

WINTER STORM RESPONSE COMMISSION

INTERIM REPORT

14 AUGUST 2026

## **I. BACKGROUND AND PROCESS**

During the night hours of January 24-25, 2026, the greater Nashville area experienced a powerful winter storm. In addition to the typical snow and sleet of such storms, this storm produced substantial accumulations of ice throughout the Nashville region, exceeding 0.5" in many areas. Ice accumulations of this magnitude in Nashville are rare, once a generation events—the last severe ice storms were 32 and 75 years ago (1994 and 1951).

This level of ice accumulation wreaked havoc on Nashville's infrastructure, particularly on the electrical grid. Downed trees and utility poles created widespread damage to NES's power distribution lines. By the afternoon of the 25<sup>th</sup>, about 230,000 NES customers were without power; this is about half of all their customers. The impact on residents was further exacerbated as the storm was followed by more than a week of below-freezing temperatures. The ice and frigid weather forced many residents to seek emergency shelter and created difficult and dangerous conditions for first responders and crews working to clear roads and restore services.

### **Emergency Response**

The magnitude of the storm—its scale, duration, and impact—severely stressed Nashville's emergency response systems. Thankfully, many parts of the response worked well and as they were designed. The dedication and commitment of NES and Metro employees and their contractors in the face of this emergency was a particularly bright spot. But this stress test also illuminated significant shortfalls in both planning and execution of the city's emergency response.

The city agency with by far the largest role in storm recovery was Nashville Electric Service (NES). It was faced with a massive task in restoring electric power in the face of widespread damage to its infrastructure. Unfortunately, failures and missteps in the immediate aftermath of the storm resulted in widespread public criticism of its preparedness and management decisions.

While not as visible to the public, the emergency response and recovery effort also surfaced weaknesses and areas for improvement in Metro government agencies as well. Each of the Metro agencies that were significantly involved in the storm response have conducted after action reviews and a citywide after-action review is underway. The NES board commissioned an independent external review managed by a local law firm; many other agencies and community partners have performed internal reviews that are insightful as well.

### **Creation of the Storm Commission**

Mayor O'Connell determined that it was in Nashville's interest to look beyond these individual agency after-action reports and take a government-wide look at Nashville's preparedness for disasters. He issued Executive Order 58 establishing a Winter Storm Response Commission and appointed nine members to the Commission (see Attachment A). The Commission's charge was to take a broad look at Nashville's disaster preparedness as reflected in its ice storm response and assess its capability to manage future events.

He requested two reports, an interim one within six months and a final one within a year. The Commission determined that its initial report would focus on fact-finding—its observations of the preparedness and response activities of the various agencies involved. Specific recommendations would then be developed in the Commission's second set of meetings to be held this fall and incorporated in the final report.

### **Storm Commission Process**

To support its analysis, the Commission created a master timeline of the activities leading up to the storm and the subsequent responses. After initial organizational meetings, the Commission held 12 hours of public hearings during May and June 2026 which heard testimony from 15 organizations, both within and outside of Metro government. Staff also engaged in over 60 individual interviews with local and state agencies involved in response, partnering organizations, and subject matter experts.

In addition, to support the work of the Commission, staff created a repository of relevant files, including financial statements, planning documents, mutual aid agreements, public communications, and other data. This repository has been a very helpful additional resource to the Commission. Unfortunately, access by Commission members to one key document, OEM's Comprehensive Emergency Management Plan (CEMP), was restricted due to state law. Access has now been worked out through the Mayor's Office and the Metro Legal Department and the Commission will have full access to all relevant documents for its work on the final report.

The Commission's final report will continue to expand the factual information base and will include the Commission's recommendations for actions to be taken to improve Nashville's emergency management capabilities in the future.

The Commission's work was staffed by Kendra Abkowitz and Chloe Coulter from the Mayor's Office and Hannah Zeitlin and Justin Marsh from the Law department, and the Commission is grateful for the excellent support it has received from them.

## II. EXECUTIVE SUMMARY

The overall storm response picture that has emerged is one of strong tactical responses to the ice storm emergency. But, questions about whether Nashville Electric Service (NES) and the Metropolitan Government of Nashville and Davidson County (Metro Nashville) emergency management structures—including planning, staffing, training, coordination structures, information management, unified communications and organizational capacity—are strategically adequate to support modern Nashville during large-scale and prolonged disasters in the years ahead emerged. Strong personal and professional relationships helped to address shortcomings in organization and training this time, but Nashville has grown to the point where more formalized structures have become essential.

### **Nashville Electric Service**

NES had by far the most extensive role in recovery operations and bore the brunt of public criticism of Nashville’s emergency response. The magnitude of the storm event spotlighted shortcomings in several areas of preparedness and decision-making. The most significant shortfalls were in the accuracy, completeness, and appropriateness of public information sharing, outdated technology in key areas of customer and internal support, and vegetation management policies. While there were obvious mistakes at the outset, the Commission felt that the response improved considerably after the first week, and their engagement of independent outside professional expertise is a solid response to their issues.

### **Office of Emergency Management**

OEM performed well under great pressure but also bears much of the responsibility for the over-reliance on personal relationships and the evident weakness in formal standards and procedures. It is however the logical entity to take the leadership role in upgrading and modernizing Nashville’s approach to emergency management. Doing so will require more financial resources, the addition of trained emergency management professionals, and strong support from the Mayor’s Office.

While the Commission plans to present most of its recommendations in its final report, it strongly believes that an external professional review of OEM’s structure, emergency management plans, staffing and resources is urgent and warrants a recommendation in this interim report that Metro begin this process immediately.

### III. PRELIMINARY OBSERVATIONS

The Commission, following its public hearings, staff interviews with participants in the storm response, and document reviews, offers the following initial observations. These will be expanded upon, and recommendations developed to be presented in the final report.

#### **Office of Emergency Management (OEM)**

OEM performed well at a tactical level, supported by its emergency response experience, institutional knowledge and excellent relationships across Metro government and related organizations. But this storm event surfaced clear weaknesses in its preparedness planning and capability to integrate information from individual agencies into a comprehensive common operating picture. The Commission believes that the current state of its preparedness is not up to the best practice standards that Metro will need in the years ahead.

