



“LCA 2020” Update

2020 Action Plan Status Report
& Discussion of 2021 Goals

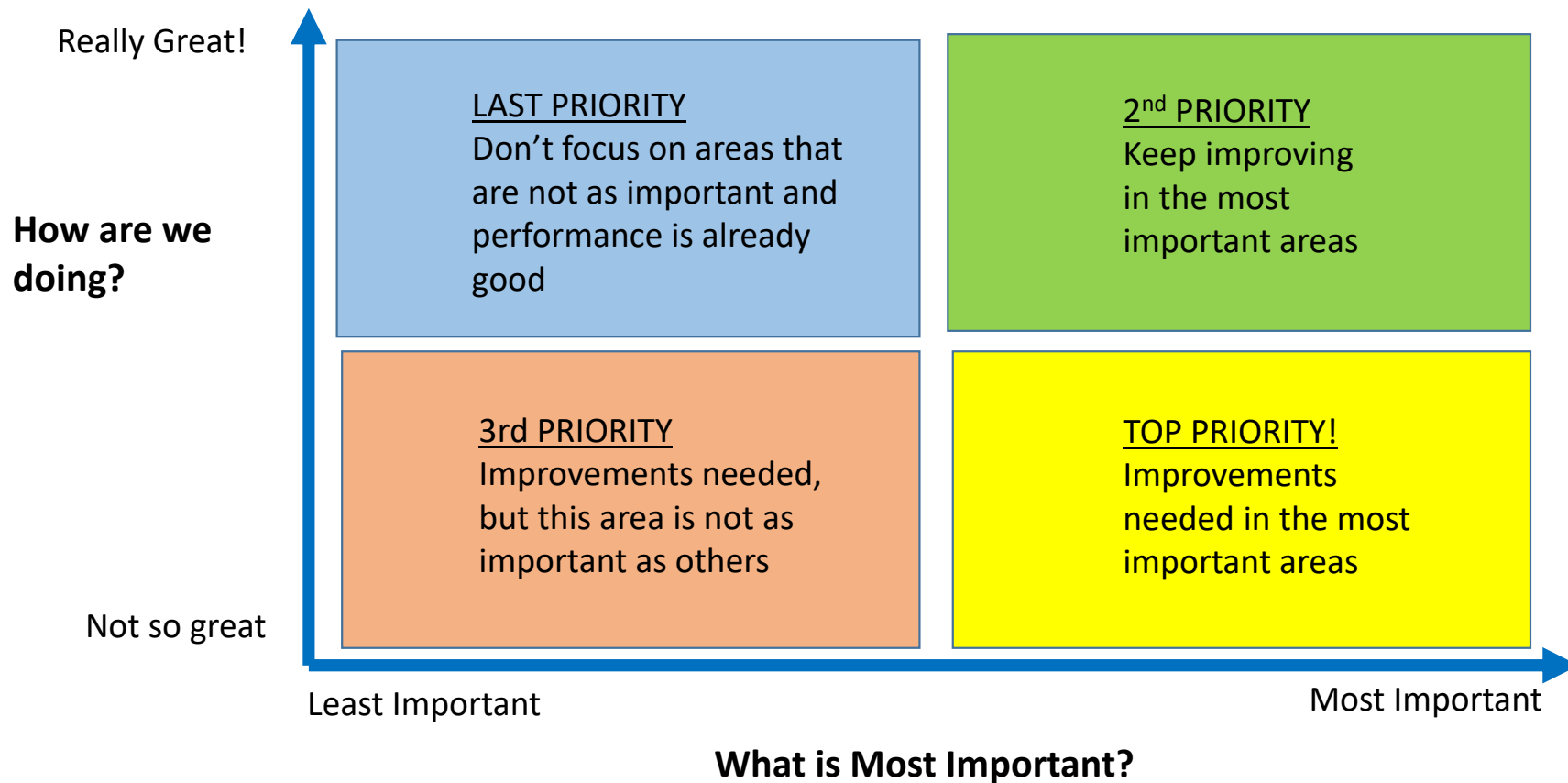
February 8, 2021

Effective Utility Management (EUM) framework

- Developed by USEPA, AWWA & 7 other industry-leading associations
- Descriptions of 10 attributes of an effectively managed utility
- Outline of 5 keys to success
- Toolkit w/ 80+ industry-accepted measures
- Overall framework for goal-setting & continual improvement



2017 Effective Utility Management (EUM) assessment



2017 Goals Identified using EUM Categories

- **Product Quality** – Focus on elimination of SSOs & Administrative Order compliance
- **Financial Viability** – Focus on resolving City Division financial challenges & developing capital financing strategies
- **Infrastructure Stability** – Focus on Suburban Division asset management & organizationwide CityWorks implementation
- **Employee & Leadership Development** – Focus on workforce / succession planning & knowledge creation

All goals combined into the “LCA 2020” Action Plan!

Example: LCA 2020 Action Plan – Product Quality Goal Area

LCA 2020: Strategic Goals & 3-Year Action Plan

| Strategic Goal | What it means for LCA | Why is it important? | Measure(s) | 2018 Action Plan (see 2018 year-end status report) | 2019 Action Plan (see 2019 year-end status report) | 2020 Action Plan |
|--|--|--|---|---|--|---|
| Product Quality | | | | | | |
| Elimination of SSOs / EPA Clean Water Act compliance | Sewer system under EPA Administrative Orders to eliminate Sanitary Sewer Overflows – must be addressed for environmental compliance as well as to address future needs for system conveyance capacity. | LCA's most significant Product Quality challenge and regulatory compliance issue. Difficult to measure, however, due to regional nature of system, weather impacts and other uncontrollable factors. | Treat as a "project progress" report until approved corrective action plan is in place, when specific targets can be established and reported on. | <p>Complete AO project planning w/ WLI signatories, City and City signatories (dependent upon regulatory feedback & municipal cooperation) – <i>CM</i></p> <p>LCA Suburban systems CMOM program – finalize and input into CityWorks – <i>OPS / IT</i></p> <p>City Division CMOM review – align with Operating Standards & existing process for identifying / tracking trouble spots – <i>OPS</i></p> <p>Investigate & develop Fats, Oils & Grease (FOG) program – City Division – <i>CM</i></p> <p>Kick off PPS & force main rehab projects – <i>CW</i></p> <p>Develop updated connection / planning module approval method for City & Suburban – <i>CW / CM</i></p> <p>Complete "rebaseline" of WLI communities' allocation – <i>CM</i></p> <p>City AO projects TBD – <i>CW</i></p> | <p>Complete WLI emergency rehab program – <i>OPS</i></p> <p>WLI system flow metering & modeling – <i>CM</i></p> <p>Analyze & decide path forward on WLI conveyance projects – <i>CM / CW</i></p> <p>Evaluate need for Act 537 reopener / KITP expansion – <i>CM / CW</i></p> <p>Evaluate need for updated allocation / planning module approval method for City & Suburban – <i>CW / CM</i></p> <p>Complete PPS rehab project & force main evaluation – <i>CW</i></p> <p>Implement FOG program – <i>CM</i></p> <p>Develop public education for FOG program & removal of clearwater connections – <i>CC</i></p> <p>All CMOM measures achieved / reported – <i>OPS / IT</i></p> <p>Implement Heidelberg & Lynn Twp corrective action plans – <i>CW / OPS</i></p> <p>City AO projects TBD – <i>CM</i></p> | <p>Submit Interim Act 537 Plan with connection management plan request to DEP – <i>PL</i></p> <p>Complete all KISS sewage billing meter evaluations & data review in advance of 2021 flow monitoring – <i>PL</i></p> <p>Develop project plan for Trexlertown interceptor/storage – <i>CW</i></p> <p>Complete WLI rehab projects (manholes, end seals) – <i>CW / OPS</i></p> <p>Complete PPS force main evaluation & scope rehab work required – <i>CW</i></p> <p>Develop framework for lateral maintenance & basement inspection programs for Heidelberg, Lynn Twp, UMIT, WT & LT – <i>OPS / CC</i></p> <p>Develop scope for flow metering program for operational optimization – <i>OPS / IT</i></p> <p>Alignment and documentation of all KISS communities' allocation, planning modules & connections. – <i>PL</i></p> <p>City 2020 AO projects – <i>PL</i></p> |

