

## RESOLUTION 18-15A

### A RESOLUTION ACCEPTING RECOMMENDATIONS OF THE RIPPAVILLA TASK FORCE FOR THE OPERATION OF RIPPAVILLA AND EXPRESSING ITS INTENT TO FUND AND COMPLETE A MASTER PLAN FOR RIPPAVILLA PLANTATION

**WHEREAS**, on May 15, 2017, the Board of Mayor and Aldermen of the City of Spring Hill (the “City”) adopted Resolution 17-51, accepting the donation of the Rippavilla Plantation (“Rippavilla”) property located at 5700 Main Street, consisting of the plantation home and a 98.44 acre tract to the City of Spring Hill from Rippavilla, Inc.; and

**WHEREAS**, recognizing the need to facilitate the transition of Rippavilla into the City, Mayor Graham created and appointed the Rippavilla Task Force (“Task Force”) and charged the Task Force with providing recommendations for the Board of Mayor and Aldermen for the long term operations, funding, and uses of the property by the City; and

**WHEREAS**, the Task Force having met over the past eight (8) months, has prepared findings and a “Recommendation for Operation of Rippavilla” report to the Board of Mayor and Aldermen which is attached and made part of this resolution; and

**NOW, THEREFORE BE IT RESOLVED, BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF SPRING HILL, TENNESSEE THAT:**

**Section 1: Intent to enter into an Operations Agreement with and Operating Entity for the daily operations of Rippavilla.** The Board of Mayor and Aldermen of the City of Spring Hill concurs with the recommendation of the Task Force and expresses its intent to enter into a contractual agreement (“Operations Agreement”) with a third party organization (“Operating Entity”) that would operate the day to day operation of Rippavilla Plantation’s daily functions (i.e. operating the museum, gift shop and scheduling of weddings and special events, etc.), while the City focus its resources to the ongoing maintenance of Rippavilla and development of future park improvements to the property.

**Section 2: Adoption of Operating Agreement Framework.** The Board of Mayor and Aldermen of the City of Spring Hill accepts the recommendation of the Task Force and adopts the following framework for an Operations Agreement with an Operating Entity as further described in the “Recommendation for Operation of Rippavilla”:

- A) Preservation of Control by City of Spring Hill
- B) Term of the Agreement – Term of the agreement should be three (3) years, with two (2) year renewals thereafter, upon approval by the Board of Mayor and Aldermen, including a provision for early termination by either party upon advance notice of 90 days.
- C) Financial Commitment by the City - Any annual appropriation by the City will be funded through revenues generated by the Hotel / Motel Excise Tax. The amount of the appropriation and its uses will be incorporated into the Annual Budget adopted by the Board of Mayor and Aldermen.
- D) Define Responsibilities of Operating Entity - The Operating Entity should submit for approval to the Board of Mayor and Aldermen an Operational Plan of the Property to include the following components:
  - i. Business and Management Plan
  - ii. Financial Plan (including a projection of Annual Revenues and Expenses)

- iii. *Interpretative Plan*
- iv. *Marketing Plan*

E) *Define Responsibilities of the City*

**Section 3: Intent to Fund Financial Commitment by the City.** The Board of Mayor and Aldermen of the City of Spring Hill recognizes that secured funding for the capital improvement of Rippavilla will be required. Funding needs will be requested annually by the Operating Entity to be reviewed by the Board of Mayor and incorporated into the City's Annual Budget. A Capital Fund will be established and managed by the City for the purpose of providing funds for capital improvement projects the disbursement of which will be upon approval by the Board of Mayor and Aldermen as part of the City's Annual Budget. The Board of Mayor and Aldermen of the City of Spring Hill expresses its commitment and intent to fund an appropriate allocation towards these purposes, with funds generated through the Hotel / Motel excise tax, subject to approval in the City's Annual Budget.

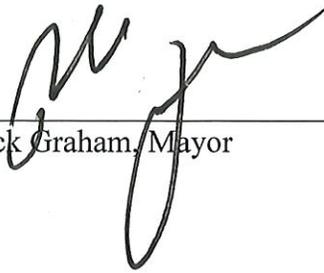
**Section 4: Intent to fund and Complete a Master Plan of Rippavilla.** The Board of Mayor and Aldermen of the City of Spring Hill concurs with the recommendation of the Task Force and expresses its intent to fund and complete, in coordination with the Operating Entity, a Master Plan for Rippavilla Plantation, subject to the selection, approval and awarding of a consultant by the Board of Mayor and Aldermen of the City of Spring Hill.

