

*Prepared for:*



*Proposal / September 2022*

# Thompson's Station Parks Master Plan

*Prepared by:*

**Kimley»Horn**



September 2, 2022

Micah Wood, AICP, Planning Director  
Town of Thompson's Station  
1551 Thompson's Station Road West  
Thompson's Station, TN 37179

Kimley-Horn  
10 Lea Avenue  
Suite 400  
Nashville, TN 37210

## 1. Transmittal Letter

### RE: Thompson's Station Parks Master Plan

Dear Mr. Wood:

We understand that the Town of Thompson's Station seeks to develop its first town-wide Parks Master Plan as a road map for the next 10 years as it relates to parks, greenways, and other recreational programming throughout the community. This plan will include comprehensive 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 Parks Board and Town elected officials as well as meet the minimum requirements set by the Tennessee Department of Environment and Conservation (TDEC). To make this Master Plan a success, the Town of Thompson's Station needs the right consulting team with extensive park planning experience, local expertise, and a tailored approach to develop the vision and plan for your first town-wide Parks Master Plan—**Kimley-Horn is that team.**

As you review our submittal, please consider the following benefits of the Kimley-Horn team:

**You'll get a team with national expertise and local experience.** Kimley-Horn's landscape architecture and planning team has successfully completed parks and recreation master plans in Middle Tennessee municipalities like Mt. Juliet, Goodlettsville, and Hendersonville. With additional project support from PROS Consulting, Inc., our proposed team offers the Town extensive local and national experience. We will provide recommendations to the Town based on what the community needs and national standards to inform future park locations, recreational programming, parkland development and dedication, and recommendations for plan implementation.

**You'll be working with a team that knows what works and what doesn't.** Our team has successfully completed many parks and recreation master plans in Tennessee and across the country, each with unique content and approach rather than a cookie-cutter format and one-size-fits-all implementation plan. Alisha Eley, PLA, LEED AP, ASLA and her team completed seven parks and recreation system master plans in 2021—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 was asked to present on this very topic multiple times by state leadership, most recently at the 2022 Tennessee Recreation and Parks Association (TRPA) Leadership Forum last month.

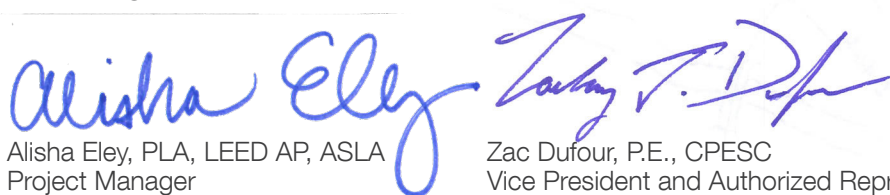
**You'll get a cohesive plan ready for implementation.** Our team is well-equipped and dedicated to creating a quality Parks Master Plan that keeps in mind the Town's potential growth impacts and strives to protect the existing character of your community. Our team has intimate knowledge of All Aboard Thompson's Station, meaning the Parks Master Plan we produce will work seamlessly with documents produced in the Town's Comprehensive Plan. Alisha is also the Project Manager for three of your greenway phases and understands the Town's desire to implement a continuous network of trails that connect people with places of destination throughout the community. Our team specializes in identifying and successfully securing grant funding for our clients and will pair funding types with the right plan elements. This Master Plan will help ensure that the growth of your parks system supports the Town's overall growth, development, and needs and will not collect dust on a shelf.

Kimley-Horn and Associates, Inc. is wholly owned by Associates Group Services, Inc. which is wholly owned by APHC, Inc. APHC, Inc. is owned by individuals that are Kimley-Horn employees, none of whom hold more than 5% share.

Kimley-Horn is excited for the opportunity to partner with the Town of Thompson's Station on your first Parks Master Plan. If you have any questions or need additional information, please feel free to contact Alisha at [alisha.eley@kimley-horn.com](mailto: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, ASLA  
Project Manager

Zac Dufour, P.E., CPESC  
Vice President and Authorized Representative



Table of Contents

1. Transmittal Letter ..... 1

2. Proposer Qualifications ..... 3

    a. Firm Overview ..... 3

    b. Relevant Project Experiences ..... 5

    c. References ..... 10

    d. Team Organization Chart ..... 13

    e. Key Personnel Qualifications ..... 14

    f. Resumes ..... 15

3. Project Understanding ..... 26

4. Milestone Schedule ..... 33

5. Response to General Conditions ..... 34





## 2. Proposer Qualifications

### *Firm Overview*

Kimley-Horn is a 6,000-person, multidisciplinary consulting firm composed of landscape architects, planners, civil engineers, roadway designers, environmental engineers, and other talented design professionals—including 110 employees in our Nashville office who are passionate about the Middle Tennessee region.

Our master planning experience is extensive and spans many of our disciplines, ranging from utility master plans to park 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



***Kimley-Horn successfully completed seven systemwide park master plans across Tennessee in 2021—all of which follow TDEC's requirements for master plans. Kimley-Horn also is completing the State of Tennessee's Systemwide Comprehensive Outdoor Recreation Plan.***





## Thompson's Station Parks Master Plan



Throughout the state of Tennessee, Kimley-Horn has been recognized as a specialist in parks and recreation master planning. Kimley-Horn's landscape architects and planners offer expertise in open space design, recreational planning and design, feasibility studies, master planning, streetscape design, greenway planning, hardscape design, and site planning. Kimley-Horn's landscape architects emphasize the development of a functional, pleasing visual environment, meaningful themes, and strong connection to environment while being sensitive to budget and long-term maintenance. With strong local ties and park design experience, members of our landscape architecture team also bring to each project a national perspective from designing parks across the nation. Kimley-Horn has the qualifications, capabilities and resources to complete a wide range of projects that not only meet communities' needs, but also act as recreational destinations for years to come.

Our parks and recreation planning and design services include:

- ▶ Master planning and site design
- ▶ Landscape architecture
- ▶ Civil engineering
- ▶ Athletic field design
- ▶ Tennis facility design
- ▶ Roadway, utility, and drainage design
- ▶ Greenway, bicycle, and pedestrian facility design
- ▶ Environmental engineering and permitting
- ▶ Parking layout and design
- ▶ Stormwater management
- ▶ Public participation programs
- ▶ Construction documentation, bid evaluation, and observation

***This wide range of expertise means that the Kimley-Horn team is your one-stop consultant who is with you at all stages of the master-planning process and beyond. We are with you every step of the way.***

Our team members are well versed in parks and recreation master planning for public agencies. The projects on the following pages highlight Kimley-Horn's recent experience most relevant to your project.





# Thompson's Station Parks Master Plan



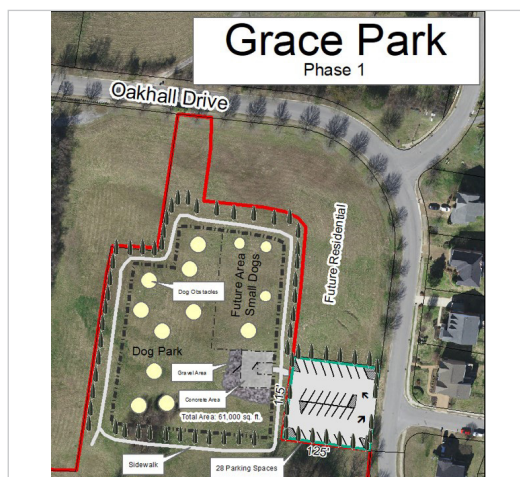
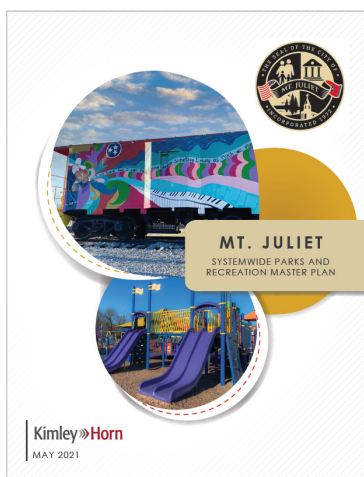
## Relevant Project Experiences

### Systemwide Parks and Recreation Master Plan

Mt. Juliet, TN

Service from December 2020 to July 2021

**Project Description:** To meet the TDEC Local Parks and Recreation Fund (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 Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis with key stakeholders, a public input online survey, program analysis and recommendations, and a goal-setting exercise with staff.



### Parks and Recreation Master Plan

Goodlettsville, TN

Service from November 2017 to July 2018

**Project Description:** 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 life cycle. The website is also being 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.







