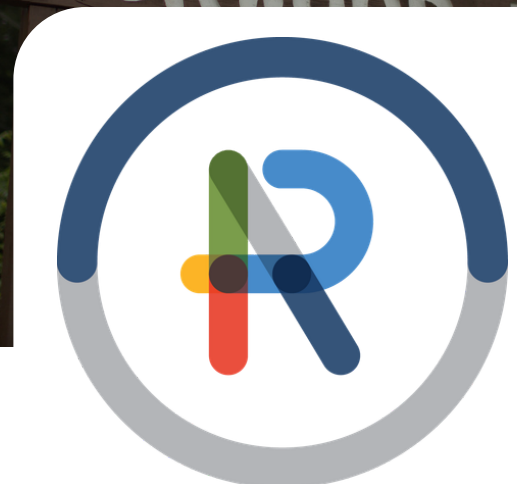


2025

WWW.ROANEALLIANCE.ORG/ANNUALREPORT

Annual Report



A Unified Drive. A United Force.

LETTER FROM THE PRESIDENT



Justin Snow
President & CEO

It is with great pride and excitement that I present the 2025 Roane Alliance Annual Report. This past year has been one of tremendous momentum for Roane County - marked by major economic development wins, the strengthening of our organizational team, and continued community collaboration across every corner of our county.

Our staff at the Roane Alliance is as strong as it has ever been. In 2025, we welcomed three exceptional new team members: Josh Hill, Marketing & Communications Director, Hannah Lechleitner, Event & Office Coordinator, and Tyler Hunsaker, Chamber Manager. Each brings a high level of energy, professionalism, and experience that is already elevating our operations, our events, and our communications. We are excited to see where their enthusiasm and fresh ideas take the Alliance as we head into 2026.

We were also proud to promote Dawn Carlock to Vice President of the Roane Alliance. Dawn continues to be an invaluable member of our team - leading key projects, strengthening relationships across the community, and supporting every department within the Alliance. Her leadership plays an essential role in our success and in our ability to serve Roane County at the highest level.

In March, we launched our new tourism campaign When in Roane. This campaign brings a completely refreshed look to how we promote the county, with new photography, video assets, and updated marketing collateral. These new visuals capture the beauty, adventure, and hospitality that define Roane County and allow us to better tell our story to visitors and prospective residents.

2025 was a breakthrough year for Education and Workforce. On July 28, Roane County Schools, through a partnership with the Roane Alliance, hosted its first-ever Nuclear Professional Development Day. Middle and high school teachers in the county spent the day in Oak Ridge learning about industries, career paths, and the future of nuclear innovation in our region. This marked an important step in preparing students for the high-wage, high-growth opportunities emerging right here at home.

That nuclear renaissance continues to accelerate in Roane County. This year, two additional nuclear companies - Oklo and Radiant - announced expansions or new operations in our area. Along with Orano, Kairos, BWXT, and TRISO-X, these companies further solidify our county as a national leader in next-generation nuclear energy, research, and advanced manufacturing.

In industrial development, construction of the Phase 2 Spec Building, a 220,000 square-foot facility in the Roane Regional Business and Technology Park, was officially completed and is already generating interest from prospective companies. Cobalt Boats also closed on two additional tracts of land in the park - an important acquisition that supports their long-term growth and expansion plans. These investments reflect the strong confidence companies have in our county and our workforce.

We were honored to be selected as one of only three communities in Tennessee to participate in the Tennessee Department of Economic and Community Development's Property Evaluation Program. This program will help Roane County strategically prepare industrial properties for near-term development while also mapping out a future pipeline of sites to meet growing demand. It is a major step forward in positioning our county for continued economic success.

