What I love about Warren County...

Input received from citizens at the 2017 Warren County Agricultural and Livestock Fair and the 2017 Autumn Street Fair.
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Introduction

Warren County Snapshot

Warren County is located in southern middle Tennessee, along the eastern Highland Rim in the Upper Cumberland Region. According to the 2010 census, the population in Warren County was 39,839 and, according to projections, the 2020 population will reach 42,684 which is a growth rate of 7.1%. There are four municipalities located in Warren County: McMinnville, the largest city and county seat; Morrison; Centertown and Viola. The municipalities have exceptional access to Nashville, Murfreesboro and Chattanooga via two major arterials, Highway 70S and State Route 55. These routes provide excellent connectivity to Interstate 24 and State Route 111. These major highways are attractive to industry, and this has helped Warren County reach a current unemployment rate of 3.2%. Even though the current unemployment rate has been on a steady decline since 2009, the county still views economic and workforce development as a top priority. Warren County can measure its successes by comparing itself to counties of similar demographics in Tennessee. For the purpose of this plan, Franklin and Lawrence Counties have been selected as comparison counties. Their similarities include proximity to the interstate, county population and county seat population.

Warren County has an abundance of assets that make it not only a desirable place to live but also a popular destination for tourists. For decades, Warren County has been a state leader in the production of a number of agricultural commodities. For the last several years, Warren County has led the country in the sale of nursery product stock. The county also has several popular tourist destinations, such as Rock Island State Park, Cumberland Caverns and the Isha Institute of Inner-sciences, which draw several thousand visitors annually. The City of McMinnville has a vibrant downtown which is home to the Park Theater and several festivals. Warren County is also considered a leader in the Upper Cumberland Region in economic and workforce development. Morrison's Mountain View Industrial Park serves several industries including the county’s two largest industrial employers, Bridgestone Americas Tire Operations and Yorozu Automotive Tennessee. Citizens can achieve an associate’s degree or technical certificate by attending the Tennessee College of Applied Technology-McMinnville or Motlow State Community College. In order to achieve future success, Warren County must continue to build upon its existing assets and plan for ways to develop new ones.

Photo Credit: Sutherland, Chuck. Great Falls Lake, Rock Island SP, Warren Co, TN. October 22, 2013.
Forward Focus
Because of its strong foundation, Warren County has the unique opportunity to be proactive in defining its future. Leadership should consider the desired direction of the community and coordinate efforts across governments, civic groups, businesses and volunteers to achieve this vision. Community leaders should consider the following points as they take action to improve the Warren County's future:

» Consider the community’s future focus. Is the community’s strength in manufacturing replacing the county’s prior focus of agriculture?
» Continue to make long-term investments in education and infrastructure.
» Identify, prepare and market economic corridors that capitalize on the county’s tourism attractions.
» Improve project efficiency by establishing constant and coordinated communication between departments.
» Emphasize the importance of community development for attracting young professionals and their families to begin their careers and establish roots.
» Pursue river development and consider how it could impact the community's identity.
» Be open to accepting outside assistance from regional, state and federal resources.
» Include the next generation in future planning.

The Purpose & Importance
In 2017, Warren County leadership commissioned the Upper Cumberland Development District (UCDD) to provide a comprehensive evaluation of life in county and to provide direction and strategies for encouraging economic growth. With funding provided through USDA Rural Development’s Rural Business Development Grant and Tennessee Department of Economic and Community Development’s ThreeStar Grant, UCDD staff developed the Warren County-McMinnville Comprehensive Plan. Though the plan presents a twenty year vision, it is a living document that should be regularly adjusted based upon the current needs of the community.

The preparation of this plan required a great deal of research. UCDD staff received input from the Warren County Comprehensive Plan Steering Committee, which was comprised of various community stakeholders, such as elected officials, residents, students, business owners, non-profit organizations, property owners, and more. Staff received additional input from topic experts and regional partners through focus groups. Citizen input was an important component of research, as well. UCDD staff collected citizen input from county-wide events, including the Warren County Agricultural and Livestock Fair, Autumn Street Fair and Christmas Parade. Recommendations were formed from the collective community input and the professional knowledge of state and regional partners.

The purpose of the plan is to formulate a coordinated, long-term development program for Warren County. The plan is not intended to supersede the responsibility or authority of local officials and department heads. Instead, it is designed to give the public and private sectors a basis to constructively use the interdependencies which exist between the various elements and organizations of the community.

This comprehensive plan should spur conversation and movement to address issues, provide direction for regulatory changes and provide an avenue to refine Warren County’s vision while taking progressive steps to a better future.

Using the Plan
The plan follows the Tennessee Economic and Community Development ThreeStar program format focusing on five pillars: Jobs and Economic Development; Fiscal Strength and Efficient Government; Public Safety; Education and Workforce Development; and Health and Welfare. The pillars contain multiple sections, including overviews, goals, objectives and action items.

The plan concludes with suggestions for implementation in an easy-to-follow chart that provides recommended lead organizations for each initiative. The implementation chart should serve as a starting point for how to educate governing bodies, regional partners, community organizations, committees and citizens in the role each plays in shaping Warren County’s future.
“I’ve lived here all of my life and I can’t imagine being anywhere else.”

- Warren County Resident
Public Input Session
2017 Warren County Agricultural & Livestock Fair
Jobs & Economic Development
Agriculture is a key element of Warren County’s culture and identity. For this plan, agriculture in the county includes but is not limited to the following industries: nursery, livestock, cash crops, forestry and agri-tourism. In 1950, 35% of Warren County’s workforce was employed in agriculture and forestry. This number has decreased over several decades to 3.18% in 2016. Although total employment in agriculture has steadily declined since 1950, the importance of agriculture to the economy of Warren County cannot be overstated, bringing in $88,184,000 in sales in 2012. According to Tennessee Department of Economic and Community Development County Profile, Crop and Animal Production is the sixth largest industry in Warren County, with forty-six establishments in 2016 producing an average annual wage of $30,235. However, accurate employment data for agriculture is difficult to determine, partially due to the fact that nearly half of all farm workers in the United States are not authorized to work in the country.

The largest segment of the agriculture sector in Warren County is undoubtedly the nursery industry. Warren County boasts more than one-hundred sixty-thousand acres of farmland, with more than three-hundred nurseries operating in McMinnville and the surrounding vicinity. In 2012, nursery sales totaled $17,691,000, making Warren County the top nursery stock crop producer in the entire country. However, this is a 19% decrease in sales from 2007. Although the nursery industry has rebounded from a sharp decline in sales in the late 2000s, it has still not reached its peak from the 1990s. Due to the decline in crop sales, workers left the area because of a reduction in employment opportunities. Today, as the nursery industry continues to recover, farmers are left competing with the manufacturing sector for labor and are struggling to fill the void from the jobs vacated due to the most recent recession. Nationwide, many farmers are relying on advanced technology to fill the gaps in hired agricultural workers. Examples include auto-steer systems, precision ag, and no-till farming techniques to run operations with less hired labor. “Ag America” reported that the American Farm Bureau is lobbying for reform of the guest worker program to help combat the worker shortage that directly impacts the sustainability of U.S. agriculture.¹²

Long-term sustainability is a challenge for agriculture in Warren County. Farm land is being sold and subdivided at an increasing rate. The high cost and limited availability of farm land—as well as access to capital—creates growth challenges for small farming enterprises. Many local farmers struggle with inconsistent markets, as well as inconsistent labor. Other threats to the future of farming include the lack of interest from younger generations to continue family-owned farms and the barriers entrepreneurs might face to enter farming, including high land and equipment costs. Increasing the education and involvement of the younger generation in agricultural and agribusiness opportunities is vital to the industry’s long-term sustainability. In addition, farming operations should consider better collaboration with other farmers to meet the needs of the market instead of operating siloed.

Community members can enjoy the benefits of agriculture through multiple avenues including the local farmers market, the agricultural fair and local agriculture-focused events. The Warren County Farmers Market provides an avenue for local farmers to sell their fresh, locally grown produce to residents during peak seasons. The Warren County Agricultural and Livestock Fair is a great opportunity for farmers to showcase their produce and livestock on a county-wide level. Each year, the Warren County Farmers Market and Main Street McMinnville host a farm-to-table dinner, providing a four-course meal to help promote small businesses and farm owners. This is a valuable time for local providers to educate the public on the products they have available throughout the year. This is especially important considering the increased interest of the general public in organic fruits and vegetables, grass-fed beef, cage-free eggs and other eco-friendly products. Events like these should be expanded and widely promoted throughout the county.

Agritourism destinations are increasing in popularity around the state. Farming operations are opening their lands to the public to offer U-Pick options, event spaces, educational field trips, farm-to-table dinners, barn sales, flower bouquet and produce box subscriptions, Christmas tree farms, corn mazes, pumpkin farms, goat yoga sessions and more. Implementing more agritourism activities into current farming operations with strategic marketing could help increase revenue, fill seasonal gaps and generate interest from younger generations in agricultural careers.

Agriculture is undoubtedly important in Warren County, however with the industry on a steady decline for the last fifty years, farmers have been struggling to sustain locally owned agribusinesses. With these struggles, local leaders should consider deciding what the desired balance is between residential development and actual farm land. This decision will play a huge role in determining the future of agriculture in Warren County.

GOAL ONE
Warren County has a vibrant and supported agriculture industry.

Objective: Warren County creates an environment conducive to establishing, sustaining and advancing agriculture-based businesses.

» Create an inventory of agriculture business operations (Livestock, crop, nursery, agritourism, etc.).
» Feature agriculture on the county’s website.
» Encourage cross-promotion and collaboration of agricultural industries to better meet the needs of the market.
» Develop relevant trainings to expose entrepreneurs to new technology and opportunities in the agriculture and agritourism industries. Utilize available resources through UT Ag Extension, Tennessee Department of Agriculture Soil Conservation District, etc.

Objective: Agritourism is a thriving industry in Warren County and supports existing and new agriculture-based businesses.

» Encourage farmers to host U-Pick farming, corn mazes and events such as farm-to-table dinners, weddings, barn sales, goat yoga, etc., to provide supplemental income while exposing the community to the prevalence of agriculture.
» Create a mentorship or internship program for students to help increase exposure to agribusiness opportunities and spur innovative ideas.
» Host marketing assistance workshops for local agriculture businesses to assist with social media marketing and registering on online platforms such as Yelp, Trip Advisor, Google, and PickTennesseeProducts.org.
» Continue to promote local agribusiness through avenues such as Local Table Magazine and WCTE’s Live Green TN.

Additional Resources: Cumberland Area Investment Corporation, USDA Farm Service Agency direct loans, Tennessee Department of Agriculture, UT Ag Extension Agency, Middle Tennessee Soil Conservation District.
Warren County is a must-see destination for travelers with various interests, from its abundant natural beauty to McMinnville’s commercially vibrant, historic downtown. Tourists and residents can enjoy a day in nature by kayaking one of the many local rivers, hiking at Rock Island State Park or exploring Cumberland Caverns. Visitors can also enjoy a day in the city by visiting one of downtown McMinnville’s many restaurants and boutiques or other local unique attractions including the Farmers Market, Park Theater or Barren Fork Greenway. The many tourist attractions in downtown McMinnville not only add to Warren County’s allure but also generate significant sales tax revenue. It is vital to consider these areas when planning for the future of Warren County.

The economic impact of tourism in Warren County cannot be understated. In 2017 Warren County ranked fiftieth among Tennessee counties in dollars spent by tourists, with over $25 million spent by more than one-hundred thousand visitors. The money spent by tourists provided a sales tax revenue stream for the county of $1.028 million, and the tourism industry was directly responsible for approximately one hundred sixty jobs. A final statistic to solidify the understanding of the importance of tourism is without the sales tax revenue generated by tourism, each Warren County household would pay $163.63 more in property tax.

Warren County is home to several locations that offer unique experiences to the public. Tens of thousands of people visit Cumberland Caverns, Rock Island State Park, and Isha Institute of Inner-sciences annually. Cumberland Caverns, the state’s largest show cave, provides several adventurous cave tours along with Cumberland Caverns Live, a live concert series. Rock Island State Park boasts eight hundred eighty-three acres for outdoor adventure attracting kayakers, swimmers, and hikers. Isha Institute of Inner-sciences, the largest yoga and meditation hall in the Western Hemisphere, attracts sixty thousand tourists each year. Due to the fact that these attractions are located several miles outside McMinnville, providing transportation to connect these destinations to downtown could increase tourism dollars and the potential for tourists to revisit the area. Warren County not only has these attractions but is in a central location to Fall Creek Falls, Savage Gulf State Natural Area, and multiple marinas on Center Hill Lake, all of which are within a forty-minute drive. Through-traffic to these areas provide; an important source of revenue from fuel, food and miscellaneous sales.

The establishment of tourism corridors could have a significant impact on tourism within the county. The community should identify and plan for future development on potential corridors, ensuring that adequate and well-maintained transportation and infrastructure systems are in place. For example, Highway 8 is highly traveled by Isha and Cumberland Caverns visitors and is a prime location for additional development to capitalize on existing tourism assets. By strategically advertising along key routes taken by visitors, the community could attract travelers into the downtown area.

The abundance of waterways in Warren County offers unlimited recreational opportunities for nature enthusiasts, kayakers, anglers, and athletes. Current sporting events such as the Rock and Row Triathlon, McMinnville Mountain Crawl, and Hardly, Strictly Musky play to the area’s natural strengths. The community should explore ways to expand tourism opportunities around these events by offering additional events to extend tourists’ stay and expenditures...
in the county. Adding river access points between Pepper Branch Park and the VFW Building could also unlock tourism potential.

Downtown McMinnville is a unique tourist destination with a collection of locally owned shops and restaurants and offers an authentic sense of community identity. Main Street McMinnville has excelled in restoring the downtown area, highlighting its historic significance and rich culture. The community hosts a number of events including the Autumn Street Fair, Smokin’ in McMinnville, Main Street Live Series, and unique holiday celebrations. The historic Park Theater has been a feature in downtown McMinnville since 1939. The theater has gone through an extensive, two-million-dollar renovation to restore its original beauty. It is now being used for theater productions, concerts, and other community events. To enhance tourists’ experiences and increase traffic in the downtown area, the community should consider developing a map marketing local assets, as well as adding bike lanes, bike racks, murals and buried electric lines. Also, citizens suggest that downtown business owners expand hours for better accommodation, which will increase sales by capturing clients in evenings and weekends. Expanded business hours will contribute to creating a vibrant and social atmosphere that attracts people into the downtown area past 5:00 p.m. McMinnville’s downtown area benefits from the power of the historic zoning district which ensures that the exteriors of new or remodeled structures are compatible with existing buildings. It also benefits from the incorporation of mixed-use development, which allows for more residential uses in a predominantly commercial district. One of the challenges facing the city is the enforcement of the property maintenance code. If the code cannot be enforced, it could potentially cause the decrease of property values of parcels located near unmaintained lots. To fully be able to complete the vision of downtown McMinnville, the relationship between land use controls and development must be harmonious. The city should consider public forums to allow developers and citizens to voice concerns and requests.

While McMinnville offers many attractions and festivals, the smaller communities in Warren County also host events that bolster their local economies. The Town of Viola welcomes hundreds of visitors each year at their annual Viola Valley Homecoming and Viola Valley Half Marathon. Morrison attracts thousands of bargain-hunters at their annual community-wide yard sale and Fourth of July Celebration.

One tourism opportunity within the county is the development of curated trips that highlight county assets, restaurants and entertainment. Trip packages should be heavily marketed to attendees of existing events and festivals. Marketing should extend to local businesses, as well as all relevant online platforms. Additional methods to increase tourism revenues include adding wayfinding signage along key routes which would advertise downtown businesses, capitalizing on Bonnaroo through-traffic by marketing new hotel as “Last Stop Before Bonnaroo” and enticing additional development for downtown lodging. These suggestions, coupled with strategic marketing and community collaboration, will increase tourism revenues in the county.

GOAL
Warren County and McMinnville maximize tourism opportunities.

Objective: Increase collaboration of community marketing.
- Create print and digital brochures that include local resources such as dining, music, art, historic destinations, recreation, shopping and events.
- Distribute brochures to all public places including gas stations, hotels, restaurants and shops.
- Consider categorized marketing pieces to appeal to foodies, thrill seekers, families, etc.
- Expand upon promotional videos including marketing videos that show first-hand citizen experiences.
- Create priority list of needed resources, such as restaurants, activities, etc.
- Develop and expand upon curated trips that highlight county assets, restaurants and entertainment.
- Explore ways to expand tourism opportunities around existing events by offering additional events or festivals to extend tourists’ stay and expenditures in the county.

Objective: Capitalize on tourism and downtown McMinnville residential development opportunities.
- Review land use controls annually and consider holding public forums for citizen input.
- Add wayfinding signage along key routes to direct traffic to downtown businesses.
- Capitalize on Bonnaroo through-traffic by marketing new hotel as “Last Stop Before Bonnaroo”.
- Entice additional development for downtown lodging.
- Consider adding river access points in close proximity to downtown.
- Encourage business owners to expand hours.
- Identify and capitalize on tourism corridors. Create a map that highlights common routes taken by tourists in Warren County, i.e. Highway 8 which features Isha and Cumberland Caverns.

Additional Resources: TN ECD’s Community Development Block Grant Facade program, TennGreen, Land Trust of Tennessee, Nature Conservancy, Open Spaces Institute, Main Street McMinnville, Warren County-McMinnville Chamber of Commerce.
Successful marketing establishes a community’s identity and attracts individuals to experience its local assets. Marketing efforts in Warren County have grown tremendously in recent years. The community should continue to define its message and vision, ensuring all relevant organizations and governmental entities adopt this vision for consistent marketing.

Warren County has an active Chamber of Commerce and Main Street initiative which market the county through social media, websites and other efforts. The community has active city and county websites, however these sites could be expanded to maximize exposure of strong community assets in McMinnville and Warren County, such as the River Park Hospital and postsecondary education opportunities. The unique efforts of Motlow State Community College and Tennessee College of Applied Technology, such as advances in mechatronics and welding, could be better promoted throughout the city and county’s online platforms. Additionally, all websites for Warren County should be clearly linked to one another to more accurately paint a portrait of the community as a whole.

With McMinnville’s new brand, the city is laying a strong marketing foundation to increase the community’s exposure and attract visitors from metropolitan areas who seek outdoor adventure, solitude, shopping or dining. Visit McMinnville, TN is extremely active on social media, with curated posts and attractive design elements. Through the assistance of Designsensory, the Chamber of Commerce has created a new logo, marketing materials, promotional videos, and styled photography. Staff members are promoting the new brand heavily on social media, as well as marketing McMinnville at events and festivals as a must-visit destination for Nashville and Murfreesboro residents. Leadership should continue to expand and improve the brand’s presence through collaborative online marketing between the chamber, city and county.

The county and its municipalities should consider a marketing collaboration and hiring a designated marketing and communications director to streamline marketing efforts and promote tourism and outreach. The county should use best practices from the Visit McMinnville branding initiative to develop a complementary McMinnville branding initiative to promote the county-wide brand will better serve the promotion of features throughout all of Warren County, highlighting businesses and features in outlying areas beyond the city.

Warren County attracts thousands of visitors each year to community features and events, providing opportunities to drive foot traffic to local businesses and restaurants. The county should capitalize on these marketing opportunities to maximize tourism and enhance citizen experience. The Isha Institute of Inner-sciences draws an international crowd with sixty-thousand tourists a year. There is unlimited potential for cross-promotion, connecting Isha visitors to downtown businesses and other community features in Warren County. Community leaders should work closely with Isha marketing professionals to attract their client base to the greater Warren County area. These efforts can work similarly for Rock Island State Park and Cumberland Caverns. Each destination attracts a unique client base and presents opportunities for business development catering to their individual interests. Business ideas include retail establishments that offer apparel and equipment for yoga, kayaking, hunting, fishing and caving, as well as businesses that would complement existing establishments.

Lack of funding is typically an issue for marketing efforts. Revenue sources for marketing could be sponsored by local businesses and industries or through grants such as the Tourism Developmental Co-op Grant or Tennessee Arts Commission grants. Reaching out to local publications such as the Biz Foundry Magazine, Upper Cumberland Business Journal, Wilson Living, 385, or Upper Cumberland Tourism Association to actively run features on Warren County happenings would also significantly boost marketing efforts.

In addition to paid advertisements, local businesses should be educated and empowered on how to effectively use online platforms for free or inexpensive marketing. Workshops could be hosted through the Chamber of Commerce to educate business owners on best social media and online practices, as well as overall marketing efforts.
GOAL
Warren County’s vision is realized by the community and is consistently communicated by all stakeholders.

Objective: Coordinate marketing presence to enhance citizen experience and maximize tourism dollars.
» Hire a designated marketing and communications director for county-wide coordination.
» Identify community vision, marketing strategies and target market. Include input from citizens and stakeholders to ensure community-wide buy-in.
» Audit existing city, county, chamber and related websites for needed updates and cross-promotion.
» Fully utilize search engine optimization to drive traffic to online platforms.
» Implement and expand on Google Analytics and similar services to fully understand the interest of online visitors.
» Utilize grant funds for advertising such as Tennessee Department of Tourist Development Co-Op and Three Star.

Objective: Warren County attracts visitors and residents through effective marketing.
» Create social media and marketing workshops to empower local business owners with effective marketing strategies.
» Maximize exposure of community assets including Saint Thomas Hospital and successful education programs available in the county.
» Include success stories of mechatronics programs on the city and county online platforms.
» Continue to coordinate and expand collaboration with Isha, Rock Island, Cumberland Caverns and local businesses to cross-promote assets. As an example, expand upon incentive advertising to offer bundled discounts and offers to visitors.

Warren County is one of the region’s leaders in economic development. The community has benefited from thoughtful planning and preparation, as evidenced by several successful industrial operations, including Bridgestone Firestone, Yorozu and Morrison Industries. Community leadership has established the most efficient method for industrial development with the structure of the Industrial Development Board (IDB). This organization has multiple staff positions working daily to ensure Warren County is developing industrial assets, marketing to prospective industries, and meeting the daily needs of existing businesses. Through the IDB, Warren County has built several speculative industrial buildings, creating a draw to the community and providing a suitable location for the companies that ultimately located in these locations and employ local citizens. Warren County also has an extremely active business community organized under the Business Roundtable Action Committee, known locally as BRAC. This industry-led organization creates a platform for industry leaders to directly interface with community leadership and educational institutions. BRAC has led the efforts in developing the highly acclaimed high school mechatronics program, creating the mechatronics pathway with Motlow and MTSU, establishing an Automation and Robotics Training Center, awarding student scholarships and much more. This organization is a critical component in keeping Warren County relevant to modern industry, identifying future skill requirements and directing workforce development initiatives.
Many factors play into the community’s economic development success. The county is located in the technology valley corridor running between Huntsville, Alabama and Oak Ridge, Tennessee. This area of the country is rich with high-tech companies, as well as research and education facilities. The U.S. Air Force’s Arnold Engineering Development Complex, the U.S. Department of Energy’s Oak Ridge National Laboratory, and NASA’s Marshall Space Flight Center are examples of resources and economic advantages surrounding Warren County. The community is also located in the southern automotive corridor between Nissan and Volkswagen and is highly connected with a strong transportation and logistics network with Interstate 40 and Interstate 24. Development in the southeastern portion of the county creates a competitive advantage by reducing distance to the interstate. With increasing transportation costs, the majority of relocating and expanding companies require a location within ten miles of the interstate, accessible by a four-lane highway, which Highway 55 provides the community. Warren County has access to a large labor pool in the county as well as surrounding counties such as: DeKalb, Cannon, Van Buren, Grundy and Coffee. In June 2018, there were 2.09 unemployed people per job opening advertised online in the county. The community is taking great strides to provide a skilled workforce through niche efforts such as the addition of the state-of-the-art Automation and Robotics Training Center, which is slated to be complete in Spring 2019.

While the county does not have a zoning ordinance in place, they do have standards that regulate junkyards, scrapyards, landfills and mobile home parks. These standards ensure that undesired uses can not be established without regulation in areas which could be considered optimal for economic development. This is important because most industrial prospects view zoning as a way to protect their investment in a community. Even though there is not a need for county zoning currently, the potential for an increase in land that would be protected for industrial use and the development of the Highway 70S corridor should be considered during any future zoning review.

Warren County is an attractive location for investment due to its good infrastructure, excellent education system and available data center in the community. The county’s low tax rate also gives it an advantage over neighboring communities. Warren County’s property tax rate is $1.966, compared to Coffee County’s $2.945. The community is also served by excellent electric and telecommunications providers such as TVA, McMinnville Electric Systems, Caney Fork Electric and Ben Lomand Telephone Cooperative.

Local community assets play an important role in attracting new industries and residents. Several available assets include Cumberland Caverns, Park Theater, Rock Island State Park, Isha Institute of Inner-sciences, Barren Fork and Collins Rivers, Saint Thomas River Park Hospital and Warren County Memorial Airport. Since younger generations seek communities they desire to live in rather than jobs they desire to have, a well-rounded culture plays a key role in developing an entrepreneurial climate and recruiting talented individuals. With the tremendous amount of outdoor recreation available and the cultural opportunities of Downtown McMinnville and Isha Institute of Inner-sciences, Warren County has a strong foundation to continue developing an increasingly sought-after lifestyle.

Community leadership has worked diligently to ensure that the county is positioned for continued economic growth. The county has available land for business expansion, including two certified industrial sites in the Mountain View Industrial Park. According to TVAsites.com, Warren County has ten vacant buildings to market. Several of these buildings are suitable for large industrial operations, but many do not meet the needs of current industry clients, with inadequate ceiling height and other limitations. Warren County also has five marketable greenfield sites: two certified through Tennessee Department of Economic and Community Development located in the Mountain View Industrial Park, two certified Data Center sites in McMinnville that emphasize dual feed electricity, and one that contains a structure in poor condition.

Warren County has the competitive advantage in multiple aspects of economic development; however, two areas of concern are drawing the attention of local leadership: the increased price of TVA power and the lack of available housing and residential development. Although Warren County’s industrial property inventory is strong—outnumbering other communities in the Upper Cumberland—the community should continue the process of preparing additional properties suitable for development. As environments change, the community must be continually preparing to address current and future issues.

Additional Resources: Tennessee Department of Environment and Conservation, Tennessee Department of Economic and Community Development, Middle Tennessee Industrial Development Association, Upper Cumberland Development District, Tennessee Valley Authority.
**GOAL ONE**
Warren County is a competitive environment to recruit industrial prospects.

Objective: Continue seeking industrial property to develop and market to prospective businesses.
- Develop a long-range plan to identify future industrial sites:
  - Consider participating in the Tennessee Department of Economic and Community Development Property Evaluation Program.
  - Utilize regional and state partners to visit potential properties and identify a target list for the Industrial Development Board of McMinnville-Warren County to pursue.
  - Maintain and expand existing infrastructure.
- Consider zoning in unincorporated Warren County for the purpose of future economic development.
- Maintain Tennessee Department of Economic and Community Development SelectTN Certification status on two certified sites (As reviewed every three years).
  - Keep property in line with eligible activities.
  - Financially prepare to conduct study updates as required.
- Educate elected officials on incentive options for businesses creating jobs in Warren County.

Objective: Further Warren County brand and image.
- Work with regional partners such as Middle Tennessee Industrial Development Association and Upper Cumberland Development District to continue creating marketing pieces for Request for Information (RFI).
- Utilize TVA mock site visit and RFI audit programs to receive feedback on site visit process, and continue preparing for industrial prospects.
- Develop leads and implement direct marketing program.
- Market assets unique to Warren County, such as the Automation and Robotics Training Center.
- Continue to establish local brand and image through consistent and quality marketing.

**GOAL TWO**
Warren County’s existing industries are thriving and growing.

Objective: Increase business participation in Business Roundtable Action Committee (BRAC).
- BRAC must continue to be relevant and create successes in order to keep attendance and promote additional involvement.

Objective: Research coming trends and prepare for the time when automotive industry peaks and slows down.
- Work with existing industry to determine next areas of focus (i.e. artificial intelligence, self-driving vehicles, learning robots, cyber defense, etc.).

Objective: Implement industry appreciation initiatives.
- Visit existing industries on a consistent and rotating basis to stay apprised of needs and opportunity.
- Bring available resources such as state training grants and infrastructure grants to the attention of existing businesses ready to grow and expand.
- Host additional industry appreciation events like the annual golf tournament. Consider promotions such as discounts at local businesses or treats delivered to the facilities during an appreciation week or month.
- Promote the success of local industries by sharing how each makes a positive impact on the community through newspaper articles and social media.
For the purpose of this plan, commercial development can be defined as the areas within the county that would be most suitable for the location of retail. Commercial development is vital to the future success of Warren County due to the revenue that is created by the generation of sales tax. According to recent audits, over $12 million in sales tax was collected between Warren County and its municipalities in 2017. In this section, commercial corridors will be identified and analyzed. Also identified will be areas in the county that have the greatest potential for future commercial development. While the areas of unincorporated Warren County—Centertown and Viola—are somewhat commercially viable, the City of McMinnville and the Town of Morrison have the most potential for commercial development success.

While only one percent of land in unincorporated Warren County is used for commercial purposes, over $8 million in sales tax revenue was collected in 2017, which accounts for 10% of the Warren County budget. The county has no zoning, which is conducive to an agreeable atmosphere for interested commercial developers. The majority of commercial use in the county exists on Highway 70S, both east and west of McMinnville, State Route 56 just north of McMinnville, and State Highway 55 in the area between McMinnville and Morrison known as Smartt Station. Most of these areas would not be considered ideal for future commercial development due to a lack of available land, a lack of sufficient infrastructure, difficult topography or low traffic counts. Highway 70S west of McMinnville was recently rerouted and which increased capacity from a two-lane highway to a four-lane highway. This is most likely the area of unincorporated Warren County most suitable for commercial development due to its level topography and relatively high volume of traffic. While these features could be appealing to developers, a lack of sewer could potentially limit recruitment of retail operations. Commercial development is also affected by the number of tourists that visit Rock Island State Park, Cumberland Caverns and the Isha Institute of Inner-sciences. These aforementioned attractions alone draw over 100,000 visitors annually. Efforts should be made by all entities within the county, including the Chamber of Commerce, to communicate with these tourist attractions and inquire about the needs of their patrons, which could help reduce commercial leakage. Also, the number of customary home occupations within the county should be located with the request of a sales tax audit through the Tennessee Department of Revenue. This could help identify the needs of these business owners and allow the Chamber of Commerce to approach them for membership.

Due to optimal existing infrastructure and two major traffic corridors, the greatest concentration of commercial development in Warren County is located in the City of McMinnville. The large assemblage of retail is located along the Highway 70S (Nashville Highway) and State Route 56 (North Chancery Street/Smithville Highway) corridors. There is also a large concentration of commercial development in the downtown area along Main Street and Morford Street. Three of the largest and oldest shopping centers located in McMinnville (Three Star Mall, Northgate Shopping Center and McMinnville Plaza) are home to several retail shops and stores. Even though there is still a large concentration of retail stores located within these large shopping centers, trends indicate that these stores are leaving malls and plazas to locate in smaller planned commercial developments. Exterior and interior improvements could assist with the acquisition of new businesses to locate within these centers. While the majority of commercial parcels along Nashville Highway and North Chancery Street are occupied, there is opportunity for future commercial development on Smithville Highway, north of the Nashville Highway intersection. In this area, there are vacant parcels and abandoned buildings which are all zoned for commercial use. There is also ample opportunity in the downtown area, with several vacant buildings all zoned for commercial use. McMinnville has a PILOT (Payment in Lieu of Taxes) program, which incentivizes commercial development by allowing a property owner to pay taxes on a rehabilitated parcel at the pre-rehabilitated assessment rate for a predetermined number of years.
Another commercial development incentive would be the establishment of a Tax Increment Financing (TIF) district. This essentially allows a developer to defer construction costs on a rehabilitated parcel until after the parcel has been reassessed. McMinnville should consider offering Tax Increment Financing in the downtown area and in the North Chancery Street area. This would highly incentivize commercial development in these potential growth areas. In regards to customary home occupations, they are currently limited to three of the five residential districts. As these businesses are a sales tax generator, it should be considered to allow customary home occupations as a use permitted upon appeal in all residential districts. Finally, the Barren Fork River could create commercial opportunities for McMinnville. The addition of entrance points for river access could potentially generate restaurants, outfitters and river-related retail stores.

An idea gaining popularity in small downtowns across the country is the ‘tour of vacant buildings’ usually organized by the local Chamber of Commerce and Main Street program. Seeing these available buildings and their potential can give developers, business owners, and the general public great inspiration for future building uses and downtown revitalization projects. One potential solution to minimize the negative effect of empty storefronts would be to install artwork or other visual enhancers to adorn the display areas of these vacant properties. Downtown McMinnville is full of charm, and restoring empty older buildings for modern mixed-use purposes would only elevate the downtown atmosphere.

