



Lehigh County Authority

Strategic Plan: 2022-2027

Adopted December 13, 2021

Progress Report: 1st Quarter 2022




Mission

Who is Lehigh County Authority? Why do we exist?

To protect public health and the environment by providing high-quality, safe, and reliable water and wastewater services.

Vision

What does LCA aspire to become in the future?



To be a trusted and engaged community partner, advancing the vitality of our region through exceptional water and wastewater services.



Values

What beliefs and behaviors drive our actions and decisions?

Service
Engagement
Dedication
Positivity
Excellence

LCA Priorities: 2022-2027

Interconnected & Tied to LCA's Mission & Vision!

Our Mission:

To protect public health and the environment by providing high-quality, safe, and reliable water and wastewater services.



Regional Collaboration and Leadership



Operational Excellence



Financial Stewardship



Customer Engagement and Support



System Capacity and Reliability



Employee Engagement and Safety

Our Vision:

To be a trusted and engaged community partner, advancing the vitality of our region through exceptional water and wastewater services.

STRATEGIC FRAMEWORK

VISION

To be a trusted and engaged community partner, advancing the vitality of our region through exceptional water and wastewater services.

MISSION

To protect public health and the environment by providing high-quality, safe, and reliable water and wastewater services.

VALUES

Service
Engagement
Dedication
Positivity
Excellence

PRIORITIES



Operational Excellence

To proactively ensure safe and reliable service delivery, regulatory compliance, and resilient operations through streamlined processes, best practices, and data-driven decision-making



Financial Stewardship

To cost-effectively serve our community, now and in the future, by managing funds effectively and responsibly to support debt commitments, operational needs, and asset management



Regional Collaboration and Leadership

To help our region to thrive by growing community confidence in LCA, advancing collaborative efforts, and demonstrating operational excellence



System Capacity and Reliability

To dependably meet current and future community needs and achieve optimal levels of service by effectively managing assets and implementing projects to ensure sufficient system capacity



Customer Engagement and Support

To create an exceptional customer experience and build trust and understanding of LCA's essential services



Employee Engagement and Safety

To build a safe, cohesive, and engaging workplace in which employees feel personally connected to their work, each other, and LCA's commitment to excellence

STRATEGIES

1. Establish and implement plans to meet or exceed all regulatory requirements
2. Participate in the legislative and regulatory review process to prepare for new regulations and ensure LCA's interests are considered.
3. Develop strategies to enhance organizational resiliency, especially in the areas of cyber security, emergency preparedness, system redundancy, and climate change.
4. Leverage technology, industry best practices, and continuous improvement initiatives to ensure efficient and effective operations and internal practices.

5. Sustainably support LCA's water and wastewater systems through responsible financial management.
6. Develop decision-making criteria for supporting growth opportunities.
7. Establish rates that balance affordability with achieving required revenue targets that support the financial needs of LCA.

8. Collaborate with municipalities, stakeholders, and community groups to increase our understanding of the region's goals and strengthen the role LCA plays in supporting them.
9. Advance LCA's position in the region as the leading resource on water- and wastewater-related issues.
10. Support environmental sustainability and water equity initiatives through partnerships, education, and policy.

11. Increase our systems' capacity to address economic development needs in our region.
12. Define and establish plans to meet LCA's targeted levels of service.
13. Standardize and implement a comprehensive asset management program to ensure infrastructure reliability, guide investment, and support data-driven decision-making.

14. Enhance customer engagement and experience through process improvements and adoption of new technology.
15. Improve our responsiveness to customers' needs.
16. Grow customer awareness and support for LCA's goals and direction.

17. Ensure a safe working environment for all employees.
18. Standardize and enhance our approaches to succession planning, knowledge management, and performance management.
19. Expand opportunities for employee and leadership development, technical training, and certification.
20. Openly explore the diversity, equity, and inclusion issues that are important to LCA and our employees.
21. Engage employees in LCA's work through collaboration, communication, and cooperation.

MEASURES

- Number of permit violations
- Number of boil advisories
- Average time to address service disruptions

- Capital coverage ratio
- Collections program performance
- CIP program performance (on time, on budget)

- Progress reporting on strategies & milestones

- Percentage completion toward developing LCA's asset management program
- Percentage completion toward developing a regional Act 537 Plan
- Planned vs. unplanned maintenance

- Percentage change in call volume
- Customer service complaints per 1,000 accounts

- Employee safety incident rate
- Full-time employee voluntary & total turnover rate



How will we stay focused?

It's a big plan with a lot of important goals and activities!

