

STERLING
THE Competitive ADVANTAGE

2012

***Governor's Sterling Sustained
Excellence Award***

Guidelines and Application Forms



***Florida Sterling Council
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www.floridasterling.com

Award Process Overview, Timetable, and Fees

<u>2012 Cycle Dates</u>	
Applications of Intent Available	September 2011
Applications of Intent Due	October 21, 2011
Applications Due	January 9, 2012
Consensus Meetings	January 16-27, 2012
Site Visits	Weeks of February 12 - March 17, 2012
Judges' Recommendation Meeting	April 2012
Awards Ceremony	June 1, 2012

The Governor's Sterling Sustained Excellence Award is an annual award to recognize Florida organizations that are recent past recipients of the Governor's Sterling Award recipients.

THE AWARD PROMOTES:

- Awareness of performance excellence as an increasingly important element in competitiveness; and
- Information sharing of successful performance strategies and benefits derived from using these strategies.

AWARD PARTICIPATION

Organizations that have received the Governor's Sterling Award are eligible for up to five years following designation of role model status.

Eligible Governor's Sterling Award recipients may apply for the Governor's Sustained Excellence Award one time in each five-year period following receipt of the Governor's Sterling Award. The renewal of the organization's role model designation is recognized for two years.

There is no limit to the number of awards given in each year. To participate in the Award process, a prior Governor's Sterling Award recipient must submit an application package that addresses the current Governor's Sterling Award Criteria process categories by answering at the "Overall Item Requirements" level (see Page 28 of the *2012-2013 Sterling Criteria for Performance Excellence*). Applicants should provide information and data on their key processes and results, with a focus on information and data on key changes, improvements and/or innovations. The application must demonstrate that the applicant's approaches are effective, yield-desired outcomes, and contribute to the organization's ability to sustain its role model status.

APPLICATION REQUIREMENTS

Submit an application package that consists of two parts:

- A completed Application Form; and
- An Application consisting of an Organizational Profile and responses to the application requirements, including updated results. Content and format requirements are detailed on pages 9 & 10.

ELIGIBILITY DETERMINATION

All applicants must submit an Application of Intent Form prior to submitting a completed Application.

APPLICANT VETTING

Upon receipt of each organization's application for the Governor's Sterling Sustained Excellence Award, the Executive Office of the Governor will be informed of the organization's name and principle address, and the name and title of the organization's highest-ranking official.

Organizations nominated to be designated recipients of the current year's Governor's Sterling Sustained Excellence Award shall be subject to a background check conducted by appropriate regulatory agencies. The announcement of the award recipients will occur after all regulatory agencies have assured the Florida Sterling Council and the Executive Office of the Governor that the results of the background check are satisfactory.

APPLICATION REVIEW

The Board of Examiners reviews and evaluates all Applications. The Board is comprised of experts selected from the service, manufacturing, health care, education, and public sectors. Those serving on the Board meet the highest standards of performance. Board appointments are for Master Examiners, Lead Examiners, Senior Examiners, and Examiners. All Board of Examiner members are required to complete the training course based upon Examination Items, Scoring Systems, Feedback Reports, and the Examination process. Qualified experts in the award process provide the training. Up to three members of the Sterling Board of Examiners may be assigned to a Sustained Excellence Award applicant.

SITE VISITS

Site Visits are used to verify the information provided by the Application and to clarify issues and questions that have arisen during the Application review process. The team leader will develop a site visit plan and agenda with the selected organization. During the Site Visit, there will be a visit to the facility or facilities, and interviews with organization officials and the workforce, as appropriate. The number of days allotted for visiting the organization and interviewing the workforce will not exceed two days. The Examiner team will spend up to four days on location to

prepare, conduct the review, and complete the feedback report. Fees are set here and defined in the Fee Section.

FEEDBACK TO APPLICANTS

The Feedback Report, a tool for continuous improvement, is a written assessment by the members of the Board of Examiners. Each Award Applicant receives an Executive Level Feedback Report at the conclusion of the review process. The Executive Level Feedback Report contains an Application-specific listing of strength and opportunity themes for improvement based on the *Sterling Criteria for Performance Excellence*. The Feedback Report helps organizations focus on their customers and improve productivity. Feedback reports will be mailed **after** the judges' meeting at the end of April. **Strict confidentiality is observed at all times and in every aspect of the application, review, and feedback process.**

JUDGING PROCESS

All documents, including the Applicant's application, the Executive Level Summary, and updated Category 7 Results, are provided to the Panel of Judges. The Panel of Judges shall determine which organization(s) should be awarded the Governor's Sterling Sustained Excellence Award.

