



Village of Westmont
VILLAGE BOARD

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PUBLIC NOTICE

Administration & Finance Committee

Thursday, July 25, 2024

4:30 pm

Village Hall - 31 W. Quincy Street

A G E N D A

CALL TO ORDER - 4:30 pm

ROLL CALL

PLEDGE OF ALLEGIANCE

PUBLIC COMMENTS - There were no guests

MINUTES - Approval of the May 16, 2024 minutes of the Administration & Finance Committee - The administration finance committee minutes of May 16, 2024, were approved. Motion by Trustee Barker & a Second by Trustee Nero.

UNFINISHED BUSINESS

Pay for Performance System Update - HR Director Brainard & Assistant Manager Parker presented an update on the pay-for-performance system, covering overall systems, methods, and program details. (see attached) The proposed program will be transitioning from the current performance management system. The update includes input from focus groups, community research, and industry trends.

- The plan is to implement a new merit-based pay system that will evaluate employees on both core values and work products. The ratings will be used to determine base salary increases at the end of the year. The process will involve ongoing conversations and check-ins throughout the year, rather than a single evaluation at the end of the year. The goal is to create a more accurate and fair evaluation system that takes into account both performance and behavior.
- The new performance evaluation form will be shorter and easier to complete, addressing the issue of the previous 15-page form. The concept of Merit will be introduced, which will differentiate raises based on individual performance rather than a uniform increase for all employees. This change may lead to some angst and comparison among employees, requiring supervisors to have conversations with employees to explain how to move up to the next level.
- The board has been generous in this year's raises, but long-term it is important to understand that increases will be tied to performance, and some employees may receive less than they would have under the old system. The

focus group pointed to potential angst and discussion about the new system, with some employees likely to support it and others not. The committee will review the system further and gather additional feedback from the focus group to refine the recommendations.

- The old system creates stress as it is difficult to assign in certain positions. The current process lacks interactivity, with supervisors solely providing feedback to employees without much employee input. Frequent touchpoints and regular check-ins are suggested to guide employees throughout the year instead of a yearly wrap-up. The current form is considered cumbersome and redundant, and the term "evaluation" has a negative connotation. A layered approach is proposed, including self-evaluations, feedback to managers, input from colleagues, and immediate recognition for good work.

- There are two recommended primary components for a revised performance management system: ongoing conversations and core values. Ongoing conversations would be shorter, more frequent, and not tied to annual evaluations. Core values would define the expected behaviors of employees. Merit pay would be assigned based on the Continuum model, which considers both strengths and areas for improvement, rather than a traditional numerical rating scale. Spot bonus programs would also be implemented. The goal of the ongoing conversations is to help employees reach their full potential and provide personalized feedback and support. These conversations would be a two-way street, with both the supervisor and employee participating.

- The frequency of ongoing conversations was initially set at quarterly, but feedback suggested this may be unrealistic, so it's still being determined. Potential topics for discussion during ongoing conversations include strengths, challenges, and areas for improvement. The village's core values emphasize collaboration, respect, teamwork, transparency, honesty, integrity, positive service delivery, safety, and efficiency. Leaders are expected to focus on their team's success. Spot bonuses will be implemented to immediately reward great work, allowing employees to award these bonuses to their peers.

- Presentation of a compensation structure, including base pay, spot bonuses, and peer-to-peer recognition. The plan involves allocating 1% of salary pool for spot bonuses. Employees may choose to distribute these bonuses to their peers, but they must first consult with their supervisors to ensure consistency and fairness. The concept of a reward-based system for peer reviews is mentioned as a potential cost-saving measure. Additionally, the discussion explored the option of providing gift cards instead of cash for spot bonuses to avoid potential tax implications. The need for clear guidelines and guardrails to prevent abuse and ensure that bonuses are distributed equitably.

- Review process of assigning pay at the end of the year. Employees will be ranked on core values and work results, and will then be placed on a continuum. The ranking process will involve calibration meetings to ensure consistency among supervisors. The amount of merit pay given to employees will depend on their ranking, with those in the red getting less than those in the green or teal. All employees will receive at least some increase, with the amount varying based on their ranking. The cost of living adjustment will be separate from merit pay, and will be based on the available pool of money.

- The merit system would reward employees who perform at a higher level, and the cost of living adjustment would help ensure that employees'

salaries keep pace with inflation. The company is concerned that if the cost of living adjustment is not tied to inflation, employees may not receive enough of an increase to maintain their standard of living. The company also wants to ensure that the merit system is meaningful and that it provides a meaningful reward to employees who perform at a higher level. The company is also considering how the new compensation system will affect the budget in future years.

