



RED BANK PARKS AND RECREATION

AUGUST 2023

Parks and Recreation Needs Assessment and Master Plan



PREPARED BY

Kimley»»Horn

RE: PARKS AND RECREATION NEEDS ASSESSMENT AND MASTER PLAN (# 23-0701)

**TRACEY PERRY,
CITY RECORDER,
CITY OF RED BANK**

3105 Dayton Boulevard
Red Bank, TN 37415

KIMLEY-HORN

10 Lea Avenue
Suite 400
Nashville, TN 37210

1. TRANSMITTAL LETTER AND INFORMATION

Ms. Perry and Members of the Selection Committee:

We understand that the City of Red Bank seeks to develop its first Parks and Recreation Needs Assessment and Master Plan as a road map for next ten years as it relates to parks, greenways, open spaces, and recreational programming throughout the City. This plan will include stakeholder and public engagement, resource and data collection, and multiple layers of analysis that will ultimately inform the implementation plan. This comprehensive parks system master plan will guide the decisions made by the City as well as meet the minimum requirements set by the Tennessee Department of Environment and Conservation (TDEC) in order to be eligible for grant funding in the future. To make this plan a success, the City needs a consulting team with extensive park planning experience, local expertise, and a tailored approach to develop the vision and plan for your first parks master plan. *Kimley-Horn is that team.*

Please consider the following benefits of the Kimley-Horn team:

NATIONAL EXPERTISE AND LOCAL EXPERIENCE. Our landscape architecture and planning team has successfully completed parks and recreation master plans in Tennessee municipalities such as Gatlinburg, Knoxville, Goodlettsville, and Hendersonville. We will provide recommendations based on what the City needs as well as national standards to inform future amenity locations, recreational programming, maintenance, and recommendations for plan implementation.

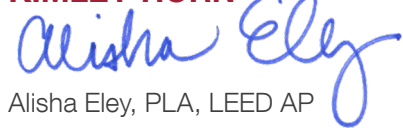
A TEAM THAT KNOWS WHAT WORKS AND WHAT DOES NOT. Our team has successfully completed many parks and recreation master plans in Tennessee and across the country. Each plan provides unique content and approach rather than a cookie-cutter format and one-size-fits-all implementation plan. **Alisha Eley, PLA, LEED AP** and her team have completed more than ten parks and recreation system master plans in the last two years—*all of which met TDEC's new systemwide master plan requirements.* With a proven record of success in the parks and recreation planning realm, Alisha is often asked by state leadership to present on this very topic, most recently at the 2022 Tennessee Recreation and Parks Association (TRPA) Leadership Forum last fall.

A COHESIVE PLAN READY FOR IMPLEMENTATION. We are well-equipped and dedicated to creating a quality parks master plan that keeps in mind the unique assets and potential growth impacts to protect the existing character of Red Bank. Our team also specializes in identifying and successfully securing grant funding for our clients and will pair funding types with the right plan elements. Our Nashville team was successful in obtaining grant funding for six communities in the 2020 Local Parks and Recreation Fund (LPRF) grant round and assisted multiple agencies in applying for the 2023 round. We pride ourselves on creating realistic and easy-to-implement master plans so your plan will not collect dust on a shelf.

We are excited for the opportunity to partner with the City on this parks and recreation needs assessment and master plan. If you have any questions or need additional information, please contact Alisha at alisha.eley@kimley-horn.com or 615 564 2713. Thank you for your consideration of our qualifications.

Sincerely,

KIMLEY-HORN



Alisha Eley, PLA, LEED AP
Project Manager and Primary Contact

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FIRM OVERVIEW

Kimley-Horn is a more than 7,000-person, multidisciplinary consulting firm composed of landscape architects, planners, civil engineers, roadway designers, environmental engineers, and other talented design professionals. Our Nashville office boasts 119 employees who are passionate about parks and recreation throughout our great state.

Our master planning experience is extensive and spans many of our disciplines, ranging from park master plans to utility master plans. Since 1967, clients nationwide have found Kimley-Horn to be their top source for comprehensive consulting services. Our experienced staff delivers work you can depend on—from master plans through construction documents—and projects that can be successfully implemented on time and within budget, taking advantage of the industry’s best-proven techniques and technologies.

Kimley-Horn has more than 300 landscape architects and planners who work with parks and recreation departments across the country. Our service areas include comprehensive master planning, landscape architecture, civil engineering, parking, transportation planning and design, intelligent transportation systems (ITS), environmental sciences, water resources, and structural engineering. We have a broad portfolio of completed park projects that have included comprehensive services from master planning, program development, and public meetings through construction.

From concept to implementation, Kimley-Horn has extensive experience completing systemwide parks and recreation master plans planning for future active and passive parks, greenways, and people-places for public and private clients at the city, county, and state levels. Our team offers you the depth and breadth of resources to provide unmatched service at all levels of design.



Kimley-Horn has successfully completed 14 systemwide park master plans across Tennessee after TDEC implemented the requirement in 2020 and are currently working on another four—all of which follow TDEC’s requirements for master plans.

Kimley-Horn also completed the State of Tennessee’s Systemwide Comprehensive Outdoor Recreation Plan (SCORP).

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KIMLEY-HORN'S TENNESSEE PARKS AND RECREATION EXPERIENCE

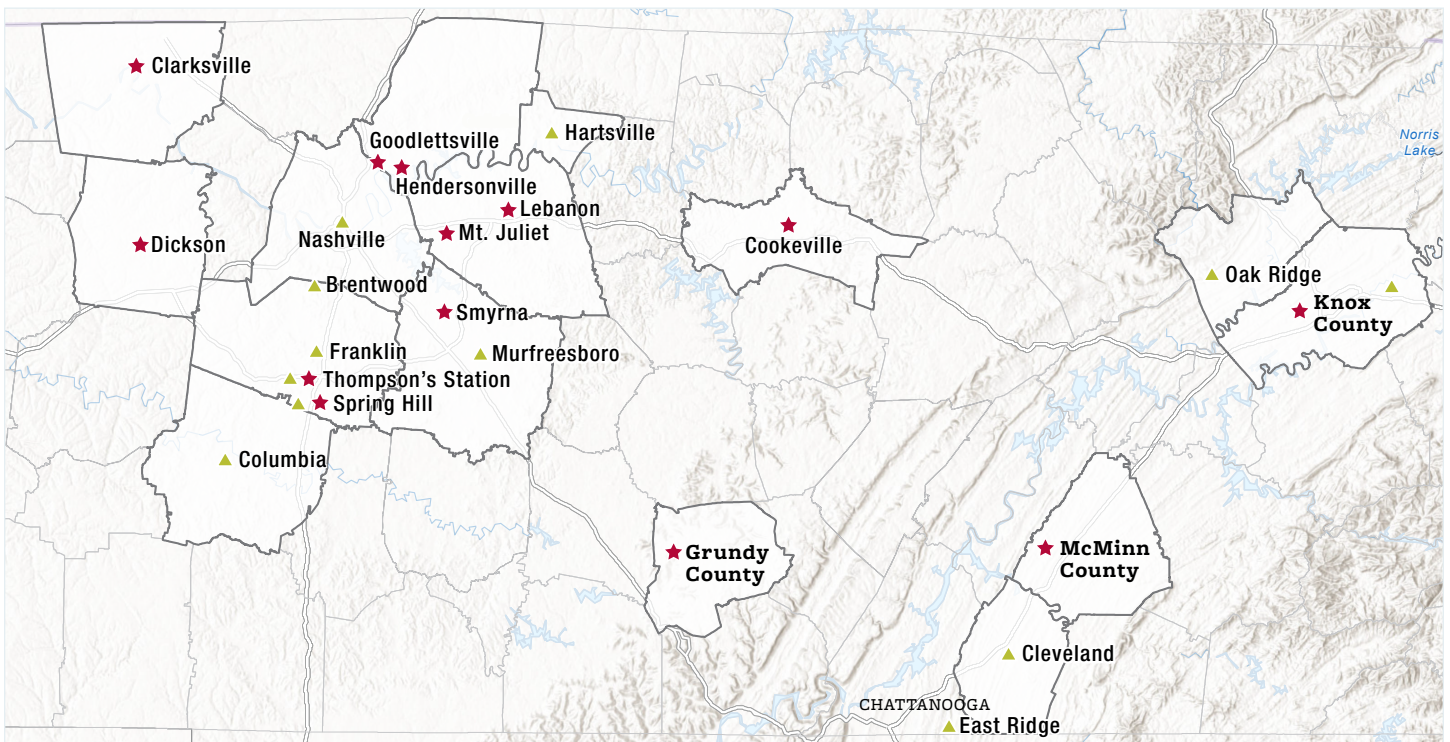
For more than 30 years, Kimley-Horn has served communities across Tennessee on parks and recreation projects by providing thorough, thoughtful, and creative service. Our team has the experience and passion needed to successfully assist the City in the planning of creative, implementable, and functional recreation solutions that will be enjoyed by future generations. The projects identified below demonstrate our experience in parks and recreation master planning and design projects.

★ Master Plan Experience

- Arlington
- Bartlett
- Clarksville
- Cookeville
- Dickson
- East Ridge
- Gatlinburg
- Goodlettsville
- Grundy County
- Hendersonville
- Knox County
- Lakeland
- Lebanon
- McMinn County
- Mt. Juliet
- Smyrna
- Spring Hill
- Thompson's Station

▲ Other Parks and Recreation Design Experience

- Brentwood
- Cleveland
- Columbia
- Dickson
- Franklin
- Hartsville
- Knox County
- Murfreesboro
- Nashville
- Oak Ridge
- Spring Hill
- Thompson's Station



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TDEC GRANT EXPERIENCE

Kimley-Horn offers a team with extensive grant funding experience from the preparation of grant applications to the completion of grant-funded projects. Specifically, we are well-versed in the LPRF and Recreational Trails Program (RTP) grant requirements as we assisted six communities in the last round of applications and are currently helping all of those communities implement the awarded grant funding in a variety of design projects. **We will leverage our Tennessee and national experience with grant-funded projects to help ensure this project will meet the grant budget and schedule while exceeding the goals and expectations of the program.**

Over the past six years, our firm has secured over \$55 million for 23 cities and counties in Tennessee. We submitted six LPRF grant applications in 2020 and were awarded all of the design phases of those projects. This year, Kimley-Horn helped three communities apply for grant funds. Additionally, TRPA has selected Kimley-Horn to present LPRF grant best practices at the organization's annual conference this fall.

For our public agency partners in Tennessee, Kimley-Horn has...



Secured **\$136 million+**
in grant funding



for **35+** local
Tennessee agencies



through **11** different
types of grants



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PROJECT MANAGEMENT

Kimley-Horn's project management philosophy is one that actively manages resources, schedules, and budgets using workload planning and employees in other offices. It also maintains a level of flexibility to account for the unexpected. The proposed team knows that resources, schedules, and budgets can be managed, but unknowns must be carefully planned so project trade-offs can be accurately assessed. This aspect of our business is openly communicated and actively advocated within Kimley-Horn.

To help timely identification and adjustments for any issues, the project team will submit monthly progress reports and invoices. Kimley-Horn's quality control/quality assurance (QC/QA) measures are built into our project management process, and they are part of our firm's culture. We have a QC/QA manual that outlines general firmwide requirements for implementing checks and reviews that are necessary for a project. This manual is intended to be used as a reference for individual project quality control plans.



YOUR PROJECT MANAGER

Alisha Eley, PLA, LEED AP will serve as the project manager for the Red Bank Parks and Recreation Needs Assessment and Master Plan. Alisha has more than 14 years of experience working with municipalities to complete comprehensive and site-specific parks and recreation master plans for communities across Tennessee, including Goodlettsville, Spring Hill, Clarksville, Portland, Dickson, Murfreesboro, and Alcoa. Alisha also is working on multiple LPRF grant-funded design projects for future park improvements across the state, making her well-qualified to lead this important master-planning project. Most recently, she was asked to come present on comprehensive master planning tools at the TRPA's Leadership Forum in 2022.

Alisha is heavily involved in local, statewide, and national parks and recreation organizations. She has attended and presented at the TRPA conference and TDEC's Greenways and Trails Forum multiple times. She is a member of the Mt. Juliet Bicycle and Pedestrian Advisory Committee (BAPC), regularly attends pertinent conferences like the WalkBike Summit, and has been invited by national organizations to speak about her expertise in this field, including at the annual National Recreation and Park Association (NRPA) conference in 2019. Additionally, TDEC requested that she attend the LPRF grant workshops to present successful master plan and public engagement tools used during the COVID-19 pandemic to local communities who were completing their own or planning to complete their systemwide master plans required for the LPRF grant.

STAFFING CAPABILITIES

The members of our project team were selected using two criteria: (1) their experience with park master plans (2) their availability to assume major technical responsibilities within your project schedule. Kimley-Horn uses a proactive management system, known as "cast-aheads" to detail every project's personnel needs and also to determine each staff person's availability. By continuously matching project needs with staff availability, our cast-aheads system is an accurate tool for keeping our projects on schedule. Based upon a review of our cast-aheads, we can assure you that the staff members selected for this team are available immediately to serve you and are in an excellent position to handle the workload required to complete the scope of work. We have capacity to complete this project for the City of Red Bank based on the current deadlines.

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2. REFERENCES/EXPERIENCE

REFERENCES

Our clients know that with Kimley-Horn, they experience better. How do we know this? They consistently tell us we deliver remarkable results and we're really good people to work with—and we live for that. We invite you to contact them personally regarding our work history and quality of service.

Kimley-Horn has a long history of successful grant applications on behalf of our public agency partners. We know there is more to the process than simply completing the appropriate forms, just as designing major improvement projects requires more than producing a set of plans and specifications. Having an experienced grant-writing consultant who has a thorough knowledge of local needs and potential new or creative funding sources—not to mention an exceptional writing ability to justify and define projects, develop descriptions, and convey project benefits—can help you obtain the necessary funds. Kimley-Horn can partner with our clients to create effective and compelling grant applications that secure the necessary revenue to bring visions into reality.

1. Andy Gilley
City of Hendersonville
agilley@hvilletn.org
615 822-3898

2. Mike Moss
Town of Smyrna
mike.moss@townofsmyrna.org
615 459 9773

3. Cherie Wilson
City of Dickson
cwilson@cityofdickson.com
615 446 1721

“I have worked with Alisha Eley and her team on developing a Park Master Plan and a Park System-Wide Master Plan, and the process has been flawless. I would, without a doubt, recommend Kimley-Horn and Associates to manage the development of any other City’s Park Master Plan projects.”

- Cherie Wilson, City of Dickson Parks
and Recreation Superintendent

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EXPERIENCE

Our team members are well-versed in parks, recreation, and open space master planning. The following projects highlight our team's recent experience most relevant to your project.

PARKS AND RECREATION 5-YEAR COMPREHENSIVE PLAN

EAST RIDGE, TN

Kimley-Horn was recently selected to assist the City of East Ridge in developing their Comprehensive 5-Year Plan. The City of East Ridge offers residents and visitors a collection of parks, recreation facilities, and unique facilities, including Camp Jordan Park. This comprehensive plan will serve as an updated road map for recreational opportunities and amenities for the community the next five years. Alisha Eley is leading the project to help ensure that the comprehensive plan will not only help grow the park system within the City, but it also will guide the decisions made by the City, meet the minimum requirements set by TDEC, and provide additional grant funding. An important part of the plan's process is understanding the community's recreation related wants and needs. Kimley-Horn is providing public engagement services, including a public survey, attending the Fall Festival (the city's largest annual event) to kick-off the public survey, and a SWOT workshop with a stakeholder group. In order to make sure that the plan is implementable, additional services provided by the team include programming analysis, existing facility site visits and recommendations, and short-, mid-, and long-term goals.

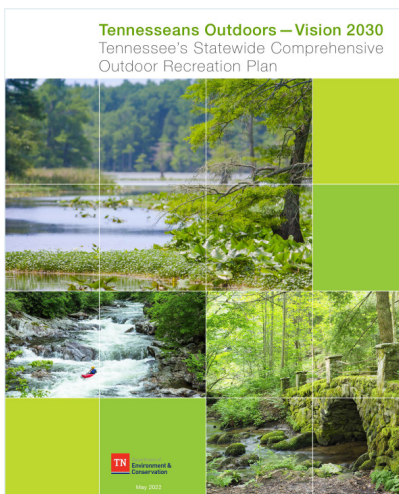
Local Government: City of East Ridge

TDEC, 2020-2030 SCORP

STATEWIDE, TN

Kimley-Horn developed a Statewide Comprehensive Outdoor Recreation Plan that will serve as a guide for all public outdoor recreation in urban and rural neighborhoods, cities, and regions in Tennessee. Our team surveyed the quantity, quality, condition, location, and level of public satisfaction of current outdoor recreation facilities while also determining the public demand for the development of future facilities. To obtain this information, we performed extensive research and facilitated several public workshops at locations across the state to involve interested citizens in the plan.

State Government: Tennessee Department of Environment and Conservation



The Tennessee Department of Environment and Conservation (TDEC) wants your input!

Help us create a vision for outdoor recreation, local/state parks and conservation in Tennessee for the next decade.

The roadmap, known as Tennessee's Statewide Parks, Recreation and Conservation Plan 2030, needs your feedback.

Submit comments by March 15, 2021 here:
https://stateoftennessee.formstack.com/forms/recreation_scorp_trac_comment_form.

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PARKS AND RECREATION MASTER PLAN

LEBANON, TN

The City of Lebanon selected Kimley-Horn to complete the city's first systemwide parks and recreation master plan to plan for future park and greenway amenities to account for the City's projected growth. Our team conducted staff interviews; gathered public input via an online survey; facilitated a SWOT analysis; conducted a demographic analysis; assessed current conditions and needs; formulated financial and revenue strategies; and identified staffing and program needs. The document included two concept plans, recommendations for improved park connectivity with greenways throughout the City, and an implementation plan that the City can implement over the next ten years that adheres to TDEC's LPRF grant requirements.

Local Government: City of Lebanon



PARKS MASTER PLAN

THOMPSON'S STATION, TN

Kimley-Horn is providing planning, landscape architecture, and engineering services to the Town of Thompson's Station for its first systemwide parks master plan. This plan analyzes current population and projected growth to provide appropriate future recreation recommendations. We are conducting a needs assessment based on existing facilities and amenities to provide achievable goals that the Town can implement over the ten years in accordance with TDEC's LPRF grant requirements. Project tasks include project management and meetings, demographic and trends analysis, existing conditions and needs assessment, benchmark analysis, program assessment, maintenance and operations plan, greenway connectivity, financial assessment, implementation plan, and the master plan report.

Local Government: Town of Thompson's Station



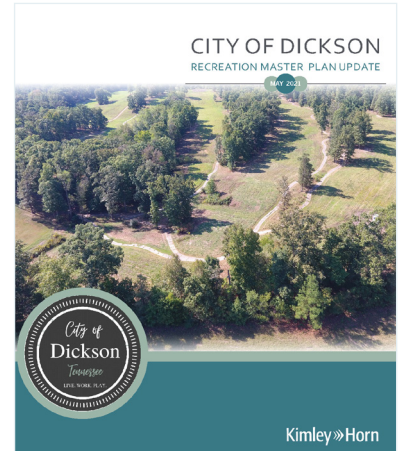
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SYSTEMWIDE PARKS MASTER PLAN

DICKSON, TN

Kimley-Horn was selected by the City of Dickson to provide a systemwide master plan for their parks and recreation facilities as part of the TDEC LPRF application process. The plan includes a SWOT analysis; community recreation needs assessment survey; facility inventory; programming offerings; development of short-, mid-, and long-term goals; and public input. Our team prepared a final master plan document that outlined the process and key findings and will help to guide the City's implementation of projects over the next ten years. After we applied for LPRF funding, the City was awarded funding for Buckner Park Phase I Improvements.

Local Government: City of Dickson



PARKS AND RECREATION MASTER PLAN

COOKEVILLE, TN

To meet the 2020 TDEC LPRF grant application requirements, the City of Cookeville completed its first complete systemwide recreation master plan. Kimley-Horn developed a plan that analyzed current population and projected growth to provide appropriate future recreation recommendations. The plan evaluated current recreational facilities, staffing needs, programming options, revenue generation, and other important Department elements to develop goals with achievable strategies for the City to begin implementing. Kimley-Horn created the City's first systemwide parks and recreation master plan as a road map for the Leisure Department to use over the next decade.

Local Government: City of Cookeville

SYSTEMWIDE PARKS AND RECREATION MASTER PLAN

HENDERSONVILLE, TN

The City of Hendersonville selected Kimley-Horn to complete a systemwide recreation master plan that analyzed current population and projected growth to provide future recreation recommendations. The plan evaluated current recreational facilities and amenities to determine the system's needs as well as goals with achievable strategies for the City to begin implementing. Overall, this plan created a road map for the City's park system over the next ten years and met the requirements of TDEC's

LPRF grant. Local Government: City of Hendersonville

“Beyond the shadow of a doubt you all were by far the best choice to do my project.”

**- Andy Gilley,
City of Hendersonville
Parks Director**

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SYSTEMWIDE PARKS MASTER PLAN

GOODLETTSVILLE, TN

Kimley-Horn provided the City of Goodlettsville with comprehensive parks and recreation planning services to update its existing citywide parks master plan. To support the public input process, Kimley-Horn produced a website to host project surveys, polls, and comments throughout the project lifecycle. The website was used to provide important project updates and notify users of upcoming project meetings and events. Kimley-Horn also provided the project's community engagement, benchmarking, maintenance and operations analysis, programming analysis, and the strategic implementation plan.

Local Government: City of Goodlettsville



SYSTEMWIDE PARKS AND RECREATION MASTER PLAN

MT. JULIET, TN

To meet the TDEC LPRF grant requirements, the City of Mt. Juliet completed its first systemwide parks and recreation master plan. Kimley-Horn assisted with this endeavor by completing site evaluations, a SWOT analysis with key stakeholders, a public input online survey, program analysis and recommendations, and a goal-setting exercise with staff.

Local Government: City of Mt. Juliet



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PUBLIC SPACES MASTER PLAN

CLARKSVILLE, TN

Kimley-Horn was selected by the City of Clarksville to update and combine the City's current Parks and Recreation Comprehensive Master Plan with its Greenway and Blueway Master Plan into a single Public Spaces Master Plan. Kimley-Horn provided multiple services, including project management and meeting facilitation, existing conditions and needs assessment, maintenance and operations analysis, program assessment, aquatics analysis and assessment, financial analysis and revenue strategies, proposed site concept planning, implementation plan design, and final master plan reporting. Kimley-Horn provided two site-specific master plans based on needs identified during this process. The first master plan repurposed one of the City's golf courses into a family aquatic center, and the second master plan increased an existing urban park's footprint to add a skate park and other elements.

Local Government: City of Clarksville

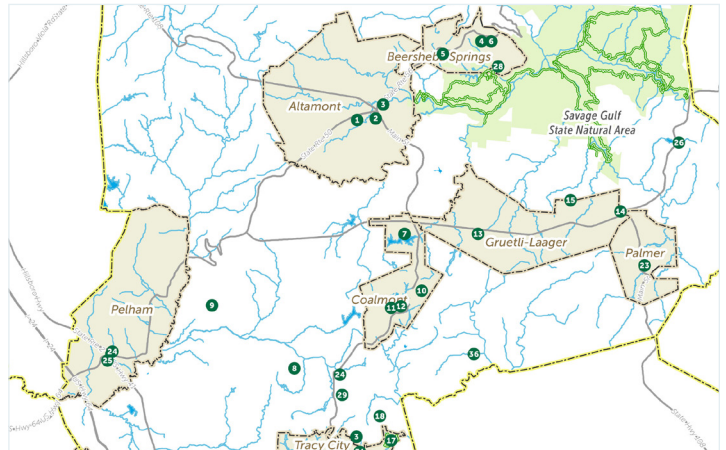


GRUNDY COUNTY PARK MASTER PLAN

GRUNDY COUNTY, TN

Grundy County was awarded a Park Master Plan Grant from TDEC to develop a 10-Year Park and Recreation Systemwide Master Plan. The Plan analyzed current population and projected growth to provide appropriate future recreation recommendations. The planning process evaluated existing recreational facilities and amenities to develop needs and goals with achievable strategies for the County to implement. This plan created a road map for the park system over the next ten years.

Local Government: Grundy County



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KNOX COUNTY PARKS MASTER PLAN

KNOX COUNTY, TN

Kimley-Horn was selected by Knox County to prepare a Parks and Recreation Master Plan to better meet the needs of the growing community and the standards of the National Parks and Recreation Association. To successfully meet the goals of this project, Kimley-Horn's scope of work included facilitating progress meetings with County staff and organizing public engagement events, conducting existing park evaluations and demographic analyses, assessing existing staffing and program operations, and organizing the data into an actionable Master Plan the County can utilize to improve the existing parks services.

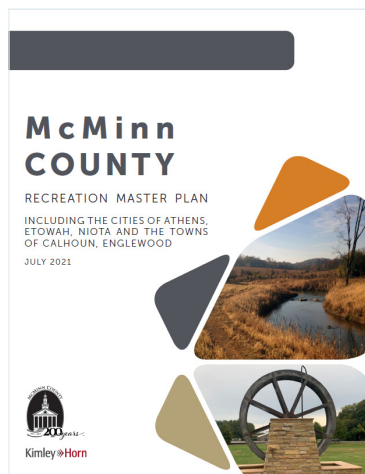
Local Government: *Knox County*

MCMINN COUNTY PARK MASTER PLAN

ATHENS, TN

The Cities of Athens, Calhoun, Englewood, Etowah, Niota and McMinn County wanted to update their Recreation Planning Report. The existing plan and citizen input helped inform this plan update. The plan analyzed current population and projected growth to provide appropriate future recreation recommendations. The plan also evaluated current recreational facilities and amenities to develop needs and goals with achievable strategies for the department to begin implementing. This plan created a roadmap for the park system over the next ten years.

Local Government: *Cities of Athens, Calhoun, Englewood, Etowah, Niota and McMinn County*



LAKELAND COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

LAKELAND, TN

Kimley-Horn was selected to help prepare the City of Lakeland's Comprehensive Parks and Recreation Master Plan. Our team analyzed current population and projected growth trends to provide appropriate future recreation recommendations. Our team also evaluated existing recreational facilities and amenities to develop needs and goals with achievable strategies for the City to implement. Now complete, the Master Plan develops a roadmap for Lakeland's park system for the next ten years. Additionally, the City can meet requirements set by TDEC to receive future grant funding for parks projects.

Local Government: *City of Lakeland*

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SYSTEMWIDE PARKS AND RECREATION MASTER PLAN

ARLINGTON, TN

Kimley-Horn was selected to help prepare the Town of Arlington's Systemwide Parks and Recreation Master Plan. Our team is analyzing the current population and projected growth trends to provide appropriate future recreation recommendations. Our team also is evaluating the existing recreational facilities and amenities to develop needs and goals with achievable strategies for the Town to implement. Once complete, the Master Plan will create a roadmap for Arlington's park system over the next ten years. Additionally, it will develop a foundation for the Town to meet requirements set by TDEC to receive future grant funding for parks projects.

Local Government: Town of Arlington

PARKS, RECREATION, AND GREENWAYS MASTER PLAN UPDATE

SPRING HILL, TN

Kimley-Horn was selected by the City of Spring Hill to update current demographic and recreational trends while also reviewing existing plans and reports based on current and projected populations. Kimley-Horn completed a needs assessment survey to collect public input for this project and also facilitated an online website to host project surveys and polls throughout the project life cycle, providing opportunities for stakeholder interaction and input collection throughout the planning process. Based on projected population growth and input from both stakeholders and the public, Kimley-Horn made future recommendations for the recreation system. With input from City staff and Parks and Recreation Commission, the project team refined and organized the needs identified into a series of actionable recommendations that were sorted into high- and low-priority sets. Kimley-Horn prepared a summary master plan update detailing the findings and recommendations of the project.

Local Government: City of Spring Hill



PARKS AND RECREATION MASTER PLAN NEEDS ASSESSMENT

BARTLETT, TN

Kimley-Horn was selected by the City of Bartlett to assist with their public engagement, program assessment, financial analysis and revenue strategies, and planning review for a new parks and recreation master plan. This plan will be used to develop future recreation recommendations and will evaluate current recreational facilities and amenities in order to assist the City with developing needs and goals with achievable strategies for implementation. This plan will create a roadmap for the park system over the next ten years and will help meet the requirements of TDEC's requirements for receiving grant funding, such as LPRF.

Local Government: City of Bartlett

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TENNESSEE STATE PARK MASTER PLAN

STATEWIDE, TN

Kimley-Horn is assisting TDEC to create a comprehensive master plan for Tennessee State Parks as a subconsultant. This plan will establish a comprehensive and logical planning system for guiding decision-making at both the system and park level through various complementary planning components. The final deliverable will be the Tennessee State Parks Master Plan and Feasibility Report, which details the critical decisions, guiding principles, and operational mandates required to support the vision and legacy of the Tennessee State Park System. In particular, this plan will outline the short-term and long-term strategies Tennessee State Parks are recommended to adopt in order to achieve the desired outcomes and objectives as outlined previously in the project. The Tennessee State Parks Master Plan and Feasibility Report will establish a tier of services, phased goals and milestones, and innovative business practices to help ensure the regional and national reputation of the Tennessee State Parks system. Kimley-Horn's team is also preparing master plans for each of the 57 state parks.

State Government: Tennessee Department of Environment and Conservation

SYSTEMWIDE PARKS MASTER PLAN

SMYRNA, TN

Kimley-Horn was selected by the Town of Smyrna to provide a systemwide master plan for their parks and recreation facilities. The plan includes a SWOT analysis, community recreation needs assessment survey, facility inventory, programming offerings, and development of short-, mid-, and long-term goals. Our team prepared a final master plan document that outlined the process and key findings and will help to guide the City's implementation of projects over the next ten years.

Local Government: Town of Smyrna

“Kimley-Horn provides a professional design and planning team who understands timelines, milestones, and the importance of the end product. They exceeded all expectations on our master plan update.”

**- Mike Moss, Town of Smyrna
Parks and Recreation Director**

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3. QUALIFICATIONS/EXPERIENCE OF KEY PERSONNEL

ORGANIZATIONAL CHART

The chart below illustrates the organization of Kimley-Horn's personnel assigned to this project. Key personnel resumes are on the following pages and detail their relevant experience and education.



QC/QA LEAD
NICK KUHN, PLA

PROJECT MANAGER
ALISHA ELEY, PLA, LEED AP

STAKEHOLDER AND PUBLIC ENGAGEMENT

Kevin Tilbury, AICP
Ashley Akers

DEMOGRAPHICS AND TRENDS ANALYSIS

Kevin Tilbury, AICP
Ashley Akers

EXISTING CONDITIONS AND FACILITY ASSESSMENTS

Brendan Boles, P.E., CFM, LEED AP
Ashley Akers
Michael Shelton, PLA, AICP

FINANCIAL ANALYSIS AND FUNDING AND REVENUE STRATEGIES

Ashley Akers
Kevin Tilbury, AICP

OPERATIONS AND MAINTENANCE ANALYSIS

Ashley Akers
Michael Shelton, PLA, AICP

PROGRAM ASSESSMENT

Ashley Akers
Michael Shelton, PLA, AICP

IMPLEMENTATION PLAN DEVELOPMENT

Brendan Boles, P.E., CFM, LEED AP
Kevin Tilbury, AICP
Ashley Akers

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EDUCATION

Bachelor of Landscape Architecture, Ball State University

PROFESSIONAL CREDENTIALS

Professional Landscape Architect in TN and KY

LEED AP

Tennessee Parks and Recreation Association

Alisha Eley, PLA, LEED AP

PROJECT MANAGER

Alisha is a landscape architect with a passion for working with local municipalities across Tennessee on community enhancement projects. She has more than 14 years of extensive experience in park and recreation planning and design as well as streetscape improvement projects throughout the state. Alisha is dedicated to enhancing the landscapes in which we live, work, and play.

RELEVANT EXPERIENCE

- Parks and Recreation 5-Year Comprehensive Plan, East Ridge, TN
- Parks and Recreation Master Plan, Lebanon, TN
- Parks Master Plan, Thompson's Station, TN
- McMinn County Parks and Recreation Master Plan, Athens, TN
- Systemwide Parks Master Plan, Mt. Juliet, TN
- Parks and Recreation Master Plan, Goodlettsville, TN
- Systemwide Recreation Master Plan, Hendersonville, TN
- Grundy County, Systemwide Parks and Recreation Master Plan, Altamont, TN
- Park Master Plan, Knox County, TN
- Parks and Recreation Master Plan, Gatlinburg, TN
- Public Spaces Master Plan, Clarksville, TN
- Parks, Recreation, and Greenways Master Plan, Spring Hill, TN
- TDEC, SCORP, Statewide, TN
- State Park Master Plans, Statewide, TN
- Parks Master Plan, Dickson, TN
- Systemwide Parks Master Plan, Smyrna, TN
- Systemwide Parks Master Plan, Cookeville, TN
- Greenways, Blueways, and Bikeways Master Plan, Murfreesboro, TN
- Jim Sharp Park, Cleveland, TN
- Trey Park Master Plan, Hartsville, TN
- Buckner Park Master Plan, Dickson, TN
- Granny White Park Inclusive Playground, Brentwood, TN
- Rachel's Garden Inclusive Playground, Goodlettsville, TN
- Henslee Park, Dickson, TN
- LPRF Grant Application, Mt. Juliet, TN
- BlueCross Healthy Places Grant Application, Spring Hill, TN
- Explore! Community School Playground Design, Nashville, TN
- Blackman (West) Park, Murfreesboro, TN
- Peacock Hill Nature Park, College Grove, TN
- The Park at Harlinsdale Farm Master Plan, Franklin, TN
- Port Royal Park Master Plan, Spring Hill, TN
- Richland Park Master Plan, Portland, TN

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EDUCATION

Master of Landscape Architecture, North Carolina State University

Bachelor of Science, Landscape Architecture, Ohio State University

PROFESSIONAL CREDENTIALS

Professional Landscape Architect in FL and NC

Nick Kuhn, PLA

QC/QA

Nick has 21 years of experience in providing planning services to numerous public agencies nationwide. He specializes in the planning and design of livable and sustainable communities through the strategic planning and design of the public realm. Nick regularly lectures and writes on topics ranging from open space needs assessments to active recreation and sustainable park design. Nick's practice is focused on public realm planning; parks, recreation, and open spaces system plans; and needs assessment.

RELEVANT EXPERIENCE

- TDEC, SCORP, Statewide, TN
- State Parks Master Plan, Statewide, TN
- Parks and Recreation Master Plan, Hendersonville, TN
- Recreation and Parks Master Plan, Norwalk, CT
- Recreation and Parks Master Plan, Greenville, NC
- Park and Recreation Master Plan, Raleigh, NC*
- Parks and Recreation Master Plan, Lenexa, KS*
- Blue Ridge Road Widening, Raleigh, NC
- Walnut Creek Athletic Complex Renovation, Raleigh, NC
- Master Planning Services for Newly Acquired Park Land at Nettles Park, Clemson, SC
- Bicycle Master Plan, Winston-Salem, NC*
- Hurricane Matthew Resilient Development Plans, Dare, Hyde, and Tyrrell Counties, NC*
- National Park Service, National Capital Region, Regional Paved Trail Plan, Washington, D.C.*
- Greenway and Trails Prioritization Plan, Miami-Dade County, FL*
- Park Structure and Landscape Pattern Book, Miami-Dade County, FL*
- Downtown San Diego Needs Assessment, San Diego, CA*
- Community Recreation Needs Assessment, Miami-Dade, FL*
- Columbia Pike Land Use and Housing Study, Arlington County, VA*
- Parks Master Plan, San Diego, CA*
- Community Recreation Master Plan, Coral Gables, FL*
- Ludlam Trail National Environmental Policy Act (NEPA) and Project Development and Environment (PD&E) Study, Miami-Dade County, FL*
- Ludlam Trail Advanced Acquisition Services and Real Estate Analysis, Miami-Dade County, FL*
- Resiliency and Redevelopment Plan: New Town Site Plan, Princeville, NC*

**Experience prior to joining Kimley-Horn*

Needs Assessment and Master Plan Proposal



EDUCATION

Master of Science,
Urban and Regional
Planning, Florida State
University

Bachelor of Science,
Geography, Florida
State University

PROFESSIONAL CREDENTIALS

American Institute of
Certified Planners

Kevin Tilbury, AICP

PLANNER

Kevin brings 27 years of experience in multimodal transportation and land use planning for government agency partners at the local, regional, and state levels in Tennessee, the Southeast, and nationally. He excels at communicating complex data and analysis to technical and non-technical stakeholder audiences. His work in Tennessee includes major corridor studies, sub-area studies, and regional transportation plans for TDOT and Metropolitan Planning Organizations (MPO) in Nashville, Chattanooga, Memphis, and Kingsport as well as Plan East Tennessee (PlanET), a vision for the five-county region surrounding Knoxville. Most notably, Kevin helped to lead the TDOT I-65 Multimodal Corridor Feasibility Study while with a previous firm, where he led or contributed relevant corridor studies.

