

**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**INVOCATION** – Chaplain Joe Creek

**ROLL CALL**

**APPROVAL OF MAY 9, 2011 MINUTES**

**VOTE ON ZONING RESOLUTION**

**CZ-8-2011:** Application of Industrial Development Board/Paul Cooper Sr., et al, (Mike Evans, Agent) from AG to M-2

**VOTE ON OTHER RESOLUTIONS**

- 11-6-1:** Resolution to Affirm Compliance with Federal Title VI Regulations
- 11-6-2:** Resolution to Adopt the Strategic Economic Development Plan
- 11-6-3:** Resolution to Abolish the Ethics Committee as Recommended by the Rules Committee
- 11-6-4:** Resolution Establishing the Montgomery County Parks Committee
- 11-6-5:** Resolution to Amend the Meeting Schedule for the Montgomery County Jail and Juvenile Retention Committee (**pulled for further review**)
- 11-6-6:** Resolution of the Montgomery County Board of Commissioners Approving Amendments to the 2010-11 School Budget
- 11-6-7:** Resolution to Levy a Tax Rate in Excess of the Certified Tax Rate in Montgomery County, Tennessee, for the Fiscal Year Beginning July 1, 2011
- 11-6-8:** Resolution Making Appropriations for the Various Funds, Departments, Institutions, Offices, and Agencies of Montgomery County, Tennessee, for the Fiscal Year Beginning July 1, 2011 and Ending June 30, 2012 (FY12) and Approving the Funding of Non-Profit Charitable Organizations in Accordance with TCA §5-9-109

- 11-6-9:** Initial Resolution Authorizing the Issuance of Not to Exceed Sixty-Five Million Dollars (\$65,000,000) General Obligation Bonds of Montgomery County, Tennessee
- 11-6-10:** Resolution Authorizing the Issuance of General Obligation Bonds of Montgomery County, Tennessee in the Aggregate Principal Amount of Not to Exceed Sixty-Five Million Dollars (\$65,000,000) in One or More Series as Federally Taxable Build America Bonds or Similar Tax Credit Bonds or as Federally Tax-Exempt Bonds; Making Provision for the Issuance, Sale and Payment of Said Bonds; Establishing the Terms Thereof and the Disposition of Proceeds Therefrom; Providing for the Levy of Taxes for the Payment of Principal of, Premium, if any, and Interest on the Bonds
- 11-6-11:** Resolution to Amend the Budgets of Various Funds for Fiscal Year 2011 in Certain Areas of Revenues and Expenditures

## **UNFINISHED BUSINESS**

## **REPORTS**

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

## **REPORTS FILED**

1. Projects and Facilities Report
2. May 2011 Adequate Facilities Tax and Permit Revenue Reports
3. **Accounts & Budgets Monthly Report**
4. **Trustee's Report**
5. **School's System Quarterly Financial Report for March 31, 2011**

## **NOMINATING COMMITTEE NOMINATIONS** – Ed Baggett, Chairman

## **COUNTY MAYOR NOMINATIONS AND APPOINTMENTS** – Mayor Carolyn Bowers

## **ANNOUNCEMENTS**

Reminder: The School System has arranged a tour of NWHS on Thursday, June 16, at 4:00 p.m.

## **ADJOURN**

**RESOLUTION OF THE MONTGOMERY COUNTY BOARD OF  
COMMISSIONERS  
AMENDING THE ZONE CLASSIFICATION OF THE PROPERTY OF  
INDUSTRIAL DEVELOPMENT BOARD PAUL COOPER SR ET AL**

WHEREAS, an application for a zone change from AG Agricultural District to M-2 General Industrial District has been submitted by Industrial Development Board Paul Cooper Sr Et Al and

WHEREAS, said property is identified as County Tax Map 009, parcel 018.01, 018.02, containing 379.95 acres, situated in Civil District 13, located South of Tylertown Road, portion(s) east & west of Jim Johnson Road; and

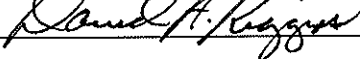
WHEREAS, said property is described as follows:

"EXHIBIT A"

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 June, 2011, that the zone classification of the property of Industrial Development Board / Paul Cooper Sr Et Al from AG to M-2 is hereby approved.

Duly passed and approved this 13th day of June, 2011.

Sponsor   
Commissioner \_\_\_\_\_  
Approved \_\_\_\_\_

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

County Mayor

"EXHIBIT A"

Beginning at an iron pin found in the southerly right-of-way of said Tylertown Road, said pin being the northeast corner of the Industrial Development Board for Montgomery County property, said pin also being the northwest corner of the herein tract described, said pin also being located North 73 degrees 13 minutes 38 seconds East for a distance of 1404.3 feet from the intersection of the centerlines of said Tylertown Road and Old Tylertown Road, said pin also having Tennessee State Plane Coordinates of Northing 840327,5211, Ending 1595019.1515 (N.A.D. 83);

THENCE leaving said Industrial Board property and with said southerly right-of-way, North 72 degrees 12 minutes 10 seconds East for a distance of 2238.48 feet to an iron pin found, said pin being the northwest corner of the Industrial Development Board for Montgomery County property, said pin also being the northeast corner of the herein tract described; THENCE leaving said right-of-way and with the west line of said Industrial Board property, South 08 degrees 41 minutes 41 seconds West for a distance of 1872.24 feet to a 20 inch Hickory tree at the corner of a fence, said tree being the southwest corner of said Industrial Development Board property, said tree also being the northwest corner of another tract owned by the Industrial Development Board for Montgomery County property,

THENCE leaving the aforementioned Industrial Development Board property and with the west line of said Industrial Development Board property, South 22 degrees 52 minutes 56 seconds West for distance of 2702.40 feet to an iron pin found, in a line of another tract owned by the Industrial Development Board for Montgomery County, said pin being the southeast corner of the herein tract described, said pin also being located North 84 degrees 03 minutes 00 seconds West for a distance of 117.51 feet from a found iron pin, THENCE leaving the west line of aforementioned Industrial Development Board property and with the line of the other Industrial Development Board property, North 80 degrees 54 minutes 33 seconds West for a distance of 1445.18 feet to a found stone witness by a found iron pin, said stone being the southwest corner of the herein tract described; THENCE continuing with said Industrial Development Board property, North 09 degrees 07 minutes 15 seconds East for a distance of 1341.86 feet to a found iron pin, said pin having Tennessee State Plane Coordinates of Northing 838224.4627 Easting 1594602.3734; THENCE continuing with said Industrial Development Board property North 11 degrees 12 minute 34 seconds East for a distance of 2143.95 feet to the point of beginning. Containing 175.78 +/- acres (Tax Map 9, Parcels 18 & 18.01)

Beginning at a 1/2 inch rebar found in the south right of way of Tylertown Road (Ky. State Route 294) and capped "DBS & Associates", said rebar also being North 88°41'37" East, 1980.3 feet more or less from the centerline intersection of Tylertown Road and Jim Johnson Road, said rebar also having a Northing of 842646.5000, Easting 1604016.1400, said rebar also being the northeast corner of a portion of the Industrial Development Board Property, said rebar also being the northwest corner of said herein tract described; Thence leaving said Industrial Development Board Property, and with the south right of way of said Tylertown Road, (Ky. State Route 294), South 89°01'51" East, a distance of 1533.21 feet to a point, said point being the northwest corner of the Cooper Etal property, said point also being the northeast corner of said herein tract described; Thence leaving said Tylertown Road and with the west line of said Cooper, South 03°55'12" West, a distance of 420.00 Feet to a point, said point being the southwest corner of said Cooper; Thence with the south line of said Cooper,, South 89°01'51" East, a distance of 210.01 feet to a point, said point being the southeast corner of said Cooper,, said point also being in the west line of the Knox Thomas property, , said point also being in the west line of an Ingress/Egress easement, Thence leaving said Cooper, and with common line to said Knox Thomas property and said Ingress/Egress easement, South 03°48'24" West, a distance of 1553.66 feet to a 'A inch rebar set and capped "DBS & Associates", said rebar also being in the north line of the Cooper property, said rebar also being the southeast corner of said herein tract described; Thence leaving said Knox Thomas property and with the north line of said Cooper,

and the south line of said herein tract described, North 80°49'09" West, a distance of 1496.94 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar also being the northwest corner of said Cooper property, said rebar also being in the east line of said Industrial Development Board Property, Thence leaving said Cooper property and with a common line of said Industrial Development Board Property, and with a south line of said herein tract described, North 79°27'26" West, a distance of 353.29 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar being the southwest corner of said herein tract described, said rebar also having a Northing of 840951.2420, Easting 1603802.1560; Thence leaving said south line and with the west line of said herein tract described and with a common line to said Industrial Development Board Property, North 07°11'39" East, a distance of 1708.71 feet to the Point of Beginning. Said tract containing 73.81 +/-ACRES (Tax Map 10 Parcel 1.01)

Commencing at a 1/2 inch rebar found in the south right of way of Tylertown Road (Ky. State Route 294) and capped "DBS & Associates", said rebar also being North 88°41'37" East, 1980.3 feet more or less from the centerline intersection of Tylertown Road and Jim Johnson Road, said rebar also having a Northing of 842646.5000, Easting 1604016.1400, said rebar also being the northeast corner of a portion of the Industrial Development Board Property, said rebar also being the northwest corner of the Cooper property, said herein tract described; Thence leaving said Tylertown Road and with the east line of said portion of the Industrial Development Board Property, South 07°11'39" West, a distance of 1708.71 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar being the southwest corner of said Cooper property, said rebar also having a Northing of 840951.2420, Easting of 1603802.1560; Thence continuing with said Cooper and said east line of the Industrial Development Board Property, , South 79°27'26" East, a distance of 353.29 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar being the TRUE POINT OF BEGINNING FOR THIS DESCRIPTION, said rebar also being the northwest corner of said herein tract described; Thence leaving said Industrial Development Board Property, and with the south line of said Cooper, South 80°49'09" East, a distance of 1496.94 feet to a 1/2 inch rebar set and capped "DBS & Associates", said rebar being the southeast corner of the Cooper property, said rebar also being a common corner to Knox Thomas property, said rebar also being in the west line of a Ingress/Egress easement, Thence leaving said Cooper and with a common line to said Knox Thomas, South 81°21'09" East, a distance of 22.92 feet to a point; Thence with said Knox Thomas, South 82°50'48" East, a distance of 2526.82 feet to a 1/2 inch rebar set and capped "DBS & Associates", said rebar also being the northeast corner of said herein tract described, said rebar also having a Northing of 840329.6614, Easting of 1608157.0525; Thence continuing with a common line to Knox Thomas, South 10°41'50" West, a distance of 1436.02 feet to a 1/2 inch rebar set and capped "DBS & Associates", said rebar being the southeast corner of said herein tract described, said rebar also being the northeast corner of the Industrial Development Board Property, said rebar also having a Northing of 838918.5970, Easting 1607890.4990; Thence leaving said Knox Thomas property and with the common line to said Industrial Development Board Property, North 81°39'35" West, a distance of 1552.01 feet to a 1/2 inch rebar found and capped "DBS & Associates"; Thence continuing with said common line to said Industrial Development Board Property, North 82°00'29" West, a distance of 2109.82 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar being the northwest corner of said Industrial Development Board Property, said rebar also being in the east line of the Industrial Development Board Property, Thence leaving said Industrial Development Board Property, and with the east line of said Industrial Development Board Property, North 81°10'15" West, a distance of 334.37 feet to a 1/2 inch rebar found and capped "DBS & Associates", said rebar also being the southwest corner of said herein tract described, said rebar also having a Northing of 839488.3760, Easting 1603935.1660; Thence continuing with said Industrial Development Board Property, North 08°42'51" East, a distance of 1414.56 feet to the Point of Beginning. Said tract containing 129.88 +/- ACRES. (Tax Map 10 Parcel 30)

**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 June, 2011, 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 June, 2011.**

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

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

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

**County Mayor**

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

**County Clerk**

## 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 June, 2011, 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 June, 2011.**

**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 consist 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 silicon 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 ABOLISH THE ETHICS COMMITTEE  
AS RECOMMENDED BY THE RULES COMMITTEE**

**WHEREAS**, the Rules Committee is charged with the responsibility of analyzing the structure, organization and functions of the various boards, committees and commissions of Montgomery County Government; and

**WHEREAS**, on March 12, 2007, this Board of Commissioners adopted Resolution 07-3-7 to create an Ethics Committee; and

**WHEREAS**, the Rules Committee met on May 16, 2011 and voted to abolish the Ethics Committee; and

**WHEREAS**, the Ethics Committee was created pursuant to T.C.A. § 8-17-101 et seq. which mandates the adoption of certain ethical standards; and a Code of Ethics was adopted by this Board of County Commissioners pursuant to Resolution 07-3-7; and

**WHEREAS**, the Personnel Advisory Committee was instrumental in the creation of the Montgomery County Personnel Handbook of which the Code of Ethics is a part thereof; and

**WHEREAS**, efficiency would be served by abolishing the Ethics Committee leaving the Personnel Advisory Committee the body responsible for investigating ethical issues in county government.

**NOW, THEREFORE, BE IT RESOLVED** by the Montgomery County Board of Commissioners meeting in regular business session on this 13<sup>th</sup> day of June, 2011, that the Ethics Committee is hereby dissolved.

**Duly passed and approved this 13<sup>th</sup> day of June, 2011.**

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

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

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

**County Mayor**

**Attested** \_\_\_\_\_

**County Clerk**

**RESOLUTION ESTABLISHING THE MONTGOMERY  
COUNTY PARKS COMMITTEE**

**WHEREAS**, the Rules Committee is charged with the responsibility of analyzing the structure, organization and functions of the various boards, committees and commissions of Montgomery County Government; and

**WHEREAS**, the Rules Committee met on May 16, 2011 and voted to establish the Montgomery County Parks Committee; and

**WHEREAS**, the purpose of such Committee is to advise on the acquisition, development, operation and maintenance of public parks, playgrounds, recreational centers and other areas to promote and preserve the health and general welfare of the people of Montgomery County; and

**WHEREAS**, the membership of said committee shall consist of three commissioners and two community members, nominated by the County Mayor with the approval of the Board of County Commissioners. The Director of Parks & Recreation, the County Mayor, the Director of Administration and the Director of Facilities Development will be ex-officio members; and

**WHEREAS**, the terms of the members shall be two years on a staggered basis, commencing on July 1 of each year. No member shall serve for more than two full two-year terms in succession; and

**WHEREAS**, the committee shall meet quarterly, at the call of the chairman, or the majority of members; and

**WHEREAS**, the compensation for the committee members shall be as specified in Section I of the manual on committees; and

**WHEREAS**, no Conservation Board has ever been created by this Board of Commissioners pursuant to T.C.A. § 11-21-101, et seq. despite the fact that the Recreation Board's name has changed to "County Conservation Board" pursuant to Resolution 98-1-8.

**NOW, THEREFORE, BE IT RESOLVED** by the Montgomery County Board of Commissioners assembled in Regular Session on this 13<sup>th</sup> day of June, 2011, that the Montgomery County Parks Committee is hereby established as set forth herein.

**Duly passed and approved this 13<sup>th</sup> day of June, 2011.**

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

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

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

**County Mayor**

**Attested** \_\_\_\_\_

**County Clerk**



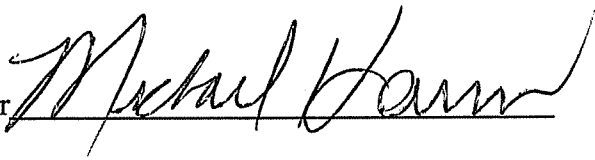
RESOLUTION OF THE MONTGOMERY COUNTY  
BOARD OF COMMISSIONERS APPROVING  
AMENDMENTS TO THE 2010-11  
SCHOOL BUDGET

**WHEREAS**, the proposed amendments to the General Purpose School Fund, Federal Projects Fund, Child Nutrition Fund, and Transportation Fund Budgets reflect the most recent estimates of revenues and expenditures, and,

**WHEREAS**, the Clarksville-Montgomery County Board of Education has studied the attached amendments and approved them on May 10, 2011, for recommendation to the Montgomery County Board of Commissioners.

**NOW, THEREFORE, BE IT RESOLVED** by the Montgomery County Board of County Commissioners assembled in Regular Business Session on this 13th day of June, 2011, that the 2010-11 School Budget be amended as per the attached schedules.

Sponsor



Commissioner \_\_\_\_\_

Approved \_\_\_\_\_

County Mayor

Attested \_\_\_\_\_

County Clerk

# Clarksville-Montgomery County School System General Purpose School Fund Budget

## Estimated Revenues

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>Local Revenues</b>					
40110 Current Property Tax	25,545,053	25,545,053	(395,000)	25,150,053	Based on current projected collections
40120 Trustees Collection - Prior Years	765,000	765,000	40,000	805,000	Based on current projected collections
40140 Interest & Penalties	199,000	199,000	-	199,000	
40162 Payments In Lieu of Taxes (Utility)	681,901	681,901	(14,901)	667,000	Based on current projected collections
40210 Local Option Sales Tax	33,553,965	33,553,965	999,735	34,553,700	Based on current projected collections
40240 Wheel Tax	3,572,300	3,572,300	260,000	3,832,300	Based on current projected collections
40270 Business Tax	450,000	450,000	-	450,000	
40320 Bank Excise Tax	131,000	131,000	(85,729)	45,271	Based on actual collections
40350 Interstate Telecommunications Tax	14,000	14,000	(4,000)	10,000	Based on current projected collections
43365 Archives & Records Management Fee	6,300	6,300	-	6,300	
43511 Tuition - Regular Day Students	15,000	15,000	-	15,000	
43583 Criminal Background Fee	22,000	22,000	-	22,000	
44110 Interest Earned	35,000	1,000	-	1,000	
44120 Lease/Rentals	105,000	105,000	-	105,000	
44130 Sale of Materials & Supplies	12,000	12,000	-	12,000	
44145 Sale of Recycled Materials	1,000	1,000	-	1,000	
44146 E-Rate Funding	60,000	167,710	-	167,710	
44170 Misc. Refund - Other	3,500	3,500	-	3,500	
44530 Sale of Equipment	25,000	25,000	-	25,000	
44560 Damages from Individuals	500	500	-	500	
44570 Contributions & Gifts	40,000	144,200	-	144,200	
<b>Total Local Revenues</b>	<b>65,237,519</b>	<b>65,415,429</b>	<b>800,105</b>	<b>66,215,534</b>	

## State Revenues

46390 Transition School To Work	71,628	71,628	-	71,628	
46511 Basic Education Program	104,388,850	100,091,038	1,632,200	101,723,238	Based on current year student growth
46512 Basic Education Program - Stimulus	5,069,500	10,245,308	-	10,245,308	
46515 Early Childhood Education	1,772,695	1,829,270	-	1,829,270	
46530 Energy Efficient Schools	-	-	98,350	98,350	State grant
46590 Other State Education Funds	30,000	45,772	-	45,772	
46592 Internet Connectivity - Stimulus	-	85,983	-	85,983	
46610 Career Ladder Program	806,000	805,000	(12,120)	792,880	Based on current projected collections
46615 Extended Contract - Stimulus	224,400	175,764	-	175,764	
46820 Income Tax	163,000	193,334	-	193,334	

# Clarksville-Montgomery County School System General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
46850 Mixed Drink Tax	296,000	296,000	-	296,000
<b>Total State Revenues</b>	<b>112,822,073</b>	<b>113,839,097</b>	<b>1,718,430</b>	<b>115,557,527</b>
<b>Federal Revenues</b>				
47590 Other Federal Funds	-	5,923,592	(2,980,308)	2,943,284
47630 Public Law 874 (Impact Aid)	4,120,000	4,120,000	813,061	4,933,061
47640 JROTC	460,000	460,000	-	460,000
48140 Adult Literacy	25,000	25,000	-	25,000
<b>Total Federal Revenues</b>	<b>4,605,000</b>	<b>10,528,592</b>	<b>(2,167,247)</b>	<b>8,361,345</b>
<b>Non-Revenue Sources</b>				
49700 Insurance Recovery	25,000	25,000	-	25,000
49800 Operating Transfers	1,426,000	1,426,000	-	1,426,000
<b>Total Non-Revenue Sources</b>	<b>1,451,000</b>	<b>1,451,000</b>	<b>-</b>	<b>1,451,000</b>
<b>Total Revenues</b>	<b>184,115,592</b>	<b>191,234,118</b>	<b>351,288</b>	<b>191,585,406</b>
<b>Beginning Reserves and Fund Balance</b>				
Reserve for On-The-Job Injury	1,375,218	1,375,218	-	1,375,218
Reserve for Property & Liability Insurance	1,175,000	1,475,000	-	1,475,000
Reserve for Extended Contract	675.00	675	-	675
Reserve for Career Ladder	7,278.00	27,135	-	27,135
Reserve for BEP	0.00	270,675	-	270,675
<b>Total Reserves</b>	<b>2,558,171</b>	<b>3,148,703</b>	<b>-</b>	<b>3,148,703</b>
<b>Beginning Fund Balance</b>	<b>11,003,627</b>	<b>12,731,973</b>	<b>-</b>	<b>12,731,973</b>
<b>Total Reserves and Fund Balance</b>	<b>13,561,798</b>	<b>15,880,676</b>	<b>-</b>	<b>15,880,676</b>
<b>Total Available Funds</b>	<b>197,677,390</b>	<b>207,114,794</b>	<b>351,288</b>	<b>207,466,082</b>