■ In summary, implementing a new performance evaluation system to replace the current numerical rating scale, to include ongoing conversations between supervisors and employees, as well as quarterly reviews. The goal is to get employees closer to the midpoint of their salary range and to reward high performers. This will still include longevity increases every five years for all employees, regardless of their performance. The village hopes to have a new system up and running by January 1st.

■ The focus group of employees dedicated time and effort to share insights and contribute to shaping goals for a new performance management system. The vision is for every employee, at all levels, to receive recognition, including individual and departmental awards. The goal is to ensure that all employees are recognized and celebrated for their contributions.

NEW BUSINESS

New Credit Card System - Finance Director Altic presented on the changes to credit card payment program for online bill pay by residents. (see attached) The Village's current credit card processor, Bridge Pay, will no longer be supported by Tyler at the end of the year. The Village will transition to Tyler Higher Payments, which offers integration with the Village's ERP accounting software and provides real-time payment tracking and history.

- New payment methods, such as IVR, Apple Pay, and PayPal, will be available with Tyler Payments. Guests will be able to make payments without creating a login, making it simpler for users. Approximately 950 customers with a credit card autopay setup with Bridge Pay will need to re-enroll with Tyler Payments. The current credit card rate with Bridge Pay is 2.09%, and the expected rate with Tyler is around 3.95%. The average credit card transaction fee paid by a resident or user with the convenience fee model would be \$7.05, eliminating the Village's cost. 54% of the surveyed governments pass on some sort of credit card fee. The fee for credit card payments has remained relatively stable at 2.5%.
- Some neighboring communities have a maximum processing fee, but this is not always the case. The idea may be a full pass-through, meaning no additional fee for credit card payments. A survey of neighboring communities showed that many have some sort of processing fee for credit card payments. One suggestion is to consider a partial pass-through, where a small fee is still charged but it is lower than the current 2.5%. Another suggestion is to offer users the option to avoid the transaction fee by signing up for autopay. Around 22% of residents are currently enrolled in the autopay program, which allows them to pay their utility bills automatically through their checking accounts. There is an opportunity to increase the number of residents using autopay, as it is a convenient and efficient payment method.
- The Village could consider marketing campaigns to encourage more residents to sign up for autopay. Some residents may prefer to write checks, even though they may not use them frequently. The Village could consider capping the

increase in water bills and garbage usage for residents who switch to autopay. Offering a discount or no fee for autopay could further incentivize residents to sign up. Online permitting fees will be payable online.

- Discussion of capping the costs, passing through the costs, partial pass through fees & absorbing all the costs ensued. The board favors transitioning it in or capping the fees, and also removing it from auto-pay; confirming as well that this will work for credit card payments of permits.

Temporary Awareness Ribbon Policy - Deputy Clerk Richards presented on the draft policy for requested awareness campaigns. The Deputy Clerk has been working on a policy to address community requests to tie ribbons onto parkway trees to honor people or events. The policy would establish parameters such as the length of time the ribbons may be displayed, how they are placed to avoid damaging the trees, and the requirement to remove them after 14 days. The policy is modeled after similar policies in neighboring communities. The policy would be administered by the Village Clerk's office, which would give authorization to create specific parameters and oversee the registration process. The application process would include steps to address potential objections from neighbors and ensure that ribbons are not displayed everywhere.

- Manager May is reviewing the policy, highlighting areas still in consideration. The policy includes a provision for removal after 14 days if the activity is not taken down, but the language should be revised to avoid sounding punitive. The village wants to avoid being viewed as overreaching or supporting any particular cause by issuing permits. Instead, it will express gratitude for the notification and attempt to accommodate the activity as long as it is safe and does not cause harm. Denials would be handled at the manager level, and everyone would be informed of the reason for the rejection. The village attorney has been involved in the development a policy and it will be presented at a future meeting.
- Discussion of service club signs, gateway signs, and such to go forward with what is and isn't allowed and the locations. Equitable control is needed, same as the electronic signs.

Public Camping Model Ordinance - Manager May presented on the IML sample model ordinance, stating that we are not having this issue in town. The ordinance provides options for prohibiting public camping or declaring it a nuisance. The village attorney recommends declaring public camping a nuisance. The ordinance applies to public properties owned by the village, but not to public properties owned by other entities like parks, libraries, or schools. The village may reach out to these entities to see if they want to adopt similar ordinances. There is no urgent need to address public camping at the moment, but the village wants to be prepared.