RELEVANT EXPERIENCE

- Thompson's Station Parks Master Plan, Thompson's Station, TN
- Greenways, Blueways, and Bikeways Master Plan, Murfreesboro, TN
- Master Plan, Belle Meade, TN
- East Bank Mobility Study, Nashville, TN
- West Main Street/Old Town Revitalization Plan, Hendersonville, TN
- All Aboard Comprehensive Plan, Thompson's Station, TN
- Comprehensive Land Use and Transportation Plan, Knox County, TN
- Lynn Garden Drive Corridor Development Plan, Kingsport, TN
- On-Call Traffic Engineering Services, Nashville, TN
- Nashville Area MPO, Southeast Area Transportation and Land Use Study, Nashville, TN
- 2045 Regional Transportation Plan and Developer's Transportation Demand Management (TDM) Toolkit, Chattanooga, TN*
- Six Area Plans, Chattanooga, TN
- 25th Street/SR 60 Multimodal Improvements, Cleveland, TN
- TDOT, I-65 Multimodal Corridor Study, Multiple Locations, US
- TDOT, Center Stage Multimodal Corridor Study for East Center Street, Kingsport, TN
- Regional Complete Streets Study, Knoxville, TN
- Enterprise South Transportation and Land Use Study, Hamilton County, TN
- Zoning Ordinance Update, Belle Meade, TN
- Buckner Lane Widening, Spring Hill, TN
- Complete Streets Plan, Mason, TN
- Community Mobility Public Transportation Plan, Wayne County, TN
- WeGo Transit, Route Restructuring Study, Nashville, TN*
- Southeast Area Transportation and Land Use Study, Nashville, TN*
- Plan East Tennessee (PlanET), Knoxville, TN*

**Experience prior to joining Kimley-Horn*

Needs Assessment and Master Plan Proposal



EDUCATION

Bachelor of Science,
Civil Engineering,
University of Tennessee

PROFESSIONAL CREDENTIALS

Professional Engineer
in TN

LEED AP Building
Design and Construction

Certified Floodplain
Manager

TDEC, Certified Erosion
Control Technician,
Levels I and II

Brendan Boles, P.E., CFM, LEED AP

CIVIL ENGINEER

Brendan has 21 years of civil permitting, engineering, and design experience on a wide range of project types across Tennessee. Brendan applies his experience with complex and challenging projects to appropriately balance competing project priorities, leading to a successful project execution. He has developed construction documents and technical specifications for more than \$500 million in site improvements.

RELEVANT EXPERIENCE

- Old Hickory Community Center, Old Hickory, TN
- Blackman (West) Park, Murfreesboro, TN
- Town Creek Greenway, Phases 1-3, Gallatin, TN
- Small Town Connections Trail, Nolensville, TN
- Alta Riverwalk and Cumberland River Greenway Trailhead, Nashville, TN
- Cumberland Park Bank Stabilization, Nashville, TN*
- Southeast Community Center, Nashville, TN*
- Predators Practice Facility, Antioch, TN*
- Metro Nashville Public Schools, ADA Playground Improvements, Nashville, TN*
- Gwinnett County Parks, Gwinnett Environmental and Heritage Center, Buford, GA*
- Duncan Creek Park, Gwinnett County, GA*
- Rock Springs Park, Gwinnett County, GA*
- Club Drive Park, Gwinnett County, GA*
- Mud Creek Soccer Complex, Cobb County, GA*
- Cayce Community Services Campus Master Plan, Nashville, TN
- Magnolia Avenue Streetscape Master Plan, Knoxville, TN
- Alliance Residential Company, Broadstone Eighth South Residential Development, Nashville, TN
- 12th and Wedgewood Multifamily Development, Nashville, TN
- Robinson Flats, Nashville, TN
- Hermitage Flats, Nashville, TN
- Oakwood Flats Multifamily, Nashville, TN
- Broadstone South Gulch, Nashville, TN
- Octave Residential Development, Berry Hill, TN
- The Morris High-Rise Residential Tower, Nashville, TN
- Waterford Crossing, Hendersonville, TN
- Skyhouse Nashville, Nashville, TN

**Experience prior to joining Kimley-Horn*

Needs Assessment and Master Plan Proposal



EDUCATION

Masters, Landscape
Architecture, Kansas
State University

Ashley Akers

LANDSCAPE ANALYST

Ashley is a landscape architecture analyst with experience working on parks master plans, public greenways, streetscape improvements, and mixed-use developments. She has contributed to projects across Tennessee and collaborates with local communities to create meaningful and specialized designs for the public. Ashley is passionate about promoting designed landscapes that are inclusive and accessible environments for all users. She strives to implement native plant palettes in her designs to aid in building an environment that supports biodiversity, pollinator health, and ecological restoration.

RELEVANT EXPERIENCE

- Parks and Recreation 5-Year Comprehensive Plan, East Ridge, TN
- Park Master Plan, Knox County, TN
- Systemwide Parks and Recreation Master Plan, Gatlinburg, TN
- Parks and Recreation Master Plan, Lebanon, TN
- Parks Master Plan, Thompson's Station, TN
- LPRF Grant for Rachel's Garden, Goodlettsville, TN
- Systemwide Recreation Master Plan and 2020 LPRF Grant Application, Hendersonville, TN
- Greenways, Blueways, and Bikeways Master Plan, Murfreesboro, TN
- Buckner Park, Dickson, TN
- City Park Master Plan and LPRF Grant, Hartsville, TN
- A/E Services for LPRF Grant Application, Goodlettsville, TN
- Granny White Park Inclusive Playground, Brentwood, TN
- Carter Park ADA Compliance Plan, Knox County, TN
- Peacock Hill Nature Park, College Grove, TN
- Thompson's Station Greenway, Phases 2 and 3, Thompson's Station, TN
- ADA Self-Evaluation and Transition Plan, Thompson's Station, TN
- Old Lebanon Dirt Road Park, Mt. Juliet, TN
- Trey Park, Hartsville, TN
- Peay Park, Goodlettsville, TN
- Drakes Creek Park, Hendersonville, TN
- Miracle on the Mountain Play Outside Park, Grundy County, TN
- Cane Creek Park, Cookeville, TN
- Volunteer Park, Hendersonville, TN
- Park Master Plan, Gatlinburg, TN
- 8th Avenue Connectivity, Berry Hill, TN
- Streetscape Planning and Design Services, Maryville, TN
- Town Center Trail, Phase 3, Mt. Juliet, TN
- Parks and Recreation Master Plan, Lebanon, TN
- 440 Greenway, Nashville, TN

Needs Assessment and Master Plan Proposal



EDUCATION

Masters, Landscape Architecture, Louisiana State University

Bachelor of Science, Ornamental Horticulture and Landscape Design, University of Tennessee

PROFESSIONAL CREDENTIALS

Professional Landscape Architect in TN, AL, AR, and MS

American Institute of Certified Planners

Michael Shelton, PLA, AICP

LANDSCAPE ARCHITECT

Michael has 18 years of experience as a landscape architect and community planner. He is passionate about ecologically responsive design solutions and has worked diligently to incorporate them into streetscapes, parks, residential communities, and commercial properties throughout Tennessee and across the country. His experience includes both public and private sector projects ranging from small-scale park design to state transportation enhancements and large-scale community master planning.

RELEVANT EXPERIENCE

- Arlington Systemwide Parks and Recreation Plan, Arlington, TN
- Bartlett Parks and Recreation Master Plan, Bartlett, TN
- Renaissance Park, Memphis, TN
- City Park Loop Trail, Grand Junction, TN
- Heights Line, Memphis, TN
- Soulsville Loop Trail, Memphis, TN
- Long Field Complex Due Diligence and Concept Plan, Germantown, TN
- WTRBA Middle Fork Recreational Area, Phase I, Madison, TN
- Brooks Park Improvement Project, Chickasaw, AL
- Henslee Park, Dickson, TN
- TDEC, Systemwide Comprehensive Outdoor Recreation Plan (SCORP), Statewide, TN
- Germantown ADA Self-Evaluation and Transition Plan, Germantown, TN
- Downtown Streetscape Master Plan, Greer, SC
- Handy Park, Memphis, TN
- Bus Rapid Transit (BRT) Innovation Corridor, Memphis, TN
- Jefferson Avenue Cycle Track, Memphis, TN
- Main Street and Convention Center District Streetscape Master Plan, Memphis, TN
- Nashville Major League Soccer Stadium Infrastructure Improvements, Nashville, TN
- Navy Road Streetscape, Phase II, Millington, TN
- Long-Range Transportation Planning On-Call, Statewide, TN
- Union Row Mixed-use Development, Memphis, TN
- Wake Forest Downtown Improvements, Phase II, Wake Forest, NC
- South White Street Improvements, Phases I-III, Wake Forest, NC
- West Tennessee River Basin Authority (WTRBA), On-Call Services, Various Locations, TN
- Farmer's Market and Recreation Improvements, Savannah, TN*
- Parks and Recreation Comprehensive Master Plan, Haywood County, TN*

**Experience prior to joining Kimley-Horn*

Needs Assessment and Master Plan Proposal

4. PLAN APPROACH AND TIMELINE

The following details our approach to the scope of services based on our knowledge of Red Bank’s existing park system, our past master planning experience, as well as details outlined in the RFP. However, we understand the final scope of work will be defined upon selection of the firm based on the City’s budget and vision for this project. We also can provide our first-hand experience with the TDEC Master Plan requirements in helping identify which tasks to implement and which can be removed to save time and money if necessary. Kimley-Horn is just beginning to work on the City of East Ridge’s parks master plan update, so there are opportunities to combine on-site work activities and community events to implement cost and time savings.

Red Bank has many distinctive features that set it apart from other communities, and this should be leveraged in your first-ever Parks Master Plan now that you have dedicated staff for the department. As master plans are now required to apply for TDEC’s LPRF RTP grants, this will become an important tool to leverage state and federal funding. This process and final deliverable should be seen as an opportunity to engage the community, key stakeholders, and decision-makers

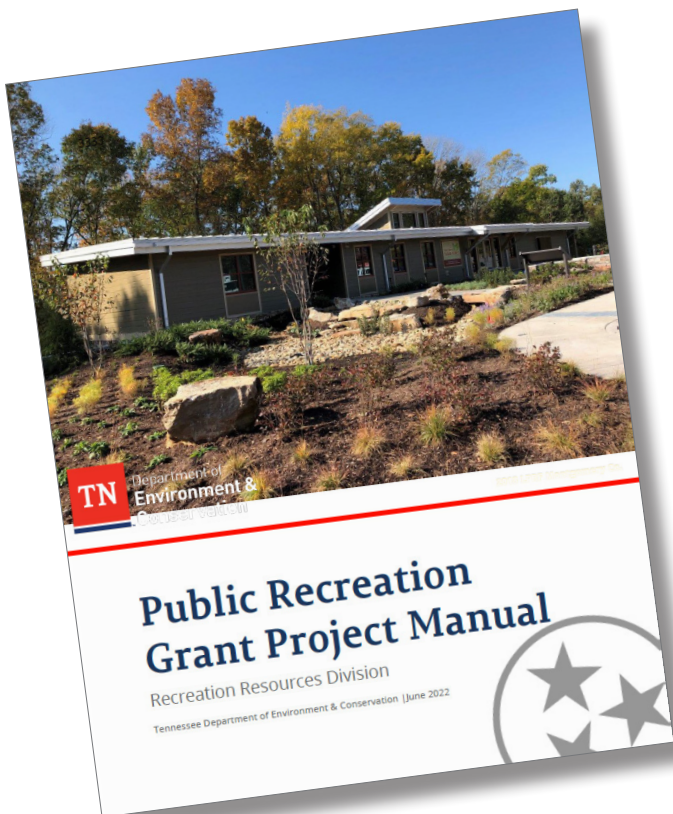
while building a consensus on the goals and future growth of the parks and greenways over the next ten years.

TASK 1 – PUBLIC PROCESS

PUBLIC INPUT: No matter the tools the City desires to use in this project, our team has a creative and comprehensive approach to the public participation process for consensus building. It is important to engage not only those who are participating in the planning process, but also those who are not. Building off the community’s passion for a great parks system and trail network, our team will identify opportunities to further engage people and gather input through a variety of community input processes (e.g., coordination with established committees, online feedback opportunities, stakeholder input from established sports leagues). Our staff will be flexible and attend events citizens already plan to attend (e.g., festivals, tournaments, school events, etc.) to garner input. Some of our best input for parks master plans has come from our staff setting up a booth at a Farmer’s Market Saturday or even at an annual festival. By using a QR code on any and all material related to this project that links to a comment form, we can track live data throughout the entire process. This approach helps build from attendance at existing events, rather than setting a project-specific meeting with a typically lower rate of attendance due to community members’ work and life commitments that may prevent engagement in projects like this.

We will offer a variety of in-person and virtual options at key points throughout the planning process to help ensure every community demographic is heard. For each online survey we provide, we will format the same questionnaire in a printed version so that those without internet access and those who prefer a paper format will have equal opportunity to provide their input. Our online surveys are individually tailored to each project, while also following successful guidance for online surveys such as maximum question count, wording of questions, using a variety of response types, and other tactics for engagement.

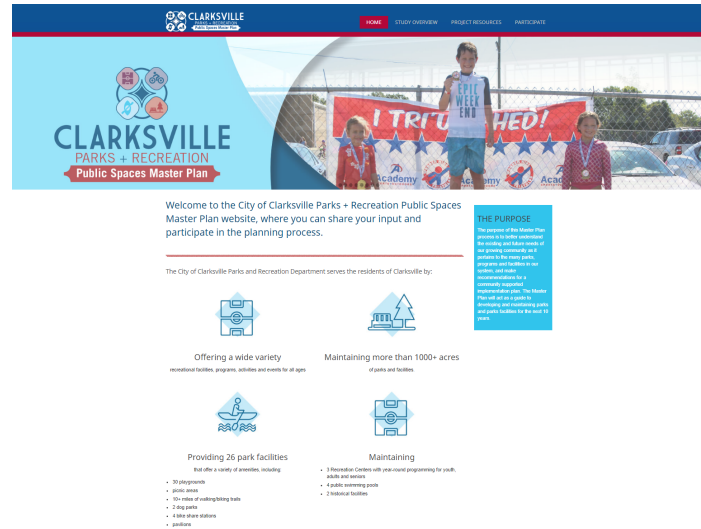
STAFF INTERVIEWS: The City staff are the eyes and ears of daily interaction with users of existing park facilities and events. They know the strengths and weaknesses better than anyone and will give great insight into what the City needs to be more effective and efficient. Their knowledge and insight will be priceless throughout the planning process.



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KEY LEADERSHIP/STEERING COMMITTEE MEETINGS:

The City has been resourceful in providing and maintaining its developed park space, including playgrounds, walking trails, and numerous other community amenities. However, to meet the existing and future needs of the community, more resources—time, money, and land—need to be dedicated to create a successful Parks Department when it is formed. We are excited to leverage the Park Board’s passion and knowledge toward the plan. They will be a critical partner throughout the planning process and will ultimately make the recommendation for the Board of Commissioners (BOC) to formally adopt the final master plan. Staff may identify other key stakeholders like the Community Association, local business owners, and others that should weigh in at key points of the process. Ultimately, the goal is to identify this key group’s vision and values and how they translate into future programs and development needs for the City. It will be important to keep leadership like the Parks Board and BOC engaged throughout the process so that when the time comes to vote for formal adoption of the plan, it is a seamless procedure.



SWOT ANALYSIS: In order to meet one of the TDEC master plan requirements, our team will facilitate a workshop to discuss the SWOT of the park and greenway facilities. The results of this discussion will inform the analysis throughout the plan and documented in the final master plan report.

In order to meet TDEC requirements, all meeting sign-in sheets and meeting minutes will be compiled and included within the final master plan report.

TASK 2—STATISTICALLY VALID SURVEY

In order to meet one of the basic TDEC master plan requirements, our team will facilitate a survey that allows the citizens to provide comprehensive feedback on the existing recreation system as well as identify future needs. Based on our strategic survey questions, we have had great success providing an online and identical printed version for communities that have exceed 1,500 responses. This needs assessment is critical to understanding the community’s feedback on the current and future parks and greenways.

As desired by Red Bank, our team can validate responses are statistically valid using the survey online as well as printed copies to ensure each resident is able to complete the survey. Our team will summarize the key findings from the survey and include in the final report.

TASK 3—DEMOGRAPHICS AND TRENDS ANALYSIS

Using data from the U.S. Census Bureau, we will use the City’s existing and projected population data to understand the important details of the community. Our demographic analysis will provide an understanding of the community’s environment to:

- Understand the market areas served by the parks and recreation system and distinguish customer groups
- Determine changes occurring in the community and the Chattanooga region and assist in making proactive decisions to accommodate those shifts
- Measure participation and interest in recreation facilities and activities
- Identify areas of future planned growth, with a specific emphasis on locations that are not currently well served by parks facilities

Using data from the U.S. Census Bureau, we will use the City’s existing and projected population data to understand the important details of the community. Our demographic analysis will provide an understanding of the community’s environment to:

- Population trends and projections
- Age distribution
- Education levels
- Households
- Gender
- Ethnicity
- Household income

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As part of the assessment, our team will include an overview of all major demographic elements that will impact the City’s parks and recreation system as well as a summary of social and economic benefits of parks, recreation facilities, recreation programs, trails, and open space.

TASK 4—EXISTING CONDITIONS AND FACILITY ASSESSMENTS

Our team will visit each existing park site to inventory park amenities, assess conditions, and provide a level of service (LOS) analysis. We will document our observations relating to physical conditions of equipment and facilities, making specific notes on the TDEC required items of listing amenities and the condition assessment for each amenity.

To align with TDEC’s SCORP that our team recently completed, we can evaluate stream and potential trail corridors within the City limits for potential blueway corridors and trailhead locations.

BENCHMARKING ANALYSIS: Our team will complete a benchmark analysis that compares the City to relevant peer agencies. Our team will listen to the public input on what their values are and work with staff to identify the key metrics to be surveyed and analyzed, along with selecting the appropriate benchmarked communities.

We will use NRPA’s Park Metrics and Agency Performance Review to provide another layer of analysis. The NRPA Agency Performance review is the most comprehensive resource of national data and insights for park and recreation agencies, highlighting over 20 different critical metrics collected from local agencies across the country like Red Bank. We can analyze the plethora of data through a variety of lenses including population, region of the country, and other important features for your needs. Gone are the single set of standards that some plans still use today, because each community has unique needs, goals, and challenges. Because park and recreation agencies are as diverse as the community they serve, we will use the combination of information from tools like this national resource paired with feedback from our stakeholders and public input about the specific needs for you.

TASK 5—RANK AND PRIORITIZE DEMAND AND OPPORTUNITIES

LOS ANALYSIS: Our team will use the established mapping to compile a comprehensive assessment of parks and trails owned and operated by the City. Our team will conduct research, additional mapping, and personal inspection of other recreation facilities and programs within the area that are owned and operated by alternative providers to quantify current LOS. Based on this comprehensive inventory and LOS analysis, we will make recommendations to help ensure uses/spaces meet current and future needs of the local community. The analysis considers the capacity of each site and individual amenities (e.g. playgrounds, ball fields, trails, etc.) within each facility as well as accessibility, functionality, comfort, convenience, and condition. We also will identify other service providers in the area, other municipalities, and private entities, and develop recommendations for minimizing duplication and enhancing the city’s current and potential partnerships, where appropriate. It will be important to analyze both the quantity and quality of existing facilities in the LOS analysis.

As a part of the LOS analysis, we will identify park and trail nomenclature aligning with current NRPA standards. This will allow for a standard to be set for each park including acreage, potential amenities, and the goal for each recreation type. Our team will provide recommendations as to how many of each park type should be provided based on population levels and other important factors.

2022 NRPA Agency Performance Review Key Findings

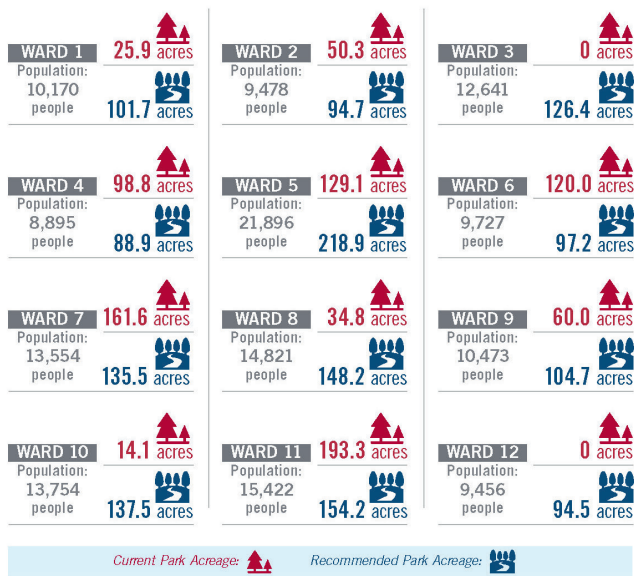


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Based on the analysis in this task, our team will provide recommendations for future park and greenway locations based on the gaps in the parks and recreation service throughout the City. Based on the goals and priorities established early in the planning process, we will create evaluation criteria to prioritize future park and greenway locations. We also will take into account current land-use patterns to make recommendations on where future parks and greenways should be located.

COUNCIL WARD LEVEL OF SERVICE

Each of Clarksville's 12 wards were assessed by the NRPA standard of 10 acres per 1,000 people.



PROGRAM ASSESSMENT: This assessment will review how well the City aligns itself with the community's needs. The goal of this process is to provide recreational programming and special events that result in successful and innovative recreation offerings for the citizens. Our team will provide insight into recreation program trends from agencies all around the country. To meet the TDEC Master Plan requirements, the process includes analysis of age segment distribution, lifecycle analysis, similar provider analysis/duplication of service and gap analysis. Our team also can provide feedback based on our extensive park department knowledge and data across the state on user fees and whether to increase or decrease fees compared to peer communities.

Ultimately, the outcome of the process will be a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenue. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

TASK 6—ACTION PLAN DEVELOPMENT

We pride ourselves on creating plans that are implementable and not put on a shelf to collect dust, thus this is a critical piece of the parks master plan. Upon consensus of all analysis and input, the action plan will be completed to summarize the list of recommendations with supporting strategies, priorities, and cost estimates. We will create a recommendation list based on the analysis during this project prioritized into short-, mid-, and long-term recommendations broken into phases with funding strategies applied to help guide the City and Parks Board for the next 10 years. The summary of the implementation plan will be formatted into a matrix that will be the guidance for the City and make implementation feasible.

We also will provide suggestions where key partnerships should be implemented as well as other cost and resource-sharing strategies. Our team will propose a prioritization schedule and methodology based on their impact on social, health, and environmental outcomes. This piece of the plan is critical to help ensure this is the guiding document for the city as you make decisions for budgeting, staffing, task delegation, and other regular processes.

OPERATIONS AND MAINTENANCE ANALYSIS: The City is providing quality parks and greenways with few staff. Ultimately, a department with skilled parks and recreation staff will be necessary. With information collected in our stakeholder engagement and by comparing best practices, we can propose a future staff organization chart, total full-time equivalent (FTE) breakdown, and operations logistics.

Based on current provided amenities, our team will provide recommendations for reoccurring maintenance tasks as well as look for opportunities for improved efficiencies through staffing restructuring, location of equipment, or investments in technologies. We will make recommendations on potential efficiencies of existing staff duties but also for future City growth and increased demands anticipated on the facilities.

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FINANCIAL ANALYSIS AND FUNDING AND REVENUE STRATEGIES: The financial analysis will look at the City's budget, pricing policy, user fees, current revenue-generating opportunities, and grant opportunities. This analysis will identify the financial situation of the city with the goal of improving its financial sustainability and leveraging future funding for decision-makers to provide the resources necessary for the parks and greenway system. The goal will be to understand expenditures and how best to increase current and new sources of revenue while planning for a standalone parks department in the future.

Funding strategies will be developed based in part on our review and analysis of the facilities as well as the national experience brought by our team members who have spent a large portion of their careers serving in a public parks department. We will look at the budget to determine the current level of per capita spending by the City, to determine the percentage of the total budget, and to compare these spending levels with other communities of similar size in the state, region, and country.

These comparisons will give the planning team a better understanding of the level of funding for recreation programs and services. This assessment will look at areas to increase internal revenue production based on the current fees and charges. Our team will recommend new policies and adjustments to current policies that may have gaps or need enhancements.

The funding strategies to be evaluated for recommendations could include:

- Fees and charges options and recommendations
- Nonprofit opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners, and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space, and park and facility development
- Land or facility leases to support operational and capital costs
- Grant opportunities and resources to construct parks and facilities identified in the master plan, including suggested timelines
- As a part of funding and revenue analysis, we will provide short-, mid-, and long-term strategies.

TASK 7 – MASTER PLAN REPORT

Our team will prepare a summary master plan report detailing the findings and recommendations of the project and compile the important documents and deliverables from the tasks above. Graphics, tables, and charts will be used where feasible to make the report interesting and appealing for readers. Each task above will have its own chapter to be completed for the draft report. After presenting the draft to key stakeholders like staff, Parks Board, the BOC, and any others necessary, our team will incorporate the requested revisions before submitting the final report.

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TIMELINE

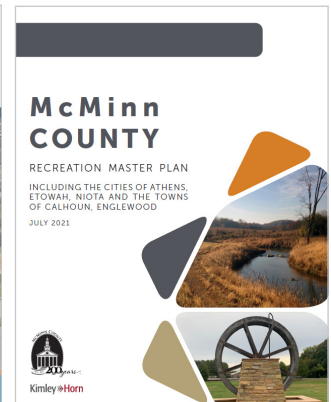
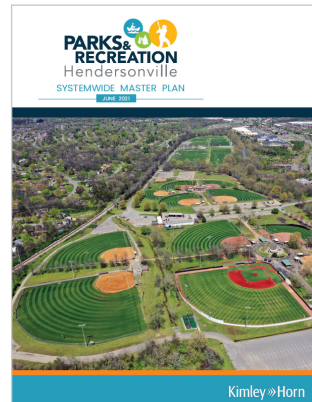
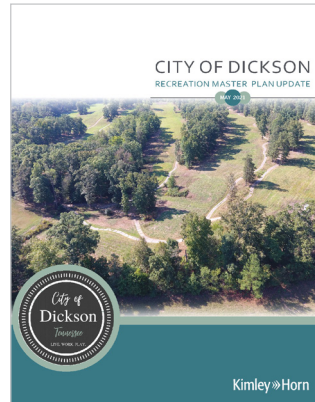
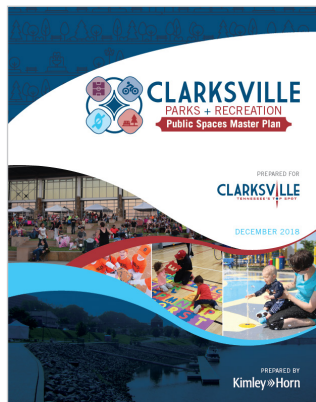
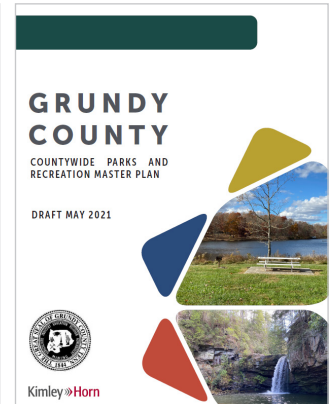
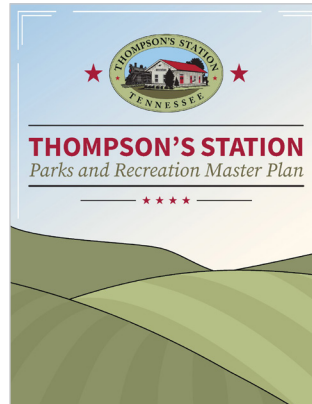
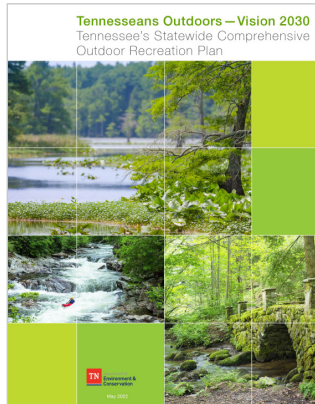
This draft schedule below outlines an optimal timeline for a project of this type, however our team can be flexible and expedite this schedule if you prefer. Although not ideal, our team was able to complete a plan in 2020 for a community on an expedited schedule in order to meet the grant deadline in 6 weeks.

Month	1	2	3	4	5	6	7
Comprehensive Public Engagement							
Notice to Proceed	█						
Kickoff Meeting	█						
Stakeholder Meetings		█			█		█
Public Outreach		█	█			█	
Statistically Valid Surveys		█	█				
Resource and Data Collection							
Demographics and Trends Analysis		█					
Existing Conditions and Facility Assessments		█	█				
Benchmark Analysis			█				
Program Assessment			█				
Operations and Maintenance Analysis			█				
Level of Service Analysis			█				
Implementation Plan							
Prioritization				█	█		
Funding and Revenue Strategies				█	█		
Master Plan Report							
Draft Master Plan				█	█	█	
Final Master Plan							█

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SAMPLE PLAN

We are providing a sample document that meets the minimum requirements outlined by TDEC that we produced for the City of Gatlinburg, TN last year: the Parks and Recreation Department Master Plan. We are happy to provide additional samples if requested to better provide a wide sampling of our master plan deliverables. The sample plan can be found at the end of our submittal in **Appendix B**.



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5. COST

Based on your RFP and our understanding of the project, we have outlined the TDEC required minimum tasks and associated costs below. If the City desires for any of the optional tasks outlined above or additional meetings or other scope to be added, we can provide costs for those elements as requested. We are also happy to discuss and revise scope and fee edits as needed to meet your budget needs.

MODIFICATION OF FEES AND COMMUNICATION

Kimley-Horn has an excellent track record of completing projects within established budgets. We can control project costs through a strong commitment to your budget, a thorough understanding of the project, and incorporation of this understanding into project design drawings.

Establishing the baseline budget and schedule will be the critical first step in managing the project timeline and costs. Keys to this baseline will be a solid understanding of the most significant project influencers.

Throughout the design process, the scope, schedule, and budget will be tightly monitored against their baselines as a tool to identify when change may be creeping into the project through design evolution or changes due to the resolution of key technical issues. Identifying these changes early is the key to managing the ramifications and helping the City make prudent decisions.

Change orders can be controlled but in reality, not eliminated. The Kimley-Horn team will quickly address any issues to manage change orders and their inherent potential for cost overrun. Failure to confront and solve problems as they occur will ultimately lead to ineffective cost control.

Our approach to cost control includes developing a clear understanding of the project scope early in the process and ensuring the project team is well organized and communicating effectively. These fundamental principles apply to the entire project team and the design teams' internal work effort.

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Labor Task and Task Description:		Project Manager	Senior Professional	Analyst	Accounting/ Admin	Task Hour Subtotals	Task Fee Subtotals
Task 1	Public Process	36.0	4.0	48.0	8.0	96.0	\$18,240.00
1.1	Needs Assessment	2.0	1.0	4.0	8.0	15.0	\$2,270.00
1.2	SWOT Workshop and Analysis	2.0	1.0	4.0		7.0	\$1,390.00
1.3	Public Engagement	10.0		20.0		30.0	\$5,500.00
1.4	Community Meetings	10.0		10.0		20.0	\$4,000.00
1.5	Focus Group Meetings	5.0		5.0		10.0	\$2,000.00
1.6	Stakeholder Interviews	5.0		5.0		10.0	\$2,000.00
1.7	Consensus Building	2.0	2.0			4.0	\$1,080.00
Task 2	Statistically Valid Survey	9.0	0.0	14.0	4.0	27.0	\$4,790.00
2.1	Draft Questions	1.0		2.0	4.0	7.0	\$990.00
2.2	Review with Client	1.0				1.0	\$250.00
2.3	Outreach and Validation	2.0		2.0		4.0	\$800.00
2.4	Summary Results	5.0		10.0		15.0	\$2,750.00
Task 3	Demographics and Trends Analysis	2.0	0.0	8.0	0.0	10.0	\$1,700.00
3.1	Current and Future Projections	2.0		8.0		10.0	\$1,700.00
Task 4	Existing Conditions and Facility Assessments	9.0	2.0	35.0	0.0	46.0	\$8,080.00
4.1	Existing Facilities	3.0		12.0		15.0	\$2,550.00
4.2	NRPA Benchmarking	2.0		8.0		10.0	\$1,700.00
4.3	Amenity Capacity	3.0	1.0	9.0		13.0	\$2,390.00
4.4	Duplication Analysis	1.0	1.0	6.0		8.0	\$1,440.00
Task 5	Rank and Prioritize Demand and Opportunities	4.0	1.0	22.0	0.0	27.0	\$4,590.00
5.1	Level of Service Comparison to Future	2.0		6.0		8.0	\$1,400.00
5.2	User Fee Analysis	1.0		8.0		9.0	\$1,450.00
5.3	Economic Development Impact	1.0	1.0	8.0		10.0	\$1,740.00
Task 6	Action Plan Development	24.0	8.0	82.0	0.0	114.0	\$20,620.00
6.1	Short-, Mid-, and Long-Term Goals	8.0	2.0	8.0		18.0	\$3,780.00
6.2	Level of Service Recommendations	2.0	1.0	12.0		15.0	\$2,590.00
6.3	Shortfalls and Future Trends	1.0	2.0	8.0		11.0	\$2,030.00
6.4	Standards for Size and Naming of Parks	3.0		7.0		10.0	\$1,800.00
6.5	Operations and Maintenance	2.0		6.0		8.0	\$1,400.00
6.6	Staffing	1.0		7.0		8.0	\$1,300.00
6.7	Programming	1.0		12.0		13.0	\$2,050.00
6.8	Funding and Acquisition Alternatives	2.0	1.0	6.0		9.0	\$1,690.00
6.9	Implementation Matrix	4.0	2.0	16.0		22.0	\$3,980.00
Task 7	Master Plan Report	14.0	5.0	79.0	0.0	98.0	\$16,800.00
7.1	Draft	5.0	2.0	50.0		57.0	\$9,330.00
7.2	Final	4.0	2.0	20.0		26.0	\$4,580.00
7.3	Goals, Objectives, and Policy Statement	1.0	1.0	5.0		7.0	\$1,290.00
7.4	Final Presentation	4.0		4.0		8.0	\$1,600.00
	Hourly Rate:	\$250.00	\$290.00	\$150.00	\$110.00	414 hours	\$74,820.00

Needs Assessment and Master Plan Proposal

6. CONTRACT

KIMLEY-HORN AND ASSOCIATES, INC. STANDARD PROVISIONS

- 1) **Kimley-Horn's Scope of Services and Additional Services.** Kimley-Horn will perform only the services specifically described in this Agreement. If requested by the Client and agreed to by Kimley-Horn, Kimley-Horn will perform Additional Services, which shall be governed by these provisions. Unless otherwise agreed to in writing, the Client shall pay Kimley-Horn for any Additional Services an amount based upon Kimley-Horn's then-current hourly rates plus an amount to cover certain direct expenses including telecommunications, in-house reproduction, postage, supplies, project related computer time, and local mileage. Other direct expenses will be billed at 1.15 times cost.
- 2) **Client's Responsibilities.** In addition to other responsibilities herein or imposed by law, the Client shall:
 - a. Designate in writing a person to act as its representative, such person having complete authority to transmit instructions, receive information, and make or interpret the Client's decisions.
 - b. Provide all information and criteria as to the Client's requirements, objectives, and expectations for the project and all standards of development, design, or construction.
 - c. Provide Kimley-Horn all available studies, plans, or other documents pertaining to the project, such as surveys, engineering data, environmental information, etc., all of which Kimley-Horn may rely upon.
 - d. Arrange for access to the site and other property as required for Kimley-Horn to provide its services.
 - e. Review all documents or reports presented by Kimley-Horn and communicate decisions pertaining thereto within a reasonable time so as not to delay Kimley-Horn.
 - f. Furnish approvals and permits from governmental authorities having jurisdiction over the project and approvals and consents from other parties as may be necessary.
 - g. Obtain any independent accounting, legal, insurance, cost estimating, and feasibility services required by Client.
 - h. Give prompt written notice to Kimley-Horn whenever the Client becomes aware of any development that affects Kimley-Horn's services or any defect or noncompliance in any aspect of the project.
- 3) **Period of Services.** Unless otherwise stated herein, Kimley-Horn will begin work after receipt of a properly executed copy of this Agreement. This Agreement assumes conditions permitting continuous and orderly progress through completion of the services. Times for performance shall be extended as necessary for delays or suspensions due to circumstances that Kimley-Horn does not control. If such delay or suspension extends for more than six months, Kimley-Horn's compensation shall be renegotiated.
- 4) **Method of Payment.** Client shall pay Kimley-Horn as follows:
 - a. Invoices will be submitted periodically for services performed and expenses incurred. Payment of each invoice will be due within 25 days of receipt. The Client shall also pay any applicable sales tax. All retainers will be held by Kimley-Horn and applied against the final invoice. Interest will be added to accounts not paid within 25 days at the maximum rate allowed by law. If the Client fails to make any payment due under this or any other agreement within 30 days after Kimley-Horn's transmittal of its invoice, Kimley-Horn may, after giving notice to the Client, suspend services and withhold deliverables until all amounts due are paid.
 - b. If the Client relies on payment or proceeds from a third party to pay Kimley-Horn and Client does not pay Kimley-Horn's invoice within 60 days of receipt, Kimley-Horn may communicate directly with such third party to secure payment.
 - c. If the Client objects to an invoice, it must advise Kimley-Horn in writing giving its reasons within 14 days of receipt of the invoice or the Client's objections will be waived, and the invoice shall conclusively be deemed due and owing. If the Client objects to only a portion of the invoice, payment for all other portions remains due.
 - d. If Kimley-Horn initiates legal proceedings to collect payment, it may recover, in addition to all amounts due, its reasonable attorneys' fees, reasonable experts' fees, and other expenses related to the proceedings. Such expenses shall include the cost, at Kimley-Horn's normal hourly billing rates, of the time devoted to such proceedings by its employees.
 - e. The Client agrees that the payment to Kimley-Horn is not subject to any contingency or condition. Kimley-Horn may negotiate payment of any check tendered by the Client, even if the words "in full satisfaction" or words intended to have similar effect appear on the check without such negotiation being an accord and satisfaction of any disputed debt and without prejudicing any right of Kimley-Horn to collect additional amounts from the Client.
- 5) **Use of Documents.** All documents and data prepared by Kimley-Horn are related exclusively to the services described in this Agreement and may be used only if the Client has satisfied all of its obligations under this Agreement. They are not intended or represented to be suitable for use or reuse by the Client or others on extensions of this project or on any other project. Any modifications by the Client to any of Kimley-Horn's documents, or any reuse of the documents without written authorization by Kimley-Horn will be at the Client's sole risk and without liability to Kimley-Horn, and the Client shall indemnify, defend and hold Kimley-Horn harmless from all claims, damages, losses and expenses, including but not limited to attorneys' fees, resulting therefrom.