AWARD RECIPIENTS

Award recipients may publicize and advertise their Awards. Recipients are expected to share information about their successful performance strategies with other Florida organizations.

CONFLICT OF INTEREST

Conflict of interest rules apply to all who serve on the Board of Examiners. Compliance with the rules is carefully monitored throughout the review, Site Visit, and feedback process.

Fees

Fees will help defray expenses associated with the Governor's Sustained Excellence Award Process.

- All potential applicants shall pay a non-refundable Application of Intent Fee of \$100 that is due along with the Application of Intent Form.
- All organizations will pay a \$2,500 application fee. The Application Fee is due at the time of application submission to the Sterling office.
- All organizations will pay Examiner Team expenses. **Examiner expenses include travel and living expenses computed at the current state rate and are billed after the site visit.** Awards staff will coordinate directly with the Site Visit candidate for resolution of actual cost.

PAYMENT OF FEES

Payment will be by check, credit card, or money order. Checks should be made payable to:

The Florida Sterling Council

BASIC ELIGIBILITY

The Governor's Sterling Sustained Excellence Award is available for Florida organizations that have been recipients and designated role models during the previous five years.

SUBSIDIARIES

For the purposes of the Governor’s Sterling Sustained Excellence Award, a subsidiary means an actual subsidiary, organizational unit, division, or district office of an organization that has received the Governor’s Sterling Award within the past three years. The subsidiary must have a clear definition of organization and function relatively independently but may receive policy level direction and oversight from the parent organization. Any organizational unit that is dependent on the parent organization for a majority of its support functions must describe the relationship in terms of effectiveness and its communication links. Subsidiaries of eligible organizations may apply separately if they were part of the initial Governor’s Sterling Award application and site visit review.

MULTIPLE APPLICATIONS AND RESTRICTIONS

- A subsidiary and its parent organization may not both apply for the Governor’s Sterling Sustained Excellence Award in the same year.
- Other subsidiaries of the same parent organization *are* eligible to apply in the same year.

ADDITIONAL REQUIREMENTS

Organizations recognized as Governor’s Sterling Sustained Excellence Award Recipients are required to share their experiences with other Florida organizations by:

- Conducting at least one Performance Excellence Day, known as a “GSA Great Practice Showcase,” during the year. The Sterling Award Staff will assist in promotion and coordination.
- Making a selected presentation at the next Florida Sterling Conference.
- Procuring an exposition booth at the next Florida Sterling Conference to further share their performance excellence strategies and how these impact their products, services, or programs.
- Providing one or more examiner candidates for the next Governor’s Sterling Award cycle.

Confidentiality

Strict conflict of interest rules apply throughout all Sterling processes. Names of applicants, individual applications, commentary, and scoring information developed during the review of the application are regarded as proprietary and are kept confidential. Such information is available only to those individuals directly involved in the evaluation and application distribution process. Sterling Board of Examiner members are assigned to applications following strict conflict of interest rules and receive no information regarding the content or status of applications to which they are not assigned. Information on successful strategies of Award recipients and other applicants may be released only with written approval of the applicant.

The 2012 Governor's Sterling Sustained Excellence Award Application of Intent

(Please type and make a copy for your records)

- 1) ***Applicant Organization (including Division Name) as you want listed on the Feedback Report and Award, as appropriate.***

Official Name: _____

Address: _____

City: _____

State: _____ ZIP: _____

- 2) ***Highest Ranking Official***

Name (Mr. Ms. Dr.): _____

Title: _____

Address: _____

Official Representative for Correspondence:

Name: _____ Title: _____

Telephone: _____ Fax: _____

Email Address: _____

- 3) ***Governor's Sterling Award Recipient***

In what year did you receive the Governor's Sterling Award? _____

- 4) ***Sector Category (please check one)***

Manufacturing Service Education Health Care Nonprofit

- 5) ***Size and Location of Applicant***

Number of sites included in the application: _____

Total of Full-Time employees for the application: _____

Can the Applicant make available sufficient personnel, documentation, and facilities to allow a full examination of its operational practices with all major organizational functions of its statewide operations?

(Check one) Yes No

6) If the Applicant is a subsidiary of a Governor's Sterling Award Recipient, briefly describe the organizational structure and management links to the parent organization. Attach a line and box organizational chart(s) showing the relationship of the Applicant to the highest management level of the parent organization, including all intervening levels.

