



2018

ANNUAL  
REPORT



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**“When your dreams include service to others - accomplishing something that contributes to others - it also accelerates the accomplishment of that goal. People want to be part of something that contributes and makes a difference.”**

**Jack Canfield**

# Mission, Vision, and Core Values

The Harriman Utility Board (HUB) holds a unique place within our community. Far beyond the “power company”, HUB is relied upon to provide electric, natural gas, drinking water, and sanitary sewer services to residents, businesses, and nonprofits alike. For long-time residents, HUB is a familiar icon bridging the past and present along the most basic of needs. Centrally located downtown, HUB’s main office is one of the most visible commercial entities in Harriman. We are indeed the “HUB of the Community”.

We depend on the many “spokes” that drive the “wheel” of economic and social growth, as they in turn, depend on us. The greatest strength we possess is found in maintaining our close relationships to those we service via our commitment to sustainable and positive development. Therefore, the mission of HUB is: ***To enhance our community through exceptional service.***

Researchers and Site Selection Groups seem to agree that the Southeastern United States is the most competitive region of the country for business investment. One vastly underrated reason why is the availability of well-organized and well-funded power companies. Tennessee has been increasingly successful in receiving new and expanded business/industry investment in recent years. The Tennessee Valley Authority is just one reason why we have a competitive advantage.

By partnering with our local and State economic development agencies and the TVA, we will encourage growth and development in our service area and that which surrounds it. From an availability and reliability of utilities perspective, we will identify and tackle issues which may be deterring business from our area. In addition, we will invest in social improvement. We will grow our presence at public events, schools, and civic groups. We will educate our customers and key stakeholders on the value of public utilities and focus on safety and reliability of our services.

Our mission is what we do every day. Our vision is what we *aspire* to do. That is, ***To inspire social and economic growth through intentional action.***

## Core Values.

- **Remain committed 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.**

We believe in our team and its ability to provide exceptional service. We believe we have systems already in place and have identified opportunities in our new Strategic Plan, to shore up issues that are holding us back, tackle inadequacies, and invest in the future. While our mission is to enhance our community through exceptional service, we hope that this consistent, disciplined focus will inspire others to do likewise. In time, we hope to be a partner that inspires social and economic improvement through superior, intentional action.

More than mere customers, our rate payers are commercial partners, neighbors, friends and even family members. When we go home at the end of the day, the very services we provide are among those we ourselves depend upon for comfort, safety and economy. Therefore, bettering ourselves and by extension our community should be more than a professional obligation, but rather, a personal commitment.

It is one thing to proclaim a vision; however, it is a completely different thing to prove it through our actions. Consistency will be key to achieving buy-in from our employees and key stakeholders and for gaining trust within our community. Our strategies, plans and actions must align with our core values. These principles must be apparent to those whom we interact with and guide the way we make day-to-day decisions.

# Message from the General Manager

## To the Community we serve:

**Welcome! First of all, I want to personally thank you for taking your time to read over this first edition of the Harriman Utility Board (HUB) Annual Report. One year ago, I was sitting before a room full of people interviewing to lead the extraordinary team at HUB. Throughout my interview I focused on trying to deliver my thoughts and ideas as honestly and as passionately as I could in hopes that I would be provided the opportunity to make them a reality for you. I focused on the concept of improving the quality of service we provide through various means and methods. But what I really wanted to showcase to the Board was my desire to improve our relationship with the community we serve.**

**I believe our rate payers are owed updates on what HUB is doing with the revenue it receives, that projects and major changes need to be communicated more clearly, and that we should strive to do a better job of interacting with our customers both in and outside of the office. During my interview, one promise I shared with the Board was that I would produce and publish an Annual Report to be delivered to our customers, community leaders, and key stakeholders in the first quarter of each calendar year. I hope that you will find this content beneficial. And by sharing this information with you, I hope to enhance your trust in HUB.**

2018 was a dynamic year for HUB. We experienced changes in leadership, underwent a major renovation of our future office space, and successfully confronted challenges such as the Spring windstorms, infrastructure replacement projects, rate structure changes by the Tennessee Valley Authority (TVA), and updates to policies and procedures within our organization. However, we've also grown during this period, bringing new members to our team, and transforming into a more community-focused organization. Thanks to the tireless efforts of our employees, we've made major contributions to the community this year, revamping our involvement in Hooray for Harriman to enhance one-on-one conversations, as well as, co-hosting the first city-wide "Trunk or Treat". Leading up to the Christmas holiday, our employees donated gifts for children in need, and we hosted our first ever "Pictures with Santa" Day.

