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# Service Authority

K. Jack Kooyoomjian, Ph.D., Chairman  
Joyce P. Eagles, Vice Chairman  
Marlo Thomas Watson, Secretary-Treasurer  
Mark Allen, Member  
B. Paul O'Meara, Jr., Member  
Kurt E. Voggenreiter II, Member  
Harry W. Wiggins, Member

Dean E. Dickey, General Manager

## MINUTES OF BOARD OF DIRECTORS BUDGET GUIDANCE WORK SESSION FEBRUARY 11, 2021

Board Members Present: Joyce P. Eagles, K. Jack Kooyoomjian, Ph.D., B. Paul O'Meara, Jr.,  
Marlo Thomas Watson, Kurt Voggenreiter, and Harry Wiggins

Absent : Mark Allen

Staff : Dean E. Dickey, Astrid Nelson, Theresa O'Quinn, Don Pannell, Lyle  
Beefelt, Tony Piccione, Lake Akinkugbe and Kim Murray.

Legal Counsel : Mark Viani/Bean Kinney & Korman.

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### 1. CALL TO ORDER

Chairman Kooyoomjian opened the Budget Guidance Work Session at 5:05 PM.

### 2. STAFF PRESENTATION

Mr. Dickey provided a budget presentation for Fiscal Year 2022 (FY22). He stated that staff prepares the annual budget in alignment with the Board's Vision and Mission. Mr. Dickey reviewed a comparison of the average customer bill in the Commonwealth of Virginia and locally. The Service Authority made early investments in its system and its bills are now among the lowest. The average water and sewer bill in the Commonwealth is \$86.08; the Service Authority's average bill is \$69.45.

Mr. Dickey explained some budget assumptions that staff recommends:

- No rate increase for FY22;
- Resume the work that has been suspended since late 2019 and throughout the pandemic (expenses cut in the current year budget included \$2.7 million in personnel);
- Address pay-for-performance issues (49% have received no salary increase); and,
- Continue to seek cost savings where possible.

Mr. Dickey noted key dates and next steps in the FY22 Budget process:

March 2021	Staff prepares Proposed Budget.
April 8, 2021	April Board Meeting: Staff provides the proposed FY22 Operating & Capital Budget.
April 22, 2021	Budget Work Session with the Board.
May 13, 2021	May Board Meeting: Staff requests Budget Approval.
May 17, 2021	Employee Open Enrollment for Health Care begins with an effective date of July 1, 2021 (can be deferred).
July 1, 2021	New Fiscal Year Begins.

### 3. BUDGET GUIDANCE DISCUSSION

Mr. Wiggins asked for examples of work that was previously suspended. Mr. Dickey explained some preventive maintenance work, cybersecurity initiatives, and preventive maintenance on pump stations were some of the projects that were suspended from the FY21 Budget.

Mr. O'Meara expressed his interest in staff recommending options to restore and sustain a performance-based merit pool, to be managed by the General Manager, for the Board to consider as part of the budget process; he also requested information on land acquisition (for building as well as a possible water source). He requested a cost estimate for the anticipated land acquisition, to be considered during the Budget process. Mr. Dickey advised staff will provide a briefing at the March Board meeting about water treatment options, which will include cost estimates.

Mrs. Eagles noted it has always been important to the Authority to keep up with preventive maintenance.

Chairman Kooyoomjian expressed the need for the Authority to maintain the Board's Vision of being a high performing organization. He also supported the importance of maintenance and other items that were cited in Mr. Dickey's presentation. Dr. Kooyoomjian noted the customer satisfaction rating of 9.4 (out of 10), which speaks highly of the staff and its enthusiasm. As such, the Authority needs to reward its employees for maintained performance, and continue the merit pay system.

Mr. Wiggins stated his agreement with Mr. O'Meara in supporting pay for performance for staff, with the caveat that the pay for performance has to be consistent with what the Authority's rate payers are receiving in terms of increases.

Mr. Wiggins noted working from home seems to have worked pretty well. Mr. Dickey agreed staff has done very well; some are working more hours than usual. Some work also takes more time. However, employees miss engaging with their colleagues like they used to and

there have been some morale issues as a result. Mr. Wiggins wondered if the Authority could continue teleworking for some of its staff. Mr. Dickey presumed that will be part of future operations in some form. Mr. O'Meara noted that a measurable number of staff cannot work from home; Mrs. O'Quinn confirmed 47% of staff cannot work from home (based on their duties – field staff, inspections, etc.). Mr. Dickey advised staff would need to consider the need for future workspace before making any decisions about the proposed Spittle Building addition and other workspace issues.

Chairman Kooyoomjian reiterated that the Board's Vision and goals to be a high performing organization remain the same.

Mr. Wiggins asked who the Authority's healthcare broker is. Mrs. O'Quinn explained the Authority has a consultant (rather than a broker). The Authority has a consortium arrangement with Prince William County and the schools, which reduces administrative costs for all; however, the Authority is self-insured and the insurance rates are based on its own experience. She added that the consultant runs analyses based on design changes and also works the request for proposal process with the appropriate entities.

4. CLOSED MEETING

No closed meeting was held.

5. ADJOURNMENT

The meeting adjourned at 5:52 PM.



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Marlo Thomas Watson  
Secretary-Treasurer