



Developing Tomorrow's Leaders for Aurora Water

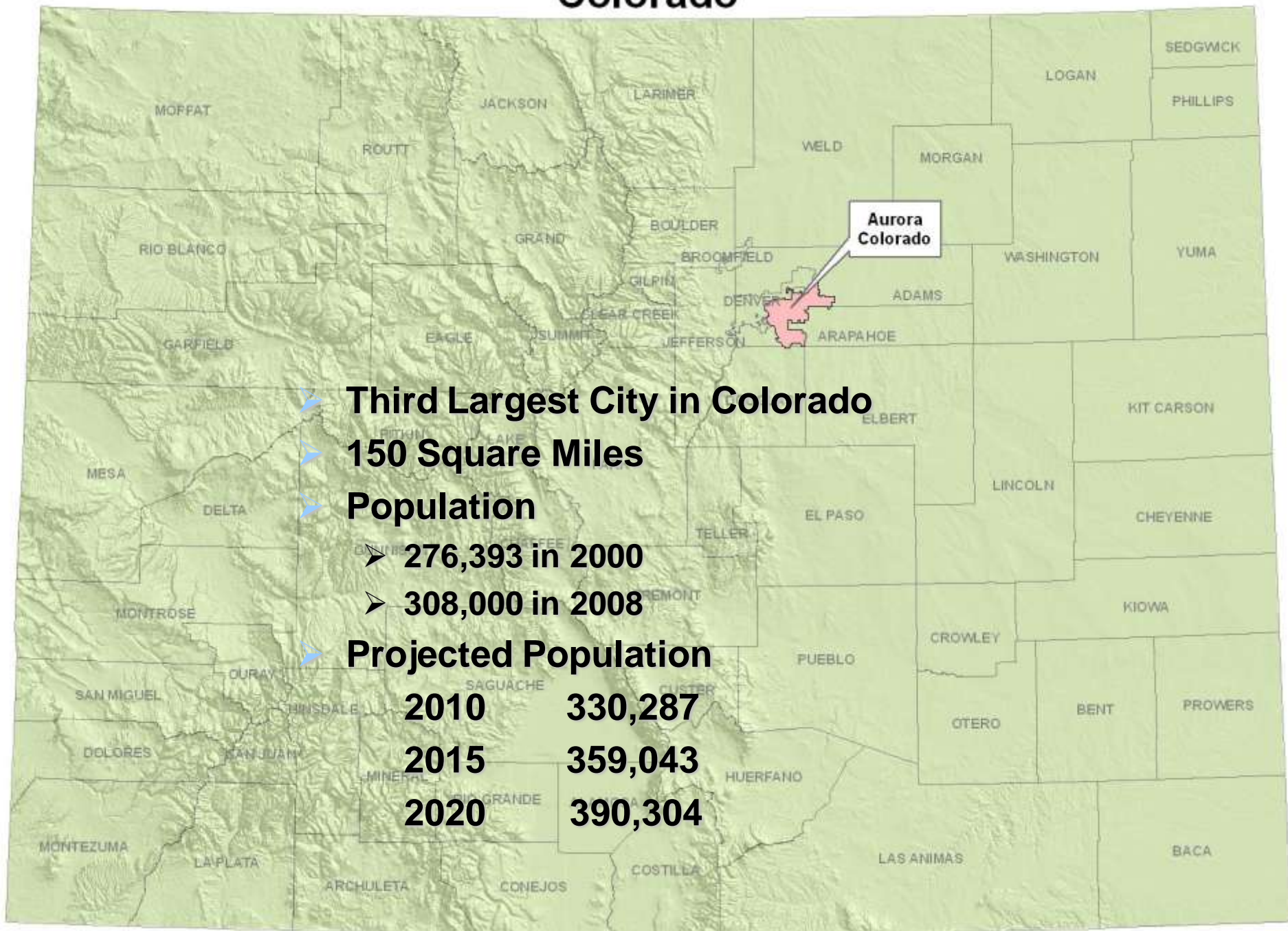
Mark Donelson
Manager of
Wastewater / Stormwater / Environmental
City of Aurora-Aurora Water



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Colorado



➤ **Third Largest City in Colorado**

➤ **150 Square Miles**

➤ **Population**

➤ **276,393 in 2000**

➤ **308,000 in 2008**

➤ **Projected Population**

2010 330,287

2015 359,043

2020 390,304



Aurora Water

- **Water, Wastewater, Stormwater Services**
- **2 - Water Treatment Plants**
 - **1 - New Under Construction (PWP)**
- **Reuse Water Treatment**
- **75,000+ Metered Services**
- **400+ Employees**



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Overview

- **Re-organization of Water Operations**
 - **Water, Wastewater, Stormwater Services**
- **Change In Organizational Structure**
- **Organizational Development**
- **Cultural Change**