**Section 5: Intent to form and charter a Tourism Council.** The Board of Mayor and Aldermen of the City of Spring Hill accepts the recommendation of the Task Force and expresses its intent to form a Tourism Council as an advisory committee to the Board of Mayor and Aldermen, to be chartered as a new committee under Title 2 of the Spring Hill Municipal Code, which shall serve as an advisory board regarding tourism related properties and matters and to serve as liaison between citizens, interested parties related to these properties and matters, and the Board of Mayor and Aldermen. Additional duties of the Tourism Council will include: 1) overseeing completion of a Master Plan for Rippavilla, 2) development of an operating budget and Capital Improvement Plan for approval by the Board of Mayor and Aldermen, 3) reporting at each monthly meeting of the Board of Mayor and Aldermen on the activities and plans of the council, and 4) working with personnel as selected and supervised by the City. As recommended by the Task Force, the membership of the Tourism Council should include:

- A) A delegate of the Historic Commission, as selected by the Chairman of that commission
- B) A delegate of the Parks and Recreation Commission, as selected by the Chairman of that commission
- C) A delegate of the Economic Development Commission, as selected by the Chairman of that commission
- D) A member of the Board of Mayor and Aldermen, as selected by the Mayor
- E) At-large member(s) appointed by majority vote of the membership of the Board of Mayor and Aldermen

Until such time that the Tourism Council is created, the Board of Mayor and Aldermen of the City of Spring Hill tasks the Rippavilla Task Force with serving in this capacity.

Passed and adopted by the Board of Mayor and Aldermen of the City of Spring Hill,  
Tennessee on the 20th day of February, 2018.



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Rick Graham, Mayor

ATTEST:



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April Goad, City Recorder

LEGAL FORM APPROVED:



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Patrick Carter, City Attorney



## Rippavilla Task Force Summary of Action Items

Activity ID	Activity Name	Activity Description	Basis	Responsible Party	Status/Completion Date
1	Maintainance of Records	Maintain Executed (fully signed) records, including: Agreement for Conveyance of Property, Conservation Easement, Deed Conveyance, Agreements for Use of Property, Lease Agreements,	T.C.A. § 6-4-203 (a)	City of Spring Hill (City Recorder)	Ongoing
2	Annexation	Annexation of the property into the corporate municipal boundaries of the City of Spring Hill	Board of Mayor and Aldermen Action Required	City of Spring Hill	Completed 10/16/17; See City of Spring Hill Resolution 17-106
3	Zoning	Zoning of the property for permitted use pursuant to Zoning Ordinance	Municipal Zoning Ordinance	City of Spring Hill	Currently zoned AG - Agricultural; Will update zoning classification following adoption of UDC by City of Spring Hill
4	Present Conditions Report	Maintain on file a copy of the "Present Conditions Report" serving as acknowledgement of condition of the property between Rippavilla Inc and Land Trust of Tennessee at the Easement was completed.	Conservation Easement, Pg 3	Rippavilla, Inc.	Ongoing
5	Creation of Tourism Council	Create a new advisory committee to the Board of Mayor and Aldermen, to be chartered as a new committee under Title 2 of the Spring Hill Municipal Code, which shall serve as an advisory board regarding tourism related properties and matters and to serve as liaison between citizens, interested parties related to these properties and matters, and the Board of Mayor and Aldermen	Requires adoption of an Ordinance to amend Title 2 of the Spring Hill Municipal Code	City of Spring Hill	
6	Property and Facilities Management Plan completed and approved by Land Trust of Tennessee	"In the event the Property is owned by a governmental entity... (a "Qualifying Entity"), before undertaking any activities on the Property, the Qualifying Entity shall prepare a Property and facilities master plan (a "Master Plan") and shall secure the written approval of Granttee for the Master Plan.	Conservation Easement § 16 (b), Pg 14	City of Spring Hill & Land Trust for Tennessee, Inc.	
7	City of Spring Hill Plan for Rippavilla Phase I: Operational Plan	Establish an Operational Plan that includes framework that provides for the continued operation of Rippavilla Plantation (retail and commercial activities, including, providing tours, operating the gift shop, and scheduling events) by the City, or a contractor for the City	Use Agreement, Section 3	City of Spring Hill	
8	Adopt Operational Use Agreement for the operation of Rippavilla Plantation	Establish an agreement for operation of Rippavilla Plantation (retail and commercial activities, including, providing tours, operating the gift shop, and scheduling events) with a contractor for the City	Board of Mayor and Aldermen Action Required	City of Spring Hill & Operational Entity	
9	Operational Entity Annual Audit Filed with Municipality	A nonprofit organization receiving financial assistance from the municipality is required to file with the municipality a copy of an annual audit of its business affairs and transactions of the proposed use of contributed funds.	T.C.A. § 6-54-111 (a)(2)(c)	City of Spring Hill	