REPORTS

- **Committee Chairperson** - None
- **Village Manager**
 - ALICE Training - P&Z will hold this in August if anyone has not been through the training two trustees could attend and it would not have to be a joint meeting.
 - The December meeting will be moved to two December meetings. December 5th and December 19th, December 12th will be canceled. This will assist with the Liberty Park grant for Pubic Works.
 - Country Nest was approved for a fee waiver last meeting and now the special event signage request form is under review. The organization believes they are entitled to do as they please and have a large amount of signage that does not fit the

temporary special event criteria. The staff is attempting to separate the organization's interests into what can be done under a temporary special use permit and what requires a formal sign permit. The organization is uncooperative or has a different opinion than the staff regarding the signage matter.

○ **Divisions Reports** - available in the meeting packet

- Finance Director
- Clerk's Office
- Communications
- Deputy Liquor Commissioner
- Human Resources
- Information Technology

MISCELLANEOUS - Trustee Barker asked if we could have a look at the matter of electric bikes at the next meeting.

ADJOURN 5:58pm Motion by Trustee Nero and Second by Trustee Simonovich
(next meeting is scheduled for August 22, 2024)



Pay for Performance Update

7/25/2024 Administration / Finance Committee



Overview

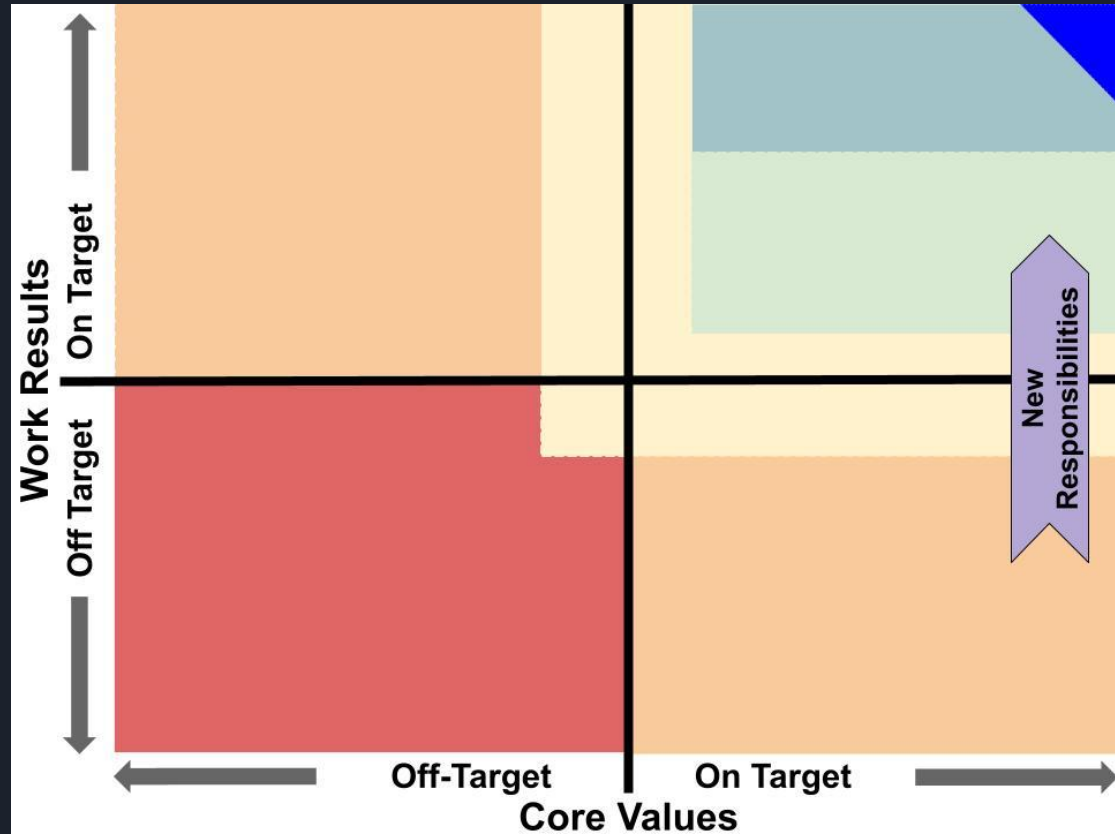
1. High-level Overview of End Result
2. Focus Group
3. Recommended Approach
4. Ongoing Conversations
5. Methods / Systems
6. Core Values
7. Spot Bonuses
8. Assign Pay - Continuum
9. Next Steps