2020's Critical Goals – Status Check

- City Settlement
- Regional Sewer Capacity Plan
- Budget Restructuring w/ Dept. Accountability
- “One LCA” Teams & Other Employee Initiatives
- Preventive Maintenance Program Milestones
- Process Improvements (target 3 processes)
- Standardized Asset Management Approach
- Strategic Plan



Projects Moved Forward

—

New
Customers
Moved In

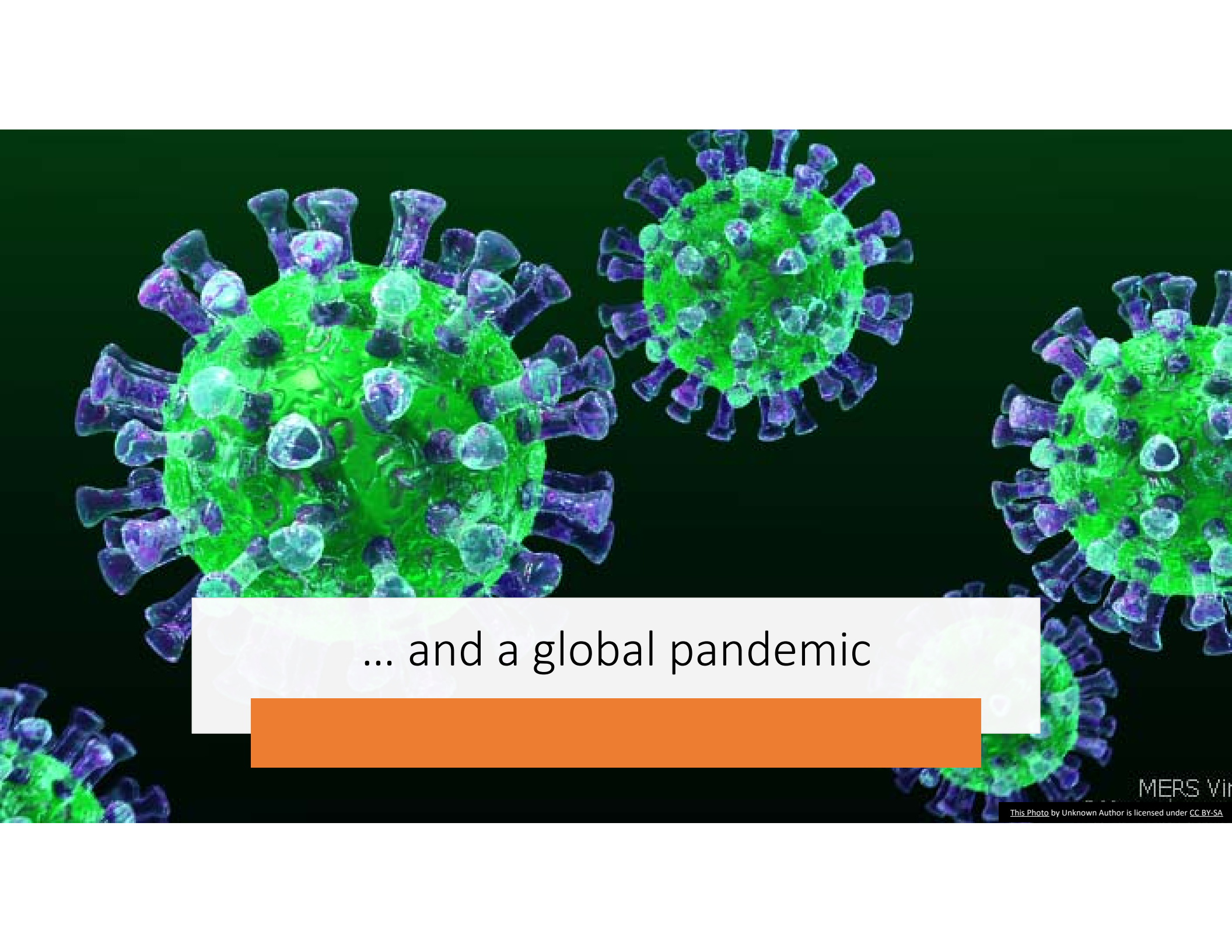


Multiple Operational Emergencies





And one incredible storm...