To reflect first year only of Education Jobs Bill  
Based on actual collections

# Clarksville-Montgomery County School System General Purpose School Fund Budget

CMCSS

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

**Expenditures (Appropriations)****71100 - Regular Instruction**

Salaries	69,076,229	71,572,208	(1,123,481)	70,448,727	Based on degree/experience/positions used
Employee Benefits	24,329,280	24,748,096	(638,864)	24,109,232	Based on year-to-date expenditures
Contracted Services	2,015,367	2,017,867	(6,000)	2,011,867	Based on year-to-date expenditures
Supplies and Materials	1,957,639	2,132,623	-	2,132,623	
Other Charges	384,315	384,315	-	384,315	
Equipment	24,000	69,475	-	69,475	

**Total 71100 - Regular Instruction**

97,786,830	100,924,584	(1,768,345)	99,156,239
------------	-------------	-------------	------------

**71150 - Alternative School**

Salaries	626,215	654,002	-	654,002
Employee Benefits	184,841	189,480	-	189,480
Contracted Services	29,000	29,000	-	29,000
Supplies and Materials	3,000	3,000	-	3,000

**Total 71150 - Alternative School**

843,056	875,482	-	875,482
---------	---------	---	---------

**71200 - Special Education**

Salaries	11,634,555	12,062,699	1,595,395	13,658,094	Based on degree/experience/positions used
Employee Benefits	4,325,962	4,391,281	328,100	4,719,381	Based on year-to-date expenditures
Contracted Services	1,166,679	1,186,679	3,000	1,189,679	Reallocation from 71100
Supplies and Materials	80,210	80,210	-	80,210	
Equipment	10,000	10,000	-	10,000	

**Total 71200 - Special Education**

17,217,406	17,730,869	1,926,495	19,657,364
------------	------------	-----------	------------

**71300 - Vocational Education**

Salaries	3,472,468	3,527,592	(107,460)	3,420,132	Based on degree/experience/positions used
Employee Benefits	1,237,070	1,245,064	(17,946)	1,227,118	Based on year-to-date expenditures
Contracted Services	72,500	67,500	(1,000)	66,500	Reallocation to equipment
Supplies and Materials	268,950	268,950	(11,824)	257,126	Reallocation to equipment
Equipment	10,000	10,000	12,824	22,824	Reallocation from supplies/contracted services

**Total 71300 - Vocational Education**

5,060,988	5,119,106	(125,406)	4,993,700
-----------	-----------	-----------	-----------

# Clarksville-Montgomery County School System General Purpose School Fund Budget

CMCSS

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

**72110 - Student Services**

Salaries	519,687	546,591	47,228	593,819
Employee Benefits	167,934	172,622	-	172,622
Contracted Services	7,350	7,350	-	7,350
Supplies and Materials	3,860	3,860	-	3,860
Other Charges	5,000	5,000	-	5,000

Based on degree/experience/positions used

**Total 72110 - Student Services**

	703,831	735,423	47,228	782,651
--	---------	---------	--------	---------

**72120 - Health Services**

Salaries	769,040	801,572	-	801,572
Employee Benefits	339,806	344,860	-	344,860
Contracted Services	21,700	36,300	(24,000)	12,300
Supplies and Materials	17,345	17,345	-	17,345
Equipment	13,000	13,000	-	13,000

Use of temporary employees

**Total 72120 - Health Services**

	1,160,891	1,213,077	(24,000)	1,189,077
--	-----------	-----------	----------	-----------

**72130 - Other Student Support**

Salaries	5,388,531	5,480,090	-	5,480,090
Employee Benefits	1,684,465	1,700,881	-	1,700,881
Contracted Services	141,049	151,549	-	151,549
Supplies and Materials	3,000	3,000	-	3,000

**Total 72130 - Other Student Support**

	7,217,045	7,335,520	-	7,335,520
--	-----------	-----------	---	-----------

**72210 - Regular Instruction Support**

Salaries	5,022,571	5,261,099	46,345	5,307,444
Employee Benefits	1,689,733	1,741,056	202	1,741,258
Contracted Services	49,565	49,877	-	49,877
Supplies and Materials	558,626	558,626	(4,975)	553,651
Other Charges	247,031	245,229	3,000	248,229

Based on degree/experience/positions used  
Based year-to-date expendituresBased on year-to-date expenditures  
Graduation expenses**Total 72210 - Regular Instruction Support**

	7,567,526	7,855,887	44,572	7,900,459
--	-----------	-----------	--------	-----------

# Clarksville-Montgomery County School System General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>72215 - Alternative School Support</b>					
Salaries	18,689	19,184	-	19,184	
Employee Benefits	17,567	17,677	-	17,677	
<b>Total 72215 - Alternative School Support</b>	<b>36,256</b>	<b>36,861</b>	<b>-</b>	<b>36,861</b>	
<b>72220 - Special Education Support</b>					
Salaries	1,174,669	1,241,365	180,404	1,421,769	Based on degree/experience/positions used
Employee Benefits	369,105	379,251	30,128	409,379	Based on year-to-date expenditures
Contracted Services	25,250	31,000	-	31,000	
Supplies and Materials	63,800	63,800	-	63,800	
Other Charges	15,000	17,400	-	17,400	
Equipment	-	800	-	800	
<b>Total 72220 - Special Education Support</b>	<b>1,647,824</b>	<b>1,733,616</b>	<b>210,532</b>	<b>1,944,148</b>	
<b>72230 - Vocational Education Support</b>					
Salaries	75,244	77,318	-	77,318	
Employee Benefits	21,990	22,385	-	22,385	
Contracted Services	900	900	-	900	
Supplies and Materials	1,300	1,300	-	1,300	
Other Charges	1,500	1,500	-	1,500	
<b>Total 72230 - Vocational Education Support</b>	<b>100,934</b>	<b>103,403</b>	<b>-</b>	<b>103,403</b>	
<b>72260 - Adult Education Support</b>					
Salaries	62,983	67,283	-	67,283	
Employee Benefits	13,398	13,772	(2,444)	11,328	Based on year-to-date expenditures
<b>Total 72260 - Adult Education Support</b>	<b>76,381</b>	<b>81,055</b>	<b>(2,444)</b>	<b>78,611</b>	

# Clarksville-Montgomery County School System General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
<b>72310 - Board of Education</b>				
Salaries	60,249	60,567	-	60,567
Employee Benefits	13,916	13,940	-	13,940
Contracted Services	121,000	121,000	-	121,000
Other Charges	25,000	25,000	-	25,000
<b>Total 72310 - Board of Education</b>	<b>220,165</b>	<b>220,507</b>	<b>-</b>	<b>220,507</b>
<b>72320 - Director of Schools</b>				
Salaries	217,290	223,131	-	223,131
Employee Benefits	66,913	76,667	-	76,667
Contracted Services	67,300	72,300	-	72,300
Supplies and Materials	5,500	5,500	-	5,500
Other Charges	15,000	15,000	-	15,000
<b>Total 72320 - Director of Schools</b>	<b>372,003</b>	<b>392,598</b>	<b>-</b>	<b>392,598</b>
<b>72320 - Printing and Communications</b>				
Salaries	286,574	305,299	-	305,299
Employee Benefits	112,246	116,507	61	116,568
Contracted Services	44,400	44,400	-	44,400
Supplies and Materials	54,366	54,366	-	54,366
Other Charges	8,000	8,000	-	8,000
Equipment	6,000	6,000	-	6,000
<b>Total 72320 - Printing and Communication</b>	<b>511,586</b>	<b>534,572</b>	<b>61</b>	<b>534,633</b>
<b>72410 - Office of the Principal</b>				
Salaries	10,314,842	10,705,385	47,995	10,753,380
Employee Benefits	3,816,531	3,886,959	-	3,886,959
Contracted Services	31,859	31,859	-	31,859
Other Charges	31,500	31,500	-	31,500
<b>Total 72410 - Office of the Principal</b>	<b>14,194,732</b>	<b>14,655,703</b>	<b>47,995</b>	<b>14,703,698</b>

Based on year-to-date expenditures

Based on degree/experience/positions used

# Clarksville-Montgomery County School System General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>72510 - Business Affairs</b>					
Salaries	1,259,860	1,303,497	4,611	1,308,108	Based on degree/experience/positions used
Employee Benefits	494,723	501,520	(19,048)	482,472	Based on year-to-date expenditures
Contracted Services	131,610	134,210	-	134,210	
Supplies and Materials	37,000	70,000	-	70,000	
Other Charges	269,200	269,200	-	269,200	
Insurance Premiums	1,233	1,493	-	1,493	
Trustee's Commission	1,176,909	1,176,909	-	1,176,909	
<b>Total 72510 - Business Affairs</b>	<b>3,370,535</b>	<b>3,456,829</b>	<b>(14,437)</b>	<b>3,442,392</b>	
<b>72520 - Human Resources</b>					
Salaries	996,281	1,027,130	4,294	1,031,424	Based on degree/experience/positions used
Employee Benefits	1,185,356	1,191,351	115,000	1,306,351	Unemployment insurance payment
Contracted Services	90,855	82,855	-	82,855	
Supplies and Materials	32,000	32,000	-	32,000	
Other Charges	56,000	60,000	-	60,000	
Equipment	-	900	-	900	
Insurance Premiums	200,000	200,000	-	200,000	
<b>Total 72520 - Human Resources</b>	<b>2,560,492</b>	<b>2,594,236</b>	<b>119,294</b>	<b>2,713,530</b>	
<b>72610 - Operation of Plant</b>					
Salaries	4,219,514	4,357,108	52,365	4,409,473	Based on degree/experience/positions used
Employee Benefits	2,284,710	2,315,367	-	2,315,367	
Contracted Services	441,740	441,740	-	441,740	
Supplies and Materials	437,217	437,217	-	437,217	
Other Charges	7,000	7,000	-	7,000	
Equipment	92,000	92,000	-	92,000	
Utilities	6,913,700	6,913,700	-	6,913,700	
Insurance Premiums	679,311	671,019	-	671,019	
<b>Total 72610 - Operation of Plant</b>	<b>15,075,192</b>	<b>15,235,151</b>	<b>52,365</b>	<b>15,287,516</b>	



# Clarksville-Montgomery County School System

## General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>72620 - Maintenance of Plant</b>					
Salaries	2,195,279	2,236,121	-	2,236,121	
Employee Benefits	1,005,641	1,014,743	48	1,014,791	
Contracted Services	475,560	485,560	98,550	584,110	Based on year-to-date expenditures
Supplies and Materials	1,100,196	1,100,196	-	1,100,196	Energy efficient schools grants
Other Charges	5,900	5,900	-	5,900	
Equipment	15,000	15,000	-	15,000	
Insurance Premiums	14,776	14,946	-	14,946	
<b>Total 72620 - Maintenance of Plant</b>	<b>4,812,352</b>	<b>4,872,466</b>	<b>98,598</b>	<b>4,971,064</b>	
<b>72810 - Information Technology</b>					
Salaries	1,927,910	2,118,198	145,724	2,263,922	Based on degree/experience/positions used
Employee Benefits	708,320	724,338	32,809	757,147	Based on year-to-date expenditures
Contracted Services	2,531,550	2,556,550	-	2,556,550	
Supplies and Materials	857,832	930,832	-	930,832	
Other Charges	35,904	35,904	-	35,904	
Equipment	858,825	868,793	25,000	893,793	Local grant for model classrooms
<b>Total 72810 - Information Technology</b>	<b>6,920,341</b>	<b>7,234,615</b>	<b>203,533</b>	<b>7,438,148</b>	
<b>73400 - Early Childhood Education</b>					
Salaries	1,259,722	1,339,561	1,106	1,340,667	Based on degree/experience/positions used
Employee Benefits	522,427	536,936	-	536,936	
Contracted Services	60,458	55,458	(20,458)	35,000	No longer have classroom at APSU
Supplies and Materials	19,500	10,000	-	10,000	
Other Charges	24,857	20,000	-	20,000	
<b>Total 73400 - Early Childhood Education</b>	<b>1,886,964</b>	<b>1,961,955</b>	<b>(19,352)</b>	<b>1,942,603</b>	
<b>82230 - Debt Service</b>					
Interest Payments	35,000	35,000	-	35,000	
<b>Total 82230 - Debt Service</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	

# Clarksville-Montgomery County School System General Purpose School Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

<b>Total Expenditures</b>	<b>189,378,330</b>	<b>194,938,515</b>	<b>796,689</b>	<b>195,735,204</b>
---------------------------	--------------------	--------------------	----------------	--------------------

## Ending Reserves and Fund Balance

Fund Balance	5,421,032	6,836,359	2,016,491	8,852,850	Projected fund balance as of 6/30/11
On-The-Job Injury Reserve	1,375,218	1,375,218	-	1,375,218	
Property & Liability Insurance Reserve	1,475,000	1,475,000	-	1,475,000	
Extended Contract Reserve	675	675	-	675	
Career Ladder Reserve	27,135	27,135	-	27,135	
Education Jobs Bill Reserve	-	2,461,892	(2,461,892)	-	Reserve not needed

<b>Total Reserves and Fund Balance</b>	<b>8,299,060</b>	<b>12,176,279</b>	<b>(445,401)</b>	<b>11,730,878</b>
--	------------------	-------------------	------------------	-------------------

<b>Total Expenditures, Reserves and Fund Balance</b>	<b>197,677,390</b>	<b>207,114,794</b>	<b>351,288</b>	<b>207,466,082</b>
--	--------------------	--------------------	----------------	--------------------

# Clarksville-Montgomery County School System Federal Projects Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

## Estimated Revenues

### Local Revenues

44570 Contributions & Gifts	-	300	-	300
<b>Total Local Revenues</b>	-	<b>300</b>	-	<b>300</b>

### State Revenues

46590 Adult Ed, LEAP	305,242	312,111	6,500	318,611
46591 Coordinated School Health	105,000	105,000	-	105,000
46981 Safe Schools Act	76,200	145,800	-	145,800
<b>Total State Revenues</b>	<b>486,442</b>	<b>562,911</b>	<b>6,500</b>	<b>569,411</b>

### Federal Revenues

47120 Adult Basic Education	173,226	193,834	-	193,834
47131 Career Technical Education	385,030	405,600	-	405,600
47141 Title I	5,226,450	8,343,846	-	8,343,846
47143 Individuals w/ Disabilities Educ. Act (IDEA)	5,269,625	9,940,395	25,000	9,965,395
47145 Preschool (IDEA)	44,981	170,813	-	170,813
47146 English Language Acquisition (Title III)	123,003	205,119	-	205,119
47147 Safe & Drug-Free Schools (Title IV, CCCLC)	750,000	753,197	-	753,197
47149 Homeless (Title X)	-	4,182	-	4,182
47189 Title II-A	1,099,461	1,414,681	-	1,414,681
47311 Race To The Top	-	1,247,710	6,000	1,253,710
47590 Title II-D, Education Jobs Program	52,246	6,316,480	(3,104,874)	3,211,606
47990 Other Direct Federal	666,665	787,159	1,500,000	2,287,159
<b>Total Federal Revenues</b>	<b>13,790,687</b>	<b>29,783,016</b>	<b>(1,573,872)</b>	<b>28,209,144</b>

Based on actual Federal allocations

Based on actual Federal allocations

To reflect first year only of Education Jobs Bill

Based on actual Federal allocations

### Non-Revenue Sources

49800 Operating Transfers	1,250,000	1,250,000	-	1,250,000
<b>Total Non-Revenue Sources</b>	<b>1,250,000</b>	<b>1,250,000</b>	-	<b>1,250,000</b>

# Clarksville-Montgomery County School System Federal Projects Fund Budget

CMCSS

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
<b>Total Revenues</b>	15,527,129	31,596,227	(1,567,369)	30,028,855
<b>Beginning Fund Balance</b>	750,926	746,551	-	746,551
<b>Total Available Funds</b>	16,278,055	32,342,778	(1,567,372)	30,775,406

# Clarksville-Montgomery County School System Federal Projects Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

## Expenditures (Appropriations)

<b>71100 - Regular Instruction</b>					
Salaries	3,496,887	4,838,809	3,815,224	8,654,033	Education Job Bill allocations
Employee Benefits	1,141,206	1,576,914	482,894	2,059,808	Based on year-to-date expenditures
Contracted Services	343,694	309,694	137,788	447,482	Reflects program requirements
Supplies and Materials	558,819	1,108,231	(28,305)	1,079,926	Reflects program requirements
Other Charges	-	6,209,748	(6,112,767)	96,981	Reallocated to actual expenditures
Equipment	29,555	243,682	-	243,682	
<b>Total 71100 - Regular Instruction</b>	<b>5,570,161</b>	<b>14,287,078</b>	<b>(1,705,165)</b>	<b>12,581,913</b>	
<b>71150 - Alternative School</b>					
Salaries	-	-	20,434	20,434	Education Job Bill allocations
Employee Benefits	-	-	3,412	3,412	Based on year-to-date expenditures
<b>Total 71150 - Alternative School</b>	<b>-</b>	<b>-</b>	<b>23,846</b>	<b>23,846</b>	
<b>71200 - Special Education</b>					
Salaries	1,728,161	3,506,897	317,049	3,823,946	Education Job Bill allocations
Employee Benefits	817,875	1,416,476	52,948	1,469,424	Based on year-to-date expenditures
Contracted Services	-	168,775	79,998	248,773	Reflects program requirements
Supplies and Materials	21,484	900,014	(58,500)	841,514	Reflects program requirements
Other Charges	-	20,000	-	20,000	
Equipment	-	140,493	-	140,493	
<b>Total 71200 - Special Education</b>	<b>2,567,520</b>	<b>6,152,655</b>	<b>391,494</b>	<b>6,544,149</b>	
<b>71300 - Vocational Education</b>					
Salaries	-	38,377	93,398	131,775	Education Job Bill allocations
Employee Benefits	-	11,623	15,598	27,221	Based on year-to-date expenditures
Contracted Services	-	-	89	89	Reflects program requirements
Supplies and Materials	55,542	19,861	3,409	23,270	Reflects program requirements
Other Charges	4,000	2,500	(89)	2,411	Reflects program requirements
Equipment	180,818	184,000	21,214	205,214	Reflects program requirements
<b>Total 71300 - Vocational Education</b>	<b>240,360</b>	<b>256,361</b>	<b>133,618</b>	<b>389,979</b>	

# Clarksville-Montgomery County School System Federal Projects Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>71600 - Adult Education</b>					
Salaries	79,464	94,207	-	94,207	
Employee Benefits	13,270	7,782	-	7,782	
Contracted Services	-	-	2,000	2,000	Reflects program requirements
Supplies and Materials	2,115	12,991	(1,000)	11,991	Reflects program requirements
Equipment	-	-	4,500	4,500	Reflects program requirements
<b>Total 71600 - Adult Education</b>	<b>94,849</b>	<b>114,980</b>	<b>5,500</b>	<b>120,480</b>	
<b>72110 - Student Services</b>					
Salaries	-	-	16,187	16,187	Education Job Bill allocations
Employee Benefits	-	-	2,704	2,704	Based on year-to-date expenditures
<b>Total 72110 - Student Services</b>	<b>-</b>	<b>-</b>	<b>18,891</b>	<b>18,891</b>	
<b>72130 - Other Student Support</b>					
Salaries	148,508	197,195	89,767	286,962	Education Job Bill allocations
Employee Benefits	53,003	61,303	12,864	74,167	Based on year-to-date expenditures
Contracted Services	55,440	206,176	(20,000)	186,176	Reflects program requirements
Supplies and Materials	33,660	45,660	(1,600)	44,060	Reflects program requirements
Other Charges	68,718	83,750	-	83,750	
Equipment	-	9,200	1,600	10,800	Reflects program requirements
<b>Total 72130 - Other Student Support</b>	<b>359,329</b>	<b>603,284</b>	<b>82,631</b>	<b>685,915</b>	
<b>72210 - Regular Instruction Support</b>					
Salaries	1,085,525	1,374,965	137,562	1,512,527	Education Job Bill allocations
Employee Benefits	359,203	413,830	18,266	432,096	Based on year-to-date expenditures
Contracted Services	21,433	224,301	(12,393)	211,908	Reflects program requirements
Supplies and Materials	15,999	58,773	274	59,047	Reflects program requirements
Other Charges	631,749	1,858,621	(933,797)	924,824	Reflects program requirements
Equipment	3,000	31,000	-	31,000	
<b>Total 72210 - Regular Instruction Support</b>	<b>2,116,909</b>	<b>3,961,490</b>	<b>(790,089)</b>	<b>3,171,401</b>	

