



LCA Main Office:
1053 Spruce Road
Wescosville, PA 18106
610-398-2503

Agendas & Minutes Posted:
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LEHIGH COUNTY AUTHORITY

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BOARD MEETING AGENDA – September 12, 2022 – 12:00 p.m.

In-Person or Virtual Meeting Attendance Options Available: Meetings of the LCA Board of Directors will be held at LCA's Main Office as well as online using the Zoom Meetings application, which includes a telephone option. Public participation is welcomed both in-person or virtually. Instructions for joining the meeting online or by phone are posted on the LCA website in the morning on the day of the meeting, prior to the start of each meeting. You may also issue comment to LCA via email to LCABoard@lehighcountyauthority.org in advance of any meeting or view the meeting at a later time by visiting the LCA website. Please visit <https://www.lehighcountyauthority.org/about/lca-board-meeting-videos/> for specific instructions to join the meeting if you are attending virtually. If attending in-person at LCA's Main Office, please follow all safety and sanitation protocols posted.

1. Call to Order

- **NOTICE OF MEETING RECORDINGS**

Meetings of Lehigh County Authority's Board of Directors that are held at LCA's Main Office at 1053 Spruce Road, Wescosville, PA, may be recorded for viewing online at lehighcountauthority.org. Recordings of LCA meetings are for public convenience and internal use only and are not considered as minutes for the meeting being recorded, nor are they part of public record. Recordings may be retained or destroyed at LCA's discretion.

- *Public Participation Sign-In Request*

2. Review of Agenda / Executive Sessions

- Additions to Agenda (vote required if action will be taken)

3. Approval of Minutes

- *August 22, 2022 Board meeting minutes*

4. Public Comments

5. Action / Discussion Items:

FINANCE AND ADMINISTRATION

- *LCA Munis ERP System Planning & Re-Implementation (Approval) (**gray**) (digital Board packet, pages 7-18)*
- *2023 Budget – Preliminary Review (Discussion)*

WATER

- *Water Main Replacement Program Cycle 6 (Approval) (**goldenrod**) (digital Board packet, pages 19-24)*

WASTEWATER

- *KISS System Modeling – Capacity Problem Definition (Discussion)*

6. Monthly Project Updates / Information Items (1st Board meeting per month) (digital Board packet, pages 25-32) - **September report attached**

7. Monthly Financial Review (2nd Board meeting per month) (digital Board packet, pages)

8. Monthly System Operations Overview (2nd Board meeting per month) (digital Board packet, page)
9. Staff Comments
10. Solicitor's Comments
11. Public Comments / Other Comments
12. Board Member Comments
13. Executive Sessions
14. Adjournment

UPCOMING BOARD MEETINGS		
September 19, 2022	October 10, 2022	October 24, 2022

PUBLIC PARTICIPATION POLICY

In accordance with Authority policy, members of the public shall record their name, address, and discussion item on the sign-in sheet at the start of each meeting; this information shall also be stated when addressing the meeting. During the Public Comment portions of the meeting, members of the public will be allowed 5 minutes to make comments/ask questions regarding non-agenda items, but time may be extended at the discretion of the Chair; comments/questions regarding agenda items may be addressed after the presentation of the agenda item. Members of the public may not request that specific items or language be included in the meeting minutes.

REGULAR MEETING MINUTES

August 22, 2022

Notice of Preparation of Authority Meeting Minutes: Authority staff who are in attendance at each Authority Board meeting prepare a draft of the Minutes, which are subsequently distributed to all Board members for review. Board members may offer corrections prior to a vote of the full Board of Directors to approve the Minutes.

The Regular Meeting of the Lehigh County Authority Board of Directors was called to order at 12:00 p.m. on Monday, August 22, 2022, Chairman Brian Nagle presiding. The meeting was hybrid via in-person and video and audio advanced communication technology ("ACT"), using the Zoom internet application, including telephone option. Each Board member and other attendees of the meeting were able to hear each other attendee and be heard by each other attendee. The public could also participate in the meeting in-person or via ACT, using the Zoom internet application, including telephone option. A Roll Call of Board members present was taken. Brian Nagle, Scott Bieber, Richard Bohner, Ted Lyons, Linda Rosenfeld, Jeff Morgan, and Amir Famili were present for the duration of the meeting. Kevin Baker entered the meeting at the time noted below.

Solicitor Michael Gaul of KingSpry was present along with Authority Staff, Liesel Gross, Ed Klein, Chris Moughan, Chuck Volk, Andrew Moore, Phil DePoe, Susan Sampson, and Lisa Miller.

Chairman Nagle announced that the Board received their electronic and hard copies of the Board packet in advance and asked if anyone did not receive their copy of the packet. A copy of the packet is also available online.

REVIEW OF AGENDA

Liesel Gross announced that there are no changes to the agenda; however, there will be an Executive Session at the close of the regular meeting to discuss personnel.

APPROVAL OF MINUTES

August 8, 2022, Meeting Minutes

On a motion by Richard Bohner, seconded by Linda Rosenfeld, the Board approved the minutes of the August 8, 2022, Board meeting as written (4-0). Amir Famili, Ted Lyons, and Scott Bieber abstained.

PUBLIC COMMENTS

None.

Ted Lyons suggested the Board discuss privatization of public water systems at a future meeting. Scott Bieber asked to have the regular Board meeting agenda be updated to include a section for Board member comments.

ACTION AND DISCUSSION ITEMS

Kevin Baker entered the meeting at 12:05 p.m.

LCA Tapping Fee Policy Update & Suburban Water Division Tapping Fees

Liesel Gross provided background on the update to various Authority policies and the Suburban Water Division tapping fees. She explained that the fees were scheduled to be presented and approved at an earlier meeting, but were withdrawn from the agenda. The fees were calculated by David Busch of Keystone Alliance Consulting, Inc. in 2022. The prior fees have been in place since 2012. Because the new fees showed a significant change in the calculation, Authority staff took time to review existing policies to ensure the fees would be implemented properly. Through this process, it was discovered that the policies required updates to be consistent with the Pennsylvania Municipality Authorities Act (MAA). The primary changes to the policies relate to how reimbursements are handled for qualifying developer-installed facilities. Ms. Gross explained that the reimbursement fees allowable under the MAA would apply most frequently to the Authority's Suburban Water Division, where developers are typically installing new infrastructure to serve their developments. When those developer-installed water facilities are completed, they are dedicated to the Authority, and some reimbursement fees may be due to the developers in the future if new customers connect to those facilities. The updated policies more clearly explain the process for reimbursement fees.

David Busch from Keystone Alliance Consulting, Inc., was in attendance and provided additional background on the policies and the fee calculation. There was some discussion regarding the development process and installation of new water infrastructure, and questions about how the fees are calculated. Mr. Busch explained that the Suburban Water Division tapping fees have been consolidated into a single fee for all of the Authority's systems, with the exception of the Arcadia system. The Arcadia water system includes a special fire protection system for all users that is not present in the Authority's other water systems. Therefore, the Arcadia system tapping fees were calculated separately. Mr. Busch explained the overall basis of the tapping fees and the different approaches to calculating the cost basis, using either the original cost or trended cost method.

Scott Bieber asked for clarification and explanation of the language in the Authority's Main Extension Policy regarding different obligations for small subdivisions on corner lots. Some discussion followed.

Ms. Gross then reviewed the four exhibits included with the Board agenda and the policy updates that are requested. She also explained that tapping fees are required to be adopted by a Resolution of the Board, and referred to Resolution 8-2022-1 that was also provided for Board consideration for adoption of the Suburban Water Division tapping fees.

On a motion by Jeff Morgan, seconded by Linda Rosenfeld, the Board approved the LCA Tapping Fee Policy as updated (Board packet Exhibit 2) (8-0).

