

**CALL TO ORDER** – Sheriff Norman Lewis

**PLEDGE OF ALLEGIANCE**

**INVOCATION** – Chaplain Joe Creek

**ROLL CALL**

**APPROVAL OF JUNE 8, 2009 MINUTES**

**VOTE ON ZONING RESOLUTIONS**

**CZ-18-2009:** Application of George Swartz from AG to R-1

**VOTE ON OTHER RESOLUTIONS**

- 09-7-1:** Resolution Authorizing a Ground Lease Between Montgomery County and the Palmyra Volunteer Fire Service, Inc.
- 09-7-2:** Resolution to Adopt the Strategic Economic Development Plan
- 09-7-3:** Resolution to Affirm Compliance with Federal Title VI Regulations
- 09-7-4:** Resolution Determining the Certified Tax Rate for Montgomery County, Tennessee for the 2009 Reappraisal Period
- 09-7-5:** Resolution to Levy a Tax Rate in Excess of the Certified Tax Rate in Montgomery County, Tennessee, for the Fiscal Year Beginning July 1, 2009
- 09-7-6:** Resolution Making Appropriation for the Various Funds, Departments, Institutions, Offices, and Agencies of Montgomery County, Tennessee, for the Fiscal Year Beginning July 1, 2009 and Ending June 30, 2010 (FY10) and Approving the Funding of Non-Profit Charitable Organizations in Accordance with TCA §5-9-109
- 09-7-7:** Resolution to Prohibit Handguns in Public Municipal Parks, Natural Areas, Historic Parks, Nature Trails, Campgrounds, Forests, Greenways, Waterways, or Other Similar Public Places - **(Pulled for further revisions)**

## **UNFINISHED BUSINESS**

## **REPORTS**

1. County Clerk's Report – (requires approval by Commission)

## **REPORTS FILED**

1. June 2009 Permit Revenue and Adequate Facilities Tax Report
2. TDOT Project Status Report
3. Trustee's Report

## **NOMINATING COMMITTEE NOMINATIONS** – Ginger Miles, Chairman

## **COUNTY MAYOR NOMINATIONS AND APPOINTMENTS**

## **ANNOUNCEMENTS**

## **ADJOURN**

**RESOLUTION OF THE MONTGOMERY COUNTY BOARD OF  
COMMISSIONERS  
AMENDING THE ZONE CLASSIFICATION OF THE PROPERTY OF  
GEORGE SWARTZ**

WHEREAS, an application for a zone change from AG Agricultural District to R-1 Single Family Residential District has been submitted by George Swartz and

WHEREAS, said property is identified as County Tax Map 076, parcel 010.03, containing 0.645 acres, situated in Civil District 13, located East of Moore Hollow Road and 150 +/- feet south of Lake Road.; and

WHEREAS, said property is described as follows:

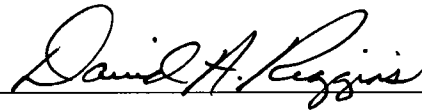
Beginning at an iron pin in the east right of way of Moore Hollow Road, said iron pin being 149.0 feet, more or less, southwardly from the centerline of Lake Road, as measured along said margin of Moore Hollow Road; thence leaving the east right of way margin of Moore Hollow Road, on two new lines generally marked by a fence as follows: South 85 degrees 18 minutes 34 seconds East 166.26 feet to an iron pin; South 10 degrees 03 minutes 27 seconds West 268.84 feet to a iron pin; thence with the north line of the Stegner property generally marked by a fence, North 81 degrees 49 minutes 10 seconds West 27.56 feet to an iron pin in the right of way of Moore Hollow Road; thence with said right of way, North 18 degrees 26 minutes 15 seconds West 289.23 feet to the point of beginning, containing 0.59 acre, more or less

WHEREAS, the Planning Commission staff recommends APPROVAL and the Regional Planning Commission recommends APPROVAL of said application.

NOW, THEREFORE, BE IT RESOLVED by the Montgomery County Board of County Commissioners assembled in regular session on this 13th day of July, 2009, that the zone classification of the property of George Swartz from AG to R-1 is hereby approved.

Duly passed and approved this 13th day of July, 2009.

Sponsor  
Commissioner  
Approved



Attested: \_\_\_\_\_  
County Clerk

\_\_\_\_\_  
County Mayor

**RESOLUTION AUTHORIZING A GROUND LEASE BETWEEN MONTGOMERY  
COUNTY AND THE PALMYRA VOLUNTEER FIRE SERVICE, INC.**

**WHEREAS**, the Montgomery County Board of Commissioners recognize the need for additional fire service protection in the Cumberland Heights area; and

**WHEREAS**, the Palmyra Volunteer Fire Service, Inc. is desirous of constructing a fire service station upon certain property owned by Montgomery County being more particularly described in Exhibit "A" attached hereto and incorporated by reference; and

**WHEREAS**, the Montgomery County Board of Commissioners deems said fire service facility to be in the best interest of the residents in the community for which it shall serve.

**NOW, THEREFORE, BE IT RESOLVED** by the Montgomery County Board of Commissioners assembled in Regular Session on this 13<sup>th</sup> day of July, 2009 that the Lease attached hereto as Exhibit "B" is approved thus allowing the Palmyra Volunteer Fire Service, Inc. to construct a fire service station on the premises as described above.

**Duly passed and approved this 13th day of July, 2009.**

Sponsor \_\_\_\_\_

Commissioner \_\_\_\_\_

Approved \_\_\_\_\_  
County Mayor

Attested \_\_\_\_\_  
County Clerk



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EXHIBIT "A"

This instrument was prepared by  
Ross H. Hicks, Attorney  
Clarksville, Tennessee 37040

JOYCE B. NORFLEET  
REGISTER OF DEEDS  
MONTGOMERY, CO TN

6-24-1999 11:38

SATX \_\_\_\_\_ CF \_\_\_\_\_  
SBTX \_\_\_\_\_ CF \_\_\_\_\_  
COMPUTER FEE \_\_\_\_\_  
RECORDING FEE 4.20  
RECEIPT NO. 19679-004

CLARKSVILLE-MONTGOMERY COUNTY  
SCHOOL SYSTEM, A BODY CORPORATE  
AND POLITIC

TO: QUITCLAIM DEED

MONTGOMERY COUNTY, A BODY  
CORPORATE AND POLITIC

THIS INSTRUMENT, made and entered into on this the 15<sup>th</sup> day of  
June, 1999, by and between CLARKSVILLE-MONTGOMERY COUNTY SCHOOL  
SYSTEM, A BODY CORPORATE AND POLITIC, Grantor, of Clarksville, Montgomery County,  
Tennessee, and MONTGOMERY COUNTY, A BODY CORPORATE AND POLITIC, Grantee,  
also of Clarksville, Montgomery County, Tennessee,

WITNESSETH:

THAT, FOR A GOOD AND VALUABLE CONSIDERATION, cash in hand paid,  
receipt of which is hereby acknowledged, Grantor does hereby convey and quitclaim unto Grantee,  
all right, title and interest of Grantor in and to the following described real estate, to-wit:

TRACT ONE: BEGINNING at a concrete marker in the north margin of the Clarksville-Waverly Road, at the southeast corner of the lot heretofore conveyed by the herein Grantor and husband, to the herein Grantee, by deed of record in Deed Book 111, page 150, and runs with said road north 88 degrees east 200 feet to an iron pin; thence leaving said road and running north 2-1/2 degrees east on a new line 225 feet to an iron pin; thence on a new line north 72 degrees west 180 feet to a poplar on the east bank of a draw, said point being in the east line of the lot heretofore conveyed to the Montgomery County Board of Education by L. H. Bryant and wife; thence up said draw with its meanders south 17 degrees west 180 feet to a point at the head of said draw; thence leaving said draw and running with fence south 20 degrees east 117 feet to the beginning.

Being the same property conveyed to the Montgomery County Board of Education by deed of record in Deed Book 125, Page 103, in the Register's Office for Montgomery County, Tennessee.

TRACT TWO: Beginning at a concrete stone in the public road which runs in front of the old C. P. Church and runs north 4 degrees east 858 feet to a concrete stone marker, thence south 89-1/2 east 605 feet to a concrete stone on the west side of a deed draw, thence with said draw south 6 degrees west 87 feet to a point, south 63 west 140 feet, south 34 west 100 feet south 20 west 100 feet, south 23 west 100 feet, south 17 west 300 feet south 11 west 78 feet to a concrete stone by a gate post, thence leaving the said draw and running thence south 20-1/2 east 117 feet to a concrete stone in the north margin of the Clarksville-Waverly Road, thence with said road south 86 west 23 feet to a point on the north margin

0709  
0781

School System may continue to maintain said portable classrooms in their present location until such time as they may be required for use elsewhere. (2) In the event this property should be sold by Montgomery County in the future, proceeds of such sale will be appropriated to the School System. (3) A portion of the property is currently used by Pleasant View Baptist Church and another portion by the Montgomery Central High School Little League for practice purposes. The School System is required to give Pleasant View Baptist Church thirty (30) days notice of termination of its permission to use the gym facility and the School System will do so. In the interim, the conveyance is subject to the continued right of use of Pleasant View Baptist Church to the gym property. It is agreed that the Montgomery Central High School Little League may continue to use the ballfield for practice purposes throughout the remainder of the 1999 season and this conveyance is subject to their continued right to do so.

WHENEVER USED, the singular shall include the plural, the plural the singular, and the use of any gender shall be applicable to all genders.

IN TESTIMONY WHEREOF, Grantor has hereunto signed this day and date first above written.

CLARKSVILLE-MONTGOMERY COUNTY  
SCHOOL SYSTEM

By: Eula Dowdy Dowdy  
Eula Dowdy, Chairperson  
Board of Education

Grantor

Attest:

David E. Baker  
Director of Schools

STATE OF TENNESSEE     )  
COUNTY OF MONTGOMERY   )

Personally appeared before me, Eula Dowdy, Chairperson of the Board of Education and David Baker, Director of Schools, with whom I am personally acquainted (or proved to me on the basis of satisfactory evidence), and who acknowledged that they executed the within instrument for the purposes therein contained and who further acknowledged that they are the Chairman of the Board of Education and the Director of Schools of the CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM, the maker, and are authorized by the maker to execute this instrument on behalf of the maker.

WITNESS MY HAND, at office, this 1st day of June, 1999.

[Signature]  
Notary Public

My Commission Expires: 10/16/2000.



## **EXHIBIT "B"**

### **GROUND LEASE**

This lease made and executed on the \_\_\_\_\_ day of \_\_\_\_\_, 2009 by and between Montgomery County, a political subdivision of the State of Tennessee, hereinafter referred to as "Lessor" and Palmyra Volunteer Fire Service, Inc., Clarksville, Montgomery County, Tennessee hereinafter referred to as "Lessee".

### **DEMISE AND TERM**

Lessor leases to Lessee the real property in Montgomery County, Tennessee described in Exhibit "A" attached hereto and incorporated by reference to have and to hold for a term of 99 years commencing on the date of this lease agreement and continuing until \_\_\_\_\_.