## Rippavilla Task Force Summary of Action Items

Activity ID	Activity Name	Activity Description	Basis	Responsible Party	Status/Completion Date
10	Public Notice in Newspaper of Municipality's Intent to make an appropriation	Appropriations to nonprofit organizations other than charitable organizations may be made only once notices have been published in a newspaper of general circulation in the municipality of the intent to make an appropriation to a nonprofit, but not charitable, organization specifying the intended amount of the appropriation and the purposes for which the appropriation will be spent.	T.C.A. § 6-54-111 (a)(2)(d)	City of Spring Hill	
11	Establish Restricted Funds for Revenues and Expenditures for the City Operational Budget	2016 Public Chapter 890 Authorized the City of Spring Hill to levy an occupancy tax not to exceed 3% of the cost of a hotel/motel room. The proceeds are to be used solely for tourism development purposes.	T.C.A. § 67-4-1425	City of Spring Hill (Finance Department)	Completed
12	City of Spring Hill Plan for Rippavilla Phase II: Master Land Use Plan	Develop a phased land use plan, including: Existing and future land use, building enhancements, site interpretive plan, future recreational facilities (passive use), plan for crops, branding (including signage), architectural guidelines (for new and historical preservation & restoration).		City of Spring Hill, Operational Entity & Land Trust for Tennessee, Inc.	
13	Establish Public Use Guidelines	Determine guidelines for Public Use, including: Hours of Operation, Fees, Use Restrictions, etc.	Administrative Need	City of Spring Hill	
14	Establish Use Guidelines for Contractual Use Entities	Establish guidelines for entities granted use under the Use Agreement: Boy Scout Troup 1855, Sons of Confederate Veterans Nat Cheairs Chapter, Creative Writers Group, Spring Hill Quicksteps (vintage baseball team), Order of the Confederate Roase, and Rippavilla Brigade	Use Agreement, Section 4	City of Spring Hill	
15	Establish Guidelines for Scheduling Review process	Determine guidelines for scheduling for property use.	Administrative Need	City of Spring Hill	
16	Establish Guidelines for use of Rayburn Ampitheatre	Determine guidelines for use of Rayburn Ampitheatre.	Administrative Need	City of Spring Hill	
17	Establish formal contract or agreements for ground maintenance	Enter into formal agreement or contract for grounds maintenance.	Board of Mayor and Aldermen Action Required	City of Spring Hill	
18	Establish formal contract or agreements for crops and fields	Enter into formal agreement or contract for farming operations and field maintenance.	Board of Mayor and Aldermen Action Required	City of Spring Hill	
19	Survey Completed Defining Limits of Building Envelope A	"Prior to any construction of new strutures within Building Envelope A... (a) Grantor shall cause Building Envelope A to be delineated, staked and surveyed by a registered land surveyor..."	Conservation Easement §7 (b)(ii)(a), Pg 7	City of Spring Hill & Land Trust for Tennessee, Inc.	Pending; City to engage professional land survey to prepare survey instrument
20	Addendum to Conservation Easement to define Building Envelope A executed	"(c) An addendum to this Easement shall be executed in form and substance acceptable to Grantee, which addendum shall define the location of Building Envelope A by a metes and bounds survey description..."	Conservation Easement §7 (b)(ii)(c), Pg 7	City of Spring Hill, Rippavilla, Inc. & Land Trust for Tennessee, Inc.	

## Rippavilla Task Force Summary of Action Items

<u>Activity ID</u>	<u>Activity Name</u>	<u>Activity Description</u>	<u>Basis</u>	<u>Responsible Party</u>	<u>Status/Completion Date</u>
21	Survey Completed Defining Limits of Building Envelope B	"Prior to any construction of new structures within Building Envelope B... (a) Grantor shall cause Building Envelope B to be delineated, staked and surveyed by a registered land surveyor..."	Conservation Easement §7 (b)(iii)(a), Pg 8	City of Spring Hill & Land Trust for Tennessee, Inc.	Pending; City to engage professional land survey to prepare survey instrument
22	Addendum to Conservation Easement to define Building Envelope B executed	"(c) An addendum to this Easement shall be executed in form and substance acceptable to Grantee, which addendum shall define the location of Building Envelope B by a metes and bounds survey description..."	Conservation Easement §7 (b)(iii)(c), Pg 8	City of Spring Hill, Rippavilla, Inc. & Land Trust for Tennessee, Inc.	Pending; City to engage professional land survey to prepare survey instrument
23	Establish 5-Year Capital Improvements Program and Budget	Develop and submit a 5-Year Capital Improvements Program for the house and the property to the Board of Mayor and Aldermen for incorporation in the City of Spring Hill Capital Improvements Program	Board of Mayor and Aldermen Action Required	City of Spring Hill	

### Abbreviations

**Conservation Easement** - Conservation Easement; Rippavilla, Inc. and Land Trust for Tennessee, Inc.

**Lease Agreement** - Lease Agreement; Rippavilla Entities and City of Spring Hill

**Use Agreement** - Agreement for Use of Property; Rippavilla Entities and City of Spring Hill

**T.C.A.** - Tennessee Code Annotated

**City of Spring Hill Rippavilla Task Force**  
**Recommendation for Operation of Rippavilla**  
**February 2018**  
*(amended February 7, 2018)*

**A. Executive Summary**

In May 2017, The Board of Directors of Rippavilla, Inc. conveyed the property of Rippavilla Plantation to the City, including the historic home, property, all improvements and fixtures, but excluding all artifacts, floor coverings, drapery and other personal property located within the historic home. Prior to conveyance, Rippavilla, Inc. completed a conservation easement with The Land Trust of Tennessee, Inc to ensure the preservation and integrity of this historic site into perpetuity.