- Emergency preparedness and response work appears to lack consistent, clear, well-understood, and operationalized systems and structures that are not dependent on personal relationships. While Metro and its departments have extensive emergency management plans, the degree to which all staff involved in response are familiar with and actively utilize these plans and structures varies significantly. While good coordination occurred during the storm, it often did not use an incident command structure that lends itself to execution regardless of which individuals may be serving in a response or coordination role at any given time.
- Mass care capabilities, specifically sheltering, were confused at first. OEM needs further evaluation of sheltering doctrine, staffing models, surge capability, shelter infrastructure support, and organizational responsibilities.
- The decision to operate the Emergency Operations Center (EOC) virtually until several days after the storm was considered questionable by multiple Committee members.

The operational responsibility to modernize Metro's emergency management response clearly falls to OEM, the agency designed for that purpose. The Commission recommends, following in the steps of NES's approach, that this is best approached by hiring an outside consultant with extensive experience with emergency response and associated organizations across the country. Specifically, the Commission recommends that a consultant review how to modernize and improve OEM activities with a focus on optimal organization, structure, staff, and resourcing. The Mayor can then use this information to work with the Metro Council to upgrade Metro's emergency response for the years and possible challenges ahead.

The Commission is aware that there was an internal audit review of OEM in 2023, assisted by the accounting firm Ernst & Young. The Commission was only given access to a heavily redacted version of the report. While the internal audit report is no doubt helpful, the Commission believes that review by an external party with extensive operational experience in emergency management is essential.

There is an established accreditation process for emergency management organizations, known as the Emergency Management Accreditation Program (EMAP). Such accreditation provides a structured framework for evaluating emergency management programs, and the requirement to become re-accredited every five years ensures that plans are kept up to date. This accreditation is voluntary, but the accreditation concept is a vital part of ensuring the safety and effectiveness in other important sectors such as hospitals and institutions of higher education. Many cities of comparable size to Nashville have achieved accreditation, such as Austin, Dallas, Denver, and King County (Seattle). In Tennessee, the Tennessee Emergency Management Agency (TEMA) and Williamson County are accredited; Nashville is not. The Commission recommends that achieving EMAP accreditation by OEM be adopted as a goal of the external professional review we recommend.

The Mayor is ultimately the commander-in-chief of our city's response to emergencies, and it is imperative that he or she have an emergency management capability at their disposal that is modern, incorporates best practices, is updated frequently, and has systems in place to provide timely and accurate information for decision-making and communication to the public.

### **Nashville Electric Service (NES)**

NES experienced significant shortfalls in meeting its responsibilities in the immediate aftermath of the storm. Its issues were widely reported at the time, and the management of NES came under strong public and legislative criticism. Some of the shortfalls were doubtless due to the unprecedented severity of the damage to its infrastructure, but others were foreseeable and exposed weaknesses in its disaster planning and communications. The issues NES faced reflected neglect over many years in modifying and upgrading its emergency response planning as Nashville and the NES customer base experienced growth in size and complexity.

To its credit, the NES Board hired through a local law firm an independent evaluator of its disaster response. Their final report is now available and contains a great deal of detailed and technical information on NES's response, where it fell short, and recommendations for changes. The Commission has observed that NES management has taken responsibility for the problems that occurred and has made significant progress in implementing the evaluator's recommendations.

Commission staff and the full Commission in public hearing spent many hours with NES management and technical staff. The problems that NES experienced appeared to the Commission to fall in several areas, the most important of which are:

- NES's emergency response structure lacked clearly defined roles, written procedures, and command structure. It depended too much on employee and institutional knowledge, and that model struggled in the face of an emergency of the scope of the storm. This is the fundamental issue, similar to the issues with OEM, and the root cause of other specific shortcomings in its storm response.
- NES technology was outdated and often failed under the loads created by the storm. Outage reporting channels were unavailable, preventing customers from reporting outages or gaining information about restoration. Estimated times to repair were not available for several days after the storm, hampering the ability of customers to plan alternatives. Inaccurate restoration notices further eroded customers' confidence in the restoration process. In the immediate aftermath of the storm, statements from NES management came across to the public as defensive and insensitive to the challenges that customers were facing.
- NES delayed requesting and acquiring external resources. The independent evaluator stated that the largest wave of outside assistance did not arrive until eight days after the storm event. One contributing factor was that NES did not have the technology to adequately assess its needs or manage the work of external contractors once they arrived.
- NES does not have a history of working closely with other Metro agencies. NES is structured as a semi-independent municipal utility, with its own board and full control over its decision-making processes. This has historically given them an independent mindset that did not prioritize cooperation with other Metro agencies in planning, communications, or training. The semi-autonomous role of NES has served the city well over the years, and the Commission believes that establishing the needed coordinating arrangements can be accomplished without compromising it.

The Commission believes that NES is making significant progress in implementing changes that were recommended by its outside consultants and commends NES for the way in which it has engaged with fixing the shortcomings identified.

## **Metro Agencies**

Metro agencies effectively managed operations within their own departments, leveraging OEM's implementation of Incident Command task forces in multiple circumstances. As Commission members and staff met with representatives of Metro agencies, it became clear that overall they had performed well in meeting their specific responsibilities and did so without any serious injuries. For example:

- NDOT began treating roads well in advance of the storm. When the storm began they quickly started salting and plowing roadways and transitioned to 24-hour operations and 12-hour shifts. In coordination with the Nashville Fire Department (NFD) and NES, they began cutting trees and clearing debris early Sunday morning the 25<sup>th</sup>. Over the following weeks, NDOT and contracted crews collected and disposed of over 2 million cubic yards of material. They also extended access to contracted resources to satellite cities.
- Metro Water Services (MWS) utilized generators to keep pumps running in the face of widespread power outages. They also handled almost 200 water main, service line, and force main breaks. There were a few brief outages in various parts of town, and MWS coordinated with the Tennessee Emergency Management Agency (TEMA) to distribute water to these areas.

