November 20, 2026

2027 CIP Forecast - Construction

Thomas Graham

Manager – Project Controls

Marisol Robles

Director – Business Engagement and Contract Compliance

2027 CIP Forecast - Construction

San Antonio Water System®

SAWS Executive Management Team



October 2026

Engineering and Construction Group



Juan Gomez
Vice President

Quintin Pollok
Director
Construction



Tracey Lehmann
Senior Director
Development



Marisa Martinez Palmer
Director
Plants & Major Projects



Cristina Brantley
Director
Pipelines



Kathleen Price
Interim Director
Asset Management



Thomas Graham
Manager
Project Controls



Contracting & Purchasing Department



Yvonne Torres
Senior Director – Contracting & Purchasing

Diana Woltersdorf
Director – Contracting



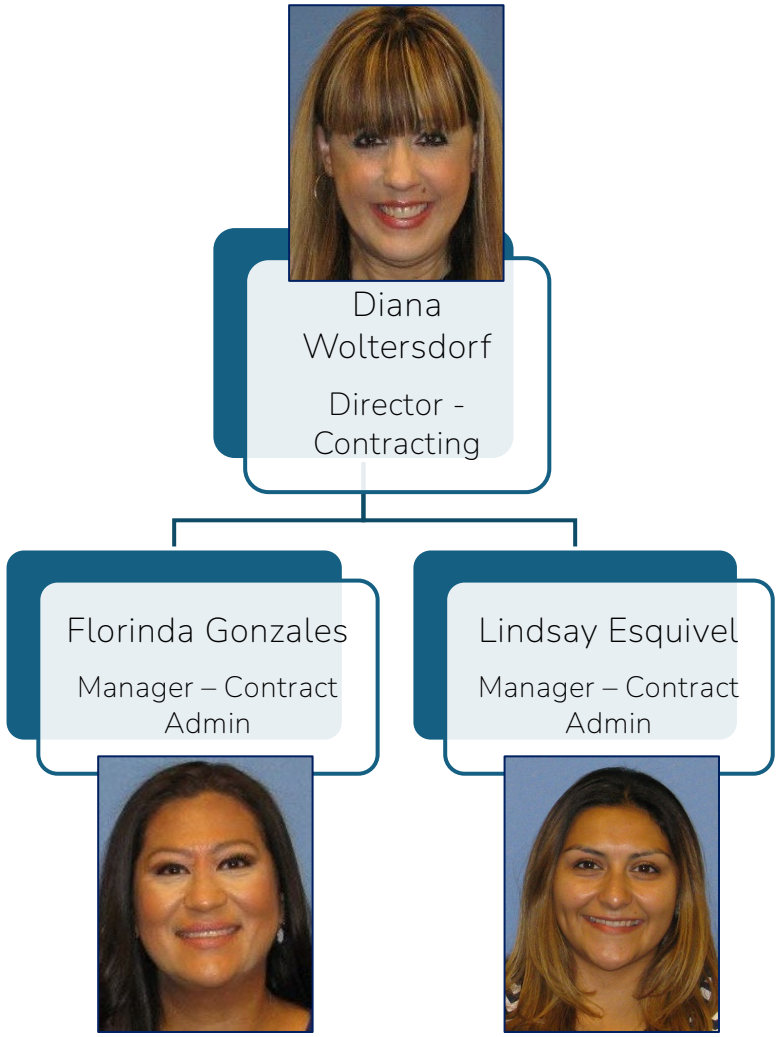
Richard Marsh
Director – Purchasing



Marisol Robles
Director - Business Engagement & Contract Compliance



Contracting Department



2027 Capital Improvement Program

Today's Agenda

- SAWS Teams
- CIP Planning
- 2026 CIP Review
- 2027 CIP
- 2027-2031 CIP
- Improving How We Deliver Projects
- Growing SAWS and Contractor Partnership
- Small Business Opportunities Program

Capital Improvement Program Planning

Our Mission

Sustainable, Affordable Water Services

Master Plans – Identify needs

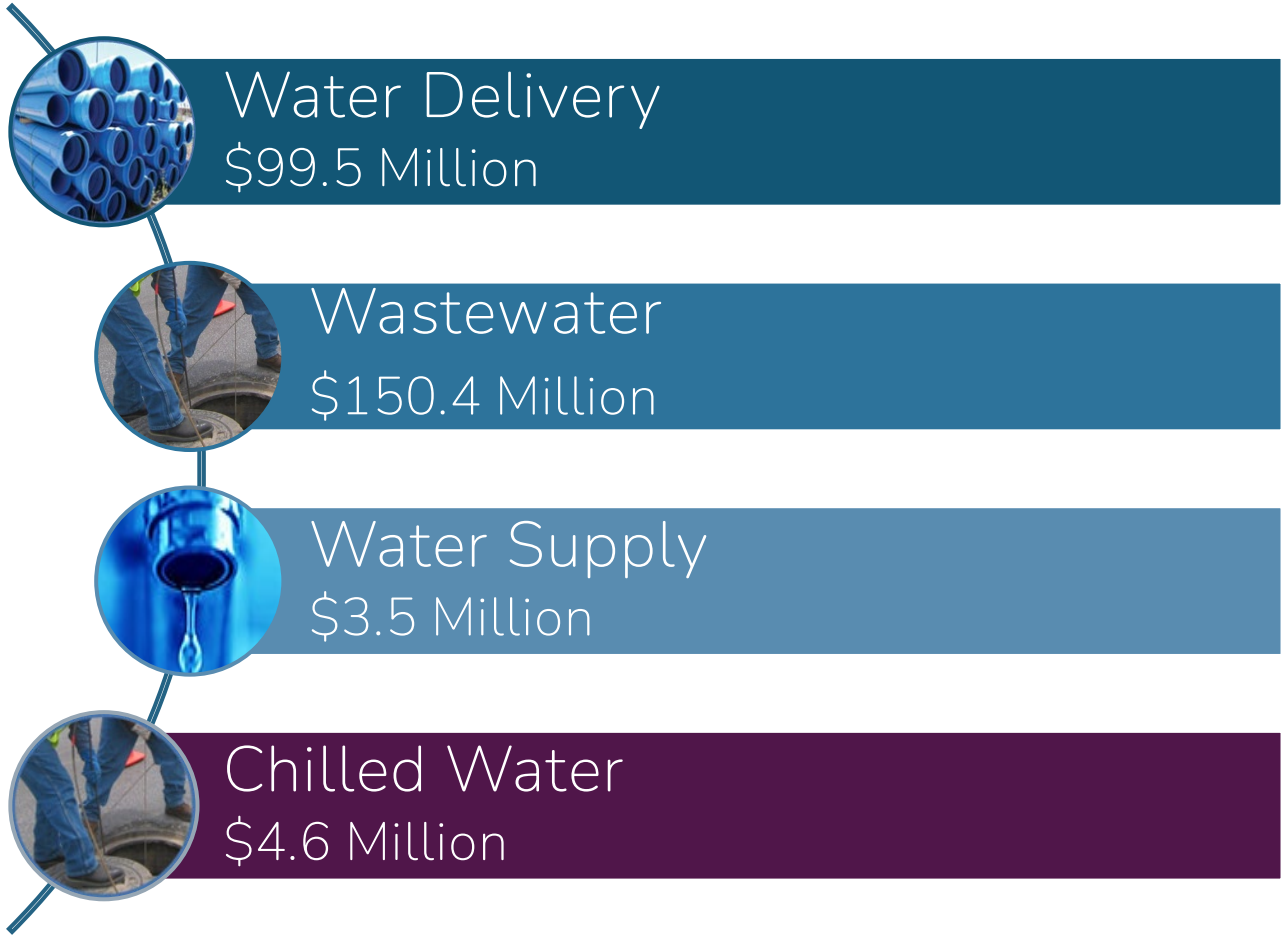
- Odor Control
- Recycled Water
- Collections System
- Potable Water Infrastructure

Five-Year and Ten-Year CIP Planning



2026 CIP – Budget

By Core Business



TOTAL

$258.0M

Adopted November 2025

- Proposed 2026-2030 CIP - $3.2B
- Proposed 2026 CIP - $607.7M

($349.7M deferred from 2026)