We are actively committed to promoting and supporting local commercial and civic growth. This includes long-range goals as part of our Strategic Plan. Starting in 2019, all decisions we make must be in support of our newly adopted strategic plan. HUB has spent 80 years providing utility services to this community and has weathered through many ups and downs throughout the years. This next era will be defined by how we adapt to changing social and economic trends and new technologies. We hope that you will take the time to review our new Strategic Plan which will be available on our website soon!

Your HUB is becoming more... more efficient, more responsive, and more responsible. Over the next five years, we will be addressing critical infrastructure issues, to include rehabilitation/replacement of parts of our water distribution and wastewater collection systems, as well as continued replacement of aging natural gas lines. Funding for these projects is being pursued through a variety of state and federal programs,

offering the opportunity to improve service and safety while striving to stabilize our rate base. In addition, we are exploring new technology to improve the customer experience. Our new office location, adjacent to the existing HUB building, will include better parking, customer drive-through windows, and an on-site ATM for added convenience. We will also be providing an event space for rental in this building (i.e. community events and meetings, training space, baby/wedding showers, birthday parties, etc.).

Our future plans also include collaborating with our local high schools and Roane State Community College to offer enhanced work study programs to local students. We want to foster a culture at HUB that strives to offer better opportunities for young people who want to stay and work in Harriman, and the surrounding area.

I want each of our customers to know that HUB considers it a privilege to serve our community. Thank you for your continued support, and please do not hesitate to offer comments or suggestions to us at any time.

Sincerely,  
Candace Vannasdale, P.E.  
General Manager



# Company Leaders



## Board of Directors

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

**Edgar “Buddy” Bowers, Chairman (2017-2021)**  
**Diana Knobloch, Vice Chair (2018-2022)**  
**Mike Demyanovich (2016-2020)**  
**Charlie Jones (2015-2019)**  
**Lonnie Wright, Council (2018-2022)**

## Candace Vannasdale General Manager, P.E.

Candace Vannasdale, P.E., has served as the General Manager for Harriman Utility Board 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 and a B.S. in Civil Engineering from Tennessee Technological University. She is also a licensed Professional Engineer in the State of Tennessee.

Candace has completed the Certified Power Executive (CPE) Program through the Tennessee Valley Public Power Association (TVPPA) and the Level I Municipal Management Academy through the Municipal Technical Advisory Service’s (MTAS) Institute for Public Service.

Candace is involved with several professional organizations, covering the electric, natural gas, water and wastewater industries. In addition to TVPPA, she is involved in the East Tennessee Economic Development Association (ETEDA), Tennessee Association of Utility Districts (TAUD), Tennessee Gas Association (TGA), American Public Gas Association (APGA), Natural Gas Distributor’s Association of East Tennessee (NGDAET), American Water Works Association (AWWA), and Water Environment Association (WEA).

Candace is also a certified Grade II Distribution System and Grade II Wastewater Collection System Operator in the State of Tennessee.



**Heath Lewis**  
Manager of Electric

Mr. Lewis graduated from 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.

In this role, he reports to the General Manager, and is responsible for aspects of engineering, design, construction, and operation of the HUB electric system. In addition, he provides overall supervision of scheduling of the work of the Line and Right of Way crews. These functions include coordinating new service and system upgrades, as well as regular maintenance of all substations and associated equipment.

Administratively, Mr. Lewis provides leadership to the Electric Department, ensuring compliance with all policies and regulations, and advising both the General Manager and Board of Directors. He also provides overall supervision of HUB's Warehouse Clerks and Dispatchers.

He has completed TVPPA's Certified Power Executive (CPE) program focusing on strategic and organizational skills critical to management of public utilities. Additionally, he is a certified Power Distribution Engineer via TVPPA.

Mr. Fagan graduated from the University of Tennessee at Knoxville where he earned a Bachelor of Science degree in Accounting in 2005. He subsequently received an MBA from Tennessee Technological University in 2014.

