Miller



515 Little Canada Road  
East  
Little Canada, MN  
55117  
[www.littlecanadamn.org](http://www.littlecanadamn.org)

**City Administrator**  
Chris Heineman

**Regular Meeting of the  
Little Canada City Council**  
Wednesday, September 22, 2021  
7:30 p.m.  
City Center Council Chambers

**AGENDA**

1. Call To Order - Regular Meeting - 7:30 P.m.
2. Roll Call
3. Approval Of Minutes
  - A. September 8, 2021 Council Workshop Minutes  
Documents:  
[09-08-2021 WORKSHOP MINUTES.PDF](#)
  - B. September 8, 2021 Regular Meeting Minutes  
Documents:  
[09-08-2021 COUNCIL MINUTES.PDF](#)
4. Announcements
5. Public Comment  
Please limit comments to 3 minutes per person. Items brought before the Council will be referred for consideration. Council may ask questions for clarification, but no Council action or discussion will be held on these items.
6. Presentations
  - A. Senator Jason Isaacson
  - B. Roseville School District Superintendent, Jenny Loeck
7. Consent Agenda
  - A. Approve A Temporary Wage & Hours Increase For Building Inspection Coverage  
Documents:  
[TEMPORARY WAGE INCREASE FOR BLDG INSPECTION COVERAGE.PDF](#)
  - B. Approve A Pavement Markings Project  
Documents:

PAVEMENT MARKING PROJECT.PDF

8. Staff Reports

- A. New Off-Sale Liquor License And General Sales & Display Tobacco License For Tamang Liquor, Inc. At 2760 Rice Street

Documents:

[NEW LIQUOR-TOBACCO LICENSES FOR TAMANG LIQUOR INC \(CV LIQUOR STORE\) AT 2760 RICE ST.PDF](#)

- B. Classification & Compensation Study

Documents:

[2021 CLASSIFICATION AND COMPENSATION STUDY.PDF](#)

- C. 2022 Budget: Set Preliminary Levy & Budget And Set Final Levy Public Hearing Date

Documents:

[2022 PRELIMINARY LEVY AND BUDGET.PDF](#)

- D. Curb Cut Request At 2883 Condit Street

Documents:

[CURB CUT FOR 2883 CONDIT STREET.PDF](#)

9. Adjourn

*This agenda is subject to change by additions and deletions.*

**MINUTES OF THE WORKSHOP MEETING  
CITY COUNCIL  
LITTLE CANADA, MINNESOTA**

**SEPTEMBER 8, 2021**

Pursuant to due call and notice thereof a Workshop meeting of the City Council of Little Canada, Minnesota was convened on the 8<sup>th</sup> day of September, 2021 in the Conference Room of the City Center located at 515 Little Canada Road in said City.

Mayor John Keis called the meeting to order at 6:00 p.m. and the following members of the City Council were present at roll call:

**CITY COUNCIL:** Mayor Keis, Council Members Fischer, Torkelson, McGraw & Miller. Absent: None.

**ALSO PRESENT:** City Administrator Chris Heineman, Finance Director Brenda Malinowski, Parks & Rec/Community Services Manager Bryce Shearen, Community Development Director Corrin Wendell, and City Clerk/HR Manager Heidi Heller

**SOUTH OWASSO BOULEVARD & SPRUCE STREET DEVELOPMENT PROPOSAL**

The City Administrator explained that there is a proposal to develop a parcel on Spruce Street and South Owasso Boulevard that has never been built on due to poor soils. He stated a developer has done some due diligence and financial feasibility on the proposal for a 74,000 square foot industrial warehouse facility.

Mikaela Huot, Municipal Advisor with Baker Tilly, explained that she was here to review the potential tax increment financing (TIF) that could be considered by the city in order to help finance a new industrial project. She reviewed eligible costs that qualify for tax increment financing and common methods for financing costs. She reviewed a summary of the industrial development project and the financials for a potential TIF District. She stated that a financial review is used to assist the city with making a determination if the project would be unlikely to proceed without TIF assistance and do the project needs qualify for TIF.

Dan Oren, President of Atlas Real Estate Management, Inc., stated that he first looked at this parcel about three years ago, but the soils report came back and he determined that they just couldn't do anything with this property. He explained that the location is so good for their business so about nine months ago they had engineers look at the site again to find a way to build on this site. He stated that something similar to pilings would be needed in order to build on this site, which he has cost estimates for \$800,000 to \$2,000,000 just to be able to place a building on the property.

Fischer stated that this is the perfect example of what to use TIF for. McGraw asked what kind of business would be located here. Mr. Oren explained it is warehouse storage, but there are no tractors or trailers there. Fischer asked about traffic volume and hours of operation. Mr. Oren stated a busy day is about 10 trucks in to the facility, and they operate mainly between 7:00am and 5:00pm, seven days a week. McGraw asked if there would be any office space included. Mr. Oren replied there would likely be a small amount of office space, maybe about 2,000 square feet.

McGraw asked if the Council is bound to anything if they agree tonight to allow additional analysis to continue. The City Administrator replied no, and explained that there will be further discussion after more information and details are determined. There was Council consensus to move forward

**WORKSHOP MINUTES  
CITY COUNCIL  
SEPTEMBER 8, 2021**

to the next phase for consideration of a TIF District for the proposed development project by Atlas Real Estate Management on Spruce Street.

**PART 2: PRELIMINARY REVIEW OF 2022 PROPOSED BUDGET & LEVY**

The Finance Director reviewed the proposed personnel costs for 2022 and how it is determined. She explained the changes that have been made to the property tax levy since the last Council discussion and showed the preliminary levy is now at 4.62%. She showed how Little Canada's amount compares to other cities in Ramsey County. The City Administrator explained proposed ways to reduce the levy and noted that the Council can cut services or specific line items at any time. The Finance Director reviewed the Local Government Aid (LGA) amount that Little Canada will receive next year, and stated that she continues to put 80% of the LGA received into the Capital Improvement Fund and only 20% into the General Fund in order for that fund to not be reliant on LGA. She stated that the City will be receiving payments for the next nine years due to the sale of the cell towers, and where that money could be directed.

