



Lehigh County Authority

Strategic Plan: 2022-2027

Adopted December 13, 2021

Progress Report: July 14, 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



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

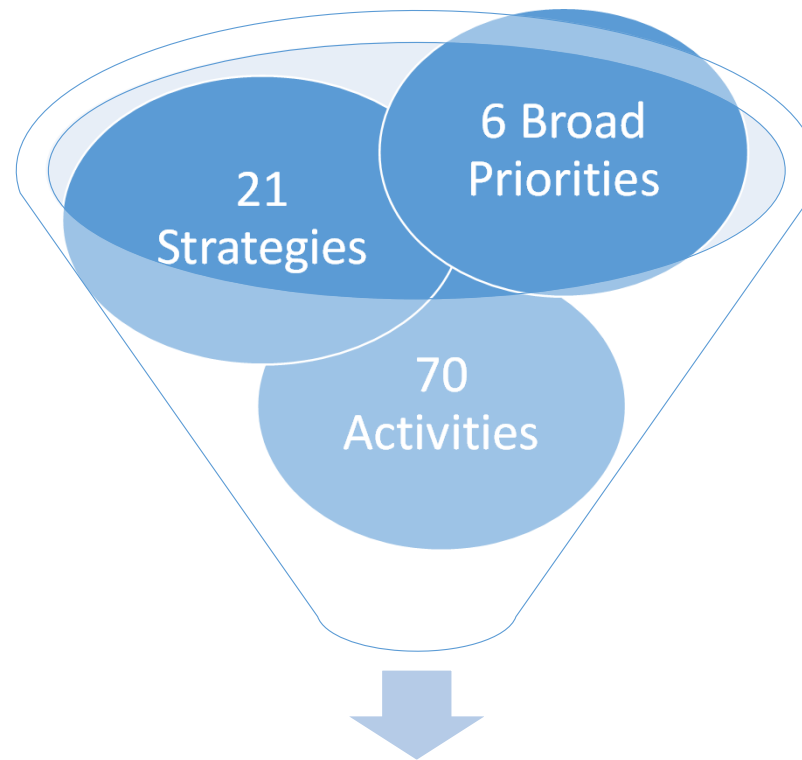
- Percentage completion toward developing LCA's asset management program
- Percentage completion toward developing a regional Act 537 Plan
- Planned vs. unplanned maintenance

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

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



Annual Prioritization of Strategic Initiatives



Focus on 5(ish) key initiatives

2025 Mid-Year Status






	2025 Targets
Organizational Strategies	5
Regional Sewer Plan	5
Tyler EERP Implementation	5
Lead (Pb) Program	5
Employee Engagement & Safety	6
Asset Management	4
Other Priority Projects	3
TOTAL	33



Regional Sewer Plan

Development and adoption of a regional Act 537 Plan that meets the sewer service needs of 15 municipalities in the Kline's Island Sewer System, and addresses environmental, regulatory, capacity, and asset management concerns of an aging system.






2025 Targets:

Municipal approvals received and Act 537 Plan submitted to DEP	Regional Collaboration & Leadership System Capacity & Reliability	P. DePoe	
Intermunicipal Agreement concepts finalized, prepared for drafting legal language	Financial Stewardship Regional Collaboration & Leadership System Capacity & Reliability	L. Gross	
Regional sewage billing meter program standards defined	Regional Collaboration & Leadership Financial Stewardship	P. DePoe	
PTP 2.0 business / funding plan & concept design complete	Financial Stewardship Regional Collaboration & Leadership System Capacity & Reliability	L. Gross	
Develop strategy and standards for Allentown I&I Source Reduction Program	Operational Excellence System Capacity & Reliability	P. DePoe	

Tyler EERP Implementation

Re-implementation of LCA's financial software system, with updated structures and processes to address current organizational needs and increase capacity for process improvement, automation, self-service features, and integration with other systems.