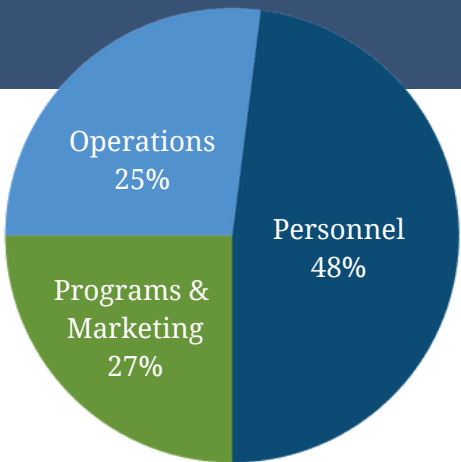
Tourism and community events remained powerful drivers of visitation and local pride in 2025. Longstanding traditions such as Rockwood's Rockin' the Ramp, Harriman's Hooray for Harriman, the October Sky Festival in Oliver Springs, and Kingston's Smokin' the Water drew thousands of attendees and showcased the vibrancy and charm of our communities. These events continue to highlight what makes Roane County the best place to live, work, and visit.

I am filled with gratitude for our dedicated team, our partners, our elected officials, and the many volunteers who help move this county forward. The momentum we have built in 2025 positions us for an even brighter 2026. Together we are shaping Roane County into a destination of opportunity, innovation, and excellence.

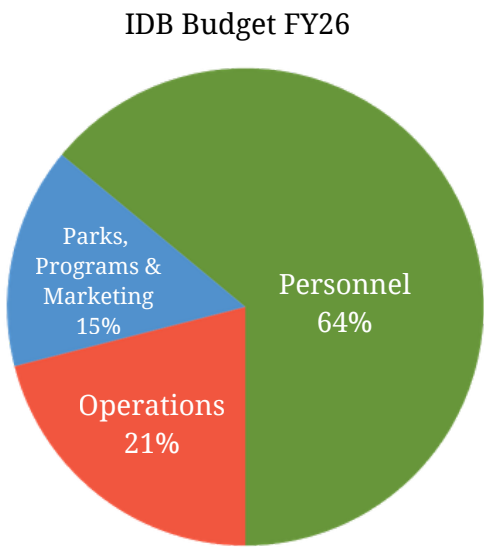
ABOUT THE ROANE ALLIANCE

Our mission is to create an environment and unified voice that promotes job creation, economic development, enhanced quality of life, and education and workforce development across Roane County.

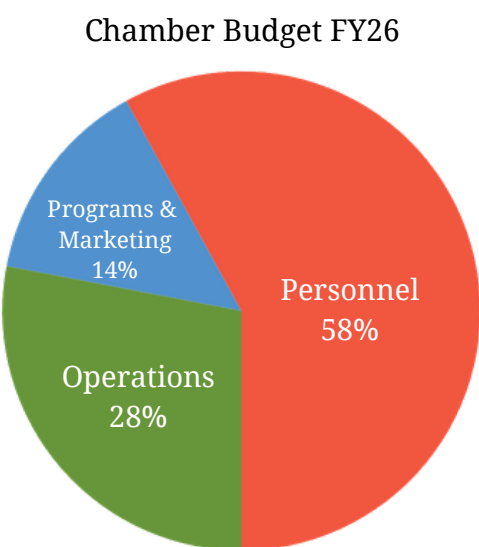
A Unified Drive. A United Force. Through the Industrial Development Board, the Visitor’s Bureau, the Roane Chamber, and programs such as Education Matters and Retire Roane, we represent the best Tennessee offers businesses, citizens, and travelers.



