



Lehigh County Authority

Strategic Plan: 2022-2027

Adopted December 13, 2021

Progress Report: 2nd Quarter 2023



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



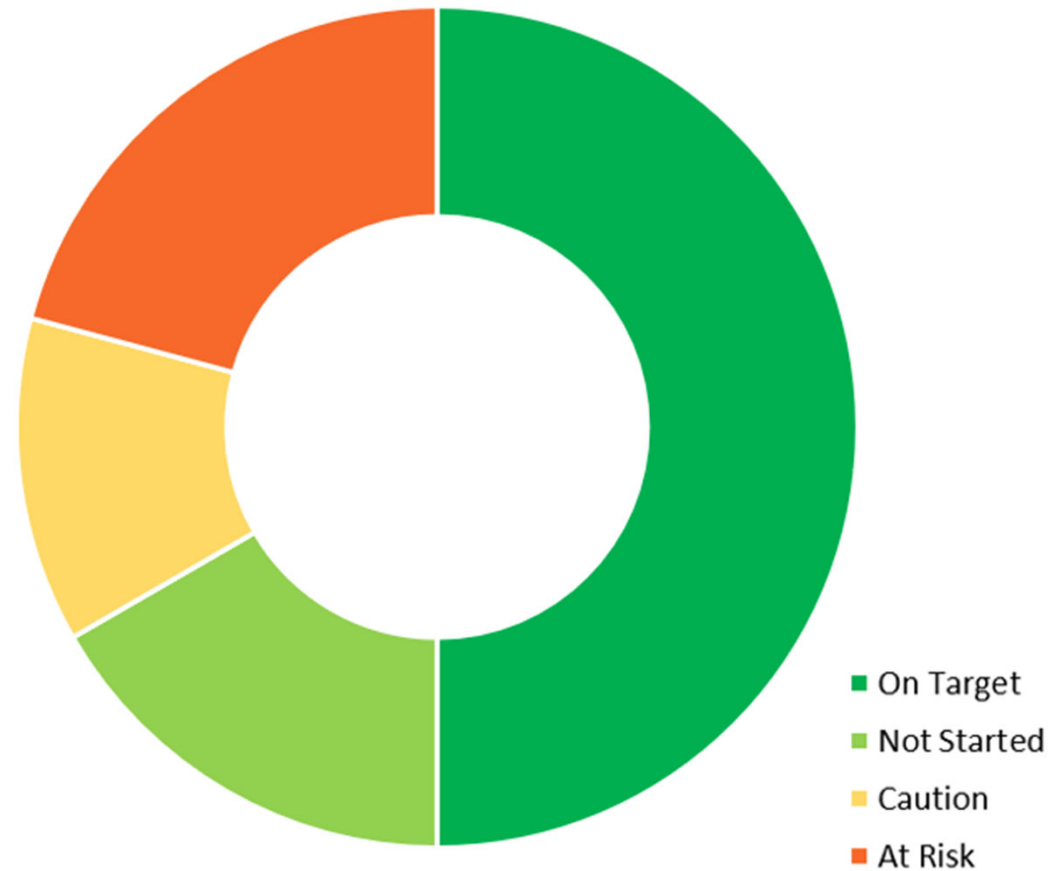
2022-2023 Strategic Initiatives



Focus on 5 key initiatives

2nd Quarter 2023 Status

	2023 Milestones
1. Asset Management	4
2. Process Improvement	4
3. Water & Wastewater Capacity	4
4. Employee Engagement & Safety	8
5. Operational Excellence	4
TOTAL	24



Milestones Not Started

1. Board delegation of duties & purchasing authorizations
2. New-employee check-in / mentoring program
3. Updated retirement risk profile
4. Evaluation of external support / staffing requirements for safety program



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**Not Started = Planned delay
and/or still likely to be
completed on schedule if
work begins soon**

Milestones in “Caution” Status

1. Identify & define all key maintenance programs within Cityworks
2. Munis ERP implementation
3. Complete design phase for KIWWTP pumping improvements project