On a motion by Amir Famili, seconded by Scott Bieber, the Board rescinded the LCA Distribution Fee report (Board packet Exhibit 3) (8-0).

On a motion by Linda Rosenfeld, seconded by Scott Bieber, the Board approved the LCA Main Extension Policy & Contribution Policy as updated (Board packet Exhibit 4) (8-0).

On a motion by Richard Bohner, seconded by Jeff Morgan, the Board approved Resolution No. 8-2022-1 (8-0).

A roll call vote was taken with the following votes cast:

Brian Nagle – yes
Scott Bieber – yes
Richard Bohner – yes

Ted Lyons – yes
Kevin Baker – yes
Linda Rosenfeld – yes
Jeff Morgan – yes
Amir Famili – yes

Liesel Gross thanked the Board for all their questions and Mr. Busch for his support of this process improvement initiative.

Water Main Replacement Program Cycle 7 & 8

Chuck Volk provided an overview of the project and introduced Jason Peters, project coordinator, to review the details. Jason Peters gave an overview of the Allentown Division Water Main Replacement Program Cycles 7 & 8 which will consist of about two miles of water main replacement work through 2024. The project will be funded by the LCA Allentown Division and has been approved by the City of Allentown as a Major Capital Improvement. He discussed the importance of coordinating this project with other related work such as other underground utilities, traffic control, the City of Allentown streets program, along with other outside agencies.

Mr. Peters noted that in order to maintain continuity and efficiency, which resulted in successful prior water main replacement projects, it is recommended to retain the services of Gannett Fleming, Inc. for the design of Cycles 7 and 8 through their pipe prioritization program. The pipe prioritization program will identify the water mains to be replaced, taking into consideration break history and other factors. There was some discussion regarding ensuring competitive pricing when the Authority exclusively uses the same firm for the work on multiple projects. Chuck Volk explained that the staff is comfortable the consultant's pricing is fair based on prior projects and the efficiency gained through their extensive knowledge of the Authority's system and program goals.

Jennifer McKenna, City of Allentown Office of Compliance, clarified that the City of Allentown has not approved the Cycle 7 and 8 projects because the project design has not been completed; however, the overall program approach is acceptable to the City. She also commented that the pipe prioritization process that Authority uses has been very beneficial, and the City appreciates that main replacement projects has been spread out geographically throughout the City over the years.

Scott Bieber requested a map to see where all the work in the City has been occurring.

On a motion by Ted Lyons, seconded by Jeff Morgan, the Board approved the Capital Project Authorization for the Design Phase and Pipe Prioritization Assessment Program Cycles 7 and 8 in the amount of \$395,830.00 which includes the Professional Services authorization to Gannett Fleming, inc. in the amount of \$260,830.00 (8-0).

A roll call vote was taken with the following votes cast:

Brian Nagle – yes
Scott Bieber – yes
Richard Bohner – yes
Ted Lyons – yes
Kevin Baker – yes
Linda Rosenfeld – yes
Jeff Morgan – yes
Amir Famili – yes

MONTHLY FINANCIAL REVIEW

Ed Klein gave an overview of the July 2022 financial statements, highlighting variances between actual expenses and budgeted or forecasted expenses.

MONTHLY SYSTEM OPERATIONS OVERVIEW

Andrew Moore reviewed highlights of the July 2022 report, noting that there was a continued increase in water production and decreased sewer flows due to the low rainfall in July. He also reported that the newly constructed Applewood Emergency Interconnection was placed online on July 14th to supplement water demand while Reservoir 1 would be offline for repairs. He also explained an employee injury that occurred in July.

STAFF COMMENTS

Liesel Gross recognized Ed Klein for his hard work on the Suburban Water Division tapping fees, which were approved earlier in the meeting.

SOLICITOR'S COMMENTS

None.

PUBLIC COMMENTS / OTHER COMMENTS

None.

EXECUTIVE SESSION

There will be an Executive Session after the regular meeting to discuss personnel matters.

ADJOURNMENT

There being no further business, the Chairman adjourned the meeting at 1:24 p.m.

Richard Bohner
Secretary

MEMORANDUM

Date: September 6, 2022

To: LCA Board of Directors

From: Liesel Gross, CEO

Subject: LCA Enterprise Resource Planning (ERP) / Munis Re-Implementation
Project: Implementation Support Services

MOTIONS / APPROVALS REQUESTED:

No.	Item	Amount
1	Capital Project Authorization – ERP/Munis Re-Implementation Project – Consultant Services	\$569,076
1A*	Professional Services Authorization: Implementation Support Services – Raftelis*	\$399,076

** Included in the Capital Project Authorization*

AUTHORIZATION OVERVIEW:

As outlined in LCA's 2022-2027 Strategic Plan, process improvement is a critical priority for the organization. Many of LCA's opportunities for process improvement lie in the administrative and financial areas of the organization, where manual processes and spreadsheet-based systems are used to "work around" deficiencies within the Enterprise Resource Planning (ERP) system currently in use, Munis by Tyler Technologies.

LCA completed an ERP Needs Assessment & Roadmap project in August 2022, which outlined a series of recommendations to improve current processes and undertake a full re-implementation of the Munis system in 2023. Continuation of the LCA's use of Munis was recommended for several reasons including:

- Munis system includes all the functionality LCA desires – there is no specific benefit to looking for a new system.
- Re-implementing Munis utilizing updated LCA business practices will support the use of additional functionality and modules currently not in use, such as Project Accounting, Inventory, Human Resources, and more.
- Munis can be integrated with other LCA systems such as Cityworks, timekeeping systems, and customer payment portal.
- Faster / easier employee adoption due to familiarity with Munis interface.
- Overall lower-cost project approach due to prior investment in Munis system.

The project to re-implement Munis will be focused on reconfiguring LCA's accounting structure and other foundational systems to utilize best business practices. This will result in an ERP system that better supports the organization's current needs, allows for utilization of the system's full capabilities, and supports Munis integration with other systems. LCA staff expects the project to result in increased automation, enhance service for internal and external customers, and overall improved accountability and reporting capability.

It is important to note that the term "reconfigure" is used in this memo to describe the need to adjust LCA's business practices, accounting code structures, etc. to conform with best business practices. The project approach will be to utilize Munis's built-in capabilities with minimal or no custom programming required.

FINANCIAL:

The project will be financed through LCA's Administration capital budget, with the majority of costs carried in 2023.

CURRENT STATUS:

The ERP Needs Assessment & Roadmap were completed in August 2022. The work outlined in this memo represents the planning and consultant support needed to implement the recommendations outlined in the Roadmap.

THIS APPROVAL – ERP IMPLEMENTATION SUPPORT SERVICES:

Lehigh County Authority (LCA) intends to retain the services of a utility management consulting firm to provide these services. These services include, but are not limited to, the following:

Professional Services
<ul style="list-style-type: none">• Facilitate implementation of immediate process improvements ("quick wins")
<ul style="list-style-type: none">• Facilitate project planning work including review and realignment of current business practices and development / documentation of updated accounting/other codes
<ul style="list-style-type: none">• Develop full scope of ERP implementation project, including negotiating an updated contract with Tyler Technologies
<ul style="list-style-type: none">• Provide project management services throughout the ERP implementation project
<ul style="list-style-type: none">• Provide system design & configuration support including support for data conversion, interface testing, user training, documentation, and change management
<ul style="list-style-type: none">• Support LCA through system conversion including go-live and post-go-live periods

CONSULTANT SELECTION PROCESS:

Raftelis was selected for this work based on their satisfactory completion of the ERP Needs Assessment & Roadmap project earlier this year. Their familiarity with Munis and LCA's specific challenges will be invaluable in ensuring an efficient and cost-effective project approach. Of critical importance is Raftelis's strong support for a comprehensive change management approach, due to the broad impact this project will have on the organization and the significant time commitment required for its successful completion.