As Metro modernizes its emergency response capability, it is clear to the Commission that a significant asset will be the competence and professionalism of the individual agencies of Metro government. Combined with the recommended OEM work to formalize and upgrade its readiness planning, Nashville has the needed elements to create a world-class emergency response capability.

## **Metro and NES employees**

Metro Nashville and NES employees performed extraordinarily well. Throughout the Commission's review, stakeholders consistently emphasized the professionalism and dedication demonstrated by individual employees across Metro government and NES (and State of Tennessee and community partners as well). This is especially significant in that most of these employees and their families were simultaneously experiencing significant personal hardships from the ice storm. The combination of long-standing professional relationships, institutional knowledge, and operational experience allowed the storm response to adapt to changing circumstances and challenges as they arose.

As an example, the sheer numbers of downed powerlines severely impacted Nashville Department of Transportation (NDOT) crews, who could not work to clear roads in the presence of downed powerlines of unknown status. Employees quickly worked out a process where NDOT and the Nashville Fire Department (NFD) were paired with NES-trained personnel with the training and equipment to confirm that downed lines were de-energized and would remain so.

The storm event evolved well beyond traditional winter storm planning assumptions and required continuous adaptation and innovation. As an example, employees of NFD and Metro Nashville Police Department (MNPd) organized a process for locations across the community to their doors to the public as warming locations. To help transport residents to these spaces, they established a hotline whereby residents could request a ride and NFD and/or MNPd employees would pick them up and provide for safe transport. When combined with shelters, this made more than 50 locations available to residents in need of warmth and power.

In this emergency, Metro and NES employees rose to the occasion. Their actions appear to the Commissioners to have been a major factor in protecting the safety and well-being of the citizens of Nashville during this emergency.

### **Community Partners**

Community partners—nongovernmental organizations (NGOs), religious organizations, and volunteers—were an important part of Nashville’s emergency response, but better preparedness planning and coordination would multiply their effectiveness in the future.

Community partners are an essential component of Nashville’s emergency response. Some are major organizations such as Red Cross, United Way, the Community Foundation of Middle Tennessee, and local hospitals. Others include a number of smaller NGOs and religious organizations that serve specific community needs. Much of the coordination of community-based emergency activities is performed by Voluntary Organizations Active in Disaster (VOAD), a Nashville coalition of local businesses and organizations.

Both Commission staff and the Commission itself in public hearings interviewed a number of these organizations, including VOAD. A common theme of these interviews was that the disaster response worked reasonably well, but that their effectiveness could be improved with better communications protocols, a clear delineation of responsibilities, and clarity as to whether and how they could be compensated for extraordinary costs they might incur.

One important aspect of Nashville's emergency preparedness that will depend heavily on community partners is the need to communicate with all Nashvillians, including hard-to-reach groups such as non-English speakers and vulnerable communities. Community partners are essential in meeting this need, serving as translators and trusted messengers. Additionally, many of these hard-to-reach individuals obtain information from media and information outlets that are specific to those populations and community partners are essential in communicating through these channels.

#### IV. TIMELINE

The Committee has constructed a preliminary timeline of events and actions leading up to the storm and in its aftermath. It plans to continue to add to and refine this timeline as it works on its final report. The current timeline is as follows:

| <b>2026 Winter Storm Master Timeline</b>                                                                             |                     |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>NOTE: Only large water line breaks are included. A full list of breaks and repairs is available upon request.</i> |                     |                             |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                      |                     | National Weather Service    |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                      |                     | Nashville Electric Service  |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                      |                     | Metro Nashville Departments |                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                                                      | Date                | Time                        | Activity                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Day +4</b>                                                                                                        | Mon, Jan. 19, 2026  |                             | Office of Emergency Management (OEM) began messaging for community to prepare for winter weather preparedness.                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                      |                     | 1:09 PM                     | National Weather Service (NWS) forecasts "potential for wintry precipitation beginning late Friday and continuing through the weekend. Some accumulations and travel impacts are possible, although it is still too early to predict actual amounts."                                                                                                                                                                                 |
| <b>Day +3</b>                                                                                                        | Tues, Jan. 20, 2026 |                             | OEM started Emergency Services Coordinator (ESC) communications.                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                      |                     |                             | Nashville Electric Service (NES) contacted Davis H. Elliott and MasTec Native Contractors regarding Friday crew availability and out-of-town resources.                                                                                                                                                                                                                                                                               |
|                                                                                                                      |                     | 2:17 PM                     | NWS forecasts "high confidence in a winter storm this weekend...High confidence in very cold temperatures; low to medium confidence in precipitation type and amounts...significant travel impacts are possible...temperatures are expected to stay below freezing through the weekend."                                                                                                                                              |
| <b>Day +2</b>                                                                                                        | Wed, Jan. 21, 2026  | 2:21 AM                     | NWS forecasts "a major winter storm is expected to impact the area Friday and into the weekend. While there still remains uncertainty regarding specific snow and ice totals (especially across the south), forecaster confidence is increasing in significant impacts. Highest probabilities in snow totals over 6 inches favor areas north of I-40. Highest probabilities in sleet and/or freezing rain favor areas south of I-40." |
|                                                                                                                      |                     |                             | Nashville Department of Transportation and Multimodal Infrastructure (NDOT) initiated pre-treatment of primary, secondary, and post-secondary routes with brine.                                                                                                                                                                                                                                                                      |
|                                                                                                                      |                     |                             | NES monitored NWS briefings and posted weather-watch and storm preparedness messaging on social media. Operations leadership directed reservation of additional native contractor resources.                                                                                                                                                                                                                                          |
|                                                                                                                      |                     | 8:00 AM - 1:00 PM           | NES Transmission and Distribution (T&D), Engineering, and Operations teams held mobilization and coordination meetings across cross-functional teams.                                                                                                                                                                                                                                                                                 |
|                                                                                                                      |                     | 12:28 PM                    | NWS forecasts 50% chance for greater than or equal to 6" snow Friday - Sunday and 50% chance for greater than or equal to 0.25" ice Friday - Sunday for Nashville area.                                                                                                                                                                                                                                                               |
|                                                                                                                      |                     | 4:30 PM                     | NES leadership established a weekend communications-monitoring rotation.                                                                                                                                                                                                                                                                                                                                                              |
| <b>Day +1</b>                                                                                                        |                     |                             | Tennessee State of Emergency declared.                                                                                                                                                                                                                                                                                                                                                                                                |