2025 Targets:

Successful "go live" of financial, human resources, and billing modules (7/1/2025)	Financial Stewardship Customer Engagement & Support Employee Engagement & Safety	C. Moughan & E. Klein	
Employee Self Service, Customer Access and Tyler Payments implemented	Financial Stewardship Customer Engagement & Support Employee Engagement & Safety	C. Moughan	
<u>ProCore</u> integration with Tyler EERP	Financial Stewardship	A. Capuzzi & C. Moughan	
CMMS and Inventory module implementation plan developed	Operational Excellence Financial Stewardship	C. Moughan & A. Capuzzi	
Employee training documentation and ongoing training	Employee Engagement & Safety	C. Moughan	

Lead (Pb) Program

Develop internal and external processes necessary to achieve compliance with new U.S. EPA regulations related to lead in drinking water, including updating records of 55,000 service lines, replacing 10,000+ service lines, engaging with the community, and pursuing grants to achieve these goals.


2025 Targets:

Cycle 1 lead replacement project complete, with process documentation	Operational Excellence	C. Moughan & A. Moore	
Cycle 2 lead replacement project designed & bid; Cycle 3 grant application	Operational Excellence Financial Stewardship	A. Capuzzi & A. Moore	
LCRR compliance sampling completed	Operational Excellence	A. Moore	
Develop in-house capacity for canvassing & call center	Operational Excellence Financial Stewardship Employee Engagement & Safety	C. Moughan	
Inventory development plan and public communication	Operational Excellence Customer Engagement & Support	A. Moore & S. Sampson	

Employee Engagement & Safety

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





2025 Targets:

Achieve full staffing in Human Resources	Employee Engagement & Safety	M. Mason	
Implement employee onboarding enhancements	Employee Engagement & Safety	M. Mason	
Develop organizational plan for employee training & development	Employee Engagement & Safety	M. Mason	
Implement safety drills	Employee Engagement & Safety	E. Klein	
Full review of all personal protective equipment (PPE) and requirements	Employee Engagement & Safety	E. Klein	
Full implementation of updated incident tracking system & communication	Employee Engagement & Safety	E. Klein	

Asset Management

Create a structured approach to managing LCA's water and sewer assets that focuses on lowering risk, increasing levels of service, and lowering life cycle costs. This includes developing internal capacity for completing new asset management focused work.




2025 Targets:

AM plans developed for 50% of Suburban Division systems	System Capacity & Reliability	A. Capuzzi	
AM plan developed for WFP	System Capacity & Reliability	A. Capuzzi	
Implement data collection and reporting on new AM metrics	Operational Excellence Financial Stewardship System Capacity & Reliability	A. Capuzzi	
Develop / update AM approaches for linear assets	System Capacity & Reliability	A. Capuzzi	

Other Priority Projects

Selected critical projects that support LCA's goals for regulatory compliance, operational excellence, and long-term system reliability.






2025 Targets:

Risk & Resilience Plan update (City plan due to US EPA 3/31/2025)	Operational Excellence	A. Moore	
Emergency Response Plan update & drill	Operational Excellence	A. Moore	
PTP critical improvements project construction	System Capacity & Reliability	C. Volk	

Organizational Strategies

Initiatives that carry broad and critical implications for organizational success, focused on building both internal and external capacity to carry out LCA's mission and vision.

2025 Targets:

Full strategic plan "refresh"	All Strategic Priorities	L. Gross	
Develop water / sewer rate affordability strategy (rate design, grants, partnerships)	Financial Stewardship Regional Collaboration & Leadership Customer Engagement & Support	L. Gross	
Develop long-term staffing plan (in-sourcing approach, succession plan, recruiting)	Operational Excellence Financial Stewardship Employee Engagement & Safety	L. Gross	
Complete building optimization study & master plan	Employee Engagement & Safety	A. Capuzzi	
Achieve bondholder consent necessary to become eligible for Pennvest funding	Financial Stewardship	E. Klein	

Discussion / Questions?

Thank you!



Lehigh County Authority