Raftelis's proposal is attached for Board review if desired. LCA staff believe Raftelis's proposal is highly responsive to LCA's needs, and the project team offers an appropriate balance of technology and business / financial process expertise to the project. Raftelis has demonstrated familiarity with LCA's current financial systems and other available technologies, and the firm has worked effectively with LCA in prior engagements.

SCHEDULE:

This work is expected to be completed within 18 months of project kickoff.

FUTURE AUTHORIZATIONS:

A Capital Project Authorization (CPA) amendment will be brought to the Board for consideration after initial planning work is completed. A contract will be negotiated with Tyler Technologies for the Munis re-implementation project, which will accompany the CPA amendment for Board approval.



Proposal for
ERP Implementation Support Services
September 2, 2022



I. Background

Raftelis is pleased to submit this proposal to continue to provide business and technology consulting services to Lehigh County Authority (LCA). LCA desires several ERP system and process improvements including enhanced customer self-service, improved mobile workforce management, effective API interfaces, departmental budget reporting, business analytics, improved customer experience, and several others. In April 2022, LCA contracted with Raftelis to provide objective and knowledgeable consulting advice on LCA's viable Munis ERP solution options, including:

1. Remain as-is on Munis ERP, upgrading as appropriate, and optimizing processes where possible;
2. Reconfigure and re-implement the Munis ERP solution; and/or
3. Replace Munis with a new ERP solution.

Based on the assessment findings, LCA should stay on Munis and optimize its use/functionality through a complete Munis ERP solution reconfiguration, deployment of several new Munis modules, streamlined process workflows, effective system interfaces, and increased levels of customer service. Through this effort, LCA can embed and deploy sustainable best industry practices that will add workforce efficiencies, improve the customer experience, and enhance performance reporting to LCA's Board.

Raftelis proposes to assist LCA with its ERP implementation in alignment with the published ERP Roadmap. We will assist LCA in managing the successful redeployment its Munis ERP solution with many foundational enhancements (e.g., new general ledger (GL), revised chart of accounts, condensed account and time codes, consolidation of rates, enhanced customer self-service, new materials management processes, meaningful performance reports, and other enhancements for significant business transformation.

II. Scope of Work

Phase 1: Organizational Readiness

Task 1: Project Initiation

We will begin this engagement by facilitating a Project Kickoff Meeting with select LCA management personnel to discuss the logistics, deliverables, and communications throughout the project. Our team will subsequently facilitate a Group Kickoff Workshop for a broader cross-section of LCA staff that will be engaged in the ERP reimplementation project. These initial steps are fundamental to ensure that all LCA participants have a shared understanding regarding the actual project scope, desired objectives, resource participation needs, envisioned business process changes, and expected outcomes.

We will jointly develop an ERP Transformation Project Plan to guide the process and define the anticipated project schedule and anticipated level of involvement for the LCA core team members and subject matter experts (SMEs). Additionally, we will provide monthly project management reports to LCA's Project Manager to monitor project progress and adjust as necessary.

Task 2: Quick Wins

Raftelis will oversee LCA's corrective actions for a couple of the quick wins identified in the assessment report.

A. Check Receiving – Checks are currently received by several personnel in multiple departments, and routinely routed in LCA's interoffice mail for processing. Raftelis will review and validate LCA's solution for establishing a standard, controlled, and monitored process for receiving and processing checks.

B. Invoice Receiving - Invoices are currently received by several personnel in multiple departments, and routinely routed in LCA's interoffice mail for approval(s). Raftelis will review and validate LCA's solution for establishing a standard, controlled, and monitored process for receiving and processing invoices.

Task 3: ERP Planning Changes

Raftelis will help manage and oversee several areas for improvement identified in the assessment report that LCA can begin prior to the reimplementation of the Munis ERP solution.

A. General Ledger and Chart of Accounts – LCA's GL and budgets have historically been set up by fund and defined service area, without departments. Raftelis will help review LCA's newly proposed GL and Chart of Accounts for alignment with the new Munis solution for effective financial reporting.

B. Time and Project Codes – LCA's time and project/activity codes are overly complex (i.e., not reported on or analyzed at that level). Raftelis will help manage an LCA continuous improvement team (CIT) to review and provide recommendations on simplifying LCA's project and time codes. The CIT will meet regularly to discuss and define the problem, identify, and analyze possible alternatives, and provide recommendations to the executive team for improvement. This CIT will also subsequently address the organizational change management needs for electronic timecard submittals.

C. Service Areas and/or Rates - There are currently twenty (20) service divisions/areas within LCA and each service area can have multiple rates and connection fees for water and sewer. Raftelis will help manage an LCA CIT to evaluate simplifying LCA's rate offerings and connection fees where possible.

D. Materials Management Processes - There are limited, standardized materials management policies and practices within LCA. Raftelis will help manage an LCA CIT to begin developing the foundation for LCA's enterprise materials management program (i.e., from purchasing, receiving, warehouse, and use).

E. New Munis Modules – Raftelis will help manage an LCA CIT to review the existing functionality of additional Munis modules not currently in use, including:

- Human Resources
- Timekeeping
- Project Accounting
- Citizen Self-Service
- Treasury Management
- Munis Office
- Inventory
- Incident Management/311
- Contract Management

Each new Munis ERP module will be discussed and documented for application to LCA.

Task 4: Develop ERP Upgrade Scope of Work

Raftelis will help LCA develop the ERP upgrade scope of work for Tyler by adequately defining LCA's ERP business needs, new Munis modules, system interfaces, training needs, testing requirements, reporting requirements, and desired business outcomes for the Munis ERP reimplementation project. We will jointly discuss the scope with Munis for refinement, pricing, and estimated timeline.

Tyler's past technical support has been significantly lacking in several areas. Raftelis will assist LCA as needed to gain additional and competent Tyler project support for this relatively large ERP reimplementation project.

PHASE 1 DELIVERABLES:

- Kickoff meeting agenda
- Group kickoff meeting agenda
- ERP transformation project plan with schedule
- Draft ERP upgrade scope of work

Phase 2: ERP Transformation Support Services

Task 1: ERP Program Management Services

LCA's desired business transformation is a major undertaking with a full reimplementation of the Munis ERP solution with many new modules and streamlined business processes. This effort is contingent upon the successful negotiations with Tyler on the Munis upgrade implementation services contract and the service level agreement for providing ongoing support.

Raftelis' scope of services includes thirteen (13) months of project management support during the Munis ERP upgrade. Our proposed project management support effort includes:

- Project planning and scheduling coordination
- Vendor management
- Risk and decision management
- Coordination and oversight of user adoption

During the initial project planning period, Raftelis will work with the LCA and Munis project teams to develop a Consolidated Project Plan that incorporates the components of the Munis's tasks and services, the LCA's responsibilities, and other associated project activities.

Raftelis will assist and advise the LCA's Project Manager (PM) and will facilitate communication and project activities among the project sponsors, LCA's project manager, LCA's team members, third party implementers, and the Munis PM in performing the following project initiation tasks:

- Develop, review, and finalize an Upgrade Project Plan and Schedule
- Initiate Project Change Control Procedures and obtain sign-off from the LCA's Project Manager on all project deliverables
- Conduct regular Project Status Meetings with the entire upgrade project team
- Identify scope for change control elements
- Identify initial areas for focus in the Organizational Change Management (OCM) process

Once the project is initiated, Raftelis' activities will include the following:

- Support LCA's management of the overall project scope, identify out of scope tasks, and initiate a change control process to generate appropriate change orders when needed
- Develop, document, track, and assist in driving the resolution of project risks and issues throughout the project, including assisting in escalation when necessary with LCA and the Munis PM
- Develop Monthly Status Reports for the duration of the project, during which scope, schedule, cost, and progress are compared to plans
- Review project communications
- Coordinate tasks with other related LCA project activities

- Coordinate and manage Munis implementation activities, contract management and control, budget monitoring, invoice processing, schedule tracking, requests for information, change orders, and other tasks associated with project administration supporting LCA's PM
- Develop an Organizational Readiness Plan to provide guidance for Go-Live

Once the new system is live, Raftelis' activities will include the following:

- Develop Project Close-out Documentation including a Consolidated Final Report, documentation of lessons learned, and signed agreements on all phases of the project.