San Antonio Water System

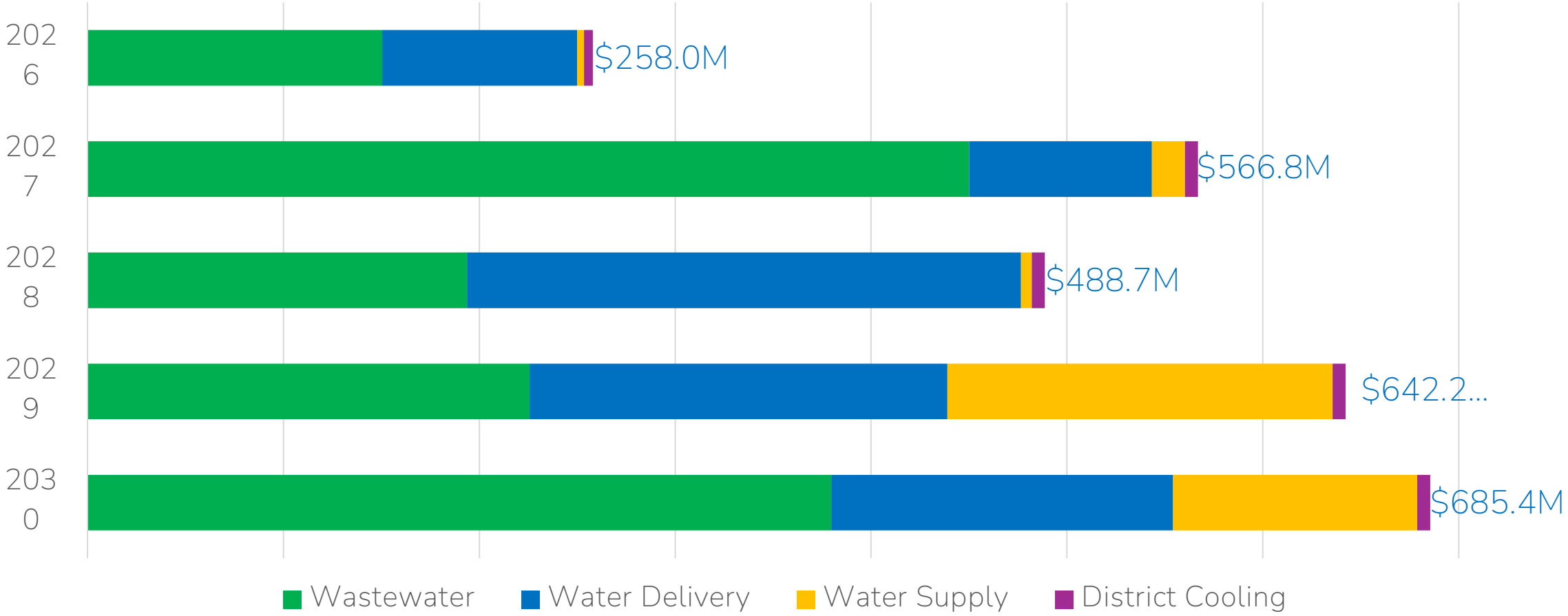
2027-2030 Rate Increase

Approved by City Council in October 2026

2027	2028	2029	2030
6.9%	6.5%	Max 6.8% Min 4.5%	Max 6.2% Min 4.0%

Five-Year CIP reduction of $600M

From $3.2B to $2.6B



Driving Successful Outcomes

Assets in Service for our Community

Scope –> Define and maintain

Schedule –> Deadlines matter

Budget –> Maintain during design

Quality –> Attention to detail



2027 CIP

Proposed 2027 CIP Budget Objectives

Wastewater

Replace aging infrastructure within the most critical treatment projects

Accommodate future customer growth

Compliance

Meet permit requirements (water, sewer, stormwater)

Comply with Senate Bill 3 – Pump Station Resiliency

Water Stewardship

Continue Water Stewardship Initiatives (water main replacement)

Meet projected water supply needs during drought conditions

2027 CIP – Budget

By Core Business



Wastewater ($450.1M)



Water Delivery ($93.2M)



Water Supply ($16.9M)



Chilled Water ($6.6M)

TOTAL

$566.8M

Adopted October 2026

2027 CIP – Budget

Design

- Expanded Local Carrizo Well Field
- Brackish Ground Desal Injection Well #3
- Acequia Lift Station Rehab (pending award)
- Production Engineering Work Order Contracts
- Water/Sewer Main Engineering Contracts
- Water/Sewer Main Geotechnical Contracts
- Governmental Engineering Design Service Contracts (pending award)

Construction

- SMC WRC Biosolids (pending award)
- SMC WRC Rehab Phase 1
- Leon Creek WRC Flow Management
- SMC Primary Treatment Expansion
- Patton EST and Patton EST Transmission Main
- W. Grosenbacher Rd PRV
- Tier II Generators Phase 3
- Governmental Mains and Chilled Water Projects

San Antonio Water System



Steven M. Clouse Water Recycling Center Biosolids System Upgrades

Wastewater

Contractor selected, board award in January 2027

Project Description

- Solids Separation Building
  - Single building for sludge screening, thickening, dewatering, and cake loadout
  - Office, storage spaces, and maintenance workshop on third floor
- Site Work
  - New parking lot, access road, sidewalks
  - Yard piping, with drainage channel crossings
  - 3 new pump stations, replace digested sludge pumps, add NPW pump
- Demolition
  - Demolish existing sludge screening, thickening, and dewatering facilities including the existing DAFT building after new facilities are fully tested

Construction Budget:	>$170M
Est. Construction Award:	Q1 2027 (January)
Est. Completion:	Q3 2031

San Antonio Water System



Steven M. Clouse Water Recycling Center Rehabilitation Improvements Phase 1

Wastewater

Project Description

- Rehabilitate or replace infrastructure or equipment in the primary treatment, secondary treatment, tertiary filtration, disinfection process areas
- Also included are upgrades to electrical and instrumentation controls equipment for these areas

Construction Budget: >$70M

Est. Construction Award: Q2 2027

Est. Completion: Q1 2030



Leon Creek Water Recycling Center Flow Management

Wastewater

Project Description

- Construction of a new Flow Equalization Basin (FEB) Flow Diversion Structure to provide flexibility for handling current future peak flows
- Upgrades and repairs to FEB return Flow Pump Station and concrete repairs to existing FEBs
- Replacement of the generator and electrical building associated with the FEB area
- Improvements to the existing disinfection system at the Leon Creek WRC are also included

Construction Budget: >$35M
Est. Construction Award: Q4 2027
Est. Completion: Q1 2030



Steven M. Clouse Water Recycling Center Primary Treatment Expansion

Wastewater

Project Description

- Construction of two new primary clarifiers and a distribution chamber and construction of a new primary sludge pump station
- Rehabilitation of the primary effluent channels and modification of the influent Parshall Flumes
- Also included are associated electrical and instrumentation controls

Construction Budget: >$50M
Est. Construction Award: Q1 2028
Est. Completion: Q3 2031



