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THE DES REPORT

Spring 2018

GM's Corner: Reminiscing



As Constellation nears the end of its initial contract term as the operator of the Nashville District Energy System, I have been reminiscing about the past 15 years.

Constellation was awarded the contract to build the current energy generation facility in October 2001 to replace the failing Nashville Thermal Solid Waste plant . Design began in January 2002, and construction drawings were issued in September 2002. The plant was built in 16 months and was put into service in December 2003, seven months ahead of schedule. Those involved in fast-tracking the new state-of-the-art facility included Mayor Bill Purcell; Metro Finance; Gershman, Brickner & Bratten; Constellation Energy; Gresham, Smith & Partners; Smith, Seckman & Reed ; Nashville Machine; Travis Electric; and a host of other subcontractors and vendors.

The transition from the old thermal plant to the new EGF was seamless. Nineteen of the 25 employees chosen to run the new plant were former Nashville Thermal employees. Three were from the construction crew, and three were brought in from other Constellation facilities.

Constellation's Nashville District Energy System employees have had a very low turnover rate. Only five employees have left in the past 15 years, and one of those passed away from heart

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MNDES Annual Customer Meeting

The 2018 Customer Meeting was held in the Downtown Partnership Conference Room at Fourth Avenue and Commerce Street on May 24.

Attendees enjoyed a light lunch followed by a presentation conducted by the Metro District Energy System contract administrator and members of his staff.

Topics discussed were centered on customers' costs, including historic

disease.

From the beginning, the plant has won numerous awards. These include:

- 2003 International District Energy Association (IDEA) Gold Award – highest number of buildings signed up for service
- 2003 IDEA Silver Award – greatest total square footage brought into service
- 2005 Public-Private Partnership Award – Infrastructure Category
- 2005 Grand Award for Engineering Excellence – Engineering, design and commissioning of the MNDES facility
- 2006 IDEA System of the Year Award
- 2008 City of Nashville Excellent Service Award
- 2010 Green Heroes Award – top 50 Most Eco-Friendly Companies in Middle Tennessee
- 2013 City of Nashville Excellent Service Award
- 2016 CNE’s Nashville-area employees won the Constellation Community Challenge and had the most volunteer hours per employee for the year

These are all accomplishments I am very proud of.

Plant reliability has been over 99 percent for the past 15 years, which is a vast improvement over the old thermal plant. Constellation has consistently met all of its contractual guarantees, and chiller efficiency has increased through operational modifications rather than decreasing, as would be expected when equipment ages.

We are always happy to conduct tours of the facility. We have had a variety of groups from college students to international energy engineers. We always get the same comments: “This is one of the cleanest power plants we have ever toured” and “This doesn’t look like a power plant from the outside.” Constellation employees take pride and ownership in their work. Most of them have worked in this system for more than 20 years.

It has not been all smooth sailing. In 2007, a crane overturned in the EGF parking lot damaging the natural gas line. Constellation personnel isolated the gas line, the boilers shut down, and the plant had to be evacuated. When the crane was removed, employees were allowed to re-enter the building, and service was restored the same afternoon.

In May 2010, Nashville experienced a major flood. The plant general manager and operations manager came in before the river totally left its banks. The GM made the decision to shut the steam system down as a safety precaution. When the river crested, it flooded four blocks downtown and filled a good portion of the energy distribution system tunnels. When the river receded, Constellation employees pumped approximately 800,000 gallons of water out of the tunnels. Steam was restored slowly to dry out the wet pipe insulation. The steam was off for one week. Since this occurred in May, there was not a big demand for steam.

During the past 15 years, the system has added several new customers. The Schermerhorn Symphony Center, Nashville Public Library, A.A. Birch

expenses, commodity consumption, system efficiency, natural gas prices, the FY 2018 budget, the proposed FY 2019 budget, chilled water leaks, DES projects and system improvements.

Customers were also given a customer survey form to rate the services they are being provided.



In Memory of John Fleming

Former General Manager of the Renaissance Nashville Hotel

John Raymond Fleming, 66, of White House, Tenn., passed away Monday, March 5, at Hendersonville Medical Center, after a long battle with cancer.

Fleming served as the general manager of the Renaissance Nashville Hotel from 1993 until his passing. Under his leadership, the Renaissance maintained its reputation as one of the top hotels in

Courthouse, Viridian Condominium Tower, Hyatt Place Hotel and the Music City Center. The Music City Center is the largest customer on the system and consumed the majority of our excess capacity.