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Kimley-Horn's electronic files and source code remain the property of Kimley-Horn and shall be provided to the Client only if expressly provided for in this Agreement. Any electronic files not containing an electronic seal are provided only for the convenience of the Client and use of them is at the Client's sole risk. In the case of any defects in the electronic files or any discrepancies between them and the hardcopy of the documents prepared by Kimley-Horn, the hardcopy shall govern.

- 6) **Intellectual Property.** Kimley-Horn may use or develop its proprietary software, patents, copyrights, trademarks, trade secrets, and other intellectual property owned by Kimley-Horn or its affiliates ("Intellectual Property") in the performance of this Agreement. Unless explicitly agreed to in writing by both parties to the contrary, Kimley-Horn maintains all interest in and ownership of its Intellectual Property and conveys no interest, ownership, license to use, or any other rights in the Intellectual Property to Client. Any enhancements of Intellectual Property made during the performance of this Agreement are solely owned by Kimley-Horn and its affiliates. If Kimley-Horn's services include providing Client with access to or a license for Kimley-Horn's (or its affiliates') proprietary software or technology, Client agrees to the terms of the Software License Agreement set forth at <https://www.kimley-horn.com/kh-ts-software-license-agreement> ("the License Agreement") which terms are incorporated herein by reference.
- 7) **Opinions of Cost.** Because Kimley-Horn does not control the cost of labor, materials, equipment or services furnished by others, methods of determining prices, or competitive bidding or market conditions, any opinions rendered as to costs, including but not limited to the costs of construction and materials, are made solely based on its judgment as a professional familiar with the industry. Kimley-Horn cannot and does not guarantee that proposals, bids or actual costs will not vary from its opinions of cost. If the Client wishes greater assurance as to the amount of any cost, it shall employ an independent cost estimator. Kimley-Horn's services required to bring costs within any limitation established by the Client will be paid for as Additional Services.
- 8) **Termination.** The obligation to provide further services under this Agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof, or upon thirty days' written notice for the convenience of the terminating party. Kimley-Horn shall be paid for all services rendered and expenses incurred to the effective date of termination, and other reasonable expenses incurred by Kimley-Horn as a result of such termination.
- 9) **Standard of Care.** The standard of care applicable to Kimley-Horn's services will be the degree of care and skill ordinarily exercised by consultants performing the same or similar services in the same locality at the time the services are provided. No warranty, express or implied, is made or intended by Kimley-Horn's performance of services, and it is agreed that Kimley-Horn is not a fiduciary with respect to the Client.
- 10) **LIMITATION OF LIABILITY.** In recognition of the relative risks and benefits of the Project to the Client and Kimley-Horn, the risks are allocated such that, to the fullest extent allowed by law, and notwithstanding any other provisions of this Agreement or the existence of applicable insurance coverage, that the total liability, in the aggregate, of Kimley-Horn and Kimley-Horn's officers, directors, employees, agents, and subconsultants to the Client or to anyone claiming by, through or under the Client, for any and all claims, losses, costs or damages whatsoever arising out of or in any way related to the services under this Agreement from any causes, including but not limited to, the negligence, professional errors or omissions, strict liability or breach of contract or any warranty, express or implied, of Kimley-Horn or Kimley-Horn's officers, directors, employees, agents, and subconsultants, shall not exceed twice the total compensation received by Kimley-Horn under this Agreement or \$50,000, whichever is greater. Higher limits of liability may be negotiated for additional fee. This Section is intended solely to limit the remedies available to the Client or those claiming by or through the Client, and nothing in this Section shall require the Client to indemnify Kimley-Horn.
- 11) **Mutual Waiver of Consequential Damages.** In no event shall either party be liable to the other for any consequential, incidental, punitive, or indirect damages including but not limited to loss of income or loss of profits.
- 12) **Construction Costs.** Under no circumstances shall Kimley-Horn be liable for extra costs or other consequences due to unknown conditions or related to the failure of contractors to perform work in accordance with the plans and specifications. Kimley-Horn shall have no liability whatsoever for any costs arising out of the Client's decision to obtain bids or proceed with construction before Kimley-Horn has issued final, fully approved plans and specifications. The Client acknowledges that all preliminary plans are subject to substantial revision until plans are fully approved and all permits obtained.
- 13) **Certifications.** All requests for Kimley-Horn to execute certificates, lender consents, or other third-party reliance letters must be submitted to Kimley-Horn at least 14 days prior to the requested date of execution. Kimley-Horn

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shall not be required to execute certificates, consents, or third-party reliance letters that are inaccurate, that relate to facts of which Kimley-Horn does not have actual knowledge, or that would cause Kimley-Horn to violate applicable rules of professional responsibility.

- 14) **Dispute Resolution.** All claims arising out of this Agreement or its breach shall be submitted first to mediation in accordance with the American Arbitration Association as a condition precedent to litigation. Any mediation or civil action by Client must be commenced within one year of the accrual of the cause of action asserted but in no event later than allowed by applicable statutes.
- 15) **Hazardous Substances and Conditions.** Kimley-Horn shall not be a custodian, transporter, handler, arranger, contractor, or remediator with respect to hazardous substances and conditions. Kimley-Horn's services will be limited to analysis, recommendations, and reporting, including, when agreed to, plans and specifications for isolation, removal, or remediation. Kimley-Horn will notify the Client of unanticipated hazardous substances or conditions of which Kimley-Horn actually becomes aware. Kimley-Horn may stop affected portions of its services until the hazardous substance or condition is eliminated.
- 16) **Construction Phase Services.**
 - a. If Kimley-Horn prepares construction documents and Kimley-Horn is not retained to make periodic site visits, the Client assumes all responsibility for interpretation of the documents and for construction observation, and the Client waives any claims against Kimley-Horn in any way connected thereto.
 - b. Kimley-Horn shall have no responsibility for any contractor's means, methods, techniques, equipment choice and usage, sequence, schedule, safety programs, or safety practices, nor shall Kimley-Horn have any authority or responsibility to stop or direct the work of any contractor. Kimley-Horn's visits will be for the purpose of endeavoring to provide the Client a greater degree of confidence that the completed work of its contractors will generally conform to the construction documents prepared by Kimley-Horn. Kimley-Horn neither guarantees the performance of contractors, nor assumes responsibility for any contractor's failure to perform its work in accordance with the contract documents.
 - c. Kimley-Horn is not responsible for any duties assigned to it in the construction contract that are not expressly provided for in this Agreement. The Client agrees that each contract with any contractor shall state that the contractor shall be solely responsible for job site safety and its means and methods; that the contractor shall indemnify the Client and Kimley-Horn for all claims and liability arising out of job site accidents; and that the Client and Kimley-Horn shall be made additional insureds under the contractor's general liability insurance policy.
- 17) **No Third-Party Beneficiaries; Assignment and Subcontracting.** This Agreement gives no rights or benefits to anyone other than the Client and Kimley-Horn, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole benefit of the Client and Kimley-Horn. The Client shall not assign or transfer any rights under or interest in this Agreement, or any claim arising out of the performance of services by Kimley-Horn, without the written consent of Kimley-Horn. Kimley-Horn reserves the right to augment its staff with subconsultants as it deems appropriate due to project logistics, schedules, or market conditions. If Kimley-Horn exercises this right, Kimley-Horn will maintain the agreed-upon billing rates for services identified in the contract, regardless of whether the services are provided by in-house employees, contract employees, or independent subconsultants.
- 18) **Confidentiality.** The Client consents to the use and dissemination by Kimley-Horn of photographs of the project and to the use by Kimley-Horn of facts, data and information obtained by Kimley-Horn in the performance of its services. If, however, any facts, data or information are specifically identified in writing by the Client as confidential, Kimley-Horn shall use reasonable care to maintain the confidentiality of that material.
- 19) **Miscellaneous Provisions.** This Agreement is to be governed by the law of the State where the Project is located. This Agreement contains the entire and fully integrated agreement between the parties and supersedes all prior and contemporaneous negotiations, representations, agreements, or understandings, whether written or oral. Except as provided in Section 1, this Agreement can be supplemented or amended only by a written document executed by both parties. Any conflicting or additional terms on any purchase order issued by the Client shall be void and are hereby expressly rejected by Kimley-Horn. If Client requires Kimley-Horn to register with or use an online vendor portal for payment or any other purpose, any terms included in the registration or use of the online vendor portal that are inconsistent or in addition to these terms shall be void and shall have no effect on Kimley-Horn or this Agreement. Any provision in this Agreement that is unenforceable shall be ineffective to the extent of such unenforceability without invalidating the remaining provisions. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.

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7. INSURANCE

Client#: 238109 KIMLASS
ACORD™ CERTIFICATE OF LIABILITY INSURANCE DATE (MM/DD/YYYY) 3/29/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

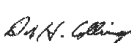
PRODUCER Edgewood Partners Ins. Center 3780 Mansell Rd. Suite 370 Alpharetta, GA 30022	CONTACT NAME: Jerry Noyola PHONE (A/C, No, Ext): 770-220-7699 FAX (A/C, No): E-MAIL ADDRESS: greylingcarts@greyling.com														
INSURED Kimley-Horn and Associates, Inc. 421 Fayetteville Street, Suite 600 Raleigh, NC 27601	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A : National Union Fire Ins Co of Pittsburg</td> <td>19445</td> </tr> <tr> <td>INSURER B : Allied World Assurance Co (U.S.) Inc.</td> <td>19489</td> </tr> <tr> <td>INSURER C : New Hampshire Insurance Company</td> <td>23841</td> </tr> <tr> <td>INSURER D : Lloyd's of London</td> <td>085202</td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : National Union Fire Ins Co of Pittsburg	19445	INSURER B : Allied World Assurance Co (U.S.) Inc.	19489	INSURER C : New Hampshire Insurance Company	23841	INSURER D : Lloyd's of London	085202	INSURER E :		INSURER F :	
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INSURER F :															

COVERAGES CERTIFICATE NUMBER: 23-24 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liab GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL5268169	04/01/2023	04/01/2024	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$25,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COM/POP AGG \$4,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			CA4489663 (AOS) CA2970071 (MA)	04/01/2023 04/01/2023	04/01/2024 04/01/2024	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			03127930	04/01/2023	04/01/2024	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WC015893685 (AOS) WC015893686 (CA)	04/01/2023 04/01/2023	04/01/2024 04/01/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Professional Liab			B0146LDUSA2304949	04/01/2023	04/01/2024	Per Claim \$2,000,000 Aggregate \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Evidence of Coverage

CERTIFICATE HOLDER Sample Certificate	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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APPENDIX A

We do hereby declare that **we are** the only person, firm or corporation interested in this proposal, and that no other person, firm or corporation than the one herein named has any interest herein or in the contract proposed to be taken; that it is made without any connection with any person, firm or corporation making proposal for the same work, and that it is in all respects fair as to each item bid upon and as to the proposal as a whole and without collusion or fraud: also that no officer or employee of the City of Red Bank, who is by law excluded from participating therein, is directly or indirectly interested herein, or in the furnishing of the supplies, or doing the work to which it relates, or in furnishing surety, or in any portion of the profits thereof;

With the understanding that any contract resulting from the bids taken herein shall be governed, construed and enforced according to the laws of the State of Tennessee. All actions whether sounding in contract or in tort, relating to the validity, construction, interpretation, and enforcement of this contract shall be instituted and litigated in the courts of the State of Tennessee located in Hamilton County, Tennessee, and in no other. In accordance herewith the parties to this proposal submit to the jurisdiction of the courts of the State of Tennessee, located in Hamilton County, Tennessee;

And do further declare that **we** have carefully examined the annexed specifications, and hereby propose to furnish the following items, and/or do the following work for the sum hereinafter set forth, VIZ:

GENERAL CONDITIONS

1. Kimley-Horn understands that all equipment must be manufactured or distributed in the United States.
2. Kimley-Horn understands that the bid must meet or exceed the Bid Specifications. The bidder is required to list all exceptions, deviations or variations to the specifications set forth and it should be done in a clear, logical fashion on a sheet designated by the bidder as such. Brochures, standard catalog sheets or technical data should accompany each proposal, but may not be considered a notice of exceptions, deviations, or variations to these specifications.
3. Kimley-Horn understands that BRAND or TRADE NAMES are given as a "quality reference" to aid bidders in offering the right quality for this proposal, except where said quality reference is followed by the word "only", any quotation will be considered if, in the opinion of the City, the products are equal to those specified.
4. Kimley-Horn understands that "DEL ___ DAYS ARO" shall mean the number of consecutive calendar days after receipt of a fully executed contract; delivered F.O.B. to 3105 Dayton Boulevard, Red Bank, Tennessee.
5. Kimley-Horn understands that a full copy of the warranty, if any, covering the proposed items, should accompany the proposal. Warranty start date will be the date the items are delivered, not the order date or invoice date.
6. Kimley-Horn understands that invoices should be submitted to Accounts Receivable at: City of Red Bank, 3105 Dayton Boulevard, Red Bank, TN 37415.
7. Kimley-Horn understands that all work shall be performed by the awarded contractor. Subcontracted services are not allowed.

AUDIT CLAUSE

Kimley-Horn understand the City reserves the right to audit the records of the contractor. The Contractor shall make and keep as the same accrue, full and complete records and books as accounts of revenue and income, and costs and expenses that specifically relate to performance under this contract. Records and books of accounts, together with any or all other memorandum pertaining thereto that may be kept, maintained or possessed by the Contractor, shall be open to examination during regular business hours by the City or its representatives for the purpose of inspecting, auditing, verifying or copying the same or making extracts therefrom. The Contractor shall make and keep said records and books of accounts in accordance with generally accepted accounting principles.



STATE OF TENNESSEE
IRAN DIVESTMENT ACT CERTIFICATION

SUBJECT CONTRACT NUMBER(S):	Reference: #23-0701
CONTRACTOR LEGAL ENTITY NAME:	Kimley-Horn and Associates, Inc.
EDISON SUPPLIER IDENTIFICATION NUMBER:	0000045614

The Iran Divestment Act, Tenn. Code Ann. § 12-12-101 et. seq. requires a person that attempts to contract with the state, including a contract renewal or assumption, to certify at the time the bid is submitted or the contract is entered into, renewed, or assigned, that the person or the assignee is not identified on a list created pursuant to § 12-12-106.

Currently, the list is available online at the following website: <https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-information-library.html>

The Contractor, identified above, certifies by signature below that it is not included on the list of persons created pursuant to Tenn. Code Ann. § 12-12-106 of the Iran Divestment Act.

CONTRACTOR SIGNATURE

NOTICE: This certification MUST be signed by an individual with legal capacity to contractually bind the Contractor.

Christopher D. Rhodes, P.E.

PRINTED NAME AND TITLE OF SIGNATORY

August 15, 2023

DATE

TERMS AND CONDITIONS

Idemnification and Defense of Suits

The firm agrees to indemnify, hold harmless, and defend the City of Red Bank, its officers, agents, and employees from any and all liability including claims, demands, damages, actions or causes of action, together with any and all losses, costs, or expense, including attorney fees, **to the extent caused by the negligent** ~~where such liability is founded upon or grows out of the~~ acts, errors, or omissions of the firm, its employees, agents or subcontractors.

BID SECTION:

As per attached specifications, the bid for the contracted services is as follows:

Total Price for Contracted Services: \$74,820

Delivery: Approximately 215 days A.R.O.

For either of the two following numbered reasons (I, we) herewith declare that (I/we)) will forfeit any claim to any contract resulting from the bid stated herein:

(AND, IF A BID BOND IS REQUIRED IN ORDER TO COMPLY WITH THE ENCLOSED "LEGAL NOTICE TO BIDDERS")

(I/we) will forfeit as liquidated damages to the City of Red Bank (my/our) bidder's bond, or certified or cashier's check on a solvent bank in the sum of N/A

_____ (\$ _____) DOLLARS:

- 1) If the contract is not signed and returned to the City WITHIN TEN (10) DAYS AFTER RECEIPT OF SAME, or:
- 2) If a performance bond is required – failure to enter into a contract with a good and solvent bond in a surety company doing business in the State of Tennessee acceptable to the City of Red Bank in an amount equal to the gross amount of said contract (or for an amount as specified) and to be made and contract signed and required to the City WITHIN TEN (10) DAYS AFTER RECEIPT OF SAME.

The full name and residence of all persons interested in the foregoing as principals are as follows: (if out of state company, please list Tennessee office address.)

Kimley-Horn and Associates, Inc.

BUSINESS NAME AND ADDRESS OF BIDDER: 10 Lea Avenue, Suite 400
Nashville, TN 37210

If Bidder is an INDIVIDUAL, fill out the following: N/A
(NAME OF OWNER)

If Bidder is a PARTNERSHIP, fill out the following:

<u>PARTNER NAME:</u>	<u>N/A</u>	<u>ADDRESS:</u>	<u>N/A</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____


If Bidder is a CORPORATION, fill out the following:

NAME OF CORPORATION PRESIDENT: Steve E. Lefton, PLA

NAME OF CORPORATION SECRETARY: Richard N. Cook, Esq.

NAME OF COMPANY: Kimley-Horn and Associates, Inc.

PRINT NAME OF BIDDER: Alisha R. Eley, PLA, LEED AP

SIGNATURE OF BIDDER: 

TITLE: Associate

PHONE NUMBER: 615 564 2713

EMAIL ADDRESS: alisha.eley@kimley-horn.com

APPENDIX B



GATLINBURG
TENNESSEE

Kimley»Horn

PARKS AND RECREATION DEPARTMENT MASTER PLAN

J U N E 2 0 2 2



Special Thanks:

We extend our sincere appreciation and gratitude to the residents of Gatlinburg, the City staff, elected officials, and stakeholders who assisted in the public surveys, comment forms, meetings, and the entire planning process. This critical input guided the development of this Master Plan and in turn will have a positive impact on the City of Gatlinburg's Parks and Recreation.

City of Gatlinburg

STAFF

Cindy Cameron Ogle, City Manager
Greg Patterson, Assistant City Manager
Laurence Evans, Parks & Recreation Director
Brittany Spencer, Community Center Manager
Pleas Proffitt, Parks Manager to Staff
Melissa Ward, Secretary
All Parks and Recreation Department Staff

CITY COMMISSION

Mike Werner
Mark McCown
Ryan DeSear
Chad Reagan
Kirby Smith

BOARD OF RECREATION

Chris Bowling	Tyler Huskey
Marci Brien	Clay Leatherwood
Allen Cox	David McCown
Buster Flynn	Dan Saffelder
Lester Flynn	Al Shirley
Whit Helton	

FOCUS GROUPS

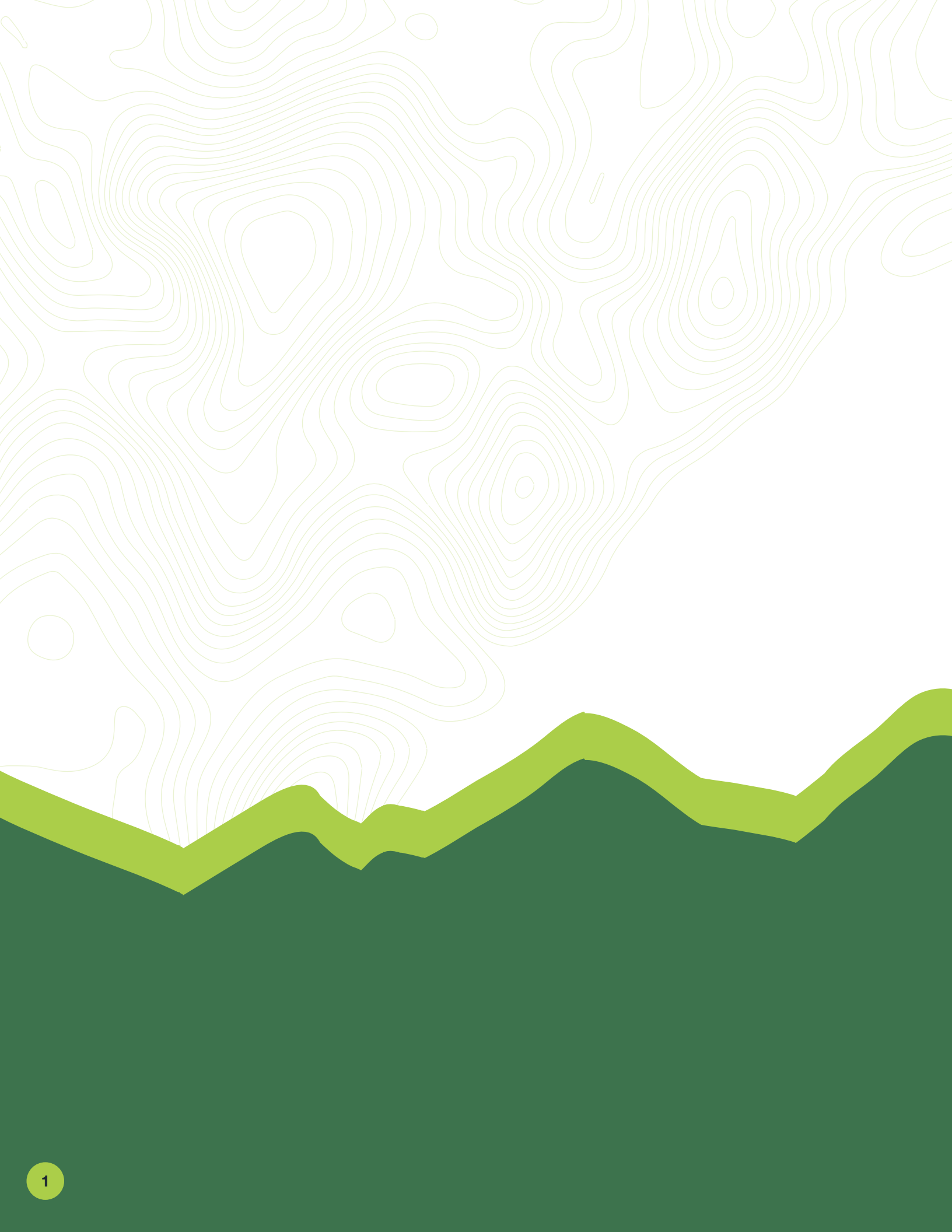
Gatlinburg Convention & Visitors Bureau
Gatlinburg Garden Club
Retired Citizens Group
Rotary Club
Sevier County Recreation Directors
Sevier County Schools
Youth Task Force

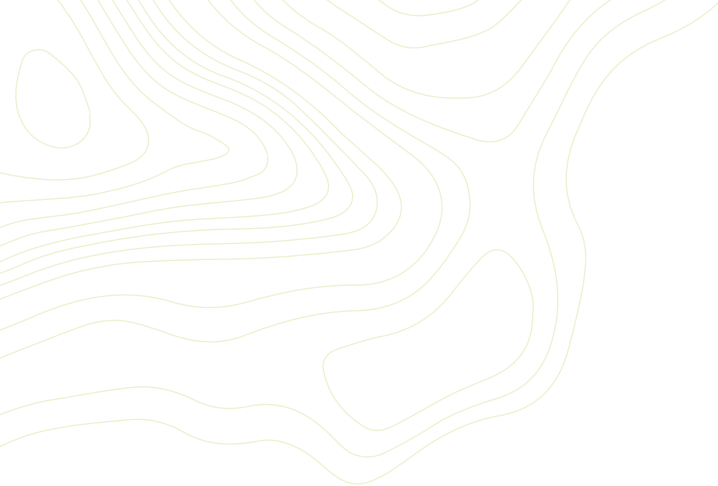
Kimley-Horn Consultant Team

Alisha Eley
Ashley Akers
Liz Tuffnell
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01. INTRODUCTION

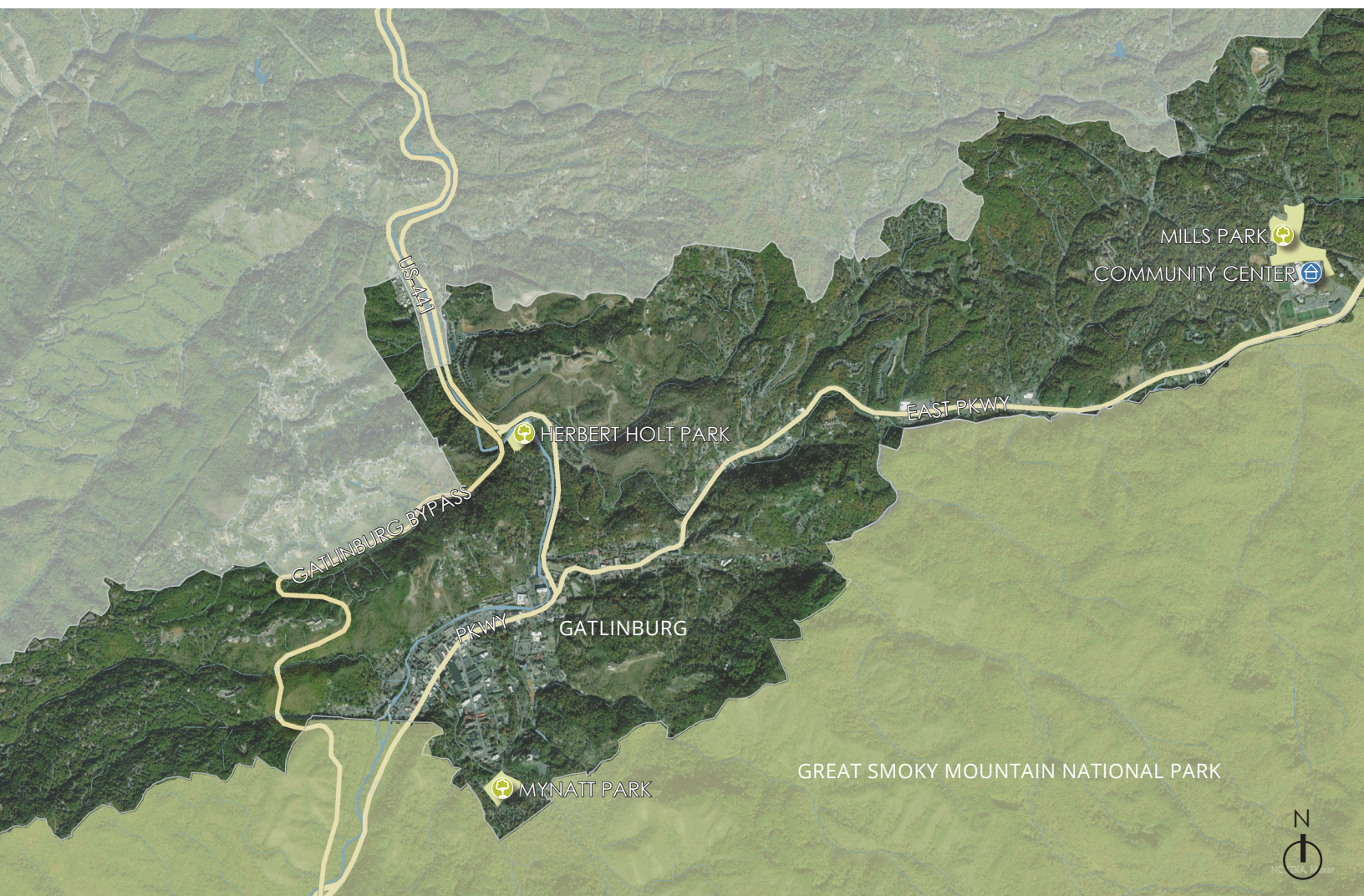


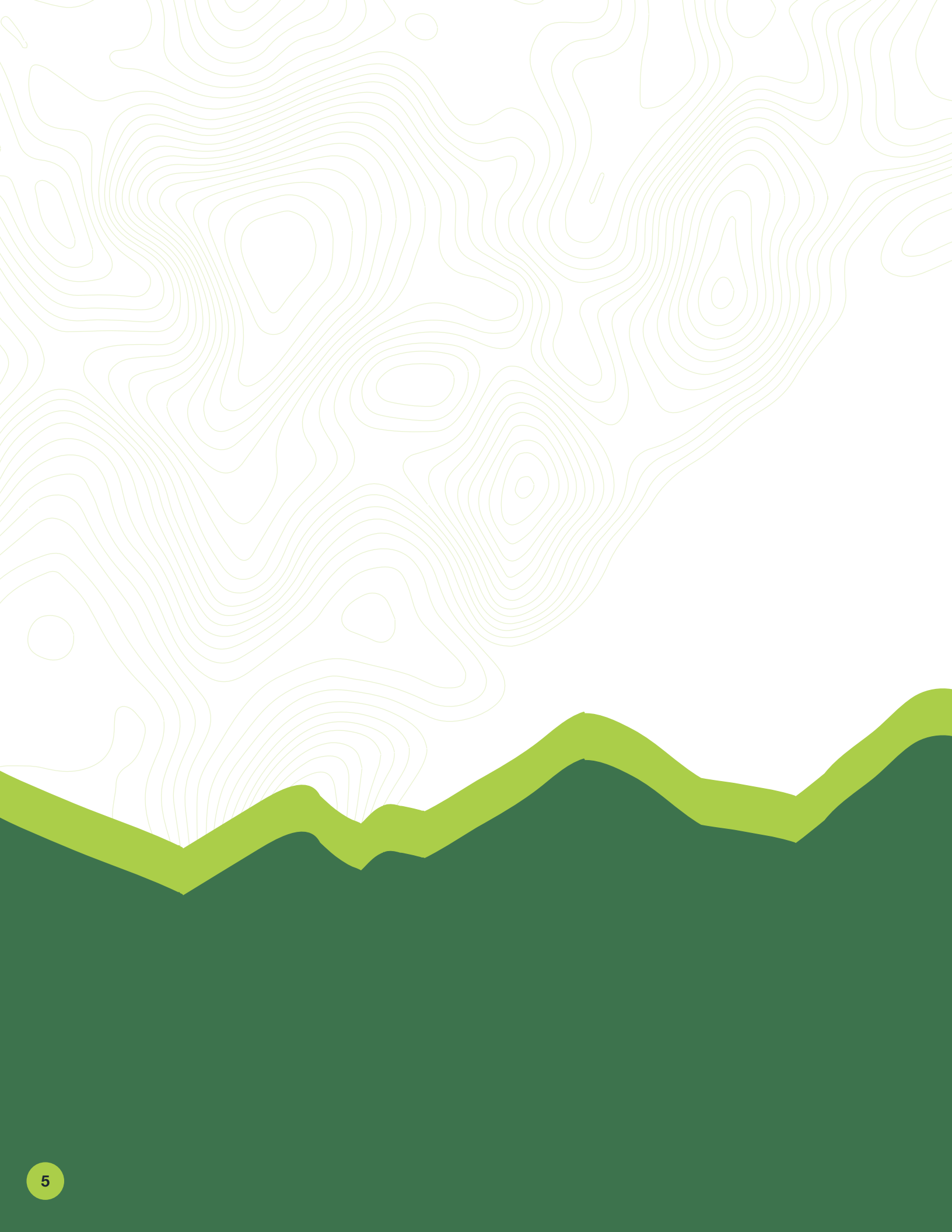
INTRODUCTION

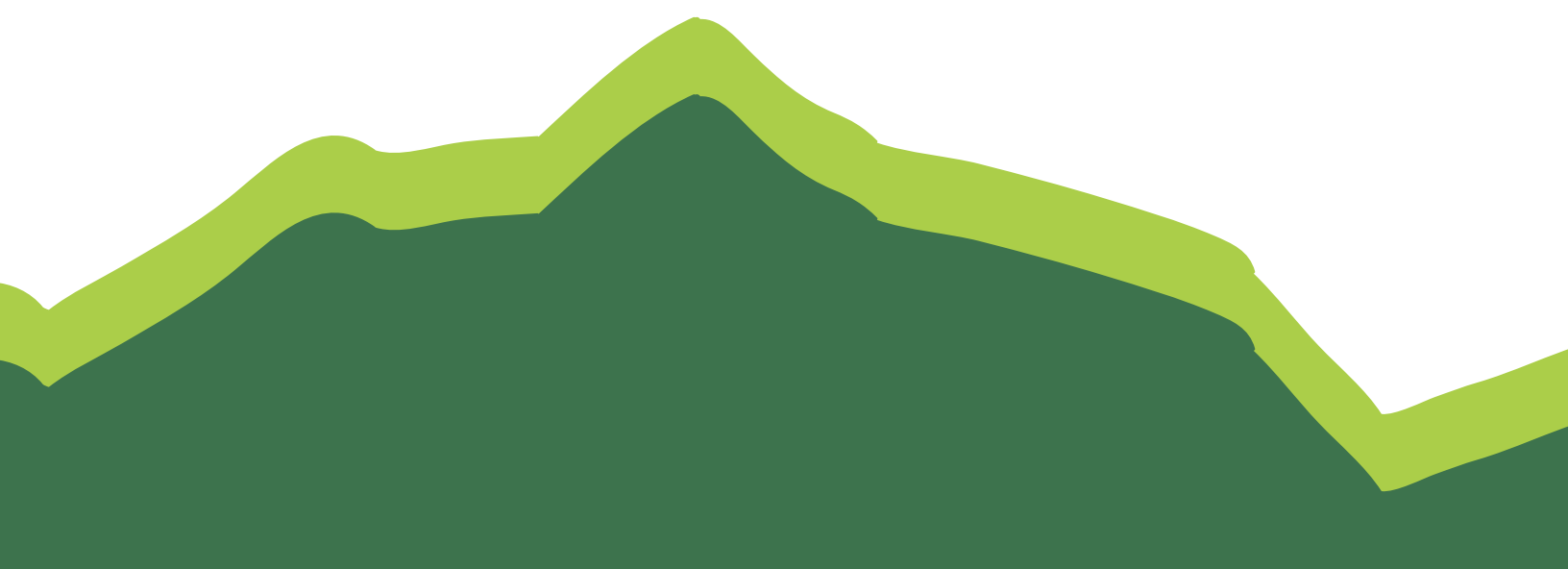
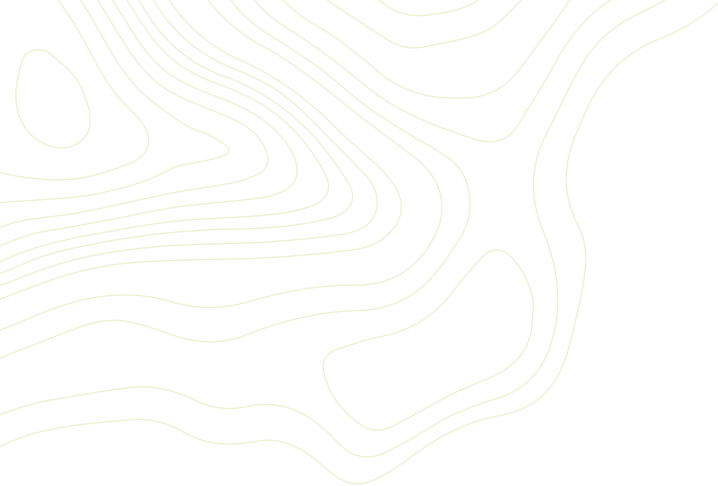
The City of Gatlinburg was chartered in 1945 and settlers first made their home in the area in the early 1800s. The opening of the Great Smoky Mountains National Park in the 1930s transformed the area from a small mountain town into one of the nation's most visited tourism destinations. Gatlinburg serves as the gateway into the Great Smoky Mountains National Park. The Parks and Recreation Department has grown to provide residents and visitors with plentiful opportunities to enjoy the broad range of recreation that Gatlinburg offers today.