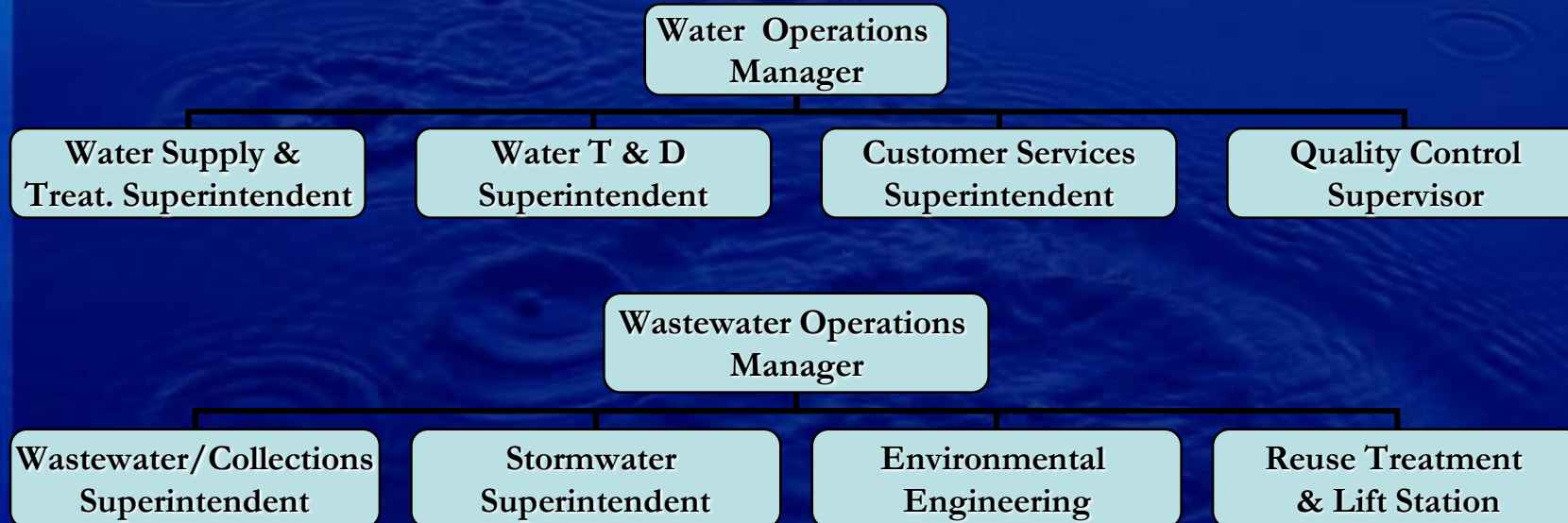


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Organizational Structure 2004