# Clarksville-Montgomery County School System Federal Projects Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>72220 - Special Education Support</b>					
Salaries	731,503	1,160,349	26,468	1,186,817	Education Job Bill allocations
Employee Benefits	251,649	395,989	4,136	400,125	Based on year-to-date expenditures
Contracted Services	-	17,941	-	17,941	
Supplies and Materials	-	274,147	(1,550)	272,597	Reflects program requirements
Other Charges	253,223	375,247	(146)	375,101	Reflects program requirements
Equipment	-	910	-	910	
<b>Total 72220 - Special Education Support</b>	<b>1,236,375</b>	<b>2,224,583</b>	<b>28,909</b>	<b>2,253,492</b>	
<b>72230 - Vocational Education Support</b>					
Contracted Services	1,000	3,000	(2,794)	206	Reflects program requirements
Other Charges	4,500	4,000	(1,828)	2,172	Reflects program requirements
<b>Total 72230 - Vocational Education Support</b>	<b>5,500</b>	<b>7,000</b>	<b>(4,622)</b>	<b>2,378</b>	
<b>72260 - Adult Education Support</b>					
Salaries	92,247	93,152	-	93,152	
Employee Benefits	38,408	38,482	-	38,482	
Supplies and Materials	3,000	3,000	1,000	4,000	Reflects program requirements
Other Charges	2,464	9,132	-	9,132	
<b>Total 72260 - Adult Education Support</b>	<b>136,119</b>	<b>143,766</b>	<b>1,000</b>	<b>144,766</b>	
<b>72320 - Printing and Communications</b>					
Supplies and Materials	-	-	519	519	Reflects program requirements
<b>Total 72320 - Printing and Communications</b>	<b>-</b>	<b>-</b>	<b>519</b>	<b>519</b>	
<b>72410 - Office of the Principal</b>					
Salaries	-	43,831	64,014	107,845	Education Job Bill allocations
Employee Benefits	-	14,037	10,690	24,727	Based on year-to-date expenditures
<b>Total 72410 - Office of the Principal</b>	<b>-</b>	<b>57,868</b>	<b>74,704</b>	<b>132,572</b>	

# Clarksville-Montgomery County School System Federal Projects Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>72520 - Human Resources</b>					
Employee Benefits	-	-	7,663	7,663	Based on year-to-date expenditures
<b>Total 72520 - Human Resources</b>	-	-	<b>7,663</b>	<b>7,663</b>	
<b>72610 - Operation of Plant</b>					
Contracted Services	14,000	15,000	1,200	16,200	Reflects program requirements
Equipment	62,200	130,800	(1,200)	129,600	Reflects program requirements
<b>Total 72610 - Operation of Plant</b>	<b>76,200</b>	<b>145,800</b>	<b>-</b>	<b>145,800</b>	
<b>72710 - Transportation</b>					
Salaries	1,232,382	1,256,972	-	1,256,972	
Employee Benefits	128,792	149,333	-	149,333	
Contracted Services	25,875	25,875	-	25,875	
Supplies and Materials	3,394	24,902	(519)	24,383	Reflects program requirements
Equipment	-	15,000	-	15,000	
<b>Total 72710 - Transportation</b>	<b>1,390,443</b>	<b>1,472,082</b>	<b>(518)</b>	<b>1,471,564</b>	
<b>72810 - Information Technology</b>					
Salaries	-	-	52,584	52,584	Education Job bill allocations
Employee Benefits	-	-	21,340	21,340	Based on year-to-date expenditures
<b>Total 72810 - Information Technology</b>	<b>-</b>	<b>-</b>	<b>73,924</b>	<b>73,924</b>	
<b>73400 - Early Childhood Education</b>					
Salaries	-	-	27,012	27,012	Education Job bill allocations
Employee Benefits	-	-	4,510	4,510	Based on year-to-date expenditures
<b>Total 73400 - Early Childhood Education</b>	<b>-</b>	<b>-</b>	<b>31,522</b>	<b>31,522</b>	
<b>99100 - Interfund Transfers</b>					
Indirect Cost	-	782,280	58,800	841,080	Increased assessment for indirect costs
Transfers To Other Funds	1,233,364	750,000	1,250,000	2,000,000	Return of funds used for cashflow
<b>Total 99100 - Interfund Transfers</b>	<b>1,233,364</b>	<b>1,532,280</b>	<b>1,308,800</b>	<b>2,841,080</b>	



# Clarksville-Montgomery County School System Federal Projects Fund Budget

CMCSS

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget
--	-------------------------------	------------------------------	------------------------------------	-------------------------------

<b>Total Expenditures</b>	15,027,129	30,959,227	(317,371)	30,641,855
---------------------------	------------	------------	-----------	------------

<b>Ending Fund Balance</b>	1,250,926	1,383,551	(1,250,001)	133,550
----------------------------	-----------	-----------	-------------	---------

Projected fund balance as of 6/30/11

<b>Total Expenditures and Fund Balance</b>	16,278,055	32,342,778	(1,567,372)	30,775,406
--	------------	------------	-------------	------------

Clarksville-Montgomery County School System  
Child Nutrition Fund Budget

05/03/2011

2010-2011 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Amended Budget
---------------------------------	------------------------------	------------------------------------	-------------------

**Estimated Revenues**

<b>Local Revenues</b>			
43521 Lunch Payments - Children	2,600,343	267,795	2,868,138
43522 Lunch Payments - Adults	176,434	(24,132)	152,302
43523 Income from Breakfast	267,874	(59,963)	207,911
43525 Ala Carte Sales	1,581,479	48,085	1,629,564
43990 Contract Services	33,144	1,048	34,192
44110 Interest Earned	19,317	-	19,317
44130 Sale of Materials & Supplies	110,000	(25,560)	84,440
44170 Miscellaneous Refund	68,669	5,500	74,169
<b>Total Local Revenues</b>	<b>4,857,260</b>	<b>212,773</b>	<b>5,070,033</b>
<b>State Revenues - BEP</b>			
46520 School Food Service	115,500	6,226	121,726
<b>Total State Revenues</b>	<b>115,500</b>	<b>6,226</b>	<b>121,726</b>
<b>Federal Revenues</b>			
47111 Section 4 - Lunch Funds	4,879,797	(436,471)	4,443,326
47113 Breakfast Reimbursement	1,381,937	(27,013)	1,354,924
<b>Total Federal Revenues</b>	<b>6,261,734</b>	<b>(463,484)</b>	<b>5,798,250</b>
<b>Total Revenues</b>	<b>11,234,494</b>	<b>(244,485)</b>	<b>10,990,009</b>
<b>Beginning Fund Balance</b>	<b>3,412,582</b>	<b>-</b>	<b>3,919,925</b>
<b>Total Available Funds</b>	<b>14,647,076</b>	<b>(244,485)</b>	<b>14,909,934</b>

# Clarksville-Montgomery County School System Child Nutrition Fund Budget

	2010-2011 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Amended Budget
--	---------------------------------	------------------------------	------------------------------------	-------------------

## Expenditures (Appropriations)

### 73100 - Food Service

Salaries	3,475,054	3,537,927	8,051	3,545,978	Based on experience/positions used
Employee Benefits	1,949,418	1,963,427	-	1,963,427	
Contracted Services	402,982	402,982	-	402,982	
Supplies and Materials	5,142,358	5,142,358	(729,177)	4,413,181	Snow days/more commodities/inventory management
Utilities	244,500	244,500	-	244,500	
Insurance Premiums	40,000	40,000	-	40,000	
Other Charges	40,000	40,000	-	40,000	
Equipment	130,000	130,000	246,194	376,194	Installation of additional freezer

### Total 73100 - Food Service

11,424,312	11,501,194	(474,932)	11,026,262
------------	------------	-----------	------------

### Total Expenditures

11,424,312	11,501,194	(474,932)	11,026,262
------------	------------	-----------	------------

### Ending Fund Balance

3,222,764	3,653,225	230,447	3,883,672
-----------	-----------	---------	-----------

### Total Expenditures and Fund Balance

14,647,076	15,154,419	(244,485)	14,909,934
------------	------------	-----------	------------

Projected fund balance as of 6/30/11

# Clarksville-Montgomery County School System Transportation Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
--	-------------------------------	------------------------------	------------------------------------	-------------------------------	--

**Estimated Revenues****Local Revenues**

40110	Current Property Tax	1,704,930	1,704,930	(27,000)	1,677,930	Based on current projected collections
40120	Trustees Collection - Prior Years	45,000	45,000	5,000	50,000	Based on current projected collections
40140	Interest & Penalties	8,000	8,000	6,000	14,000	Based on current projected collections
40162	Payments In Lieu of Taxes (Utility)	45,511	45,511	(1,000)	44,511	Based on current projected collections
40320	Bank Excise Tax	0	-	3,000	3,000	Based on current projected collections
44130	Sale of Materials & Supplies	0	-	2,000	2,000	Based on current projected collections
44145	Sale of Recycled Materials	1,000	1,000	-	1,000	
44170	Misc. Refund - Other	11,200	11,200	-	11,200	
44530	Sale of Equipment	40,500	40,500	-	40,500	
44560	Damages from Individuals	1,000	1,000	-	1,000	
<b>Total Local Revenues</b>		<b>1,857,141</b>	<b>1,857,141</b>	<b>(12,000)</b>	<b>1,845,141</b>	

**State Revenues - BEP**

46511	Basic Education Program	7,730,150	7,730,150	-	7,730,150	
<b>Total State Revenues - BEP</b>		<b>7,730,150</b>	<b>7,730,150</b>	<b>-</b>	<b>7,730,150</b>	

**Federal Revenues**

47143	Educ. of the Handicapped Act	1,282,915	1,282,915	-	1,282,915	
47311	Race To The Top	15,000	15,000	-	15,000	
<b>Total Federal Revenues</b>		<b>1,297,915</b>	<b>1,297,915</b>	<b>-</b>	<b>1,297,915</b>	

**Total Revenues**

	<b>10,885,206</b>	<b>10,885,206</b>	<b>(12,000)</b>	<b>10,873,206</b>	
--	-------------------	-------------------	-----------------	-------------------	--

**Beginning Fund Balance**

	<b>992,672</b>	<b>1,467,051</b>	<b>-</b>	<b>1,467,051</b>	
--	----------------	------------------	----------	------------------	--

**Total Available Funds**

	<b>11,877,878</b>	<b>12,352,257</b>	<b>(12,000)</b>	<b>12,340,257</b>	
--	-------------------	-------------------	-----------------	-------------------	--

# Clarksville-Montgomery County School System Transportation Fund Budget

	2010-11 Original Budget	Current Amended Budget	Proposed Increase (Decrease)	Proposed Amended Budget	
<b>Expenditures (Appropriations)</b>					
<b>72510 - Fiscal Services</b>					
Trustee's Commission	40,000	40,000	-	40,000	
<b>Total 72510 - Fiscal Services</b>	<b>40,000</b>	<b>40,000</b>	<b>-</b>	<b>40,000</b>	
<b>72710 - Transportation</b>					
Salaries	6,006,642	6,187,867	85,792	6,273,659	Based on degree/experience/positions used
Employee Benefits	3,110,133	3,150,826	-	3,150,826	
Contracted Services	231,775	231,775	-	231,775	
Supplies and Materials	1,347,100	1,347,100	210,500	1,557,600	Increase in fuel prices
Other Charges	20,000	20,000	-	20,000	
Equipment	721,000	721,000	-	721,000	
Insurance Premiums	54,817	51,684	-	51,684	
<b>Total 72710 - Transportation</b>	<b>11,491,467</b>	<b>11,710,252</b>	<b>296,292</b>	<b>12,006,544</b>	
<b>Total Expenditures</b>	<b>11,531,467</b>	<b>11,750,252</b>	<b>296,292</b>	<b>12,046,544</b>	
<b>Ending Fund Balance</b>	<b>346,411</b>	<b>602,005</b>	<b>(308,292)</b>	<b>293,713</b>	Projected fund balance as of 6/30/11
<b>Total Expenditures and Fund Balance</b>	<b>11,877,878</b>	<b>12,352,257</b>	<b>(12,000)</b>	<b>12,340,257</b>	

**RESOLUTION TO LEVY A TAX RATE IN EXCESS OF THE  
CERTIFIED TAX RATE IN MONTGOMERY COUNTY,  
TENNESSEE, FOR THE FISCAL YEAR BEGINNING JULY 1, 2011**

**Be it resolved**, by the Board of County Commissioners of Montgomery County, Tennessee, assembled in regular session on this day June 13, 2011 that:

**Section 1.** The combined property tax for Montgomery County, Tennessee, for the fiscal year beginning July 1, 2011 shall be at \$3.14 for 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:

<b><u>FUNDS</u></b>	<b><u>Actual 09-10 RATE</u></b>	<b><u>Actual 10-11 RATE</u></b>	<b><u>Actual 11-12 RATE</u></b>
County General	\$ .93	\$ .93	\$ .93
General Roads	.12	.12	.12
General Purpose Schools	.884	.884	.968
Debt Service	.84	.85	1.026
General Purpose Capital Projects	.047	.037	.037
School Transportation	<u>.059</u>	<u>.059</u>	<u>.059</u>
<b><u>TOTAL TAX RATE</u></b>	<b>\$ 2.88</b>	<b>\$2.88</b>	<b>\$3.14</b>

**Section 2.** 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 TCA 67-5-102.

**Section 3.** All resolutions of the Board of County Commissioners of Montgomery County, Tennessee, which are in conflict with this resolution are hereby repealed.

**Section 4.** 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 June 2011.

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, 2011 AND ENDING JUNE 30, 2012 (FY12) 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 June 2011 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, 2011 and ending June 30, 2012 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, 2011 and revenues expected to be realized during the fiscal year 2011-2012, 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, 2012. 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 2011-2012 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, 2012.

**SECTION 9. BE IT FURTHER RESOLVED,** that the delinquent County property taxes for the year 2011 and prior years and interest and penalty thereon collected during the year ending June 30, 2012 shall be apportioned to the various County funds according to the subdivision of the tax levy for the year 2011. 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, 2012 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 2011-12 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 2011-2012 budget of Montgomery County, Tennessee is not approved during the July 2011 term of the Board of County Commissioners:

1. Amounts set out in the FY 2010-2011 Appropriation Resolution are continued, and its provisions will be in force, until a new FY 2011-12 Appropriation Resolution is adopted.

2. The property tax rate as adopted for FY 2010-2011 shall remain in effect for FY 2011-12 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 2011-2012 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, 2012.

**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, 2011. 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 June 2011.**

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

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

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

County Mayor

Attested: \_\_\_\_\_

County Clerk

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2011 AND ENDING JUNE 30, 2012 (FY12)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
<b>General Fund</b>		
<b>General Administration</b>		
101-51100	County Commission	\$ 220,423.00
101-51210	Board Of Equalization	\$ 2,688.00
101-51220	Beer Board	\$ 3,076.00
101-51240	Other Boards & Committees	\$ 3,121.00
101-51300	County Mayor (Executive)	\$ 426,953.00
101-51310	Human Resources	\$ 336,024.00
101-51400	County Attorney	\$ 24,000.00
101-51500	Election Commission	\$ 585,798.00
101-51600	Register Of Deeds	\$ 433,448.00
101-51720	Planning	\$ 332,227.00
101-51730	Building and Projects	\$ 242,419.00
101-51750	Codes Compliance	\$ 618,395.00
101-51760	Geographical Info Sys	\$ 185,735.00
101-51800	County Buildings	\$ 1,098,716.00
101-51800-P0001	County Buildings - Cumberland Heights	\$ 67,221.00
101-51800-P0029	County Buildings - Public Safety Complex	\$ 386,898.00
101-51810	Courts Complex	\$ 1,230,098.00
101-51900-P0004	Public Information	\$ 146,172.00
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	\$ 464,219.00
101-51910	Preservation Of Records	\$ 180,425.00
	Total General Administration	\$ 7,016,056.00
<b>Finance</b>		
101-52100	Accounts & Budgets	\$ 538,989.00
101-52200	Purchasing	\$ 284,195.00
101-52300	Property Assessor's Ofc	\$ 1,094,638.00
101-52400	County Trustee's Office	\$ 523,089.00
101-52500	County Clerk's Office	\$ 1,768,289.00
101-52600	Information Systems	\$ 1,362,376.00
101-52900-P0038	Other Finance - Back Tax Attorney	\$ 50,550.00
	Total Finance	\$ 5,622,126.00
<b>Administration of Justice</b>		
101-53100	Circuit Court	\$ 1,892,436.00
101-53100-P0027	Circuit Court Judge	\$ 8,100.00
101-53100-P0219	Circuit Court Jury	\$ 106,554.00
101-53300	General Sessions Court	\$ 1,936,592.00
101-53330-07010	Drug Court	\$ 50,000.00
101-53400	Chancery Court	\$ 490,654.00
101-53600	District Attorney Gen'l	\$ 84,674.00
101-53600-P0055	District Attorney Gen'l - Bad Debt Fees	\$ 39,200.00
101-53600-10040	District Attorney Gen'l - Safe Neighborhoods Grant	\$ -
101-53610	Public Defender	\$ 8,588.00
101-53700	Judicial Commissioners	\$ 265,253.00
101-53900-P0154	Other Admin Of Justice - Court Safety Program	\$ 96,273.00
101-53900-05233	Other Admin Of Justice - Day Treatment Grant	\$ -
101-53910	Adult Probation Services	\$ 862,868.00
	Total Administration of Justice	\$ 5,841,192.00
<b>Public Safety</b>		
101-54110	Sheriff's Department	\$ 7,332,266.00
101-54110-05028	Sheriff's Department - Salary Supplement	\$ 48,000.00
101-54110-P0217	Sheriff's Department - Impound Lot	\$ 9,708.00
101-54120-00076	Special Patrols - SRO	\$ 1,028,428.00

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2011 AND ENDING JUNE 30, 2012 (FY12)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
101-54120-05016	Special Patrols - Stop Violence Against Women	\$ 393,672.00
101-54120-05050	Special Patrols - Juvenile Delinquency Prevention	\$ 143,336.00
101-54120-05153	Special Patrols - Litter Enforcement	\$ 71,055.00
101-54120-09010	Special Patrols - Litter Abatement	\$ -
101-54130	Traffic Control	\$ -
101-54160	Sexual Offender Registry	\$ 14,000.00
101-54210	Jail	\$ 11,679,912.00
101-54210-07030	Jail - Inmates	\$ 64,000.00
101-54220	Workhouse	\$ 1,661,784.00
101-54220-07030	Workhouse - Inmates	\$ 13,000.00
101-54230-05156	Community Corrections	\$ 468,789.00
101-54240-05253	Juvenile Services - Child Advocacy Center	\$ 136,312.00
101-54240-05234	Juvenile Services - At Risk Grant	\$ 70,929.00
101-54310	Fire Prevention & Control	\$ 227,377.00
101-54410	Civil Defense - EMA	\$ 404,599.00
101-54490	Homeland Security	\$ 1,245,731.00
101-54610	Coroner / Med Examiner	\$ 213,300.00
	Total Public Safety	\$ 25,226,198.00
Public Health and Welfare		
101-55110	Local Health Center	\$ 319,759.00
101-55120	Rabies & Animal Control	\$ 506,000.00
101-55130	Ambulance Service	\$ 8,290,682.00
101-55190-05225	Other Local Health Services - WIC Program	\$ 2,134,300.00
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	\$ 131,010.00
101-55590	Other Local Welfare Svcs - Mental Examinations	\$ 55,275.00
101-55590-P0031	Other Local Welfare Svcs - Child Welfare Services	\$ 10,000.00
101-55590-P0033	Other Local Welfare Svcs - Pauper Burials	\$ 18,000.00
101-55590-P0197	Other Local Welfare Svcs - Community Action Agcy	\$ -
101-55900-00044	Other Public Hlth & Welfare - Progressive Direction	\$ 30,000.00
	Total Public Health and Welfare	\$ 11,538,938.00
Social, Cultural, & Recreational Services		
101-56500	Libraries	\$ 1,630,891.00
101-56700	Parks & Fair Boards	\$ 386,642.00
101-56900-P0172	Other Socl, Cultural & Rec - Veterans Commission	\$ 9,688.00
	Total Social, Cultural, & Recreational Services	\$ 2,027,221.00
Agriculture & Natural Resources		
101-57100	Agricultural Extension	\$ 338,044.00
101-57300	Forest Service	\$ 2,000.00
101-57500	Soil Conservation	\$ 70,796.00
	Total Agriculture & Natural Resources	\$ 410,840.00
ARRA Grant		
101-58802	ARRA Grant - Drug Court	\$ -
101-58803	ARRA Grrant - Mobile Data	\$ -
	Total ARRA Grants	\$ -
Other General Government		
101-58110-P0006	Tourism - City of Clarksville	\$ 299,570.00
101-58110-P0054	Tourism - Tourist Commission	\$ 898,709.00
101-58120	Industrial Development	\$ 624,616.00
101-58220	Airport	\$ 200,919.00
101-58300	Veterans Services	\$ 357,929.00
101-58400	Other Charges	\$ 496,178.00
101-58400-P0128	Other Charges - Trustees Commission	\$ 750,000.00
101-58500	Contribs To Other Agencies	\$ 145,000.00