Task 2: System Design & Configuration Support

A. Systems Configuration Support - Munis will share the responsibility for the system upgrade implementation activities with LCA. Raftelis will actively participate in the Munis configuration workshops to help LCA determine its future business requirements, analyze opportunities for improvement, determine best path forward, and document the results. Raftelis will work with LCA to incorporate the ERP enhancements into existing staff documentation (e.g. LCA's policy manuals or operating documents). These agreed-upon business processes will guide the configuration of the upgraded system.

B. Data Conversion Support - LCA will need to migrate or convert data between not only versions but potentially between software applications. Raftelis will work with the LCA to determine the type and quantity of data to be converted. Each new module and process change (that includes data migration implications) should be a part of LCA's data migration strategy, including any data conversion requirements, any data migration and/or conversion scripts which will be necessary, any manual data entry that will be required, accommodations in software configuration and/or customizations that are must haves, data conversion testing and refinement. Raftelis will work with the LCA's project team and Munis to evaluate changes needed to leverage the new functionality in the upgraded ERP solution.

Specifically, Raftelis will assist LCA and Munis with the data extraction from the various identified sources, support data migration into the Munis's templates, perform a quality check, and help test the converted data. Raftelis will also work with Munis to identify the necessary quality controls to ensure that data integrity is maintained.

C. Interface Support - This Munis upgrade includes building new interfaces with other LCA and 3rd party systems. Raftelis will participate in the Munis interfaces design workshops and advise LCA staff as needed.

System	New Munis Interface Descriptions
New IVR	Two-way real time interface integrating with a future IVR system. An additional one-way real time interface is needed to the IVR system and Metavante for customer payments.
Paymentus	Two-way real time interface integration with Munis to implement two-way authentication, and integration with InfoSend to provide bill images.
ACH	Two-way interface to process ACH payments for vendors.
New Collection Agency Interface	Two-way interface is required to send customer account information and receive payment information for customers.
Timekeeping	One-way interface to send summary timesheets to Kronos from Munis.
CityWorks	Two-way interface to send service order, work order, project financials and asset and inventory information to and from Munis

Raftelis will review the interface design documents and work with the Munis, LCA staff, and 3rd party vendors. Raftelis will assist with the identification of the required integration points, the data requirements, the frequency, and other important integration points to develop a Testing Plan for evaluating the system interfaces.

D. Testing Support - To have acceptance of the system, it will be important for LCA to complete thorough testing of the new system configuration. It is expected that LCA will create test scripts, perform testing activities, document, and manage issues, and sign off on the final configuration. Raftelis will assist in coordinating LCA resources for the tests, review and assist with test plans, participate in the unit testing process itself, and provide feedback to the LCA on the results of the different test phases. Raftelis will support the LCA through unit testing, functional testing, system/integration testing and user acceptance testing. LCA's successful performance of the user acceptance testing (UAT) effort will help prove that LCA staff is adequately trained and capable of using the new Munis ERP system in a production environment at Go-Live.

E. Training Support - Core team training and end user training are very critical to the overall success of the project. Often, the requisite training sessions get delayed or accelerated resulting in lower user acceptance. Raftelis will work with LCA and the selected Munis to establish a Training Plan and Training Schedule to ensure that all users get the proper training before Go Live. It is expected that the training will be provided by the Munis for all Munis users. Raftelis will work with the LCA to coordinate the training schedule, resources, and facilities to conduct the various Munis training sessions. Raftelis will monitor the progress of the training and report to LCA's Project Manager.

F. Organization Change Management (OCM) – This ERP transformation project will present LCA with many challenges over the next few years. To realize the full potential of the LCA's investment in this upgrade, it is essential that organizational change management (OCM) be adequately addressed. Effective change management involves preparing the LCA's staff to perform the new business processes, modifying job responsibilities as needed, and full implementation of the software's new capabilities. Raftelis will provide a two-day OCM Workshop that will provide LCA with the requisite tools, strategies, and methodologies to establish an internal OCM program. Raftelis will educate the LCA's change management team on effective OCM principals, establish a change management process, and obtain team buy-in. Raftelis will document the results of this effort in a written OCM Plan and train the project core team on the OCM approach. After the OCM Workshop is completed, Raftelis will provide monthly updates and revisions to the change management documents as needed and facilitate resolution of identified change issues.

Task 3: Go-Live Support

Raftelis will support LCA in the system Go-Live by participating in a readiness assessment, preparing the detailed Go-Live Plan, supporting the final production system testing, providing startup support for the to-be business processes, verifying the conversion of the live data, and confirming that the Munis has fulfilled its contractual responsibilities.

Task 4: Post-Live Support

Raftelis will also provide consulting services to LCA on an as-needed basis for Post-Live support up to three (3) months after Go-Live. Some of the tasks that may be included in this phase include supplemental end user training, planning for future system interfaces, refinement of implemented business processes and workflows, tracking and resolution of system issues, and Munis support coordination.

PHASE 2 DELIVERABLES:

- Upgrade project plan and schedule
- Project change control procedures
- Project documentation including meeting minutes, decisions, issues, escalations, signoffs, and project close-out
- Monthly status reports
- Organizational readiness plan for go live
- OCM workshops
- Coordinate cut-over plan
- Project close-out documentation

IV. Estimated Project Schedule

This following estimated project schedules assume that LCA begin the Munis upgrade to v.2021.2 as soon as possible, begin implementing the identified ERP Quick Wins, and start working on ERP Planning Changes beginning with reviewing LCA's GL and Chart of Accounts.

Phase 1 - Organizational Readiness	2022				2023												2024		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Task 1: Project Initiation	▼																		
Task 2: Quick Wins																			
A. Check Receiving																			
B. Invoice Receiving																			
Task 3: ERP Planning Changes																			
A. General Ledger & Chart of Accounts																			
B. Time & Project Codes																			
C. Service Areas / Rates																			
D. Materials Management Processes																			
E. New Munis Modules																			
Task 4: Develop ERP Upgrade Scope of Work																			
A. ERP Scope of Work																			
Phase 2 - ERP Transformation Support Services	2022				2023												2024		
	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Task 1: ERP Program Management Services																			
Implementation Kickoff Meeting						▼													
Consolidated Project Plan							▼												
ERP Program Management Services (13 months)																			
Task 2: System Design & Configuration Support																			
A. Systems Configuration Support																			
B. Data Conversion Support																			
C. Interface Support																			
D. Testing Support																			
E. Training Support																			
F. Organizational Change Management (OCM)																			
Task 3: Go-Live Support																			
Task 4: Post-Live Support (3 months)																			

Phase 2 – ERP Transformation Support Services is envisioned to begin in February 2023 with an estimated 10-month solution implementation period, plus 3-months of post-live support services.

This proposed ERP upgrade implementation timeline is for initial planning purposes only. Tyler Munis will provide a detailed implementation schedule based on the requested scope of services.

V. Estimated Fees

Based on the proposed schedule, Raftelis estimates its fees for the Munis ERP reimplementation project not to exceed **\$399,076** as shown below.

