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THE DES REPORT

Metro DES E-Newsletter, Fall 2013

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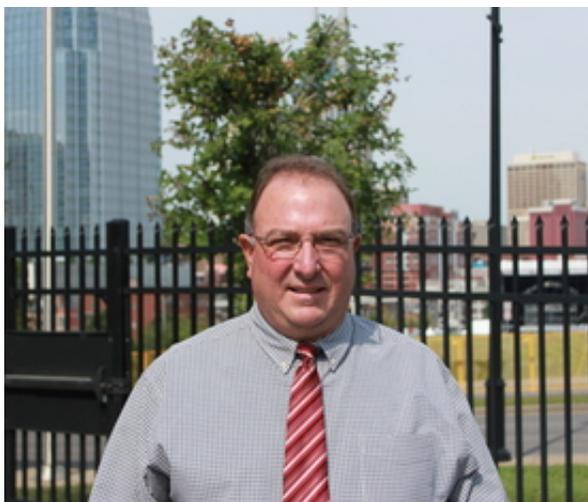
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GM's Corner: It's Football Time in Tennessee



Fall is here again. Temperatures are beginning to cool off, the leaves are beginning to change colors, and to borrow a phrase from the former University of Tennessee radio announcer John Ward, "It's football time in Tennessee." Football is a part of our community and organization in a number of ways, as several of our employees are involved with youth football, every Saturday

is college game day, and LP Field, home of the Tennessee Titans, is one of our district energy system customers.

If you were to think of the Nashville District Energy System (DES) in football terms, the following might come to mind: Since the energy generation facility is located near Riverfront Park and the energy distribution system piping is either buried or runs through tunnels for several blocks under the downtown streets, our stadium would be considered the city of Nashville's downtown area.

In Nashville, Constellation's team is made up of several individuals. The head coach is the plant manager. The assistant coaches are the other managers and office support staff. The quarterback is the operations manager. The team captains are the department supervisors, and the players consist of our talented operations,



Steve Kolacki (Tampa Elec.), Karl Fabel (Tampa Elec.), Dustin Paris (PGTI) and Jimmy Hatcher (CNE) celebrate a win at the 21st annual DES golf tournament.

21st Annual Nashville District Energy System Invitational Golf Tournament

The Nashville District Energy System Invitational Golf Tournament took place on July 20, 2013.

This year's tournament, hosted by Constellation NewEnergy, was held at Indian Hills Golf Course in Murfreesboro, Tenn.

As usual, participants included employees, customers, contractors, vendors, friends and family members. The course was in good shape and was a little tougher than where we have played in the past. The winning team finished at 12 under par, with a score of 60. The first-place team members and the individual contest winners received trophies and cash prizes.

Constellation NewEnergy sponsored a Hole-in-One contest on all of the par-3 holes. This year, John Bouchard & Sons' Aubry "Bubba" Kiningham won \$5,000 by making an ace on No. 7. This was his last hole, and he had several onlookers witness his awesome shot. Congratulations, Bubba!

Constellation NewEnergy also furnished a barbecue lunch for all participants. Several customers, contractors and vendors generously sponsored holes and donated gifts to be given away as prizes to all of the other players. The event was a tremendous success, and everyone who participated

maintenance and electrical employees. The instrumentation and controls personnel would be considered our special team's players.

You may be asking, how does the district energy system game work?

Whom do you play?

Our opponents are equipment failures, system upsets, both in the plant and in the distribution system, and DES projects.

What are the rules?

The rules are spelled out in our operating and maintenance contract with the city. Metro, as the system owner, has a consultant who acts on their behalf as a referee.

How do you play defense?

We attempt to keep employees engaged through communication, training and team-building activities. By performing preventive and predictive maintenance, we try to stop breakdowns from occurring before they happen, whether with equipment or personnel.

When you are on offense, how do you move the ball?

When a breakdown does occur, we repair it as quickly as possible. If a piece of operating equipment trips off line, it is put back on immediately. Other plays consist of customer service, sales and marketing, and meeting goals such as zero lost-time accidents and zero environmental violations.

So, how do you score?

The goal line is the DES customer buildings. When we deliver steam and chilled-water service in a manner that serves the customers' needs, we score. We also score when our contractual obligations to the city are met. The fans are the building owners and their tenants.