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2011 AND ENDING JUNE 30, 2012 (FY12)  
Schedule 1 - Appropriations**

Account	Major Category Description	Appropriation
101-58600	Employee Benefits	\$ 385,300.00
101-58900	Miscellaneous - Contingency Reserve	\$ 70,525.00
101-64000	Litter & Trash Collection	\$ 130,622.00
	Total Other General Government	\$ 4,359,368.00
	Fund Total	\$ 62,041,939.00
<u>Drug Control Fund</u>		
122-54110	Sheriff's Department	\$ 37,070.00
	Fund Total	\$ 37,070.00
<u>General Roads Fund</u>		
131-61000	Administration	\$ 408,936.00
131-62000	Highway & Bridge Maint	\$ 4,619,570.00
131-63100	Equipment Op & Maint	\$ 1,095,407.00
131-63600	Traffic Control	\$ 426,419.00
131-65000	Other Charges	\$ 400,127.00
131-66000	Employee Benefits	\$ 54,388.00
131-68000	Capital Outlay	\$ 1,705,250.00
131-81200	Hwy & Street Debt Service	\$ -
131-82220	Highways & Streets	\$ 7,000.00
	Fund Total	\$ 8,717,097.00
<u>CMCSS General Purpose Schools Fund</u>		
141-71100-000	Regular Instruction	\$ 103,346,354.00
141-71150-000	Alternative School	\$ 888,029.00
141-71200-000	Special Education	\$ 20,372,179.00
141-71300-000	Vocational Education	\$ 5,103,721.00
141-72110-000	Attendance	\$ 809,831.00
141-72120-000	Health Services	\$ 1,212,584.00
141-72130-000	Other Student Support	\$ 7,395,476.00
141-72210-000	Regular Instruction	\$ 8,088,194.00
141-72215-000	Alternative School Support	\$ 37,848.00
141-72220-000	Special Education	\$ 1,982,105.00
141-72230-000	Vocational Education	\$ 108,248.00
141-72260-000	Adult Programs	\$ 78,721.00
141-72310-000	Board Of Education	\$ 220,767.00
141-72320-000	Director of Schools	\$ 448,153.00
141-72320-000	Communications	\$ 577,664.00
141-72410-000	Ofc Of The Principal	\$ 14,989,029.00
141-72510-000	Fiscal Services	\$ 2,956,140.00
141-72510-000	Textbook Processing & Distribution	\$ 509,279.00
141-72520-000	Human Resources	\$ 2,974,602.00
141-72610-000	Operation Of Plant	\$ 16,290,490.00
141-72620-000	Maintenance Of Plant	\$ 5,038,698.00
141-72810-000	Technology Classroom Instruction	\$ 6,784,344.00
141-72810-000	Technology - Administration	\$ 2,811,261.00
141-73400-000	Early Childhood Education	\$ 1,990,772.00
141-82230-000	Education Debt Service	\$ 35,000.00
141-99100-000	Operating Transfers	\$ -
	Fund Total	\$ 205,049,489.00
<u>CMCSS Federal Projects Fund</u>		
	See Provisions of Section 1 of the Resolution	
<u>CMCSS Child Nutrition Fund</u>		
143-73100-000	Food Service	\$ 11,565,888.00
	Fund Total	\$ 11,565,888.00
<u>CMCSS Extended Schools Program Fund</u>		
146-71100-000	Regular Instruction	\$ 154,930.00

**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2011 AND ENDING JUNE 30, 2012 (FY12)  
Schedule 1 - Appropriations**

<u>Account</u>	<u>Major Category Description</u>	<u>Appropriation</u>
146-72410-000	Ofc Of The Principal	\$ 28,008.00
146-72510-000	Fiscal Services	\$ 1,000.00
146-72610-000	Operation Of Plant	\$ 9,783.00
	Fund Total	<u>\$ 193,721.00</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	\$ 8,564,243.00
151-82130-000	Principial-Education	\$ 12,887,143.00
151-82210-000	Interest-General Govt	\$ 4,395,962.00
151-82230-000	Interest-Education	\$ 8,952,675.00
151-82310-000	Other Debt Serv.-County Govt	\$ 178,500.00
151-82330-000	Other Debt Serv.-Education	\$ 464,500.00
	Fund Total	<u>\$ 35,443,023.00</u>
<u>Capital Projects Fund</u>		
171	Trustees Commission	\$ 30,000.00
171	Animal Control	\$ 42,000.00
171	Building & Codes	\$ 50,000.00
171	Courts Complex	\$ 30,000.00
171	County Buildings	\$ 100,000.00
171	Information System	\$ 647,690.00
171	Sheriff's Office	\$ 340,400.00
171	Fire	\$ 141,000.00
171	Ambulance Service	\$ 492,600.00
171	Jail	\$ 60,537.00
171	Parks & Recreation	\$ 124,050.00
171	Airport	\$ 41,400.00
171	Veteran's Nursing Home	\$ 750,000.00
171	Other General Government Projects	\$ 6,590,000.00
	Fund Total	<u>\$ 9,439,677.00</u>
<u>CMCSS Transportation Fund</u>		
144-72510	Trustee's Commission	\$ 40,000.00
144-72710	Student Transportation	\$ 12,111,001.00
	Fund Total	<u>\$ 12,151,001.00</u>
<u>Risk Management (OJI) Fund</u>		
266-51920-000	Risk Management	\$ 556,012.00
	Fund Total	<u>\$ 556,012.00</u>
<u>CMCSS Captial Projects</u>		
177-91300-000	Various Capital Projects	\$ 25,093,484.00
	Fund Total	<u>\$ 25,093,484.00</u>

- end of Schedule 1 -



**BUDGET RESOLUTION FOR THE FISCAL YEAR BEGINNING  
JULY 1, 2011 AND ENDING JUNE 30, 2012 (FY12)**  
**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.	\$8,000.00
58500	Salvation Army	To help meet the financial obligations of the emergency shelter. At this time the expense of the shelter averages between \$20,000 and \$25,000 monthly.	\$10,000.00
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 disabled adults, and learning and work experience for other disabled adults 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
58500	Mid-Cumberland Human Resources	To assist in their many health programs as they provide services to the elderly and disabled citizens in Montgomery County.	\$53,865.00
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 -

INITIAL RESOLUTION AUTHORIZING THE ISSUANCE OF NOT TO  
EXCEED SIXTY-FIVE MILLION DOLLARS (\$65,000,000) GENERAL  
OBLIGATION BONDS OF MONTGOMERY COUNTY, TENNESSEE

BE IT RESOLVED by the Board of County Commissioners of Montgomery County, Tennessee (the "County") that for the purpose of providing funds for capital improvements to various public works projects including, but not limited to: (i) acquisition of land, design and site development for school purposes; (ii) constructing, repairing, renovating and equipping of school buildings and facilities; (iii) purchase of school buses and other equipment for use in school buildings and school facilities; (iv) acquisition of land, design and site development for constructing, repairing, renovating and equipping of a new EMS facility; (v) design and site development for constructing, repairing, renovating and equipping of County buildings and facilities, including, but not limited to, acquisition and installation of data processing software and hardware equipment, HVAC equipment, improvements to various parking lots for such County buildings and facilities; (vi) constructing, repairing, renovating and improving County parks and recreational facilities including the purchase of equipment related thereto; (vii) design, site development and constructing, repairing, renovating, improving and equipping a new terminal for the Clarksville-Montgomery County Regional Airport Authority; (viii) paying the County's portion of the costs related to the acquisition of land for and the design, site development and constructing, repairing, renovating, improving and equipping of a State Veterans Nursing Home; (ix) payment of legal, fiscal, administrative, architectural and engineering costs incident to any or all of the foregoing; (x) reimbursement to the appropriate fund of the County for prior expenditures for the foregoing costs, if applicable; and (xi) payment of costs incident to the issuance and sale of the bonds authorized herein; there shall be issued bonds, in one or more emissions, of said County in the aggregate principal amount of not to exceed \$65,000,000, which shall bear interest at a rate or rates not to exceed the maximum rate permitted by applicable Tennessee law, and which shall be payable from unlimited ad valorem taxes to be levied on all taxable property within the County to the extent other revenues of the County are not sufficient for such purposes.

BE IT FURTHER RESOLVED by the Board of County Commissioners of Montgomery County, Tennessee that the County Clerk be, and is, hereby directed and instructed to cause the foregoing initial resolution relative to the issuance of not to exceed \$65,000,000 general obligation bonds to be published in full in a newspaper having a general circulation in the County, for one issue of said paper followed by the statutory notice, to-wit:

N O T I C E

The foregoing resolution has been adopted. Unless within twenty (20) days from the date of publication hereof a petition signed by at least ten percent (10%) of the registered voters of the County shall have been filed with the County Clerk protesting the issuance of the bonds, such bonds will be issued as proposed.

Kellie A. Jackson, County Clerk

Adopted and Approved this 13<sup>th</sup> day of June, 2011.

By: \_\_\_\_\_  
County Mayor

ATTEST:

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

STATE OF TENNESSEE                    )  
  )  
COUNTY OF MONTGOMERY            )

I, Kellie A. Jackson, hereby certify that I am the duly qualified and acting County Clerk of Montgomery County, Tennessee, and as such official I further certify that attached hereto is a copy of excerpts from the minutes of the meeting of the governing body of said County held on June 13, 2011; that these minutes were promptly and fully recorded and are open to public inspection; that I have compared said copy with the original minute record of said meeting in my official custody; and that said copy is a true, correct and complete transcript from said original minute record insofar as said original record relates to an initial resolution authorizing not to exceed \$65,000,000 General Obligation Bonds of said County.

WITNESS my official signature and seal of said County on this the \_\_\_\_\_ day of \_\_\_\_\_, 2011.

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

(SEAL)

The Board of County Commissioners of Montgomery County, Tennessee, met in a regular called session on June 13, 2011, at 7:00 p.m., at the Montgomery County Courthouse, 1 Millennium Plaza, Clarksville, Tennessee with Carolyn Bowers, County Mayor, presiding.

The following Commissioners were present:

The following Commissioners were absent:

There were also present Kellie Jackson, County Clerk and Erinne J. Hester, Accounts and Budgets Director.

After the meeting was duly called to order, the following resolution was introduced by \_\_\_\_\_, seconded by \_\_\_\_\_ and after due deliberation, was adopted by the following vote:

AYE:

NAY:

A RESOLUTION AUTHORIZING THE ISSUANCE OF GENERAL OBLIGATION BONDS OF MONTGOMERY COUNTY, TENNESSEE IN THE AGGREGATE PRINCIPAL AMOUNT OF NOT TO EXCEED SIXTY-FIVE MILLION DOLLARS (\$65,000,000) IN ONE OR MORE SERIES AS FEDERALLY TAXABLE BUILD AMERICA BONDS OR SIMILAR TAX CREDIT BONDS OR AS FEDERALLY TAX-EXEMPT BONDS; MAKING PROVISION FOR THE ISSUANCE, SALE AND PAYMENT OF SAID BONDS; ESTABLISHING THE TERMS THEREOF AND THE DISPOSITION OF PROCEEDS THEREFROM; PROVIDING FOR THE LEVY OF TAXES FOR THE PAYMENT OF PRINCIPAL OF, PREMIUM, IF ANY, AND INTEREST ON THE BONDS.

WHEREAS, pursuant to Sections 9-21-101, et seq., inclusive, Tennessee Code Annotated, as amended, counties in Tennessee are authorized through their respective governing bodies to issue and sell bonds of said counties to finance public works projects; and

WHEREAS, the Board of County Commissioners of the Montgomery County, Tennessee (the "County") hereby determines that it is necessary and advisable to issue not to exceed \$65,000,000 in aggregate principal amount of general obligation bonds, to be issued in one or more emissions, for the purpose of providing funds for capital improvements to various public works projects including, but not limited to: (i) acquisition of land, design and site development for school purposes; (ii) constructing, repairing, renovating and equipping of school buildings and facilities; (iii) purchase of school buses and other equipment for use in school buildings and school facilities; (iv) acquisition of land, design and site development for constructing, repairing, renovating and equipping of a new EMS facility; (v) design and site development for constructing, repairing, renovating and equipping of County buildings and facilities, including, but not limited to, acquisition and installation of data processing software and hardware equipment, HVAC equipment, improvements to various parking lots for such County buildings and facilities; (vi) constructing, repairing, renovating and improving County parks and recreational facilities including the purchase of equipment related thereto; (vii) design, site development and constructing, repairing, renovating, improving and equipping a new terminal for the Clarksville-Montgomery County Regional Airport Authority; (viii) paying the County's portion of the costs related to the acquisition of land for and the design, site development and constructing, repairing, renovating, improving and equipping of a State Veterans Nursing Home; (ix) payment of legal, fiscal, administrative, architectural and engineering costs incident to any or all of the foregoing; (x) reimbursement to the appropriate fund of the County for prior expenditures for the foregoing costs, if applicable; and (xi) payment of costs incident to the issuance and sale of the bonds authorized herein; and

WHEREAS, it is the intention of the Board of Commissioners of the County to adopt this resolution for the purpose of authorizing not to exceed \$65,000,000 in aggregate principal amount of said bonds, providing for the issuance, sale and payment of said bonds, establishing the terms thereof, and the disposition of proceeds therefrom, providing for the levy of a tax under certain conditions for the payment of principal thereof, premium, if any, and interest thereon, and providing for the issuance of said bonds in one or more series, as Federally Taxable Build America Bonds (as defined herein) or as Federally Tax-Exempt Bonds (as defined herein), as determined by the County Mayor in accordance with the provisions herein; and

WHEREAS, on the date hereof, the Board of County Commissioners of the County adopted an Initial Resolution proposing the issuance of not to exceed \$65,000,000 in the aggregate principal amount of general obligation, the proceeds of which shall be used for the purposes hereinabove set forth; and

WHEREAS, the Initial Resolution, together with the notice required by Section 9-21-206, Tennessee Code Annotated, as amended, will be published as required by law; and

WHEREAS, no Bonds authorized hereunder shall be issued until the elapse of twenty (20) days from the date of publication of the Initial Resolution during which time no legally sufficient petition protesting the issuance of the Bonds has been filed.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Montgomery County, Tennessee, as follows:

Section 1.     Authority. The bonds authorized by this resolution are issued pursuant to Sections 9-21-101, et seq. Tennessee Code Annotated, as amended, and other applicable provisions of law.

Section 2.     Definitions. The following terms shall have the following meanings in this resolution unless the text expressly or by necessary implication requires otherwise:

(a)     "Bonds" means the not to exceed \$65,000,000 General Obligation Bonds of the County, to be dated their date of issuance, and having such series designation or such other dated date as shall be determined by the County Mayor pursuant to Section 7 hereof;

(b)     "Book-Entry Form" or "Book-Entry System" means a form or system, as applicable, under which physical bond certificates in fully registered form are issued to a Depository, or to its nominee as Registered Owner, with the certificate of bonds being held by and "immobilized" in the custody of such Depository, and under which records maintained by persons, other than the County or the Registration Agent, constitute the written record that identifies, and records the transfer of, the beneficial "book-entry" interests in those bonds;

(c)     "County" means Montgomery County, Tennessee;

(d)     "Depository" means any securities depository that is a clearing agency under federal laws operating and maintaining, with its participants or otherwise, a Book-Entry System, including, but not limited to, DTC;

(e)     "Direct Payment Credit" means any refundable direct payment credit received by the County from the United States Treasury pursuant to Section 54AA and Section 6431 of the Code, as it may be extended, or such successor applicable provision of the Code, with respect to any series of Bonds qualifying as Federally Taxable Build America Bonds under Section 54AA(g) of the Code, as it may be extended, or such successor applicable provision of the Code, for which the County makes an irrevocable election as set for the herein;

(f) "DTC" means the Depository Trust Company, a limited purpose company organized under the laws of the State of New York, and its successors and assigns;

(g) "DTC Participant(s)" means securities brokers and dealers, banks, trust companies and clearing corporations that have access to the DTC System;

(h) "Federally Taxable Build America Bonds" means for purposes of this resolution, any series of Bonds, the interest on which is includable in gross income of the holders thereof for federal income tax purposes and that, when issued, are "qualified bonds" within the meaning of Section 54AA(g)(2) of the Code qualifying to receive Direct Payment Credits;

(i) "Federally Tax-Exempt Bonds" means any series of Bonds, the interest on which is intended to be excludable from gross income of the holders thereof for federal income tax purposes;

(j) "Governing Body" means the Board of County Commissioners of the County;

(k) "Projects" means capital improvements to various public works projects including, but not limited to: (i) acquisition of land, design and site development for school purposes; (ii) constructing, repairing, renovating and equipping of school buildings and facilities; (iii) purchase of school buses and other equipment for use in school buildings and school facilities; (iv) acquisition of land, design and site development for constructing, repairing, renovating and equipping of a new EMS facility; (v) design and site development for constructing, repairing, renovating and equipping of County buildings and facilities, including, but not limited to, acquisition and installation of data processing software and hardware equipment, HVAC equipment, improvements to various parking lots for such County buildings and facilities; (vi) constructing, repairing, renovating and improving County parks and recreational facilities including the purchase of equipment related thereto; (vii) design, site development and constructing, repairing, renovating, improving and equipping a new terminal for the Clarksville-Montgomery County Regional Airport Authority; (viii) paying the County's portion of the costs related to the acquisition of land for and the design, site development and constructing, repairing, renovating, improving and equipping of a State Veterans Nursing Home; and (ix) payment of legal, fiscal, administrative, architectural and engineering costs incident to any or all of the foregoing; and

(l) "Registration Agent" means the registration and paying agent appointed by the County Mayor pursuant to Section 3 hereof, or any successor designated by the Governing Body.

### Section 3. Authorization and Terms of the Bonds.

(a) For the purpose of providing funds to finance, in whole, or in part, (i) the cost of the Projects and costs incident thereto; (ii) reimbursement to the appropriate fund of the County for prior expenditures for the foregoing costs, if applicable; and (iii) payment of costs incident to the issuance and sale of the Bonds, there is hereby authorized to be issued bonds of the County in the aggregate principal amount of not to exceed \$65,000,000. The Bonds shall be issued in one or more emissions, in fully registered, book-entry form (except as otherwise set forth herein), without coupons, and subject to the adjustments permitted under Section 7, shall be known as



"General Obligation Bonds", shall be dated their date of issuance, and shall have such series designation or such other dated date as shall be determined by the County Mayor pursuant to Section 8 hereof. The Bonds shall bear interest at a rate or rates not to exceed the maximum rate permitted by applicable Tennessee law at the time of issuance of the Bonds, or any emission thereof, payable (subject to the adjustments permitted under Section 7) semi-annually on April 1 and October 1 in each year, commencing April 1, 2012. The Bonds shall be issued initially in \$5,000 denominations or integral multiples thereof, as shall be requested by the original purchaser thereof. Subject to the adjustments permitted pursuant to Section 7 hereof, each series of Bonds shall be issued as either Federally Tax-Exempt Bonds or Federally Taxable Build America Bonds, shall mature serially or be subject to mandatory redemption and shall be payable on April 1 of each year, subject to prior optional redemption as hereinafter provided, either serially or through mandatory redemption, in the years 2012 through 2031, inclusive.

(b) Subject to the adjustments permitted under Section 7 hereof, Bonds maturing on or before April 1, 2021 shall mature without option of redemption and Bonds maturing on April 1, 2022 and thereafter, shall be subject to redemption prior to maturity at the option of the County on April 1, 2021 and thereafter, as a whole or in part at any time at the redemption price of par plus accrued interest to the redemption date.

If less than all the Bonds shall be called for redemption, the maturities to be redeemed shall be selected by the Governing Body in its discretion. If less than all of the Bonds within a single maturity shall be called for redemption, the interests within the maturity to be redeemed shall be selected as follows:

(i) if the Bonds are being held under a Book-Entry System by DTC, or a successor Depository, the Bonds to be redeemed shall be determined by DTC, or such successor Depository, by lot or such other manner as DTC, or such successor Depository, shall determine; or

(ii) if the Bonds are not being held under a Book-Entry System by DTC, or a successor Depository, the Bonds within the maturity to be redeemed shall be selected by the Registration Agent by lot or such other random manner as the Registration Agent in its discretion shall determine.

(c) Subject to the adjustments permitted pursuant to Section 7 hereof, in addition, Federally Taxable Build America Bonds may be subject to extraordinary optional redemption prior to April 1, 2021, in whole or in part, at the option of the County, at the "Extraordinary Redemption Price", as described below, upon the occurrence of an "Extraordinary Event", as defined below. Subject to the adjustments permitted in Section 7 hereof, the Extraordinary Redemption Price is equal to the greater of (A) the issue price of the Federally Taxable Build America Bonds, as described in the Federal Tax Certificate (but not less than 100%), to be redeemed or (B) the sum of the present values of the remaining scheduled payments of principal and interest on the Federally Taxable Build America Bonds to be redeemed to the first optional redemption date described in subsection (b) above, treating any principal payments due after such optional redemption date as if such principal payments were due on such optional redemption date, as it may be adjusted pursuant to Section 7 hereof, of such Federally Taxable Build America Bonds, not including any portion of those payments of interest accrued and

unpaid as of the date on which the Federally Taxable Build America Bonds are to be redeemed, discounted to the date on which the Federally Taxable Build America Bonds are to be redeemed on a semi-annual basis, assuming a 360-day year consisting of twelve 30-day months, at the Treasury Rate (as defined in below) plus one hundred basis points as may be adjusted pursuant to Section 7 hereof, plus accrued interest on the Federally Taxable Build America Bonds to be redeemed to the Redemption Date.