### **RENT**

Lessee shall pay Lessor an annual rental in advance of \$1.00 per year in addition to assessments and other charges required to be paid.

### **USE OF THE PREMISES**

Demised premises shall be used by Lessee for emergency fire service protection to the general public within its jurisdiction and should the said property ever be used for any other purpose the Lessee shall receive written consent from Lessor of the same or shall be deemed in default under this lease and Lessor shall be entitled to immediate possession thereof. Lessor hereby grants to Lessee quiet possession so long as all terms and conditions of this agreement remain in full force and effect.

### **MAINTENANCE**

Lessee shall be responsible for all maintenance on the above demised premises.

### **COMPLIANCE WITH LAWS; PROHIBITION AGAINST WASTE**

During the term of this lease agreement, Lessee shall comply with all applicable laws affecting the demised premises, the breach of which might result in any penalty on Lessor or forfeiture of Lessor's title to the demised premises.

Lessee shall not commit waste on the demised premises except as necessary for the removal or construction of any buildings or improvements on the demised premises.



### **CONSTRUCTION OF IMPROVEMENTS**

Any construction or demolition of improvements on the demised premises shall require written consent from Lessor to Lessee before said demolition or construction may commence.

### **UTILITIES**

All water, gas, electricity, and other public utilities or phone services used on or furnished to the demised premises during the term of the lease agreement shall be paid for by Lessor.

### **LIENS**

Lessee shall keep all and every part of the demised premises free and clear from all mechanics', material suppliers' and other liens for work or labor done, services performed, materials, appliances or power contributed, used, or furnished or to be used in or about the demised premises for or in connection with any operations of Lessee, or any alteration, improvement, repair, or addition that Lessee may make or permit or cause to be made, for any work or construction by, for, or permitted by Lessee on or about the demised premises.

### **INDEMNIFICATION OF LESSOR**

Lessor shall not be liable for any loss, injury, death, or damage to persons or property which at any time may be suffered or sustained by Lessee or by any person who may at any time be using or occupying or visiting the demised premises or be in, on, or about the demised premises, whether the loss, injury, death, or damage shall be caused by or in any way result from or arise out of any act, omission, or negligence of Lessee or of any occupant, subtenant, visitor, or user of any portion of the premises, or shall result from or be caused by any other matter or thing whether of the same kind or of a different kind than the matters or things set forth above. Lessee shall indemnify Lessor against any and all claims, liability, loss, or damage on account of any such loss, injury, death or damage. Lessee waives all claims against Lessor for damages to the buildings and improvements that are now on or to be placed or built on the demised premises and to the property of Lessee in, on, or about the premises, and for injuries to persons or property in or about the demised premises, from any cause arising at any time during the term of this lease agreement. The two preceding sentences shall not apply to loss, injury, death, or damage arising by reason of the negligence or misconduct of Lessor, its agents, or employees.

### **ASSIGNMENT**

Lessee shall not assign or sublet in whole or in part the demised premises without prior written consent from Lessor.

### **INSURANCE**

Lessor agrees to pay all applicable insurance premiums on the improvements to be constructed on the premises. Lessee shall be responsible for all its contents.

### **DEFAULT**

If Lessee shall fail or neglect to observe, keep, or perform any of the covenants, terms, or conditions contained in this lease agreement on its part to be observed, kept, performed, and the default shall continue for a period of thirty days after written notice from Lessor setting forth the nature of Lessee's default, and in such event, Lessor shall have the right at its option on written notice to Lessee to terminate this lease agreement and all rights of Lessee under this lease agreement shall then cease. Lessor, without further notice to Lessee, shall have the right immediately to enter and take possession of the demised premises with or without process of law and to remove all personal property from the demised premises and all persons occupying the demised premises.

### **NOTICES**

All notices, demands, or other writings in this lease agreement provided to be given or made or sent, or which may be given or made or sent, by either party to the other, shall be deemed to have been fully given or made or sent when made in writing and deposited in the United States mail, registered and postage prepaid, and addressed as follows:

TO LESSOR: \_\_\_\_\_  
\_\_\_\_\_

TO LESSEE: \_\_\_\_\_  
\_\_\_\_\_

The address to which any notice, demand, or other writing may be given or made or sent to any party as provided above may be changed by written notice given by such party as above provided.

### **WAIVER**

The waiver by Lessor of any breach of any covenant or duty of Lessee under this lease is not a waiver or breach of any other covenant or duty of Lessee, or any subsequent breach of the same covenant or duty.

### **TIME OF THE ESSENCE**

Time is of the essence of this lease agreement and of all of its provisions.

### **GOVERNING LAW**

It is agreed that this lease agreement shall be governed by, construed, and enforced in accordance with Federal Laws and with the laws of the State of Tennessee.

### **ENTIRE AGREEMENT**

This agreement shall constitute the entire agreement between the parties. Any prior understanding or representation of any kind preceding the date of this agreement shall not be binding upon either party except to the extent incorporated in this agreement.

### **MODIFICATION OF AGREEMENT**

Any modification of this agreement or additional obligation assumed by either party in connection with this agreement shall be binding only if evidenced in a writing signed by each party or an authorized representative of each party.

**IN WITNESS WHEREOF**, each party of this lease agreement has caused it to be executed on the day and date first written.

\_\_\_\_\_  
Lessor

\_\_\_\_\_  
Lessee

\_\_\_\_\_  
Lessee

\_\_\_\_\_  
Lessee

\_\_\_\_\_  
Lessee

## RESOLUTION TO ADOPT THE STRATEGIC ECONOMIC DEVELOPMENT PLAN

**WHEREAS**, the Three-Star Program was developed to meet the needs and challenges of the evolving economic environment in urban and rural communities and to partner with communities to create opportunities for sustained economic growth; and

**WHEREAS**, communities seeking certification as a Three-Star community must meet certain criteria, including the adoption of a five-year strategic economic development plan; and

**WHEREAS**, in achieving the mission of the Three-Star Program, the Department of Economic and Community Development commits to assist communities in developing and implementing a strategic economic plan.

**NOW, THEREFORE, BE IT RESOLVED**, by the County Legislative Body of Montgomery County, Tennessee, meeting in regular session on this the 13th day of July, 2009, that:

**SECTION 1.** The Legislative Body of Montgomery County declares that the county has adopted a five-year strategic economic development plan to be updated annually.

**SECTION 2.** The strategic economic development plan includes the county's economic goals in promoting economic growth, a plan to accomplish those goals and a projected timeline in achieving those goals.

**SECTION 3.** The strategic economic development plan addresses the county's goals pertaining to existing industry, manufacturing recruitment, workforce development, retail/service, tourism, agriculture, infrastructure assessment and educational assessment.

**Duly passed and approved this 13th day of July, 2009.**

**Sponsor** \_\_\_\_\_

**Commissioner** \_\_\_\_\_

**Approved** \_\_\_\_\_

**County Mayor**

**Attest** \_\_\_\_\_

**County Clerk**



# Strategic Economic Development Blueprint 2009-2012

## Executive Summary



100 Colony Square 1175 Peachtree Street N.E. Suite 1660 Atlanta, Georgia 30361  
P: 404.892.0100 F: 404.872.4591 [www.boyettelevy.com](http://www.boyettelevy.com)

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### EXECUTIVE SUMMARY

#### Project Overview

Clarksville is the fifth largest city in Tennessee and the ninth fastest growing city in the country. By 2013, the total population of Clarksville-Montgomery County is projected to grow by 6.5 percent to more than 159,000. The area is projected to continue to grow with the Clarksville Metropolitan Statistical Area adding up to an estimated 5,000 new residents each year for the next 20 years. Clarksville-Montgomery County also has an increasing per capita income with the fifth highest per capita income in Tennessee and the second highest growth in per capita income in the state.

In December 2008, it was announced that Hemlock Semiconductor Group (which includes two Dow Corning Corporation joint ventures, Hemlock Semiconductor Corporation and Hemlock Semiconductor LLC), will invest \$1.2 billion to build a new polycrystalline silicon (polysilicon) production facility in Clarksville. Polysilicon is a key raw material used to manufacture solar cells and semiconductor devices and is used widely by companies in the solar industry. The project is expected to employ 1,000 construction workers over the next five to seven years, and when operational in 2013, the facility will employ more than 500 people with the potential to employ up to 800 when expanded.

With the overall growth of Clarksville-Montgomery County and the recent announcement of the Hemlock Semiconductor project, Clarksville-Montgomery County is poised for economic success.

As such, the Clarksville-Montgomery County Economic Development Council (EDC) engaged Boyette Levy in late July 2008 to develop a new four-year Strategic Economic Development Blueprint to guide the community into the future.

#### Summary of Findings

##### Community Assessment

###### Location

Clarksville-Montgomery County is located 40 miles northwest of Nashville, within a one hour drive of Nashville International Airport. The navigable Cumberland River runs through downtown Clarksville.

###### Population

As previously mentioned, the population of Clarksville-Montgomery County, which is currently estimated at 150,000, is projected to continue to grow.

###### Education

The Clarksville-Montgomery County School System (CMCSS) is a consolidated city and county school system that has an enrollment of approximately 29,000 students making it the seventh largest school district in Tennessee. It is home to one kindergarten through fifth grade magnet school.

Austin Peay, located near downtown Clarksville, is a four-year public university which offers Associates, Bachelors and Masters Degrees. Austin Peay, with an estimated 9,100 students, offers Bachelors Degrees in nearly 60 majors and Masters Degrees in biology, nursing, military history, management, education and English. With the announcement of the Hemlock Semiconductor project in December, Austin Peay became the recipient of a \$6.4 million grant from the state of Tennessee to develop a chemical engineering technology program.

###### Healthcare

Clarksville-Montgomery County is also home to a new \$200 million, 510,000 square foot hospital located on Interstate 24 with more than 270 licensed beds and 200 physicians on staff.

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Workforce

The largest employer in Clarksville-Montgomery County is Fort Campbell, which is located partially in Clarksville and partially in Fort Campbell, Kentucky. More than 30,000 soldiers and 55,000 family members reside at Fort Campbell and civilian employment is greater than 4,000 making it the largest employer in both Kentucky

and Tennessee. Retiring military and military spouses provide a significant source of trained labor for the area.

The manufacturing industry in Clarksville-Montgomery County employs more than 6,000. Other companies with more than 200 employees include:

Company Name	Employees
Clarksville-Montgomery County School System	3,700
Trane Company	1,700
Convergys Corporation	1,400
Gateway Medical Center	1,200
Wal-Mart Supercenter	1,100
Quebecor	1,000
City of Clarksville	989
Montgomery County	850
Austin Peay State University	732
Jostens Printing and Publishing	600
Robert Bosch Corporation	500
Bridgestone Metalph USA, Inc.	400
Premier Medical Group	350
Hendrickson Trailer Suspensions Systems	320
Spear USA	302
Florim USA	287
Nystar	242
Cumberland Electric Membership Corp.	215
Progressive Directions, Inc.	215

### Buildings and Sites

Following the announcement of the location of Hemlock Semiconductor at Commerce Park, which is comprised of 1,215 acres of land, Clarksville-Montgomery County has approximately 650 acres available for development at the

Corporate Business Park. There are also a number of available buildings. The Corporate Business Park also includes space for a Class A distribution facility and a 40 acre pad ready site.

