The year 2014 was a year of great transition and change in so many ways at the Roane Alliance. The most obvious transition was the change in leadership in March. Leslie Henderson had built the Roane Alliance into an organization that was strong and well prepared for the coming opportunities and challenges. We now find ourselves in the midst of addressing many of those opportunities and challenges.

It is a new day - our world is changing at an exponentially faster pace than any other time in history. Staying in position to capitalize on opportunities is a constant effort. As you will see listed in the pages of this report, we have made many structural, procedural, and organizational changes in our approach in an effort to get and stay ahead of the wave of opportunity that is headed our way.

The changes that have been implemented and planned have all been made for one overarching purpose: to make Roane County more united and effective in raising the quality of life for all who live, work, and visit here. I can say with confidence that our plans and initiatives have been made with great care, diligence and foresight. I invite you to look into the details of the next few pages to see what the Roane Alliance did to help make Roane County, TN truly one of the best places on Earth.

One thing is for certain and will not change. The more the people of Roane County and the surrounding area do together, the more effective we will be. Read more to learn how we have worked to make us “Better Together.”

Wade Creswell
President/CEO
The Roane Alliance
THE ROANE ALLIANCE saw many changes in 2014, both within the organization itself and also throughout the county. Many of those we hope will create an opportunity to come together. The Roane Alliance’s goal is to increase the prosperity of Roane County and all its citizens - we hope citizens, organizations, businesses, municipalities, and the entire county will work with us to accomplish that goal. We are better together!

MARKETING EFFORTS SHOWING RESULTS

Website Pages Viewed: 109,858
Website Visitors: 60,590
Requests for Info: 10,803
Social Media Fans: 5,311

The majority of our marketing efforts direct traffic to one of the three Alliance websites, or the numerous social media sites we manage - this is inbound marketing. Every website and media page needs to be relative, informative, and fresh, requiring continuous updating and posting.

70% of our total website traffic in 2014 were new visitors, indicating our marketing efforts were effective. We also had more requests for information than ever before and our fan base grew by nearly 200%.

FOR THE FIRST TIME EVER THE GALA WAS HELD IN ROANE COUNTY, thanks to our host Volkswagen Group of America. The event would not have been the success it was without them, our wonderful volunteers, and the Gala Committee: Sharon Templeton, Eric Barger, Sasha Benjamin, Lynn Farnham, Stephanie Ferguson, Glenda Johnson, and Veronica O’Hearn.

A mission of the Roane Alliance is to make Roane County the cleanest county in Tennessee. Important and effective sustainable efforts were already being done and through the Green Team those efforts will be built on to reach that goal. Here are some of the accomplishments from the Green Team in 2014:

• Nobody Likes a Litterbug, an anti-littering PSA airing locally produced by Matt Waters and RSCC students;
• County-wide clean-up day held April 26 bringing in: 250 tires, 20 tons of garbage in Rockwood alone, and 6 large containers filled to capacity in Harriman; and
• Strategic planning meeting held to define not only the objectives of the Green Team but also determine how to get to our ultimate goal of being the cleanest county.

Roane County has been a Three Star community for more than 25 years. Participating counties, including the cities, are eligible for savings through Fast Track and the Community Block Development Grant (CDBG) - of which Oliver Springs received a savings of $25,000 in 2014. In addition, our cities are eligible to participate in the Tennessee Downtowns program.

A mission of the Roane Alliance is to make Roane County the cleanest county in Tennessee. Important and effective sustainable efforts were already being done and through the Green Team those efforts will be built on to reach that goal. Here are some of the accomplishments from the Green Team in 2014:

• Nobody Likes a Litterbug, an anti-littering PSA airing locally produced by Matt Waters and RSCC students;
• County-wide clean-up day held April 26 bringing in: 250 tires, 20 tons of garbage in Rockwood alone, and 6 large containers filled to capacity in Harriman; and
• Strategic planning meeting held to define not only the objectives of the Green Team but also determine how to get to our ultimate goal of being the cleanest county.

ALLIANCE GALA - A HOMETOWN SUCCESS

For the first time ever the Gala was held in Roane County, thanks to our host Volkswagen Group of America. The event would not have been the success it was without them, our wonderful volunteers, and the Gala Committee: Sharon Templeton, Eric Barger, Sasha Benjamin, Lynn Farnham, Stephanie Ferguson, Glenda Johnson, and Veronica O’Hearn.

ROANE COUNTY IS 3-STAR

Roane County has been a Three Star community for more than 25 years. Participating counties, including the cities, are eligible for savings through Fast Track and the Community Block Development Grant (CDBG) - of which Oliver Springs received a savings of $25,000 in 2014. In addition, our cities are eligible to participate in the Tennessee Downtowns program.

