



HARRIMAN UTILITY BOARD

2025 Annual Report

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Mission

To enhance our community through exceptional service.

Vision

To inspire social and economic improvement through intentional action.

Core Values

Commit to providing exceptional customer service.

Consistently strive to improve the quality, safety, and reliability of our services.

Collaborate with others to encourage community growth and improvement.

Become a leader in our industry, improving the quality of life for our customers and inspiring others by our superior results.

Methodically plan our actions in keeping with our mission.

Achieve greatness through discipline and consistency, not luck.

A Message from the General Manager



As I reflect on 2025, I am filled with deep gratitude for the community we are privileged to serve and for the people who make Harriman Utility Board what it is.

This year has been one of the most significant in HUB's 86-year history. Together, we have made major investments — not only to meet today's needs, but to build a stronger foundation for the generations that will follow. This year, we began construction of reliable fiber internet to homes and businesses. We also continued millions of dollars in grant-funded water and wastewater improvements and replaced approximately 96 wood power poles and 1400 feet of single-phase conductor to make way for a major natural gas transmission pipeline being built for the TVA Kingston site. TVA plans to replace its aging coal plant with a modern, cleaner "Kingston Energy Complex", a multi-part energy hub featuring natural gas turbines, battery storage, and some solar. HUB is proud to have responded quickly and responsibly so as not to delay the project timeline.

None of this progress happens without people. I am incredibly proud of the HUB employees who show up every day with dedication, skill, and heart. Whether responding to outages in the middle of the night, maintaining hundreds of miles of infrastructure, assisting customers with care and patience, or planning the systems of tomorrow, our team consistently rises to the challenge. I am equally grateful for our Board of Directors, whose steady leadership and commitment to long-term stewardship have guided every major decision this year.

At HUB, we believe a utility is more than wires and pipes — it is trust. It is the confidence that when you flip a switch, turn on a tap, or connect your family to the world through fiber internet, someone is working tirelessly behind the scenes to make sure it simply works. That trust is something we work every day to earn and protect.

Looking ahead, our work is far from finished. In the coming year, we will continue connecting customers to our new fiber network, strengthening our core infrastructure, and shaping long-term plans for HUB's operations center and facilities. With each step forward, we seek to serve our community with excellence, responsibility, and care.

On behalf of the entire Harriman Utility Board family, thank you for the opportunity to serve you. Your trust, your support, and your partnership make everything we do possible. We are honored to play a role in the life of this community and excited about the future we are building together.

With gratitude,

Candace D. Vannasdale
General Manager
Harriman Utility Board

2025 HUB Employee of the Year



It is truly an honor to recognize the 2025 Employee of the Year — someone whose hard work, steady leadership, and quiet dedication have made a lasting difference to this organization and to every member of our team.

This individual is described by co-workers as dependable, creative, smart, and always ready to lend a hand — no matter the time of day, even if that means answering a call at 3 a.m. He shows up without hesitation, leads by example, encourages others, and approaches every challenge with patience and a positive spirit.

He's known for going above and beyond — not just excelling in his own responsibilities but stepping in to help others whenever needed. He's what I would call a quiet leader — someone who earns trust, builds respect, and brings out the best in the people around him, all without ever seeking attention or recognition.

His supervisor says this employee is the very definition of what HUB stands for. He leads by example, earns the respect of every team member with his unmatched work ethic, positive attitude, and self-motivation. Whether it's mowing grass or making taps, he approaches every task — big or small — with the same pride and excellence, never complaining, always delivering. When he's assigned a task, you don't have to follow up — you know it will be done, and done right. His reliability and attention to quality set the standard for those around him.

But this employee brings more than skill and dependability — he is also a mentor and leader to newer, less experienced team members. His patience and willingness to guide others has helped shape the next generation of HUB employees — and we are all better because of it.

This individual began his career at HUB in 2013 as a non-certified utility worker and steadily built his knowledge and skills, earning his state certifications in Water Distribution and Sewer Collection, and most recently stepping into the role of Pump Station Technician and Foreman for Gas, Water, and Sewer. His journey from entry-level to leadership reflects not only personal dedication but a genuine commitment to this organization's mission and future.

Away from work, he is a devoted husband, father, and family man. His life reflects the same principles he brings to his job — integrity, hard work, and quiet strength. Whether building his own home or staying active outdoors, he lives with purpose and humility.

It is my great pleasure to recognize and congratulate T.J. Tilson as the 2025 HUB Employee of the Year.

T.J., your hard work, leadership, dependability, and care for this team and this community make you more than deserving of this honor. We are proud to have you as part of the HUB family. Congratulations.



HUB Organization

The Harriman Utility Board (HUB) is governed by a group of five non-elected individuals who are nominated by the Mayor of Harriman and affirmed by the City Council. These individuals are charged with the responsibility to govern the Utility. The Board sets policy, approves the Annual Budget, authorizes major purchases, and is responsible for hiring the General Manager. Each Board member serves a four-year term.



Alicia Harris - Chair & Council Representative

Alicia Harris is a graduate of Harriman High School and has two associate degrees from Roane State Community College. Alicia has been an employee with the U.S. Department of Energy for 40 years, is a member of St. Mary's Baptist Church in Harriman, TN, and part of the Helping Hands Ministry. Alicia is also a member of the Harriman City Council (currently serving as Vice Mayor) and is serving on various boards of the City of Harriman and Roane County, including the Roane County Zoning Board and the Roane County Minority Advisory Board. Also, Alicia enjoys the talent of writing dramatic plays for the community and singing in a gospel choir.



Shawn Smith - Vice Chair

Shawn Smith was appointed to the Harriman Utility Board in 2021. He graduated from the University of Tennessee at Chattanooga in 2004 with a Doctorate Degree in Physical Therapy, is a certified McKenzie practitioner in Mechanical Diagnosis and Treatment as well as a Certified Mulligan practitioner. After 6 years as the Director of Rehab at NHC Oak Ridge, he completed the Administrator in Training program to become a Nursing Home Administrator.



Jason Shillings Board Member

Jason Shillings was appointed to the Harriman Utility Board in 2022. He was born and raised in Harriman, graduating from Harriman High School in 1996. He has worked full time for the Harriman Housing Authority as their Maintenance Director for the past eight (8) years. He and wife Sonya of 26 years owned and operated the well-known Chuck's Deli for eight years, taking over for Sonya's parents who ran it for 33 years prior. He currently serves on the City of Harriman Beer Board.