Task	LCA ERP Implementation Support Services				Subtotal Fees	Travel	Total
	EIC \$ 300	PM \$ 250	SME1 \$ 240	SubTotal Hours			
Phase 1 - Organizational Readiness							
Task 1 - Project Initiation	8	16		24	\$ 6,400	\$ 2,000	\$ 8,400
Task 2 - Quick Wins	4	4		8	\$ 2,200		\$ 2,200
Task 3 - ERP Planning Changes	80	80	16	176	\$ 47,840	\$ 3,000	\$ 50,840
Task 4 - Develop ERP Upgrade Scope of Work	16	24	8	48	\$ 12,720	\$ 900	\$ 13,620
<i>Activity 1 Summary</i>	108	124	24	256	\$ 69,160	\$ 5,900	\$ 75,060
Phase 2 - ERP Upgrade Support Services							
Munis ERP Upgrade Support	80	1040	44	1164	\$ 294,560	\$ 29,456	\$ 324,016
	80	1040	44	1164	\$ 294,560	\$ 29,456	\$ 324,016
Total	188	1164	68	1420	\$ 363,720	\$ 35,356	\$ 399,076

Raftelis' Pricing Assumptions:

1. Raftelis' PM role for Munis ERP Upgrade Support is estimated at 50% level of effort for 13 months.
2. Raftelis will invoice LCA on a monthly time and material basis.

CAPITAL PROJECT AUTHORIZATION

PROJECT NO.: CON-A-7 BUDGET FUND: Administration \ Capital

PROJECT TITLE: ERP / Munis Re-Implementation Project

PROJECT TYPE:

- ☐ Construction
☐ Engineering Study
☐ Equipment Purchase
☐ Amendment
☒ Other

THIS AUTHORIZATION: \$569,076

TO DATE (W/ ABOVE) \$569,076

DESCRIPTION AND BENEFITS:

The project to re-implement Munis will be focused on reconfiguring LCA's accounting structure and other foundational systems to utilize best business practices. This will result in an ERP system that better supports the organization's current needs, allows for utilization of the system's full capabilities, and supports Munis integration with other systems. LCA staff expects the project to result in increased automation, enhance service for internal and external customers, and overall improved accountability and reporting capability.

Prior Authorizations: None. Prior work completed on the ERP Needs Assessment & Roadmap was addressed as a "special study" paid from operational funds, outside the scope of this project.

This Authorization: Includes third-party consultant services to provide full implementation support services. Staff and contingencies included to cover initial planning, system configuration, business process reviews, and contract negotiation with Tyler Technologies. See attached Board Memo for further project details.

Future Authorization: Upon completion of initial planning, configuration and business process reviews, and successful contract negotiations with Tyler Technologies, additional authorization will be required for the remainder of the Munis re-implementation project.

Requested This Authorization	
<i>Design Phase</i>	
Staff	\$130,000
Contractor	\$0
Engineering Consultant	\$399,076
Contingency	\$40,000
Total This Authorization	\$569,076

<i>Prior Authorizations</i>	<i>None</i>
<i>Future Authorizations</i>	<i>To be determined</i>

REVIEW AND APPROVALS:

_____ Project Manager	_____ Date	_____ Chief Executive Officer	_____ Date
_____ Chief Capital Works Officer	_____ Date	_____ Chairman	_____ Date



Lehigh County Authority

1053 Spruce Street * P.O. Box 3348 * Allentown, PA 18106-0348
(610)398-2503 * FAX (610)398-8413 * Email: service@lehighcountyauthority.org

PROFESSIONAL SERVICES AUTHORIZATION

Professional: Raftelis
227 W. Trade Street, Suite 1400
Charlotte, NC 28202

Date: September 12, 2022

Requested By: Liesel Gross

Approvals

Department Head: _____

Chief Executive

Officer: _____

LCA Enterprise Resource Planning (ERP) Needs Assessment & Roadmap

As outlined in LCA's 2022-2027 Strategic Plan, process improvement is a critical priority for the organization. Many of LCA's opportunities for process improvement lie in the administrative and financial areas of the organization, where manual processes and spreadsheet-based systems are used to "work around" deficiencies within the Enterprise Resource Planning (ERP) system currently in use, Munis by Tyler Technologies. LCA completed an ERP Needs Assessment & Roadmap project in August 2022, which outlined a series of recommendations to improve current processes and undertake a full re-implementation of the Munis system in 2023. The project to re-implement Munis will be focused on reconfiguring LCA's accounting structure and other foundational systems to better support the current operation, allow for utilization of the system's full capabilities, and support Munis integration with other systems to increase automation and enhance service for internal and external customers. Raftelis will provide support through all phases of the project including the following services:

Professional Services
• Facilitate implementation of immediate process improvements ("quick wins")
• Facilitate project planning work including review and realignment of current business practices and development / documentation of updated accounting/other codes
• Develop full scope of ERP implementation project, including negotiating an updated contract with Tyler Technologies
• Provide project management services throughout the ERP implementation project
• Provide system design & configuration support including support for data conversion, interface testing, user training, documentation, and change management
• Support LCA through system conversion including go-live and post-go-live periods

(1) Please reference the cover Memo for additional information.

Prior Approval:

Amount: \$0

This Approval:

Amount: \$399,076

Time Table and Completion Deadline: Expected completion within 18 months of project kickoff.

(For Authority Use Only)

Authorization Completion:

Approval: _____ **Actual Cost:** _____ **Date:** _____



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MEMORANDUM

Date: September 12, 2022

To: LCA Board of Directors

From: Jason Peters, Capital Project Coordinator

Subject: Suburban Division- Water Main Replacement Program
Construction Phase for Cycle 6

MOTIONS /APPROVALS REQUESTED:

No.	Item	Amount
2	<u>Capital Project Authorization:</u> Construction Phase, Cycle 6	\$2,566,698
3 *	<u>Professional Services Authorization Cycle 6:</u> <ul style="list-style-type: none">Construction Engineering / Managements Services, - <i>Gannett Fleming Inc.</i>	\$45,000
4 *	<u>Professional Services Authorization Cycle 6:</u> Construction inspection Services, - <i>Keystone Consulting Engineers.</i>	\$75,000
5 *	<u>Contract Award Cycle 6:</u> <ul style="list-style-type: none">General Construction – JOAO & Bradley Construction Co. Inc.	\$2,296,698

(*) *Included in the Capital Project Authorization*

PROJECT OVERVIEW:

The Suburban Division water system serves multiple municipalities in Lehigh and Northampton Counties. This Program covers Cycles 4-6 which includes the replacement of approximately 4 miles of water main pipe. The Cycle 6 water main replacement project is located in LCA's North Whitehall system near Schnecksville and includes approximately 1.11 mile of pipe and appurtenances, with the goal of addressing this high-risk water service area and providing more reliable service to our customers.

The driver for the project is to replace aging and failing infrastructure in order to prevent excessive leakage and/or service interruptions from water main breaks. Given the complex nature and size of the project, it will require a significant amount of coordination and public relations efforts.

FUNDING:

The Project will be funded by the LCA Suburban Division.

PROJECT STATUS:

In October 2017, the Board approved the Design Phase for Cycles 4-6 of the Project. Design of the Cycle 6 project was completed in early summer 2022. Working closely with all necessary Municipalities and other outside agencies, LCA obtained all approvals for Cycle 6 Construction Phase.

THIS APPROVAL: CONSTRUCTION PHASE CYCLE 6

Cycle 6 includes 1.11 miles of water main replacement in North Whitehall Township.

BIDDING SUMMARY: CONSTRUCTION CONTRACTS CYCLE 6

The project was advertised for bid on August 3, 2022. A mandatory pre-bid meeting was held on August 16, 2022, and bids were opened on August 24, 2022. The bidding results are as shown in Table 1 below.

