



2008 EXCELLENCE IN MANAGEMENT RECOGNITION PROGRAM APPLICATION

APPLICATION BASICS

All Excellence in Management Applications should be submitted to NACWA's National Office by August 15, 2008. Applications may be submitted by mail or electronically and must include the following:

1. Completed Application Entry Form
2. Narrative (2 Page Maximum)
3. Metrics & Measures/Timeline Supplement (2 Page Maximum)
4. 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 Awards Committee during the review process. All applications should include the preparer's signature as well as the signature of the NACWA member agency representative.

Narrative

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

1. A concise description of the agency's overall strategic plan in one paragraph;
2. Choose at least five of the ten Attribute Categories (attached) and provide a paragraph that demonstrates your agency's continuous improvement program in each of the Attribute Categories;
3. A concluding paragraph that clearly demonstrates the positive impact of the continuous improvement programs described above on the agency's management and operations.

Metrics & Measures/Timeline Supplement

Please provide a two-page document that demonstrates the implementation timeline and numerically tracked and measured progress of each of the continuous improvement programs over the last three years. This document should support the narrative and is limited to two pages.

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 continuous improvement 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" 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 direction of the continuous improvement programs is understood, embraced, and followed on an ongoing basis throughout the three year period;

Strategic Business Planning

Evidence of strategic business planning in the programs' 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 programs' 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 programs have benefited the agency, its community, and the environment.

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 & 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.

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.

APPLICATION ENTRY FORM

AGENCY INFORMATION

Agency: _____

Name of Individual Completing the Application: _____

Title: _____

Address: _____

Phone: _____ E-Mail: _____

Signature: _____

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 _____

Federal Chief Elected Official (e.g. Senator) _____

Title: _____

Address: _____

City, State Zip _____

Federal Chief Elected Official (e.g. Representative) _____

Title: _____

Address: _____

City, State Zip _____

Please Submit Completed Application Packages By August 15, 2008.
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.org

☐ National Biosolids Partnership Certification

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

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

☐ QualServ participation

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

☐ Public education activities – cite specific activities:

Awards and/or Recognition Programs, Including:

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

☐ NACWA *Excellence in Management 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:
