



Lehigh County Authority

2022 Budget – Staffing Update

Board of Directors: 3/14/2022



2022 Budget Review

- Staff positions added to address needs outlined in strategic plan
 - Employee Development
 - Process Improvement
 - Asset Management
- Board action: 10/25/2021
 - Budget approval including staff additions
 - Prior to filling Process Improvement or Asset Management positions, refine job scope and review with Board

Process Improvement:
Primary “Pain Point”

Manual / spreadsheet-based financial processes

Financial software challenges (root cause)

Implemented in 2007

Customized around
LCA processes vs.
best practices

Does not work for
today’s scope of
business

Inhibits automation
and integration with
other systems

Approximately 40% of staff-identified process improvement “wish list” items tied to financial processes

Process Improvement: Recommended Approach

- Reallocate 2022 staffing budget for a Process Improvement position. Instead, use consultant to conduct needs analysis and develop road map for resolving the issues with the financial system.

Expected consulting cost: \$50,000 - \$75,000

2022 Budget impact: Lower overall expense via elimination of recruiting and benefit costs for staff position that will not be filled.



Asset Management

- Internal Team Kickoff Sessions – January & February
 - Defining asset management
 - Assessing current status & capabilities
 - Sequencing activities to build the program
 - Creating vision for 2022 work
 - What staffing is needed to support the program?

LCA Team's Definition of Asset Management:

- An integrated set of processes to minimize life-cycle costs of owning, operating, maintaining, adding, and replacing assets at an acceptable level of risk while delivering desired levels of service.

Definition of Asset Management:

What does this mean?

- An integrated set of processes to minimize life-cycle costs of owning, operating, maintaining, adding, and replacing assets at an acceptable level of risk while delivering desired levels of service.

Program goals relate to minimizing costs, managing risk, and achieving service goals.

Definition of Asset Management:

What does this mean?

- An integrated set of processes to minimize life-cycle costs of owning, operating, **maintaining**, adding, and replacing assets at an acceptable level of risk while delivering desired levels of service.

System maintenance (and tracking it!) is the first building block of asset management.

Activity Categories Assessed:

- Asset Performance & Service
- Maintenance
- Financial Planning
- Data Management
- Master Planning / Improvements Planning
- **25 specific activities assessed**

First Tier Activities – Staffing Assessment

Staffing in Place: Restructure to Increase Cross-Organizational Visibility & Collaboration

<u>Asset Management Work Category</u>	<u>AM Activity / Function</u>
Data Management	Project Management Information System
Data Management	Material Inventory Development
Data Management	Asset Registry Management
Data Management	Identification & Tracking of Critical Assets

Staffing Partially in Place: Restructure & Add Maintenance-Focused Position

<u>Asset Management Work Category</u>	<u>AM Activity / Function</u>
Maintenance	Maintenance Activity Tracking
Master Planning / Improvements Planning	Asset Condition Assessment
Data Management	Asset Condition Data Capture
Maintenance	Preventive Maintenance Planning