# Thompson's Station Parks Master Plan



## Parks and Recreation Master Plan

Cookeville, TN

Service from February 2021 to September 2021

**Project Description:** 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.

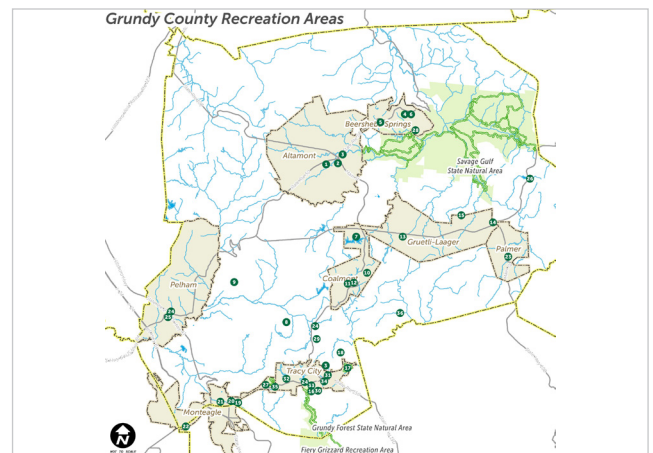
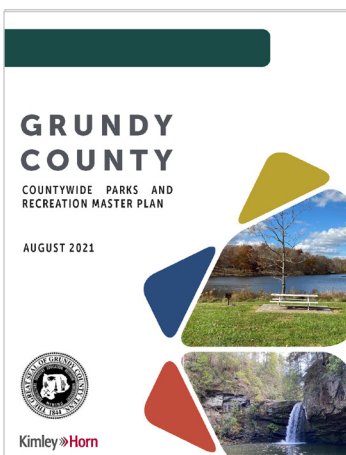


## Grundy County Park Master Plan

Altamont, TN

Service from October 2020 to September 2021

**Project Description:** 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 10 years.







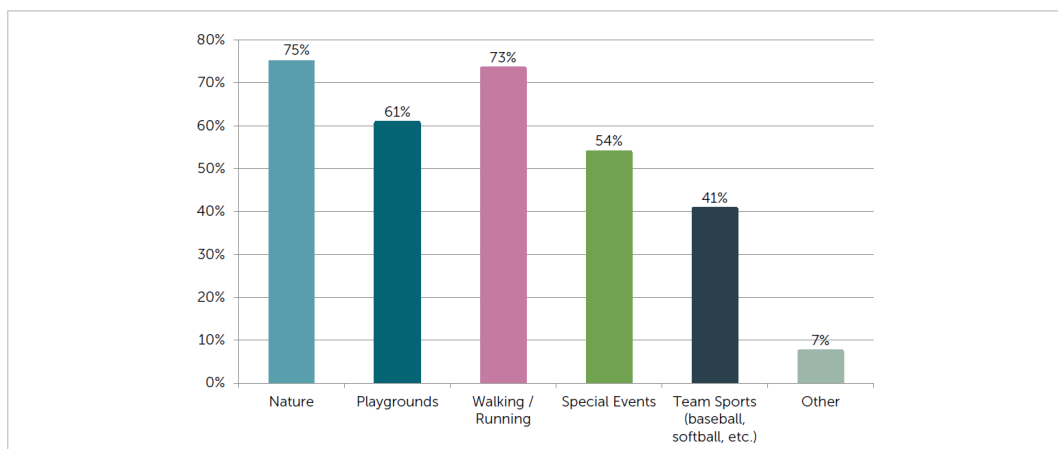
## References

### Systemwide Parks Master Plan

Smyrna, TN

Service from June 2021 to August 2021

**Project Description:** Kimley-Horn was selected by the Town of Smyrna to craft 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. Kimley-Horn prepared a final master plan document that outlined the process and key findings and will help to guide the City's implementation of projects through the next 10 years.

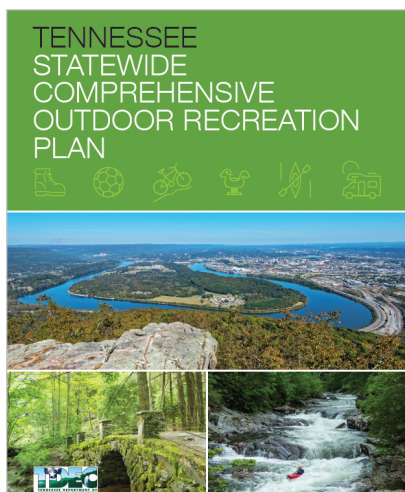


### TDEC, 2020-2030 Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Statewide, TN

Service from May 2020 to Present

**Project Description:** 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, Kimley-Horn performed extensive research and facilitated several public workshops at locations across the state to involve interested citizens in the plan.



# Thompson's Station Parks Master Plan

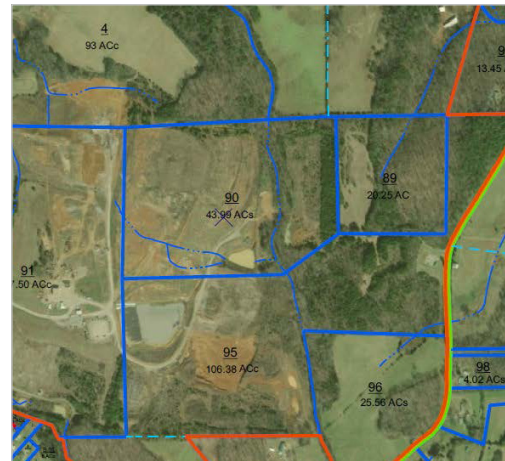
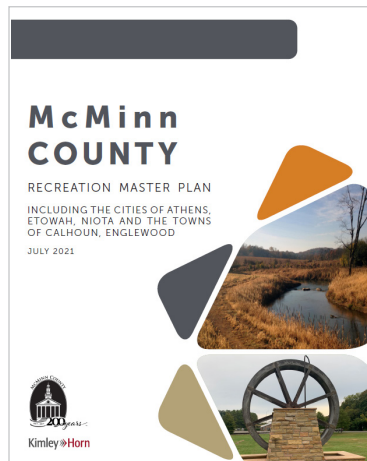


## McMinn County Park Master Plan

Athens, TN

Service from July 2020 to November 2021

**Project Description:** The Cities of Athens, Calhoun, Englewood, Etowah, and Niota in McMinn County identified a need to update and refresh their Recreation Planning Report. A thorough analysis of the existing plan as well as input from the community helped guide the development of the plan update. The plan analyzed current population and projected growth to provide appropriate future recreation recommendations. The updated 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 road map for the park system over the next decade.



## Additional Parks and Recreation Projects

The following projects further demonstrate Kimley-Horn's nationwide parks and recreation master planning and design experience.

- ▶ Parks and Recreation Master Plan, Knox County, TN
- ▶ Parks and Recreation Master Plan, Gatlinburg, TN
- ▶ Comprehensive Parks and Recreation Master Plan, Lakeland, TN
- ▶ Systemwide Parks Master Plan, Dickson, TN
- ▶ Parks, Recreation, and Greenways Master Plan, Spring Hill, TN
- ▶ Mills Park, Gatlinburg, TN
- ▶ Granny White Park, Brentwood, TN
- ▶ Peacock Park, Williamson County, TN
- ▶ Middle Fork Recreational Area, Madison County, TN
- ▶ LPRF Grant for Rachel's Playground, Goodlettsville, TN
- ▶ Henslee Park, Dickson, TN
- ▶ Grace Dog Park, Mt. Juliet, TN
- ▶ Richland Park Master Plan, Portland, TN
- ▶ Buckner Park Master Plan, Dickson, TN
- ▶ Carter Park Americans with Disabilities Act (ADA) Improvements, Knox County, TN
- ▶ Patterson Park Master Plan, Murfreesboro, TN
- ▶ Siegel Soccer Complex, Murfreesboro, TN
- ▶ Blackman Park, Murfreesboro, TN
- ▶ Cummins Station Community Garden, Nashville, TN
- ▶ City Park Master Plan and LPRF Grant, Hartsville, TN
- ▶ BCBS Grant Application, Spring Hill, TN
- ▶ Port Royal Park Master Plan, Spring Hill, TN
- ▶ Handy Park, Memphis, TN
- ▶ Parks and Recreation Master Plan, Mount Holly, NC
- ▶ Parks and Recreation Master Plan, Marion County, FL
- ▶ Parks and Recreation Master Plan, Prescott Valley, AZ
- ▶ Countywide Trails Master Plan, Gwinnett County, GA
- ▶ Stoney Creek Park Master Plan, Goldsboro, NC
- ▶ North Carolina Veterans' Park, Fayetteville, NC
- ▶ Heroes Regional Park Master Plan Update, Glendale, AZ
- ▶ Trinity River Trail and Park Master Plan, Dallas, TX
- ▶ Rick Oden Park Master Plan and Skate Park, Garland, TX
- ▶ Jack Carter Park Master Plan Update, Plano, TX
- ▶ Nettles Park Master Plan, Clemson, SC
- ▶ Veterans' Community Park Master Plan, Crawfordsville, FL



# Thompson's Station Parks Master Plan



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 the following references personally regarding our work history and quality of service.

