



## Process Improvement Steering Committee

March 27, 2019 at 3:30PM  
Building 1, Conference Room #350  
Virginia Beach, VA, 23456

- Present:** Richard Tuck Bowie, David Browning, Thomas Etter, Brad Martin, Preston Midgett, Neva White
- Absent:** Taylor Adams, Jessica Abbott, Bill Brunke, Larry Dotolo, Bob Dyer, Sabrina Wooten
- Call to Order:** 3:32pm by Richard Tuck Bowie
- Adjourned:** 4:24pm by Richard Tuck Bowie

### MINUTES

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#### 1. Welcome and Call to Order

Tuck Bowie called meeting to order at 3:32pm.

#### 2. Approval of February 27, 2019 Meeting Minutes

*David Browning motioned to approve February's Meeting Minutes. Tom Etter seconded. Motion unanimously approved.*

#### 3. Old Business

##### a. Subcommittee to create standards for Food Trucks (Update)

The Food Truck Subcommittee and further discussions are on hold until there are decisions made through City Management.

##### b. Subcommittee to review appointee process for Boards, Commissions, and Committees (Update)

Bill Brunke spoke with Tuck Bowie over the phone to update him as he is unable to attend this meeting. Tuck reports that Bill met with Councilwoman Rosemary Wilson. Councilwoman Wilson informed Bill that the process of reviewing appointees for Boards, Commissions, and Committees is a City Council function and not a function of the City Clerk's Office. When Council is ready for this committee, or a different committee to look at that process, they will reach out.

This subcommittee work will be on hold until any further notice from City Council.

##### c. Development Review Process

Tuck Bowie would like to get back into discussions with the Planning Department regarding the PISC's recommendations on the Development Review Process. He would like to give the new Planning Director 90 days or less to get settled into his position before inviting him to a PISC meeting and continuing the discussion.

**d. Small Business Subcommittee Report**

Tuck suggests that PISC go back over the Small Business Subcommittee Report at the next meeting. He asks Neva White if she can find and share a copy of the Disparity Study recently done by the City of Virginia Beach so the Board has the opportunity to compare the results to the work that was done by this Subcommittee.

**4. New Business**

**a. Discussion on Future Projects and how we Evaluate their Importance/Priority**

Tom Etter has created a draft of some ideas of criteria that this Board could use to identify process improvement opportunities. The group thanks Tom for taking initiative and starting a document, they brainstorm and discuss additions and changes to this draft policy. Tuck states that he likes the idea of having guidelines to help evaluate future projects, however, he does not want this to be set in stone. He wants PISC to have the option to accept or deny any process improvement opportunities that are brought to the table.

See attached draft.

There is also discussion on how PISC and the STiR (Strategy, Transparency, Innovation, & Resiliency) Office can help each other with process improvement, moving forward. If this Board receives a request that they do not believe meet their criteria, they can ask STiR if it is something they are able to help with. On the other hand, if STiR gets stumped on a process improvement they are working on, they can bring the matter to PISC and ask for additional solutions from the Board.

**b. Real Estate Tax Abatement for Senior**

Not discussed.

**c. Agriculture Reserve Program**

Not discussed

**d. Additional Committee Member**

This Board still needs to find a replacement for Bob Scott and for Sabrina Wooten, as a member as she is now a Council Liaison.

**5. Announcements – Next Meeting – April 24, 2019**

At the next meeting, the Committee will finalize Tom’s draft of process improvement criteria. They will then spend time talking about the Small Business Subcommittee Report and identify some items that can be improved, some of the “low hanging fruit”. Once those items are identified, the Board can also identify who would need to be contacted to discuss further strategy on those improving those selected items.

Brad Martin shares the City’s current budget proposal summary. He will email this summary to Taryn so she can include it in the minutes and it can be discussed at the next meeting.

Tuck will also send Taryn the white papers created from the Development Review Process Subcommittee and then Small Business Subcommittee so these can be added to the website and discussed at a future meeting.

Neva gives an update on the City's Process Improvement Academy. The class is beginning to share the process improvements that they are doing in their own Departments and the return on investment. So far, STiR has calculated \$8,500 in savings.

## **6. Adjournment**

Meeting is adjourned at 4:24pm.