As a condition of the conveyance of the property to the City, the City agreed to operate, or cause to operate, Rippavilla Plantation as a museum and park land, and support ongoing maintenance and preservation of the property.<sup>1</sup> This plan has been developed to outline the framework for how the City will ensure the preservation, operation and ongoing maintenance of this Historic Site into perpetuity.

**B. Historical Overview and Current Conditions**

Rippavilla Plantation consists of approximately 98.44 acres located in the City of Spring Hill, Tennessee, just south of TN State Route 396, "Saturn Parkway". The property consists of primarily open space, agricultural and forest land. The property surrounds and forms the context for Rippavilla, a two-story brick antebellum-style plantation house with classic Greek Revival architecture constructed from 1852 to 1855.

Also located on the property are the Carriage house (currently serving as a Gift Shop for the museum), an original Slave Cabin, a Freedmen Bureau's School House (circa 1870), Historic Cheairs Cemetery, Brown's Stand (a historically accurate recreated log structure), Ikard Center, a number of barns and other structures supporting the agricultural use of the property, and Rayburn Amphitheatre.

In 1985, the Maury County Industrial Development Board purchased the property, along with over 2,000 additional acres, and leased the entire property to Saturn Corporation. Saturn Corporation leased the plantation house and 20 acres to the Maury County Government in 1995, who formed Rippavilla, Inc., a §501(C)(3) Non-Profit Corporation dedicated to historic preservation of the property. It was at this time that a restoration of the house was planned and completed. Rippavilla was listed on the National Register of Historic Places on July 19, 1996

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<sup>1</sup> "Agreement for Use of Property", Resolution 17-51; May 15, 2017

(NRHP Reference #96000773). On April 13, 2017, Rippavilla, Inc placed a Conservation Easement<sup>2</sup> with The Land Trust of Tennessee, Inc (“Conservation Easement”) for the purpose of protecting the conservation values of the property. On May 15, 2017, the City of Spring Hill Board of Mayor and Aldermen approved the conveyance of the property to the City of Spring Hill. Upon the acceptance of the property by the City of Spring Hill, the City of Spring Hill Board of Mayor and Aldermen completed annexation of the property into the municipal corporate limits of the City in October 2017.

**Rippavilla Property Map<sup>3</sup>**



**Description of Current Uses of the Property**

Rippavilla Plantation consists of 98.44 acres with the 11,000 square foot mansion being the hub of it uses and activities that include tours to travelers, school groups, civil groups and bus tours. Upon request, catered lunches are provided to bus groups. In addition to tours, the site operates a gift shop in the 1914s carriage house.

**Additional Uses**

Current additional uses of the property include hosting living histories and reenactments on portions of the property, as well as leasing the remaining acres to a local farmer for crop production. Rippavilla supports local scout and civic groups by allowing them to meet in the Ikard

<sup>2</sup> “Conservation Easement”, Rippavilla, Inc. d/b/a Rippavilla Plantation, Inc. (Grantor) to The Land Trust for Tennessee (Grantee); April 13, 2017

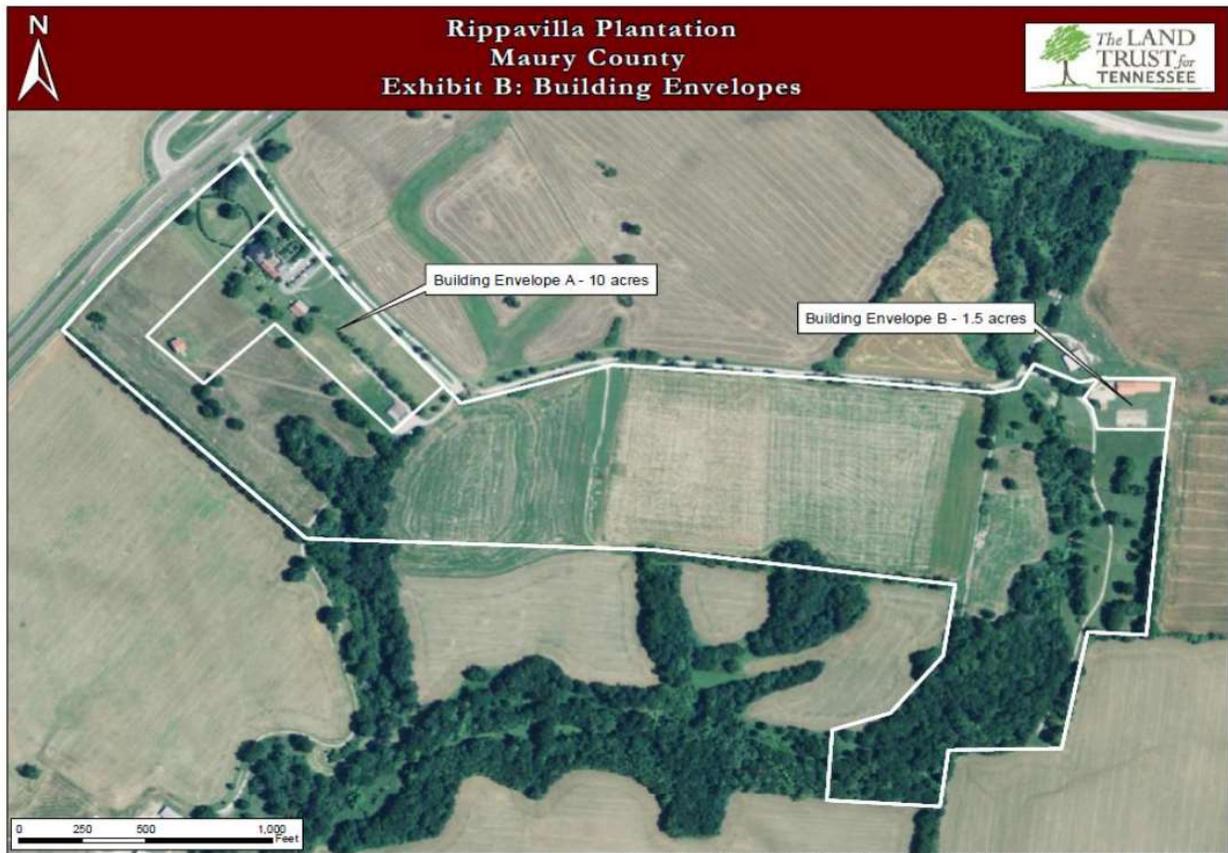
<sup>3</sup> Source: “Rippavilla Plantation: Assessment and Recommendation”, Rippavilla Due Diligence Panel; December 23, 2016

