

Cross-Sector Innovation in Coffee County, Tennessee:  
Multi-Agency Coordination and Grant Leveraging to Recruit  
Little Leaf Farms



*Photo Credit: Brian Riedel Photography*<sup>5</sup>

Written By:

Madeline S. McLaughlin, Economic Development Coordinator  
Industrial Board of Coffee County, Tennessee, Inc.

Project Mentor:

Jill Osborne, Rural Development Grant Program Manager  
Tennessee Department of Economic & Community Development

## **Executive Summary**

This project documents how Coffee County used coordinated, cross-sector partnerships and layered financial tools to recruit Little Leaf Farms, a non-traditional industrial prospect, to the Manchester Industrial Park. It explains how state, regional, and local partners aligned incentives, infrastructure funding, and site readiness in a rural setting. The experience offers a template for using Tennessee's existing tools to support similar Agri-manufacturing investments.

## **Introduction**

Coffee County, Tennessee, is strategically positioned along Interstate 24 between Chattanooga and Nashville. Anchored by Manchester and Tullahoma, it has evolved into a diversified economy that includes industrial, agricultural, aerospace, and defense activity. The presence of Arnold Engineering Development Complex, Arnold Air Force Base, and the University of Tennessee Space Institute attracts highly skilled engineers and scientists. At the same time, the area also sustains a substantial base of blue-collar workers in agriculture, the automotive industry, food manufacturing, and related sectors. As a result, the local labor force spans both advanced research and traditional production floors.<sup>3</sup>

Coffee County has roughly 62,000 residents and a median age of just under 40.<sup>1</sup> Population growth has been strong since 2010.<sup>1</sup> The population is predominantly White, with a growing Hispanic community and a stable Black or African American population.<sup>1</sup> Median household income is about 60,656 dollars, and rising property values indicate a fiscally healthy community with a diversified revenue base.<sup>1</sup> Educational attainment includes a high school completion rate of roughly 87 percent, and Coffee County Central High School offers 14 of 16 state-certified CTE programs that feed the region's industrial and technical workforce pipeline.<sup>1</sup> Within a 45-minute drive of Manchester, more than 370,000 residents and over 230,000

employed workers expand this labor pool, supplying high-skilled talent for AEDC and other employers, as well as production, logistics, and maintenance workers for automotive, food, and advanced manufacturing.<sup>2</sup> This broader labor shed supports both traditional manufacturing and emerging sectors such as controlled environment agriculture.<sup>2</sup>

Manchester Industrial Park sits at the center of this labor and logistics ecosystem.<sup>2</sup> Developed in the mid-2010s to modernize Manchester's industrial property, it lies less than five miles from Interstate 24.<sup>2</sup> This location offers clear logistics advantages for distribution-intensive and time-sensitive operations.<sup>2</sup> Its flat-to-gently rolling terrain and strong access have enabled it to attract manufacturers and distributors, including Aspen Technologies, CarMax, Great Lakes Cheese, Dot Foods, and now Little Leaf Farms.<sup>2</sup>

The Industrial Board of Coffee County (IBCC) is the primary entity responsible for marketing publicly owned industrial sites and recruiting and retaining industrial employers.<sup>2</sup> It manages a portfolio that includes the Manchester Industrial Park, Interstate Industrial Park, Coffee County Joint Industrial Park, Tullahoma Airport Business Park, and Tullahoma Industrial Park, and it assists with marketing the state-owned Middle Tennessee I-24 Industrial Site.<sup>2</sup> Coffee County is home to more than 60 industrial employers, reflecting both the breadth of the industrial base and long-term business retention efforts.<sup>2</sup> Created in 2005 through the merger of multiple economic development entities, the IBCC was designed to provide a unified, countywide approach and align partners around job-creation goals.<sup>2</sup> It works to improve industrial infrastructure, maintain site readiness, and connect workforce programs with employer needs through a nine-member board and professional staff.<sup>2</sup> When an unconventional prospect like Little Leaf Farms emerged, this structure allowed the IBCC to evaluate strategic fit and shape conditions for success.<sup>456</sup>