Full biographies are available at our website: hub-tn.com/boardmembers



Lionel Moore Board Member

Rev. Lionel Moore was appointed to the Harriman Utility Board in 2023 based on his extensive experience in the industry, to include forty-two years of service at TVA's Spring City nuclear plant. Rev. Moore is a graduate of Howard High School in Chattanooga, TN, and majored in Business at McKenzie College. Moore served for three years in the U.S. Army; during which time, he was stationed at Ft. Knox, Germany, and Ft. Bliss. In addition to serving on the Harriman Utility Board, Moore is Treasurer of the Roane Ministerial Society and Chaplain for American Legion Post 232.



Alfi Guindi Board Member

Harriman resident Alfi Guindi was appointed to the Harriman Utility Board in 2024. Alfi is an attorney, specializing in patent licensing for the privately-owned company IPValue Management, Inc. After graduating high school in Knoxville, he attended Emory University, where he was a runner on the track and cross-country teams. During his time at Emory, Alfi served in the United States Marine Corps Reserves. Upon graduation, Alfi served as an active-duty officer in the Marines. After being honorably discharged, Alfi attended the University of Pennsylvania Law School in Philadelphia, where he graduated in 2003. As a law student, Alfi also attained a Certificate in Business Policy and Management from UPenn's prestigious Wharton School.

Monthly Board Meetings

HUB board meetings are open to the public on the last Monday of every month, except as posted, board meetings are held at 5:30 pm at the Main Office located at 200 N. Roane Street, Harriman, Tennessee 37748. Workshop sessions and special called meetings are also open to the public. Dates for these meetings are always posted on our company website, www.hub-tn.com.

Management Team



The Harriman Utility Board management team from left to right: Heath Lewis, Michael Lambert, Candace Vannasdale, and Frankie Davis.

Candace Vannasdale - General Manager

Candace Vannasdale, P.E., has served as the General Manager for HUB since May 2018. Prior to this role, she served as the Manager of Gas, Water & Sewer (GWS) Administration & Engineering. Before beginning her career for HUB in 2014, she gained over 5 years of civil and environmental engineering consulting experience in Nashville and Knoxville and worked during college for both the Jackson Energy Authority in Jackson, TN and the White House Utility District in White House, TN.

Born and raised in McMinnville, TN, Candace holds a M.S. in Environmental Engineering from the University of Tennessee (2013) and a B.S. in Civil Engineering from Tennessee Technological University (2008). She is a licensed Professional Engineer in the State of Tennessee and is a certified Grade II Distribution System and Grade II Wastewater Collection System Operator in the State of Tennessee. Candace was appointed by Governor Lee in 2023 to serve on the Tennessee Board of Utility Regulation (TBOUR) and also serves on the board of the Tennessee Association of Utility Districts (TAUD).

Heath Lewis - Assistant Manager

Heath Lewis graduated from Harriman High School and attended the University of Tennessee at Knoxville where he earned a Bachelor of Science degree in Electrical Engineering in 2004. He worked as a Production Supervisor for General Shale, and a Process Engineer for Exedy America before joining HUB in 2010 as the Electrical Engineer. He was promoted to the Manager of Electric in 2017 and Assistant Manager in 2024. Heath manages key special projects, including the Fiber Broadband and Smart Grid deployment, ensuring that HUB remains at the forefront of technological advancements. Heath also handles special studies as needed, helping to guide the organization in its pursuit of innovation and efficiency.

Frankie Davis - Manager of Gas, Water, and Sewer

Frankie Davis serves as the Gas, Water, and Sewer (GWS) Manager for HUB. After graduating from Harriman High School with several years' experience working in his father's welding shop, Frankie gained experience in the construction industry before coming to work for HUB as a cashier in 1986. He quickly progressed within the company becoming a tree trimmer, utility man, meter reader, wastewater plant operator, welder, GWS Foreman, GWS Superintendent, and eventually the GWS Manager. During his time in GWS, Frankie has managed many major projects including the recovery from the TVA Coal Ash Spill Disaster, acquisitions of neighboring systems, and TDOT Utility Relocations and system extensions throughout the HUB service area. Mr. Davis was also instrumental in starting the Roane County Utility Forum, which allows all utility providers in Roane County to meet quarterly to discuss current projects and issues/concerns with one another.

Michael Lambert - Manager of Accounting

Michael Lambert graduated from the University of Tennessee at Knoxville where he earned a Bachelor of Science degree in Accounting in 1982. He has over forty years of highly successful experience in all phases of accounting, finance, IT and administration. His career started as an Auditor for Pugh & Company, CPAs. He then became the controller for Cardinal Health (Chapman Drug Co) for a period of 10 years. From there, he worked as the Chief Financial Officer for a law firm known as Baker, Worthington, Crossley & Stansberry before returning to Pugh & Company, CPAs as their Firm Administrator. After that, he took his experience back to his hometown of Loudon, TN, where he worked for 11 years for Loudon Utilities as the Assistant Manager and Finance Officer. Before joining HUB, he worked as the Senior Accountant for Volunteer Energy Cooperative for 5 years.