... and a global pandemic

MERS Vir

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The background features a large, abstract graphic consisting of several concentric, overlapping circles. The circles are rendered in various shades of blue and green, creating a sense of depth and movement. The colors transition from a deep blue on the left to a vibrant green on the right. The overall effect is modern and dynamic.

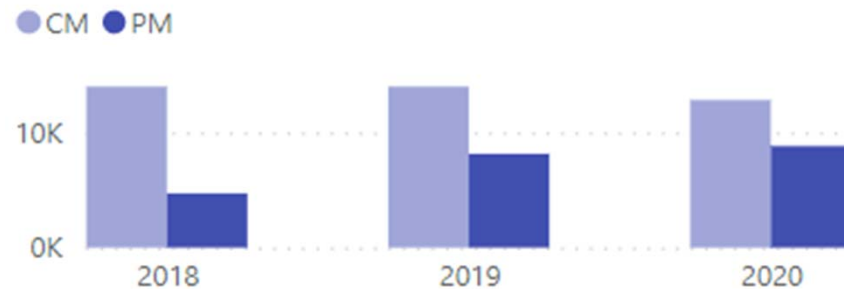
Measuring Results

Quick review of Key Performance Indicators

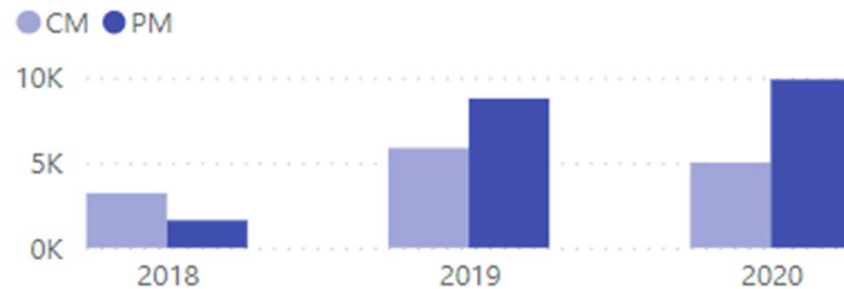
Preventive Maintenance (PM)

- AWWA Benchmark
 - Median = 53%
 - 75th Percentile = 66%
- LCA Results: Mixed
- Measurement Challenge:
 - Not all PM work is recorded in CityWorks