Patton Elevated Storage Tank

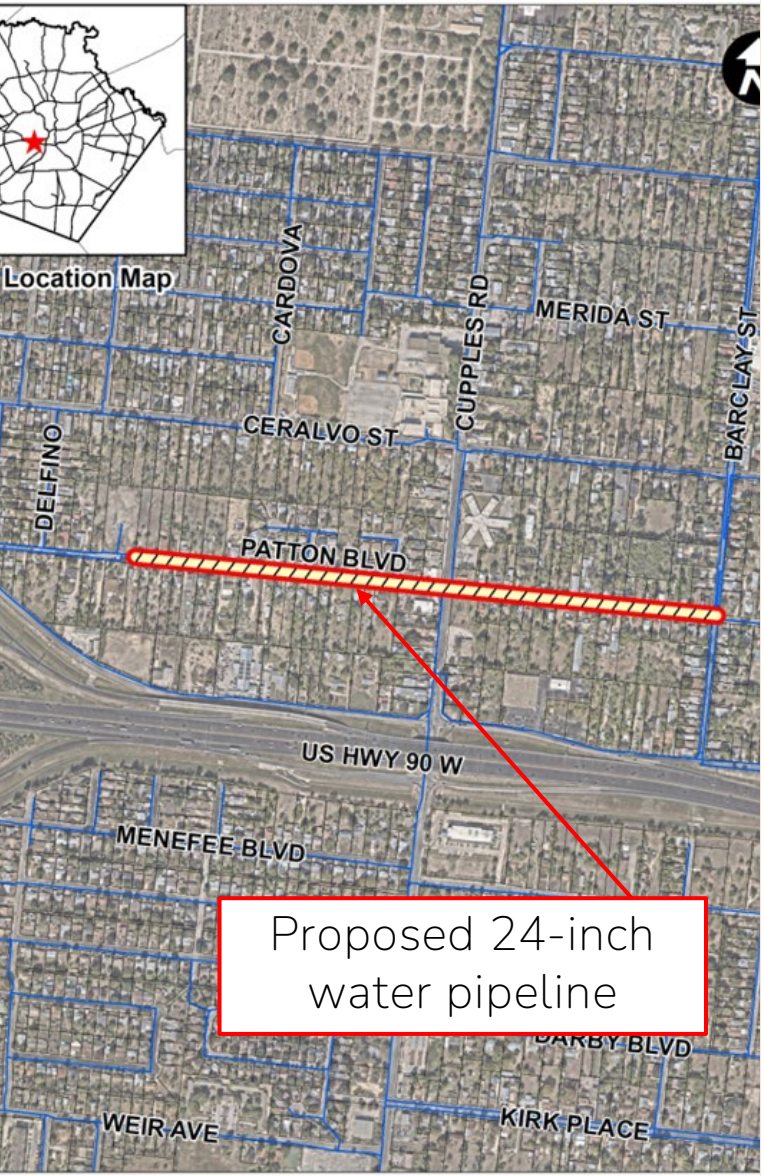
Water Delivery

Project Description

- Construction of a 2.0 million gallons elevate storage tank.
- Includes installation of piping, electrical, SCADA control, security fencing, site lighting, site access, and drainage improvements and demolition of existing Genera McMullen South EST

Construction Budget:	>$14M
Est. Construction Award:	Q1 2027
Est. Completion:	Q2 2029

San Antonio Water System



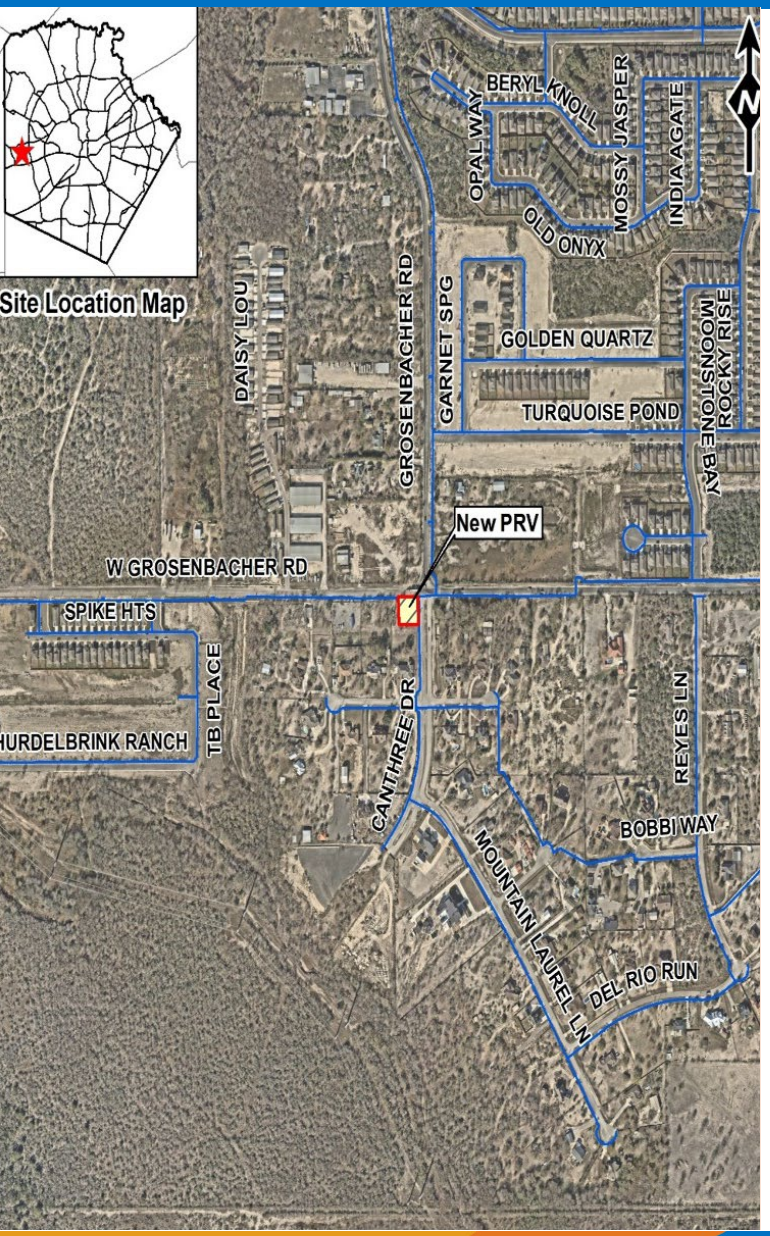
Patton EST Transmission Line

Water Delivery

Project Description

- Installation of 3,200 feet of 24-in water main along Patton Blvd. from the Patton EST site to Barclay St.

Construction Budget:	>$3.5M
Est. Construction Award:	Q2 2027
Est. Completion:	Q3 2028



W. Grosenbacher Road Pressure Reducing Valve

Water Delivery

Project Description

- Construction of a PRV connecting PZ-930 and PZ-1080
- Includes new piping, fencing, pavement, SCADA controls, electrical and security features

Construction Budget: >$1M
Est. Construction Award: Q1 2027
Est. Completion: Q4 2027



Pump Station Generators - Resiliency

Water Delivery

Project Description

- Installation of natural gas and diesel generators in accordance with Senate Bill 3
- Provides backup power for the pump stations included in SAWS' emergency preparedness plan
- Capability of exporting power to CPS Energy's grid