7) Briefly describe the reason(s) why the Applicant is taking the challenge to apply for the Award.

Statement of Authorization

We understand that this Application of Intent Form and subsequent Governor's Sterling Sustained Excellence Award Application will be reviewed by members of the Board of Examiners. We agree to participate in conference calls and to host the Site Visit to verify and clarify information provided in the Application.

Authorized Signature: _____

Name (Printed): _____

Title: _____

Date: _____ Telephone Number: _____

Check List

_____ Application of Intent filled in completely and signed.

_____ Application of Intent processing fee of \$100 attached (*non-refundable*) payable to **The Florida Sterling Council**

Is a line and box organizational chart included which shows all components of the Applicant organization?

Yes No

Is the Application of Intent covered by a letter on the organization's stationery and signed by the Authorizing Official or designee?

Yes No

If the Applicant is a sub-unit of a larger organization:

Are the line and box organizational charts included which show the relationship of the Applicant organization to the highest management level of the parent organization, including all intervening levels? Yes No

2012 Governor's Sterling Sustained Excellence Award Application Instructions and Form

INTRODUCTION

Because the Award focuses on the Applicant's organizational performance excellence system, it is important that the Examiners have a good understanding of the size, structure, and function of the different organization units. In addition, sufficient information must be provided on the programs or services developed at each location that could be examined. Applicants must submit a copy of the Site Listing and Descriptors Form with each copy of the Application submitted.

Note:

NON-DISCLOSURE

All information related to the Award process, including names of Applicants, individual applications, feedback, notes, and scoring information, is regarded as proprietary and kept confidential. Such information is available only to those individuals directly involved in the evaluation and application distribution process. Sterling Board of Examiner members are assigned to Applicants following strict conflict of interest rules and receive no information regarding the content or status of applications to which they are not assigned. Information on successful strategies of Award recipients and other Applicants may be released only with written approval.

The Award staff will honor to the fullest extent permitted by law an Applicant's written request that certain information not be disclosed if the information is considered to be a trade secret or of such a nature that its disclosure would injure the competitive position of the organization. Trade secrets are exempt from disclosure.

OBJECTIVE

The objective of the Application is to allow applicants to provide information on management of products, programs, and services and on results of performance excellence improvement processes that have occurred since receipt of the Governor's Sterling Award and to permit a rigorous evaluation by the Board of Examiners.

REQUIREMENTS

Each Applicant must submit an Application consisting of the elements outlined on this page. Applicants should submit applications electronically to the Sterling office. If an applicant prefers to submit its application as a hard copy, please contact the Sterling office for submission instructions.

PREPARATION OF THE ORGANIZATIONAL PROFILE

The up-to-date Organizational Profile is a summary that describes significant factors to be considered in the evaluation of an Application. It can be up to five pages in length and is intended to "set the stage" for the Examiners. (See pages 3-5 in the *Sterling Criteria for Excellence* book for a description of the Profile.) These pages are counted in the overall Application 35 page limit. The Organizational Profile should emphasize those areas of significant change from the organization's original Award receiving Governor's Sterling Award application. Those sections or parts should be **highlighted or underlined**. (See Page 9)

Profile Addendum, "Key Improvements since Receiving the GSA." This is a two page summary of the key performance improvements you have accomplished since receiving the Governor's Sterling Award. This is an opportunity to describe what you are most proud of accomplishing. You should incorporate into your response answers to the following key organizational questions / themes as appropriate:

- Organizational sustainability: "What can you point to that would lead us to think that this organization will be operating and in good health ten years from now? Twenty years from now?"
- Improved governance: "Name up to three major recent improvements to your governance that have lessened systemic risk, increased your ability to handle disruptions, and positioned you for future growth and/or sustainability."
- Cultural change with regard to continuous learning/experimenting: "What are the signs that the organization has embraced a culture of continuous learning? Tell us about some of the organizational experiments or innovations that you have tried since receiving the GSA. What are the results and what did you learn from them?"
- Strategic adaptability: "Provide two or three examples of opportunistic decision-making which led to strategic breakthroughs for the organization."
- List any awards, certifications, re-certifications, and recognition received since your organization received the Governor's Sterling Award. List only those that are important to achieving or sustaining high performance in key work systems.