Center. Those groups include: Boy Scout Troup 1855 (Chartered at Rippavilla), Sons of Confederate Veterans, Nathaniel Cheairs Chapter, Creative Writers Group, Spring Hill Quicksteps (Vintage Baseball Team), Order of the Confederate Rose, and Rippavilla Brigade. In exchange for the free meeting space, these groups make up a large portion of Rippavilla’s volunteer work force.

**Description of Building Envelopes defined under Conservation Easement**

Under the Conservation Easement<sup>4</sup>, The Land Trust for Tennessee limits development and usage of the property to development and usage that is approved by The Land Trust for Tennessee. No permanent or temporary structures may be constructed except within areas defined in the agreement as Building Envelope A, consisting of approximately 10 acres, and Building Envelope B, consisting of approximately 1.5 acres. This includes parking.

An exhibit of the Building Envelopes as outlined in the Conservation Easement follows:



<sup>4</sup> “Conservation Easement”, Rippavilla, Inc. d/b/a Rippavilla Plantation, Inc. (Grantor) to The Land Trust for Tennessee (Grantee); April 13, 2017

### **Description of Rippavilla Plantation Mansion<sup>5</sup>**

Rippavilla was constructed by Nathaniel Francis Cheairs IV from 1852 to 1855. The house is a two-story, brick, central hall plan residence styled in the Greek Revival with a stone foundation. The front façade features a full-height entry porch topped with a traditional classical pediment. The porch covers an entrance bay and has four fluted, round Corinthian columns. Pilasters are found where the porch meets the brick façade. The north facade entry is adorned with a simple entablature with a transom and sidelights. The second story porch is trimmed with a decorative iron balustrade. The windows are six-over-six double hung topped with flat stone lintels. The house features an entablature that is adorned with dentils. The east façade also features a full-height entry porch supported by Corinthian columns. The north façade has a one story enclosed porch with casement windows featuring two paned transoms. The house has a standing seam metal roof.



### **Brown's Stand<sup>6</sup>**

Located approximately 1 mile east of the mansion on the property, Brown's Stand is a historically accurate recreated log structure built in 2001 to aid in the site's interpretation of early Tennessee history. The double dog-trot log structure is based on early personal accounts of a circa 1806 inn operated nearby by Daniel Brown to accommodate of travelers along McCutcheon Trace.



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<sup>5</sup> "Battle of Franklin Special Resource Study", Southeast Regional Office of the National Park Service (NPS); 2010

<sup>6</sup> "Hotel Stand Reborn in Maury County", The Tennessean; March 10, 2001

### **Historic Cheair's Cemetery and Cemetery for Unknown Souls<sup>7</sup>**

Located approximately 1 mile east of the mansion on the property. Remains of Cheairs family members rest in this Historic Cemetery dating back to 1842. In the process of excavating for the Saturn Manufacturing plant in 1986, workers discovered remains in unmarked graves on the Haynes Haven property. Archaeologists reinterred the remains of the unknown to this site immediately adjacent to the Historic Cheairs Cemetery.



### **Freedmen Bureau's School House<sup>8</sup>**

The Freedmen Bureau School House (circa 1870) was originally built in the Lanton / Green's Mill community immediately after the Civil War. It was located on what was then the John B. Bunch farm, about 3 miles south of Rippavilla. The log building was originally constructed as part of the Civil War Reconstruction and served as a school house for freed slaves. In 1993, the school house was donated to Rippavilla Plantation, disassembled, moved on the grounds of Rippavilla and reassembled.