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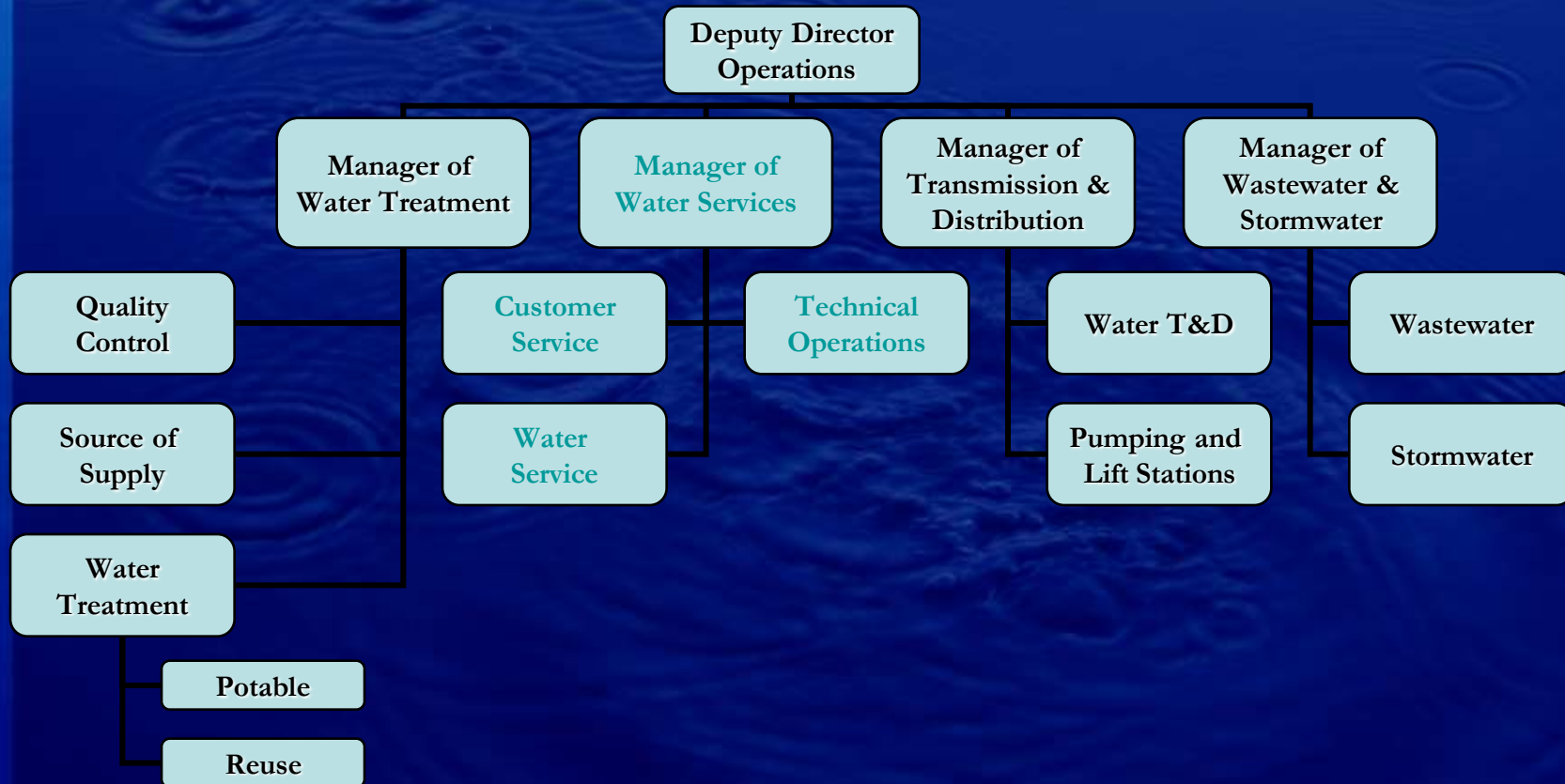
**Water
Customer
Service**

**Wastewater
Storm Water
Re-use
WW Treatment**

**Water Treatment
Quality Control
Source of Supply**



Organizational Structure 2005



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Organizational Structure 2005



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Organizational Structure 2005

WHY RESTRUCTURE?

- Build a Utility that would grow with the needs of the City and provide better service to our citizens.
- Make sure customers continue to receive reliable & dependable services in both water and wastewater in the most efficient and cost effective manner possible.
- Reduce duplication of efforts/equipment/skills by combining water, wastewater & stormwater functions.
- Strengthen the workforce by building cross functional teams and provide opportunities for employees to cross train.
- Reduction of organizational inconsistencies.



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Organizational Development

Leadership is creating a vision and direction for the organization and mobilizing people to accomplish the vision and direction.



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Organizational Development

Leadership Development

- Leadership assessment
- Leadership plans
- Leadership competencies



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Organizational Development

Succession Planning

- Capture Institutional Knowledge
- Knowledge Transfer
- Formal Training Plans
- Standard Operating Procedures (SOP's)



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Organizational Development

Strategic Planning

- Develop long-term goals
- Short term goals (1-year, 3-year, 5-year)
- Create implementation plans



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Organizational Development

Goal Attainment

- **Tie Employee goals to:**
 - Highest level of management
 - Organizational goals
 - Organizational strategic plan



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Organizational Development

SMART Goal Setting

- ◆ **Specific**
- ◆ **Measurable**
- ◆ **Attainable**
- ◆ **Realistic**
- ◆ **Time-bound**



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Organizational Development

Business Process

- **Business Initiatives**
- **Production Standards**
- **Performance Management**



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Cultural Change

- **Cultural**

The integrated pattern of human knowledge, belief, and behavior that depends upon a persons capacity for learning and transmitting knowledge to succeeding generations.



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Cultural Change

- **Cultural Shock**

A sense of confusion and uncertainty sometimes with feelings of anxiety that may affect people exposed to an alien culture without adequate preparation.



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Cultural Change

- **Challenges**
 - Maintain Focus
 - Change
 - Anxiety
 - Uncertainty
 - Accountability
 - Inconsistencies
 - Business Process Integration



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Cultural Change

- **Successes**
 - Consistent Vision
 - Consistencies
 - Opportunities
 - Diverse and Skilled Work Force
 - Increased Efficiencies
 - Reduced Redundancies
 - Business Process Model



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Aurora Water 2007

Where are we today?

- **Organizational Structure**
- **Organizational Development**
- **More Effective Utility By Using A Business Model**



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Acknowledgements

- **City of Aurora / Aurora Water**
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 - **Richard Gerstberger**



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QUESTIONS