|       |                      |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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|       | Thurs, Jan. 22, 2026 | 1:00 AM  | NWS forecasts 37% chance for greater than or equal to 6" snow Friday - Sunday and 54% chance for greater than or equal to 0.25" ice Friday - Sunday for Nashville area. Notes transitions from snow to freezing rain and sleet mix for southern areas on Saturday morning, mix of freezing rain and sleet across much of the area on Saturday afternoon and evening, freezing rain and sleet mix on Saturday night, wintery mix transitioning to snow Sunday morning.                           |
|       |                      |          | Metro Public Information Officers started coordination.                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|       |                      |          | OEM opened the Virtual Command Center (VCC) for preparations documentation.                                                                                                                                                                                                                                                                                                                                                                                                                     |
|       |                      |          | Metro Water Services (MWS) issued press release urging residential and commercial property owners to prepare plumbing for extreme cold.                                                                                                                                                                                                                                                                                                                                                         |
|       |                      |          | NES System Control group discussed forecast and staffing, reviewed the GIS storm-damage app, and addressed vegetation management needs. Also added operational personnel to the Outage Communications Teams channel and distributed "Winter Storm Expected in Music City" email to customers.                                                                                                                                                                                                   |
|       |                      | 1:29 PM  | NWS forecasts "high confidence in a major winter storm this weekend with significant impacts." 21% chance for greater than or equal to 6" snow Friday - Sunday for Nashville area and 69% chance for greater than or equal to 0.25" ice Friday - Sunday for Nashville area.                                                                                                                                                                                                                     |
|       |                      | 1:47 PM  | NES Operations leadership issued a T&D storm staffing plan covering Friday night through Monday morning.                                                                                                                                                                                                                                                                                                                                                                                        |
| Day 0 | Fri, Jan. 23, 2026   | 1:26 AM  | NWS forecasts "high confidence in major winter storm this weekend across Middle Tennessee with significant impacts." Most likely snow forecast Saturday Morning through Sunday of 3-4" for Nashville and most likely ice forecast Saturday Morning through Sunday of 0.5-0.75" for Nashville. Greatest snowfall amounts are expected over northwestern portions of Middle Tennessee. Greatest accumulations of sleet and/or freezing rain are expected in areas south of I-40 and west of I-65. |
|       |                      | 10:00 AM | Mayor O'Connell highlighted storm preparations undertaken by NES and Metro departments in weekly roundtable remarks. Representatives of NES, MNPd, OEM, and NDOT also engage in roundtable.                                                                                                                                                                                                                                                                                                     |
|       |                      |          | OEM started cold patrols.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|       |                      |          | MWS mobilized portable generators for pumping stations, reservoirs, and certain building components; evaluated sand and de-icing resources and drained heavy equipment containing water.                                                                                                                                                                                                                                                                                                        |
|       |                      |          | Metro Nashville Police Department (MNPd) initiated proactive vehicle recovery operations on controlled access highways and main surface streets.                                                                                                                                                                                                                                                                                                                                                |
|       |                      |          | NES activated pre-storm interactive voice response (IVR) and phone-system messaging, sent a "NES Update: Crews Mobilized and Ready for Incoming Weather" customer email, published a preparedness news story, and conducted media interviews regarding incoming weather and mobilization.                                                                                                                                                                                                       |
|       |                      |          | NES Systems Control and Operations teams finalized storm staffing plans and established storm meeting cadence.                                                                                                                                                                                                                                                                                                                                                                                  |

