



# Lehigh County Authority

**Strategic Plan Development**

March 22, 2021

**We're**  
**EXCITED**

**ABOUT TEAMING WITH YOU  
ON THIS IMPORTANT PROJECT**

# Our Team Leaders



**Melissa Elliott, APR**

Project Director / Lead Facilitator

- 25+ years of utility work including 20 years working within Denver Water and Aurora Water
- President of AWWA
- Accredited communicator and skilled facilitator



**Catherine Carter**

Project Manager / Co-Facilitator

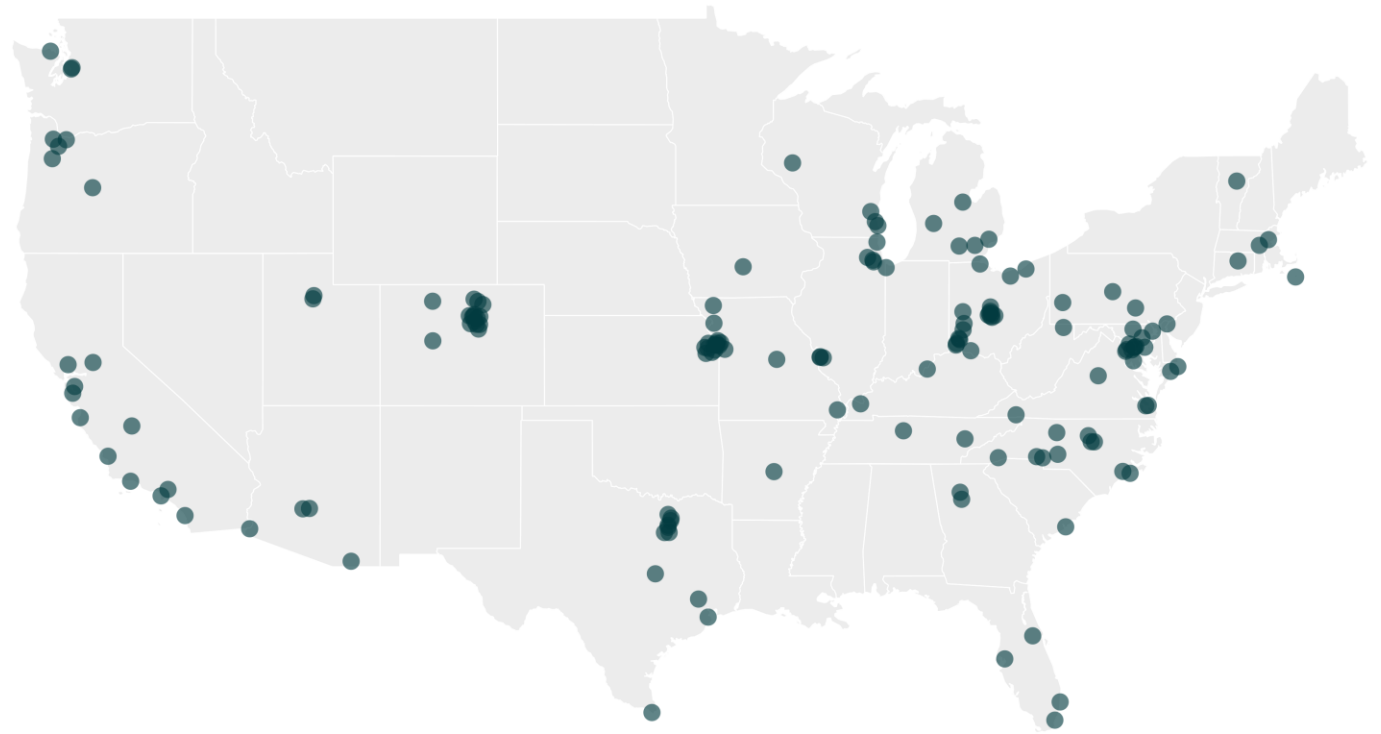
- 10 years of utility consulting and hands-on public sector experience
- Master of Public Administration
- Master of Environmental Management