An "Extraordinary Event" shall have occurred if the County determines that a material adverse change has occurred to Section 54AA or Section 6431 of the Code (as such sections may be extended, or such successor applicable provision of the Code) with respect to Federally Taxable Build America Bonds or there is any guidance published by the Internal Revenue Service or the Department of the Treasury with respect to such sections or any other determination by the Internal Revenue Service of the Department of the Treasury, which determination is not the result of an act or omission by the County to satisfy the requirements to receive the Direct Payment Credits, pursuant to which the Direct Payment Credits are reduced or eliminated.

"Treasury Rate" means, with respect to any redemption date for a particular Federally Taxable Build America Bond, the rate per annum, expressed as a percentage of the principal amount, equal to the semiannual equivalent yield to maturity or interpolated maturity of the Comparable Treasury Issue, assuming that the Comparable Treasury Issue is purchased on the redemption date for a price equal to the Comparable Treasury Price, as calculated by the Designated Investment Banker.

For the purposes of determining the Treasury Rate, the following definitions shall apply:

"Comparable Treasury Issue" means, with respect to any redemption date for a particular Federally Taxable Build America Bond, the United States Treasury security or securities selected by the Designated Investment Banker which has or have an actual or interpolated maturity comparable to the remaining life of the applicable Federally Taxable Build America Bonds to be redeemed, and that would be utilized in accordance with customary financial practice in pricing new issues of debt securities of comparable maturity to the remaining average life of the applicable Federally Taxable Build America Bonds to be redeemed.

"Comparable Treasury Price" means, with respect to any redemption date for a particular Federally Taxable Build America Bond, (1) the average of the Reference Treasury Dealer Quotations for such redemption date, after excluding the highest and lowest Reference Treasury Dealer Quotations, or (2) if the Designated Investment Banker obtains fewer than four such Reference Treasury Dealer Quotations, the average of all such quotations.

"Designated Investment Banker" means one of the Reference Treasury Dealers appointed by the County.

"Federal Tax Certificate" means the Tax Certificate and Agreement executed by the County in connection with the issuance of any Federally Taxable Build America Bonds.

"Reference Treasury Dealer" means three firms, specified by the County from time to time, that are primary U.S. Government securities dealers in City of New York, New York (each a "Primary Treasury Dealer"); provided, however, that if any of them ceases to be a Primary Treasury Dealer, the County shall substitute another Primary Treasury Dealer.

"Reference Treasury Dealer Quotations" means, with respect to each Reference Treasury Dealer and any redemption date for a particular Federally Taxable Build America Bond, the average, as determined by the Designated Investment Banker, of the bid and asked prices for the Comparable Treasury Issue (expressed in each case as a percentage of its principal amount) quoted in writing to the Designated Investment Banker by such Reference Treasury Dealer at 3:30 p.m., New York City time, on the third business day preceding such redemption date.

(d) Except as set forth below, if less than all the Bonds, other those subject to extraordinary mandatory redemption, shall be called for redemption, the maturities to be redeemed shall be selected by the Governing Body in its discretion. If less than all of the Bonds within a single maturity shall be called for redemption, the interests within the maturity to be redeemed shall be selected as follows:

(A) if the Bonds are being held under a Book-Entry System by DTC, or a successor Depository, the Bonds to be redeemed shall be determined by DTC, or such successor Depository, by lot or such other manner as DTC, or such successor Depository, shall determine; or

(B) if the Bonds are not being held under a Book-Entry System by DTC, or a successor Depository, the Bonds within the maturity to be redeemed shall be selected by the Registration Agent by lot or such other random manner as the Registration Agent in its discretion shall determine.

(e) Federally Taxable Build America Bonds subject to extraordinary optional redemption may be selected on a pro-rata basis. Pro-rata basis is determined in connection with any partial optional redemption of a series of Federally Taxable Build America Bonds by multiplying the principal amount of such maturity to be redeemed on the applicable redemption date by a fraction, the numerator of which is equal to the principal amount of such maturity owned by a registered owner, and the denominator of which is equal to the principal amount of such maturity then outstanding immediately prior to such redemption date, and then rounding the product down to the next lower integral of \$5,000, provided that the portions being redeemed are required to be in multiples of \$5,000, and all the Federally Taxable Build America Bonds of a maturity to remain outstanding following any redemption are required to be in multiples of \$5,000.

(f) Pursuant to Section 7 hereof, the County Mayor is authorized to sell the Bonds, or any maturities thereof, as term bonds ("Term Bonds") with mandatory redemption requirements corresponding to the maturities set forth herein or as determined by the County Mayor. In the event any or all the Bonds are sold as Term Bonds, the County shall redeem Term Bonds on redemption dates corresponding to the maturity dates set forth herein, in aggregate principal amounts equal to the maturity amounts established pursuant to Section 8 hereof for each redemption date, as such maturity amounts may be adjusted pursuant to Section 8 hereof, at a

price of par plus accrued interest thereon to the date of redemption. The Term Bonds to be redeemed within a single maturity shall be selected in the manner described in subsection (b) above.

At its option, to be exercised on or before the forty-fifth (45th) day next preceding any such mandatory redemption date, the County may (i) deliver to the Registration Agent for cancellation Bonds to be redeemed, in any aggregate principal amount desired, and/or (ii) receive a credit in respect of its redemption obligation under this mandatory redemption provision for any Bonds of the maturity to be redeemed which prior to said date have been purchased or redeemed (otherwise than through the operation of this mandatory sinking fund redemption provision) and canceled by the Registration Agent and not theretofore applied as a credit against any redemption obligation under this mandatory sinking fund provision. Each Bond so delivered or previously purchased or redeemed shall be credited by the Registration Agent at 100% of the principal amount thereof on the obligation of the County on such payment date and any excess shall be credited on future redemption obligations in chronological order, and the principal amount of Bonds to be redeemed by operation of this mandatory sinking fund provision shall be accordingly reduced. The County shall on or before the forty-fifth (45th) day next preceding each payment date furnish the Registration Agent with its certificate indicating whether or not and to what extent the provisions of clauses (i) and (ii) of this subsection are to be availed of with respect to such payment and confirm that funds for the balance of the next succeeding prescribed payment will be paid on or before the next succeeding payment date.

(g) Notice of call for redemption, whether optional or mandatory, shall be given by the Registration Agent on behalf of the County not less than thirty (30) nor more than sixty (60) days prior to the date fixed for redemption by sending an appropriate notice to the registered owners of the Bonds to be redeemed by first-class mail, postage prepaid, at the addresses shown on the Bond registration records of the Registration Agent as of the date of the notice; but neither failure to mail such notice nor any defect in any such notice so mailed shall affect the sufficiency of the proceedings for redemption of any of the Bonds for which proper notice was given. As long as DTC, or a successor Depository, is the registered owner of the Bonds, all redemption notices shall be mailed by the Registration Agent to DTC, or such successor Depository, as the registered owner of the Bonds, as and when above provided, and neither the County nor the Registration Agent shall be responsible for mailing notices of redemption to DTC Participants or Beneficial Owners. Failure of DTC, or any successor Depository, to provide notice to any DTC Participant or Beneficial Owner will not affect the validity of such redemption. The Registration Agent shall mail said notices as and when directed by the County pursuant to written instructions from an authorized representative of the County (other than for a mandatory sinking fund redemption, notices of which shall be given on the dates provided herein) given at least forty-five (45) days prior to the redemption date (unless a shorter notice period shall be satisfactory to the Registration Agent). From and after the redemption date, all Bonds called for redemption shall cease to bear interest if funds are available at the office of the Registration Agent for the payment thereof and if notice has been duly provided as set forth herein.

(h) The Governing Body hereby authorizes and directs the County Mayor to appoint the Registration Agent for the Bonds and hereby authorizes the Registration Agent so appointed to maintain Bond registration records with respect to the Bonds, to authenticate and deliver the Bonds as provided herein, either at original issuance or upon transfer, to effect transfers of the

Bonds, to give all notices of redemption as required herein, to make all payments of principal and interest with respect to the Bonds as provided herein, to cancel and destroy Bonds which have been paid at maturity or upon earlier redemption or submitted for exchange or transfer, to furnish the County at least annually a certificate of destruction with respect to Bonds canceled and destroyed, and to furnish the County at least annually an audit confirmation of Bonds paid, Bonds outstanding and payments made with respect to interest on the Bonds. The County Mayor is hereby authorized to execute and the County Clerk is hereby authorized to attest such written agreement between the County and the Registration Agent as they shall deem necessary and proper with respect to the obligations, duties and rights of the Registration Agent. The payment of all reasonable fees and expenses of the Registration Agent for the discharge of its duties and obligations hereunder or under any such agreement is hereby authorized and directed.

(i) The Bonds shall be payable, both principal and interest, in lawful money of the United States of America at the main office of the Registration Agent. The Registration Agent shall make all interest payments with respect to the Bonds by check or draft on each interest payment date directly to the registered owners as shown on the Bond registration records maintained by the Registration Agent as of the close of business on the fifteenth day of the month next preceding the interest payment date (the "Regular Record Date") by depositing said payment in the United States mail, postage prepaid, addressed to such owners at their addresses shown on said Bond registration records, without, except for final payment, the presentation or surrender of such registered Bonds, and all such payments shall discharge the obligations of the County in respect of such Bonds to the extent of the payments so made. Payment of principal of and premium, if any, on the Bonds shall be made upon presentation and surrender of such Bonds to the Registration Agent as the same shall become due and payable. All rates of interest specified herein shall be computed on the basis of a three hundred sixty (360) day year composed of twelve (12) months of thirty (30) days each. In the event the Bonds are no longer registered in the name of DTC, or a successor Depository, if requested by the Owner of at least \$1,000,000 in aggregate principal amount of the Bonds, payment of interest on such Bonds shall be paid by wire transfer to a bank within the continental United States or deposited to a designated account if such account is maintained with the Registration Agent and written notice of any such election and designated account is given to the Registration Agent prior to the record date.

(j) Any interest on any Bond that is payable but is not punctually paid or duly provided for on any interest payment date (hereinafter "Defaulted Interest") shall forthwith cease to be payable to the registered owner on the relevant Regular Record Date; and, in lieu thereof, such Defaulted Interest shall be paid by the County to the persons in whose names the Bonds are registered at the close of business on a date (the "Special Record Date") for the payment of such Defaulted Interest, which shall be fixed in the following manner: the County shall notify the Registration Agent in writing of the amount of Defaulted Interest proposed to be paid on each Bond and the date of the proposed payment, and at the same time the County shall deposit with the Registration Agent an amount of money equal to the aggregate amount proposed to be paid in respect of such Defaulted Interest or shall make arrangements satisfactory to the Registration Agent for such deposit prior to the date of the proposed payment, such money when deposited to be held in trust for the benefit of the persons entitled to such Defaulted Interest as in this Section provided. Thereupon, not less than ten (10) days after the receipt by the Registration Agent of the notice of the proposed payment, the Registration Agent shall fix a Special Record Date for the payment of such Defaulted Interest which Date shall be not more than fifteen (15) nor less

than ten (10) days prior to the date of the proposed payment to the registered owners. The Registration Agent shall promptly notify the County of such Special Record Date and, in the name and at the expense of the County, not less than ten (10) days prior to such Special Record Date, shall cause notice of the proposed payment of such Defaulted Interest and the Special Record Date therefor to be mailed, first class postage prepaid, to each registered owner at the address thereof as it appears in the Bond registration records maintained by the Registration Agent as of the date of such notice. Nothing contained in this Section or in the Bonds shall impair any statutory or other rights in law or in equity of any registered owner arising as a result of the failure of the County to punctually pay or duly provide for the payment of principal of, premium, if any, and interest on the Bonds when due.

(k) The Bonds are transferable only by presentation to the Registration Agent by the registered owner, or his legal representative duly authorized in writing, of the registered Bond(s) to be transferred with the form of assignment on the reverse side thereof completed in full and signed with the name of the registered owner as it appears upon the face of the Bond(s) accompanied by appropriate documentation necessary to prove the legal capacity of any legal representative of the registered owner. Upon receipt of the Bond(s) in such form and with such documentation, if any, the Registration Agent shall issue a new Bond or the Bond to the assignee(s) in \$5,000 denominations, or integral multiples thereof, as requested by the registered owner requesting transfer. The Registration Agent shall not be required to transfer or exchange any Bond during the period commencing on a Regular or Special Record Date and ending on the corresponding interest payment date of such Bond, nor to transfer or exchange any Bond after the publication of notice calling such Bond for redemption has been made, nor to transfer or exchange any Bond during the period following the receipt of instructions from the County to call such Bond for redemption; provided, the Registration Agent, at its option, may make transfers after any of said dates. No charge shall be made to any registered owner for the privilege of transferring any Bond, provided that any transfer tax relating to such transaction shall be paid by the registered owner requesting transfer. The person in whose name any Bond shall be registered shall be deemed and regarded as the absolute owner thereof for all purposes and neither the County nor the Registration Agent shall be affected by any notice to the contrary whether or not any payments due on the Bonds shall be overdue. The Bonds, upon surrender to the Registration Agent, may, at the option of the registered owner, be exchanged for an equal aggregate principal amount of the Bonds of the same maturity in any authorized denomination or denominations.

(l) The Bonds shall be executed in such manner as may be prescribed by applicable law, in the name, and on behalf, of the County with the manual or facsimile signature of the County Mayor and with the official seal, or a facsimile thereof, of the County impressed or imprinted thereon and attested by the manual or facsimile signature of the County Clerk or her designee.

(m) Except as otherwise provided in this resolution, the Bonds shall be registered in the name of Cede & Co., as nominee of DTC, which will act as securities depository for the Bonds. References in this Section to a Bond or the Bonds shall be construed to mean the Bond or the Bonds that are held under the Book-Entry System. One Bond for each maturity shall be issued to DTC and immobilized in its custody. A Book-Entry System shall be employed, evidencing ownership of the Bonds in authorized denominations, with transfers of beneficial

ownership effected on the records of DTC and the DTC Participants pursuant to rules and procedures established by DTC.

Each DTC Participant shall be credited in the records of DTC with the amount of such DTC Participant's interest in the Bonds. Beneficial ownership interests in the Bonds may be purchased by or through DTC Participants. The holders of these beneficial ownership interests are hereinafter referred to as the "Beneficial Owners." The Beneficial Owners shall not receive the Bonds representing their beneficial ownership interests. The ownership interests of each Beneficial Owner shall be recorded through the records of the DTC Participant from which such Beneficial Owner purchased its Bonds. Transfers of ownership interests in the Bonds shall be accomplished by book entries made by DTC and, in turn, by DTC Participants acting on behalf of Beneficial Owners. SO LONG AS CEDE & CO., AS NOMINEE FOR DTC, IS THE REGISTERED OWNER OF THE BONDS, THE REGISTRATION AGENT SHALL TREAT CEDE & CO., AS THE ONLY HOLDER OF THE BONDS FOR ALL PURPOSES UNDER THIS RESOLUTION, INCLUDING RECEIPT OF ALL PRINCIPAL OF, PREMIUM, IF ANY, AND INTEREST ON THE BONDS, RECEIPT OF NOTICES, VOTING AND REQUESTING OR DIRECTING THE REGISTRATION AGENT TO TAKE OR NOT TO TAKE, OR CONSENTING TO, CERTAIN ACTIONS UNDER THIS RESOLUTION.

Payments of principal, interest, and redemption premium, if any, with respect to the Bonds, so long as DTC is the only owner of the Bonds, shall be paid by the Registration Agent directly to DTC or its nominee, Cede & Co. as provided in the Letter of Representation relating to the Bonds from the County and the Registration Agent to DTC (the "Letter of Representation"). DTC shall remit such payments to DTC Participants, and such payments thereafter shall be paid by DTC Participants to the Beneficial Owners. The County and the Registration Agent shall not be responsible or liable for payment by DTC or DTC Participants, for sending transaction statements or for maintaining, supervising or reviewing records maintained by DTC or DTC Participants.

In the event that (1) DTC determines not to continue to act as securities depository for the Bonds, or (2) the County determines that the continuation of the Book-Entry System of evidence and transfer of ownership of the Bonds would adversely affect their interests or the interests of the Beneficial Owners of the Bonds, then the County shall discontinue the Book-Entry System with DTC or, upon request of such original purchaser, deliver the Bonds to the original purchaser in the form of fully registered Bonds, as the case may be. If the County fails to identify another qualified securities depository to replace DTC, the County shall cause the Registration Agent to authenticate and deliver replacement Bonds in the form of fully registered Bonds to each Beneficial Owner. If the purchaser(s) certifies that it intends to hold the Bonds for its own account, then the County may issue certificated Bonds without the utilization of DTC and the Book-Entry System.

THE COUNTY AND THE REGISTRATION AGENT SHALL NOT HAVE ANY RESPONSIBILITY OR OBLIGATIONS TO ANY DTC PARTICIPANT OR ANY BENEFICIAL OWNER WITH RESPECT TO (i) THE BONDS; (ii) THE ACCURACY OF ANY RECORDS MAINTAINED BY DTC OR ANY DTC PARTICIPANT; (iii) THE PAYMENT BY DTC OR ANY DTC PARTICIPANT OF ANY AMOUNT DUE TO ANY BENEFICIAL OWNER IN RESPECT OF THE PRINCIPAL OF AND INTEREST ON THE

BONDS; (iv) THE DELIVERY OR TIMELINESS OF DELIVERY BY DTC OR ANY DTC PARTICIPANT OF ANY NOTICE DUE TO ANY BENEFICIAL OWNER THAT IS REQUIRED OR PERMITTED UNDER THE TERMS OF THIS RESOLUTION TO BE GIVEN TO BENEFICIAL OWNERS, (v) THE SELECTION OF BENEFICIAL OWNERS TO RECEIVE PAYMENTS IN THE EVENT OF ANY PARTIAL REDEMPTION OF THE BONDS; OR (vi) ANY CONSENT GIVEN OR OTHER ACTION TAKEN BY DTC, OR ITS NOMINEE, CEDE & CO., AS OWNER.

(n) The Registration Agent is hereby authorized to take such action as may be necessary from time to time to qualify and maintain the Bonds for deposit with DTC, including but not limited to, wire transfers of interest and principal payments with respect to the Bonds, utilization of electronic book entry data received from DTC in place of actual delivery of Bonds and provision of notices with respect to Bonds registered by DTC (or any of its designees identified to the Registration Agent) by overnight delivery, courier service, telegram, telecopy or other similar means of communication. No such arrangements with DTC may adversely affect the interest of any of the owners of the Bonds, provided, however, that the Registration Agent shall not be liable with respect to any such arrangements it may make pursuant to this section.

(o) The Registration Agent is hereby authorized to authenticate and deliver the Bonds to the original purchaser, upon receipt by the County of the proceeds of the sale thereof and to authenticate and deliver Bonds in exchange for Bonds of the same principal amount delivered for transfer upon receipt of the Bond(s) to be transferred in proper form with proper documentation as hereinabove described. The Bonds shall not be valid for any purpose unless authenticated by the Registration Agent by the manual signature of an officer thereof on the certificate set forth herein on the Bond form.

(p) In case any Bond shall become mutilated, or be lost, stolen, or destroyed, the County, in its discretion, shall issue, and the Registration Agent, upon written direction from the County, shall authenticate and deliver, a new Bond of like tenor, amount, maturity and date, in exchange and substitution for, and upon the cancellation of, the mutilated Bond, or in lieu of and in substitution for such lost, stolen or destroyed Bond, or if any such Bond shall have matured or shall be about to mature, instead of issuing a substituted Bond the County may pay or authorize payment of such Bond without surrender thereof. In every case the applicant shall furnish evidence satisfactory to the County and the Registration Agent of the destruction, theft or loss of such Bond, and indemnity satisfactory to the County and the Registration Agent; and the County may charge the applicant for the issue of such new Bond an amount sufficient to reimburse the County for the expense incurred by it in the issue thereof.

Section 4. Source of Payment. The Bonds shall be payable from unlimited ad valorem taxes to be levied on all taxable property within the County to the extent other revenues of the County are insufficient for such purposes. For the prompt payment of principal of, premium, if any, and interest on the Bonds, the full faith and credit of the County are hereby irrevocably pledged. Any Bonds issued as Federally Taxable Build America Bonds are additionally payable from, but not secured by, Direct Payment Credits received in respect of such series of Federally Taxable Build America Bonds.