## 1. Andy Gilley

### Entity Name:

City of Hendersonville, TN

### Address:

101 Maple Drive North  
Hendersonville, TN 37075

### Project:

Systemwide Parks and Recreation Master Plan

### Services Provided:

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 10 years and helped meet the requirements of TDEC's LPRF grant.

### Contact Person and Telephone Number:

Andy Gilley  
Parks and Recreation Director  
615 822 3898



Kimley»Horn



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

*— Andy Gilley*



# Thompson's Station Parks Master Plan



## 2. Cherie Wilson

### Entity Name:

City of Dickson, TN

### Address:

600 East Walnut Street  
Dickson, TN 37055

### Project:

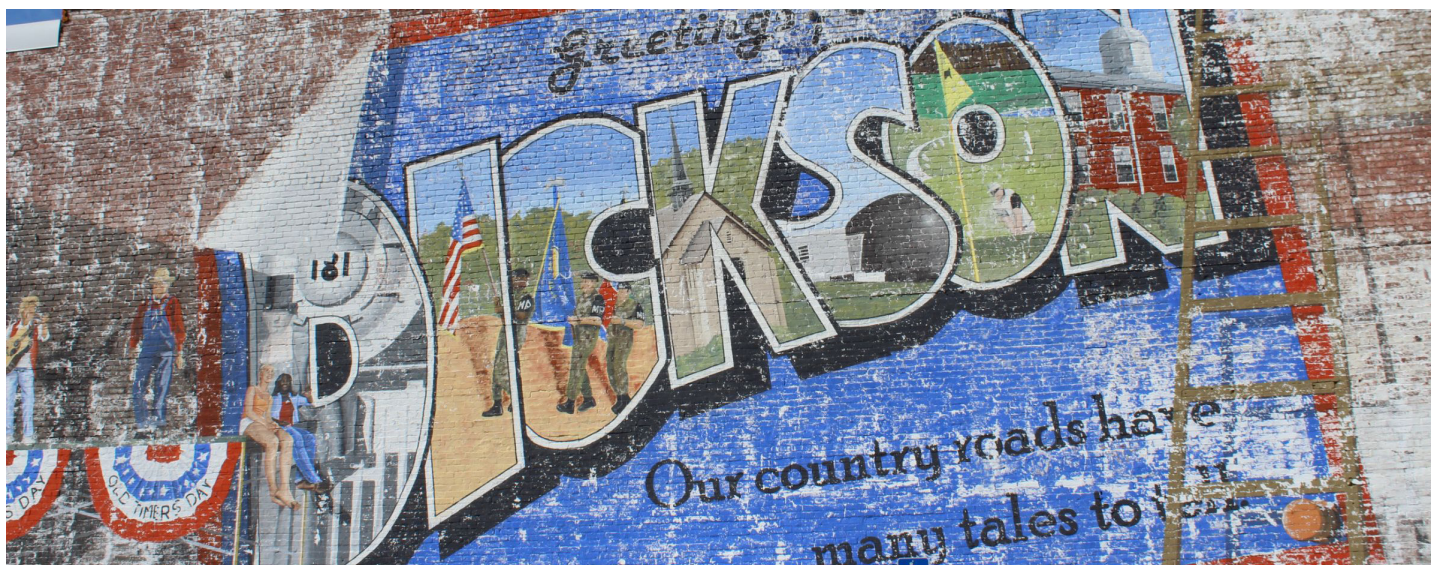
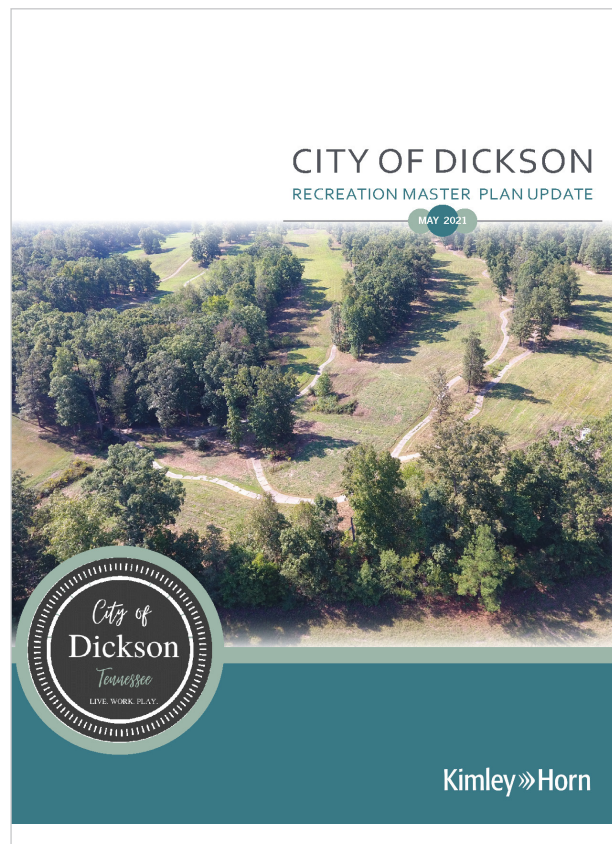
City of Dickson Systemwide Parks Master Plan

### Services Provided:

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. Kimley-Horn 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 10 years.

### Contact Person and Telephone Number:

Cherie Wilson  
Parks and Recreation Superintendent  
City of Dickson, TN  
615 446 1721





## Thompson's Station Parks Master Plan



### 3. Mike Moss

**Entity Name:**

Town of Smyrna

**Address:**

100 Sam Ridley Parkway East  
Smyrna, TN 37167

**Project:**

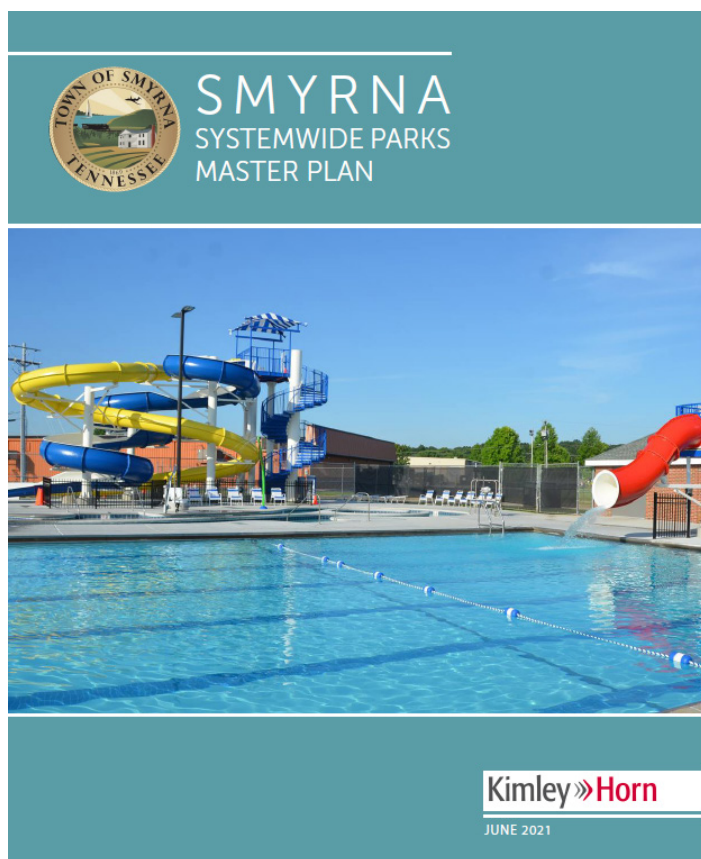
Systemwide Parks Master Plan

**Services Provided:**

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. Kimley-Horn 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 10 years.