Little Leaf Farms is a controlled-environment agriculture company that grows leafy greens in high-tech hydroponic greenhouses rather than in open fields.<sup>456</sup> The project is investing over 75 million dollars in Tennessee and is creating more than 500 new jobs.<sup>456</sup> It utilizes climate control, automated nutrient delivery, and real-time monitoring in a highly standardized, manufacturing-like operation.<sup>456</sup> The Tennessee expansion is a strategic move to serve Southeast and Midwest markets from a central distribution hub.<sup>456</sup> Coffee County's I-24 location and its workforce, shaped by aerospace, automotive, and food manufacturing industries, provide the logistics access and technically skilled employees the company needs.<sup>456</sup> As recruitment progressed, the project's reliance on automation, precise environmental controls, food safety protocols, and logistics coordination closely mirrored the region's existing skills in the food manufacturing, automotive, and aerospace sectors.<sup>456</sup> This alignment allowed Coffee County to connect its agricultural roots with advanced manufacturing and food processing expertise, positioning Manchester Industrial Park as a hub for the emerging Agri-manufacturing sector.<sup>456</sup>

## **Challenges**

At first glance, the "Project Greenhouse" Request for Information raised red flags for an industrial project. It requested deep-water wells, on-site housing, twenty-acre greenhouses, and multiple retention ponds, requirements that the IBCC staff had never seen in an industrial RFI. The project appeared agriculture-focused, and staff initially chose not to respond. A few weeks later, the project resurfaced when the Tennessee Department of Economic and Community Development requested that the Coffee County Joint Industrial Park and the Manchester Industrial Park be submitted. After reviewing acreage needs for Phases I and II, the IBCC determined that the 205-acre Select Tennessee Certified Site in the Manchester Industrial Park was the only location capable of accommodating the full build-out.

Subsequent meetings with Little Leaf Farms' consultants, TNECD, and company leadership confirmed that local utilities could serve the project with significant upgrades to water, wastewater, and electrical infrastructure, as well as road improvements. On the water side, the system could technically meet Phase I demand, especially with the rainwater detention ponds. However, given the project's total demand, the system would fall short of acceptable 24-hour emergency storage standards, making an elevated water tank essential to support the facility and improve water security for the City of Manchester.

Wastewater needs are being addressed through a Site Development Grant that will extend approximately 4,300 feet of sewer line down Asbury Road and build a new pump station. At the same time, electric service requires a new substation identified as necessary by Little Leaf Farms, Tennessee Valley Authority, and Duck River Electric Membership Corporation to handle the project's large, continuous load.<sup>7</sup> Road access also needed to be reconsidered: the existing access road terminates at Dot Foods, so a new industrial-standard access road into the 205-acre tract and upgrades to Asbury Road, including widening and safety improvements, are required. These needs differ from those of a typical manufacturing or distribution project; Little Leaf Farms' role as both a food manufacturer and a year-round grower drives higher, more continuous water, sewer, and electric demands. Although process water is recycled and rainwater captured, nutrient-laden wastewater still requires treatment in a 24/7, highly controlled production environment.

The IBCC also had to navigate incentive design and public perception. It offers a competitive Payment in Lieu of Tax (PILOT) program that provides partial abatement of real and personal property taxes for new and expanding projects. The value is tied to capital investment,

new jobs, and wage levels, so savings adjust accordingly. Local offers are structured with an eye toward what TNECD will support so that local and state incentives reinforce one another.<sup>4</sup>

At the outset, Tennessee was not prepared to incentivize Little Leaf Farms as a traditional industrial project. Competing states treated the operation as food manufacturing and offered full packages, while Tennessee initially viewed it as primarily agricultural and outside standard program parameters. In response, the IBCC worked with TNECD and the company to break down job types and responsibilities, revealing that many positions involved packaging and related functions, including those already incentivized at neighboring Great Lakes Cheese. Ultimately, TNECD agreed to incentivize more than 300 of the approximately 500 jobs Little Leaf Farms plans to create. The key distinction was that, as lettuce moves through the packaging process, a portion of the production lines is classified under pre-made salad kits, placing those positions within existing manufacturing categories. At the same time, the broader operation still reflects its agricultural roots. <sup>4</sup>

At the same time, the project team had to manage local media and public perception. Despite efforts to maintain confidentiality, excitement about the prospect led to the informal circulation of details and drew local news outlets to report on the meetings. Coverage escalated after the company name appeared inadvertently in legal land-sale documents posted online for the City of Manchester's Board of Mayor and Aldermen meeting. Headlines then suggested that "Project Greenhouse" and later "Little Leaf Farms" were definitively committing to Manchester before a final decision or official state announcement. Although public reaction was largely positive, focused on curiosity and enthusiasm rather than opposition, the premature publicity complicated the IBCC's ability to promise complete confidentiality and added pressure to sensitive negotiations.