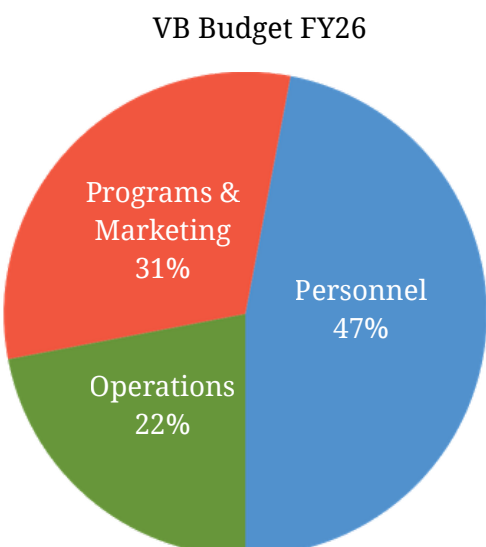
TRA Budget FY26



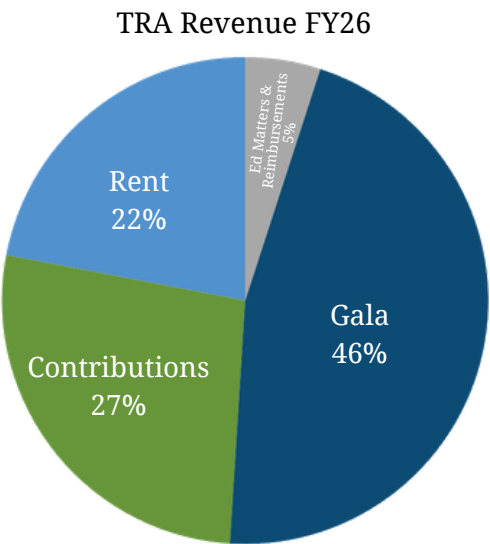
IDB Budget FY26



Chamber Budget FY26



VB Budget FY26



TRA Revenue FY26

Roane Alliance Funding

The Roane Alliance budget is funded through contributions, the Gala, and rent from the three partner organizations. Fundraising is more than 75% of the Alliance’s total budget, so annual support through contributions, sponsorships, and donations is critical to Roane County’s growth and economic success. The Roane County Tourism Committee and the Roane Alliance Board direct the Visitor’s Bureau’s tourism program, while the IDB and Chamber each have their own board of directors. The county determines funding for the IDB and Visitor’s Bureau, while the Chamber is funded through membership dues and non-dues revenue, such as a part of the funds raised at the Roane Gala. Each partner’s budget funds personnel, operations, marketing, and programming that drives its mission and advances the Alliance’s overall mission.





More Grant Funding Secured in 2025

The Roane Alliance continues to actively pursue grant funding on behalf of the Industrial Development Board, Chamber, and Visitor's Bureau. These grants provide essential dollars each year for marketing, workforce development, infrastructure, and more - making Roane County more competitive and strengthening our overall economic development strategy.

We requested the remaning Tourism ARP funds for the final Years 4 and 5 from the Tennessee Department of Tourist Development. We also continue to receive TDTD COOP Marketing Grant funds annually. These funding sources provide for the expansion of our marketing capabilities and allow us to support digital billboard advertising, event sponsorships, and a variety of other initiatives that promote Roane County.

In 2025, The Roane Alliance was awarded a \$180,000 Tennessee Economic & Community Development ThreeStar Grant. This funding will support three high-impact projects designed to strengthen both tourism and workforce development.

- The creation of a nuclear curriculum for Roane County Schools
- Development of new nuclear education videos
- Production of an all-new Watts Bar Lake Map

These investments will help educate our students, support our growing nuclear sector, and provide a valuable tourism asset.



The Roane Alliance Partners

The Roane Alliance is made up of three distinct partners: Roane Economic & Community Development, Roane Chamber, and Roane Tourism. While each partner has its own focus, the mission of all three is the same. That is to make Roane County the best place to live, work, and visit.



The Roane Alliance Board

Sasha Little - *Chairperson*
Sharon Templeton - *Vice Chair*
Becky Ruppe - *Secretary*
James Owens - *Treasurer*
Christopher Ayers
Jeff Bohanan
Steve Byerly
Wade Creswell
Lynn Farnham
Derek Hagemeyer
Lindsey Hammill
Junior Hendrickson
Sean Hensley
Russell Jenkins
Scott Mason
Mayor Tim Neal
Richard Owens
James Palmer
Tabitha Poland
Jesse Smith
Mayor Jason Stiltner
Jason Turner
Candace Vannasdale
Kyle Wentland
Dr. Chris Whaley