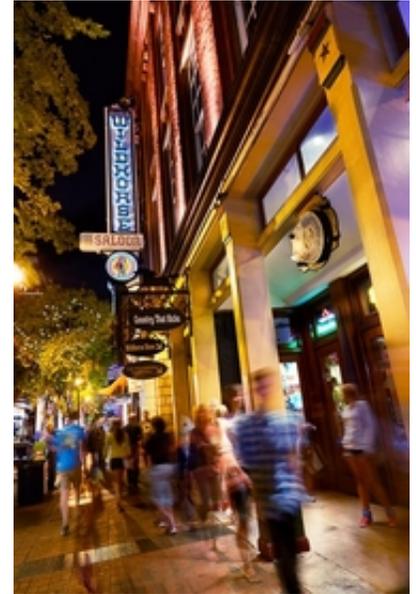
I am proud of the fact that for the past 10 years we have gone virtually undefeated. As we continue to meet our guarantees, our record is 99.9 percent reliability, 99.9 percent efficiency and 100 percent customer satisfaction. Nashville District Energy System plans to extend our winning performance for the coming season.

Customer Spotlight: Wildhorse Saloon

Each year, as the Nashville landscape changes

had a wonderful time.

and the city becomes more diverse, its history becomes more important in understanding this city's complexity. It's no secret that a huge part of Nashville's history comes from its country music roots, and venues like the Grand Ole Opry and the Ryman Auditorium are a big part of that history. Not too many years ago, the Wildhorse Saloon was added to the list of well-known live-event venues, and it's now known as Nashville's No. 1 dining and entertainment destination.



The world-famous Wildhorse Saloon was opened in 1994, and captured the attention of Nashville natives and visitors to the city when country singer Reba McEntire herded a stampede of live cattle through the city streets and past the front doors of the newly opened venue. Since that day, the Wildhorse Saloon has continued to draw in visitors from around the world with an award-winning menu and unique capabilities.

Located in the heart of Music City on historic Second Avenue, the Wildhorse Saloon is known for its live entertainment and free line dancing. As a three-level historic warehouse of more than 60,000 square feet, this live-music dance hall serves more than 1.5 million music fans each year and is the largest per capita restaurant in the state of Tennessee. We sat down with Jennifer McKell with advertising and promotions at the Wildhorse Saloon, to talk about the venues history and future.

Q: How long have you worked in advertising and promotions for the Wildhorse Saloon, and what's your scope of work in this position?

A: I have been in the marketing/advertising field since 2007. The focus of the position is mainly composed of knowing the product, finding the target audience and then purchasing advertising to support reaching that target demographic. Whether it is through radio, print, TV, Internet or targeted social media, the product becomes known. Once advertising is in play, the promotions aspect of the job kicks in with additional support through cross-promotional opportunities with media partners and vendors.

Q: While the Wildhorse Saloon hasn't had a presence in Nashville as long as other venues, such as the Ryman Auditorium or the Grand Ole Opry, it is a very well-known venue and an important part of this city's history. What is the most interesting story from the Wildhorse's years as a premier live-event venue in Nashville?

A: This is a tough one. The Wildhorse is unique in the way that it changes hour by hour. That is one thing that makes it so interesting. It is never the same, and there are so many stories to choose from. In 2010, when the flood happened, we were shut down for three weeks. Keep in mind that this is right before CMA Festival hits downtown

Nashville. We needed to get up and running quickly to not miss out on the festivities and the revenue they generate for us and the city. So, 24-hour work was being done to get us up and running just in time. Then the first concert we have is Puddle of Mudd. Now that is ironic.

Q: The Wildhorse sets itself apart from other venues in the city by offering a number of services, including a bar, restaurant, concert site, dance venue and TV studio, all under one roof. What else makes the Wildhorse Saloon special or unique when compared to other venues in Nashville?

A: The Wildhorse is also unique given the fact it is the only one. It is not a chain where you go to any large city and see the same atmosphere. The Wildhorse offers an experience that you can't get anywhere else. Guests can leave their worries on the door step and just let go here. Not only that, we are a nonsmoking, family venue, with free billiards, air hockey and even an arcade. Another aspect is our full catering department that does amazing group events in the building and off-site. The ability to organize a block party or even a small business lunch is testament to how versatile the Wildhorse is.

Q: Earlier this year, the Marriott completed a deal to secure a partnership with all Gaylord properties, including the Wildhorse Saloon. How has this relationship changed operations at the Wildhorse?

A: The guests who enter our venue do not feel any difference at all. In fact, most of them have no idea Marriott manages the Wildhorse Saloon. It is a great partnership that only enhances our ability to reach a worldwide audience. From an operations standpoint, there really isn't that much difference, outside of some system updates.

Q: What are the biggest challenges you and the Wildhorse Saloon face in the foreseeable future as Nashville continues to grow and new venues, like the Music City Center, are introduced?