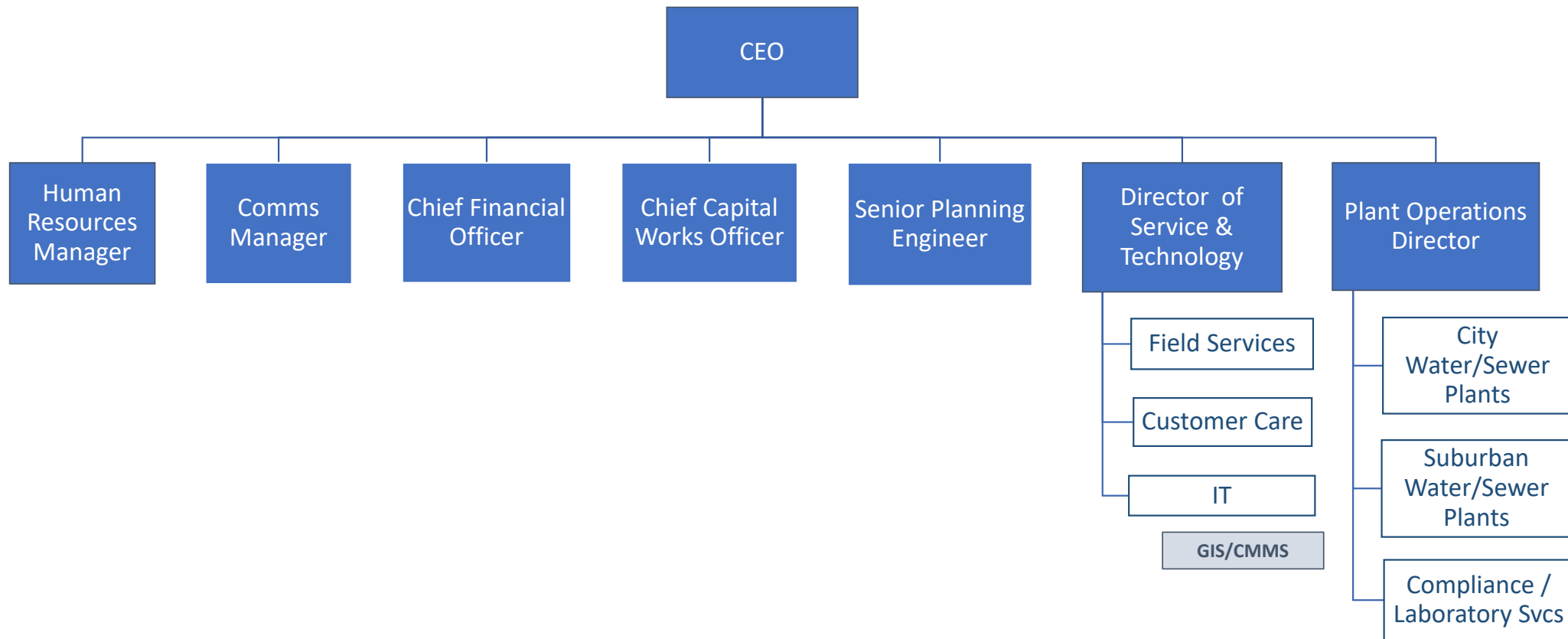
Asset Management: Staffing Approach

1. Reorganization technology group to support collaboration across the organization

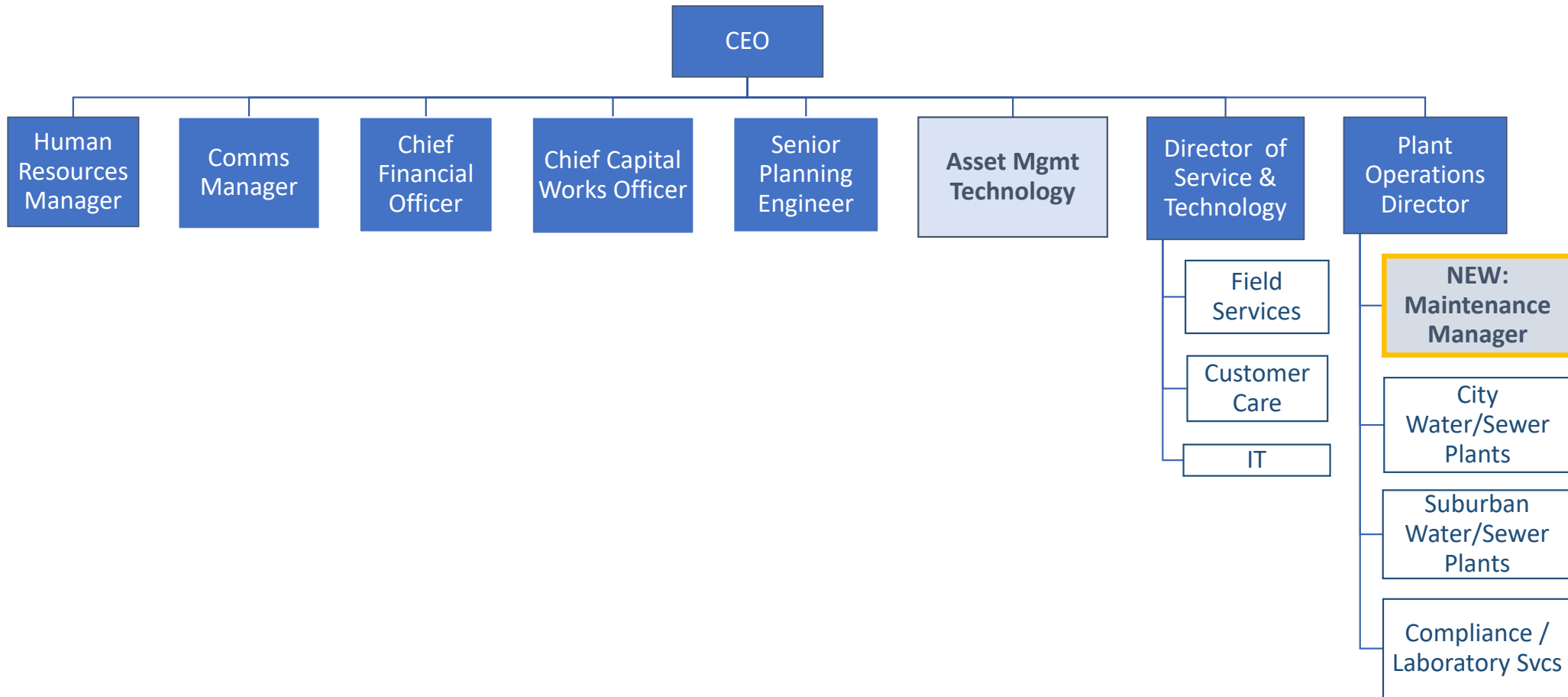
2. Add maintenance-focused position within Plant Operations group