Keis asked the Council if 4.62% for the preliminary levy is acceptable. Fischer stated he feels this number could be acceptable, but would still like to see what a 3.5% increase would look like without creating a hardship. Keis reminded the Council that the preliminary levy amount must be adopted at the next Council meeting. The City Administrator recommended adding a small amount to the Council contingency budget and setting the preliminary levy at 5.0% in case there are additional changes needed before the final levy is set in December.

**There being no further business, the meeting was adjourned at 7:29 p.m.**

\_\_\_\_\_  
John T. Keis, Mayor

Attest:

\_\_\_\_\_  
Christopher Heineman, City Administrator

**MINUTES OF THE REGULAR MEETING  
CITY COUNCIL  
LITTLE CANADA, MINNESOTA**

**SEPTEMBER 8, 2021**

Pursuant to due call and notice thereof a special meeting of the City Council of Little Canada, Minnesota was convened on the 8<sup>th</sup> day of September, 2021 in the Council Chambers of the City Center located at 515 Little Canada Road in said City.

Mayor John Keis called the meeting to order at 7:30 p.m. and the following members of the City Council were present at roll call:

**CITY COUNCIL:** Mayor Keis, Council Members McGraw, Fischer, Torkelson and Miller.  
Absent: None.

**ALSO PRESENT:** City Administrator Chris Heineman, Parks & Rec/Community Services Manager Bryce Shearen, Finance Director Brenda Malinowski and City Clerk/HR Manager Heidi Heller.

**MINUTES**

Torkelson introduced the following resolution and moved its adoption:

***RESOLUTION NO. 2021-9-100 – APPROVING THE MINUTES OF THE AUGUST 25, 2021 WORKSHOP AND THE AUGUST 25, 2021 REGULAR MEETINGS AS SUBMITTED***

The foregoing resolution was duly seconded by McGraw.

Ayes (5).

Nays (0). Resolution adopted.

**ANNOUNCEMENTS**

None.

**PUBLIC COMMENTS**

None.

**PRESENTATION – DONATION**

The Parks & Rec/Community Services Manager explained that the Little Canada Recreation Association has donated \$6,250 to the City to buy new basketball standards at Pioneer Park. Jon Joriman, President of the Little Canada Recreation Association, stated their mission is to provide for youth in the community and they are happy to provide funds to the City for park improvements.

McGraw introduced the following resolution and moved its adoption:

***RESOLUTION NO. 2021-9-101 – ACCEPT A DONATION OF \$6,250 FROM THE LITTLE CANADA RECREATION ASSOCIATION FOR NEW BASKETBALL STANDARDS AT PIONEER PARK***

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The foregoing resolution was duly seconded by Fischer.  
Ayes (5).  
Nays (0). Resolution adopted.

**CONSENT AGENDA**

Fischer introduced the following resolution and moved its adoption:

**RESOLUTION NO. 2021-9-102 – APPROVING THE CONSENT AGENDA WHICH CONTAINS THE FOLLOWING:**

- Approval of the Vouchers
- Approve 3-Year Service Agreement with North Suburban Access Corporation for 2022-2024
- Approve Partial Pay Request No. 2 to Albrecht Company for Firefighter Memorial

The foregoing resolution was duly seconded by McGraw.  
Ayes (5).  
Nays (0). Resolution adopted.

**PIONEER PARK PHASE I MASTER PLAN FINAL PRESENTATION**

Maddie Dahlheimer, Bolton & Menk, stated that this is the final presentation for the Pioneer Park Master Plan after many discussions with the Council and Parks & Rec Commission. She explained that Phase I refers to the park property as is, and Phase II refers to potential improvements if the City ever acquires the parcel at the southwest corner.

Josh Shields, Bolton & Menk, reviewed the recommended Phase 1 projects: a new playground node, trail lighting, accessibility upgrades, tree management plan and install bike racks. He noted that replacing the basketball hoops and the initial soccer field sand injection treatment has already been completed. He explained that staff is now looking for Council direction on developing construction plans and identifying the funds for the initial projects.

Fischer asked what the initial projects are going to be. Mr. Shields stated they have provided recommendations, but final direction is needed from the Council. Ms. Dahlheimer explained that their recommendations were based on what got the most feedback and comments after talking to staff, Council and the community. The Parks & Rec/Community Services Manager stated that the play node, trail lighting and general park improvements are the recommended first projects.

Keis stated that they have not had a chance to look through the Master Plan yet, so the Council will need to get that document so they can review it in detail and determine further questions.

**UPDATE ON PLAN FOR EMERALD ASH BORER TREATMENT**

The Parks & Rec/Community Services Manager explained that in June, the Council discussed the infestation of Emerald Ash Borer throughout the city and approved the next steps to deal with this problem. He reported that 59 trees have now been treated at Spooner Park, Pioneer Park and a few at City Hall, and the treatment will be done every two years. He explained that about 62 trees have been determined to not be treatable and will need to be removed. He stated that the City was

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SEPTEMBER 8, 2021**

awarded a grant for \$73,000 for the removal of ash trees and to create a tree inventory on trees on public and park property. He noted that the grant also requires replacing trees that are removed.

**OTHER BUSINESS**

Keis introduced and welcomed Sierra Hietala, the new Recreation Coordinator. Ms. Hietala stated that she has been working on the farmer's market, started planning the Cookies with Santa event, youth activities and some new programs such as geocaching and a weekly city trail highlight.

**There being no further business, the meeting was adjourned at 8:28 p.m.**

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John T. Keis, Mayor

Attest:

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Christopher Heineman, City Administrator



## STAFF REPORT

TO: Mayor Keis and Members of the City Council

FROM: Heidi Heller, City Clerk/HR Manager

DATE: September 22, 2021

RE: Approve Temporary Wage & Hours Increase for Building Inspection Coverage

### ACTION TO BE CONSIDERED:

Approve a temporary hourly wage and hours increase to provide building inspection coverage.