Chamber Board

Kathy May-Martin - *Chairperson*
Lynn Farnham - *Chairperson Elect*
Chris Barton - *Treasurer*
Chris Ayers
Dayle Beyer
Richard Broyles
Angela Dougal
Alicia Harris
Sarah Harrison
Brandon Heichelbech
Sean Hensley
Russell Jenkins
Michelle Kelley
Sandy Leavell
Scott Mason
Kathy Parks
Mark Patterson
Fred Pieper
Deric A. Runge
Becky Ruppe
Dr. Ashley Stowe
Daniel Stringer
Dr. Chris Whaley

Industrial Development Board

Jim Palmer - *Chair*
Joe Heckman - *Vice Chair*
Jim Owens - *Treasurer*
Christina Branham
Quentin Craig
Bob Kite
Jeff Nichols
Candice Peacock
Jeff Sickau

Roane County Commission Industrial Liaison Committee

Commissioner Ron Berry
Commissioner Charlotte Cunningham
Commissioner Junior Hendrickson
Commissioner Travis Parks
Commissioner Ben Wilson

Roane County Commission Tourism Committee

Commissioner Ron Berry
Commissioner Charlotte Cunningham
Commissioner Lance Duff
Commissioner Nancy Hamilton
Commissioner Junior Hendrickson



Justin Snow
President/CEO



Our progress is powered by an incredible team. The strength of Roane County lies in its people, and I’m grateful to work alongside a group so committed to moving our community forward.



Justin Snow
President & CEO



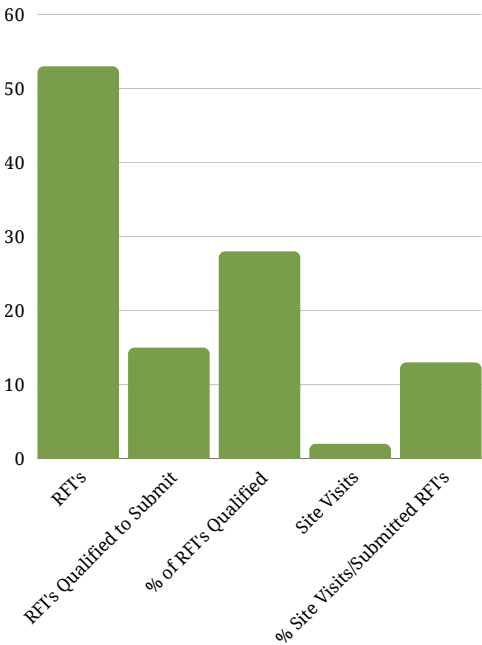
Economic Data

- Cap Ex Avg for all RFI
\$130m
- Total Cap Ex Submitted/Qualified for
\$1.168b
- Total Cap Ex Site 2 Site Visits
\$325m
- Average Jobs per RFI
388

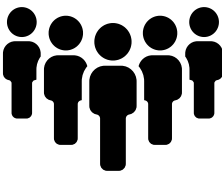
Since 2021, Roane County IDB has sold, closed, and announced 249+ acres of land, resulting in \$5 million of land sale proceeds and capturing over \$8.5 billion in capital investment that will result in the creation/retention of 2900+ jobs!

- As of 2025 the region's population increased by 6.8% since 2020. Population is expected to increase by 6.0% between 2025 and 2030.
- From 2020 to 2025, jobs increased by 15.7% in Roane County. This outpaced the national growth rate by 10.5%.

- 1,027 new jobs in 2025
- Unemployment rate in Roane County in 2025 was 3.5%
- Roane County is a TNECD Three Star Community now for 37 consecutive years
- Roane County is a TVA Silver Sustainable Community
- Average property tax in Roane County is \$1,172 - 68% lower than the U.S. average of \$3,119



Population: 56,742



Population grew by 3,857 over the past 5 years

Regional Employment: 24,059



Jobs grew by 3,030 over the last 5 years



Annual Marketing Plan

Promoting Roane County remains central to our mission at the Alliance. Each year, we review our marketing plan to ensure it aligns with current assets and targets the right markets.