APPLICATION REQUIREMENTS

Response to Opportunities for Improvement; total of three (3) pages maximum: Provide written and/or bulleted responses outlining how the organization prioritized and addressed the Opportunities for Improvement in the last Governor's Sterling Award Feedback Report, including action plans and appropriate Category 7 Results. Address those three to four major Opportunities, those Opportunities of the highest priority level important to the organization's sustainability.

Response to Process Categories (Categories 1-6): Applicants should respond to the current GSA process categories by answering at the "Overall Item Requirements" level. There is a detailed explanation of Overall Item Requirements in the GSA Criteria book on page 28. For Example the "Overall Item Requirements" for item 1.1 are:

“Describe HOW SENIOR LEADERS’ actions guide and sustain your organization. Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.”

Applicants are encouraged to respond by using figures, tables, charts and bullet points as appropriate that illustrate the most important systematic approaches used to respond to the Criteria requirements. Your response should also discuss how the scoring guideline elements of Approach, Deployment, Learning and Integration have been addressed for each item. Figures, Charts, and Tables may pertain to more than a single category item response.

Response to Results Category 7: Results should be provided by Current GSA item and as much as possible in the same order as the original GSA application. Results should be provided in tabular format starting with the latest year's results that were reported in the original GSA application. For example, if a 2009 GSA application included five years of results ending with year-end 2008, the 2012 Sustained Excellence Application should start with that 2008 result and end with 2011 year end or 2012 YTD. Also, if possible, please provide a single "Best Comparative" result that illustrates the results from a Best Performing and most appropriate comparative result. Add any new results at the end of each results item. If a key organizational measure has changed or been dropped, provide a short explanation. See the example on Page 10 of the tabular format that should be used.

Note: after the application is submitted, there will be a series of one or more results discussions during which the Sterling Team Leader may ask the applicant to provide additional results and/or additional information about results provided in the application.

FORMAT FOR THE APPLICATION

Typing instructions: The Application should meet the following requirements:

- Use the same Category and Item numerical designations as in the Award Criteria.
- Include a Table of Contents with the page number of each Category and Item.
- Type should be in a font of 10 to 11 pitch (we recommend Arial). There should be no more than 60 lines of type per page. A two-column format is preferred. **Print on pages, including pictures, graphs, figures, data tables, and appendices must also meet these requirements for size and spacing.**

Requirements for the Governor’s Sterling Sustained Excellence Award Application

Each copy of the Application must contain:

- A. Title Page with the name of the Applicant and, optionally, the Applicant’s address, logo, the date, a statement indicating that it is an application for the Governor’s Sterling Sustained Excellence Sterling Award and/or an organization statement regarding confidentiality of the content.
- B. A page before each new section containing only the title of that section.
- C. Table of Contents indicating the page number of the following: the Sterling Sustained Excellence Award Application form; the Organizational Chart(s); the Organizational Profile; the Glossary of Terms and Abbreviations; and each Category and Item. Tables and figures need not be included in the Table of Contents.
- D. Copy of the completed and signed Application form indicating that the Applicant agrees to the terms and conditions of the examination process, agrees to participate in conference calls, to host a site visit, to facilitate an open and unbiased examination, and to pay reasonable costs associated with the site visit.
- E. Organizational Chart(s) and any additional information on organization sites that might assist the Examiners in understanding the size, scope, and location of the organization.
- F. Organizational Profile outlining the Applicant organization, addressing what is most important to the organization and the key factors that influence how it operates, where it is headed, and areas of significant change from the previous Governor’s Sterling Award application highlighted or underlined. The Organizational Profile is a vital part of the overall application. It is used by the Examiners in all stages of the application review, and is limited to **five pages**, plus the addendum “Key Improvements since Receiving the GSA,” including responses to the Key Organizational Questions/Themes/Awards.
- G. Glossary of Terms and Abbreviations used in the application. This does not count against the 35-page limit.
- H. Response addressing the Criteria Items, responding separately to each of the Item’s questions. The response is limited to **28 pages**, including Results and addressing the GSA Opportunities for Improvement.
 - In addressing each area of Opportunities for Improvement in the last Governor’s Sterling Award Feedback Report, address those three to four major Opportunities, those Opportunities of the highest priority level. Outline how the organization prioritized and addressed each Opportunity, including action plans and appropriate results. To facilitate review by the Board of Examiners, respond to the areas for each Category Item in the order given under the Items.
 - If a high priority Opportunity for Improvement noted in the last Governor’s Sterling Award Feedback Report is within an Item no longer pertinent to the Applicant organization or its performance system, provide a statement of one or two sentences explaining why the area is not applicable.
 - Respond to each Category 1 - 6 Item as a whole at the “Overall Item Requirements” level.
- I. The application package shall consist of up to a maximum of **35 pages**, to include:
 - Organizational Profile, up to five pages (single sided)
 - Organizational Profile Addendum (up to two pages maximum)
 - Highest priority level GSA feedback Opportunities for Improvement (up to three pages maximum)
 - Responses to Criteria Items as a whole, and updated and significant new Results (up to 25 pages maximum)