Across these non-traditional fit, infrastructure, incentive, and perception challenges, the IBCC consistently framed Little Leaf Farms as a transformational project for Coffee County and Tennessee. Staff emphasized that the future of agriculture is moving toward technologies like hydroponics, which enable large-scale production of fresh produce in regions and seasons where traditional field farming is less viable. They also emphasized that Tennessee’s agricultural heritage positions it to support this evolution. For Coffee County, the project reinforced its dual identity as both agricultural and industrial. It offered a narrative that industry is not simply “taking farms away,” but, in this case, bringing farming back into an industrial park that once operated as a farm. Rather than step away when the project seemed unlikely, the IBCC and its partners addressed each barrier in turn with creativity, persistence, and coordinated strategy, moving Little Leaf Farms from a seemingly high-risk prospect to a committed, high-impact project for Coffee County. <sup>4</sup>

### **Goals & Strategies**

Active recruitment for Little Leaf Farms spanned roughly nine months, from the initial Project Greenhouse RFI response in fall 2024 through the June 2025 state announcement. The Industrial Board of Coffee County navigated non-traditional fit, infrastructure capacity, incentive classification, and public perception through a deliberate, multi-agency strategy. TNECD served as the state's lead project manager and played a central role in recruitment and incentive classification discussions. TNECD ultimately helped secure Little Leaf Farms’ decision to locate in Manchester. TVA ran the project alongside TNECD and helped initiate conversations with Little Leaf Farms at an agriculture summit the prior year. TVA also facilitated technical discussions on electric capacity among the company, TVA, and Duck River Electric Membership Corporation. <sup>14</sup> The Tennessee Department of Agriculture strongly supported the project from the

outset. It reinforced the case for locating this investment in Tennessee, including providing funding through its new AgTrack program designed to assist innovative agriculture-intensive projects.

Local and regional partners were equally critical. As the owner of the Manchester Industrial Park and the water and sewer utility, the City of Manchester was engaged from the first company visit. Mayor Hobbs, the Manchester Water and Sewer Department, and Manchester Zoning and Codes were all at the table early to address land use, permitting, and utility questions. Elk River Public Utility District, the natural gas provider, confirmed from the beginning that it could serve the project without system upgrades, eliminating one potential infrastructure concern. As the project advanced, the South Central Tennessee Development District provided research support and grant-writing assistance, helping assemble a funding stack to address the required infrastructure improvements on a realistic timeline.

A combination of state and federal programs was ultimately leveraged to reduce local financial risk and make the necessary upgrades feasible. Key tools included an Appalachian Regional Commission (ARC) infrastructure grant for the construction of a new water tank, AgTrack cost-share funding from the Tennessee Department of Agriculture to support the same tank, and TNECD's FastTrack Infrastructure Development Program (FIDP) grant for additional water-related improvements tied to the tank. The project also drew on TNECD's Site Development Grant for wastewater upgrades, including extension of the gravity line and construction of a new pump station, and TDOT's State Industrial Access Road program to assist with the new industrial access road, including paving, lining, and striping. Together, these resources offset millions of dollars in infrastructure costs that would otherwise have fallen

entirely on Little Leaf Farms or the City of Manchester and allowed the project to move forward on the company's schedule without overburdening local finances.<sup>78910</sup>

These solutions did not materialize overnight. They were the result of in-person meetings in Coffee County and at Little Leaf's existing facility in Pennsylvania, multiple company visits to Manchester, and many early-morning and late-night calls over roughly nine months of active recruitment. IBCC Executive Director Anne Hosea-Majors traveled twice with partners to see Little Leaf's Pennsylvania operation firsthand. Those visits strengthened relationships, built trust with company leadership, and helped refine the case for Coffee County, including helping the team address concerns about the earlier loss of confidentiality.

Even with the scale of the required upgrades, the Manchester Industrial Park was strategically positioned to compete for a project of this magnitude. The 205-acre certified site was still being farmed and had historically been agricultural land, leaving it gently rolling and relatively straightforward to grade and develop. Core utilities were already accessible within the park, and the site sits only a few miles from Interstate 24, offering strong logistics advantages. The park itself is newer and visually attractive, and it already houses two food-related industries: Dot Foods and Great Lakes Cheese. These companies offer clear partnership and supply-chain opportunities. Dot Foods' less-than-truckload distribution capabilities align well with Little Leaf Farms' sustainability-focused model, while Great Lakes Cheese offers potential for future collaboration on salad and value-added products.