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Insights from Interviews and Surveys

To gather additional insight on Clarksville-Montgomery County, a total of 58 stakeholder interviews were conducted either one-on-one or through small discussion

groups. Some of the key findings from such interviews/discussion groups include:

Common Perceptions of Clarksville-Montgomery County	
➤	Military town
➤	Good place to retire
➤	Little big town
➤	University town
➤	Unawareness of proximity to Nashville
➤	Melting pot

Strengths	Weaknesses
➤ Fort Campbell	➤ Lack of identity and long-term vision for the future
➤ Geographic location near Nashville, Interstate 24 and within a six hour drive of four major cities	➤ Infrastructure has not kept up with rapid growth
➤ Austin Peay State University	➤ Lack of master plan for development
➤ Small-town feel with a good quality of life	➤ Need for more involvement in leadership roles by younger residents
➤ Great place to raise a family	➤ Lack of consolidated government
➤ Consolidated city and county public school system	➤ Lack of a conference center or multi-use facility
➤ A growing and diverse population	➤ Need for more amenities for residents such as parks, trails, cultural events, higher-end retail stores and non-chain restaurants
➤ Cumberland River and the new riverfront development and planned marina	➤ Under utilization of Cumberland River area
➤ Numerous golf courses in the area	➤ Challenge to fund new schools due to rapid growth
➤ Local attractions such as Customs House Museum, historic Collinsville, and the Beachaven Winery	➤ Perception as a military town
➤ Leadership in the community	➤ Residents who are resistant to change
➤ New hospital	➤ Transient population because of Fort Campbell
➤ Affordable land and labor	



**CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL**  
**STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT**

Challenges to Business Success
➤ Lack of long-term vision and master plan for development
➤ Concerns regarding fragmentation of city and county government
➤ Residents who are not progressive and want to maintain status quo
➤ Lack of a convention center or multi-use facility
➤ Need for more involvement in leadership roles and economic development activities by younger residents
➤ Over reliance on Fort Campbell
➤ State of Tennessee's incentives

Visionary Thoughts to Ensure Success
➤ Creation of a long-term vision and master plan for development
➤ Infrastructure improvements
➤ Consolidation of city and county governments
➤ Development of a convention center or multi-use facility
➤ Stronger and more aggressive leadership
➤ More involvement of younger residents in leadership roles and economic development activities
➤ Increased marketing efforts to sell Clarksville-Montgomery County
➤ Increased funding for schools
➤ Stronger partnership with Austin Peay State University
➤ Continued development of the riverfront area and planned marina
➤ Establishment of more amenities for residents such as parks, trails, cultural events, higher-end retail stores and non-chain restaurants

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

Related to the Aspire Campaign, questions were asked as part of the survey to members of the Chamber who currently participate or have participated in the campaign. Of those who responded, 73.7 percent felt the

Aspire Campaign has been successful and 61.1 percent of respondents felt the campaign needs a new name or re-branding. When asked what changes should be made to the campaign, respondents stated the following:

Proposed Changes to the Aspire Campaign
➤ More accountability of how funds are used
➤ Increased communication to investors regarding accomplishments
➤ Need to develop stronger metrics and goals for the campaign
➤ Campaign should be re-launched with a new brand and mission

Related specifically to tourism, the following were identified as the primary opportunities and challenges:

Tourism Opportunities	Tourism Challenges
➤ Need to develop a convention center or multi-use facility	➤ Lack of a convention center or multi-use facility
➤ Enhancement of heritage/historic tourism opportunities	➤ Insufficient funding for marketing activities
➤ Need to create a destination type attraction, such as the Wings of Liberty military museum, which would bring tourists to the area	➤ Need for additional hotels
➤ Continued development of the riverfront area and planned marina	➤ Need for better trained hospitality workforce

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Targeted Business Opportunities

Identification and prioritization of targeted business opportunities for Clarksville-Montgomery County is critical to the creation of an efficient and focused economic development effort. The targeted opportunities for Clarksville—Montgomery County were ultimately selected based on a review of the targets from the TVA Valley Targeted and Prepared Community Program strategy completed in June 2007, a comparison of the area's assets, which were ascertained through information gained during stakeholder interviews, focus/discussion groups and survey results; secondary

research; and the community assessment. This information was then reviewed and compared against the needs of the potential targets.

The following is a list of the four primary and two secondary targets identified. Primary targets are those that show the greatest potential for Clarksville-Montgomery County at this point in time and, as such, should be the immediate focus. Secondary targets are those that show potential over the course of the next four years.

Primary Targets	Secondary Targets
➤ Clean/Green Technology with a Focus on Alternative Energy	➤ Automotive Suppliers
➤ Solar Support Manufacturing	➤ Retirement Services
➤ Wind Support Manufacturing	
➤ Corporate Services	
➤ Contact Centers	
➤ Data Centers	
➤ Shared Service Centers	
➤ Distribution/Logistics	
➤ Medical Equipment and Supplies	

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Program Areas

Based on the primary and secondary research completed for Clarksville-Montgomery County, Boyette Levy was able to determine there are four main program areas that need to be the focus of economic development efforts for the next four years. The program areas include:

➤ Global Business Development
➤ Community Development
➤ Marketing and Communications
➤ Tourism

Strategies have been developed in each of these program areas, which are defined below, and performance metrics were created to ensure the strategies are effective moving forward.

#### Global Business Development

For purposes of this Blueprint, Global Business Development includes strategies related to:

➤ Existing Industry and Retention
➤ Hemlock Semiconductor Project
➤ Business Attraction – Targeted Business Opportunities
➤ Foreign Direct Investment
➤ Real Estate Development
➤ Innovation and Entrepreneurship
➤ Education and Workforce Development
➤ Incentives Policy

#### Existing Industry and Retention

It is typically less costly and time intensive to retain an existing business than it is to recruit a new one. As such, retention and expansion efforts can provide significant benefits to a community, especially in a struggling economy. Representatives of the EDC already conduct regular one-on-one visits to existing industry but there is no formalized Existing Industry Program.

Recommendations related to Existing Industry and Retention include:

#### Formalize existing industry program by:

- **Hiring a new full or part-time staff person** to oversee the Existing Industry Program.
- **Identifying key existing companies** that should be a focus of this retention and expansion effort.
- Establishing a **Business Retention and Expansion Team or Council** that may consists of one or more representatives of the EDC, the Chamber, Austin Peay and elected officials.
- Develop a **corporate headquarters visitation program** to parent company locations outside of Clarksville-Montgomery County.
- Consider purchasing and using an **existing industry survey program or create a database** as a tool to track corporate visits and existing industry activity.

#### Hemlock Semiconductor Project

In December 2008, Hemlock Semiconductor Corporation (HSC) announced plans to invest \$1.2 million in a new manufacturing facility in Clarksville that will produce polycrystalline silicone or polysilicon, a key raw material used to manufacture solar cells and semiconductor devices. The new facility will employ an initial 500 and up to 800 once expanded. It will also employ an estimated 1,000 workers during construction over the next five to seven years. The economic impact of this project is substantial over the short and long-term.

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Implementation of Commitments

The EDC has facilitated the efforts to bring the HSC project to Clarksville-Montgomery County over the past two and a half years. The EDC coordinated with numerous state and local Tennessee agencies in connection with the project and several of those entities made commitments to HSC. In order to ensure that all commitments related to the HSC project are implemented, the following should occur:

- **The EDC must continue its role as facilitator in the process of ensuring that all commitments by such entities are implemented in a timely manner.**
- The EDC should utilize the existing **implementation matrix that outlines all of the commitments** and **continue its ongoing conversations** with each of the responsible parties to obtain a status update, as well as address any potential issues.
- **The EDC should also continue in its role of being the primary coordinator and communicator with HSC representatives** to ensure they are updated on the status of each commitment and any possible challenges with meeting deadlines.

### Support for the Solar Industry

#### Local Incentives

In order to further show support for the HSC project and any related customers that may locate in Clarksville-Montgomery County, the EDC **should explore the possibility of enacting an incentive at the local level to support the solar industry.** In recent years, solar incentives have grown in popularity among state and local governments trying to promote clean energy production. Many states and localities are now offering rebates or other types of incentives for installing solar-electric systems in both residential homes

and commercial facilities. Having such incentives and regulations in place encourages the use of solar energy resulting in more demand for solar products.

Instead of offering rebates, some local governments have been looking at other types of incentives to promote solar power.

For example, the city of Gainesville, Florida recently voted to create a feed-in-tariff program that would allow participants to make money by installing solar energy systems. The program would pay both residential and business customers 32 cents per kilowatt hour for power generated from their systems, which is more than the price of conventional electricity.

Clarksville-Montgomery County may want to **consider some type of rebate program at the local level or possibly a feed-in-tariff type program** that awards both companies and residents for installing solar energy systems in their facilities or homes. Such a program should also be encouraged at the state level in Tennessee.

#### Other Solar Initiatives

The U.S. Department of Energy's Solar America Cities Partnership is a select group of U.S. cities that are working together to accelerate the adoption of solar energy technologies. The partnership includes the U.S. Department of Energy (DOE), national laboratories, 25 cities across the U.S., and a variety of city, county and state agencies, universities, solar companies, utilities, developers and non-profit organizations.

The city of Knoxville, Tennessee became a partner in the Solar America Cities program in March 2008. Through the program, Knoxville was awarded \$200,000 over a two-year period to help finance various initiatives related to local generation of solar power. TVA is matching this grant with \$50,000 annually.

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

It does not appear that DOE intends to select any new Solar America Cities. However, Clarksville-Montgomery County may want to **explore the possibility that additional cities could be selected** considering that there is now a new Administration in office and this program was originally set up under the Bush Administration in 2006 as part of the Solar America Initiative.

Regardless of whether additional cities are selected or not, the **EDC should engage in conversations with its counterpart in Knoxville** to determine what lessons they have learned in this process and what actions they are taking to develop a sustainable solar infrastructure.

#### ***Business Recruitment – Targeted Business Opportunities***

As previously discussed, the primary targeted business opportunities for Clarksville-Montgomery County include the following:

- Clean/Green Technology with a Focus on Alternative Energy
  - Solar Support Manufacturing
  - Wind Support Manufacturing
- Corporate Services
  - Contact Centers
  - Data Centers
  - Shared Service Centers
- Distribution/Logistics
- Medical Equipment & Supplies

Secondary targets include:

- Automotive Suppliers
- Retirement Services

The EDC must have a plan of action in place to target and attract such business opportunities to Clarksville-Montgomery County.

#### ***Business Intelligence and Marketing Activities***

Clarksville-Montgomery County has already had a major success in the area of solar support manufacturing with the recent announcement of HSC. The product that HSC produces is the beginning of the supply chain for the solar and semiconductor industries. As such, there is opportunity for customers of HSC to potentially locate a facility in the Clarksville-Montgomery County area. In order to increase the chance of this happening and the overall project impact, it is recommended that the EDC **develop a plan of action for maximizing the potential of customers of HSC locating in the area** in the future. The EDC should also **develop a plan of action related to the other targeted business opportunities** identified.