Access to outdoor recreation such as playgrounds, pristine streams, and walking trails without having to drive into the Great Smoky Mountains can be found in Gatlinburg at Herbert Holt Park, Mills Park, and Mynatt Park. Additional amenities found at the City's parks are picnic tables, fishing streams, disc golf, sports fields and courts, covered pavilions, a trout rearing facility, and a track. The Community Center provides a multitude of recreation activities opportunities such as bowling, swimming, weightlifting, and fitness classes. In early 2022, construction concluded on a dog park at Mills Park with funding from the Tennessee Dog Park Dash Grant. The LPRF grant-funded ADA accessibility major renovation at Mynatt Park also was recently completed and provides ADA access throughout this beautiful park. The Beautification Division adds tens of thousands of flowers to the downtown area every year, creating a spectacular backdrop for the City.

The goal of this Master Plan is to provide comprehensive guidelines that will assist the City during future decisions regarding the state of parks and recreation facilities in Gatlinburg for the next ten years. This Master Plan analyzes the previous reports and relevant documents, current demographics, community engagement efforts, existing recreational assets, benchmark analysis of peer communities, financial analysis, and presents an actionable implementation plan to guide the City forward as it relates to parks and recreation. Throughout the Plan, the theme of family-friendly recreation balanced with economic development to enhance Gatlinburg's unique resources is emphasized. This is Gatlinburg's first complete system wide Master Plan.





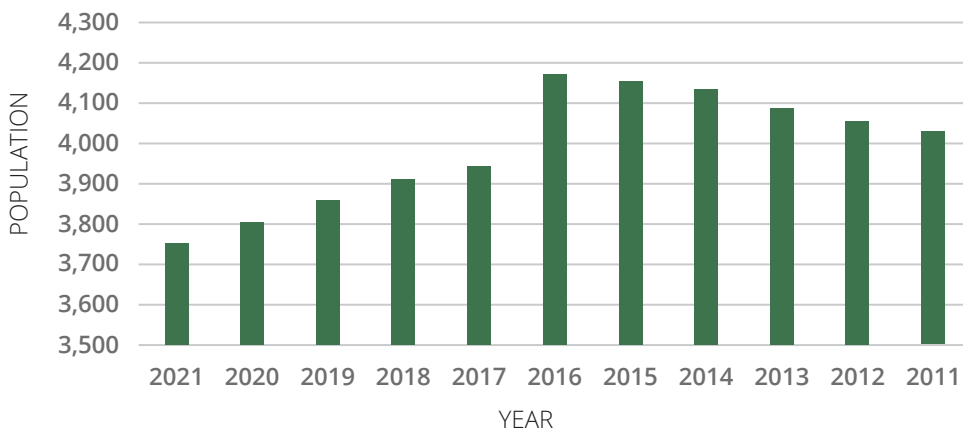


02. DEMOGRAPHICS

Population Trends and Projections

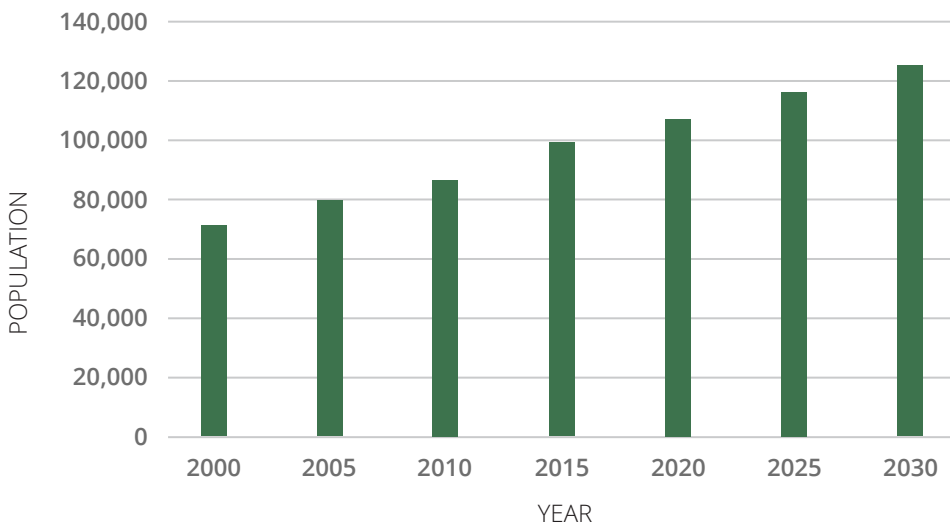
The population of Gatlinburg in 2021 was 3,754 residents according to World Population Review. A slight population decline has occurred since 2016 which correlates to the year that Gatlinburg experienced major wildfires, resulting in some residents not rebuilding and relocating elsewhere, as shown in the chart below. The second graph below illustrates the increase in population for the state of Tennessee between the years 2011 and 2021.

POPULATION ESTIMATES FOR GATLINBURG, TN



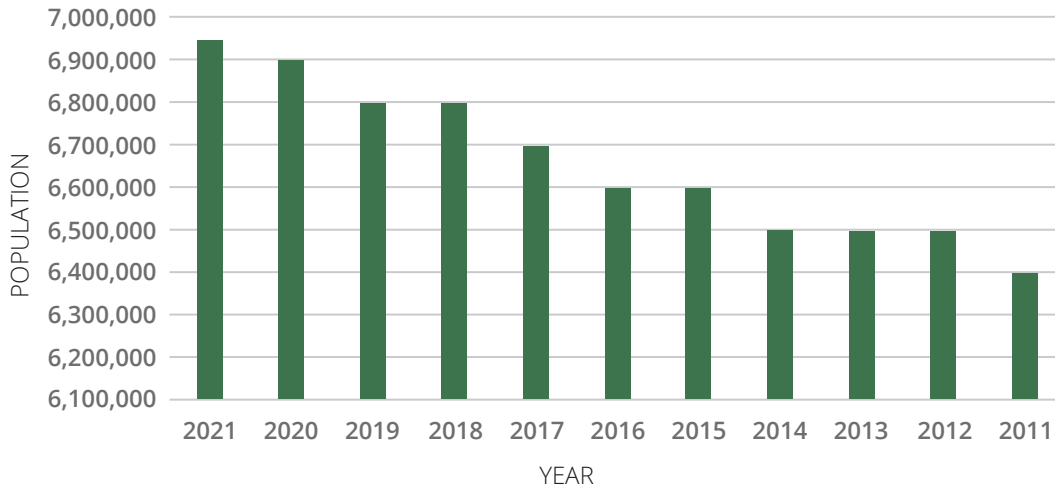
Source for graph: World Population Review, 2021

HISTORIC POPULATION AND POPULATION ESTIMATES FOR SEVIER COUNTY



Source for graph: Population Projections for the State of Tennessee 2010-2030, The University of Tennessee Center for Business Economic Research

POPULATION ESTIMATES FOR TENNESSEE



Source for graph: World Population Review, 2021

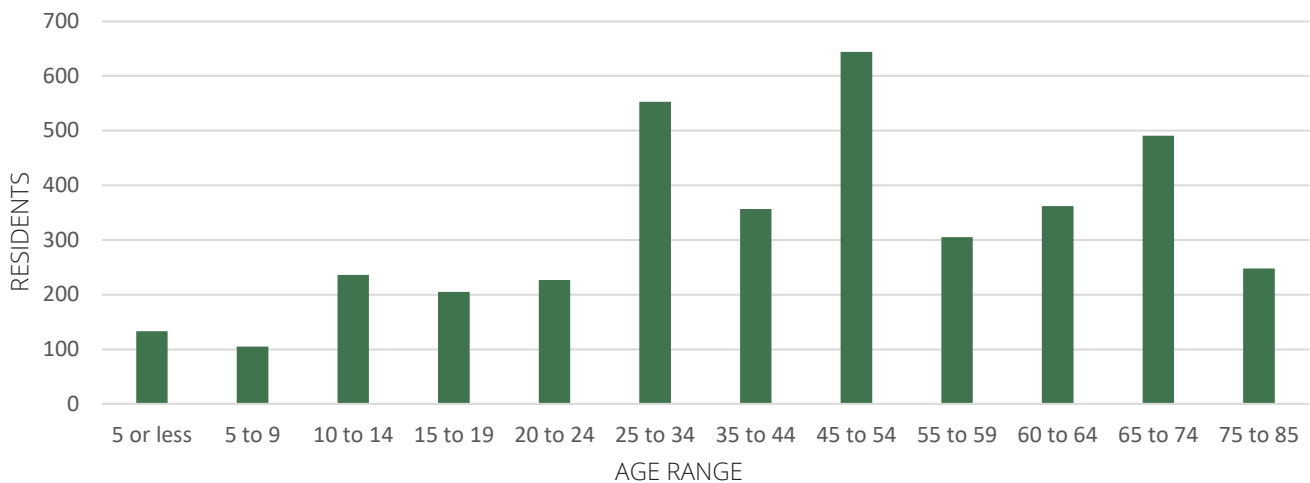
Although Gatlinburg's population may be declining, tourism is a very important part of Gatlinburg's economy and should be considered when calculating total population trends. Gatlinburg is located in Sevier County and serves as an entrance point to the Great Smoky Mountains National Park, the most visited National Park in America. The Great Smoky Mountains National Park hosts on average 12 million visitors annually with a record breaking 14.5 million visitors in 2021. Gatlinburg serves as the major gateway community to the Great Smoky Mountains National Park.



Age

The median age of Gatlinburg's residents is 47.2 years old which is slightly older than the statewide average of 38.5 years old. Due to the unique characteristics of the City, it is a preferred location for retirees which increases the average age of the population. Gatlinburg's largest age bracket includes those between 45 and 54 years, comprising approximately 17% of the population. The second largest age bracket is 25 to 34 years old, with a total of 553 residents, or 14.7%. Approximately 18% of Gatlinburg's population is under the age of 19. There are 3,340 adults in Gatlinburg, 877 of whom are seniors, and 414 children. These age percentages show Gatlinburg's residents are predominantly 25 years and older, aligning with the many adult and senior classes and leagues offered at the Community Center as outlined in Chapter 06, Program Assessment.

AGE OF GATLINBURG RESIDENTS



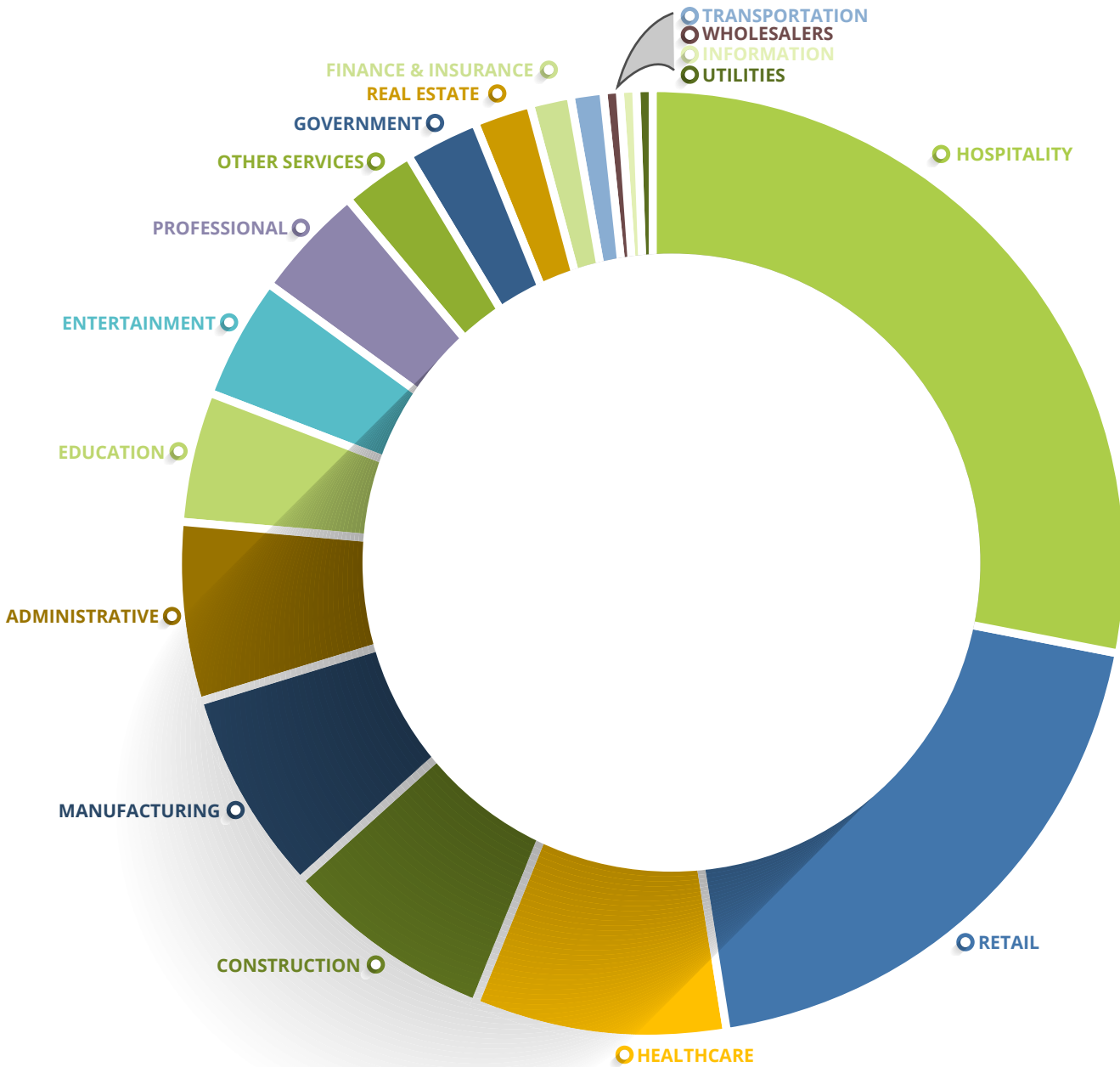
Source: World Population Review, 2021



Employment

The number of employed residents in Gatlinburg (ages 16 and older) is 2,074. The Statistical Atlas categorized employment into thirteen categories shown in the chart below. In Gatlinburg, the most prevalent industries are hospitality (18.40%), retail (15.50%), and healthcare (7.70%). These industries reflect Gatlinburg's proximity to the Smoky Mountains National Park and its high rate of tourism.

INDUSTRY SECTOR OF EMPLOYMENT POPULATION

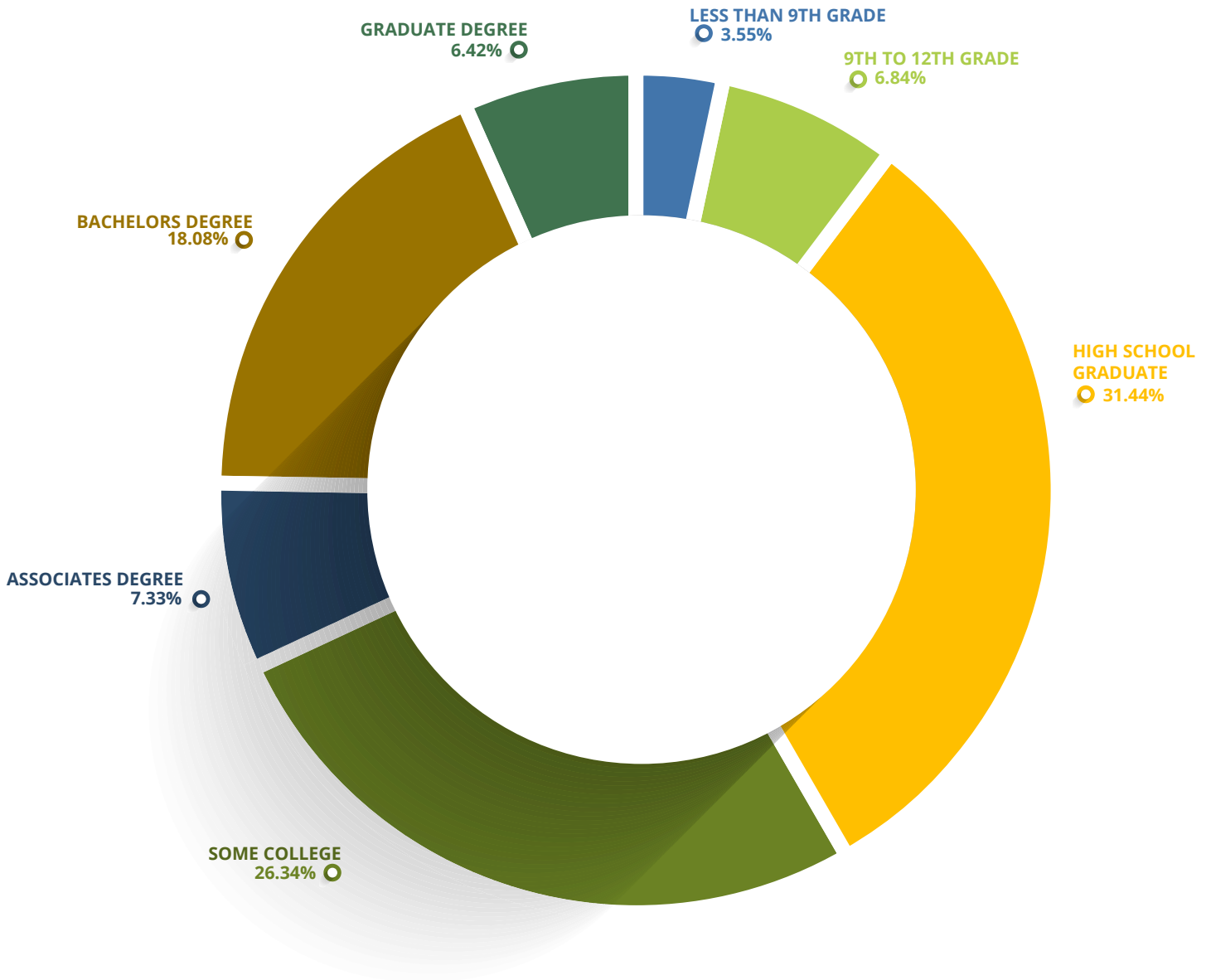


Source: Statistical Atlas, 2021

Education

Of the City's population ages 25 and over, 31.44% are high school graduates, 7.33% have an associates degree, and 24.5% have a bachelor's degree or higher.

EDUCATION ATTAINMENT PERCENTAGES



Source: World Population Review, 2021

Income

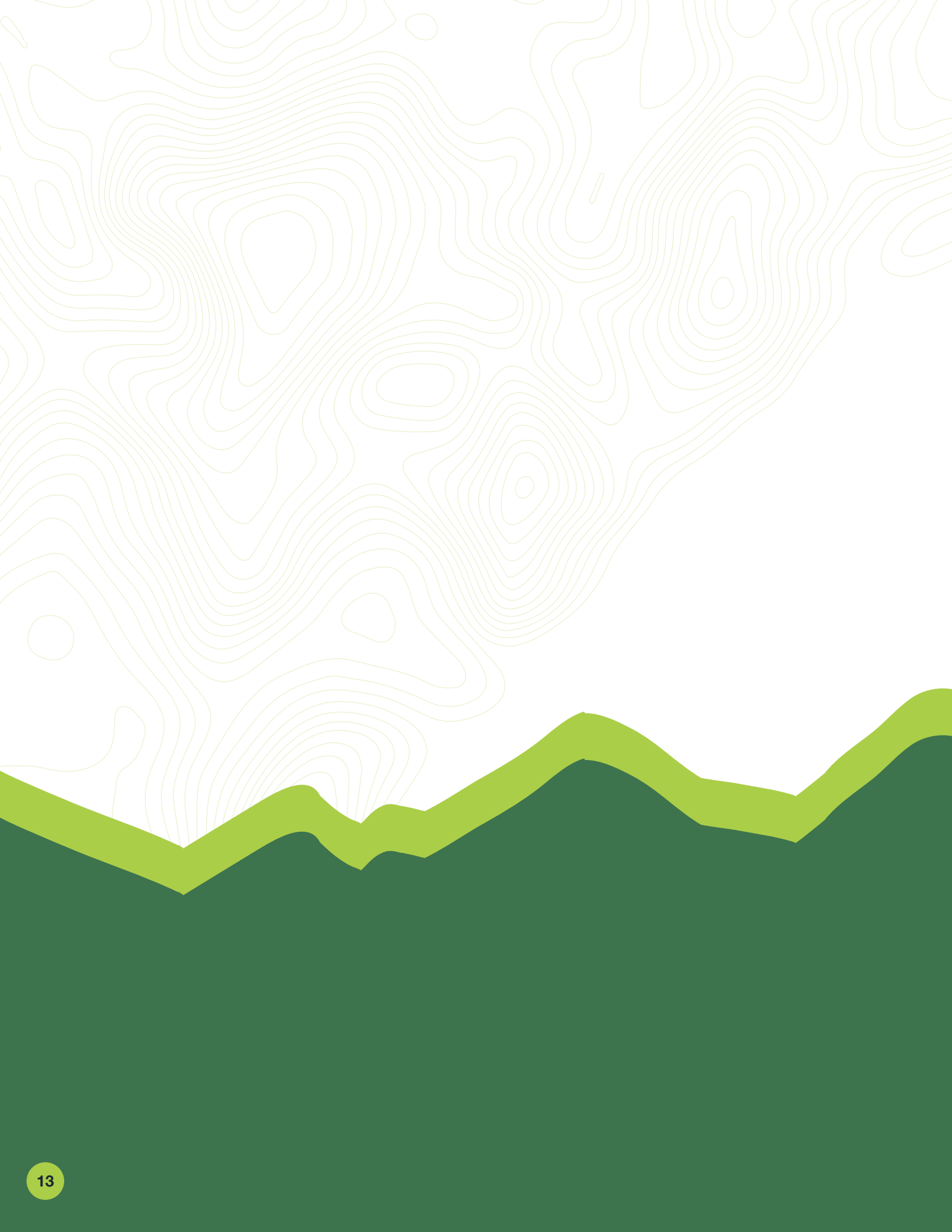
The average household income of a Gatlinburg is \$54,086 a year. This is slightly higher than the state median household income of \$53,320. Gatlinburg has a 6.4% unemployment rate (16 years and older) and 62.8% labor force participation. These percentages align closely with the state average of 5% unemployment and 61% labor force participation. Gatlinburg's residents make on average \$23,311 annually regardless of their educational attainment apart from residents with a graduate degree or higher making on average \$50,417 annually.

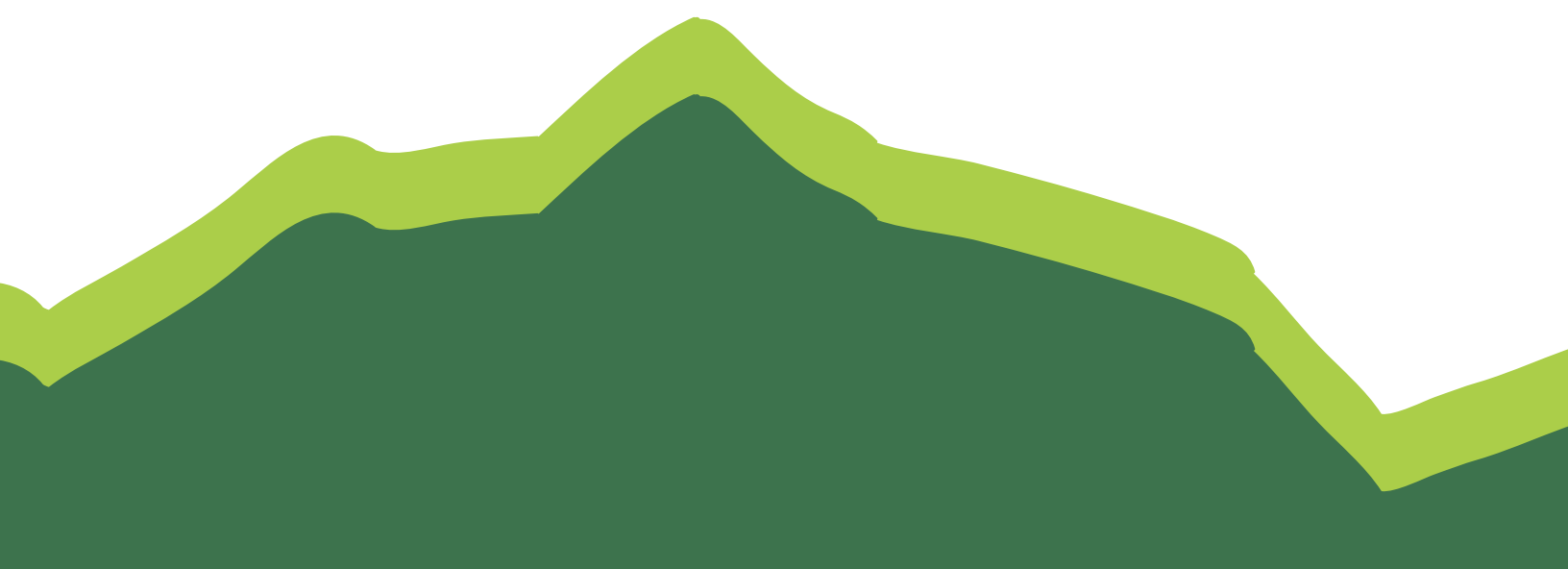
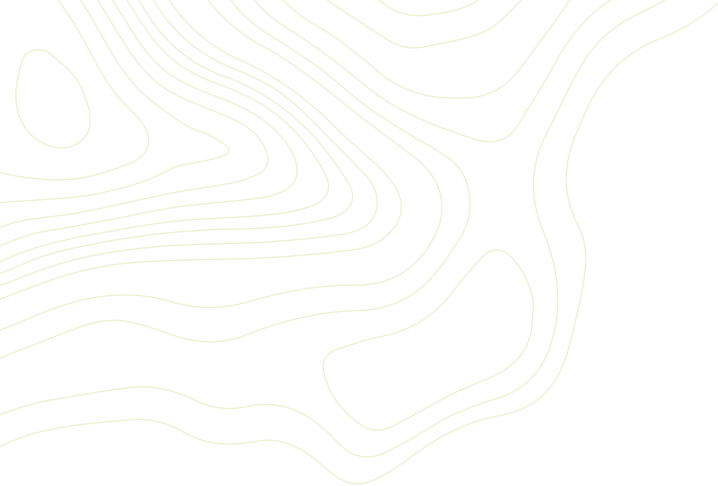
INCOME BY HOUSEHOLD TYPE



MEDIAN INCOME			
HOUSEHOLDS	FAMILIES	MARRIED-COUPLE	NONFAMILY
\$40,802	\$53,981	\$57,318	\$28,125

Source: *Income in the Past 12 Months (In 2019 Inflation-Adjusted Dollars), U.S. Census, 2019*





03. COMMUNITY ENGAGEMENT

PUBLIC SURVEY

Methodology

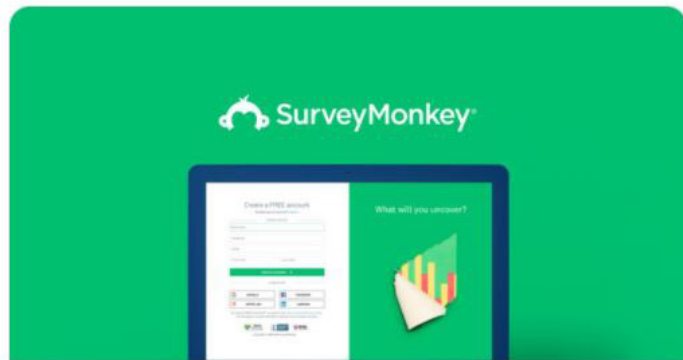
One of the key strategies used by the master plan team was a public survey used to gather feedback from the community. The 14 questions in the survey were developed to gather data regarding perceptions, programming, and user trends across the community's parks and recreational facilities, as well as to understand the demographic profile amongst the surveyees. The City of Gatlinburg promoted awareness and participation for the survey through a local radio station, posters throughout town, distributed at focus groups, a local community event, staff meetings, news articles, social media, and a press release. This survey was provided in an online and paper format that utilized SurveyMonkey and was active between November 23 and February 1, 2022.



City Of Gatlinburg @GatlinburgCity · Nov 23, 2021

The City of Gatlinburg's Parks & Rec Department is currently conducting a survey for its Recreation Master Plan.

This survey will be used to help the Recreation Department plan for the growth & maintenance of facilities & programs over the next 10 years.



surveymonkey.com

City of Gatlinburg Recreation Master Plan Survey 2021

Take this survey powered by surveymonkey.com. Create your own surveys for free.

Major Findings

The results summarized in the following exhibits reflect the feedback provided by the approximately 250 participants that completed the survey. The input they offered provided the project team with critical insights that were used to help the City of Gatlinburg determine future focus areas, current shortcomings, and proposed improvements.

Survey Questions

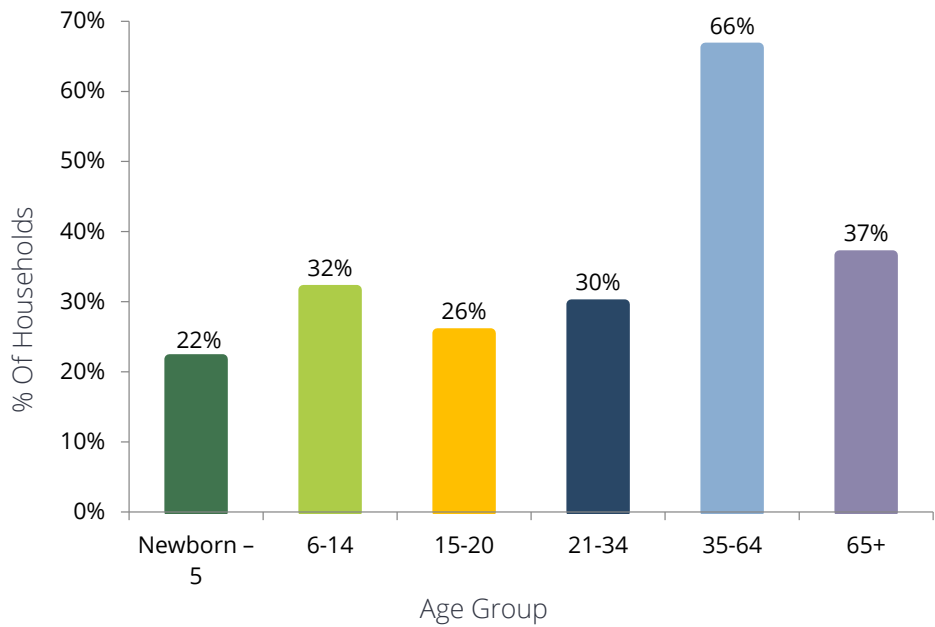
The public survey had a total of 14 questions that can be categorized into the following categories:

- ▶ Demographic questions
- ▶ Current parks and recreation participation questions
- ▶ Future or desired parks and recreation participation questions

Q1

Please indicate the number of persons in your household in the following age groups:

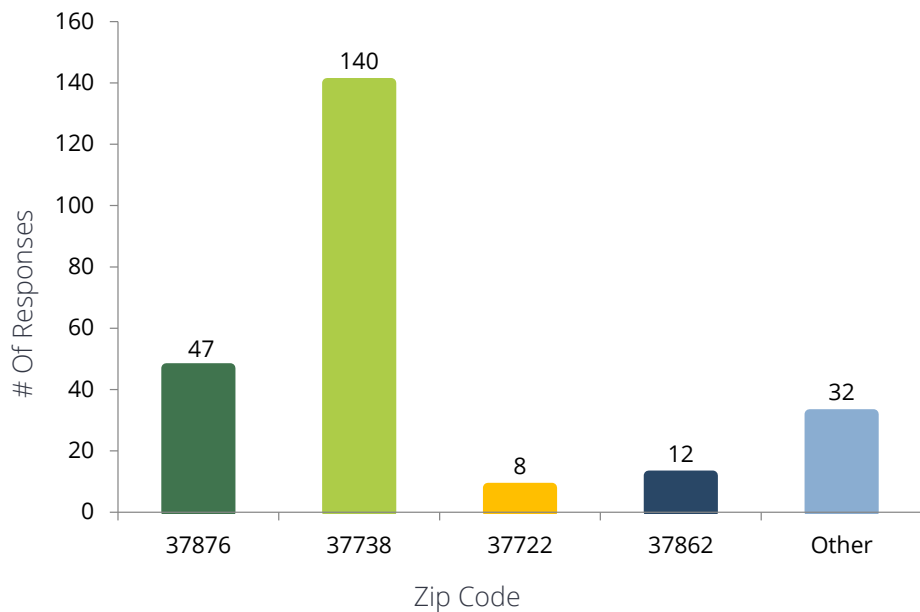
The first question asked survey participants how many people are in their households. 66% of households have at least one person in their home with someone between the age of 35 to 64. This largely mirrors the demographics of the City of Gatlinburg.



