

PLAN 2010

People-Powered Goals For San Antonio's Future





Plan 210 is the Beto for Mayor campaign’s policy platform, prioritizing public safety, infrastructure, and economic development. Launched on October 5, 2024—exactly 210 days before the municipal election—it reflects the insights and aspirations gathered from residents citywide during four months of community engagement.

CONSTRUCTION

As the nation's fastest growing city, our infrastructure must keep up with the growth, but not at the expense of our small businesses and neighborhoods.



Through bond programs and strategic planning, the City of San Antonio has made substantial investments in improving its infrastructure, including roads, bridges, and drainage systems, to support its growing population and enhance safety. However, despite these initiatives, many projects face delays and cost overruns, impacting the timely delivery of critical infrastructure. To address this, the city must enhance project management, streamline permitting processes, and ensure greater accountability to meet deadlines and budgets more efficiently.

CONSTRUCTION CZAR

Many construction projects in San Antonio face significant delays due to various factors, including bureaucratic red tape, funding issues, and unforeseen complications. Delays can disrupt daily life for residents, causing traffic congestion, reduced accessibility, and extended periods of inconvenience. Businesses often experience decreased foot traffic, operational disruptions, and financial losses due to construction delays.

The creation of a Construction Czar position to address San Antonio's backlog of capital construction projects could significantly increase efficiency by centralizing project management and expediting decision-making. With numerous projects delayed, a Construction Czar would be responsible for overseeing and coordinating all phases of these initiatives, streamlining communication between city departments, contractors, and community stakeholders. This role would help reduce bureaucratic obstacles, prioritize projects based on urgency, and enforce deadlines to prevent prolonged disruptions. By keeping construction timelines on track, the position would limit the negative impacts on small businesses and neighborhoods, which often face extended inconveniences due to project delays. Ultimately, the Construction Czar would drive accountability, reduce inefficiencies, and help clear the city's growing backlog of critical infrastructure projects.

STRATEGIC OBJECTIVES

- 1.** **Enhance Communication and Collaboration with Stakeholders:** Improve communication with residents and business owners regarding construction projects, and foster inter-agency coordination with partner agencies.

KEY ACTIONS

- ENSURE COMMUNITY ENGAGEMENT IS ACCESSIBLE TO RESIDENTS, BUSINESS OWNERS, AND WORKERS BY ACCOMMODATING THE DIVERSE SCHEDULES OF VARIOUS INDUSTRIES, SUCH AS FOOD AND BEVERAGE.
- ENHANCE COMMUNICATION AND COORDINATION BETWEEN THE PUBLIC WORKS DEPARTMENT, SAWS, AND CPS ENERGY TO IMPROVE PROJECT PLANNING AND EXECUTION.
- IMPLEMENT REGULAR JOINT PLANNING SESSIONS TO ALIGN PROJECT SCHEDULES, ADDRESS POTENTIAL CONFLICTS, AND IDENTIFY OPPORTUNITIES FOR COLLABORATION.
- PROVIDE REGULAR UPDATES ON PROJECT STATUS, TIMELINES, AND POTENTIAL DISRUPTIONS THROUGH MULTIPLE COMMUNICATION CHANNELS.
- DEVELOP AND UTILIZE SHARED PROJECT MANAGEMENT TOOLS AND PLATFORMS TO FACILITATE REAL-TIME INFORMATION SHARING AND COORDINATION.

- 2.** **Streamline Project Management:** Enhance the efficiency and effectiveness of construction project management by utilizing tailored management development approaches that consider the nature of the project, the level of stakeholder involvement, and the expected variability of requirements. Think waterfall vs. agile.

KEY ACTIONS

- IMPLEMENT CENTRALIZED PROJECT OVERSIGHT TO MONITOR PROGRESS AND ADDRESS ISSUES PROMPTLY.
- DEVELOP AND ENFORCE STANDARDIZED PROJECT MANAGEMENT PRACTICES TO ENSURE CONSISTENCY AND QUALITY.

3. **Improve Regulatory Processes:** Accelerate the regulatory and permitting processes to reduce project delays.

KEY ACTIONS

- CONDUCT AN INDEPENDENT AND COMPREHENSIVE REVIEW OF CURRENT REGULATORY PROCESSES AND IDENTIFY AREAS FOR IMPROVEMENT WITHIN THE PUBLIC WORKS AND DEVELOPMENT SERVICES DEPARTMENT.
- IMPLEMENT STREAMLINED PROCESSES AND EXPEDITED PERMITTING PROCEDURES TO FACILITATE FASTER PROJECT INITIATION.