Section 5.     Form of Bonds. The Bonds shall be in substantially the following form, the omissions to be appropriately completed when the Bonds are prepared and delivered:

(Form of Face of Bond)

REGISTERED  
Number \_\_\_\_\_

REGISTERED  
\$ \_\_\_\_\_

UNITED STATES OF AMERICA  
STATE OF TENNESSEE  
COUNTY OF MONTGOMERY  
GENERAL OBLIGATION BOND,  
SERIES \_\_\_\_\_

[Federally Taxable Build America Bonds – Direct Payment]

Interest Rate:

Maturity Date:

Date of Bond:

CUSIP No.:

Registered Owner:

Principal Amount:

FOR VALUE RECEIVED, Montgomery County, Tennessee (the "County") hereby promises to pay to the registered owner hereof, hereinabove named, or registered assigns, in the manner hereinafter provided, the principal amount hereinabove set forth on the maturity date hereinabove set forth (or upon earlier redemption as set forth herein), and to pay interest (computed on the basis of a 360-day year of twelve 30-day months) on said principal amount at the annual rate of interest hereinabove set forth from the date hereof until said maturity date or redemption date, said interest being payable on [April 1, 2012], and semi-annually thereafter on the first day of [April] and [October] in each year until this Bond matures or is redeemed. The principal hereof and interest hereon are payable in lawful money of the United States of America by check or draft at the principal corporate trust office of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, as registration agent and paying agent (the "Registration Agent"). The Registration Agent shall make all interest payments with respect to this Bond on each interest payment date directly to the registered owner hereof shown on the Bond registration records maintained by the Registration Agent as of the close of business on the fifteenth day of the month next preceding the interest payment date (the "Regular Record Date") by check or draft mailed to such owner at such owner's address shown on said Bond registration records, without, except for final payment, the presentation or surrender of this Bond, and all such payments shall discharge the obligations of the County to the extent of the payments so made. Any such interest not so punctually paid or duly provided for on any interest payment date shall forthwith cease to be payable to the registered owner on the relevant Regular Record Date; and, in lieu thereof, such defaulted interest shall be payable to the person in whose name this Bond is registered at the close of business on the date (the "Special Record Date") for payment of such defaulted interest to be fixed by the Registration Agent, notice of which shall be given to the owners of the Bonds of the issue of which this Bond is one not less than ten (10) days prior to such Special

Record Date. Payment of principal of [and premium, if any, on] this Bond shall be made when due upon presentation and surrender of this Bond to the Registration Agent.

Except as otherwise provided herein or in the Resolution, as hereinafter defined, this Bond shall be registered in the name of Cede & Co., as nominee of The Depository Trust Company, New York, New York ("DTC"), which will act as securities depository for the Bonds of the series of which this Bond is one. One Bond for each maturity of the Bonds shall be issued to DTC and immobilized in its custody. A book-entry system shall be employed, evidencing ownership of the Bonds in \$5,000 denominations, or multiples thereof, with transfers of beneficial ownership effected on the records of DTC and the DTC Participants, as defined in the Resolution, pursuant to rules and procedures established by DTC. So long as Cede & Co., as nominee for DTC, is the registered owner of the Bonds, the County and the Registration Agent shall treat Cede & Co., as the only owner of the Bonds for all purposes under the Resolution, including receipt of all principal and maturity amounts of, premium, if any, and interest on the Bonds, receipt of notices, voting and requesting or taking or not taking, or consenting to, certain actions hereunder. Payments of principal, maturity amounts, interest, and redemption premium, if any, with respect to the Bonds, so long as DTC is the only owner of the Bonds, shall be paid directly to DTC or its nominee, Cede & Co. DTC shall remit such payments to DTC Participants, and such payments thereafter shall be paid by DTC Participants to the Beneficial Owners, as defined in the Resolution. Neither the County nor the Registration Agent shall be responsible or liable for payment by DTC or DTC Participants, for sending transaction statements or for maintaining, supervising or reviewing records maintained by DTC or DTC Participants. In the event that (1) DTC determines not to continue to act as securities depository for the Bonds or (2) the County determines that the continuation of the book-entry system of evidence and transfer of ownership of the Bonds would adversely affect its interests or the interests of the Beneficial Owners of the Bonds, the County may discontinue the book-entry system with DTC. If the County fails to identify another qualified securities depository to replace DTC, the County shall cause the Registration Agent to authenticate and deliver replacement Bonds in the form of fully registered Bonds to each Beneficial Owner. Neither the County nor the Registration Agent shall have any responsibility or obligations to any DTC Participant or any Beneficial Owner with respect to (i) the Bonds; (ii) the accuracy of any records maintained by DTC or any DTC Participant; (iii) the payment by DTC or any DTC Participant of any amount due to any Beneficial Owner in respect of the principal or maturity amounts of and interest on the Bonds; (iv) the delivery or timeliness of delivery by DTC or any DTC Participant of any notice due to any Beneficial Owner that is required or permitted under the terms of the Resolution to be given to Beneficial Owners, (v) the selection of Beneficial Owners to receive payments in the event of any partial redemption of the Bonds; or (vi) any consent given or other action taken by DTC, or its nominee, Cede & Co., as owner.

[Bonds maturing April 1, 2012 through April 1, 2021, inclusive, shall mature without option of prior redemption and Bonds maturing April 1, 2022 and thereafter, shall be subject to redemption prior to maturity at the option of the County on April 1, 2021 and thereafter, as a whole or in part at any time at the redemption price of par plus accrued interest to the redemption date.]

If less than all the Bonds shall be called for redemption, the maturities to be redeemed shall be designated by the Board of County Commissioners of the County, in its discretion

[except Bonds subject to extraordinary optional redemption]. If less than all the principal amount of the Bonds of a maturity shall be called for redemption, the interests within the maturity to be redeemed shall be selected as follows:

(i) if the Bonds are being held under a Book-Entry System by DTC, or a successor Depository, the amount of the interest of each DTC Participant in the Bonds to be redeemed shall be determined by DTC, or such successor Depository, by lot or such other manner as DTC, or such successor Depository, shall determine; or

(ii) if the Bonds are not being held under a Book-Entry System by DTC, or a successor Depository, the Bonds within the maturity to be redeemed shall be selected by the Registration Agent by lot or such other random manner as the Registration Agent in its discretion shall determine.

[Federally Taxable Build America Bonds only:]

The Bonds shall be subject to extraordinary optional redemption, in whole or in part, at the option of the County, at the "Extraordinary Redemption Price", as described below, upon the occurrence of an "Extraordinary Event", as defined below. The Extraordinary Redemption Price is equal to the greater of (A) the issue price of the Bonds, as described in the Federal Tax Certificate (but not less than 100%), to be redeemed or (B) the sum of the present values of the remaining scheduled payments of principal and interest on the Bonds to be redeemed to the first optional redemption date described above, treating any principal payments due after such optional redemption date as if such principal payments were due on such optional redemption date of such Bonds, not including any portion of those payments of interest accrued and unpaid as of the date on which the Bonds are to be redeemed, discounted to the date on which the Bonds are to be redeemed on a semi-annual basis, assuming a 360-day year consisting of twelve 30-day months, at the Treasury Rate (as defined in below) plus one hundred basis points, plus accrued interest on the Bonds to be redeemed to the Redemption Date.

An "Extraordinary Event" shall have occurred if the County determines that a material adverse change has occurred to [Section 54AA or Section 6431 of the Code (as such sections may be extended or such applicable successor sections of the Code)] with respect to the Bonds or there is any guidance published by the Internal Revenue Service or the Department of the Treasury with respect to such sections or any other determination by the Internal Revenue Service of the Department of the Treasury, which determination is not the result of an act or omission by the County to satisfy the requirements to receive the Direct Payment Credits, pursuant to which the Direct Payment Credits are reduced or eliminated.

"Treasury Rate" means, with respect to any redemption date for a particular Bond, the rate per annum, expressed as a percentage of the principal amount, equal to the semiannual equivalent yield to maturity or interpolated maturity of the Comparable Treasury Issue, assuming that the Comparable Treasury Issue is purchased on the redemption date for a price equal to the Comparable Treasury Price, as calculated by the Designated Investment Banker.

For the purposes of determining the Treasury Rate, the following definitions shall apply:

"Comparable Treasury Issue" means, with respect to any redemption date for a particular Bond, the United States Treasury security or securities selected by the Designated Investment Banker which has or have an actual or interpolated maturity comparable to the remaining life of the applicable Bonds to be redeemed, and that would be utilized in accordance with customary financial practice in pricing new issues of debt securities of comparable maturity to the remaining average life of the applicable Bonds to be redeemed.

"Comparable Treasury Price" means, with respect to any redemption date for a particular Bond, (1) the average of the Reference Treasury Dealer Quotations for such redemption date, after excluding the highest and lowest Reference Treasury Dealer Quotations, or (2) if the Designated Investment Banker obtains fewer than four such Reference Treasury Dealer Quotations, the average of all such quotations.

"Designated Investment Banker" means one of the Reference Treasury Dealers appointed by the County.

"Reference Treasury Dealer" means three firms, specified by the County from time to time, that are primary U.S. Government securities dealers in City of New York, New York (each a "Primary Treasury Dealer"); provided, however, that if any of them ceases to be a Primary Treasury Dealer, the County shall substitute another Primary Treasury Dealer.

"Reference Treasury Dealer Quotations" means, with respect to each Reference Treasury Dealer and any redemption date for a particular Bond, the average, as determined by the Designated Investment Banker, of the bid and asked prices for the Comparable Treasury Issue (expressed in each case as a percentage of its principal amount) quoted in writing to the Designated Investment Banker by such Reference Treasury Dealer at 3:30 p.m., New York City time, on the third business day preceding such redemption date.

Bonds subject to extraordinary optional redemption shall be selected on a pro-rata basis. Pro-rata basis is determined in connection with any partial optional redemption of a series of Bonds by multiplying the principal amount of such maturity to be redeemed on the applicable redemption date by a fraction, the numerator of which is equal to the principal amount of such maturity owned by a registered owner, and the denominator of which is equal to the principal amount of such maturity then outstanding immediately prior to such redemption date, and then rounding the product down to the next lower integral of \$5,000, provided that the portions being redeemed are required to be in multiples of \$5,000, and all the Bonds of a maturity to remain outstanding following any redemption are required to be in multiples of \$5,000.]

[Subject to the credit hereinafter provided, the County shall redeem Bonds maturing \_\_\_\_\_ on the redemption dates set forth below opposite the maturity dates, in aggregate principal amounts equal to the respective dollar amounts set forth below opposite the respective redemption dates at a price of par plus accrued interest thereon to the date of redemption. DTC, as securities depository for the series of Bonds of which this Bond is one, or such Person as shall then be serving as the securities depository for the Bonds, shall determine the interest of each Participant in the Bonds to be redeemed using its

procedures generally in use at that time. If DTC, or another securities depository is no longer serving as securities depository for the Bonds, the Bonds to be redeemed within a maturity shall be selected by the Registration Agent by lot or such other random manner as the Registration Agent in its discretion shall select. The dates of redemption and principal amount of Bonds to be redeemed on said dates are as follows:

<u>Final Maturity</u>	<u>Redemption Date</u>	<u>Principal Amount of Bonds Redeemed</u>
---------------------------	----------------------------	---

**\*Final Maturity**

At its option, to be exercised on or before the forty-fifth (45th) day next preceding any such redemption date, the County may (i) deliver to the Registration Agent for cancellation Bonds to be redeemed, in any aggregate principal amount desired, and/or (ii) receive a credit in respect of its redemption obligation under this mandatory redemption provision for any Bonds of the maturity to be redeemed which prior to said date have been purchased or redeemed (otherwise than through the operation of this mandatory sinking fund redemption provision) and canceled by the Registration Agent and not theretofore applied as a credit against any redemption obligation under this mandatory sinking fund provision. Each Bond so delivered or previously purchased or redeemed shall be credited by the Registration Agent at 100% of the principal amount thereof on the obligation of the County on such payment date and any excess shall be credited on future redemption obligations in chronological order, and the principal amount of Bonds to be redeemed by operation of this mandatory sinking fund provision shall be accordingly reduced. The County shall on or before the forty-fifth (45th) day next preceding each payment date furnish the Registration Agent with its certificate indicating whether or not and to what extent the provisions of clauses (i) and (ii) of this subsection are to be availed of with respect to such payment and confirm that funds for the balance of the next succeeding prescribed payment will be paid on or before the next succeeding payment date.]

Notice of call for redemption[, whether optional or mandatory,] shall be given by the Registration Agent not less than thirty (30) nor more than sixty (60) days prior to the date fixed for redemption by sending an appropriate notice to the registered owners of the Bonds to be redeemed by first-class mail, postage prepaid, at the addresses shown on the Bond registration records of the Registration Agent as of the date of the notice; but neither failure to mail such notice nor any defect in any such notice so mailed shall affect the sufficiency of the proceedings for the redemption of any of the Bonds for which proper notice was given. As long as DTC, or a successor Depository, is the registered owner of the Bonds, all redemption notices shall be mailed by the Registration Agent to DTC, or such successor Depository, as the registered owner of the Bonds, as and when above provided, and neither the County nor the Registration Agent

shall be responsible for mailing notices of redemption to DTC Participants or Beneficial Owners. Failure of DTC, or any successor Depository, to provide notice to any DTC Participant will not affect the validity of such redemption. From and after any redemption date, all Bonds called for redemption shall cease to bear interest if funds are available at the office of the Registration Agent for the payment thereof and if notice has been duly provided as set forth in the Resolution, as hereafter defined.

This Bond is transferable by the registered owner hereof in person or by such owner's attorney duly authorized in writing at the principal corporate trust office of the Registration Agent set forth on the front side hereof, but only in the manner, subject to limitations and upon payment of the charges provided in the Resolution, as hereafter defined, and upon surrender and cancellation of this Bond. Upon such transfer a new Bond or Bonds of authorized denominations of the same maturity and interest rate for the same aggregate principal amount will be issued to the transferee in exchange therefor. The person in whose name this Bond is registered shall be deemed and regarded as the absolute owner thereof for all purposes and neither the County nor the Registration Agent shall be affected by any notice to the contrary whether or not any payments due on the Bond shall be overdue. Bonds, upon surrender to the Registration Agent, may, at the option of the registered owner thereof, be exchanged for an equal aggregate principal amount of the Bonds of the same maturity in authorized denomination or denominations, upon the terms set forth in the Resolution. The Registration Agent shall not be required to transfer or exchange any Bond during the period commencing on a Regular Record Date or Special Record Date and ending on the corresponding interest payment date of such Bond, nor to transfer or exchange any Bond after the notice calling such Bond for redemption has been made, nor during a period following the receipt of instructions from the County to call such Bond for redemption.

This Bond is one of a total authorized issue aggregating \$\_\_\_\_\_ and issued by the County for the purpose of providing funds for capital improvements to various public works projects including, but not limited to: (i) acquisition of land, design and site development for school purposes; (ii) constructing, repairing, renovating and equipping of school buildings and facilities; (iii) purchase of school buses and other equipment for use in school buildings and school facilities; (iv) acquisition of land, design and site development for constructing, repairing, renovating and equipping of a new EMS facility; (v) design and site development for constructing, repairing, renovating and equipping of County buildings and facilities, including, but not limited to, acquisition and installation of data processing software and hardware equipment, HVAC equipment, improvements to various parking lots for such County buildings and facilities; (vi) constructing, repairing, renovating and improving County parks and recreational facilities including the purchase of equipment related thereto; (vii) design, site development and constructing, repairing, renovating, improving and equipping a new terminal for the Clarksville-Montgomery County Regional Airport Authority; (viii) paying the County's portion of the costs related to the acquisition of land for and the design, site development and constructing, repairing, renovating, improving and equipping of a State Veterans Nursing Home; (ix) payment of legal, fiscal, administrative, architectural and engineering costs incident to any or all of the foregoing; (x) reimbursement to the appropriate fund of the County for prior expenditures for the foregoing costs, if applicable; and (xi) payment of costs incident to the issuance and sale of the Bonds of which this Bond is one, pursuant to Sections 9-21-101 et seq., Tennessee Code Annotated, as amended, and pursuant to a resolution duly adopted by the Board of County Commissioners of the County on the June 13, 2011 (the "Resolution").

This Bond is payable from unlimited ad valorem taxes to be levied on all taxable property within the County to the extent such other revenues of the County are insufficient for such purposes. For the prompt payment of principal of, premium, if any, and interest on the Bonds, the full faith and credit of the County are irrevocably pledged. [The Bonds are additionally payable from, but not secured by, refundable credits received by the County with respect to the Bonds from the United States Treasury pursuant to Section \_\_\_\_ and Section \_\_\_\_ of the Internal Revenue Code of 1986, as amended.] For a more complete statement of the general covenants and provisions pursuant to which this Bond is issued, reference is hereby made to the Resolution.

This Bond and the income therefrom are exempt from all present state, county and municipal taxes in Tennessee except (a) inheritance, transfer and estate taxes, (b) Tennessee excise taxes on interest on the Bond during the period the Bond is held or beneficially owned by any organization or entity, other than a sole proprietorship or general partnership, doing business in the State of Tennessee, and (c) Tennessee franchise taxes by reason of the inclusion of the book value of the Bond in the Tennessee franchise tax base of any organization or entity, other than a sole proprietorship or general partnership, doing business in the State of Tennessee.

It is hereby certified, recited, and declared that all acts, conditions and things required to exist, happen and be performed precedent to and in the issuance of this Bond exist, have happened and have been performed in due time, form and manner as required by law, and that the amount of this Bond, together with all other indebtedness of the County, does not exceed any limitation prescribed by the constitution and statutes of the State of Tennessee.

IN WITNESS WHEREOF, the County has caused this Bond to be signed by its County Mayor with her manual or facsimile signature and attested by its County Clerk with her manual or [facsimile] signature under an [impression or] [facsimile] of the corporate seal of the County, all as of the date hereinabove set forth.

MONTGOMERY COUNTY

BY: \_\_\_\_\_  
County Mayor

(SEAL)

ATTESTED:

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

Transferable and payable at the  
principal corporate trust office of: \_\_\_\_\_  
\_\_\_\_\_, \_\_\_\_\_

Date of Registration: \_\_\_\_\_

This Bond is one of the issue of Bonds issued pursuant to the Resolution hereinabove described.

\_\_\_\_\_  
Registration Agent

By: \_\_\_\_\_  
Authorized Officer

(FORM OF ASSIGNMENT)

FOR VALUE RECEIVED, the undersigned sells, assigns, and transfers unto \_\_\_\_\_, whose address is \_\_\_\_\_  
(Please insert Federal Identification or Social Security Number of Assignee \_\_\_\_\_),  
the within Bond of Montgomery County, Tennessee, and does hereby irrevocably constitute and  
appoint \_\_\_\_\_, attorney, to transfer the said Bond on the records kept for  
registration thereof with full power of substitution in the premises.

Dated: \_\_\_\_\_

\_\_\_\_\_  
NOTICE: The signature to this assignment must  
correspond with the name of the registered owner  
as it appears on the face of the within Bond in  
every particular, without alteration or enlargement  
or any change whatsoever.

Signature guaranteed:

\_\_\_\_\_  
NOTICE: Signature(s) must be guaranteed  
by a member firm of a Medallion Program  
acceptable to the Registration Agent.

Section 6. Levy of Tax. The County, through its Governing Body, shall annually levy and collect a tax upon all taxable property within the County, in addition to all other taxes authorized by law, sufficient to pay principal of, premium, if any, and interest on the Bonds when due, and for that purpose there is hereby levied a direct annual tax in such amount as may be found necessary each year to pay principal and interest coming due on the Bonds in said year. Principal and interest falling due at any time when there are insufficient funds from this tax levy on hand shall be paid from the current funds of the County and reimbursement therefor shall be made out of the taxes hereby provided to be levied when the same shall have been collected. The tax herein provided may be reduced to the extent of any direct appropriations from other funds, taxes and revenues of the County to the payment of debt service on the Bonds.



Section 7.     Sale of Bonds.

(a)     The Bonds shall be offered for public sale, as required by law, in one or more emissions, at a price of not less than ninety-nine percent (99%) of par, plus accrued interest, as a whole or in part from time to time as shall be determined by the County Mayor, in consultation with Stephens Inc., Nashville, Tennessee, the County's financial advisor (the "Financial Advisor"), provided that no series of Federally Taxable Build America Bonds may be sold at a premium in excess of that permitted by Section 54AA(d)(2)(C) or such extension or other applicable successor section of the Code. The Bonds, or any series of Bonds, shall be sold at public sale by physical delivery of bids or by electronic bidding means of an Internet bidding service as shall be determined by the County Mayor, in consultation with the Financial Advisor.

(b)     The Bonds, or any emission thereof, shall be sold by delivery of bids via physical delivery, mail, fax, or telephone or by electronic bidding means of an Internet bidding service as shall be determined by the County Mayor, in consultation with the Financial Advisor.