Caution = On track, but schedule adjustment may be required

At-Risk Milestones

1. Asset Management Technology group staffing transition
2. Standardizing onboarding:
 - new employees
 - new supervisors
 - safety training
3. Implementation of Sand Spring WWTP compliance plan

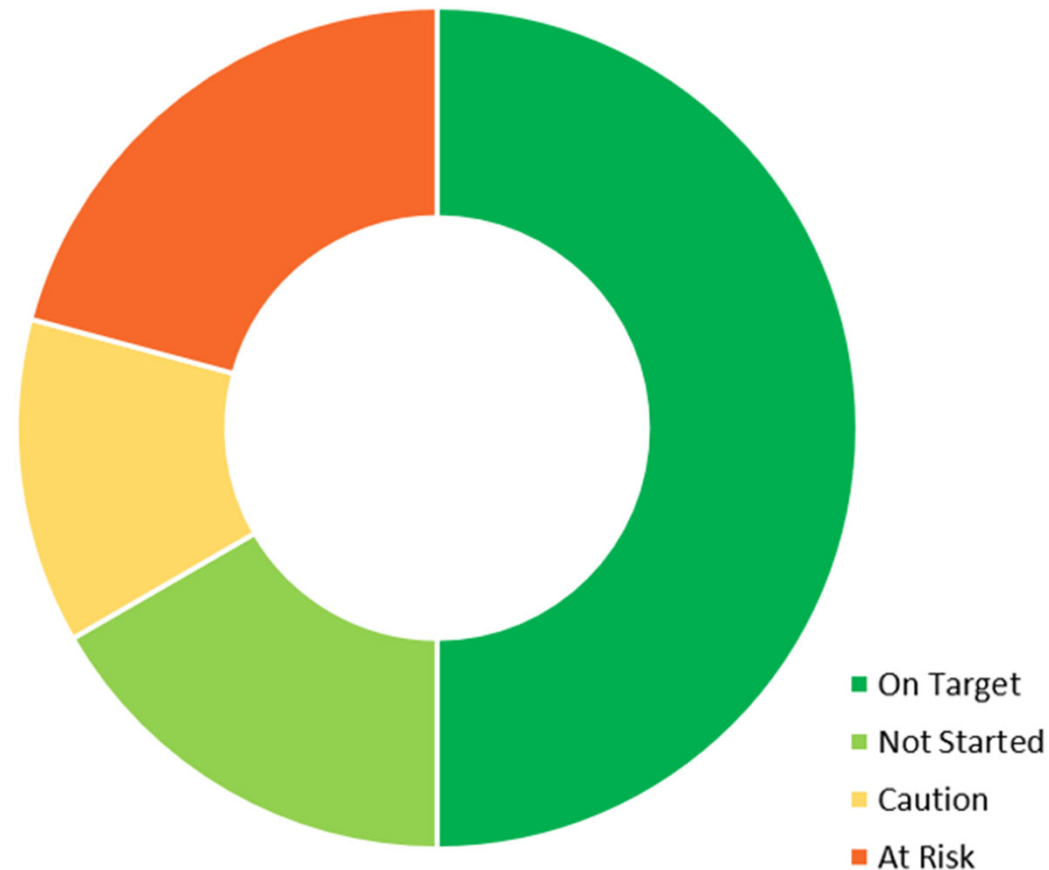


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At-Risk = Uncertain if work can be completed in near-term horizon; external factors impacting progress

>80% of 2023 goals are on the right track!

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1. Asset Management	4
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Four Major Barriers

1. Staffing / turnover impacts

- Asset management technology
- Human resources
- Plant operations / compliance
- Capital works
- Field services

2. Consultant support

- Staffing impacts / turnover
- LCA reliance on external support

3. Shifting & New Priorities

- Lead service lines
- Pursuit of grant funding
- PFAS regulatory review
- North Whitehall sewer service
- Increased project load

4. Underestimated Project “Weight”

- KISS Act 537 decision-making & analysis
- Asset management program design
- Munis ERP project planning

Next Steps

- Staff Workshop
 - Strategy realignment / prioritization
 - Resource requirements
- 2024 Budget Assumptions
- Board Review



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Discussion / Questions?

Thank you!



Lehigh County Authority