Morrison is located halfway between Manchester and McMinnville, and while single-family housing is the primary use around the downtown area, the Manchester Highway corridor is mostly used for industrial and commercial development. While McMinnville may have the greatest potential, the Town of Morrison also has ample opportunity for commercial development. Several factors are associated with this assessment, including a major highway (Manchester Highway), existing water and sewer, and vacant commercial property. In addition, all property located along the Manchester Highway corridor is zoned for commercial use. The towns of Centertown and Viola have very few commercial businesses and are limited in commercial development opportunities simply due to the lack of available land. However, the new route for Highway 70S does pass through Centertown, giving this area some potential for retail location.

Whether through the PILOT program, the establishment of a TIF district or other development incentives, jurisdictions in Warren County should continue to encourage new commercial development. According to 2017 audits, jurisdictions in Warren County reported combined sales tax revenues of more than $12 million which is the first or second largest source of revenue for all communities. Each jurisdiction should also make sure that their land use controls are updated periodically. The utility districts within the jurisdictions should also ensure that infrastructure is maintained and, if necessary, upgraded to keep pace with the demands of growth. Since commercially viable property is limited, Warren County should be diligent in the promotion and preservation of the properties most feasible for commercial development.

**GOAL ONE**
Commercial corridors are planned and developed to fit the vision of Warren County.

Objective: Ensure that adequate infrastructure exists in areas most suitable for commercial development.
- Plan for the installation of needed infrastructure along commercial corridors.
- Plan for increasing the capacity of existing infrastructure along commercial corridors.

Objective: Ensure that land use controls are conducive to new commercial development.
- Analyze and update land use controls at least once per year.

**GOAL TWO**
Downtown McMinnville thrives with business and activity.

Objective: Incentivize commercial and mixed-use development in downtown McMinnville.
- Leadership should investigate and be knowledgeable on the requirements of Tax Increment Financing (TIF) and be prepared to offer this strategy when a desired development is announced.
- Document all potential incentives for existing downtown building rehabilitation.
- Organize a ‘tour of vacant buildings’ to market available space to interested developers/business owners.

Objective: Create an expanded downtown experience.
- Encourage downtown business owners to expand hours.
- Explore recreation opportunities to draw visitors downtown: establish a walking trail downtown, and include pictures of original buildings.
- Research the possibility of creating additional river access points.
- Install artwork or other visual enhancers in vacant downtown storefronts.
“I’d like to see Warren County maintain a fusion between progressive growth and historic preservation, while investing in the arts and environmental concerns.”

- Warren County Resident
  Public Input Session
  2017 Warren County Agricultural & Livestock Fair
Fiscal Strength & Efficient Government
Analyzing a community’s fiscal strength is an important study of the county’s long-term stability to provide for its residents and meet the demands of a growing community. Fiscal strength can be described as the ability of an entity to generate sufficient revenues to provide needed services to the community. When evaluating an entity’s fiscal strength, a couple of areas should be considered. Is the economy of the community stable with consistent growth from year to year? Is the community being strategic and proactive with their investments, or are they reacting to events as they unfold? Is the elected leadership of the community being responsible with their use of debt to fund recurring expenditures?

Warren County is currently in a stable financial situation, but is it prepared face the future if either a positive or negative event were to occur? Elected leaders should always keep in mind that all economies are cyclical in nature. For example, a municipality’s strength can be negatively impacted by a downturn in the economy or be positively affected by the location of a large new industry and its impact on road and school infrastructure. The county has worked to increase the fund balance by 24%, which essentially acts as a “rainy day fund” during times of economic distress. The county has also decreased debt by nearly 10% over the past year, indicating fiscally responsible decision making. The current property tax rate is $1.96, which is ninth lowest in the Upper Cumberland Region and eighty-second in the state; this rate hasn’t been increased since 2001. So, while it is desirable for citizens to live in one of the lowest property tax communities in the state, property tax is the number one generator of funds, as well as the most stable revenue stream, at the local government level.

In order to increase revenue, a community must either increase tax rates or grow the tax base. Warren County has seen slow but steady growth in the tax base through an increase in sales tax and property tax collections. An increase in median home prices is an example of a growing tax base. According to trends in the housing market, the median home price in Warren County increased 9.6% from 2017 and is projected to increase another 7.4% in 2019. If these trends continue it can lead to long term sustainability, but incremental tax increases are also necessary to maintain a healthy operation and prepare for all future scenarios of growth and recession.

It is important, however, to only increase property taxes when there is a specific need and associated allocation for the percentage of increase. For example, if fuel costs rise significantly, the Highway Department may require additional funding allocations to cover the increased expenditure. The Finance Department must represent the historical fuel payments, the increase in cost, the effect on the budget, and any market indicators showing longevity of the increased expense to properly justify the necessity of the increase.

Similarly, a municipality’s general debt service may be affected by an increase in their variable interest rate. A property tax increase may be necessary to cover the increase and would require similar justification through historical data and projections of the impact that the increase will have on the budget moving forward. When proposing a property tax increase, it is important to be able to communicate to the citizenry why this increase is occurring. Leaders should be able to provide documentation as to what costs are increasing or what the estimated cost of any new program would be.

Another important indicator of a community’s fiscal strength is sales tax collection. Sales tax can offset the financial burden placed on citizens by distributing tax on all purchases made within the municipality by both residents and visitors. In 2017, Warren County and its municipalities generated over $12 million in sales tax collection. For comparison purposes, the sales tax collection was calculated on a per capita basis. Warren County generated $301 of sales tax per capita compared to Franklin and Lawrence counties which generated $186 and $223, respectively.

City of McMinnville has averaged an annual increase of approximately $200,000 over the past three years and Warren County an average increase of $100,000 over that same time period. Commercial development is the primary generator of sales tax revenue and should be considered a priority in all of Warren County. The City of McMinnville should consider expanding commercial development incentives through its PILOT program and Tax Increment Financing (TIF).

Large capital projects such as the construction of a new county jail, the renovation of the McMinnville Civic Center and the building of a new McMinnville Police Station can place a heavy financial burden upon a community. Projects like these are usually very costly, but can—with some foresight—be planned for accordingly. The Warren County Board of Education has a fifteen-year capital budget plan that they submit to the finance committee each year. This allows the finance committee to plan and prioritize projects based on cost and primary need. While a fifteen-year plan may not be necessary for all departments, any department that submits a budget should also include a five-year capital outlay plan to its respective finance committee. While all expenses cannot be planned for, a capital outlay plan will help each community plan for a majority of its department's needs.

The chart below is a general financial snapshot of each municipality within Warren County and the Industrial Development Board:

» Morrison has the highest sales tax revenue per capita.
» Of Warren County’s $8.3 million in sales tax revenue, over 97% is allocated to the school system.

<table>
<thead>
<tr>
<th></th>
<th>Warren County</th>
<th>McMinnville</th>
<th>IDB</th>
<th>Centertown</th>
<th>Viola</th>
<th>Morrison</th>
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<tr>
<td>Property Tax Revenue</td>
<td>$14,710,493</td>
<td>$5,147,294</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>$14,303</td>
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<tr>
<td>Sales Tax Revenue</td>
<td>$8,323,244</td>
<td>$3,560,813</td>
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<td>$31,060</td>
<td>$10,857</td>
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<td>Fund Balance</td>
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<td>$8,178,535</td>
<td>$2,569,687</td>
<td>$181,861</td>
<td>$53,819</td>
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<tr>
<td>Long Term Debt</td>
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<td>$7,253,359</td>
<td>$5,873,142</td>
<td>$0</td>
<td>$0</td>
<td>$100,870</td>
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<td></td>
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<td></td>
<td>$17,133,199</td>
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Every aspect of government can be enhanced by making sound financial investments. Promoting industrial, commercial and residential development can lead to the sale of agricultural parcels which, when removed from the greenbelt, will increase property tax revenues. The identification and establishment of economic and tourism corridors will spur long-term commercial development, which will increase sales tax revenue. Tourism marketing efforts should continue and—if possible—be increased. While revenues generated from tourism are strong, the county ranks fiftieth in the state in tourism revenues, which means there is room for improvement. Sound strategic investments should be made with regards to the county’s infrastructure system. The county should work with all applicable partners to potentially leverage investments in infrastructure improvements. Investments in health and welfare will help recruit industry and a more highly skilled workforce. Strategic investments in a community’s health and welfare, infrastructure and public safety lay the foundation for a strong education system, a skilled workforce and the ability to recruit high-paying jobs. When all of these exist within a community, its fiscal strength can be considered to be at an optimal level.
GOAL ONE
Entities within Warren County are fiscally sound.

Objective: Strategic investments are made in all aspects of governments.
» Identify and establish economic and tourism corridors.
» Increase tourism marketing budget.
» Consult all applicable agencies before investing in infrastructure.
» Maintain and upgrade infrastructure as necessary.
» Invest in health and welfare to attract industry and a strong workforce.

Objective: Increase tax revenues in the county and city.
» Increase the county’s property tax rate to meet the demands of the current debt service.
» City of McMinnville should review and expand existing tax incentives to spur additional business growth.
» Consider allocating a designated percentage of the education budget for capital projects.
» Continue to prioritize the reduction of general debt and the increase in fund balance.

Objective: Warren County properly allocates all tax revenue in the most efficient manner.
» Establish a new hotel/motel tax distribution model allocating a percentage of tax collection to marketing and tourism development. These efforts can directly increase future hotel/motel tax collections.
» All departments submit a five-year capital outlay plan along with their yearly budget.
» Identify a way to increase budget allocation to the highway department.
The Warren County Sanitation Department and the City of McMinnville manage solid waste generated throughout the county. In 2017, Warren County disposed of a total of 35,015.41 tons of solid waste in Class 1 Landfills and spent $1,030,565.52 on waste management. Each resident generates approximately 1,722.73 pounds of waste annually, or 4.72 pounds per person per day in Warren County. As a community grows, the governments must provide solid waste management to meet the growing needs. Waste management is one of the most expensive operations in the community. A failure to meet the growing needs of this service will affect the attractiveness of the community.

Growing desire to be more environmentally friendly is a nationwide trend, but it is also a focal point of many Warren County residents. The McMinnville-Warren County Chamber of Commerce hosts a Discard Discussion every two months over lunch for industrial representatives and local recyclers. This discussion addresses solid waste generated by Warren County residents, businesses and industries and seeks disposal options through reuse and recycling rather than disposal in a landfill. From these meetings, the Chamber has gathered that many people would like to see the county become more environmentally forward thinking. As residents increase the amount of waste they recycle, tipping fees decrease and revenue derived from the sale of recyclables increases. In 2017, 15.5% of the county’s solid waste was recycled. Warren County currently provides opportunities for residents to recycle to achieve the state mandated 25% diversion rate at twelve convenience centers. Warren County will soon partner with the City of McMinnville to provide curbside recycling for residents within the city limits. This will increase the amount of waste diverted from a Class 1 Landfill and decrease the amount of money spent on tipping fees. Curbside recycling will also increase county revenue derived from the sale of recyclables; this revenue will be split with the city.

While recycling programs are growing in the county, the Warren County Sanitation Department is faced with the challenge of having outdated equipment. Much of the equipment currently in use is over ten years old and needs frequent and costly repairs. Funding for the solid waste department should be increased to replace and/or update this equipment. The department should consider a capital outlay budget to prepare for growing expenses. Another challenge is that many out-of-county residents utilize Warren County Convenience Centers, which increases the money the county spends to manage solid waste. A system could be developed that requires out-of-county citizens to pay for waste disposal services.

Unfortunately, litter continues to be an issue along county roadways. When an area has large amounts of litter, property values decrease and tourism declines.

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It is important that Warren County places a focus on eradicating litter throughout the county. There are also three significant reported illegal dump sites within Warren County, which collectively hold four tons of waste. Widespread educational efforts can have a profound effect on reducing litter and dumping. The addition of trash and recycling receptacles, paired with effective signage and other avenues of communication and promotion, could also positively impact efforts to reduce the amount of litter throughout the county.

GOAL ONE
Warren County’s solid waste department operates efficiently.

Objective: Update solid waste equipment to reduce repairs and increase the amount of recycled materials.

» List needed solid waste equipment in the Annual Progress Report to qualify Warren County for waste management grants through TDEC in the future, including a glass crusher/tumbler to recycle glass and a tub grinder to help manage debris generated by occasional storms to decrease the amount of waste taken to a Class 1 Landfill.

» Pursue federal and state grants to increase funding for the solid waste department.

» Budget funds for grant matches and to replace equipment.

Objective: Decrease the amount of money Warren County spends to manage solid waste from Warren and neighboring counties.

» Seek less expensive and more environmentally-friendly disposal options (i.e. Waste-to-energy facility, JustBeGreen Energy, LLC, in Van Buren County).

» Set up a system in which out-of-county residents pay Warren County to manage their waste.

   » Consider requiring out-of-county residents to purchase a sticker so they can continue utilizing the convenience centers.

   » Consider charging out-of-county residents by the pound by installing a pallet scale at each convenience center.

GOAL TWO
Warren County residents are actively reducing the county’s total carbon footprint.

Objective: Increase public education about recycling and responsible waste management.

» Provide education to county residents about the importance of keeping the county clean.

» Provide curriculum for teachers in the county schools or utilize the Tennessee Department of Transportation Litter Grant to help fund programs to teach best solid waste management practices including litter abatement, recycling, reducing, reusing and composting.

» Increase public awareness regarding litter through media exposure and “No Littering” signage.

Objective: Increase access to recycling opportunities and trash disposal throughout the county.

» Place additional trash and recycling receptacles at parks, downtown and other public spaces.

» Clean up illegal dump sites and monitor them closely to prevent further illegal dumping and to encourage residents to use the convenience centers.

» Support the Tennessee Bottle Bill, which will be presented in the January 2019 session.
Infrastructure is defined as the basic structures and facilities needed for the operation of a society or enterprise. A community’s infrastructure should operate at a level which will efficiently manage the current population and maximize the county’s development potential. The majority of infrastructure in Warren County can be identified in one of five categories: power, water supply and capacity, public sewer, natural gas, and fiber and telephone.

Power
Caney Fork Electric services all of Warren County outside of the City of McMinnville and operates at an optimal level. They can service almost any commercial and industrial prospect. With three substations already in the county and one currently in construction in the New Town area, there is ample coverage for county residents.

McMinnville Electric Systems (MES), servicing the City of McMinnville, has the seventh lowest rate in TVA and is ranked twenty-fifth in national reliability. MES has the capability to produce more generation than any other TVA company and has completed a citywide upgrade to LED street lights. McMinnville Electric Systems can also handle any industrial or commercial demand. MES has plans to install a switch grid system, which can limit the area during a power outage to a minimal number of homes. An upgrade to the West substation is also planned.

Water
Warren Utility District provides water to 75% of the county, which is sourced from Collins River, producing four million gallons per day. Coverage is excellent with 95% of homes within the territory having access to water. There is a four-day reserve, and 2.2 million GPD are treated, with the capacity to treat four million GPD. Warren Utility District should consider expanding capacity to six million GPD due to a projected demand increase. There is currently a plan to upgrade the size of existing water lines along the county’s major highways.

The City of McMinnville provides water to all areas inside corporate limits and sources its water from the Barren Fork River. It produces a 2.5 million GPD surplus and has adequate water lines. There is a plan to replace all non-PVC and non-ductile iron lines within the next three to five years, which will help reduce the city’s water loss (which is currently at 28%). This reduction will help stabilize rates and increase the city’s surplus.

Sewer
The City of McMinnville treats 1.5 million GPD of wastewater with a four million GPD capacity. It can accommodate any new development, however 10% of lines should be rehabilitated. There is a four million dollar Infiltration/Inflow (I/I) reduction planned, which will reduce the amount of influent water that the city would treat during a rain event. As a result of the I/I reduction, the city’s capacity for wastewater treatment would increase.

West Warren Viola Utility District (WWVUD) provides sewer to the Town of Morrison, Mountain View Industrial Park, commercial developments along the Highway 55 corridor, and a large residential neighborhood near the McMinnville Country Club. It treats 0.6 million GPD with a 0.9 million GPD capacity. WWVUD is currently undergoing a $2 million sewer line rehabilitation in Morrison. WWVUD faces ongoing financial difficulties as the sewer provider to Mountain View Industrial Park. Municipally-owned utility districts can offset sewer costs by other revenue streams such as tax collection. Warren County and the City of McMinnville should consider a financial supplement to WWVUD to assist with providing sewer to a majority of industries in Warren County.