Requirements for Responding to Results Items in Category 7

Results for Category 7 Items should:

- A. Respond to the individual Criteria question with appropriate numeric results that include a narrative description of the result. Please provide the following: current performance levels; trend data, at least three years are preferred, if not available at least three data points; and appropriate comparative data with proper designation. Narratives for results should be in a font of 11 to 12 pitch. See below for an example showing the recommended table.

Example of Format to be Used for Providing Results:

2012 GSA Item 7.x - See Template Below						
Original GSA Figure Number/Title/Narrative/ Current GSA Item (If changed)	GSA App. Year Result	GSA + 1 Result	GSA +2 Result	GSA +3 Result	Best Current Comparative and Who	
Narrative: HCTC efforts to meet our most important branch (public) customer requirement - prompt service - are shown in Figure 7.1-1 . We began measuring wait time in 2002 when Q-MATIC was deployed. Previously, we did not have a hard measure of this result, but it is well known that wait time often exceeded an hour. Action plans, which include refinements to our cashing system, are expected to help improve this result. However, HCTC anticipated these slight increases in wait time based on our efforts to reduce staff as well as the complexity of Real ID requirements. Wait time was also impacted in 2009 when we experienced a drastic influx of customers wanting to renew their DLs and MV registrations before state mandated fee increases took effect.						
Figure 7.1-1 Average Branch Customer Wait Time	2007	2008	2009	2010	Best FL Tax Collector (TC)	
	14:56	10:52	12:32	13:56	8:37	
Narrative: Employee engagement [Figure 7.4-1] and satisfaction [Figure 7.4-3] is determined using our annual engagement survey results. To determine engagement, we identify our survey questions that most closely match the Gallup Q12 Factors of Engagement. Then, our factors [Figure 7.4-2] are selected based on those rated as “most important” to employees. Results indicate we outperform the Gallup world-class engagement result of 89%.						
Figure 7.4-3 Factors of Employee Engagement. Additional segmentation as described in 5.1a(1) is available on-site. Results compared to Baldrige Winner and 100 Best Places to Work Winner (US); Hillsborough Environmental Protection (County); and St. John’s (FTC). Also by Gender, Tenure, Age Group, and Ethnicity available on site. Note this is now part of Item 7.3	2007	2008	2009	2010	2009	
	HCTC				Best US	
	I have the tools and equipment to perform my job well.	97%	95%	95%	95%	94% (Baldrige)
	The equipment in my area is kept in good working order.	90%	92%	93%	93%	n/a
	I know what is expected of me at work.	97%	97%	98%	98%	76% (100 Best Places to work)
	I am satisfied with the work performance of my team members.	90%	82%	86%	86%	n/a
	My job is interesting.	100%	94%	95%	95%	n/a
	Overall, I’m satisfied with my job.	89%	91%	92%	97%	93% (Baldrige)
New Result: Figure 7.1-19 Average Call Answer Speed. Despite downsizing of staff and increasing call volumes in 2009 and 2010 due to changes in laws and fees, we have maintained call center average speed of answer at benchmark levels. Comparisons to best US Govt. 311 call center (NYC) and the Financial Industry Benchmark.						
Figure 7.1-19 (See above)	2009 Q3	2009 Q4	2010 Q1	2010 Q2	2009 Comparative	
	143	141	146	155	244 Seconds (FL DHSMV)	
Narrative: Figure 7.5-6 - This is no longer a key organizational measure due to changes made in our replenishment process						
7.5-6 Equipment Replacement Cycle Compliance				NA		

Notes: Include results in each item in the exact order that they appeared in the GSA year application. If the criteria have changed, show the result in the proper new item with a reference to the old Figure number. If a result is no longer important to the organization, list it and state why it is no longer used. For results that were not provided in the original

GSA application, but are now considered important to the organization, please list them at the end of each item and label them a NEW RESULT (See example above).