Supervisors



Michael Bailey
*Director of GIS &
Asset Management*



Thomas Barnard
Director of IT



Wayne Best
*Director of
External Affairs*



Wayne Bullard
Electric Superintendent



Jeremy Gibson
Director of Safety



Whitney Helton
*Director of
Human Resources*

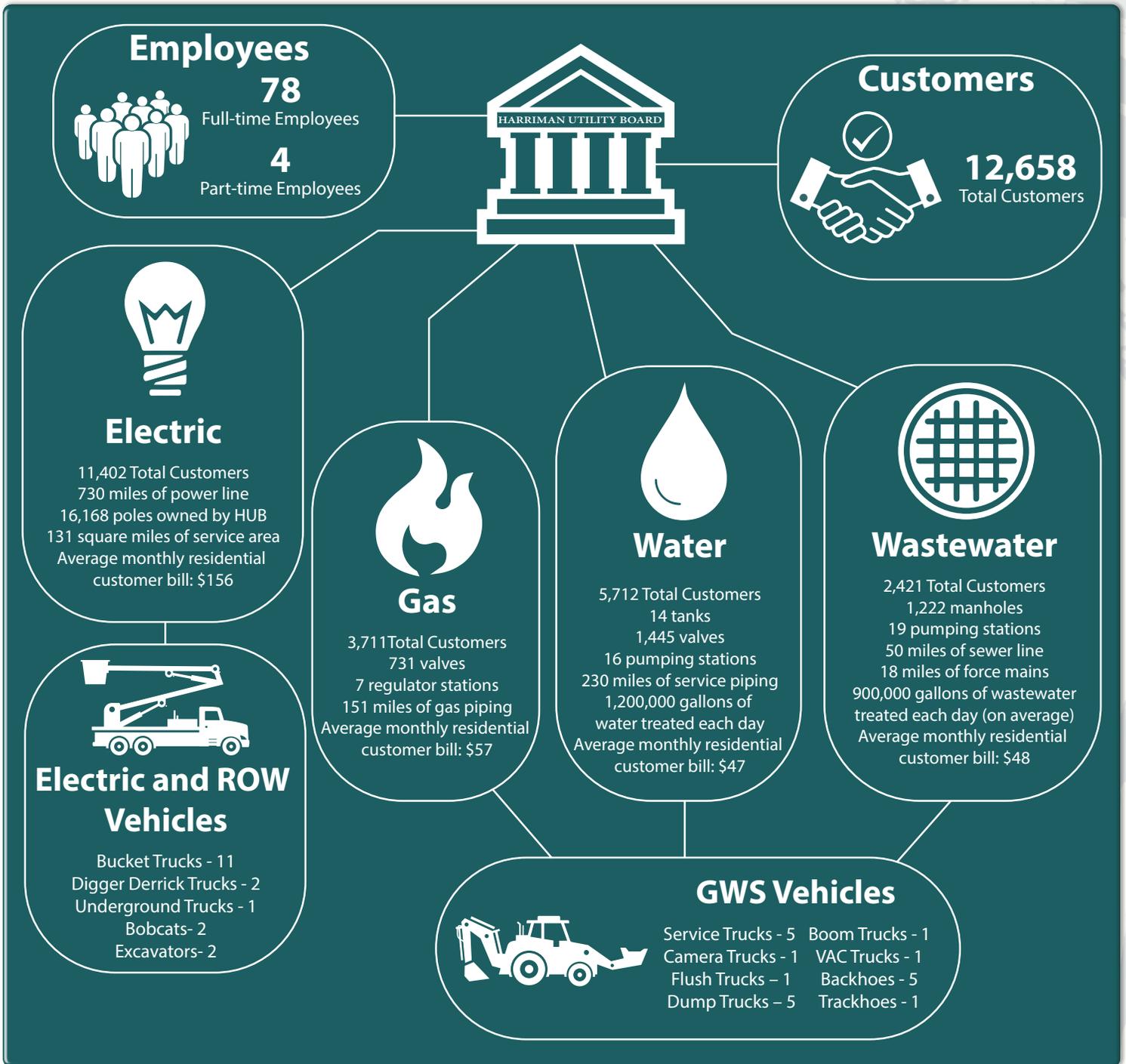


Andrew Knobloch
Customer Service Manager



Jeff Mize
GWS Superintendent

General Statistics



As a public entity, HUB is required by the State of Tennessee Board of Utility Regulation (TBOUR) to conduct annual audits. The primary purpose of these audits is to ensure that gas, water, and sewer departments are self-supporting, and avoid financial deficiency. As a distributor of electric power, HUB submits to further federal oversight by the Tennessee Valley Authority (TVA).

HUB Fiber: Building Harriman's Future



Customer Service Training: On August 20th, our main office was closed so our customer service team could attend training with Chattanooga's EPB – HUB's trusted partner for technical support calls. On this day, our customer service team learned how to communicate our broadband plans to customers and practiced their sales skills on one another.

truly best for the community – even when it is complex, costly, and difficult.

By early 2025, HUB was preparing to break ground. In January, HUB issued two important Requests for Proposals (RFPs), one for materials and warehousing and one for fiber construction. Those proposals were awarded to Irby Utilities and One Call Communications, respectively. On June 2, 2025, fiber construction officially launched. Multiple construction crews operated simultaneously throughout the city, steadily expanding coverage across Downtown Harriman, Margrave, Oakdale Highway, Riggs Chapel Road, Swan Pond, Emory Creek, Blair, and surrounding areas. In June, HUB evaluated proposals and awarded a contract to Spriggs Construction for "drop and installation" services.

Engineering a network of this scale required careful coordination between HUB staff, engineering partners, material suppliers, and construction crews. Fiber huts were installed at strategic locations to house core network electronics and ensure long-term scalability and reliability, beginning with the main office. Next, the "Blair Hut" became fully operational in late summer with power, backup generation, and electronics in place. Critical electronics deliveries arrived in August, allowing splicing and connectivity testing to move forward in earnest. On September 25th, HUB successfully lit its first test customers and continued expanding installations as construction progressed. In November, a fiber hut in Midtown was installed, providing system redundancy and strengthening overall network resilience.

In 2025, Harriman Utility Board undertook the most ambitious infrastructure project in its history: the construction of a citywide, community-owned fiber-to-the-home internet network. After years of careful planning, feasibility studies, regulatory approvals, financial modeling, and extensive community engagement, HUB moved decisively from vision to execution on a project that will shape Harriman's economic future, quality of life, and long-term competitiveness for generations.

This initiative is far more than an upgrade in internet service. It is an investment in economic opportunity, educational access, healthcare connectivity, public safety, and the ability of Harriman to compete in a modern, digital economy. From the very beginning, the project was guided by a simple but demanding principle: do what is



Midtown Fiber Hut Installation: On November 19, the Midtown fiber hut arrived at HUB's Pine Ridge Road site with support from the Harriman Police Department for traffic control. Fiber huts are secure, climate-controlled facilities that house critical network electronics and ensure reliable service. This installation completed the third and final hut across HUB's fiber system



Construction Kickoff: HUB signed contracts with Irby Utilities for fiber materials & warehousing as well as One Call Communications for fiber backbone construction.