### BACKGROUND:

The Building Official will be taking a medical leave beginning in early October. He will work from home doing building plan review as needed, but will be unable to conduct any inspections for approximately 8-10 weeks. The current part-time (20 hours per week) Code Enforcement/Rental Housing Inspector is also a licensed Building Official, and he has agreed to work an additional 8 to 10 hours per week to help cover inspections while the Building Official is on leave.

The Building Official position has a higher pay rate than the Code Enforcement/Rental Housing Coordinator, so staff is proposing to pay the Code Enforcement Coordinator at the Building Official starting pay rate during the hours that he is conducting inspections. He will be scheduling blocks of hours that will be dedicated to doing inspections. The pay rate difference is \$10.78 per hour. The budget impact could be up to approximately \$5,000 and there is enough budget savings this year from the fire inspector budget to cover this increase.

The City also contracts with an independent inspections company, Inspectron, when needed, and it is anticipated that they may also be used some during this time.

### RECOMMENDATION:

Approve a temporary wage and hours increase for the Code Enforcement/Rental Housing Coordinator for building inspection coverage.





## STAFF REPORT

TO: Mayor Keis and Members of the City Council

FROM: Bill Dircks, Public Works Director

DATE: September 22, 2021

RE: Pavement Markings

**ACTION TO BE CONSIDERED:**

Motion to approve the portion of the AAA Striping Service Company quote for crosswalks and the Little Canada Road railroad crossing advanced warnings for \$13,875.

**BACKGROUND:**

Staff solicited quotes from three vendors to paint epoxy crosswalks and railroad crossing advanced warning markings throughout the City. Only one company submitted a quote. AAA Striping Service Company submitted a quote that totaled \$19,200. That amount surpassed the budgeted amount for striping in 2021. Staff removed a few of the railroad advance warning markings and some directional arrows to get the total down to an amount that fits in the budget. The other markings will be completed next year.

AAA Striping has performed this work in the City in the past and has been the low quote in each occasion so its pricing is competitive. Staff feels that this project can be completed this fall.

**SOURCE OF FUNDS:**

Funds will be used from the street striping portion of the operating budget. \$19,000 was budgeted in 2021 and \$5,362 was used for Ramsey County Public Works to stripe various roads in the City.

**STAFF RECOMMENDATIONS:**

Staff recommends awarding the pavement marking project to AAA Striping Service Company in the amount of \$13,875.



## STAFF REPORT

TO: Mayor Keis and Members of City Council

FROM: Heidi Heller, City Clerk

DATE: September 22, 2021

RE: New Off-Sale Liquor License for Tamang Liquor, Inc. (dba CV Liquor)  
New General Sales & Display Tobacco License for Tamang Liquor, Inc.  
License Period September 23, 2021 through June 30, 2022

### ACTION TO BE CONSIDERED:

Approve a new Off-Sale Liquor License and General Sales & Display Tobacco License for September 23, 2021 – June 30, 2022 for Sancha Tamang, Tamang Liquor, Inc., dba CV Liquor Store.

### BACKGROUND:

The building located at 2760 Rice Street has been a liquor store for many years and was vacated by Tierney's Liquor, and then the building owner, Chou Vang, opened a new liquor store called CV Liquor in October 2021. Mr. Vang is now selling the business to Sancha Tamang, Tamang Liquor, Inc., who has applied for both an off-sale liquor license and a general sales & display tobacco license. The store name will remain CV Liquor.

All required materials and fees have been submitted, and a satisfactory background check by the Ramsey County Sheriff's Department has been received. The Fire Inspector conducted and passed an inspection in July 2021. City approval of the license will be contingent on an inspection by the Building Official and compliance with any orders from him. The Minnesota Department of Public Safety Alcohol & Gambling Enforcement Division will also do an inspection of the building prior to approving the liquor license.

### STAFF RECOMMENDATION:

Staff recommends approval of a new Off-Sale Liquor License and General Sales & Display Tobacco License for September 23, 2021 – June 30, 2022 for Sancha Tamang, Tamang Liquor, Inc., dba CV Liquor Store, at 2760 Rice Street, contingent on satisfactory inspections from the Building Official and Minnesota Alcohol & Gambling Enforcement Division.



## STAFF REPORT

TO: Mayor Keis and Members of City Council  
FROM: Chris Heineman, City Administrator  
DATE: September 22, 2021  
RE: Classification and Compensation Study

### **ACTION TO BE CONSIDERED:**

The City Council is asked to authorize the City Administrator to execute a contract for services with DDA Human Resources, Inc. for a Position Classification and Compensation Study.

### **BACKGROUND:**

At the City Council Workshop on August 11, 2021, staff presented a proposal to conduct a classification and compensation study. The City of Little Canada has traditionally completed an in-house analysis for each position that becomes vacant prior to advertising for that position. The City has been through a significant level of staff transition in recent years with a total of ten full-time and permanent part-time positions hired over the past 2½ years.

A classification and compensation study will enable us to provide a more detailed analysis of our current compensation system that will result in a compensation system that is technically solid, understandable, and can be implemented in a timely manner. In performing this analysis, the consultant will address compliance in the MN Pay Equity Program and will provide a compensation system that help with the retention of current staff and will enable the City to attract, hire, and retain a high level of talent as future positions become available.

Staff reached out to several consultants that conduct classification and compensation analysis in August and received two proposals. DDA Human Resources (David Drown Associates) was the most competitive and the proposal was tailored to our needs. Staff has also checked with other cities listed as references and feels very comfortable recommending DDA Human Resources.

This initiative also adheres to the strategic objectives of the 5-year Strategic Plan adopted in 2019. A classification and compensation study falls into Strategic Direction Four under the heading of Creating Operational Efficiency and aligns with the initiative of optimizing our organizational structure. Included in the agenda packet you will find a contract for services as described. The attached proposal includes a not-to-exceed amount of \$4,500 as well as a fee of \$2,700 per year for ongoing maintenance.