End Result

- End of the year
 - Much simpler rating system
 - Rate on both Core Values & Work Product
 - Require examples
 - Use info from Throughout the Year
 - Assign base salary from ratings

End Result





End Result

- Throughout the Year
 - Ongoing Conversations
 - Core Values
 - Spot Bonuses
- Significantly Different
 - Merit as a whole
 - Performance Management System



Focus Group

- Not necessarily pertinent to each position/division/department
- Goals can create stress
 - Especially when thing outside of your control prevent attainment
 - Hard to set goals for positions with less autonomy
- Not very interactive for most
- Would like more frequent communication / check-ins
- Form is cumbersome
- Current system can feel critical, judgy
 - “Evaluation” has negative connotation.
- A tiered or layered approach might be a better option
 - Self-evaluations; feedback about manager and from others
 - Immediate recognition/awards (i.e. - spot bonuses)



Recommended Approach

- Two Major Components
 - Ongoing Conversations vs. Traditional Annual Evaluation
 - Core Values
- Assignment of Merit Pay
 - Continuum vs. Numerical Rating Scale
- Spot Bonus Program



Ongoing Conversations

- Guide and improve performance
- Recurring check ins vs. once/year
 - Flexible and individualized
 - Can course correct/adapt as needed
- Conversational, both supervisor and EE contribute
- To finalize:
 - Frequency
 - Options / Ideas
 - Strength / Challenge
 - Past / Present / Future
 - Job Description



Methods / Systems

- CultureAmp / NeoGov
 - Feedback
 - Supervisors & peers
 - Inside / outside department
 - Reminders - Email and Dashboard
 - Houses year over year data in one place
 - Useful for both ongoing conversations and merit
 - Can grow into the system
 - Perform
 - Engage, Develop



Core Values

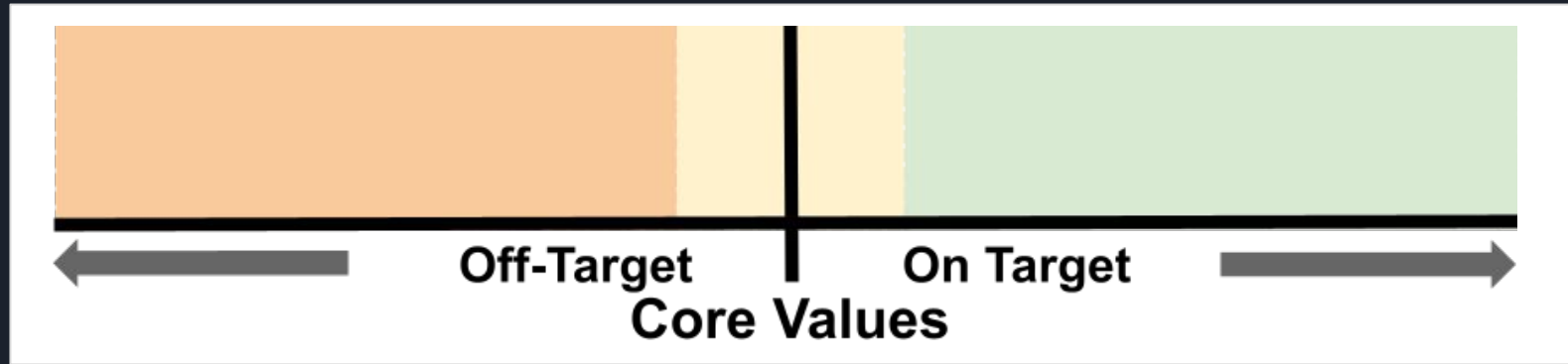
- Play Well With Others
 - Collaboration / Respect / Teamwork
- Be Trustworthy and Transparent
 - Honesty / Integrity / Trust
- Deliver High Quality Service with Positivity
 - Public Service / Internal Service
- Be Safe and Follow the Rules
 - Compliance / Safety
- Strive for Job Proficiency
 - Expertise / Knowledge / Learning
- Steer Your Team to Success
 - Leadership



Spot Bonuses

- Immediate recognition for exemplary work/behavior
- Can be awarded by supervisor or peer
- To finalize
 - Amounts (draft total is 1% salary pool)
 - Vetting process
- Also rolled into base at end of year