MAKING ROANE CLEANEST COUNTY IN STATE

42,413 1ST-TIME WEBSITE VISITORS

The Roane Alliance is to make Roane County the cleanest county in Tennessee. Important and effective sustainable efforts were already being done and through the Green Team those efforts will be built on to reach that goal. Here are some of the accomplishments from the Green Team in 2014:

• Nobody Likes a Litterbug, an anti-littering PSA airing locally produced by Matt Waters and RSCC students;
• County-wide clean-up day held April 26 bringing in: 250 tires, 20 tons of garbage in Rockwood alone, and 6 large containers filled to capacity in Harriman; and
• Strategic planning meeting held to define not only the objectives of the Green Team but also determine how to get to our ultimate goal of being the cleanest county.
Three sites in Roane County were certified by the State in 2013, making them more competitive. The State’s website, www.TNECD.org, features all three, with the Jones Road site being chosen as the featured site on the State’s main page. Visit www.RoaneAlliance.org/CertifiedSites for links to each of the sites.

NEW RETAIL, INDUSTRIES & EXPANSIONS

The Alliance website is an important marketing piece for Roane County’s economic development efforts. Websites typically provide the first impression to those searching for a site. And why the Alliance spends so much time keeping industrial sites up to date.

The economic development pages had 35% of the visitors on the Alliance site - 7,942, with 1,820 of those visiting the webpages listing the county’s available properties.

The Industrial Development Board saw signs of improvement in 2014, with more prospect activity than in many years, job growth, and increased opportunities to market existing industrial sites. Retail activity was also on the rise with three new retail businesses at Harriman’s Midtown exit, Kingston approved and looks forward to a new retail center, while Rockwood saw the highest industrial jobs growth from new and expanding industries.

In 2014 Roane County ended with more jobs than when it began. Good news compared to 2013’s jobs loss.

The Industrial Development Board saw signs of improvement in 2014, with more prospect activity than in many years, job growth, and increased opportunities to market existing industrial sites. Retail activity was also on the rise with three new retail businesses at Harriman’s Midtown exit, Kingston approved and looks forward to a new retail center, while Rockwood saw the highest industrial jobs growth from new and expanding industries.

In 2014 jobs numbers for Roane’s industrial sector looked good with a net increase of 219 jobs.

Many industries surveyed reported no loss of employees and remained the same as 2013.

In 2014 the Alliance received more than double the number of RFIs compared to 2013, with an average capital investment of $100M more and 280 jobs each.
THE EDUCATION MATTERS! program continued its momentum, not only preparing more students than ever for college but also helping to prepare them as Roane County’s future workforce. Roane County students are achieving more and becoming more prepared with the fundamentals for success through the numerous programs administered by EM!

ROANE COUNTY STUDENTS - MORE SCHOLARS THAN EVER!

<table>
<thead>
<tr>
<th>Year</th>
<th>Tennessee Scholars</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>129</td>
</tr>
<tr>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>2009</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
</tr>
</tbody>
</table>

= 10 GRADUATES

The Tennessee Scholars program focuses on the fundamentals and the skills needed to be successful in the workplace. In 2014, a record number of 129 Tennessee Scholars graduated from the five Roane County schools.

Beginning in 2012, rewards were given 9th, 10th and 11th grade students who are staying “on track” to graduate as a scholar. Providing more incentive for students to strive to meet the Tennessee Scholar Graduation requirements throughout high school has resulted in classes 2014 through 2017 setting records and beating all previous classes for the number “on track” to graduate as a Tennessee Scholar. The Class of 2015 will be the first class rewarded all four years and is on track to graduate even more scholars, as well as in 2016. In 2017, who knows how many juniors will receive rewards.

MENTORS HELP STUDENTS SUCCEED

A critical component of tnAchieves and the state’s recently implemented Tennessee Promise is unique with each student receiving a mentor who provides guidance and assistance as the student enters college, increasing the probability of success.

Roane Achieves is a program through Education Matters! that recruits mentors for Roane County’s students. During the three years of this program, EM! has successfully recruited mentors for the hundreds of students enrolled in this scholarship program, surpassing every mentor recruiting goal assigned by tnAchieves. In fact, for the 2013-14 school year, Roane Achieves was one of only two counties to achieve its assigned goal and in the 2014-15 school year, Roane Achieves has again exceeded its goal through Tennessee Promise.

Also, according to Roane County counselors, 100% of graduating seniors have applied for the Tennessee Promise scholarship - approximately 450 students.

WORKFORCE COUNCIL FORMED

The Workforce Development Council (WDC) was formed in 2014 with the goal of enhancing relationships among Roane County educational institutions and industries to better prepare our future workforce for success.