Construction Kickoff: HUB held a construction kickoff meeting on June 2nd with contractors and HUB staff to discuss project expectations, safety requirements, and procedures.

Behind every mile of fiber was the dedicated work of HUB employees and trusted partners, including ENTRUST, Calix, One Call Communications, Spriggs Construction, Irby Utilities, NISC, EPB, and others – each playing a critical role in transforming this project from concept into reality.



Construction Kickoff: One Call Communications (Murfreesboro) began construction in the Downtown Harriman area the first week of June 2025.

While construction crews built the physical network, HUB's internal teams were simultaneously laying the foundation for a new business operation. The entire organization transitioned to the NISC accounting platform, and complex databases were developed to manage broadband assets, customer information, provisioning, billing, and financial reporting. New workflows were created for customer applications, service orders, and operational support. Technical support procedures were established in partnership with Chattanooga's EPB, ensuring HUB Fiber customers would receive professional 24/7 assistance while maintaining local ownership and accountability. During this same period, HUB also implemented electronic timekeeping across the organization, improving payroll efficiency and financial accuracy.

Extensive training took place throughout late summer and fall. Staff across all departments — from customer service and field operations to accounting and management — completed detailed instruction with Calix, EPB, NISC, and ENTRUST to ensure full readiness for broadband operations. HUB deliberately refused to rush the launch. Test customers were connected across multiple neighborhoods to validate network performance, installation processes, customer experience, and billing systems. By the end of the year, HUB sent out its first bills, and new installations were being scheduled weekly.



Public Outreach: HUB Board Chairwoman and Vice Mayor Alicia Harris visited with HUB employees Jim Neeley and Sonia Eskridge as they promoted HUB Fiber at the community's Freedom Day celebration.



Public Outreach: HUB's IT Director Tommy Barnard explains the HUB Fiber plans to the Rotary Club of Harriman on September 25th.

Public interest in HUB Fiber grew steadily throughout the year. By the end of 2025, 956 households and businesses had registered interest in the service. Community meetings, outreach efforts, and public engagement helped educate residents about the network's benefits and the value of maintaining essential digital infrastructure under local control.



Fiber Team: Throughout the year, Mike Lambert, Heath Lewis, Candace Vannasdale, Tommy Barnard, Jay Ingram (ENTRUST), Jim Neeley, Wayne Best, and other team members worked closely together to manage fiber network design and construction, ensuring the project remained on track.

HUB Fiber represents far more than an infrastructure project. It is a declaration of what kind of community Harriman chooses to be: one defined by local ownership, local accountability, affordable access, and long-term investment. This network will serve Harriman's families, schools, businesses, and emergency services for decades to come, positioning the community to attract new employers, support remote work, expand healthcare technology, strengthen educational opportunities, and foster sustainable growth.

2025 will be remembered as the year Harriman chose its future — and built it.

The People Behind the Power: Enhancing Harriman Through Exceptional Service

If the infrastructure of Harriman Utility Board is the backbone of the community, then its employees are the heartbeat. In 2025, their work was guided by a clear purpose: to enhance our community through exceptional service, while continually striving to inspire social and economic improvement through intentional action. Those principles were not just words on a page — they shaped how decisions were made, how employees served, and how HUB showed up for the people of Harriman.

While the community often sees only the finished result — the lights that turn on, the water that flows, the heat that works when winter arrives, the internet that connects — HUB employees live inside the complexity that makes it all possible. Throughout 2025, staff installed more than 130 new electric services, 22 new gas services, 74 new water services, and 56 new sewer services. HUB employees coordinated the construction of 127 miles of fiber network, performed preventative maintenance and storm repairs across the electric system as well as repaired hundreds of gas, water, and sewer leaks, upgraded aging infrastructure, maintained substations, pump stations, lift stations, and treatment plants, modernized billing, accounting, customer service, and field operations software, and trained extensively on new systems — all while continuing to meet daily operational demands. All of this occurred while HUB simultaneously launched a brand-new fiber utility, a task that would normally require years of phased staffing and preparation. Instead, HUB's employees absorbed the work. They learned. They adapted. They delivered.



Roane County Career Day: HUB employees Willie Gallaher, Sharon Thorne, and Luther Manning represented Harriman Utility Board at the Roane County Middle & High School Career Fair on April 2nd, connecting with students and sharing information about careers in public utilities.

The pace of change in 2025 was relentless. Employees settled into daily use of advanced metering infrastructure, transitioned to a new financial system, implemented new cybersecurity and regulatory frameworks, trained on fiber network technology, and stood up an entirely new department — all while maintaining reliable service to the community. There were no shortcuts. The culture at HUB proved something important: **small teams can do big things when they trust each other.**



STEM Grant at Dyllis Springs Elementary: On April 11th, HUB's Wayne Best joined representatives from TVA to present a \$5,000 STEM grant to Dyllis Springs Elementary School, supporting hands-on learning and educational innovation.

Exceptional service means more than technical performance. It means listening, explaining, and improving. This year, HUB introduced redesigned utility bills with clearer explanations of charges, improved usage breakdowns, and year-over-year comparisons to help customers better understand their services. During the AMI metering transition and billing system upgrades, staff addressed issues openly and made corrections when problems were discovered.



Autism Awareness Day: HUB team members Wayne Best, Sonia Eskridge, Cynthia Cornell, Luke Hedrick, and Toni Hamby wore blue ribbons in support of Autism Awareness Day on April 2nd.



Employee Fund Donation: HUB employees Candace Vannasdale, Courtney Walker, Jim Neeley, Tommy Barnard, Whitney Helton, Brandon Alexander, Luke Hedrick, Tony Watson, and Hayden Barber of the Employee Fund Committee present a donation from HUB employees to Willie Gallaher in support of the Jadah A. Gallaher Scholarship Program, helping students across Roane County pursue higher education.

One of the most visible ways HUB inspired long-term social and economic improvement in 2025 was through the launch of HUB Fiber. By year's end, 956 households and businesses had registered interest in the new service. Employees met residents face-to-face at schools, community events, council meetings, and neighborhood gatherings to explain how fiber will support education, healthcare, remote work, small business growth, and economic development. The story of HUB Fiber is not just about technology — it is about people creating opportunity for their community.