Q2

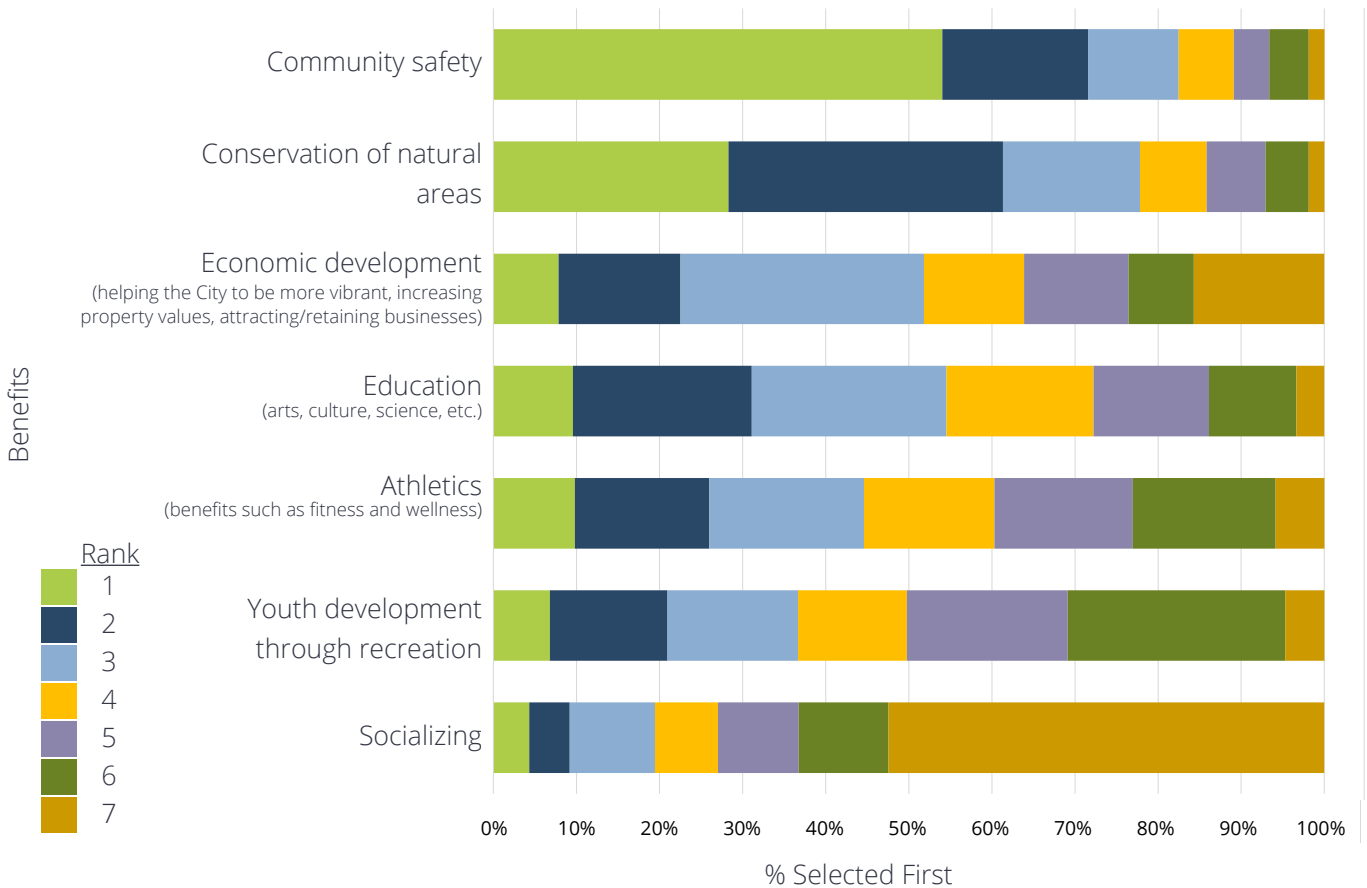
Please enter the zip code of your permanent residence:

The second question asked participants in what zip code their permanent residence is located. The majority of respondents are located in zip code 37738, followed by 37876 and 37862. Many zip codes received less than 3 responses, which is what the 32 "other" responses includes.





From the following list, please rank the top three benefits that are most important to you and your household:

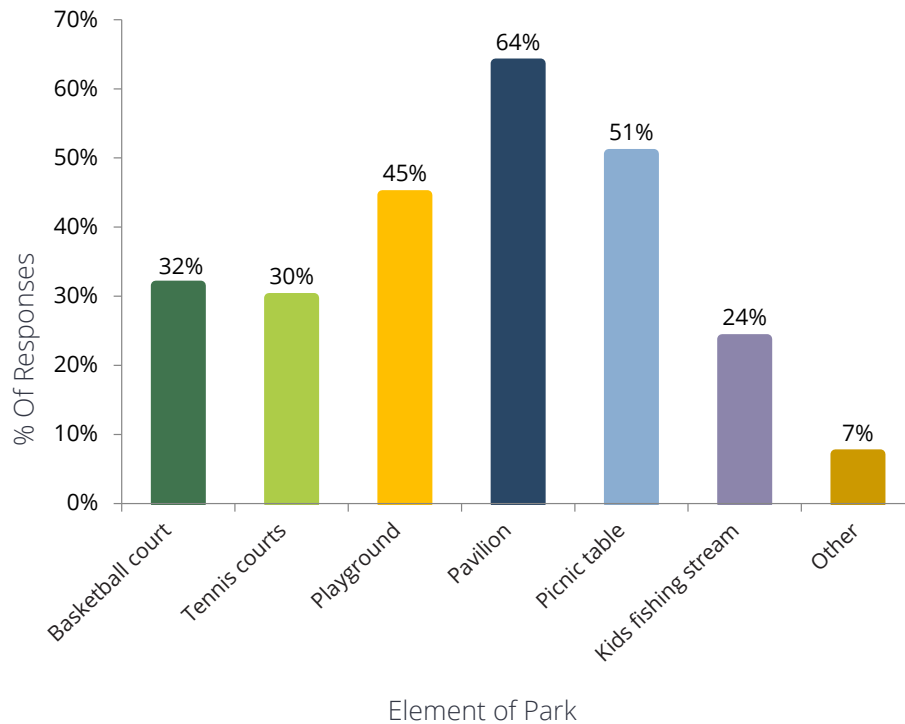


The third question asks respondents to identify which benefits are most important to them and their household. The most important benefit to participants is community safety, followed by the conservation of natural areas, and economic development potential. Socializing was selected as the lowest priority by participants, preceded by youth development through recreation. This question indicates Gatlinburg residents are especially supportive of the benefit that parks and recreation facilities bring to the community for safety and conservation.

Q4

Please check all of the City of Gatlinburg recreation facilities that you or members of your household have visited during the past 12 months:

MYNATT PARK

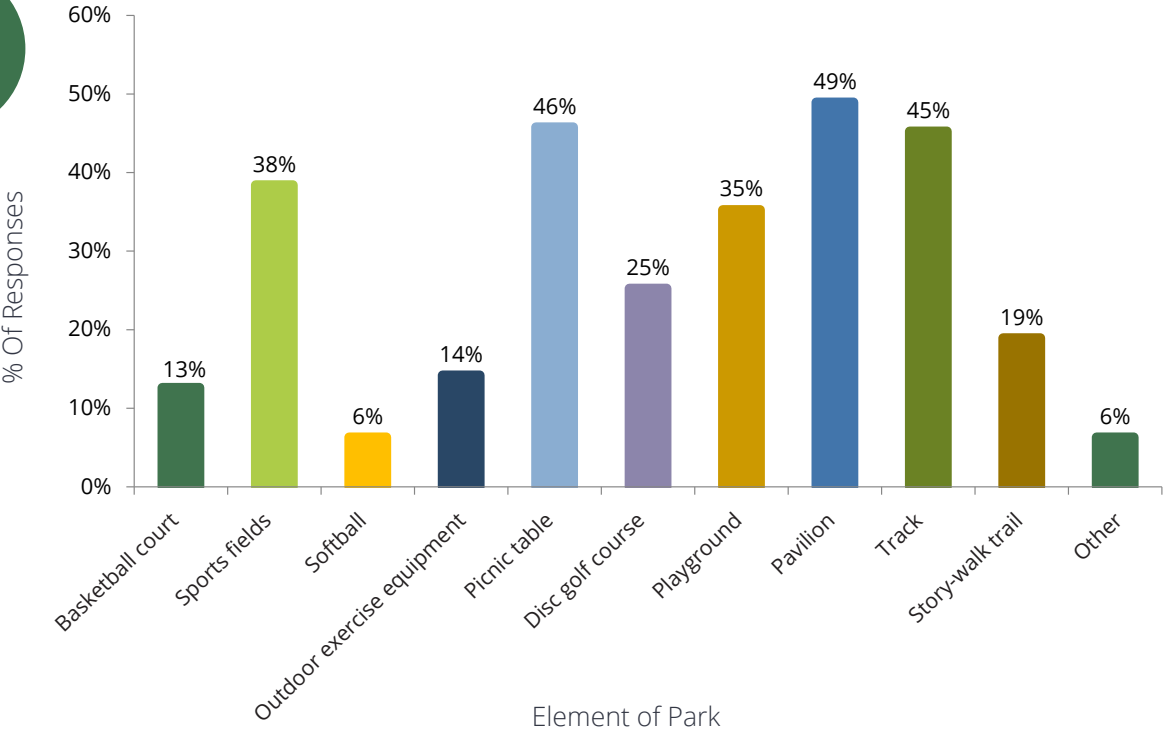


In Mynatt Park, 64% of respondents have visited the pavilion in the past year. The playground and picnic table followed, with 45% and 51% of residents visiting these features in the past year. The “other” category open responses primarily included the walking trail. During the time of this survey the Mynatt Park ADA Accessibility Project was under construction. This may have had an impact on the responses shown in this survey.

Q5

Please check all of the City of Gatlinburg recreation facilities that you or members of your household have visited during the past 12 months:

MILLS PARK

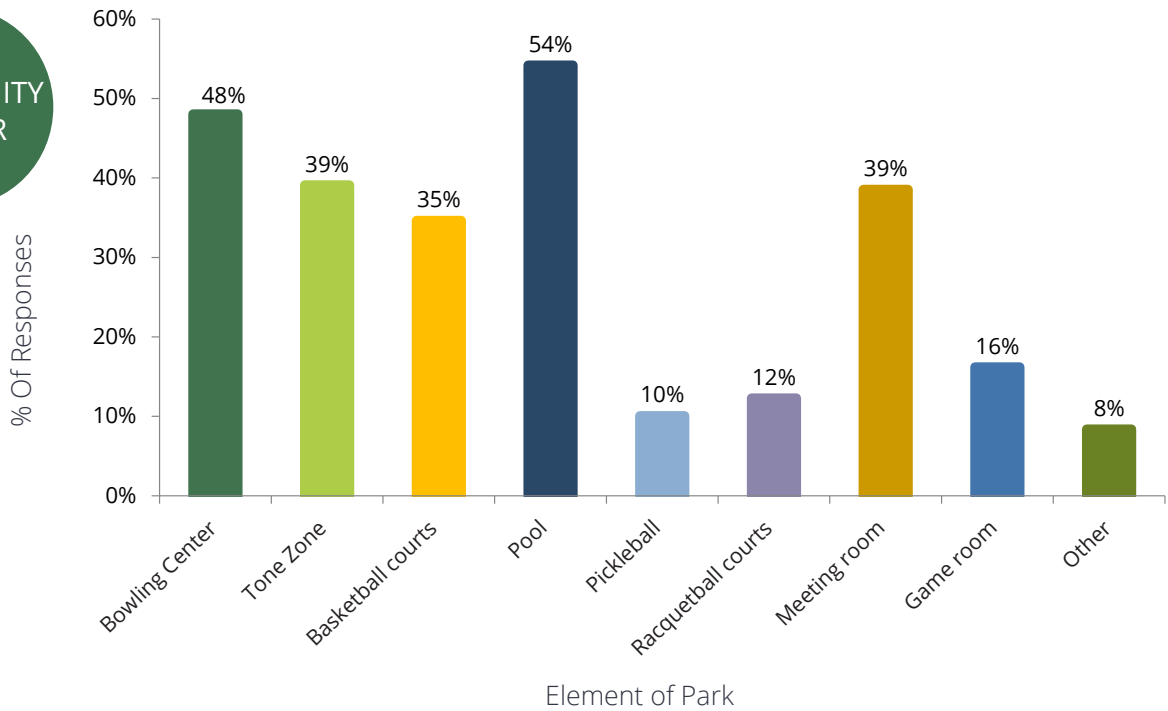


In Mills Park, the picnic tables, pavilion, and track have all been used by over 45% of survey participants in the past 12 months. The next most popular features of Mills Park includes the sports fields and the playground. The least utilized elements of this park are softball and basketball. The “other” responses include the dog park.

Q6

Please check all of the City of Gatlinburg recreation facilities that you or members of your household have visited during the past 12 months:

COMMUNITY CENTER



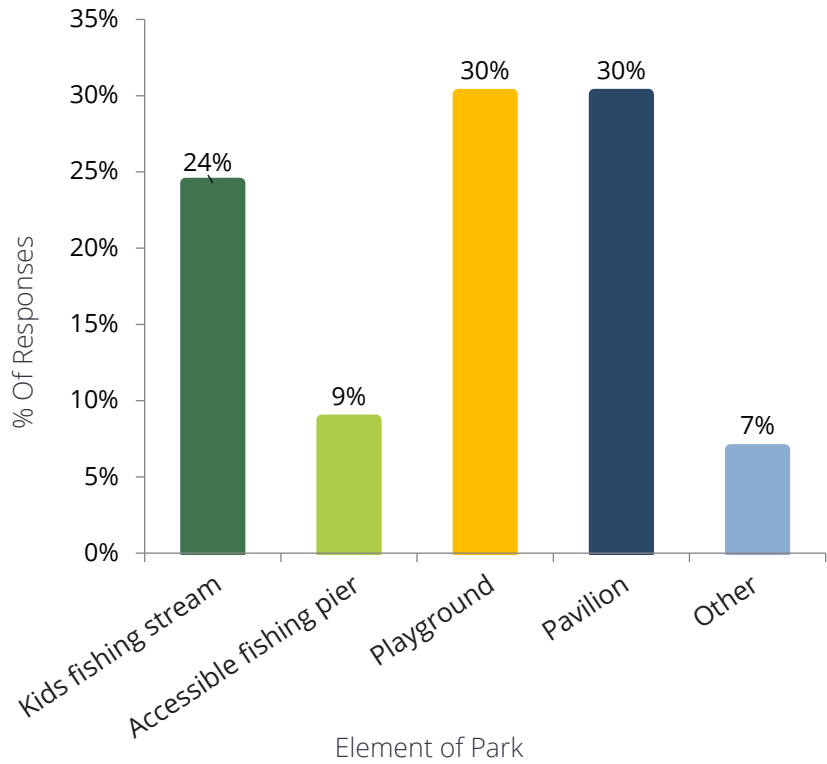
The Community Center pool and bowling center are the two most popular amenities at the Community Center. The meeting room, Tone Zone, and basketball courts were all visited by over 35% of survey participants. The least popular amenities are the pickleball courts and racquetball courts. The “other” elements of the Community Center include the martial arts room, programming, and classes.

Q7

Please check all of the City of Gatlinburg recreation facilities that you or members of your household have visited during the past 12 months:

HERBERT HOLT PARK

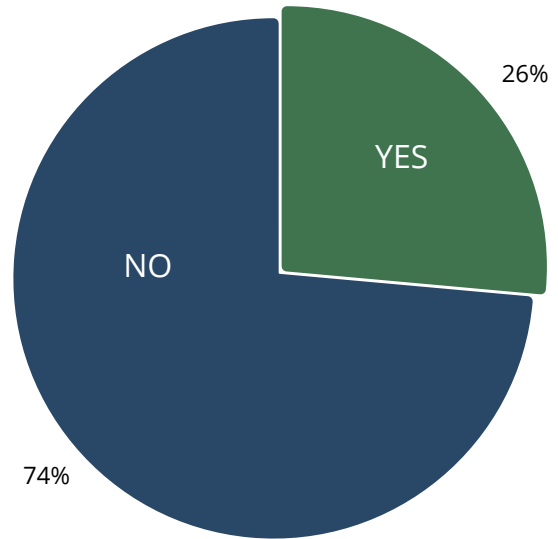
Herbert Holt Park overall has less popular elements compared to the previous parks. The playground and pavilion are the two most popular features of this park, with about 30% of surveyees having attended these in the past 12 months. The “other” responses included walking and nothing.



Q8

Have you participated in trout fishing in City streams during the past 12 months?

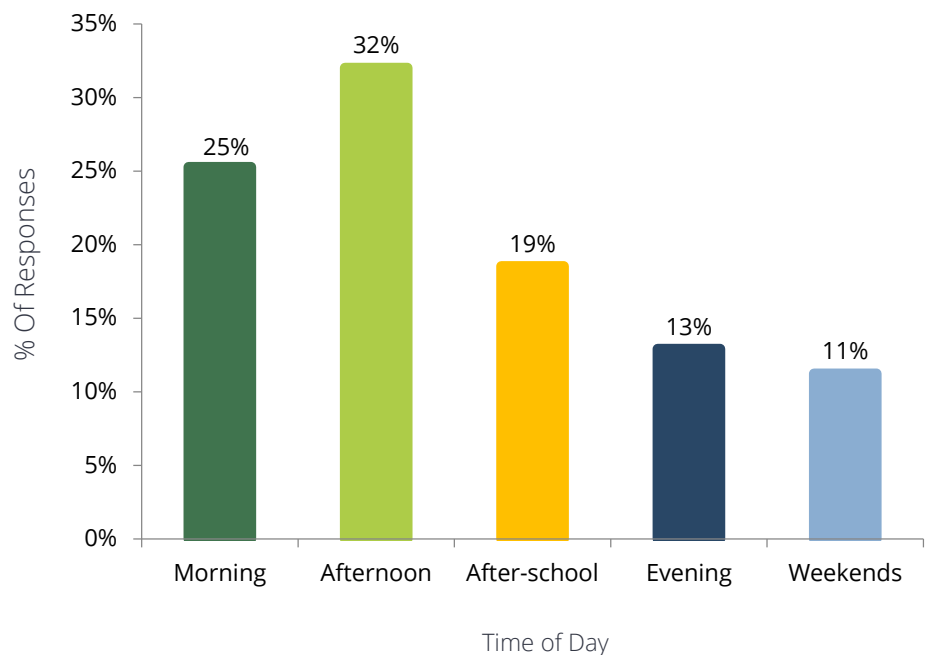
Of the 227 participants that answered this question, 60 people answered “Yes” and 167 people answered “No.” This corresponds to about 26% of participants participating in trout fishing in the last 12 months. While only 26% of respondents indicated they have trout fished, license sales have grown 39.6% from 2019-2021, indicating a growth in this area.



Q9

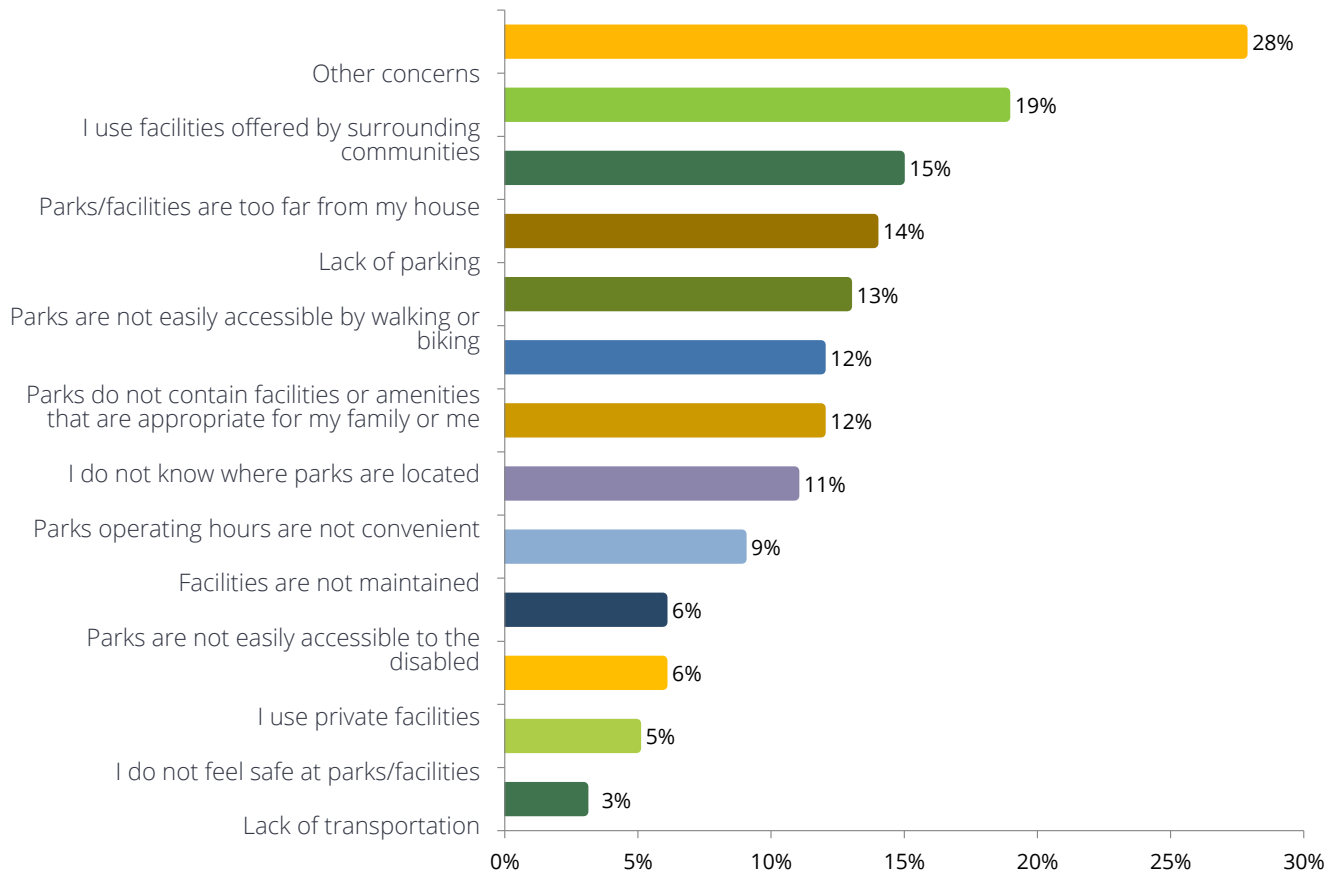
When do you use recreation facilities the most?

Participants in the survey are active users of recreation facilities at all times of day and throughout the week, however the most frequently attended times include afternoon and morning. After school and evenings are the least frequently visited times.



Q10

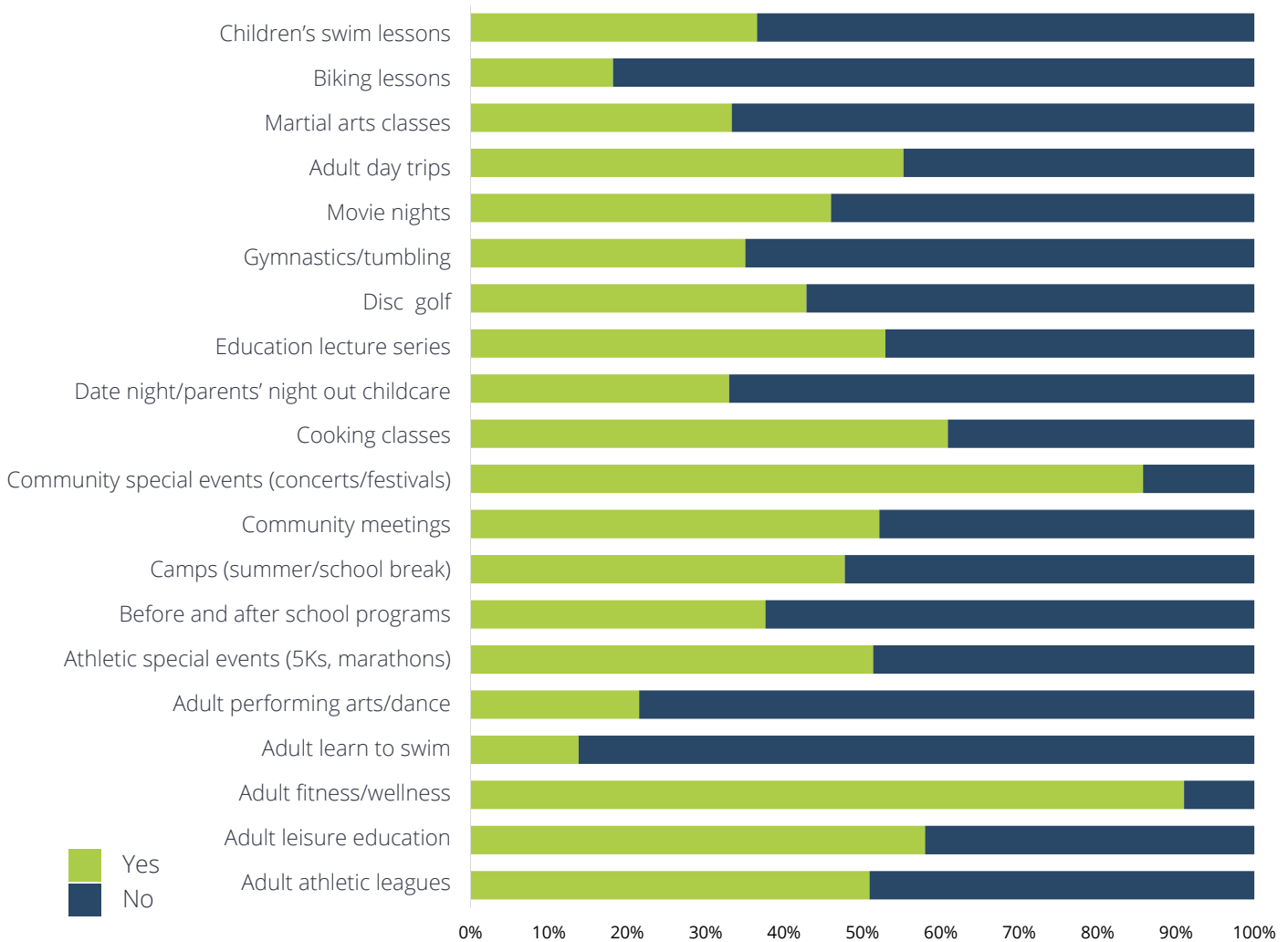
Please check all the reasons that prevent you or other members of your household from using the recreational facilities of the City of Gatlinburg more often:



The majority of participants provided written responses when asked about hindrances they have experienced preventing them from using the recreation facilities. These other concerns noted include a lack of disc golf, parks being overcrowded, lack of awareness of offerings, and disinterest. Next, 19% of participants use alternative facilities that are offered by other communities. Following that selection, 15% of participants selected that parks/facilities are too far from their house. Safety and a lack of transportation were not significantly noted as reasons prohibiting residents from using the parks and recreation facilities.

Q11

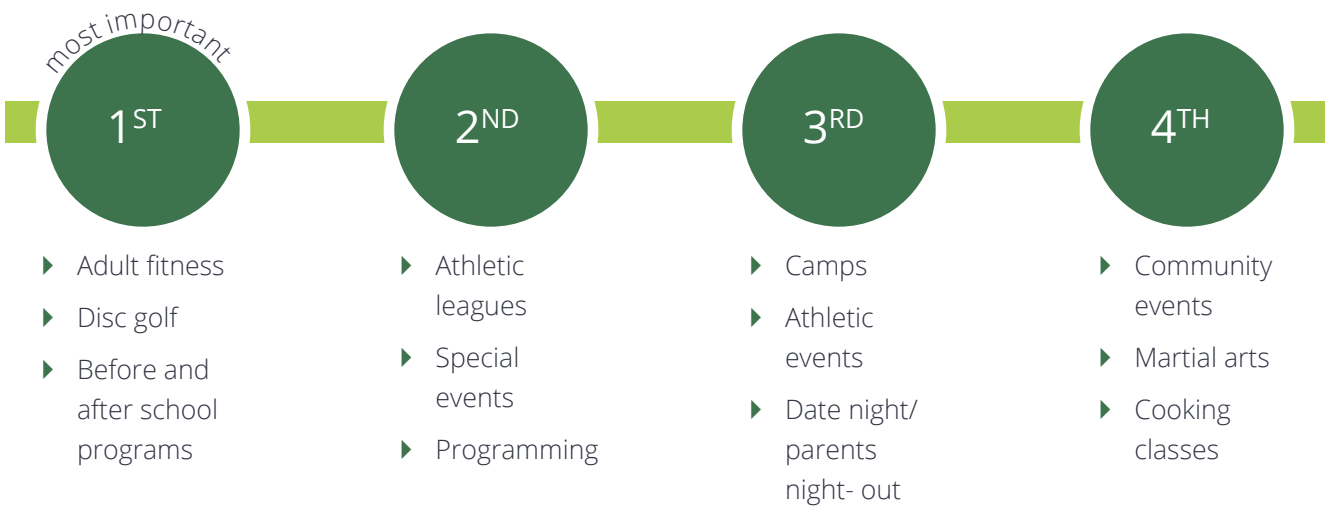
Please indicate if you or any member of your household has a need for each of the parks and recreation activities/programs listed below.



The most requested activities and programs are adult fitness/wellness and community events. For example, concerts and festivals, with over 85% of participants requesting a need for each. The least requested activities and programs are biking lessons and adult swimming lessons.

Q12

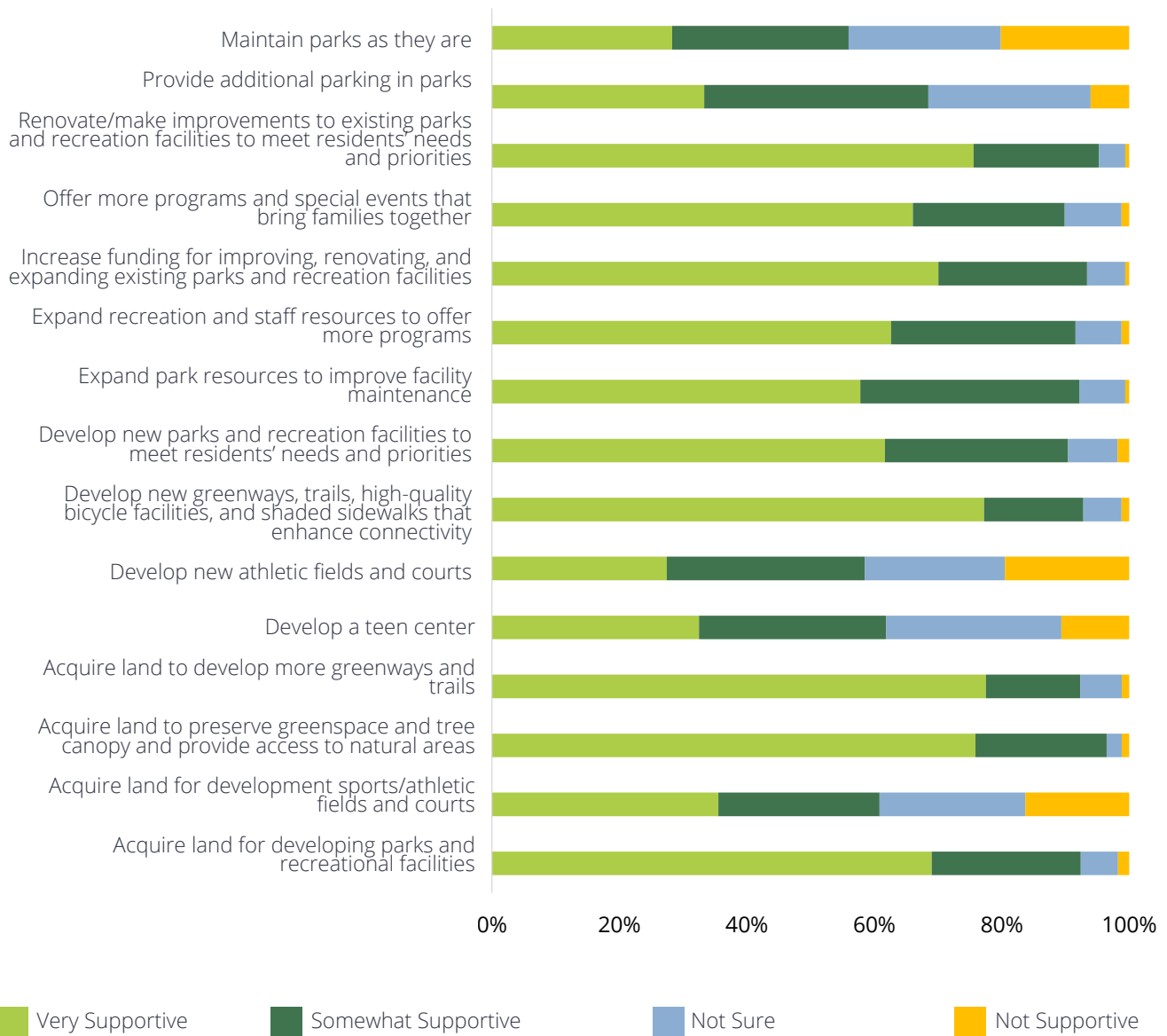
Based on Question 11, which four activities/programs listed in the question above are most important to your household?



For the first priority, the most important activities and programs include adult fitness, disc golf, and before and after school programs. Next, participants selected athletic leagues, special events, and general programming as their second priority. Other important programs selected by respondents include camps, athletic events, date nights/parents' night out, community events, martial arts, and cooking classes. These results are similar to the findings in Question 11.

Q13

Please indicate how supportive you would be of the following actions that the City of Gatlinburg could take to improve the parks and recreation system.



The most supported initiatives for the City of Gatlinburg include acquiring land for greenspace, new parks, and new trails with the goal of preserving the tree canopy and providing shade. Participants also expressed an interest in renovating existing facilities to better meet residents' needs; this could include some ideas mentioned in the "other" comments, such as improving disc golf facilities. The most unsupported ideas include developing new athletic fields and courts.

Q14

Please comment on specific facilities or programs you feel need to be included in the development of the Gatlinburg recreation facilities.

The word cloud below summarizes the results of this question with the larger words reflecting more written responses for that amenity. Approximately 70 participants responded to this question with specific facilities or programs that they felt should be included in the development of the Gatlinburg recreation facilities.



Gatlinburg residents are most interested in disc golf, walking facilities such as greenways and sidewalks, and increased programming/facilities within the Community Center. A desire was also identified for tennis.





SWOT ANALYSIS

The City of Gatlinburg held focus group meetings with each of the following groups to gain a wide perspective on the strengths, weaknesses, opportunities, and threats of the parks system:

- ▶ Retired Citizens Group on November 1, 2021
- ▶ Gatlinburg Garden Club on November 4, 2021
- ▶ Gatlinburg Rotary on November 16, 2021
- ▶ Sevier County Schools on November 16, 2021
- ▶ Gatlinburg Convention and Visitors Bureau on December 6, 2021
- ▶ Youth Task Force on December 16, 2021
- ▶ Recreation Board

These meetings were facilitated to discuss the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of the Parks and Recreation Department based on the feedback provided by the members of these organizations. The feedback was provided during in-person meetings in order to maximize the potential input and capture the thoughts and views of key stakeholders. The input provided during the SWOT workshops were integral to the master planning process and used in conjunction with staff interviews and the survey to get a broad spectrum of public and stakeholder input.



STRENGTHS

- ▶ Partnership with the schools and community
- ▶ High quality programs
- ▶ High quality parks
- ▶ Park and roadside maintenance
- ▶ Downtown beautification
- ▶ Accessibility of parks and recreation facilities
- ▶ Safety and security
- ▶ Variety of activities
- ▶ Friendly atmosphere
- ▶ Family oriented
- ▶ Youth programming
- ▶ Development of open space into parks
- ▶ Soliciting input from the community
- ▶ Commitment to youth
- ▶ Annual investment in infrastructure
- ▶ Inclusive programming
- ▶ Diversified programming

WEAKNESSES

- ▶ Trash from events at Mills Park
- ▶ Maintenance of existing facilities
- ▶ Consistency of maintenance
- ▶ Age of facilities
- ▶ Improvements and upgrades to technology
- ▶ Staff shortages

OPPORTUNITIES

- ▶ Use community members as a volunteer resource
- ▶ Endless possibilities
- ▶ Development of greenways and walking paths
- ▶ Continue to expand and diversify programming

THREATS

- ▶ Lack of greenspace to grow parks and greenways
- ▶ Downturn in tourism related economy
- ▶ Community opposition to new development
- ▶ Lack of staffing

Focus Group Input

In addition to the SWOT analysis, the groups provided input for facility and programing ideas they would like to see implemented in the Gatlinburg community, listed below. The focus group feedback was organized into four categories: programming, facilities, pedestrian connectivity, and community outreach. A summary of their discussion topics are bulleted below.