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| Day 1 |                    | 12:15 PM<br>12:25 PM | NWS forecasts "high confidence in major winter storm this weekend across Middle Tennessee with significant impacts." Most likely snow forecast Saturday Morning through Sunday of 3-4" for Nashville and most likely ice forecast Saturday Morning through Sunday of 0.5" for Nashville. Greatest snowfall amounts are expected over northwestern portions of Middle Tennessee. Greatest accumulations of sleet and/or freezing rain are expected in areas south of I-40 and west of I-65. More detailed briefings note that overall chances for accumulating ice have increased west of the Cumberland Plateau and that the major winter storm will be followed by very cold temperatures resulting prolonged impacts. Briefing also notes that sleet and freezing rain will lessen snow totals but could result in significant and prolonged travel and utility impacts. |
|       |                    | 2:00 PM              | NES senior executives attended a Tennessee Valley Authority (TVA) situational-awareness meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|       |                    | 5:14 PM              | NES circulated a cross-functional readiness summary to Vice President (VP) team at 5:14 pm                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|       |                    |                      | NES circulated OEM/NWS weather briefings and coordinated with Comcast and AT&T. Leadership shared Austin Energy after action report with the communications team.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|       | Sat, Jan. 24, 2026 | Early AM             | Snow started in the early morning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|       |                    | Early AM             | NDOT started salting and plowing and initiated 24/7 operations via 12-hour shifts in early morning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|       |                    | 12:42 AM             | NWS forecasts "high confidence in major winter storm this weekend across Middle Tennessee with significant impacts" Most likely snow forecast Saturday Morning through Sunday of 2-3" for Nashville and most likely ice forecast Saturday Morning through Sunday of 0.5-0.75" for Nashville.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|       |                    |                      | OEM virtually activated the Nashville Emergency Operations Center (EOC).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|       |                    |                      | EOC began twice daily updates on weather, road conditions and closures on social media and Nashville.gov.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|       |                    |                      | MWS implemented emergency staffing plans in certain divisions and issued public communications about residential water valve use in case of any emergency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|       |                    | 12:33 PM<br>1:42 PM  | NWS notes that winter storm is ongoing in Middle Tennessee. "Snow is transitioning to a mix of snow, sleet, and freezing rain this afternoon, along and south of Interstate 40. The transition to a wintry mix will continue to lift northward into this evening, with freezing rain and liquid rain overspreading much of the area. Most likely snow forecast Saturday Morning through Sunday of 2-3" for Nashville and most likely ice forecast Saturday Morning through Sunday of 0.5-0.75" for Nashville. Prolonged impacts with very cold temperatures to stay near or below freezing Monday through Friday. Increasing confidence in area of greatest ice accumulation from Perry and Wayne counties, northeast along I-40 to the Nashville Metro.                                                                                                                   |
|       |                    |                      | NES reviewed forecasts and initiated daily 8 am and 4 pm storm update meetings, began transmitting structured updates to OEM, and confirmed the T&D rotation was in place.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|       |                    | 4:00 PM<br>8:00 PM   | NES conducted pre-storm television interviews from the control room, approved a communications plan for Sunday and beyond, and issued two media statements: one at 4 pm and one at 8 pm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|       |                    |                      | NES reported approximately 50 crews checked in and ready, with 2 outages affecting 4 customers.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|       |                    |                      | WeGo operated at 80% service level, continuing service on major corridors all day. Routes: 3, 4s, 7, 8, 22, 23, 50, 52, 55, 56.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Day 2 |                    | Early AM             | Ice started in early morning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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| Day 3 | Sun, Jan. 25, 2026 | 4:44 AM  | NES reported 271 outages affecting 9,917 customers.                                                                                                                                                                                                                                                           |
|       |                    | 6:00 AM  | NES called in all available engineering personnel for system assessments and all vegetation management resources at 6 am. Began contractor outreach.                                                                                                                                                          |
|       |                    | 6:30 AM  | NES issued its first major post-outage media update.                                                                                                                                                                                                                                                          |
|       |                    |          | Mayor O'Connell declared a Local State of Emergency.                                                                                                                                                                                                                                                          |
|       |                    | 7:30 AM  | NES T&D Operations teams hold crew preparedness check.                                                                                                                                                                                                                                                        |
|       |                    |          | Joelton radio tower went offline early in the morning. Service degraded and then later in the day back online. Three others radio towers operated on generator power.                                                                                                                                         |
|       |                    |          | NDOT and OEM initiated cutting trees and clearing debris in coordination with NES in early morning. Work continued for duration of event.                                                                                                                                                                     |
|       |                    |          | MWS identified multiple pump stations without power and deploys crews to physically inspect stations and verify generator operation. Both water plants transitioned to backup generators early in the morning.                                                                                                |
|       |                    |          | WeGo suspended service from 7:30 am to noon due to lost communications. Ended service at 3 pm. Operated at 24% service level, continuing major corridor service . Routes: 3, 4s, 7, 8, 22, 23, 50, 52, 55, 56.                                                                                                |
|       |                    | 10:01 AM | NES reported 4 transmission lines out, more than 55 distribution circuits locked out, nearly 200,000 customers without power, and 7 broken poles.                                                                                                                                                             |
|       |                    | 1:00 PM  | Fairgrounds shelter opened. Shortly following, Southeast Community Center and Madison Community Center also opened as shelters.                                                                                                                                                                               |
|       |                    |          | Metro Nashville Airport / BNA canceled all flights before 1 pm. John C. Tune closed.                                                                                                                                                                                                                          |
|       |                    | 1:47 PM  | NWS notes that wintry mix ending from west to east this afternoon, flash freeze possible as temperatures plummet. Issues cold weather advisory through Monday evening followed by extreme cold warning Monday night through Tuesday morning. Also notes 15-20 mph wind gusts for afternoon in Nashville area. |
|       |                    | 2:00 PM  | NES reported record peak outage of 231,749 households.                                                                                                                                                                                                                                                        |
|       |                    |          | Fire halls and police stations opened as warming centers. When combined with shelters, more than 50 locations were made available for people to get warm and receive power.                                                                                                                                   |
|       |                    |          | 911 Center experienced very high call volumes.                                                                                                                                                                                                                                                                |
|       |                    | 4:00 PM  | Mayor O'Connell hosted first daily briefing virtually from the EOC to update the community on response efforts and announce the opening of warming locations. OEM, NDOT, NES, MNPd, and DEC participate in press update.                                                                                      |
|       |                    |          | OHS moves overflow shelter to a 24/7 operation for those experiencing homelessness. Mobility Solutions mobilized to drive unhoused residents to shelters.                                                                                                                                                     |
|       |                    |          | OEM issues emergency texts to notify residents about warming centers.                                                                                                                                                                                                                                         |
|       |                    |          | NES participated in the Tennessee Valley Public Power Association's (TVPPA) mutual-aid call. GRIDCO could release 3 crews. Other utility partners reported storm damage. Vegetation Management contacted ABC, Wright Tree Service, and Memphis Light, Gas and Water regarding additional tree crews.          |
|       |                    |          | NES issued repeated outage, safety, and restoration communications.                                                                                                                                                                                                                                           |
|       |                    |          | NDOT contacted contractors including Tetra Tech and Crowder Gulf for debris removal and FEMA management services.                                                                                                                                                                                             |
| Day 3 | Mon, Jan. 26, 2026 | 11:00 AM | Mayor O'Connell held second daily briefing in the EOC and emphasized prioritizing safety and wellbeing and use of warming centers. OEM, NES, NDOT, DEC, and MNPd participate in briefing.                                                                                                                     |