Amid rapid growth and modernization, HUB never lost sight of what matters most — the people doing the work. Safety training intensified. Supervisors met regularly with their teams. One-on-one conversations increased. And in moments of celebration, like

Employee Appreciation Day and the annual Thanksgiving lunch, leadership made sure employees knew they were seen, valued, and respected. When TJ Tilson of the Gas, Water & Sewer Department was named 2025 Employee of the Year, it symbolized more than individual excellence. It represented the spirit of teamwork and dedication that runs through the entire organization.

That dedication is reinforced by a Board of Directors that leads with purpose and does not shy away from difficult decisions. In 2025, the Board navigated rate structures, long-term capital investments, employee benefits, healthcare coverage, equipment purchases, infrastructure financing, and the largest project in HUB's history — all with careful attention to financial stability and community impact. Every decision carried weight. Every vote reflected responsibility not only to today's customers, but to future generations.



Christmas Parade: On December 4th, HUB employees participated in the Harriman Christmas Parade, with its Electric and GWS Departments submitting separate floats. GWS ended up winning the City's "Best Overall Float" trophy.

HUB's commitment extends beyond utility operations. Throughout the year, employees volunteered at Hooray for Harriman, Trunk-or-Treat, the Christmas Parade, school career days, and numerous public events — often on their own time. Inside the organization, HUB continued investing in employee well-being, recognizing that a supported workforce is the foundation of exceptional service.

Utilities are not abstract systems. They are people — climbing poles in the heat, repairing broken mains at midnight, answering phones during emergencies, managing finances with precision, and planning infrastructure that will serve this community long after their own careers are finished. In an era when many utilities feel distant and impersonal, Harriman Utility Board remains deeply local — run by neighbors, accountable to neighbors, and committed to the future of the community it serves.

In 2025, HUB proved that excellence is not about size.
It is about commitment.
And the people behind the power delivered.

Modernizing the Utility: How Technology Transformed HUB in 2025

While fiber construction was the most visible project of 2025, one of the most important transformations happened behind the scenes. Over the course of the year, Harriman Utility Board undertook a sweeping modernization of its internal systems—fundamentally changing how the organization tracks assets, serves customers, manages finances, and plans for the future.



These upgrades are not flashy, but they are the backbone of long-term reliability and responsible governance.

A New Digital Foundation

In August, HUB completed the conversion of its core financial and customer systems to the **NISC platform**, a multi-year project that touched nearly every department. Accounting, payroll, timekeeping, customer billing, inventory, and work orders were fully migrated.

Employees now clock in and manage time electronically. Equipment usage is tracked digitally. Broadband inventory, including equipment serial numbers, is now tied directly into service orders and customer records. This

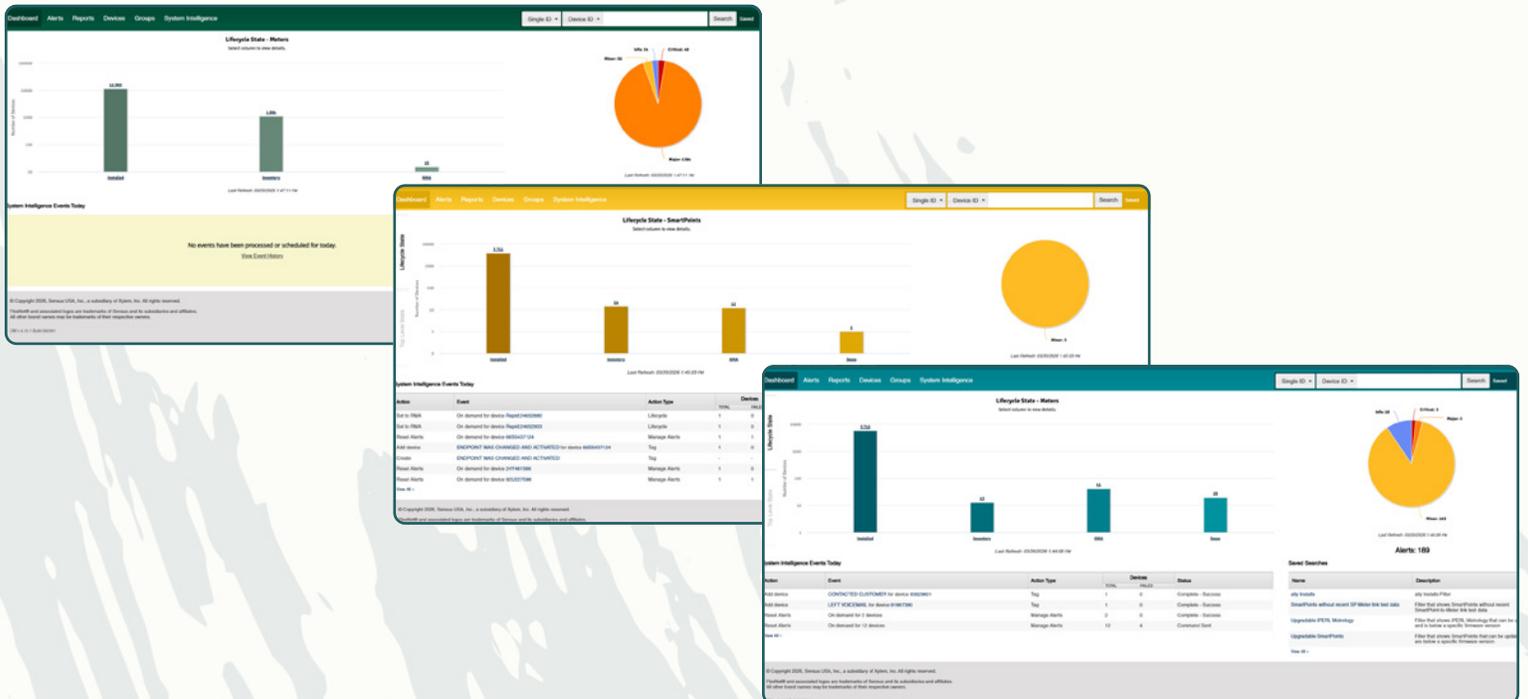
level of integration gives HUB unprecedented visibility into its operations and costs—ensuring that every department is charged fairly for shared resources and that long-term financial planning is grounded in real data.