Through this relationship, enhancements in K-12 curriculum and post-secondary schools can occur. In addition, more and better-aligned work-based learning opportunities for the Career and Technical Education (CTE) programs can occur through internships, apprenticeships, and cooperative education (co-op). These experiences give students a “foot in the door” with Roane County businesses.

Students have already gained co-ops from the first Counselors in the Manufacturing Workplace visits that took place in October to C.R. Barger and Sons, Dienamic Tooling Systems, and Proton Power.

DEGREES = $$$$ [+1M]

Individuals with two years of college (an Associate’s Degree) on average earn $423,000 more in their lifetime than an individual with only a high school degree. Individuals with a Bachelor’s Degree earn, on average, almost $1,000,000 more.
THE CHAMBER OF COMMERCE realized some of the biggest changes for 2014 - increased focus on members with two full-time employees; a new tiered-dues structure; and implementation of a new member management program. The year ended with a renewed momentum, plus more new members, more events, and a plan for even more in 2015.

NEW MEMBERS

Since June Chamber members have not only increased, but the monthly new member average has doubled, with thirteen new members in September alone.

Chamber revenue increased nearly 6% from new and returning members compared to 2013.

MORE CHAMBER EVENTS THAN EVER!

Events returned and new ones added
- After Hours, Welcome Wagon
...and coming in 2015 - Cash Mob! These events provide networking opportunities for local businesses which is extremely important in developing relationships with customers and other vendors.

69  73
2013  2014 EVENTS

CHAMBER X 2

Now with two full-time employees, more attention can be provided to members - including adding more member benefits through additional products and programs.

Paulette Ray is the Director of Chamber Operations, returning to the Alliance from 2009 when she was the Chamber Membership Coordinator. Lindsey Stevens is the Chamber Member Services Coordinator. Together they are working hard to provide value to members and resources to help them grow.

In August, the Chamber began using ChamberMaster, a member management software designed to manage day-to-day operations, providing an easier way to:
- track and summarize member data;
- create and distribute invoices;
- log calls with members and make notes;
- notify members of referrals;
- user-friendly event calendar;
- online membership directory; and
- up-to-minute printable directory.

73 Events
THE VISITORS BUREAU made changes in 2014 after completing a destination assessment, resulting in a marketing strategy that focuses on bringing in more events that put heads in beds - fishing tournaments and athletic events, specifically. Retiree recruitment also became a bigger focus, while other efforts continued, especially promoting Roane County as the home of Watts Bar Lake.

ROANE - HAS WHAT RETIREES ARE LOOKING FOR
Roane County is one of only 16 counties in the state’s Retire Tennessee program, promoting the state - and specifically the selected counties - to pre-qualified affluent retirees who are actively planning for retirement, through magazine ads and attendance at five Ideal Living retirement shows hosted by RPI Media in the north each year. Roane County is represented at each show, but only attends one. According to RPI Media retirees rank lake living among the top choices. The program’s website, RetireTennessee.org, provides details about Roane County, linking to RetireRoane.com, and is ranked as the 4th largest referrer to our website. 6,430 requests for more information have been received from future retirees this year.

‘EVENT’ MARKETING STRATEGY PAYING OFF
Events help bring in heads-in-beds, the primary goal of the Visitors Bureau. In 2014 more money was spent on local events than ever before. In fact, nearly 25% of the marketing budget was spent to help advertise existing as well as bring in new events.

In addition, we helped by promoting community events - 420+ in 2014 - on the website and through social media. We also have helped with press releases and ad creation when requested.

The chart on the right shows an upward trend for the summer months that held an Alliance-sponsored athletic event since 2011:

- April (blue) 2014 held the inaugural Roane County Omnium Bike Race and grew slightly even in its first year
- June (orange) also shows an increase since the first Sprint Triathlon that began in 2012, not to mention the 1/2 Iron Man was also held in June 2014
- July (green) has always been a good month because of the Dixie Youth Tournaments and Smokin’ the Water July 4th festival; but since the boat races came back in 2013, July has increased even more.
- August (gray) has shown a steady increase since the first Storm the Fort Triathlon in 2011

16-COUNTY REGION - BETTER TOGETHER
Partnering with 15 other counties in our region through the Middle East Tennessee Tourism Council has provided numerous marketing opportunities for Roane County paid for by state tourism grant opportunities. The motorcycle brochure, provided to visitors at the state’s welcome centers, will be in its 4th printing and so popular and effective that the printing cost has been covered by Smoky Mountain Harley since the 2nd printing.