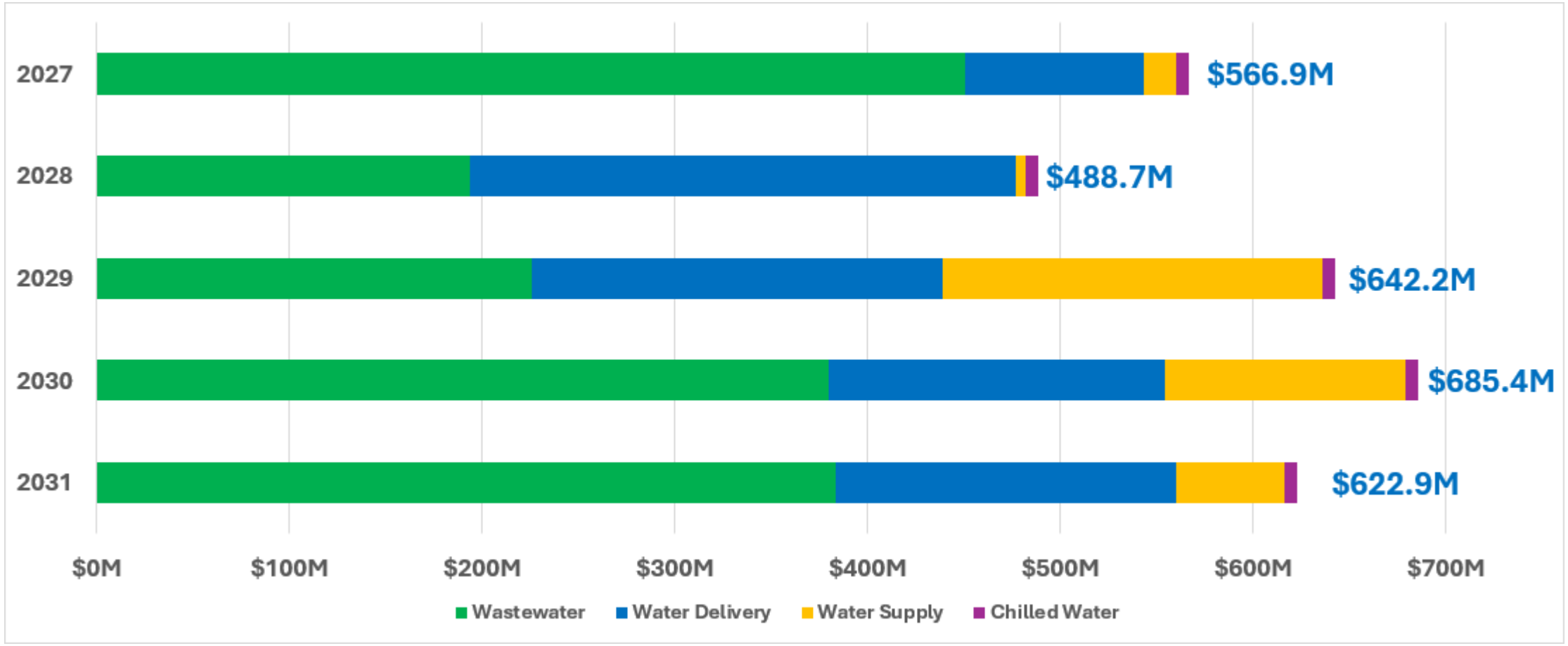
2027-2031 CIP Budget: > $100M

Est. Completion: Q4 2031

2027-2031 CIP

Five-Year 2027-2031 CIP ($3.0B)

Includes Water Main Replacement and Critical Treatment & Resiliency Projects



CIP Overview by Core Business

2027-2031 CIP



Wastewater ($1.3B)
42 projects



Water Delivery ($940.6M)
77 projects



Water Supply ($399.8M)
12 projects

Project Counts

- 20 Treatment
- 18 Sewer Main Replacement
- 4 Collections Facilities

- 50 Water Main Replacement
- 16 Production
- 11 New Water Main

- 7 Recycled Water
- 5 Water Resources

What has changed?

ENCR

- Outreach during design and follow up through bid phase
- Communication
- Consideration of lead times and construction sequencing during design
- Problem solving and collaborative approach – project first!
- Standard SAWS Division 1/1000 Specifications for facility projects
- List of critical submittals
- In-person meetings
- Intentional construction progress meetings – a work in progress

What is changing?

ENCR

- Expectations from Council and the Public at large
- Need to be flexible, adaptable, and responsive
- What worked yesterday may not work today!
- Traffic control and impact to residents, businesses and the community
- Field presence by Engineering and Construction & Consultant
- Pre-construction meetings – establish the rules of the game
- Intentional construction progress meetings – meaningful conversations
- List of critical submittals & List of total submittals
- Early procurement of critical equipment and materials
- Closer monitoring of construction progress with emphasis on schedule milestones, production rates, impact to System, and overall progress

ENCR

- Communication and coordination through the project life cycle
- Standard SAWS CSI List of Specs for Facility projects
- Separate Liquidated Damages for Substantial and Final Completion
- Standard SAWS definition of bid items for pipeline projects (Jan/2027)
- Standard SAWS definition of bid items for repeatable facility projects
- Standard SAWS CSI Specs for Pipelines projects
- Taking a closer look at duration for multi-site projects (W/WW)
- Consideration of proposed shutdowns and impacts to System
- Contractor to provide proposed cumulative invoicing/spend plan for all projects

Construction - Communications Outreach

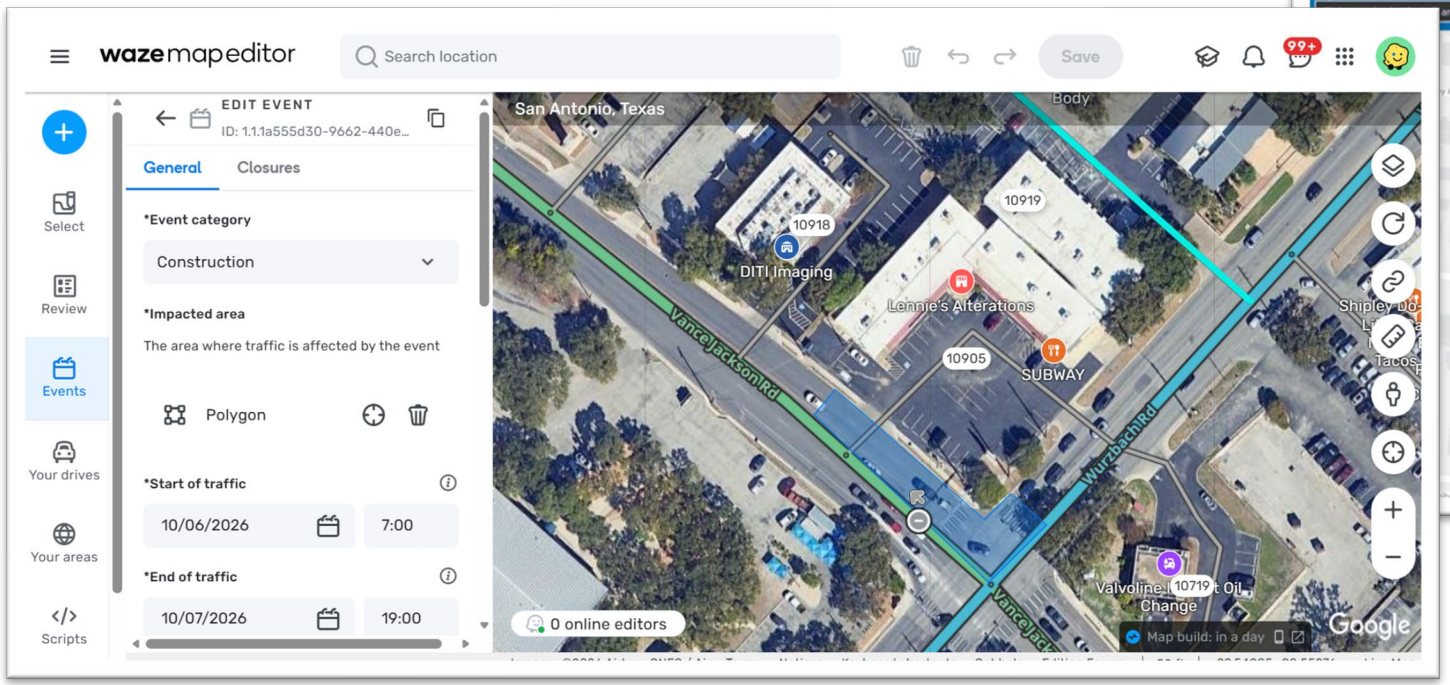
Owned digital	saws.org/NewPipes: project schedules, phase details, and traffic updates	ACTIVE
Direct customer	Postcards, robodials, texts, flyers, public meetings, contact cards and phone line	ONGOING
On-street	Digital message boards, barricades/no thru traffic, street-level billboards and banners	ACTIVE
Social	Nextdoor for localized updates; Facebook, X and Instagram for major milestones	ONGOING
Earned media	English/Spanish releases and media responses tied to closures and milestones	AS NEEDED
Partner outreach	VIA coordination and information sharing; school/business distribution	ONGOING

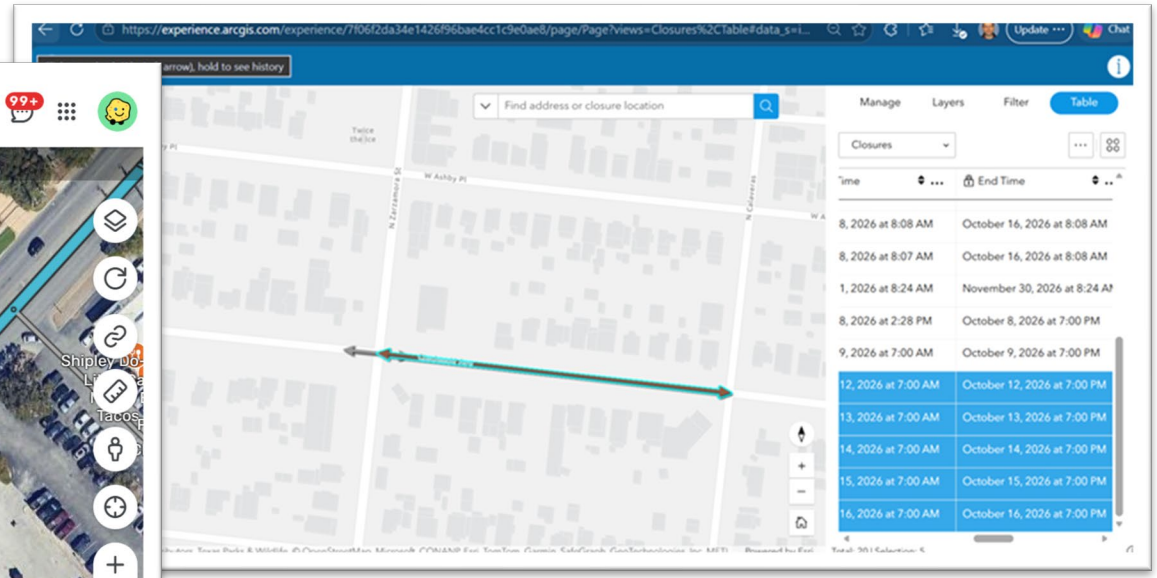
There is an app for that!

