



The Roane County Industrial Development Board focuses on the development, recruitment, and retention of business and industry through local, regional, and state partnerships; education and workforce development; and marketing Roane County's quality of life. Plans are re-evaluated throughout the year and may change if new initiatives or issues arise.

FY24 PROGRAM OF WORK

July 1, 2023 – June 30, 2024

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Industrial Development, Recruiting & Retention:

Recruiting industry is a priority of the RCIDB, which receives around 70 'Requests for Information' (RFI's) annually and submits around 40% of those based on requested criteria. Marketing the industrial parks, individual properties and Roane's quality of life is important in increasing leads and prospect activity. Building relationships with local, regional, and state economic development agencies is also important for a successful recruiting program.

- **Lead Response & RFI Submissions:** RFIs can come from TVA, TNECD, other economic development agencies, site consultants and even actual business owners; with usually a short turnaround for the requested information. RFI's typically require research and the need for communication with area experts, with each request and application being unique. For many of the RFI's received, Roane County does not qualify for but for those that we do, we provide a comprehensive submission by the deadline.
- **Expansions & Pending Sales:** A number of industries are expanding or building in RRBTP or RCIP and may require help or services and it is the RCIDB's goal to ensure these projects are successful. In addition, there are new tourism industries/businesses to work with as needed: Rockwood Campground & Marina, Flatrock USA Motorsports Park in Plateau Partnership Park, and Rockwood Airport. Projects to be Completed:
 - Project XYZ- Purchase of 260ksf building at Jones Road Site and purchase two additional large tracts of land in RRBTP
 - Project XYZ- Road / Utility extension projects in RRBTP: Sam Rayburn Cul De Sac & Hamilton Industrial Way
 - Expansion Project for Daycab Company / Rockwood Electric Company in RCIP
 - Close land sales in RRBTP on Buttermilk to Pawnook Farm Road Sites: Project McWhorter & Project Barger
 - TPA Group: Purchase of ~70 acres on Pawnook Farm Road Site in RRBTP for Phase 2 & 3 development of two 260ksf spec buildings
 - Project American Greenfuels in RCIP: Bond allocation in pursuit to get the plant running at full capacity
 - Project Roane Meats- Establish a meat processing facility in RCIP, Cardiff Valley Road Cul De Sac Site.
 - Further investigation to know future development opportunities of Old Roane Alloys just outside of RCIP in Rockwood
- **Spec Buildings/Recruitment:** Continue working with developers to build spec buildings in order to meet top criteria of new and expanding industry, as seen in the majority of RFIs received.
- **Create a Growth Plan:** Work with TVA and the County (Gaining Alignment Regional Meetings) to create a 5- to 10-year growth plan and vision for existing and future industrial parks. Review the needs of existing industrial parks and sites and also determine future needs for new industrial park sites, using identified target markets as a tool to determine the location and sites needed for future growth.
- **Industrial Park Maintenance/Additions:** Identify and prioritize industrial park updates and needs for the overall park(s) as well as individual site development to ensure steady stream of available and marketable industrial properties. Identify and submit these needs to potential grants as they become available. In addition, look for opportunities to sell un-used or undevelopable property located in the industrial parks. Specifically, this year we are looking at working on the following:

- **NEW – Street Lights in RRBTP:** in order to expand the park and to bring in additional industry, street lights need to be installed in several locations where they do not exist. There are currently 17 street lights needed. This project is currently in construction and is expected to be completed July 2023
- **NEW – PILOT Reauthorization by the end of the year**

Business & Industry Retention:

The IDB and the Chamber work to ensure existing industry and businesses remain successful and have the tools and information they need to grow our local economy. Working together can increase the success of those efforts.