This will involve **allocating marketing dollars to support targeting activities** for HSC customers and the other targeted business opportunities. It will also involve the **hiring of additional EDC staff** to do the following:

- Business intelligence research to identify potential HSC customer and other target companies;
- Development of project specific marketing materials to send to such potential HSC customers or other target companies;
- Conducting marketing trips to the headquarters locations of such potential HSC customers or other target companies ; and
- Business intelligence research to identify potential suppliers of identified HSC customers.

#### ***Future Regional or Alternative Airport to Nashville***

Nashville International Airport is approximately 40 minutes from Clarksville. One important factor for HSC in selecting a location for its new manufacturing facility was accessibility to an airport. Access to adequate flights is important to many companies that may consider

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

locating in Clarksville-Montgomery County now and in the future, as well as to area's growing population base.

As Clarksville-Montgomery County continues to grow and reaches a population of more than 200,000, it may want to **consider the development of an alternative airport to Nashville, whether a regional airport or a second airport to serve the Nashville market.**

The development of a commercial airport normally **takes up to 20 years or more** to come to fruition so Clarksville-Montgomery County should start considering the feasibility and potential need for a regional airport with commercial flights in the area or potentially an alternative airport to Nashville in the future.

#### *Foreign Direct Investment*

Foreign Direct Investment (FDI) can be defined as "an investment abroad, usually where the company being invested is controlled by a foreign corporation." For the purpose of this Blueprint, FDI refers to the investment of foreign-based companies in the United States.

It is highly likely that a significant number of projects announced over the next few years by targeted industries such as solar, wind and automotive are likely to result from foreign-owned companies. Related to solar, Germany has by far the largest market for photovoltaic systems, which convert sunlight into electricity, with roughly half of the world's total installations. Germany is also the third-largest producer of solar cells and modules, after China and Japan.

Most of the leading wind-related manufacturing companies are based in Europe (Germany, Denmark and Spain), but are quickly increasing their presence in North America, which is viewed as the world's most promising market.

The majority of automotive Original Equipment Manufacturer (OEM) projects announced in the last few

years, such as Volkswagen (Germany) in Chattanooga, Tennessee, and Toyota (Japan) in Blue Springs, Mississippi are foreign-owned. It is likely that suppliers of such OEMs and others, who may be potential targets for Clarksville-Montgomery County, would also be foreign-owned.

The EDC should focus its efforts in the solar, wind and automotive targeted business opportunities on foreign-owned companies that may be looking to invest in the U.S. and be prepared for prospects from such countries.

The EDC should also consider **participating in state-sponsored investment missions to foreign countries** where such sectors are strong.

#### *Real Estate*

One of, if not the major contributor of Clarksville-Montgomery County's economic development success is that the local governments have had the foresight to develop commercial/industrial property that was available to prospects in timely fashion. The importance of this vision and commitment to securing and preparing these sites cannot be overstated. As community's economies develop, however, they position themselves to be more attractive to private sector developers who may then be amenable to undertaking many of the development costs and risk associated with preparing a commercial/industrial park.

With its recent success, combined with the expanding boundaries of the "Nashville market," Clarksville-Montgomery County could now be positioned to **pass the development of its commercial/industrial property from the public to the private sector.** Related recommendations are:

- Identify **future potential property** for development.

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Continue networking with Nashville-based developers.**
- **Develop incentives** from the city and/or county (determined by jurisdiction of property identified) to induce private developers to undertake projects.
- Invite Nashville or regional development firms to **familiarization tours** of Clarksville-Montgomery County.
- Once market conditions improve, **develop Request for Proposals (RFPs)** to distribute among the development community with the objective of securing a development partner.
- **Identify and define roles of all critical entities** in the area that are active in entrepreneurial development and coordinate efforts with such entities to eliminate overlap of services.
- **Collaborate with representatives from Austin Peay to develop courses in entrepreneurship** and, possibly eventually an undergraduate program in entrepreneurship.
- **Organize a panel of local experts to address obstacles of entrepreneurs.** Such panels should be organized once every six months.

### ***Innovation and Entrepreneurship***

One key to success in the 21st century is supporting innovative and entrepreneurial activities which will offer the opportunity for new wealth creation. The ability to generate new ideas and turn those ideas into reality is a critical factor in creating a competitive advantage and wealth for both companies and communities. Programs which assist and encourage local entrepreneurs to succeed are one of the more promising economic development strategies in the 21st century.

To create a superior support system for innovation, venture creation and entrepreneurial development, Clarksville-Montgomery County should **consider developing an Innovation and Entrepreneurship Program, in collaboration with Austin Peay**, which includes workshops and mentoring/networking opportunities. Such a program should be housed under the Chamber arm of the EDC.

As part of that Innovation and Entrepreneurship program, Clarksville-Montgomery County may also want to consider implementing some or all of the following additional ideas:

- **Explore the creation a business incubator.**
- Work with **military representatives** at Fort Campbell to provide entrepreneur assistance to retiring and recently retired personnel.
- Develop a **legislative agenda** that supports entrepreneurial development and work with local legislators to educate them about the issues facing entrepreneurs and how the state can better support entrepreneurs.

### ***Education and Workforce Development***

The Clarksville-Montgomery County School System (CMCSS) is a



consolidated city and county public school system which serves the county. One of the biggest challenges that CMCSS faces is the growing population in Clarksville-Montgomery County and being able to build enough new schools fast enough to accommodate such growth.

The strength of the public school system is often a very important aspect of a site search for a new corporate



## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

location. It can also be an important factor for existing industry as far as availability of talent locally and the recruitment of talent from outside the area. As such, addressing issues related to the public school system is an important part of an economic development strategy for a community.

Recommendations in this area for Clarksville-Montgomery County are:

➤ **Assess funding and need for future schools.**

In order to ensure that schools in the K-12 system are adequately funded and new schools continue to be constructed to address the increasing population, the EDC should continue to **facilitate meetings with the CMCSS Director of Schools and the appropriate city and county officials.**

➤ **Enhance and expand math and science curriculum in the public schools.**

During the next decade, it is projected that the U.S. demand for scientists and engineers will increase at four times the rate of other occupations. However, high school students today are not performing well in math and science, and fewer are pursuing technical degrees. Effective Science, Technology, Engineering and Mathematics (STEM) Education is critical to a knowledge-based economy in the 21<sup>st</sup> Century. STEM Education is also critical to serve the workforce needs of a company such as HSC.

As such, the EDC should encourage CMCSS to **conduct an inventory of existing STEM curriculum offerings at the elementary, middle school and high school levels and develop recommendations to expand those offerings.**

➤ **Collaborate with Austin Peay to ensure curriculum needs of targeted industries are met.**

➤ EDC officials should also **work with Austin Peay to ensure accreditation of the Business program** at the university.

➤ **Update Labor Market Assessment.**

#### ***Incentives Policy***

Incentives are an important factor in offsetting project costs for companies that are expanding or locating new operations. Incentives can make a difference in the site selection process, particularly when the choice is between two or three final locations. Many states and localities offer tax and non-tax incentives to attract businesses that create jobs, make capital investments or both.

The Clarksville-Montgomery County EDC, through the Industrial Development Board (IDB), should **develop and adopt a flexible incentives policy** that enables it to meet the needs of **new and existing industry**. Once the needs of a prospect have been identified, the EDC, through the IDB, should base its incentives commitments on jobs created, wages and capital investment.

Such incentives policy should include performance-based requirements and/or **clawback provisions** related to cash-type incentives that require repayment of some or all of such incentives if job, wage or investment requirements are not met. The policy should also **include incentives for retention** when a company is considering closing, downsizing or relocating operations to another state or country.

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Community Development

Community Development is another important component of economic development. For purposes of this Blueprint, Community Development includes strategies related to:

➤ Comprehensive Planning
➤ Conference Center Development
➤ Resources for Living
➤ Public Policy

#### *Comprehensive Planning*

Comprehensive planning is a necessary part of community development as it provides a strategic long-term vision for an area and a plan to achieve success. During the stakeholder interview process, the majority of stakeholders agreed that a long-term vision and master plan for development is needed for Clarksville-Montgomery County to be successful. As such, a Comprehensive Plan for Clarksville-Montgomery County should be considered in the future.

In the meantime, Clarksville-Montgomery County **should address certain key issues that would be covered in a Comprehensive Plan** including the possibility of city/county consolidated government. The majority of stakeholders interviewed as part of this process felt a consolidated city and county government is needed for the community to be successful.

**As such, the EDC should investigate the potential to pursue city/county consolidated government and develop plan to achieve should feasibility investigation indicate it would be successful.**

The first obvious step in this process would be to **establish a Consolidation Study Committee** to explore the feasibility of consolidating the city and county government in Clarksville-Montgomery County. The EDC should take a lead role in encouraging the City and

County Mayors, as well as members of the City Council and County Commission to form a **Consolidation Study Committee** to explore the feasibility of consolidation.

Assuming the results of such study are positive, the EDC should then take the lead role, working through the Chamber of Commerce, in the establishment of a **committee to “educate the public” about the benefits of consolidation.**

#### *Conference Center Development*

Almost every stakeholder interviewed for this project felt a conference center to provide a venue for local events, conferences and other special events is a critical factor in ensuring the future success of Clarksville-Montgomery County. Many stakeholders pointed out it can be difficult to find a location to hold a large event in the community, and currently the largest venue for events in Clarksville is the Austin Peay State University Center for the Creative Arts, which can hold only 600 people.

Representatives of HSC will have a need for conference center facilities for company-related meetings. The presence of a conference center in Clarksville-Montgomery County would also add to the attractiveness of the community for companies considering a new location, such as potential customers of HSC and other existing businesses, as well as residents.

As such, the Clarksville-Montgomery County EDC should **support the development and construction of a conference center facility** in the area. A **communications campaign should also be developed** to support the recruitment of the conference center facility and additional retail that would include information about the need and how it would positively impact Clarksville-Montgomery County.

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### ***Resources for Living***

In order to be a viable choice for the current and future knowledge-based workers, the EDC should ensure that projects related to creating a higher quality of living environment for this talent base become a priority. Development of such amenities will not only help retain and attract talent, it will enhance the region's chances to recruit the type of companies that rely on this skilled type of workforce.

Specific recommendations in this area include:

- Assisting and supporting the development of a plan to make Clarksville **more pedestrian friendly** which may include:
  - **Connecting Austin Peay and downtown to the river through walking and bike trails**
  - **Making sidewalks, walking and hiking trails and bicycle trails** a more critical component of future planning
  - **Rail Trails**
- **Work with the appropriate organizations to maximize use of the Cumberland River** through development of retail, restaurants and residential areas around the river area and of the planned marina that is already in process.
- Continue to work to influence the **development of downtown.**
- **Address public transportation needs** by working with the appropriate parties to ensure **more bus routes are added to meet needs of new and existing industry**, and to increase the **use of "rubber" trolleys** in the downtown areas.