Metrics to illustrate progress

✓ Reporting on 2022 Milestones

- Asset management program development
- Water & sewer capacity projects
- Process efficiency improvements

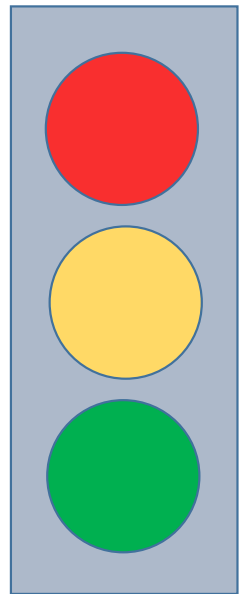
✓ Reportable employee safety incidents

✓ Capital program management (on time / on budget)

✓ Planned vs. unplanned maintenance

✓ Other metrics:

- Monthly financial reporting
- Regulatory compliance
- Customer responsiveness
- Employee turnover



Asset Management

2022 Focus:

1. Develop multi-year approach / roadmap to developing LCA's Asset Management (AM) program
2. Track all maintenance activities in a standard Computerized Maintenance Management System (CMMS) platform

2022 Milestones:

- Staffing assessment & organization structure for AM
- Develop 3-year roadmap of AM activities
- Identification and definition of all Preventive Maintenance (PM) and Corrective Maintenance (CM) programs within CMMS
- Develop standardized inventory list
- Identify and implement project management system

Process Improvement

2022 Focus:

1. Evaluate long-term viability of current Enterprise Resource Planning (ERP), Munis, and decide next steps for enhancement
2. Process improvements in Customer Care and Employee Time Recording

2022 Milestones:

- ERP needs assessment & road map
- Simplify & improve time recording process within existing system
- Improved delinquency tracking program
- Enhanced customer self-service tools

Water & Wastewater Capacity

2022 Focus:

1. Advancing regional Act 537 Plan development
2. Water supply evaluation for Central Lehigh Division (CLD) & North Whitehall Division (NWD)

2022 Milestones:

- CLD & NWD water supply study
- Kickoff of specific water projects (system interconnection, storage evaluation)
- Completion of Pretreatment Plant (PTP) master plan
- Preliminary screening / modeling of Act 537 alternatives

Employee Engagement & Safety

2022 Focus:

1. Employee & supervisory onboarding and training
2. Safety program enhancements

2022 Milestones:

- Develop structured approach to employee orientation
- Develop internal employee & supervisor training program
- Improve root cause analysis process to enhance understanding and tracking of safety incidents
- Enhance safety metrics, reporting and communication

Specific Operational Excellence Projects

2022 Focus:

1. Large diameter valve maintenance & replacement program development
2. Small systems Supervisory Control and Data Acquisition (SCADA) system enhancements
3. Small systems compliance review and operational enhancements

LCA Strategic Plan Metrics

Financial

2022 Debt Service Coverage Ratio - Total LCA



Debt Service Coverage Ratio - Current

City Division Suburban Wastewater Suburban Water

2.28 **6.61** **1.67**

Unrestricted Days Cash On Hand

City Division Suburban Wastewater Suburban Water

266 **203** **171**

* Target of 180 days.

Customer Care

DEVELOPING
METRIC

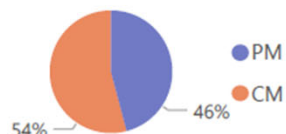
Capital Program

DEVELOPING
METRIC

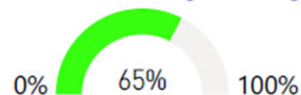
Asset Management

2022 Corrective Maintenance vs. Preventive Maintenance Hours

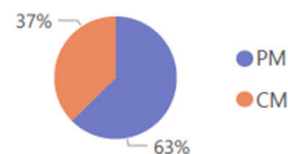
Field Services



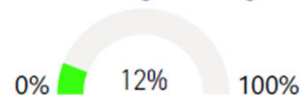
Field Services Program Design



Plants

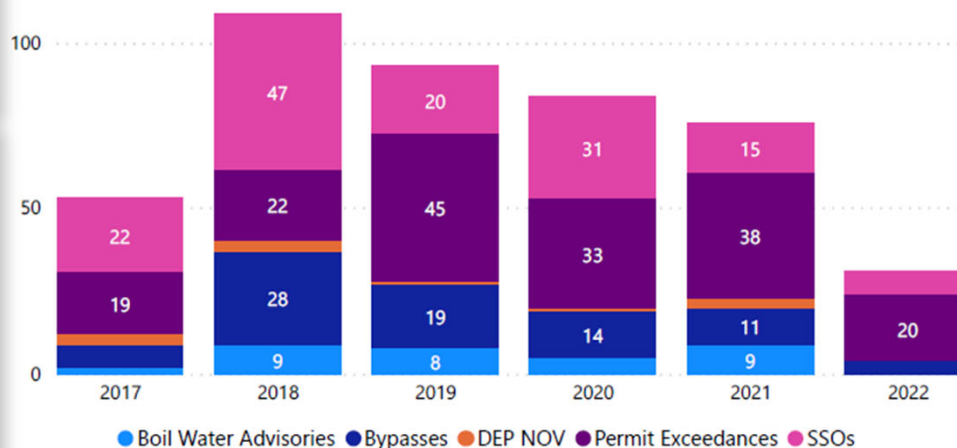


Plant Program Design



* Metric to show 2022 progress on preventive program redesign and implementation.

Environmental Compliance



Safety

Days No
Vehicle Accident

2

Days No Lost
Time

21

Employees

Total Employees

162

Average Age

46.8

Average Yrs of Service

11.8

Total Vacancies

11

Discussion / Questions?

Thank you!



Lehigh County Authority