|       |                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------|---------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                     | 11:38 AM  | NWS notes prolonged impacts expected as very cold temperatures continue this week. Freezing fog possible at times this week with highest chance on Wednesday morning. Cold weather advisory through Monday evening transitioning to extreme cold warning Monday night through Tuesday morning. Afternoon wind gusts of 15-20 mph in the afternoon. Prolonged impacts, including hazardous travel and power outages, expected to continue into this week.  |
|       |                     |           | FirstNet reported 30 impacted cell sites down.                                                                                                                                                                                                                                                                                                                                                                                                            |
|       |                     |           | NDOT activated emergency contract support to assist with tree removal.                                                                                                                                                                                                                                                                                                                                                                                    |
|       |                     |           | NES lineworker staffing increased from approx. 200 on Sunday morning to 400 by mid-afternoon Sunday and more than 600 by end of Monday. Additional ABC vegetation crews arrived and began work.                                                                                                                                                                                                                                                           |
|       |                     |           | NES continued outage, media, interview, and field-image communications.                                                                                                                                                                                                                                                                                                                                                                                   |
|       |                     |           | MNPD activated their winter storm incident command. This centralized command structure streamlined resource allocation across multiple bureaus to address the surge in weather related calls for service, extra patrols and weather transports. This structure continued through Feb. 8.                                                                                                                                                                  |
|       |                     | Afternoon | OEM / MNPD launched dedicated transportation line to help residents reach warming centers. Dedicated transportation resources publicized by text. MNPD, Fire, and WeGo employees assisted with transporting residents in need.                                                                                                                                                                                                                            |
|       |                     | Afternoon | Salvation Army opened as additional overflow shelter for people experiencing homelessness.                                                                                                                                                                                                                                                                                                                                                                |
|       |                     |           | MWS notified employees essential for continuity of service and emergency response to be prepared to stay for an extended period. Route Services crews began system-wide inspections to determine operational status of water pump stations and reservoirs and to refuel generators. MWS shared social media posts about closure of certain customer facilities, what to do with your water if your power goes off, and how to report or identify outages. |
|       |                     |           | WeGo operated at 16% service level with limited service on major corridors starting at 9 am and ending at 6:15 pm. (50% of normal Saturday frequencies for routes 3, 7, 22, 23, 50, 52, 55, 56; 100% for Route 8; 100% for Route 4 out to Shelby & 19th.)                                                                                                                                                                                                 |
|       |                     |           | OEM activated Nashville Volunteers Organization Active in Disaster (VOAD).                                                                                                                                                                                                                                                                                                                                                                                |
|       |                     | 1:07 AM   | NWS forecasts single digit temperatures early this morning. Temperatures struggling to climb above freezing this week across much of Middle Tennessee.                                                                                                                                                                                                                                                                                                    |
|       |                     | 11:30 AM  | Mayor O'Connell held daily briefing in the EOC. OEM, NES, NDOT, DEC, MNPD, and MWS participate in briefing.                                                                                                                                                                                                                                                                                                                                               |
|       |                     |           | 12" water main break identified at 6315 Franklin Dr (contractor repaired).                                                                                                                                                                                                                                                                                                                                                                                |
| Day 4 | Tues, Jan. 27, 2026 |           | MWS continued inspections of all water pump stations.                                                                                                                                                                                                                                                                                                                                                                                                     |
|       |                     | 1:00 PM   | KR Harrington returned to NES power.                                                                                                                                                                                                                                                                                                                                                                                                                      |
|       |                     |           | NES continued coordination with partner utilities and contractors regarding additional crew releases and engineering staff augmentation. TVA provided additional engineering support. Lewis Tree Service crews arrived.                                                                                                                                                                                                                                   |
|       |                     |           | NES sent customer guidance regarding damaged weatherheads and meter bases.                                                                                                                                                                                                                                                                                                                                                                                |
|       |                     |           | MNPD started an emergency overtime initiative. This measure improved overnight capacity, allowed targeting of zones experiencing prolonged power outages to mitigate the risk of looting, provided a sustained security presence at the warming shelters and assisted with weather transports. This initiative was in place through Feb. 12.                                                                                                              |
|       |                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|       |                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|       |                      |          |                                                                                                                                                                                                                                                                                   |
|-------|----------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       |                      |          | WeGo operated at 37% service level with limited service on major corridors starting at 9 am and ending at 6:15 pm. (50% of normal Saturday frequencies for routes 3, 7, 22, 23, 50, 52, 55, 56; 100% for Route 8; 100% for Route 4 out to Shelby & 19th.)                         |
| Day 5 | Wed, Jan. 28, 2026   |          | OEM activated United Way and Community Foundation of Middle Tennessee for Emergency Support Function 14 / Donations.                                                                                                                                                              |
|       |                      | 5:42 AM  | NES created the Outage Communications Strike Team.                                                                                                                                                                                                                                |
|       |                      |          | Additional Lewis Tree Service crews begin trimming work to support NES power restoration.                                                                                                                                                                                         |
|       |                      | 12:00 PM | Mayor O'Connell held daily briefing. OEM, NES, NDOT, DEC, MNPd, and MWS participate in briefing.                                                                                                                                                                                  |
|       |                      | 4:00 PM  | NES held an operations meeting on further expanding the contractor workforce.                                                                                                                                                                                                     |
|       |                      |          | NDOT initiated first countywide damage assessment.                                                                                                                                                                                                                                |
|       |                      |          | MWS deployed portable generators to sewer pump stations to prevent potential overflows.                                                                                                                                                                                           |
|       |                      |          | WeGo operated at 100% service level providing regular service with detours. Regional Transportation Authority (RTA) buses did not run due to Anchor facility experiencing power outage.                                                                                           |
| Day 6 | Thurs, Jan. 29, 2026 |          | Nashville EOC transitioned to in-person activities.                                                                                                                                                                                                                               |
|       |                      |          | Mayor O'Connell held daily briefing. OEM and United Way participate.                                                                                                                                                                                                              |
|       |                      |          | Mayor's Office and OEM partnered with United Way of Greater Nashville to launch NashvilleResponds.com and the Winter Storm Recovery Fund to address growing storm-related costs for residents. Residents encouraged to submit unmet needs to NashvilleResponds or by calling 211. |
|       |                      |          | Metro Social Services (MSS) provided outreach to those needing social services in warming shelters and provided 300 boxes of food at The Nashville Fairgrounds.                                                                                                                   |
|       |                      |          | Nashville Convention & Visitors Corp and Greater Nashville Hospitality Association mobilized members to provide discounted hotel lodging for residents.                                                                                                                           |
|       |                      |          | NES issued restoration communications, including a morning restoration message, media statements, a media advisory, social-media updates, and a press conference.                                                                                                                 |
|       |                      |          | NES coordinated with Detroit Edison on restoration-estimation tools.                                                                                                                                                                                                              |
|       |                      |          | NES Engineering and Operations personnel conducted aerial observation using MNPd helicopter and TVA drones.                                                                                                                                                                       |
|       |                      |          | Huntsville Utilities arrived to support power restoration via TVPPA coordination.                                                                                                                                                                                                 |
|       |                      |          | Bellevue Community Center shelter opened.                                                                                                                                                                                                                                         |
|       |                      |          | Power is restored at the final nursing home that had lost power.                                                                                                                                                                                                                  |
|       |                      |          | Generator donation received.                                                                                                                                                                                                                                                      |
|       |                      |          | Tennessee National Guard & TDOT began providing assistance to NDOT.                                                                                                                                                                                                               |
|       |                      |          | 8" water main break identified at 7061 Whites Creek Pk (50 hours to repair).                                                                                                                                                                                                      |
|       |                      |          | MWS initiated emergency shifts for system services. Issued public communications re: managing water when away from your home.                                                                                                                                                     |
|       |                      |          | WeGo resumed operation of RTA buses.                                                                                                                                                                                                                                              |
| Day 7 | Fri, Jan. 30, 2026   |          | Governor Lee requested Major Disaster Declaration.                                                                                                                                                                                                                                |
|       |                      |          | Water reservoirs issues began in Joelton and Union Hill areas.                                                                                                                                                                                                                    |
|       |                      |          | Water distribution began in Joelton.                                                                                                                                                                                                                                              |

