

## **RESOLUTION 21-51**

### **A RESOLUTION TO ADOPT THE RIPPAVILLA MASTER PLAN**

**WHEREAS**, the City of Spring Hill adopted Resolution 17-51 accepting the donation of Rippavilla Plantation from Rippavilla, Inc. on May 15, 2017; and

**WHEREAS**, the City of Spring Hill adopted Resolution 18-15A on February 20, 2018 accepting the recommendation of the Rippavilla Task Force for the operation of Rippavilla and expressing its intent to fund and complete a Master Plan for Rippavilla Plantation; and

**WHEREAS**, the City of Spring Hill utilized a qualification-based selection process to issue a Request for Qualifications approved by the Board of Mayor and Aldermen; and

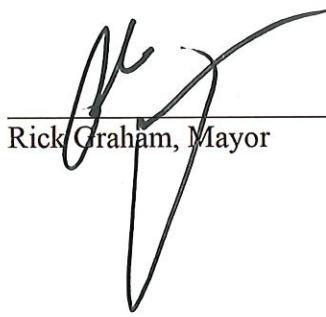
**WHEREAS**, following interviews, a selection committee recommended Tuck-Hinton as the preferred consultant for the Rippavilla Master Plan project; and

**WHEREAS**, the City of Spring Hill approved the Professional Services Agreement with the consultant firm Tuck-Hinton Architecture and Design for the Rippavilla Master Plan project as approved in Resolution 20-28 on March 16, 2020; and

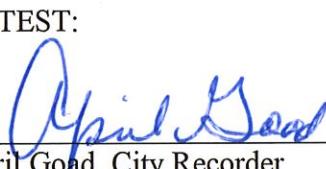
**WHEREAS**, Tuck-Hinton Architecture and Design LLC has completed the Rippavilla Master Plan project attached as Exhibit A.

**NOW, THEREFORE, BE IT RESOLVED**, the Board of Mayor and Aldermen of the City of Spring Hill hereby adopts the attached Exhibit A as the official master plan for Rippavilla.

**Passed and adopted by the Board of Mayor and Aldermen of the City of Spring Hill, Tennessee on this 19th day of April, 2021.**

  
Rick Graham, Mayor

ATTEST:

  
April Goad, City Recorder

LEGAL FORM APPROVED:

  
Patrick Carter, City Attorney



A wide-angle aerial photograph of a large, two-story plantation house with a prominent portico and several chimneys. The house is nestled among mature trees and is surrounded by a well-maintained lawn and several smaller buildings, including a garage and outbuildings. In the background, rolling green hills and a small town are visible under a clear blue sky.

2021

CITY OF SPRING HILL

## HISTORIC RIPPAVILLA MASTER PLAN

01 APRIL 21

## MASTER PLAN DESIGN TEAM

ARCHITECTURE, INTERIORS & PLANNING	TUCK-HINTON ARCHITECTURE & DESIGN
PLANNING & LANDSCAPE ARCHITECTURE	KISER + VOGRIN DESIGN
BUSINESS & MARKET ANALYSIS	PILLARS DEVELOPMENT
PRESERVATION	THOMASON & ASSOCIATES
MUSEUM SERVICES	CAROLYN TATE MUSEUM & ARCHIVING SERVICES
CIVIL ENGINEER	VOLKERT ENGINEERING
ESTIMATING	ROCK CITY CONSTRUCTION



# 00

HISTORIC RIPPAVILLA MASTER PLAN

## TABLE OF CONTENTS

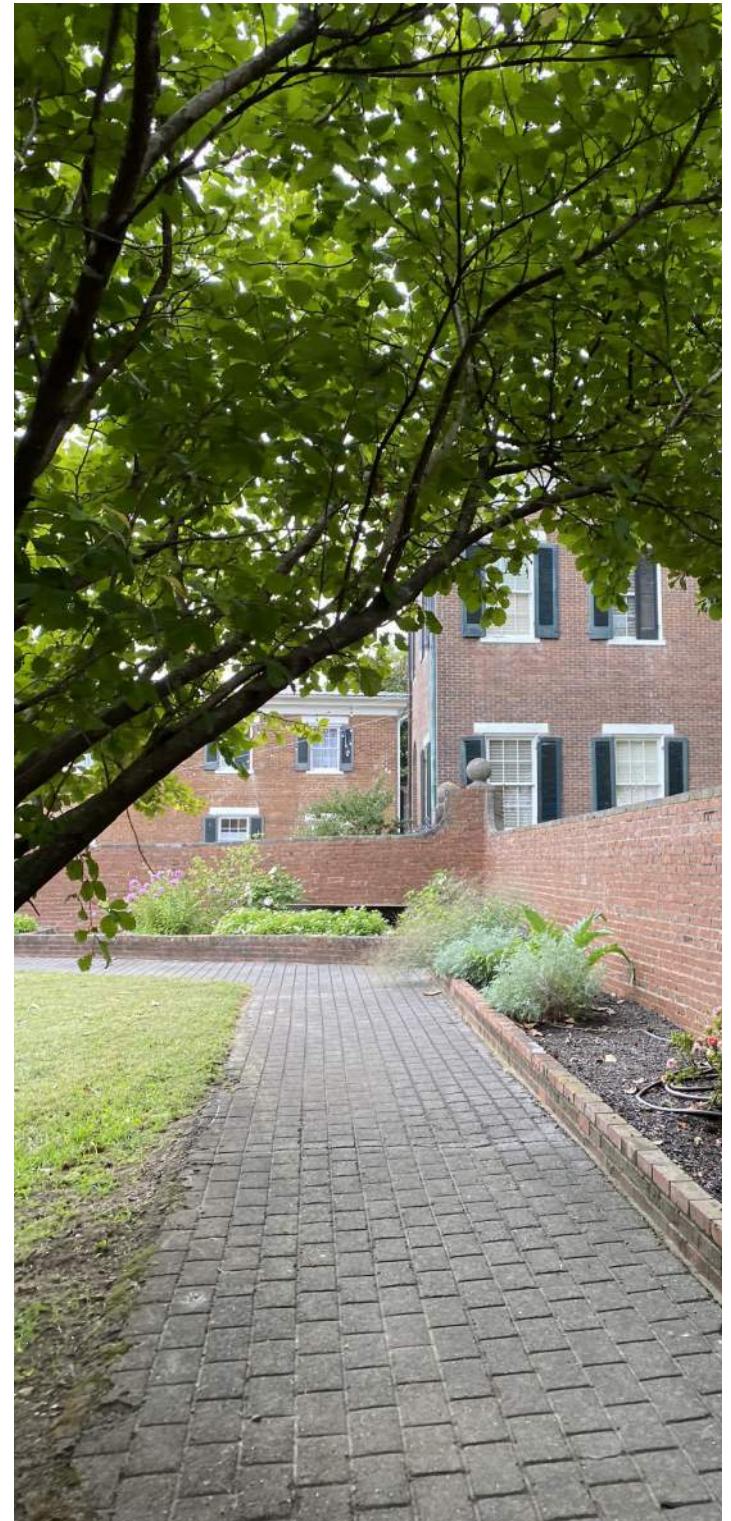
SPRING HILL, TENNESSEE

### TABLE OF CONTENTS

<b>SECTION 01</b>	VISION STATEMENT
<b>SECTION 02</b>	EXECUTIVE SUMMARY & MARKET ASSESSMENT
<b>SECTION 03</b>	PRESERVATION PLAN / HISTORIC OVERVIEW & ASSESSMENT
<b>SECTION 04</b>	MASTER PLAN RECOMMENDATIONS RECOMMENDATIONS COST / FUNDING SOURCES MAINTENANCE & OPERATION PLAN
<b>SECTION 05</b>	INTERPRETIVE PLAN
<b>SECTION 06</b>	IMPLEMENTATION PLAN ORGANIZATIONAL OVERVIEW BUSINESS PLAN USE PLAN DISASTER PLAN
<b>SECTION 07</b>	APPENDIX

01 APRIL 21

TUCK-HINTON



# 01

HISTORIC RIPPAVILLA MASTER PLAN

## VISION STATEMENT

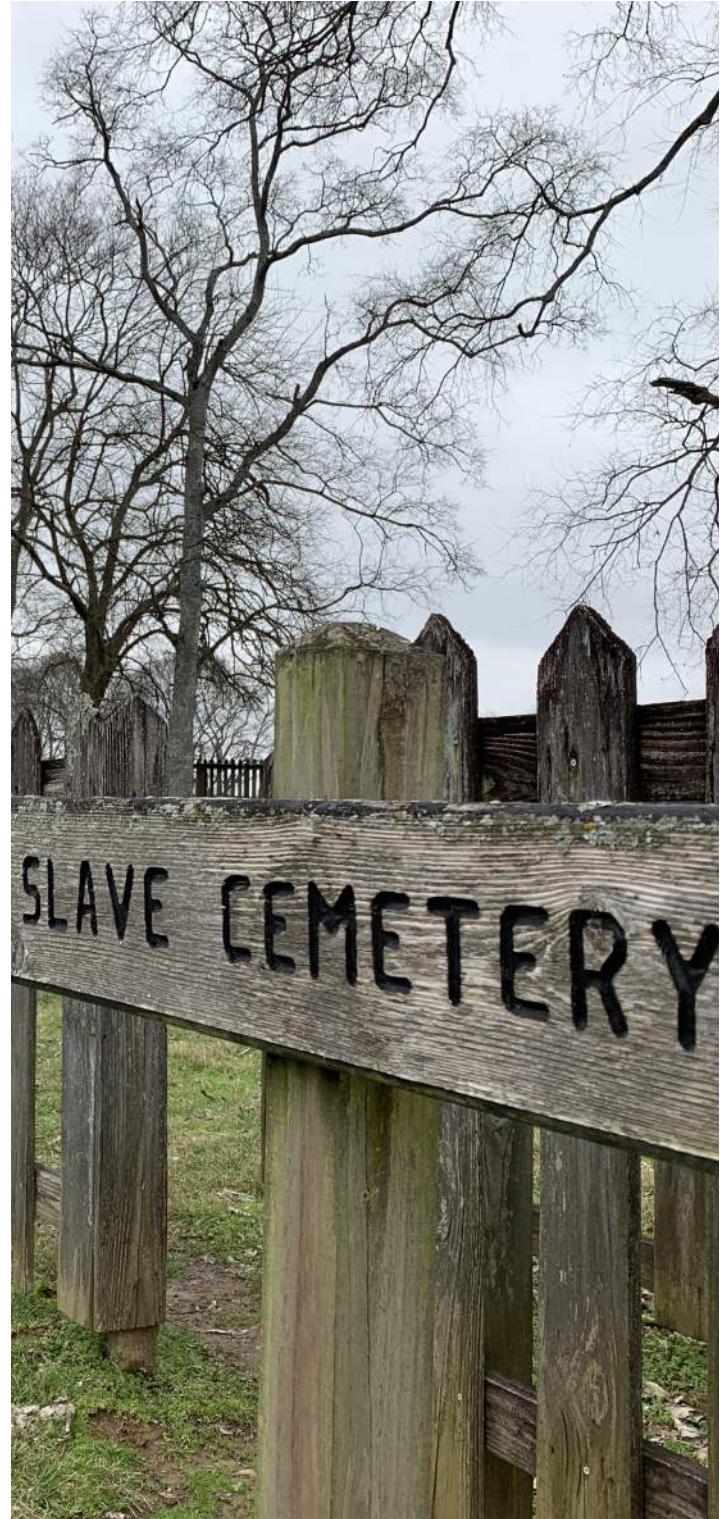
SPRING HILL, TENNESSEE

### VISION STATEMENT

*This section contains a short and concise statement of the purpose of the Master Plan.*

The Master Plan presents a strategy for greater utilization of the 98-acre historic site. This is done with an emphasis on financial viability being achieved through amplifying the historic appeal and story-telling aspects that have contributed to Rippavilla's success in the past, while also establishing complementary and activating uses for the future.

TUCK-HINTON



## EXECUTIVE SUMMARY

*This section summarizes the property's history & importance.*

### PROPERTY'S HISTORY & IMPORTANCE

The story of Historic Rippavilla begins in 1852 when Nathaniel and Susan Cheairs began construction of their home which is known today as Rippavilla mansion. It was not completed until 1855 which is also when the family moved in. Information from the 1860 Federal Census notes that the Cheairs plantation contained of 1,100 acres of agricultural land producing staple crops such as wheat, corn, cotton, tobacco, and oats as well as livestock. In 1862, Rippavilla was occupied by Union General Bull Nelson. Three years later, in 1865, the Civil War ended and the property was restored to the Cheairs family. It was passed down to their son until its first big sale in 1920 to entrepreneur, John Whitfield. Several years later, in 1925, the property was sold to Nashville Banker, P.D. Houston where he lived out the remainder of his life.

In 1958 Columbia native John H. Sharrit purchased Rippavilla from the Houston Estate. A year later Ruby Mae Davis Loftin bought a portion of the tract of land that included the mansion as well as 48 acres of property. In the following year, 1960, Rippavilla was purchased by Robert and Hesta Witherspoon. In 1984 at Hesta's passing, her sister, Joy Rasbury, inherited the property. Shortly thereafter, with growing pressure of increased development in the community, Joy and Victor Rasbury sold the Rippavilla property to the Maury County Industrial Development Board (IDB). The IDB leased the property to Saturn/GM for many years following, who eventually came to own it. See Section 06 IMPLEMENTATION PLAN for a more detailed accounting of recent owners and operators.

# 02

HISTORIC RIPPAVILLA MASTER PLAN

## EXECUTIVE SUMMARY & MARKET ASSESSMENT

SPRING HILL, TENNESSEE

Today, Historic Rippavilla is owned by the City of Spring Hill and stands as one of its most important historical, cultural, and easily identifiable assets. The iconic site offers an opportunity for visitors to travel back in time and experience Spring Hill as it was generations ago. Rippavilla offers a singularly unique platform to tell the stories of individuals and events that shaped the history of Spring Hill, Maury County, and the nation as a whole.

The grounds, which span 98 acres, encompass the 1855 mansion, the family and slave cemeteries, an 1855 stock barn and more, including the adjacent Battle of Spring Hill battlefield (precursor to the famous Battle of Franklin). During its history the property had wide and varied uses. Currently, visitors can enjoy a guided tour of the mansion, walk through the fields where the Battle of Spring Hill took place, enjoy the extensive grounds, walk the trails, and see outbuildings.

### RIPPAVILLA CURRENT STATE

- Historic Rippavilla is situated in Maury County, TN and owned/controlled by the City of Spring Hill.
- The 98.44-acre property is located adjacent to the 84-acre Battle of Spring Hill Civil War Trust site.
- City of Spring Hill owns the property and contributes \$100,000 annually to the operations of the Rippavilla property.
- Since 2007, Rippavilla Inc has been the Operator for the property. The contract with Rippavilla Inc. was terminated as of March 31, 2021.
- The City of Spring Hill in process of selecting a new Operator for the property.
- Preservation & Restoration of Assets has maintained as a priority for the property. See Section 3 PRESERVATION PLAN for a more detailed accounting of the significance and current state of each structure on the property.

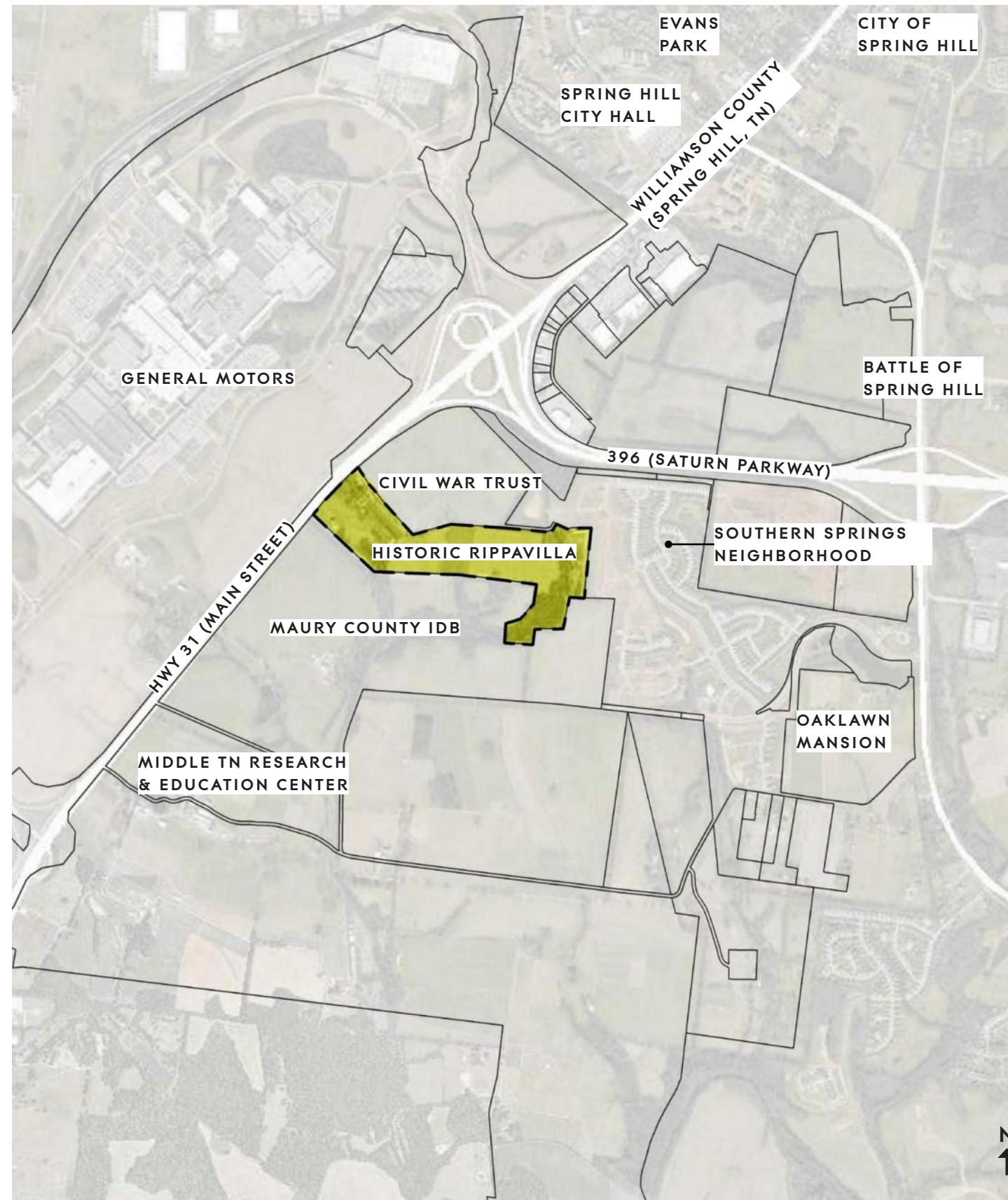
- Recent efforts have been made to reconnect with multiple families that have ties to history of property, expanding the storyline.
- New Artifacts and Exhibits have been added at the property also serving to further tell a more complete history.

### RIPPAVILLA MASTER PLAN PROCESS

The City of Spring Hill sought to establish a Master Plan for Historic Rippavilla and has worked with the master planning team from April 2020 to present. The planning team's initial phase of work involved documentation and analysis of existing conditions and research into its history. Following that, the team sought to engage with stakeholders and the community in a visioning process through interviews, public town hall meetings, and online surveys. Individuals were asked to contribute thoughts and preferences related to the history of the property, current uses and events, possible future complimentary uses, the built environment, landscape and grounds, and other ideas that they would identify with success for the future of Rippavilla.

Concepts related to the built environment, landscape and grounds, and interpretive approach were developed by the team based on this input and presented at subsequent town halls for additional input and feedback. These concepts were refined into the current plan and the various sections that follow related to preservation, master planning, interpretation, and implementation were compiled and detailed to provide a cohesive plan.

Alongside most of this process, a market assessment was conducted to benchmark Historic Rippavilla's current status, review community and City policy that could impact development of site, and identify potential opportunities to improve financial viability. Several comparable properties were researched to gather best practices and strategies that could be implemented at Rippavilla.



## MARKET ASSESSMENT: SITE & SURROUNDINGS

### DEMOGRAPHICS & ECONOMICS

Spring Hill is a rapidly growing city. With over 43,000 people, nestled within Maury county's nearly 100,000 population, the annual growth of Spring Hill has averaged over 1,000 people a year for the past few years.

The City's pro-business environment, proximity to the Nashville metropolitan area, and Huntsville just across the state line gives its citizens many employment opportunities nearby as well as convenient linkages to those job centers. A high quality of life, and lower cost of living, attracts new residents who desire to live in a growing, suburban environment with good public services and regional access. These community characteristics, along with job growth and increasing amenities, are some of the primary reasons that many residents decide to call Spring Hill home.

In recent years Spring Hill has experienced exponential growth with the rising population of middle Tennessee. According to the United States Census (2018) the city of Spring Hill had an estimated 41,464 residents. The number of residents has increased 12,563 from the 2010 estimate of 29,110. 50.3% of the population are women and 49.7% of the population are men. 33.4% of the population are under the age of 18. 8% are under the age of 5 and 8.6% are over the age of 65.

Regarding population, 91% of the population have identified as White, while 6.8% of the population have identified as Hispanic/Latino, and 4.3% have identified as Black or African American. Data gathered between the years 2014-2018 illustrate the median household income in Spring Hill is \$89,054. 77.9% of housing is owner occupied, with a median home value of \$257,800. Median expenses with a mortgage are \$1,587; the average expenses without a mortgage are \$418.00; while the median rent is \$1,357.



- This is compared to Median Household Income of \$50,972 and 66.3% across the state. Meaning that residents of Spring Hill have a higher threshold of disposable income and a greater majority of resident who aren't renters – likely indicating a more vested interest in the immediate neighborhood and community surroundings.

Education related demographics: 97.1% of persons ages 25 and above are high school graduates or higher. While 45.9% of person's ages 25 and above have bachelor's degrees or higher. 74.3% of the population that are ages 16 and above are in the civilian labor force. 62.7% of the civilian labor force are women.

**\*Data referenced in this section is from the United States Census estimates 2010, 2018, & 2019.**

The data above is representative of the City of Spring Hill because that is the municipality that Rippavilla most closely associates itself with as it is municipally owned, and financially supported, by the City. However, Maury County's economy does influence the potential level of Rippavilla's fiscal success. Historically, Maury County has been mostly rural and has built a strong agricultural economy. The 2009 Maury County Comprehensive Plan Section 2-6 and 2-7 expresses the need for:

**"...productive agricultural land and farms to be preserved and enhanced as development pressures increase in rural areas and to ensure the long term viability of the agricultural economy in Maury County."**

Areas of other large economic strength are in the production, manufacturing and logistics industries.



**KEY FINDINGS FROM RECENT STUDIES**

In recent years, the City of Spring Hill and Maury County released several significant studies that were reviewed as part of the Market Analysis. Relevant policies and recommendations from these studies were used to guide the recommendations for the Rippavilla Master Plan:

- Telling the Whole Story of the Civil War-Era Experience
- Spring Hill Bicycle & Greenway Plan
- Parks & Recreation Master Plan
- Spring Hill Rising 2040

Four primary themes arose from the studies that were pertinent to the continued development of the Rippavilla Estate. These four themes provide evidence and support of external policies and plans to build the cultural and economic success of Maury County and Spring Hill. Further, these external studies provide written documentation of efforts to preserve and capitalize on the local resources made available to both municipalities for the benefit of the residents and future development.

**THEMES FROM RECENT STUDIES**

- Identity
- Preservation of natural and cultural resources
- Connectivity to surrounding parks and trails
- Investing in community

**IDENTITY**

In 2019, Rippavilla Inc. worked in tandem with the Civil War National Heritage Area and Middle Tennessee State University Center for Historic Preservation to evaluate standing structures on the property and create ways Rippavilla could alter their interpretation to be more culturally and historically inclusive. The 58-page document, *Telling the Whole Story of the Civil War-Era Experience* covered both the oral and researched history. This was inclusive of the plantation mansion and associated familial legacies and wealth. The document outlined ways to enhance the interpretation of key spaces within the plantation and also suggested that the following periods of time and cultural contributions be used for interpretation and programming. These recommendations are focused on preserving the previous plantation, and now estate's, identity and legacy.

**DISTINCT EPOCHS IN TIME**

- Building the plantation (1850-1860)
- War & reconstruction (1860-1875)
- Agricultural innovation & return to prosperity (1875-1920)
- Rippavilla enters the modern era (1920-1958)

**DISTINCT CULTURAL CONTRIBUTIONS**

- Unique architecture of Rippavilla
- Rippavilla's place in civil war history
- Lives & contributions of those enslaved at Rippavilla
- Rippavilla's place in agricultural history of U.S.

**CONNECTIVITY TO SURROUNDING PARKS AND TRAILS:**  
In 2015 Spring Hill released the Spring Hill Bicycle and Greenway Plan. This plan was intended to:

*“...Expand upon these planning documents by guiding the implementation of projects that increase bicycle and pedestrian options, while also providing a continuous and safe non-motorized system that ensures easy access to jobs, services, and commerce. The Bicycle and Greenway Plan represents a commitment to design, construct, and maintain a network of safe, convenient, and attractive bicycle and pedestrian facilities for both commuting and recreational use throughout Spring Hill.” (P.4)*

In 2019 Maury County released the Maury County Parks & Recreation Master Plan. This plan was set forth to:

*“Provide a full range of recreational opportunities that connect people to rich cultural, and environmental athletic facilities and programs in Maury County as well as to make life long play and learning opportunities available for all residents.”*

Both plans proposed and supported the continuous growth of parks and greenways, through both the City of Spring Hill and Maury County for the larger goal of connectivity. The Maury County Parks & Recreation Master Plan proposed to connect the county and city to local culturally and historically relevant sites. In the Proposed Greenway Concept, Maury County proposed a “U.S. 31 Greenway,” a 9.4 mile opportunity for non-motorized transportation. The Greenway would begin at the Riverwalk in Columbia and venture to The Rippavilla Estate.



PATHS ALONG SPRING HILL BICYCLE AND GREENWAY

**PRESERVATION OF NATURAL & CULTURAL RESOURCES**

In 2015 Spring Hill released the Spring Hill Rising 2040 plan. In this plan Spring Hill generated multiple goals to achieve their vision and policy implementation, including a goal to protect and promote the natural and cultural resources. Several policies were created to support this goal:

- Policy: Promote the preservation of important historic properties, structures, and landscapes.
- Policy: Coordinate the creation of a greenway system.
- Policy: Preserve and enhance access to important natural resources.
- Policy: Preserve and enhance access to open space and rural areas
- Policy: Improve water quality protection

**INVESTING IN COMMUNITY**

The Spring Hill Rising 2040 plan also identified a goal to Invest in Community. To do this, Spring Hill proposed five policies, three of which were applicable to continued development and preservation of Rippavilla.

- Policy: Maximizing Efficient Use of Existing Infrastructure
- Policy: Coordinate Infrastructure Expansion
- Policy: Promote the Preservation of Historic Properties, Structures, and Landscapes

**KEY FINDINGS FROM RIPPAVILLA MASTER PLAN PROCESS**

In April of 2020, the City of Spring Hill initiated this current Master Plan study to address and establish a guide for development of improvements on the site, facilitate historic interpretation of the site, provide a safe and enjoyable visitor experience, and protect & preserve the historic significance and resources/assets on the site. In addition, a primary objective of the Master Plan study was to identify strategies and best practices for the financial management of the property.

The Master Plan Design Team solicited input from the community and key stakeholders through a series of virtual Town Hall meetings and on-line surveys. Several goals & priorities emerged that were considered in preparing the recommendations for the Historic Rippavilla Master Plan.

**GOALS & PRIORITIES**

- Identity: Rippavilla's rich history and offerings
- Preservation & restoration of historic assets
- Amplified historic appeal and storytelling
- Expanded interpretation and education of storyline
- Financial viability
- Site utilization and activation
- Expanded programming & visitorship
- Physical development complimentary to the site's character
- Infrastructure Improvements
- Improved operations & management of property
- Community input and best practices
- Beautification of site and grounds
- Organization Structure: Private Institution Vs. Public Asset
- Identify private, semiprivate, and public spaces and amenities
- Identify Community Partners



BRIDGE CONNECTING PATHS ALONG SPRING HILL BICYCLE AND GREENWAY

## MARKET ASSESSMENT: COMPARABLE LOCATIONS

### INTRODUCTION

Population for selecting comparable plantations were focused primarily in the Southeastern region of the United States. This region was chosen because of the historic context, and weighted more heavily for a comparable analysis over the northeast because of the transatlantic slave trade with accompanying primary trading posts along the southeastern coasts and the east side of the Mississippi River. Other reasons included the Antebellum Era; American Civil War; and finally the shift of economic system from agricultural to industrial.

The South was also the predominate region to maintain an agricultural economy after the Northeast and Midwest began to transition into the industrial revolution. As a result, the maintained economy and political interest of the southern leadership had a longer desire and deeper built plantation economy. Additionally, the southeast held a higher concentration of plantations and plantation complexes. A plantation is defined as an estate where crops are cultivated by resident labor. A plantation complex is the built environment that was common on agricultural plantations between the 17th and the 20th century. Structures on complexes included slave quarters, schoolhouses, place of worship, blacksmith shop, doctor's cabin, and the plantation mansion (or commonly referred to as a "big house"). All listed bordering states and states in between were used for the comparable analysis. The geographic boundaries of this region are as defined Kentucky and West Virginia bordering the North, Virginia, North Carolina, South Carolina, and Georgia bordering the east, Florida and Louisiana bordering the South, and Louisiana and Arkansas bordering the West.

The analysis began with a total of 13 plantations and plantation complexes. These were: Oak Alley Plantation, Belle Meade Plantation, Nottoway Plantation, Pebble Hill Plantation, Magnolia Plantation and Gardens, Drestrehan Plantation, San Francisco Plantation, James Madison Plantation Monteplier, Annadale Plantation, Drayton Hall Plantation, Evergreen Plantation, Natchez Pilgrimage, and Cheekwood. From this population the following six plantations had the most similar comparable metrics: Oak Alley Plantation, Evergreen Plantation, Drayton Hall Plantation, Magnolia Plantation and Gardens; Cheekwood and The Belle Meade Plantation.