Natural Gas and Fiber & Telephone
Natural gas is provided to all of Warren County by Middle TN Natural Gas. The installation of a new gas line along Highway 70S is recommended. Fiber, cable and telephone services are provided by Ben Lomand Connect to all of Warren County outside the City of McMinnville, which is serviced by Charter, AT&T, and Frontier. While the quality of service is optimal, Ben Lomand Connect serves only 55% of homes with fiber. Coverage should be increased to 90% over the next several years.
GOAL ONE
Utilities in Warren County are prepared to support residential, commercial and industrial development.

Objective: Ensure adequate capacity for infrastructure.

Water
» City and county officials should evaluate their infrastructure plan and coordinate future improvements with all departments.
» Consult with a third party to evaluate the need to replace or improve Weir Dam.
» Warren Utility District should explore the benefit of increasing capacity to six million gallons per day.
» Warren Utility District should explore the benefit of installing 12” and 16” water lines along major arterials in the next two years.
» West Warren Viola Utility District should consider increasing SR-108 waterline from 6” to 8”.
» Implement GIS mapping for McMinnville water and wastewater.

Wastewater
» West Warren Viola Utility District should consider installing pump station in MVIP.
» Implement GIS mapping for McMinnville water and wastewater.

Natural Gas
» Consider installing natural gas line along new SR 70S.

Fiber
» Due to the increasing importance of internet connectivity, it is estimated that 90% of all homes should have coverage by 2040.

Objective: Warren County and McMinnville should consider funding for WWVUD to help supplement increasing operational cost.

GOAL TWO
Utilities in Warren County perform at optimum efficiency levels.

Objective: Water loss is significantly reduced.
» Explore methods to reduce City of McMinnville water loss, such as CDBG funding.
» Consider replacing all non-PVC and non-ductile iron lines within the City of McMinnville.
» Complete I/I reduction plan.
» Implement GIS mapping for McMinnville water and wastewater.
» Explore methods to decrease WWVUD water loss.

Objective: Electric systems increase reliability.
» Install smart grid to reduce power outages.
» MES should consider the benefit of updating West substation transformers.
» Complete new substation in New Town area for Caney Fork Electric.

GOAL THREE
Utility companies within Warren County offer highest level of service to their customer base.

Objective: City of McMinnville should establish a user-friendly website for customer convenience.
» All utilities integrate online bill pay.
» Have routine online surveys available to gauge customer satisfaction.
» Implement automatic bank draft.
» Introduce online trouble tickets.

Objective: Employ all efforts to meet ADA compliance at existing facilities.
» Create adequate handicap parking at McMinnville City Hall.
"What I love about Warren County is how well the community works together to get things done."

- Warren County Resident
  Public Input Session
  2017 Autumn Street Fair
Warren County’s accessibility to Nashville via Interstate 24, and to Cookeville and Chattanooga via Highway 111, provides a unique opportunity for economic development. The well-developed city and county roads support an active community and support tourism. Downtown McMinnville is equipped with adequate public parking, walkability and multimodal access. Parallel parking is available in the downtown area, and there is a large parking lot behind the square near the Farmers Market. This walkability and multimodal access enables citizens and visitors to explore the downtown area safely. Warren County is home to the following state routes: 1, 8, 30, 55, 56, 108, 127, 286, 287, 288, 379 and 380. U.S. Highway 70S also intersects the county.

Although adequate parking is available, there is a negative perception by some visitors about the availability of public parking. This perception is due largely to the fact that most parking is not necessarily in view of visitors’ destinations. Specifically, the parking lot behind the square may not be visible to those driving through the square looking for parking options. For visitors who are unaware of available parking, this lack of visible spaces or signage may negatively impact visitor experience. It is also vital to keep future development in mind. As the city grows, the need for parking will increase. The city should be aware of the potential issues regarding parking as development continues to occur.

One challenge for Warren County is the lack of transportation offered to and from the Isha Institute of Inner-sciences and other area attractions. Many people visit Isha from out of state, usually by plane. The visitors arrive at the yoga center from a taxi service and then have no available means of transportation to explore downtown McMinnville. Tourism could be increased if transportation options were offered to visitors to and from surrounding state parks and other recreational areas. Warren County should consider implementing a shuttle system for use by tourists and citizens.

One-way roads in downtown areas are often discouraging to tourists, shoppers and travelers, as people will typically avoid complex road networks.1 The McMinnville downtown area has two one-way streets that often make navigation through town confusing. Complete streets provide the safest design for the most vulnerable users (pedestrians) by working from the outside in when planning street design. Keeping the pedestrian in mind creates wider sidewalks, more landscape, safer bike lanes, and desired ten feet lanes for vehicular traffic.

Warren County can coordinate with Tennessee Department of Transportation (TDOT) for bicycle lanes and driveways along new developments, as well as apply for TDOT Multimodal Access grants for analysis of parking in downtown McMinnville. The county lacks bike lanes and safe biking routes, especially on larger state routes. The shoulders of the roads could be better developed to include bicycle routes with safety barriers such as landscape. Landscape alone encourages slower driving which is safer for multimodal users.2


Warren County Land Use and Transportation Policy Plan.
As Warren County shifts its focus to the future, a county transportation plan should be seriously considered. The purpose of the plan would be to address potential transportation issues including: increasing capacity on roads primed for development, evaluating possible safety concerns, and supporting alternative means of transportation such as biking and walking. Due to its population and prospective growth, the goals set forth in the plan could be regarded as proactive solutions for Warren County’s future transportation needs.

**GOAL**

**Warren County has a balanced transportation system which is safe and efficient for all road users.**

Objective: Utilize comprehensive planning to achieve a balanced transportation system.

» Create signage for parking. Consider signage that shows time to walk or distance to downtown.

» Consider parking needs when planning for future downtown commercial and residential development.

» Utilize arts grants for creative wayfinding.

» Apply for transportation planning grants to study corridors, bike and pedestrian plans, and other transportation needs.

» Integrate greenways into the larger multimodal transportation system.

» Coordinate with TDOT on all developments.

» Local officials and regional partners create a transportation needs assessment and formulate a transportation plan.

» Consider parking needs when planning for future development.

Additional Resources: Tennessee Department of Transportation, Upper Cumberland Development District, Health Department, TDOT Long Range Planning
Emergency Services & Law Enforcement

Warren County and its municipalities have a strong system of emergency management and law enforcement services. The county is equipped with a fleet of Emergency Management Services (EMS) vehicles that adequately serve the citizens, along with a skilled and professional 911 staff. The McMinnville Police Department uses an advanced Computer Aided Dispatch system that gives officers a history of house calls when they are responding to a situation. The county school system is also adequately staffed with School Resource Officers.

Two of the top tourist attractions of Warren County and the City of McMinnville are the beautiful Barren Fork River and Collins River. Over the last several years, the county has seen an influx of kayakers to both rivers, with individuals ranging from beginner to experienced level boaters. This influx presents unique challenges for emergency responders.

With the increased river activity, Warren County and McMinnville are re-evaluating how to provide continued safety to tourists enjoying the water. To assist in responding to river emergency situations, the Warren County Emergency Management Services (EMS)-Rescue has added boats and ATVs, which enable staff to more easily access individuals in need. Wayfinding signage is currently being added along the river, which will be helpful for both river users and emergency services personnel who may need to reference points on the river. Additional safety procedures should be considered to ensure the safety of river users, including reviewing existing safety policies, collaborating with the local outfitter and identifying best practices for preparing river users for emergency situations.

Though the problem is certainly not unique to Warren County, a high recidivism rate for jail inmates causing overcrowding in the county jail remains an area of concern. Individuals returning to life after incarceration are often faced with the challenge of getting off probation due to fees they are unable to repay and continued probation offenses. These hurdles cause many low- and moderate-income individuals to get stuck in an unfortunate cycle of incarceration. In an attempt to alleviate the strain on former inmates, the county should review the current probation system and identify ways to streamline the probation process. Another concern is the lack of education programs currently being offered at the jail. The county is attempting to address this concern with plans to increase the availability of educational opportunities, as well as jail ministry. Additional worthwhile programs could be made available to prepare inmates for a successful re-entry to society. Reasonable steps should be taken to reduce the county’s recidivism rate, which will in turn increase public safety and enhance the quality of life of former jail inmates.

The county and its communities also face several challenges with emergency response and law enforcement facilities. The McMinnville Police Department does not have a permanent building; the department rents its current facility at $3,500 per month and has occupied this temporary location for nine years. The space is adequate, although the configuration is not conducive to safe, efficient police operations. The building is highly energy inefficient, with electric bills ranging between $3,500 and $4,000 per month. The police department would likely be more customer-friendly if it was centrally located, perhaps in the downtown business district.

Future development may reveal a need for additional fire stations throughout Warren County. Currently, the city fire department sees a need for a fire substation in the northeast section of McMinnville, near the hospital and Motlow State Community College. Centertown is also in need of a new fire station to accommodate large fire trucks in this northwestern part of the county. The county’s rural fire departments have several needs for updated equipment and facilities, as they usually only receive hand-me-down vehicles from the City of McMinnville.

To assess and prioritize the needs of all departments, the county should consider an emergency planning review for their entire system of emergency responders and law enforcement, considering the unique demands of Warren County.

Additional Resources: Community Development Block Grant and USDA Community Facilities grants, as well as FEMA Assistance to Firefighters Grants (AFG), Upper Cumberland Development District for grant assistance.
GOAL ONE
Emergency Management Services, Fire and Law Enforcement departments have facilities and equipment that efficiently serve their employees and the public.

Objective: Assess staffing, building and equipment needs of the county’s various emergency services providers and add facilities where lacking.
» Partner with third party consultant to conduct a system-wide emergency services review.
» Educate elected officials and the public on the need to invest in emergency services.
» Secure a permanent location for the McMinnville Police Department.
» Identify all funding sources and develop a capital outlay budget to replace old equipment.
» Law enforcement develop and market active shooter training in businesses and schools.

GOAL TWO
Tourists and other natural asset users are able to safely enjoy Warren County’s outdoor recreations.

Objective: Develop training programs to address the various emergency situations that may occur during outdoor recreational activities.
» Review all safety measures currently in place for river emergencies/rescue.
» EMS, EMA, and law enforcement agencies collaborate with river outfitters to create protocol for hazardous situations on the river (such as alerts to kayakers for inclement weather and rising water levels).
» Establish mile markers on the river that river users can reference when reporting incidents.
» Incorporate and utilize a GIS system (911) to analyze the location and frequency of river incidents, in order to identify any problem areas.

GOAL THREE
Upon their release, Warren County inmates are prepared, encouraged, and supported to live normal, productive lives after being incarcerated.

Objective: Reduce the recidivism rate of the Warren County Jail and increase the effectiveness of the probation system in the county.
» Add programs at the county jail to educate people in order to get them out of the cycle of incarceration and into a productive lifestyle (soft skills, job skills, mental health counseling, job training, employer connections).
» Identify issues which may be contributing to injustices in the current county misdemeanor probation system, which is currently run by for-profit entities. Explore the potential benefits of returning to a county-operated probation system for the misdemeanor program.

“I'd like to see more of our young people stay and work in the county.”

- Warren County Resident
  Public Input Session
  2017 Warren County Agricultural & Livestock Fair
Education & Workforce Development
The importance placed on education and workforce development is a key component to increasing citizens’ quality of life and enhancing economic stability in a community. Warren County is making great strides in education and workforce development with local leadership, placing a high priority on raising the education level of citizens of all ages. The community continues to see success from the connections between educators and local industry, as well as from grassroots efforts led by concerned citizens to provide additional educational opportunities for the community.

The county has eight elementary schools, one middle school, two high schools and one alternative school. Post-secondary schools in the county include the Tennessee College of Applied Technology-McMinnville (TCAT) and Motlow State Community College. Warren County’s high school graduation rate in 2016-2017 was 94.2% compared to the state at 89.1%. In 2015, the county’s postsecondary enrollment rate at 48.4% was considerably lower than Tennessee’s rate of 61.9%. Top postsecondary institutions selected by 2015 high school graduates from Warren County were Motlow State Community College, TCAT McMinnville, Middle Tennessee State University, Tennessee Tech University and University of Tennessee, Chattanooga.

Warren County’s key clusters are advanced manufacturing; automotive; healthcare and medical devices; and chemicals, plastics and rubbers. The county’s top employers are Yorozu Automotive Tennessee, Bridgestone Americas Tire Operations, Warren County School District, Sunbeam Products, Saint Thomas River Park Hospital, Wal-Mart Stores, Morrison Tool & Fab, Porter Roofing Contractors, Raintree Manor and National Healthcare. Local leadership should continue to recruit businesses to complement the various skill sets of the existing workforce.

Warren County’s focus on building an educated and trained workforce that meets industry need is evidenced by locally driven education initiatives and pathways that align students with jobs of today and tomorrow. Many of the county’s workforce initiatives over the last several decades have originated from a group of local leaders through the Business Roundtable Action Committee (BRAC). This committee was instrumental in creating the mechatronics programs in the high school, expanding mechatronics training at Motlow and leading efforts in the realization of the Automation and Robotics Training Center. Years before the State of Tennessee developed Tennessee Promise, BRAC provided scholarships to high school graduates through the Citizens for Progress Scholarship. After the state’s release of Tennessee Promise, BRAC extended the focus of the scholarship to reach non-traditional students to assist those who may be unemployed or underemployed and want to obtain a certificate or degree. Members of the BRAC and Warren County’s Superintendent of Schools understand the needs of local businesses and industries and

are making efforts to prepare students for the workplace. One concern expressed by local industry is the lack of soft skills displayed in the young labor force. The county has begun to address this issue by starting Junior Achieves, a six-week soft skills training program. This program helps students improve their skills in communication, creative thinking, work ethic, teamwork, networking, decision making, time management and conflict resolution. Another concern threatening Warren County’s workforce is the impact of opioid abuse. Opioid addiction, as well as substance abuse of all types, is a widespread concern for the region and state. Local leadership should encourage the establishment of an anti-drug coalition to evaluate the community’s issues and make a plan of action to inform citizens of potential threats and to help prevent substance use and abuse.

The community also offers a jump start in equipping high school students for the workforce through a direct connection to postsecondary education before receiving their high school diplomas. Motlow State Community College is partnering with Warren County High School to offer students the opportunity to receive an associate's degree before graduating high school through Middle College. There are currently thirty high school students enrolled in this program.

Warren County is leading the nation in training efforts in automation and robotics, becoming the first in the United States to offer mechatronics training at the high school level. Mechatronics program graduates are highly recruited by industries in Warren and surrounding counties. The high demand for mechatronics training spurred the creation of an education pathway for students to earn a four-year mechatronics degree by completing the program in Warren County High School, Motlow Community College and then Middle Tennessee State University. As mechatronics has grown in popularity with students, so has the waiting list for the program. A perfect complement to the county’s focus on high-tech skills is the addition of a state-of-the-art Automation and Robotics Training Center, which is slated to be complete in 2019. With the robotics training center, Warren County has the potential to become a mecca for robotics training. Warren County is also nationally and internationally known through Motlow-McMinnville’s Certified Siemens Mechatronic Systems Certification Program (SMSCP) Instructor partnership with Siemens Technical Academy of Berlin. Motlow-McMinnville became the first Siemens Certified SMSCP Instructor partner in the United States, which allows the school to offer Siemens’s training to other trainers with the potential to bring in hundreds of visitors to the county at a time. In addition to mechatronics and robotics, TCAT’s welding program is experiencing large growth. The program is expanding to meet the current demand with one-hundred students currently enrolled.
GOAL ONE
Warren County’s workforce meets the needs of existing employers, and the county operates as an industry standard on advanced training.

Objective: Expand training capabilities in mechatronics and robotics to eliminate waiting lists and produce more graduates each year.

» Hire additional instructors.
» Continue seeking funds for expansion of postsecondary education facilities.
» Identify other necessary courses/programs to meet industry needs.

Objective: Motlow becomes a four-year college.

» Conduct a feasibility study to determine if this is necessary, possible, and fundable.
» Work with TBR to navigate logistical process if deemed appropriate in feasibility study.

Objective: Become a regional training mecca for the Southeast in automation and robotics.

» Actively market Siemens training and robotics training center across the nation through industry trade shows and publications.
» Capture success stories from industries and include in further marketing materials.
» Work with the Chamber and community to market the Warren County experience to incoming training classes. Offer downtown travel accommodations and other incentives to visit McMinnville and Warren County assets, such as excursion packages to include kayaking, shows at the theater, discounts at downtown restaurants, etc.
» Consider hosting Siemens trainings at times that complement community activity (i.e. beginning courses later in the week as many local restaurants are closed on Monday).

