Created by Congress 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.

Baldrige in Tennessee

- **25 Tennessee applicants for the Baldrige Award (2005–2018)**
- **2 Tennessee award applicants in 2017 represent 2,024 jobs, 7 work locations, $420 million in revenues/budgets, and over 114,000 customers served.**
- **8 Baldrige examiners from Tennessee volunteered about $180,000 in services in 2018.**

Tennessee National Role Models

- Bristol Tennessee Essential Services, small business, 2017
- Caterpillar Financial Services, service, 2003
- Pal’s Sudden Service, small business, 2001
- Eastman Chemical Company, manufacturing, 1993
- Federal Express Corporation, service, 1990

Success Story

**Bristol Tennessee Essential Services** is an electricity and fiber services utility company that serves 33,000 customers with only 68 employees. It offers the fastest Internet available in the United States at 10 Gigabits per second, has implemented efficiencies that saved its customers approximately $70 million over the last 40 years, and has customer satisfaction levels approaching 100% on many products and performance measures.

**Highlights**

- Outage minutes less than 60 minutes per customer per year, better than the industry, regional, and best-in-class averages (all 90–100 minutes)
- Market shares of 100% for electrical services, 75% for Internet services, 60% for telephone services, and 70% for cable services.
- Increased annual revenue to approximately $112 million; positive net income for more than 40 years
- Operating and maintenance expenses consistently below those of Tennessee Valley Authority (TVA) local power companies and all municipal average comparisons
- Employee retention rate of 100% against the industry average of 82%; no lost work days in over a year

Tennessee Center for Performance Excellence

The Alliance for Performance Excellence ([www.BaldrigeAlliance.org](http://www.BaldrigeAlliance.org)) 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 ([www.tncpe.org](http://www.tncpe.org)) 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.
2016–2018 Tennessee Award for Performance Excellence Recipients

Excellence
City of Germantown
Griffin Mechanical, LLC
The University of Tennessee Medical Center

Achievement
Kingsport City Schools
NHC HealthCare—South Central Region
Sevier County Health Dept.
Strata-G, LLC, Knoxville
Tennessee Dept. of Human Resources
Tennessee Valley Authority Financial Services
Tennessee Dept. of Health
TRICOR

Commitment
Benton, Henry & Weakley County Health Dept. District
Chester County Health Dept.
Clay County Health Dept.
Cocke County Health Dept.
Cookeville Regional Medical Center
Cumber& County Health Dept.
DeKalb County Health Dept.
Dyer, Lake & Obion County Health Dept. District
EnableComp, Franklin
Erwin Utilities
Fentress County Health Dept.
Franklin County Health Dept.
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
Jackson County Health Dept. & Community Health Center
Leadership Memphis

Listerhill Credit Union, Muscle Shoals, Ala
Maury County Public Schools
Meharry Medical College—Division of Student Affairs
Montgomery County Health Department
Nashville General Hospital
NHC HealthCare, Springfield
Overton County Health Dept.
Putnam County Health Dept.
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 Resources
Tennessee Dept. of Health Information Technology Services Division
Tennessee Dept. of Health Southeast Regional Office
Tennessee Valley Authority, Customer Delivery
Tipton, Lauderdale & Haywood County Health Dept. District
University of Tennessee Center for Industrial Services
University of Tennessee Law Enforcement Innovation Center
Van Buren County Health Dept.
Warren County Health Dept.
White County Health Dept.
Williamson County Health Dept.

Interest
29 recipients

Success Story
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.