(c)     If the Bonds are sold in more than one emission, the County Mayor is authorized to cause to be sold in each emission an aggregate principal amount of Bonds less than that shown in Section 3 hereof for each emission, and to make corresponding adjustments to the maturity schedule of each emission designated in Section 3 hereof, so long as the total aggregate principal amount of all emissions issued does not exceed the total aggregate of Bonds authorized to be issued herein.

(d)     The County Mayor is further authorized with respect to each series of Bonds to:

(1)     make an irrevocable election in accordance with subsection (e) below directing that any series of Bonds be issued as Federally Taxable Build America Bonds pursuant to Section 54AA(d)(1)(C) and Section 54AA(g)(2) or such extension or other applicable successor section of the Code or directing that any series of Bonds be issued as Federally Tax-Exempt Bonds;

(2)     change the dated date of the Bonds or any emission thereof, to a date other than the date of issuance of the Bonds;

(3)     change the designation of the Bonds, or any emission thereof, to a designation other than "General Obligation Bonds" and to specify the series designation of the Bonds, or any emission thereof;

(4)     change the first interest payment date on the Bonds or any emission thereof to a date other than April 1, 2012, provided that such date is not later than twelve months from the dated date of such emission of Bonds;

(5)     adjust the principal and interest payment dates and the maturity amounts of the Bonds, or any emission thereof, provided that (A) the total principal amount of all emissions of the Bonds does not exceed the total amount of Bonds authorized herein; and

(B) the final maturity date of each emission shall not exceed the twentieth fiscal year following the fiscal year of its emission;

(6) adjust or remove the County's optional redemption provisions of the Bonds, provided that the premium amount to be paid on Bonds or any emission thereof does not exceed two percent (2%) of the principal amount thereof;

(7) sell the Bonds, or any emission thereof, or any maturities thereof as Term Bonds with mandatory redemption requirements corresponding to the maturities set forth herein or as otherwise determined by the County Mayor, as she shall deem most advantageous to the County; and

(8) to cause all or a portion of the Bonds to be insured by a bond insurance policy issued by a nationally recognized bond insurance company to achieve the purposes set forth herein and to serve the best interests of the County and to enter into agreements with such insurance company with respect to any emission of Bonds to the extent not inconsistent with this Resolution.

(e) Each series of Bonds shall be offered for sale as Federally Tax-Exempt Bonds and/or as Federally Taxable Build America Bonds as determined by the County Mayor, in consultation with the Financial Advisor, by taking into account which type of Bond will result in the lowest true interest cost to the County with respect to such series of Bonds taking into consideration the Direct Payment Credit projected to be received if such series of Bonds is issued as Federally Taxable Build America Bonds and such other factors affecting the cost of the County, including redemption provisions relating to each such series. If issued as Federally Taxable Build America Bonds, the County Mayor is directed to make the irrevocable elections required under Section 54AA(d)(1)(C) and Section 54AA(g)(2) or such extension or other applicable section of the Code to qualify such series of Bonds for Direct Payment Credits on each interest payment date. The County Mayor is further authorized to submit Form 8038-CP prior to each interest payment date for the purpose of receiving the Direct Payment Credit with respect to each interest payment date, or take such other actions required for receipt of the Direct Payment Credit required by the Internal Revenue Service of the United States Treasury. The County Mayor shall further designate and direct the deposit of the Direct Payment Credit with either the Registration Agent for the payment of the interest on the Federally Taxable Build America Bonds or with the County Trustee for deposit to the County's Debt Service Fund. All decisions by the County Mayor made pursuant to this subsection shall be binding on the County, and no further action of the Governing Body with respect thereto shall be required.

(f) The County Mayor is authorized to sell the Bonds, or any emission thereof, simultaneously with any other bonds or notes authorized by resolution or resolutions of the Governing Body. The County Mayor is further authorized to sell the Bonds, or any emission thereof, as a single issue of bonds with any other bonds with substantially similar terms authorized by resolution or resolutions of the Governing Body, in one or more emissions or series as she shall deem to be advantageous to the County and in doing so, the County Mayor is authorized to change the designation of the Bonds to a designation other than "General Obligation Bonds"; provided, however, that the total aggregate principal amount of combined bonds to be sold does not exceed the total aggregate principal amount of Bonds authorized by

this resolution or bonds authorized by any other resolution or resolutions adopted by the Governing Body.

(g) The County Mayor is authorized to award the Bonds, or any emission thereof, in each case to the bidder whose bid results in the lowest true interest cost to the County, provided the rate or rates on the Bonds does not exceed the maximum rate permitted by applicable Tennessee law at the time of the issuance of the Bonds or any emission thereof. The award of the Bonds by the County Mayor to the lowest bidder shall be binding on the County, and no further action of the Governing Body with respect thereto shall be required. The form of the Bond set forth in Section 5 hereof, shall be conformed to reflect any changes made pursuant to this Section 7 hereof.

(h) The County Mayor and County Clerk are authorized to cause the Bonds, in book-entry form (except as otherwise permitted herein), to be authenticated and delivered by the Registration Agent to the successful bidder and to execute, publish, and deliver all certificates and documents, including an official statement and closing certificates, as they shall deem necessary in connection with the sale and delivery of the Bonds. The County Mayor and County Clerk are hereby authorized to enter into a contract with the Financial Advisor, for financial advisory services in connection with the sale of the Bonds and to enter into a contract with Bass, Berry & Sims PLC to serve as bond counsel in connection with the Bonds.

(i) No Bonds, nor any emission thereof, shall be issued hereunder until the publication of the Initial Resolution adopted on the date hereof, together with the statutory notice required by Section 9-21-206, Tennessee Code Annotated, and twenty (20) days have elapsed following such publication during which no legally sufficient petition protesting the issuance of the Bonds has been filed with the County Clerk.

Section 8. Disposition of Bond Proceeds. The proceeds of the sale of the Bonds shall be disbursed as follows:

(a) all accrued interest, if any, shall be deposited to the appropriate fund of the County to be used to pay interest on the Bonds on the first interest payment date following delivery of the Bonds; and

(b) the remainder of the proceeds of the sale of the Bonds shall be deposited with a financial institution regulated by the Federal Deposit Insurance Corporation or similar federal agency in a special fund known as the Series 2011 School and Public Improvement Construction Fund (the "Construction Fund"), or such other designation as shall be determined by the County Mayor to be kept separate and apart from all other funds of the County. The County shall disburse funds in the Construction Fund to pay costs of issuance of the Bonds, including necessary legal, accounting and fiscal expenses, printing, engraving, advertising and similar expenses, administrative and clerical costs, Registration Agent fees, bond insurance premiums, if any, and other necessary miscellaneous expenses incurred in connection with the issuance and sale of the Bonds. The remaining funds in the Construction Fund shall be disbursed solely to pay the costs of the Projects. Money in the Construction Fund shall be secured in the manner prescribed by applicable statutes relative to the securing of public or trust funds, if any, or, in the absence of such a statute, by a pledge of readily marketable securities having at all times a

market value of not less than the amount in said Construction Fund. Money in the Construction Fund shall be expended only for the purposes authorized by this resolution. Moneys in the Construction Fund shall be invested at the direction of the County Trustee in such investments as shall be permitted by applicable law. Earnings from such investments shall be, at the discretion of the County Mayor (i) deposited to the Construction Fund to the extent needed for the Projects or (ii) transferred to the County's debt service fund to the extent permitted by applicable law. After completion of the Projects, any funds remaining in the Construction Fund, including earnings from such investments, shall be deposited to the County's debt service fund, to the extent permitted by applicable law, subject to any modification by the Governing Body.

(c) In accordance with state law, the various department heads responsible for the fund or funds receiving and disbursing funds are hereby authorized to amend the budget of the proper fund or funds for the receipt of proceeds from the issuance of the obligations authorized by this resolution including bond and note proceeds, accrued interest, reoffering premium and other receipts from this transaction. The department heads responsible for the fund or funds are further authorized to amend the proper budgets to reflect the appropriations and expenditures of the receipts authorized by this resolution.

Section 9. Official Statement. The County Mayor, the Accounts and Budgets Director and County Clerk, or any of them, working with Stephens Inc., Nashville, Tennessee, the County's financial advisor, are hereby authorized and directed to provide for the preparation and distribution, which may include electronic distribution, of a Preliminary Official Statement describing the Bonds. After bids have been received and the Bonds have been awarded, the County Mayor, the Accounts and Budgets Director and the County Clerk, or any of them, shall make such completions, omissions, insertions and changes in the Preliminary Official Statement not inconsistent with this resolution as are necessary or desirable to complete it as a final Official Statement for purposes of Rule 15c2-12(e)(3) of the Securities and Exchange Commission. The County Mayor, the Accounts and Budgets Director and the County Clerk, or either of them, shall arrange for the delivery to the successful bidder on the Bonds of a reasonable number of copies of the Official Statement within seven business days after the Bonds have been awarded for delivery, by the successful bidder on the Bonds, to each potential investor requesting a copy of the Official Statement and to each person to whom such bidder and members of his bidding group initially sell the Bonds.

The County Mayor, the Accounts and Budgets Director and the County Clerk, or any of them, are authorized, on behalf of the County, to deem the Preliminary Official Statement and the Official Statement in final form, each to be final as of its date within the meaning of Rule 15c2-12(b)(1), except for the omission in the Preliminary Official Statement of certain pricing and other information allowed to be omitted pursuant to such Rule 15c2-12(b)(1). The distribution of the Preliminary Official Statement and the Official Statement in final form shall be conclusive evidence that each has been deemed in final form as of its date by the County except for the omission in the Preliminary Official Statement of such pricing and other information.

Notwithstanding the foregoing, no Official Statement is required to be prepared if the Bonds, or any emission thereof, are purchased by a purchaser that certifies that such purchaser

intends to hold the Bonds, or any emission thereof, for its own account and has no present intention to reoffer the Bonds, or any emission thereof.

Section 10. Discharge and Satisfaction of Bonds. If the County shall pay and discharge the indebtedness evidenced by any of the Bonds in any one or more of the following ways, to wit:

(a) By paying or causing to be paid, by deposit of sufficient funds as and when required with the Registration Agent, the principal of and interest on such Bonds as and when the same become due and payable;

(b) By depositing or causing to be deposited with any trust company or financial institution whose deposits are insured by the Federal Deposit Insurance Corporation or similar federal agency and which has trust powers ("an Agent"; which Agent may be the Registration Agent) in trust or escrow, on or before the date of maturity or redemption, sufficient money or Federal Obligations, as hereafter defined, the principal of and interest on which, when due and payable, will provide sufficient moneys to pay or redeem such Bonds and to pay interest thereon when due until the maturity or redemption date (provided, if such Bonds are to be redeemed prior to maturity thereof, proper notice of such redemption shall have been given or adequate provision shall have been made for the giving of such notice);

(c) By delivering such Bonds to the Registration Agent, for cancellation by it;

and if the County shall also pay or cause to be paid all other sums payable hereunder by the County with respect to such Bonds, or make adequate provision therefor, and by resolution of the Governing Body instruct any such Escrow Agent to pay amounts when and as required to the Registration Agent for the payment of principal of and interest on such Bonds when due, then and in that case the indebtedness evidenced by such Bonds shall be discharged and satisfied and all covenants, agreements and obligations of the County to the holders of such Bonds shall be fully discharged and satisfied and shall thereupon cease, terminate and become void.

If the County shall pay and discharge the indebtedness evidenced by any of the Bonds in the manner provided in either clause (a) or clause (b) above, then the registered owners thereof shall thereafter be entitled only to payment out of the money or Federal Obligations deposited as aforesaid.

Except as otherwise provided in this Section, neither Federal Obligations nor moneys deposited with the Registration Agent pursuant to this Section nor principal or interest payments on any such Federal Obligations shall be withdrawn or used for any purpose other than, and shall be held in trust for, the payment of the principal and interest on said Bonds; provided that any cash received from such principal or interest payments on such Federal Obligations deposited with the Registration Agent, (A) to the extent such cash will not be required at any time for such purpose, shall be paid over to the County as received by the Registration Agent and (B) to the extent such cash will be required for such purpose at a later date, shall, to the extent practicable, be reinvested in Federal Obligations maturing at times and in amounts sufficient to pay when due the principal and interest to become due on said Bonds on or prior to such redemption date or maturity date thereof, as the case may be, and interest earned from such reinvestments shall be

paid over to the County, as received by the Registration Agent. For the purposes of this Section, Federal Obligations shall mean direct obligations of, or obligations, the principal of and interest on which are guaranteed by, the United States of America, or any agency thereof, obligations of any agency or instrumentality of the United States or any other obligations at the time of the purchase thereof are permitted investments under Tennessee Law for the purposes described in this Section, which bonds or other obligations shall not be subject to redemption prior to their maturity other than at the option of the registered owner thereof.

Section 11. Tax Matters. The County recognizes that the purchasers and owners of any Federally Tax-Exempt Bonds will have accepted them on, and paid therefor a price that reflects, the understanding that interest thereon is excludable from gross income for purposes of federal income taxation under laws in force on the date of delivery of the Federally Tax-Exempt Bonds. In this connection, the County agrees that it shall take no action which may cause the interest on any Federally Tax-Exempt Bonds to be included in gross income for federal income taxation. It is the reasonable expectation of the Governing Body of the County that the proceeds of the Bonds will not be used in a manner which will cause the Bonds to be "arbitrage bonds" within the meaning of Section 148 of the Code, and to this end the said proceeds of the Bonds and other related funds established for the purposes herein set out shall be used and spent expeditiously for the purposes described herein. The Governing Body further covenants and represents that in the event it shall be required by Section 148(f) of the Code to pay any investment proceeds of the Bonds to the United States government, it will make such payments as and when required by said Section 148(f) and will take such other actions as shall be necessary or permitted to prevent the interest on the Federally Tax-Exempt Bonds from becoming taxable. The County Mayor and County Clerk, or either of them, are authorized and directed to make such certifications in this regard in connection with the sale of the Bonds as either Federally Tax-Exempt Bonds or as Federally Taxable Build America Bonds as either or both shall deem appropriate, and such certifications shall constitute a representation and certification of the County.

Notwithstanding the foregoing, interest on the Bonds, or any emission thereof, may be subject to inclusion in gross income of the holders thereof for purposes of federal income taxation as shall be determined in the opinion of nationally recognized bond counsel.

Section 12. Continuing Disclosure. The County hereby covenants and agrees that it will provide annual financial information and material event notices if and as required by Rule 15c2-12 of the Securities Exchange Commission for the Bonds. The County Mayor is authorized to execute at the Closing of the sale of the Bonds, an agreement for the benefit of and enforceable by the owners of the Bonds specifying the details of the financial information and material event notices to be provided and its obligations relating thereto. Failure of the County to comply with the undertaking herein described and to be detailed in said closing agreement, shall not be a default hereunder, but any such failure shall entitle the owner or owners of any of the Bonds to take such actions and to initiate such proceedings as shall be necessary and appropriate to cause the County to comply with their undertaking as set forth herein and in said agreement, including the remedies of mandamus and specific performance.

Section 13. Qualified Tax-Exempt Obligations. The Governing Body hereby designates any Bonds issued as Federally Tax-Exempt Bonds, or any series thereof, as "qualified

tax-exempt obligations", to the extent the Bonds, or any series thereof, may be so designated, within the meaning of and pursuant to Section 265 of the Internal Revenue Code of 1986, as amended.

Section 14. Reasonably Expected Economic Life. The "reasonably expected economic life" of the Project within the meaning of Sections 9-21-101 et seq., Tennessee Code Annotated, is greater than twenty-one years.

Section 15. Reimbursement. It is reasonably expected that the County will reimburse itself for certain expenditures made by it in connection with the Project by issuing the Bonds. This resolution shall be placed in the minutes of the Governing Body and shall be made available for inspection by the general public at the office of the Governing Body. This resolution constitutes a declaration of official intent under Treas. Reg. §1.150-2.

Section 16. Resolution a Contract. The provisions of this resolution shall constitute a contract between the County and the registered owners of the Bonds, and after the issuance of the Bonds, no change, variation or alteration of any kind in the provisions of this resolution shall be made in any manner until such time as the Bonds and interest due thereon shall have been paid in full.

Section 17. Separability. If any section, paragraph or provision of this resolution shall be held to be invalid or unenforceable for any reason, the invalidity or unenforceability of such section, paragraph or provision shall not affect any of the remaining provisions of this resolution.

Section 18. Repeal of Conflicting Resolutions and Effective Date. All other resolutions and orders, or parts thereof in conflict with the provisions of this resolution, are, to the extent of such conflict, hereby repealed and this resolution shall be in immediate effect from and after its adoption.

Duly adopted and approved this 13<sup>th</sup> day of June, 2011.

---

County Mayor

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

STATE OF TENNESSEE                    )

COUNTY OF MONTGOMERY            )

I, Kellie A. Jackson, certify that I am the duly qualified and acting County Clerk of Montgomery County, Tennessee, and as such official I further certify that attached hereto is a copy of excerpts from the minutes of a regular meeting of June 13, 2011 of the governing body of the County; that these minutes were promptly and fully recorded and are open to public inspection; that I have compared said copy with the original minute record of said meeting in my official custody; and that said copy is a true, correct and complete transcript from said original minute record insofar as said original record relates to not to exceed \$65,000,000 General Obligation Bonds of said County.

WITNESS my official signature and seal of said County this \_\_\_\_\_ day of June, 2011.

---

County Clerk

(SEAL)



The Board of County Commissioners of Montgomery County, Tennessee, met in a regular session on June 13, 2011, at 7:00 p.m., at the Montgomery County Courthouse, 1 Millennium Plaza, Clarksville, Tennessee with Carolyn Bowers, County Mayor, presiding, and the following members present:

There were absent:

There were also present Kellie A. Jackson, County Clerk and Erinne J. Hester, Accounts and Budgets Director.

It was announced that public notice of the time, place and purpose of the meeting had been given and accordingly, the meeting was called to order.

The following resolution was introduced by \_\_\_\_\_, seconded by \_\_\_\_\_ and after due deliberation, were adopted by the following vote:

AYE:

NAY:

9529612.4

11-6-11

**RESOLUTION TO AMEND THE BUDGETS  
OF VARIOUS FUNDS FOR FISCAL YEAR 2011  
IN CERTAIN AREAS OF REVENUES AND EXPENDITURES**

**WHEREAS**, the director of Accounts and Budgets has performed continuing reviews of the status of funding needs and the receipts of revenues anticipated in support of the various budgets; and

**WHEREAS**, current year expenditures in certain accounts will permit decreases in budgetary appropriation for such accounts and these may be applied to the funding needs of other accounts; and

**WHEREAS**, contracts for various State grants have been amended since the annual budget appropriation process and are therefore included for appropriation in this resolution and detailed in the attached schedule.

**NOW THEREFORE BE IT RESOLVED**, by the Montgomery County Board of Commissioners, assembled in regular business session this 13<sup>th</sup> day of June 2011, that the budgets for various funds for FY11 be amended as to revenues and expenditures, according to the attached Account Schedule.