Metrics used for the analysis are listed below. First, the property must be identified as a plantation. Second, the acreage of compared plantation must be around 100 acres and have similar utilization of land compared to the Historic Rippavilla. Third, the plantation must have some form of museum and must host paid tours. Fourth, the plantation must have a slavery story component. Fifth, the additional land around the inside of the plantation must have agricultural use. Sixth, there must be observed landscape that is visually appealing.

Plantations in the state of Tennessee were also researched and documented. None of the more local plantations met the metrics to be considered comparable. These plantations are The Lotz House, Carton Plantation, Carter House, and the Hermitage Plantation. The Lotz House is only a house without an accompanying plantation. It sits on a 3.5-acre lot and only offers house tours. The Carton Plantation and the Carter House share a 48-acre lot, but only offer house tours and seasonal cultural events. The Hermitage Plantation sits on 1,100 acres of land; has self-guided tours and/or video tours, and a restaurant.

### COMPARABLE PROPERTIES OVERVIEW

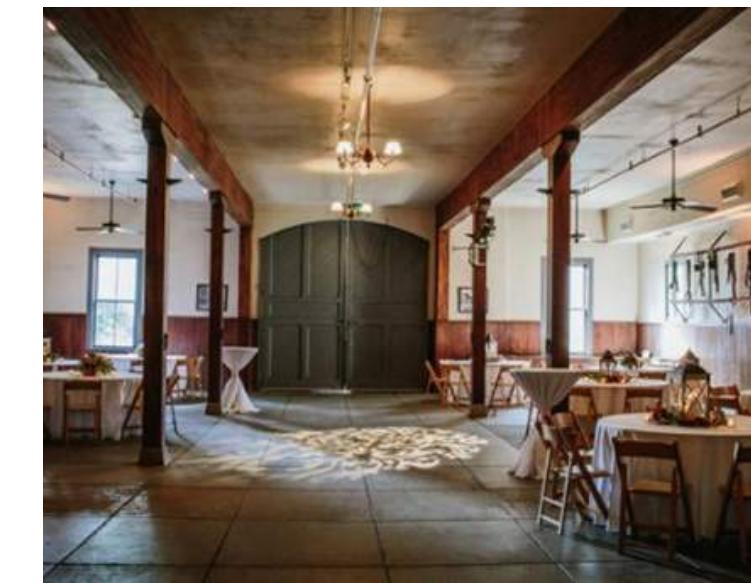
Six properties were included as comparables to Rippavilla for research and analysis of the property's full operating potential:

- Belle Meade: Nashville, TN
- Cheekwood: Nashville, TN
- Evergreen: Edgar, LA
- Drayton Hall: Charleston, SC
- Oak Alley Plantation: Vacherie, LA
- Magnolia Plantation: Charleston, SC



### BELLE MEADE: NASHVILLE, TN

- Outdoor and Extended Hours Programming
- Extensive Educational Programming: School, Family, Community, & Volunteer Programming
- Café and Dining (Belle Meade Meat & Three)
- Belle Meade Winery
- 30-acres



### CHEEKWOOD: NASHVILLE, TN

- Focus on Beautification and Outdoor Programming; Summer Camp; School Workshop; Tours; Teacher Workshop & Resources
- Infrastructure Expansion
- Event/Learning Center: Seasonal Festivals; Storybook Trail; Botanical Gardens; Art Exhibit; Adult Education & Wellness
- Café and Dining
- Horticulture
- 55-acres



## EVERGREEN: EDGAR, LA

- Active agriculture (sugar cane harvesting)
- Preservation and Highlighting of Slave Quarters
- Ancestry Project; Slavery Database
- Extensive Educational Programming
- 400-acres



## OAK ALLEY: VACHERIE, LA

- Research and Artifacts
- Fundraising and Campaigning for Beautification Installations
- Ancestry Program/ Slave Database
- Rediscover Oak Alley: "Preservation in Progress"
- Dining and Lodging
- 28-acres



## DRAYTON HALL: CHARLESTON, SC

- Heavily Programmed Campus
- Event/Learning Center - capital projects & donor opportunities
- The Garden Cafe
- Exhibits, Architecture, & Art
- Archaeology and Archival Collections
- 125-acres



## MAGNOLIA PLANTATION, CHARLESTON, SC

- Focus on Beautification and Outdoor Programming: Nature Tram, Rice Field Boat Tour, Swamp Garden, Bird Walks
- Events/Learning Center: Zoo & Nature Center
- The Magnolia Cabin Project
- Peacock Cafe
- Horticulture
- 390-acres



## MARKET ASSESSMENT: KEY FINDINGS FROM COMPARABLE LOCATIONS

Belle Meade, Cheekwood, Magnolia Plantation, Oak Alley, Evergreen, and Drayton Hall are successful through six intentional avenues of fiscal and operational planning. These six strategies are listed and elucidated in the following section:

- Ease of mobility with walkways and wayfinding
- Beautification of Grounds
- Food service on the campus of plantations
- In-house program diversity
- Diverse funding sources
- Capital Projects

### MOBILITY IN WALKWAYS & WAYFINDING

#### (ACCESSIBILITY, HEARING, & VISUALLY IMPAIRED)

Four out of six of the campuses have both an interpretive and/or welcome center within the first third of the property. This building serves as a welcome space and an interpretive center with a gift shop and/or small market. All of the plantations have erected maps and signs on grounds for identifying destinations and way finding. They create safe walkways connecting structures, buildings, and event spaces back to the main road. One out of six plantations had alternative avenues for the hearing and visually impaired around the campus. Placed on the bottom center of each descriptive sign was braille and an audio box for those that needed it.

### BEAUTIFICATION OF GROUNDS

Magnolia Plantation, Cheekwood, and The Belle Meade Historic Site & Winery leaned into creating beautification efforts around their campus. As a result, these entities are able to capitalize from their grounds through tours, programming, and events. These outdoor spaces supplemented with plants, flowers, and vegetation create a visually appealing zone with flexibility for events and programming.

### FOOD SERVICE ON CAMPUS

All six estates or plantations have an on-site eatery. The size of the eatery; the quantity of options; and diversity of food choices; varies by each location and available space. All campuses host food and beverage options on their grounds to accommodate guests short term desires with the potential of elongating their stay. Each entity acknowledges most visitors attending events and tours arrive in groups and most often have children. A small eatery space can accommodate basic food and beverage needs. Other campuses are able to sell beer and wine on grounds and do so for adults and visitors coming for after hours or corporate events. The implementation of an on-site eatery allows each entity to have deeper interaction with visitors, gives the visitors small options for hunger or thirst, potentially elongates the time each visitor stays on the site, and is a small revenue generator if managed properly.

### PROGRAM DIVERSITY

Diversity in programming was consistent at each individual estate. Each estate/plantation hosted programming that was specific to their plantation's history and culture. All estates had separate programming for the following groups: youth, active/engaged, educational learners, gardeners, and historians. More specific programming was dependent on local partnerships, cultural festivals, annual commemorations, and celebrated holidays. Areas or activities were also targeted for children and families, creating a great impact on increasing the amount of returning patrons, as well as a more marketable educational experience.

### DIVERSE FUNDING SOURCES

Based on a completed master site plan for specific estates/plantations, the entity was able to secure funding through the following:

- Build or increase an existing endowment(s)
- Memberships
- Foundation and accompanying donor levels
- Tribute and memorial "gift" options. Examples: spaces; FF&E both inside and out, blooming flower bed dedications; tribute trees
- Financial, or other support, from municipalities or tourism focused organizations
- Plantation specific campaigns to raise money for specific section build-outs or upgrades. (Amounts of \$20-M & up)
- Corporate Partnership Packages to fund educational programs; seasonal festivals; exhibitions; and special events
- "Institutional Support" harnessing both funders and volunteer labor to support permanent and seasonal collections; archives; exhibitions; preservation projects; at risk collections and the coinciding programming.

### CAPITAL PROJECTS

Three out of six of the comparable locations had ongoing "Preservation in Progress" capital projects. Each preservation project was established in phases of master planning and executed through corporate, institutional, and foundational fund-raising. The purpose of each capital project was to redesign and/or preserve a large section of the campus or already established building. Flexible amenity spaces for learning, teaching, and events provides a space to host functions that can create a strong recurring revenue stream and adds the additional capacity to attract and support more events. Each capital project served a three-fold purpose.

- To preserve or redesign
- To release new marketing and branding around the project
- To leverage the project as a new attraction to or point of interest for established visitors or new potential visitors



EXAMPLE OF ACCESSIBLE PATHS - AUDUBON GARDEN AT MAGNOLIA PLANTATION



EXAMPLE OF GROUNDS BEAUTIFICATION - CHEEKWOOD HOWE GARDEN



EXAMPLE OF FOOD SERVICE ON CAMPUS - CAFÉ 29 AT CHEEKWOOD



EXAMPLE OF PROGRAM DIVERSITY - LIVING HISTORY EVENT AT LOTZ HOUSE MUSEUM



EXAMPLE OF FOOD SERVICE ON CAMPUS - CAFÉ 29 AT CHEEKWOOD



EXAMPLE OF A CAPITAL PROJECT - PRESERVATION IN PROGRESS AT DRAYTON HALL

## MARKET ASSESSMENT: RECOMMENDATIONS FOR RIPPAVILLA

Historic Rippavilla embodies a mass of potential with its current structures and acreage. Due to the present limitations in funding and local partnerships, strategic planning will be required to carry out plans for future development. Based on the market research and input received during the Master Plan process, the consultant team has developed three primary categories of recommendations. These will be used as a framework outline solutions to existing barriers and defines developmental goals attracting both people and capital to Rippavilla.

### #1 OPERATIONS

### #2 EXPANDED PROGRAM OFFERINGS

### #3 CAPITAL IMPROVEMENTS



PEER INSTITUTIONS - CARNTON HOUSE, FRANKLIN, TN

### #1 OPERATIONS

#### RECOMMENDATIONS & OBJECTIVES

- Develop clear & strong leadership, identity, and vision
- Assess hours of operation, staffing, and financial tracking of ticket prices, retail, other offerings, and revenues & expenses
- Form committees and identify/monitor key performance goals and metrics
- Identify, partner with, and monitor peer institutions and organizations for greater reach and resources
- Consistently collaborate with surrounding governing bodies and institutions to carry out Master Plan objectives
- Leverage current relationships and display commitment
- Generate positive press that reflects desired identity
- Diversify funding sources by prioritizing Grants and donations, seeking new and stronger partnerships, and utilizing existing Community Partners



RIPPAVILLA MANSION - SIDE YARD VIEW

### BUILD AN IDENTITY

The written history of Rippavilla is substantially limited to the familial legacy of the estate owners. A 2019 publication "Rippavilla: Telling the Whole Story of the Civil War- Era Experience" unveils decades of history relevant to the life and legacy of the original property owner and the subsequent owners of the property as it pertains to the Civil War. The last published tagline for Rippavilla states "Come for the Rich Southern History. Leave with a New Memory." Unfortunately, the majority of artifacts, standing structures, and stories for tourism are nestled in the mansion located at the front of the first third of the property. The remaining two thirds of the property are left undeveloped and, in their current state, are found generally undesirable for potential tourists or patrons. This portion of the property possesses a wealth of artifacts, heritage and stories beyond the contents of the mansion, but lacks the infrastructure and interpretive support necessary to encourage visitors to explore these areas further.



PEER INSTITUTIONS - LOTZ HOUSE MUSEUM, FRANKLIN, TN



PEER INSTITUTIONS - HISTORIC OAKLAWN PLANTATION, SPRING HILL, TN



PEER INSTITUTIONS - CARTER HOUSE, FRANKLIN, TN

## #2 EXPANDED PROGRAM OFFERINGS

### RECOMMENDATIONS & OBJECTIVES

- Focus on Education & Interpretation
  - Create proper staff positions for support
  - Include in-house Storyline Research & Copy-writing
- Provide a journey from the past to the present
- Activate the entire site
  - Install a Signage & Live Beacon System
  - Invest in Infrastructure to create better connectivity & wayfinding and encourage exploration
- Incorporate agriculture, archaeology, arts, culture & horticulture in programming and amenities
- Plan programming for themed / seasonal and recurring community events and / or festivals
- Designate spaces for education & events that do not compromise the integrity of historic structures

### BUILD AN AMENITY RICH EXPERIENCE

The first portion of the property has the capacity to host a variety of programs and offers the visitor a clear starting point upon arrival. Incorporating a cafe, an exhibit space, and a gift shop independent of the primary program provides an opportunity for visitors to remain on the property for an extended period of time. These additional amenities generate additional revenue and build popularity regarding the overall experience.

### A DINING COMPONENT

Adding a small space to serve food and beverage within this cluster would allow patrons to enjoy a snack or a light meal before or after their time on the plantation. These spaces are important and beneficial for patrons that are coming to stay longer hours or for private and public events. Drayton Hall, Oak Alley, and Magnolia Plantation & Gardens all have small successful eateries for patrons to enjoy a light meal or snack.

As Rippavilla grows, it can look to re-purpose the current kitchen area as other plantations have transitioned theirs, and seek to create a more substantial café in a separate structure, as Cheekwood has done. Drayton Hall, Oak Alley, and Magnolia Plantation & Gardens all have small successful eateries for patrons to enjoy a light meal or snack.

### STAYING REVERENT & RELEVANT

The majority of plantations across the southeastern portion of the United States glorify the plantation mansion and its representation of status, elegance, wealth, and prestige. This is accomplished by making the mansion the main focal point of the tours, event spaces, exhibits, conversations, and marketing. Whereas, the slave quarters or other complementary structures that are part of the plantation complex are small highlights or stories kept separate for the visitors. The separation of stories between mansion owners and slaves infers that there are two separate histories and stories to be told and weights each against the other. Creating two narratives under one plantation dismisses the relevance and importance of the complete narrative and overtly dismisses the cruel realities of how the wealth and prestige of plantations and plantation owners were obtained.



EXAMPLE OF STAYING REVERENT & RELEVANT - MAGNOLIA PLANTATION CABIN PROJECT



EXAMPLE OF STAYING REVERENT & RELEVANT - MAGNOLIA PLANTATION CABIN PROJECT



EXAMPLE OF DESIGNATED SPACE FOR PROGRAMMING AND EVENTS - THE BARN AT TRAVELER'S REST, NASHVILLE, TN



SEASONAL COMMUNITY PROGRAMMING



EXAMPLE OF A SUCCESSFUL DINING COMPONENT - THE GARDEN CAFE AT DRAYTON HALL

## #3 CAPITAL IMPROVEMENTS

## RECOMMENDATIONS &amp; OBJECTIVES

- Repair & restoration of historic assets
- Strategic beautification
- Strategically improve areas with revenue generating potential
- Infrastructure for better connectivity & wayfinding to encourage exploration
  - Ensure that visitors are aware of destinations across the entire site and able to navigate from the front to the back of the property.
  - Create safe walkways connecting structures, buildings, and event spaces back to the main road.
  - Erect maps and signs on grounds for identifying destinations and wayfinding.
  - Light the road and primary walk-ways for safety and evening events. Consider utilizing solar.
- Interpretive Center: Retail Hub/Education/Events/Food/Family Programming.
  - Building provides space for orientation to the entire site, as well as versatile uses such as: classroom(s), exhibits, ticketing, gift shop, cafe/market, restrooms and event space.
  - Building can provide space for support staff, catering kitchen, and storage, allowing these program spaces to move out of the historic mansion.
- Create an event cluster at the front portion of the property that can operate independently of the mansion, preserving the historic asset, while increasing Rippavilla's potential to generate revenue. The event cluster would be combined with the new interpretive center to create a connected group of amenities and strengthening a sense of arriving at one's destination.
  - Repurpose Stock Barn as an event "shelter" that can host educational activities, income-generating events, and serve as an accessory support structure for events at the amphitheater and adjacent grounds.
  - A New exterior courtyard creates a flexible amenity space and physically connects all structures in the event cluster, those being the Event Barn, Interpretive Center, Freedmen's Bureau School and primary parking area.

At Drayton Hall, a similar campaign was initiated once donors and endowment were secured for the project. "Reimagining Drayton Hall," was a focused master plan effort that spanned over the course of 5 years. The plan placed priority on preservation of the mansion and its contents providing and arranging them true to its period, as well as providing new dedicated space for intentional and purposeful use. New spaces included the Sally Reahard Visitor Center, Lenhardt Garden, and the surrounding campus. This project was the result of a Capital Campaign with a clear vision of preservation and education, and has contributed to a more successful and sustainable model for Drayton Hall.



DRAYTON HALL: ORIGINAL DRAYTON HALL ESTATE PRESERVED IN POSTERITY



DRAYTON HALL: SALLY REAHEARD CENTER OPENING DAY, SPRING 2018



DRAYTON HALL: LENHARDT GARDEN CENTERED AROUND HISTORIC TREE PRESERVED IN SITU



DRAYTON HALL: CAMPUS CONCEPT RENDERING DEVELOPED FOR REIMAGINING DRAYTON HALL PROJECT



DRAYTON HALL: OUTDOOR SPACE USED FOR GATHERING AND EVENTS



A DRAYTON HALL: ERIAL OF NEWLY COMPLETED SALLY REAHEARD VISITOR CENTER ET. AL.

# TUCK-HINTON



## HISTORIC OVERVIEW & ASSESSMENT

*This section consists of a highly detailed history of the site and its existing structures and landmarks.*

Historic Rippavilla 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 Garage (currently serving as a Gift Shop for the museum), one original Enslaved People's Cabin, a Freedmen Bureau's School House (circa 1870), Historic Cheairs Cemetery, Brown's Stand (a historically accurate recreated log structure), Ikard Center, several barns and other structures supporting the agricultural use of the property, and Rayburn Amphitheater.

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. (NRHP Reference #9600073). On April 13, 2017, Rippavilla, Inc. placed a Conservation Easement with The Land Trust of Tennessee, Inc ("Conservation Easement") for the purpose of protecting the conservation values of the property.

# 03

HISTORIC RIPPAVILLA MASTER PLAN

## PRESERVATION PLAN / HISTORIC OVERVIEW & ASSESSMENT

SPRING HILL, TENNESSEE

## PRESERVATION PLAN

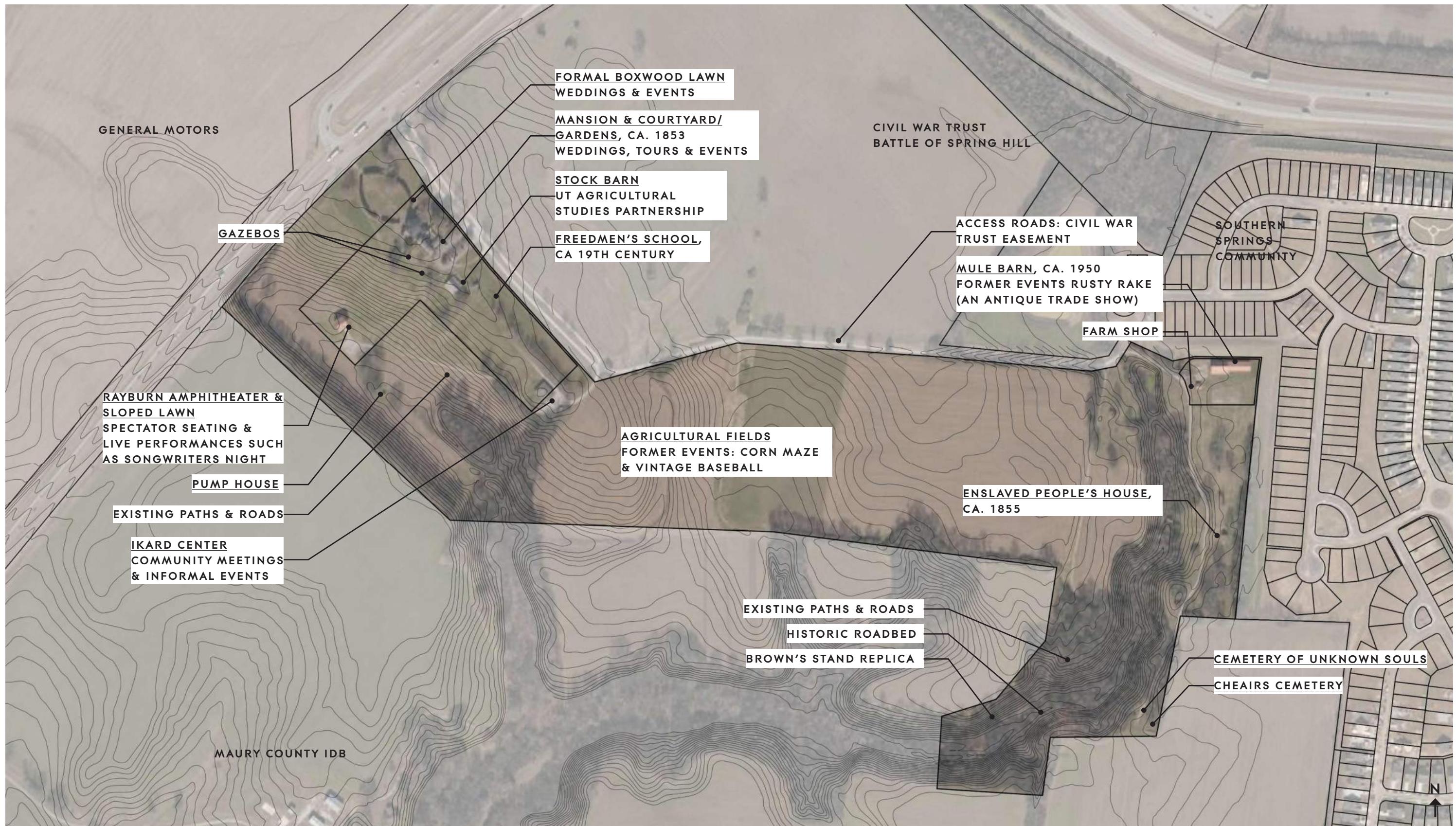
*This section will be the primary tool for determining the appropriate treatment of the historic resources on the property.*

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.

Preservation of the historic site, its structures, landscape in its natural, undisturbed state should continue as a core value and mission at Historic Rippavilla. Recent generations of administrations have set about to protect these assets restoring and repairing historically significant structures (namely the Mansion) and through historic research projects. In 2017, the operator of Rippavilla partnered with the Land Trust for Tennessee and incorporated a Conservation Easement on the property. The Easement was established "...for the purpose of assuring that, under the perpetual stewardship of Grantee, the agricultural, forest, open space, watershed protection, historic, and scenic values of the Property will be conserved and maintained forever and that the uses of the Property that are inconsistent with these conservation purposes will be prevented."

Several guidelines in the Conservation Easement influenced the approach and recommendations of this Master Plan. The buildable portions of the property are listed in the document as Building Envelope A - the 10-acre portion of the property in proximity to the Mansion, and Building Envelope B - a 1.5-acre portion towards the back of the site which includes the Mule Barn and Farm Shop building. Buildable potential shall be confined to these envelopes and must be appurtenant to the existing context serving historic, agricultural, or public use. Additional information such as site access, paving, and event limitations are listed in the Conservation Easement as well. Components of the Master Plan are still subject to The Land Trust for Tennessee approval. The Land Trust should be notified for review and approval prior to construction of any new structures or undertaking any new activity so that specific plans, locations, uses, etc. may be considered for consistency with the Conservation Easement.

# TUCK-HINTON



PRESERVATION SITE PLAN



PRESERVING SITE VIEWS

## HISTORIC OVERVIEW & ASSESSMENT

Thomason and Associates Preservation Planners conducted a historic evaluation of the assets at Historic Rippavilla in April 2020. The following observations were concluded:

### RIPPAVILLA MANSION

Rippavilla is a two-story brick dwelling constructed in two major phases. The first phase was begun by Nathaniel Cheairs and his wife Susan in 1852 when they constructed a two-story brick dwelling on their property. This dwelling was built with a primary façade of Flemish bond brick and was intended to serve as a temporary residence while they constructed a new larger more substantial dwelling just to the west. Also at this time a separate kitchen and smokehouse was also completed to the east of the dwelling. These two buildings served the family for several years as work commenced on the main house to the west. Completed in 1855, the main section was designed in the Greek Revival style with a two-story Doric-influenced portico on the north façade. This configuration of Rippavilla continued from 1888 to 1920. In 1920, Rippavilla was sold to John Whitfield and between 1920 and 1925 the house was remodeled into the popular Colonial Revival style of the period. These modifications included changes in floor levels, roof lines, interior room configuration, and replacement of the original porticos. The main house and the rear kitchen/smokehouse were joined together at this time via a one-story brick hyphen.

The original 1852 house has a stone foundation, an exterior of Flemish bond brick, a hipped roof of metal standing seam and two interior central brick chimneys. The taller east chimney reflects its modification for the retrofit of a coal-burning fireplace in the 1920s. The 1855 dwelling has a stone foundation, an exterior of Flemish bond brick, a hipped roof of metal standing seam and four interior wall brick chimneys with corbeled caps. The original windows were replaced in the 1920s renovation with the existing six-over-six, double hung wood sash designs. These windows have stone sills



RIPPAVILLA, NORTH WEST ELEVATION



and lintels and louvered shutters. Some window openings were added or enlarged during this renovation as well.

The modifications of the 1920s include the addition of the west and north porticos, indicated by the presence of stretcher bond brick instead of the Flemish bond brick found on the earlier buildings.

Other evidence includes the raised porch bases with tile floors, the raised roof line (original roof is still visible via attic), and the addition of the wide entablature. The two-story, stretcher bond brick west facade is dominated by the full-height Greek Revival pedimented portico, which features a denticulated cornice and heavy molding and a smaller dentil course beneath the open frieze of the pediment. Four large, fluted columns support the portico, resting upon squared concrete bases and ending in elaborate Corinthian capitals decorated with an acanthus leaf motif. Two large pilasters flank the recessed entrance and support the second floor balcony. The two-story entrance provides interior access on both the first and second floor, and both entrances are of the same size and basic configuration. The first floor entrance is characterized by a single six-panel wood door flanked by slender engaged columns which support the plain cornice of the doorway.

A four-light transom and two six-light sidelights enhance the single door, which is recessed from the facade wall. The second floor doorway opens to a broad balcony with decorative wrought-iron railing. This entrance mirrors the first floor entrance in size but contains double paneled wood doors with wood framed screen doors. On either side of the double screen doors is a wood pilaster with plain capital, which also separates the single-pane transoms from the single-pane sidelights.

The symmetrical fenestration of the west facade is composed of two bays of windows on either side of the full-height pedimented portico. The windows are all six-over-six double hung sash with flat wood lintels and louvered and hinged wooden shutters on either side of each window. These windows were modified slightly in size and ornamentation during the 1920s remodeling and illustrate the types of subtle alterations that transformed the overall appearance of the facade. The second portico is located on the north elevation and is less imposing when compared to the west facade but shares similar ornamental features. The asymmetrical configuration of the two-story north facade is composed of seven bays, including five bays of first and second floor windows, the full-height portico, and a bay of first and second floor windows.

Like the west facade, all windows are six-over-six double-hung sash with flat wood lintels and louvered wooden shutters. The two-story portico, or colonnaded porch, has a slightly hipped roof supported by four large, squared columns with plain capitals, and two squared, paneled pilasters which flank the recessed entrance. The first and second floor doorways are identical to those on the west facade, with the exception of a wood frame and screen door which was added to the single paneled wood door on the first floor. The second story portico balcony has a latticed wood railing which is typical of Colonial Revival exterior ornamentation. Concrete and brick steps lead up to the tiled portico floor which extends out away from the portico. A five-foot-high brick wall added by P.D. Houston Sr. ca. 1932 borders the former gardens on the northeastern end of the facade.

The north elevation of the original house, now considered a rear wing or ell of the main building, is connected to the main house by a one story, Flemish-bond brick hyphen added in the 1920s remodeling. The two-bay hyphen contains paired four-over-four double hung sash windows with wood lintels and a five-panel wood door with a brick lintel and wood keystone.

The original two-story, common-bond brick building has a slightly hipped roof of standing seam tin above a wide molded cornice. Two large central interior brick chimneys are located on either side of the central entrance. The original house is composed of the three-bay facade the one-bay recessed portion, and the two-bay kitchen/smokehouse section. There is evidence that the recessed area was created by connecting the separate kitchen and smokehouse complex. The three-bay facade of the original house contains three six-over-six double hung sash windows with wood lintels on the second floor and one six-over-six double hung sash window with a wood lintel flanked by two six-panel wood and six-pane half-glass doors with metal and glass storm doors and wood lintels.



RIPPAVILLA, SOUTH WEST ELEVATION



RIPPAVILLA, INTERIOR



RIPPAVILLA, INTERIOR



RIPPAVILLA, REAR WING, SOUTH EAST ELEVATION



RIPPAVILLA, REAR WING, NORTH ELEVATION



RIPPAVILLA, SOLARIUM, SOUTH ELEVATION



GARAGE, NORTH-WEST ELEVATION

The two-story recessed entrance is similar to the portico on the west and north facades of the main or big house in that it contains a primary entrance on the first floor with an identical configuration on the second-floor balcony. The ground floor recessed entrance contains three doors located on the center and two side walls of the recessed area. All three doors are ca. 1920 three panel wood and six pane half-glass doors beneath wood lintels. Concrete steps lead to the concrete floor of the porch.

The east elevation of the house forms a "U" shape around the central courtyard, and is composed of the original 1852 building, the rear of the main house, and the ell section of the main house. The middle section, or rear of the main house contains a double veranda with three brick pillars and one wood column, all of which extend to the full height of the building. The first story is composed of a half veranda with an open newel staircase which provides access to both the second floor veranda and the basement.

The second story veranda has plank wood flooring covered with copper panels and a beaded board ceiling. Leading to the veranda from the second floor is a five-panel wood door. Windows on this elevation are six-over-six, double hung sash. Wooden Chippendale style railing runs the length of the veranda on both the first and second floors. The south elevation of the house is divided into three sections based on the chronology of construction. This elevation is composed of the two-story, four-bay main house (1855), the one-story, one bay connector (ca. 1920), the two-story, four bay original house (1852), a two story, one bay connector (1888), and the kitchen/smokehouse (1888).

The southwestern section of the elevation is Flemish-bond brick with a wide denticulated cornice and shows evidence of enclosed window openings. The first floor solarium, or sun porch, on this elevation is frame on a brick foundation and has a flat roof with seamed tin and crenelated metal coping above a plain cornice. The solarium has three bays, comprised of double eight-pane French doors with two-pane transoms, flanked by paired elongated, two-over-three pane casement windows with two-pane transoms.

Four sets of paired, pilasters are located at each corner of the facade and on either side of the double French doors. The wood pilasters, which extend to the wood cornice, are embellished with an acanthus leaf motif and compose most of the exterior wall. Each side wall has a similar configuration, containing two sets of paired, elongated two-over-three casement windows with two-pane transoms, flanked by paired wooden pilasters.

The interior of Rippavilla reflects its remodeling in the early 1920s in the Colonial Revival style. The house has a basic square plan with a central hall and four large rooms located off the main hall and a staircase leading to the second floor. The central hall is dominated by a large double-return staircase. The staircase has a curved newel post with urns, square balusters, and stained wood

treads. Hardwood floors, plaster walls and ceilings, crown molding and raised plaster molding are all characteristic of the interior decoration. The interior woodwork is painted white and illustrates the strong Colonial Revival influence in the use of paneled doorways and wood paneled walls, molded door frames with cornices.

Other decorative elements include plaster ceilings with decorative molding and scrolled brackets. Few changes have been made to the configuration of the rooms, with the exception of ca. 1920 bathrooms and a ca. 1950 kitchen. The original wood floors in these areas were replaced with tile and in the bathrooms, tile was added to the lower half of the plaster walls.

A condition assessment survey of Rippavilla was conducted by Nashville architect Michal Emrick in 2004. The survey found that at that time the house was in very good condition. The major work recommended in the report was the re-roofing of the main section and rear wing, minor repointing of the brick, repair and replacement of some ceiling and floor joists and the installation of an HVAC system with proper humidity controls. Since the completion of the Emrick report in 2004, a number of the recommendations appear to have been completed including mortar repair, new roof surfaces, new gutters and downspouts and minor wood repair. With the exception of a roof leak on the first floor, an examination of the house for this study did not reveal any major condition problems. Humidity issues on the second floor were noted as an issue and a reassessment of the heating and cooling system is advised. The 2004 condition assessment survey should be reviewed by the staff and Board to identify any issues that have yet to be addressed.

#### GARAGE

To the east of the house is a four-bay brick garage constructed ca. 1932. The garage has a ca. 2010 hipped metal roof and exterior of stretcher bond brick. On the west elevation are four sets of original paired hinged garage doors. Each door has a lower panel of diagonal boards and a six-light glass window. Four, four-over-four double hung sash windows are symmetrically placed along the east elevation of the building. On the north elevation are two entrances with replacement doors. Between the doors is a four-over-four sash window. The 2004 condition assessment survey did not identify any major issues besides some wood deterioration and repair required for sections of gutters and downspouts. The building continues to be in good condition and is used as a gift shop.

# TUCK-HINTON



STOCK BARN, WEST ELEVATION



FREEDMEN'S BUREAU SCHOOL, NORTH WEST ELEVATION

## STOCK BARN

The stock barn, also referred to as the 1855 barn, is located to the southeast of the main house. The oldest section of this stock barn appears to date to ca. 1855 and consists of a log and frame pen and it may be the remnant of a carriage shed since it is directly behind the house. The rest of the barn appears to have been built ca. 1930 as part of the agricultural building additions of the 1920s and 1930s. The overall design and exterior siding materials are largely original from this time period.

The stock barn is a rectangular plan design with a central runway and side drive-thru wings on the north and south elevations. The barn has board and batten siding on the east and north elevations, weatherboard siding on the west elevation and vertical board siding on the south elevation. The barn has a ca. 2000 corrugated metal gable roof and stone foundation. On the east and west elevations in the gable fields are rectangular hay loft openings. On the west elevation in the gable field are also rectangular lattice ventilation panels. Entrances into the building have double doors of hinged design added ca. 1990. The interior has a dirt floor and exposed truss support system primarily of balloon framing. The central runway is flanked by livestock stalls and hay bins.

The 2004 Emrick condition assessment survey did not identify any major issues with the building and identified it as in overall good condition. Some boards were recommended for replacement which may have occurred since this time. There is some concern over the structural integrity of the barn and an analysis by a structural engineer is recommended.

Interpretation of the Stock Barn should reflect its use over time from that of a 19th century domestic outbuilding (carriage shed) to its rebuilding for agricultural use in the 1930s. The present appearance is within the context of its ownership by P.D. Houston Sr. when he developed Rippavilla into a model farm of the early 20th century.

## FREEDMEN'S BUREAU SCHOOL

This building was moved to this site in 1993. It is a single-pen log building with an exterior of hewn logs with half-dovetail notching, concrete chinking, a random course stone foundation, and gable roof of wood shingles. The building lacks fenestration with the exception of the entrance on the west façade. This entrance has an original vertical board door. A small wood stair leads to the entrance. In the gable fields are weatherboard siding. This building was not evaluated in the 2004 Emrick study.

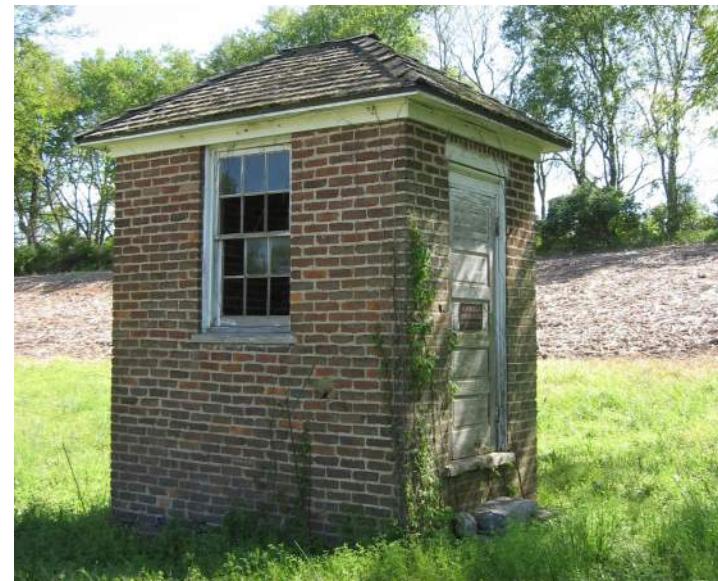
Because this building was moved and reassembled at this location its integrity as a 19th century school building cannot be verified. School buildings would have been constructed with windows to allow for interior light and this building lack any fenestration except for the door. Additional research is needed to ensure that the existing interpretation is correct.

## FREEDMEN'S BUREAU SCHOOL PRIVY

The privy is a rectangular plan building with a stone foundation, gable roof of corrugated metal and exterior of weatherboard siding. The building lacks fenestration except for the entrance on the east façade which has a vertical board door. The interior has an original privy seat with multiple openings. This building was not assessed during the 2004 Emrick study. The interpretation of the privy will also be determined by the research and provenance of the adjacent school building.



FREEDMEN'S BUREAU SCHOOL PRIVY



PUMP HOUSE, SOUTH EAST ELEVATION



AMPHITHEATER BUILDING, NORTH WEST ELEVATION



IKARD CENTER NORTH EAST ELEVATION



IKARD CENTER, WEST ELEVATION

**PUMP HOUSE**

To the southeast of the house is a one-story brick pump house located just east of the Rippavilla spring. The pump house appears to date to ca. 1920 following the acquisition of Rippavilla by John and Pearl Whitfield. It has modest Colonial Revival influences and was built to house pumping equipment connected to the adjacent spring. The pump house is a one-story, rectangular plan building with a brick foundation, exterior of stretcher bond brick and a hipped roof of wood shingles. The shingled roof surface was added in 1997. The west façade has an entrance with an original five-panel door. On the north and south elevations are original six-over-six wood sash windows. The interior is composed of one open room with exposed brick walls and a concrete floor.

The 2004 Emrick condition assessment survey identified this as a "spring house" but pump house is a more accurate description of its historic use. The report noted some areas of brick that required repointing and deterioration of the windows. These conditions have not been addressed and the building should have some minor repointing completed. The windows should be repaired as needed to replace deteriorated sections of the sills and sash frames and add glass panes where they are missing. The pump house was built to supply water from the spring through a pipe to the house in the 1920s. The spring itself is currently not visible and an archaeological investigation is recommended to identify any kind of stone, brick or concrete-lined spring box which may exist beneath the surface.

Interpretation of the pump house should tell the importance of dependable water sources and 19th century building construction. In the era before municipal water rural houses depended on springs and wells for basic needs. The Rippavilla spring would have been an important part of cooking, cleaning and providing fresh water to the household. With the availability of electric pump systems in the early 20th century, this pump house was built adjacent to the spring to provide water directly to the house.

**AMPHITHEATER BUILDING**

The amphitheater building was constructed in 2004 and is used for stage performances in front of the sloping grass amphitheater. The amphitheater is a rectangular plan building with a gable roof of corrugated metal, an exterior of vinyl siding and a split-faced concrete block foundation. The main (N) façade has an open performance stage with a concrete floor supported by steel posts. Leading to the stage is a paneled metal door and above are rectangular openings for performance access. The south elevation of the building has a paneled metal door accessed by a wood stair and wood handicapped ramp.

The amphitheater building was constructed to provide entertainment venues on the grounds. This is not a historic structure and no interpretation is needed.

**IKARD CENTER**

The Ikard Center is a ca. 1990 rectangular plan building with a concrete foundation, gable roof of asphalt shingles and exterior of vertical board siding. On the south elevation is an incised porch with square wood posts and railing. Entrances have multi-light glass and wood doors. Windows have structural glass blocks and multi-light designs.

This non-historic building is used for events and interpretation could tell the story of Saturn's involvement with Rippavilla and the modern history of the property.

# TUCK-HINTON



ENSLAVED PEOPLE'S HOUSE, SOUTH WEST ELEVATION



ENSLAVED PEOPLE'S HOUSE, SOUTH EAST ELEVATION

## ENSLAVED PEOPLE'S HOUSE

The Enslaved People's House appears to date to ca. 1900 and is a single-pen, balloon frame building constructed in a rectangular plan. The building has a stone foundation and gable roof of ca. 2000 corrugated metal. It has an exterior of original weatherboard siding except for the south elevation which is of board and batten design. On the south elevation is an exterior wall brick chimney which rests on a stone foundation. The main (W) façade has an original central door of vertical board construction and original hardware. The north elevation has a similar central entrance with a vertical board door. The south elevation has an original four-light fixed window flanking the chimney and the east elevation has a central four-over-four wood sash window. The interior is composed of one room with a wood floor, horizontal board walls and wood board ceiling. On the south wall is a brick fireplace surround but the mantle is missing.

The 2004 Emrick conditions assessment survey identified numerous defects in the building which have yet to be rectified. These include the need to replace the building's sills, missing weatherboard and board and batten siding, repair and repointing of the chimney and repair or rebuilding of floor joists as needed. Although the building has a dependable roof, water is getting into the building through the missing siding openings and chimney. The conditions assessment provides recommendations for both stabilization and rehabilitation depending on how the building is to be preserved and interpreted. The house should at least be stabilized to prevent further water infiltration. This would include replacement of exterior siding materials, repair and repointing of the chimney, repair of the sills and sealing the building from animals and insects.

This building is the only survivor of the dwellings which were part of "The Quarters" on the Rippavilla property. In 1880, "The Quarters" were described in several sources as one-room log dwellings containing a fireplace, stair and loft and front porch. They were used to house African American slaves who provided manual labor for the farm. Over time these log dwellings were either razed or replaced with frame tenant houses at the turn of the 20th century. The 1936 Carter's Creek USGS map shows four houses in a row at this location and a survey of the property by TDOT in 1986 found two properties still standing. One of these properties was the central-hall plan farm manager's house while the other was the existing enslaved people's house.

## HISTORIC ROADBED

The existing roadbed through the Rippavilla property appears to be Jackson's Military Road and interpretation could detail the significance of this road but also the early 19th century roads in the general vicinity such as McCutcheon's Trace and Richland Creek Trace.



MCCUTCHEON'S TRACE TRAIL NEAR HISTORIC ROADBED



MULE BARN, SOUTH WEST ELEVATION



FARM SHOP NORTH WEST ELEVATION

**MULE BARN**

The mule barn is a ca. 1950, one-story, rectangular plan building which has been enlarged with a large wing on the rear (east) elevation. It has a concrete pier foundation, gable roof of ca. 2010 corrugated metal and exterior of vertical board siding. On the south elevation is a shed roof drive-thru wing. On the main (W) façade the central entrance has an original sliding track vertical board door. Other entrances on this façade have vertical board hinged doors. The barn lacks architectural integrity of its original construction due to the added wing, new roof and replacement siding. This building was not assessed by Emrick during the 2004 study.

Its continued use as an event center is appropriate. As the only major building remaining at what was the agricultural center of the farm, interpretation may include the addition of a wayside exhibit detailing Rippavilla's 19th century heritage and its reputation from the Houston Hall-era as a model stock farm in Tennessee.

**FARM SHOP**

The farm shop building is a ca. 1950 concrete block building constructed in a rectangular plan. It has a concrete foundation, gable roof of ca. 2010 corrugated metal and exterior of concrete block. The main (N) façade has a full-width porch with unhewn log posts. The main entrance has a ca. 2000 nine-light glass and wood door. On the south elevation is a six-panel wood door. Windows are original four-light steel fixed design. The interior is composed of one room with an attached small bathroom. The interior has a concrete floor, concrete block walls and tongue-in-groove wood ceiling. This building was not assessed by Emrick during the 2004 study.

**BROWN'S STAND REPLICA**

Brown's Stand is a ca. 1985 log building which is a reconstruction of Daniel Brown's stand or inn which provided overnight lodging for travelers on McCutcheon's Trace. It was built adjacent to the roadbed which some have identified as the McCutcheon's Trace, but other research indicates this roadbed was further to the east and not on the Rippavilla property. No definitive location or description of Brown's Stand is known, and this reconstruction is based on common log buildings and building techniques of the period.

The building was designed in a double-pen dogtrot plan and has a stone foundation, gable roof of wood shingles and walls of unhewn logs with saddle notching and concrete chinking. Each pen has an exterior wall chimney of random course stone and upper sections designed to resemble traditional wattle and daub construction. The interior of each pen has a dirt floor, stone fireplaces and exposed walls and ceilings.

The construction of this building indicates that it was intended for temporary use and for several years it was the site for frontier re-enactments with participants in period costumes demonstrating flint knapping and other crafts. The building does not appear to have been maintained in recent years and has encroaching vegetation and sections of the roof have deteriorated. Overall, the chimneys and walls are in fair condition. This building was not assessed by Emrick in 2004.

The master plan team has determined little historic significance and therefore recommends that preservation efforts be allocated to more critical structures. However, there may be opportunities for community partnerships with regards to preservation efforts, in which the Brown's Stand reconstruction building would be a prime candidate.

**HISTORIC ROADBED**

The existing roadbed through the Rippavilla property appears to be Jackson's Military Road and interpretation could detail the significance of this road but also the early 19th century roads in the general vicinity such as McCutcheon's Trace and Richland Creek Trace.



BROWN'S STAND, NORTH EAST ELEVATION

TUCK-HINTON



# 04

## MASTER PLAN

This section will be the primary guidance tool for implementing goals and objectives for the physical development of the site including prioritization and funding strategies for implementation of capital improvements as well as repair and restoration work necessary to preserve historic assets. The Plan will provide prioritization of improvements, estimates of probable cost, and associated funding strategies for implementation.

### GOALS & OBJECTIVES

As described in Section 02 - Executive Summary and Market Analysis, three categories have been established as the basis for Master Plan recommendations: **Operations, Expanded Program Offerings, and Capital Improvements**. This section focuses primarily on the physical development and utilization of the site and its existing or proposed structures. The Capital Improvements outlined in this section have a direct impact on the ability to meet the goals and objectives for **Expanded Program Offerings**.

### PROPERTY RECOMMENDATIONS

The following suggestions are recommendations for potential development: Site Activation, Repair and Restoration of Historic Assets, Strategic Beautification, Connectivity, and Expanding Infrastructure. These recommendations do not necessarily imply an order, rather they are organized by theme to clarify purpose and to increase funding and marketing potential. We recommend these development projects be completed in phases so each project will have time to cultivate attraction and capital to fund future projects and programs.

### SITE ACTIVATION

The master plan places an emphasis on maximizing the utilization of the 98-acre property with the goal of attracting people, experiences, and capital to Rippavilla. For purposes of the master plan, the site has been strategically segmented into three Zones with specific development and interpretation objectives. The Zones should be developed for highest and best use to create connectivity to one another and a greater collective experience for patrons by way of site tours, events, educational purposes, or active and recreational use.

#### ZONE 1

Zone 1 is the first third of the plantation located at the front entrance of the property. The first third of the property houses the mansion, front lawn, the garage/gift shop, the courtyard, parking lot, Stock Barn, Pump House, Freedmen's Bureau School House, and Rayburn Amphitheater Building. It also includes a 10-acre portion of the site identified in the Land Trust Conservation Easement as Envelope A where additional improvements and development are permitted.

#### ZONE 2

Zone 2 is the middle third of the property, containing open space and trails, agricultural fields and farm land, and the Ikard Center.

#### ZONE 3

Zone 3 includes the Mule Barn, the only remaining Enslaved People's Cabin, the property's cemeteries, Brown's Stand replica, a stream/creek and its crossing, as well as an area suited for connecting the potential walkway/greenway. It also includes a 1.5-acre portion of the site identified in the Land Trust Conservation Easement as Envelope B where additional improvements and development are permitted.

### HISTORIC RIPPAVILLA MASTER PLAN

## MASTER PLAN RECOMMENDATIONS

SPRING HILL, TENNESSEE

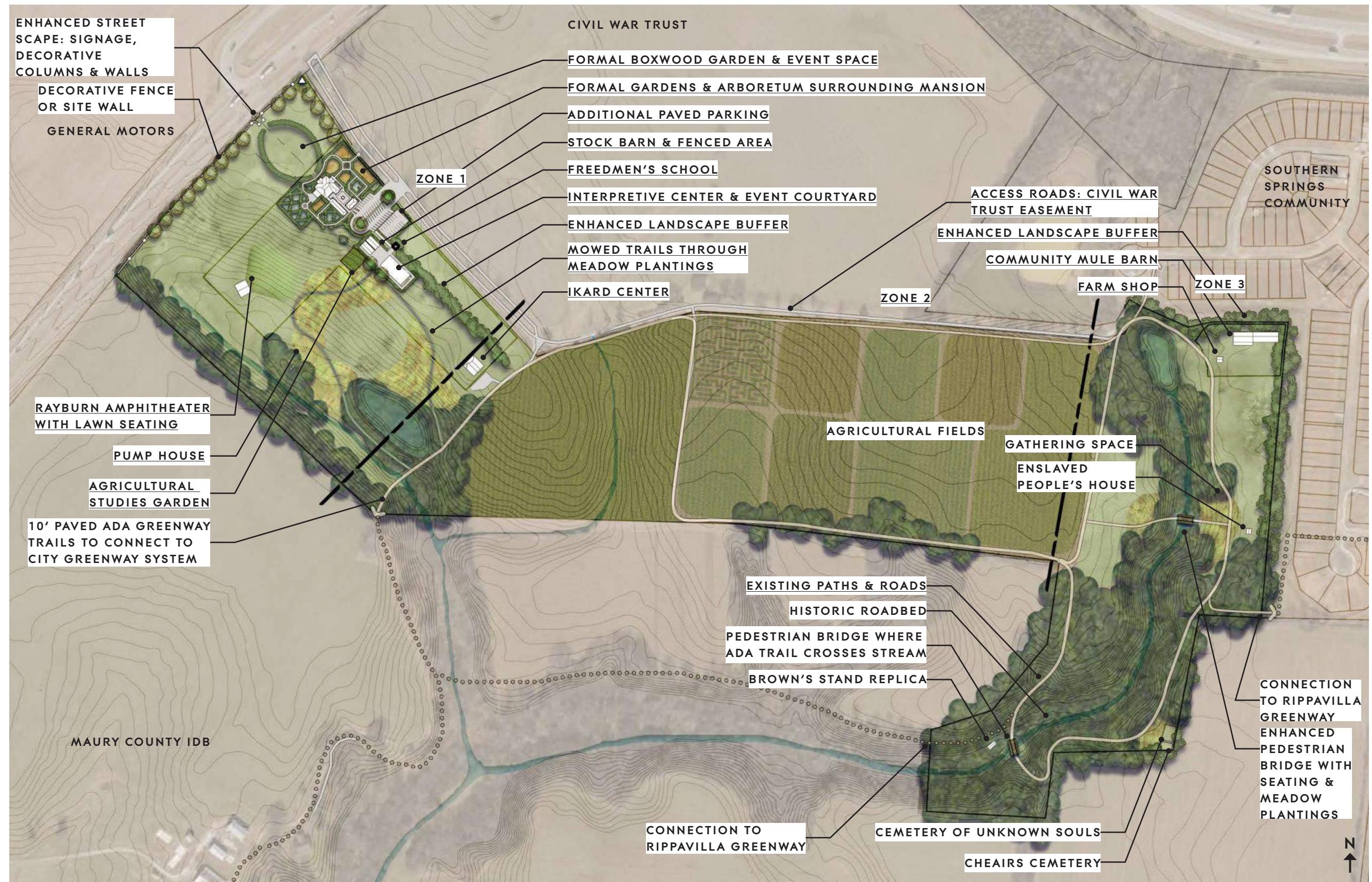
### REPAIR AND RESTORATION OF HISTORIC ASSETS

As described in Section 03 Preservation Plan / Historic Overview and Assessment, the site 98-acre site includes a multitude of significant structures and features that contribute to the history and narrative of Rippavilla. The Master Plan team recommends placing priority on stabilization of historic structures per the evaluation in Section 03, ensuring continued preservation and interpretation. Section 05 - Interpretation plan further outlines suggestions for incorporating some of the existing under-utilized structures to enhance program offerings and amenities for the property in each Zone.

### STRATEGIC BEAUTIFICATION

A primary benefit of the Land Trust for Tennessee Conservation Easement is that it preserves in perpetuity the almost 100-acre property, and prevents development from occurring that would compromise its character. The Conservation Easement ensures that the land can reinforce and celebrate Rippavilla's Historic and significance in the community. Development and sub division adjacent to the site detracts from the historic setting, and landscape considerations should be taken to buffer or control views on site that would otherwise disrupt the natural and historic character of the property.

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## CONNECTIVITY

Both Maury County and the City of Spring Hill have generated public desire for walk/run/bike connectivity and have proposed the use of greenways to connect the people, neighborhoods, and communities together. Rippavilla is encouraged to coordinate overall site connectivity to the latest greenway plans of both Maury County and the City of Spring Hill, working with government bodies be part of the larger greenway connectivity plans. Rippavilla has enough greenspace and usable paths that can be easily cleared and leveled for a walk / bike / run.

Rippavilla can create safe walkways and paths for interconnectivity between usable spaces and structures. This will allow for a better flow of visitors, vehicular traffic, and agricultural equipment around the property. Modifications to the land and built environment must first be coordinated with the Land Trust for Tennessee Conservation Easement. Routine and periodic conversations with county and city government, the Land Trust, the Civil War Trust, and the Operator(s) should be held to promote this crucial goal of site connectivity.

## EXPANDING INFRASTRUCTURE

Currently Rippavilla's infrastructure is not the ideal setting for hosting large amounts of patrons or large events on the grounds, although this has been executed in the past with considerable success. Expansion of infrastructure seeks to equip the property with facilities, spaces and resources to alleviate the pressure currently placed on and immediately surrounding the Mansion.

The access road belonging to the Civil War Trust runs from the front of the property to the back and is wide enough for one-way traffic only. Once off the main road there are no designated or clearly identifiable walkways between structures. Additionally, outside of the Mansion there is no supplemental lighting lining the main road or other structures currently built on the property. Finally, way finding installations and signage are virtually non-existent, lacking the necessary information to guide patrons throughout the property.

Recommendations for expanding infrastructure are as follows:

- Hire or contract a day-to-day operations director / professional property manager to build and manage a Beautification Committee. The property manager will employ, coordinate, and manage all contracted companies and workers executing the vision of the Beautification Committee.
- Maintain clear and public pathways from the front of the property to the back of the property.
- Light the main roadway as well as current areas with existing structures for driving, walking, and general movement between spaces, giving consideration solar power as permitted by the Conservation Easement.
- Erect maps and signs on the grounds for identifying landmarks, trails and wayfinding. This will help visitors understand and easily navigate the entire property, connecting current structures with Historic Rippavilla's narrative, as well as to the proposed Rippavilla Greenway.



GOALS OF THE MASTER PLAN: PRESERVATION OF BUILDINGS, STRUCTURES, AND LANDSCAPE FOR GENERATIONS TO EXPERIENCE.



GOALS OF THE MASTER PLAN: EDUCATION OF THE ENTIRE HISTORY OF RIPPAVILLA, BEYOND THE BOUNDS OF OWNERSHIP OR ERA.



GOALS OF THE MASTER PLAN: INTERPRETATION OF THE SITE AND THE INDIVIDUAL STORIES TO BE TOLD.



## ZONE 1 RECOMMENDATIONS

### CONTENT FOCUS

Per Section 05 - Interpretive Plan, Zone 1 will provide a focus on Families/Owners and Architectural histories. Improvements in Zone 1 will reinforce the objectives outlined in that section.

**CONSERVATION EASEMENT: BUILDING ENVELOPE A**  
Zone One includes a 10-acre portion of property where additional improvements and development are permitted.

### ENHANCED STREET PRESENCE / BEAUTIFICATION

- Decorative fence, columns, and site walls
- Landscaping and street trees to enhance street appeal
- New Main Entrance Gate

### MANSION AND GROUNDS BEAUTIFICATION

- At this time, no major repairs are needed to the mansion.
- Eventually, all non-tour related functions/support activities should be moved out of the mansion and original kitchen, and the spaces can be restored allowing the interpretive narrative to be expanded.
- Improve courtyard for events and activities
- Improve/restore side yard and gardens
  - Boxwood garden restoration
- Brick pavers and patio at perimeter of mansion
  - Improve paths immediately adjacent to mansion

### STOCK BARN AND NEW COURTYARD

- The Stock Barn, currently used for storage of farming and maintenance equipment, is located in close proximity to the Mansion, as well as Rayburn Amphitheater.
- Due to its location and aesthetic character, the Stock Barn should be re-purposed as a permanent, unconditioned multi-purpose space that can be used for educational activities, events, festivals, and other activities that would typically require a tent.
- Construction of a new outdoor courtyard at rear of barn will allow for events held in Stock Barn to extend to the exterior, creating a space for larger and more frequent educational or community events to occur.
- Stock Barn and new courtyard are envisioned to connect to a new Interpretive Center, creating a cluster of spaces that can support a multitude of events and programming.

### FREEDMEN'S BUREAU SCHOOL

- Connect to new courtyard behind Stock Barn

### INTERPRETIVE CENTER

- Serves as an orienting building for the 98-acre site
- Would serve as center of commerce
- Purchase tickets/tour packages
- Overall guide to property and programming
- Retail & food offerings
- Event space
- Catering kitchen
- Classroom space
- Exhibition space for interactive exhibits
- Initially, could retrofit the Ikard Center in Zone 2 to serve this purpose while funding is secured to build a new Interpretive Center

### RAYBURN AMPHITHEATER

- Existing Structure for outdoor performances
- Naturally sloped landscape for seating spectators should be maintained, and possibly enhanced by beautification of
- Within proximity to the Mansion and formal side yard, which could serve as a location for VIP spectators for events
- Could benefit from a new Interpretive Center providing food service, public restrooms and other support

### SITE CONNECTIVITY

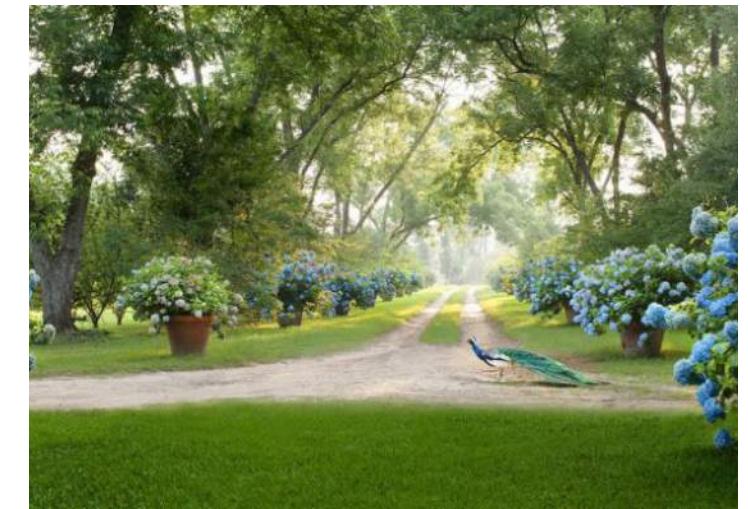
- Accessible paved paths and trails
- Access Road - main road at the north edge of the property is actually owned by the Civil War Trust property and an easement exists to allow Rippavilla to use this road. Ideally, for better connectivity from the front to the back of the site, this road would be improved and widened to allow two way traffic between the front and back of the property
- Rippavilla Greenway should be constructed on the property as indicated on the Spring Hill Bicycle & Greenway Plan and coordinated with existing trails on the site.
- Because many of the proposed trails are located outside of Building Envelope A, Rippavilla will need to coordinate with Land Trust and City of Spring Hill Parks and Recreations for desired and acceptable construction of accessible paths. Preliminary conversations with Land Trust indicated that accessible greenways or trails would likely be acceptable.
- Install wayfinding signage along trails
- Install interpretive signage and implement live beacon app as described in more detail in Section 05 Interpretive Plan

### INFRASTRUCTURE UPGRADES

- Additional tray of permeable parking in Building Envelope A
- Site Lighting
- Sewer/water and storm water upgrades as needed



EXAMPLE OF FORMAL GARDENS AND BEAUTIFICATION



EXAMPLE OF SITE BEAUTIFICATION AND STREET APPEAL



EXAMPLE OF OUTDOOR SPACE FOR PRIVATE EVENTS



A WEDDING EVENT AT RIPPAVILLA



MANSION TOURS AND EXHIBITS AT RIPPAVILLA



SWANKY PLANK VINTAGE MARKETPLACE (ANNUAL AND RECURRING EVENT) AT RIPPAVILLA

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## ZONE 2 RECOMMENDATIONS

### CONTENT FOCUS

Per Section 05 - Interpretive Plan, Zone 2 will provide a focus on Agricultural/Farming history, Archaeology, and the Civil War. Improvements in Zone 2 will reinforce the objectives outlined in that section.