### **STAFF RECOMMENDATION:**

Staff is recommending that the City Council approve a contract with DDA Human Resources for the Market and Calibration portion of the proposal in the amount of \$4,500. If a contract for ongoing maintenance is desired, it can be added at a later time and included as a line item in a future budget.

## City of Little Canada, Minnesota



### Proposal for Classification and Compensation Study August, 2021



**DDA**

Human Resources, Inc.  
*a David Drown Associates Company*

Minneapolis Office:  
5029 Upton Avenue South  
Minneapolis, MN 55410  
612-920-3320  
[www.ddahumanresources.com](http://www.ddahumanresources.com)



Minneapolis Office:  
5029 Upton Avenue South  
Minneapolis, MN 55410  
(612) 920-3320  
[www.ddahumanresources.com](http://www.ddahumanresources.com)

August, 2021

Chris Heineman  
[chris.heineman@littlecanadamn.org](mailto:chris.heineman@littlecanadamn.org)  
City Administrator  
City of Little Canada, MN

**RE: Proposal for Compensation Study**

Dear Mr. Heineman:

We are pleased to be invited to submit a proposal to complete a classification and compensation study for the City of Little Canada. In the pages that follow, we have briefly provided information about DDA Human Resources, our staff credentials and experience, staff members assigned to your study, a detailed description of services to be provided and various levels of project scope per market analysis. The cost for each option is as follows:

1. Market Analysis with calibration and new pay plan: \$4,500
2. Ongoing Maintenance: \$2,700

Three major factors distinguish DDA Human Resources from other providers:

- All our employees come with years of public sector experience. We specialize in government and we know first-hand the challenges of managing public sector compensation. This helps us deliver to you practical, workable solutions.
- We believe that classification and compensation can and should be managed as a practical, common-sense process – not as some theoretical or statistical exercise in regression analysis. We will help you design a compensation system that is technically solid, one you understand, and one that works better than what you have now. We measure our effectiveness as a consulting firm not by studies completed, but by studies that are **actually implemented**.
- We think a compensation should be actively managed as an ongoing program – not neglected and then fixed with a major compensation study like this. With proper on-going maintenance support, major disruptive and expensive compensation studies are unnecessary. We are pioneers in providing a full-service program to maintain classification and compensation systems – and we find that over half of our study clients now opt for this ongoing service.

Our firm's goal is to be known as the best human resources consultant in Minnesota. There is only one way to get there – by delivering exceptional service. We will do our very best to earn your trust, your respect, and your future business.

Sincerely,

A handwritten signature in cursive script that reads "Mark Goldberg".

Mark Goldberg, Principal Consultant  
DDA Human Resources, Inc.  
5029 Upton Avenue South  
Minneapolis, MN 55410  
[markg@daviddrown.com](mailto:markg@daviddrown.com)  
[612-920-3320 ext. 114](tel:612-920-3320)

## OUR FIRM & QUALIFICATIONS

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Our parent company, David Drown Associates, Inc. has provided consulting services to over 450 units of government across Minnesota since 1997. Over these years, DDA staff has gotten to know government well and we continually strive to keep our services practical, useful, and up to date. Our history and corporate culture have grown from an honest desire to serve public sector clients in a practical and common-sense manner.

DDA Human Resources, Inc. was formed in 2013 to provide human resource support services exclusively to governmental clients in Minnesota. We currently offer services for executive recruitment, organizational design, and classification and compensation studies. We also staff an HR Technical Assistance Program for the Association of MN Counties which provides technical advice and assistance to the HR staff of all the State's 87 counties. Since activating our compensation section in 2015, we have completed over 50 separate classification & compensation studies for clients ranging from cities with 4 employees to counties with 170 job titles and 500 employees.

All our professional employees come to DDAHR from successful careers in city and county government. We think this practical experience sets us aside from other compensation consultants, and we know it helps us deliver a study that is not only technically sound but also practical, useful, and understandable. We strive to deliver services the way you want to see them.

## OUR SERVICE TEAM

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DDAHR maintains a staff of 10 individuals. We also maintain relationships with several independent consultants in key specialty areas. Here is the Team we have assembled for your project:

### **Mark Goldberg, MA-HRR – Principal Consultant and Co-Project Team Leader**

Mark Goldberg is a Principal Consultant with the firm. Mark will be the co-manager and primary contact for this study. Mark's experience is broad and deep. He has held a variety of compensation leadership positions in media, high tech, manufacturing, local government organizations and the University of Minnesota. In addition, Mr. Goldberg has over 6 years of experience consulting with major public sector organizations around the country with a focus on project in Minnesota such as Koochiching County, the city of Red Wing and the City of Aitkin. He has a Master's Degree in Industrial and Labor Relations from Cornell University and a Bachelor's Degree in Human Resource Administration from Muhlenberg College.



### **Dr. Tessia Melvin –Department Head and Co-Project Team Leader**

Tessia heads the compensation and classification (C&C) services area of DDAHR. She will be the co-manager and provide backup support to Mark. Over the past two years, Tessia has served as lead analyst on over 20 separate C&C engagements with Minnesota communities. She brings to the position nearly 13 years of diverse service to city and county government. As a City Administrator in Maple Plain, Minnesota, Tessia drafted five-year budgets, capital improvement plans, infrastructure improvement plans, and led strategic planning program. She was directly responsible for human resources and internal and external communications. Working in Dakota County, Minnesota, Tessia provided leadership training, managed their performance management system, and worked with compensation and benefits. Dedicated to local governments and



continued learning, Tessia earned her doctorate in Public Administration at Hamline University with an emphasis on city development and planning.

### **David Drown – Technical Support**

David is the founder and owner of DDA. David will lend his technical and statistical expertise to the team to manage the collection and analysis of market data, help calibrate your compensation plan, and calculate budget impacts. David received his undergraduate degree in civil engineering and served in local government as a registered civil engineer early in his career. He also holds an MBA in finance from the Carlson School of Management and has served as a finance and economic development consultant to numerous cities and counties across the State.

