



CITY OF SAN ANTONIO
MAYOR'S OFFICE



Utility Task Force Short-term Action Plan April 3, 2017



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Mission

Examine the processes followed by municipal utilities that are related to land development, construction and new service delivery.



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Vision Oriented Goals

1. A strong, responsive internal organization whose culture identifies the development community as a customer
2. A responsible, cooperative, and collaborative relationship between the development community and the utilities that encourages communication between these entities
3. Transparent and consistent processes and procedures that ensure accurate reviews & inspections and provide certainty and predictability
4. Performance measures that deliver a cost-effective product to the customer, encouraging economic development and job creation throughout our community



Focus Areas

1. Technology Improvements
2. Quality Customer Service
3. Outsourcing Opportunities
4. Staffing to Workload Demand
5. Consistency of Policies & Procedures



Action Items: Technology Improvements

1. Further improve the CSI Pilot Program
2. Develop workflow charts of entire process and timeline
3. Efficiently utilize current management and database system until the new system is in place
4. Implement web portal where application, design and construction status can be accessed by outside consultants and designers
5. Analyze effectiveness of utilizing CAD in lieu of GIS design system





Action Items: Technology Improvements

1. Develop Web Portal for online project and submittal status check
2. Track pre-review submittals
3. Establish goals for existing performance metrics & utilize technology to track these goals



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Action Items: Quality Customer Service

1. Develop customer surveys that provide management the opportunity to track feedback & customer service progress
2. Train overall process as part of understanding why others rely on you
3. Develop organizational culture that instills the mission at every opportunity and builds work morale
4. Define and establish clarity on the expectations and coordination between the Executive Account Management, Key Accounts, and Customer Engineering functions
5. Communicate changes in policy and regulatory





Action Items: Quality Customer Service

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4. Communicate changes in policy and regulatory
5. Hire a Commercial Customer Engagement Director





Action Items: Outsourcing Opportunities

1. Optimize use of internal/external resources
2. Expand pilot of Turn-key contracts on Multi-Family projects
3. Expansion of improvements to streamline field construction



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Action Items: Outsourcing Opportunities

1. Outsource utility locates
2. Outsource fire flow tests



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Action Items: Staffing to Workload Demand

1. Fill open technical positions
2. Provide appropriate training for new hires including technical and organizational training
3. Hire project managers
4. Re-evaluate the status of the Customer Engineering staffing and utilize metrics to adjust where necessary
5. Clearly define project roles and responsibilities for positions involved in the end-to-end delivery process
6. Conduct Compensation Study





Action Items: Staffing to Workload Demand

1. Maintain current staffing levels appropriate to metrics and continue to fill vacant positions



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Action Items: Consistency of Policies & Procedures

1. Training for staff on regulations to drive consistency
2. Review utility regulations related to infill areas
3. Coordinate policies with COSA on infill development





Action Items: Consistency of Policies & Procedures

1. Develop training program for all staff on current regulations and policies to encourage consistency in review across all individuals
2. SAWS to clarify or create, if necessary, a policy regarding responsibility of replacing or repairing existing infrastructure
3. Review current Utility Service Regulations (USR) and policies in relation to IDZ and other “infill” type projects tying into existing infrastructure
4. Create a technical advisory group focused on advising SAWS staff on new policies and procedures at a detailed level
5. Develop a Preliminary Plan Review process that could be held at the request of the Applicant



Next Steps

Utility Task Force Next Steps

August 7, 2017	<ul style="list-style-type: none">• Center City Development Office Presentation & Development Services Department Presentation
August 21, 2017	<ul style="list-style-type: none">• Department of Planning and Community Development Presentation
September 4, 2017	<ul style="list-style-type: none">• Housing Commission Presentation
September 18, 2017	<ul style="list-style-type: none">• Working Session
October 2, 2017	<ul style="list-style-type: none">• CPS/SAWS Update
October 16, 2017	<ul style="list-style-type: none">• Working Session
October 30, 2017	<ul style="list-style-type: none">• Issuance of Draft Report
November 13, 2017	<ul style="list-style-type: none">• Issuance of Final Report