He worked for the Lenoir City Utilities Board (LCUB) before joining HUB in May of 2017 as the Accounting Manager. Mr. Fagan then was promoted to Manager of Finance in May of 2018.

In this role, he reports to the General Manager, and is responsible for advising the Board in financial affairs, preparing analysis of all financial operations, including interim and final statements with supporting schedules used by the Management Team. He also bears responsibility for developing fiscal strategies, developing and ensuring compliance with financial and accounting policy, and representing HUB in its relations with lending institutions and other entities within the financial community.

Mr. Fagan also provides leadership to the Administrative Departments of HUB, overseeing operations related to Human Resources, Accounting, Billing, IT, and Customer Service.

He has also completed TVPPA's Certified Power Executive (CPE) program. In addition to his role at HUB, Mr. Fagan is also the Vice President of the Eastern District Power Accountants Association.



**Dusty Fagan**  
Manager of Finance

Mr. Gibson is a graduate of Harriman High School, and attended Roane State Community College for two years before transferring to the University of Tennessee at Knoxville where he graduated with a Bachelor of Science degree in Business Administration.

He has worked for HUB for twenty-one years, beginning as an Engineering Assistant before promotion to Director of Safety, and in 2018 the Manager of GWS Departments.

In this role, he reports to the General Manager, and is responsible for managing the daily operations and maintenance of the water treatment plant, wastewater treatment plant, natural gas distribution system, water distribution system, and sewer collection system. These duties include scheduling and coordinating the work of the GWS Department, planning new service lines, and submitting specifications and plans to the State. Mr. Gibson is also the administrative leader of the Department, providing direction and supervision towards compliance with all HUB, State, and Federal guidelines.

His additional qualifications include completion of the Certified Safety Coordinator Program through TVPPA, certification as a Construction Health and Safety Technician (Board of Certified Safety Professionals), and completion of TVPPA's Certified Power Executive (CPE) program.



**Jeremy Gibson**  
Manager of Gas, Water & Sewer

# Departments

When the City of Harriman was founded in the 1890s, “modern” Electric and Water works were among the first public structures built. From the early days of the Tennessee Electric Power Company (TEPCO), through the establishment of the TVA, and eventual consolidation of Electric, Gas, Water and Sewer utilities as “Harriman Utility Board” (HUB), providing reliable, safe, and efficient service continues to shape our future. HUB is a local power company (LPC) which buys 100% of its power from TVA.



## Electric

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Consisting of thirty-three personnel, including Linemen, Right-of-Way crews, Material Clerks, Dispatchers, Power Management Specialists, Foremen, a superintendent, and department manager, the Electric Department constitutes the largest division at HUB.

Our field crews are highly trained professionals who complete a rigorous syllabus of trade education, certification, and apprenticeship over the course of their careers. Safety is paramount in planning and executing operations within all HUB departments; however, the Electric Department has unique requirements dictating absolute focus on reducing risks associated with working at height and within close proximity to high-voltage.

During an outage, these crews may be called up to work long hours under extremely demanding circumstances. This requires each member of the Electric Department to possess the qualities of dedication, determination, and commitment to the community they serve.

## Gas

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Natural Gas is a critical part of our community infrastructure, and our employees work tirelessly to ensure the safe and efficient delivery of service to our customers.

Responsibility for natural gas distribution is shared within the Gas, Water & Sewer Department. Eleven employees, including Certified and Non-Certified Utility Workers, Foremen, a Superintendent, and a department manager oversee the system. Just as in the Electric Department, these are highly trained personnel who complete operator certification programs to ensure safety and proficiency.

HUB meets or exceeds the minimum federal safety standards through system maintenance, operations, safety surveys, and replacement programs. In the coming year, HUB plans to complete a multi-phase replacement program to eliminate all cast iron main by replacing with polyethylene pipe that has a longer life and lower maintenance cost.





## Water

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Clean, safe, reliable drinking water is critical to any community. HUB has consistently received excellent reports on water quality. The State of TN requires an operator to have Certification if he/she is in direct charge at a water treatment plant, a wastewater treatment plant, a water distribution system, or a wastewater collection system in a grade equal to or higher than the grade of the treatment plant, distribution system, or collection system he/she operates.