The transition required months of preparation and training. HUB closed its office briefly in August to complete the data conversion and immediately followed with full-staff training. The result is a system that improves accuracy, efficiency, transparency, and regulatory compliance.

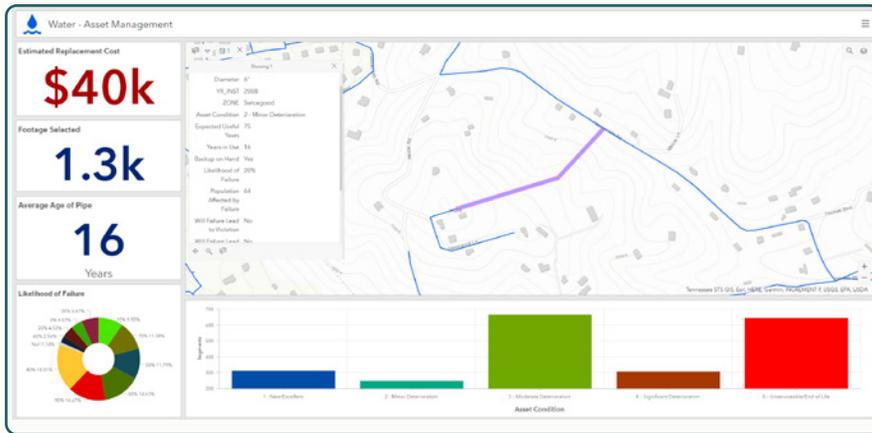
Smarter Infrastructure Through Data

At the same time, HUB better utilized its new Advanced Metering Infrastructure (AMI) system. While the rollout was not without challenges—particularly related to gas meter programming and early electric meter communications—but HUB staff worked side-by-side with its vendor Sensus to resolve each issue.

Today, the AMI system is delivering the benefits it promised: more accurate billing, faster detection of outages, improved consumption data, and the foundation for smarter system management for years to come.



Empowering smarter energy management: The Sensus AMI meter dashboard provides live insights which allows us to optimize performance.



Asset Management: Built in-house, this real time dashboard calculates condition, age, estimates repair costs and more.

Planning for the Next 20 Years

Through its Infrastructure Planning Grant, HUB launched comprehensive Asset Management Planning for its water and sewer systems. Using engineering support from Cannon & Cannon, operational experience from its employees, and GIS leadership from Michael Bailey, HUB is building long-range capital improvement plans that identify risks, prioritize investments, and guide budgeting decisions.

Satellite leak detection scans helped staff identify significant water loss, demonstrating the power of combining new technology with experienced field crews.

These tools will help HUB reduce water loss, extend the life of aging infrastructure, and make better investment decisions for decades to come.

Technology in Service of People

What makes this transformation truly meaningful is how it strengthens HUB's mission of service. Technology allows employees to respond faster, plan better, and work more safely. It supports accountability to the Board and to the community. And it ensures that as Harriman grows, its utility systems grow smarter—not just larger.



Satellite Leak Detection: Determined by satellite scans of the service area, this map shows a segment of water line that may be leaking. Crews were dispatched to each location to confirm and, if necessary, repair the leak.



2025 marked a turning point for HUB: a shift from traditional utility operations to a data-driven, future-ready organization—without ever losing the personal, local focus that defines who we are.

Leadership & Governance: Guiding HUB through a Year of Transformation



In 2025, Harriman Utility Board experienced one of the most complex and consequential years in its history. From launching a citywide fiber network to modernizing internal systems and navigating major financial and regulatory decisions, the scope of work demanded steady leadership, disciplined governance, and an unwavering focus on the long-term health of the community.

What made the difference was the partnership between HUB's Board of Directors and its employees.

Stewardship, Not Shortcuts

Throughout the year, the Board consistently approached decisions through a lens of stewardship—asking not simply what was easiest or most expedient, but what was most responsible for the citizens of Harriman both today and twenty years from now.

- This philosophy guided major actions such as:
- Approving and structuring over **\$26 million** in long-term capital financing under the Master Borrowing Resolution to support electric modernization and broadband integration
- Carefully evaluating utility rate adjustments after holding rates steady through the post-pandemic period
- Authorizing investments in new equipment, safety upgrades, and fleet replacements to ensure reliable operations
- Declining projects and grants when financial risk outweighed long-term benefit, including the difficult but responsible decision to cancel the COUD water interconnection project when costs and contract terms no longer protected HUB's customers

These were not symbolic votes — they were decisions with lasting financial and operational consequences.

Transparency & Public Trust

One of the defining features of HUB's governance in 2025 was transparency. The Board received detailed monthly updates across every department — electric, gas, water, sewer, broadband, finance, and administration — and used those reports to guide public discussion, budget planning, and policy development.

Major initiatives such as the fiber project, broadband rate structures, regulatory compliance, insurance renewals, and capital budgets were debated in open session, with extensive documentation provided for public record. This process reinforced public trust and ensured accountability for every major investment.





Leadership Under Pressure

2025 also tested leadership in less visible ways. Staff simultaneously managed:

- A massive fiber construction program
- Conversion of core financial and customer software
- Long-term water and sewer asset planning
- Emergency infrastructure repairs and aging system challenges
- Regulatory compliance expansion tied to broadband services

These overlapping demands required careful coordination, patience, and consistent support from the Board. The Board's willingness to provide flexibility, authorize temporary closures for staff training, and support employee development made the difference between disruption and success.

People at the Center

Behind every policy vote and project milestone were people: linemen working in extreme weather, personnel mastering new software systems, leadership planning future infrastructure, finance staff reconciling thousands of transactions, and field crews protecting public health every day.



The Board's actions in 2025 reflected a deep respect for this workforce, with investments in safety and training and continued employee recognition programs that reinforce morale and retention.

A Culture of Service

What emerged in 2025 was not just progress, but culture: a culture of responsibility, transparency, learning, and service.

The decisions made this year will shape Harriman's utility systems for decades. And they were made with a steady hand — not by chance, but through thoughtful leadership committed to what is truly best for the community.