A key strategic decision by the IBCC was to bring all partners directly into the recruitment process, including state and federal agencies, the development district, local leadership, and utilities. This approach demonstrated to Little Leaf Farms how effectively Tennessee coordinates across silos to deliver complex projects and gave the company confidence

that long-term infrastructure and operational needs would be met. In doing so, the IBCC effectively deployed its “financial and economic development toolbox,” a concept emphasized in TCED coursework such as Basic Finance, the Basic Economic Development Course, and Marketing and Attraction.<sup>15</sup> By leveraging multiple funding sources and institutional partners, Coffee County reduced risk, met an aggressive project timeline, and converted a non-traditional, high-demand prospect into a committed investment that brings new jobs and a new industry segment to the region.

## **Data & Research**

The research for this project draws on three main questions. It asks how Controlled Environment Agriculture industries such as Little Leaf Farms operate, how Tennessee’s grant and site-readiness frameworks shape feasibility in Coffee County, and what it means to locate this industry in the South rather than in traditional western US or European hubs. It also synthesizes lessons from TCED coursework with targeted research on grants, incentives, and state programs.<sup>11 12 13</sup>

Studies of hydroponic lettuce production show that recirculating systems can reduce water use by roughly 80–90 percent compared to conventional field production because nutrient solutions are reused rather than lost through runoff or evaporation.<sup>11 12 13</sup> These systems typically operate in greenhouses or fully enclosed environments, decoupling production from the weather. This enables year-round output, higher yields per square foot, and more consistent quality.<sup>111213</sup> The literature also notes trade-offs: energy use increases for pumping, climate control, and, in some facilities, supplemental lighting. Large CEA operations tend to locate near reliable water and electric infrastructure, along major highways, and within a one-day drive of key population centers to balance operating costs with market access.<sup>11 12 13</sup>

Research and industry commentary document a geographic shift in CEA leafy-greens production. Historically, large-scale greenhouse lettuce operations were concentrated in Western Europe and Western U.S. states such as California and Arizona, where greenhouse expertise, mild climates, and established supply chains created early advantages.<sup>111213</sup> More recent reports highlight expansion into the Mid-Atlantic, Southeast, and Ohio Valley, driven by efforts to shorten supply chains, reduce transportation emissions, serve dense East Coast markets with fresher product, and mitigate weather risks that affect open-field production.<sup>111213</sup> In this context, Little Leaf Farms' locations in the Northeast and now Tennessee align with a broader trend toward placing CEA capacity closer to Eastern and Southern consumer markets.<sup>111213</sup>

Public information about Little Leaf Farms includes company-specific operational details. Company and partner materials describe glass-enclosed greenhouses that use a recirculating hydroponic system, automated seeding and harvesting, and a combination of natural and supplemental light to optimize growth.<sup>456</sup> Water is filtered, disinfected, and reused multiple times before discharge, reducing total consumption but creating nutrient-rich wastewater streams that must be managed carefully.<sup>456</sup> The company also emphasizes food safety and shelf life, noting that controlled environments, integrated quality control, and proximity to regional markets help maintain product quality and reduce spoilage.<sup>456</sup> Together, these sources support the conclusion that Little Leaf Farms operates more like a food manufacturing facility with continuous, standardized processes and strict regulatory requirements, than a traditional farm, even though its output is an agricultural product.<sup>456</sup>

A second research strand focuses on Tennessee's program frameworks for sites and infrastructure. The Select Tennessee Certified Sites program requires minimum developable acreage, completion of environmental and geotechnical studies, documented transportation

access, and either existing utilities or committed extension plans, creating “pad-ready” sites that reduce risk by ensuring core due diligence is complete, and infrastructure gaps are clearly defined.<sup>7</sup> Site Development Grants, Appalachian Regional Commission, and the FastTrack Infrastructure Development Program (FIDP) are designed to close remaining gaps, such as water storage, sewer extensions, or access roads, on otherwise competitive sites, while the Tennessee Department of Agriculture’s AgTrack fund can support capital investments in value-added and innovative agricultural projects, including enabling infrastructure.<sup>78</sup> Together, these tools form a layered toolbox for moving sites from “certified” to “fully ready” for capital-intensive projects and directly informed the capital stack assembled for the Manchester Industrial Park.<sup>78</sup>