PROGRAMMING

- ▶ Expand sports leagues and opportunities
- ▶ Soccer
- ▶ Flag football
- ▶ Little league baseball
- ▶ Bring more awareness to the existing programs offered (e.g. pickleball and the Senior Olympics)
- ▶ Offer more sports tournaments (small and daily)
- ▶ Provide a wider variety of sports leagues
- ▶ Bowling instruction
- ▶ Provide programs for the Gatlinburg Highlanders Youth Athletic Association
- ▶ Coaching for children's fishing
- ▶ CPR classes
- ▶ Life skills classes
- ▶ Educational programs for teens
- ▶ Cooking classes
- ▶ Provide more activities for seniors
- ▶ Quarterly events (like Spooktacular)
- ▶ Improve marketing
- ▶ Provide after school daycare
- ▶ Provide structured after school programs and trips
- ▶ Guided walks and flower tours
- ▶ Visitor programming
- ▶ Bird tours
- ▶ Equality and diversity within the programming options

FACILITIES

- ▶ Greenway
- ▶ Outdoor pickleball
- ▶ Tennis Courts near Gatlinburg-Pittman High School
- ▶ Sand volleyball court
- ▶ Pump track
- ▶ Climbing wall
- ▶ Skating accessibility
- ▶ School walking paths
- ▶ Outdoor meeting areas
- ▶ Water hydration stations

PEDESTRIAN CONNECTIVITY

- ▶ Marked walking paths
- ▶ Provide marked biking lanes
- ▶ Provide hiker shuttle service
- ▶ Connection to parks and schools

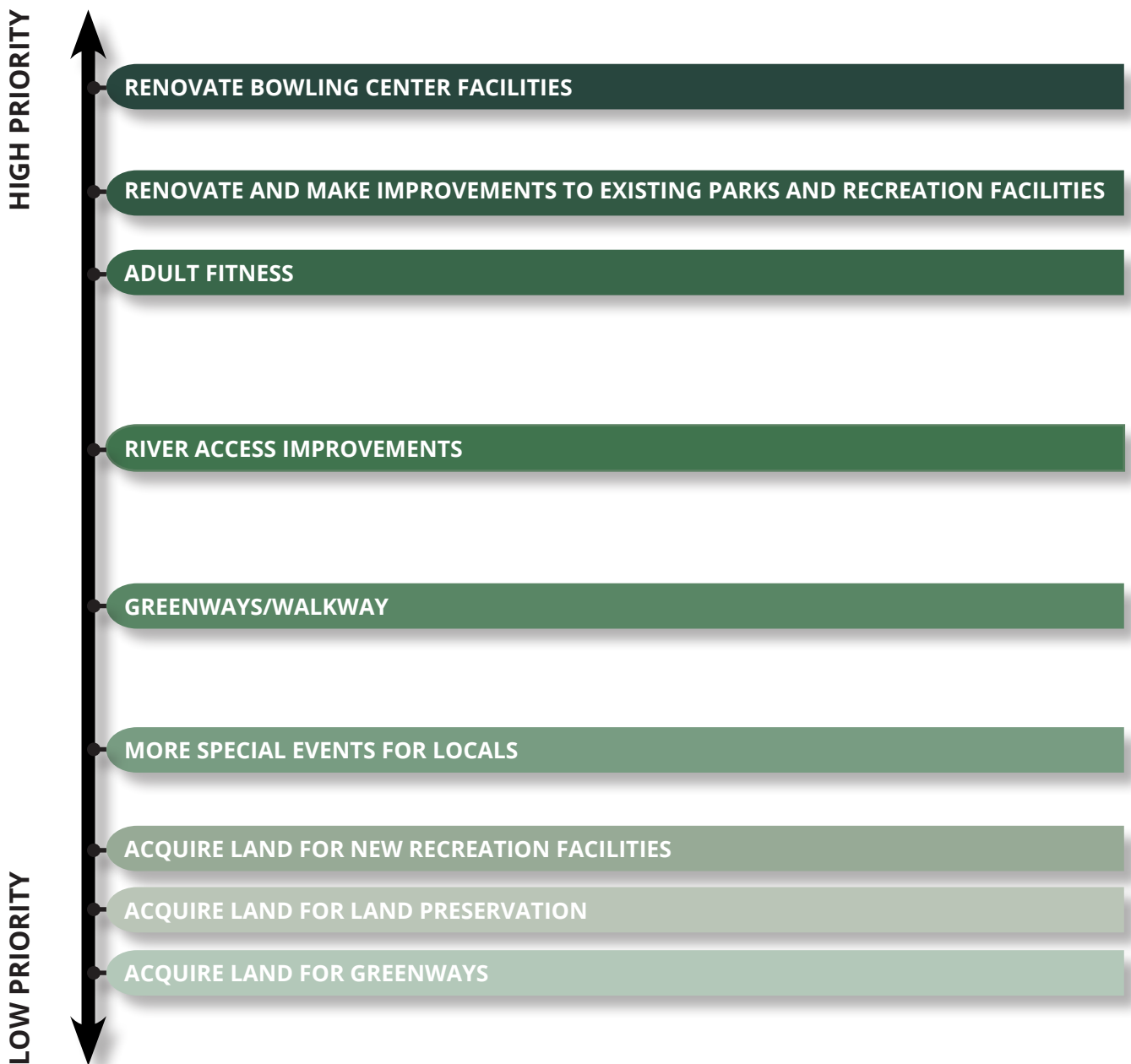
COMMUNITY OUTREACH

- ▶ Partner with senior center
- ▶ Ask seniors in the community to share their hobbies, resources, or interests
- ▶ Partner with local 4-H clubs
- ▶ Partner with clubs from the high school and sports teams

City Commission Master Plan Workshop Input

The City held a Commission Master Plan Workshop where participants were given nine topics related to recreation development in Gatlinburg and were asked to prioritize their top seven options by ranking them 1-7, with 1 being top priority and 7 being the lowest priority. The results are shown in the graph below.

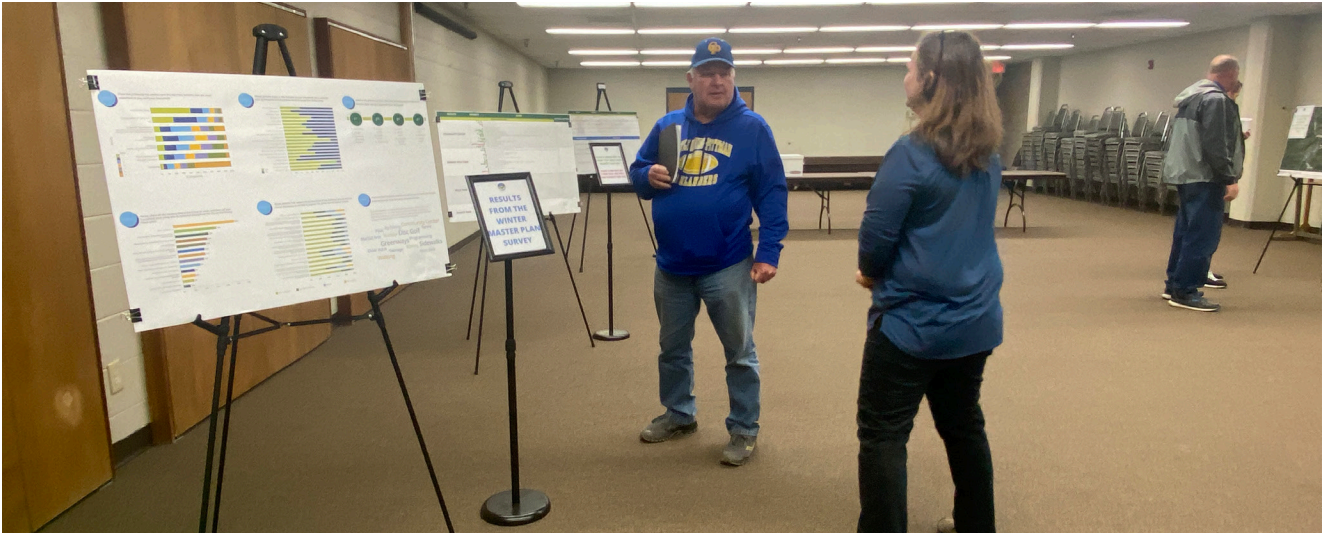
CITY COMMISSION FACILITY PRIORITIZATION RESULTS

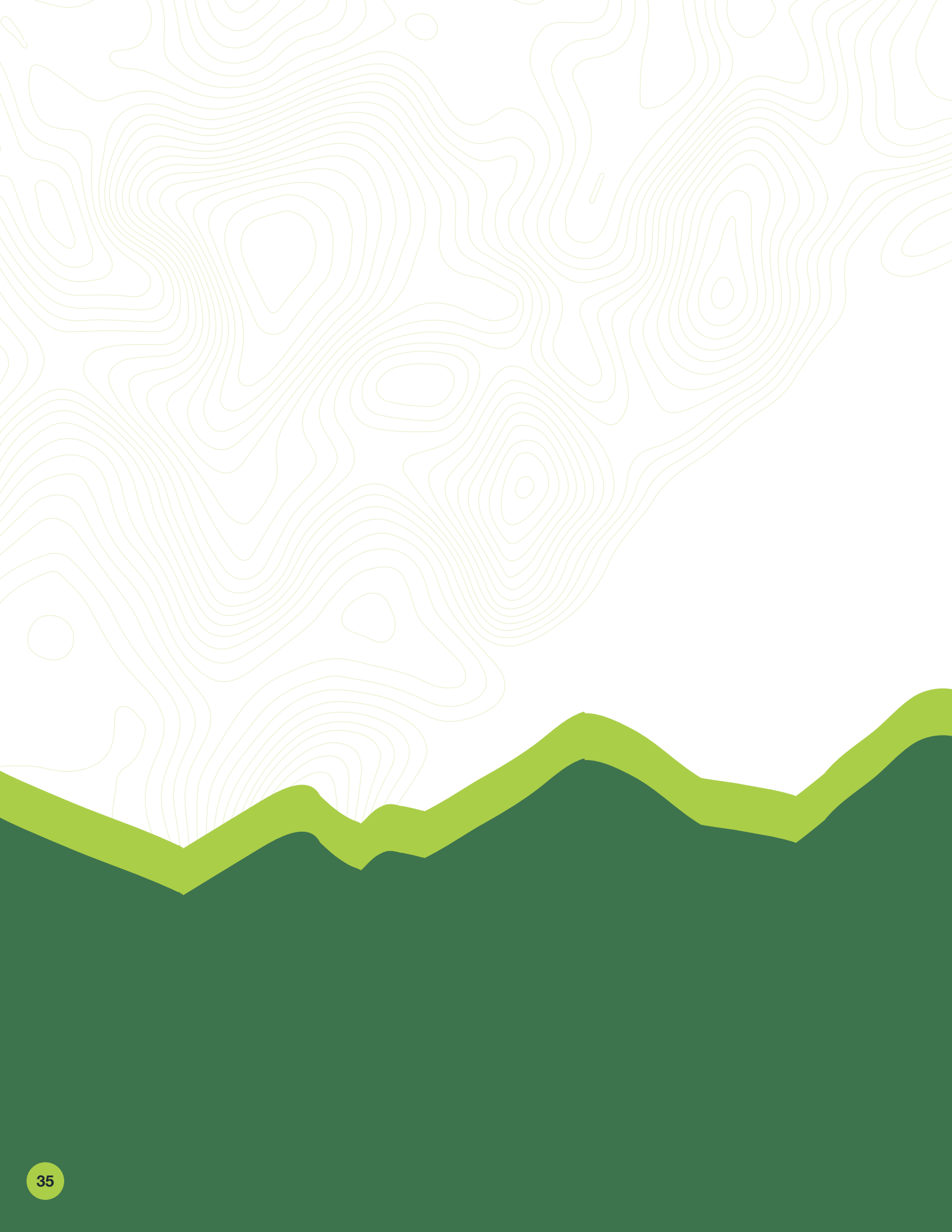


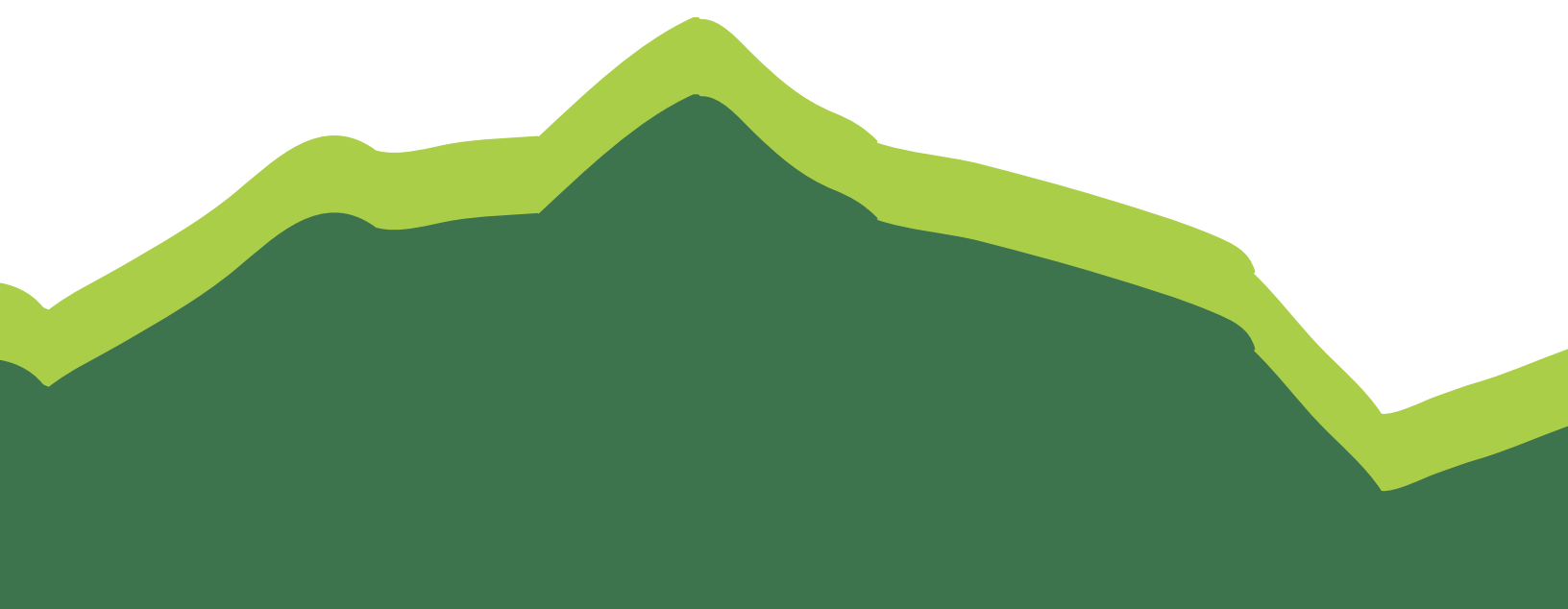
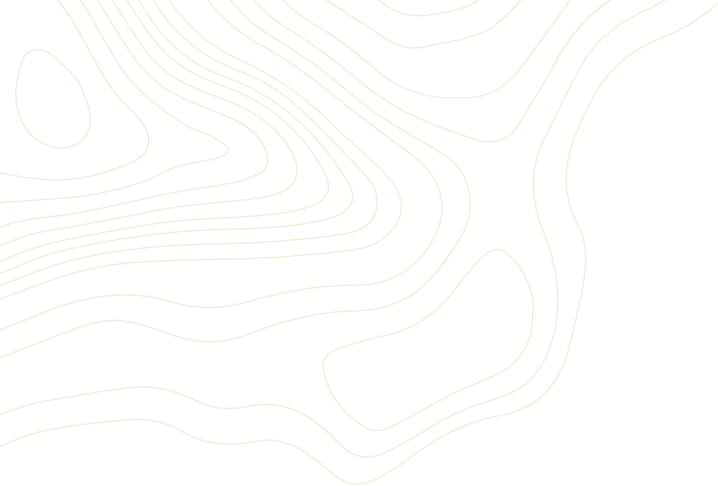
Comprehensive Master Plan Open House

On March 8th-9th, 2022, the City of Gatlinburg in conjunction with Kimley-Horn held a Comprehensive Master Plan Open House for the Gatlinburg residents to review highlights from the public survey and to provide feedback on the draft recommendations. Five boards containing a stream access plan, Mills Park pedestrian connections, an implementation matrix, facility and program growth ideas, and highlights from the public survey were provided for the participants to give feedback on. In addition, there was a budget prioritization activity for attendees to help identify the primary goals of future funding as well as comment cards for supplementary thoughts and ideas to be shared with the planning team. Approximately forty-five residents participated in the Master Plan Open House, providing essential insights about current needs, opportunities, and recommendations from residents' perspectives.









04. FACILITY INVENTORY AND ANALYSIS

Overview and Evaluation Components

In order to understand what the City is currently providing, the consultant team and Department staff visited each park location to document existing conditions and identify amenities. The consultant team performed an existing facility evaluation of the following facilities:

- ▶ Community Center
- ▶ Herbert Holt Park
- ▶ Mills Park
- ▶ Mynatt Park

Each amenity was evaluated, and the condition was noted as either good, fair, or poor. Short and long-term recommendations are also noted in each facility evaluation on the following pages.

AMENITIES

Good



Fair

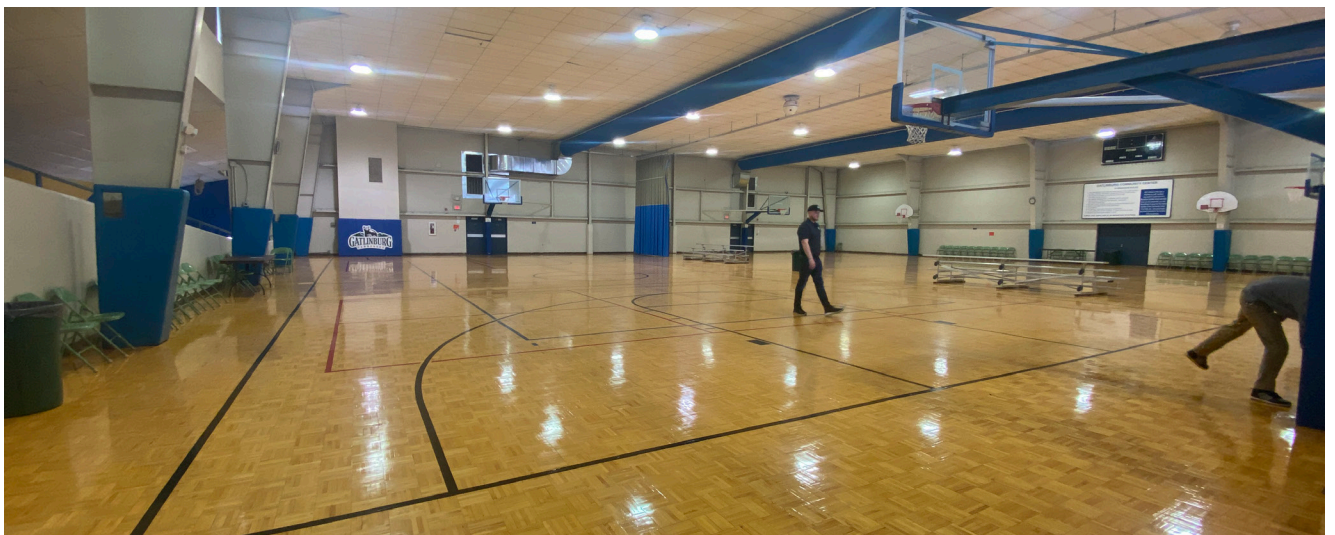


Poor



A color-coded scale is used to communicate the condition of amenities listed at each park facility. If the amenity is considered to be in good condition, it has a green background. Fair condition amenities are shown with yellow backgrounds. Amenities shown in orange are considered to be in poor condition.





COMMUNITY CENTER

157 Mills Park Road, TN 37738

The Community Center is located at Mills Park and near Rocky Top Sports World. The Community Center is a 52,000 square foot indoor facility which consists of an indoor swimming pool, a bowling center, a fitness area, a gymnasium, racquetball courts, and meeting space.



AMENITIES

Good



Fair



Poor



Bowling Center



Fitness Class Room



Game Room



Gymnasium



Indoor Swimming Pool



Locker Rooms



Meeting Room



Racquetball Courts



Weight Room

RECOMMENDATIONS

Short-Term

- ▶ Additional gym netting
- ▶ Purchase additional items required to facilitate group fitness classes
- ▶ Explore alternative uses for racquetball courts or retrofit space to facilitate more activities
- ▶ Replace lockers in locker room
- ▶ Update technical equipment
- ▶ Address ADA Transition Plan items

Long-Term

- ▶ Deck repair, guttering replacement, and pool lining improvements
- ▶ Complete remodel of bowling center including ADA compliance updates, new bowling machine, and building upgrades
- ▶ Annual equipment replacement
- ▶ Install a new technology room
- ▶ Install a climbing wall

HERBERT HOLT PARK

Park Lane N, Gatlinburg TN 37738 | 5.02 AC

Located in a beautiful natural valley near downtown Gatlinburg, this park is considered a jewel to the community. Herbert Holt Park is home to the only municipal trout farm in the state of Tennessee. Other unique features that make this park special include a children's fishing stream and a wheelchair accessible fishing pier, providing fishing and recreational opportunities for all ages and abilities. The natural beauty of the park is paired with family friendly amenities to give this park a welcoming atmosphere.



AMENITIES



Children's Fishing Stream
Accessible Fishing Pier



Greenhouse



Parking Lot



Pavilion with Sink
and Grills



Picnic Tables



Playground



Restrooms



Trout Rearing
Facility

RECOMMENDATIONS

Short-Term

- ▶ Add new accessible pier higher up on the existing ramp
- ▶ Repair and replace the trout facility raceways with fiber reinforced cement, add new raceway output valves, and cover the raceways with a pavilion structure
- ▶ Create accessible entry, add guttering, and improve surrounding drainage at pavilion
- ▶ Replace all concrete tables with new tables
- ▶ Add a new pad for picnic tables away from the river bank area
- ▶ Make restroom ramp ADA accessible and improve overall aesthetics
- ▶ Replace playground within 5 years
- ▶ Address ADA Transition Plan items

Long-Term

- ▶ Erosion control on fishing stream
- ▶ Add new temperature controlled office space and better back-up system at trout rearing facility
- ▶ Add back-up generator and improve lighting at greenhouse
- ▶ Repair and replace parking lot and surrounding sidewalks
- ▶ Add security cameras
- ▶ Address parking congestion

MILLS PARK

309 Mills Park, Gatlinburg TN 37738 | 25.6 AC

Mills Park is located on the eastern side of Gatlinburg, just outside the heart of the City. The park offers a wide range of both passive and active amenities for park goers of all ages. Mills Park provides recreation and respite to a wide variety of users including the residents in the surrounding neighborhood, Gatlinburg-Pittman High School, Gatlinburg Community Center, and the many tourists who pass through Gatlinburg.



AMENITIES



400-Meter Track



Basketball Courts



Covered Pavilion with Restrooms



Disc Golf Course



Dog Park



Football/Soccer Field



Outdoor Exercise Equipment



Parking Lot



Playground



Picnic Tables



Restrooms/Concessions



Softball Field



Story Walk Trail



Walking Trail

RECOMMENDATIONS

Short-Term

- ▶ Add shade structures near the playground area to provide more shade
- ▶ General clean-up and repairs to disc golf course
- ▶ Update outdoor workout equipment to meet ADA compliance
- ▶ Add ADA parking/viewing areas to the football/soccer and softball fields
- ▶ Replace old concrete picnic tables
- ▶ Complete remodel or replacement of restrooms and concession building to meet ADA compliance
- ▶ Addition of a pavilion style roof to the basketball court
- ▶ Address ADA Transition Plan items

Long-Term

- ▶ Upgrade football/soccer field to artificial turf and repair existing drainage and fencing
- ▶ Add artificial turf infield on softball field
- ▶ Add on to the walking trail around the entire park and improvements to existing trail sections
- ▶ Repair parking areas experiencing protrusion of tree roots
- ▶ Address parking congestion
- ▶ Add water hydration station

MYNATT PARK

634 Asbury Lane | 9.85 AC

Mynatt Park is a coveted outdoor recreation facility by the residents of Gatlinburg and a frequented picnic spot for tourists passing through from one of Gatlinburg's tourist attractions. The park offers a wide array of active and passive recreation opportunities in addition to the natural features located within the park such as Le Conte Creek.



AMENITIES



Basketball Court



Children's Fishing Stream



Covered Pavilion with Restrooms



Creekside Picnic Tables



Grills



Parking Lot



Pickleball Courts



Playground



Tennis Courts



Walking Trails

RECOMMENDATIONS

Short-Term

- ▶ Add lighting at tennis and pickleball courts
- ▶ Create accessible spots at the children's fishing stream
- ▶ Addition of a new playground near pavilion
- ▶ Replacement of creekside picnic tables
- ▶ Replacement of grills

Long-Term

- ▶ Update restrooms at covered pavilion to meet ADA compliance
- ▶ Address parking congestion
- ▶ Add security cameras
- ▶ Add water hydration station

Summary of Amenities

After reviewing the existing community center and parks, a predominant theme is their value to the Gatlinburg community. Time and the effect of heavy use have produced a need for updates and expansion of the existing facilities, such as new parking surfaces, picnic tables, and expanded ADA accessibility. The following chart is a summary of quantities of existing facility types. It is important to understand the quantity and quality of amenities provided by the City so the appropriate recommendations can be made to meet the recreation needs of the community.



GATLINBURG'S EXISTING FACILITY TOTAL COUNTS

	COMMUNITY CENTER	HERBERT HOLT PARK	MILLS PARK	MYNATT PARK	TOTALS
ACRES	N/A	5.02	25.06	9.85	39.93
BASEBALL FIELD			1		
BASKETBALL COURT	2		1	1	4
ACCESSIBLE FISHING PIER		1			1
TROUT REARING FACILITY		1			1
CHILDREN'S FISHING STREAM		1		1	2
CONCESSION STAND			2		2
DISC GOLF COURSE			1		1
DOG PARK			1		1
FOOTBALL FIELD			2		2
MULTI-PURPOSE FIELD			1	1	2
PICNIC SHELTER / PAVILION		1	1	1	3
PICNIC TABLE	3	9	9	14	35
PLAYGROUND		1	1	1	3
RESTROOMS	3	1	3	2	9
SOFTBALL FIELD			1		1
SOCCER FIELD			2		2
TENNIS COURT				6	6
TRAILS (IN MILES)			1.25		1.25
VOLLEYBALL COURT	2				2
YOUTH BASEBALL / SOFTBALL / T-BALL FIELD			1		1

Resources Analysis

After conducting an inventory and analysis of Gatlinburg's parks and recreation facilities, the City has compiled a list of additional resources that will further strengthen the City's parks and recreation system. This list was compiled using input from the City, Kimley-Horn, community feedback, and the inventory and analysis study. The list is in no particular order of priority.



ONLINE REGISTRATION

Implement an online registration for sports leagues, classes, and other recreation events.



WORK ORDER SYSTEM

Work order tracking systems help to reduce the maintenance backlog, improve safety, boost productivity and efficiency, reduces the amount of paperwork, and improves customer service. This system will also allow the City to review past work orders and identify frequent problems that may require a replacement to save money long-term.



UPDATE BOWLING CENTER

Updating the existing bowling center will enhance the experience of the users while increasing interest in the sport. New technology can be implemented that will create new experiences and fun games. Bowling provides entertainment and leisure exercise for people of all ages in the community.



PORTABLE BLEACHERS

Adding portable bleachers to the Community Center gymnasium provides more seating opportunities and takes the strain off of the existing maintenance system of moving the bleachers between the pool and gym.



BIKE RACKS

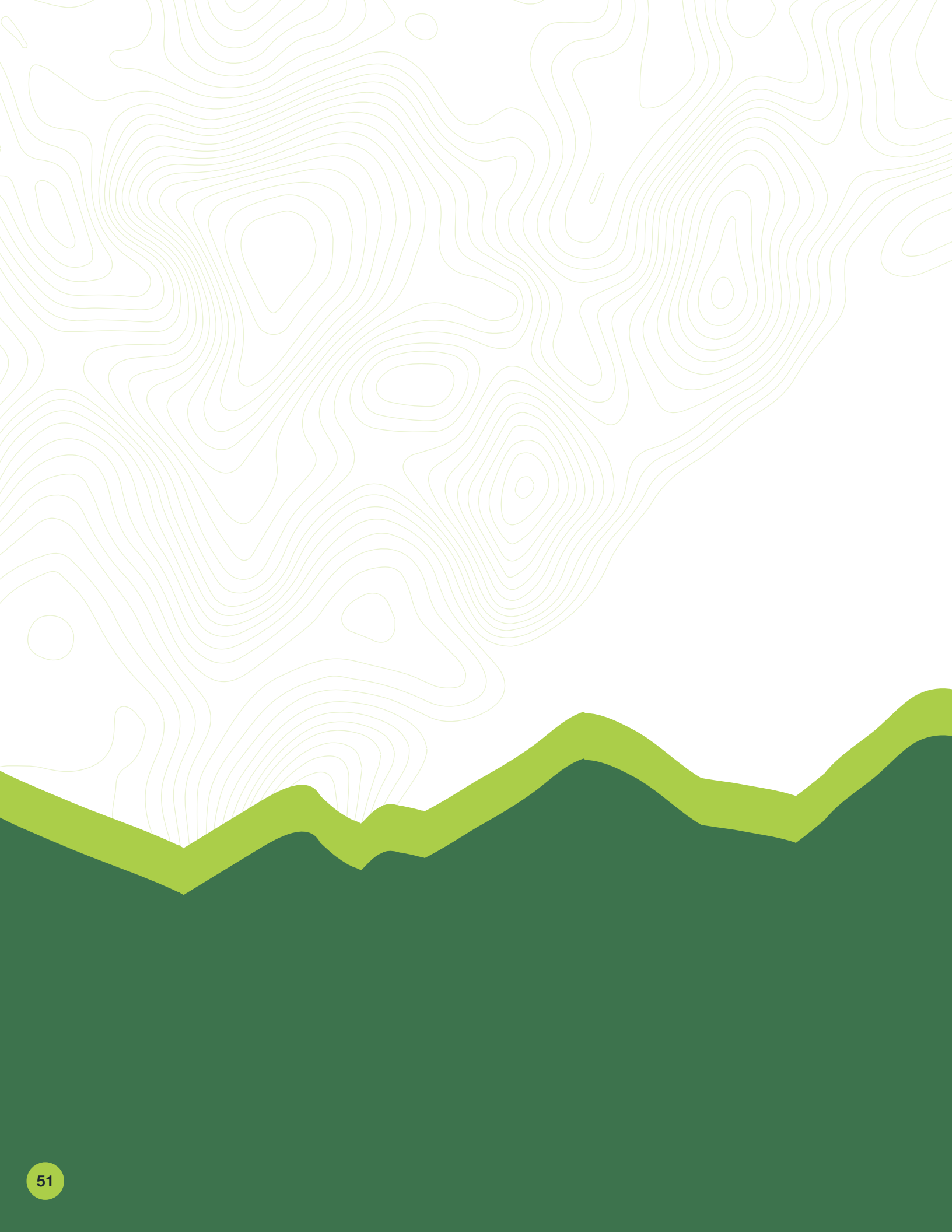
Installing bike racks at the Community Center, Herbert Holt Park, Mills Park, Mynatt Park, and all greenway connections will help foster a safer environment for cyclists and encourage bicycle use throughout the community.

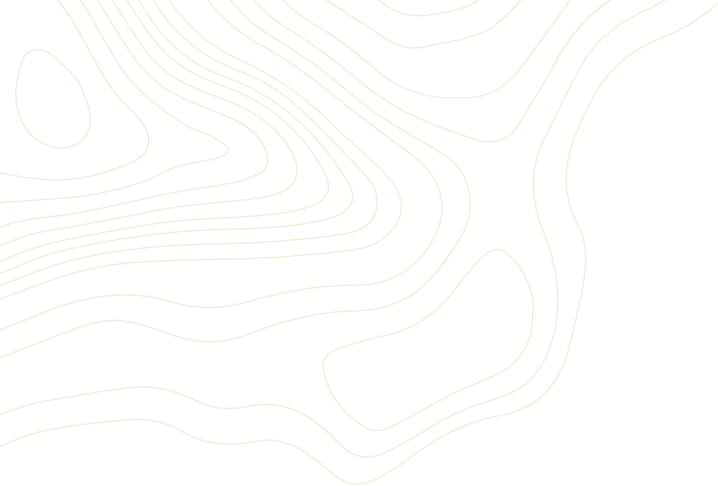


WIFI AND SECURITY CAMERAS

Installing Internet and security cameras at the Community Center, Herbert Holt Park, Mills Park, and Mynatt Park would help ensure public safety, protect property, and prevent crimes within Gatlinburg's park and recreation facilities. Providing free wifi throughout the parks will also be a great asset for the community.







05. BENCHMARKING

Approach

The National Recreation and Park Association (NRPA) collects data and performance measures from various agencies and park departments across the United States. This benchmarking analysis section uses the 2021 NRPA Performance review data, the most recent figures available. The information provided to the NRPA is also self-reported, and thus may have some variations and discrepancies due to tracking methods.

To create a useful comparison for Gatlinburg's Parks and Recreation Department, five primary metrics were used to identify relevant NRPA data for the benchmarking analysis:

- ▶ Residents per park
- ▶ Acres of parkland per 1,000 residents
- ▶ Programming offered by park and recreation agencies
- ▶ Parks and recreation agency staffing
- ▶ Annual operating expenditures

The most recent population estimate from the U.S. Census Bureau showed Gatlinburg with a population of 3,754. As a result, this benchmarking section uses jurisdictions with populations less than 20,000 for comparison with Gatlinburg.



Number of Residents per Park

The population per each park facility metric is used to compare Gatlinburg’s parks and recreation offerings to other agencies. The average for all agencies nationwide is one park for every 2,277 residents. Gatlinburg has approximately 1,252 residents per park facility which is in the median range for communities with less than 20,000 residents meaning Gatlinburg is providing a comparable amount of park space per resident compared to similar sized communities. This number does not factor in the high amount of tourists that visit and use Gatlinburg’s park and recreation facilities.

NUMBER OF RESIDENTS PER PARK			
	LESS THAN 20,000 RESIDENTS	SOUTHERN	NATIONAL
UPPER QUARTILE	1,948	5,881	4,359
MEDIAN	1,235	2,906	2,277
LOWER QUARTILE	776	1,769	1,302
GATLINBURG	1,252		

Acres of Parkland per 1,000 Residents

This metric analyzes the 2021 population of Gatlinburg (3,754 residents) and the total park acreage (approx. 40.47 acres) quantity against other communities. Gatlinburg has 10.6 acres of parkland per 1,000 residents which is slightly below the median for similar sized communities of 12.4 acres of parkland per 1,000 residents, slightly above the Southern states median, and slightly above the national average of 9.9 acres of parkland per 1,000 residents.

ACRES OF PARKLAND PER 1,000 RESIDENTS			
	LESS THAN 20,000 RESIDENTS	SOUTHERN	NATIONAL
UPPER QUARTILE	21.8	14.6	17.6
MEDIAN	12.4	8	9.9
LOWER QUARTILE	5.2	4.3	4.3
GATLINBURG	10.6		

Programming Offered by Park and Recreation Agencies

Programs and activities provide both active and passive recreation opportunities to residents and are important for Gatlinburg's Parks and Recreation Department. NRPA provides data on programming offered by peer parks and recreation agencies around the United States where nearly 9 in 10 agencies offer themed special events, team sports, and social recreation events.

Consistent with peer communities, Gatlinburg offers more programming that relates to athletics and social recreation events, and provides less programming options for cultural and natural activities. The percentages below reflect the amount of peer agencies that offer the listed programs and events.

PROGRAMMING OFFERED BY PARK AND RECREATION AGENCIES				
	LESS THAN 20,000 RESIDENTS	SOUTHERN	NATIONAL	GATLINBURG CURRENTLY OFFERING
THEMED SPECIAL EVENTS	84%	87%	89%	YES
SOCIAL RECREATION EVENTS	81%	89%	88%	YES
TEAM SPORTS	82%	89%	87%	YES
FITNESS ENHANCEMENT CLASSES	69%	83%	83%	YES
HEALTH AND WELLNESS EDUCATION	71%	83%	82%	YES
INDIVIDUAL SPORTS	64%	76%	76%	YES
SAFETY TRAINING	63%	68%	72%	YES
AQUATICS	59%	66%	71%	YES
RACQUET SPORTS	59%	74%	70%	YES
PERFORMING ARTS	48%	62%	65%	NO
CULTURAL CRAFTS	41%	63%	62%	NO
MARTIAL ARTS	44%	64%	62%	YES
VISUAL ARTS	43%	61%	62%	NO
NATURAL AND CULINARY HISTORY ACTIVITIES	39%	62%	62%	YES
TRIPS AND TOURS	47%	63%	61%	YES
GOLF	28%	40%	48%	YES
RUNNING/CYCLING RACES	39%	48%	48%	NO

Parks and Recreation Agency Staffing

The following table compares the staffing analysis by converting the hours worked by staff, both full-time and part-time to a measure called FTE, or full-time equivalent, to provide a uniform metric for the analysis.