Powering Progress: 2025 Electric Department Highlights



Electric Department Leadership: HUB Electric Department Superintendent Wayne Bullard and Lead Foreman Rod Hamby oversee daily operations and maintenance, directly managing crews, planning and estimating projects, meeting with customers, and coordinating emergency response to ensure safe and reliable electric service across the system.

In 2025, the Harriman Utility Board Electric Department played a central role in advancing the organization’s mission to enhance the community through exceptional service while supporting long-term growth and reliability across the electric system. Amid new construction, modernization, and organizational change, the Electric Department delivered dependable power while building the infrastructure Harriman will rely on for decades to come.

Throughout the year, electric crews installed over 130 new electric services, connecting new homes and businesses and supporting continued development throughout the community. At the same time, the department upgraded aging equipment, strengthened critical distribution infrastructure, and performed routine maintenance across substations and lines to improve

system performance and resilience. These efforts ensured that Harriman’s electric system remained both reliable and responsive to growing demand.

The department also supported one of the most transformative initiatives in HUB’s history: the construction of the citywide fiber network. Electric personnel provided essential assistance with make-ready work, pole attachments, and coordination in the field — all while maintaining daily electric operations and responding to outages, service requests, and emergencies. Balancing new construction with uninterrupted service required exceptional planning, teamwork, and professionalism.

Modernization was a defining theme of 2025. Electric staff settled into the use of advanced metering infrastructure (AMI), using the data to improve its electric system model and outage management system. This transition improves outage detection, system monitoring, and customer communication — strengthening both operational efficiency and customer experience for years to come.

Safety remained paramount. Crews operated in high-risk environments while maintaining a strong safety culture rooted in training, accountability, and mutual responsibility. Supervisors increased engagement with field teams, reinforcing expectations and supporting employees as workloads intensified.

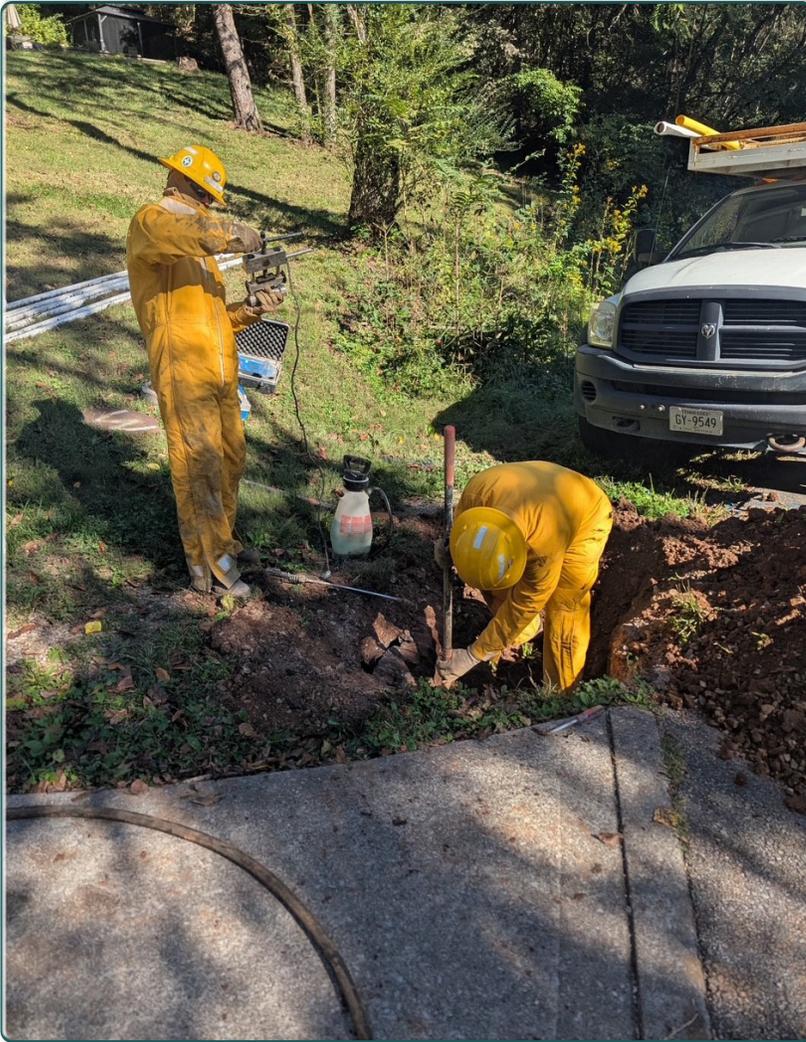
Beyond technical accomplishments, the Electric Department exemplified HUB’s commitment to the community. Crews responded to storms, emergencies, and after-hours service needs with professionalism and care, often working behind the scenes so customers could continue their daily lives without interruption. Their work rarely makes headlines — but it powers every home, business, school, and hospital in Harriman and the surrounding area.

In 2025, the Electric Department did far more than keep the lights on. They strengthened the foundation of Harriman’s future — one connection, one improvement, and one service call at a time.



Fueling Reliability: 2025 Natural Gas Department Highlights

In 2025, the Harriman Utility Board Natural Gas Department remained a cornerstone of the organization's mission to enhance the community through exceptional service, ensuring safe, reliable energy delivery while supporting the continued growth of Harriman.



Throughout the year, gas crews expanded service to new customers, extended distribution lines, upgraded aging infrastructure, and responded to system maintenance needs with precision and care, while maintaining the highest standards of safety and reliability.

Safety was the department's top priority. Operating one of the community's most critical and potentially hazardous systems requires constant vigilance, thorough training, and disciplined procedures. In 2025, crews intensified safety practices, reinforced regulatory compliance, and strengthened internal protocols — protecting not only HUB employees, but the homes and families they serve every day.

The department also played a key role in HUB's broader modernization efforts. Gas personnel coordinated closely with other departments during infrastructure improvements and construction projects, ensuring seamless service continuity while systems were upgraded. With use of the new advanced metering infrastructure (AMI), the Natural Gas team worked diligently to address challenges, identify issues, and implement corrections with transparency and accountability, keeping customer trust at the center of every decision.

Beyond technical operations, the Natural Gas Department exemplified HUB's commitment to responsiveness and service. Crews were on call during emergencies, severe weather, and after-hours situations, often working in difficult conditions to restore service quickly and safely. Their dedication ensured that customers could rely on consistent, dependable natural gas service regardless of circumstances.