Nearly all of our GWS employees have at least a Certification in distribution and collection systems. HUB employs three (3) full time water treatment operators. The Water Treatment Certification is widely known to be difficult to obtain. Pass rates for the State Exam are typically around 45% for a Grade III Water Treatment Plant like ours. We currently have two (2) Grade 3 Water Treatment Operators and expect to have two more this year!

## Sewer

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The Gas, Water & Sewer Department also maintains the sanitary sewer collection system and wastewater treatment plant (WWTP). Along with the numerous personnel who cross-train to work on these lines, three personnel are employed full-time at the WWTP. As with the Water Treatment Plant, Gas System, and Electric System, these employees are rigorously examined and complete certification programs in their field.

Upgraded in 2003, the WWTP incorporates the latest technologies, including a full laboratory for the analysis of waste water quality. These results are measured against national standards, and governed by the United States Environmental Protection Agency (EPA) and TN Dept of Environment and Conservation (TDEC). The pass rate for a Grade III operator is around 28%. HUB currently has two (2) Grade 3 WWTP operators and expects to have one more this year!



# Our Services

## Facts and Figures.



### Administration

HUB currently employs eighty two (82) full-time, and four (4) part-time personnel across all departments.



### Customer Service

Total Customers of HUB  
Electric- 10,832  
Water- 4,791  
Sewer- 2,233  
Gas- 3,170



### Electric

6 Substations  
~630 miles of power line  
~19,000 poles owned by HUB  
16 Distribution Circuits  
4,311 security/street lights  
\$133.50 avg. Residential electric bill



### Gas

~130 miles of gas piping  
~400 valves  
7 regulator stations  
\$55.03 avg. Residential gas bill



### Water

~200 miles of water main  
12 tanks  
16 pumping stations  
3,200,000 Million Gallon per Day Treatment Capacity  
\$33.46 avg. Residential water bill



### Sewer

~58 miles of gravity line  
~16 miles of force mains  
16 pumping stations  
1,500,000 Million Gallon per Day Treatment Capacity  
\$41.91 avg. Residential sewer bill

## A Commitment to Safety...

HUB is committed to the safety of our customers, employees, and our community at large. In addition to continuous efforts to improve and maintain our utility infrastructure, we employ a full-time Safety Director who oversees safety training, operator certification and community outreach programs.

On October 17th, HUB partnered with the Harriman Fire Department at Bowers Elementary School during Gas & Fire Safety Week. One of the key focus areas of this visit was educating our young students, and by extension, their parents; to recognize the smell of leaking gas, and how to properly respond. HUB personnel handed out "Scratch-and-Sniff" cards and literature containing Gas Safety "Do's and Dont's."

HUB departments continue to report excellent statistics for on-the-job safety with the following consecutive years of No Lost Time Accidents: Right of Way - 3 years; Line Crew - 9 years; Gas, Water, Sewer - 7 years; and Treatment Plants - 5 years.



# Celebrating 80 Years of Service

*At our grand opening for the new office building, we will also be celebrating our 80th Anniversary!*