Digital Marketing

The Roane Alliance continues to leverage digital platforms to reach key audiences. Our website and social media channels provide the widest reaching touch points. Search Engine Optimization is key in our website efforts and provides a more seamless online experience for potential partners.

Social media often provides the first impression of the Alliance to the public. With this in mind, we spent 2025 focusing on curated content that provides real value to businesses and the public alike. Included in this effort is high-quality photos and videos produced in-house.

Partner Social Media

The Roane Alliance maintains three key social media profiles: The Roane Alliance, The Roane Chamber, and Roane Tourism. Partner pages continue to have their own unique feel while maintaining cohesive brand messaging with the Alliance.

Content across the three profiles was viewed over 1,000,000 times. Roane Chamber channels continue to be a great asset to businesses in the county. Roane Tourism channels remain focused on showcasing all our county has to offer. The Roane Alliance channels serve to show the cumulative work put forth by all partners.



18,524 views



21,051 views

Education Matters

Economic Development Talent Accelerator

The Roane Alliance was one of three pilot communities to be selected to participate in this initiative. The pilot program will provide a framework for solutions-based problem-solving to improve workforce and talent readiness. An initial meeting took place on March 5th in Nashville. Our education partners at TCAT Harriman, Roane State Community College, and Roane County Schools have been invited to participate. The program's core components are community workforce assessment, stakeholder feedback report, site selection factors, and action plans and strategies.



Career Fair

In partnership with the Roane Alliance, Roane County Schools' Career Fair was on April 1st at Harriman High School. It included 60+ businesses, colleges, and post-secondary opportunities. The event provided nearly 1,000 students with an inside look at numerous post-secondary pathways and opportunities!



Pathways to Purpose Signing Days

In partnership with Roane County Schools, this new event celebrated students who intentionally committed to their next step while reinforcing that every pathway to success is valued.

2025 Connect Roane

Hosted by Cindy Lockett and Corey Mashburn of Roane County Schools, this event provided education and industry collaboration. The session focused on RCS CTE programs and career pathways.



Nuclear Education in Roane County

The Roane Alliance launched Nuclear Professional Development Day with Roane County Schools. Middle and high school educators participated in an immersive experience with the nuclear and STEM industry in Roane County, gaining firsthand insight into local workforce needs. This initiative is expanding to include elementary educators to strengthen early connections between classroom learning and real-world opportunities.

In partnership with Roane County Schools, the Roane Alliance hosted the Nuclear Career Fair. This connected middle and high school students with local nuclear and STEM employers, giving them exposure to high-demand careers and training pathways. The career fair reinforced the importance of collaboration between education and industry.

Leadership Roane County

Leadership Roane County was named TACL's Outstanding Leadership Program of the Year in recognition of its strong curriculum, community impact, and commitment to developing informed, engaged local leaders. The Tennessee Association of Community Leaders (TACL) said Leadership Roane County stood out for its ability to connect participants with real-world issues, foster cross-sector collaboration, and strengthen long-term leadership capacity in Roane County.



The Roane Alliance, through the Education Matters initiative, continues to lead recruitment efforts for TN Achieves mentorships. In 2025, we again surpassed our mentorship goals. We recruited 150% of our mission of 34 mentors!

In 2025, 106 seniors from Roane County graduated as TN Scholars. Since the program began, Roane County has proudly produced 2,024 TN Scholar graduates. This shows a steadfast commitment to academic excellence in the county. The program continues to grow with an increase of 103% over the previous class.



Nuclear Industry in Roane County

Roane County has emerged as a central hub in America’s nuclear resurgence, marked by significant announcements from Oklo, Radiant, and TRISO-X. Oklo plans to invest \$1.7 billion and create 800+ jobs for the first privately funded commercial nuclear fuel recycling operation in the U.S. Another \$280 million and 175 jobs is planned by Radiant Industries for a factory that mass produces portable nuclear generators. Meanwhile, TRISO-X’s fuel fabrication is projected to attract hundreds of millions of dollars in investments and create close to 400 jobs. This will advance critical domestic dual production capacity for commercial reactors.