The number of FTEs in each agency is a performance metric that can be used as an indicator to determine how well an agency is staffed, and thus how well it is equipped to meet the jurisdiction's recreation needs. The following table illustrates how Gatlinburg's staffing levels compare to agencies with less than 20,000 residents, the Southern region, and the national data. Gatlinburg, with an FTE of 31.2, has a higher staffing level than the upper quartile of similar sized communities, and slightly below the Southern region and national medians.

PARKS AND RECREATION AGENCY STAFFING			
	LESS THAN 20,000 RESIDENTS	SOUTHERN	NATIONAL
UPPER QUARTILE	21.5	190.9	126.9
MEDIAN	10	45.6	44.3
LOWER QUARTILE	5.4	26.5	15.9
GATLINBURG	31.2		



Annual Operating Expenditures

Gatlinburg spends \$1,998,301 annually on the Parks and Recreation Department which is just under the upper quartile for similar sized communities and just above the lower quartile for both the Southern region and the national averages.

ANNUAL OPERATING EXPENDITURES			
	LESS THAN 20,000 RESIDENTS	SOUTHERN	NATIONAL
UPPER QUARTILE	\$2,193,932	\$11,638,589	\$13,839,293
MEDIAN	\$1,209,393	\$4,203,323	\$4,898,633
LOWER QUARTILE	\$545,821	\$1,710,011	\$1,863,016
GATLINBURG	\$1,998,301		



Summary

The NRPA benchmarking serves as a useful analysis of Gatlinburg's Parks and Recreation System's assets and performance relative to similar sized communities across the country. Key takeaways from this analysis is that Gatlinburg is generally performing at a comparable level as similar sized communities across the country, but has room for improvements. Gatlinburg offers similar programming activities as similar sized communities involving sports and social recreational events, however it lacks providing more cultural and natural programming.

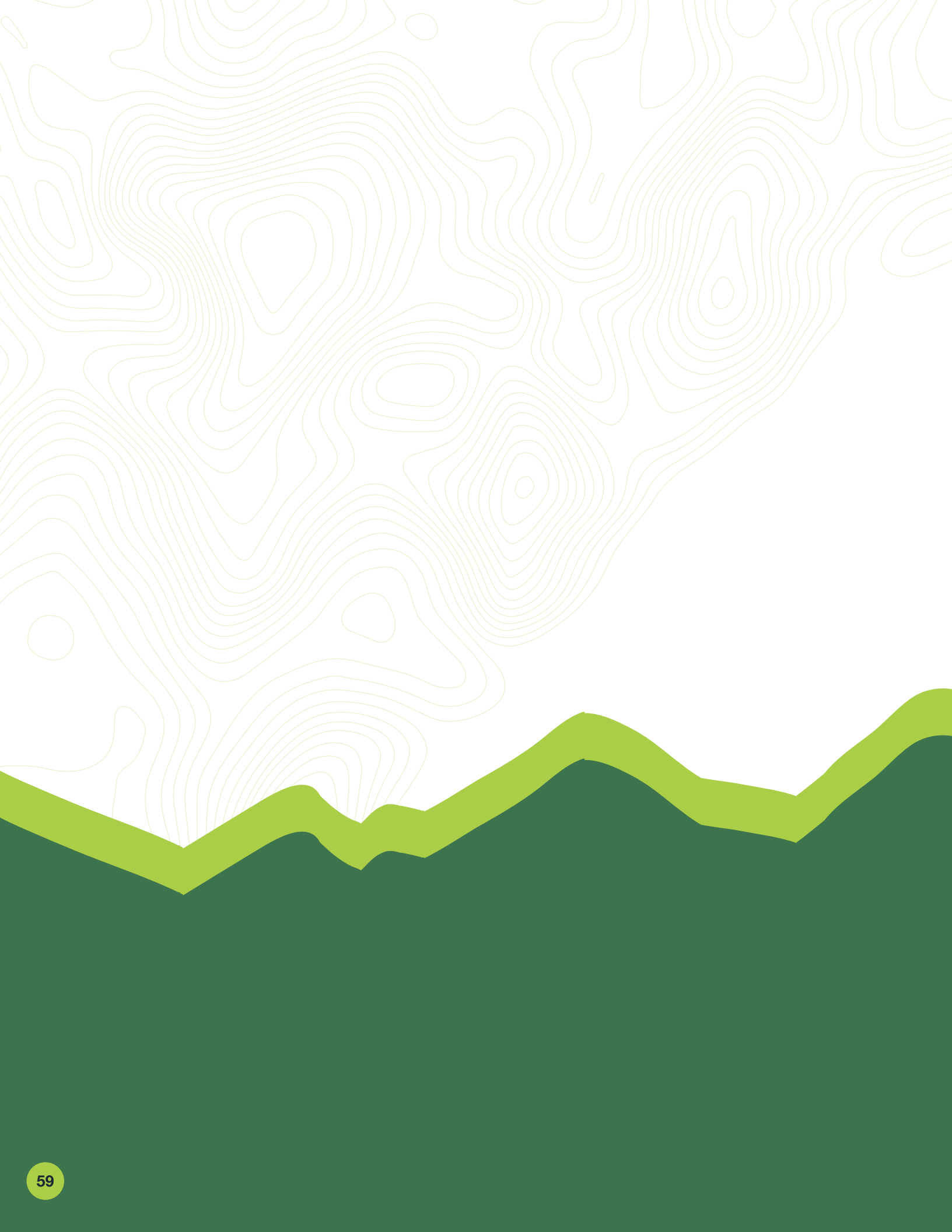
Compared to similar sized communities, Gatlinburg (10.6 acres) falls below the median number of acres of parkland per 1,000 residents (12.4 acres). The unique topographic landscape that brings millions of visitors to Gatlinburg each year could make it difficult for the City to find suitable land for new park and recreation land. This analysis highlights the importance of investing in existing parks and recreation facilities such as the Community Center, Herbert Holt, Mills Park, and Mynatt Park. An example of investing in existing parks and recreation infrastructure is the newly installed dog park at Mills Park and the ADA accessibility updates at Mynatt Park. Gatlinburg serves as the gateway to the Great Smoky Mountains National Park, providing alternative options for outdoor park and recreation opportunities for Gatlinburg's community.

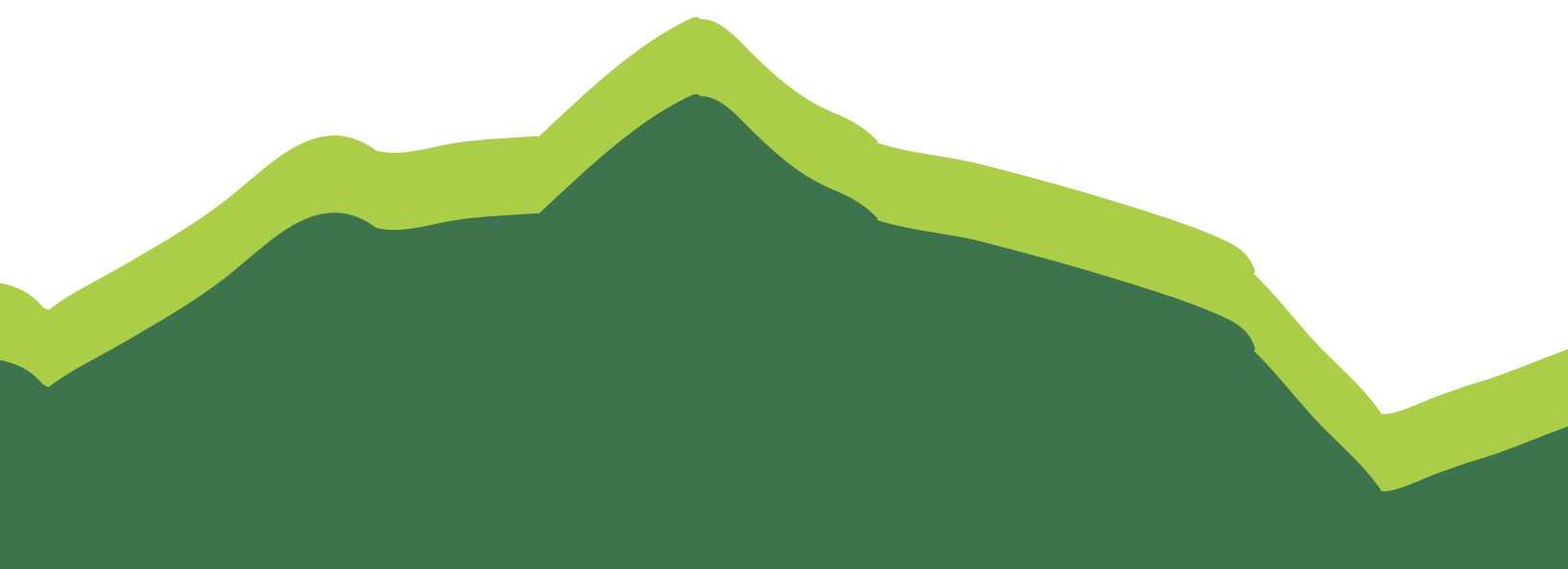
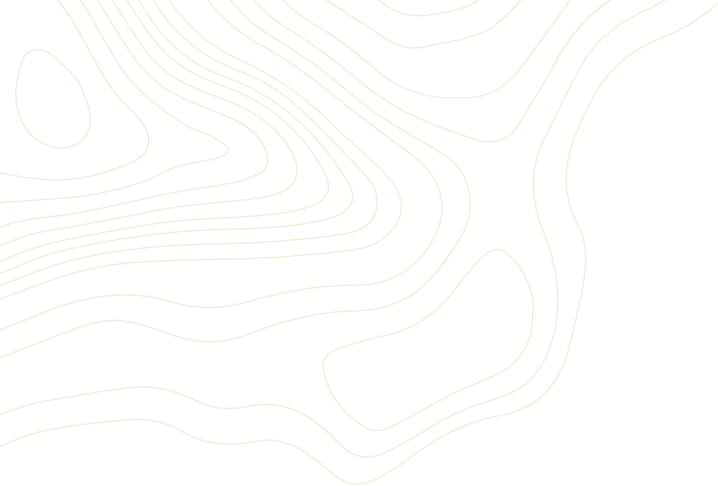
One important factor to consider with Gatlinburg's results from this analysis is that the City has a large tourist population that utilizes the park and recreation facilities every year because while the benchmarking results show overall Gatlinburg falling within the median category for communities with less than 20,000 residents, it is not factoring in the millions of users the parks and facilities see annually. Gatlinburg falls in between the median and lower quartile for acres of parkland per 1,000 users compared to similar sized communities.

High tourism numbers with a lower resident population also plays a factor in Gatlinburg's FTE numbers. The analysis shows Gatlinburg having a higher number of FTEs compared to similar sized communities without taking into consideration the high use levels of the parks and recreation facilities by tourists. It is recommended that the City focus on providing additional amenities, programming, and parkland to the community while concurrently focusing on expanding staff.

An opportunity exists for the community to increase investment in the Parks and Recreation System, as the current department budget falls slightly above the median category of similar sized communities, however the City's population is in the thousands and it hosts millions of visitors annually. Additional funding could come from various sources, such as grants, user fees, impact fees on new development, or dedicated tax sources.

The benchmarking index has identified a number of areas for improvement, but it should be noted that the City has a strong core of assets upon which to build. Increasing the agency's funding and assets will take additional investments over the long term, but will result in more recreational opportunities and programming for the community as a whole.





06. PROGRAM ASSESSMENT

Overview

Programs are generally defined as any organized activity facilitated by a park and recreation system. This can include classes that last for several weeks, camps that run seasonally, or special events that are hosted once a year. Programs play an important role in the community, serving as athletic, recreational, historical, and cultural opportunities and activities. They utilize public facilities and equipment and encourage public rental and use of community assets.

Gatlinburg offers an array of public programs and activities for most ages and interests, offered through the Parks and Recreation Department as well as at the Community Center. These programs provide both passive and active recreation, as well as a mix of free and fee-based activities.

To understand how well Gatlinburg's programs are fulfilling the community's needs, the Master Plan team analyzed the community's current programming, which included various activities related to athletics, recreation, cultural arts, and other opportunities. To assess the needs of Gatlinburg, it is important to understand what is being offered, for whom it is being offered, and the costs associated with each activity.

Gatlinburg's Program & Events

Gatlinburg provides a diverse mix of programs and events for its residents to participate in. Some of these activities are growing in popularity with many designed for residents of all ages and abilities in the community, while others are declining in popularity. The table below shows each program activity's name, target audience age, and lifecycle trend.

GATLINBURG'S PROGRAM & EVENTS

PROGRAM	TARGET AUDIENCE AGE	LIFECYCLE (GROWING, MATURE, DECLINING)
PUBLIC SWIM	ALL AGES	MATURE
OPEN BOWL	ALL AGES	DECLINING
COSMIC BOWLING	ALL AGES	DECLINING
RACQUETBALL	ALL AGES	DECLINING
AEROBICS	55+	DECLINING
CPR CLASSES	ALL AGES	DECLINING
SCUBA	18-60	DECLINING

GATLINBURG'S PROGRAM & EVENTS CONTINUED

PROGRAM	TARGET AUDIENCE AGE	LIFECYCLE (GROWING, MATURE, DECLINING)
TUMBLING	12-18 YRS	MATURE
TAE KWON DO	ALL AGES	GROWING
GYMNASTICS	18 AND UNDER	DECLINING
WATER AEROBICS	18+	MATURE
SWIM LESSONS	5-12 YRS	DECLINING
YOGA CLASSES	ALL AGES	GROWING
STRETCH CLASSES	ALL AGES	GROWING
OUTDOOR ADVENTURES SUMMER CAMP	7-10 YRS	MATURE
WALK ON THE WILD SIDE SUMMER CAMP	10-13 YRS	MATURE
LITTLE OTTERS ADVENTURE SUMMER CAMP	5-7 YRS	MATURE
SUNNY DAYS SUMMER CAMP	7-10 YRS	MATURE
VARIETY PACK SUMMER CAMP	10-13 YRS	MATURE
JUNIOR EXPLORER SUMMER CAMP	5-7 YRS	MATURE
TALL TIMBERS SUMMER CAMP	13-15 YRS	GROWING
COOKING CLASSES	ALL AGES	GROWING
AFTER SCHOOL PROGRAM	8-14 YRS	GROWING
TODDLER FREE PLAY	5 AND UNDER	GROWING
TECHNOLOGY CLASSES	55+	GROWING
OUTDOOR SKILLS CLINICS	ALL AGES	GROWING
BOOK CLUB	ALL AGES	GROWING
ADULT DAY TRIPS	55+	GROWING
BEGINNER HIKING	18+	GROWING

Gatlinburg's Athletic Leagues

Gatlinburg provides various athletic opportunities for its residents, catering to a wide range of age groups and ability levels. Leagues such as bowling, basketball, volleyball, disc golf, tennis, pickleball, and fishing are offered at varying times throughout the year. Nearly all of the programs are showing a growing trend apart from Women's Volleyball and Men's Basketball. The table below shows each program's name, target age, and program lifecycle trend.

GATLINBURG'S ATHLETIC LEAGUES

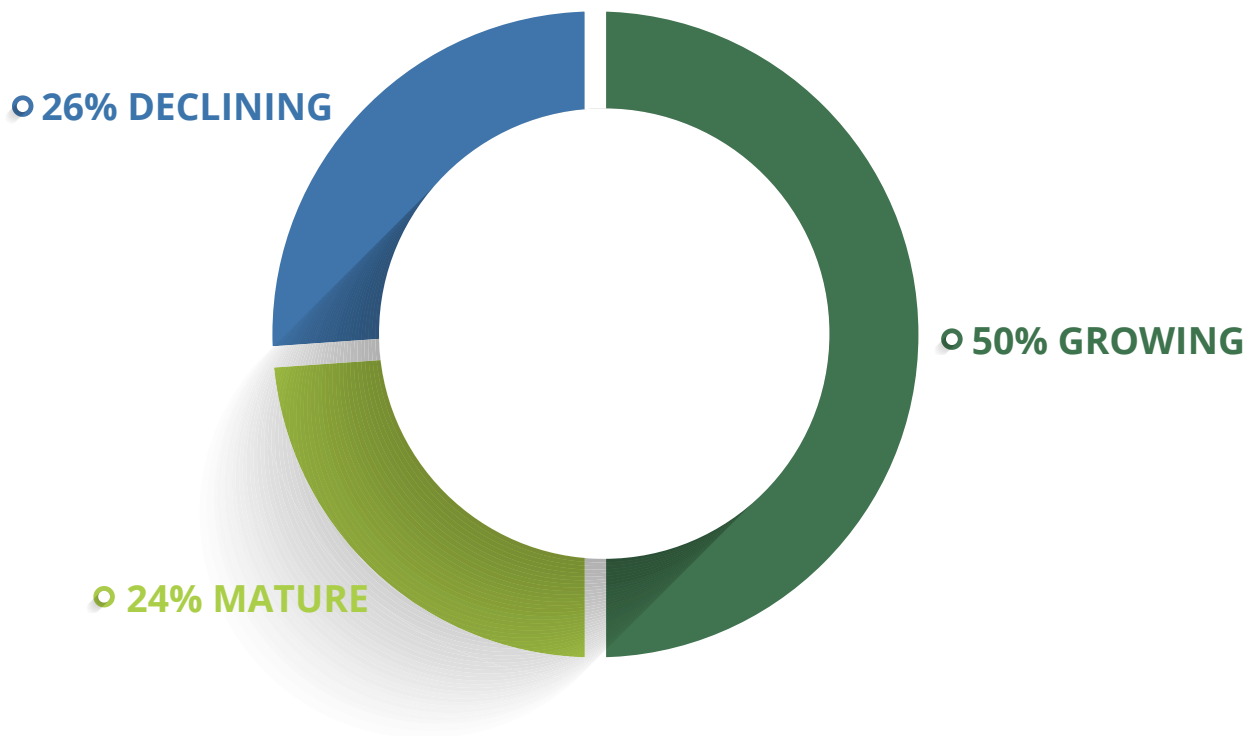
PROGRAM	TARGET AUDIENCE AGE	LIFECYCLE (GROWING, MATURE, DECLINING)
WOMEN'S VOLLEYBALL	16+	DECLINING
DISC GOLF LEAGUE	16+	GROWING
EAST TENNESSEE DISTRICT SENIOR OLYMPICS (SPONSORED)	50+	GROWING
ICE BOWL DISC GOLF TOURNAMENT	ALL AGES	GROWING
MEN'S BASKETBALL LEAGUE	18+	DECLINING
MEN'S MONDAY ROUND ROBIN TENNIS LEAGUE	18+	GROWING
MIXED ROUND ROBIN TENNIS LEAGUE	18+	GROWING
KID'S TROUT FISHING TOURNAMENT	16 AND UNDER	GROWING
LITTLE LEAGUE BASEBALL	5-12 YRS	GROWING



Lifecycle Analysis

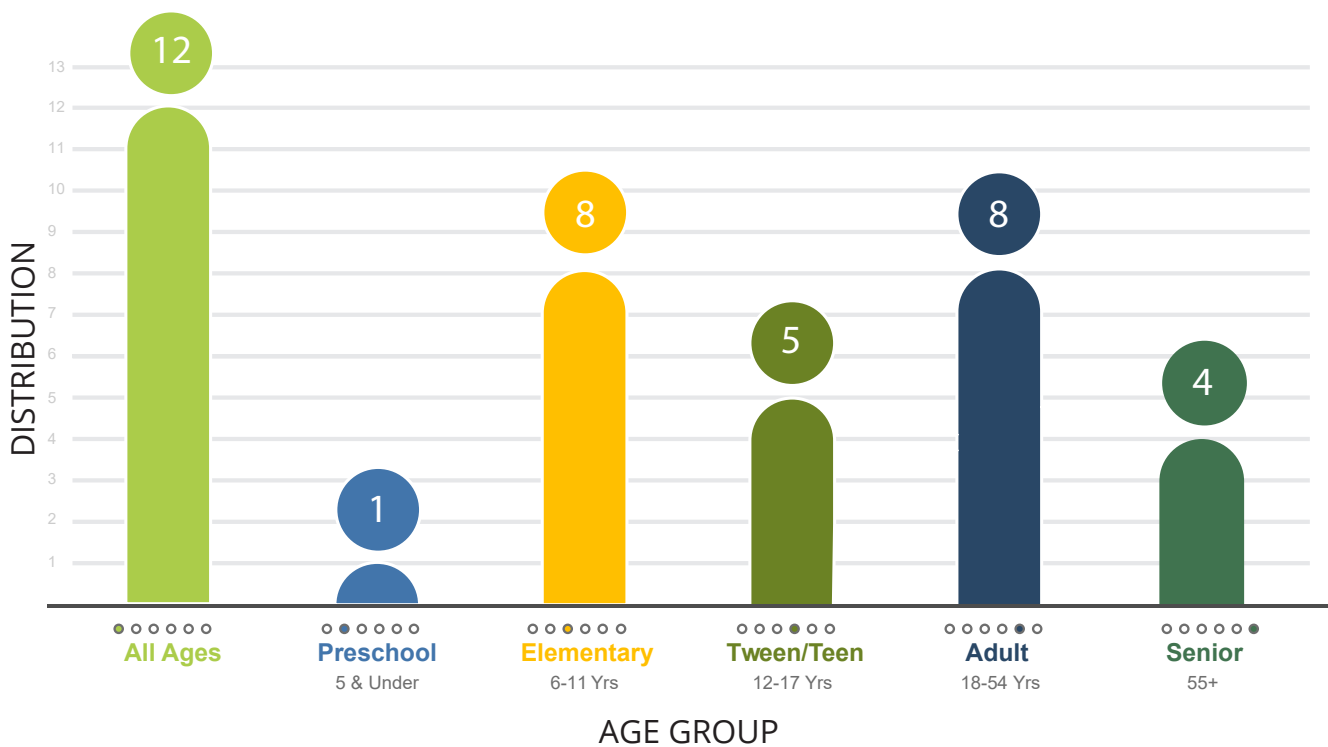
The lifecycle analysis of all programs provided in Gatlinburg measured fair, providing a majority of mature and growing programs that are well-established for residents. 50% of Gatlinburg's programs are growing, 24% are mature, and 26% are declining in popularity.

The large number of growing programs is a positive indicator that the Department is looking for popular recreation activities to provide for the residents. However, the increase in program management can be demanding for staff as the greatest effort is needed during the maturing and growing stage. The Department and peer organizations need to be cognizant of the increase in management needs and be sure to provide sufficient staff to support these growing programs, adding more staff as the programs become mature. The 30% program declining rate serves as an indicator that resources need to be focused into expanding existing popular programs in addition to providing new programs that align with the resident's needs. The graphic below shows the relationship between current programs and their lifecycle stages.

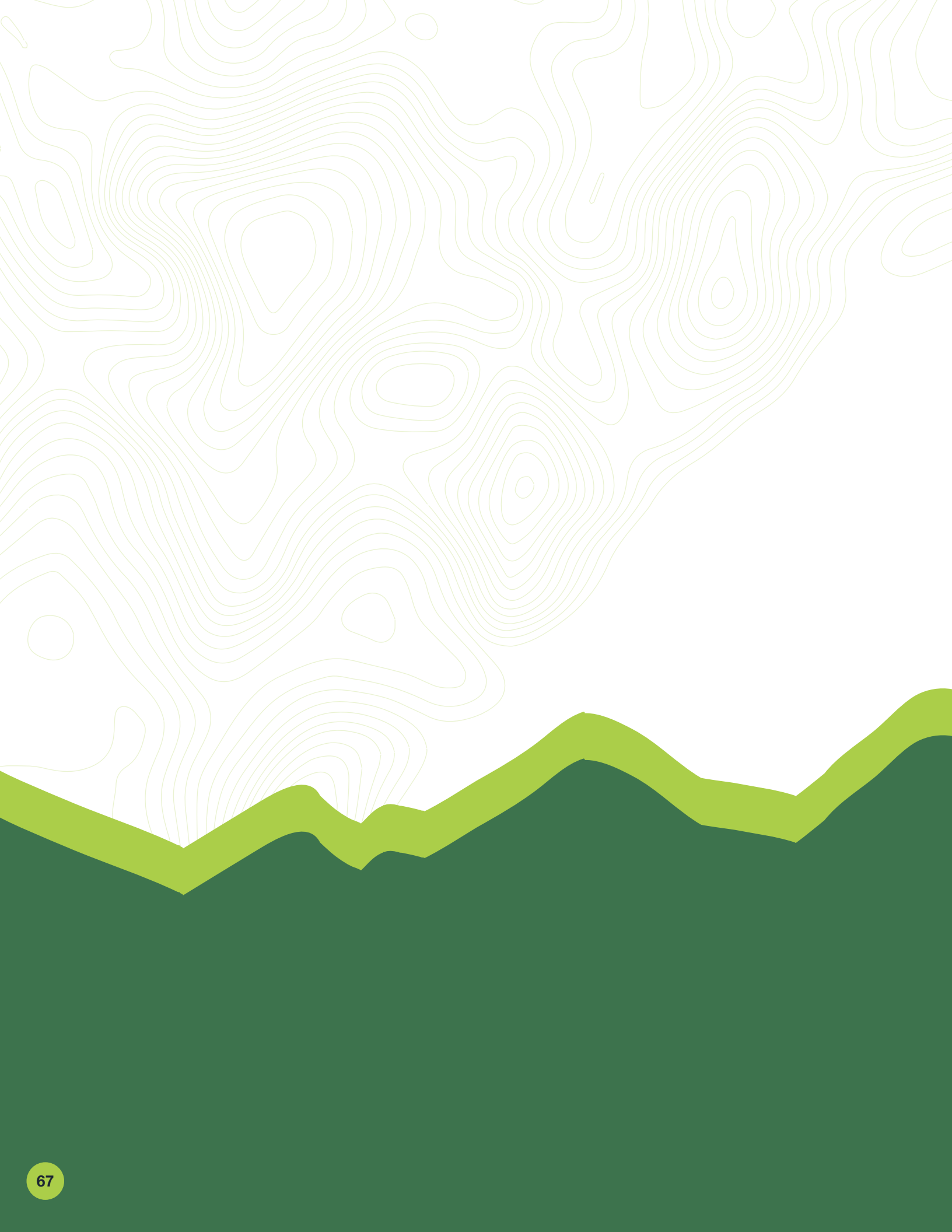


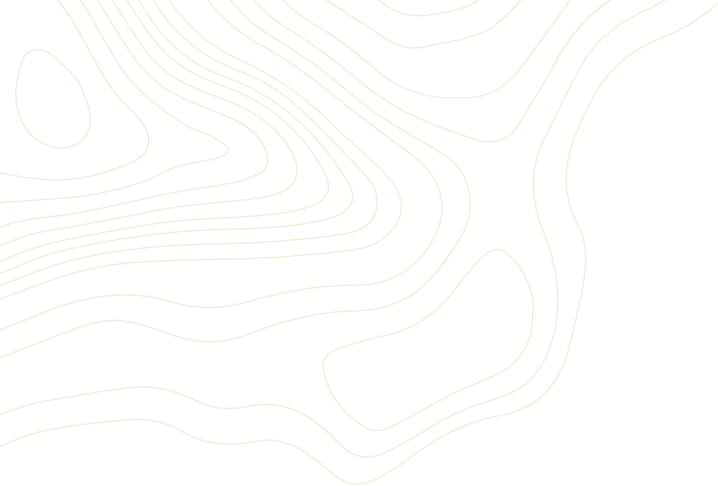
Age Segment Distribution

An age segment distribution analysis was conducted based on the target audience for each existing program. The age segment distribution analysis helps to better understand how the current program system serves each age group. Overall, the Department is showing a healthy number of programs tailored to all ages, with the second largest age group being elementary school ages (6-11 years) and adult ages (18-54 years). Programs provided specifically targeting preschool (5 and under) are sparse and may provide an opportunity for the Department to develop more programs for this age ranges. It would be beneficial for the Department staff to review age segment distribution annually to better understand level of service for each age group and check for a healthy balance of programs.









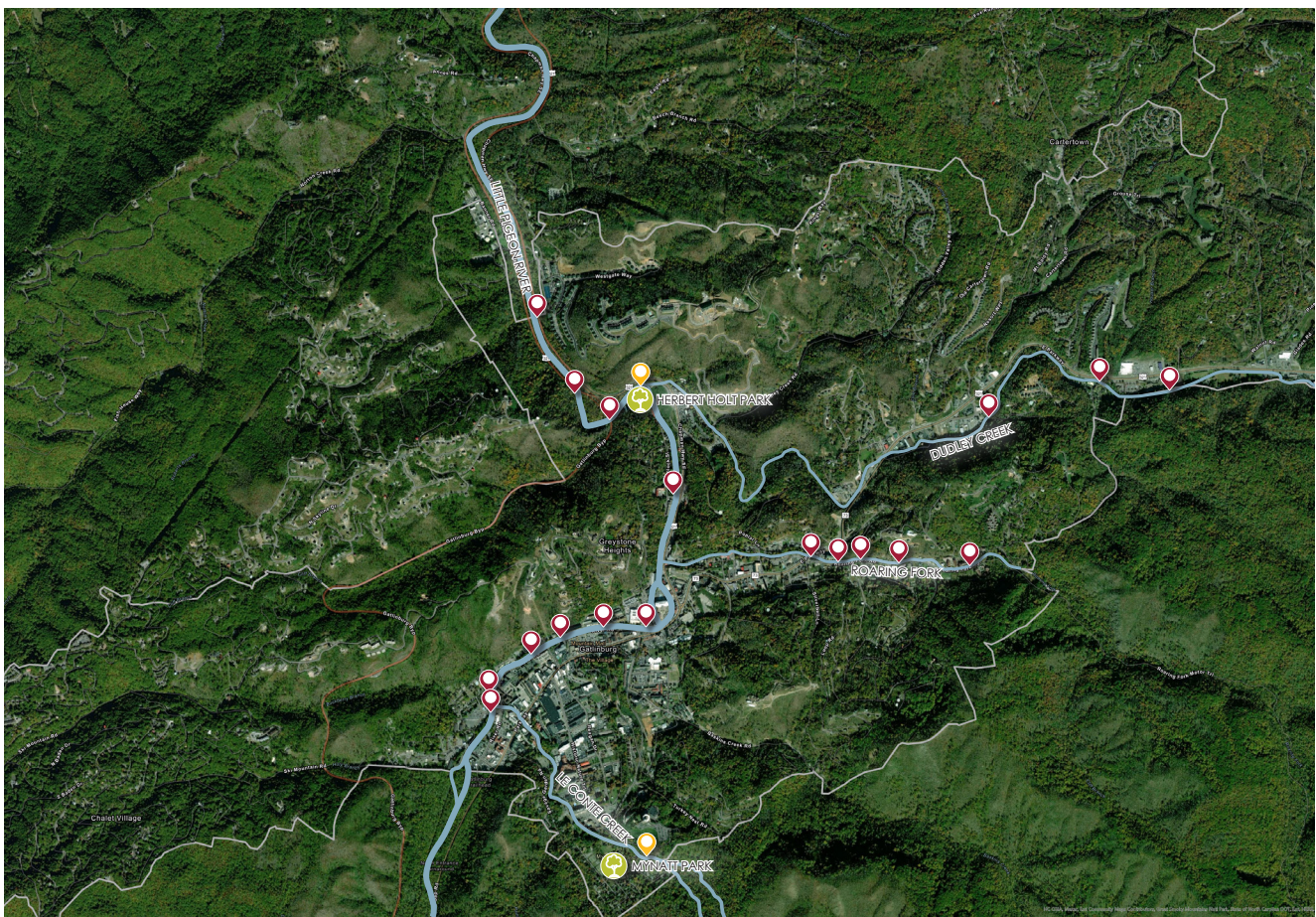
07. CONNECTIVITY IMPROVEMENTS

Overview






The goal of the Mills Park Pedestrian Connectivity Plan and the Stream Access Plan are to improve pedestrian connections and accessibility to Gatlinburg's streams. The plans shown below were produced using community feedback from the Comprehensive Master Plan Open House. Both the Stream Access Map and Mills Park Pedestrian Connectivity Map may require further feasibility studies and potential land acquisition if they are to be implemented.

Stream Access

The goal of the Stream Access Map is to identify potential stream access points to increase opportunities for the community to enjoy and experience recreational activities around Gatlinburg's streams. Access points were indicated along Little Pigeon River, Dudley Creek, Roaring Fork, and Le Conte Creek as shown in the map below.



LEGEND

-  CITY PARK
-  EXISTING STREAM ACCESS
-  PROPOSED STREAM ACCESS
-  STREAM
-  GATLINBURG CITY LIMITS

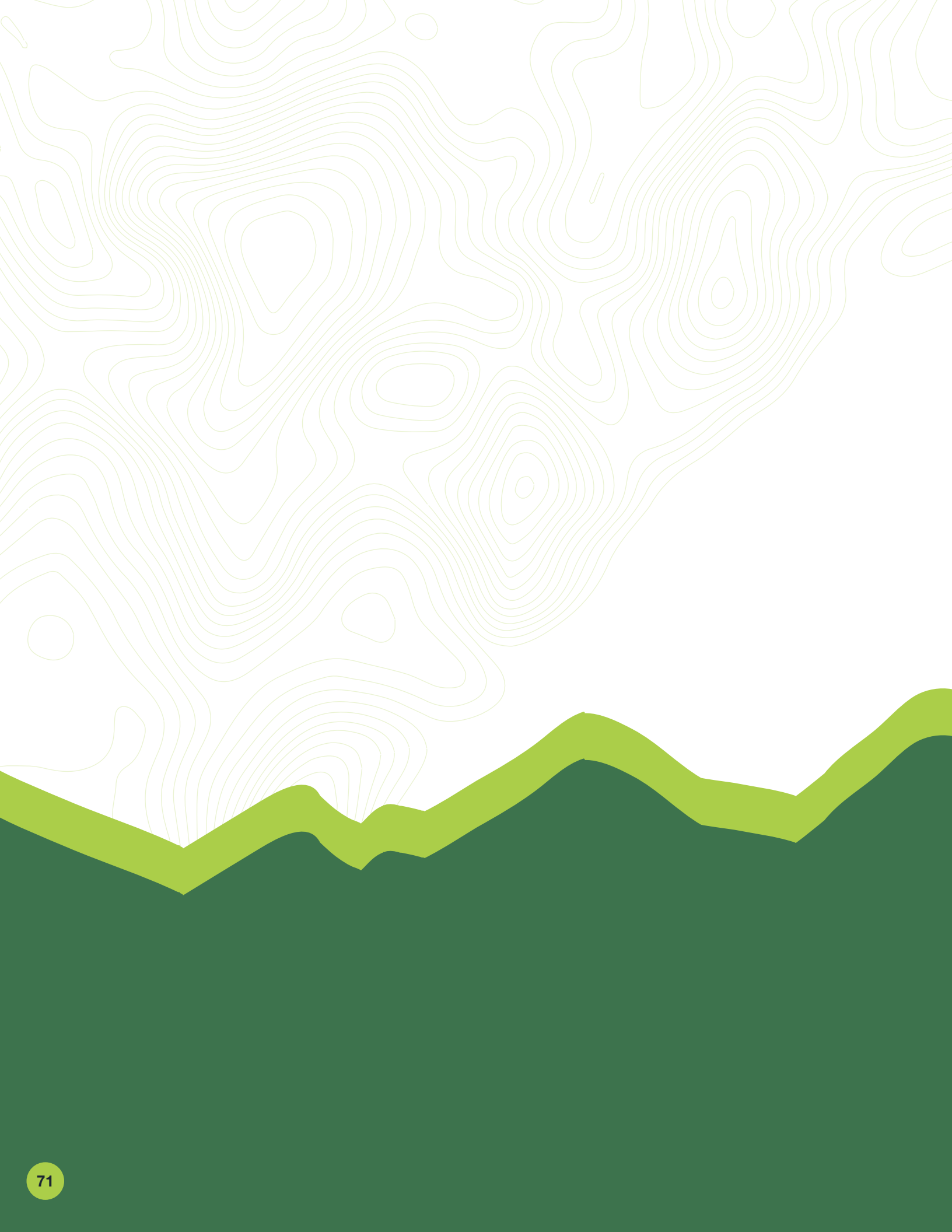
Mills Park Pedestrian Connectivity

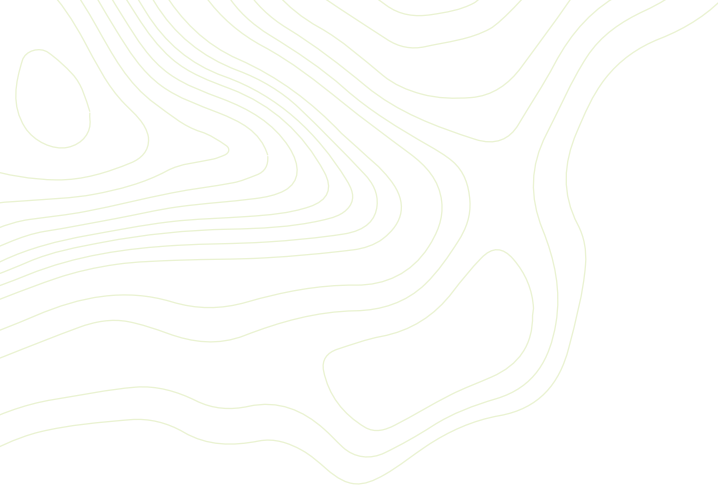
By defining a pedestrian network at Mills Park, the City can form a strong foundation for a future pedestrian network throughout Gatlinburg that provides safe pedestrian connections to all of Gatlinburg's parks and recreation system. Public input was strong, requesting connectivity throughout and adjacent to this heavily used park. Creating an inviting pedestrian network in the Mills Park neighborhood can provide an incentive for residents to walk to nearby amenities such as the Community Center, Gatlinburg-Pittman High School, Rocky Top Sports World, residential communities, and the existing greenway that runs adjacent to East Parkway. This would provide a healthy recreation activity as well as reduce vehicular traffic and demands within Mills Park.