### **Slave House<sup>9</sup>**

The last remaining slave house, construction date is unknown. Originally twelve houses occupied this area. Each house offered a one main room with a fireplace and a loft area. Three slave houses originally occupied the area near the barn located behind the mansion.



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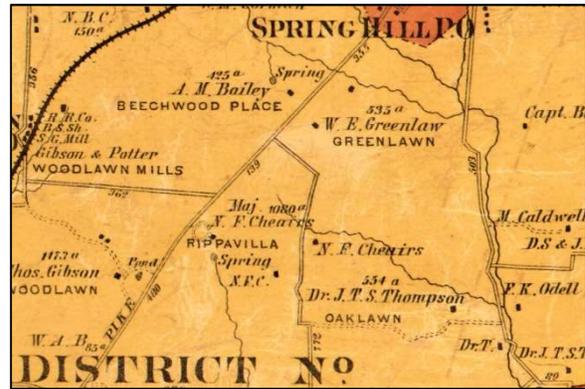
<sup>7</sup> "Maury County Tennessee Cemeteries", Fred Lee Hawkins; 1987

<sup>8</sup> <http://freepages.genealogy.rootsweb.ancestry.com/~maury/lantonFreedmen.htm>; retrieved December 1, 2016

<sup>9</sup> Source: Rippavilla, Inc.

### Sunken Road<sup>10</sup>

Located at the East end of the property is an abandoned road thought to have origins first as a migratory path for bison as they migrated to the French Lick in Nashville, then Native American and early settlers. This road connected to modern day Brown Rd at Denning Ln. This road is clearly visible in the “Maury County Map of Land Owners”, dated 1878.



### Carriage House

Built in 1914 by William Chairs after he purchased Rippavilla from Nat Chairs, his father. It served as a carriage house for few years before becoming a garage for William’s cars. This building has been renovated and currently serves as the Museum Gift Shop.



### Mule Barn

The largest barn on the plantation housed horses, mules and farm equipment.

### Ikard Center

Saturn built the building in the 1990s and today is used as a meeting and exhibit facility.



### Corn Crib

Circa 1830s, the log structure stored corn after harvest.

### Pump House

The pump house was added in the early 20th century.

<sup>10</sup> Maury County Archives

### **Barn (located next to the mansion house)**

Records indicate the barn was constructed in the 1850s but has been modified in the late 1950s; modifications include the two attached side storage cribs on each side of the main hallway.



### **Rayburn Amphitheater**

Located to the South of the Mansion House is a separate amphitheater building, complete with covered stage, dressing room and utilities.

A complete description of the property, including a comprehensive History of the property can be found in the document prepared by the Rippavilla Due Diligence Panel, “Rippavilla Plantation Assessment and Recommendation”, December 23, 2016.

### **C. Creation of the Rippavilla Task Force**

On May 15, 2017, Mayor Rick Graham appointed a Rippavilla Task Force to facilitate the transition of Rippavilla into the City. The Task Force was charged with providing recommendations for the Board of Mayor and Aldermen for the the long term operations, funding, and uses of the property by the City.

Members appointed to the Task Force included:

- Kayce Williams (Chair) – City of Spring Hill, Economic Development Coordinator
- Rick Graham – City of Spring Hill, Mayor
- Chuck Downham – City of Spring Hill, Assistant City Administrator
- Mike Rayburn – GM, Spring Hill Facilities
- Eric A. Jacobson – The Battle of Franklin Trust, Chief Executive Officer
- Corrine Tomlinson – Rippavilla, Inc., Board President
- Kevin Fischer – City of Spring Hill, Parks and Recreation Director
- Jonathan Duda – Past City of Spring Hill Alderman

The Rippavilla Task Force met on the following dates to complete their charge:

- Thursday, June 29, 2017
- Tuesday, September 19, 2017
- Tuesday, October 24, 2017
- Tuesday, November 28, 2017
- Tuesday, December 19, 2017
- Monday, January 29, 2018
- Wednesday, February 7, 2018

#### **D. Initial Findings and Recommendations of the Rippavilla Task Force**

**Finding 1:** Pursuant to the condition of conveyance agreed to by The City of Spring Hill to continue to operate Rippavilla Plantation as a museum and as park land, the Rippavilla Task Force evaluated the primary opportunities for the continued and long term operation of Rippavilla. The Task Force finds that there are primarily two options for the City to consider: 1) operation of Rippavilla by the City of Spring Hill, and 2) operation of Rippavilla by a third party organization.

After extensive discussion and evaluating options, the Rippavilla Task Force finds that the City of Spring Hill currently is not in the position to operate the daily activities of a historical museum, gift shop and scheduling the use of the plantation and event barn for special events like weddings.

**Recommendation:** The Rippavilla Task Force recommends that the City enter into contractual agreement (“Operations Agreement”) with a third party organization (“Operating Entity”) that would operate the day to day operation of Rippavilla Plantation’s daily functions (i.e. operating the museum, gift shop and scheduling of events such as weddings), while the City focus its resources to the ongoing maintenance and development of future park land uses of the property.