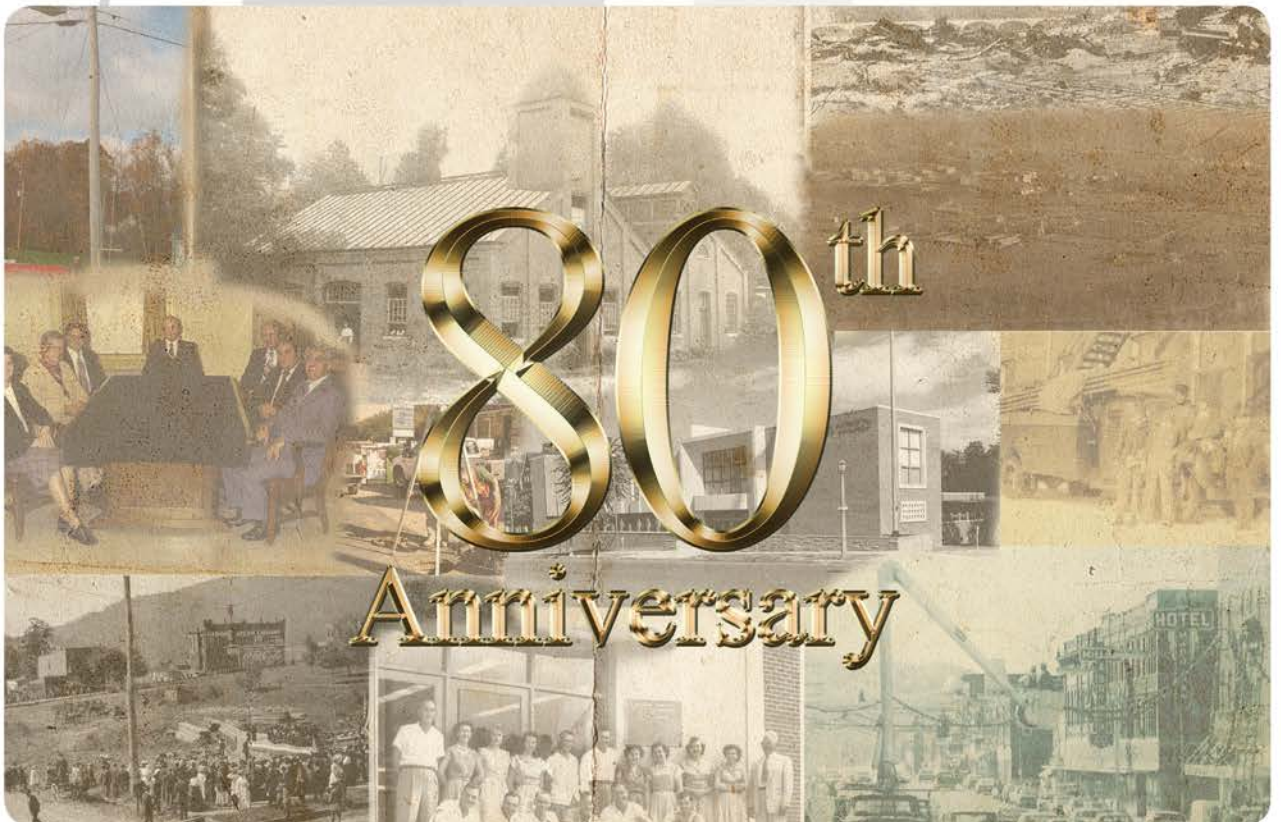
On August 25th, 1939, five local leaders: Dave Christmas, J.T. Wren, L.O. Scott, H.M. Carr Jr., and Albert Taylor were appointed by the Mayor to form a new "Power Board" in Harriman. Immediately thereafter, Dave Christmas was elected the first Chairman of HUB.

Over the next eight decades, through times of plenty, times of hardship; across war and peace, HUB has endured. Along the way, we've expanded from providing electric power to safe natural gas service, to clean water, and modern sanitation. Slide-rules and notepads have been replaced by computers, and state-of-the-art network-based monitoring systems, but our greatest asset remains our dedicated employees.

Our commitment to the community was built on the heroic example of men like Amos Stuehser, a World War I veteran and utility worker who valiantly tried to save lives during the Great Flood of 1929.

Today, HUB's linemen, right of way crews, gas, water and sewer workers, technicians, customer service professionals, and administrative employees bring a wealth of experience and knowledge spanning the public utility industry, the private sector, and our armed forces. Striving to recruit and retain skilled and motivated personnel remains a key element of our strategic planning as we move into the future.

We invite you to bring your family to view the tribute to HUB history that will be showcased in the public lobby space at our new office. This tribute will be a focal point for the new lobby and contain facts and photographs from the City's and HUB's rich history. We will additionally have plaques to commemorate those who have served on our Board of Directors for the past 80 Years!



# New Office Location

## *Growing to Serve.*

As mentioned in the General Manager's opening message, HUB is wrapping up renovations of the former Regions Bank building located at 200 North Roane Street in Harriman, with plans to relocate there this spring. HUB's current headquarters, erected in 1950, has had a long and memorable history; but age, expansion of services, and increased maintenance cost prompted the need for renovation or relocation. The Regions Bank building offered an economically superior solution.



