



Lehigh County Authority

# **Strategic Plan: 2022-2027**

Adopted December 13, 2021

**Progress Report: December 31, 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



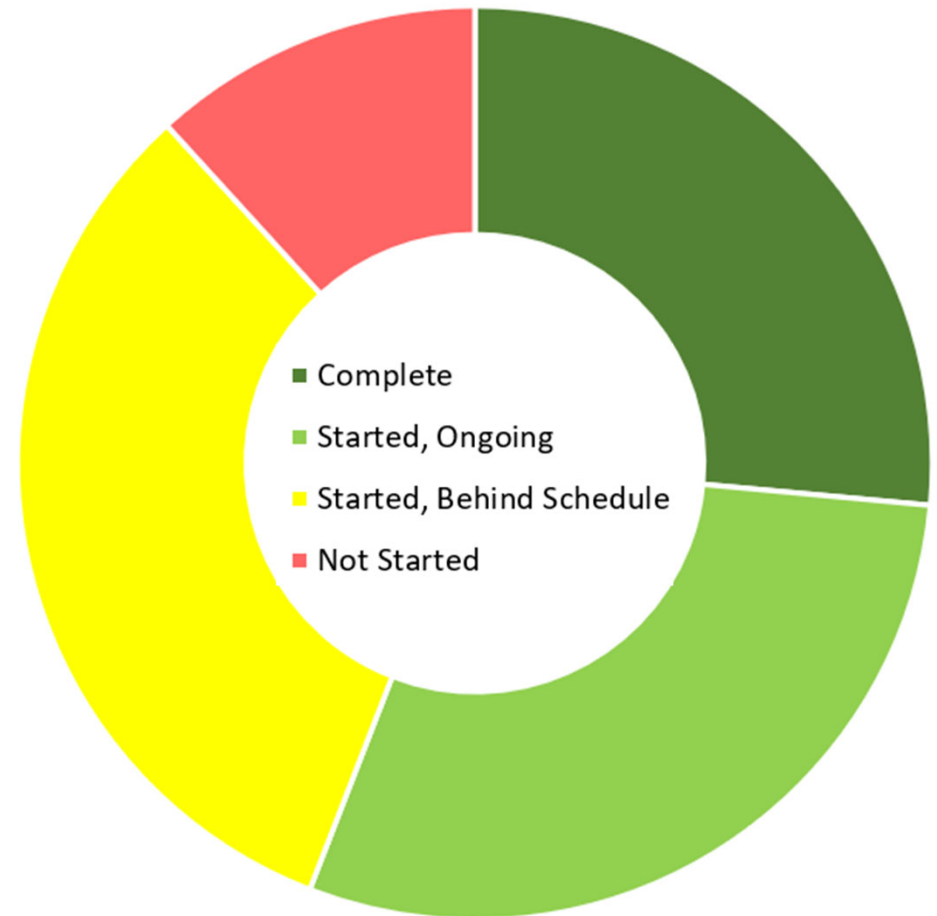
# Annual Prioritization of Strategic Initiatives



Focus on 5(ish) key initiatives

# 2025 Year-End 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
<b>TOTAL</b>	<b>33</b>



# Major Achievements

- Bondholder issue resolved, allowing for Pennvest grants
- Developed staffing approach for in-house project approach
- Regional Act 537 Plan approved by 15 municipalities
- Some awesome new hires!
- New project approaches to help with schedule
- New Munis “go live” on July 1<sup>st</sup>
- 611 lead lines removed & lead water sampling complete
- Digital employee onboarding process implemented
- Asset management plan developed for water plant
- Emergency response plan updated & drilled
- Employees stepping up in every department!

# Work in Progress

## *Deferred Items:*

- *Full strategic plan “refresh”*
- *CMMS & inventory module implementation*
- *Safety drills*

- Capital project metrics & reporting
- Rate affordability planning
- Building optimization plan
- KISS intermunicipal agreements
- Pretreatment plant long-term plan & cost-sharing
- Munis process docs & training
- Lead inventory
- Safety program development
- LCA training & development plan
- Asset management plans for all facilities



Lehigh County Authority

# 2026 Strategic Priorities

---

*A year to build our internal infrastructure for future success!*



# Regional Leadership

- What is LCA's "brand"?
- Developing trust with customers and community leaders
- Finalize our pretreatment plant solution
- Advance effort on new intermunicipal agreements
- Explore new municipal relationships

# Technology

- What is our approach to managing change as technology evolves?
- Technology master plan including document management, digital / data management, AI and more
- Hire new data analyst
- Develop common-core technology training program

# Facilities & Security

- Field Services employee workplace plan
- Security improvements
- Kline's Island improvements – employee health/safety focus
- What are we doing with 965 N. Brookside Road?

# Affordability

- Long-term rate forecasting w/ large capital program planned out
- Customer engagement to provide the right kind of support
- Pursue grants whenever possible!
- How well is our current grant program working?

# Lead Program

- Communicate progress internally and externally
- Lead replacement project success
- Expand inventory efforts to reduce “unknown” service lines
- Hire and deploy new Field Services lead team
- Community engagement will be a key to success!

# Employee Safety

- Implement root cause & trend analysis
- Standardize safety onboarding process for new employees
- Make sure employees have the PPE they need to work safely
- How do we build a strong safety culture?

# Capital Project Metrics

- Fully implement Procore for all projects
- Explore root causes for project schedule delays
- Develop new internal and external reporting to show progress
- How do we plan and coordinate interdependent projects?

**Discussion / Questions?**

**Thank you!**



Lehigh County Authority