### ***Public Policy***

Many issues raised during the stakeholder interview/discussion group process were more "community development" and therefore "political" in nature, rather than directly related to new business recruitment. Examples of these issues include:

- Development of a Conference/Event Center
- Consolidation of City and County Government
- Plan for Infrastructure
  - Transportation (roads)
  - Utilities
- Resources for living
  - More sidewalks
  - Walking trails
  - Bike trails
  - Maximizing the river
  - Connecting Austin Peay to downtown

The Chamber arm of the Clarksville-Montgomery County EDC currently has a Public & Community Affairs Committee whose stated purpose is "to act as the "voice of the business" to local, state and federal elected officials." This committee produces a local, state and federal legislative agenda, monitors progress of issues it has identified as important to the business community and sponsors programs on legislative topics.

Based on this information and Boyette Levy's assessment, the following are recommended:

- Create a committee to be called the **"Catalyst Council"** which will select one to two key legislative or local issues from the list compiled by the existing Public and Community Affairs Committee and develop a strategy designed to successfully address the each element inherent in the chosen issue.
- Create a **Political Action Committee (PAC)** under the umbrella of the Chamber of Commerce that is focused on identifying and supporting local, state and federal issues and state and federal

# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

candidates that are critical to the successful development of the Clarksville-Montgomery County economy.

### Marketing and Communications

In today's environment, communications and marketing are critical to successful economic development activities. Marketing and Communications efforts should focus on the area's competitive strengths which result from comparing the critical needs of targeted projects with the area's advantages. The competitive position should then be used to develop key messages that serve as the basis for all marketing and communications activities.

For purposes of this Blueprint, Marketing and Communications includes strategies related to:

- Branding
- Public Relations – Nashville
- Public Awareness
- Aspire Foundation Marketing

The marketing component of the economic development Blueprint for Clarksville-Montgomery County is focused on developing activities to promote the area both to internal and external audiences by employing several strategies including branding, media relations, community relations and investor communications. The overarching goal for this marketing effort is:

To position Clarksville-Montgomery County as a growing, progressive community that offers outstanding amenities for businesses, residents and visitors.

### Branding

- Develop a more consistent branding strategy for Clarksville-Montgomery County and encourage all entities that seek to promote the community to utilize the same brand and design.
- Utilize branding messages that position Clarksville-Montgomery County as a dynamic, progressive and growing community.

The following are suggested key messages:

As the 9<sup>th</sup> fastest growing city in the nation, Clarksville is a city with diverse opportunities for a diverse population.



While Clarksville has a diverse economic base and success in a variety of industry sectors, it will soon be home to Hemlock Semiconductor Corporation, a \$1.2 billion polycrystalline silicon (polysilicon) production facility. Polysilicon is a key raw material used to manufacture solar cells and semiconductor devices.



Clarksville offers a competitive workforce with diverse skills supported by the presence of the Fort Campbell military post and Austin Peay State University.



Although Clarksville is a community that embraces its heritage, it is prepared for the 21<sup>st</sup> Century economy with a focus on entrepreneurship and innovation.



Located just 40 minutes from Nashville, Clarksville residents have access to all the amenities of a large city while enjoying the comforts of a smaller community.

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Update the existing EDC website to incorporate the new branding and develop micro-websites to increase functionality of the site.**

#### ***Public Relations – Nashville***

- **Develop a media relations program to generate positive publicity about Clarksville-Montgomery County in the Nashville market.**

In order to generate publicity in the Nashville market, it will be important to continue to **develop strong relationships with key reporters and editors and selected media outlets.** These relationships might be developed and enhanced through the following tactics:

- One-on-one contact.
  - Direct mail or e-mail efforts.
  - Media visits.
- **Messages for this program should focus on the area's image as more than an Army post or a blue collar town.**

#### ***Public Awareness***

- **Launch a community pride campaign to enhance resident awareness of Clarksville-Montgomery County's assets as a place to live, work and play.**

The first, critical step in a public awareness effort is to develop greater community pride among Clarksville-Montgomery County's residents. The community pride program should be an on-going effort to energize local residents about what a great place Clarksville-Montgomery County is to live, work and play. General tactics that might be included in a community pride campaign are:

- On-going media promotion of key community assets.
- Signage throughout Clarksville-Montgomery County will begin to move residents toward a greater sense of pride.
- Incorporate community pride messages and activities into local festivals and events.
- Utilize billboards around the community and on highways around Clarksville for local residents and visitors to see, recognize and familiarize themselves with community assets.
- Promote community assets to Austin Peay students in an effort to utilize them as ambassadors with potential new students and to encourage them to stay in the Clarksville area upon graduation.

- **Explore successful consolidated government efforts and communicate with area citizens the opportunities for similar success in Clarksville-Montgomery County.**
- **Develop a communications campaign to support development of a conference center that would include information about the need for such a facility and how it would positively impact Clarksville-Montgomery County.**

#### ***Aspire Foundation Marketing***

Communication with current and prospective investors will help ensure that the fundraising effort generates the resources necessary to fund implementation of this Blueprint.

- **Re-brand the Aspire Campaign to generate new interest and enthusiasm in supporting the Blueprint.**

As the fundraising effort begins to support this Blueprint, it is important to re-energize stakeholders

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

and let them know that the community is prepared to make bold steps moving forward. New branding for the Aspire effort is one way to communicate a new energy to potential investors.

One possible name for the Aspire campaign to fund the recommendations contained in this document might be **“Catalyst 2020 – A Vision for the Future.”** This name sends a message that both the Blueprint and its investors are the catalyst needed to continue Clarksville-Montgomery’s County’s growth into the future.

This branding should carry through all communications with investors as the Clarksville-Montgomery County EDC leadership seeks funding for the new Blueprint.

- **Create key messages to communicate with investors and other stakeholders.**

The following are proposed messages that might be included in all investor communications materials:

**As the 9<sup>th</sup> fastest growing city in the nation, Clarksville is a city with diverse opportunities for a diverse population. The economic development Blueprint for the area is the catalyst for this transition with recommendations that ensure the right type of continued growth for the community.**



**With a diverse economic base and success in different industry sectors, this Blueprint will allow Clarksville to focus its efforts on wealth creation in a way that embraces development that area residents desire while continuing to increase the per capita income for its citizens.**



**A successful 21<sup>st</sup> Century economy must have a global awareness, a competitive workforce and a focus on entrepreneurship and**

**innovation. This foundational plan will allow Clarksville to continue to develop its workforce and entrepreneurial environment as it pursues global opportunities.**



**Community support and enthusiasm is a critical component of any effort to sell and improve our community. This Blueprint is designed to help foster community support as we focus our efforts in taking our community to the next level.**

- **Utilize a variety of tools to communicate with stakeholders throughout the fundraising process and as the recommendations of the Blueprint are implemented.**
  - **Share Blueprint recommendations.** Hold a meeting with investors and potential investors to unveil the Blueprint and generate support for the recommendations.
  - **Utilize internal publications.** Feature articles about the economic development Blueprint should be developed to include in appropriate publications distributed by the EDC and other community organizations.
  - **Seek feature story placements.** Pursue a feature story in targeted business or general interest publications about development of the economic development Blueprint and why it is important to the area.
  - **Conduct editorial board meeting.** In an effort to engage the local newspaper in the economic and community development recommendations, hold a meeting with the editorial board to brief members on the recommendations and their intended results.

## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

- **Place local guest column.** Provide a guest column authored by the Aspire campaign chairman to the Leaf Chronicle.
- **Provide elected official briefing.** In an effort to keep key elected officials informed of the fundraising effort and the Blueprint implementation, an overview of the Blueprint should be provided at regularly scheduled meetings of the Clarksville City Council and the Montgomery County Commission or in one or more small group meetings with key elected stakeholders.
- **Create website presence.** Information about the Blueprint recommendations and implementation should be included on the EDC website.

#### Tourism

Tourism may be defined as travel for recreational or leisure purposes. One component of this Blueprint was to address tourism as an opportunity for Clarksville-Montgomery County. As such, the Tourism section includes strategies related to:

- |                     |
|---------------------|
| ➤ Tourism Product   |
| ➤ Tourism Marketing |

Many communities throughout Tennessee rely on the economic benefits derived from tourism and travel-related activities as a major source of economic vitality and growth. Clarksville-Montgomery County has a lot to offer related to hospitality and tourism development, which can provide for new economic development opportunities. Clarksville-Montgomery County's proximity to a significant tourism corridor just 45 minutes to the south provides great opportunities in exploring new and innovative ways to share its unique tourism product just 40 miles northwest of Nashville.

With careful long-range planning, the hospitality and tourism industry can be a leading economic development sector for Clarksville-Montgomery County and it should play an important role in the community's overall economic development blueprint.

The tourism recommendations contained in this Blueprint are based on the review of all communications and marketing materials, secondary research, working with tourism industry leaders and staff, interviewing key stakeholders and an independent assessment of the current tourism product offerings.

#### *Tourism Development Strategies*

As part of the Clarksville-Montgomery County Economic Development Blueprint, the tourism industry needs to increase its share-of-mind among key influencers that tourism is a vital component of an economic development plan. This includes city and county policy-makers, business leaders and those who can shape future development opportunities of the tourism product.

The following are high-priority strategies to assist Clarksville-Montgomery County in enhancing its tourism offerings and increasing the contribution tourism makes to the overall economy of the area.

#### *Tourism Product Enhancement*

- **Consider opportunities for sustainable developments of eco-tourism and nature, including agricultural, forestry and outdoor recreation.**
- **Advocate for the development of the Wings of Liberty Museum.**

The Wings of Liberty museum, a proposed 80,000-square-foot facility, will include a 200-seat IMAX-style theater, catering area, book store/gift shop, and artifact storage area located at Fort Campbell. This facility has the potential to serve as a



## CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

### STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

destination attraction for the Clarksville-Montgomery County area.

- Explore opportunities to enhance and package the area's historic attractions to take advantage of the upcoming Civil War Sesquicentennial.
- Investigate the idea of a "Big Town, Small City" visitor appeal to travelers seeking some type of experiential tourism product such as auto touring, bird watching, nature tourism and cultural/heritage tourism. Current amenities would serve as the backdrop for these types of natural resource and cultural/heritage activities.

#### *Tourism Marketing: Promoting the Brand*

- Implement an internal communications plan to ensure that local residents are aware of the community's tourism offerings and the area is prepared to serve as "ambassadors" when interacting with visitors.

Local residents can often be the very best tourism marketing a community has available. However, citizens need to understand the area's assets and attractions and be prepared to share information with visitors.



# CLARKSVILLE-MONTGOMERY COUNTY ECONOMIC DEVELOPMENT COUNCIL

## STRATEGIC ECONOMIC DEVELOPMENT BLUEPRINT

### Conclusion

Clarksville-Montgomery County is on the cusp of transformation to a new economic model with its rapid population growth, increasing per capita income and the recent Hemlock Semiconductor announcement. Now is the time for Clarksville-Montgomery County to capitalize on this growth, development and momentum. This four-

year Strategic Economic Development Blueprint will serve as the foundation to guide Clarksville-Montgomery County into an already promising future.