The Board approved the purchase of the building in 2017 and waited several months for the Regions Bank to terminate their lease, simultaneously working with a design firm to develop plans and specifications to renovate the building. In 2018, Stewards Construction Company of Harriman, TN was hired to complete the renovations. Once complete, the new location, just next door to the current HUB building, will offer customers added conveniences such as a larger lobby, drive-through payment windows, Push-button Front Door Actuator, an on-site ATM, and easier access to parking. In addition, plans are in development to offer a large meeting room for event rentals.



The iconic HUB Building has more than exceeded original plans for longevity, and we owe it to our customers and employees to prepare for future needs. The Board is serious about adding value through responsible capital spending. The Regions Bank building offered the perfect solution. The renovated space will feature new interior paint and flooring, updated lighting, additional office and storage spaces, and exterior improvements. HUB will officially open its doors at this new location on May 6, 2019.



✓ **On-site ATM**

✓ **Better Efficiency**

✓ **Improved Customer Parking**

✓ **Drive-thru Lanes**

✓ **Meeting Space for Rent**

✓ **Push-button Front Door Actuator**

# Giving Back to the Community

As part of the community we serve, HUB has a vested interest in the vitality, prosperity, and unity of the place we call home. Most HUB employees live within the community we serve, and have families who attend school and church alongside our customers. We see, as much as anyone else, that the need is often great. As one of the City's largest public employers, we consider it both a responsibility and a privilege to give back.

In February of 2018, HUB participated in the "Souper Bowl" sponsored by the Hands of Mercy of Roane County. During this event, our employees donated 2,500 items, the highest amount in the County! The City's 2018 "Hooray for Harriman" event marked the 30th anniversary of this local tradition, and HUB employees dedicated their time towards making it a memorable occasion. Our Public Relations and Outreach Committee organized a "dunking booth", and provided snacks while our crews also gave kids the opportunity to climb in the bucket of one of our trucks. Also featured was our new "H2O to Go" station where attendees could fill water bottles with cold, clear and clean water direct from HUB's system. Just before Halloween, 2018, the City of Harriman, in conjunction with the Harriman Utility Board and more than forty local businesses and community organizations, hosted the first annual "Harriman Community Trunk or Treat" along Roane Street. Employees of HUB and the Harriman Police and Fire Departments served over 1,500 hot dogs to hungry attendees. In addition, guests were served nachos, funnel cakes, cookies, popcorn and drinks. Dozens of city, HUB, and private employees provided decorated vehicles and tents with candy for Trick or Treaters young and old. The Harriman Fire Department ran a "train" behind their all-terrain rescue unit, and Councilman Tim Johnson provided "kid-friendly" Halloween music all along Roane Street. It is estimated that 3,000 to 5,000 people, many local children included, attended making this one of the largest and most successful events recently held in Harriman.

During the 2018 Christmas season, HUB organized several community outreach programs including an "Angel Tree", to provide gifts for children in need, a collection of items for local teens, and an opportunity for local children to come and meet Santa. During these events, individual HUB employees contributed more than \$500 in cash, donated dozens of gifts, and reached out to nearly two-hundred local children and teenagers. Looking forward to 2019, HUB intends to continue to expand on these efforts. Part of giving back to the community includes promoting the future of our students. As part of our long-term Strategic Plan, HUB is working to include work-study and career development programs towards encouraging and enabling our local youth to thrive and someday lead Harriman well into the next eighty years.



# Key Projects in 2018

HUB is continuously working to improve the efficiency, reliability and safety of our utilities. This effort requires thousands of hours of project planning and engineering, application for state and federal funds, and operational execution. A few of our major projects begun in 2018 and continuing into the new year are summarized as follows:

## 2017 CDBG Water Systems Improvements

In 2017, the City of Harriman applied for and received, on behalf of HUB, a \$525,000 Community Development Block Grant (CDBG) for Water System improvements. Due to lower than expected bid prices, we were able to complete two phases of work. Phase I included 3,750 linear feet of 2" and 6" water main and 2,700 linear feet of service line around Spencer and Perry Drives, as well as Birch and Oak Streets. Phase II included 3,550 linear feet of 2" and 6" water main and 1,940 linear feet of ¾" service line at Howard Avenue and Tarpley Lane, as well as work along Roane Street near Duncan Family Chevrolet. Application for the grant was administered by Community Development LLC of Nashville, TN, and engineering services were provided under contract by CTI Engineering Inc of Knoxville TN. Physical construction for Phase I was awarded to G. Meeks Construction, LLC, and Phase II was awarded to Danson Construction Inc. Both companies were from Sparta, TN.