### GENERAL RECOMMENDATIONS

- Commission archaeological survey of property to study potential disturbance of historical artifacts
- Develop a grounds management plan to represent important historical land uses and crops important to Rippavilla history.
- Connect Zone 1 and Zone 3 with marked trails and graphics/guided app tour
- Consider uses for public events, festivals, seasonal plantings
- Continue seasonal activities such as Vintage Baseball
- No new paved parking areas are permitted in this Zone per the Conservation Easement. Overflow Parking shall be located along the main access road and on designated fields, only after an archaeological survey has been completed.

### IKARD CENTER

The Ikard Center can be used as an alternate or temporary location for Interpretive Center as funding is secured for the new building

- As a baseline recommendation, renovate exterior and interior to create a structure that is more cohesive with the character of the rest of the buildings on the property
- Structure would also be appropriate for use by Community Partners.
- Upon completion of the Event Cluster in Zone One (Stock Barn/Interpretive Center/Courtyard), the Ikard Center could be repurposed for additional Rippavilla support or administrative functions
- Alternate uses could be considered for strategic partners
  - Nature Center / trailhead building
  - Community Partners

### SITE CONNECTIVITY

- Accessible paved paths and trails
- Rippavilla Greenway should be constructed on the property as indicated on the Spring Hill Bicycle & Greenway Plan and coordinated with existing trails on the site
- Construct gates/entry fence/signage where Greenway trails enter/exit the Rippavilla property
- Install wayfinding signage along trails
- Install interpretive signage and implement live beacon app as described in more detail in Section 05 - Interpretive Plan

### SEASONAL & COMMUNITY ACTIVITIES

- Vintage Baseball
- Corn Maze
- Hayrides
- Demonstration crops & berry picking



EXAMPLE OF CORN MAZE SUPPORTING AGRITOURISM



EXAMPLE OF A CIVIL WAR MEMORIAL PROGRAM



EXAMPLE OF SEASONAL PROGRAMMING AT GENTRY FARM



EXAMPLE OF SEASONAL PROGRAMMING AT WALDEN FARM



EXAMPLE OF RECREATIONAL AMENITIES GEARED TOWARD FAMILIES



EXAMPLE OF A DEMONSTRATION CROP FIELD

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## ZONE 3 RECOMMENDATIONS

### CONTENT FOCUS

Per Section 05 - Interpretive Plan, Zone 3 will provide a focus on Farming/Livestock uses over time, Slavery/Plantation life. Improvements in Zone Three will reinforce the objectives outlined in that section.

### CONSERVATION EASEMENT: BUILDING ENVELOPE B

Zone 3 includes a 1.5-acre portion of property where additional improvements and development are permitted.

### MULE BARN

- Utilization of Mule Barn for events in collaboration of community partners
- Future Event Cluster: There is available land and potential to build an event cluster in Zone 3 that can be successful in generating revenue. The barn is located in Building Envelope B, which would allow additional development of parking or support structures in this area. The Mule Barn is currently unavailable for regular or significant public use. The barn and surrounding acre can be developed into an event space utilizing the barn, and building additional complementary buildings for greater use.

### FARM SHOP BUILDING

- Conversion of under-utilized structure into accessory restrooms to serve gatherings at the Mule Barn as well as the trails and activities at the back portion of the estate

### ENSLAVED PEOPLE'S CABIN

- Stabilization/Restoration of enslaved people's cabin

### CHEAIRS CEMETERY & CEMETERY OF UNKNOWN SOULS

- Stabilization and protection of cemeteries
- Buffer views to adjacent community development

### SITE CONNECTIVITY

- Accessible paved trails and paths
- Historic roadbed
- Rippavilla Greenway should be constructed on the property as indicated on the Spring Hill Bicycle & Greenway Plan and coordinated with existing trails on the site
- Construct gates/entry fence/signage where Greenway trails enter/exit the Rippavilla property
- Install wayfinding signage along trails
- Install interpretive signage and implement live beacon app as described in more detail in Section 05 - Interpretive Plan

### GATHERING SPACE

- Wayside exhibit accessory to the Enslaved People's Cabin, also serves as an outdoor classroom
- Should incorporate site walls, signage, permanent seating and permeable paving

### BROWNS' STAND REPLICA

- Could be restored as a group project by community partners



EXAMPLE OF AGRI-TOURISM/FARMER'S MARKET



EXAMPLE OF OUTDOOR FESTIVALS AT GENTRY'S FARM



CEMETERIES AT BACK OF PROPERTY



MULE BARN INTERIOR



FARM SHOP



MULE BARN EXTERIOR

## ESTIMATE OF PROBABLE COST

An estimate of probable cost was prepared by the consultant team in October 2020 to document recommendations of physical and programmatic upgrades to the property. The estimate was further broken out by category as a suggested approach to secure funding by capital campaigns. Four primary categories were formed from this exercise: Repair and Restoration of Historic Assets, Strategic Beautification, Site Activation and Connectivity, and the construction of an Interpretive Center / Event Cluster. Independent of these groupings, the Master Plan team recommends stabilization and preservation of historic structures first. Once all critical preservation items are addressed, strategic site beautification projects immediate to the mansion and property entrance are suggested to attract attention of the community and increase visitorship.



EXAMPLE OF A STATELY PROPERTY ENTRANCE WITH GATES, COLUMNS, AND LIGHTING



EXAMPLE OF DECORATIVE SITE LIGHTING

## HISTORIC RIPPAVILLA MASTER PLAN BUDGET COSTS

REPAIR & RESTORATION OF HISTORIC ASSETS	ZONE	UNIT PRICE	UNIT	QTY.	COST
MANSION: Minor Repairs	1		LS	1	\$15,000
MANSION: Interpretive signage at Interior	1		LS	1	\$5,000
ENSLAVED PEOPLE'S CABIN: Stabilization/preservation	3		LS	1	\$30,000
FREEDMEN'S BUREAU SCHOOL: Stabilization/preservation	1		LS	1	\$15,000
STOCK BARN: Repurpose for special events (not weather proof)	1		LS	2,700	\$75,000
MULE BARN: Minor core modifications & repairs	3		LS		\$25,000
FARM SHOP: Interior finish and plumbing modifications for public restrooms	3	\$250	LS	400	\$100,000
BROWN'S STAND REPLICA: Stabilization and preservation by community partner	3		LS	1	\$0
ARCHAEOLOGICAL STUDY & REMEDIATION	1, 2, 3		LS	1	\$20,000
<b>SUBTOTAL</b>					<b>\$285,000</b>
<b>20% FEE/CONTINGENCY</b>					<b>\$342,000</b>
STRATEGIC BEAUTIFICATION	ZONE	UNIT PRICE	UNIT	QTY.	COST
STREET UPGRADES: Enhance entry sign and landscaping at HWY 31	1		LS	1	\$35,000
STREET UPGRADES: Decorative fence along HWY 31	1	\$115	LF	1,000	\$115,000
STREET UPGRADES: Street trees spaced 60' apart along entry	1	\$500	EA	15	\$7,500
STREET UPGRADES: Decorative gate/columns/site walls and landscape at HWY 31	1		LS	1	\$42,500
MANSION GROUNDS: Improve/restore side yard and gardens at mansion	1		LS	1	\$125,000
MANSION GROUNDS: Boxwood garden restoration	1		LS	1	\$10,000
MANSION GROUNDS: Perimeter walkways brick pavers (to replace 5' asphalt stamped paths)	1	\$25	SF	6,000	\$150,000
MANSION COURTYARD: Enhancements for events (paving repair, landscape, lighting)	1		LS	1	\$50,000
GATHERING SPACE: New Zone 3 site feature with decorative fencing/seat wall and landscaping	3		LS	1	\$35,000
LANDSCAPE BUFFER: Continuous improved evergreen screen (6-8' evergreen trees 15' OC staggard)	3	\$350	EA	180	\$65,000
SITE LIGHTING: Decorative	1, 2	\$8,000	EA	13	\$100,000
SITE LIGHTING: Security/Wayfinding at main roads	2, 3	\$3,000	EA	21	\$60,000
SITE LIGHTING: Electrical Allowance/consider solar where possible	1, 2, 3		EA		\$40,000
<b>SUBTOTAL</b>					<b>\$835,000</b>
<b>20% FEE/CONTINGENCY</b>					<b>\$1,002,000</b>



EXAMPLE OF EVENT BARN AT ARRINGTON VINEYARDS



EXAMPLE OF OUTDOOR PATHS AND BEAUTIFICATION AT MAGNOLIA PLANTATION



EXAMPLE OF SITE LIGHTING AND COURTYARD SPACE ENVISIONED AT NEW EVENT CLUSTER

SITE ACTIVATION & CONNECTIVITY	ZONE	UNIT PRICE	UNIT	QTY.	COST
INTERPRETIVE SIGNAGE: Primary	1, 2, 3	\$7,200	EA	11	\$80,000
INTERPRETIVE SIGNAGE: Secondary	1, 2, 3	\$3,100	EA	16	\$50,000
INTERPRETIVE LIVE BEACON SYSTEM	1, 2, 3		LS	1	\$45,000
ADA PATHS: See Site Improvements Diagram	2, 3	\$40	LF	8,500	\$340,000
GREENWAY TRAIL HEAD MARKER & MAP: with landscape improvements at Ikard Center parking drop-off	2		LS	1	\$10,000
TRAIL HEAD MARKERS	1, 2, 3	\$1,000	EA	10	\$10,000
GREENWAY CONNECTION: fence/gate/columns/signage at property line for Greenway connection	2,3		LS	3	\$40,000
TRAIL BRIDGE: Enhanced trail bridge at creek crossings	3	\$5,000	EA	2	\$10,000
ENTRY DRIVE & ENTRY LOOP: Upgrade road (west TN mix) Coord with Civil War Trust easement	1	\$25	SY	10,000	\$250,000
INTERPRETATION OF OLD AG. STRUCTURES: illustrating Rippavilla's operation as a model stock farm	3		LS	TBD	FUTURE
<b>SUBTOTAL</b>					<b>\$835,000</b>
<b>20% FEE/CONTINGENCY</b>					<b>\$1,002,000</b>
INTERPRETIVE CENTER	ZONE	UNIT PRICE	UNIT	QTY.	COST
IKARD CENTER: Landscape upgrades at entry points	2		LS	1	\$30,000
IKARD CENTER: Interpretive Center Renovation or general upgrades	2		LS	2,600	\$620,000
COURTYARD: New permeable paving (Stock Barn to Interpretive Center and Freedmen's School)	1	\$20	SF	4,000	\$80,000
COURTYARD: string lights and landscaping (Stock Barn to New Interpretive Center)	1		LS	1	\$20,000
INTERPRETIVE CENTER: New 6000-7500 SF structure	1	\$300	SF	7,000	\$2,100,000
INTERPRETIVE CENTER: Touchscreen Interactives	1, 2	\$100,000	EA	2	\$200,000
INTERPRETIVE CENTER: Display casework/exhibits	1	\$2,100	LF	40	\$85,000
INTERPRETIVE STORYLINE: research and copywriting for interactives/exhibits/interpretive signage	1, 2, 3		LS	1	\$40,000
PARKING: Additional tray of permeable parking in Zone 1	1	\$55	SY	1,400	\$80,000
SITE UTILITY INFRASTRUCTURE ALLOWANCE: Electrical	1, 2, 3	\$8	LF	ALLOWANCE	\$40,000
SITE UTILITY INFRASTRUCTURE ALLOWANCE: Sewer	1, 2, 3		LS	ALLOWANCE	\$270,000
SITE UTILITY INFRASTRUCTURE ALLOWANCE: Water supply (6" pvc waterline)	1, 2, 3	\$45	LF	ALLOWANCE	\$30,000
SITE UTILITY INFRASTRUCTURE ALLOWANCE: Stormwater	1, 2, 3	\$2	SF	ALLOWANCE	\$200,000
<b>SUBTOTAL</b>					<b>\$3,795,000</b>
<b>WITH 20% FEES/CONTINGENCY</b>					<b>\$4,554,000</b>
SUMMARY OF COSTS		% OF TOTAL		COST	
REPAIR & RESTORATION OF HISTORIC ASSETS	sub total:	5%		\$342,000	
STRATEGIC BEAUTIFICATION	sub total:	15%		\$1,002,000	
SITE ACTIVATION & CONNECTIVITY	sub total:	15%		\$1,002,000	
INTERPRETIVE CENTER	sub total:	66%		\$4,554,000	
	PROJECT TOTAL COST:	100%		\$6,900,000	

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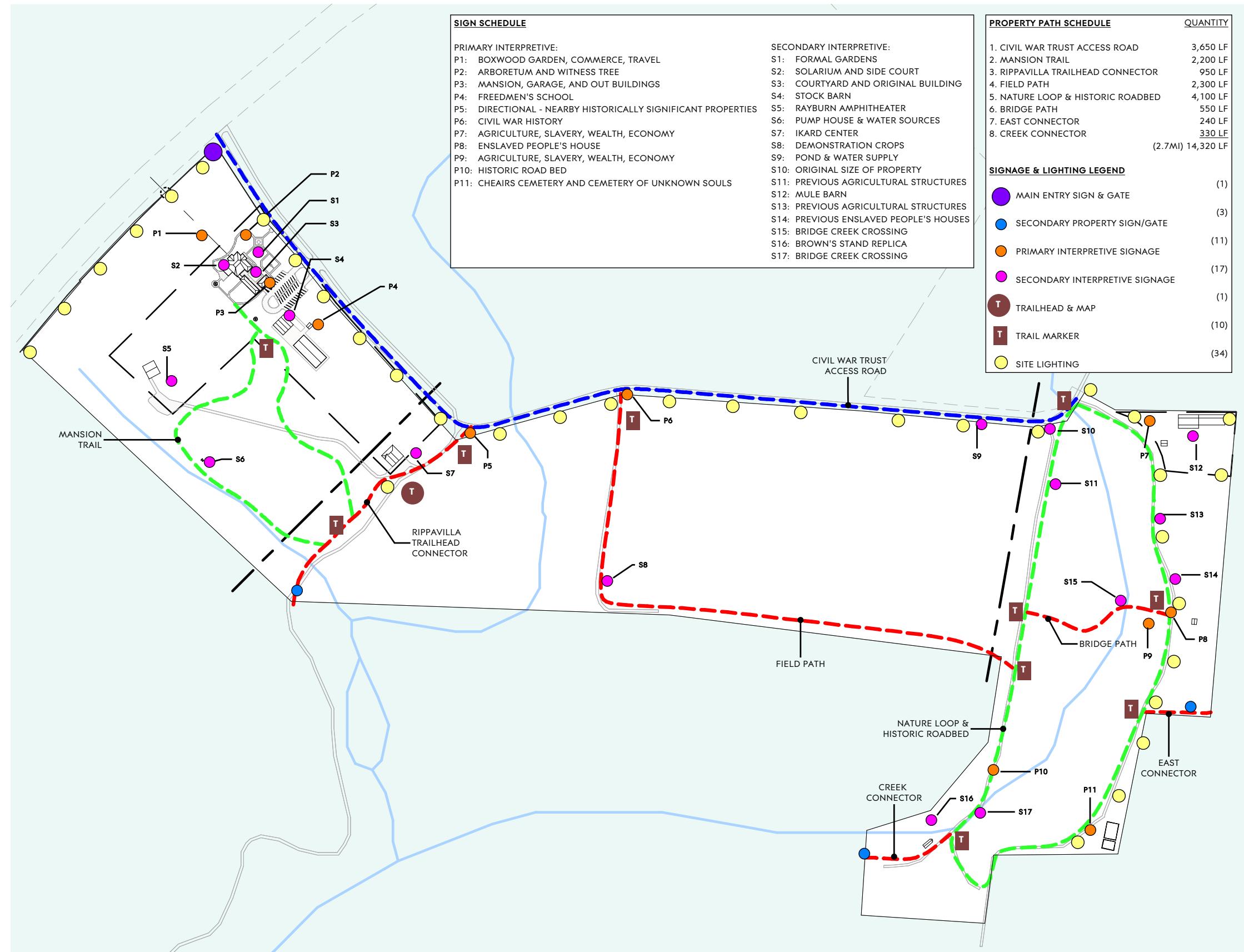
EXAMPLE OF PRIMARY INTERPRETIVE SIGNAGE FROM KINGSLEY PLANTATION



TYPICAL TRAIL MARKER SIGNAGE RECOMMENDED FOR RIPPAVILLA



EXAMPLE OF TRAILHEAD MAP / MARKER



## MAINTENANCE & OPERATION PLAN

*This section should be the primary tool for determining the resources that will be necessary to maintain the property including, but not limited to, foundation systems, structural systems, exterior walls and appendages, roofing and waterproofing, windows and doors, interior finishes, mechanical systems, electrical/fire safety systems, and site features including parking, landscaping, fencing and signage.*

The process of establishing an Maintenance and Operations Plan for historic structures and landscapes is quite different than that for modern buildings. Historic structures require research, testing, physical inspection and specialized knowledge and skill to develop a plan that will meet the preservation needs while also accommodating operational needs.

At a minimum the plan should include:

- Review all available documentation related to prior plans, reports and studies conducted for the structures and grounds.
- Conduct research to fill knowledge gaps.
- Identify the historic character defining features.
- Document the current and future proposed use and desired treatment approach (reconstruction, restoration, preservation, or rehabilitation).
- Assess the conditions of all elements of the structure. Establish an annual inspection program to re-evaluate and update.
- Use the Standards and Preservation Briefs from the National Park Service U.S. Department of the Interior.
- When possible, test corrective and preventive maintenance actions prior to work to ensure the least intrusive option is being pursued.
- Record and document all measures taken so that future evaluations can use as reference for recommendations.

Additionally, building interiors, exteriors, grounds, and all other structures will require routine housekeeping and general maintenance. Proper training of staff is stressed as an important factor in the preventive maintenance of the property, although oversight should be handled by the day-to-day Operations Director, as defined in Staffing and Ownership in Section 06 – Implementation Plan. T

Documentation of building maintenance should include, but not be limited to: operating logs, maintenance charts, safety data, and all other pertinent manufacturers' literature of installed systems. Conducting and recording annually is recommended , and should be considered independent of conducting periodic Historic Structures Reports for the purpose of preservation. For further guidance on operations and maintenance, refer to the National Park Service U.S. Department of the Interior.

### CITY ROLE

The City of Spring Hill, as the owner of the property, has outlined its contributions to grounds and building maintenance in the latest Request for Proposals ("RFQ") for the management and operation of Rippavilla. The City will be responsible for major property maintenance - any single repair over \$500. The City will primarily take on the financial responsibility of maintenance and development of roads, trails and fences on the property and conjunction with the Civil War Trust along the main access road. The City also takes on primary responsibility for security and fire protection.

### ANNUAL MAINTENANCE EXPENSES

An annual review and update to this analysis is recommended. In the initial year, a maintenance account should be funded at \$20,000 for immediate needs and early repairs. In subsequent years, an additional \$5,000 to \$10,000 should be added to the account annually for ongoing maintenance and eventual larger repairs or replacements as they are needed. This value does not include upgrades or stabilization projects, which would be better achieved through a capital campaign or other funding source.

Annual Maintenance to the 98-acre grounds was estimated by the team at approximately \$50,000 each year. This would include upkeep of trails and paths, field maintenance and treatment of the grounds around buildings.

The Operator should assess current conditions and agreements that may exist with community partners for in-kind services and use agreements to offset annual costs of maintenance to the grounds. The Operator would also be encouraged to leverage new potential relationships with community and business partners, such as General Motors and local agricultural programs, for the same mutually beneficial purposes.



MAINTENANCE AND UPKEEP OF BUILDING STRUCTURES, ROADS, TRAILS, AND FENCES



MAINTENANCE OF PASSIVE LAND



SOME MINOR RESTORATION OF MANSION INTERIOR REQUIRED

# TUCK-HINTON

## PRIORITIZATION OF IMPROVEMENTS

While the Master Plan suggests a priority of improvements to the site as outlined below, development may occur out of order depending on funding strategy. For example, funding may be secured by way of a capital campaign project or donor gifts. For more on funding, refer to Business Plan found in Section 06 - Implementation Plan

## INTENTIONAL DEVELOPMENT

The following suggestions are recommendations for prioritizing the capital improvements potential development. The Master Plan recommends these development projects be completed in phases so each project will have time to cultivate attraction and capital to fund future development projects and programs.

### IMMEDIATE GOALS

- Stabilization of historic structures
- Site beautification
- Trails/connectivity/access
- Implementation of new business plan
- Stock Barn

### MID-TERM GOALS

- Extended site beautification
- Introduction of elements / interactives / education
- Strengthen annual program and partnerships
- Strengthen community engagement
- Fund-raising for new interpretive center

### LONG-TERM GOALS

- Construction of new Interpretive Center
- Extended site beautification
- Maintenance of annual program and partnerships
- Maintenance of community engagement
- Supplement interpretive elements / interactives / education
- Establish annual program and partnerships
- Address deferred maintenance
- Upgrades to Ikard event center



IMMEDIATE GOALS - STABILIZATION OF THE ENSLAVED PEOPLE'S HOUSE



MID-TERM GOALS - STRENGTHEN COMMUNITY ENGAGEMENT; OUTDOOR PAINTING CLASS



LONG-TERM GOALS - CONSTRUCTION OF NEW INTERPRETIVE CENTER, FEATURING HARRIET TUBMAN UNDERGROUND RAILROAD VISITOR CENTER



# TUCK-HINTON



## INTERPRETIVE PLAN

Historic Rippavilla should embrace a mission statement which doesn't exclude the opportunities of expanding interpretive content as it is uncovered over time. The mission statement below has been provided as a template to meet this goal.

"Historic Rippavilla's mission is to preserve, interpret, and restore the property's buildings and grounds by utilizing best museum practices, upholding the highest standards of scholarship, and by preserving the site and its structures in an effort to promote educational and community purposes."

Rippavilla should interpret the entire campus, illustrating history through the use of existing and new structures, approaching improvement projects in phases as the property and Operator grow in revenue-generating ability. A system of exterior graphics and interactive applications would lead the visitors across the estate through a variety of interpretive areas, telling the story of the architecture, land uses, the Civil War and life on a Plantation.

Interpretation of the site should include, but not be limited to: Building of the Property, War and Reconstruction, Agricultural Innovation and Return to Prosperity, and the Modern Age. Programming related to interpretation should embrace the unique architecture of Rippavilla, its place in Civil War History, the lives and contributions of the enslaved, and Rippavilla's place in agricultural history. For more on these topics, refer to "Rippavilla: Telling the Whole Story of the Civil War Experience" prepared by the Tennessee Civil War National Heritage Area.

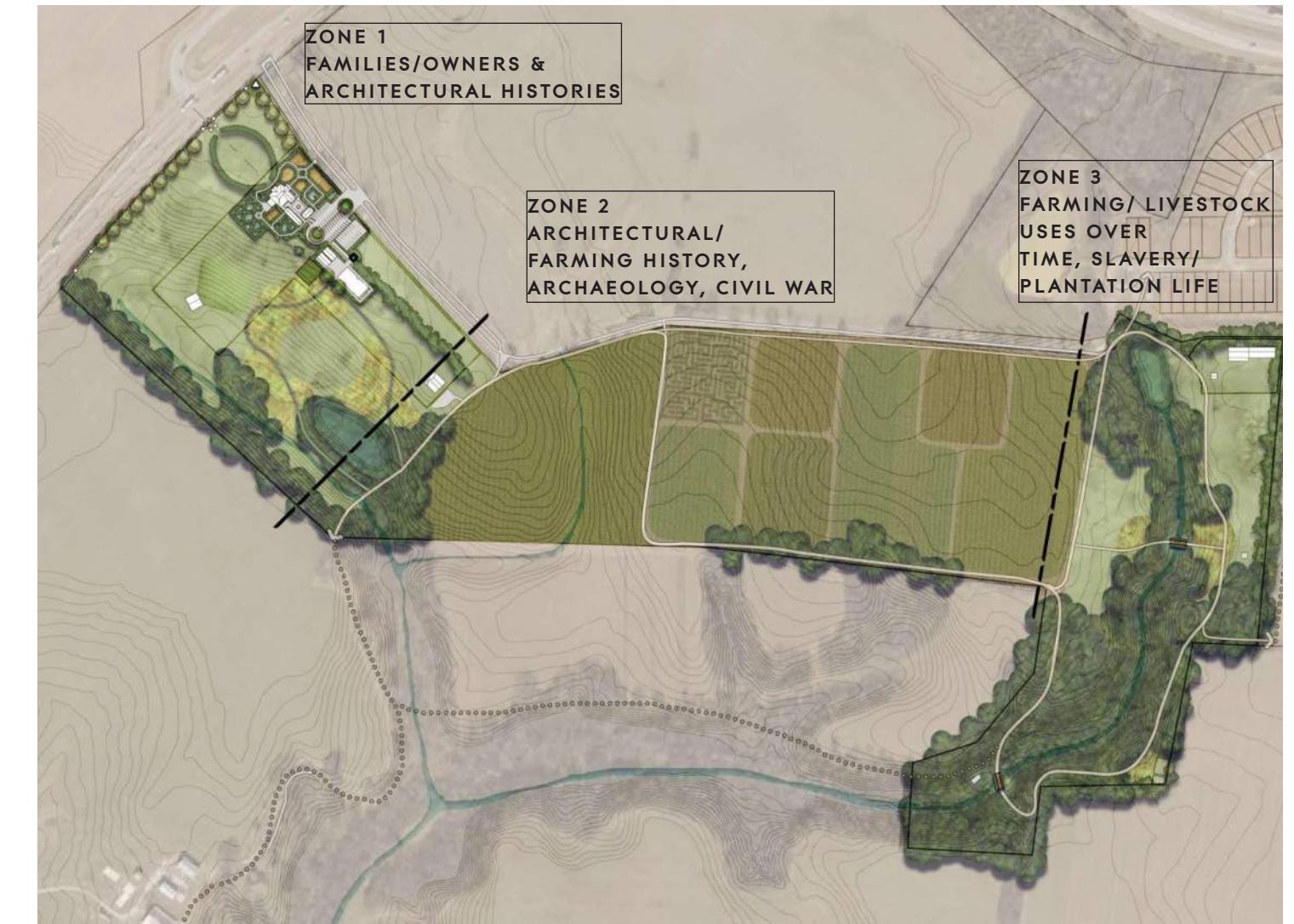
The Operator should maintain and strengthen ties with Tennessee Civil War National Heritage, Land Trust and regional historic sites to expand and preserve the story beyond the property.

# 05

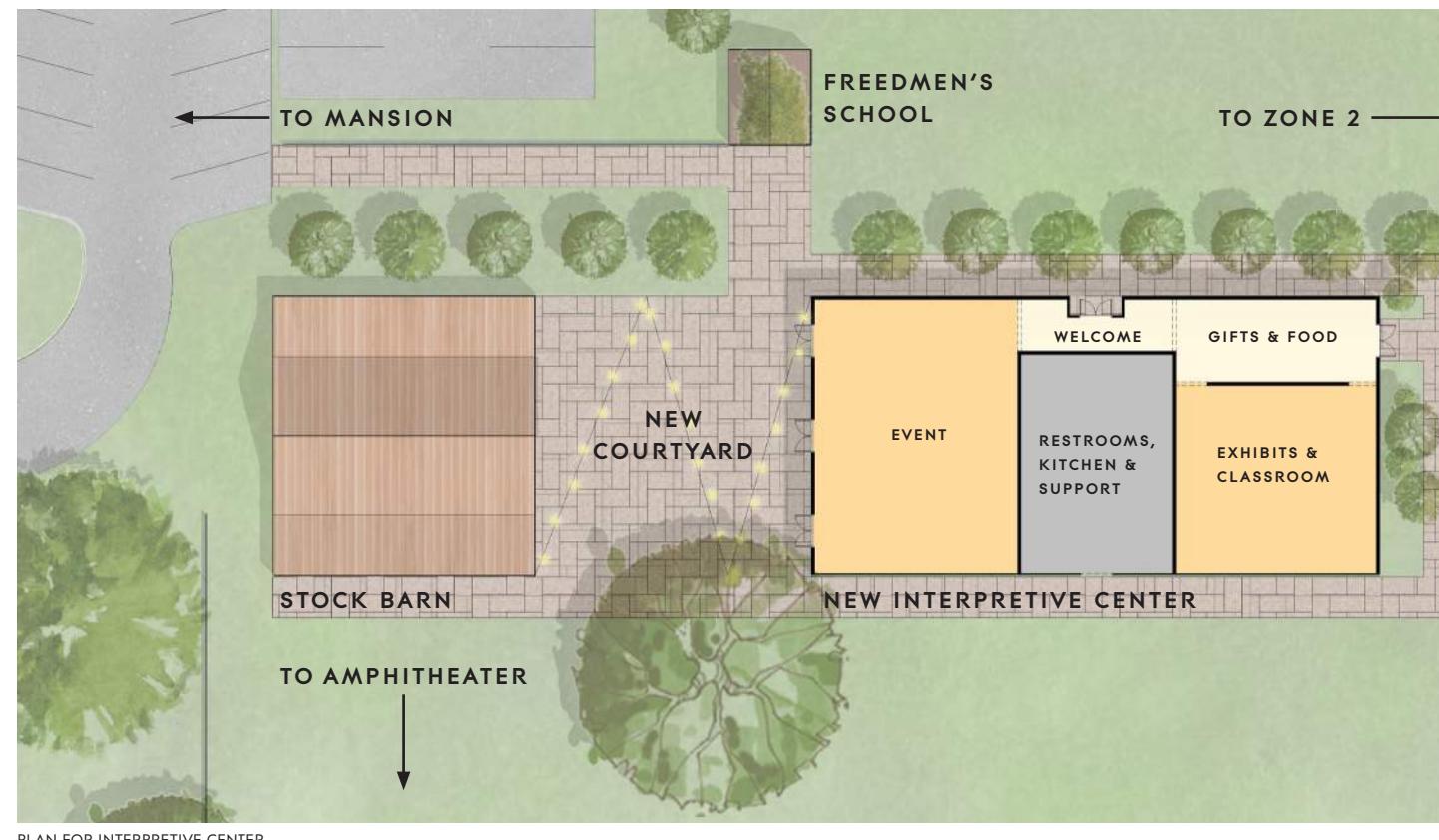
HISTORIC RIPPAVILLA MASTER PLAN

## INTERPRETIVE PLAN

SPRING HILL, TENNESSEE



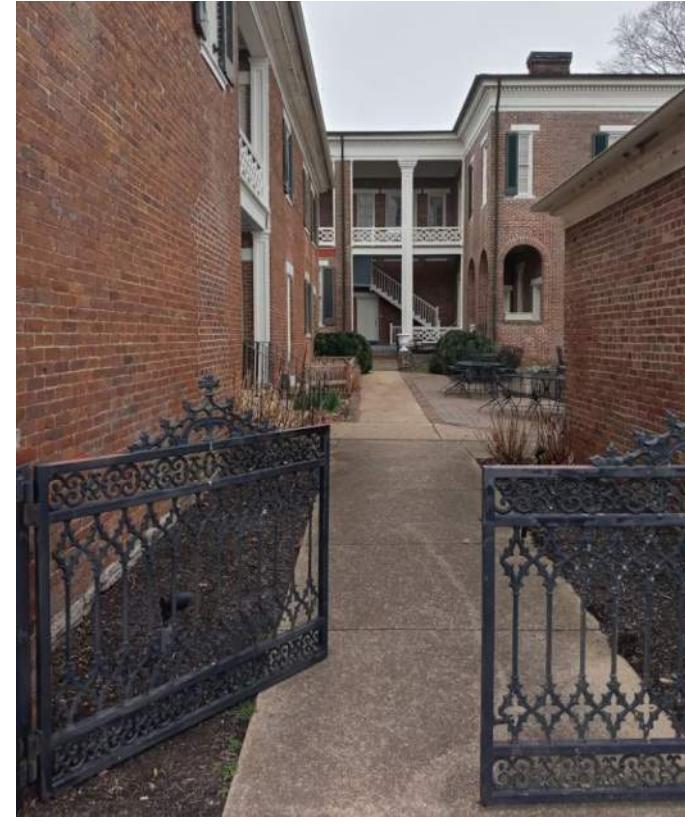
INTERPRETIVE SITE PLAN FEATURING CONTENT FOCUS ZONES



PLAN FOR INTERPRETIVE CENTER



EXAMPLE MIGRATION ITEM FOR NEW INTERPRETIVE CENTER, BATTLE OF SPRING HILL MODEL



BACK ENTRY TO RIPPAVILLA MANSION THROUGH COURTYARD

## ZONE 1

### CONTENT FOCUS:

Families/Owners and Architectural histories

\*For a full historic assessment of the structures identified throughout this section, refer to Section 03 - Preservation Plan / Historic Overview and Assessment.