# DRAFT

## Criteria for the Process Improvement Committee selection of improvement opportunities

The incremental process Improvement of Peak Performance is important and we on the Process Improvement Committee are confident that it will over the years result in significant savings of millions of dollars and improve city services. We applaud and fully support this effort. To complement this effort the process Improvement committee will focus its efforts on Improvement opportunities that go beyond small incremental improvements and select projects that have the potential to result in more substantial improvements. with this in mind the following criteria for the Process Improvement Committee selection of improvement opportunities is offered:

The project could:

- 1) Achieve a measurable reduction in the cost of government.
- 2) Achieve a measurable reduction in the cost the citizens of Virginia Beach pay for government services.
- 3) Achieve a measurable reduction in the time (man-hours) it takes to accomplish a task.
- 4) Achieve a measurable reduction in the time it takes the businesses of Virginia Beach to get city services.
- 5) Has the potential to achieve measurable growth in revenue or protect an existing revenue base without raising taxes.
- 6) Reduce the wait times the citizens of Virginia Beach experience to get the services they need.
- 7) The process is in our wheelhouse, that is, it's a process that is controlled by the city. This does not preclude the Process Improvement Committee from making recommendations for change to other organizations such as neighboring cities, the State or Federal government and their agencies.
- 8) The improved process should not require new resources or significantly increase costs unless a business case analysis shows a measurable cost benefit.
- 9) Achieve a measurable improvement in the overall business environment in the city.
- 10) Achieve a measurable improvement in the overall living environment in the city.
- 11) Specific opportunities identified by the Peak Performance process or by city departments where the STIR office, a city department head, or the City Council has asked the Process Improvement Committee for its assistance.

## FY 2019-20 PROPOSED BUDGET- OVERVIEW

### Total Budget

Adopted FY 2018-19	Proposed FY 2019-20	Percent Change
\$ 2,004,616,281	\$ 2,076,077,330	3.6%

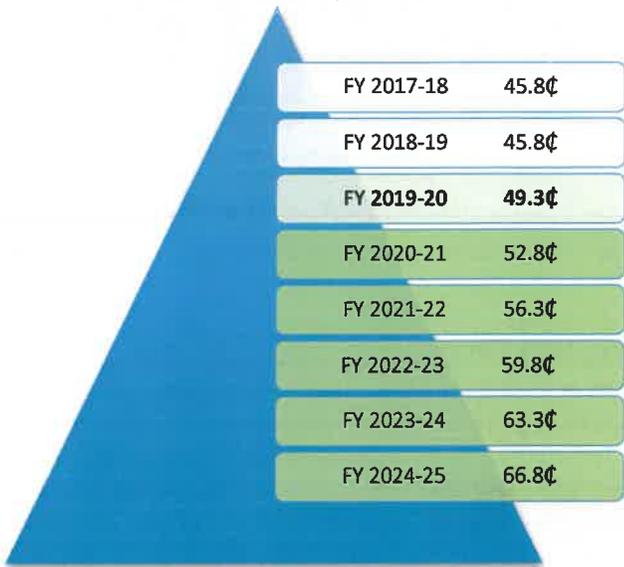
When controlled for the 3.5¢ increase in the Storm Water ERU (\$3,222,985) and the 1.5¢ real estate tax increase dedicated to Storm Water (\$8,576,724), the total budget grew by 3%

### Real Estate Tax Rate

Year	Rate	Per Penny Amount
FY 2019-20	\$1.0175*	\$5,717,816
FY 2018-19	\$1.0025	\$5,586,510
FY 2017-18	\$1.0025	\$5,420,501
FY 2016-17	99¢	\$5,258,980
FY 2015-16	99¢	\$5,125,246
FY 2014-15	93¢	\$4,971,503

\*Does not include School Board's additional 0.85¢ request. If included, rate will be \$1.026

### Storm Water Daily ERU Rate



### Compensation

3% Merit Increase for all City Employees and Constitutional Officers

School employees will receive a 0.5% STEP increase and a 2.5% cost of living increase.