**Contact Person and Telephone Number:**

Mike Moss  
Parks and Recreation Director  
615 459 977



Service from July 2021 to August 2021



*“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*

# Thompson's Station Parks Master Plan



## Team Organization Chart



### Quality Control/Quality Assurance (QC/QA)

Nick Kuhn, PLA, CPRP

### Project Manager

Alisha Eley, PLA, LEED AP, ASLA

### Stakeholder and Public Engagement

Chris Jansen, PLA  
Kevin Tilbury, AICP  
Liz Tuffnell

### Demographics and Trends Analysis

Kevin Tilbury, AICP  
Ben Baker, ASLA  
Rachel Robinson

### Existing Conditions and Facility Assessments

Brendan Boles, P.E., CFM, LEED AP  
Ben Baker, ASLA  
Ashley Akers

### Benchmarking Analysis

Ben Baker, ASLA  
Ashley Akers  
Brian Trusty<sup>1</sup>

### Level of Service Analysis

Liz Tuffnell  
Brian Trusty<sup>1</sup>

### Program Assessment

Ashley Akers  
Chris Jansen, PLA

### Operations and Maintenance Analysis

Ashley Akers  
Liz Tuffnell  
Ben Baker, ASLA  
Leon Younger<sup>1</sup>

### Proposed Site Concept Planning

Brendan Boles, P.E., CFM, LEED AP  
Ben Baker, ASLA

### Develop Vision, Mission and Goals/Objectives

Kevin Tilbury, AICP  
Ashley Akers

### Financial Analysis and Funding and Revenue Strategies

Ashley Akers  
Kevin Tilbury, AICP  
Leon Younger<sup>1</sup>

### Implementation Plan Development

Brendan Boles, P.E., CFM, LEED AP  
Kevin Tilbury, AICP  
Chris Jansen, PLA  
Ben Baker, ASLA  
Liz Tuffnell  
Ashley Akers  
Leon Younger<sup>1</sup>

Subconsultant  
1 PROS Consulting





### *Key Personnel Qualifications*

Kimley-Horn is a national leader in parks and recreation system master planning. Our team of diverse professionals has helped numerous communities—small and large—identify needs and priorities for parks and recreation as well as plan, develop, and implement successful master plans and designs. The landscape architects, planners, and engineers comprising our team have relevant planning and design experience and are ideally suited to meet your needs. In working with communities across the country, our team brings a broad background of potential ideas and solutions supported by lessons learned. Some of our key personnel have been fortunate to not only plan, design, and implement, but also manage the operations of a variety of parks and recreation facilities across the country. Kimley-Horn employs a number of professionals who have spent the majority of their careers serving as directors and other leaders in public parks and recreation departments. **They have been in your shoes and understand the challenges and demands you face.**

In addition to our systemwide parks and recreation master planning experience, our key personnel's qualifications include experience in designing neighborhood parks, signature parks, sports facilities, and other recreational sites that create experiences while respecting the land and using cost-effective design solutions. Members from different disciplines in our firm are all under one roof, enabling us to coordinate, meet, and operate seamlessly on a day-to-day basis as well as provide additional resources as needed on our projects. **With Kimley-Horn, we will be with you and your staff from start to finish.**

Our planners and landscape architects are strong facilitators and visionaries, combining a wide variety of design professions as well as input from the general public to produce top-notch planning documents. These plans don't sit on a shelf but are practical tools used to develop pleasing visual environments, meaningful themes, distinctive images, and strong sense of place, while being sensitive to the client's budget, sustainability, conservation of resources, and long-term maintenance obligations. Kimley-Horn has the capabilities and resources to develop a master plan that meets your needs.

**Alisha Eley, PLA, LEED AP, ASLA** will serve as the project manager for the Town of Thompson's Station Parks Master Plan. Alisha has 13 years of experience working with municipalities to complete comprehensive and site-specific parks and recreation master plans for communities across Middle Tennessee, including Clarksville, Dickson, Goodlettsville, Hendersonville, Murfreesboro, and Portland. Alisha recently completed facilitating systemwide comprehensive park, recreation, and open space master plans in three other Tennessee communities in addition to seven others she completed last year. She also is working on multiple LPRF grant applications for future park improvements across the state, making her well-qualified to lead this important master-planning project.



Alisha also is heavily involved in local, statewide, and national parks and recreation organizations. She has attended and presented at the Tennessee Recreation and Parks Association (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. Recently, Alisha presented at the TRPA Leadership forum on how to implement master plans.

**In 2021, Alisha and her team successfully completed 7 systemwide master plans in less than 6 months to meet the impending TDEC LPRF grant deadline.**

The key personnel proposed for this project have provided similar services on a variety of parks and recreation planning projects similar to the Town of Thompson's Station Parks Master Plan. **Our key personnel's individual qualifications and representative project experiences can be found in the resumes on the following pages.**



## **Education**

Bachelor of Landscape Architecture, Ball State University, 2009

## **Professional Credentials**

Professional Landscape Architect in TN and KY

LEED Accredited Professional

## **Professional Affiliations**

Tennessee Recreation and Parks Association

American Planning Association

American Society of Landscape Architects

Tennessee Women in Green

## **Alisha Eley, PLA, LEED AP, ASLA**

### *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 13 years of extensive experience in park and recreation planning and design as well as other community enhancement projects like greenways and streetscapes throughout the state. Alisha is dedicated to enhancing the landscapes in which we live, work, and play.

### **Relevant Experience**

- ▶ Systemwide Recreation Master Plan, Hendersonville, TN
- ▶ Parks and Recreation Master Plan, Goodlettsville, TN
- ▶ TDEC, SCORP, Statewide, TN
- ▶ Parks Master Plan, Dickson, TN
- ▶ Systemwide Parks Master Plan, Smyrna, TN
- ▶ Systemwide Parks Master Plan, Cookeville, TN
- ▶ Parks and Recreation Master Plan, Gatlinburg, TN
- ▶ McMinn County, Parks Master Plan, Athens, TN
- ▶ TDEC, Master Plan Consulting Services, Statewide, TN
- ▶ Systemwide Parks Master Plan, Mt. Juliet, TN
- ▶ State Parks Master Plan, Statewide, TN
- ▶ Grundy County Systemwide Parks and Recreation Master Plan, Altamont, TN
- ▶ Greenway Grant Application and Phase 2 Design, Thompson's Station, TN
- ▶ Greenway Phase 3, Thompson's Station TN
- ▶ Granny White Park, Brentwood, TN
- ▶ Bike and Pedestrian Connectivity Alternatives Study, Brentwood, TN
- ▶ Peacock Hill Nature Park, Williamson County, TN
- ▶ Metro Nashville and Davidson County, On-Call Parks Services, Nashville, TN
- ▶ Richland Park Master Plan, Portland, TN
- ▶ Buckner Park Master Plan, Dickson, TN
- ▶ Blackman Park, Murfreesboro, TN
- ▶ LPRF Grant for Rachel's Playground, Goodlettsville, TN
- ▶ Public Spaces Master Plan, Clarksville, TN
- ▶ City Park Master Plan and LPRF Grant, Hartsville, TN
- ▶ ADA Self-Evaluation and Transition Plan, Phases 1-3, Hendersonville, TN
- ▶ ADA Self-Evaluation and Transition Plan, Lebanon, TN
- ▶ Patterson Park Master Plan, Murfreesboro, TN
- ▶ Drakes Creek Greenway, Hendersonville, TN
- ▶ Small Town Connections Trail, Nolensville, TN





## **Education**

Master of Landscape  
Architecture, North Carolina  
State University, 2020

Bachelor of Science,  
Landscape Architecture,  
Ohio State University, 2005

## **Professional Credentials**

Professional Landscape  
Architect in FL, NC, and SC

Certified Park and Recreation  
Professional

## **Professional Affiliations**

National Recreation and Park  
Association

American Planning  
Association

American Society of  
Landscape Architects

City Parks Alliance

## **Nick Kuhn, PLA, CPRP**

### **QC/QA**

Nick has 20 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
- ▶ 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 Tyrell 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*



## Education

Master of Science, Urban and Regional Planning, Florida State University, 1997

Bachelor of Science, Geography, Florida State University, 1995

## Professional Credentials

American Institute of Certified Planners

## Kevin Tilbury, AICP

*Stakeholder and Public Engagement; Demographics and Trends Analysis; Develop Vision, Mission, and Goals/Objectives; Financial Analysis and Funding and Revenue Strategies; Implementation Plan Development*