Objective: Continue developing partnerships between educators and local businesses and industries to increase relevant educational programming.

» Create an inventory of industry contacts for work-based learning and student engagement opportunities.
» Increase participation of educators in business and industry by utilizing externships, site visits and BRAC involvement.
» Increase business involvement in Partners in Education program creating equal opportunity for all schools throughout the county and increasing industry-education connection.

Objective: Continue to improve substance abuse issue affecting the workforce.

» Encourage the establishment of an anti-drug coalition.
» Continue D.A.R.E. Program and expand anti-drug curriculum in schools.
» Educate relevant departments and staff on resources available for drug abuse assistance.
GOAL TWO
The quality of life of residents in Warren County is improved through educational attainment.

Objective: Continue to raise the education level of the county.
» Increase awareness of Drive to 55 initiatives such as TN Promise and TN Reconnect.
» Work with Upper Cumberland Tennessee Reconnect Community to personally connect adults to post-secondary institutions.
» Conduct a study to determine why people are not in the workforce. Determine the barriers to education and employment.
» Begin recidivism and reentry programs with the jail. Offer training while individuals are incarcerated. Develop worker-ready program for adults and tie to bonding program at UC Workforce.
» Look for solutions to the opioid epidemic and other workforce detractors with regional groups. Hold focus groups of affected individuals and professionals that deal with these sectors.

Objective: Establish Mentorship program for high school students not planning to attend postsecondary institutions.
» Utilize young professionals’ network and other volunteers to meet with high school students to discuss career opportunities and encourage postsecondary education.
» Utilize existing school counselors to identify this group of students and pair with volunteer mentors.
» Allow mentors to meet with students during school hours and provide the emotional support many students do not receive outside of the school system.
» Seek out curriculum and supporting resources for the mentors from neighboring counties and organizations such as the State Department of Education and the Highlands Economic Partnership.

Entrepreneurship is key to the economic success of any community. Warren County is home to many successful entrepreneurs and continues to build a culture of support around young professionals and first-time business owners. The current entrepreneurial climate in the City of McMinnville is sufficient to establish a successful business. That being said, there are several concepts that could be introduced to create an optimal entrepreneurial climate county-wide.

In the City of McMinnville, a Downtown Business Alliance exists to help promote new entrepreneurial growth by hosting events for downtown businesses. Expanding this organization’s reach to locally owned businesses throughout the county would be beneficial. To spur additional business growth in downtown McMinnville, the city should evaluate the process for starting new businesses and streamline it as much as possible. Hurdles for new business owners include the lack of knowledge about the city’s process to open a business, the lack of knowledge of codes and restrictions prior to leasing downtown space and limited access to funding from banks. Providing additional education to new business owners and entrepreneurs would help ease the start-up process and set them up for success. A tool such as a checklist outlining necessary steps to opening a business in the community could assist first-time business owners. Removing any unnecessary barriers and increasing the locals’ knowledge of opportunities will also help grow the collective entrepreneurship efforts throughout the community.

Many resources are available in surrounding counties to help Warren County build a successful entrepreneurial culture. The Biz Foundry is a resource for workshops and training that focus on helping entrepreneurs and business owners succeed. One example is the Business in a Box class, which the Biz Foundry has held in Warren County and will continue to offer. This opportunity can play a huge role in the opening of a business and can provide valuable information for all business owners. Community leaders are working with Biz Foundry representatives to open a co-working space in Warren County for local entrepreneurs. Having this resource physically located in the community, along with other key partners providing mentorship and professional expertise, is a game-changer for entrepreneurship in Warren County. Professionals in law, finance and investment will partner with the Biz Foundry to provide advisement to entrepreneurs.

The McMinnville-Warren County Chamber of Commerce offers networking for young adults focused on professional development and community involvement. The McMinnville Young Professionals group is a membership-driven organization aimed at creating a unique community for twenty-two to forty year-old professionals to grow personally, engage professionally and give back to the community. The group meets once a month at local businesses and strives to maximize members’ individual and collective potential. This is an excellent idea incubator that should be utilized to spur innovation and serve as a platform to connect professional individuals to entrepreneurs in the community for support and mentorship. The Chamber could also organize events specifically designed to introduce entrepreneurs to non-traditional sources of capital, such as angel investors and microloans.
GOAL ONE
Warren County has a system in place to assist small business owners in establishing successful business operations.

Objective: Develop easy-to-follow steps and marketing collateral to assist entrepreneurs.
» Create a detailed check list for potential new business owners and make it available through the Chamber of Commerce, both in print and online.
» Provide building and downtown business codes when an entrepreneur purchases a business license.
» Create a map for downtown McMinnville that details all restaurants and businesses.

Objective: Create a mentorship program to help encourage young and first-time business owners.
» Utilize local professional network to provide legal, financial, technical and other services for new entrepreneurs at little to no cost.
» Raise awareness of entrepreneur support classes offered through the Biz Foundry and other resources.
» Organize events specifically designed to introduce and educate entrepreneurs.

Objective: Develop a physical location for entrepreneurial training and development in association with the Biz Foundry.
» Identify a feasible location for a co-working space in Warren County.
» Research funding opportunities such as the Tennessee Placemakers Entrepreneurship Grant and local investors interested in supporting business development in the community.
» Develop an entrepreneurial committee to advise local leadership and regional partners of the ongoing needs of small business owners in Warren County.
» Promote resources available through the co-working space through social media, newspaper, radio and educational institutions.

Additional Resources: The Biz Foundry, Tennessee Department of Economic and Community Development ThreeStar program, Tennessee Small Business Development Center, Launch Tennessee, Tennessee Department of Economic and Community Development Business Enterprise Resources Office (BERO).
“We love our home...We love to play at Riverfront Park!”

- Peggy & Dorlia, Ages 4 & 6
Public Input Session
2017 Warren County Agricultural & Livestock Fair
Health & Welfare
Warren County is an outstanding locale for parks and recreation. A strong parks and recreation system is vital for any community that values its citizens, industry, and tourists. The City of McMinnville operates a successful Parks and Recreation Department and maintains the Barren Fork Greenway, part of River Front Park. The Parks and Recreation Department contains a total of five public parks, and the county is home to several recreational hotspots. Local governments share a strong focus on improving green spaces and recreation throughout the community. Having a proficient parks and recreation system promotes a healthy community by encouraging outdoor activity, which provides the opportunity for citizens to engage in healthier lifestyle choices. A parks and recreation system also boosts tourism dollars by creating attractive spaces for visitors to the county. Recruitment of industry may also be increased when there are more green spaces in an area, since having a developed parks and recreation system makes an area more attractive for employees.

The public parks within Warren County include: Ramsey Park, River Front Park, Rocket Park, Pepper Branch Park, and Pistole Park. The parks range in size from over three acres to nearly twenty acres. Each park is equipped with a playground, with the exception of Pepper Branch Park, which is located next to the Barren Fork River.

Warren County is home to Rock Island State Park, Cumberland Caverns, Gilley Pool Water Park and Isha Institute of Inner-sciences. Rock Island State Park is a beautiful park, boasting scenic views and waterfalls, attracting nearly fifty-thousand visitors per year. Cumberland Caverns, the state’s largest show cave and second longest cave, hosts thousands of visitors annually. Gilley Pool Water Park provides a wonderful family-friendly recreational spot during the summer months in McMinnville. Isha Institute of Inner-sciences is the largest yoga and meditation hall in the Western Hemisphere and hosts sixty-thousand visitors from around the world each year.¹

Despite these outstanding features, Warren County has a distinct lack of public land for recreational use, with only 0.4% of the county being owned or managed by either the Tennessee Department of Environment and Conservation (TDEC) or the Tennessee Wildlife Resources Agency (TWRA). Compared with the other thirteen Upper Cumberland counties, Warren County ranks third to last. Public lands are popular destinations, and the outdoor community is growing and is projected to continue growing.² By providing locations for recreation, local leaders welcome these outdoor enthusiasts into their community. Public lands generate money for the local economy. Hunting, fishing, and wildlife-oriented recreation are big business, producing over $144 billion in expenditures.³ State parks and other public lands are premier destinations for leisure trips, and the estimated length of an average leisure trip in Tennessee is 2.33 days, with a daily expenditure of $116.00.⁴ Public lands are also good for public health. Proximity to public lands means they are more likely to be used, and with an increase in frequency of use, an individual’s health improves.⁵

Acquiring public lands can be a complicated and daunting process. The State Lands Acquisition Committee


(SLAC) reviews potential property and scores it based on several criteria, including: proximity or contiguousness to existing parks, greenways, and public lands; biodiversity; recreational potential; cultural importance (historic, or pre-historic); and economic benefits. The potential benefits for tourism and quality of life are well-documented. To this end, Warren County should seek to increase its amount of public land.

The McMinnville Civic Center offers excellent indoor and outdoor recreation opportunities. It includes a jungle gym, tennis courts, volleyball court, basketball courts and a wellness center. It is a vital part of the community that offers a wide variety of services to citizens. The Civic Center has a multi-million-dollar renovation planned, which will increase recreational opportunities tremendously for Warren County. Community input revealed significant interest in adding an indoor pool to the center’s amenities. The City of McMinnville should explore grant opportunities and other funding sources to realize this goal.

Warren County should develop a safe and attractive multi-modal system to provide connectivity within the parks and recreation system. A greenway connectivity plan should be created, based on best practices of other municipalities. For example, Mount Juliet has a city ordinance requiring commercial developers to contribute if developing along the greenway. McMinnville could also plan and develop a bike rental system, giving citizens another recreational transit option. Community partners can also develop new blue-ways and access points along waterways. Adding river access points at strategic locations between Pepper Branch Park and the VFW Building could spur commercial development and increase the attractiveness of the community. Potential partnerships include Tennessee Department of Transportation, Tennessee Wildlife Resources Agency, Tennessee Valley Authority and the U.S. Army Corps of Engineers.

**GOAL ONE**

**Warren County has a fully developed parks and recreation system.**

Objective: Preserve more public land to develop more parks and recreational opportunities.

» Develop a parks and recreation board for Warren County to create a system to maintain and build parks.

» Warren County should update and maintain a complete inventory of its physical and cultural resources, including overlooks, waterfalls, trails, four wheeling, equestrian, camping, rivers, picturesque locations, blue hole springs, etc.

» Warren County should partner with conservation-oriented non-profit organizations such as TennGreen, Land Trust of Tennessee, Nature Conservancy, and the Open Spaces Institute to acquire strategic biological and recreational lands adjacent to existing green spaces.

Objective: Plan and develop a safe and attractive multi-modal system to connect the parks and recreation system.

» Formalize a greenway connectivity plan.

» Partner with Tennessee Department of Transportation (TDOT), Tennessee Wildlife Resources Agency (TWRA), Tennessee Valley Authority (TVA) and U.S. Army Corps of Engineers to develop new blue-ways and access points along waterways.

» Create more access for biking through bike lanes and bike rental stations.

» Utilize grant opportunities such as Local Parks and Recreation Fund (LPRF), Recreational Trails Program (RTP), Tennessee Department of Health Built Environment, TDOT Multimodal Access, and Tourism Enhancement by partnering with the Upper Cumberland Development District.

Objective: Ensure that the community’s recreational facilities meet the needs of its citizenry.

» Conduct a recreational needs assessment to determine priorities.

» Apply for a LPRF grant to fund the McMinnville Civic Center’s indoor pool.

Similar to other communities across the nation, Warren County’s aging population is increasing. There are currently more than seventy-four hundred residents in the county over the age sixty-five, and this aging population is expected to grow 23% in the next twelve years. By 2030, 22% of all Warren County residents will be sixty-five years or older.¹ As the community plans for the future, leadership should consider the needs of the aging population to ensure continued quality of life for citizens.

As a Retire Tennessee community, Warren County boasts many assets for older adults including an active senior center, several rehabilitation centers and nursing homes, an accredited hospital, close proximity to specialized care, multiple parks and outdoor spaces and an affordable cost of living. The McMinnville-Warren County Senior Center offers health and nutritional screenings, recreational activities, fitness classes, educational programs, and nutritional screenings. Because the number of participants is increasing, the senior center has created a plan to expand its building footprint to accommodate this growth.

Warren County has multiple healthcare facilities to address the needs of the aging population. Saint Thomas River Park Hospital is a great asset to the community, serving the citizens of Warren and surrounding counties. In addition, specialized care is available within a fifty-mile radius. There are several rehabilitation centers, nursing homes and affordable housing units for seniors throughout Warren County, including National Healthcare Corporation (NHC) Facility, Beersheba Towers, Cumberland Regional Development Corporation and Spangler Towers. Currently, approximately one-hundred Warren County older adults and adults with disabilities are enrolled in federal and state-funded programs providing home and community-based services; however, around twenty Warren County residents are on the waiting list.

There are many transportation challenges for the aging population in Warren County. Among residents age sixty-five or older, 12% of the households are without a car, making public transportation a necessity for seniors in Warren County.² However, seniors in the community have expressed concerns with the current transportation system. Some issues include: difficulty coordinating pickup and drop-off times, physical challenges boarding and dismounting the buses, and long wait times. Solutions to these challenges include: increasing the daily routes taken by the buses, pursuing grants to purchase additional buses, and evaluating current vehicles to determine any necessary updates to improve accessibility.

With 12.8% of seniors in Warren County struggling with food insecurity, access to a reliable source of nutrition is a concern for the community’s aging population.³ Existing programs in the community are attempting to address this need. Congregate meals provide a nutritious lunch on Monday through Friday at the senior center. In fiscal year 2018, 6,713 meals were provided to nearly two-hundred older adults.⁴ Warren County Home Delivery Meals, a community-supported home delivered meal program, is also attempting to meet the needs of seniors. With one-hundred volunteers, they serve approximately two-hundred individuals and are 80% locally funded. Helping Hands Ministry Soup Kitchen is also available on Mondays and Fridays serving soup at the local Helping Hands building. To help offset the cost of food, seniors should be educated and encouraged to apply for nutrition assistance programs.

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⁴. Upper Cumberland Area Agency on Aging and Disability.
including the Farmers’ Market Nutrition Program (FMNP), available through the Tennessee Department of Health, and the Supplemental Nutrition Assistance Program (SNAP), available through U.S. Department of Agriculture’s Food and Nutrition Service.

Warren County seniors face additional challenges including difficulties navigating Medicare and prescription drug plans, avoiding fraud and applying for services. As seniors seek assistance, local leadership should be educated on how to connect them to appropriate programs. Several services are offered through local and state organizations including the McMinnville-Warren County Senior Center, Upper Cumberland Area Agency on Aging and Disability, Tennessee Commission on Aging and Disability and American Association of Retired Persons (AARP).

GOAL ONE
Warren County meets the needs of its aging population.

Objective: Connect seniors to a network of comprehensive services.
» Implement a wide-range of cultural, social and physical programs and classes into the McMinnville-Warren County Senior Center through the planned expansion.
» Raise awareness of available services by holding resource fairs to allow regional partners and social service for-profit agencies to connect with seniors.
» Ensure educational classes are offered to protect the aging population from fraud.

Objective: Improve the public transportation system to better accommodate seniors.
» Develop deviated fixed routes within the City of McMinnville.
» Implement rider training services to better explain how to use public transit services.
» Explore funding opportunities to purchase additional buses. Look at partnering with the faith-based community for ridership opportunities (Community example: Fairfield Glade).

GOAL TWO
Local healthcare providers adequately serve the aging community.

Objective: Maintain and expand a strong system of local healthcare providers.
» Local government will assist in the recruitment of both general practitioners and specialists as demand necessitates.
» Promote the use of local healthcare facilities when possible.
» Officials will include health-care-based businesses in their retail recruitment strategy.
» Community leaders will work with current healthcare providers to hold health fairs in smaller communities in Warren County.

Additional Resources: Tennessee Commission on Aging and Disability, Area Agency on Aging and Disability, Warren County Senior Center, Helping Hands Ministry, Farmers Market, Upper Cumberland Human Resource Agency.
Many factors affect the health of the people living in a community, including healthcare providers, healthy food access, exercise opportunities, and various social and economic factors. McMinnville and Warren County are not unlike numerous other communities across Tennessee and the U.S. that work hard to provide health access opportunities but are faced with a population that includes many living in poverty.