The Tennessee Certified Economic Developer course materials provide the framework for interpreting this research. Marketing & Attraction emphasizes analyzing and understanding a community’s product, in this case, a Select Tennessee Certified site with strong highway access and existing food manufacturing activity. It then tests that product against the technical and market requirements identified in CEA and company-specific literature.<sup>1</sup> Basic Finance and Implementing the Development Finance Toolbox frame grants, incentives, and local contributions as components of a capital stack that can be assembled to close infrastructure gaps identified through program guidelines and utility data.<sup>1</sup> The Art of Effective Economic Development Facilitation and Managing Economic Development stress intentional coordination among agencies and programs, which is directly relevant to aligning Site Development Grants, FIDP, AgTrack, and State Industrial Access funding around a single complex project.<sup>1</sup> In combination, these course concepts and external sources support the capstone’s central claim that Little Leaf Farms’ CEA model is operationally suited to an industrial park setting in the South.

They also show that Tennessee's existing policy and finance tools can be strategically combined to support similar Agri-manufacturing investments.<sup>1</sup>

### **Outcomes & Impact**

The outcomes of the Little Leaf Farms project fall into three areas: direct economic gains, long-term infrastructure benefits, and reputational impact for Coffee County and Tennessee. At the project level, Little Leaf Farms represents a major private capital investment and several hundred new jobs at competitive wages in a rural county. Positions span production, maintenance, quality assurance, logistics, and management, and add depth to Coffee County's food and advanced manufacturing base.<sup>45</sup> By locating in the Manchester Industrial Park, the company diversifies the tenant mix, which was once dominated by traditional manufacturing and distribution. This strengthens the park's resilience while reinforcing Coffee County's dual identity as an agricultural and industrial community.

Infrastructure improvements will benefit the community well beyond this single user. Water system upgrades, including the planned elevated tank, will improve redundancy and emergency storage for the industrial park and for residential and commercial users in the City of Manchester. Wastewater investments extend the gravity sewer and construct a new pump station, opening previously underserved portions of the park, lowering the marginal cost, and shortening timelines for future projects. Electric enhancements associated with the new substation increase capacity and reliability for the area and are sized for future growth. They support both Little Leaf Farms' expansion potential and other high-load users. The new industrial access road and upgrades to Asbury Road improve safety, circulation, and truck access for the initial 115 acres and the roughly 90 acres under option for additional phases.<sup>7810</sup>

At the announcement ceremony, Governor Bill Lee framed Little Leaf Farms as both an economic and agricultural milestone, highlighting agriculture as “the backbone of Tennessee’s economy” and praising the company’s commitment to innovation, job creation, and strengthening the agricultural sector.<sup>4</sup> Little Leaf Farms founder and CEO Paul Sellev described the Tennessee expansion as “an exciting new chapter” in bringing “fresh, sustainably grown leafy greens to everyone,” emphasizing Manchester’s central location and rich natural resources as ideal for year-round production and distribution.<sup>5</sup> As these messages are shared through state and national conferences and professional networks, Coffee County is seen as a rural community capable of hosting innovative, capital-intensive projects rather than relying solely on traditional manufacturing recruitment.

At the community level, the project provides a powerful narrative. By bringing a high-tech greenhouse operation to land that had been historically farmed, Coffee County can show that industrial development and agriculture can reinforce one another when planned intentionally. The project demonstrates that a rural county can leverage agricultural heritage, industrial infrastructure, and regional partnerships to attract next-generation food production. It reframes what belongs in an industrial park and what “industry” can look like in a rural agricultural community. This shift in perception is one of the most important long-term impacts of the Little Leaf Farms investment. It sets the stage for similar Agri-manufacturing projects in Coffee County and across Tennessee.

## **Recommendations & Conclusion**

The Little Leaf Farms recruitment suggests several practical recommendations for communities considering non-traditional projects. First, prospects should be evaluated on operational reality rather than labels. Controlled environment agriculture can function like food manufacturing and may belong in an industrial park when utilities, workforce, and regulatory requirements align.<sup>15</sup> Second, communities should assemble a layered capital stack: combining state programs, federal grants, and local contributions for infrastructure early in the process, rather than waiting until after a prospect commits. Third, local leaders should proactively coordinate messaging and confidentiality expectations with media, elected officials, and partners to protect both community credibility and the prospect's decision-making process. Finally, multi-agency coordination should be treated as a deliberate strategy, with roles, timelines, and communication structures defined at the outset of a recruitment effort.<sup>15</sup>

Key lessons from this project are both strategic and practical. Coffee County showed that reconsidering an initially unconventional project can reveal a strong fit with local strengths, and that having a certified, well-documented site and a clear understanding of infrastructure constraints enables quick, informed responses to complex prospects. The process also highlighted areas for improvement, including setting clearer expectations around confidentiality, anticipating public-records implications earlier, and simplifying internal decision-making on incentives when projects do not fit existing categories.