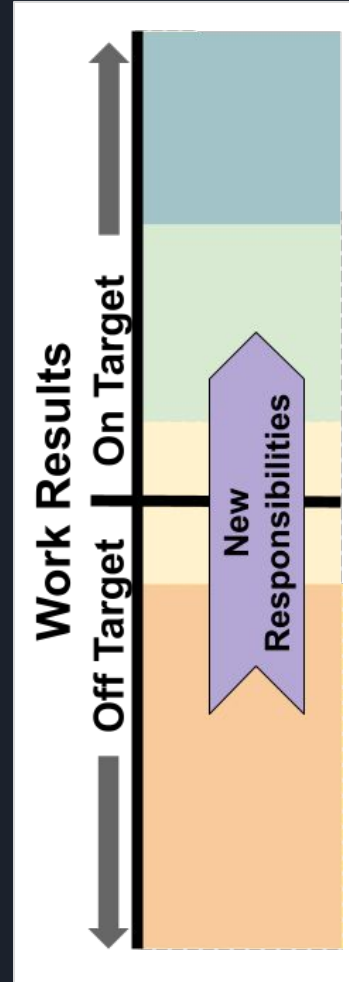
Assign Pay - Continuum



- Play Well With Others
- Be Trustworthy &
- Deliver High-Quality Service with Positivity
- Be Safe & Follow the Rules
- Steer Your Team to Success

Assign Pay - Continuum

- Purple - New to role
- Teal $\approx$ 40% - Regularly exceeds expectations
- Green $\approx$ 50% - Solid / reliable, sometimes exceeds
- Yellow $<$ 30% - Hovers around minimum for job
- Orange $<$ 20% - Consistently does not meet



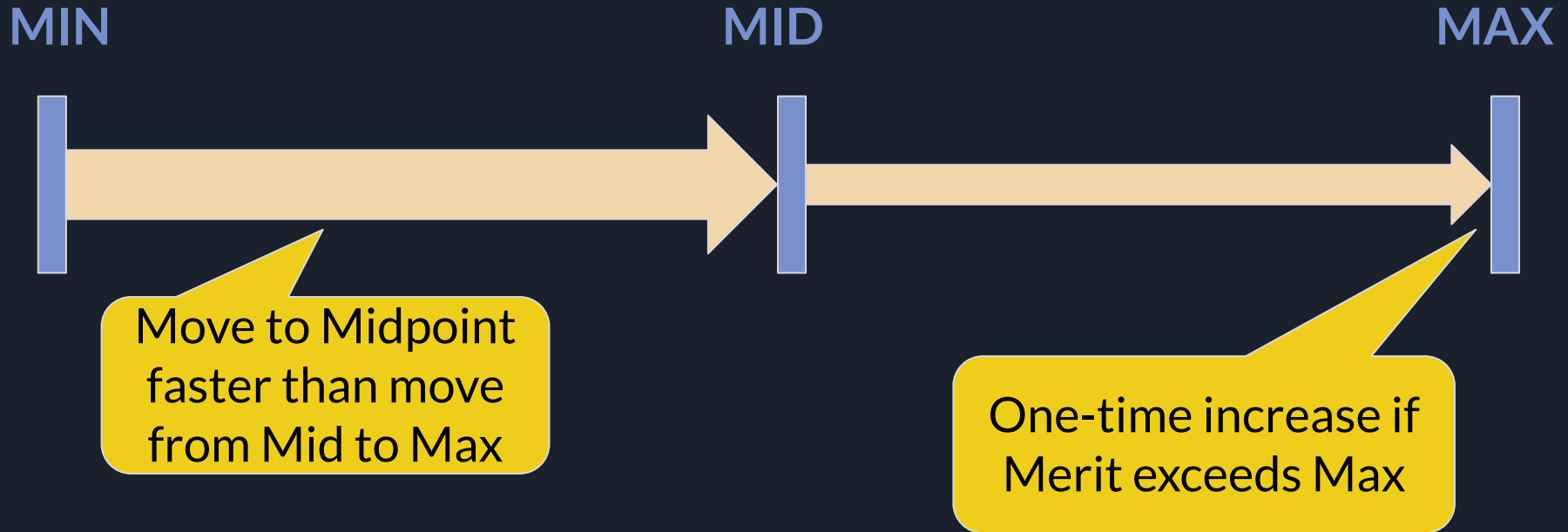
Assign Pay - Continuum

- Initial assignment
- Calibration meetings
- Identify % by placement to utilize merit budget



Assign Pay - Continuum

Compensation Study Ranges





Next Steps

- Decide/develop method for ongoing conversations
- Feedback from focus group
- Finalize details
- Set up software
- Additional focus group meeting
- Make tweaks to system based on feedback
- Train all staff on new system
- Implement and monitor program (starting January 1)



