



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 (2005–2017)**
- **2 Tennessee award applicants in 2017 represent 2,024 jobs, 7 work locations, \$420 million in revenues/budgets, and over 114,000 customers served.**
- **13 Baldrige examiners from Tennessee volunteered over \$197,000 in services in 2017.**

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) 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) 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.

2016–2017 Tennessee Award for Performance Excellence Recipients

Excellence

City of Germantown

The University of Tennessee Medical Center

Achievement

Kingsport City Schools

Sevier County Health Department

Strata-G, LLC, Knoxville

Tennessee Department of Human Resources

Tennessee Valley Authority Financial Services

Tennessee Department of Health

TRICOR

Commitment

EnableComp, Franklin

Leadership Memphis

Listerhill Credit Union, Muscle Shoals, Ala

Meharry Medical College - Division of Student Affairs,
Nashville

University of Tennessee Institute for Public Service

Tennessee Department of Health Division of Policy,
Planning and Assessment

Tennessee Department of Health Information Technology
Services Division

Tennessee Department of Health Southeast Regional Office
Benton, Henry and Weakley County Health Department
District

Chester County Health Department

Cumberland County Health Department

Dyer, Lake and Obion County Health Department District

Gibson County Community Health Department District

Hamblen and Jefferson County Health Department District

Hardeman, Fayette and Crockett County Health
Department District

Hardin, McNairy and Decatur County Health Department
District

Henderson and Carroll County Health Department District

Jackson County Health Department and Community Health
Center

Overton County Health Department

Putnam County Health Department

Smith County Health Department and Community Health
Center

Tipton, Lauderdale and Haywood County Health
Department District

Warren County Health Department

Williamson County Health Department

Cocke County Health Department

Erwin Utilities

Maury County Public Schools

Montgomery County Health Department

Nashville General Hospital

NHC HealthCare, Springfield

Stewart County Community Medical Center

Strata-G, LLC, Knoxville

Tennessee Department of Environment and Conservation
Bureau of Administration

Tennessee Department of Environment and Conservation
Bureau of Environment

Tennessee Department of Human Resources

Tennessee Valley Authority, Customer Delivery

Interest

27 recipients

Success Story



Established in 1941, the City of Germantown is located on the eastern limits of Memphis, Tennessee, with a population of more than 40,000. The City has one defining goal: "Excellence, Every Day." Boasting low crime rates, high bond ratings, short emergency response times, and a focus on education, Germantown offers residents a safe, attractive, and energetic community.

Highlights

- 1 of 58 cities nationwide earning a AAA bond rating from both Moody's and S&P
- Unemployment rate consistently lower than state and national benchmarks (at 4% in 2016)
- Citizen satisfaction with safety at 95% from 2015 to 2017
- One of the lowest crime rates in the state, and third lowest crime rate of comparable cities in the country
- Employee engagement at 89% in 2017, with turnover below 4%