3. Consider future leadership of the program through consolidation of related functions

LCA Organization Structure – Current



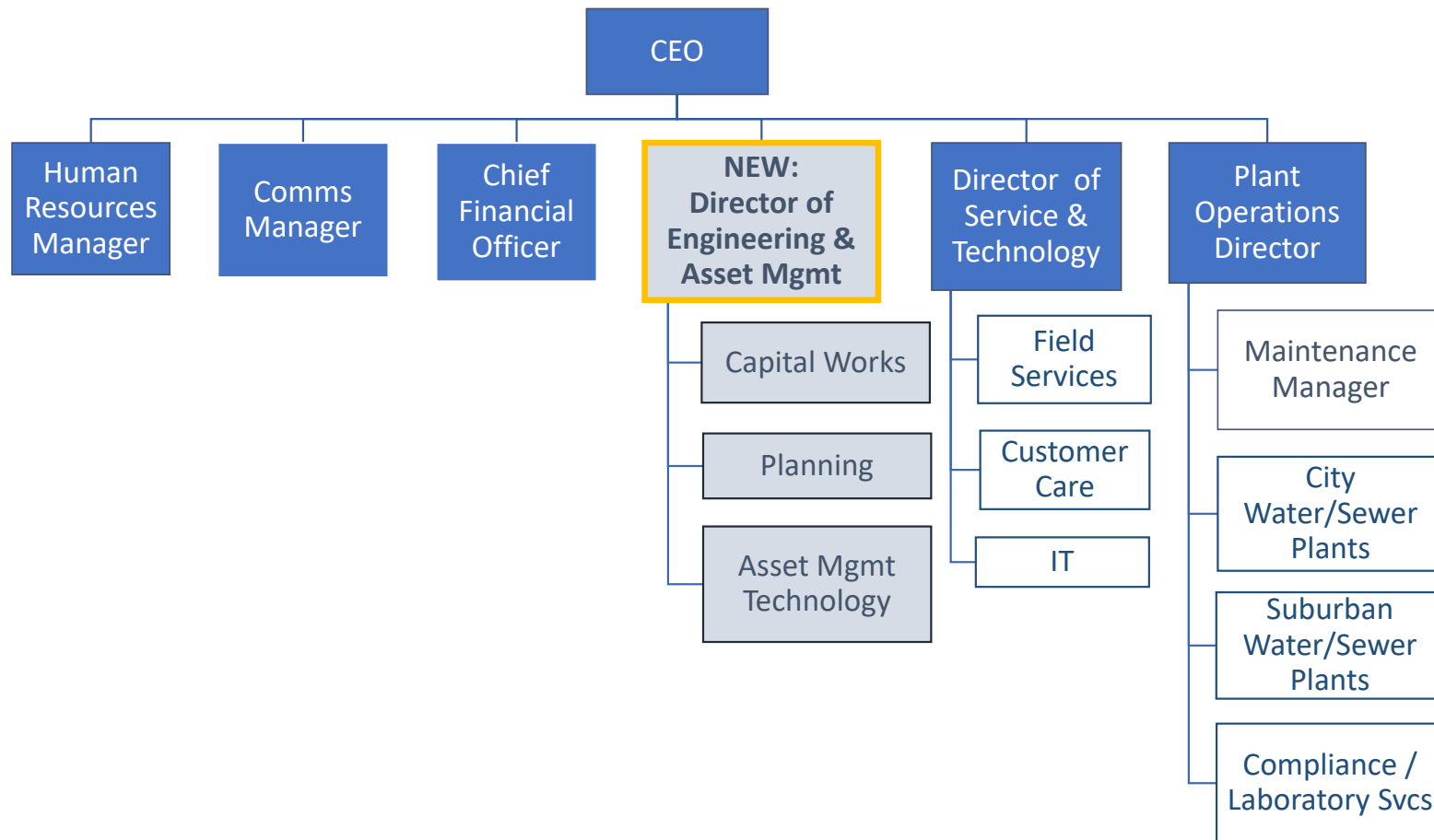
2022 Recommendation



2022 Staffing Recommendation

- **Asset Management** – Create Maintenance Manager position to add staff capacity in the following areas:
 - Standardization of maintenance across operations, including preventive maintenance
 - Full adoption and consistent usage of maintenance management system
 - Line staff training on standard practices and use of system
 - Developing inventory system for materials and equipment
 - Collection of asset condition data
 - Identification and prioritization of critical assets
 - Development of key maintenance metrics to support next steps in Asset Management program development

Future Staffing Approach for Asset Management





Discussion

Process Improvement & Asset Management Staffing