



The Roane County Industrial Development Board focuses on 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.

### **FY22 PROGRAM OF WORK**

*July 1, 2021 – June 30, 2022*

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#### **1. Industrial Development and Recruiting:**

Recruiting industry is a priority of the RCIDB, who receives around 50 'Requests for Information' (RFI's) annually and submits on around 60% 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.

- A. **Lead Response & RFI Submissions:** RFI's 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. Many of the RFI's received, Roane County does not qualify for but those that we do, we provide a comprehensive submission by the deadline.
- B. **Building/Maintaining Relationships:** Working well with TVA, TNECD, ETEDA and other local, regional or state economic development agencies is critical to the success of a recruiting program. Communication, training and participation are all important in developing those relationships and will continue to be a focus of the IDB program.
- C. **Current Projects:**
  - a. **Emergency Response Training Facility (ERTF),** continued from FY21: a state-of-the-art facility to be located in the Oak Ridge part of Roane County, and the only one of its kind in the US solely funded by the State of Tennessee (\$15M). The RCIDB's Roane County ETC Project LLC manages the project, with CNS Y-12 facilitating and doing the heavy lifting to complete the project in 2022-2023.
  - b. **Tennessee College of Applied Technology Program Expansions,** continued from FY21: Building Construction Technology, one of four new planned programs was added to TCAT's curriculum in 2020. As one of the 2019-21 ThreeStar S.M.A.R.T. Goals identified, this was accomplished by securing a grant through ThreeStar to pay for rent for a suitable building. The IDB is prepared to help facilitate the new future home of a 2<sup>nd</sup> TCAT in Roane County once the needs and plans for the building have been identified and a suitable location can be determined.
  - c. **Spec Buildings:** Many of the RFI's the county can't submit for based on the criteria, is because of the lack of existing buildings. There is potential to have developers build spec buildings on existing industrial property to fulfill this need for future prospects and is being explored.

**2. 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. Regular industry visits and phone calls is a good way to maintain relationships and also get out in front of any issues that we can help with.

- A. **Provide a Forum:** An original objective in 2001, a forum for plant managers and human resource/personnel managers continues as Park Association meetings. During the pandemic, the meetings were put on hold but plans are to continue these meetings as long as the industries are interested and feel this is a benefit. In addition, the Utilities Forum was also established to meet

quarterly, bringing the industries together to discuss and work together on issues, and has continued to be successful.

- B. **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:
- a. **Extend Utilities to Jones Road Site (New):** TNECD awarded a grant to extend sewer & water on Jones Road to be able to better market our largest and a TN Certified Site to prospects;
  - b. **Create a Growth Plan (New):** create a 5- to 10-year growth plan and vision for existing and future industrial parks: look at the needs of existing industrial parks and sites and also determine future needs for new industrial park sites; use identified target markets as a tool to determine location and sites needed for future growth. TVA Strategic Planning Session recommendation was to start building a vision of Roane County's future.

### 3. 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. Building on the Mastered What Matters campaign, testimonials and other videos showcasing Roane County's assets and quality of life were produced in FY21 and were successful using LinkedIn and our traditional social media platforms. Telling the RCIDB's story to the internal audience is also important and will be a focus this fiscal year. In addition, the following have been identified as additional efforts for increasing industrial prospect activity:

- A. **Mastered What Matters Campaign:** Continue using the brand to promote to key markets like California, etc. to increase interest in Roane County. Using social media and our website, the advertising and PR can be created and executed internally for less money. A plan for online advertising to run yearly is being considered, if media marketing budget allows.
- a. **Identify and Promote to Target Markets:** Determine target industries and businesses to advertise to, while also developing/creating a marketing plan and branded materials that promote Roane County's strengths and opportunities to those target industries. One of the recommendations from the TVA Strategic Plan was to start focusing "on recreation manufacturing as a target industry" and to integrate tourism as a target industry so one of the three ThreeStar SMART Goals for 2021-2022 is this project, which was also submitted and selected to receive a \$50K grant to complete it by end of 2022.
  - 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.

### 4. Retail Recruiting:

The Roane Alliance will continue to work creating a Retail Recruiting program and marketing materials in order to help our cities and county recruit retailers for existing and new commercial property. The database developed with RealMassive is no longer being updated, following their sudden bankruptcy. Anyone searching for available properties no longer has one source for the information, and the only listings available from our website are those properties that qualify and can be listed on TVA Insites webpage (available from RoaneECD.com). Current and new marketing materials will be updated to include retail assets and the website will be updated to include those as well. Since 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 can work to make sure potential retailers know we are interested and are available as a resource. The current need is to make sure anyone looking at Roane County knows who to contact for additional information, concerns and needs, just as we do in industrial recruiting. 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.

### 5. Education & Workforce Development:

Workforce initiatives have become a necessary focus for the Alliance to ensure existing businesses and industry have the skilled workforce they need, which is also necessary for recruiting new industry. In addition, education will continue to be a focus and shared with the Roane Chamber initiatives.

- A. **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 in order to increase/improve workforce development opportunities to meet skills demands of employers and employment resource network. The following are two of the new efforts being considered/implemented, and is 1 of the 3 ThreeStar S.M.A.R.T. Goals for July 2021– December 2022:
- a. **Roane County Schools Virtual Career Website (New):** A Virtual Career Website was created in April 2021 as an alternative career learning resource because of pandemic face-to-face event restrictions. The website was created in by Roane County Schools, the Roane Alliance, with many businesses assisting and is at <https://sites.google.com/roaneschools.com/rcscareers/home> The website will be maintained, with more local and regional organizations added, and become a resource available to our students year-round. This website and TN-CAPS can complement each other.
  - b. **The Tennessee Career Awareness and Preparation System (TN-CAPS) (New):** web-based program is about connecting local businesses with local schools by providing grades K-12 with career-in-classroom resources. The program goal is to provide teachers with student-ready lesson plans and career resources that support classrooms and reinforce academic curriculum through group activities. We will work with local businesses to participate in TN-CAPS.
- B. **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); as well as local initiatives like CTE and the High School and Middle School Career Days.
- C. **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 available on the Roane Alliance website should also be planned and offered as member benefits and/or non-dues revenue opportunities.
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***Pam May**, President/CEO, leads the planning and development of the Roane Alliance team and its programs on behalf of the 27-member Roane Alliance Board and 27-member Roane Chamber Board. The Roane Alliance Team works together to provide support and execution of the programs of work for each partner organization, with the following specifically leading and focused on the Roane County Industrial Development Board:*

- ***Justin Snow**, VP of Economic Development, leads the Industrial Development and ECD programs on behalf of the 9-member Roane County Industrial Development Board;*
- ***Allen Lutz**, Education & Workforce Director, leads the education and workforce programs for the IDB and Chamber;*
- ***Teresa Jackson**, VP of Operations, provides support and services for Chamber members and visitors, and administers the ThreeStar Program and Green Team for the county;*
- ***Kaley Hill**, Communications & Marketing Manager, provides planning and execution of the marketing plan, campaigns & published collateral for each partner; Kaley also provides planning and development of the Retire Roane program.*

*Other team members include:*

- ***Tori May**, Chamber Manager, leads the Roane Chamber programs on behalf of the 27-member Roane Chamber Board;*
- ***Scott Stout**, Visitor Services, is the lead and provides planning and development of the Tourism program; while*
- ***Cary Parten**, Fiscal Services & Office Manager, provides support and oversight on all budgets and financials, including the RCIDB and the Roane County ETC Project LLC.*