## STRATEGIC PLANNING

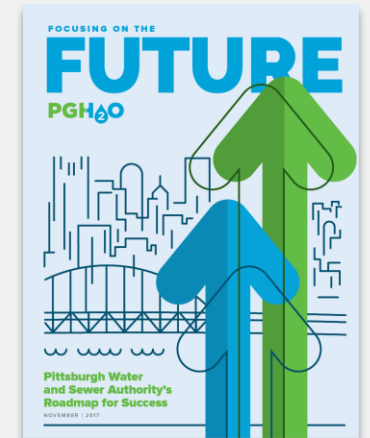
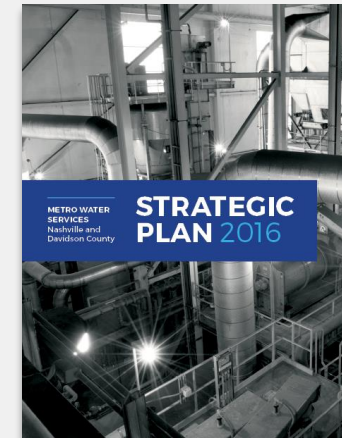
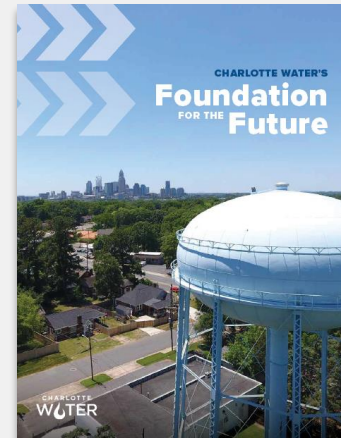
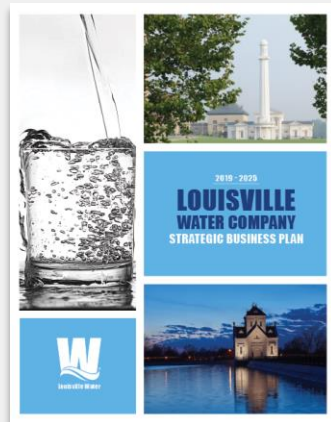
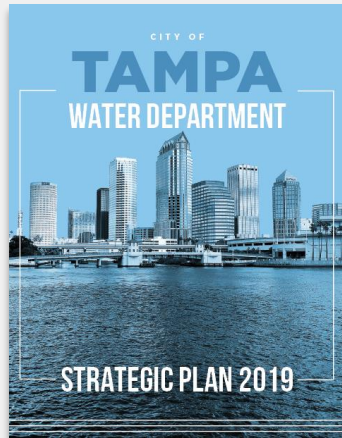
# Experience

Raftelis has assisted local governments throughout the U.S. with strategic planning. Below is a sample of our regional experience.

- Baltimore Department of Public Works, MD
- Brownsville Public Utilities Board, TX
- Capital Region Water, PA
- Central Arizona Project, AZ
- Charlotte Water, NC
- Fairfax Water, VA
- Greater Cincinnati Water Works, OH
- Louisville Water Company, KY
- Milwaukee Metropolitan Sewer District, WI
- Pittsburgh Water and Sewer Authority, PA
- Tampa, FL
- Washington County Service Authority, VA



We develop **Strategic Plans**  
that don't just sit on a shelf.



# Our Approach



# Strategic Plan Objectives



## **ASSURE ALIGNMENT**

Vision, mission, and  
future activities



## **ALLOCATE RESOURCES**

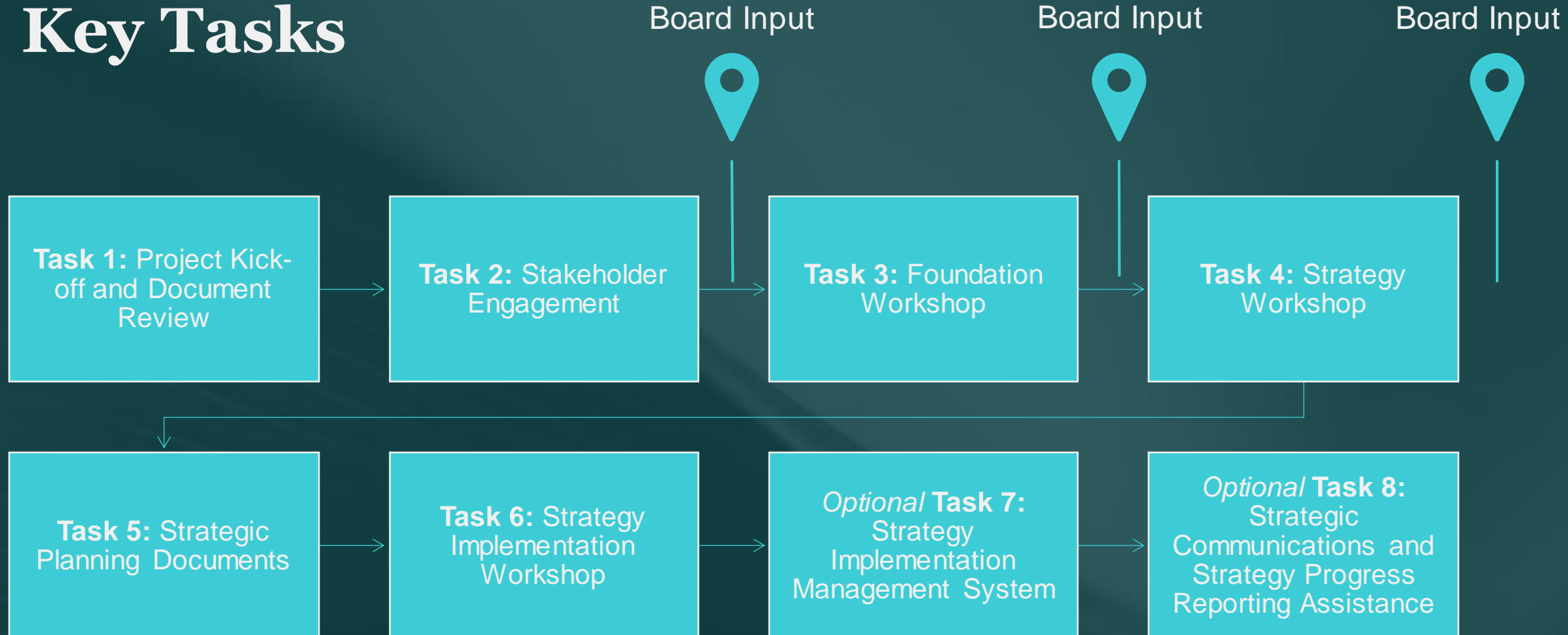
Most critical strategies  
and projects



## **DEVELOP ACTION-ORIENTED PLAN**

To achieve positive results

# Key Tasks





# Implementation Planning

## WHAT WE DO

- Conduct tactical-level planning sessions with groups of subject matter experts
- Facilitate cross-functional teams to identify the initial (2022) tactics
- Create a multi-year implementation plan that includes a 2022 Action Plan

## EXAMPLES OF METRICS

- Customer Response Time by Category
- Number of new customers added annually
- Number of valves exercised
- Percent and number of CIP projects completed
- Asset renewal and replacement rate by category

# Innovative Approaches

- Virtual Engagement
- Visual Facilitation
- Project Charter
- Anonymous Polling
- Trends Analysis
- One-Page Strategic Framework
- High-quality, Easy to Communicate Deliverables



# HIGH-QUALITY Deliverables

## STRENGTHS

Participants were asked to describe what they believed to be the greatest strengths of BPUB. Strengths that were mentioned most frequently included its employees, customer service, the employee benefits package, and providing reliable products and services.

### BPUB'S STRENGTHS



### SELECTED SUB-THEMES

| Employees  | Customer Service  | Financial Strength  | Other  |
|--|---|---|--|
| <ul style="list-style-type: none"><li>&gt; Employees go above and beyond what's in their job descriptions</li><li>&gt; The organization is made up of knowledgeable, skilled, and well-trained employees</li><li>&gt; BPUB staff are highly motivated to achieve success</li></ul> | <ul style="list-style-type: none"><li>&gt; We make customer service our top priority</li><li>&gt; BPUB is very quick to respond to customer issues/problems</li><li>&gt; The organization really cares about its customers and tries to be flexible and helpful</li></ul> | <ul style="list-style-type: none"><li>&gt; Our service rates are very competitive</li><li>&gt; We can invest and support our aging infrastructure</li><li>&gt; We have sound business practices and strong administration</li></ul> | <ul style="list-style-type: none"><li>&gt; We have a great safety program</li><li>&gt; BPUB is municipally-owned</li><li>&gt; Our supervisors and managers are accessible to the public</li><li>&gt; BPUB offers continuous trainings and course refreshers to ensure processes are done correctly</li></ul> |