## High Service Pump Replacement at the Water Plant

In July of 2018, TVA presented an energy incentive grant to HUB for \$34,795! These funds were used toward upgrading pumps and motors at our water plant with new, higher efficiency equipment that is estimated to save HUB over \$30,000 per year! Having been in service for twenty-five years, these pumps had exceeded their planned service life and were desperately in need of replacement.

## Clarifier Rehabilitation Project at the WWTP

In May of 2018, CTI Engineers, Inc. of Knoxville, TN, conducted inspections of our two clarifiers at our Wastewater Treatment Plant. Clarifiers are essentially settling basins and are a critical component of the biological treatment process. Both clarifiers were cited as having experienced loss of concrete, missing and/or peeling coatings on various metal surfaces, and corrosion on various metal surfaces throughout the structures. Coating systems are primarily applied to protect surfaces. HUB routinely undergoes inspections of infrastructure throughout our systems to monitor the condition of our coating systems. Every so many years, major renovation projects are required. In 2018, we tackled the rehabilitation and re-coating of one of our clarifiers at the Wastewater Treatment Plant. In August, a Contract was awarded to Southern Star Construction, LLC, in the amount of \$243,000 to complete the project. The project began in the Fall when we generally expect the lowest rainfall of the year. In the upcoming year, we expect to tackle the second clarifier in the same way.



# Future Plans

A lot of changes have occurred over the past few years and certainly the past several months. The individuals comprising HUB's management team from just four years ago were one-by-one lost through retirements. A new leadership team of well qualified managers has since emerged, taking on the responsibility of new challenges and leading HUB many years into the future. This team of diverse backgrounds is enthusiastic and eager to serve our customers in new and innovative ways.

A major emphasis on technology as a tool to improve the customer experience will define the next decade. We have been listening to feedback from customers and realize that many within our community are facing hardships and are still struggling despite a seemingly improved economy. Our ability to be understanding of the needs and provide flexibility for our customers will be critical to strengthening our relationships with them. Our most exciting project is the Advanced Metering Technology (AMI) design and implementation we hope to achieve within the next five years. This will finally allow HUB to provide pre-paid meters and allow us more flexibility in setting customer due dates.

Harriman and the surrounding area has excellent potential. Our vision is to inspire social and economic growth through intentional action. We will make ourselves open and available to any business or developer who wishes to build in our service area. We will become more aware of the economic process and become better partners for growth in Harriman, Roane and Morgan Counties. We are excited and inspired by the possibilities we are hearing for new development within the City of Harriman and the potential the Interstate exits have for new growth. We hope in the next few years to see residents and businesses moving back into our service area.

For the younger generation, we hope to see graduating students chose to live and work here in our service area. To do our part, we want to offer more training, mentorships, and work-based learning opportunities to students in effort to encourage them and introduce them to careers in the utilities.

Moving forward, HUB envisions better communication and transparency. HUB's management team has dedicated significant time and effort towards developing an ambitious yet realistic five-year Strategic Plan. We envision this as a "Twenty-Mile March" where a consistent course must be maintained, despite the inevitable "ups and downs", to achieve our goals. Our goals have been identified based on the key concepts of Reliability, Risk Management, Fiscal Responsibility, Innovation, and Strengthening Relationships. Each of these goals defines specific actions which will be assigned sponsors to champion them, and milestones by which we can measure our success.

As we move into the third decade of the new millennium, *your* HUB will continue to foster an enhanced community through exceptional service!



*HUB and the City of Harriman Fire Department purchased this large flag which became a focal point for everyone attending Hooray for Harriman!*

If you have questions, concerns, or would like additional information, please do not hesitate to call us at our main office (865) 882-3242. You can also learn more about HUB by visiting our website, [www.hub-tn.com](http://www.hub-tn.com) or following us on Facebook. Feel free to join us the last Monday of each month at 5:30pm for our monthly Board Meetings. The Boardroom is located on the backside of our main office and the meetings are always open to the public.



*The HUB of the Community!*

**H**

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