- B. Each Governor's Sterling Sustained Excellence Award applicant will be asked to provide updated Category 7 results by January 31. A validated results date may also be agreed upon by the applicant, Team Leader, and Sterling Office. Updated results may be provided in a larger font than the Sterling Application if desired.
- C. Each Governor's Sterling Sustained Excellence Award applicant will be asked to participate in a series of one-hour conference calls to review the Category 7 results presented to ensure that the team has a full understanding of their significance to the organization. Any additional results requested by the Team Leader must be provided no less than two weeks prior to the beginning of the site visit. **No additional results will be accepted during the site visit.**

2012 Governor's Sterling Sustained Excellence Award Application Form

GENERAL INSTRUCTIONS

Please update any information that has changed since the Application of Intent and type or very clearly print all information requested. **It is recommended that the application be submitted to the Sterling office electronically.**

ITEM INSTRUCTIONS

Item 1 – Applicant — Provide the official name and mailing address of the organization applying for the Award.

1. Applicant Official Name

Organization Name: _____

Address: _____

Item 2 – Official Inquiry Point — As the examination proceeds, the Administrator may need to contact the Applicant for additional information.

Give the name, address, and telephone number of the official with authority to provide additional information or to arrange a Site Visit.

If this official contact point changes during the course of the Application process, please inform the Florida Sterling Council.

2. Official Inquiry Point

Name: _____

Title: _____

Mailing Address: _____

Overnight Mailing Address: _____

Telephone Number: _____

Fax Number: _____ Email Address: _____

Item 3 – Fees —

Application of Intent Fee \$100 (Submit with Application of Intent)

Application Fee \$2,500 (Submit with application)

Site Visit Examiners' Expenses TBD (Billed after site visit)

3. Fee (see instructions)

Make check or money order payable to the **Florida Sterling Council** for \$2,500 and mail it to the Sterling office.

Item 4 – Release Statement — Please read this section carefully. A signed Application indicates that the Applicant agrees to the terms and conditions stated therein.

4. Release Statement

We understand this application will be reviewed by members of the Board of Examiners. We agree to participate in conference calls and to host the Site Visit and facilitate an open and unbiased examination. We understand that Site Visit expenses will be determined in accordance with the section: *Fees, Page 7, 2012 Governor's Sterling Sustained Excellence Award Guidelines and Application Forms*

Item 5 – Authorizing Official — The signature of the Applicant's highest ranking management official or designee is required and indicates the Applicant will comply with the terms and conditions stated in the document.

5. Signature, Authorizing Official: _____

Name: _____

Title: _____

Address: _____

Date: _____ Telephone Number: _____

2012 Application Package Checklist

A complete Application package for the 2012 Governor's Sterling Sustained Excellence Award contains two parts:

PART I

- 1) Application Form
 - 2) *Check for the Application Fee: \$2,500.*
- See page 3 of the *Governor's Sterling Sustained Excellence Award Guidelines and Application Forms* for details.

PART II – WRITTEN REPORT

Total Application 35 Page Maximum, including:

- 1) Organizational Profile – up to five pages (single sided)
- 2) Organizational Profile Addendum (up to two pages maximum)
- 3) Response to GSA feedback Opportunities for Improvement (up to three pages maximum)
- 4) Response to Criteria Items as a whole
- 5) Updated and significant new Results

All components of the Application, with the exception of the Application Fee, should be sent to the Sterling office electronically. Copies of video or audiotapes or other information aids are not allowed. Applications should be accompanied by a transmittal letter on the organization's official stationery.

For guidance on submitting the application by hard copy, please contact the Sterling office.

APPLICATION FEE SUBMISSIONS SHOULD BE MAILED TO:

FLORIDA STERLING COUNCIL, INC.
Post Office Box 13907
Tallahassee, Florida 32317-3907

For Overnight Delivery:

FLORIDA STERLING COUNCIL, INC.
501 South Calhoun Street
Carlton Building Room 313
Tallahassee, Florida 32399

THE APPLICATION FORM AND WRITTEN REPORT SHOULD BE EMAILED TO JIM SHERLOCK AT:

JSherlock@floridasterling.com

A copy of your submittal should also be emailed to Dione Geiger at:

DGeiger@floridasterling.com

For Additional Information Concerning the Governor's Sterling Sustained Excellence Award, contact:

FLORIDA STERLING COUNCIL, INC.
Post Office Box 13907
Tallahassee, Florida 32317-3907
Phone: (850) 922-5316
John A. Pieno, Jr.
Chairman
or visit
www.floridasterling.com