## ENVIRONMENTAL SCAN

Early in the strategic planning process, the Metro District conducted an environmental scan to document the District's operating environment. The environmental scan was essentially an analysis of the regional demographics and other external influences in the community that impact how the District currently conducts business and what change might be needed to evolve with the needs of the region. The analysis identified ten key industry trends in terms of current situations, expectations for the future, and potential or strategic responses the District might undertake. The environmental scan also incorporated the Strengths, Opportunities, Aspirations, and Results (SOAR) analysis to help form a basis for the District's Strategic Plan.

### COMMUNITY PROFILE

Formed in 1991 as the Metropolitan Denver Sewage Disposal District No. 1 (name was changed to the Metro Wastewater Reclamation District in 1996), the Metro District now serves an estimated 3 million people by providing wholesale wastewater treatment for the City and County of Denver, the Cities of Arvada, Aurora, Brighton, Lakewood, Thornton, and Westminster; and more than 50 other cities,

towns, and special districts. The District's service area is located in the center of the Front Range Urban Corridor, where the Rocky Mountains meet the Eastern Plains.

In 2016, the Denver Metro area ranked first on the U.S. News and World Report's list of the Best Places to Live in the United States. The region has experienced a significant population increase over the past several years.

## GOALS

Goals represent the most important issues that must be addressed to achieve the desired future. Rivanna's Goals are driven primarily by the factors that are most critical to the organization's future success.

### WORKFORCE DEVELOPMENT



**To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team.**

A high performing workforce requires high performing individuals. Accordingly, Rivanna will attract, retain, motivate, manage, and reward exceptional employees who make significant contributions to its success.

### OPERATIONAL OPTIMIZATION



**To efficiently, reliably, and safely provide high quality services, assuring the best value for our customers.**

The Rivanna team recognizes the importance of making the most of its human, natural, and financial resources. Rivanna's commitment to efficiency will incorporate innovative solutions from across the organization.

### COMMUNICATION AND COLLABORATION



**To foster a culture that encourages open communications and strengthens partnerships.**

Rivanna has committed to maintaining effective internal and external partnerships in furtherance of its mission and vision. Ensuring the Authority's success requires strong, consistent communication through a variety of mediums.

### ENVIRONMENTAL STEWARDSHIP



**To be a leader in our community's environmental protection and education.**

Maintaining and enhancing the long-term health of Rivanna's community and environment are among Rivanna's highest priorities. The Rivanna Authorities are committed to meeting or surpassing all regulatory requirements while providing high quality water, wastewater, and solid waste services.

### SOLID WASTE SERVICES



**To provide reliable, convenient, and innovative solid waste and recycling services.**

The Rivanna Solid Waste Authority provides recycling, solid waste, and hazardous waste disposal services to 10000 City and County residents and businesses every month. Rivanna is dedicated to helping its communities optimize their solid waste and materials management.

### INFRASTRUCTURE AND MASTER PLANNING



**To plan, deliver, and maintain dependable infrastructure in a financially responsible manner.**

The Rivanna Authorities are proud of their work on existing infrastructure systems and the new infrastructure under construction. A continued focus on developing and maintaining a sustainable infrastructure that will meet customer needs now and in the future will be critical to success.

### MEASURABLE STRATEGIES

Measures demonstrate progress toward accomplishing each Goal. Strategies are the approaches to be used in achieving the Goals. These critical elements of the Strategic Plan, as well as the Vision, Values, Mission, and Goals, are presented in the strategic framework on the following pages.

# What Sets Raftelis *Apart*



**“We wrote the book” on utility management**



**Our team members have worked for, led, and supported municipal governments and utilities for a combined **50+** years**



**Strategic planning is a core Raftelis service line**



**We know how to engage stakeholders and get running quickly in a virtual setting**



# Thank you!

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