Kevin brings 24 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

- ▶ All Aboard Comprehensive Plan, Thompson's Station, TN
- ▶ Master Plan, Belle Meade, TN
- ▶ West Main Street/Old Town Revitalization Plan, Hendersonville, TN
- ▶ Comprehensive Land Use and Transportation Plan, Knox County, 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\*
- ▶ 25th Street/SR 60 Multimodal Improvements, Cleveland, TN
- ▶ TDOT, I-65 Multimodal Corridor Study, Various Locations, TN
- ▶ 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
- ▶ Complete Streets Plan, Mason, TN
- ▶ Community Mobility Public Transportation Plan, Wayne County, TN
- ▶ Nashville Metropolitan Transit Authority (MTA)/WeGo Transit, Route Restructuring Study, Nashville, TN\*
- ▶ Southeast Area Transportation and Land Use Study, Nashville, TN\*
- ▶ Express Bus Study, Conway, AR\*
- ▶ Strategic Regional Multimodal Mobility Plan, Birmingham, AL\*
- ▶ PlanET, Knoxville, TN\*

\* Experience prior to joining Kimley-Horn





## ***Education***

Bachelor of Science,  
Landscape Architecture  
Professional Design,  
University of Wisconsin,  
Madison, 2016

## ***Professional Affiliations***

American Society of  
Landscape Architects

## ***Professional Credentials***

Professional Landscape  
Architect in TN

## **Chris Jansen, PLA**

*Stakeholder and Public Engagement; Program Assessment;  
Implementation Plan Development*

Chris is a landscape architect with 6 years of experience in a wide range of experience across Tennessee for both public- and private-sector clients. His experience includes park master planning, community park design, athletic field design, streetscape improvements, greenways, multifamily developments, and plaza design. Chris is dedicated to developing spaces that enhance the health, safety, and welfare of Tennessee communities.

## ***Relevant Experience***

- ▶ Public Spaces Master Plan, Clarksville, TN
- ▶ Parks and Recreation Master Plan, Goodlettsville, TN
- ▶ Parks Master Plan, Dickson, TN
- ▶ Buckner Park Master Plan, Dickson, TN
- ▶ Patterson Park Master Plan, Murfreesboro, TN
- ▶ Springbrook Pool Assessment and Master Plan, Alcoa, TN
- ▶ Siegel Soccer Complex, Murfreesboro, TN
- ▶ Peacock Hill Nature Park, Williamson County, TN
- ▶ Blackman Park, Murfreesboro, TN
- ▶ ADA Transition Plan, Cookeville, TN
- ▶ Major League Soccer (MLS) Stadium Infrastructure Improvements, Nashville, TN
- ▶ ADA Self-Evaluation and Transition Plan, Hendersonville, TN
- ▶ Community Transportation Planning Grant, Hartsville, TN
- ▶ Hermitage Flats, Hermitage, TN
- ▶ Hillside Flats Multifamily Development, Nashville, TN
- ▶ West Walnut Street Corridor Redevelopment Plan, Johnson City, TN
- ▶ Bridge Enhancements, Kingsport, TN
- ▶ ADA Self-Evaluation and Transition Plan, Phase 1, Maryville, TN
- ▶ Metropolitan Development and Housing Agency (MDHA), Cayce Community Campus Master Plan, Nashville, TN
- ▶ MDHA, Cayce Place Specific Plan, Nashville, TN
- ▶ MDHA, Envision Napier Sudekum, Nashville, TN
- ▶ Neuhooff Mixed-Use Development, Nashville, TN
- ▶ New Bern Avenue Pedestrian Improvements, Raleigh, NC
- ▶ Oakwood Flats Multifamily Development, Nashville, TN
- ▶ ITS Project, Dickson, TN



## Education

Bachelor of Landscape Architecture, Ball State University, 2018

## Professional Affiliations

American Society of Landscape Architects

## Ben Baker, ASLA

*Demographics and Trends Analysis; Existing Conditions and Facility Assessments; Benchmarking Analysis; Operations and Maintenance Analysis; Proposed Site Concept Planning; Implementation Plan Development*

Ben is a driven landscape architecture analyst with 4 years of experience. He has worked on a variety of private and public projects ranging from private sector multifamily design to public sector greenway trail and park design and is experienced in master plans, conceptual design, and construction documentation. Ben is passionate about transforming outdoor spaces using innovation and intentionality to develop projects that enhance the community.

## Relevant Experience

- ▶ Greenway Phases 2 and 3, Thompson's Station TN
- ▶ Parks and Recreation Master Plan, Goodlettsville, TN
- ▶ Systemwide Recreation Master Plan, Hendersonville, TN
- ▶ McMinn County, Parks Master Plan, Athens, TN
- ▶ Grundy County Systemwide Parks and Recreation Master Plan, Altamont, TN
- ▶ Systemwide Parks Master Plan, Smyrna, TN
- ▶ Buckner Park Master Plan, Dickson, TN
- ▶ Granny White Park, Brentwood, TN
- ▶ Peacock Hill Nature Park, Williamson County, TN
- ▶ Blackman Park, Murfreesboro, TN
- ▶ ADA Transition Plan, Cookeville, TN
- ▶ ADA Self-Evaluation and Transition Plan, Hendersonville, TN
- ▶ ADA Self-Evaluation and Transition Plan, Lawrence County, TN
- ▶ ADA Self-Evaluation and Transition Plan, Phase 2, Smyrna, TN
- ▶ ADA Self-Evaluation and Transition Plan, Lebanon, TN
- ▶ Martin Luther King, Jr. Transitional School, Memphis, TN
- ▶ MLS Stadium Infrastructure Improvements, Nashville, TN
- ▶ Neuhoﬀ Mixed-Use Development, Nashville, TN
- ▶ Alston Construction/Panattoni, Park 24 Industrial Development, La Vergne, TN
- ▶ Medical Center Expansion, Summerville, SC
- ▶ Vintage Station North Transit-Oriented Development, Mt. Juliet, TN
- ▶ Community Transportation Planning Grant, Ashland, TN
- ▶ City Plaza Renovation, Raleigh, NC
- ▶ Hermitage Flats, Hermitage, TN
- ▶ Hillside Flats Multifamily Development, Nashville, TN
- ▶ West Walnut Street Corridor Redevelopment Plan, Johnson City, TN





## ***Education***

Bachelor of Landscape  
Architecture, Clemson  
University, 2020

## ***Professional Affiliations***

American Society of  
Landscape Architects

## **Liz Tuffnell**

*Stakeholder and Public Engagement; Level of Service Analysis;  
Operations and Maintenance Analysis; Implementation Plan  
Development*

Liz is a planning analyst who offers experience with both public- and private-sector clients across Tennessee. She has been an integral team member on all of our recent park system master plan projects. Liz recognizes the importance of connecting with the environment, creating functional and inspiring spaces, and providing a sense of identity and place in her designs.

## ***Relevant Experience***

- ▶ Systemwide Recreation Master Plan, Hendersonville, TN
- ▶ Systemwide Parks Master Plan, Mt. Juliet, TN
- ▶ Park Master Plan, Cookeville, TN
- ▶ McMinn County, Parks Master Plan, Athens, TN
- ▶ Grundy County Systemwide Parks and Recreation Master Plan, Altamont, TN
- ▶ Systemwide Parks Master Plan, Smyrna, TN
- ▶ Parks Master Plan, Dickson, TN
- ▶ Historic District Streetscape, Nolensville, TN
- ▶ Grace Dog Park, Mt. Juliet, TN
- ▶ Master Plan, Belle Meade, TN
- ▶ Granny White Park, Brentwood, TN
- ▶ Peacock Hill Nature Park, Williamson County, TN
- ▶ Patterson Park Master Plan, Murfreesboro, TN
- ▶ Fire Station, Dickson, TN
- ▶ ADA Self-Evaluation and Transition Plan, Dickson, TN
- ▶ Sumner County Courthouse, Gallatin, TN
- ▶ Charter Place Realignment, La Vergne, TN
- ▶ Alta Old Franklin Road Single-Family Development, Nashville, TN
- ▶ MetroCenter Multifamily Development, Nashville, TN
- ▶ Blair Road Industrial Development, Smyrna, TN
- ▶ Vintage Station North Transit-Oriented Development, Mt. Juliet, TN



## Education

Bachelor of Science, Civil Engineering, University of Tennessee, 2001

## Professional Credentials

Professional Engineer in TN

LEED AP Building Design and Construction

Certified Floodplain Manager

TDEC, Certified Erosion Control Technician, Levels I and II

## Professional Affiliations

Urban Land Institute

Society of American Military Engineers

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

*Existing Conditions and Facility Assessments; Proposed Site Concept Planning; Implementation Plan Development*

Brendan has 20 years of civil permitting, engineering, and design experience on a wide range of project types across Tennessee. He has a keen urban design influence and a clear commitment to Middle 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