Metro has a consultant known as the contract administrator. His purpose is to ensure the contractual obligations between the contractor (Constellation NewEnergy, Inc.) and Metro are met. He also acts as a liaison between Metro and the DES customers.

The first contract administrator was Harvey Gershman, president of Gershman, Brickner & Bratten. He played an integral role in getting the new plant built and signing the initial system customers to new contracts.

The second contract administrator was Harry Ragsdale, president of Thermal Engineering Group, Inc. During Ragsdale's tenure, he took over the sales and marketing duties for new DES customers. He also had his firm take over engineering for the distribution system projects. Ragsdale passed away in the spring of 2017. His business partner, Dan Coyle, became the third and current contract administrator.

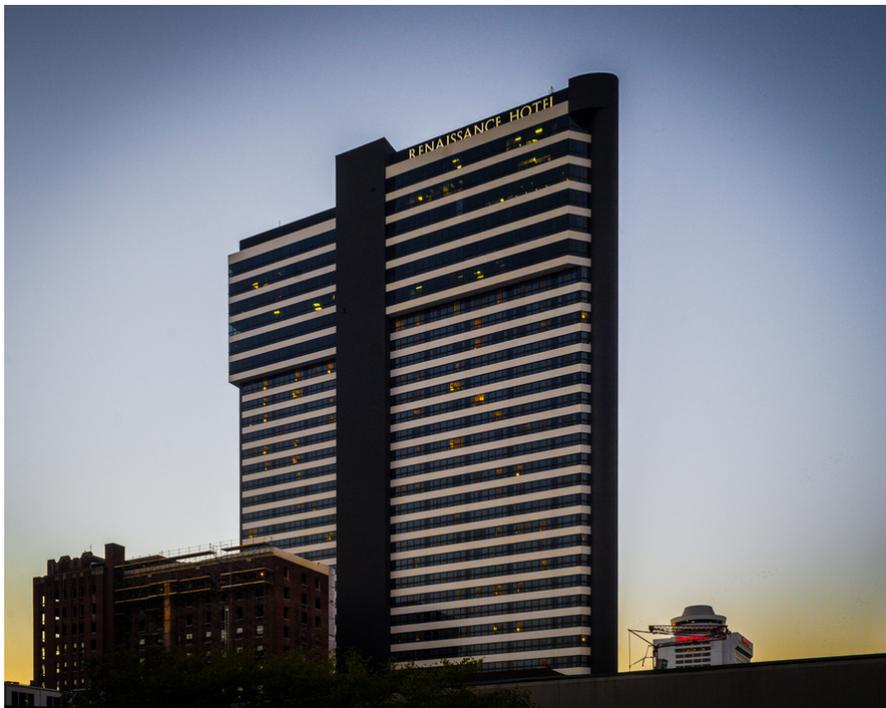
Constellation has been very successful and received several accolades running the Nashville District Energy System during the past three mayoral administrations. As the current administration decides what to do with the system, I hope a contract extension is in Constellation's future.

downtown Nashville and was one of the highest revenue and profit generators in the Marriott portfolio of brands.

He was active in the hospitality community, serving on boards for the Greater Nashville Hospitality Association, Tennessee Hospitality Association, Nashville Area Chamber of Commerce and Nashville Downtown Partnership. He was also a member of the Nashville Convention and Visitors Corporation since its inception in 2003.

In his free time, he enjoyed fishing, reading and volunteer work. Fleming was a member of Our Lady of the Lake Catholic Church. In 1987, he was named National Volunteer of the Year for United Cerebral Palsy. He was an incredible leader and a consummate gentleman and will be greatly missed by his friends and colleagues.

The Renaissance Nashville Hotel has been a customer of the Nashville District Energy System for many years.



Customer Spotlight: Renaissance Hotel Nashville

Nick Woolen, Director of Engineering

We interviewed Nick Woolen, who is the Director of Engineering at the Renaissance Hotel in Downtown Nashville. This hotel has been a part of the Nashville skyline for 31 years and will be a part of the anticipated Fifth + Broadway project.

Q: What does your role entail at the Renaissance, and how long have you been in this position?

A: As the director of Engineering, my role entails prolonging the asset life. This is not only the building but all the assets contained within its walls. In addition, I am responsible for all the facility maintenance, life safety systems and operating as efficiently as possible when it comes to utilities. I have been in my current role here at the Renaissance Nashville Hotel for a little over a year but have close to 20 years' experience in this role. I love my job because I truly enjoy solving problems, whether they are equipment-, system- or process-related.

