

The logo features a stylized blue circular graphic on the left. To its right, the text "2007" is at the top, followed by "EXCELLENCE IN" in a smaller font, then "Management" in a large, bold, blue serif font, "Recognition" in a smaller blue serif font, "PROGRAM" in a blue sans-serif font, and "APPLICATION" in a large, bold, black sans-serif font at the bottom.

2007 EXCELLENCE IN Management Recognition PROGRAM APPLICATION

APPLICATION BASICS

All *Excellence in Management* Applications should be *submitted to NACWA's National Office by August 17, 2007*. Applications may be submitted by mail or electronically and must include the following:

1. Completed Application Entry Form
2. Two Page Narrative Program Description
3. Metrics & Measures Supplemental Spreadsheet
4. Program Timeline
5. Additional Supporting Information Form

*Please note: Applications should not exceed six pages.
Additional materials will not be accepted for review by the Committee.*

HOW TO APPLY

Application Entry Form

Please complete the application entry form in its entirety as it will be viewed by the Award Committee during the review process. All applications should include the preparer's signature as well as the signature of the NACWA member agency representative.

Program Description

Program descriptions are limited to 2 pages at 12 point font and should include the following:

1. A concise narrative description of the program in one to two paragraphs;
2. Choose at least five of the ten Attribute Categories (attached) and provide a paragraph for each of the attribute categories that demonstrates your program's exemplary progress/improvements;
3. A concluding paragraph that quantifies the program results over a specific amount of time and clearly demonstrates its positive impact on the agency's management and operations.

Metrics & Measures Supplement

Please provide a single spreadsheet (preferably in a project management format) that demonstrates how the agency has tracked and measured progress through the project/program. This document should support the narrative description. *If the Metrics & Measures supplemental spreadsheet includes a timeline of the program's initiatives and continued progress, an additional program timeline is not required.*

Timeline

Please provide a timeline of program initiatives that exhibit continuous progress over a three year period of time. (Maximum one additional page)

Additional Supporting Information Form

Please indicate your agency's participation in any of the activities or recognition programs listed on this form. This information will be used by the Committee as they review your application.

EXCELLENCE IN MANAGEMENT JUDGING CRITERIA

NACWA's Excellence in Management Recognition Program acknowledges member agencies who have implemented successful programs that address the range of management challenges faced by public wastewater utilities in today's competitive environment. These programs move beyond an agency's "everyday" best practices to exemplify a truly effectively managed utility.

Committee members will review applications based on the following criteria:

Leadership

Clear evidence of effective leadership ensuring that the project's direction is understood, embraced, and followed on an ongoing basis throughout the three year period;

Strategic Business Planning

Evidence of strategic business planning in the program's development that includes taking a long-term view of the utilities goals and operations and establishing a direction by which those goals are executed and measured,

Organizational Approaches

Indication of organizational approaches to establish a "participatory organizational culture" that actively seeks to engage employees, deploying a change management process that anticipates and plans for change and encourages those involved to embrace it, and utilizing implementation strategies that are, and continue to be; motivational.

Measurement

A demonstrated emphasis on the program's measurable results including basic internal tracking, trend analysis, development of key performance indicators and external measures that relate to community sustainability interests;

Continual Improvement Management Framework

Evidence of continual improvement management framework including comprehensive self-assessment, established performance objectives, defined operational requirements and procedures, established supporting roles and responsibilities, implemented measurement activities, and responses to evaluations.

Overall, applications should detail how the program has benefited the agency, its management, and its operations.

MANAGEMENT PROGRAM ATTRIBUTE CATEGORIES

Product Quality

- Produces potable water, treated effluent, and process residuals in full compliance with regulatory and reliability requirements and consistent with customer, public health, and ecological needs.

Customer Satisfaction

- Provides reliable, responsive, and affordable services in line with explicit, customer-accepted service levels.
- Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.

Employee and Leadership Development

- Recruits and retains a workforce that is competent, motivated, adaptive, and safe-working.
- Establishes a participatory, collaborative organization dedicated to continual learning and improvement.
- Ensures employee institutional knowledge is retained and improved upon over time.
- Provides a focus on and emphasizes opportunities for professional and leadership development and strives to create an integrated and well-coordinated senior leadership team.

Operational Optimization

- Ensures ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of its operations.
- Minimizes resource use, loss, and impacts from day-to-day operations.
- Maintains awareness of information and operational technology developments to anticipate and support timely adoption of improvements.

Financial Viability

- Understands the full life-cycle cost of the utility and establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues.
- Establishes predictable rates—consistent with community expectations and acceptability—adequate to recover costs, provide for reserves, maintain support from bond rating agencies, and plan and invest for future needs.