- ▶ Nashville Speedway Redevelopment, Wilson County, TN
- ▶ Drakes Creek Greenway, Hendersonville, TN
- ▶ Blackman Park, Murfreesboro, TN
- ▶ Town Creek Greenway, Phases 1-3, Gallatin, TN
- ▶ Metro Nashville Parks Project Management and Design Services (A&E), Nashville, TN
- ▶ Small Town Connections Trail, Nolensville, TN
- ▶ Alta Riverwalk and Cumberland River Greenway Trailhead, Nashville, TN
- ▶ MDHA, Cayce Community Services Campus Master Plan, Nashville, TN
- ▶ Alliance Residential Company, Broadstone Eighth South Residential Development, Nashville, TN
- ▶ The Reservoir Specific Plan, Nashville, TN
- ▶ 12th and Wedgewood Multifamily Development, Nashville, TN
- ▶ Cumberland Park Bank Stabilization, Nashville, TN\*
- ▶ Mill Creek Greenway, Nashville, TN\*
- ▶ Metro Nashville, Harpeth River Greenway, Nashville, TN\*
- ▶ Aquatics Facility, Kingsport, TN\*
- ▶ Southeast Community Center, Nashville, TN\*
- ▶ Predators Practice Facility, Antioch, TN\*
- ▶ Sonoma Residential Development, Brentwood, 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\*

*\*Experience prior to joining Kimley-Horn*





### ***Education***

Masters, Landscape  
Architecture, Kansas State  
University, 2021

### **Ashley Akers**

*Existing Conditions and Facility Assessments; Benchmarking Analysis; Program Assessment; Operations and Maintenance Analysis; Develop Vision, Mission, and Goals/Objectives; Financial Analysis and Funding and Revenue Strategies; Plan Implementation Development*

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***

- ▶ Thompson's Station Greenway, Phases 2-3, Thompson's Station, TN
- ▶ Systemwide Park Master Plan, Gatlinburg, TN
- ▶ Parks and Recreation Master Plan, Hendersonville, TN
- ▶ Systemwide Parks Master Plan, Cookeville, TN
- ▶ 8th Avenue Connectivity Project, Berry Hill, TN
- ▶ Carter Park ADA Compliance Plan, Knoxville, TN
- ▶ Parks and Recreation Master Plan, Knox County, TN
- ▶ ADA Self-Evaluation and Transition Plan, Thompson's Station, TN
- ▶ Peacock Hill Nature Park, College Grove, TN
- ▶ Streetscape Planning and Design Services, Maryville, TN
- ▶ Old Lebanon Dirt Road Park, Mt. Juliet, TN
- ▶ Buckner Park Master Plan, Dickson, TN
- ▶ Granny White Park Inclusive Playground, Brentwood, TN



### *Education*

Bachelor of Science, Civil Engineering, University of Alabama, 2019

### *Professional Credentials*

Engineering Intern in TN

## Rachel Robinson, E.I.

### *Demographics and Trends Analysis*

Rachel has over 3 years of civil engineering experience working primarily on development services for public sector municipal transportation projects. Her relevant experience as a civil analyst includes roadway and streetscape design including greenway, sidewalk, and ADA improvements experience, stormwater drainage and modeling, site grading, utility design, and federal, state, and regional permitting efforts.

### *Relevant Experience*

- ▶ All Aboard Comprehensive Plan, Thompson's Station, TN
- ▶ Master Plan, Belle Meade, TN
- ▶ Bicentennial Trail, Ashland City, TN
- ▶ Drake's Creek Greenway, Hendersonville, TN
- ▶ Lebanon Road Sidewalks, Mt. Juliet, TN
- ▶ CBD Sidewalks Improvement Project, Livingston, TN
- ▶ Harpeth View Trail Phase 2, Kingston Springs, TN
- ▶ Elzie Patton Safe Routes to School, Mt. Juliet, TN
- ▶ 2<sup>nd</sup> Avenue North Streetscape Reconstruction, Nashville, TN
- ▶ Asset Management Services, Mt. Juliet, TN
- ▶ MDHA, Cayce Phase 1 Utility Improvements, Nashville, TN
- ▶ Vintage Station North Transit-Oriented Development, Mt. Juliet, TN
- ▶ TDOT, Center Stage Multimodal Corridor Study for East Center Street, Kingsport, TN
- ▶ On-Call Professional Engineering Services, Oak Hill, TN





## Education

Masters, Public Administration, University of Kansas, 1988

Bachelor of Science, Parks and Recreation Administration, Kansas State University, 1975

## Professional Credentials

Certified Park and Recreation Professional

## Leon Younger, CPRP

*Operations and Maintenance Analysis, Financial Analysis and Funding and Revenue Strategies, Implementation Plan Development*

Leon is the founder and President of PROS Consulting. He has more than 40 years in parks, recreation, and leisure services. Leon applies innovative approaches to managing parks and recreation organizations and has presented his management and development philosophies at conferences, workshops, and training across the U.S. as well as internationally. He is co-creator of the Community Values Model, a business model that synthesizes community and stakeholder input into a strategic plan. Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks.

## Relevant Experience

- ▶ Parks and Recreation Master Plan, Memphis, TN
- ▶ Parks and Recreation Master Plan, Nashville, TN
- ▶ Parks and Recreation Master Plan, Franklin, TN
- ▶ Parks and Recreation Master Plan, Goodlettsville, TN
- ▶ Public Spaces Master Plan, Clarksville, TN
- ▶ Parks and Recreation Master Plan, Indianapolis/Marion County, IN
- ▶ Metroparks Strategic, Financial and Operational Master Plan, Cleveland, OH
- ▶ Parks, Recreation and Open Space Master Plan, Montgomery County, MD
- ▶ Long Range Parks and Recreation Master Plan, Shawnee County, KS
- ▶ Metroparks Strategic Master Plan, Tacoma, WA
- ▶ Parks and Recreation Strategic Master Plan, Charlotte/Mecklenburg County, NC
- ▶ Parks and Recreation Division Comprehensive Assessment, Broward County, FL
- ▶ Parks and Recreation System Strategic Plan and Park Business Plans, Miami-Dade County, FL
- ▶ Comprehensive Recreation Program Plan and Maintenance Management Plan, Miami-Dade County, FL
- ▶ Indoor Recreation Center Needs Assessment, Leon County, FL
- ▶ Functional Master Plan for Parks, Recreation and Open Space. Prince George's County, MD
- ▶ Parks and Recreation Strategic Plan, Dallas, TX
- ▶ Parks, Recreation and Open Space Master Plan, Westerville, OH
- ▶ Pricing Philosophy, Revenue Enhancement, and Organizational Implementation Plan for the Department of Park, Recreation and Neighborhood Services, San Jose, CA
- ▶ Recreation Plan and Needs Assessment, San Francisco, CA
- ▶ Parks and Recreation Needs Assessment, Los Angeles, CA



## Education

Master of Science,  
Recreation and Resource  
Development, Texas A&M  
University, 2000

Bachelor of Science,  
Political Science, Texas A&M  
University, 1995

## Brian Trusty

*Benchmarking Analysis, Level of Service  
Analysis*

Brian Trusty's 28-year career in parks and recreation, land and habitat management, tourism, and economic development has included executive management responsibilities in private for-profit, private non-profit, and public organizations. Brian led the charge in uniting and elevating Audubon extensive network of nature centers and wildlife sanctuaries throughout the United States for the last two years. Brian has served as Chair of the Texas State Parks Advisory Committee since 2013 and was the primary author on the recent Committee recommendations to the Texas Parks and Wildlife Commission regarding financial sustainability for the Texas State Parks System in the future. This led to the successful passage of a state constitutional amendment in 2019 establishing a dedicated public funding source for Texas State Parks.

## Relevant Experience

- ▶ State Parks Master Plan, Statewide, Tennessee
- ▶ Bays Mountain Regional Park Long Range Strategic Plan, Kingsport, TN
- ▶ Parks, Operations and Financial Strategic Plan, Statewide, Kentucky
- ▶ State Parks Business Planning Services, Statewide, Texas
- ▶ State Parks Business Development Planning, Statewide, Georgia
- ▶ State Parks Operations and Financial Plan, Statewide, California
- ▶ Eastern Kentucky Regional Adventure Tourism Plan
- ▶ State Parks Operational and Financial Plan, Statewide, Maryland
- ▶ Central Iowa Water Trails Governance and Management Analysis, Des Moines, IA
- ▶ Central Iowa Water Trails Market Assessment and Business Plan, Des Moines, IA
- ▶ WOKA Whitewater Park Market Assessment and Operations Plan
- ▶ Chickaloon Tribe Matanuska Watershed Recreation and Trails Plan
- ▶ Parks and Recreation Master Plan, Glendale, AZ
- ▶ Parks and Recreation Master Plan, Sedona, AZ
- ▶ Parks and Recreation Master Plan, West Richland, WA
- ▶ Parks and Recreation Master Plan, Palmer, AK
- ▶ Regional Parks and Recreation Plan, Crested Butte, CO
- ▶ Parks, Recreation, Trails and Open Space Master Plan, Missoula County, MT





## 3. Project Understanding

The following details our approach to the scope of services based on our knowledge of Thompson's Station and our past master planning experience paired with what is outlined in the RFQ. However, we understand that the final scope of work will be defined upon selection of the firm based on the Town'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.