Village of Westmont

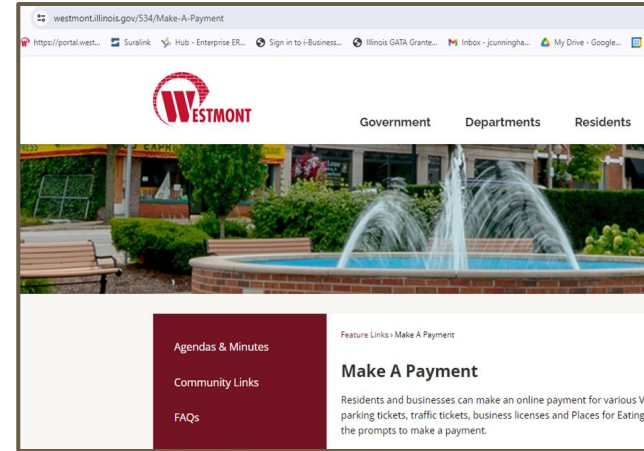
Admin Finance Committee Meeting

July 25, 2024 4:30pm



Tyler Payments

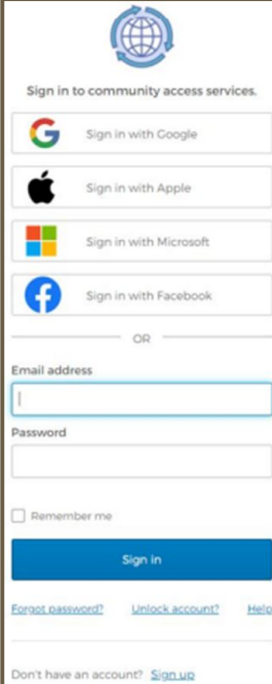
- Current credit card processor, Bridgepay, no longer supported by Tyler at the end of the year
- Tyler Payments offers full integration into Village's accounting system
- Real time updates on customer accounts
- History tracking feature



- Wider acceptance of modern payment methods such as IVR, E-check, Apple Pay & Paypal
- Pay as a guest feature
- Easy to use customer platform experience
- No go live date yet, but expected to be around 12/1/24 or earlier

Tyler Payments

- Minimal impact to residents
 - Current customer account logins to the Munis Customer Self Service Portal will not be changing
 - At least 2300 accounts
- Credit Card Autopay users will lose their information
 - Customers paying their utility bill by autopay with a credit card, will not have their credit card information transitioned to Tyler Payments
 - Will have to re-enroll on credit card autopay
 - ≈ 950 customers or 11% of all payments



The image shows a login page for 'community access services'. At the top is a logo featuring a globe with arrows. Below the logo is the text 'Sign in to community access services.' There are four social login buttons: 'Sign in with Google' (with the Google logo), 'Sign in with Apple' (with the Apple logo), 'Sign in with Microsoft' (with the Microsoft logo), and 'Sign in with Facebook' (with the Facebook logo). Below these is an 'OR' separator. There are input fields for 'Email address' and 'Password'. Below the password field is a checkbox labeled 'Remember me'. A blue 'Sign in' button is at the bottom of the login section. Below the button are three links: 'Forgot password?', 'Unlock account?', and 'Help'. At the very bottom, there is a link 'Don't have an account? Sign up'.

Tyler Payments



- Current fee rate 2.09%
- New rate with Tyler Payments $\approx$ 2.50%
- Average credit card payment of \$178.41 will cost the Village \$4.46 in fees
- The Village has been absorbing these fees as a cost of operations
 - $\approx$ \$62,000 overall
 - $\approx$ \$43,000 in the Water Fund
- 33% of all payments are made with a credit card
 - Both online & in-person
 - $\approx$ 17,000 payments $\approx$ \$3 million



Tyler Payments

Passing on Credit Card Fees

- Tyler Payments would charge 3.95% or \$2.95 minimum transaction fee
 - Any payment below \$75 would be assessed a \$2.95 fee
 - Average credit card transaction would be assessed a \$7.05 fee
 - Fully offsets Village cost of \$4.46
- Finance Survey 54% (13/24) pass on a full or partial fee
 - Village of Westmont resident specific

Secretary of State	Yes
PACE	No
DuPage Forrest Preserve	No
Westmont Unit School District	No
Downers Grove Sanitary District	No
Westmont Park District	No
Westmont Library	No
DuPage County	Yes
Flag Creek Water Rec. District	Yes