### **Kelly Jones – Technical Support**

Kelly received his Bachelor of Arts degree in Psychology and his Master of Science degree in Industrial and Organizational Psychology from Saint Cloud State University in Saint Cloud, Minnesota. Prior to entering the field of compensation, he served as a project coordinator and talent management specialist for Sleep Number and Robert Half. Kelly has spent the last 3 years as a technical analyst and compensation consultant, while assisting dozens of Cities and Counties across the United States with their compensation and classification needs. His work will be primarily focused on data collection and analysis, while also assisting the DDA team with any ongoing project needs.

### **Elizabeth Blakesley – Clerical Support**

Elizabeth has worked at DDA for over 20 years. She will provide technical and clerical assistance to coordinate the market surveying process and prepare documents. She will utilize her organizational and technological skills to help provide concise, professional work results. After attending the University of MN – Duluth, Elizabeth began working with local units of government in Minnesota with the MN Small Cities Association. Her work in municipal finance and economic development has given her a good insight into the operations of counties and cities throughout the State.

## **SUPPORTING TEAM MEMBERS (*Our Bench*)**

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### **Gary Weiers**

Gary manages the overall operations of DDAHR, and he also heads our executive recruitment section. Gary joined DDA in 2013 after 11-years as the Administrator of Rice County. Earlier in his career, he held social service manager positions in Rice, Mower and Sherburne Counties. Gary received a bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.

### **Melanie Ault**

Melanie Ault brings to DDAHR over 20 years of experience leading Minnesota county human resources and labor relations operations with additional experience at the city, regional, and state levels. Melanie joined DDAHR in 2017, after serving as Washington County's HR Director. You might recognize her by her passion for examining pending legislation and its ramifications for the public sector. Melanie holds BA, MAPA, and JD degrees, with further education in public administration. She is an avid supporter of professional organizations, serving on the state and national levels. She loves making new connections and looks forward to helping you find answers and ideas. Melanie is one of our AMC Human Resources

Technical Assistance Program staff.

### **Roxanne Chmielewski**

Roxanne has over 32 years of experience as Human Resources Director for three Minnesota Counties with the last twenty years managing the Human Resources and Labor Relations functions for Sherburne County, a metro ring county with over 600 employees and ten bargaining units. She retired in 2015 and continues to work as a consultant to several counties and cities in Minnesota. Roxanne remains committed to providing local government with professional and effective HR expertise. This commitment was recognized by her peers as she received the Outstanding HR Professional of the Year award from the MN Counties Human Resource Management Association in 1998 and again in 2011. She also received the Make a Difference award from the National Public Employer Labor Relations Association in 2012.

### **George Gmach**

George has been doing classification and compensation study work in Minnesota for 30 years. He worked with the Stanton Group for 12+ years with management responsibility for salary and benefit surveys and compensation consulting. His experience has crossed multiple industries and included private, non-private and public sectors. George also worked at Employers Association and its successor for 16 years. During his career, he has designed and conducted several hundred compensation and benefit surveys and has implemented multiple compensation programs in large and small organizations across all sectors. He designed and modified job evaluation systems and implemented them in the public sector. He has worked with the Minnesota Pay Equity Statutes since their inception. In addition, he is a military veteran who served as a combat medic in Vietnam.

**Reference #1:                   City of Victoria, Minnesota**

Contact:                       Gwen Campbell, Communications and HR Manager  
952-443-4230  
[gcampbell@ci.victoria.mn.us](mailto:gcampbell@ci.victoria.mn.us)

Contract dated:               May 15, 2019 – completed October 2019

Scope of Services:         *This was a full-service class and comp study for a rapidly growing suburban community. We updated all job descriptions including several new job titles; classified all job titles using DDA's JET system, completed a market analysis of 14 benchmark communities (93% participation) and 5 "spotlight communities", evaluated two alternative salary plans with pay ranges calibrated at 100% of benchmark averages, and provided an implementation plan with employee-by-employee grade/step assignments and a calculation of budget impact. Victoria says they plan to enroll in DDA's ongoing service program.*



**Reference #2: City of Fridley, MN**

Contact: Becca Hellegers, Employee Resources Manager, 763-572-3507,  
Becca.Hellegers@FridleyMN.gov

Contract Dated: February 2020 – December 2020

Scope of Services: *DDA was originally engaged to complete a market study only of wages paid to 97 position descriptions. The work plan was expanded to have us perform a full classification and compensation study for all positions, classifying all jobs and designing a new pay plan for the City*

**Reference #3: City of Golden Valley, MN**

Contact: Kirsten Santelices, HR Director  
763-593-3989  
[ksantelices@goldenvalleymn.gov](mailto:ksantelices@goldenvalleymn.gov)

Contract Dated: January 2020 – completed December 2020

Scope of Services: *This is an example of a client engagement with a scope of services similar to yours. All job titles were reclassified using the JET evaluation system, and several employee challenges were reviewed and resolved. Market wage study revealed that the current pay plan wages averaged about 5% below the benchmark average. We developed a new pay plan with expanded steps, reviewed several approaches for implementation, and ultimately arrived at a plan that worked within the City's limited budget.*

**Reference #4: City of North Saint Paul, MN**

Contact: Scott Duddeck, County Administrator  
651-747-2436  
[scott.duddeck@northstpaul.org](mailto:scott.duddeck@northstpaul.org)

Contract Dated: Initial Project Started September 2017 - completed December 2017, ongoing maintenance since then

Scope of Services: *This was a full class and comp study, including a re-write of all job descriptions and an entirely new job classification system. The City had 5 pay structures that we were able to bring down to one consistent structure that was aligned with the market and the new pay philosophy. After completing the study, the City enrolled in our ongoing maintenance program and has continued to be part of that program for the last 3 years.*

**City Classification and Compensation Study Clients**

Brainerd	Glyndon	Mantorville	Pillager
Breezy Point	Golden Valley	Mayer	Rockford
Crosby	Granite Falls	Medford	Rockville
Deerwood	Howard Lake	Minneota	Royalton