Table 1	
General Construction	
Bidder	Amount
<i>JOAO & Bradley Construction Co., Inc.</i>	<i>\$2,296,698</i>
Shanline Excavating, Inc.	Non-responsive / \$2,063,513
Pact One LLC	\$2,371,267
Brubacher Excavating	\$3,111,566

The lowest in proposal cost was submitted by Shainline Excavating, Inc. (Shainline). Shainline failed to include in its bid submission (submitted on PennBid) a signed Bid Form, which is contrary to the requirements of LCA's bid specifications. As a result, Shainline's bid has been determined to be materially defective, as the failure to submit a signed Bid Form potentially deprives LCA of assurances that the bid will be effective, enforceable, and guaranteed. Under the Pennsylvania Municipal Authorities Act, a construction contract may only be awarded to the lowest responsive and responsible bidder. Under Pennsylvania law, Shainline Excavating, Inc. would not be considered the lowest responsive and responsible bidder for the Project.

JOAO & Bradley Construction Co., Inc. (Bradley) is the second-lowest bid and the bid submission is complete and responsive. The bid amount is below the engineer's cost opinion of \$3,682,406. Bradley has successfully completed numerous water main replacement projects for LCA, specifically the Suburban Division Cycles 3, 4 and 5 water main replacement projects and the Allentown Division Cycles 2, 3 and 5 water main replacement projects. Prior to the Lease, the Contractor performed many water main replacements for the COA, and is currently utilized by LCA Allentown Division Distribution and Collection (D&C) for emergency repairs.

Therefore, we recommend awarding the General Construction contract to JOAO Bradley Construction Co., Inc., subject to the receipt of the necessary Performance Bonds, Insurance and other required documentation.

PROFESSIONAL SERVICES: CONSTRUCTION PHASE CYCLE 6

1. Construction Engineering & Management

Gannett Fleming Inc., the design engineer of record, will provide construction engineering and administration services for the construction phase of the project. The work will generally include:

- Conduct preconstruction conference.
- Review contractor's construction schedule and updates for compliance with project.
- Arrange and conduct monthly progress meetings and provide meeting minutes.
- Review all contractor submittals to ensure that design objectives and requirements of the Contract Documents are met.
- Prepare Change Orders.
- Respond to contractor Requests-for-Information.
- Review certified payrolls.
- Conduct walkover of the project site with contractors and LCA representatives.
- Provide LCA with recommendation on completeness of work, final acceptance and release of final payment.

2. Construction Inspection

Keystone Consulting Engineers (KCE) will provide daily construction inspection related services for the project. The work will generally include:

- Act as the daily field contact person for the project.
- Attend pre-construction & monthly progress meetings
- On-site contract management and coordination
- Maintain daily record of project activities, quantities of work performed, site conditions, etc.
- Review documentation for change order requests
- Review monthly pay estimates
- Perform substantial and final completion inspections

Keystone Consulting Engineers (KCE) previously provided construction inspection services in Cycle 4 & 5 SD water main replacement projects and has provided construction phase services on other LCA water and wastewater projects. KCE provides a high level of technical expertise at a reasonable cost.

SCHEDULE:

Assuming approval of the Construction Phase at the September 12, 2022 Board meeting, all work is anticipated to be operational by March 31, 2023 (i.e., the substantial completion date).

FUTURE AUTHORIZATIONS:

No future authorizations are anticipated at this time.

CAPITAL PROJECT AUTHORIZATION

PROJECT NO.:	SD-W-22-1	BUDGET FUND:	Suburban Div\Water\Capital
PROJECT TITLE:	Suburban Division -Water Main Replacement Program Cycles 4-6	PROJECT TYPE:	<input checked="" type="checkbox"/> Construction <input type="checkbox"/> Engineering Study <input type="checkbox"/> Equipment Purchase
THIS AUTHORIZATION TO DATE (W/ABOVE)	\$ 2,566,698 \$ 7,446,559	<input checked="" type="checkbox"/> Amendment No. 3	

DESCRIPTION AND BENEFITS:

The Suburban Division water systems serve multiple municipalities in Lehigh and Northampton Counties. This Program covers Cycles 4-6 which includes the replacement of approximately 4 miles of watermain pipe due to aging infrastructure that has reached the end of its useful life, in order to prevent excessive leakage or disruptive water main breaks that impact our customers.

Cycle 6 main replacement project includes replacement of 1.11 mile of pipe. Please reference the cover Memo for additional information.

THIS AUTHORIZATION: Construction Phase, Cycle 6

Previous Authorizations	
Design Phase Cycles 4-6	\$655,000
Construction Phase Cycle 4	\$2,013,635
Construction Phase Cycle 5	\$2,211,226

REQUESTED THIS AUTHORIZATION	
Construction Phase Cycle 6	
Staff	\$50,000
Professional Services:	
Construction Engineering / Management	\$45,000
Construction Inspection	\$75,000
General Construction Contract – Joao & Bradley Construction, Inc.	\$2,296,698
Contingency	\$100,000
Total This Authorization	\$2,566,698

Total Project	\$7,446,559
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REVIEW AND APPROVALS:

Project Manager	Date	Chief Executive Officer	Date
Chief Capital Works Officer	Date	Chairman	Date



Lehigh County Authority

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PROFESSIONAL SERVICES AUTHORIZATION
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Professional: GANNETT FLEMING, INC.
P.O. Box 67100
Harrisburg, PA 17106

Date: September 12, 2022

Requested By: Jason Peters

Approvals

Department Head: _____

Chief Executive Officer: _____

Suburban Division – Water Main Replacement Program Cycle 6

This Authorization - Construction Phase, Cycle 6: \$45,000

Gannett Fleming, Inc. will provide construction related services including but not limited to conducting pre-construction, progress and close out meetings, catalog cut / shop drawing review and approval, change orders, RFI response, and technical assistance within the following Professional Services.

Professional Services
1. Construction Engineering / Management

Please reference the cover Memo for additional information.

Cost Estimate (not to be exceeded without further authorization): \$45,000

Time Table and Completion Deadline: As required to meet various critical deadlines as set forth in the proposal.

(For Authority Use Only)

Authorization Completion:

Approval: _____ **Actual Cost:** _____ **Date:** _____



Lehigh County Authority

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(610)398-2503 * FAX (610)398-8413 * Email: service@lehighcountyauthority.org

PROFESSIONAL SERVICES AUTHORIZATION
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Professional: KEYSTONE CONSULTING
ENGINEERS
6235 Hamilton Boulevard,
Suite 100
Wescosville, PA 18106

Date: September 12, 2022

Requested By: Jason Peters

Approvals

Department Head: _____

Chief Executive Officer: _____

Suburban Division – Water Main Replacement Program Cycle 6

This Authorization- Construction Phase, Cycle 6: \$75,000

Keystone Consulting Engineers will provide construction inspection related services including but not limited to attending pre-construction, progress and close out meetings, and technical assistance for the following Professional Service.

Professional Service
1. Construction Inspection Services

Please reference the cover Memo for additional information.

Cost Estimate (not to be exceeded without further authorization): \$75,000

Time Table and Completion Deadline: As required to meet various critical deadlines as set forth in the proposal.