|        |                    |         |                                                                                                                                                                      |
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|        |                    |         | MWS met with satellite cities and issued public communication about water line breaks.                                                                               |
|        |                    |         | Mayor O'Connell held daily briefing. OEM, NDOT, Nashville Predators, United Way, and others participate.                                                             |
|        |                    |         | Team Rubicon and partner organizations began ground-level debris and tree-clearing support.                                                                          |
|        |                    |         | NES integrated additional contractor resources, including Bird Electric. NES implemented a plan to add approx. 500 additional lineworkers.                           |
|        |                    |         | NDOT initiated work on MOUs with satellite cities for debris removal and disposal assistance.                                                                        |
|        |                    |         | Generator safety information developed by Nashville Fire Department (NFD) and distributed by OEM.                                                                    |
|        |                    |         | Community partners such as Second Harvest and the Nashville Predators hosted opportunities for residents to get access to food, water, and other resources.          |
|        |                    |         | Generator deliveries to VOAD partners began.                                                                                                                         |
| Day 8  | Sat. Jan. 31, 2026 |         | Tennessee National Guard joined NES response efforts.                                                                                                                |
|        |                    |         | MNPS and community partners hosted event to distribute food, coats, hats, and gloves to families and individuals in the Pearl-Cohn cluster.                          |
|        |                    |         | GEODIS Park opened facility as warming and charging location with free lunch.                                                                                        |
|        |                    |         | Mayor O'Connell held daily briefing. OEM, NDOT, and MWS participate.                                                                                                 |
|        |                    |         | NES Engineering obtained aerial imagery using Tennessee Bureau of Investigation aircraft.                                                                            |
|        |                    |         | NES began estimated restoration by date by zip code updates, a residential service status tracker, and additional restoration messaging.                             |
|        |                    |         | NDOT concluded its first countywide damage assessment.                                                                                                               |
|        |                    |         | MWS continued monitoring pump stations and identifying water line breaks and issued public communications about water distribution and water main repair.            |
|        |                    |         | Bottled water distribution occurred for Union Hill, Joelton, and Whites Creek areas at Joelton Middle School.                                                        |
|        |                    |         |                                                                                                                                                                      |
| Day 9  | Sun, Feb. 1, 2026  |         | Hands on Nashville fully activated.                                                                                                                                  |
|        |                    |         | Bottled water distribution occurred for Union Hill, Joelton, and Whites Creek areas at Joelton Middle School and Old Center Elementary School.                       |
|        |                    |         | MWS continued monitoring pump stations and identifying water line breaks and issued public communications about water distribution and water main repair.            |
|        |                    |         | NES issued restoration progress advisories, FAQs, customer support messaging, and field restoration updates.                                                         |
|        |                    |         | Team Rubicon support expanded.                                                                                                                                       |
|        |                    |         | OEM shared "Power Restoration Process" information from Metro Codes.                                                                                                 |
|        |                    |         | Local State of Emergency was extended to 2/8.                                                                                                                        |
| Day 10 | Mon, Feb. 2, 2026  |         | Mayor O'Connell held storm update briefing. Issued Executive Order 58 to review preparations and response to this event. MNPS, OEM, MWS, and United Way participate. |
|        |                    | 7:15 AM | NES held Storm Safety Review.                                                                                                                                        |
|        |                    |         | MWS met with satellite cities and issued public communication about dripping faucets, burst pipes, and continued water distribution.                                 |