Detroit Lakes	Hoyt Lakes	Morristown	Staples
Dundas	Kasson	North St. Paul	St. Paul Park
East Grand Forks	Lake Elmo	Olivia	Victoria
Fairfax	Lake Park	Pequot Lakes	Waverly
Gaylord	Mahnomen	Pierz	Zumbrota

### County Classification and Compensation Study Clients

Benton County	Mower County
Big Stone County	Murray County
Chippewa County	Rice County
Clay County	Rock County
Dodge County	St. Louis County
Fillmore County	Swift County
Freeborn Count	Wadena County
Hubbard County	Waseca County
Martin County	Yellow Medicine County

### Other Government Entities Classification and Compensation Study Clients

Brainerd Utilities	Rice and Steele 911
Counties Providing Technology	South Lake Minnetonka Police Dept
East Grand Forks Utilities	Tri-Cap
Mower Soil/Water Conservation	Mn Prairie County Alliance

## OUR PHILOSOPHY FOR COMPENSATION STUDIES

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Government is in the service delivery business, and quality service requires quality employees. An effective compensation system will help you attract and keep talented employees. Likewise, an out-of-date or ill-conceived compensation system will produce turnover and hamper efforts to recruit quality replacements.

In the real world of limited resources, government is increasingly expected to do more with less. Accordingly, a community's pay philosophy must strike a reasonable balance between a desire to pay your good employees well to retain their good services, while at the same time controlling costs to keep faith with the taxpayers. Designing a pay system is not easy, every community is different, and a "one size fits all" approach seldom produces a good result. As we work with you to build the best compensation system for your community, we keep four very practical objectives in mind:

- You need compensation and benefits to be sufficiently competitive to hire, retain and motivate qualified workers.
- You must maintain internal pay relationships that satisfy the State's pay equity requirement of equal pay for equal work.
- You must remain in control of the process, to assure final recommendations strike a proper balance between wages/benefits and available resources.

- You need the study to be a positive process, that is open and fair to all employees, managers, and unions.

We approach compensation study work as a practical, common-sense process – not as some theoretical or statistical exercise in regression analysis. We collect information, analyze it, and communicate our findings in simple understandable ways. Our honest goal is to help you design a compensation system that is technically solid, is one you actually understand, and one that works better than what you have now. We measure our effectiveness as a consulting firm not by studies completed, but by studies that are **actually implemented**.

## PROPOSED SERVICES

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Per our discussion, we are providing a proposal for a market analysis and pay structure calibration and ongoing maintenance. Our proposal includes 2 separate proposal quotes: a Market Study which will collect, analyze wage data of comparable organizations, provide recommendations to updating your current pay plan in comparison with the market and calibrate your current pay structure and our ongoing maintenance plan. This maintenance plan includes a three-year commitment by completing a market analysis each year, review, re-write, and reclassifications of job descriptions, calibration of pay structure, pay equity administration, entering League of MN Cities and Association of MN Counties salary data and additional human resources assistance. Our ongoing maintenance involves employees and managers in updating all job descriptions, re-classifying and ranking these jobs internally based upon job duties and requirements, reviewing and updating or replacing your current pay plan, and assistance in evaluating the method and costs of implementing any changes on future budgets.

### Introduction and Project Orientation *(Included in all)*

Our first task with you is to meet and make sure we all understand the expectations and fully understand the current pay structure, pay philosophy, and employee benefits.

- We will conduct an Initial Project Meeting to discuss the scope of the planned services, its procedures, methods, intended outcomes and timeline. We will keep in mind directives from the governing board pertaining to this project.
- We will discuss any related details that are identified. During this meeting, we will identify data and resources on your current job descriptions, pay structure, classification system, employee roster, and union contracts. For your convenience, we will create a cloud-based account to make it easy to share files with you.
- An Employee Kickoff meeting will be held, if desired, to explain the project scope, expectations, timeline, and answer questions.

### Job Description General Review *(Included in all options)*

We will undertake a general review of your existing job descriptions and recommend changes to assure compliance with ADA and other State and Federal Requirements. We can rewrite any job descriptions for an additional cost.

## **Job Classification** *(Included ongoing maintenance, or additional charge per position)*

Job classification is a series of decisions about how a position is valued within an organization. Each factor requires a decision as to how the job under consideration will be rated using levels that are increasingly complex and of great impact, frequency, or quantity. We look at the job rather than the employee. Jobs are evaluated as they exist, or as the management plan says that they should exist, to meet the needs of the organization.

DDAHR is unique in our willingness and ability to utilize a variety of job evaluation systems used by the various compensation consultants in Minnesota to classify and score your jobs. If you are committed and satisfied with the system you have, we will work with you using your system.

- We will assign each position a numeric score, which reflects the relative importance of the job to the organization.
- We will work with the Project Team to organize jobs with similar point totals into a series of Grades.
- We will provide staff with materials to communicate results to employees.
- Our Job Evaluation Tool (JET) identifies and examines the following aspects of all job positions
  - Experience and Education needed for the position. This includes licenses and certifications.
  - Decision Making and its impact on the job, division, department, and organization.
  - Problem Solving and its impact on the organization and budget. We also include 14 aspects of supervision.
  - Mental and Physical Effort of the Job
  - Relationships and Communications
  - Conditions and Hazards of the job
- Our Decision Authority Ranking (DAR) is a decision-based model that looks at a job from a different perspective:
  - This system states that every job, from a mayor to a custodian, needs to make decisions in his/her role and those decisions can be quantified
  - DAR then examines the complexity of the duties performed compared to other substantially similar positions.
  - Aspects of the job such as working conditions or certifications can increase the complexity of the evaluation.

## **Wage/Labor Benchmarks and Market Pricing** *(Included in all options)*

The next step in the process involves looking outside of your organization to see what wages are offered to employees in the job market.