INCREASED ACCOUNTABILITY

In San Antonio bond projects are a critical mechanism for funding infrastructure improvements, including roads, drainage, parks, and public facilities. However, growing concerns over the transparency, efficiency, and financial stewardship of these projects have prompted calls for increased accountability from city leadership. Residents and advocacy groups have expressed frustration over delays, budget overruns, and a lack of clear communication on project statuses. The need for enhanced oversight is crucial to ensuring that taxpayer funds are used responsibly and that projects are completed as promised. Stronger accountability measures, such as independent audits, regular public reporting, and more robust community engagement are needed to restore public trust and improve the efficiency and effectiveness of future bond initiatives in San Antonio.

STRATEGIC OBJECTIVES

1. **Enhance Performance Monitoring:** Increase performance monitoring to ensure projects are completed on time and within budget.

KEY ACTIONS

- ESTABLISH CLEAR PERFORMANCE METRICS AND BENCHMARKS TO ASSESS PROJECT PROGRESS AND SUCCESS.
- IMPLEMENT REGULAR REPORTING MECHANISMS TO PROVIDE TRANSPARENCY AND ACCOUNTABILITY TO THE PUBLIC FOR PROJECT MANAGEMENT.
- INCLUDE BOND PROJECT PERFORMANCE METRICS IN CITY MANAGER'S ANNUAL REVIEW.
- ESTABLISH CLEAR PERFORMANCE METRICS AND BENCHMARKS FOR PROJECT MANAGEMENT AND COLLABORATION EFFECTIVENESS.

2. **Streamline Regulatory and Procedural Processes:** Simplify regulatory and procedural processes to reduce delays and improve efficiency in project execution.

KEY ACTIONS

- REVIEW AND STREAMLINE REGULATORY REQUIREMENTS TO MINIMIZE PROCEDURAL DELAYS AND ALIGN AGENCY PROCESSES.
- DEVELOP INTER-AGENCY AGREEMENTS THAT OUTLINE STREAMLINED PROCEDURES AND RESPONSIBILITIES TO FACILITATE SMOOTHER PROJECT EXECUTION.

CONSTRUCTION SCHEDULES AND CLOSURES

The scheduling and timelines of construction projects, along with street and sidewalk closures, can deeply affect residents and businesses. For residents, these disruptions can lead to longer commute times and increased traffic congestion, impacting daily routines. Pedestrians, especially in the downtown and heavily trafficked areas, may face safety risks or be forced to navigate inconvenient detours. For local businesses, especially those dependent on foot traffic, construction can cause a noticeable decline in customer visits and revenue. Coordinated and timely communication of closures is vital to lessen these negative effects on the local economy and community.

STRATEGIC OBJECTIVES

1. **Evaluate and Adjust the Goodnight, Goodnight Construction Site CCR:** Assess the impact of the Goodnight, Goodnight Construction Site CCR on construction project timelines and explore potential adjustments.

KEY ACTIONS

- CONDUCT AN ANALYSIS OF PROJECT DELAYS ATTRIBUTED TO THE RESTRICTED CONSTRUCTION HOURS AND EVALUATE THE EFFECTIVENESS OF CURRENT NOISE AND DISRUPTION MITIGATION STRATEGIES.
- CONSIDER REVISIONS TO THE CCR TO BALANCE THE NEEDS FOR NOISE REDUCTION WITH THE NECESSITY FOR TIMELY PROJECT COMPLETION.

2. **Implement 3rd Shift Public Works Staff:** Introduce a "3rd shift" public works staff to provide off-hour support for construction projects and address issues as they arise.

KEY ACTIONS

- DEVELOP A STAFFING PLAN TO RECRUIT AND TRAIN PERSONNEL FOR THE 3RD SHIFT, INCLUDING ROLES AND RESPONSIBILITIES FOR EMERGENCY RESPONSE AND PROJECT MONITORING.
- INTEGRATE 3RD SHIFT STAFF INTO EXISTING PROJECT MANAGEMENT AND COMMUNICATION SYSTEMS TO ENSURE EFFECTIVE COORDINATION WITH CONSTRUCTION CREWS AND OTHER STAKEHOLDERS.

3. **Enhance Communication and Coordination:** Improve communication and coordination between the Public Works Department, construction crews, and other relevant stakeholders.

KEY ACTIONS

- ADDITIONAL CONSIDERATION MUST BE GIVEN IN SITUATIONS WHERE STREETS CLOSURES ARE ANTICIPATED TO IMPACT BUSINESSES.
- ESTABLISH CLEAR COMMUNICATION CHANNELS FOR REPORTING AND ADDRESSING ISSUES THAT ARISE DURING OFF-HOURS.
- DEVELOP AND IMPLEMENT PROTOCOLS FOR COORDINATING RESPONSES TO CONSTRUCTION PROBLEMS, INCLUDING ESCALATION PROCEDURES AND CONTACT POINTS FOR EMERGENCY SUPPORT.