Helping customers plan for construction

Mapping Updates:

Created an internal mapping app to quickly update the major navigation/mapping platforms of any road closures due to construction or emergencies.





San Antonio Water System

Changing Landscape in the ROW

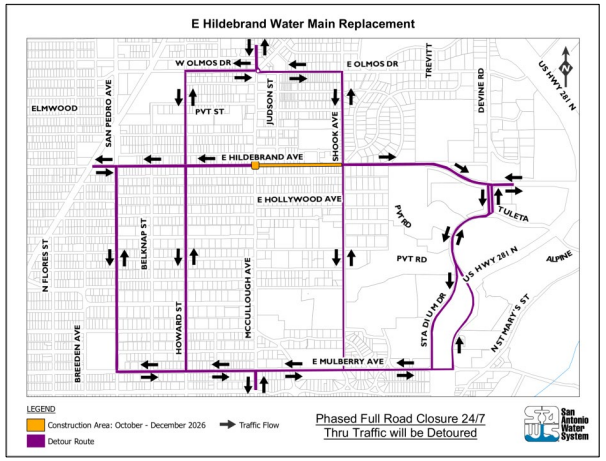
Helping customers plan for construction

Traffic communications:

Six electronic message boards, six street-level billboards, banners and project/detour maps help drivers plan ahead.