Thompson's Station has many distinctive features that set it apart from other communities, and this should be leveraged in your first-ever Parks Master Plan. Also, with this master plan being a requirement now for applying for TDEC's LPRF and Recreational Trails Program (RTP) grants, it will be 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 10 years.

Incorporating information from existing planning documents like our All Aboard Comprehensive Plan, the Parks Master Plan can build off the currently visioning and planning momentum and should serve two main purposes: the first is to document where the Town is currently providing recreation opportunities and the second is to analyze the future needs to be proactive with planning for the growing demands of your community. This assessment and planning should include not only park acreage and amenity counts, but also programming and financials as well as staffing, maintenance, and operations. As a popular and growing community in Middle Tennessee, Thompson's Station offers a variety of recreation opportunities and should document the great things you currently provide in addition to what you want to accomplish over the next 10 years, including creating a Parks Department as well as identifying future locations for parks and greenway facilities in a more strategic placement aligned with the population growth.

### Task 1 – Project Management and Coordination

Providing effective project management and administration is key to the success of any project. Effective project management is predicated upon having the necessary tools in place to monitor a project's process, making sure there are open communication channels through which information can be shared, and understanding optimal processes that help guide the project management team and project committees to key decisions at the appropriate times.

As demonstrated on our previous projects with the Town, Kimley-Horn's project management philosophy is one that actively manages resources, schedules, and budgets using workload planning and employees in other offices when needs arise. 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 identify and adjust for any issues, the project team will submit monthly progress reports and invoices. Kimley-Horn's QC/QA measures are built into our project management process, and they are part of our firm's culture.

### Task 2 – Stakeholder and Public Engagement

**Project Branding and Social Media Strategy** — Our team can work with the Town to develop a project brand for the Parks Master Plan, including project name, logo, and other resources such as hashtags or social media handles. The branding will be woven into all aspects of project communication and outreach media, including, but not limited to, the website, online surveys, and social media such as the Town's Facebook feed.

**Crowd-Sourcing Project Website** — Our team can build, host, and maintain a customized project website that will provide ongoing project updates and serve as the avenue to crowd-source information from the community. The website can use responsive design (customized to a laptop, tablet, or smartphone) to maximize user engagement and can include translation capabilities allowing multilingual use. Web analytics make it easy to understand the website's impact. Our previous planning websites have successfully engaged 7,000-8,000 users



## Thompson's Station Parks Master Plan



over the course of the planning process—which is significantly higher than any other outreach medium could achieve. Additionally, our team can use a QR code on all project materials, which will link to the feedback we are requesting such as a survey or comment form on the website. This will be another way to collect live data throughout the planning process. Ultimately, this information will guide the Town in addressing key issues and providing the best strategies to move forward.

**Public Input —** No matter the tools the Town desires to use in this project, our team's approach is a creative and comprehensive 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 come to events where 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. Using a QR code on any and all material related to this project that links to a comment form, we will be able to pull live data throughout the entire process. This approach helps build from existing attendance rather than setting a project-specific meeting with typically lower attendance due to community members' work and life commitments that prevent them from otherwise engaging in projects like this.

We will offer a variety of in-person and virtual options at key points during the planning process to help ensure that each community demographic is heard. For each online survey we provide, we also will format that 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 tailored to each unique project while also following our successful guidance for online surveys such as maximum question count, wording of questions, using a variety of response types, and other engaging tactics.

**Needs Assessment 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.

**Staff Interviews —** The Town 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 Town needs to be more effective and efficient. Their knowledge and insight will be priceless during this planning process.

**Key Leadership/Steering Committee Meetings —** The Town has been resourceful at providing and maintaining its developed park space, which includes 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 Mayor and Aldermen (BOMA) 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 Town. Keeping leadership like the Parks Board and BOMA engaged throughout the process will be important so that when it is time for their votes 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.

**Regular Updates —** To build on the momentum and keep citizens engaged in the process, regular updates should be provided in multiple formats—especially on the project website (if chosen to be included in the project task). The more formal interim presentations to the Town will help communicate what we are finding as well as keep key decision-makers on board and supportive of the process so they are comfortable with adopting the plan and funding potential recommendations moving forward. These meetings can be recorded and provided afterward to those who were unable to attend.

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 in Task 13 below.





## Task 3 – Demographics and Trends Analysis

Using data from the U.S. Census Bureau, the Nashville Area MPO as well as current data collected in the All Aboard Plan, we will use the Town'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 Middle Tennessee 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

The demographic and trends analysis will be based on census information and 5-, 10-, and 20 year projections. The following demographic characteristics will be included:

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

As part of the assessment, our team will include an overview of all major demographic elements that will impact the Town'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.

For trends analysis, we will use the most recent Sports, Fitness, and Leisure Activities Participation Report from the Sports and Fitness Industry Association (SFIA). We will compare the general trend reports from SFIA to the trends happening nationally and locally and make informed recommendations for future amenities to provide facilities within the trending activities as well as look for opportunities for repurposing existing facilities that are underutilized and recommend changes to better meet the needs of your community.

## Task 4 – Existing Conditions and Facility Assessments

We will review the Town's existing plans to utilize the data as it informs the parks and recreation system as well as trail network. Existing plans like the All Aboard Comprehensive Plan, the greenway master plan, and other important documents will be reviewed for recommendations related to the parks and trails system. We will use the key points from these existing plans to inform the analysis and recommendations in the Parks Master Plan.

Our team will use the GIS base mapping we created for the All Aboard project to create a comprehensive assessment of parks and trails owned and operated by the Town. 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 as follows:

- ▶ List of amenities
- ▶ Conditions of amenities
- ▶ Acreage
- ▶ Site photos
- ▶ Map of park location
- ▶ Recommended short and long-term improvements

Our staff will evaluate the existing properties and how they are currently being used. We know some facilities like Sarah Benson Park are aging and would benefit from improvements, especially since the TDOT Community Transportation Planning Grant project will provide a primary pedestrian connection with street upgrades from the Town Center to this well-loved park. The Town also provides a less programmed but beautiful and historically-significant Preservation Park. Our team can help evaluate the existing master plan that was done here and help identify the future goals here based on the input and findings within this process. With the conservation easement in place, we will be limited in certain areas, but there are certainly plenty of opportunities to reimagine the long-term plan at Preservation Park and building on the greenway trail that we are working on right now. These are just a few examples that we will work through with the Town staff during this planning process.

To be aligned with TDEC's SCORP that our team recently completed, we also can evaluate stream corridors within the Town limits for potential blueway corridors and trailhead locations.



## Task 5 - Develop Vision, Mission and Goals/Objectives

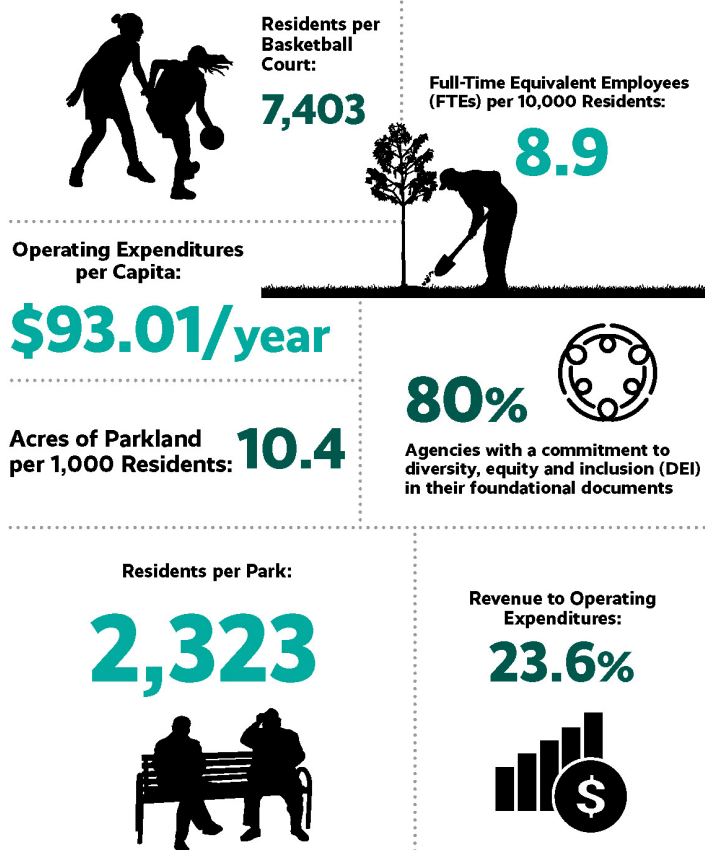
Because the Town does not yet have a Parks Department or any dedicated staff to serve the parks and greenways provided by the Town, this planning process allows an opportunity to define the vision and mission for the parks and greenways system to help focus future staff and possibly department. The results of the SWOT will provide a great foundation of where the conversation will go. Following this effort, goals and objectives can be established and prioritized. A status briefing will be presented to gain input and consensus on direction. A strategy matrix will serve as the detailed action plan and implementation tool with goals, objectives, strategies, actions, priorities/timelines, and teams.

