



“The real value in applying for this Award is in the rigorous evaluation process. The constructive feedback from Baldrige helps us improve the way we do business.”

– Mike Levinson, City Manager (1993–2010), City of Coral Springs, 2007 Baldrige Award winner

Baldrige organizations excel in many areas. . .

Case study: City Management

The City of Irving, Texas, is the 13th most populous city in Texas and the 94th in the United States, and home to approximately 217,700 residents, encompassing an area of 68 square miles, including Dallas-Fort Worth International Airport.

- Irving is one of five cities in the state and 89 in the nation with a AAA rating from both S&P and Moody’s—ratings that it has maintained since 2007. Irving’s tax rate is the second lowest in the Dallas-Fort Worth Metropolitan area. Since 2007, its overall cost of service—including all municipal charges—has been better than four comparable cities in the area.
- The rating for overall quality of service in Irving (74 percent) is higher than the state of Texas (46 percent), county government (37 percent), and the U.S. government (38 percent). Three out of four residents say that they would recommend Irving as a place to live.



City of Irving, Texas/2011 Texas Award for Performance Excellence and 2012 Baldrige Award

Case study: Publishing House



Concordia Publishing House/
2009 Missouri Quality Award
and 2011 Baldrige Award

Concordia Publishing House (CPH) is the St. Louis, Mo.-based publishing arm of The Lutheran Church-Missouri Synod. The company provides over 8,000 products in a variety of formats and languages, with a workforce of 247 employees and revenues of \$35 million.

- CPH continues its success despite difficult times for the publishing industry. Earnings before interest, taxes, depreciation, and amortization as a percentage of net sales were at plus 5 percent in 2010 compared with the minus 10 percent recorded in the same year by other comparable church publishers. Over a four-year period, CPH customers consistently spent two times more per church member than the customers of a primary competitor.
- Overall customer satisfaction scores are at 98 percent plus, exceeding levels set forth by the annual *Purdue University Benchmark Study of U.S. Call Centers*. CPH’s Customer Call Center—ranked as a “Center of Excellence” by Purdue University—provides same-day response to customers through separate phone queues for product lines, multilingual customer representatives, and e-mail contacts.
- Overall workforce engagement has exceeded the AAIM (formerly known as the American Association of Industrial Management for Employers Association) benchmark in 7 out of 8 categories for the past three cycles.

How do we get started? Government and Nonprofit organizations use the Business version of the *Criteria for Performance Excellence* which is available from the Baldrige Performance Excellence Program at www.nist.gov/baldrige. Commentary on the *Criteria* and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at www.baldrigepe.org/alliance.

What is the Baldrige Enterprise? The Baldrige Enterprise is a partnership of the Baldrige Program, Alliance for Performance Excellence (state and other Baldrige-based programs), ASQ, and Foundation for the Malcolm Baldrige National Quality Award. The Enterprise’s vision is to enhance the competitiveness, quality, and productivity of organizations.