The core goal of this project was to design and implement a cross-sector, multi-agency strategy that used Tennessee's infrastructure, incentive, and site-readiness tools to recruit Little Leaf Farms, a high-tech controlled-environment agriculture project, to the Manchester Industrial Park in Coffee County.<sup>4789</sup> Over the long term, the project positions Coffee County as a place where agriculture and industry reinforce rather than compete, demonstrating that a rural

community can host sophisticated, capital-intensive food production serving regional and national markets. Tennessee offers a replicable model for evaluating and supporting Agri-manufacturing investments that do not fit neatly into traditional categories, helping the state compete for the next generation of projects at the intersection of agriculture, technology, and advanced manufacturing.

## References

1. U.S. Census Bureau. “QuickFacts: Coffee County, Tennessee.” U.S. Census Bureau. Accessed February 2026. <https://www.census.gov/quickfacts/fact/table/coffeecountytennessee>
2. Coffee County Industrial Board. “Demographics – Coffee County, Tennessee” and “Manchester Industrial Park.” Coffee County Industrial Board. Accessed February 2026. <https://www.industrialboardofcoffeecounty.com>
3. U.S. Air Force. “Arnold Engineering Development Complex (AEDC).” U.S. Air Force. Accessed February 2026. <https://www.aedc.af.mil>
4. Tennessee Department of Economic and Community Development. “Little Leaf Farms to Expand, Selects Manchester for First Tennessee Location.” Tennessee Department of Economic and Community Development. Published June 29, 2025. Accessed February 2026. <https://tnced.com/news/little-leaf-farms-to-expand-selects-manchester-for-first-tennessee-location/>
5. PR Newswire. “Little Leaf Farms Accelerates Growth with New Tennessee Campus.” PR Newswire. Published June 30, 2025. Accessed February 2026. <https://www.prnewswire.com/news-releases/little-leaf-farms-accelerates-growth-with-new-tennessee-campus-302494007.html>
6. Little Leaf Farms. “Our Story,” “The Greenhouse,” and “Sustainability.” Little Leaf Farms. Accessed February 2026. <https://www.littleleafarms.com>
7. Tennessee Department of Economic and Community Development. “Select Tennessee Certified Sites – Program Overview,” “Site Development Grants,” and “FastTrack Infrastructure Development Program (FIDP).” Tennessee Department of Economic and Community Development. Accessed February 2026. <https://tnced.com>
8. Tennessee Department of Agriculture. “AgTrack Cost Share Fund.” Tennessee Department of Agriculture. Accessed February 2026. <https://www.tn.gov/agriculture/businesses/ag-track.html>
9. Tennessee Department of Transportation. “State Industrial Access Program.” Tennessee Department of Transportation. Accessed February 2026. <https://www.tn.gov/tdot/state-industrial-access.html>
10. Appalachian Regional Commission. “Area Development Program: Infrastructure Investments.” Appalachian Regional Commission. Accessed February 2026. <https://www.arc.gov/program/area-development/>
11. UF/IFAS Extension. “Unearthing the Benefits of Hydroponic Lettuce.” University of Florida IFAS Extension. Published December 9, 2023. Accessed February 2026. <https://blogs.ifas.ufl.edu/miamidadeco/2023/12/10/unearthing-the-benefits-of-hydroponic-lettuce/>
12. Cornell University Controlled Environment Agriculture Program. “Hydroponic Lettuce” resources. Cornell University. Accessed February 2026. <https://cea.cals.cornell.edu>
13. Oak Ridge National Laboratory. “The Challenges of Controlled Environment Hydroponic Farming: A Life-Cycle Perspective.” Oak Ridge National Laboratory. Published 2025. Accessed February 2026. <https://www.ornl.gov>
14. TVA Economic Development. “Agriculture & Food Processing.” Tennessee Valley Authority Economic Development. Accessed February 2026. <https://www.tva.com/energy/valley-economy/economic-development/targeted-industries>
15. University of Tennessee Center for Industrial Services. “Tennessee Certified Economic Developer (TCED) Program – Course Materials.” UT Center for Industrial Services. Accessed 2024–2026. <https://www.cis.tennessee.edu/training/tennessee-certified-economic-developer>