These investments illustrate not only a robust private capital flow into Roane County but also the region’s growing reputation as a nucleus for nuclear innovation and clean energy manufacturing. Roane County is well-poised to play a pivotal roll in national energy security and decarbonation efforts, bringing economic growth and high-quality jobs to our community.



Nuclear Renaissance by the Numbers

Capital Investment → \$2 billion +

Job Projections → 1,300 +

2024-25 Combined

Capital Investment → \$7 billion +

Job Projections → 1,700 +

Land Sales = Local Growth

Strategic land sales continued to advance economic development in Roane County by supporting business expansion, job retention, and new investment. Companies such as Barger Precast and Cobalt Boats expanded operations on newly acquired sites, strengthening key industries and workforce opportunities. Roane Meats, a new meat processing facility, will fill a critical gap in the local food supply and support regional agriculture. Together, these projects highlight the impact of proactive land stewardship in driving long-term economic growth and enhancing quality of life across the county.

Infrastructure Upgrades With Strategic Grant Successes

Over the past year, Roane County leveraged key grant opportunities to support workforce development, education, and site readiness. Funding through the Tennessee Department of Economic and Community Development's Property Evaluation Program strengthened long-term planning, while a \$180,000 Three Star Grant supported workforce and education initiatives, including career pathway resources, updated mapping, and scholarships for TCAT and Roane State students pursuing nuclear-related training.

Together with future opportunities through the Site Development Grant Program and TVA InvestPrep, these efforts reflect a strategic approach to using grant funding to enhance site competitiveness, strengthen workforce pipelines, and support long-term economic growth.



Cobalt Boats plans to expand production after purchasing 50 acres in Roane Regional Business and Technology Park



Barger Precast bought additional acreage next to their current facility

Roane Chamber

Political Events

The Roane Chamber hosted two key leadership events in 2025: the Legislative Breakfast on January 20th and the 30th Annual Elected Officials Picnic on October 21st at Roane County Park. The Legislative Breakfast provided an opportunity for elected officials, community leaders, and stakeholders to discuss legislative priorities and local initiatives, while the annual picnic honored our elected officials for their dedication and service to Roane County, bringing together community members and leaders in appreciation and collaboration.

Roane Chamber Events

The 3rd annual county-wide National Night Out was held on August 5th at Roane County Park, bringing together law enforcement, firefighters, and community partners to strengthen relationships and promote safer neighborhoods. Participating agencies included the Roane County Sheriff's Office, city police departments, Tennessee Highway Patrol, Tennessee Wildlife Resources Agency, area fire departments, and the Office of Emergency Services, along with dozens of community organizations. The evening concluded with a meaningful red sand pour ceremony led by law enforcement and other first responders to raise awareness for human trafficking.

The ROAM'R Jeep Festival was anticipated by all Jeep lovers. The event featured live music, food trucks, and vendors. The festival concluded with a group ride to Brushy Mountain State Penitentiary for a night of concerts.

The 3rd annual Taste of the Holidays event was held in Rockwood on November 22nd. Over 50 vendors and 7 food trucks were present. Hundreds of families enjoyed free pictures with Santa and performances by local musicians and dance teams. The event had a kids zone with bounce houses, letters to Santa, and an ornament station.



375+ Active Members



Business of the Month

- 01 Volkswagen
- 02 All-Star Promotions
- 03 Habitat for Humanity
- 04 Gateway Spirits
- 05 Life Choices Medical Center
- 06 Taylor Telecom Solutions
- 07 James Brummet Insurance
- 08 Kidzcare Pediatrics
- 09 Baggett Pharmacy
- 10 Waste Management Solutions
- 11 Dunkin
- 12 Maple Creek Bistro

21

Ribbon Cuttings & Tyings

Phil's Deli
Nellie's
Michael Dunn Work Program
Signature Health Gated Community
Gene's Printing
Aqua U.S. Water Systems
Sivad Salon
AMSE Orano Exhibit
The Handmade Boutique
Tech Ease
My Payment Partner
Halo Salt Cave
Sanctuary Dance
Midtown Pizza
Magnolia Spa
Harriman Food Mart
Chicken Loco
Double Eagle
Gondolier
Covenant Health Roane
New York Life