### MANSION

Rippavilla Mansion, originally constructed in 1855, reflects its evolution over time including its mid-19th century construction and colonial revival remodeling in the 1920s. The Mansion should serve to tell the intimate stories of the families who lived there from the mid 1850's to the time of the property's sale to Saturn and should provide a continuous background for the journey from past to present.

Historic items and artifacts not pertaining to the family history, such as Civil War artifacts, should migrate to a newly designated Interpretive Center or to a temperature controlled environment, such as the Ikard Center, for temporary holding before final placement in an exhibit.

### STOCK BARN

The oldest section of the Stock Barn appears to date back to ca. 1855 and consists of a log and frame pen. Research suggests this may be the remnant of a carriage shed. The rest of the barn appears to have been built ca. 1930 as part of the agricultural building additions.

### PUMP HOUSE

The Pump House appears to date to ca. 1920. Interpretation of the structure should state the importance of dependable water sources and 19th century building construction.

### FREEDMEN'S BUREAU SCHOOL

The Freedmen's Bureau School was donated to Rippavilla in 1993. Due to lack of fenestration and other necessary documentation, additional research is recommended to confirm the current interpretation. This building is composed of logs from at least two buildings, one of which was used as a Freedmen's Bureau School. While it is a valuable resource to tell the story of African American education during the reconstruction, it should be noted that it is not an exact replica.

## PLANTATION EXHIBIT

Implementation of a plantation exhibit located in the first third of the property will serve two primary purposes. First, the exhibit will provide historical context as a whole around current structures and developments on the site. The exhibit will also serve as the first major contextual map and starting location for tours with connecting signage on grounds, and will provide patron's context for way-finding once they enter the Historic Rippavilla grounds. Locating the sensitive artifacts in a new facility / Interpretive Center also helps to more appropriately preserve and display the exhibit artifacts in a manner most conducive to telling Rippavilla's story. It also provides an official starting point for an additional historical narrative beyond what the mansion currently offers.



MANSION INTERIOR BEDROOM: PERIOD PIECE



EXISTING STOCK BARN TO RECEIVE REPAIRS AND UPGRADES TO HOST OUTDOOR EVENTS



EXAMPLE OF INTERPRETIVE CENTER AT DRAYTON HALL DESIGNATING A FLEXIBLE EDUCATIONAL SPACE AND PRIMARILY FUNCTIONING AS A CLASSROOM



EXAMPLE OF INTERPRETIVE CENTER AT DRAYTON HALL SHOWCASING VARYING EXHIBITS THROUGH GRAPHIC, PRINTED AND PHYSICAL REPRESENTATION

#### NEW INTERPRETIVE CENTER

The newly constructed Historic Rippavilla Center would create a hub for the 98-acre site, giving the visitor a sense of place while orienting them to the rest of the estate. This will be the primary location for events, exhibits, retail, and operations. Refer to "Plan for New Interpretive Center" image for recommended layout. The building may be titled the Interpretive Center, Welcome Center, Event Center, or may be named after a donor in support of the Rippavilla's mission. For the purposes of this Master Plan, it will be referred to as the Interpretive Center and will likely contain the following:

#### WELCOME AREA

Main entry to the interpretive center will be highly visible and accessible. It will be the center of commerce where ticket sales and tour packages will be made available. It will be adjacent to the gift shop and dining component and open to all during regular business hours.

#### EVENT SPACE

The Event Space should be outfitted to accommodate large numbers of guest for gatherings ranging from school field trips to private weddings. It will be oriented toward the Stock Barn and open up to an accessible courtyard.

#### CATERING KITCHEN

A catering kitchen component should be located in or adjacent to the interpretive center for easy access to both the event space and public dining component. Future use of the catering kitchen for outdoor events such as musical performances and festivals suggest locating the kitchen on an exterior wall and service window along the facade facing the amphitheater. A cafe component could be incorporated in the design with dedicated space at the interior, or to support exterior food and beverage consumption.

#### EXHIBITION SPACE

This educational space should allocate areas for rotating content as well as more permanent installations. Some examples of research projects headquartered at the exhibition space could include:

1. Touchscreen Interactives and Digital Mapping. Mapping of the estate could display development of the site through eras in time, layering previously existing buildings, land, agricultural uses, Civil War routes, and battle lines. For more on this feature, refer to interactives quote prepared by Dalton Group in the appendix.
2. "Souls of Rippavilla" Archiving Project. Grants could be sought to develop and fund this project in order to create a digital archiving database featuring generations of the lives the owners and those who were enslaved at the plantation. This could be a public database or could be monetized, but visual content should be included and updated as necessary.

#### CLASSROOM SPACE

Ideally, the classroom space and exhibit space are not both located in the same room, but minimally they will want to have their own designated zone. Use of indoor signage and walls and partitions for display will be utilized frequently. The Classroom space will be able to host medium to small groups for the purposes of Education. Community projects such as Family Tree research and oral history of Rippavilla residents would be prime examples of the use of this space.

#### SUPPORT

Other facilities such as public restrooms should be accounted for in the new interpretive center and should be accessible from the main entrance. Additional staff positions have been suggested for furthering the success of Rippavilla's interpretation goals and property objectives. Refer to the Business Plan in Section 06 - Implementation plan for a listing of positions. Administrative support, storage, and additional office space may be required and accommodated in the interpretive center.



EXAMPLE OF GRAPHIC TIMELINE WITH AUDIO COMPONENTS AT FIVE RIVERS E.E.C



EXAMPLE OF WELCOME CENTER AT BERNHEIM ARBORETUM &amp; RESEARCH FOREST VISITOR CENTER



SPRING HILL BATTLEFIELD ALONG NORTHWESTERN BORDER OF PROPERTY



TEMPORARY AND SEASONAL VINTAGE BASEBALL IN AN OPEN FIELD



EXAMPLE OF OUTDOOR INTERPRETIVE SIGNAGE AT FIVE RIVERS E.E.C.



CORN MAZE AND SEASONAL ACTIVITIES AT GENTRY'S FARM IN WILLIAMSON COUNTY



STRAWBERRY PICKING FIELDS AT WOODALL FARMS IN ROBERTSON COUNTY



EXAMPLE OF OUTDOOR INTERPRETIVE SIGNAGE AT KINGSLEY PLANTATION

## ZONE 2:

### CONTENT FOCUS:

Agricultural & Farming History, Archaeology, Civil War

Zone 2 plays a vital role in incorporating the entire estate to tell the story of Historic Rippavilla. By focusing on different aspects of the estate's history over the course of the entire footprint with the use of walking trails, electronic mapping and exterior graphics and way finding, the visitor will be guided over the estate and encouraged to explore the grounds at their own pace. Interactive technology could be linked to neighboring historic sites and could be developed for use as a marketing tool for seasonal events. Ideally, the interactive technology should be adapted for use on the official Rippavilla website and meet curricular criteria.

General recommendations for Zone 2 include commissioning and conducting archaeological survey of the property to analyze potential disturbance of historical artifacts prior to any programming. The Operating Entity should develop a grounds management plan to represent important historical land uses and crops accurate to Rippavilla's agricultural history as well as designate the less historically fragile areas for overflow parking. Zone 2 provides a unique opportunity for the community to experience the property through a recreational lens, making it ideal for public events such as festivals, seasonal activities and outdoor education. Recurring seasonal activities rooted in community involvement that compliment the goals of interpretation, education and preservation such as vintage baseball and antique lawn and garden shows should be permitted.

### IKARD CENTER

The Ikard Center, constructed in 1990, is a non-historic building used for events and community meetings. It sits at the edge of Zone 1 and 2 and currently does not contribute to the storyline of Rippavilla. Interpretation could involve the story of Saturn's involvement with Rippavilla and the modern history of the property. The structure would also be appropriate for use/continued use by Community Partners, or expanded administrative support spaces for Rippavilla.

Regarding improvements, the building could be upgraded and renovated to a low degree, creating a structure that is more cohesive with the character of the site, both along the exterior and the interior. Another option for improvements includes retrofitting the Ikard Center to serve as an interim interpretive center, depending on availability of funding and capital campaigning efforts. Retrofitting for the purpose of gaining an interpretive facility with restrooms, welcome center, event space, exhibits and support would also be considered a costly venture for a temporary facility. This suggests a strong mission statement and vision for the property's long-term and continued use are of primary concern before proceeding with infrastructure improvements.

### CIVIL WAR INCIVILITY

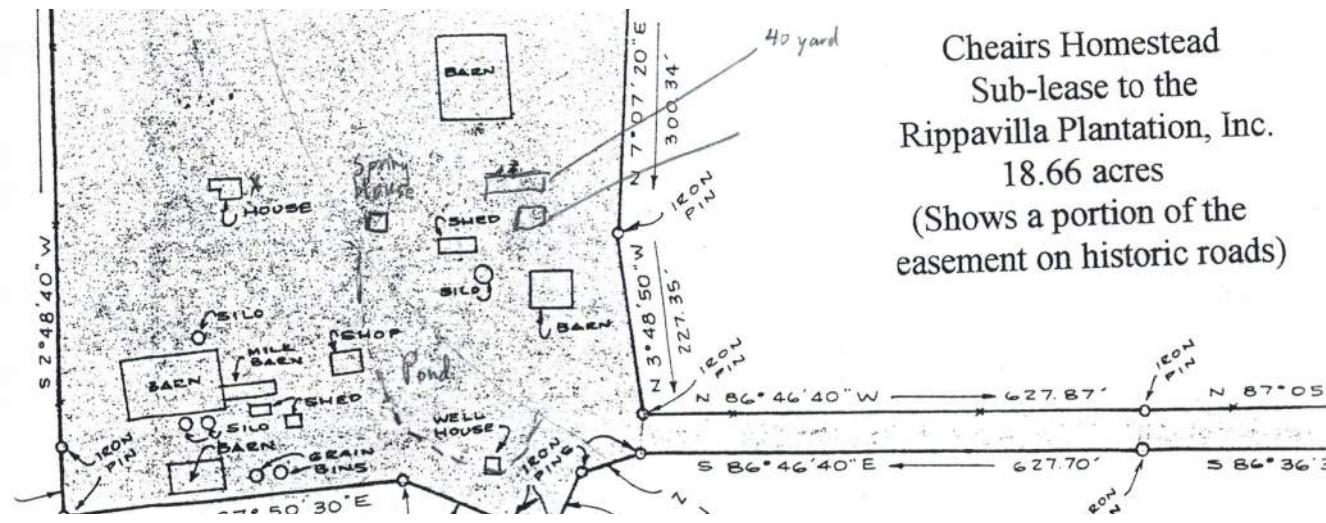
In preparing for the implementation of Civil War programming on the property, Rippavilla could designate a location for a temporary pop-up tent serving as an example of what wartime shelter would have been like. Further, the pop-up tent could host Civil War programming that would effectively allow for an on-the-grounds storytelling experience.

Currently the majority of Civil War properties in the United States have a federal designation and depend completely on federal funding to operate. All battlefields have programs that can be replicated and scaled. Because the sites are all part of the National Park Service they share programs that draw tourists and create some uniformity in shared history. These programs and programs spaces are: Become a Junior Ranger; Interpretive Centers; Living History; Military Staff Rides; Guided Hikes; Trading Cards at each site; Mini-Museums; and monument dedications on battle anniversaries. Without federal funding a few of these programs could be replicated; however, if Rippavilla desired to see the battlefield site and programs built to this level the plantation should consider co-planning with the Civil War site beside them for the most successful Civil War practices.

The adjacent 84-acre plot to the North of Rippavilla is a portion of historic land previously belonging to the Cheairs plantation. In November 1864, it became the backdrop to one of the most controversial events of the American Civil War. The site known today as part of Spring Hill Battlefield was saved by the Civil War Trust in 2010 and is protected land. Uses such as hunting, relic hunting, camping, fires, and vehicle traffic are prohibited.



EXAMPLE OF INTERPRETIVE CENTER HOUSED IN THE EXISTING AND RENOVATED IKARD CENTER



CURRENT CONDITION OF LAST REMAINING ENSLAVED PEOPLE'S HOUSE AT RIPPAVILLA



CEMETERIES IN NEED OF RESTORATION, CHEAIRS CEMETERY FEATURED ABOVE



EXISTING TRAIL BRIDGE CONNECTING PATHS ALONG ZONE 3



VEHICULAR/PEDESTRIAN PATH ALONG ZONE 2 CONNECTS ZONE 3 TO THE ENTIRE ESTATE

**ZONE 3****CONTENT FOCUS:**

Farming/ Livestock uses over time, Slavery/Plantation life

Zone 3 contains a plethora of historically significant structures relating to plantation life and agriculture. While stabilizing existing structures is of highest priority, it must also be noted that an archaeological study and remediation should occur prior to improvements. Potential reconstruction of slave quarters and agricultural facilities should not be overlooked. These research and construction projects should be targeted for historic preservation grants as they meet the essential criteria for such examination.

All modifications outside of the Building Envelope B known as the Land Trust Conservation Easement must be coordinated with the Land Trust for Tennessee and are subject to review and approval.

A continued connection to Zones 1 & 2 should be strengthened with accessible paths, proper lighting and interpretive signage, as well as a continuation of content regarding interactive technology and use of a property tour map application.

**MULE BARN**

The Mule barn built ca. 1950 during the ownership of Rippavilla by P.D. Houston is in good condition and has been extensively modified with additions and other re-modelings. The barn offers a wide variety of options for its adaptive reuse, primarily with the focus of hosting events. There are also opportunities for use of the Mule Barn by community partners. Community partners should be considered that reinforce or complement the objectives of Rippavilla. Refer to the Appendix for a proposal from the Spring Hill High School that may be considered.

**ENSLAVED PEOPLE'S HOUSE**

This building is one of the most significant properties at Rippavilla and reflects the conditions of those subjected to chattel slavery who were property of the Chears family and provided free labor at the farm, the home and any other duties assigned in the late 19th century and early 20th centuries. lived and worked at the farm in the late 19th and early 20th centuries. The building is in fair condition but needs numerous repairs and stabilization. The dwelling should be stabilized to accompany a new exhibit to honor and bring dignity today where little existed for the enslaved during the ongoing servitude. In its current state, the building is too fragile to provide regular interior access, but allowing viewing through the open door for special occasions would be acceptable as first step.

This building is reflective of Rippavilla's agricultural history when it was owned and operated by P.D. Houston Sr. and it should be interpreted from this period. The Enslaved Peoples House is a primary contender for grant funds to preserve its history and contribution to the story of the property. Programming should consider example projects promoting historical research and archiving such as Evergreen Ancestor Project and The Slave Dwelling Project by Joe McGill, of The National Trust for Historic Preservation.

**CHEAIRS CEMETERY & CEMETERY OF UNKNOWN SOULS**

The Chears family Cemetery and the Cemetery of Unknown Souls are both located toward the back of the property and are surrounded by either a low stone wall or wooden fence. Both cemeteries require proper care and upkeep as they are in a manner that is reverent to those buried there. Interpretation of the Cemetery of Unknown Souls should incorporate Ancestor research and archiving as mentioned in Zone 1 regarding "Souls of Rippavilla" project.

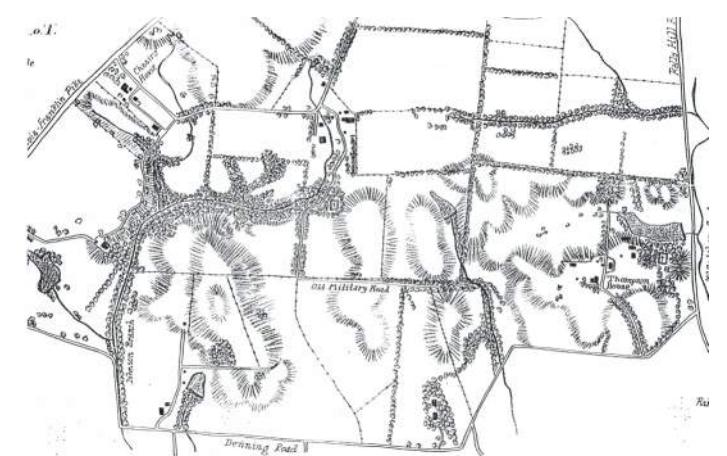
**OLD MILITARY ROAD**

Current interpretation describes this roadbed as McCutcheon's trace but the statement does not appear to be supported by historical documentation. McCutcheon's trace is identified by several scholars as being to the east of the Rippavilla property.

However, this roadbed was identified on civil war-era maps as the "Old Military Road" which refers to the military road created under the direction of Andrew Jackson in 1820. This road was built South, from Spring Hill to Columbia and then on to Alabama. Further research is recommended to more fully support this roadbed as part of this historic military road.

**BROWN'S STAND REPLICA**

Brown's Stand is a reconstruction of an inn or "stand" which was located to the southeast on McCutcheon's trace and was not on originally located the Rippavilla property. Daniel Brown operated a Stand southeast of Spring Hill on McCutcheon's trace in the early 1800s and this double-pen log building is an interpretation of this stand. Built ca. 1985, it was intended to be part of living history demonstrations on pioneer life. This building has not been maintained or used for a number of years and is in fair condition. Partnering with community organizations for its restoration is encouraged, but the use of capital campaign funding for this replica structure is not.



MAP OF OLD MILITARY ROAD THROUGH RIPPAVILLA, 1864

TUCK-HINTON



# 06

## INTRODUCTION

This master plan document summarizes the input gathered from the community, City leaders, key stakeholders, and the professional consultants that are part of the master plan team during this year long process. The master plan recommendations have been made with the consideration of not only the expressed desired uses for the 98-acre site, but also the financial implications of the recommendations.

This section should be used as a guide for the City and the Operating Entity to make key decisions and evaluate priorities for the future development of Rippavilla's site, programming, and uses. The property shall abide by former deeds restrictions and by rules set forth by The Land Trust for Tennessee. The Land Trust should be notified for review and approval prior to construction of any new structures or undertaking any new activity so that specific plans, locations, uses, etc. may be considered for consistency with the Conservation Easement. Furthermore, it should be noted that the main access road and entry drive loop to the property belong to the Civil War Trust immediately adjacent to Rippavilla. All development or modifications along this easement should be coordinated with the Civil War Trust.

## ORGANIZATIONAL OVERVIEW & GOALS/ OBJECTIVES FOR USE OF RIPPAVILLA

*This section includes a detailed history and plan of the administering organization and the manner in which the site will be managed.*

### HISTORIC ADMINISTERING ORGANIZATIONS

In 1985, the last remaining private owners of the estate sold Historic Rippavilla to the Maury County Industrial Development Board (IDB). From that point the Maury County IDB turned over ownership of Rippavilla and the accompanying 98.44-acre tract of land to Saturn Corporation of General Motors ("GM"). In 1995 Saturn Corporation leased the plantation house and 20-acres to the newly formed non-profit organization, Rippavilla, Inc., whose mission and vision was the historic preservation of the property. During this period, a restoration of the house was carried out, and the property was listed on the National Register of Historic Places. In 2007, General Motors donated the mansion along with the 98.44-acres and other improvements thereto to Rippavilla, Inc.

General Motors supplemented the property donation with a 10-year annual endowment intended to assist Rippavilla, Inc. with the ongoing maintenance and operations of the property. In 2016, Rippavilla Inc. donated the property to the City of Spring Hill. This donation alleviated some of the financial pressures and responsibilities of the overall upkeep of the property to the non-profit as they continued to operate the site on behalf of the City as a management entity. Along with the donation to the City in 2017, a good portion of the real estate surrounding the mansion was placed in a Conservation Easement with the Land Trust of Tennessee to effectively insure the perpetual stewardship through preservation and protection of the property in its natural state.

HISTORIC RIPPAVILLA MASTER PLAN

## IMPLEMENTATION PLAN

SPRING HILL, TENNESSEE

### PRESENT DAY

In February 2021, the City of Spring Hill terminated its management agreement with Rippavilla, Inc. and released a Request for Proposals ("RFQ") for the management and operation of Rippavilla. With regards to the Master Plan, the primary goals are to establish Rippavilla as a sustainable public asset to the community and to provide the framework for future operations by maximizing the potential of the site both financially and experientially.

It will be of utmost importance that the selected property manager be committed to education, preservation and interpretation of the property's rich history, and esteem Rippavilla as a cherished asset to the community with something to offer everyone. In this regard, the management team will be tasked with maintaining and strengthening the mission and vision of Historic Rippavilla in partnership with the City as defined by the RFQ and within this Implementation Plan.

## ORGANIZATIONAL STRUCTURE

A look at the best practices for Historic Rippavilla's leadership structure and business organization should be evaluated. Assessment by the master planning team resulted in the emergence of one primary recommendation: Establishing committees and positions with clearly defined responsibilities, roles, and communication expectations.

Various committees could be formed and tasked with a specific agenda such as fundraising, or beautification. Committees provide a trusted and balanced network of individuals, a forum for creative development, as well as safe place to tackle issues such as risk mitigation and issue resolution. Boards and committees often act as an advocate for new and/or small staff and leadership personnel, including independent operators or consultants.

Established committees or boards are able to assist with responsibilities for key or focused aspects of an institution inside or across the estate, including situations where a new operator or consultants may not have the intrinsic knowledge of successful operations of the facility, or established connections in the particular geographic area. Strategic committee members will strengthen community support and add credibility when soliciting grant sponsorships.

Relationships within local businesses, like-minded organizations, and the community at large have been inconsistent in recent years and the estate would benefit from establishing a rapport with community stakeholders that could provide political influence in the community. The Operator is therefore encouraged to seek out other non-profit organizations or institutions that could be of mutual benefit in terms of networking and collaboration.

Rippavilla's current transition to a new Operator provides an opportunity to recruit and establish committees of individuals who bring a diversity of skills and networking to the table. Committees and roles, once created, can become prominent positions within the community. At their highest potential, committees create opportunities for connection, a strengthened vision, a more comprehensive and diverse picture, and a standard for best practices based on knowledge, values, and experience.

## STAFFING & OWNERSHIP

The City of Spring Hill is the official owner of the Rippavilla Mansion and adjoining property and should therefore make its best efforts to acquire the relevant historic contents and collections within the Mansion. The City should also administer collection, accounting, and maintenance policies related to such items. The managing entity should not own contents of the mansion. This creates a conflict of interest in the preservation of the property as a whole.

Currently, the items of Rippavilla Mansion (i.e. furnishings, fixtures, and artifacts) belong to a variety of sources and require consolidation in a manner that best serves the property. The preceding management entity has a unique opportunity to correct this issue for future use. An inventory of fixtures/furnishings should be completed, proof of ownership should be provided, and an audit of current loans and insurance values should be a priority.

Insurance values should be audited and policies should be put into place covering collecting, loans, preservation, deaccession, et cetera. This legal responsibility falls under the duties of the Executive Director and Exhibits Director & Curator. For a sample of such documents, refer to the Appendix.

The City of Spring Hill or other (501c3) City-owned subsidiary should administer the property. Fixtures, furniture, and collections should be owned by the City / Subsidiary and ideally the Administering / Management subsidiary should be City owned. It is recommended Day-to-day operations should be supervised by an appointed City official (referred to here and throughout the Master Plan as the "City Champion"). Similarly, marketing, accounting, and legal matters should all be supervised by this appointed City official.

Third party entities should be solely events-related / valets and should be covered by a hired and legitimate event management organization with exception to the Grants Solicitor, who shall be supervised by the Executive Director and Director of Development. All other positions should be hired and supervised by the Executive Director under guidance of the City Champion, who in turn reports to the Board of Mayor and Aldermen.

### STAFFING

Recommended essential staff positions for the Operator of Historic Rippavilla shall be as follows:

#### EXECUTIVE DIRECTOR

- Will work with Rippavilla & City teams on marketing, advertising and human resources
- Potentially vetted by, and employed by, the City of Spring Hill
- Given jurisdiction to build his/her own team

#### EXHIBITS DIRECTOR & CURATOR

- Determines Content for exhibits and maintains account for all historic assets, artifacts, collections and contents of the property
- Gives direction on education and preservation goals and content for programs aligned with mission and vision

#### EVENTS & PROGRAMMING DIRECTOR

- Manages public and private events on the property
- Oversight of Event Management Plan and works with Maury County, City of Spring Hill, The Civil War Trust and the Land Trust for all prior approval processes
- Hires third party events coordinator and manages event related liability and insurance

#### DAY-TO-DAY OPERATIONS DIRECTOR

- Responsible for budget/scheduling/banking and on-site management of such assets
- Reports to Executive Director and City Official
- Procures routine financial and accounting reports to the City Official in the interest of legal and financial security, and IT
- Responsible for upkeep and maintenance of grounds
- Coordinates site safety and security

#### COMMUNITY OUTREACH LIAISON

- Interfaces with The Land Trust for Tennessee, The Civil War Trust, The Preservation Trust
- Communicates with and instructs volunteers and docents
- Engages Research programs, Universities, Community Partners, and other Historic Societies

#### DIRECTOR OF DEVELOPMENT

- Fund-raising for Capitol Campaign Projects
- Communicates with Donors and is responsible for strengthening existing relationships and building new strategic relationships in support of the Rippavilla Mission
- Works with Preservation and Education staff to solicit grants
- Works with Marketing and Promotions to increase Rippavilla's presence in the community

#### MARKETING AND PROMOTIONS COORDINATOR

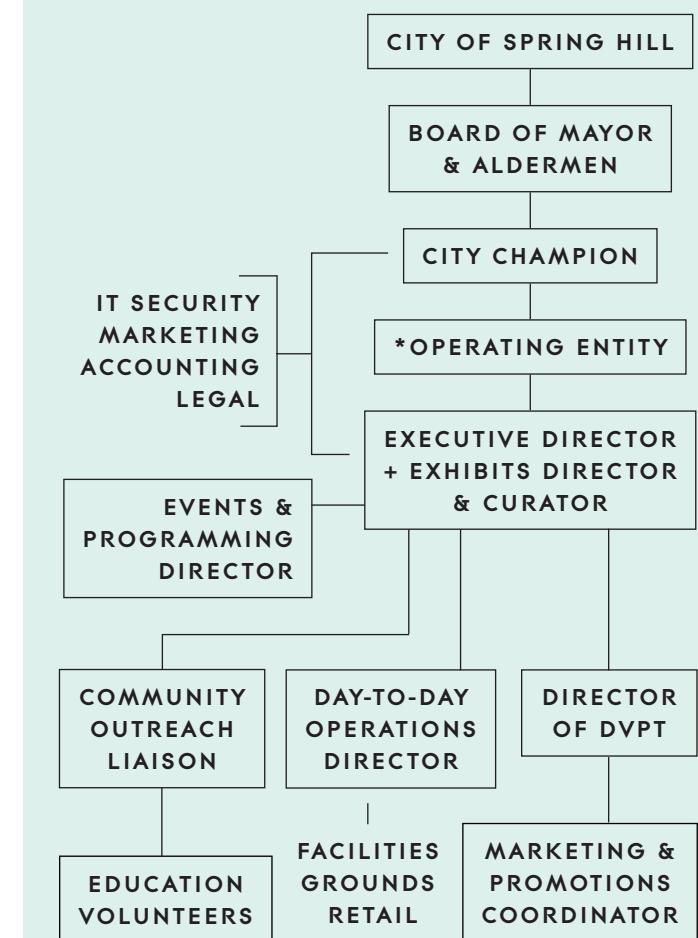
- Upkeep of official website, invitations, management of social media accounts
- Coordination and production of digital graphics and physical signage for promotional uses
- Standards development and documentation
- Generates and controls content for press releases, et cetera

#### EDUCATION VOLUNTEER(S)

- Trained and capable of educating visitors on Historic Rippavilla, and may take on docent status
- Supervised by Community Outreach Liaison

## ORGANIZATION CHART

\*This Organization Chart maps out recommendations based on the presumption that the Operating Entity identifies as a 501c3 organization



## BUSINESS PLAN

The Business Plan establishes how the administering organization professionally manages the site along with how funding the site's operational and development needs to be achieved.