The top 16 actions items from the Blueprint that the EDC needs to implement to be most successful include.

1. Re-brand the Aspire Campaign as Catalyst 2020 – A Vision for the Future and utilize a variety of tools to communicate with stakeholders throughout the fundraising process and as recommendations of the Blueprint are implemented.  
◆ ◆ ◆
2. Formalize the existing industry program.  
◆ ◆ ◆
3. Ensure commitments to Hemlock Semiconductor are met.  
◆ ◆ ◆
4. Develop more consistent branding strategy.  
◆ ◆ ◆
5. Allocate marketing dollars to support targeting of Hemlock Semiconductor customers and other targeted industries.  
◆ ◆ ◆
6. Advocate for development of the Wings of Liberty Museum.  
◆ ◆ ◆
7. Develop an Innovation and Entrepreneurship Program.  
◆ ◆ ◆
8. Develop and adopt a flexible local incentives policy to meet the needs of new and existing industry.  
◆ ◆ ◆
9. Develop plan for a conference center and related communications campaign.  
◆ ◆ ◆
10. Investigate potential to pursue city/county consolidated government and develop related communications campaign.  
◆ ◆ ◆
11. Collaborate with Austin Peay to ensure curriculum needs of Hemlock Semiconductor and other targeted business opportunities are met.  
◆ ◆ ◆
12. Encourage CMCSS to conduct inventory of existing STEM curriculum offerings and develop recommendations to expand.  
◆ ◆ ◆
13. Coordinate with appropriate parties to develop plan to make Clarksville-Montgomery County more pedestrian friendly.  
◆ ◆ ◆
14. Create Political Action Committee (PAC) focused on identified local, state and Federal issues.  
◆ ◆ ◆
15. Explore more private sector-led commercial land development.  
◆ ◆ ◆
16. Continue media relations program to generate positive publicity about Clarksville-Montgomery County in the Nashville market.

**RESOLUTION TO AFFIRM COMPLIANCE WITH  
FEDERAL TITLE VI REGULATIONS**

**WHEREAS**, both Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 provide that no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance; and

**WHEREAS**, the Tennessee Attorney General opined in Opinion No. 92.47 that state and local governments are required to comply with Title VI of the Civil Rights Act in administering federally funded programs; and

**WHEREAS**, the Community Development Division of the Tennessee Department of Economic and Community Development administers the Three-Star Program and awards financial incentives for communities designated as Three-Star communities; and

**WHEREAS**, by virtue of the Tennessee Department of Economic and Community Development receiving federal financial assistance all communities designated as Three-Star communities must confirm that the community is in compliance with the regulations of Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987.

**NOW, THEREFORE, BE IT RESOLVED**, by the County Legislative Body of Montgomery County, Tennessee, meeting in regular session on this the 13<sup>th</sup> day of July, 2009, that:

**SECTION 1.** The Legislative Body of Montgomery County declares that the county is in compliance with the federal Title VI regulations.

**SECTION 2.** The Department of Economic and Community Development may from time to time monitor the county's compliance with federal Title VI regulations.

**SECTION 3.** This Resolution shall take effect upon adoption, the public welfare requiring it.

**Duly passed and approved this 13th day of July, 2009.**

**Sponsor** \_\_\_\_\_

**Commissioner** \_\_\_\_\_

**Approved** \_\_\_\_\_

**County Mayor**

**Attest** \_\_\_\_\_

**County Clerk**

**RESOLUTION DETERMINING THE CERTIFIED TAX RATE FOR  
MONTGOMERY COUNTY, TENNESSEE FOR THE  
2009 REAPPRAISAL PERIOD**

**WHEREAS**, pursuant to Tennessee Code Annotated (T.C.A.), Section 67-5-1701, in the event of a general reappraisal, the governing body is required to calculate the certified tax rate; and

**WHEREAS**, T.C.A. §67-5-1701(b)(5) requires that after receiving the report of the Executive Secretary of the State Board of Equalization or after fifteen (15) days from the date the proposed certified tax rate and supporting calculations are received by the Executive Secretary, whichever occurs first, the governing body shall finally determine the proposed certified tax rate; and

**WHEREAS**, it is the intent of the Montgomery County Board of Commissioners to express its said determination of the proposed certified tax rate through this resolution.

**NOW, THEREFORE, BE IT RESOLVED**, by the Montgomery County Board of Commissioners meeting in regular session on this 13<sup>th</sup> day of July, 2009, that it is the determination of this governing body that the proposed certified tax rate be \$2.7623 per \$100 of assessed valuation for the 2009 reappraisal period.

**Duly passed and approved the 13<sup>th</sup> day of July 2009.**

Sponsor: \_\_\_\_\_

Commissioner: \_\_\_\_\_

Approved: \_\_\_\_\_  
County Mayor

Attested: \_\_\_\_\_  
County Clerk

**RESOLUTION TO LEVY A TAX RATE IN EXCESS OF THE  
CERTIFIED TAX RATE IN MONTGOMERY COUNTY,  
TENNESSEE, FOR THE FISCAL YEAR BEGINNING JULY 1, 2009**

**WHEREAS**, Tennessee Code Annotated (TCA), Section 67-5-1701, requires that, in the event of a general reappraisal in a county, the county legislative body shall determine and certify a tax rate which will provide the same ad valorem revenue for that jurisdiction as was levied during the previous year; and

**WHEREAS**, TCA §67-5-1701(b), authorizes the State Board of Equalization to establish policies providing a procedure or formula for calculating the certified tax rate and Montgomery County followed that procedure after the general reappraisal of property as determined by the State Board of Equalization; and

**WHEREAS**, TCA §67-5-1702, authorizes a county legislative body to exceed the certified tax rate set according to TCA §67-5-1701, by resolution after advertising its intent to exceed the certified tax rate in a newspaper of general circulation in the county (with an affidavit of publication sent within thirty days after publication to the State Board of Equalization) and public hearing; and

**WHEREAS**, Montgomery County has held the required public hearing and desires to levy a tax rate in excess of the \$2.7623 certified tax rate that resulted from the general reappraisal of property as determined by the State Board of Equalization.

**NOW, THEREFORE, BE IT RESOLVED**, by the Montgomery County Legislative Body, meeting on this the 13th day of July, 2009, that:

**Section 1.** A tax rate, in excess of the certified tax rate, is hereby levied as follows.

**Section 2.** The combined property tax for Montgomery County, Tennessee, for the fiscal year beginning July 1, 2009 shall be at \$2.88 each \$100 of taxable property within the County, which is to provide revenue for each of the following funds and otherwise conform to the following levies:

	ACTUAL 2007-08 <u>RATE</u>	ACTUAL 2008-09 <u>RATE</u>	ACTUAL 2009-10 <u>RATE</u>
<u>FUND</u>			
County General Fund	\$ 0.97	\$ 0.97	\$ 0.93
General Road Fund	0.13	0.13	0.12
General Purpose School Fund	1.02	1.02	0.884
Debt Service Fund	0.897	0.897	0.84
General Purpose Capital Projects Fund	0.055	0.055	0.047
Schools Capital Projects Fund	<u>0.068</u>	<u>0.068</u>	<u>0.059</u>
TOTAL TAX RATE	\$3.14	\$3.14	\$ 2.88

**Section 3.** Total taxes due shall be rounded to the nearest \$1.00 for each tax bill. Amounts from \$0.50 to \$0.99 will be rounded up, pursuant to T.C.A. § 67-5-102.

**Section 4.** That all resolutions of the Board of Commissioners for Montgomery County, Tennessee, which are in conflict with this resolution are hereby repealed.

**Section 5.** That this resolution shall take effect from and after its passage, the public welfare requiring it. This resolution shall be spread upon the minutes of the Board of County Commissioners.

**Duly passed and approved the 13<sup>th</sup> day of July 2009.**

Sponsor: \_\_\_\_\_

Commissioner: \_\_\_\_\_

Approved: \_\_\_\_\_

County Mayor

Attested: \_\_\_\_\_  
County Clerk

**A RESOLUTION MAKING APPROPRIATIONS FOR THE VARIOUS FUNDS, DEPARTMENTS, INSTITUTIONS, OFFICES, AND AGENCIES OF MONTGOMERY COUNTY, TENNESSEE, FOR THE FISCAL YEAR BEGINNING JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10) AND APPROVING THE FUNDING OF NON-PROFIT CHARITABLE ORGANIZATIONS IN ACCORDANCE WITH TCA §5-9-109**

**SECTION 1. BE IT RESOLVED** by the Board of County Commissioners of Montgomery County, Tennessee, assembled in business session on the 13<sup>th</sup> day of July 2009 that the amounts hereafter set out are hereby appropriated for the purpose of meeting the expenses of the various funds, departments, institutions, offices, and agencies of Montgomery County, Tennessee, for capital outlay, and for meeting the payment of principal and interest on the County's debt maturing during the fiscal year beginning July 1, 2009 and ending June 30, 2010 according to **Schedule 1** of this resolution. The budget approved by the Clarksville-Montgomery County Board of Education for Federal Projects will be the approved Federal Project Fund Budget for budgetary purposes.

**SECTION 2. BE IT FURTHER RESOLVED**, that the appropriations herein made and expenditures authorized are predicated upon estimated fund balances as of July 1, 2009 and revenues expected to be realized during the fiscal year 2009-2010, schedules of which accompany this resolution and are made a part hereof by reference. If at any time during the fiscal year, it should appear that the availability of any fund will be less than the original estimate, it shall be the duty of the County Mayor, Director of Accounts and Budgets, and the Budget Committee to impound appropriations as required by Section 5-12-110(c) of Tennessee Code Annotated.

**SECTION 3. BE IT FURTHER RESOLVED**, that expenditures shall not be made from appropriations made by this resolution which cover capital outlays to be funded from the proceeds of borrowed money until this Board of County Commissioners has duly adopted and appropriated resolution authorizing the issuance of appropriate bonds or notes pursuant to applicable provisions of Tennessee Code Annotated.

**SECTION 4. BE IT FURTHER RESOLVED**, that there are also hereby appropriated certain commissions and fees for collecting taxes and licenses and for administering other funds

which the County Trustee, County Clerk, Sheriff, Register of Deeds, Circuit Court Clerk, and the Clerk and Master and their officially authorized deputies and assistants may severally be entitled to receive under state laws heretofore or hereinafter enacted. Expenditures out of commissions and/or fees collected by the County Trustee, County Clerk, Circuit Clerk, Clerk and Master, Sheriff, and the Register of Deeds may be made only as now expressly authorized by existing law or by valid order of any court having power to make such authorizations. Any such commissions and/or fees collected shall be paid over to the County Trustee for credit to the County General Fund as provided by law.

**SECTION 5. BE IT FURTHER RESOLVED,** that if the need shall arise,

1. The Transfer of expenditures levels within a categorical appropriation, as hereinabove reflected for the General Purpose School Fund, may be made by majority vote of the Board of Education meeting in regular or called sessions, but transfers between said categorical appropriations may be authorized only by the Board of County Commissioners. In all cases, the aforesaid authorizations shall be reduced to writing.