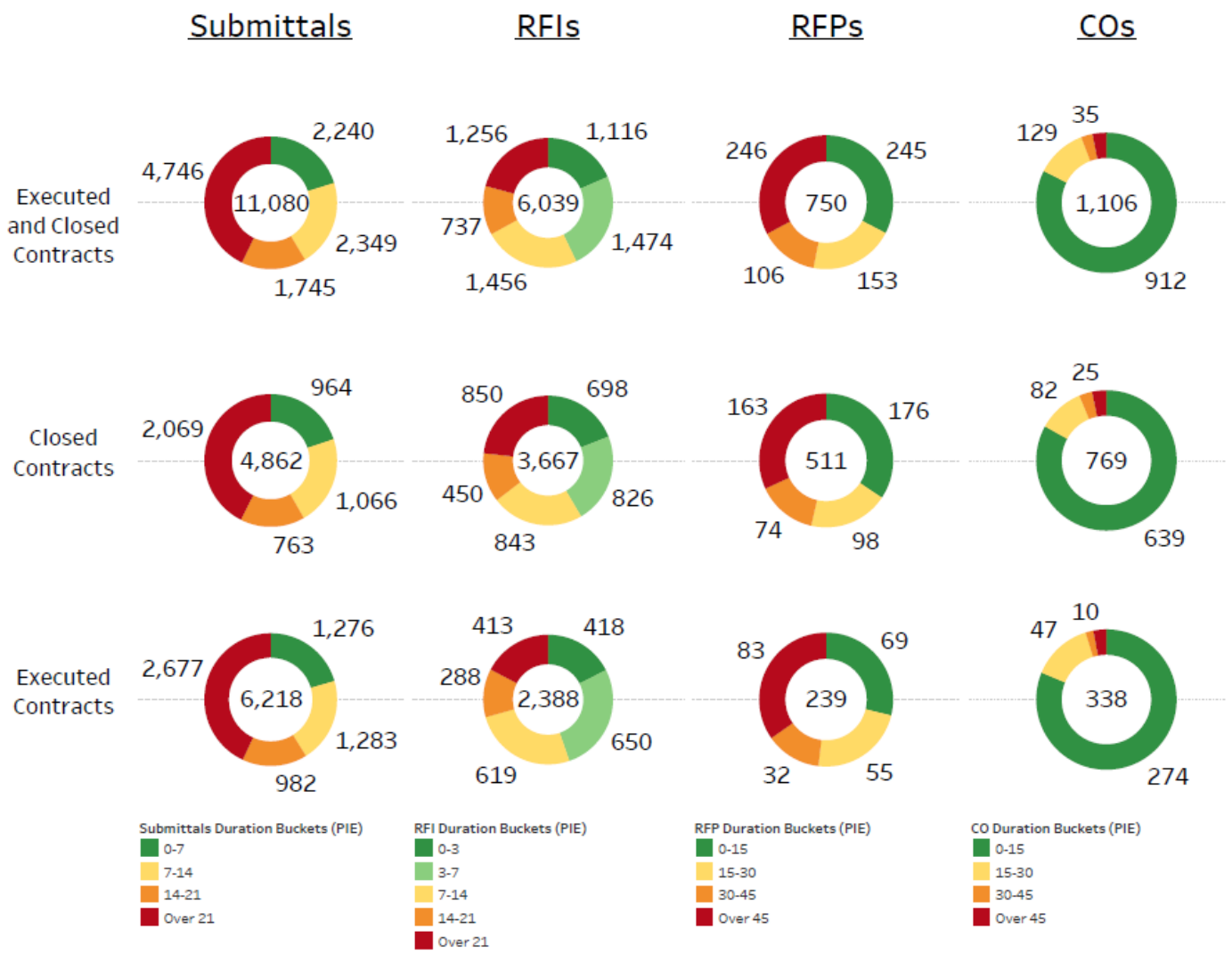








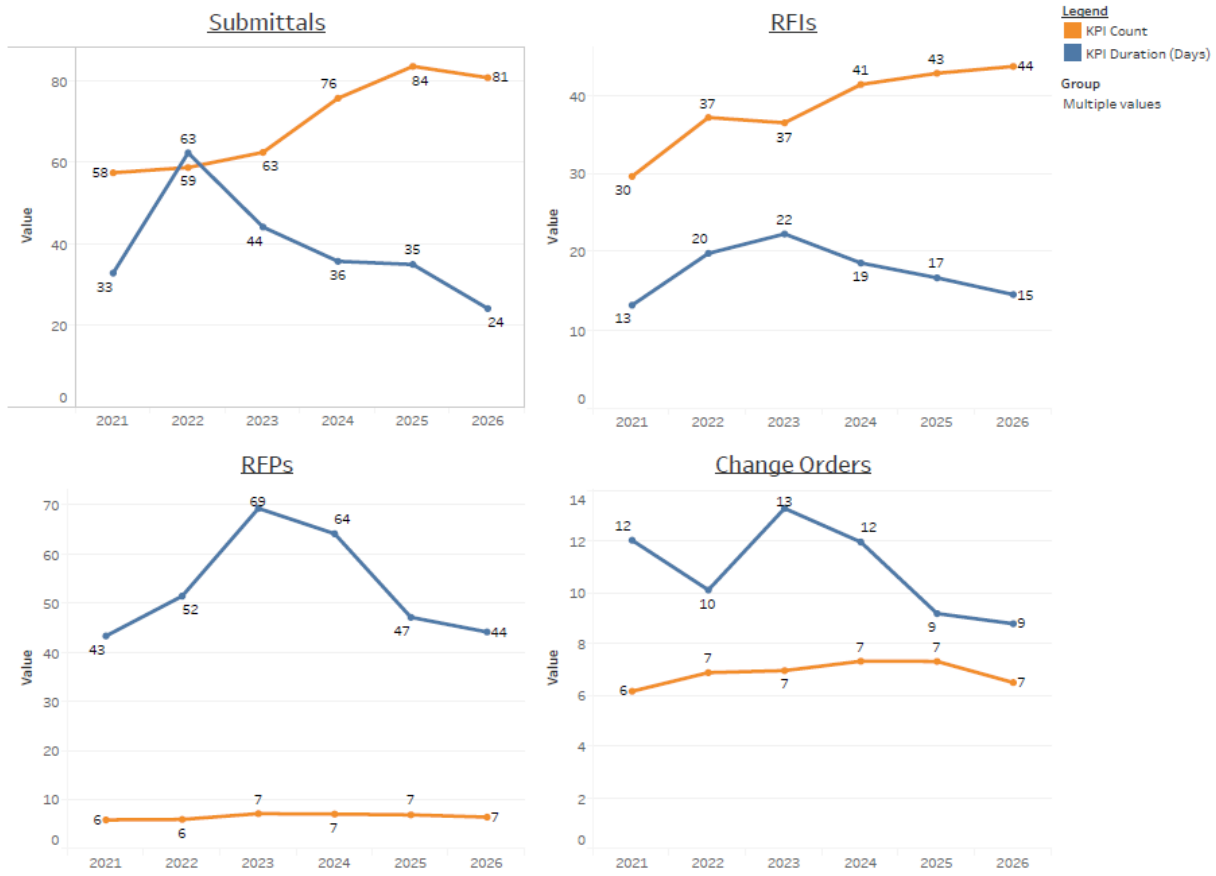
Monitoring Construction Portfolio



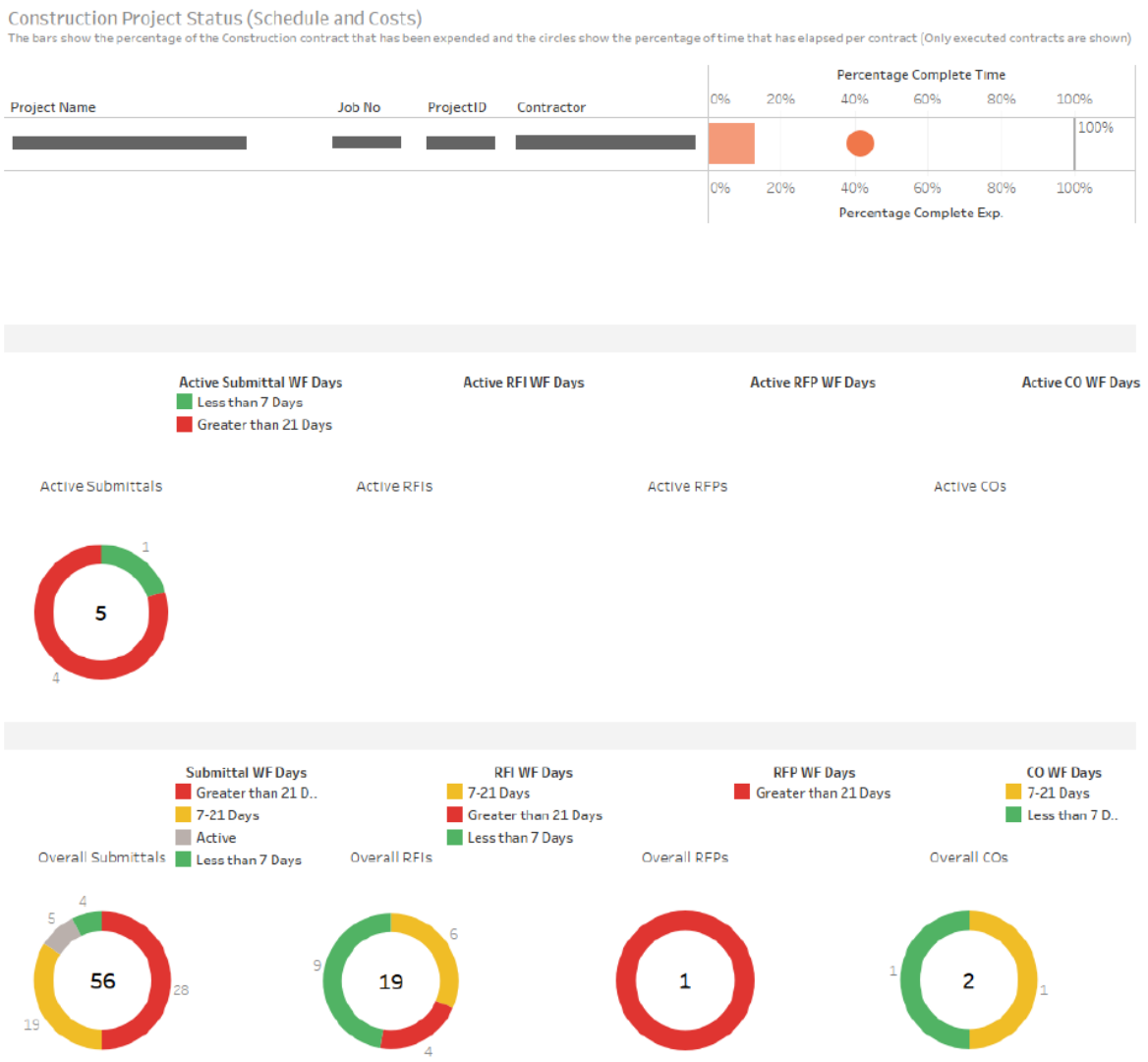
Monitoring Construction Portfolio

Year to Year KPI Analysis | Pipelines and PMP Average Duration | Pipelines and PMP KPI Count | Pipelines and PMP Pies | Pipelines (WW/WD) Average Duration | Pipelines (WW/WD) KPI Count | Pipelines (WW/WD) Pies | Pipelines (WW) Average Duration

