



Implementation Strategy:

A two pronged approach in creating an entirely new customer assistance program with a much improved customer experience. Both strategies happen simultaneously.



1. Promotion

Employing multiple strategies to reach out to our neighbors in need

<p>1. Creation of a partnership network:</p>	<p>SAWS Affordability currently has 32 social service partners around the city to help spread the word and sign up customers for assistance.</p>
<p>2. Mail-out strategy to select targeted zip codes:</p>	<p>Multiple times per year, staff sends out applications to thousands of households in targeted low-income zip codes. In addition, block-walking may take place to leave door-hangers.</p>
<p>3. Outreach events:</p>	<p>Staff participates in approximately 180-200 events throughout the community each year.</p>
<p>4. Resource Fairs:</p>	<p>Working with City Council members, community events are hosted in targeted zip codes to bring awareness to our programs and register new participants.</p>
<p>5. Community marketing</p>	<p>Working with SAWS Public Relations/Communications, various marketing strategies have been created to get the word out about Uplift including bus wraps, bus shelter advertisements, billboards and social media posts.</p>

Support Needed

- Collateral materials (in English and Spanish)

- Adequate staffing levels
- Adequate funding levels

2. Construction

Creating an infrastructure to produce a sustainable assistance program while providing an excellent customer experience.

STRATEGY	ACTION	TOOLS NEEDED
1. Clearing the “Pipeline”	Conduct an assessment of current processes to determine which ones are broken and which ones are “clogged”.	*SAWS Audit Department *SAWS Information Systems
2. What’s the Number?	Conduct research to determine the total potential number of customers we can serve in San Antonio.	*University of Texas San Antonio Demographics Department (Tx State Demographer) *SAWS Financial Planning Department
3. Designing a more effective customer experience	Removing barriers to current program by combining all customer programs into one assistance initiative.	*SAWS Customer Service *SAWS Finance *SAWS Conservation Dept.
4. Telling a new story	Rebrand entire program to allow customers to see SAWS as a “neighbor”. Bring in a “human” centric approach to the storytelling.	*SAWS Communications including Public Relations and Creative Services Departments *Contracted PR group (DeBerry)
5. Propose adequate funding levels	Will current funding strategies be enough? With new strategy, what operational and assistance funding will be needed?	*SAWS Finance *SAWS Office of the CEO *COSA City Council
6. Propose adequate staffing levels	With new strategy, what level of staffing will be needed? Ensure current staffing levels will be enough. Consider staffing levels at	*SAWS Human Resources

	both Phase 1 and Phase 2 of launch.	
7. Design new application/ process	Designing a completely new paradigm for our customer application/process.	*SAWS Information Systems *SAWS Customer Service *SAWS Conservation *SAWS D&C
8. End contract with Department of Human Services	Since two attempts have already been made throughout the years. What do we need to do differently this time around? (Design an entirely new system that would not need the assistance from DHS moving forward).	*SAWS Legal *SAWS Office of the CEO *City of San Antonio Public Utilities Commission *Department of Human Services *COSA City Council

Our Vision in the End:

1. Customer enrolls into the new program through a single application process.	*New application stresses the importance of getting customer contact information- phone number and email address especially. *This eventually will be available through the new SAWS customer portal (5-6 month timeline).
2. To be eligible for enrollment, customer must meet all current minimum income qualifications for Affordability Discount Program (ADP).	*Eventually this will be handled by the new SAWS customer portal (5-6 month timeline) through a newly designed automated income verification system.
3. Once enrollment eligibility is confirmed, the customer will be automatically connected with up to 15 “touch points” for assistance support. The customer no longer has to tell us what they “need” and fill out multiple applications but we are now able to proactively tell them what they “get” through a single process.	*Eventually this will be handled through the new SAWS customer portal (5-6 month timeline).
4. Profile information is collected and updated allowing us to “case manage” customers and be more proactive in our support.	*WaterSmart software helps us target customers with high water use and reach out to them BEFORE there is a problem.

	<ul style="list-style-type: none">*Birthdate information allows us to enroll customers into certain programs including sending them a birthday card.*Contact information allows us to text, email and call them throughout the year to “check up on customers and see how they are doing”.*We provide a proactive customer experience instead of a reactive one.
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