



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 (TNCPE; [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  
Cumberl& 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.