2. The Budget Committee may, with the consent of any officials, head of any department or division which may be affected, transfer any amount from any item of appropriation to any other item of appropriation within such department, division, or major functional activity. Be it further provided that such transfer shall be authorized in writing and signed by the County Mayor, the Budget Committee and the departmental or divisional head concerned. In all cases, the aforesaid authorizations shall be reduced to writing and one copy of any such authorization shall be filed with the County Clerk, one copy with the Chairman of the Budget Committee, one copy with the Director of Accounts and Budgets, and one with each departmental or divisional head concerned. Said authorizations shall clearly state the reasons for the transfers.

**SECTION 6. BE IT FURTHER RESOLVED,** that any appropriation made by this resolution which covers the same purpose for which a specific appropriation is made by statute is made in lieu of, but not in addition to, said statutory appropriation. The salary, wages, or remuneration of each officer, employee or agent of the County, shall not be in excess of the amounts authorized by existing law or as set forth in the estimate of expenditures which accompanies this resolution. But provisions for such salaries, wages, or other remuneration hereby authorized, shall in no case be constructed to permitting expenditures for any department, agency, or division of the County in excess of that appropriation herein made for such



department, division, or agency, and such appropriation shall constitute the limit for the expenditures and encumbrances of any department, division and agency during the fiscal year ending on June 30, 2010. The aggregate encumbrances and expenditures with respect to any item of appropriation shall in no instance be more than the amount herein appropriated for such item.

**SECTION 7. BE IT FURTHER RESOLVED,** that any resolution which may hereafter be presented to the Board of County Commissioners providing for appropriations in addition to those made by this Budget Appropriation Resolution shall specifically provide sufficient revenue or other funds, actually to be provided during the fiscal year in which the expenditure is to be made, to meet such additional appropriation. Said appropriating resolution shall be submitted to and approved by the State Director of Local Finance after its adoption as provided by Section 9-11-101 to 9-11-119, inclusive, of the Tennessee Code Annotated.

**SECTION 8. BE IT FURTHER RESOLVED,** that if the need shall arise, the County Mayor and Director of Accounts & Budgets are hereby authorized to borrow money on tax anticipation and/or revenue anticipation notes, provided such notes are first approved by the State Director of Local Finance, to pay for the expenses herein authorized until the taxes and other revenues for the fiscal year 2009-2010 have been collected, not exceeding 60% of the appropriations of each individual fund. The proceeds of loans for each individual fund shall be used only to pay the expenses and other requirements of the fund for which the loan is made and the loan shall be paid out of revenue of the fund for which money is borrowed. The notes evidencing the loans authorized under this section shall be issued under the authority of Title 9-Chapter 21, Tennessee Code Annotated. Said notes shall be signed by the County Mayor and countersigned by the County Clerk and shall mature and be paid in full without renewal no later than June 30, 2010.

**SECTION 9. BE IT FURTHER RESOLVED,** that the delinquent County property taxes for the year 2009 and prior years and interest and penalty thereon collected during the year ending June 30, 2010 shall be apportioned to the various County funds according to the subdivision of the tax levy for the year 2009. The Clerk & Master of Chancery Court and the County Trustee are hereby authorized and directed to make such apportionment accordingly.

**SECTION 10. BE IT FURTHER RESOLVED**, that all unencumbered balances of appropriations remaining on June 30, 2010 shall lapse, and be of no further force and effect. However, the unencumbered and unexpended balances of previously-appropriated capital projects funds will remain in force and effect without reappropriation until closed.

**SECTION 11. BE IT FURTHER RESOLVED**, that the County Budget Committee is hereby authorized and instructed to provide for the investment of any idle funds in the County General Fund, General Road Fund, General Purpose School Fund, Debt Service Fund, Capital Projects Funds, Bi-County Landfill, 19<sup>th</sup> Judicial District Drug Task Force and Unemployment Compensation Tax Fund, the specific type of investment to be made with a view to safety of principal, demand for liquidity, and the best return on such investment, and otherwise in the best judgment by the County Trustee to the County General Fund, the Unemployment Compensation Tax Fund, Bi-County Landfill, 19<sup>th</sup> Judicial District Drug Task Force, or Capital Projects Fund as may be appropriate, all pursuant to authority vested by law, including but not limited to Sections 5-8-301 to 5-8-302, Tennessee Code Annotated.

**SECTION 12. BE IT FURTHER RESOLVED**, that any resolution or part of a resolution, which has heretofore been passed by the Board of County Commissioners is in conflict with any provision in this resolution be and the same is hereby repealed.

**SECTION 13. BE IT FURTHER RESOLVED**, that the following special provisions apply to this budget:

1. That the property taxes levied in support of the Capital Projects Funds shall be used only to provide funding for projects and expenditures specifically approved by the County Commission, either in this resolution, the corresponding budget book, or by future resolution of the County Commission; and that any property tax levied that is not spent for such purposes will revert to the fund balance of that capital projects fund.
2. In the event that revenues are not collected to support the General Fund expenditures for the 2009-10 budget, any amount up to \$2,000,000.00 may be transferred from the debt service fund.

**SECTION 14. BE IT FURTHER RESOLVED**, that if the fiscal year 2009-2010 budget of Montgomery County, Tennessee is not approved during the July 2009 term of the Board of County Commissioners:

1. Amounts set out in the FY 2008-2009 Appropriation Resolution are continued, and its provisions will be in force, until a new FY 2009-10 Appropriation Resolution is adopted.
2. The property tax rate as adopted for FY 2008-2009 shall remain in effect for FY 2009-10 until a new property tax rate is adopted.
3. The County Mayor and County Clerk are hereby authorized to borrow money on tax anticipation notes, not exceeding 60% of the appropriations of each individual fund of the continuing budget, to pay for the expenses herein authorized until the taxes and other revenues for fiscal year 2009-2010 have been collected. Such notes shall first be approved by the State Director of Local Finance. The notes evidencing the loans authorized under this section shall be issued under the authority of Title 9, Chapter 21, *Tennessee Code Annotated*. All of said notes shall mature and be paid in full without renewal not later than June 30, 2010.

**SECTION 15. BE IT FURTHER RESOLVED**, that the County Government complies with Titles VI, VII, and IX of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1975, the Americans with Disabilities Act, and the Age Discrimination Act of 1975. No person shall be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination in the execution of this budget or in the employment practices of the County on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by Federal, Tennessee State constitutional, or statutory law.

**SECTION 16. BE IT FURTHER RESOLVED**, that the Board of County Commissioners, recognizing that the various non-profit charitable organizations located in Montgomery County have great need of funds to carry on their non-profit charitable work, hereby makes appropriations to non-profit charitable organizations as listed in **Schedule 2** of this resolution, in accordance with Section 5-9-109, inclusive, Tennessee Code Annotated, and that all appropriations enumerated in Schedule 2 are made subject to the following conditions:

1. That the non-profit charitable organizations to which funds are appropriated shall file with the County Clerk and the disbursing officials a copy of an annual report of its business affairs and transactions and the proposed use of the County's funds in accordance with rules promulgated by the Comptroller of the Treasury, Chapter 0380-2-7. Such annual report shall be

prepared and certified by the chief financial officer of such nonprofit organization in accordance with Section 5-9-109(c), Tennessee Code Annotated.

2. That said funds must only be used by the named non-profit charitable organization in furtherance of their non-profit charitable purpose benefiting the general welfare of the residents of the County.

3. That it is the expressed interest of the Board of County Commissioners in providing these funds to the above named non-profit charitable organizations to be fully in compliance with Chapter 0380-2-7 of the Rules of the Comptroller of the Treasury, and Section 5-9-109, inclusive, Tennessee Code Annotated and any and all other laws which may apply to county appropriations to non-profit organizations, and so this appropriation is made subject to compliance with any and all of these laws and regulations.

**SECTION 17. BE IT FURTHER RESOLVED**, that this resolution shall take effect from and after its passage and its provisions shall be in force from and after July 1, 2009. This resolution shall be spread upon the minutes of the Montgomery County Board of Commissioners.

**Duly passed and approved the 13<sup>th</sup> day of July 2009.**

Sponsor: \_\_\_\_\_

Commissioner: \_\_\_\_\_

Approved: \_\_\_\_\_  
County Mayor

Attested: \_\_\_\_\_  
County Clerk

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
<b>General Fund</b>		
General Administration		
101-51100	County Commission	\$ 200,980.05
101-51210	Board Of Equalization	\$ 4,171.48
101-51220	Beer Board	\$ 3,074.92
101-51240	Other Boards & Committees	\$ 3,314.40
101-51300	County Mayor (Executive)	\$ 411,347.51
101-51310	Human Resources	\$ 315,276.15
101-51400	County Attorney	\$ 24,000.00
101-51500	Election Commission	\$ 445,297.95
101-51600	Register Of Deeds	\$ 433,110.68
101-51720	Planning	\$ 334,525.83
101-51730	Building and Projects	\$ 158,311.15
101-51750	Codes Compliance	\$ 546,685.21
101-51760	Geographical Info Sys	\$ 114,896.00
101-51800	County Buildings	\$ 953,936.59
101-51800-P0029	County Buildings - Public Safety Complex	\$ 387,943.14
101-51810	Courts Complex	\$ 1,265,752.42
101-51900-P0039	Other General Admin - Litigation	\$ 25,000.00
101-51900-P0041	Other General Admin - County Historian	\$ 3,000.00
101-51900-P0178	Other General Admin - E-911 Communication Dist	\$ 439,364.09
101-51900-P0004	Public Information	\$ 74,683.14
101-51910	Preservation Of Records	\$ 114,967.65
	Total General Administration	\$ 6,259,638.36
Finance		
101-52100	Accounts & Budgets	\$ 673,882.42
101-52200	Purchasing	\$ 266,325.69
101-52300	Property Assessor's Ofc	\$ 863,802.18
101-52310	Reappraisal Program	\$ 107,199.86
101-52400	County Trustee's Office	\$ 445,664.04
101-52500	County Clerk's Office	\$ 1,591,761.33
101-52600	Information Systems	\$ 1,452,810.65
101-52900-P0038	Other Finance - Back Tax Attorney	\$ 47,550.00
	Total Finance	\$ 5,448,996.17
Administration of Justice		
101-53100	Circuit Court	\$ 1,801,904.36
101-53100-P0027	Circuit Court Judge	\$ 8,100.00
101-53100-P0219	Circuit Court Jury	\$ 94,720.80
101-53300	General Sessions Court	\$ 1,621,125.10
101-53330-07010	Drug Court	\$ 100,000.00
101-53400	Chancery Court	\$ 480,864.83
101-53600	District Attorney Gen'l	\$ 30,150.00
101-53600-P0055	District Attorney Gen'l - Bad Debt Fees	\$ 25,250.00
101-53700	Judicial Commissioners	\$ 217,098.84
101-53900-05233	Other Admin Of Justice - Day Treatment Grant	\$ 422,082.00
101-53900-P0154	Other Admin Of Justice - Court Safety Program	\$ 93,506.10
101-53910	Adult Probation Services	\$ 820,008.91
	Total Administration of Justice	\$ 5,714,810.94