#### **Recommended Framework:**

The Rippavilla Task Force recommends the following framework for an Operations Agreement with an Operating Entity to include:

- 1) **Preservation of Control by City of Spring Hill** – Operations Agreement must not grant permission to allow the Operating Entity any control over the management, direction, or to abrogate any policy of the City.
- 2) **Term of the Agreement** – It is recommended that an initial three (3) year agreement be developed, with automatic one (1) year renewals, including appropriate notice to terminate the agreement.
- 3) **Financial Commitment by the City** – An annual appropriation by the City will be required. The funding source of the appropriation will be revenues generated by the Hotel / Motel Excise Tax. The amount of the appropriation and its uses will be incorporated into the Annual Budget adopted by the Board of Mayor and Aldermen. It is recommended that the City’s appropriation be used for ongoing maintenance and capital improvement to develop the site for future park land uses. It is understood that initially, a portion of the City’s appropriation may be required to supplement the operations for the property.
- 4) **Define Responsibilities of Operating Entity** – Operations Agreement should define the responsibilities of the Operating Entity in operating the day to day activities of the facility.

The Operating Entity should submit for approval to the Board of Mayor and Aldermen an Operational Plan of the Property to include the following components:

- A. Business and Management Plan – Defines how the operating entity professionally manages the site. Within the business plan should be information about the management team and board of directors and their duties and responsibilities in operating the site, including marketing, developing and managing the budget, financial reporting, purchasing procedures, and contracting for services.

The Business and Management Plan should include:

1. Identification of Business Goals

- *Enhance cost recovery of site operations to self-sustaining level*
- *Enhance revenue generating opportunities*
- *Expand community/special events*
- *Improve diversity and innovation of interpretive programs*
- *Improve visitor experience*
- *Improve market penetration (local, regional, state, national)*

2. Identification of Partnership Opportunities

- B. Financial Plan – Establishes how funding the historic site’s operational and developmental needs will be achieved. Within the financial plan should be information about budgets, income, expenses, taxes, accounting and auditing practices, user fees, fund-raising activities, projects costs, etc. The financial plan should be updated on an annual basis.

A three-year financial plan projecting operational expenses, earned revenues and cost recovery through FY2019-20 should be prepared and submitted by the operating entity to the City for approval.

The Financial Plan should include:

1. Projection of Annual Revenues

*Evaluation of earned revenues and revenue generation strategies*

- *Increase in individual, family, and group visitors*
- *Innovative community/special event planning*
- *Partnership opportunities, gifting, endowments*
- *Dedicated fund-raising events*

2. Projection of Annual Expenses

*Evaluation of expenses and identification of cost-savings measures for personnel, operations and capital outlay.*

- *Personnel*
- *Operations*
- *Capital Outlay (restoration, service contracts, improvement projects)*

C. Interpretative Plan – The primary guidance tool for determining and managing how the historic aspects of the site will be presented to the public. Integral to the interpretative plan will be creating a memorable and valuable visitor experience.

The Interpretive Plan should address:

- *How historic collections are displayed and curated*
- *How physical and visual historic resources are explained*
- *How historical associations, such as events, important people, and the site’s historic land uses are presented*
- *Display designs, signage, markers, plaques, and monuments,*

D. Marketing Plan – Defines the needs and resources necessary for marketing of the site. The marketing plan should include obtaining feedback by surveying of visitors, and surveying the community to understand the potential opportunities and services that can be offered through the site.

The Marketing Plan should include:

- *Feedback from existing visitors to Rippavilla*
- *Surveying the community*
- *Understanding the needs of visitors to Middle Tennessee and Tennessee*
- *Future Target Market Strategies – Who Isn’t Visiting Rippavilla?*
- *Publicity/Social Media*
- *Packaging (group sales, annual visitor pass, incentivizing new/repeat visits, pricing, etc.)*

## 5) Define Responsibilities of the City

A. Maintenance of Property – Under the Agreement for Conveyance of Rippavilla to the City, the City agreed to maintain Rippavilla Property, including all existing improvements or new constructed improvements of the property.

Maintenance responsibilities of the City included:

1. Electrical and mechanical infrastructure, including electrical panels, lighting and underground supply, plumbing, HVAC, phones and internet, and fire suppression system.

2. Roads, driveways and parking areas, and fences, including paving and pothole management, fence painting and repairs.
3. Building structures, including roofs, gutters, windows and brick walls, painting and foundations and floors. All repairs and maintenance would conform to established guidelines for National Register of Historic Places, including without limitation The Secretary of the Interior’s Standards.
4. Lawn and grounds care will be conducted on appropriate seasonal schedules and with landscaping consistent with an appealing public place and a nationally significant historic property.