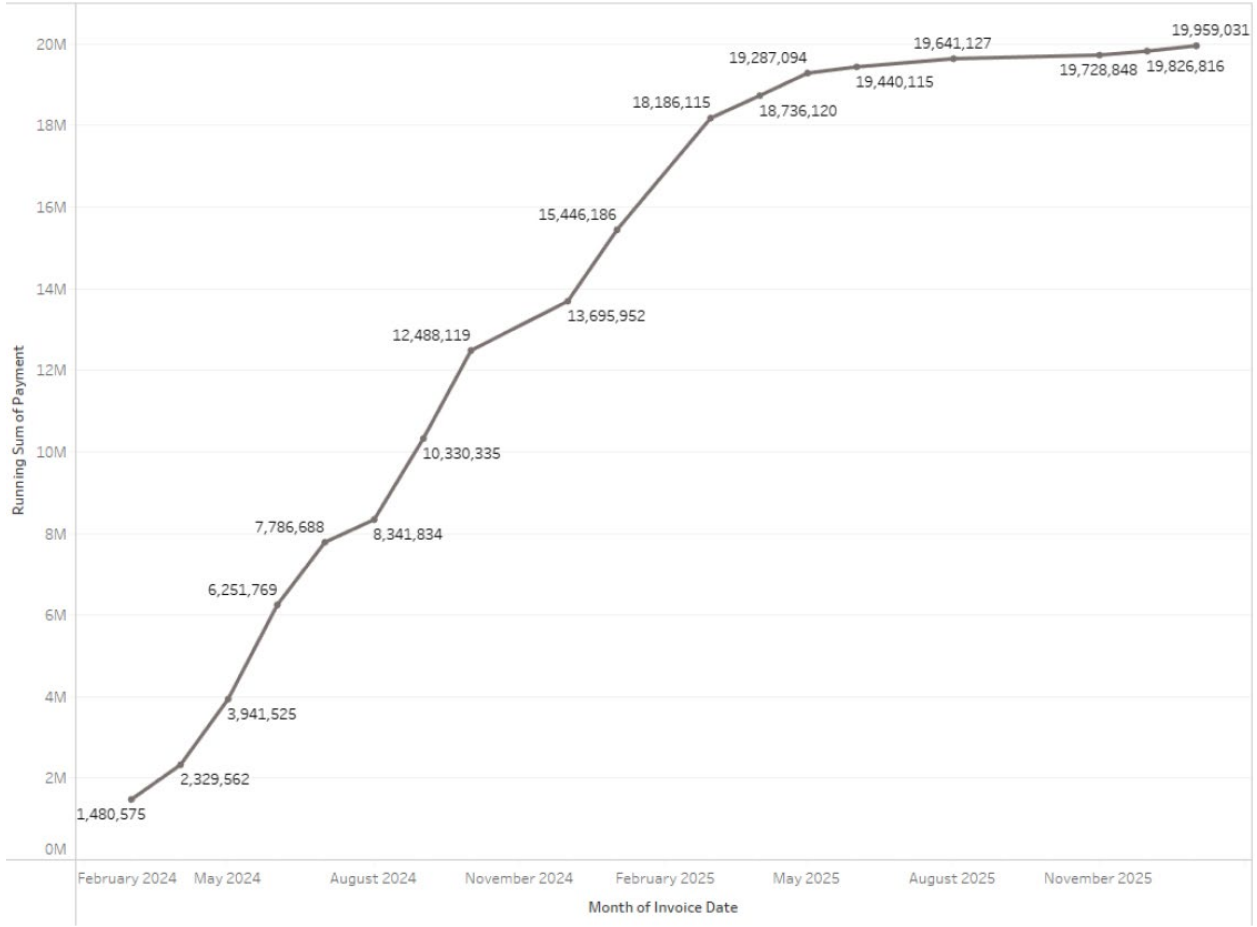
Year to Year KPI Analysis

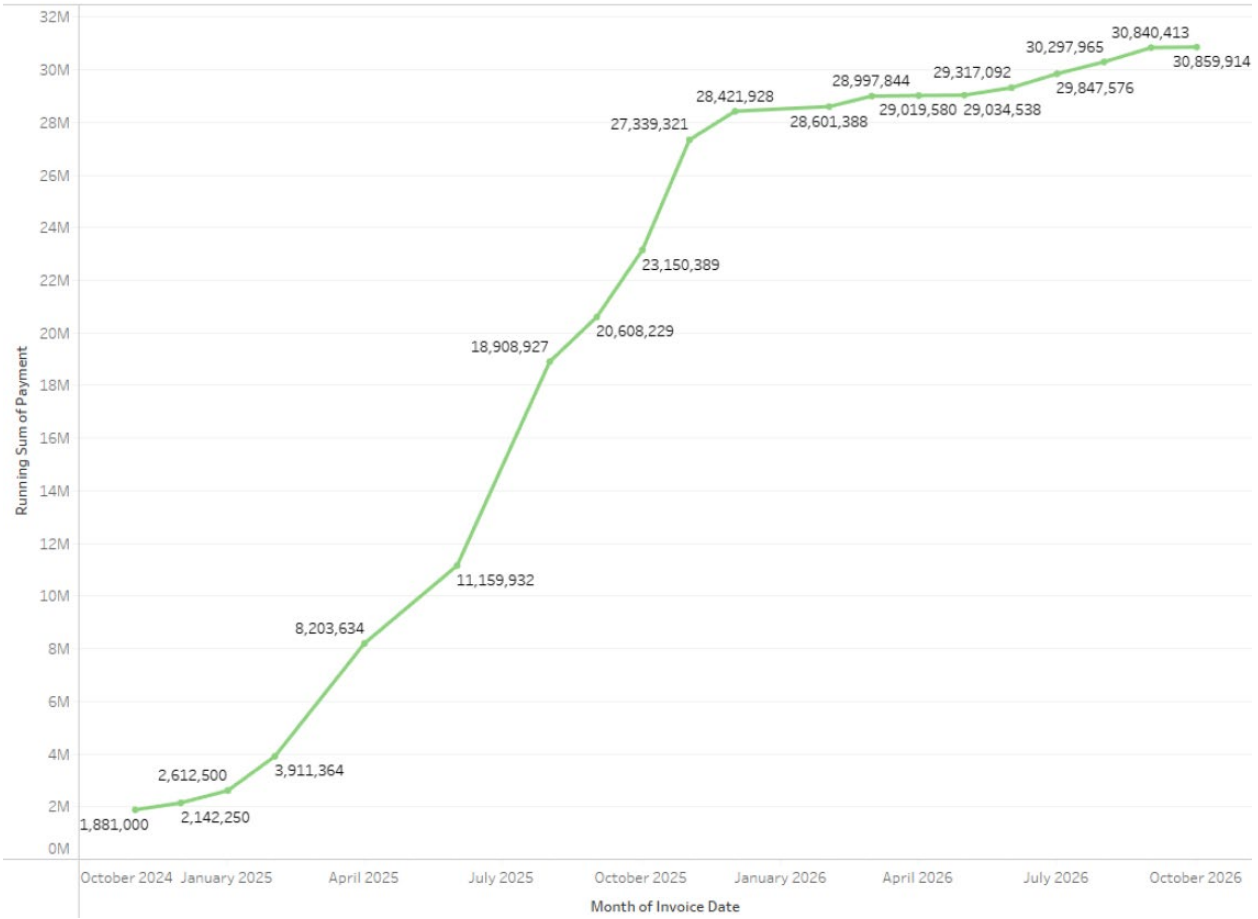


Monitoring Construction Progress



Monitoring Construction Progress – Projected Cash Flow





San Antonio Water System

How can you help?

Construction (Administration and Inspections)

- Assets in service as the priority
- Early procurement of critical equipment and materials
- Problem solving and collaborative approach
- Knowing when and what to escalate – sense of urgency
- Plan to execute
- Communication, early and often – ask questions, no assumptions
- Follow communication protocols – Construction POC
- Adhere to baseline schedule and develop recovery schedule as needed
- Intentional construction progress meetings – meaningful conversations
- Have the right resources, tools, and equipment
- Finish strong

Plants and Major Projects Initiatives

- Participate in outreach efforts – provide meaningful feedback ahead of advertisement and again during advertisement confirming plan to submit
- Consistent Contract Documents for GST, EST, production wells, pump stations, lift stations, etc.
- Large WRC projects – field presence by SAWS and Consultants
- Intentional construction progress meetings and use of visual dashboards
- Participate in Open House events at WRCs
- Improved coordination with Bexar County for Permitting

Pipelines

- Participate in outreach efforts – provide meaningful feedback ahead of advertisement and again during advertisement confirming plan to submit
- Anticipate project impact to SAWS operations
- Schedule considerations/constraints
  - Special Conditions
  - Permitting
  - coordination for project overlaps (CoSA, TxDOT, County, VIA, CPS, Google, etc.)
  - Multi-site projects
- Focus on Key submittals and long-lead items
- Community/Council coordination
- Maintaining/providing accurate Redlines

Asset Management

Construction Specs

- SAWS Standard List of Specifications according to CSI format
- Adhere to Specification 01 33 00 for naming submittals where the last 6 digits follows the CSI specification number
  - Example: shop drawing with the number SD-001-013543 indicates that the submittal is the first shop drawing submitted under 01 35 43 specification section
- Name submittal files using submittal number when uploading to CPMS
  - Example: submittal number is SD-012-013543, file name is SD-012-013543