(For Authority Use Only)

Authorization Completion:

Approval: _____ **Actual Cost:** _____ **Date:** _____

Lehigh County Authority – Monthly Report to Board of Directors

Upcoming Board Agenda Items & Project Updates – September 2022

Published: September 6, 2022

PART 1 – Upcoming Agenda Items – Action & Discussion Items

FINANCE & ADMINISTRATION

Project Title: LCA Munis ERP System Planning & Re-Implementation

Division / Funding: All Divisions

Board Action Date: 9/12/2022

Status or Action Desired: Approval

Project Phase: Planning Phase

Project Notes: Within the recently adopted 2022-2027 Strategic Plan, LCA has identified the need to improve its administrative and financial processes to eliminate paper-based and spreadsheet-based processes, improve reporting accuracy and efficiency, and provide greater opportunity for process optimization, automation and self-service access for employees and customers. A key component of this initiative is to evaluate the configuration and use of the Enterprise Resource Planning (ERP) system currently in place to determine if the system can meet LCA's needs. At the April 11, 2022 Board meeting, approval was granted for a professional services authorization for Raftelis to assist with this evaluation and needs analysis. The needs analysis was completed in July, with a recommendation presented to LCA for several next steps leading to a full re-implmentation of Munis in 2023. At the September 12, 2022 Board meeting, staff will request authorization for Raftelis to move forward with planning tasks, detailed business process review steps, and Munis re-implementation program support. Staff Responsibility: Liesel Gross

Project Title: 2023 Budget - Preliminary Review

Division / Funding: n/a

Board Action Date: 9/12 & 9/19/2022

Status or Action Desired: Discussion

Project Phase: n/a

Project Notes: Staff will present the budget timeline, key assumptions, strategic initiatives, and economic factors that will be included in the 2023 Budget on September 12. At the meeting on September 19, a preliminary budget will be presented for Board review. Additional details will be presented and discussed in October, with Board adoption expected by the end of October 2022. Staff Responsibility: Ed Klein

Project Title: Monthly Financial Review

Division / Funding: n/a

Board Action Date: 9/19/2022

Status or Action Desired: Discussion

Project Phase: n/a

Project Notes: August 2022 monthly financial report will be presented. Staff Responsibility: Ed Klein

SYSTEM OPERATIONS

Project Title: Monthly Operations Report

Division / Funding: n/a

Status or Action Desired: Discussion

Board Action Date: 9/19/2022

Project Phase: n/a

Project Notes: August 2022 monthly operations report will be presented. Staff Responsibility: Andrew Moore & Chris Moughan

WATER PROJECTS

Project Title: Water Main Replacement Program Cycle 6

Division / Funding: Suburban Division

Status or Action Desired: Approval

Board Action Date: 9/12/2022

Project Phase: Construction Phase

Project Notes: The project is for the annual replacement of 1 mile of aged and/or failing water mains in multiple locations throughout the Suburban Division, based on the design engineer's risk prioritization protocol. The design engineer (Gannett Fleming) completed prioritization of the Cycle 6 main replacements in coordination with LCA staff. Design phase was completed mid-2022, bid phase commenced in August 2022, and bids were opened on 8/24/22. Construction phase is to be requested at the September 12, 2022 LCA Board meeting. Staff Responsibility: Jason Peters

Project Title: I-78 Water Main Crossing

Division / Funding: Suburban Division

Status or Action Desired: Approval

Board Action Date: 9/19/2022

Project Phase: Construction Phase

Project Notes: This project consists of the installation of 170 LF of 20" HDPE pipe and appurtenances in an existing 36-inch diameter steel casing pipe under Interstate 1-78 that was recently acquired from Upper Macungie Township. The crossing will be utilized by the Upper System pump station that is in the design phase (see the Upper System Pump Station and Main Extension project for additional information). Design of the I-78 crossing was completed earlier this year and the bid phase commenced on August 1, 2022. Bids were opened on August 24, 2022. The Board will be requested to authorize award of the contract at its September 19, 2022 meeting. Staff Responsibility: Ed Hoyle

Project Title: Water Filtration Plant & System Master Plan

Division / Funding: Allentown Division

Status or Action Desired: Discussion

Board Action Date: 9/19/2022

Project Phase: Planning Phase

Project Notes: This project involves the preparation of a Master Plan for the Allentown Water Filtration Plant, water storage tanks, water storage reservoirs, pressure booster stations, raw water springs, and surface water intakes. The Master Plan will involve several key sections including, but not limited to: full-scale condition assessments, treatment process optimization, and development of short-term and long-term capital plans. The Master Plan is a requirement included within the Allentown Water & Sewer Lease, to be updated every five years throughout the life of the lease. The first Master Plan was prepared in 2017. Board authorization was granted at the January 10, 2022 Board Meeting. The project will be funded by the LCA Allentown Division. Arcadis will provide a presentation at the September 19, 2022 Board Meeting. Staff Responsibility: Phil DePoe

WASTEWATER PROJECTS

Project Title: KISS System Modeling - Capacity Problem Definition

Division / Funding: City of Allentown (AO)

Board Action Date: 9/12/2022

Status or Action Desired: Discussion

Project Phase: Planning Phase

Project Notes: As preparation work on the Act 537 Plan continues, the next major milestones involve (1) the selection of design storms to be modeled and (2) the development of figures and tables indicating overflow locations under various modeled scenarios. Authorization was granted at the June 13, 2022 Board meeting. This includes an analysis of the prior 20 years' worth of rainfall data. Upon a thorough review of the data, the 3, 5, 10, and 20 year stand-in events were analyzed for alternatives modeling. Figures were then developed to show overflow locations under 2021 and 2050 flow conditions. Arcadis will present an update on these major milestones at the September 12, 2022 Board Meeting. Staff Responsibility: Phil DePoe

Project Title: Kline's Island WWTP: Solids Process Boiler and HVAC System Upgrade Project

Division / Funding: Allentown Division

Board Action Date: 9/19/2022

Status or Action Desired: Approval

Project Phase: Construction Phase

Project Notes: The solids process boiler system is more than 25 years old and provides critical heat to the anaerobic digesters and solids dewatering and processing buildings. The equipment has reached the end of its service life, and replacement of the equipment is identified as a near-term (0 – 5 years) project priority in the KIWWTP Master Plan. This project includes replacement of the boilers and associated solids processing HVAC equipment. The City granted approval of the preliminary engineering reportpm 3/22/2021 with the project approved as a Major Capital Improvement. Approval of design phase engineering was granted at the 5/24/2021 LCA Board meeting. The Substantially Complete design was submitted to the City on 6/21/22 and approval was granted on 7/12/22. Bid phase commenced in early August 2022 and bids were opened on 8/30/22. Construction phase authorization is to be requested at the 9/19/22 LCA Board meeting. Staff Responsibility: Bryan Geissel

Project Title: KISS System Modeling - Preliminary Screening of Alternatives (PSOA)

Division / Funding: Allentown Division - AO

Board Action Date: 9/19/2022

Status or Action Desired: Approval

Project Phase: Planning Phase

Project Notes: As work on the Capacity Problem Definition phase of Act 537 planning concludes in late September 2022, the next major phase of work involves the "Preliminary Screening of Alternatives" (PSOA). The PSOA phase will commence in October 2022 and will conclude in late March 2023. This work includes the narrowing down of all the potential storage, gravity conveyance, pumped conveyance, source reductions, and treatment options into manageable (realistic) options for modeling purposes. After the PSOA concludes, the next major Act 537 planning phase is the Final Alternatives Analysis (FAA). Staff Responsibility: Phil DePoe

PART 2 – Project Updates – Information Items

Project Title: 2021 Audit & Financial Statements

Division / Funding: n/a

Status or Action Desired: NEW

Board Action Date: n/a

Project Phase: n/a

Project Notes: The 2021 Audited Financial Statements have been delayed due to the delayed completion of the Pennsylvania Municipal Retirement System (PMRS) financial audit. A notice of delay has been sent to the appropriate parties. The LCA statements are complete and will be presented to the Board for review and acceptance upon receipt of the PMRS audit information. Staff Responsibility: Ed Klein

Project Title: Lead Service Line Replacement Program Planning

Division / Funding: Allentown Division

Status or Action Desired: NEW

Board Action Date: n/a

Project Phase: Planning Phase

Project Notes: This project focuses on the development of an initial lead service line (LSL) replacement project in the City of Allentown and pursuit of grant funding through the Infrastructure Investment and Jobs Act (IIJA) to implement the project. The U.S. EPA published the Lead and Copper Rule Revision in 2021 that will require utilities to create an inventory of all public and private service lines and their material, and to develop a strategy for the replacement of LSLs over a period of time. Due to the availability of funding via the IIJA and the prevalence of LSLs in the City of Allentown, LCA wishes to begin LSL replacements now through a grant-funded project. Consultant services have been retained to develop an initial LSL replacement project scope and to support the grant application process. Future Board authorization will be required to approve the grant application submission. Additional work will follow to develop a more complete service line inventory database and address other compliance requirements of the new regulation. Staff Responsibility: Andrew Moore