### RIPPAVILLA: FINANCIALS & OPERATIONS OF SITE

The Pillars Development team conducted a study on the financials of the previous administration from 2017 - 2019 to assess the operational aptitude and opportunities for improvement. When compared the previously mentioned Peer Properties, several opportunities for improvement at Rippavilla became evident. The team begins to approach this topic with a study on ideal expense breakdown and revenue generating models that have proven successful at these similar institutions.

### REVENUE GENERATION

From the records provided by Rippavilla Inc., it appears that contributions and funding from campaigns for capital projects or programmatic initiatives have been not been a source of revenue for the past few years. The same can be said about grant funding. Both should be pursued heavily by the Operator.

### REVENUE SEGMENTATION

A look at the segmentation of income streams provides greater insight into the make-up of an organizations operations. A more diverse revenue stream would benefit an organization like Historic Rippavilla, by providing less dependency on one facet of the business model. It also allows for a greater level or allocation for specific repairs and improvements for creation of a more sustainable institution.

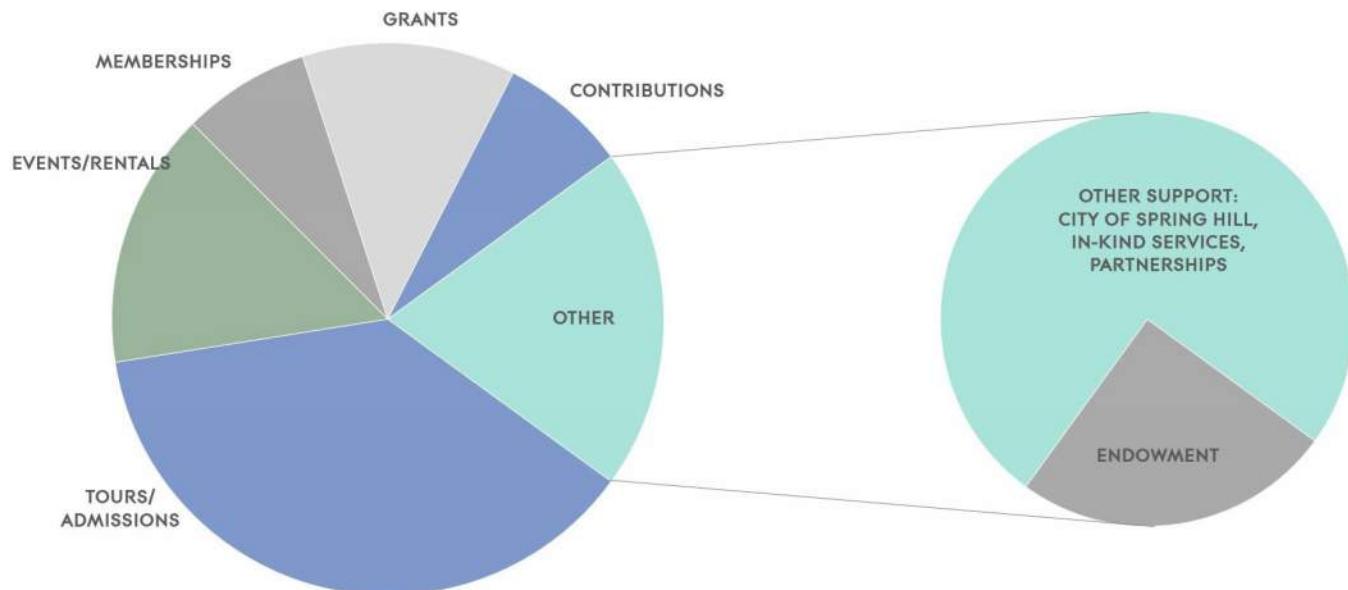
See example provided a more diverse revenue model that could ensure the desired level of operations and programming are obtained and maintained by way of multiple income generators.

**Active Revenue** – revenue earned in exchange for performing a service or completing a task

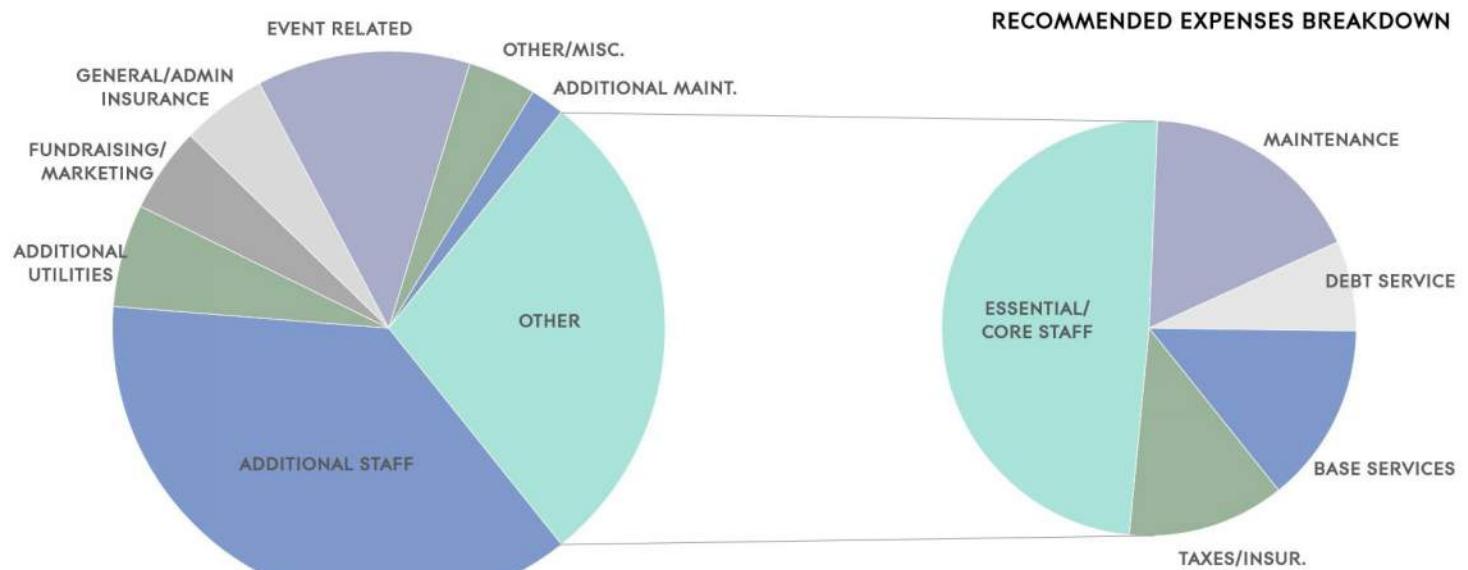
**Passive Revenue** - revenue earned from work completed in the past, that continues to recur without any (or very minimal) additional effort

It is recommended that the Operating Entity should first focus its efforts on securing more Passive Revenue. This would result the ability to shift focus toward, and even amplify, new or recurring revenue generating activities.

### RECOMMENDED REVENUE DIVERSITY, ACTIVE & PASSIVE STREAMS



### RECOMMENDED EXPENSES BREAKDOWN



### EXPENSES

A key takeaway from reviewing financials from the previous administration was the disproportionate amount of resources used on general tours at the mansion. As these have been found to be an insignificant source of revenue, a strategy of reducing the frequency of tours and making the offering more strategic may provide a greater return on investment. Currently, the cost of Docents and expenses related to tours outweigh the revenue they generate. Other opportunities include seeking both government and non-government funding in support of the mission of preservation and education. Additionally Rippavilla should seek to create a program that enlists and trains volunteers, students or special interest individuals/groups as docents to bolster resources and achieve greater returns on investment. See ORGANIZATIONAL STRUCTURE for more on leveraging community resources.

### EXPENSES SEGMENTATION

A detailed understanding of expenses is very helpful in establishing a foundation for solvency and sustainability from a financial perspective. Review and segmentation of expenses allows for the development of a baseline for the essential costs of an institution, the funding needed for the acceptable minimum or targeted functions, and the establishment of goals and thresholds for determination of growth activities.

### OPERATIONS ASSESSMENT

Rippavilla has operated without a clear focus on maximizing funding for its mission, and matching revenue with its expenses. If that is not to be the ultimate goal of the organization, special care should be taken to confirm that operational goals are meeting their expected financial outcome. It is recommended that an operations plan be developed by the Operating Entity, outlining the areas in which Historic Rippavilla is dedicated to a program or service – and its level of profitability. This will also assist in the privatization of activities and guide a greater level of planning around programming and the use of its resources.

## RIPPAVILLA: OPPORTUNITIES FOR IMPROVEMENT

### FINANCIALS

Financially, it is recommended that Rippavilla work to implement strategies that both increase revenue and minimize expenses for activities. Revenue has been analyzed as it relates general ticketing, tours, event's income, as well as through donations, grants and other sources. In regards to expenses, it is recommended that Rippavilla develop a "bare bones budget" – a budget that has the minimum amount of expense required to function and fulfill financial obligations. This is a good practice for any institution that seeks to correct/improve its financial operations.

Developing a tiered budget and operations model that sets a threshold for progression can be a very valuable approach and tool for Rippavilla. A goal to become financially self-sustaining in tandem with expanding offerings is likely to require planning and documenting of intentional growth. Care should be taken not to focus on growth that is overly reactive to a particular idea, trend or other form of an opportunity. See example of a simple tiered budget outlined below:

#### TIER 1: BARE BONES

Base of minimum expenses to remain in existence. All cost burdens that must be absorbed.

#### TIER 2: CORE MISSION

Funds in excess of bare bones are allocated to sustaining the core mission and providing the minimum programming as effectively and efficiently as possible.

#### TIER 3: EXPANDED PROGRAMMING

Additional programs, more events, and more personnel as a result of targeted and successful events or fundraising. This tier can have many divisions or be broken into multiple tiers.

Additionally, diversity of revenue and income should be a priority moving forward. This diversity of income is a hallmark of financially sustainable organizations.

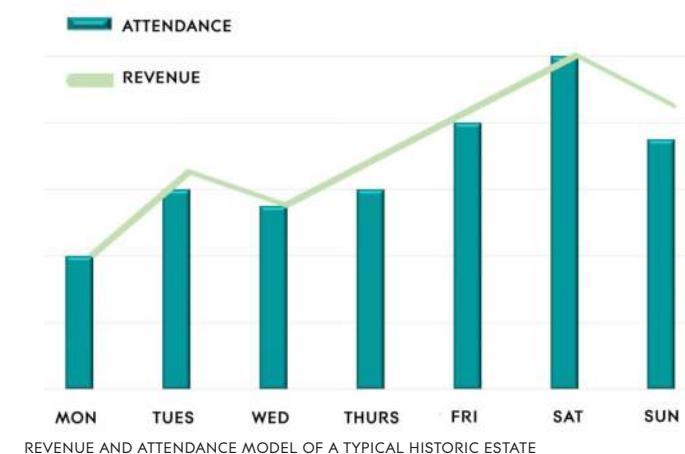
### VALUE PROPOSITION

Memberships (with associated perks) and single admission visits can add great value to members and visitors with additional offerings, such as access to other attractions, food offerings, retail discounts, priority sign-up for events, et cetera. Updated and more comprehensive graphics, such as a visually pleasing site map (accompanied and enhanced by other wayfinding) can build a greater level of exposure and value to the entire site and all it has to offer. New and refreshed areas and structures are another likely opportunity to create a greater sense of value, for both returning patrons and those considering visiting Rippavilla.

### AVAILABILITY & PRICING

Restructuring the hours of operation to include and be heavily driven toward the weekends and holidays is expected to lead to greater attendance metrics. It would also provide greater opportunities to garner the interest of part time (weekend-only) volunteers, docents, and other staff. In doing so the heavy lifting of grounds beautification, preservation or rehabilitation work, training, and staging, could occur during the off hours where attendance is low or non-existent. Rippavilla would also become a more viable option for corporate retreats, private events, and the like during the week days as well.

While pricing is quite affordable and considered on-par or less than its institutional counterparts, the availability of tours is structured against what appears to be best practice. No other plantation or compared facility is regularly closed on Sunday. In fact, the opposite model was supported in some cases. Some institutions were closed or partially closed during the week with the exception of events, special programs, and large groups or school/educational programming.



### PROGRAMMING

Multiple events and event types should be sought after to appeal to the broadest audience as well as create opportunities to directly engage target groups seeking a specific experience. The site allows for multiple event types and has operated at a high level of admission to various programs in the recent past. It is recommended to maintain and continue the tradition of select events, with the criteria that they align with the goals and objectives of Historic Rippavilla. This can range from public and regularly scheduled events such as general tours of the mansion to specialized tours, like the Candlelight tour in commemoration of the Civil War. Larger outdoor events to worth considering include Swanky Plan Vintage and Handmade Market, The Rusty Rake Lawn and Garden Show, and the Vintage Baseball Tournament. Private events are recommended to continue such as weddings & formal affairs.

New markets and relationships should be explored with the establishment of a new Operating Entity. The following program could be expanded or considered for complementary events.

- K-12 field trips and programs for young adult education
- Amphitheater performances or a concert series
- Festivals & Outdoor Concerts
- Business events and retreats
- Seasonal and holiday events
- Winery
- Public recreation trails and connection to Greenway

### ACCESS & PARKING

Parking in response to added capacity and in consideration of various future uses should be planned for. Parking within Building Envelope A should be maintained and expanded in a manner that respects and adheres to the Conservation Easement. As an expanded events offering and programming is developed so, too should the parking plan. Temporary grass parking is recommended on fields that have been verified as safe after an archaeological study has been performed.

Additionally, with nearly 100-acres, the ability for non-Rippavilla touring patrons to utilize the site for recreational uses, or at least as a connector and site of a greenway or trail should be contemplated. While this doesn't provide up-front revenue, site access and visibility have been proven to contribute to the overall success, longevity, and viability of an institution.

### BEAUTIFICATION & MAINTENANCE

Enhanced grounds, outdoor amenities, and landscape features, including improvements to fencing, signage, and way finding are expected to draw attention to the property and increase visitation. Program related to these additions is recommended as an additional source of revenue.

#### Simple/ Singular Pricing Increase

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Adults:</b>	\$15	\$19	27%
<b>Seniors (62+)/ Military:</b>	\$13	\$16	23%

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Seniors (62+)/ Military:</b>	\$13	\$16	23%
<b>Children (6-12):</b>	\$7	\$9	29%

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Children (&lt;6):</b>	Free	Free	Free

#### Potential Revenue Assumptions based on Past Visitation

	Adult	Senior	AAA/Mil	Child	Total Rev (\$)
2017	32,718	27,696	32	2,358	62,804
2018	3,934	28,096	1,792	2,646	66,468
2019	40,679	30,384	2,096	2,763	75,922

RIPPAVILLA PRICING STUDY

#### Premium/Separate Offering Pricing Increase

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Adults:</b>	\$15	\$20	33%
<b>Seniors (62+)/ Military:</b>	\$13	\$15	5%

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Seniors (62+)/ Military:</b>	\$13	\$17	31%
<b>Children (6-12):</b>	\$7	\$10	43%

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Children (&lt;6):</b>	Free	Free	Free

#### Potential Revenue Assumptions based on Past Visitation

	Adult	Senior	AAA/Mil	Child	Total Rev (\$)
2017	34,440	25,965	30	2,358	62,793
2018	35,720	26,340	1,680	2,646	66,386
2019	42,820	28,485	1,965	2,763	76,033

#### Combination / Hybrid Pricing Increase

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Adults:</b>	\$15	\$24	60%
<b>Seniors (62+)/ Military:</b>	\$13	\$20	54%

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Children (6-12):</b>	\$7	\$12	71%
<b>Children (&lt;6):</b>	Free	Free	Free

	Current Pricing	Pricing Opportunity	Pricing Adjustment
<b>Children (&lt;6):</b>	Free	Free	Free

#### Potential Revenue Assumptions based on Past Visitation

	Adult	Senior	AAA/Mil	Child	Total Rev (\$)
2017	39,606	31,158	36	2,882	73,682
2018	41,078	31,608	2,016	3,234	77,936
2019	49,243	34,182	2,358	3,377	89,160

## USE PLAN

*This section is the primary guidance tool for managing the various types of uses that are planned for the site.*

The Use Plan for Historic Rippavilla will cover implementation of various site uses and management of those resources. Refer to Organization Chart for appropriate positions related to below uses.

### EDUCATION & INTERPRETATION

The site and structures can support the mission of Rippavilla by providing general and specialized tours, accommodating school groups and working with local educators' curriculum. Staff are encouraged to seek opportunities in partnership with higher education programs, sharing research and analysis of site history, accuracy, and the furtherance of education regarding Civil War, Slavery and Plantation life, agriculture, architecture, and commerce.

Content curating, planning and programming, documentation, and abiding by best museum practices are recommended for the furtherance of education and interpretation of Historic Rippavilla. Staff could focus on expanding storyline and resources, and spearhead archiving projects such as written/oral history and family tree research as outlined in the Interpretation Plan.

### PRESERVATION

Preservation includes routine assessment and maintenance of historic structures and assets and abides by the Maintenance and Operations Plan as a baseline for proper care. Staff could conduct periodic structural reports and practice preventative measures to protect Historic Rippavilla and its assets. Preservation of the site could be improved by partnering with historic societies and in the pursuit of grants focused on protecting and expanding historic and replica structures as well as artifacts and contents within those structures.

### EVENTS

Appropriate usage of site and facilities should adhere to the Disaster Plan as well as rules and guidelines set forth by the Land Trust for Tennessee & the Civil War Trust. Large, public or private events should be prepared for in the hiring of a third party events coordinator. Preparation of a specific Event Management Plan for each event is recommended for logistics such as verifying insurance and outlining information which may be required for review. Staff should work with Maury County and The City of Spring Hill for scheduling and permitting, if necessary. For outdoor events, staff would partner with Outdoor Recreation as defined in this section.

### OUTDOOR RECREATION

Outdoor activities and full use of the site are encouraged and can be achieved through consistent programming and addition of amenities. Staff could develop and administer liability policies and best practices for Historic Rippavilla, and coordinate with Events for the implementation of these policies. Staff is encouraged to collaborate with Parks and Recreation, focusing on connectivity and activation of the site, and paying specific attention to the section of site identified as Rippavilla Greenway. Consideration should be given to creating a partnership with the neighboring subdivision to the East for use of a shared walking path in tandem with planning for the Rippavilla Greenway. Staff could work closely with Grounds, Events, & Beautification outlined in this section to successfully expand and continue use of the site for outdoor recreation.

### GROUNDS

Grounds will primarily be used for farming and fields, prioritizing passive land use and preserving of views. Staff would work with Events and Outdoor Recreation for seasonal activities, such as vintage baseball, corn mazes, farmer's markets, and demonstration crops. Oversight of crop cultivation and equipment maintenance will be necessary and the Operating Entity is encouraged to work with existing and future community partners for upkeep of the land. Staff would be responsible for site security and gate control, as well as oversight of property maintenance and repair including paths, roads, and accessible trails and fences.

### BEAUTIFICATION

Gardens and other outdoor attractions for patrons and are anticipated to significantly increase visitorship of the site. This type of use would require staff to maintain and expand gardens, plantings, and outdoor amenities as well as enhancement projects such as Highway 31 street appeal. A recent submission to become an accredited Arboretum would be an example of appropriate beautification expansion efforts.

Research and the production of documents on exhibits related to wildlife and beautification are encouraged. Beautification as a site use avails itself to a variety of volunteer opportunities as well as partnerships with high school service and university research programs. Further suggestions for programming include establishing a Beautification Committee for assistance with landscaping and planning.

The Beautification Committee could build a plan and strategy around adding plants, flowers, and other vegetation to the property that are both visually appealing and serve a horticultural purpose. The committee could also organize a community-led garden restoration project, aligning with a dedicated period or story serving Historic Rippavilla.



GROUND - PASSIVE LAND USE AND FIELDS, ZONE 1 FEATURED



EVENTS - ADVERTISEMENT FOR THE RUSTY RAKE (ANNUAL LAWN AND GARDEN SHOW)



EVENTS - WEDDING RECEPTION IN THE COURTYARD



COLLECTIONS AND CONTENTS OF MANSION INTERIORS MANAGED BY OPERATING ENTITY, SOLARIUM FEATURED ABOVE



FARMING OPERATIONS OF PROPERTY MANAGED BY ENTITY



GIFT SHOP AND ALL OTHER RETAIL MANAGED BY OPERATING ENTITY

## HOW THE SITE WILL BE MANAGED:

A third-party operating entity is recommended to staff the property with personnel and provide all associated human resource management. Staff shall be considered employees of the Operating Entity and not the City. An alternative and successful approach would be for the City to participate in vetting and ultimately employing the Executive Director for the Operating Entity in order to further align Rippavilla with City stewardship, partnering with goals and objectives of Historic Rippavilla.

Additionally, The Operating Entity shall be responsible for all of the tasks outlined below in accordance with City of Spring Hill's "RFP for Management and Operations at Rippavilla", and should administer duties according to the Organizational Chart provided. Supplemental positions shall be created as necessary and should fit within the framework of said Organizational Chart:

- Spearheading efforts of Preservation, Education, and Interpretation of the grounds, and development and implementation of related programming.
- Collections management within the property, including furnishings and artifacts, whether held, donated, or owned.
- Management of special events at the property, including, but not limited to, weddings, private parties, community events and the like, scheduled in conjunction with the City's master calendar.
- Management of donors and volunteers.
- Operation and management of the property's retail amenities.
- General property maintenance, defined as those repairs not exceeding \$500.00 for any single repair.
- Providing all necessary operational supplies.
- Lawn care, landscaping, and farming operations of the property.
- Payment for all utilities serving the property, including, but not limited to, gas, electric, water, cable, and Internet.
- Guidance and oversight of adherence to the Preservation Trust.
- Public relations, marketing, and tourism initiatives.
- Securing all appropriate and necessary insurance coverages (e.g., worker's compensation, contents/renter's insurance, and general liability) related to the operation of Operating Entity. The City shall be named as an additional insured with regards to said policies and the Operating Entity shall provide proof of same to the City.
- Assist the City with initiation and maintenance of a capital fund as funds are available to support capital improvements related to the property.
- Participation in annual financial audit preparation, as necessary.
- Carry out all duties and obligations according to agreement with City and in a professional manner in compliance with all regulations and laws, whether local, state, or federal.
- Other responsibilities as agreed upon by the City and the Operating Entity. The Operating Entity should acknowledge additional responsibilities may be identified through adoption of Master Plan.

The City of Spring Hill shall be responsible for providing the following services in partnership with the Operating Entity managing the site.

- Appointment of a City Champion or establishment of an Oversight Committee and establish a mechanism relating to the Mission, Master Plan, and image of the property. If no City Champion or Oversight Committee is established, the Board of Mayor and Alderman shall provide oversight.
- Establishment of a capital fund in conjunction with selected firm to be managed by the City, including an authorization process for disbursements for capital improvements to the property.
- Major property maintenance defined as those repairs exceeding \$500.00 for any single repair.
- Maintenance and development of roads, trails, and fences on the property and in conjunction with the Civil War Trust, when applicable.
- Security and fire protection.
- Securing and maintaining general liability and property insurance on the property with appropriate minimum limits as prescribed the City's insurance provider.
- Any cost associated with City-sponsored or hosted events.
- All Parks and Recreation development related to the "Spring Hill Bicycle and Greenway Plan"
- The City acknowledges additional City Responsibilities may become necessary following the adoption of the Master Plan.



EXAMPLE IMAGE OF EVENT MANAGEMENT PLAN FROM SWANKY PLANK 2019

## DISASTER PLAN

*This section contains the primary guidance tool for reacting to an emergency situation involving the historic site.*

### OBJECTIVE

The Disaster Plan outlines best practices and requirements for planning large public or private events on the property both indoors and outdoors. The Disaster plan should be reviewed prior to each event by proper staff of the Operating Entity, is subject to review and approval by the City Committee, and may require a permit issued by Maury County and/or The City of Spring Hill, depending on the size and nature of the event.

The Disaster plan exists as an planning tool outlining procedures in preparation of a possible emergency on-site during active event hours. Items in the Disaster Plan include but are not limited to Severe Weather, Medical Emergency, Environmental, Fire, and Criminal Activity.

### SPECIAL EVENTS & MASS GATHERINGS

Special events and mass gatherings have been identified as: any outdoor temporary public gathering conducted on any public or private property that is reasonably expected to simultaneously bring together 600 or more people, block any road, alleyway, et cetera, and/or that could result in extraordinary or exceptional demands being placed on the regular and/or emergency services or our communities.

### CONSERVATION EASEMENT CONSIDERATIONS

In addition to developing a Disaster Plan for large events on the property, the Operator will also need to coordinate with the Land Trust for Tennessee. In accordance with Conservation Easement, "a Qualifying Entity may conduct community events on the property provided that such events are described in the Master Plan, along with measures to ensure the community events do not adversely affect the Conservation Values of the Property"

### ADDITIONAL PLANNING RESOURCES

- National Incident Management System (NIMS) Unified Command System
- Maury County Basic Emergency Operations Plan
- City of Spring Hill
- Tennessee Emergency Management Agency (TEMA)
- Tennessee Department of Health Regulations

## DISASTER RESPONSE CATEGORIES

The new Operating Entity should clearly identify a plan for Disaster and Emergency situations that could occur on the site during active hours of operation. The Disaster Plan would, on a high level, identify the event, its purpose and duration / dates, staffing and communications, and should be accompanied by an event management map or plan as shown. The Disaster Plan should also formulate a detailed response to each of the following emergency categories:

### SEVERE WEATHER

This should address procedures during natural events such as Thunderstorms and Tornadoes, localized flooding, and extreme temperatures. A shelter-in-place location(s) should be identified and policies for responding to each threat should be noted. The Operating Entity will be responsible for defining the operating ranges for these types of threats.

### MEDICAL EMERGENCIES

These can be referring to Injury and illness of all persons present whether natural or man-made. Injury or illness should be assessed immediately by proper staff and treated according to level of severity. Treatment may require medical personnel and emergency access by way of ambulance or via life flights. Prior to the event, the Operating Entity shall locate accessible paths and landing locations for such emergency transportation, even if temporary and for the purposes of the planned event.

### ENVIRONMENTAL

This refers to any Chemical, Biological, Radio-Logical, Nuclear or Explosive (CBRNE) Emergencies. The Operating Entity shall consider a strategy for moving emergency vehicles such as fire fighting operations and ambulance as stated above. Shelter in Place may also be applicable to this section.

### FIRE

Whether of natural occurrence or man-made, fire poses a major threat to persons and property. Refer to environmental response above for applicable emergency vehicle access.

### CRIMINAL ACTS

Law Enforcement shall be accessible during the event for the purposes of traffic control, general security and should be operating from standard protocols. Special protocols will need to be identified for criminal activity including searches for lost children, accident investigations, et cetera.

### ANIMALS

A policy will need to be developed addressing service and therapy animals, and may change depending on the nature of the event.

# TUCK-HINTON

## THANK YOU

The Master Plan Design Team would like to thank the participants from the community, key stakeholders and the City of Spring Hill for the information and feedback given during this master plan process. We encourage the City of Spring Hill and Operator to reach out to any of our team members for further discussion or questions about the master plan.

