Created with Congressional authorization in 1987, the Baldrige Program helps organizations improve and succeed in the global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the Baldrige community, the Baldrige Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by trained experts, workshops on how to improve, and events that showcase best management practices.

The data presented below, in some cases, are estimates of the best available information.

Baldrige in Tennessee

- **28 Tennessee applicants for the Baldrige Award (2005–2020)**
- **4 Tennessee award applicants in 2017–2020 represent 20,626 jobs, 37 work locations, $3 billion in revenues/budgets, and over 1.7 million customers served.**
- **3 Baldrige examiners from Tennessee volunteered about $67,500 in services in 2021.**

Tennessee National Role Models

- Bristol Tennessee Essential Services, small business, 2017
- Caterpillar Financial Services, service, 2003
- City of Germantown, nonprofit, 2019
- Eastman Chemical Company, manufacturing, 1993
- Federal Express Corporation, service, 1990
- Pal's Sudden Service, small business, 2001

Success Story

Located near the Mississippi River along the historic trails of the Chickasaw Indians and established in 1841, the City of Germantown operates under a mayor-council form of government. With a certified population of 40,123, the City has one defining mission—Excellence, Every Day. The philosophy guides staff to align performance excellence with the City’s vision and long-range strategy, represented in the Germantown Forward 2030 Plan. The City comprises 19.8 square miles. Its key product offerings include education, economic development, public safety, sanitation, and utilities.

**Highlights**

- Since 1994, the highest possible credit rating from Standard & Poor's and Moody’s
- Unemployment rate of about 2.6% in 2018, better than the current U.S. rate of 3.7%
- Net Promoter Score of 71 in customer engagement in 2018, better than the “excellent” benchmark of 50 and the “world-class” benchmark of 70
- Close to 80% overall satisfaction rating since 2015, better than the 2019 FEVS benchmark of 60%

Tennessee Center for Performance Excellence

The Alliance for Performance Excellence is a nonprofit national network of Baldrige-based organizations with a mission to grow performance excellence in support of a thriving Baldrige community. Alliance members include Baldrige-based programs that use the Baldrige Excellence Framework to serve organizations from all sectors in their region, state, or a specific industry. These programs annually evaluate and recognize over 1,000 organizations and serve as the feeder system for the national Baldrige Award.

At its core, the nonprofit Tennessee Center for Performance Excellence (TNCPE) is an economic development organization. Using the framework of an awards program, TNCPE fulfills its mission to drive organizational excellence in Tennessee by providing in-depth, low-cost assessments of regional organizations using the Baldrige Excellence Framework. Through a methodology based on the Baldrige Performance Excellence Program, organizations receive detailed feedback that they use to improve their processes and results. As organizations grow and improve, their communities benefit from increased revenue and job opportunities, as well as better education, government, and health care services.
2016–2021 Tennessee Award for Performance Excellence Recipients

**Excellence**
- City of Germantown
- Griffin Mechanical, LLC
- NHC HealthCare—South Central Region
- The University of Tennessee Medical Center

**Achievement**
- Kingsport City Schools
- Erwin Utilities
- Methodist Le Bonheur Healthcare
- Nashville General Hospital
- RPM Pizza
- Sevier County Health Department
- Strata-G, LLC, Knoxville
- Tennessee Dept. of Human Resources
- Tennessee Valley Authority Customer Delivery
- Tennessee Valley Authority Financial Services
- Tennessee Dept. of Health

**Commitment**
- Cannon County Health Department
- Benton, Henry & Weakley County Health Dept. District
- CENTIPEDE Care Solutions
- Chester County Health Department
- Clay County Health Department
- Cocke County Health Department
- Colquitt Regional Medical Center
- Cookeville Regional Medical Center
- Cumberland County Health Department
- DeKalb County Health Department
- Dyer, Lake & Obion County Health Dept. District
- EnableComp, Franklin
- Fentress County Health Department
- Franklin County Health Department
- Gibson County Community Health Dept. District
- Hamblen & Jefferson County Health Dept. District
- Hardeman, Fayette & Crockett County Health Dept. District
- Hardin, McNairy & Decatur County Health Dept. District
- Henderson & Carroll County Health Dept. District
- Huntsville Utilities
- Jackson County Health Dept. & Community Health Center
- Leadership Memphis
- Listerhill Credit Union, Muscle Shoals, Ala
- Macon County Health Department
- Maury County Public Schools
- Meharry Medical College—Division of Student Affairs
- Metro Tennova Healthcare
- Montgomery County Health Department
- Nashville General Hospital
- NHC HealthCare, Springfield
- Overton County Health Dept.
- PACCAR Engine Company
- Pickett County Health Department
- Putnam County Health Dept.
- RPM Technology Department
- Smith County Health Dept. & Community Health Center
- Stewart County Community Medical Center
- Strata-G, LLC, Knoxville University of Tennessee Institute for Public Service
- Tennessee Dept. of Environment & Conservation
- Tennessee Dept. of General Services
- Tennessee Dept. of Health Division of Policy, Planning & Assessment
- Tennessee Dept. of Health Northeast Regional Office
- Tennessee Dept. of Human Services
- Tennessee Dept. of Health, Information Technology Services Division
- Tennessee Dept. of Health Southeast Regional Office
- Tennessee Valley Authority Regulatory Affairs
- Tipton, Lauderdale & Haywood County Health Dept. District
- University of Tennessee Center for Industrial Services
- University of Tennessee at Chattanooga Bursar's Office
- University of Tennessee Law Enforcement Innovation Center
- Van Buren County Health Department
- Warren County Health Department
- White County Health Department
- Williamson County Health Department

**Featured Recipient**

![Griffin Mechanical, LLC](image)

Griffin Mechanical, LLC, provides commercial and residential heating, cooling, plumbing, and mechanical construction and services throughout middle Tennessee. The vision of Griffin Mechanical is to be the leading quality provider of mechanical solutions in their marketplace.

**Highlights**
- Revenue has tripled since starting the Baldrige journey.
- Market share increased from 5% in 2013 to just over 15% in 2018, surpassing the closest competitor the past two years.
- Customer satisfaction is a perfect 5 score.