A: I don't believe we will see too many challenges because we are so unique and can offer many options to the leisure guest or to the corporate world. The Music City Center and growing hotels only enhance our ability to create new relationships with those who visit our city.

Q: Does Metro DES supply both heating and cooling for the building? How long has the Wildhorse Saloon been on the Metro DES? Do you think being on the system is beneficial to the Wildhorse versus an in-house heating and cooling system?

A: Yes, we have been on the Metro DES for more than 10 years. It is quite beneficial on many fronts to be on the system. Metro DES has a 24-hour monitoring system that alerts the leadership team in the event of issues with heating and cooling. It is more economically efficient to be on this system than having an in-house system. The Metro DES team is very responsive and offers assistance whenever needed, along with great

customer service.

Q: Working in advertising and promotions at the Wildhorse likely requires you to wear a number of different hats and work on a variety of events and projects. What is your favorite aspect of your job or event that you have been a part of?

A: My favorite aspect of the job is twofold. One is that I get to help create experiences for guests and then watch them unfold and see the delight on a guest's face that they enjoyed what we had to offer. And the other is working with a great team where we can be open and creative and come together to create these experiences.

Q: Can you give us a sneak preview of any upcoming concerts or events at the Wildhorse?

A: October 20 is Air Supply, October 30 is Clay Walker and Friends, October 31 is our Seventh Annual Halloween Bash with our media partner Jack-FM, November 1 is Blue Oyster Cult, and the list goes on. You can find all updated information through our Facebook page or on our main website, WildhorseSaloon.com.

Employee Spotlight: Angela West



Angela West serves as administrative coordinator at DES, and she's been at the company for eight years. Angela said her role there has evolved over the years, and now her main focus is accounts payable as the local contact for suppliers. Angela has spent much of this year preparing for the corporation to change accounting systems, which took effect in early summer and is running smoothly so far. Angela shared more details about her job at DES and the people she interacts with every day.

Q: As administrative coordinator, you're pretty much the gatekeeper for all things Metro DES. How hard was it to learn the technical side of Metro DES' business to the extent that you could communicate with customers, co-workers and vendors as needed?

A: When I came on board, I had a great teacher for the accounting responsibilities – Jimmy Hatcher. My biggest hurdle may have been to consistently track expenses

based on whether they were for the plant or for the distribution system. That was just an extra layer of coding that I wasn't accustomed to, but it is critical for our records

Q: What brought you to DES? Were you a Metro employee prior to joining DES, or did you come from a different background?

A: I wasn't a Metro employee, nor did I work at the Thermal plant. I was fortunate to be looking for a job at the time that Constellation decided to fill this position. Not just fortunate to get the job, but to find such a great group of people to work with. After my first accounting position doing personal income tax returns at a CPA firm, I have spent most of my career in managerial accounting for companies in some type of construction or selling industrial supplies. I thought I would like working at DES, because my dad had been shift supervisor at a chemical plant in Calvert City, Ky. There seemed to be some similarities.

Q: What are three tools at your disposal (e-calendar, software/program, Excel, etc.) that you couldn't work without?

A: Microsoft Outlook keeps me in touch with my MANY long-distance co-workers. Without it there would be too many phone calls. The scanner is a great tool – being able to quickly send a quality document that serves as an original is very helpful. My desk calendar is used heavily. I make to-do lists and notes of issues needing follow-up.

Q: Tell us about working in an environment with many more men than women. Is it a challenge, or is it something that you don't think much about?

A: It works for me, especially with this group. They're very considerate of my presence, and I try to be easy for them to tolerate. Is this a good place for me to brag on my DES co-workers? It's usually pretty quiet here; but when there is a problem with the system, they jump and get with it fast. They are dedicated and knowledgeable – I'm proud of the job they do.

I haven't forgotten that my co-workers at DES helped my family when I had been here only 6 months. After a tornado damaged my home, leaving a huge mess to clean up, they helped us move furniture at a critical time. They also provided a dumpster while we sorted through the debris. The next year of rebuilding was hard, and I was spread pretty thin. I appreciate that I am still part of the team, in addition to their support when disaster hit.

Q: What do you enjoy doing outside of work?

A: I enjoy movies and music – I'm a big fan of country music. With all of the events here, I have to be careful not to buy too many tickets. I also enjoy reading, cooking and sewing. When the weather's mild, it's great to be a passenger on my husband's motorcycle, enjoying the scenery and searching for ice cream.