PM v CM in Hours - City

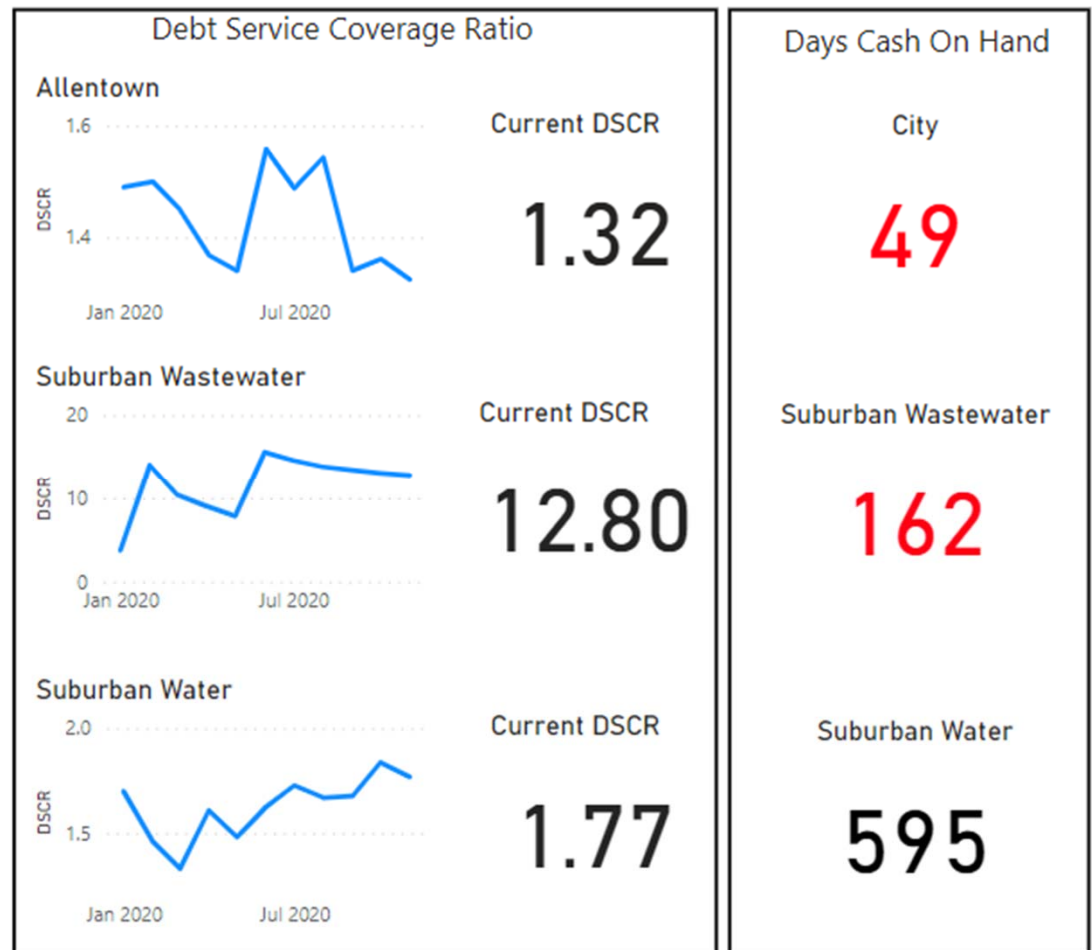


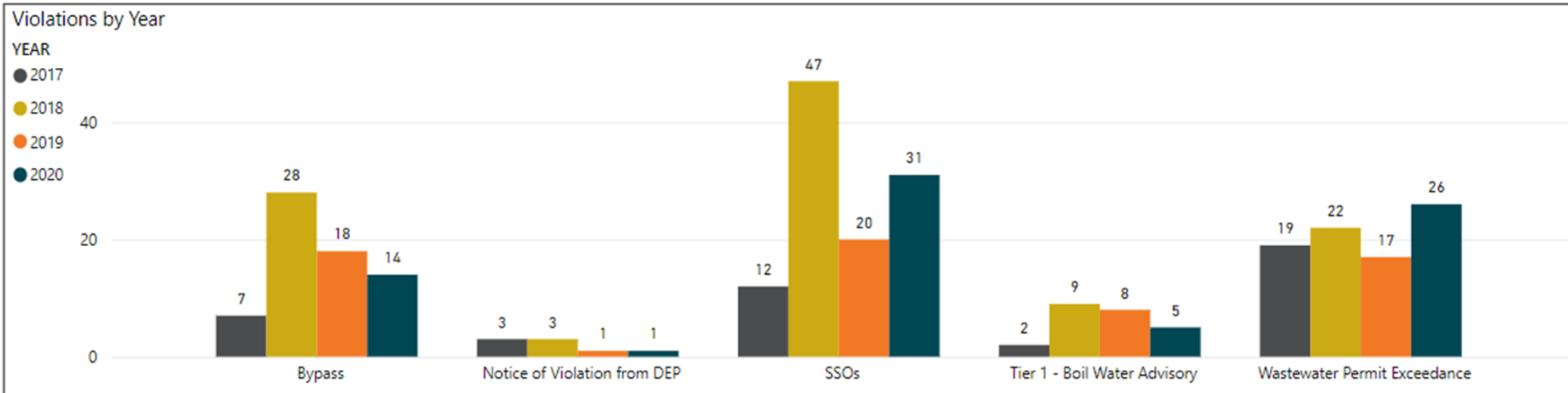
PM v CM in Hours - Sub



Financial Measures

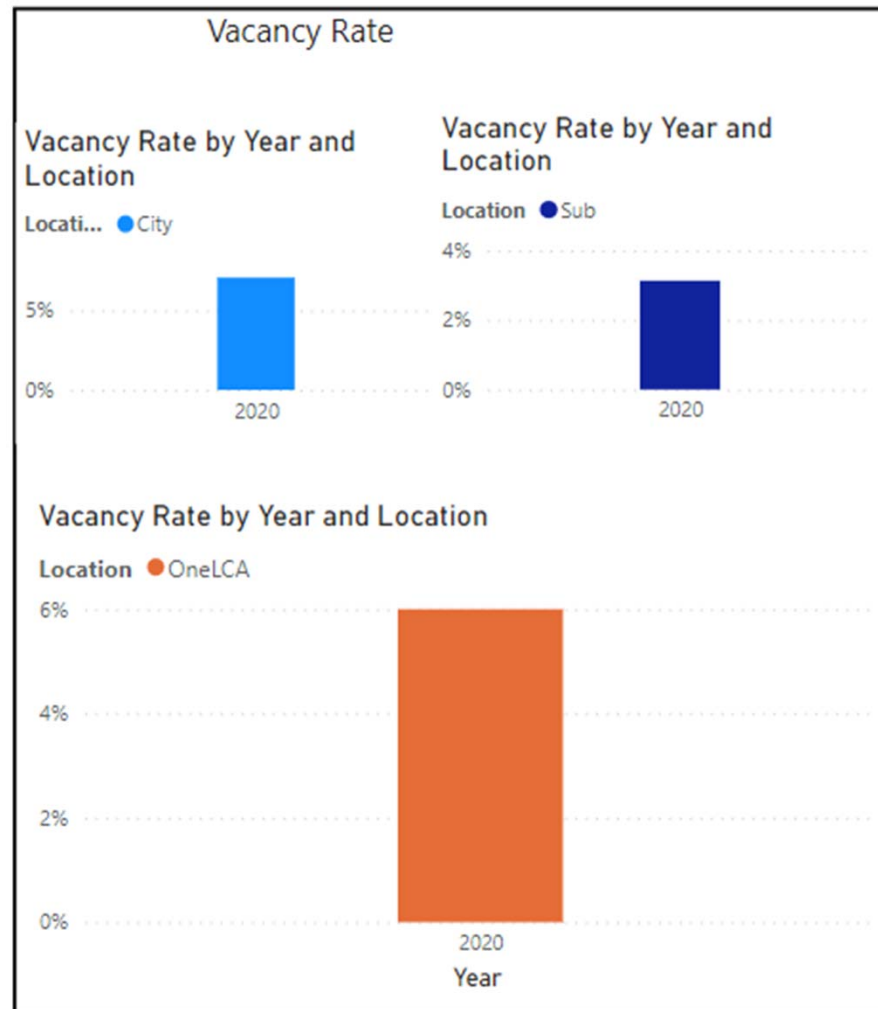
- AWWA Benchmark (DSCR)
 - Median = 2.34
 - 75th Percentile = 4.29
- AWWA Benchmark (Cash)
 - Median = 321 days
 - 75th Percentile = 598 days
- LCA Results: Mixed