Q: I'm sure Nashville has changed a lot since you began your career in the hospitality industry. What have been the most notable changes to the culture of downtown?

A: I spent roughly eight years in the Nashville area from 1998 to 2006, and then I returned last year. The city has changed tremendously since I left and came back. Country music has always been the draw to downtown, but now Nashville has so much more to offer. Businesses are moving to Nashville and thriving. The number and quality of restaurants continue to amaze me. The number of attractions and venues has also grown leaps and bounds. Housing has exploded. To sum it all up, Nashville is where you can work, eat, sleep and play.

Q: And, how do you expect the city to change in the next 10 years?

A: I wish I knew the answer to that. Based on the number of cranes around the city, I think we will continue to see growth over the next several years.

Q: What sets the Renaissance apart compared to other hotel options in downtown Nashville?

A: Our people or, as we call ourselves, "Ambassadors." All hotels are about putting heads in beds. The incredible service our staff provides our guests, as well as our décor and style, is unique. It is what differentiates us from other hotels. Renaissance Nashville employees live life to discover new things and then share our discoveries with our guests, so they can do the same.

Q: Is there anything upcoming at the hotel that we should know about?

A: We recently completed a renovation of our meeting space that used to be part of the Nashville Convention Center. In addition, our lobby, restaurant and meeting space in the hotel are currently under renovation and are expected to be completed in late January of 2019. Last, we have additional meeting space being built as part of the Fifth + Broadway project.

In addition to his work as director of engineering at the Renaissance, Nick Woolen represents and serves as a voice for Metro DES' private business customers on our board. He has over 20 years of experience in the hospitality industry and uses it to evaluate and look for opportunities to reduce the financial impact of operations, which in turn reduce the cost to customers.

Employee

Spotlight:

Dan Thompson, Stationary Engineer - 2



Dan Thompson works as a stationary engineer-2.

Q: How long have you worked on the Nashville District Energy System?

I have worked for the Nashville DES for 20 years. I worked at Nashville Thermal Transfer Corporation for five years as an operator. I was fortunate enough to make the transition to the new plant when the old one was shut down and have been here for almost 15 years.

Q: What did you do before coming to work for the DES? What experience did you have prior to taking your current position?

I was in the Navy for 10 years as a boiler operator. I served on three different destroyers and one ammo ship. I worked in maintenance when I was on shore duty.

Q: What is a stationary engineer? What are your duties on a typical day?

A stationary engineer – 2 (SE-2) is anything but stationary. I suppose the title comes from being stationed at one job location. The SE-2 is the plant operator who makes rounds every two hours to check the status and condition of equipment and take meter readings. He starts boilers, performs water tests, and cleans and paints his assigned area.

Q: What is the most rewarding part of your job at DES? What is the most challenging part of your job?

I like my job and my rotating shift schedule. I guess the most rewarding part of my job is when I get to train someone. The most challenging part is learning something new.

Q: Do you have any advice for individuals who are starting out in this career?

Study, pay attention and be motivated.

Q: What do you enjoy doing when you are not at work?

I enjoy spending time with my family. My wife and I have a new 6-month-old baby boy. Our other children are 29, 25 and 16. We also have eight grandchildren. That keeps me pretty busy.

I make time to do charity work, primarily for the American Legion, and I enjoy riding my motorcycle.

Nashville District Energy System Invitational Golf Tournament

The 26th Annual Nashville District Energy System Invitational Golf Tournament was held at Indian Hills Golf Course in Murfreesboro on May 19. This was the 15th consecutive year the event was organized by Constellation NewEnergy, Inc. Players included NDES customers, contractors, vendors, employees, family and friends. The winning team shot a 13 under par round of 59. Their nearest competitor shot 63. Blaine Marlin won the “Longest Drive” contest, and Bryan Webb won the “Closest to the Pin” contest. First-place team members and the individual contest winners each received a trophy and a cash prize. Hole sponsors generously furnished prizes for the remainder of the field.



First-Place Team: James Stepp, Blaine Marlin, Mike Marlin and Ray Stepp.



Blaine Marlin and Bryan Webb

Constellation sponsored a Hole-in-One contest on the par 3 holes and provided lunch for participants. This year's event was another tremendous success, and everyone is already looking forward to the next one.

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