- **Building & Maintaining Relationships:** Regular industry visits and communications are important to maintaining relationships with local industry and businesses. It is important to get out in front of any issues that we can help with, as well as connecting the industries with local, regional, and state economic development agencies who may provide assistance.
- **Provide a Forum:** Forums and regular meetings are a good way to build relationships among the utilities, plant managers and human resource/personnel managers to create an environment to discuss needs and concerns. These types of events will continue to be scheduled regularly or as needed.
- **Partnerships, Programs & Associations:** Working closely with TVA, TNECD, ETEDA, ETDD and other local, regional or state economic development agencies is critical to the success of a recruiting program. Keeping up with available grants, new initiatives and issues of concern are important. In addition, training and participation are also important in learning new techniques and ways to develop and grow the recruiting program.
- **Education & Workforce Initiatives/Programs:** Workforce initiatives have become a necessary focus for the RCIDB and the entire Alliance team to ensure existing businesses and industry have the skilled workforce they need, which is also necessary for recruiting new industry. Educational opportunities is also a focus of the Roane Chamber, specifically.
 - **CTE & Workforce Development:** Continue to work with Roane County Schools, Roane State Community College and Tennessee College of Applied Technology to support CTE programs, K-12 STEM education, and career awareness. Working with local industry to determine their needs to meet skills demands of employers and working with post & secondary educators to meet those gaps, will be critical in moving recruiting forward.
 - **Roane County Schools Virtual Career Website:** Continue helping/updating this new virtual site by encouraging and promoting to local and regional organizations. This will help ensure it remains a valuable resource for students year-round. This site, created by Roane County Schools in April 2021, is an alternative career learning resource in answer of the pandemic restrictions, providing career information 24/7 to students: <https://sites.google.com/roaneschools.com/rcscareers/home>.
 - **The Tennessee Career Awareness and Preparation System (TN-CAPS):** Continue to work with local businesses for participation in the State Chamber's TN-CAPS, a web-based program to connect local businesses with local schools and provide grades K-12 with career-in-classroom resources such as student-ready lesson plans, career resources and academic curriculum through group activities.
 - **Professional Development Training (PDT)** opportunities planned and scheduled for businesses, employees, students, etc., giving priority to Chamber members and providing non-dues revenue. In-person PDT opportunities will continue to be offered, with an additional emphasis on scheduling online PDT regularly as well, looking for timely and new workshop subject matter. Virtual training opportunities are also available on the Roane Alliance website at roanealliance.org/PDT.

Marketing Roane County's Assets & Quality of Life:

Industrial and business prospects can come from anywhere, and currently, business owners have been Roane County's most productive leads for recruiting industry and business to our industrial parks. Advertising to key markets such as California, Illinois, Ohio, etc. has proven to generate increased traffic to RoaneECD.com.

- A. **Ongoing Campaign: Move Where it Matters:** Continue to target new established industries and businesses through new branded materials and advertising that promote Roane County's strengths and opportunities to those target industries, identified during a strategic planning session with City leaders and key stakeholders.
- B. **Consider Creating a "Red Carpet Committee"** of local industrial managers who can be available and ready to help us tell our story during prospect visits.
- C. **Telling Roane's RCIDB Story:** Growth is happening in Roane County, so writing and sharing content about what is happening is important to not only potential new businesses but also to our County leaders and stakeholders. Telling those stories on social media and in reports has become a focus of the Alliance team and will continue to be, but will also include in-person reports to City Counsels, County Commission, and other organizations on a regular and as-needed basis.

Retail Recruiting:

The *Move Where it Matters* campaign will also work to recruit retail that fits in with our assets: recreation, tourism, specialty, etc. Roane Alliance will work with the cities and county to determine existing and new commercial property to promote to these targets. Being successful in retail recruiting is dependent on the number of households, population, traffic, etc. which is readily available to retail prospects. The Roane Alliance will work to be a primary resource that can bring together local key stakeholders, just as we do in industrial recruiting when working with TVA, TNECD, Oak Ridge, etc. We will focus on promoting high-traffic areas like Midtown and Gallaher Road exits and providing information about the available land or property within high-traffic areas as well as focusing on niche retailers like microbreweries and recreation-focused retailers.

Education Matters Funding/Administration: find grant sources and funding that can be spent specifically to continue to administer educational and workforce programs so they continue to be successful for Roane County's students and future workforce. These include programs like TN Scholars, TN Promise, Educators in the Workplace (EITW), TN-CAPS; and local initiatives like the virtual career website and the High School and Middle School Career Days.

- **NEW - Complete Succession Plan for Allen Lutz' Retirement in FY24 (October 202**