Product Quality & Compliance

Employee Statistics



Total Positions

165

Total Employees

155

Vacancies

10

Avg Yrs of Service

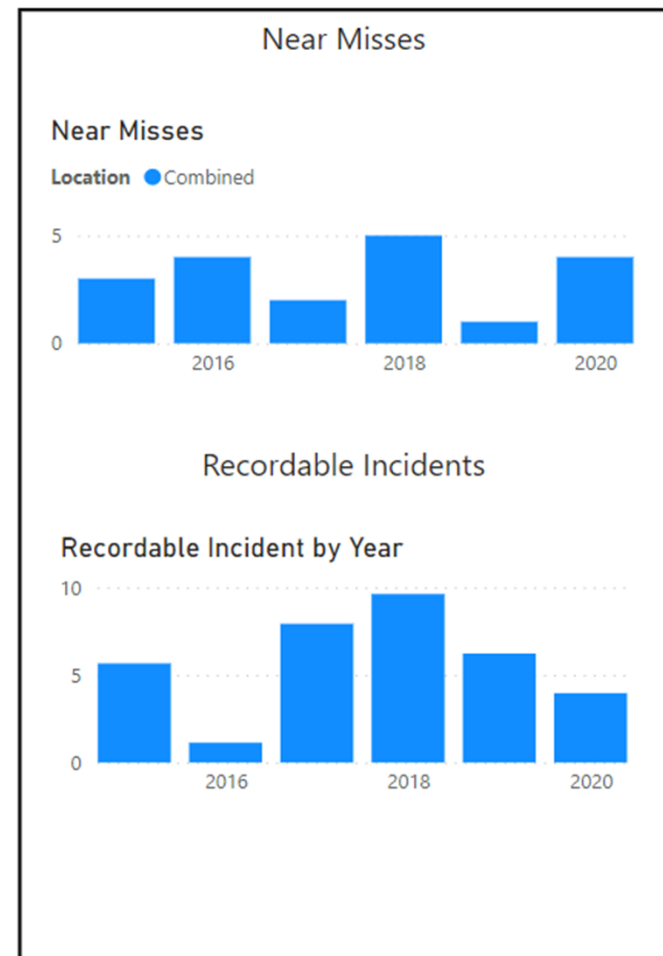
12


Avg Age

47

Employee Safety

- Near Misses = Total Count
- Recordable Incidents = Rate per 100 employees
 - AWWA Benchmark:
 - Median = 5.1 per 100 employees
 - 75th Percentile = 3.4 per 100 employees
 - LCA 2020 Result: 3.96 per 100 employees





*“LCA 2020” is over.
Now what?*

**Keep Moving
Forward!**


Organizational Goal for 2021:

- *Strategic Plan: Updated Vision & Implementation Plan*

Internal Organizational Initiatives for 2021:

1. Support for LCA Managers
2. Employee Re-Engagement
3. Process Improvement Program

Plus:

- Keep working on LCA 2020 areas not yet complete
 - Keep refining our Key Performance Indicators
 - Many other big goals at department level in 2021
- 

LCA Strategic Planning



Who are we? What does LCA stand for? (mission & values)

What is "One LCA"? What could the future look like? (envision the future)

Where do we want to be in 5-10 years? (get specific on goals)

How do we get there? (implementation plan)

How do we know we're there? (measures)

Next Steps

- Board Subcommittee (today!)
- Consultant Selection (ASAP)
- Gather Feedback (now → April 2021)
 - Key stakeholder interviews
 - Board member interviews
 - Employee input
 - Internal assessments
- Conceptual Plan Development (now → May 2021)
 - Alignment of LCA Vision for the next 5-10 years
 - How will we measure performance?
 - Develop 1- to 3-year goals
 - How will we track & communicate progress?
- Implementation/Action Plan (June-August 2021)
 - Evaluation of resource requirements
 - Financial analysis & 2022 budget





Support for Managers

- Evaluate Training Requirements
- Set Clear Expectations
- Develop Policies & Procedures
- Support Systems (coaching / mentoring / feedback)
- Accountability

Employee Re-Engagement

- Learn from pandemic operations
- Set clear expectations
- Remember all the good things we do
- How can we be better?
- Accountability



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Process Improvement



- Approximately 100 ideas generated already!
- Dedicated internal resource
- Select 1-3 big ones to tackle
- Complete as many small ones as we can
- Celebrate success – generate excitement for positive change

Top 15 Departmental / Operational Goals for 2021

(not in priority order!)

1. Position-Specific Succession Planning
2. Lead & Copper Rule Revision – LCA Implementation Plan
3. LCA Rules & Regs / City Ordinance – Alignment, Updates & Adoption
4. LCA Technology Roadmap
5. Heidelberg & Lynn Township Sewer System Improvements
6. Suburban Division Preventive Maintenance Program Standardization
7. Trexlertown Interceptor Bottleneck – Solution Identified / Planned
8. KISS Act 537 Plan – 2021 Milestones
9. Communications Program Development
10. Customer Care Department Staffing & Process Transitions
11. Pandemic Recovery – Customer Support & Advanced Collections Activity
12. Human Resources Records Management
13. Project Cost Accounting System Implementation
14. Rate Review – Suburban Water, Tapping Fees, Common Rate Sewer Systems
15. Safety Program Audit



Lehigh County Authority

2021: A Busy Year Ahead!