Project Controls

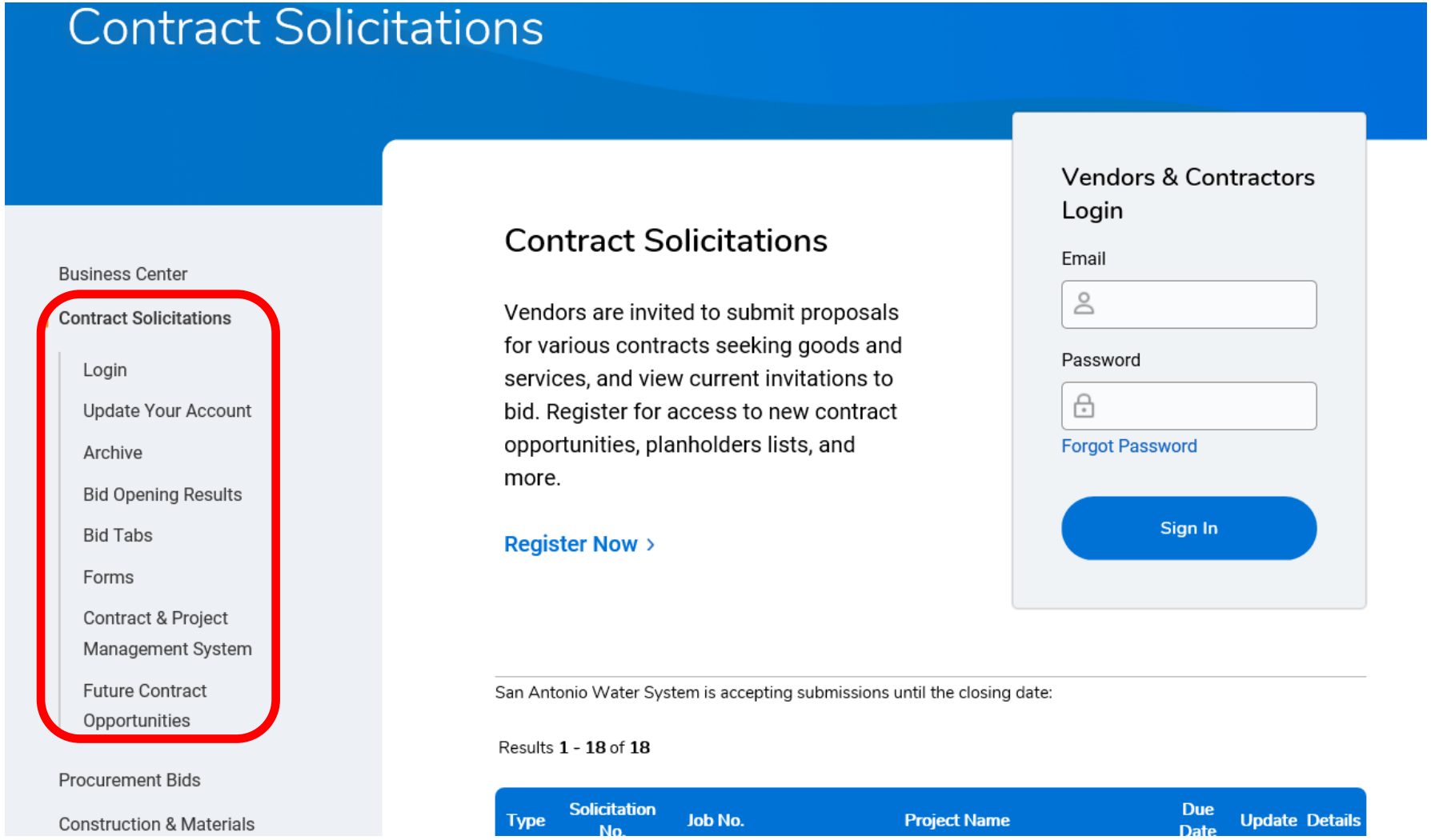
- Start strong – key submittals and mobilization plan
- Baseline Schedule
  - Include critical milestones
  - Recovery schedules, as needed
- Awareness of contract end date and items need to close out
  - Substantial completion vs. project completion
  - Punch list, post-construction CCTV, repair of defects, resolution of claims, change orders, redlines, final scratch sheet, final walkthrough, FFAC
- Budget
  - Invoice monthly
  - Communicate issues and potential changes early

SAWS CIP – Additional Resources

General information on doing business with SAWS

https://www.saws.org/business-center/

SAWS Contracting Opportunities



Contact Information

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Business Engagement and Contract Compliance Department

BECC

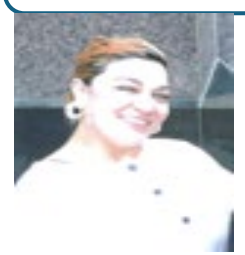
Business Engagement and Contract Compliance Department

BECC

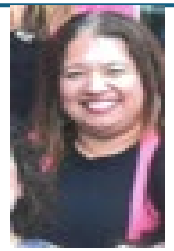


Marisol V. Robles
Director, Business Engagement and Contract Compliance

Roxanne Eguia
BECC Specialist



Rebecca Martinez
BECC Contract Compliance Specialist



Georgina Rangel
BECC Contract Coordinator



Susan Rodriquez
Senior BECC Specialist



BECC

Small Business Opportunities Program and Contract Compliance

- Administration of the SBOP Policy
  - Outreach and Education
  - Goal-Setting
  - Bid/Proposal Analysis
  - Reporting

- Contract Compliance
  - LCPtracker: Certified Payroll Reporting (Construction-Specific)
  - Subcontractor Payment & Utilization Reporting (S.P.U.R.) System: Reporting Actual Payments made to Subcontractors and Suppliers
  - Vertikal: Insurance

SBOP Eligibility

- Relevant Marketplace:
  1. Bexar, Comal, Guadalupe, Hays, Kendall, Travis, and Williamson
- Certification:
  1. Small Business Enterprise Certification (SBE) from the South Central Texas Regional Certification Agency dba Supply SA (https://supply-sa.org/)
- Eligible companies must be certified at bid/proposal due date
- Certification Expiration Dates

Aspirational SBOP Goal

Contract-Specific

- Based on project's scope of work
- Based on SBOP availability
- Up to 10 points for Construction Alternative Delivery solicitations
- Up to 15 Points for Professional Services solicitations
- No points for low bids

What's new?

- Efficiency Study: Phase 2
  - Voice of the Vendor
  - Williams Consulting Partners and CM Consulting
  - 2027: Surveys and Focus Groups
  - Announcements

BECC Support

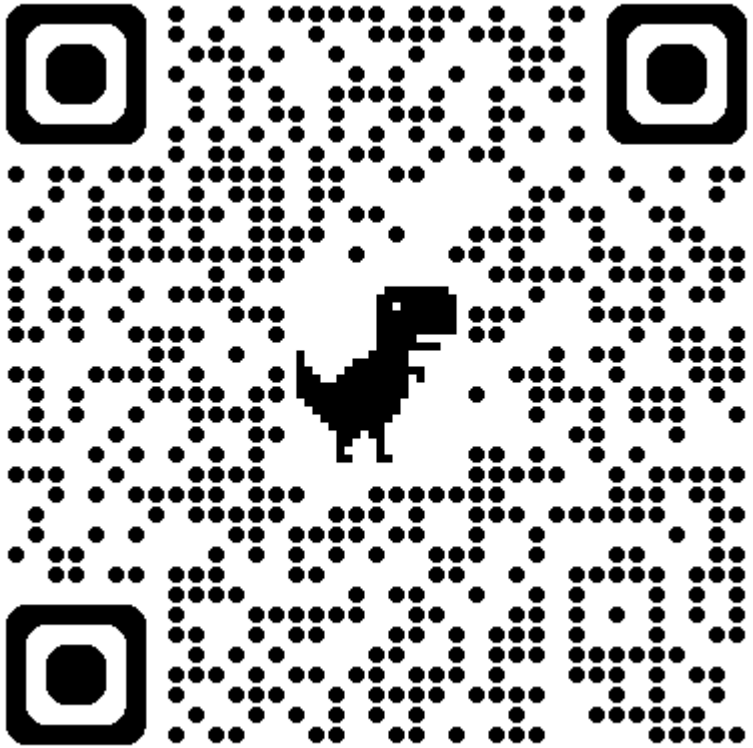
Roxanne Eguia	Rebecca Martinez	Marisol V. Robles	Susan M. Rodriquez	Georgina Rangel
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Call or email anytime during business hours with questions or meeting requests.

Standing SBOP Support Hour on the last Tuesday of each month at 2:30 p.m. Contact SBOP staff to join or sign up through the SBOP Newsletter.

SBOP Newsletter

Subscribe Today:



Thank you for your attendance!

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What's new?

Good Faith Effort Plan Updates

- Supplemental Conditions, Article IV, Section 4.4, "For purposes of determining the value of the Work self-performed, the amount shall include all materials incorporated into the Work where the majority of the value of the Work involved in incorporating the material is performed by the Contractor's own Organization, including wholly owned subsidiary;"
- Primes now allowed to the include the cost of materials they will self-install in their percentage of self-performance
- Will be calculated by SAWS Contract Administrators within 24 hours of a bid's closing date
- Separate and different calculation than SBOP's calculations for purposes of reporting payments to subcontractors and suppliers