In 2025, the Natural Gas Department did more than deliver fuel. They safeguarded public safety, supported community growth, and strengthened the systems Harriman depends on — every hour of every day.

Delivering What Matters Most: 2025 Water Department Highlights



In 2025, the Harriman Utility Board Water Department continued its essential mission of protecting public health while providing reliable, high-quality drinking water to the community. Every day, the department worked behind the scenes to ensure that water remained safe, accessible, and dependable for the families, businesses, schools, and healthcare facilities that rely on it.

Throughout the year, water crews repaired numerous leaks, upgraded aging water mains, extended distribution lines, and performed ongoing maintenance across the system. These efforts reduced service disruptions, strengthened system resilience, and supported continued growth throughout Harriman. At the same time, operators and technicians maintained strict compliance with state and federal water quality standards, conducting routine testing and monitoring to ensure that every gallon delivered met or exceeded regulatory requirements.

Modernization remained a key focus. The Water Department coordinated with other divisions during infrastructure improvements and construction projects, ensuring service continuity while new systems were installed. Investments

in equipment, monitoring technology, and process improvements strengthened operational efficiency and positioned the department for long-term sustainability.

Safety and training were central to daily operations. Employees worked in challenging environments, often responding to emergencies, weather events, and after-hours service needs. Through ongoing training and careful oversight, the department upheld a strong culture of accountability and professionalism while protecting both employees and the public.

Beyond technical achievements, the Water Department exemplified HUB's commitment to exceptional service. Whether repairing a main break in the early hours of the morning or responding to customer concerns with care and respect, the team approached every task with the understanding that reliable water service is fundamental to the health and stability of the community.

In 2025, the Water Department did far more than deliver water. They protected public health, strengthened infrastructure, and ensured that Harriman's most essential resource remained in safe, capable hands.

Protecting Public Health & the Environment: 2025 Sewer Department Highlights



In 2025, the Harriman Utility Board Wastewater Department played a vital role in protecting public health, preserving the environment, and supporting the community's growth. While much of this work remains unseen, its impact reaches every corner of Harriman — safeguarding waterways, infrastructure, and quality of life.

Throughout the year, wastewater crews maintained and repaired collection lines, responded to service calls, addressed system blockages, and repaired aging sewer infrastructure. Operators monitored and maintained lift stations and treatment processes, ensuring continuous compliance with environmental regulations while

managing increasing system demands. These efforts strengthened system reliability and protected both public health and natural resources.

Modernization and infrastructure investment remained priorities. The department coordinated closely with other HUB divisions during construction and system upgrades, ensuring uninterrupted service while improving long-term operational efficiency. Preventative maintenance programs and targeted improvements reduced the risk of failures and enhanced system resilience.

Safety was paramount. Employees routinely worked in confined spaces and challenging environments, requiring strict adherence to safety protocols and continuous training. Their professionalism and commitment protected both coworkers and the community they serve.



Through asset management, system modeling, capital improvement programs, and regulatory studies, HUB is building a roadmap that will guide investments for the next 20 years — ensuring that HUB's wastewater system remains safe, resilient, and capable of supporting growth.

This is the work that doesn't make headlines.

But it is the work that keeps a community alive.

In 2025, the Wastewater Department did more than manage wastewater. They safeguarded the environment, strengthened essential infrastructure, and ensured Harriman's future remained clean, healthy, and secure.

Community Engagement: Celebrating Harriman Together

At the Harriman Utility Board (HUB), serving our community goes beyond providing reliable utility services. Throughout the year, HUB employees volunteer their time to strengthen relationships with the people we serve and to support the events that bring our community together.

Three of Harriman's largest annual celebrations—Hooray for Harriman, Trunk or Treat, and the Harriman Christmas Parade—highlight the spirit of service that defines the HUB team.

On Labor Day, HUB employees help welcome thousands of visitors to downtown Harriman at the "Hooray for Harriman" festival that fills Roane Street with live music, local vendors, food trucks, crafts, and family activities. HUB volunteers spend the day connecting with residents and celebrating the community that supports our work.

In October, HUB proudly partners with the City of Harriman to help host the "Harriman Trunk or Treat", which has grown into one of Roane County's premier Halloween celebrations. HUB employees decorate vehicles, hand out thousands of pieces of candy, and even provide hayrides through the historic district. The event welcomes thousands of families each year and provides a safe, fun, and free Halloween experience for the community.

In early December, HUB participates in the Harriman Christmas Parade, where employees and their families come together to design creative floats and spread holiday cheer. In 2025, HUB's Gas, Water, and Sewer team earned the City of Harriman's "Best Overall Float" award with their imaginative Chronicles of Narnia-themed display.

These events represent just a portion of HUB's community engagement efforts. Throughout the year, employees also participate in career fairs, school visits, and educational events that introduce students to careers in the utility industry and help build the next generation of skilled professionals.



Whether serving at community festivals, mentoring students, or representing HUB at local events, our employees consistently demonstrate a strong commitment to the community we call home. Their volunteerism reflects HUB's core values and helps ensure that our relationship with the Harriman community remains strong for generations to come.

Safety Summary for 2025

The year 2025 proved to be a challenging one from a safety perspective. After several consecutive years of strong safety performance, we concluded the year with seven OSHA-recordable injuries, three of which resulted in employees being away from work. These results are disappointing and serve as a reminder that safety must remain our highest priority every single day.

Each incident affects not only the employee involved, but also their coworkers, families, and the entire HUB team. Safety is not something that can ever be taken for granted; it requires constant awareness, accountability, and commitment from every one of us.

I am confident in the character and dedication of HUB employees. By learning from these experiences, strengthening our procedures, and continuing to look out for one another, we will further improve our safety performance and build an even stronger safety culture moving forward.

How Can HUB Serve You Better?



HUB's management team is always interested in ways we can serve our community better. Do you have suggestions or ideas for how we can improve our service? You can stay on top of recent developments, current projects, and other HUB activities on Facebook™, or contact us through our website, www.hub-tn.com. You can also visit our primary location at 200 N. Roane Street during our new, expanded business hours of 7:00 a.m. until 5:00 p.m., Monday through Friday.





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