Warren County and McMinnville benefit from having Saint Thomas River Park Hospital, a full-service hospital that is part of Saint Thomas Health and Ascension, the nation’s largest Catholic and non-profit health system. Saint Thomas River Park Hospital is a 125-bed facility offering a 24-hour Emergency Department, around-the-clock Imaging and Laboratory services, and a variety of inpatient and outpatient clinical services including orthopedics, cardiovascular, radiology, wound care, and physical therapy. It is imperative that local leaders and officials utilize the local hospital to limit the risk of closure. Ben Lomand Connect’s broadband and fiber connectivity are also growing opportunities for telemedicine in the community, which could improve healthcare access and reduce costs for patients. While Warren County lacks an abundance of specialized care providers, its residents benefit from being in a close proximity to specialized care in both Murfreesboro and Cookeville. McMinnville also has two urgent care providers in the city. Assessing the community’s access to urgent care facilities, the City of McMinnville is adequately served; however, the Town of Morrison would likely benefit from having an urgent care clinic. Due to the community’s close proximity to Warren County’s largest industrial employers and Warren County High School, Morrison should explore options to locate a clinic in the near future.

McMinnville and Warren County offer several facilities and programs that encourage and increase the community’s access to a healthy lifestyle. The McMinnville Civic Center is a robust facility offering exercise equipment and wellness programming for residents of all ages. With the Civic Center’s planned renovation, these program offerings will likely expand. The Barren Fork Greenway gives the community a wonderful scenic walking trail along the river.
The vibrant Warren County Farmers Market in downtown McMinnville is open two days per week (seasonally) offering fresh produce and locally produced goods. Local government officials should work with the community groups who are passionate about expanding these facilities and programs in an effort to encourage wellness for all.

Although Warren County offers many opportunities for its residents to benefit from a healthy lifestyle, relatively high poverty rates for this area (21.2% for Warren County and 29.4% for McMinnville) inevitably contribute to poor county-wide health outcomes. Lack of access to health care and insurance, along with ill-considered lifestyle choices, leads to overall poor health of many individuals and families and could contribute to the continuous cycle of poverty. Warren County does benefit from having a federally qualified Health Department, which serves to meet the primary care needs of many low-income individuals and families. The recently-opened Good Samaritan Family Health Center, an affiliate of the Saint Thomas system, also serves as a low-cost clinic, offering primary care and lab services at subsidized rates for uninsured and self-pay patients.

Along with many rural areas across the nation, substance abuse, including opioids, prescription drugs, and methamphetamine are major concerns in Warren County. Another problem identified in Saint Thomas River Park’s 2016 Community Health Needs Assessment is mental health issues. Quality, affordable, and accessible mental health treatment is a vital need in the Warren County healthcare system; residents, including youth, need access to affordable mental health providers in a convenient location. The issue of homelessness, even in a rural area like Warren County, is also an obstacle that needs a better solution. The county currently has shelters that are gender-segregated, which does not allow a family to be housed together.

An additional concern for the community is its relatively high obesity rate of 34%, which is above the state average of 32.8%. More troubling is the state of childhood obesity in the county, with Warren County school health officials reporting that many children begin kindergarten obese. While not an easy task, the city and county need to find ways to enable and empower families to create healthier lifestyles at home. The City of McMinnville has a great wellness program for city employees, as well as the recently-implemented Warren Wellness program, part of the statewide Healthier Tennessee initiative; these programs should be continued and expanded in an attempt to improve health outcomes of residents from all walks of life in the county.

In recent years, the City of McMinnville has made great improvements to the walkability of the central downtown area, but the city as a whole is not well-connected for

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pedestrians. Sidewalk connectivity will encourage pedestrian activity. Improved connectivity in low-income residential areas can increase physical activity while also giving these residents easier access to everyday necessities. The continued expansion of the already-developed trail system in the city and county will give residents a great venue for recreational fitness.

Warren County’s 2018 ThreeStar scorecard shows that several main indicators in health have shown an improvement in the last year, including the indicators of adult and childhood obesity and teen pregnancy rates. To keep this trend going, the county and city should seek to implement some of the action items below and always keep the goal of wellness at the forefront of policy-making.

GOAL ONE
Warren County and the City of McMinnville encourage a healthy lifestyle for all residents.

Objective: Expand and promote the Warren Wellness (Healthier Tennessee) campaign with a focus on preventive healthcare and healthy lifestyle habits (healthy eating, exercise, not smoking, etc.).

» Local industries implement programs and opportunities to encourage a culture of staff wellness at work.
» Expand wellness screenings for residents of all socioeconomic backgrounds.
» Restrict fast food access around schools.

Objective: Ensure that homeless individuals in Warren County have feasible shelter options.
» Explore options to include family-friendly shelters.

Objective: Improve access to comprehensive, quality, and affordable healthcare services, while advocating for increased health insurance coverage.

» Engage state legislators and other stakeholders to advocate for expanded access to care in Tennessee.
» Explore options to locate an urgent care clinic in the town of Morrison.
» Review Saint Thomas River Park Hospital 2016 Community Health Needs Assessment and 2017 Implementation Strategy, which include several strategies for improving access to affordable healthcare.

Additional Resources: Saint Thomas River Park Hospital, Warren County Health Department, Warren Wellness.
Objective: Continue to improve substance abuse issue in the community.
» Encourage the establishment of an anti-drug coalition.
» Continue D.A.R.E. Program and expand anti-drug curriculum in schools.
» Educate relevant departments and staff on resources available for drug abuse assistance.

GOAL TWO
Adequate, effective mental health care and assistance is available to residents of all ages and income levels.

Objective: Ensure Warren County provides mental health assistance for various populations.
» Ensure that low-income residents have access to mental health services/providers.
» Add meaningful mental health programming and counseling services, as well as soft skills and job training, to the Warren County Jail.
» Increase mental health programming and resources in the school system.
» Implement open community support groups for substance abuse and mental illness.
» Open a local substance abuse treatment facility in an accessible location.

GOAL THREE
McMinnville is a walkable community, for both practical and recreational purposes.

Objective: Continue to develop walkable spaces and make the City of McMinnville a more connected space.
» Continue to develop the greenway and pursue government funding for this project when possible.
» Continue to add sidewalks connecting residents’ homes to shops, grocery stores, and the farmers market; focus on low-income residential areas in order to serve residents who do not have vehicles.
» Encourage/facilitate mixed-use development in the downtown district.
Property tax collection was the single largest source of revenue for Warren County in 2017, and a large percentage of that collection was from property that was assessed as residential. The assessment value of residential property can be increased by the rehabilitation of existing structures and the creation of new structures. While residential building permits in Warren County have increased 54% since 2015, there has not been any large-scale residential development since the 2008 recession. Several factors can be linked to this lack of development, including a shortage of local contractors, over-development in the early 2000’s and a dramatic increase in the cost of materials. According to the Warren County Planning Commission, the main reason for the lack of residential development can be traced to one root cause: smaller profit margins for developers than in larger counties. For example, a lot developed in Warren County that would net a profit margin of $15,000 would net $30,000 if developed in Coffee, Rutherford or Putnam County. While there is still one- and two-lot development occurring within Warren County, only larger counties nearby are seeing large-scale neighborhood development. Governments are severely restricted in how they can incentivize residential development; due to this fact, they must be prepared when development trends swing in their favor.

Counties and cities should also have land use controls in place to not only ensure proper residential development but to protect property values once development is concluded. The land use controls best suited to ensure proper development are subdivision regulations and residential building codes. The land use controls best suited to protect property values are zoning and property maintenance codes. These controls are in place in unincorporated Warren County, McMinnville and Morrison. While the smaller communities do not require the adoption of these controls, they should consistently monitor development trends and adopt these controls if necessary. To be best prepared, the county and cities within should ensure that their adopted land use controls are periodically updated and that these codes do not remain so restrictive that they discourage development. In addition, local governments must make certain that the capacity of their existing infrastructure is at an optimal level to facilitate growth.

Residential use accounts for the largest percentage of land use in both McMinnville and Morrison. Similar to the county, residential building permits have increased in both areas, but neither have seen significant residential development in the last decade. The reason for the lack of development in these areas could be different than the reason for the lack of development in the county. While over 80% of the land in the county could potentially be developed into residential neighborhoods, that number is dramatically less in McMinnville and Morrison. While the county can point to low profit margins as the reason for a lack of development, the cities can reasonably assume that their issue could be a lack of available land. In McMinnville, approximately 80% of parcels are zoned residential, and an overwhelming majority of them are occupied with existing residences. In fact, only 7% of vacant land is zoned for residential development; thus, residential development opportunities in McMinnville are quite limited. There is a demand for housing in the downtown area of McMinnville due to the fact that almost all current residences are occupied. Current zoning allows a single-family residence as a permitted use and a multi-family residence as a special exception, so land use controls are favorable for the establishment of residences in the downtown area. Residences could be established in one of the downtown area’s multiple vacant buildings. Private investment would be required to renovate a majority of these vacant buildings, and government incentives for residential development can be extremely difficult. The demand for housing in Morrison is not as prominent as in McMinnville, however the opportunity for development is slightly higher as 12% of vacant parcels in Morrison are zoned residential.
GOAL ONE

Residential development increases in Warren County.

Objective: Officials should identify sections of the county where residential growth is most likely to occur and prioritize investments in infrastructure that would spur growth.

» Community leaders should research high traffic count areas and the location of schools to identify locations for potential residential growth.

» Update land use controls periodically to ensure that they are not so restrictive as to discourage development.

» Assess existing infrastructure capacity; increase and bolster when possible.

» Incentivize private residential development in downtown McMinnville.

GOAL TWO

Existing housing stock is safe and meets the needs of county and city residents.

Objective: Improve area housing stock through rehabilitation of existing homes.

» Increase the public education on funding opportunities through an organized resource fair.

» City/county apply for all possible housing grant opportunities.

GOAL THREE

Public housing residents transition successfully into homeownership.

Objective: Assist low-to-moderate income residents with the transition from public housing to homeownership (down-payment assistance).

» Promote/provide education on THDA first-time homebuyers assistance.

» Work with local lending institutions on better options for low-income, first-time home buyers.

» Housing Authority explores options to provide job skills training programs to adults living in public housing developments.

While new construction is essential to residential development, rehabilitation of existing dilapidated structures is also important to an area’s housing stock. Rehabilitation increases the assessment value of property, which generates more property tax revenue. The Tennessee Housing Development Agency (THDA) offers several programs that assist citizens with home rehabilitation. Programs such as the Emergency Repair Program (ERP) and Weatherization are available through the local Development District (UCDD) and Human Resource Agency (UCHRA), respectively. These programs assist citizens with minor home repair. For major home repair, the county and cities can apply for THDA’s HOME rehabilitation program. This program assists low- to moderate-income citizens with major home repair, which brings homes up to existing local building code. The jurisdictions of Warren County should consider housing rehabilitation forums to educate the citizens on available assistance programs. The county does provide options for low- to moderate-income citizens, including those offered by the McMinnville Housing Authority. There are 422 units of public housing in Warren County, with most located in McMinnville and some in Morrison. These units are spread across five different neighborhoods. The need for additional public and affordable housing to accommodate the lower-income sector of the population is an issue for many rural counties, and Warren County is no exception. With a consistent waiting list of around one hundred people and vacancy remaining low, the county is clearly in need of more public and affordable housing to accommodate these residents. The Housing Authority does have plans and nearly all funding in place to construct a new affordable housing development for elderly and disabled residents on the Nashville Highway. Although this will alleviate some housing needs, there is clearly a need for additional affordable housing options. While the county does have some homes available in an affordable price range, it is greatly encouraged that additional modest homes be constructed to meet the needs of Warren County citizens. According to Patricia Basham from the McMinnville Housing Authority, many people who transition from living in public housing to becoming homeowners often struggle not with mortgage payments, but with the down-payment on a new home. Some residents can receive a THDA First-Time Home Buyer’s Loan, but other options are needed for those who may not qualify for this program. In addition, the Housing Authority believes that more job skills training programs would help public housing residents gain necessary skills (such as computer skills) to move into better-paying jobs and ultimately become more financially stable as they transition to homeownership.

Implementation

“It is the successful transformation of the community that is ultimately important; not the successful implementation of the plan.”

- Dr. Dave Kolzow
Next Steps
The goals, objectives and action items included in this plan provide a basis to guide future decision-making. It is important for Warren County governing bodies, regional partners and citizens to realize the role each plays in the implementation and success of this plan.

The comprehensive plan should be as much an education piece as it is a call to action for different bodies in the community. Warren County leadership should make the plan accessible and encourage regular public input and involvement. Securing community-wide support is the only way to move the plan from paper to action.

The following implementation section should serve as a starting point for identifying, educating and mobilizing the appropriate organization(s) to lead each initiative. Each section provides a suggested Champion, organizations to be involved in each initiative and action items to begin implementation with an assigned lead Mobilizer.
Champion
Champions should take ownership of goals and objectives within their appropriate sections, work with other involved parties, set time lines for action items and meet with Mobilizers and stakeholders regularly to check results. Without regular review and discussion, the plan will quickly become irrelevant and useless. It is imperative to remember the comprehensive plan is a living document that should be regularly adjusted based on the current needs of the community.

Mobilizer
Each action item is assigned at least one Mobilizer who should be directly in charge of following through with the assigned action item.

Organizations Involved
Many aspects of the comprehensive plan will involve multiple parties. Each action item is assigned at least one suggested organization from the following chart to assist in the implementation.

<table>
<thead>
<tr>
<th>Elected BC</th>
<th>Elected Boards and Commissions: County Commission, Board of Mayor and Aldermen, School Board</th>
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<tbody>
<tr>
<td>Unelected BC</td>
<td>Unelected Boards and Commissions: Industrial Development Board, Planning Commission, Joint Economic and Community Development Board, Housing Authority Board, etc.</td>
</tr>
<tr>
<td>Elect. Off./Dpt Heads</td>
<td>Elected Officials and Department Heads: Mayors, Tax Assessor, Road Superintendent, Housing Authority, Local Health Department, etc.</td>
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<tr>
<td>EDO/Chamber</td>
<td>Economic &amp; Community Development Organizations: Chamber of Commerce, UT Extension, Industrial Development Board staff, etc.</td>
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<tr>
<td>Bus./Civic/ Volunteer</td>
<td>Business Community, Civic Groups, Volunteers, Merchants Association, etc.</td>
</tr>
<tr>
<td>Regional Partners</td>
<td>Upper Cumberland Development District, Upper Cumberland Human Resource Agency, Tennessee Department of Transportation, Tennessee Department of Environment and Conservation, Tennessee Department of Economic and Community Development, Tennessee Small Business Development Center, The Biz Foundry, Tennessee Valley Authority, Regional Health Department, Middle Tennessee Industrial Development Association, USDA, etc.</td>
</tr>
</tbody>
</table>

Starting Point
Each goal includes one to two suggested action items that should be accomplished first to lay the foundation for implementation. The suggested action items are identified throughout the chart with asterisks and should serve as a starting point for both the Champion and Mobilizer in each section.
AGRICULTURE  
Champion: UT Ag Extension Agent

Goal: Warren County has a vibrant and supported agriculture industry.

Objective: Warren County creates an environment conducive to establishing, sustaining and advancing agriculture-based businesses.

Action Item: Create an inventory of agriculture businesses operations (Livestock, crop, nursery, agritourism, etc.).

Action Item: Feature agriculture on the County’s website.

Action Item: Encourage cross promotion and collaboration of agricultural industries to better meet the needs of the market.

Action Item: Develop relevant trainings to expose entrepreneurs to new technology and opportunities in the agriculture and agritourism industries. Utilize available resources through UT Ag Extension, Tennessee Department of Agriculture Soil Conservation District, etc.

Action Item: Promote existing funding opportunities available to agricultural professionals through USDA Farm Service Agency Direct, Cumberland Area Investment Corporation, Tennessee Department of Agriculture, etc.

Action Item: Encouraging co-ops, internships and field trips to local farms and nurseries to increase involvement of younger generations in agribusiness.

Objective: Agritourism is a thriving industry in Warren County and supports existing and new agriculture-based businesses.

Action Item: Encourage farmers to host U-Pick farming, corn mazes and events such as weddings, barn sales, goat yoga, etc. to provide supplemental income while exposing the community to the prevalence of agriculture.

Action Item: Create a mentorship or internship program for students to help increase exposure to agribusiness opportunities and spur innovative ideas.

Action Item: Host additional farm-to-table events throughout Warren County. Consider using local farms as event venues.

Action Item: Host marketing assistance workshops for local agriculture businesses to assist with social media marketing and registering on online platforms such as Yelp, Trip Advisor, Google, and PickTennesseeProducts.org.

Action Item: Continue to promote local agribusiness through avenues such as Local Table Magazine and WCTE’s Live Green TN.

TOURISM & DOWNTOWN  
Champion: Chamber of Commerce

Goal: Warren County and McMinnville maximize tourism opportunities.