Infrastructure Stability

- Understands the condition of and costs associated with critical infrastructure assets.
- Maintains and enhances the condition of all assets over the long-term at the lowest possible life-cycle cost and acceptable risk consistent with customer, community, and regulator-supported service levels, and consistent with anticipated growth and system reliability goals.
- Assures asset repair, rehabilitation, and replacement efforts are coordinated within the community to minimize disruptions and other negative consequences.

MANAGEMENT PROGRAM ATTRIBUTE CATEGORIES (*continued*)

Operational Resiliency

- Ensures utility leadership and staff work together to anticipate and avoid problems.
- Proactively identifies, assesses, establishes tolerance levels for, and effectively manages a full range of business risks (including legal, regulatory, financial, environmental, safety, security, and natural disaster-related) in a proactive way consistent with industry trends and system reliability goals.

Community Sustainability

- Is explicitly cognizant of and attentive to the impacts its decisions have on current and long-term future community and watershed health and welfare.
- Manages operations, infrastructure, and investments to protect, restore, and enhance the natural environment; efficiently use water and energy resources; promote economic vitality; and engender overall community improvement.
- Explicitly considers a variety of pollution prevention, watershed, and source water protection approaches as part of an overall strategy to maintain and enhance ecological and community sustainability.
- Demonstrates awareness of and initiatives implemented to address the issues of climate change in relation to the utilities operations.

Water Resource Adequacy

- Ensures water availability consistent with current and future customer needs through long-term resource supply and demand analysis, conservation, and public education.
- Explicitly considers its role in water availability and manages operations to provide for long-term aquifer and surface water sustainability and replenishment.

Stakeholder Understanding and Support

- Engenders understanding and support from oversight bodies, community and watershed interests, and regulatory bodies for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions.
- Actively involves stakeholders in the decisions that will affect them.

2007 EXCELLENCE IN MANAGEMENT RECOGNITION PROGRAM

APPLICATION ENTRY FORM

AGENCY INFORMATION

AGENCY NAME

NAME OF INDIVIDUAL COMPLETING THE APPLICATION

TITLE

ADDRESS

CITY

STATE

ZIP CODE

PHONE

FAX

E-MAIL

SIGNATURE

NAME OF AGENCY NACWA REPRESENTATIVE

NACWA REPRESENTATIVE'S SIGNATURE

CHIEF ELECTED OFFICIALS

Please indicate the elected officials you would like NACWA to notify if your agency is selected for Excellence in Management Recognition.

LOCAL CHIEF ELECTED OFFICIAL (E.G. MAYOR, GOVERNOR)

TITLE

ADDRESS

CITY

STATE

ZIP CODE

FEDERAL ELECTED OFFICIAL (E.G. SENATOR/REPRESENTATIVE)

TITLE

ADDRESS

CITY

STATE

ZIP CODE

FEDERAL ELECTED OFFICIAL (E.G. SENATOR/REPRESENTATIVE)

TITLE

ADDRESS

CITY

STATE

ZIP CODE

Please Submit Completed Application Packages By August 17, 2007.
Applications may be submitted via mail or e-mail. Faxes will not be accepted.

Mail to: NACWA, Attn: Kelly Brocato, Director Membership Development,
1816 Jefferson Place, NW, Washington, DC 20036

E-mail to: kbrocato@nacwa.org

ADDITIONAL SUPPORTING INFORMATION

Participation in any of the following activities/programs will enhance an Agency's Application:

☐ CleanWater Central – Agency information is current and complete. See www.cleanwatercentral.com

☐ QualServ participation

☐ National Biosolids Partnership Certification (year certified): _____

☐ ISO Certification – if certified, please list certifications received:

☐ Additional certifications – if certified, please list certifications received:

☐ Pollution prevention/ Green Infrastructure activities – cite specific activities:

☐ Public education activities – cite specific activities:

Awards and/or Recognition Programs, Including:

☐ NACWA *Excellence in Management Award* Recipient (year received): _____

☐ NACWA *Peak Performance Award* Recipient – list honor(s) and year(s) received:

☐ NACWA *National Environmental Achievement Award* - Agency Recipient – list honor(s) and year(s):

☐ Safety Awards– list honor(s) and year(s) received:

☐ Financial Recognition/Awards– list honor(s) and year(s) received:

☐ Any Local, State, or Regional Special Recognition/Awards– list honor(s) and year(s) received:

☐ National (Non-NACWA) Special Recognition /Awards– list honor(s) and year(s) received:

☐ Other– list Award Program(s), honor(s) and year(s) received:

Please Submit this completed Form along with your Application Package by August 17, 2007.