**Duly passed and approved this 13<sup>th</sup> day of June, 2011.**

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

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

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

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

# Montgomery County Government

## General Fund Budget

<i>2010-2011 Budget as of 5/31/11</i>	<i>Proposed Increase (Decrease)</i>	<i>2010-2011 Amended Budget</i>
---	---	---

### **ESTIMATED REVENUES**

#### **Local Taxes**

40110 CURRENT PROPERTY TAX	27,528,000	-	27,528,000
40120 TRUSTEE'S COLLECTIONS - PYR	721,000	-	721,000
40140 INTEREST & PENALTY	200,000	-	200,000
40161 PMTS IN LIEU OF TAXES - T.V.A.	2,100	-	2,100
40162 PMTS IN LIEU OF TAXES -UTILITY	740,350	-	740,350
40163 PMTS IN LIEU OF TAXES - OTHER	765,610	-	765,610
<b>40220 HOTEL/MOTEL TAX</b>	<b>1,315,391</b>	<b>350,000</b>	<b>1,665,391</b>
40250 LITIGATION TAX - GENERAL	462,500	-	462,500
40260 LITIGATION TAX-SPECIAL PURPOSE	95,000	-	95,000
40270 BUSINESS TAX	900,000	-	900,000
40320 BANK EXCISE TAX	115,000	-	115,000
40330 WHOLESALE BEER TAX	385,000	-	385,000
40350 INTERSTATE TELECOMMUNICATIONS	2,900	-	2,900
<b>Total Local Taxes</b>	<b>33,232,851</b>	<b>350,000</b>	<b>33,582,851</b>

#### **Licenses and Permits**

41120 ANIMAL REGISTRATION	22,800	-	22,800
41130 ANIMAL VACCINATION	4,000	-	4,000
41140 CABLE TV FRANCHISE	190,500	-	190,500
41520 BUILDING PERMITS	700,000	-	700,000
41540 PLUMBING PERMITS	6,000	-	6,000
41590 OTHER PERMITS	168,203	-	168,203
<b>Total Licenses and Permits</b>	<b>1,091,503</b>	<b>-</b>	<b>1,091,503</b>

#### **Fines, Forfeitures and Penalties**

42110 FINES	11,000	-	11,000
42120 OFFICERS COSTS	24,200	-	24,200
42141 DRUG COURT FEES	4,500	-	4,500
42150 JAIL FEES CIRCUIT COURT	42,604	-	42,604
42190 DATA ENTRY FEES -CIRCUIT COURT	6,100	-	6,100
42191 COURTROOM SECURITY - CIRCUIT	6,000	-	6,000
42192 CIRCUIT COURT VICTIMS ASSESS	30,500	-	30,500
42310 FINES	369,450	-	369,450
42311 FINES - LITTERING	143	-	143
42320 OFFICERS COSTS	238,328	-	238,328
42330 GAME & FISH FINES	1,000	-	1,000
42341 DRUG COURT FEES	20,000	-	20,000
42350 JAIL FEES GENERAL SESSIONS	278,266	-	278,266
42380 DUI TREATMENT FINES	22,000	-	22,000
42390 DATA ENTRY FEE-GENERAL SESS	29,500	-	29,500
42392 GEN SESSIONS VICTIM ASSESSMNT	63,000	-	63,000
42410 FINES	2,000	-	2,000
42450 JAIL FEES	110,000	-	110,000
42490 DATA ENTRY FEE-JUVENILE COURT	5,000	-	5,000
42520 OFFICERS COSTS	24,000	-	24,000
42530 DATA ENTRY FEE -CHANCERY COURT	2,000	-	2,000
42610 FINES	300	-	300
42641 DRUG COURT FEES	22,000	-	22,000
42660 DISTRICT ATTORNEY GENERAL FEES	23,500	-	23,500
42900 OTHER FINES/FORFEITURE/PENALTY	500	-	500
42990 OTHER FINES/FORFEITS/PENALTIES	19,000	-	19,000
<b>Total Fines, Forfeitures and Penalties</b>	<b>1,354,891</b>	<b>-</b>	<b>1,354,891</b>

#### **Charges for Current Services**

43120 PATIENT CHARGES	3,750,000	-	3,750,000
43140 ZONING STUDIES	2,000	-	2,000

# Montgomery County Government

## General Fund Budget

	<i>2010-2011 Budget as of 5/31/11</i>	<i>Proposed Increase (Decrease)</i>	<i>2010-2011 Amended Budget</i>	
43190 OTHER GENERAL SERVICE CHARGES	55,000	-	55,000	
43340 RECREATION FEES	10,650	-	10,650	
43350 COPY FEES	6,660	-	6,660	
43370 TELEPHONE COMMISSIONS	194,275	-	194,275	
43380 VENDING MACHINE COLLECTIONS	50,000	-	50,000	
43392 DATA PROCESSING FEES -REGISTER	75,000	-	75,000	
43393 PROBATION FEES	23,625	-	23,625	
43394 DATA PROCESSING FEES - SHERIFF	38,554	-	38,554	
43395 SEXUAL OFFENDER FEE - SHERIFF	23,941	-	23,941	
43396 DATA PROCESSING FEE-COUNTY CLK	10,000	-	10,000	
43990 OTHER CHARGES FOR SERVICES	900	-	900	
<b>Total Charges for Current Services</b>	<b>4,240,605</b>	<b>-</b>	<b>4,240,605</b>	
<b>Other Local Revenues</b>				
44110 INTEREST EARNED	1,750,120	-	1,750,120	
44120 LEASE/RENTALS	603,052	-	603,052	
44140 SALE OF MAPS	1,500	-	1,500	
44170 MISCELLANEOUS REFUNDS	<b>113,000</b>	<b>70,514</b>	<b>183,514</b>	City of Clarksville's portion of pictometry
44560 DAMAGES RECOVERED -INDIVIDUALS	-	-	-	
44570 CONTRIBUTIONS & GIFTS	9,688	-	9,688	
44990 OTHER LOCAL REVENUES	622,900	-	622,900	
<b>Total Other Local Revenues</b>	<b>3,100,260</b>	<b>70,514</b>	<b>3,170,774</b>	
<b>Fees Received from County Officials</b>				
45510 COUNTY CLERK	1,258,000	-	1,258,000	
45520 CIRCUIT COURT CLERK	775,000	-	775,000	
45540 GENERAL SESSIONS COURT CLERK	1,410,000	-	1,410,000	
45550 CLERK & MASTER	320,000	-	320,000	
45580 REGISTER	1,000,000	-	1,000,000	
45590 SHERIFF	19,249	-	19,249	
45610 TRUSTEE	2,850,000	-	2,850,000	
<b>Fees Received from County Officials</b>	<b>7,632,249</b>	<b>-</b>	<b>7,632,249</b>	
<b>State of Tennessee</b>				
46110 JUVENILE SERVICES PROGRAM	584,367	-	584,367	
46210 LAW ENFORCEMENT TRAINING PROG	46,800	-	46,800	
46430 LITTER PROGRAM	59,309	-	59,309	
46490 OTHER PUBLIC SAFETY GRANTS	100,000	-	100,000	
46810 FLOOD CONTROL	330	-	330	
46830 BEER TAX	17,500	-	17,500	
46840 ALCOHOLIC BEVERAGE TAX	166,000	-	166,000	
46851 STATE REVENUE SHARING - T.V.A.	1,250,000	-	1,250,000	
46880 BOARD OF JURORS	10,000	-	10,000	
46890 PRISONER TRANSPORTATION	13,704	-	13,704	
46915 CONTRACTED PRISONER BOARDING	851,000	-	851,000	
46960 REGISTRAR'S SALARY SUPPLEMENTS	16,380	-	16,380	
<b>46980 OTHER STATE GRANTS</b>	<b>2,838,844</b>	<b>15,000</b>	<b>2,853,844</b>	Increase in Community Corrections grant
46990 OTHER STATE REVENUES	16,500	-	16,500	
<b>Total State of Tennessee</b>	<b>5,970,734</b>	<b>15,000</b>	<b>5,985,734</b>	
<b>Federal Revenue</b>				
47220 CIVIL DEFENSE REIMBURSEMENT	68,000	-	68,000	
47235 HOMELAND SECURITY GRANTS	1,920,287	-	1,920,287	
47250 LAW ENFORCEMENT GRANTS	1,326	-	1,326	
47302 ARRA GRANT #2	50,000	-	50,000	
47303 UDDOJ - MDT-ARRA	163,809	-	163,809	
47305 ARRA - EECBG	100,000	-	100,000	
47990 OTHER DIRECT FEDERAL REVENUE	<b>186,659</b>	<b>(559)</b>	<b>186,100</b>	Beginning Balance adjs YE activity safe neighborhoods grant

<b>Montgomery County Government</b> <b>General Fund Budget</b>
---

	2010-2011 Budget as of 5/31/11	Proposed Increase (Decrease)	2010-2011 Amended Budget	
<b>Total Federal Revenue</b>	<b>2,490,081</b>	<b>559</b>	<b>2,489,522</b>	
<b>Federal Revenue</b>				
48110 PRISONER BOARD	-	-	-	
48130 CONTRIBUTIONS	133,645	-	133,645	
48610 DONATIONS	<b>62,985</b>	<b>3,800</b>	<b>66,785</b>	EMS week donations
<b>Total Federal Revenue</b>	<b>196,630</b>	<b>3,800</b>	<b>200,430</b>	
<b>Non-Revenue Sources</b>				
49700 INSURANCE RECOVERY	-	-	-	
49800 OPERATING TRANSFERS	<b>302,028</b>	<b>7,540</b>	-	Court room security operating transfer reserve acct 34158
<b>Total Non-Revenue Sources</b>	<b>302,028</b>	<b>7,540</b>	<b>0</b>	
<b>TOTAL REVENUES</b>	<b>59,611,832</b>	<b>446,295</b>	<b>59,748,559</b>	

<p align="center"><b>Montgomery County Government</b></p> <p align="center"><b>Debt Service Fund Budget</b></p>
---

	<i><b>2010-2011 Budget as of 5/31/11</b></i>	<i><b>Proposed Increase (Decrease)</b></i>	<i><b>2010-2011 Amended Budget</b></i>	
82110 - Principal General Government	5,141,743	-	5,141,743	
82130 - Principal Education	12,442,648	-	12,442,648	
82210 - Interest General Government	4,633,525		4,633,525	
<b>82230 - Interest Education</b>	<b>8,854,920</b>		<b>8,854,920</b>	
<b>151-82230-56030-P0335</b>	<b>581,338</b>	<b>(25,000)</b>	<b>556,338</b>	
<b>82310 - Other Debt Service General</b>	<b>2,500</b>		<b>2,500</b>	
<b>151-82310-55100</b>	<b>176,000</b>	<b>10,000</b>	<b>186,000</b>	Trustee's commission
<b>82330 - Other Debt Service Education</b>	<b>78,500</b>		<b>78,500</b>	
<b>151-82330-55100</b>	<b>380,000</b>	<b>15,000</b>	<b>395,000</b>	Trustee's commission
<b>Total Debt Service Fund</b>	<b>32,291,174</b>	<b>-</b>	<b>32,291,174</b>	
<b>Increase (Decrease) in Budgeted Fund Balance</b>		<b>-</b>		

# Montgomery County Government

## General Fund Budget

	<i>2010-2011 Budget as of 10/31/10</i>	<i>Proposed Increase (Decrease)</i>	<i>2010-2011 Amended Budget</i>	
51100 COUNTY COMMISSION	207,248	-	207,248	
51210 BOARD OF EQUALIZATION	2,688	-	2,688	
51220 BEER BOARD	3,076	-	3,076	
51240 OTHER BOARDS & COMMITTEES	3,121	-	3,121	
51300 COUNTY MAYOR	438,408	-	438,408	
51310 HUMAN RESOURCES	326,992	-	326,992	
<b>51400 COUNTY ATTORNEY</b>	<b>24,000</b>	<b>35,000</b>	<b>59,000</b>	Based on actual usage
51500 ELECTION COMMISSION	623,767	-	623,767	
51600 REGISTER OF DEEDS	445,942	-	445,942	
51720 PLANNING	332,227	-	332,227	
51730 BUILDING	144,327	-	144,327	
51750 CODES COMPLIANCE	623,728	-	623,728	
<b>51760 GEOGRAPHICAL INFO SYSTEMS</b>	<b>114,896</b>	-	<b>114,896</b>	
<b>101-51760-57090</b>	-	<b>70,514</b>	<b>70,514</b>	Pictometry
<b>51800 COUNTY BUILDINGS</b>	<b>1,126,927</b>	-	<b>1,126,927</b>	
<b>101-51800-52070</b>	<b>105,310</b>	<b>3,800</b>	<b>109,110</b>	1 increased coverage
<b>101-51800-52070-P0029</b>	<b>22,324</b>	<b>13,300</b>	<b>35,624</b>	2 additional employees
<b>101-51800-54440</b>	-	<b>6,320</b>	<b>6,320</b>	Salt purchased from Highway Department
<b>101-51800-54150</b>	<b>74,500</b>	<b>105,500</b>	<b>180,000</b>	Electricity
51810 COURTS COMPLEX	1,156,489	-	1,156,489	
51900 OTHER GENERAL ADMINISTRATION	555,014	-	555,014	
51910 ARCHIVES	131,261	-	131,261	
52100 ACCOUNTS & BUDGETS	743,362	-	743,362	
52200 PURCHASING	279,272	-	279,272	
52300 PROPERTY ASSESSOR'S OFFICE	1,047,499	-	1,047,499	
52310 REAPPRAISAL PROGRAM	-	-	-	
<b>52400 COUNTY TRUSTEES OFFICE</b>	<b>465,285</b>	-	<b>465,285</b>	
<b>101-52400-52070</b>	<b>57,881</b>	<b>10,150</b>	<b>68,031</b>	2 additional employees/1 increased coverage
<b>52500 COUNTY CLERK'S OFFICE</b>	<b>1,380,313</b>	-	<b>1,380,313</b>	
<b>101-52500-52070</b>	<b>296,747</b>	<b>13,000</b>	<b>309,747</b>	1 additional employee/2 increased coverage
52600 INFORMATION SYSTEMS	1,346,036	-	1,346,036	
52900 OTHER FINANCE	50,550	-	50,550	
<b>53100 CIRCUIT COURT</b>	<b>1,984,697</b>	-	<b>1,984,697</b>	
<b>101-53100-57900</b>	-	<b>7,540</b>	<b>7,540</b>	Offset courtroom security reserve
53300 GENERAL SESSIONS COURT	1,760,612	-	1,760,612	
53330 DRUG COURT	50,000	-	50,000	
<b>53400 CHANCERY COURT</b>	<b>483,277</b>	-	<b>483,277</b>	
<b>101-53400-53320</b>	-	<b>2,000</b>	<b>2,000</b>	Leaf Chronicle advertising/will be reimbursed in FY12
<b>53600 DISTRICT ATTORNEY GENERAL</b>	<b>87,024</b>	-	<b>87,024</b>	
<b>101-53600-51890-10040</b>	<b>50,500</b>	<b>(559)</b>	<b>49,941</b>	Beginning balance adjustments from YE activity
<b>101-53600-52990-10040</b>	<b>30,683</b>	<b>(133)</b>	<b>30,550</b>	Beginning balance adjustments from YE activity
<b>101-53600-53550</b>	<b>20,000</b>	<b>5,000</b>	<b>25,000</b>	State travel reimbursement for District Attorney
53610 OFFICE OF PUBLIC DEFENDER	23,625	-	23,625	
<b>53700 JUDICIAL COMMISSIONERS</b>	<b>202,946</b>	-	<b>202,946</b>	
<b>101-53700-52070</b>	<b>42,888</b>	<b>5,000</b>	<b>47,888</b>	1 additional employee
53900 OTHER ADMINISTRATION/ JUSTICE	520,111	-	520,111	
53910 ADULT PROBATION SERVICES	842,861	-	842,861	
54110 SHERIFF'S DEPARTMENT	7,262,795	-	7,262,795	
101-54110-51000-11030				
101-54110-52990-11030				

# Montgomery County Government

## General Fund Budget

	<i>2010-2011 Budget as of 10/31/10</i>	<i>Proposed Increase (Decrease)</i>	<i>2010-2011 Amended Budget</i>	
54120 SPECIAL PATROLS	1,758,504	-	1,758,504	
54160 SEXUAL OFFENDER REGISTRY	16,841	-	16,841	
<b>54210 JAIL</b>	<b>10,200,896</b>	<b>-</b>	<b>10,200,896</b>	
<b>101-54210-53400</b>	<b>1,315,739</b>	<b>262,000</b>	<b>1,577,739</b>	Inmate medical
54220 WORKHOUSE	1,599,247	-	1,599,247	
<b>54230 COMMUNITY CORRECTIONS</b>	<b>405,563</b>	<b>-</b>	<b>405,563</b>	
<b>101-54230-52040-05156</b>	<b>39,657</b>	<b>5,400</b>	<b>45,057</b>	Increase in Community Corrections grant
<b>101-54230-53010-05156</b>	<b>10,000</b>	<b>2,000</b>	<b>12,000</b>	Increase in Community Corrections grant
<b>101-54230-53550-05156</b>	<b>7,000</b>	<b>600</b>	<b>7,600</b>	Increase in Community Corrections grant
<b>101-54230-54990-05156</b>	<b>3,069</b>	<b>2,000</b>	<b>5,069</b>	Increase in Community Corrections grant
<b>101-54230-57090-05156</b>	<b>3,500</b>	<b>5,000</b>	<b>8,500</b>	Increase in Community Corrections grant
<b>54240 JUVENILE SERVICES</b>	<b>189,842</b>	<b>-</b>	<b>189,842</b>	
<b>101-54240-52070-05253</b>	<b>22,324</b>	<b>1,500</b>	<b>23,824</b>	1 increased coverage
54310 FIRE PREVENTION & CONTROL	228,340	-	228,340	
<b>54410 EMERGENCY MANAGEMENT</b>	<b>204,984</b>	<b>-</b>	<b>204,984</b>	
<b>101-54410-51030</b>	<b>40,296</b>	<b>1,856</b>	<b>42,152</b>	Fed awarded emp performance grant (rev already budgeted)
<b>101-54410-51050</b>	<b>75,288</b>	<b>3,470</b>	<b>78,758</b>	Fed awarded emp performance grant (rev already budgeted)
<b>101-54410-51610</b>	<b>37,058</b>	<b>1,590</b>	<b>38,648</b>	Fed awarded emp performance grant (rev already budgeted)
<b>101-54410-51890</b>	<b>32,832</b>	<b>868</b>	<b>33,700</b>	Fed awarded emp performance grant (rev already budgeted)
54490 OTHER EMERGENCY MANAGEMENT	1,869,287	-	1,869,287	
54610 COUNTY CORONER / MED EXAMINER	213,120	-	213,120	
<b>55110 HEALTH DEPARTMENT</b>	<b>254,527</b>	<b>-</b>	<b>254,527</b>	
<b>101-55110-52070</b>	<b>13,365</b>	<b>12,200</b>	<b>25,565</b>	1 additional employee
<b>55120 RABIES &amp; ANIMAL CONTROL</b>	<b>333,950</b>	<b>-</b>	<b>333,950</b>	
<b>101-55120-51870</b>	<b>10,000</b>	<b>1,000</b>	<b>11,000</b>	Animal Control officers on call
<b>101-55120-51890</b>	<b>145,122</b>	<b>6,000</b>	<b>151,122</b>	Animal Control officers on call
<b>55130 AMBULANCE SERVICE</b>	<b>5,607,183</b>	<b>-</b>	<b>5,607,183</b>	
<b>101-55130-51690</b>	<b>198,378</b>	<b>77,967</b>	<b>276,345</b>	Increase salaries budgeted incorrectly
<b>101-55130-51870</b>	<b>945,965</b>	<b>404,035</b>	<b>1,350,000</b>	Increase salaries budgeted incorrectly
<b>101-55130-54990</b>	<b>18,000</b>	<b>3,800</b>	<b>21,800</b>	Donations for EMS week
55190 OTHER LOCAL HLTH SRVCS (WIC)	2,134,300	-	2,134,300	
55310 REGIONAL MENTAL HEALTH CENTER	10,000	-	10,000	
55390 APPROPRIATION TO STATE	214,695	-	214,695	
55590 OTHER LOCAL WELFARE SERVICES	101,825	-	101,825	
<b>55900 OTHER PUBLIC HEALTH &amp; WELFARE</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	
<b>101-55900-53400</b>	<b>12,500</b>	<b>75,000</b>	<b>87,500</b>	Court ordered mental health evaluations
56500 LIBRARIES	1,604,251	-	1,604,251	
56700 PARKS & FAIR BOARDS	307,837	-	307,837	
56900 OTHER SOCIAL, CULTURAL & REC	9,728	-	9,728	
57100 AGRICULTURAL EXTENSION SERVICE	343,473	-	343,473	
57300 FOREST SERVICE	2,000	-	2,000	
57500 SOIL CONSERVATION	52,945	-	52,945	
<b>58110 TOURISM</b>	<b>1,087,100</b>	<b>245,213</b>	<b>1,332,313</b>	
58120 INDUSTRIAL DEVELOPMENT	624,616	-	624,616	
58220 AIRPORT	272,156	-	272,156	
<b>58300 VETERAN'S SERVICES</b>	<b>344,603</b>	<b>-</b>	<b>344,603</b>	
<b>101-58300-55130</b>	<b>632</b>	<b>(632)</b>	<b>-</b>	OJI
<b>58400 OTHER CHARGES</b>	<b>1,246,178</b>	<b>-</b>	<b>1,246,178</b>	
<b>101-58400-55130</b>	<b>450,000</b>	<b>(450,000)</b>	<b>-</b>	OJI
58500 CONTRIBUTION TO OTHER AGENCIES	168,858	-	168,858	
<b>58600 EMPLOYEE BENEFITS</b>	<b>252,300</b>	<b>-</b>	<b>252,300</b>	



<b>Montgomery County Government</b> <b>General Fund Budget</b>
---

	<i><b>2010-2011 Budget as of 10/31/10</b></i>	<i><b>Proposed Increase (Decrease)</b></i>	<i><b>2010-2011 Amended Budget</b></i>	
<b>101-58600-52070</b>	<b>74,000</b>	<b>75,000</b>	<b>149,000</b>	Additional retirees
<b>58802 JAGARRA2</b>	<b>6,490</b>	<b>-</b>	<b>6,490</b>	
<b>101-58802-51110</b>	<b>36,254</b>	<b>700</b>	<b>36,954</b>	
<b>101-58802-52070</b>	<b>7,256</b>	<b>(700)</b>	<b>6,556</b>	
58803 USDOJ-MDT - ARRA	124,903	-	124,903	
58805 ARRA - EECBG	100,000	-	100,000	
58900 MISC-CONT RESERVE	22,025	-	22,025	
64000 LITTER & TRASH COLLECTION	128,966	-	128,966	
<b>Total General Fund</b>	<b>61,060,977</b>	<b>1,012,299</b>	<b>62,073,276</b>	
<b>Increase (Decrease) in Budgeted Fund Balance</b>		<b>(566,004)</b>		