Objective: Increase collaboration of community marketing.

Action Item: Create print and digital brochures that include local resources, such as dining, music, art, historic destinations, recreation, shopping and events.

Action Item: Distribute brochures to all public places including gas stations, hotels, restaurants and shops.

Action Item: Consider categorized marketing pieces to appeal to foodies, thrill seekers, families, etc.

Action Item: Expand upon promotional videos including marketing videos that show first-hand citizen experiences.

Action Item: Create priority list of needed resources, such as restaurants, activities, etc.

Action Item: Develop and expand upon curated trips that highlight county assets, restaurants and entertainment.
| Action Item: Explore ways to expand tourism opportunities around existing events by offering additional events or festivals to extend tourists’ stay and expenditures in the county. |  |  | CHAMBER |
| Action Item: Review land use controls annually and consider holding public forums for citizen input. |  | X | PLANNING DIRECTOR |
| Action Item: Add wayfinding signage along key routes to direct traffic to downtown businesses. | X | X | CHAMBER |
| Action Item: Capitalize on Bonnaroo through-traffic by marketing new hotel as “Last Stop Before Bonnaroo”.
| Action Item: Entice additional development for downtown lodging. |  | X | MAIN STREET |
| Action Item: Consider adding river access points in close proximity to downtown. | X | X | X | X | X | CHAMBER |
| Action Item: Encourage business owners to expand hours. | X | X | MAIN STREET |
| Action Item: Identify and capitalize on tourism corridors. Create a map that highlights common routes taken by tourists in Warren County, i.e. Highway 8 which features Isha and Cumberland Caverns. |  | X | X | X | CHAMBER |

**MARKETING**

Champion: County Chamber of Commerce

**Goal: Warren County’s vision is realized by the community and is consistently communicated by all stakeholders.**

**Objective: Coordinate marketing presence to enhance citizen experience and maximize tourism expenditures.**

| Action Item: Hire a designated marketing and communications director for county-wide coordination. | X | X | CITY ADMINISTRATOR |
| Action Item: Identify community vision, marketing strategies and target market. Include input from citizens and stakeholders to ensure community-wide buy-in. | X | X | X | X | CHAMBER |
| Action Item: Audit existing city, county, chamber and related websites for needed updates and cross-promotion. | X | X | X | CHAMBER |
| Action Item: Fully utilize search engine optimization to drive traffic to online platforms. | X | X | X | CHAMBER |
| Action Item: Implement and expand on Google Analytics and similar services to fully understand the interest of online visitors. | X | X | X | CHAMBER |
| Action Item: Utilize grant funds for advertising such as Tennessee Department of Tourist Development Co-Op and Three Star. | X | CHAMBER |

**Objective: Warren County attracts visitors and residents through effective marketing.**

| Action Item: Create social media and marketing workshops to empower local business owners with effective marketing strategies. |  | X | CHAMBER |
| Action Item: Maximize exposure of community assets including Saint Thomas Hospital and successful education programs available in the County. |  | X | X | CHAMBER |
| Action Item: Include success stories of mechatronics programs on the city and county online platforms. |  | X | X | X | CHAMBER |
| Action Item: Continue to coordinate and expand collaboration with Isha, Rock Island, Cumberland Caverns and local businesses to cross-promote assets. As an example, expand upon incentive advertising to offer bundled discounts and offers to visitors. |  |  | X | CHAMBER |
### Goal One: Warren County is a competitive environment to recruit industrial prospects.

**Objective:** Continue seeking industrial property to develop and market to prospective businesses.

<table>
<thead>
<tr>
<th>Action Item: Develop a long-range plan to identify future industrial sites.</th>
<th>Elected BC</th>
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<th>Elect. Off./Dpt Heads</th>
<th>EDO/Chamber</th>
<th>Bus/Civic/Volunteers</th>
<th>Regional Partners</th>
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- Consider participating in the Tennessee Department of Economic and Community Development Property Evaluation Program.
- Utilize regional and state partners to visit potential properties and identify a target list for the Industrial Development Board of McMinnville-Warren County to pursue.
- Maintain and expand existing infrastructure.
- Consider zoning in unincorporated Warren County for the purpose of future economic development.

**Action Item:** Maintain Tennessee Department of Economic and Community Development SelectTN Certification status on two certified sites (as reviewed every three years).

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- Keep property inline with eligible activities.
- Financially prepare to conduct study updates as required.

**Action Item:** Educate elected officials on incentive options for businesses creating jobs in Warren County.

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### Objective: Further Warren County brand and image.

- Work with regional partners such as Middle Tennessee Industrial Development Association and Upper Cumberland Development District to continue creating marketing pieces for Request for Information (RFI).
- Utilize TVA mock site visit and RFI audit programs to receive feedback on site visit process, and continue preparing for industrial prospects.
- Develop leads and implement direct marketing program.
- Market assets unique to Warren County, such as the Automation and Robotics Training Center.
- Continue to establish local brand and image through consistent and quality marketing.

**Action Item:** Visit existing industries on a consistent and rotating basis to stay apprised of needs and opportunity.

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<th>Elected BC</th>
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**Objective:** Increase business participation in Business Roundtable Action Committee (BRAC).

- BRAC must continue to be relevant and create successes in order to keep attendance and promote additional involvement.

**Objective:** Research coming trends and prepare for the time when automotive industry peaks and slows down.

- Work with existing industry to determine next areas of focus (i.e., artificial intelligence, self-driving vehicles, learning robots, cyber defense, etc.).

**Objective:** Implement industry appreciation initiatives.

- Visit existing industries on a consistent and rotating basis to stay apprised of needs and opportunity.
- Bring available resources such as state training grants and infrastructure grants to the attention of existing businesses ready to grow and expand.
- Host additional industry appreciation events like the annual golf tournament. Consider promotions such as discounts at local businesses or treats delivered to the facilities during an appreciation week or month.
- Promote the success of local industries by sharing how each makes a positive impact on the community through newspaper articles and social media.
### COMMERCIAL DEVELOPMENT
Champion: Chamber of Commerce

**Goal One: Commercial corridors are planned and developed to fit the vision of Warren County.**

*Objective: Ensure that adequate infrastructure exists in areas most suitable for commercial development.*

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Champion</th>
<th>Action Item</th>
<th>Champion</th>
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<tbody>
<tr>
<td>Plan for the installation of needed infrastructure along commercial corridors.</td>
<td>COUNTY EXECUTIVE</td>
<td>Plan for increasing the capacity of existing infrastructure along commercial corridors.</td>
<td>COUNTY EXECUTIVE</td>
</tr>
</tbody>
</table>

**Objective: Ensure that land use controls are conducive to new commercial development.**

<table>
<thead>
<tr>
<th>Action Item</th>
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<tr>
<td>Analyze and update land use controls at least once per year.</td>
<td>PLANNING DIRECTOR</td>
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</table>

**Goal Two: Downtown McMinnville thrives with business and activity.**

*Objective: Incentivize commercial and mixed-use development in downtown McMinnville.*

<table>
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<tr>
<th>Action Item</th>
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<tbody>
<tr>
<td>Leadership should investigate and be knowledgeable on the requirements of Tax Increment Financing (TIF) and be prepared to offer this strategy when a desired development is announced.</td>
<td>CITY MAYOR</td>
</tr>
<tr>
<td>Document all potential incentives for existing downtown building rehabilitation.</td>
<td>CHAMBER</td>
</tr>
<tr>
<td>Organize a ‘tour of vacant buildings’ to market available space to interested developers/business owners.</td>
<td>CHAMBER</td>
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</table>

**Objective: Create an expanded downtown experience.**

<table>
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<tr>
<th>Action Item</th>
<th>Champion</th>
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<tbody>
<tr>
<td>Encourage downtown business owners to expand hours.</td>
<td>CHAMBER</td>
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<tr>
<td>Explore recreation opportunities to draw to visitors downtown: establish a walking trail downtown and include pictures of original buildings.</td>
<td>PARKS &amp; REC</td>
</tr>
<tr>
<td>Research the possibility of creating additional river access points.</td>
<td>PARKS &amp; REC</td>
</tr>
<tr>
<td>Install artwork or other visual enhancers in vacant downtown storefronts.</td>
<td>CHAMBER</td>
</tr>
</tbody>
</table>
### FISCAL STRENGTH

**Champion:** Finance Director

**Goal:** Entities within Warren County are fiscally sound.

**Objective:** Strategic investments are made in all aspects of governments.

| Action Item: Identify and establish economic and tourism corridors. | X | X | X | X | CITY MAYOR |
| Action Item: Increase tourism marketing budget. | X | X | X | | CHAMBER |
| Action Item: Consult all applicable agencies before beginning investing in infrastructure. | X | X | X | X | X | UTILITY DISTRICT MANAGERS |
| Action Item: Maintain and upgrade infrastructure as necessary. | X | X | X | X | X | UTILITY DISTRICT MANAGERS |
| Action Item: Invest in health and welfare to attract industry and a strong workforce. | X | X | X | X | X | X | CITY COUNCIL/COUNTY COMMISSION |

**Objective:** Increase tax revenues in the county and city.

| Action Item: Increase the county’s property tax rate to meet the demands of the current debt service. | X | X | | CITY COUNCIL/COUNTY COMMISSION |
| Action Item: City of McMinnville should review and expand existing tax incentives to spur additional business growth. | X | X | X | X | CITY FINANCE DIRECTOR |
| Action Item: Consider allocating a designated percentage of the education budget for capital projects. | X | X | | CITY COUNCIL/COUNTY COMMISSION |
| Action Item: Continue to prioritize the reduction of general debt and the increase in fund balance. | X | X | | CITY/COUNTY FINANCE DIRECTOR |

**Objective:** Warren County properly allocates all tax revenue in the most efficient manner.

| Action Item: Establish a new hotel/motel tax distribution model allocating a percentage of tax collection to marketing and tourism development. These efforts can directly increase future hotel/motel tax collections. | X | X | X | X | COUNTY COMMISSION |
| Action Item: All departments submit a five-year capital outlay plan along with their yearly budget. | X | X | | CITY/COUNTY FINANCE DIRECTOR |
| Action Item: Identify a way to increase budget allocation to the highway department. | X | X | | COUNTY COMMISSION |
## Goal One: Warren County’s solid waste department operates efficiently.

**Objective:** Update solid waste equipment to reduce repairs and increase the amount of recycled materials.

- **Action Item:** List needed solid waste equipment in the Annual Progress Report to qualify Warren County for waste management grants through TDEC in the future, including a glass crusher/tumbler to recycle glass and a tub grinder to help manage debris generated by occasional storms to decrease the amount of waste taken to a Class 1 Landfill.

- **Action Item:** Pursue federal and state grants to increase funding for the solid waste department.

- **Action Item:** Budget funds for grant matches and to replace equipment.

**Objective:** Decrease the amount of money Warren County spends to manage solid waste from Warren and neighboring counties.

- **Action Item:** Seek less expensive and more environmentally-friendly disposal options (i.e. Waste-to-energy facility, JustBeGreen Energy, LLC, in Van Buren County).

- **Action Item:** Set up a system in which out-of-county residents pay Warren County to manage their waste.

- **Action Item:** Consider requiring out-of-county residents to purchase a sticker so they can continue utilizing the convenience centers.

- **Action Item:** Consider charging out-of-county residents by the pound by installing a pallet scale at each convenience center.

**Goal Two: Warren County residents are actively reducing the county’s total carbon footprint.**

**Objective:** Increase public education about recycling and responsible waste management.

- **Action Item:** Provide education to county residents about the importance of keeping the county clean.

- **Action Item:** Provide curriculum for teachers in the county schools or utilize the Tennessee Department of Transportation Litter Grant to help fund programs to teach best solid waste management practices including litter abatement, recycling, reducing, reusing and composting.

- **Action Item:** Increase public awareness regarding litter through media exposure and “No Littering” signage.

**Objective:** Increase access to recycling opportunities and trash disposal throughout the county.

- **Action Item:** Place additional trash and recycling receptacles at parks, downtown and other public spaces.

- **Action Item:** Clean up illegal dump sites and monitor them closely to prevent further illegal dumping and to encourage residents to use the convenience centers.

- **Action Item:** Support the Tennessee Bottle Bill, which will be presented in the January 2019 session.
**UTILITIES**  
**Champion: County Executive/City Mayor**

**Goal One: Utilities in Warren County are prepared to support residential, commercial and industrial development.**

**Objective:** Ensure adequate capacity for infrastructure.

<table>
<thead>
<tr>
<th>WATER</th>
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<tr>
<td>Action Item: City and county officials should evaluate their infrastructure plan and coordinate future improvements with all departments.</td>
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<td>Action Item: Consult with a third party to evaluate the need to replace or improve Weir Dam.</td>
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<td>Action Item: Warren Utility District should explore the benefit of increasing capacity to six million gallons per day.</td>
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<td>Action Item: Warren Utility District should explore the benefit of installing 12&quot; and 16&quot; water lines along major arterials in the next two years.</td>
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<td>Action Item: West Warren Viola Utility District should consider increasing SR-108 waterline from 6&quot; to 8&quot;.</td>
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<td>Action Item: Implement GIS mapping for McMinnville water and wastewater.</td>
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<td>Action Item: West Warren Viola Utility District should consider installing pump station in MVP.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>NATURAL GAS</th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Action Item: Consider installing natural gas line along new SR 70 S.</td>
<td>x</td>
<td>x</td>
<td></td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FIBER</th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Item: Due to the increasing importance of internet connectivity, it is estimated that 90% of all homes should have coverage by 2040.</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Objective:** Warren County and McMinnville should consider funding for WWVUD to help supplement increasing operational cost.
## Goal Two: Utilities in Warren County perform at optimum efficiency levels.

**Objective: Water loss is significantly reduced.**

<table>
<thead>
<tr>
<th>Action Item: Explore methods to reduce City of McMinnville water loss, such as CDBG funding.</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>Utility District Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Item: Consider replacing all non-PVC and non-ductile iron lines within the City of McMinnville.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
<tr>
<td>Action Item: Complete I/I reduction plan.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
<tr>
<td>Action Item: Implement GIS mapping for McMinnville water and wastewater.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
</tbody>
</table>

| Action Item: Explore methods to decrease WWVUD water loss. | X | X | X | X | X | Utility District Manager |

**Objective: Electric systems increase reliability.**

<table>
<thead>
<tr>
<th>Action Item: Install smart grid to reduce power outages.</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>Utility District Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Item: MES should consider the benefit of updating West substation transformers.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
<tr>
<td>Action Item: Complete new substation in New Town area for Caney Fork Electric.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
</tbody>
</table>

**Goal Three: Utility companies within Warren County offer the highest level of service to their customer base.**

**Objective: City of McMinnville should establish a user-friendly website for customer convenience.**

<table>
<thead>
<tr>
<th>Action Item: All utilities integrate online bill pay.</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>X</th>
<th>Utility District Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Item: Have routine online surveys available to gauge customer satisfaction.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
<tr>
<td>Action Item: Implement automatic bank draft.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
<tr>
<td>Action Item: Introduce online trouble tickets.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Utility District Manager</td>
</tr>
</tbody>
</table>

**Objective: Employ all efforts to meet ADA compliance at existing facilities.**

| Action Item: Create adequate handicap parking at McMinnville City Hall. | X | X | X | X | X | Utility District Manager |
### TRANSPORTATION & PUBLIC PARKING
**Champion: County Executive/City Mayor**

**Goal:** Warren County has a balanced transportation system which is safe and efficient for all road users.

**Objective:** Utilize comprehensive planning to achieve a balanced transportation system.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>EDO/Chamber</th>
<th>Bus/Civic/Regional Partners</th>
<th>MOBILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create signage for parking. Consider signage that shows time to walk or distance to downtown.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Consider parking needs when planning for future downtown commercial and residential development.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Utilize arts grants for creative wayfinding.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Apply for transportation planning grants to study corridors, bike and pedestrian plans, and other transportation needs.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Integrate greenways into the larger multimodal transportation system.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Coordinate with TDOT on all developments.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Local officials and regional partners create a transportation needs assessment and formulate a transportation plan.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Consider parking needs when planning for future development.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

### EMERGENCY SERVICES & LAW ENFORCEMENT
**Champion: County Executive**

**Goal One:** Emergency Management Services, Fire and Law Enforcement departments have facilities and equipment that efficiently serve their employees and the public.

**Objective:** Assess staffing, building and equipment needs of the county’s various emergency services providers and add facilities where lacking.