Ambassadors

In 2025, the Chamber Ambassadors supported Chamber initiatives by attending ribbon cuttings, networking events, Business of the Month presentations, and major community events such as National Night Out and Taste of the Holidays. The team strengthened its impact through monthly meetings and a mid-year strategic planning session, while continuing its commitment to community service through Adopt-a-Highway cleanups and local food drives, demonstrating ongoing dedication to member engagement and community growth.

Ambassador Chairs

Melissa Wentland - Chair
Matilyn Lands - Youth Outreach Chair
Kelley Bullard - Event Chair
Caleb Beasley - Membership Chair



Chamber Champions

CNS Y-12 Coldwell Banker Jim Henry & Associates
Energy Solutions Regions Renaissance Terrace
Sutherlin Subaru UT Battelle/ORNL

Travel Tennessee



Roane Tourism brought home the gold for our display at the Wilson County Fair! Hundreds of thousands come through this fair each year, giving exposure for tourism in Roane County



Community Events

- RiverLine participated in Rockin' the Ramp and had a fantastic turnout. People of all ages enjoyed the fleet of kayaks and the event generated increased interest in the RiverLine project.
- Roane Tourism hosted a FAM visit with FMS18, a travel company specializing in curating vacation packages for UK travelers. This visit simultaneously increased Roane County's visibility in the international travel market and provided our staff with fresh ideas for marketing and brand development.



Carnegie Library



TN Bass Nation

Roane County Commission - Tourism Committee

Chairman - Commissioner Ron Berry
Commissioner Charlotte Bowers Cunningham
Commissioner Lance Duff
Commissioner Junior Hendrickson
Commissioner Nancy Hamilton



RiverLine Team

Fishing Tournaments

- Roane County hosted the Bunch Bash tournament twice in 2025! The tournaments offered \$20,000 payouts - the largest for an amateur tournament. Events like these attract anglers from across the region. Special thanks to Bunch Marine for their continued support and partnership.
- In partnership with the City of Rockwood, Roane Tourism hosted the Bass Angler Invitational Trail High School/Junior High tournament. With over 700 participants, weigh-ins drew a large crowd. Events like these help drive the local economy.
- Roane Tourism welcome 237 teams from across Tennessee for the TN Bass Nation High School/Youth tournament. The weekend was filled with excitement and further solidified Roane County as a premier fishing destination.



Marketing & Brand Development

When in Roane

Roane Tourism launched the “When in Roane” marketing campaign at Gates Hall. This initiative has delivered a fresh and engaging approach to promoting Roane County and has already shown positive results in generating interest and visitation to the county.

Regional & Statewide Tourism Leadership

Middle East Tennessee Regional Hospitality Luncheon

Roane Tourism was featured at the luncheon, showcasing the county's growing tourism assets. The Rockwood Marina and RV Resort was highlighted as a key state tourism investment. Speakers included Stacey Wilson and Dan Barnett and the event was attended by numerous elected officials. METTC recognized the significant investment made by Dan Barnett and the City of Rockwood, as well as the leadership and dedication required to bring the marina project to completion.

Southeast Regional State Championship

Hosted at Ladd Landing in Kingston, this memorable event saw the Kingston fishing team cap off an incredible season by winning the championship on their home lake, bringing pride to the entire community. Roane Tourism was honored to host the championship that showcased Kingston as a premier fishing destination and generated significant economic impact.