In 2014 a lakes and rivers map was designed and printed, highlighting the nine lakes in the 16-county region, including Watts Bar Lake. Roane County marinas and businesses are also featured. These are also now available at the state’s welcome centers.
A SPECIAL THANK YOU to all our board and committee members for your support and hard work to make Roane County a better place. There are also too many subcommittee members and volunteers to name, but your hard work and dedication is very appreciated.

ALLIANCE BOARD:
SHARON TEMPLETON, CHAIR
DR. JULIAN AHLER
CHRIS AHLER
BEN ANDREWS
TROY BEETS
RON BERRY
JIM HENRY
CHRIS HEPLER
CHRIS JOHNSON
GAYE JOLLY
ROBERT KYKER
GAIL LYKE
CHRIS MASON
DARRYL MEADOWS
TERRY PAYNE
DANA PETERKA
LEO SAIN
JERRY STEPHENS
KEITH USELTON
MARK WATSON
JAMES WATTS
DAVID WEBB
CHRIS WHALEY
GEORGE WILSON
RON WOODY
BILL YOUNG

CHAMBER BOARD:
GAIL LYKE, CHAIR
CHRIS AHLER
GARY AYTES
ERIC BACON
DAVID BOLLING
BUDDY BOWERS
Marilyn CALFEE
JOHNNY GRIFFIN
CHRIS MARSALIS
KENYON MEE
DR. JUDE MILLER
JEFF NICHOLS
KATHY PARKS
DANA PETERKA
FRAN PUCKETT
AL REARDON
RICK ROSS
BECKY RUPPE
DANICE TURPIN
CHRIS WHALEY

INDUSTRIAL DEVELOPMENT BOARD
TOMMY THOMPSON, CHAIR
DAVID WEBB, VICE-CHAIR
JERRY STEPHENS, SECRETARY/TREASURER
TEDDY HAYWOOD
BOB KITE
JANE LONG
JAMES OWENS
JIM PALMER

INDUSTRIAL LIAISON COMMITTEE
RON BERRY, CHAIR
BOBBY COLLIER
CAROLYN GRANGER
JUNIOR HENDRICKSON
MIKE HOOKS

COUNTY COMMISSION TOURISM COMMITTEE:
STEVE KELLEY, CHAIR
DAVID BELL
RON BERRY
TODD FINK
JUNIOR HENDRICKSON
Looking further into 2015, we find ourselves with a unique perspective. The outlook is exciting. We want new opportunities: jobs, businesses, entertainment, revenue, recreation, and partnerships. The reason the outlook is exciting is because all of these desires are becoming reality in 2015 - it truly is a new day.

- The return of a healthy economy is driving a record number of industrial prospects to look in our area. Economic development partners are working with us to develop our industrial sites into very attractive sites for location.
- Retail development and interest continues to build, not only around exit 350, but others in the county as well.
- The new proposed Manhattan Project National Historic Park will transform Roane County as the gateway to the nation’s newest National Park.
- The energy and enthusiasm that is gathering around our Chamber and network in the business community continues to grow. We are seeing the fruits of our labor as our members tell us how the Chamber has made a positive difference in the growth of their business.
- We have a burgeoning group of passionate volunteers who are dedicated to the cause of making Roane County the cleanest county in the state of Tennessee.
- Our industries and educators are in continual dialog in an effort to prepare Roane County’s workforce into the most prepared and skilled in the region.
- Our elected and appointed officials are meeting regularly and working on ways to combine efforts for greater efficiency and efficacy in serving our people.

Our challenge is to capitalize on this environment of cooperation and energy. We need all parties involved to be equally committed to the vision that we are collectively better off than when we isolate ourselves from our neighbors. I encourage you to join us as a partner in whatever way you are passionate. The Alliance staff works hard every day to put into action what we believe, and we need your help to prove to the rest of the world that what we say is true - we are “Better Together”!

A Special Thank You

ROANE ALLIANCE SPONSORS

CITY OF OAK RIDGE
CITY OF ROCKWOOD
ROANE COUNTY BOARD OF EDUCATION
TENNESSEE COLLEGE OF APPLIED TECHNOLOGY
UT BATTELLE
CITY OF HARRIMAN
CITY OF KINGSTON
AGA INSURANCE
DR. JULIAN AHLER
ENERGY SOLUTIONS
OAK RIDGE UTILITY DISTRICT
OMNI VISIONS
ROANE MEDICAL CENTER
UCOR

ROANE ALLIANCE STAFF:

CHRIS BAILEY
JAMIE HOLLOWAY
TERESA JACKSON
ALLEN LUTZ
PAM MAY
PAULETTE RAY
LINDSEY STEVENS

An Innovation Valley Partner