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>EDO/Chamber</th>
<th>Bus/Civic/Regional Partners</th>
<th>MOBILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner with third party consultant to conduct a system-wide emergency services review.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>EMS DIRECTOR</td>
</tr>
<tr>
<td>Educate elected officials and the public on the need to invest in emergency services.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>EMS DIRECTOR</td>
</tr>
<tr>
<td>Secure a permanent location for the McMinnville Police Department.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>CITY COUNCIL</td>
</tr>
<tr>
<td>Identify all funding sources and develop a capital outlay budget to replace old equipment.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>EMS DIRECTOR</td>
</tr>
<tr>
<td>Law enforcement develop and market active shooter training in businesses and schools.</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>SHERIFF</td>
</tr>
</tbody>
</table>
### Goal Two: Tourists and other natural asset users are able to safely enjoy Warren County’s outdoor recreations.

**Objective:** Develop training programs to address the various emergency situations that may occur during outdoor recreational activities.

<table>
<thead>
<tr>
<th>Action Item</th>
<th></th>
<th></th>
<th></th>
<th>EMS DIRECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review all safety measures currently in place for river emergencies/rescue.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>EMS, EMA, and law enforcement agencies collaborate with river outfitters to create protocol for hazardous situations on the river (such as alerts to kayakers for inclement weather and rising water levels).</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Establish mile markers on the river that river users can reference when reporting incidents.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Incorporate and utilize a GIS system (911) to analyze the location and frequency of river incidents, in order to identify any problem areas.</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

### Goal Three: Upon their release, Warren County inmates are prepared, encouraged, and supported to live normal, productive lives after being incarcerated.

**Objective:** Reduce the recidivism rate of the Warren County Jail and increase the effectiveness of the probation system in the county.

<table>
<thead>
<tr>
<th>Action Item</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>COUNTY EXECUTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add programs at the county jail to educate people in order to get them out of the cycle of incarceration and into a productive lifestyle (soft skills, job skills, mental health counseling, job training, employer connections).</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Identify issues which may be contributing to injustices in the current county probation system, which is currently run by for-profit entities. Explore the potential benefits of returning to a county-operated probation system.</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>COUNTY EXECUTIVE</td>
</tr>
</tbody>
</table>
### EDUCATION & WORKFORCE DEVELOPMENT
**Champion: School Board/ Superintendent**

#### Goal One: Warren County’s workforce meets the needs of existing employers, and the county operates as an industry standard on advanced training.

**Objective:** Expand training capabilities in mechatronics and robotics to eliminate waiting lists and produce more graduates each year.

- **Action Item:** Hire additional instructors.
- **Action Item:** Continue seeking funds for expansion of postsecondary education facilities.
- **Action Item:** Identify other necessary courses/ programs to meet industry needs.

**Objective:** Motlow becomes a four-year college.

- **Action Item:** Conduct a feasibility study to determine if this is necessary, possible, and fundable.
- **Action Item:** Work with TBR to navigate logistical process if deemed appropriate in feasibility study.

**Objective:** Become a regional training mecca for the Southeast in automation and robotics.

- **Action Item:** Actively market Siemens training and robotics training center across the nation through industry trade shows and publications.
- **Action Item:** Capture success stories from industries and include in further marketing materials.
- **Action Item:** Work with the Chamber and community to market the Warren County experience to incoming training classes. Offer downtown travel accommodations and other incentives to visit McMinnville and Warren County assets, such as excursion packages to include kayaking, shows at the theater, discounts at downtown restaurants, etc.
- **Action Item:** Consider hosting Siemens trainings at times that complement community activity i.e. beginning courses later in the week as many local restaurants are closed on Monday.

**Objective:** Continue developing partnerships between educators and local businesses and industries to increase relevant educational programming.

- **Action Item:** Create an inventory of industry contacts for work-based learning and student engagement opportunities.
- **Action Item:** Increase participation of educators in business and industry utilizing externships, site visits and BRAC involvement.
- **Action Item:** Increase business involvement in Partners in Education program creating equal opportunity for all schools throughout the county and increasing industry-education connection.

**Objective:** Continue to improve substance abuse issue affecting the workforce.

- **Action Item:** Encourage the establishment of an anti-drug coalition.
- **Action Item:** Continue D.A.R.E. Program and expand anti-drug curriculum in schools.
- **Action Item:** Educate relevant departments and staff on resources available for drug abuse assistance.

#### Goal Two: The quality of life of residents in Warren County is improved through educational attainment.

**Objective:** Continue to raise the education level of the county.

- **Action Item:** Increase awareness of Drive to 55 initiatives such as TN Promise and TN Reconnect.
- **Action Item:** Work with Upper Cumberland Tennessee Reconnect Community to personally connect adults to post-secondary institutions.
- **Action Item:** Conduct a study to determine why people are not in the workforce. Determine the barriers to education and employment.
- **Action Item:** Begin recidivism and reentry programs with the jail. Offer training while individuals are incarcerated. Develop worker-ready program for adults and tie to bonding program at UC Workforce.
### Objective: Establish mentorship program for high school students not planning to attend postsecondary institutions.

**Action Item:** Utilize young professionals’ network and other volunteers to meet with high school students to discuss career opportunities and encourage postsecondary education.

**Action Item:** Utilize existing school counselors to identify this group of students and pair with volunteer mentors.

**Action Item:** Allow mentors to meet with students during school hours and provide the emotional support many students do not receive outside of the school system.

**Action Item:** Seek out curriculum and supporting resources for the mentors from neighboring counties and organizations such as the State Department of Education and the Highlands Economic Partnership.

---

### ENTREPRENEURSHIP

**Champion:** Chamber of Commerce

**Goal:** Warren County has a system in place to assist small business owners in establishing successful business operations.

**Objective:** Develop east-to-follow steps and marketing collateral to assist entrepreneurs.

**Action Item:** Create a detailed check list for potential new business owners and make it available through the Chamber of Commerce, both in print and online.

**Action Item:** Provide building and downtown business codes when an entrepreneur purchases a business license.

**Action Item:** Create a map for downtown McMinnville that details all restaurants and businesses.

---

**Objective:** Develop a physical location for entrepreneurial training and development in association with the Biz Foundry.

**Action Item:** Identify a feasible location for a co-working space in Warren County.

**Action Item:** Research funding opportunities such as the Tennessee Placemakers Entrepreneurship Grant and local investors interested in supporting business development in the community.

**Action Item:** Develop an entrepreneurial committee to advise local leadership and regional partners of the ongoing needs of small business owners in Warren County.

**Action Item:** Promote resources available through the co-working space through social media, newspaper, radio and educational institutions.
### PARKS & RECREATION
**Champion: County Executive**

**Goal:** Warren County has a fully developed parks and recreation system.

**Objective:** Preserve more public land to develop more parks and recreational opportunities.

- **Action Item:** Develop a parks and recreation board for Warren County to create a system to maintain and build parks.
  - `
  - `
  - `
  - `
  - **COUNTY COMMISSION**

- **Action Item:** Warren County should update and maintain a complete inventory of its physical and cultural resources, including overlooks, waterfalls, trails, four wheeling, equestrian, camping, rivers, picturesque locations, blue hole springs, etc.
  - `
  - `
  - `
  - `
  - **CHAMBER**

- **Action Item:** Warren County should partner with conservation-oriented non-profit organizations such as TennGreen, Land Trust of Tennessee, Nature Conservancy, and the Open Spaces Institute to acquire strategic biological and recreational lands adjacent to existing green spaces.
  - `
  - `
  - `
  - `
  - **COUNTY COMMISSION**

**Objective:** Plan and develop a safe and attractive multi-modal system to connect the parks and recreation system.

- **Action Item:** Formalize a greenway connectivity plan.
  - `
  - `
  - `
  - `
  - **CITY PARKS & REC DIRECTOR**

- **Action Item:** Partner with Tennessee Department of Transportation (TDOT), Tennessee Wildlife Resources Agency (TWRA), Tennessee Valley Authority (TVA) and U.S. Army Corps of Engineers to develop new blue-ways and access points along waterways.
  - `
  - `
  - `
  - `
  - **COUNTY EXECUTIVE**

- **Action Item:** Create more access for biking through bike lanes and bike rental stations.
  - `
  - `
  - `
  - `
  - **CITY PARKS & REC DIRECTOR**

- **Action Item:** Utilize grant opportunities such as Local Parks and Recreation Fund (LPRF), Recreational Trails Program (RTP), Tennessee Department of Health Built Environment, TDOT Multimodal Access, and Tourism Enhancement by partnering with the Upper Cumberland Development District.
  - `
  - `
  - `
  - `
  - **CITY/ COUNTY MAYOR**

**Objective:** Ensure that the community’s recreational facilities meet the needs of its citizenry.

- **Action Item:** Conduct a recreational needs assessment to determine priorities.
  - `
  - `
  - `
  - `
  - **CHAMBER/ PARKS & REC DIRECTOR**

- **Action Item:** Apply for a LPRF grant to fund the McMinnville Civic Center’s indoor pool.
  - `
  - `
  - `
  - `
  - **CITY/ COUNTY MAYOR**

### AGING
**Champion: Senior Center**

**Goal One:** Warren County meets the needs of its aging population.

**Objective:** Connect seniors to a network of comprehensive services.

- **Action Item:** Implement a wide-range of cultural, social and physical programs and classes into the McMinnville-Warren County Senior Center through the planned expansion.
  - `
  - `
  - `
  - `
  - **SENIOR CENTER**

- **Action Item:** Raise awareness of available services by holding resource fairs to allow regional partners and social service for-profit agencies to connect with seniors.
  - `
  - `
  - `
  - `
  - **SENIOR CENTER**

- **Action Item:** Ensure educational classes are offered to protect the aging population from fraud.
  - `
  - `
  - `
  - `
  - **SENIOR CENTER**

**Objective:** Improve the public transportation system to better accommodate seniors.

- **Action Item:** Develop deviated fixed routes within the City of McMinnville.
  - `
  - `
  - `
  - `
  - **CITY MAYOR**

- **Action Item:** Implement rider training services to better explain how to use public transit services.
  - `
  - `
  - `
  - `
  - **SENIOR CENTER**

- **Action Item:** Explore funding opportunities to purchase additional buses. Look at partnering with the faith-based community for ridership opportunities (Community example: Fairfield Glade).
  - `
  - `
  - `
  - `
  - **SENIOR CENTER**
### Goal Two: Local healthcare providers adequately serve the aging community.

**Objective:** Maintain and expand a strong system of local healthcare providers.

- **Action Item:** Local government will assist in the recruitment of both general practitioners and specialists as demand necessitates.  
  - Elected BC: X  
  - Unlected BC:  
  - EDO/Chamber:  
  - Bus./Civic/Volunteers:  
  - Regional Partners:  
  - MOBILIZER: CITY/COUNTY MAYOR

- **Action Item:** Promote the use of local healthcare facilities when possible.  
  - Elected BC: X X  
  - Unlected BC: X X X  
  - EDO/Chamber: CITY/COUNTY MAYOR, CHAMBER

- **Action Item:** Officials will include healthcare-based businesses in their retail recruitment strategy.  
  - Elected BC: X X  
  - Unlected BC:  
  - Elect. Off./Dpt. Heads:  
  - EDO/Chamber: CITY COUNCIL/COUNTY COMMISSION

- **Action Item:** Community leaders will work with current healthcare providers to hold health fairs in smaller communities in Warren County.  
  - Elected BC: X X  
  - Unlected BC:  
  - Elect. Off./Dpt. Heads:  
  - EDO/Chamber: HEALTH DEPARTMENT

### HEALTH & WELLNESS

**Champion:** Health Department or Saint Thomas Hospital

**Goal One:** Warren County and the City of McMinnville encourage a healthy lifestyle for all residents.

**Objective:** Expand and promote the Warren Wellness (Healthier Tennessee) campaign with a focus on preventive healthcare and healthy lifestyle habits (healthy eating, exercise, not smoking, etc.).

- **Action Item:** Local industries implement programs and opportunities to encourage a culture of staff wellness at work.  
  - Elected BC: X X X X  
  - Unlected BC:  
  - Elect. Off./Dpt. Heads:  
  - EDO/Chamber: IDB

- **Action Item:** Expand wellness screenings for residents of all socioeconomic backgrounds.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

- **Action Item:** Restrict fast food access around schools.  
  - Elected BC: X X X X X  
  - Unlected BC:  

**Objective:** Ensure that homeless individuals in Warren County have feasible shelter options.

- **Action Item:** Explore options to include family-friendly shelters.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

**Objective:** Improve access to comprehensive, quality, and affordable healthcare services, while advocating for increased health insurance coverage.

- **Action Item:** Engage state legislators and other stakeholders to advocate for expanded access to care in Tennessee.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

- **Action Item:** Explore options to locate an urgent care clinic in the town of Morrison.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

**Goal Two:** Adequate, effective mental health care and assistance is available to residents of all ages and income levels.

**Objective:** Ensure Warren County provides mental health assistance for various populations.

- **Action Item:** Ensure that low-income residents have access to mental health services/providers.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

- **Action Item:** Add meaningful mental health programming and counseling services, as well as soft skills and job training, to the Warren County Jail.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

- **Action Item:** Increase mental health programming and resources in the school system.  
  - Elected BC: X X X X X X  
  - Unlected BC:  

- **Action Item:** Implement open community support groups for substance abuse and mental illness.  
  - Elected BC: X X X  
  - Unlected BC:  

- **Action Item:** Open a local substance abuse treatment facility in an accessible location.  
  - Elected BC: X X X  
  - Unlected BC:  
### Goal Three: McMinnville is a walkable community, for both practical and recreational purposes.

**Objective:** Continue to develop walkable spaces and make the City of McMinnville a more connected space.

<table>
<thead>
<tr>
<th>Action Item: Continue to develop the greenway and pursue government funding for this project when possible.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>CITY PARKS &amp; REC DIRECTOR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Item: Continue to add sidewalks connecting residents’ homes to shops, grocery stores, and the farmers market; focus on low-income residential areas in order to serve residents who do not have vehicles.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>PLANNING DIRECTOR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Item: Encourage/facilitate mixed-use development in the downtown district.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>PLANNING DIRECTOR</td>
</tr>
</tbody>
</table>

### RESIDENTIAL DEVELOPMENT & REHABILITATION

**Champion:** City of McMinnville Department of Community Development

### Goal One: Residential development increases in Warren County.

**Objective:** Officials should identify sections of the county where residential growth is most likely to occur and prioritize investments in infrastructure that would spur growth.

<table>
<thead>
<tr>
<th>Action Item: Community leaders should research high traffic count areas and the location of schools to identify locations for potential residential growth.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
</tr>
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<td>COUNTY COMMISSION/CITY COUNCIL</td>
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<tr>
<th>Action Item: Update land use controls periodically to ensure that they are not so restrictive as to discourage development.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
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<td>PLANNING DIRECTOR</td>
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<tr>
<th>Action Item: Assess existing infrastructure capacity; increase and bolster when possible.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
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<td>UTILITY DISTRICT MANAGERS</td>
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<td>CHAMBER</td>
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### Goal Two: Existing housing stock is safe and meets the needs of county and city residents.

**Objective:** Improve area housing stock through rehabilitation of existing homes.

<table>
<thead>
<tr>
<th>Action Item: Increase the public’s education on funding opportunities through an organized resource fair.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
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<tr>
<th>Action Item: City/county apply for all possible housing grant opportunities.</th>
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<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
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<td>COUNTY COMMISSION/CITY COUNCIL</td>
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### Goal Three: Public housing residents transition successfully into homeownership.

**Objective:** Assist low-moderate income residents with the transition from public housing to homeownership (down-payment assistance).

<table>
<thead>
<tr>
<th>Action Item: Promote/provide education on THDA first-time home-buyers assistance.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
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<td>CHAMBER</td>
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<tr>
<th>Action Item: Work with local lending institutions on better options for low income, first time home buyers.</th>
<th>Elected BC</th>
<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
<th>Regional Partners</th>
<th>MOBILIZER</th>
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<td>CITY/COUNTY MAYOR</td>
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</tbody>
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<thead>
<tr>
<th>Action Item: Housing Authority explores options to provide job skills training programs to adults living in public housing developments.</th>
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<th>Unlected BC</th>
<th>Elected Off./Dpt. Heads</th>
<th>EDO/Chamber</th>
<th>Bus./Civic/Volunteers</th>
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<td>HOUSING AUTHORITY</td>
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</table>
What I want for the future of Warren County...

Input received from citizens at the 2017 Warren County Agricultural and Livestock Fair and the 2017 Autumn Street Fair.
Authors & Contributors

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We would like to thank the Warren County Comprehensive Plan Steering Committee, focus group members and the hundreds of Warren County residents who provided input for this plan.