\$165k+
Hotel/Motel Tax Dollars

Roane Gala

2025 Roane Gala

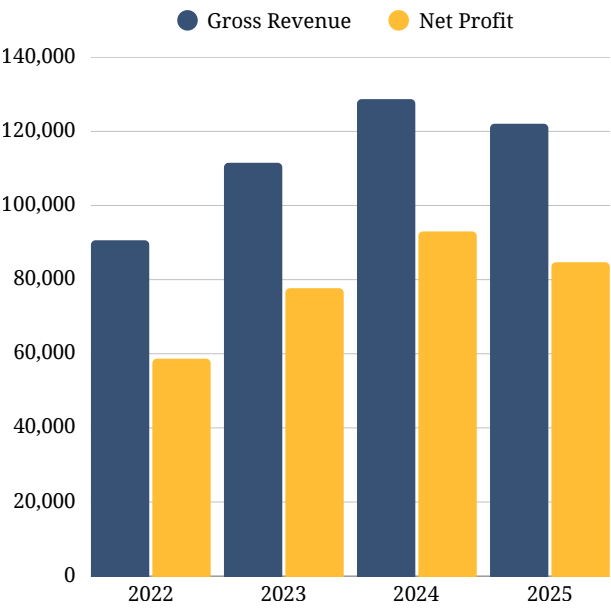
The Gala remains both a celebration of Roane County’s progress and a vital fundraiser for the Alliance, providing nearly half of our annual operating budget. These funds support the Chamber, Industrial Development Board, Visitor’s Bureau, and key initiatives like Education Matters and Retire Roane. The 2026 Gala will be held on April 17th

Funds Raised

Gross Revenue → \$122,064.19

Net Revenue → \$84,695.87

Live Auction → \$16,939.90



2025 Gala Sponsors

Title

Coldwell Banker Jim Henry & Associates (with the Jim Henry Event Center), Energy Solutions, Griffin Insurance Agency & Auto Owners Insurance, Hamilton Equipment, Roane County Government, Sharon Clark Law (with Title One), Sutherlin Subaru

Gold

Cobalt Boats, Free Medical Clinic, TVA-Kingston

Silver

Barger Precast, CNS Y-12, Orano USA, Oak Ridge Utility District, Owings, Wilson & Coleman, Protomet, Roane Medical Center, TCAT-Harriman, UCOR, UT-Battelle/ORNL

Bronze

ACME Block and Brick, Chase Drugs (with Betty Rose Bakery), City of Harriman, City of Oak Ridge, City of Rockwood, Express Employment, Graphic Creations, Harriman Utility Board, Lawler Wood, MBI Companies, MCLinc, One Bank, RSCC, Rockwood Marina & RV Resort, Scotty Dykes State Farm, Sylvan Electric, Teijin Carbon America, Tennessee Eye Care, VETS LLC



A Special Thanks

The Roane Alliance would like to extend a heartfelt thank you to everyone who made the Roane Gala and 2025 such a successful year. When we come together as a county great things can be achieved. The Roane Gala aims to spotlight all of those who dedicate their time and money to making Roane County the best place to live, work, and visit.

2025 Business Awards

Ambassador of the Year

Jensen Long,
Coldwell Banker Jim Henry & Associates

Business of the Year

Tri-City Auto Parts

Woman of the Year

Laura Conner,
Roane County Health Department

Non-Profit of the Year

Family Promise

Paul E. Goldberg Young Professional

Matilyn Lands,
Roane County Health Department

Paul Cowell Distinguished Service Award

Mark Patterson

Industry of the Year

Teijin Carbon America



Supporting The Roane Alliance

Roane Alliance Partners

Our cities, along with businesses in our community are major partners of the Alliance through financial contributions and volunteer service. We want to truly thank our Roane Alliance Partners.

- City of Harriman
- City of Kingston
- City of Oak Ridge
- City of Rockwood
- Barger Precast
- Cobalt Boats
- East Tennessee Economic Council
- Energy Solutions
- Harriman Utility Board
- Oak Ridge Utility District
- Protomet
- Roane County Schools
- UCOR
- UT Battelle/ORNL
- TCAT Harriman



The Roane Alliance cannot do its work without the support of the community. We are honored to be the official economic development agency for Roane County. If you would like to be a part of the Roane Alliance, stop by our office and explore the opportunities that might be a good fit for you or your business.



Roane
ALLIANCE



865.376.2093



www.roanealliance.org



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Kingston, TN 37763