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Subject: Red River Waste Solutions- Nashville, TN Site Visit October 24, 2013

Good afternoon-

As directed, Melissa Doyle and I traveled to Nashville, Tennessee to evaluate Red River Waste Solution and their current performance under their contract with the City of Nashville. This visit took place Thursday, October 24, 2013.

Upon arrival, we immediately drove to the service area and located two Red River Waste automated collection trucks on route. We followed both trucks and watched as they serviced multiple residential carts placed curbside for collection.



We specifically focused on the condition of the trucks, placement of the carts once serviced and spoke with the drivers at length about how repairs are identified and scheduled, customer service, and additional operational topics. We found the carts to be in good condition with no evidence of contractor damage and replaced where the customer had set the cart out for service. Drivers explained that their direction was to service the customer and take their items, and to reach out to a supervisor if follow up is required for an issue related to cart placement, overages, contamination and other issues. Drivers were in uniform which included a work shirt with a Red River logo so they could be easily identified. While following one driver (Roy) a customer stopped us to tell us how great his driver was and the care that the driver always took when he serviced and drove through the neighborhood.

We also met with the Metropolitan Government of Nashville and Davidson County at their Public Works complex at 10:00 am. Participating in the discussions were Sharon Wahlstrom- Assistant Director of Finance and Administration and Randy Lovett- Acting Public Works Director. We spoke at length about the initial transition Red River Waste Solutions made as a service provider in Nashville. Red River currently services over 95,000 residential customers once weekly. They collect residential trash in carts, while “Metro” (the service arm of the City of Nashville and Davidson County) services yard waste and recycling. For your perusal, I’ve included a link to their website below.

<http://www.nashville.gov/Public-Works/Neighborhood-Services/Trash-Collection/Residential.aspx>

Initially, the City purchased the vehicles and then resold them to Red River. There was a 16-week delivery schedule for the vehicles, so routes were phased in as trucks arrived and were placed in service. Some of the issues that arose related to their simultaneous implementation of carts where they had previously collected manually, presenting a learning curve for the residents. They estimated the complaint level to be between 10% and 15% for the first three months or so of the transition, many of which related to the resident missing the truck due to a time change, concerns about the cart size, etc. All sanitation calls are handled by the City and then disseminated to Red River. Ms. Wahlstrom and Mr. Lovett both confirmed that complaints were handled expediently by Red River and that their current complaint level is well below 1%. We requested and received complaint logs for the first six-months of the transition to Red River, from February 2005 through July 2005. Additionally, we also have complaint logs from January 2013 through June 2013, confirming those levels. When asked to rate the performance of Red River during the transition, they were given a “very good” to “excellent” rating from the City of Nashville. Cited were the effectiveness of the management team, which is still in place, as well as their communication efforts as issues and complaints arose.

Ms. Wahlstrom also spoke at length about the assistance provided by Red River following the flooding that devastated the area in 2010. She stated that the management team reached out to the City and offered their services wherever needed, never discussing a cost or benefit to the Company. She stated that they continued to service their customers, keeping their schedule and picking up what they could to provide relief to their residents. She emphasized that Red River reached out to the City and offered to help, the City never had to ask.

We also visited the Solid Waste Transfer Station, as we wanted to see the condition of other fleet vehicles and evaluate the trash loads for contamination. We witnessed 7 trucks dumping at various times.



We found truck conditions to be similar to what we saw on route and comparable to what we later inspected upon our visit to their facility.





We reviewed and were offered copies of route sheets, GPS reports as well as a demonstration of the system online, Driver Vehicle Inspection Reports (DVIR) as required by DOT, current shop inventory and safety and training materials. Additionally, we toured the facility noting a shop mechanic that was welding a floor, a technician performing preventive maintenance and a driver that had completed his route and was washing his truck in a designated wash bay. We found the facility to be adequately sized and well-kept.



Driver Training Room 1



Truck Wash 1

In summary, we found the facility, equipment and service provided to be in keeping with the expectations of the City of Fort Lauderdale and in keeping with the requirements of ITB 643-11289. Please let me know if we can provide any additional information.