The FY 20 Budget adds a total of 53.47 FTEs

41.02 POSITIONS ARE RELATED TO PUBLIC SAFETY

11.4 POLICE

8 EMERGENCY MEDICAL SERVICES

15.62 FIRE

6 COMMONWEALTH'S ATTORNEY

Year	Public Safety FTE Additions
FY 2019-20	41.02
FY 2018-19	34.88
FY 2017-18	46.90
FY 2016-17	42.00
FY 2015-16	2.48
FY 2014-15	10.85

### Compression

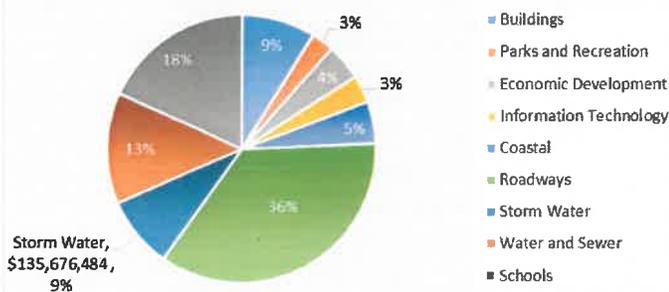
FY 2019-20	\$1,262,033
FY 2018-19	\$3,000,000
FY 2017-18	\$850,000
FY 2016-17	\$850,000
FY 2015-16	\$1,670,548
FY 2014-15	\$1,270,548

### Attrition

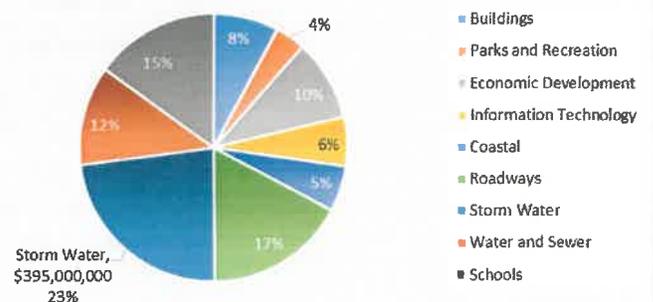
FY 2019-20 \$5,140,801- City Manager Proposed

FY 2018-19 \$5,313,360- Council Reconciliation

FY 2017- FY 2022 Adopted CIP



FY 2020- FY 2025 Proposed CIP



## Waste Management Enterprise Fund

The Solid Waste collection fee is proposed to increase to \$2 monthly to \$25.

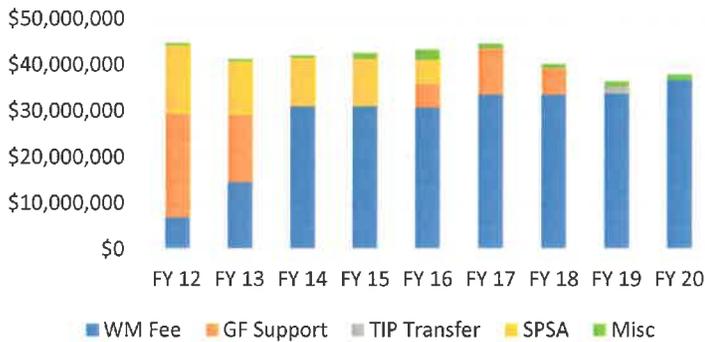
### Solid Waste Collection Fee (per month)



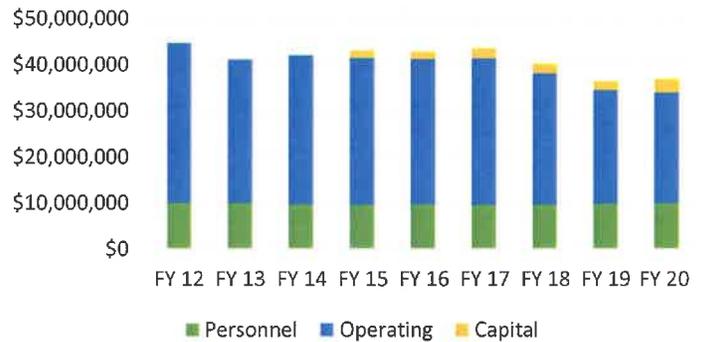
### Fee Comparison with Local Cities



### History of Waste Management Funding



### Waste Management Expenditures



## Water and Sewer Enterprise Fund

The Water Rate is proposed to increase \$0.49 from \$4.41 to \$4.90. This will be the first increase since FY 2009-10

City	Rate at 5,000 Gallons Consumption
Virginia Beach	\$28.91
Portsmouth	\$31.20
Norfolk	\$34.16
Hampton	\$36.89
Newport News	\$37.09
Chesapeake	\$41.02
Suffolk	\$64.91

This new water rate will result in a monthly increase of \$2.45 to the average residential water charge. Virginia Beach will continue to have the lowest average residential water charge in the region