PART 3 – Open Project List – No Updates

Project Category	Project Title	Division / Funding	Project Phase	Staff Responsibility
Finance & Administration	LCA Munis ERP System Planning & Re-Implementation	All Divisions	Planning Phase	Liesel Gross
Finance & Administration	Monthly Financial Review	n/a	n/a	Ed Klein
Finance & Administration	2023 Budget - Preliminary Review	n/a	n/a	Ed Klein
System Operations	Monthly Operations Report	n/a	n/a	Andrew Moore & Chris Moughan
Water - Suburban	Water Main Replacement Program Cycle 6	Suburban Division	Construction Phase	Jason Peters
Water - Suburban	I-78 Water Main Crossing	Suburban Division	Construction Phase	Ed Hoyle
Water - Allentown	Water Filtration Plant & System Master Plan	Allentown Division	Planning Phase	Phil DePoe
Sewer - Act 537	KISS System Modeling - Capacity Problem Definition	City of Allentown (AO)	Planning Phase	Phil DePoe
Sewer - Allentown	Kline's Island WWTP: Solids Process Boiler and HVAC System Upgrade Project	Allentown Division	Construction Phase	Bryan Geissel
Sewer - Allentown	KISS System Modeling - Preliminary Screening of Alternatives (PSOA)	Allentown Division - AO	Planning Phase	Phil DePoe
Finance & Administration	2021 Audit & Financial Statements	n/a	n/a	Ed Klein
Water - Allentown	Lead Service Line Replacement Program Planning	Allentown Division	Planning Phase	Andrew Moore
Finance & Administration	LCA Strategic Plan - 2022 Quarterly Progress Reporting	n/a	n/a	Liesel Gross
System Operations	Large Diameter Valve Prioritization Program	Allentown Division	Planning Phase	Chris Moughan

Project Category	Project Title	Division / Funding	Project Phase	Staff Responsibility
System Operations	Suburban Water Facilities - SCADA System Upgrade	Suburban Division	Construction Phase	Chris Moughan
System Operations	Watershed Monitoring Program	Suburban Division	Ongoing	Andrew Moore
Water - Suburban	Fixed Base Meter Reading Stations	Suburban Division	Planning Phase	Amy Kunkel
Water - Suburban	2022 Commercial Meter Replacement Project	Suburban Division	Construction Phase	Amy Kunkel
Water - Suburban	Far View Farms Pump Station Demolition	Suburban Division	Construction Phase	Ed Hoyle
Water - Suburban	Upper System Pump Station and Main Extension	Suburban Division	Design Phase	Ed Hoyle
Water - Suburban	Central Lehigh and North Whitehall Systems – Water Supply Study	Suburban Division	Planning Phase	Phil DePoe
Water - Allentown	Water Main Replacement Program Cycles 7 & 8	Allentown Division	Design	Jason Peters
Water - Allentown	Water Main Replacement Program Cycle 6	Allentown Division	Construction Phase	Jason Peters
Water - Allentown	SmartBall Inspection - 30" and 36" Transmission Main - East Side	Allentown Division	Planning Phase	Chris Moughan
Water - Allentown	Water Filtration Plant: Filter Upgrade Project	Allentown Division	Design Phase	Chuck Volk
Water - Allentown	Water Filtration Plant: 2022 Indenture Upgrades	Allentown Division	Construction Phase	Bryan Geissel
Water - Allentown	Water Filtration Plant: High Lift Pump VFD Replacements	Allentown Division	Construction Phase	Chuck Volk
Sewer - Act 537	Sanitary Sewer Collection System: Rain Derived Inflow and Infiltration (RDII) Analysis - Signatory Systems	Allentown Division	Project Closeout	Phil DePoe
Sewer - Act 537	KISS System Modeling - Hydraulic Model Expansion and Calibration	City of Allentown (AO)	Planning Phase	Phil DePoe
Sewer - Act 537	KIWWTP - Wet Weather Treatment Options	City of Allentown (AO)	Planning Phase	Phil DePoe

Project Category	Project Title	Division / Funding	Project Phase	Staff Responsibility
Sewer - Act 537	Regional Sewer Capacity & Wet-Weather Planning - Regional Act 537 Plan Preparation	City of Allentown (AO)	Planning Phase	Phil DePoe
Sewer - Act 537	Kline's Island WWTP: Phase 1 AO Design Improvements	City of Allentown (AO)	On Hold	Phil DePoe
Sewer - Act 537	KISS System Modeling - Sewage Billing Meter QA/QC Data Analytics and 2021 Flow Metering Preparation	City of Allentown (AO)	Planning Phase	Phil DePoe
Sewer - Act 537	Resolution 6-2022-1: Trexlertown Act 537 Special Study	Suburban Division	Planning Phase	Phil DePoe
Sewer - Act 537	Regional Sewer Capacity & Wet-Weather Planning: Engineering & Program Support	Suburban Division	Planning Phase	Phil DePoe
Sewer - Act 537	Upper Western Lehigh Pump Station and Force Main	Suburban Division	Design Phase	Amy Kunkel
Sewer - Act 537	Western Lehigh Service Area - Engineering & Program Support	Suburban Division	Planning Phase	Phil DePoe
Sewer - Act 537	Industrial Pretreatment Plant Master Plan	Suburban Division	Planning Phase	Phil DePoe
Sewer - Suburban	Heidelberg Heights 2021 and 2022 Sanitary Sewer Replacement Project	Suburban Division	Construction Phase	Jason Peters
Sewer - Suburban	Heidelberg Heights Wastewater Treatment Plant - Mechanical Screen Project	Suburban Division	Design Phase	Chuck Volk
Sewer - Suburban	Heidelberg Heights Sanitary Sewer Consent Order & Agreement	Suburban Division	Planning Phase	Chuck Volk
Sewer - Suburban	Lynn Township Corrective Action Plan	Suburban Division	Ongoing	Jason Peters
Sewer - Suburban	Park Pump Station Phase 2 Upgrade	Suburban Division	Construction Phase	Chuck Volk
Sewer - Suburban	Western Lehigh Manhole Rehabilitation Project - Phase 3	Suburban Division	Design Phase	Jason Peters
Sewer - Allentown	Kline's Island WWTP: Wet Weather Capacity Enhancements	Allentown Division	Preliminary Design	Bryan Geissel
Sewer - Allentown	Kline's Island WWTP: 2022 Indenture Upgrades	Allentown Division	Construction Phase	Bryan Geissel

Project Category	Project Title	Division / Funding	Project Phase	Staff Responsibility
Sewer - Allentown	Kline's Island WWTP: Dechlorination System Pilot Program	Allentown Division	Preliminary Design	Bryan Geissel
Sewer - Allentown	KIWWTP Primary Digester No. 1 Cleaning	Allentown Division	Construction Phase	Bryan Geissel
Sewer - Allentown	Kline's Island WWTP: Sludge Thickener Tank No. 3 Mechanical Upgrade	Allentown Division	Construction Phase	Bryan Geissel
Sewer - Allentown	Kline's Island WWTP: Main and Auxiliary Pump Station Improvements	Allentown Division	Preliminary Design	Chuck Volk
Sewer - Allentown	Kline's Island WWTP: Intermediate Pump Station Improvements	Allentown Division	Preliminary Design	Chuck Volk
Sewer - Allentown	Lehigh Street (Rte. 145) Water and Sewer Main Relocation Project	Allentown Division	Construction Phase	Jason Peters
Sewer - Allentown	Sanitary Sewer Collection System: I&I Source Reduction Program Plan (Year 3)	City of Allentown (AO)	Construction Phase	Phil DePoe