- We will work with your Project Team to determine an appropriate group of comparable “benchmark” entities to achieve an adequate sample size and a meaningful comparison. These “benchmark organizations” are typically counties that are similar to yours and/or other organizations with whom you compete for employees. Although we know that you compete with private sector organizations for employees, obtaining *reliable* private sector information is very difficult in most cases. So, our focus will be primarily on public sector entities.
- We will collect detailed wage information on *all jobs* that you have in common with these

communities – not just a selected list. We plan to utilize the wage survey data that is annually collected in the LMC/AMC wage data base, supplemented by other sources as needed to provide a meaningful set of comparison data. We will organize the results of this analysis using a series of graphs and charts that are designed to clearly show how your current pay ranges and wages compare to those of benchmark entities. This is the information needed to develop of a pay structure that balances both internal and external equity and assures compliance with State Pay Equity Compensation Standards.

- We will work with you to design and administer a targeted benefit review to address specific benefit areas of interest/concern to you and your employees. Often a survey of employee attitudes and interests can be helpful in designing a benefit package – benefits need not necessarily be expensive to be effective and valuable to your employees.

### **Design New Pay Plan** *(Included in all options)*

- We will provide recommendations and options for either an adjustment of your existing compensation plan, or a replacement plan that produces a better match with your compensation philosophy.
- We will fine tune the plan to establish fair and equitable compensation relationships within and outside the organization that are workable within a union and non-union environment.
- We will provide system testing to assure that any option proposed will comply with the State's pay equity standards and Federal requirements.
- We will evaluate the cost/budget implications of up to two (2) alternative implementation strategies that consider your current budget constraints. The objective of this work is to provide you with meaningful, employee-by-employee level information that is useful for your detailed budgeting use.
- We will prepare final documents for the plan, including presentation, policy, guidelines, and procedures for administration. Any written and computerized data and supporting information will be submitted as appropriate or requested.

### **Final Report** *(Included in all options)*

- Prepare final documents for this study, including presentation, policy, guidelines, and procedures for administration.
- We will make a final presentation of our report and findings.

### **Pay Equity Report** *(Included in ongoing maintenance)*

- We will prepare and submit a pay equity report to the State.

## PROPOSED FEE FOR SERVICES

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Our fees below are based on a compensation plan with 9 job descriptions.

### Fee Proposal Options

Scope of Work	Market and Calibration	Ongoing Maintenance
General Project Setup and Administration	All	
Market Analysis	All	
Review and Rewrite Job Descriptions	Individual job descriptions as needed with additional cost	Included in Ongoing Maintenance
Classify Job Descriptions	Individual job positions as needed with additional cost	Included in Ongoing Maintenance
Calibrate Pay Structure	Included	Included
Final Report	All	
Budget Implementation	Will assist with calibration	Included
Total Cost	\$4,500	\$2,700 per year

If you decide to include re-writing job descriptions, which includes employee and manager surveys and re-write job descriptions, it will be an additional \$200 per job position.

## Ongoing Maintenance Program

This exclusive DDA Human Resources, Inc. program is designed to eliminate the need for large classification and compensation study every 4 to 6 years. Services include everything needed to keep a freshly updated compensation plan perpetually current. We find that over half of larger communities who have completed a compensation study with DDAHR have opted to convert to this management approach. Services include:

- We review, update, and reclassify as necessary one-third of job descriptions annually. (Generally, we do 1/3 per year).
- We annually update a market analysis of wages with benchmark communities and suggest changes to pay plan system as necessary to remain in tune with the market.
- We will periodically provide market data on benefits offered by comparable communities and suggest changes as warranted.
- For any new jobs or changed jobs, we will write and classify the job for placement in the compensation system
- We will complete and submit a pay equity report every three years or when otherwise required.
- If desired, we will handle data input of wage data into the LMC/AMC salary system
- We will provide budget support by:
  - Recommending an adjustment to your Pay Plan for the coming year based upon COLA and market factors.
  - Preparing up to two (2) analysis of budget impacts of alternatives for wage adjustments.
- Making an annual presentation to the staff and/or Board on the status of your compensation system.

## Standard Fees for Other Services

For clients who prefer to receive maintenance support in a less rigorous manner, we offer a full range of support services with standard pricing:

- |   |  |
|---|--|
| • Write and classify a new or revised job description | \$200 per position                     |
| • Classify a job description provided by client       | \$150 per position                     |
| • Market Wage Analysis                                | \$100 base fee plus \$150 per position |

Hourly rates:

- |                     |                |
|---------------------|----------------|
| • Professional      | \$225 per hour |
| • Technical Support | \$150 per hour |
| • Clerical          | \$100 per hour |



## STAFF REPORT

TO: Mayor Keis and Members of City Council

FROM: Chris Heineman, City Administrator  
Brenda Malinowski, Finance Director

DATE: September 22, 2021

RE: 2022 Preliminary Levy

### **ACTIONS TO BE CONSIDERED:**

The Council is asked to consider motions to approve the 2022 Preliminary Levy, set a date and time for the Budget Hearing, and set the bonded debt tax levy at zero.

### **BACKGROUND:**

The City of Little Canada is required to establish a preliminary levy by September 30<sup>th</sup>. The preliminary levy may be decreased before the final adoption in December, but it may not be increased.

Proposed levies and the budget were presented at a City Council workshop on August 25<sup>th</sup> and September 8<sup>th</sup>.

### Levy:

The preliminary levy presented at the workshop on September 8<sup>th</sup> was as follows:

Levy Component	2021	2022	\$ Increase (Decrease)	% Increase (Decrease)
General Fund	\$3,300,130	\$3,465,610	\$165,480	5.01%
Fire Equipment Fund	160,000	160,000	-	0.00%
Infrastructure Fund	122,200	122,200	-	0.00%
Gross Levy	\$3,582,330	\$3,747,810	\$165,480	4.62%

Based on feedback from the workshop, the preliminary levy has been changed to \$3,761,410 (5% increase). The additional funds generated by increasing the levy to 5% have been added to Council Contingency and can be used if additional expenditures are identified to be included in the 2022 budget, before the final levy is adopted in December.