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
<b>Public Safety</b>		
101-54110	Sheriff's Department	\$ 6,699,938.52
101-54110-05019	Sheriff's Department - Mobile Data Grant	\$ 219,141.00
101-54110-05028	Sheriff's Department - Salary Supplement	\$ 46,800.00
101-54110-P0217	Sheriff's Department - Impound Lot	\$ 11,539.00
101-54120-05016	Special Patrols - Stop Violence Against Women	\$ 407,620.08
101-54120-05050	Special Patrols - Juvenile Delinquency Prevention	\$ 74,622.54
101-54120-00076	Special Patrols - SRO	\$ 1,014,205.93
101-54120-05153	Special Patrols - Litter Enforcement	\$ 64,505.47
101-54120-09010	Special Patrols - Litter Abatement	\$ 100,000.00
101-54130	Traffic Control	\$ 7,503.74
101-54160	Sexual Offender Registry	\$ 13,978.69
101-54210	Jail	\$ 10,850,976.01
101-54210-07030	Jail - Inmates	\$ 64,000.00
101-54220	Workhouse	\$ 1,541,468.61
101-54220-07030	Workhouse - Inmates	\$ 13,000.00
101-54230-05156	Community Corrections	\$ 468,789.00
101-54240-05234	Juvenile Services - At-Risk Grant	\$ 70,929.00
101-54240-05253	Juvenile Services - Child Advocacy Center	\$ 157,741.37
101-54310	Fire Prevention & Control	\$ 195,379.00
101-54310-08050	Fire Prevention & Control - Safer Grant	\$ 9,200.00
101-54410	Civil Defense - EMA	\$ 388,797.03
101-54490	Homeland Security	\$ 1,016,706.70
101-54610	Coroner / Med Examiner	\$ 171,120.00
	<b>Total Public Safety</b>	<b>\$ 23,607,961.69</b>
<b>Public Health and Welfare</b>		
101-55110	Local Health Center	\$ 273,208.39
101-55120	Rabies & Animal Control	\$ 449,132.51
101-55130	Ambulance Service	\$ 6,507,784.79
101-55190-05225	Other Local Health Services - WIC Program	\$ 1,910,200.00
101-55310	Regional Mental Health Ctr	\$ 10,000.00
101-55390-P0035	Appropriation To State - Health Department	\$ 33,912.00
101-55390-P0046	Appropriation To State - TN Rehabilitation Ctr	\$ 164,864.00
101-55590-P0031	Other Local Welfare Svcs - Child Welfare Services	\$ 10,000.00
101-55590-P0033	Other Local Welfare Svcs - Pauper Burials	\$ 11,825.00
101-55590-P0197	Other Local Welfare Svcs - Community Action Agcy	\$ 75,000.00
101-55900-00044	Other Public Hlth & Welfare - Progressive Direction	\$ 30,000.00
	<b>Total Public Health and Welfare</b>	<b>\$ 9,475,926.69</b>
<b>Social, Cultural, &amp; Recreational Services</b>		
101-56500	Libraries	\$ 1,604,251.00
101-56700	Parks & Fair Boards	\$ 43,705.00
101-56900-P0172	Other Socl, Cultural & Rec - Veterans Commission	\$ 8,582.00
	<b>Total Social, Cultural, &amp; Recreational Services</b>	<b>\$ 1,656,538.00</b>
<b>Agriculture &amp; Natural Resources</b>		
101-57100	Agricultural Extension	\$ 351,933.24
101-57300	Forest Service	\$ 2,000.00
101-57500	Soil Conservation	\$ 50,515.40
	<b>Total Agriculture &amp; Natural Resources</b>	<b>\$ 404,448.64</b>
<b>Other General Government</b>		
101-58110-P0006	Tourism - City of Clarksville	\$ 233,000.00
101-58110-P0054	Tourism - Tourist Commission	\$ 806,000.00
101-58120	Industrial Development	\$ 624,616.00
101-58220	Airport	\$ 111,168.00
101-58300	Veterans Services	\$ 345,590.44

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
101-58400	Other Charges	\$ 946,178.00
101-58400-P0128	Other Charges - Trustees Commission	\$ 750,000.00
101-58500	Contribs To Other Agencies	\$ 204,191.48
101-58600	Employee Benefits	\$ 318,300.00
101-58900	Miscellaneous - Contingency Reserve	\$ 22,025.00
101-64000	Litter & Trash Collection	\$ 126,484.85
	Total Other General Government	\$ 4,487,553.77
	Fund Total	<u>\$ 57,055,874.26</u>
 <u>Drug Control Fund</u>		
122-54110	Sheriff's Department	\$ 28,770.00
	Fund Total	<u>\$ 28,770.00</u>
 <u>General Roads Fund</u>		
131-61000	Administration	\$ 359,758.52
131-62000	Highway & Bridge Maint	\$ 4,082,828.77
131-63100	Equipment Op & Maint	\$ 1,266,985.18
131-63600	Traffic Control	\$ 442,631.87
131-65000	Other Charges	\$ 568,849.93
131-66000	Employee Benefits	\$ 12,401.70
131-68000	Capital Outlay	\$ 1,562,941.60
131-81200	Hwy & Street Debt Service	\$ -
131-82220	Highways & Streets	\$ -
	Fund Total	<u>\$ 8,296,397.57</u>

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
<u>CMCSS General Purpose Schools Fund</u>		
141-71100-000	Regular Instruction	\$ 93,626,753.00
141-71150-000	Alternative School	\$ 789,052.00
141-71200-000	Special Education	\$ 16,378,537.00
141-71300-000	Vocational Education	\$ 4,874,287.00
141-71600-000	Adult Education	\$ -
141-72110-000	Attendance	\$ 650,465.00
141-72120-000	Health Services	\$ 1,078,724.00
141-72130-000	Other Student Support	\$ 7,630,726.00
141-72210-000	Regular Instruction	\$ 7,413,387.00
141-72215-000	Alternative School Support	\$ 32,381.00
141-72220-000	Special Education	\$ 1,296,493.00
141-72230-000	Vocational Education	\$ 123,634.00
141-72260-000	Adult Programs	\$ 73,946.00
141-72310-000	Board Of Education	\$ 263,965.00
141-72320-000	Director of Schools	\$ 953,026.00
141-72410-000	Ofc Of The Principal	\$ 13,651,952.00
141-72510-000	Fiscal Services	\$ 3,412,440.00
141-72520-000	Human Resources	\$ 2,623,234.00
141-72610-000	Operation Of Plant	\$ 15,910,793.00
141-72620-000	Maintenance Of Plant	\$ 5,029,029.00
141-72710-000	Transportation	\$ -
141-72810-000	Central And Other (Information Technology)	\$ 8,504,793.00
141-73400-000	Early Childhood Education	\$ 1,772,695.00
141-81300-000	Education Debt Service	\$ -
141-99100-000	Operating Transfers	\$ 510,435.00
	Fund Total	<u>\$ 186,600,747.00</u>
<u>CMCSS Federal Projects Fund</u>		
	See Provisions of Section 1 of the Resolution	
<u>CMCSS Child Nutrition Fund</u>		
143-72510	Fiscal Services	\$ 2,810.00
143-73100-000	Food Service	\$ 11,382,847.00
	Fund Total	<u>\$ 11,385,657.00</u>
<u>CMCSS Transportation Fund</u>		
144-72510	Trustee's Commission	\$ 75,095.00
144-72710	Student Transportation	\$ 11,212,937.00
	Fund Total	<u>\$ 11,288,032.00</u>
<u>CMCSS Extended Schools Program Fund</u>		
146-71100-000	Regular Instruction	\$ 155,631.00
146-72410-000	Ofc Of The Principal	\$ 29,659.00
146-72510-000	Fiscal Services	\$ 2,050.00
146-72610-000	Operation Of Plant	\$ 9,747.00
	Fund Total	<u>\$ 197,087.00</u>
<u>Debt Service Fund</u>		
151-81100-000	General Govt Debt Service	\$ -
151-81300-000	Education Debt Service	\$ -
151-82110-000	Principal-Genl Govt	\$ 5,593,294.00
151-82130-000	Prinicpal-Education	\$ 10,159,107.00



**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)**

**Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
151-82210-000	Interest-General Govt	\$ 4,867,409.00
151-82230-000	Interest-Education	\$ 9,814,956.00
151-82310-000	Other Debt Serv.-County Govt	\$ 170,725.00
151-82330-000	Other Debt Serv.-Education	\$ 360,000.00
	Fund Total	<u>\$ 30,965,491.00</u>
 <u>Capital Projects Fund</u>		
171-91110	General Administration Projects	\$ 1,339,708.00
171-91120	Administration of Justice Programs	\$ 20,000.00
171-91130	Public Safety Projects	\$ 708,000.00
171-91140	Public Health and Welfare Projects	\$ 366,000.00
	Fund Total	<u>\$ 2,433,708.00</u>
 <u>CMCSS Captial Projects</u>		
177-91300-000	Various Capital Projects	\$ 23,000,000.00
	Fund Total	<u>\$ 23,000,000.00</u>
 <u>Risk Management (OJI) Fund</u>		
266-51920-000	Risk Management	\$ 516,301.73
	Fund Total	<u>\$ 516,301.73</u>

- end of Schedule 1 -

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2009 AND ENDING JUNE 30, 2010 (FY10)  
Schedule 2 - Appropriated Contributions to Non-Profit Organizations per TCA §5-9-109**

<u>Account</u>	<u>Nonprofit Organization</u>	<u>Purpose</u>	<u>Appropriation</u>
58500	American Red Cross	To provide local financial assistance to the organization. The American Red Cross provides disaster assistance to citizens in times of need.	\$20,000.00
58500	Salvation Army	One installment of a three year commitment to the building of the Salvation Army Homeless Shelter. A shelter for those citizens who find themselves without a place to live.	\$33,333.33
55900-00044	Progressive Directions, Inc.	To assist the organization in obtaining local funds to match Federal Grants arranged for programs designed to provide a home environment for a limited number of adult handicapped, and learning and work experience for other adult handicapped in the County.	\$30,000.00
55310	Centerstone	To provide local financial assistance in the operation of the various programs of this regional organization dealing with mental illness, alcoholism, etc.	\$10,000.00
55590-P0031	Child Welfare Services	To be locally administered and appropriated by the State's local office of Human Services, is to provide needed supplemental services for children not otherwise available through other Department of Human Services Program.	\$10,000.00
55590-P0197	Community Action Agency	To contribute to the operation of the agency located at the Veterans Plaza in the distribution of food and other services for the needy in Montgomery County.	\$75,000.00
58500	Mid-Cumberland Human Resources	To assist in their many health programs as they provide services to the elderly and handicapped citizens in Montgomery County.	\$51,624.48
58500	Five Rivers Resource Conservation & Development Council	To help pay for office supplies and membership dues.	\$1,500.00
58500	Imagination Library	Adopted as a program for participation by Montgomery County Government in 2004 by resolution, the Imagination Library in conjunction with the Governor's "Books from Birth" Foundation promotes early childhood educational development and appreciation for reading.	\$15,000.00

- end of Schedule 2 -