

PREFACE

This Procedures Manual has been developed as an effective tool for use by Engineering and Administrative support personnel involved in the planning and management of El Paso Water Utilities infrastructure projects. The manual is the result of an extensive program that involved the evaluation and analysis of the project administration and management work process, and improvements to the process. In 2008, the Manual was revised and updated to streamline the administrative process and reflect structural changes within the Utility and recommendations from external users.

The Manual consists of three chapters. Chapter 1 describes Project Administration Concepts that includes levels of project management and structure and functional organization, as well as a process overview which establishes the format for the actual Performance Procedures found in Chapter 2. Benchmarks have been incorporated by redefining some processes and establishing improved procedural methods, expectations, and requirements for reporting, monitoring, and controlling project activities. Chapter 3 consists of extensive process analysis and redesign documentation and flowcharts developed by the Utility's Project Core Team and a facilitative consultant will continue to be used internally to gauge and revise the process as procedures become tested and utilized.

This Project Administration Section and its cast of Engineering, Purchasing, Contracts, and Support Staff are committed to making the Project Administration Process one of the premier functions of the Utility and throughout the business.

Thanks go to each member of the Core Team for their valuable input to the program, to Romanyk Consulting and Practical Management Concepts for their facilitative assistance, as well as to our President and CEO, Edmund G. Archuleta, and the Public Service Board for their vision in initiating this Project Administration Process Improvement Program as part of the Utility's Quality Management and Continuous Process Improvement effort.

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