### MASTER PLAN LEAD CONSULTANT ARCHITECTURE, INTERIORS & PLANNING

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DESIGN TEAM MEMBERS: RIPPAVILLA SITE TOUR



DESIGN TEAM MEMBERS: RIPPAVILLA SITE TOUR

### CONSULTANT TEAM

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#### CIVIL ENGINEER

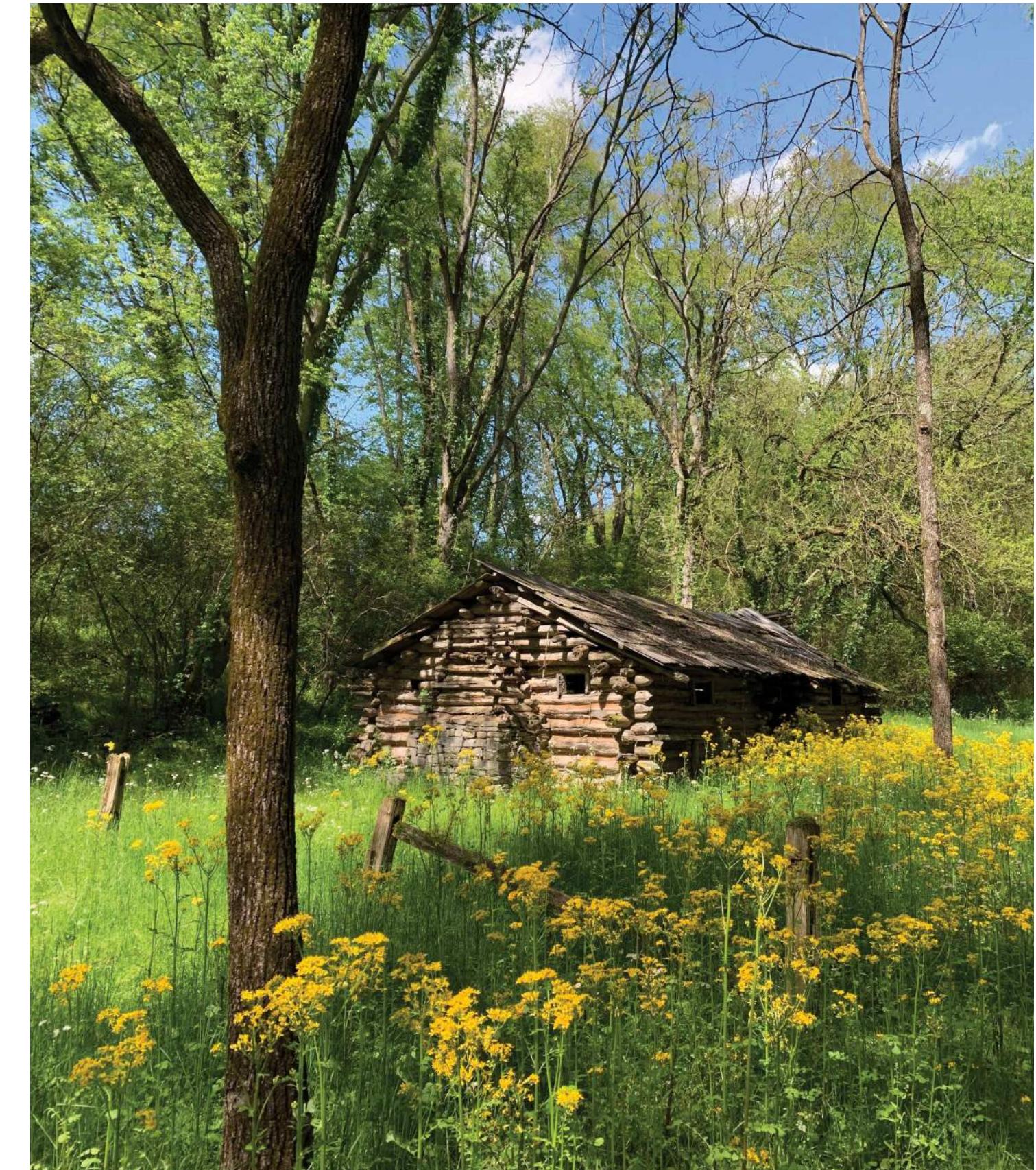
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BROWN'S STAND REPLICA



# 07

HISTORIC RIPPAVILLA MASTER PLAN  
**APPENDIX**  
SPRING HILL, TENNESSEE

## APPENDICES

- 7.1 MASTER PLANNING PROCESS
- 7.2 TOWN HALL MEETINGS
- 7.3 SITE DIAGRAMS
- 7.4 OPINION OF COST SUPPORTING INFORMATION
- 7.5 SAMPLE LEGAL POLICIES
- 7.6 COMMUNITY PARTNERS EXAMPLE

01 APRIL 21

## 7.1: MASTER PLANNING PROCESS

The Master Plan Design Team solicited input from the community and key stakeholders through a series of Town Hall meetings and online surveys. Several goals and priorities emerged that were considered in preparing the recommendations for the Historic Rippavilla Master Plan.

### PROJECT KICKOFF AND EXISTING CONDITIONS ASSESSMENT

- Gather and assemble information regarding site and surrounding features.
- Prepare an electronic base plan with data obtained from the City of Spring Hill.
- Complete a site analysis to evaluate the site's natural and cultural features.
- Evaluate existing historic structures.
- Review of surrounding properties to determine potential impacts.
- Kickoff meeting(s) with key stakeholder groups to discuss scope, schedule for meetings, lines of communication, desires/visions for the property, potential site development issues, identification of risks, and the measures of success for the plan.

### MARKET/USE ASSESSMENT ANALYSIS

- Gather basic information and existing market conditions for the area – user surveys, data analysis, and recommendations.
- Evaluate the potential for different allowed uses on the property.
- Provide meaningful and connective information that will guide decisions of project leaders and key stakeholders who are engaged in community and economic advocacy, as well as development or preservation.
- Review of comparable areas/properties to consider their market trends and identify best practices, lessons learned, and highest value amenities.
- Carolyn Tate | Archiving and Museum Services
- Ed Henley | Pillars Development
- Brittany Campagna | Pillars Development
- Gary Vogrin | Kiser Vogrin Design
- Cassie Giesken | Kiser Vogrin Design
- Phil Thomason | Phil Thomason & Associates
- John Lee | Rock City Construction
- Mary Roskilly | Tuck-Hinton
- Josh Hughes | Tuck-Hinton
- Paige Jessop | Tuck-Hinton

### VISIONING THE FUTURE

- Hands on involvement that will guide the creation of the plan.
- Visioning workshops, also known as charrettes, where numerous people work together over a limited period of time to develop creative ideas and solve problems.
- Create consensus for the direction of the plan.
- Overview presentation(s) to deliver preliminary findings and results from previous input.
- Group exercises varying in format.

### CONCEPT DEVELOPMENT

- Utilize program information, market/use assessment analysis, results of site inventory analysis, and community input received from the visioning workshops to prepare a conceptual master plan and supporting drawings focusing on key focal points for the site.
- Additional round of engagement with key stakeholder groups to review the concepts and obtain input.
- Discussion of phasing concepts could be introduced.

### FINAL CONCEPT DEVELOPMENT AND REFINEMENT

- Refine the preferred concept plan based on input received from key stakeholder groups into a final draft plan.
- Recommendation for finalizing building program and methodologies to identify, evaluate, and determine design approach, building technologies, and construction practices best suited for the project.
- Identification of anticipated environmental, cultural, archaeological, community plan policy, zone change, historic assessments, and permitting processes that may be required to move the project to the next phase of development.
- Financial feasibility study and phasing recommendations that will evaluate estimated development costs and availability of funding resources.

### FINAL PLAN

- Address comments received during the prior phase community engagement and incorporated into the final master plan document.
- Production of high-quality graphics that can be utilized to promote and market the project.
- Final presentation(s) to City of Spring Hill and key stakeholders.
- Procure a final Master Plan document.

### PK

- Gather site information
- Prepare base plan
- Complete site analysis
- Evaluate historic structures
- Review surrounding properties

### UA

- Information on market conditions
- Evaluate different uses
- Help guide project leader decisions
- Consider market trends

### VF

- Hands on involvement
- Visioning workshops
- Unify direction of the plan
- Deliver preliminary findings
- Group exercises

### CD

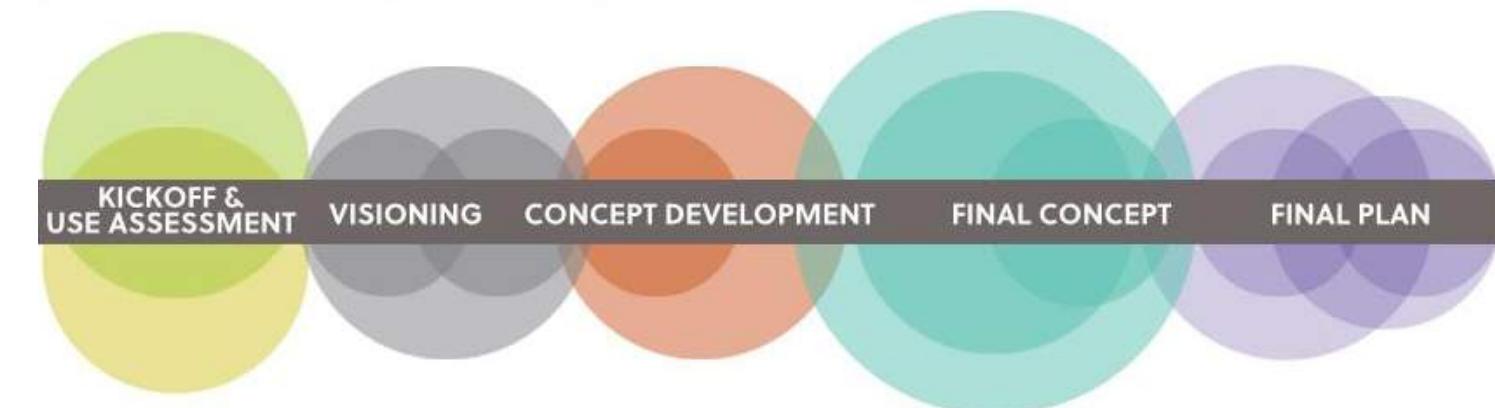
- Prepare a conceptual master plan
- Discussion of phasing concepts

### FC

- Refine the preferred concept plan
- Finalizing building program
- Identify what may be required to move the project forward
- Evaluate financial feasibility study and phasing

### FP

- Address community comments
- Promote and market the project
- Produce final documents



### PK

- Kickoff meeting(s) with key stakeholder groups to discuss scope, schedule, communication, desires/visions, potential issues, identification of risks, and measures of success for the plan.

### VF

- Hands on involvement
- Visioning workshops

### CD

- Round of engagement with key stakeholder groups to review concepts/obtain input

### FP

- Final presentation(s) to City of Spring Hill and key stakeholders

## 7.2: TOWN HALL MEETINGS

### TOWN HALL 1

Town Hall 1 was held on August 25, 2020. Due to the pandemic, the meeting was held in a virtual platform.

Recordings of the Town Hall and supporting documents can be found on the City of Spring Hill website:

<https://www.springhilltn.org/657/Historic-Rippavilla-Master-Plan>

### TOWN HALL 1 FOCUS

Per the meeting invitation:

This meeting has been scheduled to engage both the stakeholders of Historic Rippavilla and the residents of SpringHill in building ideas for success for future development and preservation of the property. Further, to identify any changes to the built environment, landscape/grounds, and programming that would best support those ideas of success. This meeting will be used for the purpose of understanding general and desired use information at Historic Rippavilla. It will consist of a brief presentation by the planning team with ample opportunity for discussion and questions and answers.

The Master Plan Team, hired by the City of Spring Hill, studied and documented conditions of the site in its physical and historical context, and its current contributions/connections to the community.

Overall purpose of Master Plan is to give Rippavilla & the City of Spring Hill an action plan to become more self-sustaining.

This was the first opportunity to gather information from the public to field concepts for success regarding future development of the campus.

### Q&A FEEDBACK: SUCCESS DEFINED

Team defines success as having people exposed to what happens at Rippavilla and utilizing the property more successfully to tell the story, and to bring people to that experience. We have been focusing on distinct cultural contributions (civil war history, the enslaved, agricultural history, etc.), Regular and recurring educational events and tourism, annual programming, and expanding on infrastructure – all intended to capture energy and give people a connection to their past and community. Success is also measured fiscally with the intent of financial independence.

### Q&A FEEDBACK: CAPTURING THE WHOLE STORY

The master planning team finds importance in understanding the site as a continuous time capsule, still connecting to the community in present day. The opportunity here is to expand demographics and allow the history of Rippavilla to connect to different ages and groups beyond the war.

### Q&A FEEDBACK: FINANCIAL STABILITY

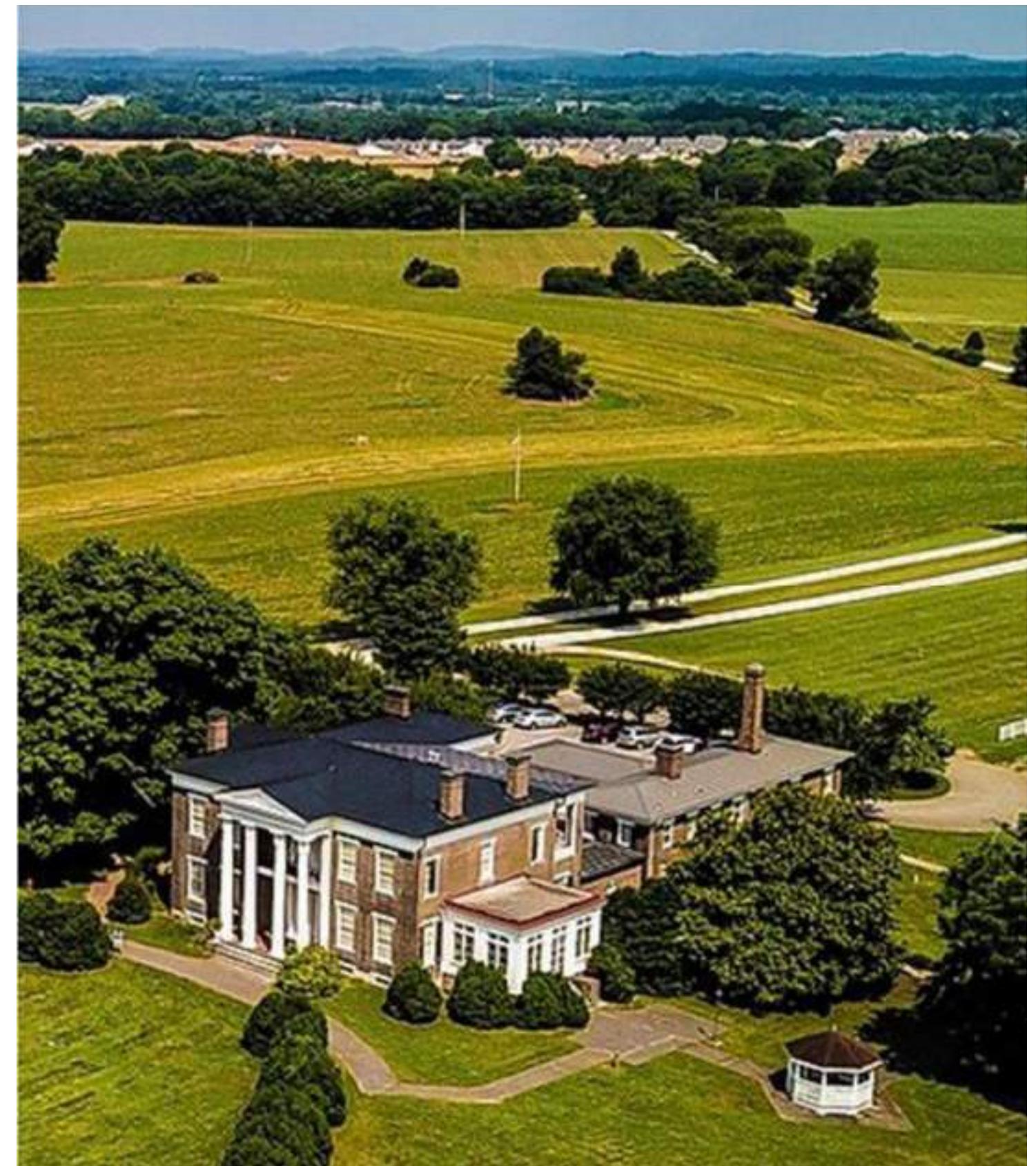
Master planning team focusing on cultivating an identity and then creating a mission around that identity. The key to sustainability is diversity of funding, i.e. grant dollars, campaigns, and fundraising initiatives. The goal is to create a balance of generating revenue streams in a way that honors the place. In essence, creating a brand that aligns funding with the core values of Rippavilla.

### Q&A FEEDBACK: COMMUNITY INTERCONNECTIVITY

Rippavilla is a destination but it is also intrinsically tied to Spring Hill as a community. There are opportunities to continue the story beyond Rippavilla as its own entity. The master planning team is looking for input from the community to accurately expand upon the story with the intent to contribute to its richness and identity and ultimately give it back to the community.

### SURVEY FEEDBACK: COMMUNITY ENGAGEMENT & HISTORIC PRESERVATION

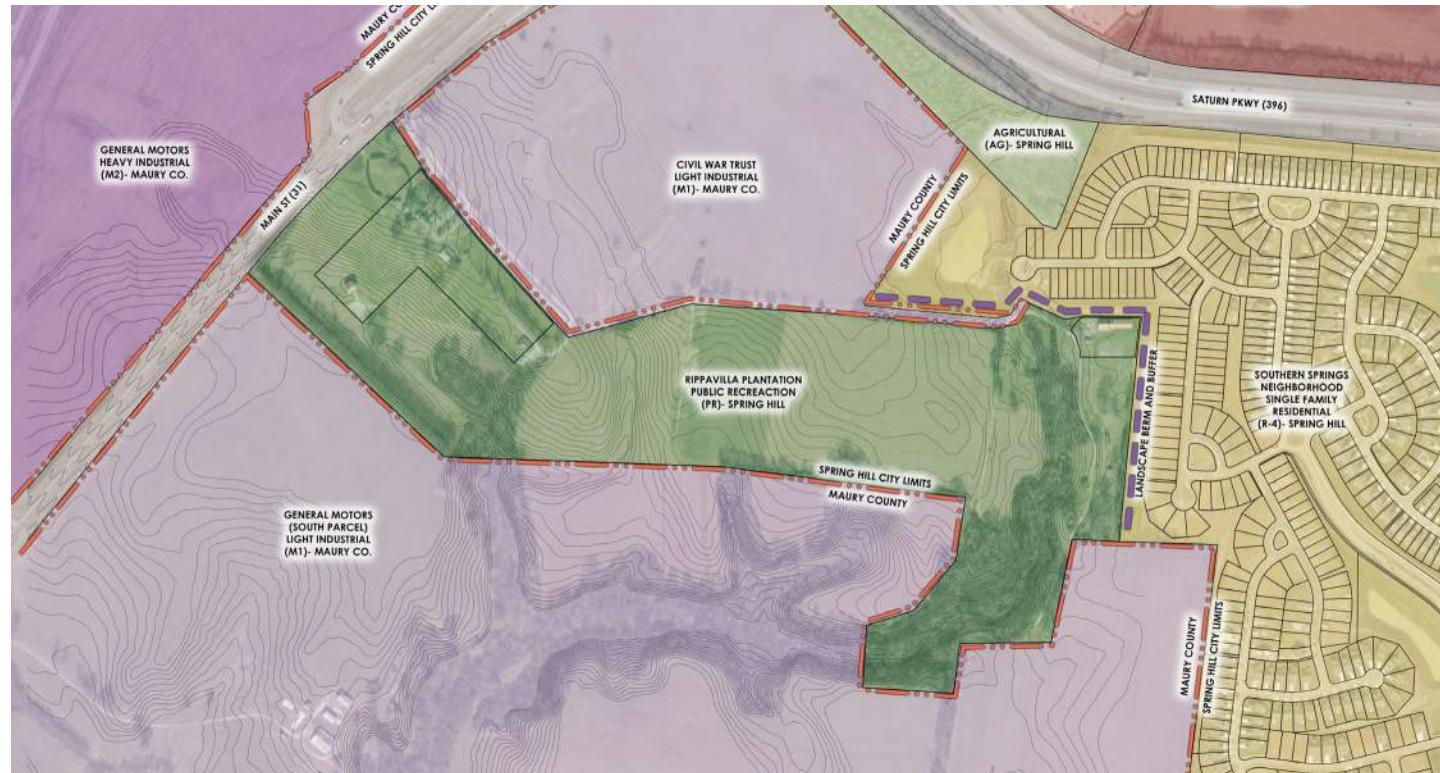
There is significance in family programming and disposable income to support this program. There is also focused interest in visiting Zone 1 of the campus, reinforcing the recommendation that capital expenditures are dedicated to the development and preservation of Zone 1.



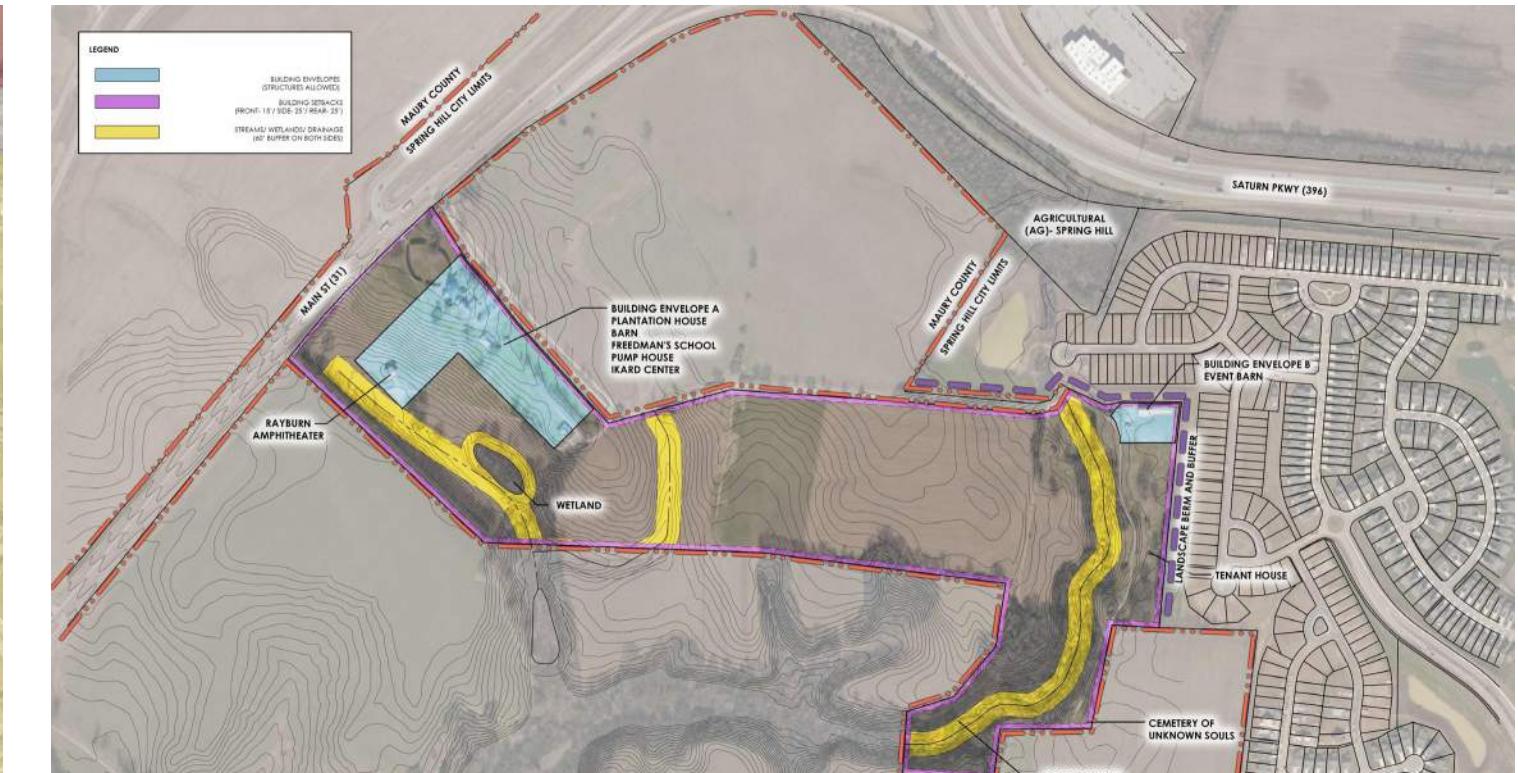
TOWN HALL 1 ZOOM MEETING - [HTTPS://WWW.SPRINGHILLTN.ORG/657/HISTORIC-RIPPAVILLA-MASTER-PLAN](https://www.springhilltn.org/657/Historic-Rippavilla-Master-Plan)

# TUCK-HINTON

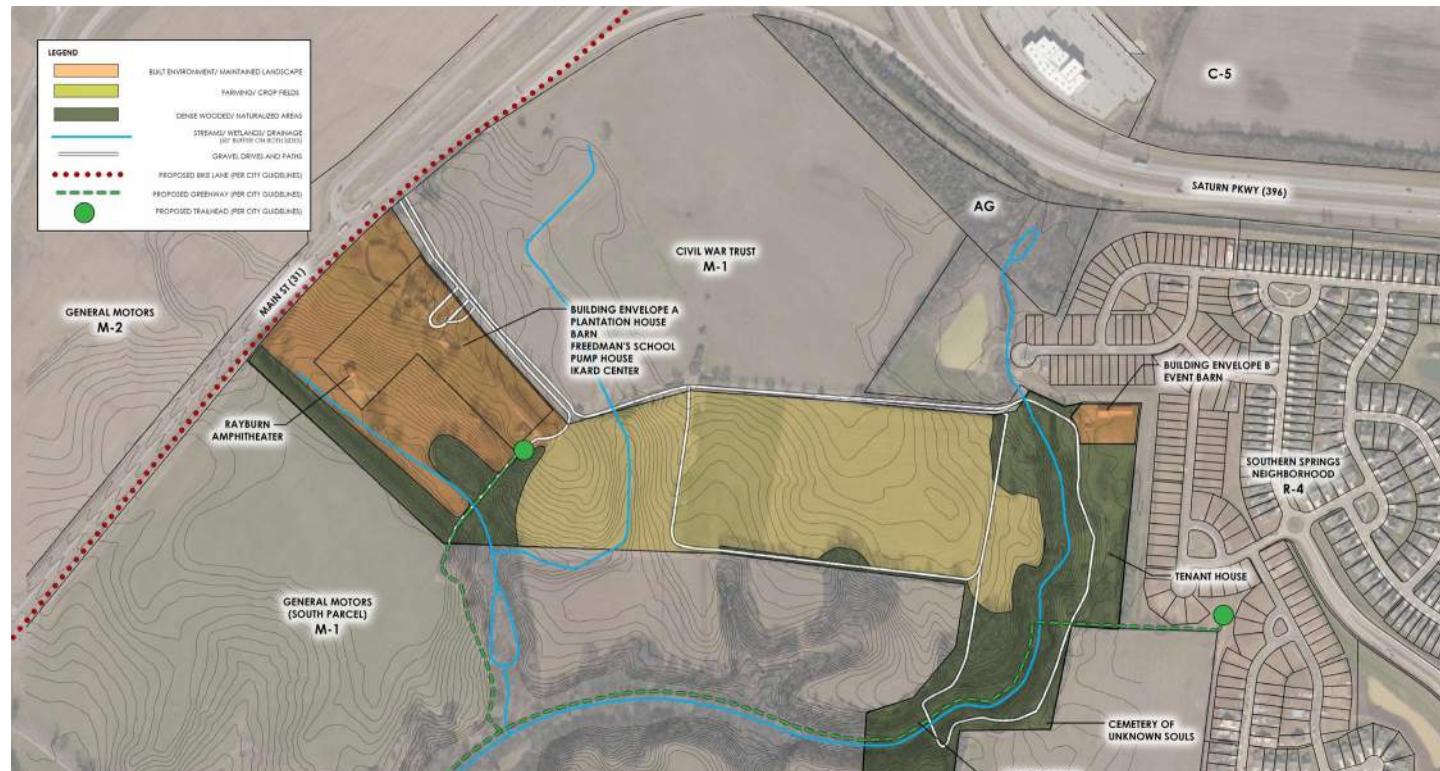
## SITE DIAGRAMS



ZONING & CONTEXT



BUFFERS & BUILDABLE AREAS



SITE CHARACTER & ELEMENTS



TOPOGRAPHY & DRAINAGE

**TOWN HALL 2**

Town Hall 2 was held on October 20, 2020. Due to the pandemic, the meeting was held in a virtual platform.

Recordings of the Town Hall and supporting documents can be found on the City of Spring Hill website:

<https://www.springhilltn.org/657/Historic-Rippavilla-Master-Plan>

**TOWN HALL 2 FOCUS**

Per the meeting invitation:

Building off of Town Hall #1 and the survey that followed, this Town Hall #2 meeting seeks to further engage both the stakeholders of Historic Rippavilla and the residents of Spring Hill in evaluating conceptual site plans and development strategies proposed for the property. Feedback that the planning team has received to date will be incorporated into a series of conceptual site plans that will be used to illustrate how these ideas could be applied to the campus. The virtual meeting will consist of a brief presentation followed by Q&A - additional input and feedback will be sought out during and following this meeting.

**BRIEF OVERVIEW OF PRESENTATION**

- Rippavilla is a Historical asset with a rich history, evolution of property through ownership and development over the years. TH team learning about and exploring interpretive opportunities existing on the full site.
- Role of consultant team shown in bubble diagram, hired by the City of Spring Hill and partnering with the non-profit, Rippavilla Inc.
- Results from Town Hall #1 Survey available, Town Hall #2 Survey live on City of Spring Hill website
- Primarily a focus on preservation and education of historic site with a response to family programming and feedback from the community
- Site diagrams with TH, Phil Thomasson, CTMS, Pillars and KVD

Reiteration that Rippavilla is a historical asset with a rich history. There has been evolution of property through ownership and development over the years. The master planning team is learning about and exploring interpretive opportunities on the full site.

Sharing from previous Town Hall Survey results, the primary focus of our efforts will be preservation and education of the historic site with a response to family programming.

**Q&A FEEDBACK: LAND DEVELOPMENT**

Building envelopes are defined by the land trust conservation easement and are shown in the diagrams. For any proposed new building or paving, our recommendation would be conducting an archaeological investigation prior to any form of development.

**Q&A FEEDBACK: LASTING COMMUNITY CONNECTION**

What approaches can we take to ensure and enhance the lasting interactions that we are looking for? We want to make Rippavilla a living historical asset with continual relevance; there is story here for everyone. Attracting people of every interest and letting them learn in their own way is what the master planning team hopes to achieve.

**Q&A FEEDBACK: SIGHT LINES**

The community feels strongly that views into and out of Rippavilla are what makes the site so special to the growing neighborhood and that this should be preserved. Looking at the neighboring properties of the civil war trust and General Motors with vested interest, the master planning team believes that the property is inclined to remain in its state of natural beauty. This also works in partnership with the land trust and conservation easements that the property is bound to.