Board Member

Spotlight: Yuri Cunza

The Nashville Area Hispanic Chamber of Commerce (NAHCC) is a nonprofit membership organization that represents more than 250 businesses, entrepreneurs, professionals and organizations with interest in Nashville's booming Hispanic market. The NAHCC's ongoing participation in the federal, state and local legislative agenda helps promote policies that positively affect Hispanic businesses and the overall growth, prosperity and development of the Hispanic community in Nashville and Middle Tennessee.



Yuri Cunza is president and CEO of the Nashville Area Hispanic Chamber of Commerce (NAHCC) and co-founder of the Spanish language newspaper La Noticia. He is also owner of Y&K Entertainment, a film production, media consulting and supporting services company. Cunza served as chairman of the board of the NAHCC from 2004 to 2006, and he is currently an active member of the Nashville Rotary club. We sat down with Cunza to talk about the NAHCC and the impact this organization is having on Nashville.

Q: What are some of the services the Nashville Area Hispanic Chamber of Commerce (NAHCC) provides that Nashvillians might not know about?

A: The NAHCC is one of the most visible organizations in the region due to its constant activity through our year-round signature programs. NAHCC members enjoy Lunch & Learn Series, Breakfast With Lawyers legal briefings, Young Entrepreneur & Professionals (YEP) Networking, Business After Hours, Diversity Roundtables, Access to Capital in partnership with the Small Business Administration (SBA), and the USHCC and Green Builds Business training. In addition, our Annual Hispanic Heritage Month Celebration and Business & Community Excellence Awards recognize members and those in the community who have contributed to the improvement of Nashville every year. Great and diverse programs are made available to members free of charge.

For more information about our work at the NAHCC, please visit www.nashvillehispanicchamber.com.

Q: As Nashville continues to grow at a significant pace and becomes a more diverse city, how has the shifting demographics affected the work of the NAHCC?

A: As our diverse population grows and our city develops, our role and services also become overwhelmed by a demand, not only from new business and existing members, but from individuals looking for a resource as they make Nashville their new home. Despite our being a membership organization, we have always considered the

mainstream population as we develop our programs and services. Consumers are a key component in the equation that will bring prosperity to all.

Q: What do you think are the benefits of Nashville's district energy system? Do you think it's indicative of the forward-thinking essence of Nashville?

A: A district energy system provides heating and cooling services to multiple users, essentially taking the place of each building's self-contained HVAC unit, reducing upfront capital costs because the equipment necessary to tie into the DES costs less than stand-alone systems with lower overall building operating, maintenance and labor costs. With a central plant serving multiple customers, a district energy system also reduces overall energy consumption, which is great for the environment. Virtually 100 percent of the steam and chilled-water energy delivered to the customer is available for use within the facility, whereas smaller in-building boilers and air-cooled chiller systems can require up to 50 percent more energy to deliver the same heating or cooling benefits.

Central plants employ stringent emission controls – more so than individual buildings – providing air quality benefits.

DES is a very convenient and practical system that should serve as a model on how we can provide quality services and at the same time reduce our environmental footprint, save cost, labor and space, and most of all become sustainable.

See: http://www.myfootprint.org/en/take_action/reduce_your_footprint/

Q: Speaking of forward thinking, what is Green Builds Business? How is it going to help Nashville become a “greener” city?

A: The Green Builds Business initiative is designed to educate Hispanic entrepreneurs about environmental sustainability. Back in 2011 the USHCC Foundation selected Nashville for the program, which toured 11 cities across the United States.

The Green Builds Business program is a full day of coaching on best green practices adopted by leading companies like Walmart in an effort to lower operating costs, increase revenues and motivate workers while enhancing the health of people and the planet.

In partnership with the NAHCC Foundation, we selected 33 small businesses from Nashville to participate in a two-day workshop on best practices for pricing, marketing and branding that grow green revenues; for reducing environmental footprint and operating costs; and for motivating work associates with opportunities that help the company and the planet.

Since then, the NAHCC has been encouraging members to consider sustainable and green options as they grow their business. With more than 1,800 Hispanic-owned businesses in Nashville, there is great power and potential in numbers as we move toward a greener city.

See here: http://www.bizjournals.com/prnewswire/press_releases/2011/11/14/DC06129

Q: What other initiatives does the NAHCC have in store for the future of Nashville, and how can Hispanics and non-Hispanics get involved to help the NAHCC accomplish its goals?

A: Our doors have always been open to collaborations and partnerships. A great way to help and get involved is to join us as we continue to foster integration, economic development opportunities and business sustainable prosperity for the benefit of all in our community.

See: <http://www.as-coa.org/articles/us-business-and-hispanic-integration-expanding-economic-contributions-immigrants>

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