



Lehigh County Authority

Strategic Plan: 2022-2027

Adopted December 13, 2021

Progress Report: February 10, 2025



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



Customer Engagement and Support



Operational Excellence



System Capacity and Reliability



Financial Stewardship



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



Annual Prioritization of Strategic Initiatives



Focus on 5(ish) key initiatives

2024 Year-End Status

	2024 Targets
KISS Act 537	8
Tyler EERP Implementation	7
Lead Program	10
Asset Management	8
Employee Engagement & Safety	6
Staffing & Building Optimization Plan	9
High-Priority Goals	5
TOTAL	53



2024 Targets Started / Delayed - Summary

1. Final preparation of KISS Act 537 Plan
Adjusted Target: April 15, 2025

2. Tyler EERP “go live”
Adjusted Target: July 1, 2025

3. Lead replacement projects
Adjusted Target: Pending bondholder consent process

4. Building optimization & staffing plan
Adjusted Target: Staffing plan requires focused internal discussion



[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)

2024 Wow Moments

Excellent New Hires: HR, asset management, engineering, operations, field service, customer service, payroll, safety/risk management, lead program

Internship Program: School participation, staff mentorship, extended relationships, program recognition

Regional Collaboration: Draft KISS agreement terms, township pump station operations, pretreatment plant stakeholder process, positive media relations on lead and regional sewer plan

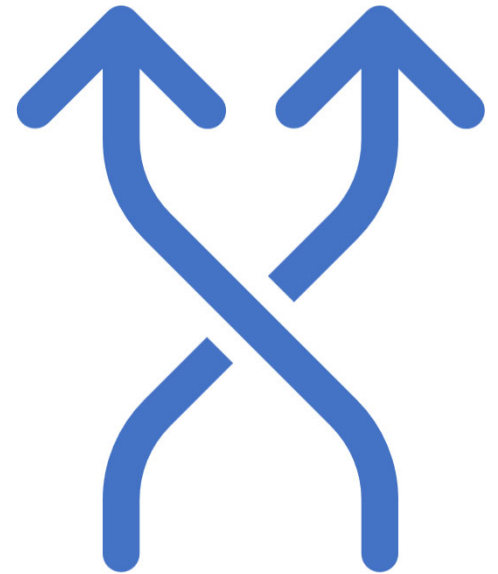
Financial Achievements: City financing, Suburban sewer financing, Washington Twp sewer fund transfer, continued focus on grants

Internal Collaboration: Tyler EERP, lead program, KISS Act 537, Suburban SCADA project acceleration, Sand Spring compliance trials, and much more!



Looking Forward – 2025 (and beyond!)

1. Continued focus on the “big” items
2. Organizational strategies to consider:
 - Water / sewer rate affordability strategy
 - rate design, grants, partnerships, monthly billing
 - Long-term staffing plan
 - in-sourcing approach, succession planning, recruiting



LCA Strategic Plan Refresh?

Connecting our current priorities to the plan

Our Mission:

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



Regional Collaboration and Leadership



Customer Engagement and Support



Operational Excellence



System Capacity and Reliability



Financial Stewardship



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.

Discussion / Questions?

Thank you!



Lehigh County Authority