Levy Component	2021	2022	\$ Increase (Decrease)	% Increase (Decrease)
General Fund	\$3,300,130	\$3,479,210	\$179,080	5.43%
Fire Equipment Fund	160,000	160,000	-	0.00%
Infrastructure Fund	122,200	122,200	-	0.00%
Gross Levy	\$3,582,330	\$3,761,410	\$179,080	5.00%



Staff has contacted other municipalities in Ramsey County to determine their estimated preliminary levy increase. The estimated average increase for these municipalities is 6.16% to 6.76%, or 5.23% to 5.87% when excluding White Bear Township. This Township had a larger increase, due to the addition of a debt levy for street and other improvements. The levy increases may increase or decrease when the preliminary levies are approved by each municipality.

The largest increases to the 2022 levy for the City of Little Canada are as follows:

- Increase in the police service contract \$59,490 (1.8% of levy increase)
- Market adjustments, merit step plan increases and changes in health insurance for personnel \$51,250 (1.55% of levy increase)
- Increase for public works salary reallocation between streets, parks, water, and sewer to more accurately reflect the duties performed by the public works staff. \$16,600 (.50% of levy increase)
- Increase fire services contract \$16,310 (.49% of levy increase). It should be noted that the 2021 contract had been a reduction of 3% from the 2020 contract.

If a lower levy is desired, the levy could be reduced to \$3,707,680 (3.5% levy increase) or by \$53,730. Budget reductions of \$53,730 would need to be made. They can consist of any of the following:

- Specific line-item reductions
- Negotiated reductions in the Ramsey County Sheriff’s Deputy police budget
- Reduction in the levy for the Fire Equipment Fund or Infrastructure Fund
- Add Cell tower sale revenue at \$72,700 (However, it is proposed that this amount be utilized in the General Capital Improvements Fund (400) for possible LGA reductions in the future)
- Utilize existing fund balance
- Reduce Council Contingency
- Reduce market salary adjustment. For each market salary rate adjustment decrease of .50%, the savings is approximately \$5,000 in the General Fund. If the market salary adjustment is reduced to 0%, the savings is \$32,500

Based on different levy scenarios, the impact to the median home that increased in value by 3.75% from \$293,000 in 2021 to \$304,000 in 2022 are as follows:

<b>Levy Amount</b>	<b>Tax Rate</b>	<b>City Property Tax on Median Home</b>	<b>Annual \$ Increase on Median Home from 2021</b>
<b>\$3,761,410 (5% Increase)</b>	24.950	\$733	\$57
<b>\$3,747,810 (4.62% Increase)</b>	24.847	\$730	\$54
<b>\$3,707,680 (3.5% Increase)</b>	24.541	\$722	\$46

Debt Service Levy:

The City issued the 2014A Bonds for building the Public Works facility. These bonds contain a levy component. Since the City has been using the Water & Sewer Capital Replacement Fund to pay these bonds instead of the levy, a motion must be passed each year to waive the debt service levy.

<b>Bond Issue</b>	<b>Original Principal</b>	<b>Date Issued</b>	<b>2022 Levy Portion per Bond Register</b>	<b>Reduction in Levy</b>	<b>2022 Certified Debt Levy</b>
<b>2014A Bonds</b>	\$3,400,000	03-11-14	\$183,618.75	(\$183,618.75)	\$0

Budget Documents:

The proposed preliminary budget is located here:

<https://www.littlecanadamn.org/DocumentCenter/View/2018/Proposed-Preliminary-2022-Budget-for-City-of-Little-Canada-PDF>

It can also be accessed on the City's website under Departments-Finance-City Budget & CIP.

**STAFF RECOMMENDATION:**

1. Motion to approve the 2022 Preliminary Levy at \$3,761,410 (5% Increase).
2. Motion to set the Budget Hearing for December 15<sup>th</sup>, 2021 at 7:30 pm
3. Motion to approve the 2022 bonded debt tax levy reductions which will result in a zero bonded debt tax levy for 2022.



## STAFF REPORT

TO: Mayor Keis and Members of the City Council

FROM: Bill Dircks, Public Works Director

DATE: September 22, 2021

RE: Reimbursement for Curb Cut at 2883 Condit Street

**ACTION TO BE CONSIDERED:**

Motion to approve the reimbursement of \$3,000 for a curb cut for a new driveway at 2883 Condit Street.

**BACKGROUND:**

Condit Street was reconstructed from South Owasso Boulevard to Nadeau Road in 2008. The road was previously a rural section with no curb and gutter. Concrete curb and gutter was added to the road and the work was completed in the fall of 2008. The property at 2883 Condit Street was assessed \$7,246.25 for the project, which was the capped rate at the time of construction.

Teresa Miller, 2883 Condit Street, built a garage this year and the driveway will be located off of Condit Street. The property is on the corner of Condit Street and Nadeau Road and in the past cars were parked on the Nadeau side of the property. It is believed that the City Engineer did not include a curb cut on Condit Street since the cars were always parked on Nadeau Road. The Engineer did not ask Ms. Miller if she wanted a curb cut while the project was underway.

Ms. Miller has now requested that the City reimburse her for the cost of the curb cut for the new driveway since she was not afforded the opportunity to have one installed back in 2008. She received an estimate for her entire new driveway and the curb cut portion of the driveway is \$3,000. The City Engineer has looked at the estimate and has said it is a reasonable price for the work proposed. He estimates the City would pay \$3,800-\$4,500 to have a contractor come in and do the work. The concrete contractor that worked on the City's 2021 street projects has already completed all of the concrete work and would not be available to come back in and install the curb cut at this year's pricing. Using the same contractor as the one installing the rest of the driveway makes for a smoother operation all around with no coordination necessary.

Staff finds this reimbursement request for a curb cut to be reasonable given the offer was not extended back in 2008.

**SOURCE OF FUNDS:**

Funds for this work will come from the 450 Fund (Infrastructure Fund)

**STAFF RECOMMENDATIONS:**

Staff recommends approving the reimbursement of \$3000 for the installation of a curb cut at 2883 Condit Street.