**Finding 2:** The Conservation Easement<sup>11</sup> requires that a Property and Facilities Master Plan be prepared and submitted for approval by the Land Trust for Tennessee. The Rippavilla Task Force spent an extensive amount of time discussing how best the City of Spring Hill could realize the long term vision, goals, and uses of the property. The Task Force reviewed plans that had been developed for Harlinsdale Park (Franklin, TN), Marcella Virrette Smith Park (Brentwood, TN), Bowie Nature Park (Fairview, TN), Two Rivers Mansion (Nashville, TN), and others. The Task Force finds that there are distinct interests for the Rippavilla Property, including, preservation of the property as a Historic Site, and future development of the site as Park Land (within the context of the Conservation Easement). The Task Force further finds that in order to identify these goals and realize the long term vision for the property, a thorough property and facilities Master Plan must be completed.

**Recommendation:** The Rippavilla Task Force recommends that the City contract with a professional firm to complete, in coordination with the Operating Entity, a Master Plan that incorporates the following components<sup>12</sup>:

- 1) Vision Statement – this should be a short and concise statement of the purpose and goals of the organization regarding the preservation and use of the historic site and use of the property as Park Land (which is not necessarily the overall mission of the organization).
- 2) Historical Overview – this should be a highly detailed history of the site, its historical development, its historic features, buildings and structures, and a chronicle of important people or events associated with the property.
- 3) Organization Overview and Goals & Objectives for Use of the Historic Site and Park – this section should include a detailed history of the administering organization and also explain thoroughly how goals and objectives for the use, care, and management of the site were determined and how decisions were made.

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<sup>11</sup> “In the event the Property is owned by a governmental entity... (a “Qualifying Entity”), before undertaking any activities on the Property, the Qualifying Entity shall prepare a Property and facilities master plan (a “Master Plan”) and shall secure the written approval of Granttee for the Master Plan.” Source: “Conservation Easement” §16(b), Rippavilla, Inc. d/b/a Rippavilla Plantation, Inc. (Grantor) to The Land Trust for Tennessee (Granttee); April 13, 2017:

<sup>12</sup> Source (in part): “Master Planning Guidelines for Historic Sites”, Georgia Department of Natural Resources

- 4) Future Use and Development Plan – this section should be the primary guidance tool for implementing the goals and objectives for the physical development of the site.
- 5) Preservation Plan – this section should be the primary tool for determining the appropriate treatment of the historic resources on the property, with particular attention to how these resources exist within a site used as Park Land.
- 6) Maintenance Plan – this section should be the primary tool for determining the resources that will be necessary to maintain the property.
- 7) Interpretation Plan – this section should be the primary guidance tool for determining and managing how the historic aspects of the site will be presented to the public.
- 8) Disaster Plan – this section should be the primary guidance tool for reacting to an emergency situation involving the site, such as fire or natural disaster.
- 9) Business Plan – this section should establish how the administering organization professionally manages the site.
- 10) Financial Plan – this section should establish how funding the site’s operational and developmental needs will be achieved, including providing for future improvement of the property through the City of Spring Hill Capital Improvement Program.

**Finding 3:** Upon feedback provided at the Board of Mayor and Aldermen Work Session on February 5, 2018, the Rippavilla Task Force discussed the possibility of forming an oversight or governing committee for Rippavilla. The Task Force discussed that such oversight should not be limited to Rippavilla Plantation, and should accommodate potentially other historic properties. The Task Force finds that a new commission, or council, incorporating representatives of the City’s existing Historic Commission, Parks and Recreation Commission and the Economic Development Commission, be formed to serve as an advisory board to the Board of Mayor and Aldermen for matters regarding tourism related properties (modeled similarly to the charter of the Parks and Recreation Commission<sup>13</sup>). The Task Force further finds that such a board would benefit from at-large members, and a member from the Board of Mayor and Aldermen.

**Recommendation:** The Rippavilla Task Force recommends that the City form a Tourism Council as an advisory committee to the Board of Mayor and Aldermen, to ultimately be chartered as a permanent committee under Title 2 of the Spring Hill Municipal Code. The Rippavilla Task Force recommends that membership of the Tourism Council should include, but not be limited to:

- 1) A delegate of the Historic Commission
- 2) A delegate of the Parks and Recreation Commission
- 3) A delegate of the Economic Development Commission
- 4) A member of the Board of Mayor and Aldermen
- 5) Any number of at-large members

The Rippavilla Task Force further recommends that until the Tourism Council is created, that the Mayor or Board of Mayor and Aldermen charge the Task Force with serving in this capacity.

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<sup>13</sup> Title 2, Chapter 2 of the Spring Hill Municipal Code (as recently amended by Ordinance 17-20)

### **Conclusion and Action Items**

The Rippavilla Task Force has prepared a Summary of Action Items outlining tasks and items that should be completed by the City of Spring Hill. Examples of items to be completed include: Completing a survey of Building Envelope A and Building Envelope B (a requirement of the Conservation Easement if the City intends to construction any new structures in these areas), establishing guidelines for use of the facilities, maintaining current agreements or leases for the farming of the property, etc. **This Summary of Action Items is included as an attachment to this document as Appendix A.**