LEGEND

- CITY LIMITS
- EXISTING SIDEWALK
- - - EXISTING GREENWAY
- PROPOSED CONNECTIONS FROM PUBLIC FEEDBACK





08. IMPLEMENTATION PLAN

Implementation Overview

Recommendations paired with a realistic strategy to implement them are the most important components of the Master Plan. The Implementation Plan presents strategies that summarize the recommendations identified in the previous chapters based on the data collection and analysis completed as a part of this comprehensive master plan. The Implementation Plan for the Gatlinburg Parks and Recreation Department outlines the recommendations for the existing and new parks and recreation facilities as well as programming. These recommendations are organized based on priority, project scope, potential budget impact, and suggested funding sources to guide the Department in approaching the Implementation Plan methodically. In order to maintain Gatlinburg's high level of service, the following recommendations were made to meet the needs of the community. Recommendations are organized into high and low priority sets in the following categories:

- ▶ Existing Facilities
- ▶ New Facilities
- ▶ Programming



IMPLEMENTATION MATRIX

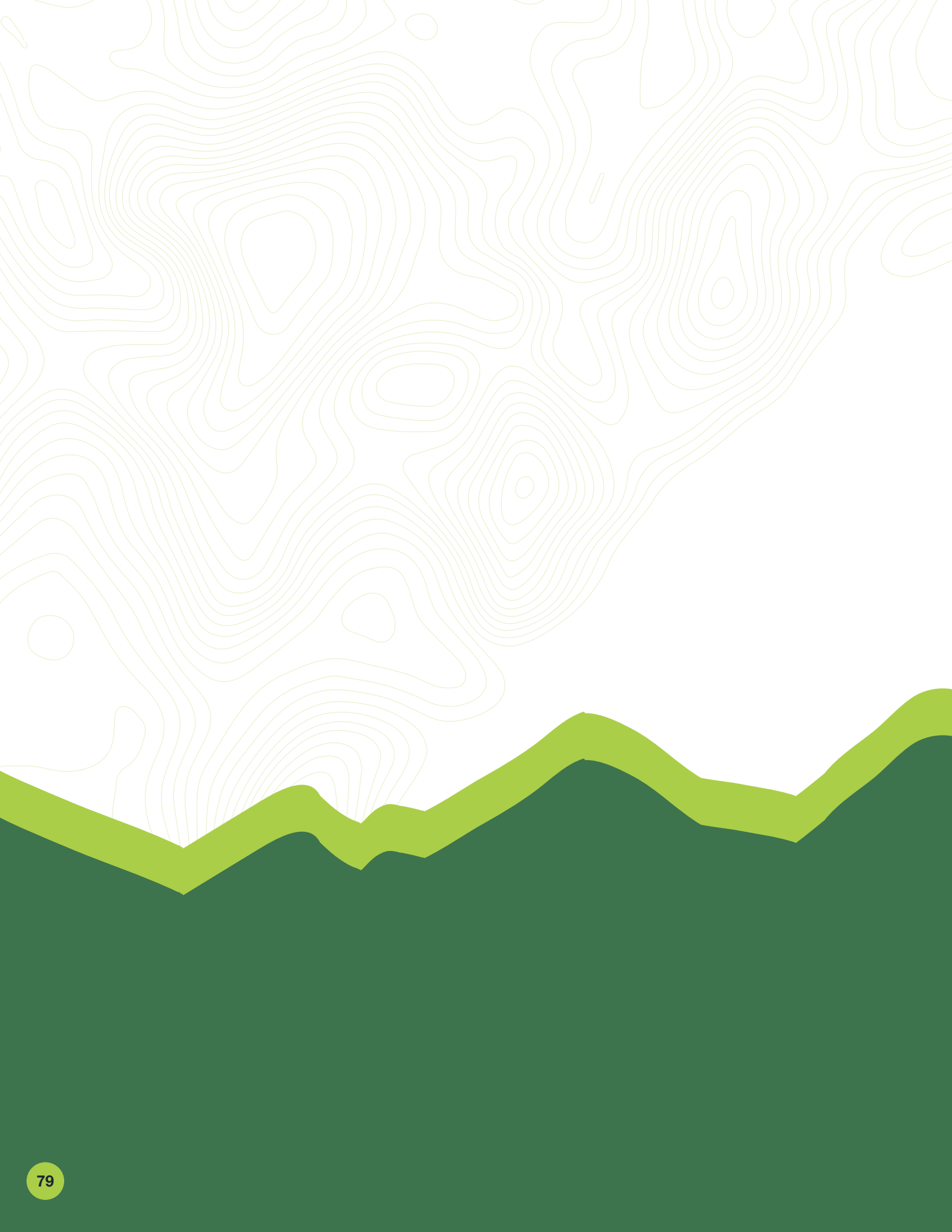
FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING FACILITIES				
COMMUNITY CENTER	High	<ul style="list-style-type: none"> ▶ ADA Transition Plan Improvements ▶ Purchase gym netting ▶ Replace lockers in locker room ▶ Update technical equipment ▶ Complete remodel of bowling center including ADA compliance updates, new bowling 	\$123,540 \$30,000 \$70,000 \$25,000 \$1,000,000	Local Parks and Recreation Fund (LPRF) Grant, Sponsorships, Partnerships, Capital Improvements Funds
	Low	<ul style="list-style-type: none"> ▶ Renovate pool ▶ Add portable bleachers to the gym ▶ Annual equipment replacement ▶ Add security cameras ▶ Install a new technology room ▶ Install bike racks ▶ Install a climbing wall 	\$500,000 \$15,000 \$50,000 annually \$3,000 \$150,000 \$500 \$20,000	
HERBERT HOLT PARK	High	<ul style="list-style-type: none"> ▶ ADA Transition Plan Improvements ▶ Add new accessible pier higher up on the existing ramp ▶ Repair or replace the trout facility raceways with fiber reinforced cement, add new raceway output valves, and cover the raceways with a pavilion structure ▶ Create accessible entry at pavilion ▶ Add guttering and improve surrounding drainage at pavilion ▶ Replace all concrete tables with new tables ▶ Add a new pad for picnic tables ▶ Make restroom ramp ADA accessible and improve overall aesthetics ▶ Replace playground 	\$181,360 \$75,000 \$600,000 \$2,000 \$10,000 \$18,000 \$20,000 \$200,000 \$250,000	LPRF Grant, TSMP for stream erosion control, Outdoor Recreation Legacy Partnership (ORLP), Capital Improvements Funds
	Low	<ul style="list-style-type: none"> ▶ Erosion control on fishing stream ▶ Add new temperature controlled office space and better back-up system at trout rearing facility ▶ Add back-up generator at greenhouse ▶ Improve lighting at greenhouse ▶ Repair and replace parking lot ▶ Repair and replace sidewalks surrounding parking lot ▶ Add security cameras and free public wifi ▶ Install bike racks ▶ Address parking congestion 	\$30,000 \$100,000 \$20,000 \$20,000 \$35,000 \$80,000 \$5,000 \$500 \$5,000	

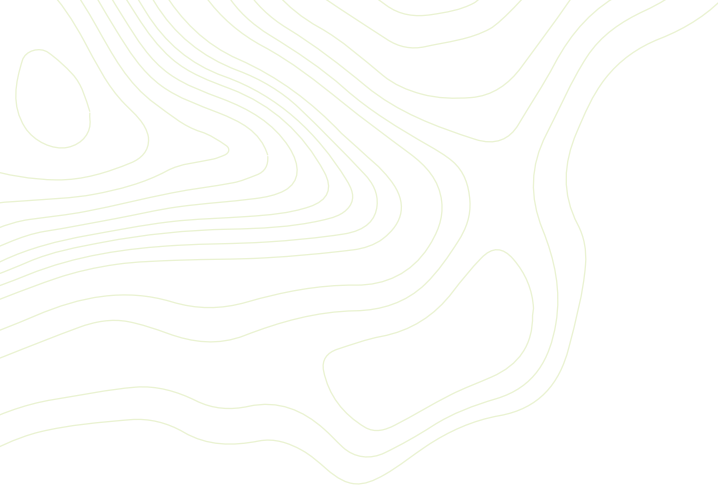
FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
EXISTING FACILITIES				
MILLS PARK	High	<ul style="list-style-type: none"> ▶ ADA Transition Plan Improvements ▶ Add shade structures near the playground area to provide more shade ▶ General clean-up and repairs to disc golf course ▶ Add ADA parking/viewing areas to the football/soccer and softball fields ▶ Replace old concrete picnic tables ▶ Complete remodel or replacement of restrooms and concession building ▶ Install portable bleacher at Mills Park track ▶ Addition of a pavilion style roof to the basketball court 	\$159,785 \$100,000 \$30,000 \$50,000 \$18,000 \$200,000 \$15,000 \$35,000	LPRF Grant, Sponsorship, Partnerships, Project Diabetes Grant, ORLP, Storybook Trail Grant, Capital Improvement funds
	Low	<ul style="list-style-type: none"> ▶ Upgrade football/soccer field to artificial turf and repair existing drainage and fencing ▶ Add artificial turf infield on softball field ▶ Add on to the walking trail around the entire park and improvements to existing trail sections ▶ Repair parking areas experiencing protrusion of tree roots ▶ Installation of more trash receptacles ▶ Add water hydration station ▶ Add security cameras and free public wifi ▶ Install bike racks ▶ Address parking congestion 	\$1,000,000 \$500,000 \$500,000 \$20,000 \$8,000 \$5,000 \$5,000 \$500 \$5,000	
MYNATT PARK	High	<ul style="list-style-type: none"> ▶ Add lighting at tennis and pickleball courts ▶ Create accessible spots at the children's fishing stream ▶ Addition of a new playground near pavilion ▶ Replacement of creekside picnic tables ▶ Replacement of grills ▶ Add pickleball courts 	\$200,000 \$30,000 \$350,000 \$16,000 \$18,000 \$150,000	TWRA Grant for fishing dock, LPRF Grant, ORLP
	Low	<ul style="list-style-type: none"> ▶ Update restrooms at covered pavilion ▶ Add security cameras and free public wifi ▶ Add water hydration station ▶ Install bike racks ▶ Address parking congestion 	\$450,000 \$5,000 \$5,000 \$500 \$5,000	

FACILITY	PRIORITY	SCOPE	POTENTIAL BUDGET IMPACT	POTENTIAL FUNDING SOURCES
NEW FACILITIES				
GREENWAY	High	<ul style="list-style-type: none"> ▶ Create multi-use paths throughout Gatlinburg to provide greater connection throughout the parks, schools, and major attractions 	\$1,000,000	Transportation Alternatives Grant, Multimodal Access Grant, Recreational Trails Program
TENNIS COURTS NEAR GATLINBURG-PITTMAN HIGH SCHOOL	Low	<ul style="list-style-type: none"> ▶ Install new tennis courts near the high school through new land acquisition or installation in existing park space (Mills Park) 	\$400,000	The United States Tennis Association (USTA) Facility Services Program
INDOOR TENNIS FACILITY	Low	<ul style="list-style-type: none"> ▶ Small number of citizens would like a new indoor tennis facility 	\$1,000,000	The United States Tennis Association (USTA) Facility Services Program
SAND VOLLEYBALL COURT	High	<ul style="list-style-type: none"> ▶ Acquire new land suitable for a sand volleyball court 	\$200,000	LPRF Grant
SCHOOL WALKING PATHS	High	<ul style="list-style-type: none"> ▶ Install a sidewalk system around the schools that connect to the surrounding neighborhoods 	\$1,000,000	Transportation Alternatives Grants, Multimodal Access Grants
OUTDOOR MEETING AREAS	Low	<ul style="list-style-type: none"> ▶ Provide safe areas for residents to meet outdoors such as small amphitheaters or an increase in outdoor seating options 	\$100,000	LPRF Grant
WATER HYDRATION STATIONS	Low	<ul style="list-style-type: none"> ▶ Install water hydration stations at parks, along greenways, and sidewalks 	\$35,000	LPRF Grant
LAND ACQUISITION	Low	<ul style="list-style-type: none"> ▶ City to annually budget for future park land evaluation and acquisition 	\$100,000	LPRF Grant

RECOMMENDATION	PROGRAMMING
Expand sports leagues and opportunities	<ul style="list-style-type: none"> ▶ Soccer ▶ Flag football ▶ Little league baseball ▶ Bring more awareness to the existing programs offered (e.g. pickleball and the Senior Olympics) ▶ Offer more sports tournaments (small and daily) ▶ Provide a wider variety of sports leagues ▶ Bowling instruction ▶ Provide programs for the Gatlinburg Highlanders Youth Athletic Association ▶ Coaching for children's fishing
Offer additional summer camps	<ul style="list-style-type: none"> ▶ Sports camp ▶ Maintain existing summer camps
Expand programs, classes, and events	<ul style="list-style-type: none"> ▶ CPR classes ▶ After school programming ▶ Educational programs for teens ▶ Cooking classes ▶ Provide more activities for seniors ▶ Quarterly events (like Spooktacular) ▶ Improve marketing ▶ Provide structured after school programs and trips ▶ Guided walks and flower tours ▶ Visitor programming ▶ Bird tours ▶ Equality and diversity within the programming options
Partner with the community	<ul style="list-style-type: none"> ▶ Ask seniors in the community to share their hobby, resources, or interests ▶ Partner with local 4-H clubs ▶ Partner with clubs from the high school and sports teams







09. CONCLUSION

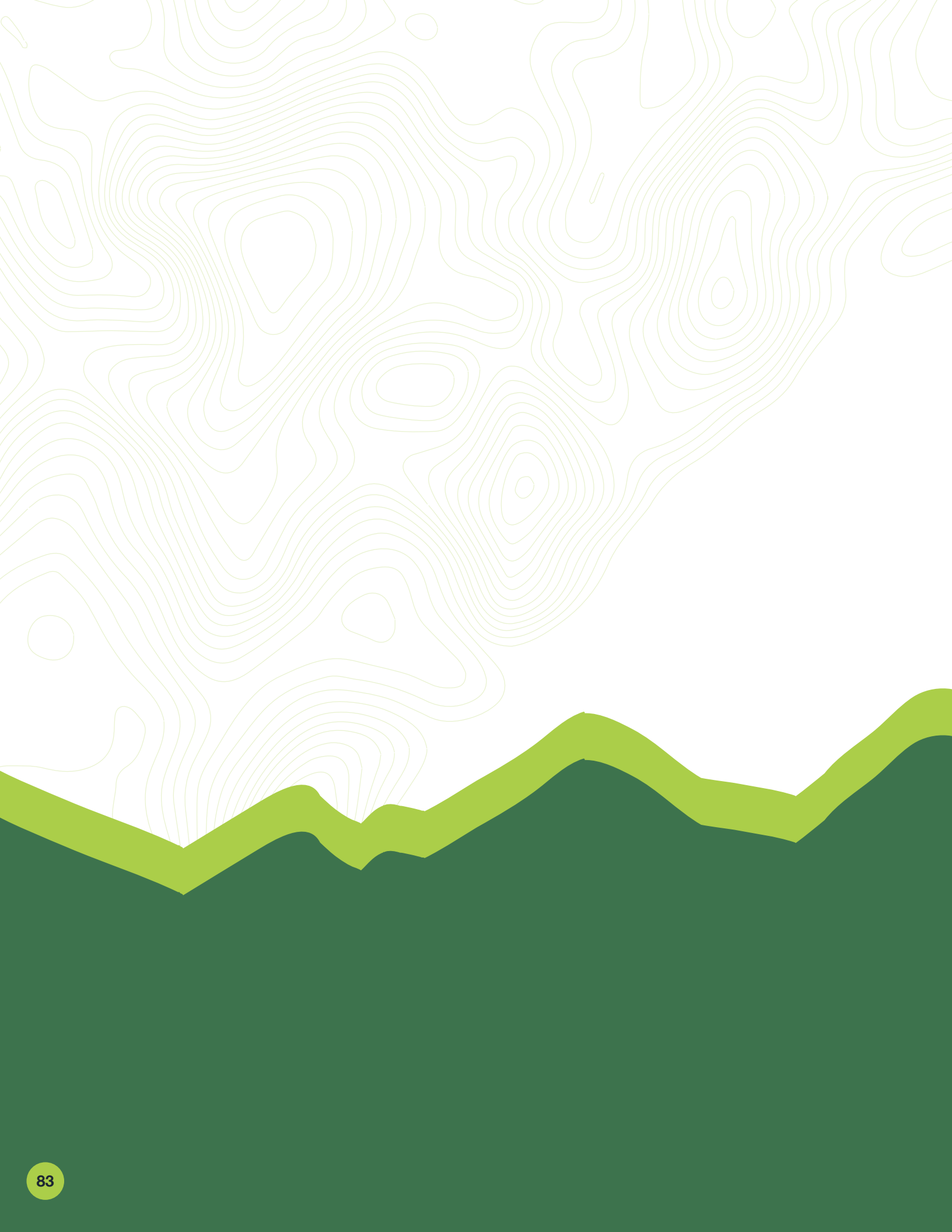
Conclusion

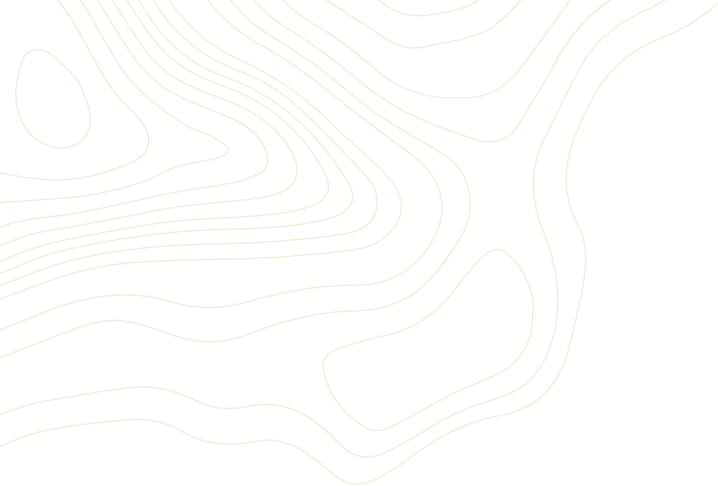
Gatlinburg's comprehensive offerings of natural outdoor recreational opportunities proves it a desirable place to live and play, hosting on average 12.5 million visitors annually. In recent years, Gatlinburg's demographics have shifted to a higher number of residents who fall within the age range of 45+ and the second highest range of 25-34 years, influencing and shifting the recreational needs and interests of Gatlinburg's residents. An increase in amenities and usable facilities for all ages and ability levels at the local parks and Community Center will lead to an increased involvement and investment in the City's parks and recreation facilities.

The purpose of this master plan is to comprehensively inventory and analyze Gatlinburg's existing parks, Community Center, facilities, and programming to create clear guidance for future investments in Gatlinburg's recreation facilities. The development of this master plan has identified the need for the City to make key investments to support additional recreational facilities to remain competitive with peer communities, both locally and across the country. The City has an established base of tourism as the main form of economic development, and this plan provides guidance on how to continue building on this foundation for a more sustainable future.









A. APPENDIX

FOCUS GROUP MEETING NOTES



Board of Commissioners

Master Plan Workshop

January 27, 2002

1. Top 3 benefits most important to your household

- a. Safety (5.88)
- b. Conservation (5.45)
- c. Education (arts, culture, science, etc.) (4.51)

2. Reasons not using current facilities

- a. Use facilities in other places (20%)
- b. Comments:
 - i. Bowling Center not up to date
 - ii. Need for better walking areas
 - iii. Need more fitness classes
 - iv. Disc Golf - new courses

3. Things we are consistently hearing that people want.

Please mark below the items you personally would support, and then prioritize.

- a. 3 Greenways/walking (78%)
- b. 7 Renovate Bowling Center facilities
- c. 4 River access improvement
- d. 1 More special events for locals
- e. 4 Adult fitness
 - i. 1 Renovating/re-purposing a racquetball court
 - ii. 1 Hire new instructor(s)
- f. 0 Acquire land for new recreation facilities (73%)
- g. 0 Acquire land for land preservation (75%)
- h. 0 Acquire land for greenways (77%)
- i. 4 Renovate and make improvements to existing parks facilities (75%)

4. What other items or areas of concern would you like to include?

Attendees:

Mike Werner, Mayor

Mark McCowan, Vice Mayor

Kirby Smith, Commissioner

Chad Reagan, Commissioner

Ryan Desear, Commissioner

Cindy Cameron Ogle, City Manager

Robert Holt, Finance Director

2021 BOARD OF DIRECTORS/Gatlinburg Convention and Visitors Bureau

NAME, TITLE	TERM	MOBILE #	PHONE#	FAX#	EMAIL ADDRESS
Ryan Booth, Chair	21				
Jackelyn Schafer, Vice Chair	22				
David Moore, Treasurer	22				
Marlee Montgomery, Secretary	22				
Cam Caton, Parliamentarian	22				
Christy Perault, Elected Director	21				
Kevin Tierney, Elected Director	21				
Sherri Webb, Elected Director	21				
Robert (Bob) Bentz, Elected Director	23				
David Faulkner, Elected Director	23				
Davy Thomas, Elected Director	23				
Woods Hippensteal, Designated Director	21				
Michele Canney, Designated Director	21				
Eric Treadway, Designated Director	22				
Deirdre Faulkner Williams, Designated Director	22				
Cassius Cash, GSMNPS Liaison Designated	21				
Julia Clinton, Arrowmont Designated	21				
James Downs, Rocky Top Sports World Designated	21				
Mike Werner					
A. Mark McCown					
Cindy Ogle					
Robert Montgomery					
Cornelia Dobbins, Past-Chair (20)	21				
Mark Adams, President/CEO of GCVB					



Master Plan Focus Group
GCVB
December 6, 2021

1. Laurence presents Recreation Department Master Plan
 - a. Mission statement
 - b. Scope of department
 - c. Survey
 - i. To be completed online or paper
 - d. Facility and program ideas
 - i. Children's fishing coaching
 - ii. Afterschool/daycare
 - iii. Structured afterschool programs and trips
 - iv. More staffing and supervision
 - v. Maintain summer camps
 - vi. Marked walking areas
 - vii. Greenways and sidewalks
 - viii. Biking greenway
 - ix. Guided walks/flower tour
 - x. Bring the park into the city
 - xi. Visitor programming
 - xii. Working space
 - xiii. Water hydration stations
 - xiv. Small playground at Mynatt pavilion
 - xv. Parking congestion at the parks
 - e. SWOT Analysis
 - i. Strengths
 1. Partnerships within the community
 2. Programs
 3. Maintenance
 - ii. Weaknesses
 1. Consistency
 2. Equality with programming
 - iii. Opportunities
 1. Use community members as a resource
 - iv. Threats
 1. Lack of funding
 2. Lack of greenspace to grow parks and greenways



**Master Plan Focus Group
Gatlinburg Garden Club
November 4, 2021**

1. 16 attendees (sign-in sheet)
2. Laurence presents Recreation Department Master Plan
 - a. Mission statement
 - i. 8 attendees felt our mission statement is being met
 - b. Scope of department
 - c. Survey
 - i. To be completed online or paper
 - d. Facility and program ideas
 - i. Senior activities
 - ii. Ask seniors to share their hobby, resources, or interest
 - iii. Partner w/senior center
 - iv. Partner w/4-H clubs
 - v. Cooking classes
 - vi. Technology room
 - e. SWOT
 - i. Strengths of the Parks & Rec Dept.
 - Partnerships (4/16)
 - High quality programs (6/16)
 - High quality parks (5/16)
 - Park and roadside maintenance (1/16)
 - Downtown beautification (8/16)
 - Accessibility (6/16)
 - Safety and security (unanimous)
 - Variety/diversity of activities (unanimous)
 - Friendly atmosphere (unanimous)
 - ii. Areas of weakness
 - Trash at Mills Park
 - Equality
 - Annual investment in infrastructure needs to be ongoing, not when something happens

Master Plan 2022-2032

Focus Group

11/04/2021 Gatlinburg Garden Club

PRINT NAME	SIGNATURE
Martha Pierce	Martha Pierce
Lisa Heusel	Lisa Heusel
MARY BUSH	Mary Bush
Ceci Kenney	Ceci Kenney
Tracy Stakker	
Diana Hale	
Iris Megson	
Shirley Bizub	
Jeff Heusel	
Sandy Malcolm	
Denis Malcolm	
SALLY West	
Mike West	
Jan LaPedes	
Buie Hancock	
Joyce Mack	



**Master Plan Focus Group
Retired Citizens Group
November 1, 2021**

1. 20 attendees (sign-in sheet)
2. Laurence presents Recreation Department Master Plan
 - a. Mission statement
 - i. 8 attendees felt our mission statement is being met
 - b. Survey
 - i. To be completed on paper
 - ii. Online version will become available soon
 - c. Facility and program ideas
 - i. Bowling instruction
 - ii. Outdoor pickleball
 - iii. Improve marketing
 - iv. Hiker shuttle service
 - v. Biking lanes
 - vi. Bird tour
 - vii. Greenways
 - viii. Hot tub/steam room
 - ix. Quarterly events (like Spooktacular)
 - x. Cooking
 - xi. Equality
 1. Have something for everyone
 - d. Strengths of the Parks & Grounds Department
 - i. Partnerships (no opinion)
 - ii. High quality programs (unsure)
 - iii. High quality parks (9/20)
 - iv. Park and roadside maintenance (10/20)
 - v. Downtown beautification (11/20)
 - vi. Accessibility of parks & recreation facilities (13/20)
 - vii. Safety and security (14/20)
 - viii. Variety/diversity of activities (6/20)
 - ix. Friendly atmosphere (13/20)
 - x. Technology upgrades (13/20)
 - xi. Family oriented (unanimous)
 - xii. Youth programming (10/20)
 - xiii. Development of open space into parks and greenways (17/20)
 - xiv. Soliciting input and feedback from the community (6/20)
 - xv. Responsiveness to community feedback (0/20)
 - xvi. Commitment to youth (12/20)
 - xvii. Annual investment in infrastructure (unanimous)

RCS MEETING

NOV 1, 2021

- 1 Mary Anne Rudolph
- 2 Mary C. Warwick
- 3 J Mary Poeta
- 4 Nancy Dailly
- 5 George Dailly
- 6 ^{CARY}
^{and} Poeta
- 7 Sara Shanblin
- 8 Jim Shanblin
- 9 Phil Blus
- 10 KEITH & DEB RAKOSKY
- 11 Kath Sab
- 12 Ann McMahon
- 13 Emily Codrond
- 14 Walt McJelly
- 15 ~~Walt~~ McJelly
- 16 Ron Miller
- 17 Connie Miller
- 18 Tim SABIN
- 19 Mark Dye
- 20 Adrienne Dye



**Master Plan Focus Group
Sevier County Schools
November 16, 2021**

1. Representatives
 - a. Gatlinburg Pittman High School
 - b. Gatlinburg Pittman Junior High School
 - c. Caton's Chapel
 - d. Pittman Center
 - e. Pi Beta Phi
 - f. Central Office
2. Laurence presents Recreation Department Master Plan
 - a. Mission statement
 - b. Scope of department
 - c. Survey
 - i. To be completed online or paper
 - d. Facility and program ideas
 - i. Soccer
 - ii. Flag football
 - iii. Little league baseball
 - iv. Afterschool program for kids up to 8th grade
 - v. Educational programs for teens
 - vi. Partner w/clubs from high school and sports teams
 - vii. Facility upgrades
 1. More cameras
 - viii. New facilities
 1. Tennis courts closer to GPHS
 - ix. Could youth leagues replace lack of interest in adult leagues?
 - e. SWOT
 - i. Strengths
 1. Family oriented
 2. Willingness to create programming to be inclusive
 3. Diversified
 4. Partnering with the schools and community
 - ii. Weaknesses
 1. Age of facilities
 2. Community involvement in planning
 3. Technology
 4. Staffing
 - iii. Opportunities
 1. Community partnerships
 2. Endless possibilities
 3. Diversify

- 4. Expand programming
- iv. Threats
 - 1. Economy
 - 2. Community support
 - 3. Lack of green space
 - 4. Lack of staffing

School System 11/16/2021 1:30pm

(7) in attendance

- 1. ~~Bob~~ GPHS
- 2. A. Bennett GPJH
- 3. A. A. C. CC
- 4. Carrie Gurnighan DC
- 5. ~~Chris~~ PBP
- 6. ~~Chris~~ Central Office
- 7. Adrian Watson GPJH

- SAC -

12/16/2021

Introductions of Task Force Members

Present:

Absent:

Expectations of the Board

Nomination of Naerguess to Chair by

Vote: 5 yay, 0 Nay

Motion Passes

Nomination to restate

Vote: 5 yay, 0 Nay

Motion Passes

Laurence presents Recreation Dept. Master Plan

- Discussion of Dept Mission Statement
 - Sporadic education
 - Teacher teens consistency
 - More public input
 - CPR education and health classes needed
 - "Education is lacking"
 - Improving youth recreation opportunities
 - General consensus is Mission Statement is being met to a certain degree

- Facility and program upgrade ideas
 - Lifeskills classes
 - CPR classes
 - Sports camps
 - Sport Leagues
 - More tournaments (small and daily)
 - Sand volleyball
 - Game room
 - Climbing wall
 - Pump track
 - Greenways
 - Skating accessibility
 - School walking paths

SWOT Analysis

- Kept same as previous years

Open to General Input

- Art and music classes and events
- Beginning guitar/ukelele

Survey Results presented

Final discussion

Next Meeting Scheduled for 3rd Thursday in January (01/20) at 4:00 pm

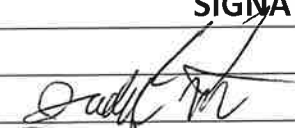
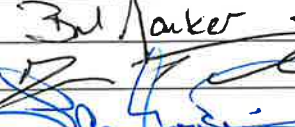
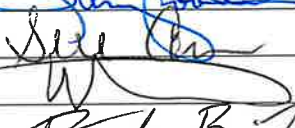
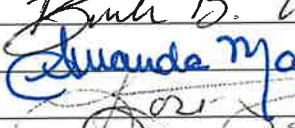
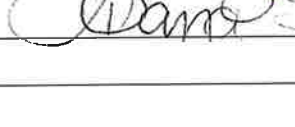
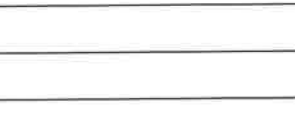


Motion to end meeting

Ended

Master Plan 2022-2032

Focus Group

11/04/2021 Sevier County Rec Directors

PRINT NAME	SIGNATURE
Laurence Evans	
Judd Morgan	
Bob Baker	Bob Baker - Sevierville
Dennis Tumlin	
Lanny Goodwin	
Sue Carr	
Mark Adams	
Brenda McCroskey	Brenda B. McCroskey
Amanda Marr	
Lori Tierney	
Dana Soehn	

COMPREHENSIVE MASTER PLAN OPEN HOUSE SIGN-IN

**GATLINBURG RECREATION
COMPREHENSIVE MASTER PLAN
OPEN HOUSE**



MEETING ATTENDANCE SHEET

COMMUNITY OPEN HOUSE

Gatlinburg Parks and Recreation Master Plan

March 8-9, 2022

Name	Telephone	Email
Ken Simolis		
Melissa Wood		
Latricia Phillips		
Austin Funderburg		
CARLOTTE COMSTOCK		
SATTY SABIN		
BRYAN VINCENT		
Kevin Tierney		
Don Shannon		
Austin Miller		
Eric Tronthen		
John Parr		
Eric		
Travis Williams		
MARLY PARCE		

Name
Linda Claba
Angie Reene
Jana Phillips
Rodney Hurst
PLEAS PROFFITT
Kirsten Welhamer
JAKE COMSTOCK
Jim Downs
Frank Hunt
JANNA BRIEN
Hayden Proffitt
Hester FLYNN
Zach Schardt
AL SHIRLEY
Kelsey Jones

NAME

TELEPHONE

EMAIL

Amanda Peerman
Olwen Claiborne
Bithony Spencer
Garret Doyk
Marty Niche
JAN LAPIDES
Samuel - faircloth
Jack Collier
JOE FAY AITATILAY
Angel Preston
Chris Gaddy
Alexis Kostek
Braden Shirley
Jack Frye
Blake Clinton

COMPREHENSIVE MASTER PLAN OPEN HOUSE COMMENT CARDS



**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: ANGELA REEVES
Email: _____
Phone: _____
Address: _____
Comments: outdoor swimming
pool

Kimley»»Horn

**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: KATHY SABIN
Email: _____
Phone: _____
Address: _____
Comments: WE NEED
INDOOR TENNIS COURT

Kimley»»Horn

**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: JAN LAPIDES
Email: _____
Phone: _____
Address: _____
Comments: I found out about this from a friend, otherwise,
I would not have known. Perhaps for the next action
you could partner with the GUC for them to add to
their weekly calendar. I fear that you are primarily
reaching people who use the Community Center, already.
Kimley»»Horn Not criticism, just a suggestion!

**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: Kevin Tierney
 Email: _____
 Phone: _____
 Address: _____
 Comments: Open Tone Zone at 7 or 8am Saturdays and earlier on Sundays
Take care to provide Comm Cntr patrons parking when Rocky Top is using Center!



**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: BRYAN VINCENT
 Email: _____
 Phone: _____
 Address: _____
 Comments: I am quite agitated about the use of our COMMUNITY CENTER (which we pay to use) being used for Rocky Top Events. This takes away from our parking, and the noise level and litter left behind by spectators is unacceptable. You really need to keep these operations separate. You are taking away the use of our community center to cater to outsiders, who do not respect our community or our facilities. We are required to check in and show proof of MEMBERSHIP but when these outsiders come in, they just storm in and misuse or facilities. PLEASE STOP THIS!!!

There are MANY more people who feel this way, but were unaware of the Master Plan Open House today.



**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: JAKE COUSTOCK
 Email: _____
 Phone: _____
 Address: _____
 Comments: Sum is greater than its parts! A community's attractiveness is the same. Street maintenance, resinic roads + landscaping make up a few. Houses w/o landscaping look naked and so do cities. Please keep up the outdoor appeal w/ plants, trees, flowers + other outdoor appearances keeping as green as possible in every way.



**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: JAKE COMSTOCK
Email: _____
Phone: _____
Address: _____
Comments: I miss open floor space in a gym with more flexibility. I told them I will donate to the cause if the space is expanded to include kettle bells, bumper plates, boxes, pull up bars, & other circuit equipment. Please let me know if I can be involved.

Kimley»»Horn

**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: CHARLOTTE COMSTOCK
Email: _____
Phone: _____
Address: _____
Comments: PLEASE CONSIDER LIGHTED TENNIS COURTS AND AN INDOOR COURT. WE HAVE A LARGE TENNIS GROUP IN GATLINBURG. PLEASE SAY YES TO US.

Kimley»»Horn

**Gatlinburg Parks and Recreation Master Plan
Community Open House
March 8-9, 2022**

Name: Oliver Claiborn
Email: _____
Phone: _____
Address: _____
Comments: More Yoga Times!

Kimley»»Horn