|        |                     |         |                                                                                                                                                                                                                                                                                                      |
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| Day 11 | Tues, Feb. 3, 2026  |         | Bottled water distribution occurred for Union Hill, Joelton, and Whites Creek areas at Joelton Middle School.                                                                                                                                                                                        |
|        |                     |         | NDOT and Metro Nashville Public Schools (MNPS) coordinated to ensure bus routes were clear.                                                                                                                                                                                                          |
|        |                     |         | Fairgrounds shelter closed.                                                                                                                                                                                                                                                                          |
|        |                     |         | Mayor O'Connell hosted daily briefing. OEM, MWS, Waste Services, NDOT, United Way, and Legal Aid Society of Middle Tennessee participate.                                                                                                                                                            |
|        |                     |         | NES requested resources from TEMA. TEMA offered Tennessee National Guard Support.                                                                                                                                                                                                                    |
|        |                     |         | NES continued discussions on workforce sustainment, public expectations, and transition to recovery.                                                                                                                                                                                                 |
|        |                     |         | Bottled water distribution in Joelton ended.                                                                                                                                                                                                                                                         |
|        |                     |         | Water reservoirs issues resolved in Joelton and Union Hill areas.                                                                                                                                                                                                                                    |
|        |                     |         | MWS continues monitoring pump stations and identifying water line breaks and issued public communications about water distribution and water main repair.                                                                                                                                            |
|        |                     |         | Debris removal and disposal assistance agreements finalized with satellite cities.                                                                                                                                                                                                                   |
|        |                     |         | MNPS resumed.                                                                                                                                                                                                                                                                                        |
| Day 12 | Wed, Feb. 4, 2026   |         | Hands on Nashville held first canvassing event.                                                                                                                                                                                                                                                      |
|        |                     |         | Mayor O'Connell hosted daily briefing. NDOT, United Way and Hands on Nashville participate. Infusion of funds to Emergency Winter Housing Assistance Program announced.                                                                                                                              |
|        |                     |         | 12" water main break identified at 4226 Central Pk (27 hours to repair)                                                                                                                                                                                                                              |
|        |                     |         | 12" water main break identified at 715 Woodland St (42 hours to repair)                                                                                                                                                                                                                              |
|        |                     |         | NES total response workforce reached 3,318 with lineworker numbers peaking at 1,920.                                                                                                                                                                                                                 |
| Day 13 | Thurs, Feb. 5, 2026 |         | NDOT initiated second countywide damage assessment.                                                                                                                                                                                                                                                  |
|        |                     |         | Southeast Community Center Shelter closed.                                                                                                                                                                                                                                                           |
| Day 14 | Fri, Feb. 6, 2026   |         | Madison Community Center Shelter closed.                                                                                                                                                                                                                                                             |
|        |                     |         | 12" water main break identified at 5736 Cane Ridge Rd (6 hours to repair)                                                                                                                                                                                                                            |
|        |                     |         | Mayor O'Connell provided storm update during weekly roundtable. Announces Restore Nashville and focus on expansion of Emergency Winter Housing Assistance Program through reallocation of ARPA funds, legislation to provide credits on water bills, and opening of two Disaster Assistance Centers. |
|        |                     |         | NDOT concluded second countywide damage assessment.                                                                                                                                                                                                                                                  |
|        |                     |         | NES issued wind advisory, restoration-progress updates, and generator-related customer communications.                                                                                                                                                                                               |
|        |                     | 8:00 PM | Every NES customer who lost power due to 2026 winter storm and was able to receive power had service restored.                                                                                                                                                                                       |
|        |                     |         | All pumping stations resumed operations on normal power and communications restored across the system.                                                                                                                                                                                               |
|        |                     |         | FEMA holds first Public Assistance meeting.                                                                                                                                                                                                                                                          |
| Day 15 | Sat, Feb. 7, 2026   |         | NES held press conference and issued closeout communications.                                                                                                                                                                                                                                        |
| Day 16 | Sun, Feb. 8, 2026   |         | All water pump stations, sewer pump stations, and reservoir sites fully restored with normal power and SCADA communications.                                                                                                                                                                         |
| Day 17 |                     |         | Bellevue Community Center Shelter closed.                                                                                                                                                                                                                                                            |

|               |                     |  |                                                                                                                              |
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|               | Mon, Feb. 9, 2026   |  | MNPD and Park Police collaborated to provide a sustained security presence at designated disaster assistance centers (DACs). |
| <b>Day 18</b> | Tue, Feb. 10, 2026  |  | DACs opened at Smith Springs Regional Community Center and Hadley Park Community Center.                                     |
| <b>Day 19</b> | Wed, Feb. 11, 2026  |  | OEM completed verification assessments from TEMA's self-reporting system                                                     |
|               |                     |  | 12" water main break identified at 648 Grassmere Park (contractor repaired)                                                  |
| <b>Day 20</b> | Thur, Feb. 12, 2026 |  |                                                                                                                              |
| <b>Day 21</b> | Fri, Feb. 13, 2026  |  | OEM/TEMA/FEMA joint damage assessments are completed.                                                                        |
| <b>Day 22</b> | Sat, Feb. 14, 2026  |  |                                                                                                                              |
| <b>Day 23</b> | Sun, Feb. 15, 2026  |  |                                                                                                                              |
| <b>Day 24</b> | Mon, Feb. 16, 2026  |  |                                                                                                                              |
| <b>Day 25</b> | Tue, Feb. 17, 2026  |  |                                                                                                                              |
| <b>Day 26</b> | Wed, Feb. 18, 2026  |  | OEM started After Action Reviews.                                                                                            |
| <b>Day 27</b> | Thur, Feb. 19, 2026 |  |                                                                                                                              |
| <b>Day 28</b> | Fri, Feb. 20, 2026  |  |                                                                                                                              |
| <b>Day 29</b> | Sat, Feb. 21, 2026  |  | Disaster Assistance Centers closed.                                                                                          |

**ATTACHMENT A**

**List of Nashville Storm Commission Members**

|                           |                                                                                                                          |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Philip Bredesen, Chairman | Former Mayor of Nashville (1991-99) and Former Governor of Tennessee (2003-2011)                                         |
| Cassandra Easley          | Owner and Founder, Easley Media and Communications                                                                       |
| Darrell Gillespie         | General Manager, Dickson Electric                                                                                        |
| Beth Harwell              | Former Tennessee Speaker of the House and Former Member of the Tennessee Valley Authority (TVA) Board                    |
| Angie E. Henderson        | Vice Mayor and President, Metro Council, Metropolitan Government of Nashville and Davidson County                        |
| Timothy Hughes            | President, NAACP Nashville                                                                                               |
| Ethan Link                | LiUNA Local 386 Business Manager                                                                                         |
| Delishia Porterfield      | Councilwoman-At-Large and President Pro Tempore, Metro Council, Metropolitan Government of Nashville and Davidson County |
| Johnny Vanderpool         | Vanderbilt University, Senior Director of Emergency Management                                                           |