**Q&A FEEDBACK: DIVERSIFIED OFFERINGS**

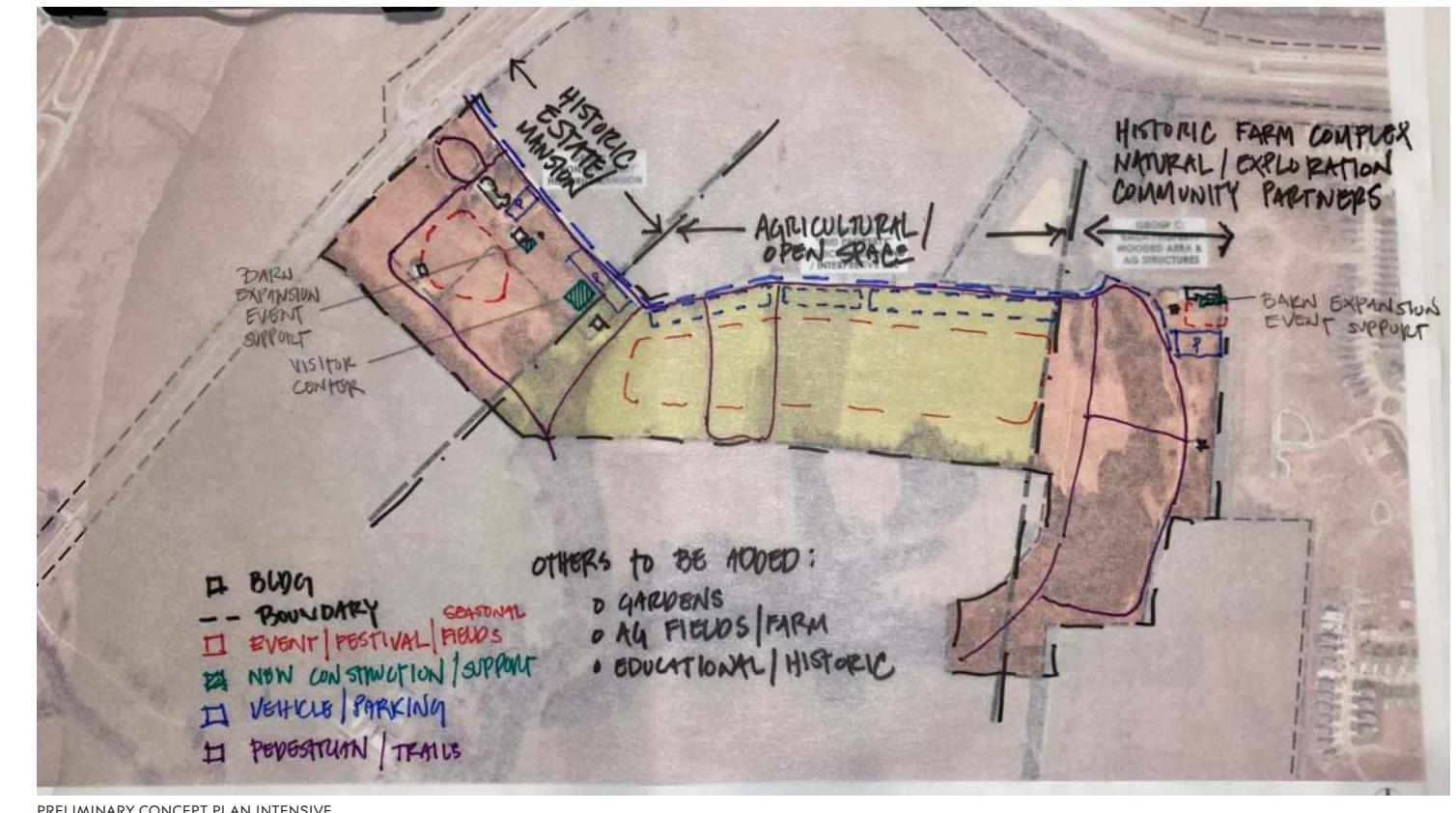
A study on an inclusive approach to demographics resulted in the 3 distinctive zones. Each zone has something specific to offer. Exploring these zones allows us to expand the demographic which we anticipate bringing in people to successfully experience the entire property. We will have waves and different generations that will want to interact with the site differently, so our goal is to be captivating to several different audiences in a manner that brings Rippavilla to a sustainable future.

**Q&A FEEDBACK: A STRONG VISION STATEMENT**

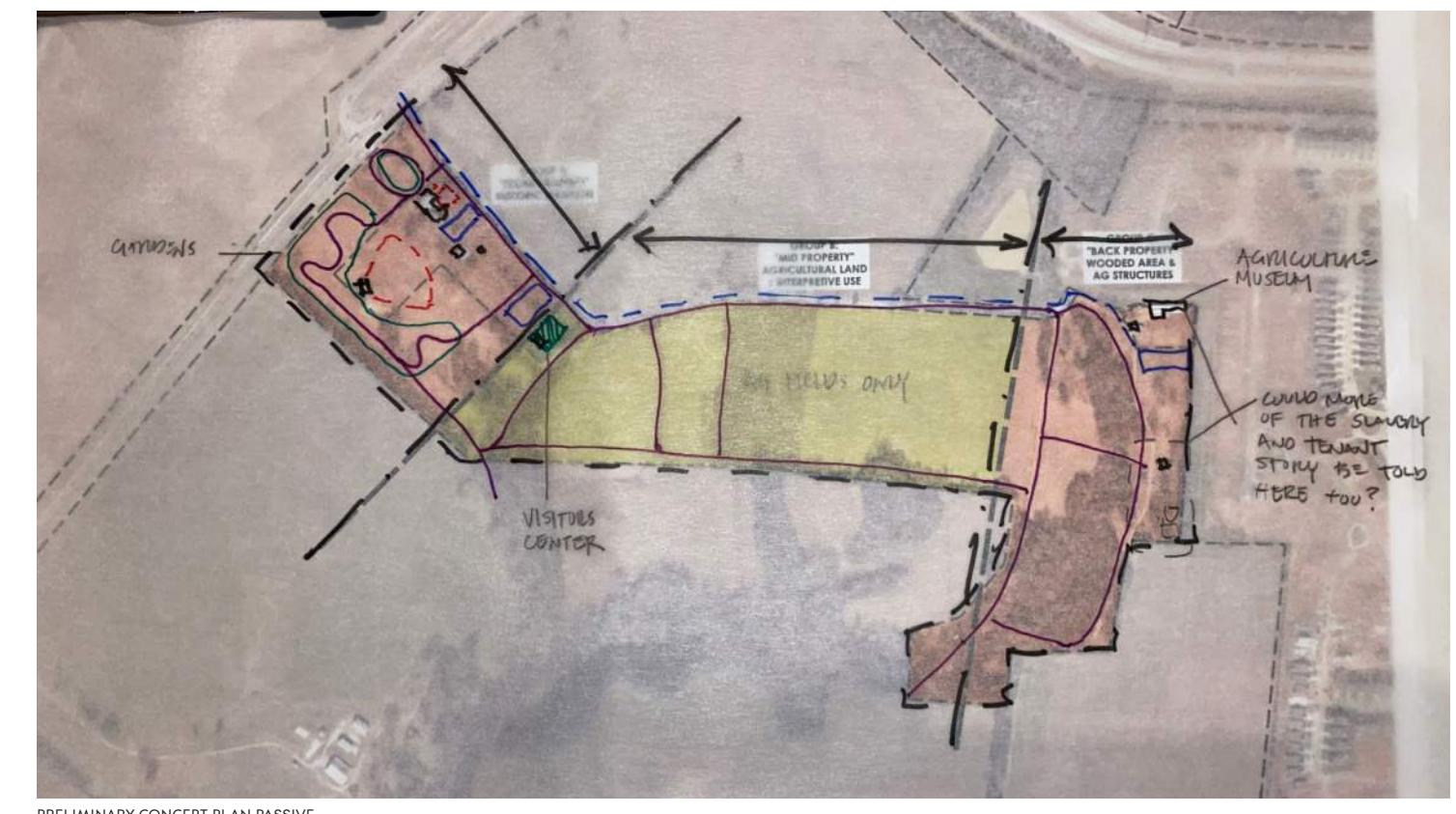
The community feels strongly that Rippavilla needs to home in on what exactly they want to be – “this is.” A new, inclusive vision or mission statement will be the first thing the master planning team will address with Rippavilla Inc. with the intent to incorporate our recommendations of preservation, restoration, and interpretation of the grounds.

**SURVEY #2 FEEDBACK: DESIRED PROGRAMMING**

Gardens, trails, and an Interpretive Center appear to be valued as a priority as well as upgrades/stabilization of existing historical structures. Significant interest in agricultural history and Civil War offerings associated with Zone 2 was also noted.



PRELIMINARY CONCEPT PLAN INTENSIVE



PRELIMINARY CONCEPT PLAN PASSIVE

# TUCK-HINTON

## TOWN HALL 3

Town Hall 3 was held on February 25, 2021. Due to the pandemic, the meeting was held in a virtual platform.

Recordings of the Town Hall and supporting documents can be found on the City of Spring Hill website:

<https://www.springhilltn.org/657/Historic-Rippavilla-Master-Plan>

## TOWN HALL 3 FOCUS

Per the meeting invitation:

As a conclusion to the public meeting process, the Master Planning team will be presenting market and financial findings and recommendations for Historic Rippavilla. Town Hall #3 seeks to engage with the community to discuss how these recommendations align with the previously discussed goals for the Master Plan. Sufficient time will be allocated for discussion following the presentation, and the Master Planning team requests all questions and feedback be held until that time.

## MARKET ASSESSMENT / COMPARABLE PROPERTIES

Pillars Development presented findings from the Market Assessment study. Several comparable properties were reviewed with a more detailed focus on Drayton Hall as a peer property that demonstrates several of the recommendations that are included in the master plan for Rippavilla. In addition, Pillars prepared an evaluation of ticket prices and hours of operation. Several of the comparable properties focused on:

- Amenities/ Activating Space
- Embracing the history of slavery
- Connecting the past to present day
- Beyond the History: agriculture, archaeology, arts & horticulture
- Capital Campaigns

## MASTER PLAN RECOMMENDATIONS

Final recommendations for the Rippavilla Master plan were presented and were organized into three categories and are elaborated in more detail within the body of the master plan document.

## OPERATIONS

Based on the Market Assessment, the team offered recommended strategies for increasing ticket price and modifying operating hours to better capture revenue per similar institution best practices. Revenue and Attendance models were reviewed which could increase revenue for the organization. Revenue and Expense models outlined hypothetical best practices for each of these budgets.

## EXPANDED PROGRAMMING

A more detailed explanation of the programming for Rippavilla was reviewed with a focus on the interpretive and educational opportunities for the site, and the Content Focus for each of the

### TUCK-HINTON

#### PROCESS

- SITE VISITS
- RESEARCH
- ANALYSIS DRAWINGS
- INTERVIEWS
- TOWN HALLS
- SURVEYS
- MARKET ANALYSIS/BENCHMARKING
- EVALUATION OF COSTS

#### PRIORITIES

- PRESERVATION OF HISTORIC ASSETS
- AMPLIFY HISTORIC APPEAL & STORY TELLING
- INTERPRETATION/EDUCATION
- EXPAND SITE UTILIZATION / ACTIVATION
- FINANCIAL VIABILITY
- EXPAND PROGRAMMING & VISITORSHIP
- INFORMED BY COMMUNITY INPUT AND BEST PRACTICES
- PHYSICAL RECOMMENDATIONS FOR DEVELOPMENT OF SITE – APPROPRIATE/COMPLEMENTARY
- OPERATIONS/MANAGEMENT OF PROPERTY

TOWN HALL 3 VIRTUAL MEETING

three zones identified on the site. Primary recommendation is to utilize the entire 98 acre site to expand the story of Rippavilla and provide opportunities for recreation and community engagement. Grant funding should be pursued to hire staff to research and validate historical facts.

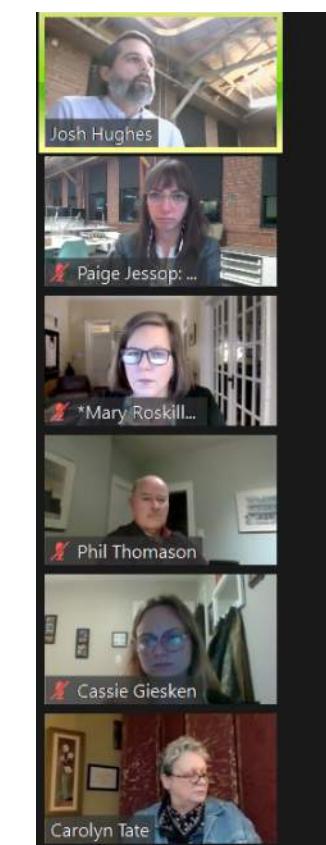
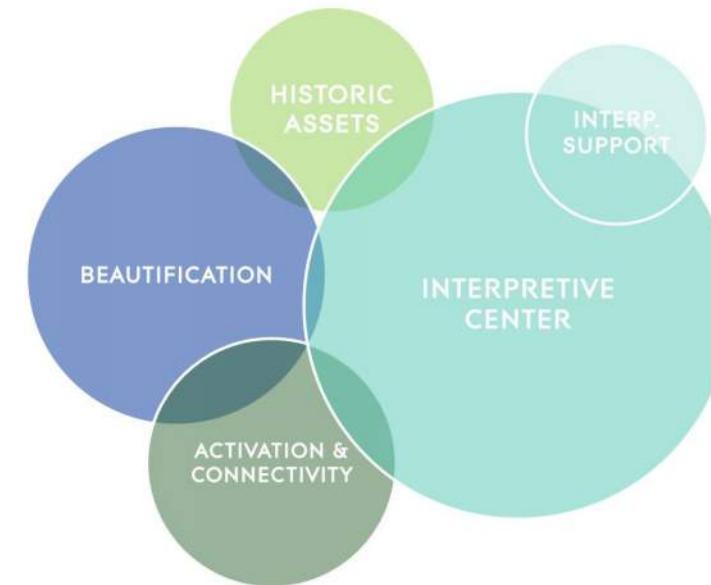
## CAPITAL IMPROVEMENTS

The following projects Capital Projects were recommended and reviewed:

- Repair & restoration of historic assets
- Strategic beautification
- Site activation & connectivity of 98-acre property
- Interpretive Center: education/ events/ food/ family

## ESTIMATE OF PROBABLE COST

Team presented initial budget pricing for the improvements recommended in the master plan.



Total 1 phone call-in listener

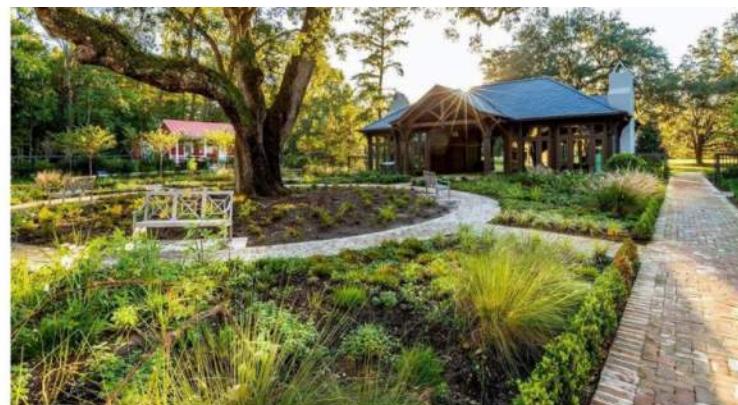
12134345710
AW Alex Willis
BM becca melton
BG Brock Goodwin
E Eric
JS Jimmy Story

**Chat**

From Me to All panelists and attendees:

Hello everyone, just reiterating that we will be having a 30 minute meeting followed by a Q&A - please feel free to post your questions in the zoom Q&A section and we will answer them in the order received. Thank you!

RECOMMENDATION	OPERATIONS
<b>1</b>	
<b>RECOMMENDATION</b>	<b>EXPANDED PROGRAM OFFERINGS</b>
<b>2</b>	
<b>RECOMMENDATION</b>	<b>CAPITAL IMPROVEMENTS / PHYSICAL DEVELOPMENT OF SITE</b>
<b>3</b>	



## 7.3: SITE DIAGRAMS



PROCESS SITE DIAGRAMS - BUILDING ENVELOPE A



PROCESS SITE DIAGRAMS - BUILDING ENVELOPE B



ZONE 1 - PRELIMINARY BEAUTIFICATION, CONNECTIVITY, AND INFRASTRUCTURE STUDY



ZONE 1 - PRELIMINARY BEAUTIFICATION, CONNECTIVITY, AND INFRASTRUCTURE STUDY



ZONE 1 - PRELIMINARY BEAUTIFICATION, CONNECTIVITY, AND INFRASTRUCTURE STUDY



ZONE 1 - PRELIMINARY BEAUTIFICATION, CONNECTIVITY, AND INFRASTRUCTURE STUDY

## 7.4: INTERACTIVES QUOTE



ATL  
JAX  
NSH



### ESTIMATE: TOUCHSCREEN INTERACTIVES

Client: Carolyn Tate

Project: Rippavilla – Visitor Center Touchscreen Interactives

Date: January 11, 2021 – DRAFT

#### Scope of Work:

The Dalton Agency (Dalton) will develop two interactive, touchscreen applications for a visitor center space at Rippavilla. The following estimate includes:

- Application design and development for both applications
- Hardware purchases (Screens, PCs, Speakers, Mounting Hardware, and Miscellaneous Cabling)
- Equipment configuration to accommodate the interactive applications in a visitor center setting
- Shipping/Freight to Dalton's office
- Coordination with fabricators and installers to ensure technology integration into custom cabinetry
- Content management options as outlined below
- On-site testing
- Documentation and staff training

#### Application 1: "Interactive Estate Map"

This preliminary, high-level estimate is based on the following application parameters:

- Custom design and programming for a multi-user, touch table experience that showcases the history and usage of the Rippavilla estate.
- The primary graphic will be an overhead view of the original 1,600 acre estate
- Each of the four sides of the screen will have a slider control that activates and manipulates a variable/lens over time (from ~1850 to present day). This approach will encourage visitors to A) view the property from multiple perspectives and B) to collaborate/interact with other visitors to discover the evolution of the estate.
  - o Side 1: Estate footprint (from the original 1600 acres down to 100 acres)
  - o Side 2: Agricultural and farming uses
  - o Side 3: Ownership and prominent building locations (including the cemetery)
  - o Side 4: Civil War history (this side will have a shortened or zoomed-in timeline to focus on the battles and events in a shorter time period)
  - o Each side will be treated as an animated overlay that transforms as the timeline shifts forwards or backwards.
    - These animations will include shading of relevant areas/boundaries; the appearance/removal of structures; activation of points of interest.
- Each layer may have up to 6 callouts that describe key locations or events
  - o Call-outs may include:

- Audio narration (Overhead audio speakers will help isolate the audio to each side of the touch table)
- Title
- Supporting images (up to 3)
- Text description or transcription of narration
- No video content is planned at this time

- As a tie-in to the proposed mobile app... A special view will zoom-in to the present-day estate boundaries and highlight the 30 mobile app tour locations. (This feature can be hidden for access only by docents or made available for all visitors)
- A web-based, content management systems (CMS) will allow the Rippavilla staff to edit text descriptions and upload images for the callouts. The CMS will not allow for editing the map highlights/animations or modifying the locations of the callouts.
- Hardware Option A (Standard):
  - o (1) 65" Touchscreen with PC and associated cabling
    - Volanti 65" display – Seamless edge-to-edge no bezel; 40-point touch
    - HP Z2 Mini G4 Workstation – Win 10; 9th Gen i7; 16GB RAM; 512GB SSD; NVIDIA Quadro P1000 4GB Dedicated
    - Misc. cabling and audio splitter
  - o (4) Overhead, directional audio speakers and associated cabling
    - AudioSpotlight AS-16i
    - Suspended ceiling mounts
- Hardware Option B (Premium):
  - o (1) 65" Touchscreen with PC and associated cabling
    - Ideum 65" display – Seamless edge-to-edge no bezel; 80-point touch
    - Custom-built performance PC – Win 10; Intel 10th Gen i7; RTX 2070 8GB GDDR6 NVIDIA graphics card; Dual 250GB SSD; 32GB RAM
    - Misc. cabling and audio splitter
  - o (4) Overhead, directional audio speakers and associated cabling
    - AudioSpotlight AS-24i
    - Suspended ceiling mounts
- Both touch screen options are suitable for mounting flat in custom cabinetry.

#### Application 2: "The People of the Estate"

This preliminary, high-level estimate is based on the following application parameters:

- Custom design and programming for a single-user, touchscreen app that presents a digital archive of collected images, document scans, audio, and video files.
- The curatorial focus will be a recognition of the community members, families, and enslaved people who lived or worked at Rippavilla.
- The visitor experience and display of content will be powered by a backend database of all content entries. Each entry will include searchable fields and a relational tagging system to facilitate content discovering and theme connections. Fields will include:
  - o Title
  - o Description
  - o File name(s) (for up to 5 images, audio files, or videos)
  - o Date or Life Dates
  - o Attribution/Credit
  - o Estate Location (if applicable)
  - o At a minimum, the tagging system will include tags that reflect the overlay lenses from the touch table interactive: Civil War, Agriculture, Buildings, Family/Ownership
- A web-based, content management systems (CMS) will allow the Rippavilla staff to add/edit/delete entries and tags at any time.



- Hardware Option A (50"):
  - o (1) 50" touchscreen monitor, mount, PC, and associated cabling
    - Planar PS5074KT – 50" Touch display
    - HP Z2 Mini G4 Workstation – Win 10; 9<sup>th</sup> Gen i7; 8GB Memory; 256GB SSD; NVIDIA Quadro P600 4GB Dedicated
    - Generic fixed wall mount
    - Misc. cabling
  - o (1) Overhead, directional audio speaker and associated cabling
    - AudioSpotlight AS-16i
    - Suspended ceiling mount
- Hardware Option B (55"):
  - o (1) 55" touchscreen monitor, mount, PC, and associated cabling
    - Planar PS5574KT – 55" Touch display
    - HP Z2 Mini G4 Workstation – Win 10; 9<sup>th</sup> Gen i7; 8GB Memory; 256GB SSD; NVIDIA Quadro P600 4GB Dedicated
    - Generic fixed wall mount
    - Misc. cabling
  - o (1) Overhead, directional audio speaker and associated cabling
    - AudioSpotlight AS-24i
    - Suspended ceiling mount
- Both touch screen options are suitable for mounting flat in custom cabinetry.

Estimate does not include:

- Copywriting for each point of interest
- Scans of historic images/documents
- Audio/video production for personal stories
- New/original photography of points of interest
- Delivery fees to fabricator's or client's location.
- Final on-site installation

Note: The Dalton team is willing and able to provide these types of content development and installations services, but these services are not quoted for the purpose of this preliminary estimate.

## 7.5: SAMPLE LEGAL POLICIES

## GIFT AGREEMENT

**Gift Agreement**

The following sets forth the agreement between xxxxxxxx, whose address is xxxxxxxx ("Donor") and the XXXXXXXX

1. **Gift.** Donor, in consideration of its abiding interest in the xxxxx, hereby pledges a gift to the Congress in the amount of xxxxxxxxx ("Gift").
2. **Payment of the Gift.** The Gift is an irrevocable pledge that will be paid to xxxxx over a period of five (5) years. Payments in support of this pledge will begin immediately upon the execution of this agreement with an initial payment of \$XXXXXX and will continue according to the following schedule:

<u>Amount of payment by Donor</u>	<u>Due Date</u>
\$ xxxxxxxx	January 10, 2019
\$ xxxxxxxx	January 10, 2020
\$ xxxxxxxx	January 10, 2021
\$ xxxxxxxx	January 10, 2022
\$ xxxxxxxx	January 10, 2023

Donor may accelerate the payment of any or all of this pledge at any time in Donor's discretion so long as the cumulative total of all gift payments meets the foregoing schedule. Payments shall be paid by Donor to the xxxxxx via check, electronic funds transfer, or other methods acceptable to Donor and xxxxx.

3. **Use of the Gift.** The Gift shall be used for any purpose within the Congress's mission or purposes.
4. **Acknowledgment.** In consideration for the Gift, the xxxxx will acknowledge the Gift by naming the xxxxxxxxx ("Facility") the XXXXX Learning Center ("Naming"). Before the Naming is erected, Donor shall demonstrate reasonable and timely pledge payments. After the Naming is affixed, Donor will continue pledge payments in accordance with the foregoing schedule. Subject to the terms of this agreement, the Naming will last for the useful life of the Facility.
5. **Termination of Naming.** In addition to any rights and remedies available at law, the xxxxxx may terminate this agreement and all rights and benefits of the Donor hereunder, including terminating the Naming:
  - a. In the event of any default in payment of the Gift as provided in this agreement, or
  - b. In the unlikely event the xxxxxxxx determines in its reasonable and good faith opinion that circumstances have changed such that the Naming chosen by the Donor would adversely affect the reputation, image, mission or integrity of the xxxxxx, in the event of a continued association with Donor and the continuation of the Naming provided for herein.

Upon any such termination of this agreement and/or the Naming hereunder, the xxxxxx shall have no further obligation or liability to Donor and shall not be required to return any portion of the Gift already paid. The XXXXX however, may in its sole and absolute discretion determine an alternative recognition for the portion of the Gift already received.

6. **Modification of Naming.** If during the useful life of the Facility, the Facility is transferred or conveyed from xxxxxxxx, closed, deconstructed, destroyed or severely damaged, significantly renovated, upgraded, or modified; relocated, or replaced, then the Naming will cease.
7. **Publicity.** For purposes of publicizing the Gift and the Naming, the xxxxxx may photograph the Donor and use the names, likenesses, and images of the Donor in photographic, audiovisual, digital or any other form of medium (the "Media Materials") and to use, reproduce, distribute, exhibit, and publish the Media Materials in any manner and in whole or in part, including in brochures, website postings, informational and marketing materials, and reports and publications describing development and business activities.
8. **Tax Exempt Entity.** The xxxxxrepresents that it is qualified as a charitable organization under Section 501(c)(3) of the Internal Revenue Code. The Federal Tax Identification Number is xxxxxxxxx.
9. **Applicable Law.** This agreement represents the entire agreement of the parties, supersedes all prior discussions and agreements, and may not be amended except by written agreement signed by each of the parties hereto. This agreement will be governed by and construed in accordance with the laws of the State of xxxxx.

**ACCEPTED AND AGREED TO:**

xxxxxxxxxx

By: \_\_\_\_\_ INSERT Officer Name, Title \_\_\_\_\_ Date \_\_\_\_\_

xxxxxxxx

By: \_\_\_\_\_ INSERT Officer Name, Title \_\_\_\_\_ Date \_\_\_\_\_



# TUCK-HINTON

## INCOMING LOAN DOCUMENT



Loan #: L2017.64 Source: xxxx

Address: xxxxxxxx

### Schedule A: List of Items

Date received: 07/13/2017 Received by: Tate, Carolyn

Date due: 08/15/2018

Martin 000-21 acoustic guitar, Serial number 128332 (1952), owned and played by xxxx. The neck, bridge and original pickguard have been removed and replaced with a custom Mosrite neck and bridge, and a custom pickguard engraved with xxxxxxx name. The instrument has been re-finished from its clear, natural original finish and now features a 3-tone sunburst on the top of the instrument. All modifications were done by Semie Moseley in the late 1950's, early 1960's.

Hard-shell case for Martin 000-21 acoustic guitar owned and played by xxxx.

Mosrite Serenade acoustic guitar, Serial number F 0288 (1965-69), owned and played by xxxxxxx. Custom pickguard designed and made for xxxx by Semie Moseley.

Acoustic guitar case for Mosrite Serenade acoustic guitar owned and played by xxxxxxx

Black leather saddle with silver metal appointments along most corners, edges, and tapaderos, owned by xxxxxxx. Originally owned by xxxxxxx grandmother xxxx. Maker unknown.

## 7.6: COMMUNITY PARTNERS: SHHS

### Spring Hill High students make pitch to city leaders to partner on a new student-run history museum

Spring Hill could well be on its way to getting its first history museum dedicated to the history of Maury County, only, with a twist: this museum would be designed, built and maintained entirely by Spring Hill High School students.

Named the Maury County Museum & STEAM Educational Center, the project has been in the planning stages for nearly four years now, and is the brainchild of Spring Hill High School teacher, County Commissioner and former Vice Mayor Gwynne Evans. During a Spring Hill city meeting on Monday, Evans and a select-few students laid out a proposed partnership with the city that would ultimately see a history museum constructed on the Rippavilla Plantation property.

"We're working towards the big picture, which is ultimately the history museum [and the] STEAM facility," Evans said. "We feel like this would be really beneficial for Rippavilla, the city, and we know that we can do it, there's already construction classes all over the country."

As explained during Gwynne's presentation, the history museum has four phases.

Phase one would be to transform the existing Mule Museum Barn, which sits just over half a mile east of the plantation itself, into an event center and agricultural museum. This building would be used to host events such as weddings, conferences and birthday parties, with a planned extension of the building housing the agricultural museum, which would "showcase Maury County's rich agriculture past." The second phase includes the bulk of the project: to construct the Maury County museum itself.

The third phase would be to develop the STEAM (science, technology, engineering, art, agriculture and mathematics) Educational Facility, giving students the opportunity to get hands-on experience in one of those six categories.

The fourth and final phase of the project would be to design and construct a boardwalk with "old west-style buildings," where student-made products such as honey, eggs and more could be sold as to provide a sustainable revenue source for the maintenance of the museum.

"It generates revenue for the event center and [Agriculture] museum, it contributes to tourist attractions," said Spring Hill High School student Gavin Williams during the presentation. "It promotes long-term goals, it proves we can accomplish short-term goals and it includes all the work-based learning in the school."

As the project is intended to be designed and built entirely by students, Williams noted construction costs would be significantly less than were the project to be outsourced, with Evans estimating the project to cost roughly \$115,000.

Evans also asked, were the city to agree to allow the project to move forward on the city-owned plantation property, if its leaders would consider waiving construction permit fees and bringing the sewer system of the property up to city standards."

City leaders showed enthusiasm for the project at the end of the presentation, with Mayor Rick Graham in particular expressing his willingness to cooperate.

"I personally love it," Graham said. "I think it's great, and I think it incorporates so many facets of the community and trade schools, which we all know the governor is very big on right now."

Evans said that optimistically, he would love to see students underway constructing the museum by January 2021.

If completed, the Maury County History Museum would be one of only two museums in the country to be designed, built and maintained entirely by students, with the first being in Scott County, Tennessee - the original inspiration for the project.

Rippavilla, Inc. "Historic Rippavilla." Rippavilla, [www.rippavilla.org](http://www.rippavilla.org). Accessed 10 Dec. 2020.

Willis, Alexander. "Spring Hill High Students Make Pitch to City Leaders to Partner on a New Student-Run History Museum." Spring Hill Home Page [Spring Hill, TN], 8 Jan. 2020, [www.williamsonhomepage.com/spring\\_hill/spring-hill-high-students-make-pitch-to-city-leaders-to-partner-on-a-new-student/article\\_e593ffaa-3281-11ea-851f-4febe102cf6a.html](http://www.williamsonhomepage.com/spring_hill/spring-hill-high-students-make-pitch-to-city-leaders-to-partner-on-a-new-student/article_e593ffaa-3281-11ea-851f-4febe102cf6a.html).