## Task 6 – Benchmarking Analysis

Our team will complete a benchmark analysis that compares the Town 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. This task will enable us to identify key takeaways from these benchmark communities that we can use to help make recommendations and comparisons to benefit your Master Plan. We have recently completed over 15 similar master plans within the state that will allow us to access other Departments' data to compare quickly and efficiently.

We also will use NRPA's Park Metrics and Agency Performance Review to provide another layer of analysis. The 2022 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 Thompson's Station. 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.

### 2022 NRPA Agency Performance Review Key Findings



## Task 7 - LOS Analysis

Our team will use the established mapping to compile a comprehensive assessment of parks and trails owned and operated by the Town. 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 (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 like Williamson County, other municipalities, and private entities, and develop recommendations for minimizing duplication and enhancing the Town's current and potential partnerships, where appropriate.

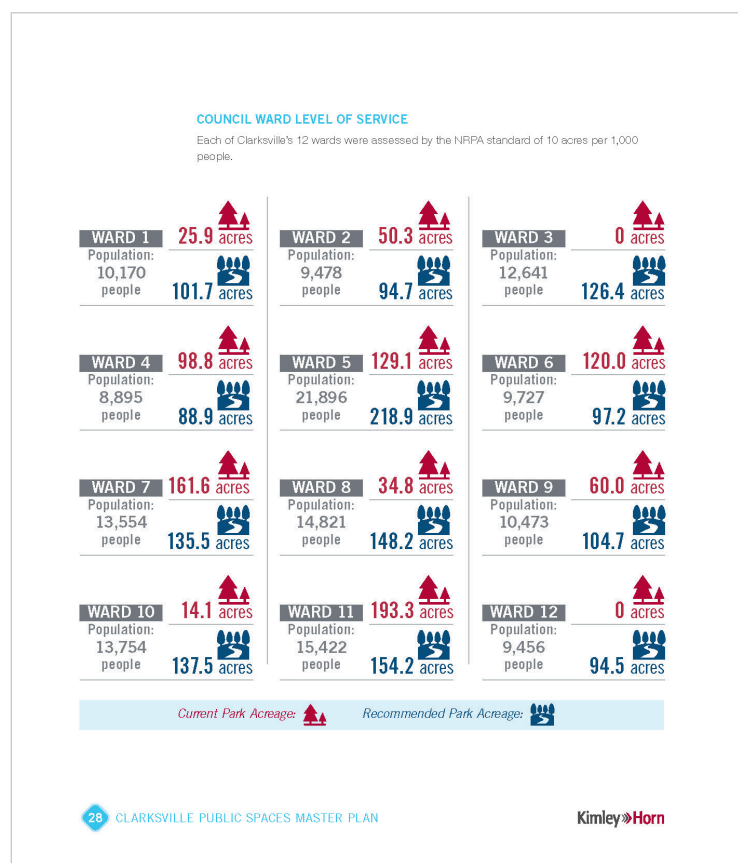
## Thompson's Station Parks Master Plan



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.

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 Town. 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 as well as those identified in the All Aboard plan to make recommendations on where future parks and greenways should be located. We also will utilize the All Aboard natural and cultural resources map to identify key opportunity locations. The All Aboard Comprehensive Planning Process identifies several large tracts of land as future long term development opportunities that are currently unserved by parks facilities. In these locations, we will identify opportunities for dedication of park land as part of a planned development process.



## Task 8 – Operations and Maintenance Analysis

The Town is currently providing quality parks and greenways without dedicated park staff. Ultimately, a department with skilled parks and recreation staff will be necessary. With the information collected in our stakeholder engagement and 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 also can assess current situations like the soccer fields where Williamson County Soccer maintains and schedules the use of, even though it occurs on Town property, and whether a revised agreement would benefit the Town in the future. We will make recommendations on potential efficiencies of existing staff duties but also for future Town growth and increased demands anticipated on the facilities.

## Task 9 – Program Assessment

This assessment will review how well the Town 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, life cycle 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.

We also can review the existing special event permit process and provide suggestions for improvements or efficiencies. There





are many passionate citizens that want to create special events for the community, but these events should be held to a certain standard and match the needs identified in this master plan.

### *Task 10 – Financial Analysis and Funding and Revenue Strategies*

The financial analysis will look at the Town's budget, pricing policy, user fees, current revenue-generating opportunities, and grant opportunities. This analysis will identify the financial situation of the Town 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 Town, to determine the percentage of the total Town 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.

We also will provide input regarding grants as this is a large potential source of funding for existing and new parks and greenways. The Town is currently using grant funding like TDOT's Transportation Alternatives Program (TAP) and can benefit from others such as TDEC's LPRF. Our team members are experts in grants and can match the right funding source to the right projects in the Implementation Plan below. We have helped many communities complete grant applications and then provide successful design implementation.

Impact fees are a way that communities help communities offset financial impacts of new developments and help pay for public infrastructure. Our team can complete a peer review where we will compare the Town's existing park impact fee compared to peer agencies at multiple levels – Middle Tennessee, similar communities across Tennessee, and finally with peer communities in the Southeast region. In addition, we will estimate future costs for parks based on an average cost per acre for improvements recommended in the Implementation Plan in Task 12 as well as the proposed future parks. From this estimated cost, we can translate this into a cost per new dwelling unit for the Town to review. From the two different data sets, we can suggest ranges of impact fees to be utilized moving forward.

### *Task 11 – Proposed Site Concept Planning*

Based on identified deficiencies or distribution inequalities from the effort completed in the tasks above, our team can help identify existing parks or Town-owned property that could be used in a way to better meet the needs of the community. Using GIS and aerial base mapping, we can create multiple concept ideas for the property, diagramming the recommended improvements as well as providing precedent imagery to depict the proposed park elements. We also can provide a generic park layout with amenities identified in this planning process to be high needs of the Town that could help the Town identify future land that would fit this need. Because our parks master plan team also designs park improvements across the state, we can provide a realistic cost estimate for the proposed improvements.

## Thompson's Station Parks Master Plan



We also can provide an updated greenway plan looking at more feasible connections between key destinations and residential areas throughout the Town. Having logical connections throughout realistic corridors is important for achievable implementation. It also will be important to connect the existing neighborhood trails that private residential developers have created into the larger Town greenway network system. The greenway plan will be critical for implementation for any future developer coming in and needing to dedicate right-of-way or construct that piece of the trail network. Finally, we can create a standard trailhead design that will show developers as well as future Town consultants what the Town is expecting to see at the terminus of any greenway phase. Since we are currently working on the design for three different phases of the Town's greenway system, we understand the priorities, opportunities, as well as the limitations in construction greenways throughout Thompson's Station.



### *Task 12 – Implementation 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 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 Town 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 Town as you make decisions for budgeting, staffing, task delegation, and other regular processes.

### *Task 13 – 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 BOMA, and any others necessary, our team will incorporate the requested revisions before submitting the final report.



## 4. Milestone Schedule

The following project schedule illustrates how Kimley-Horn would approach the preparation and implementation of the Town of Thompson's Station Parks Master Plan and its components within a 9-month time frame from a fully executed contract.

Month	1	2	3	4	5	6	7	8	9
<b>Comprehensive Public Engagement</b>									
Notice-to-Proceed									
Kickoff Meeting									
Stakeholder Meetings									
Public Outreach									
Staff Interviews									
<b>Resource and Data Collection</b>									
Demographics and Trends Analysis									
Existing Conditions and Facility Assessments									
Develop Vision, Mission, and Goals/Objectives									
Benchmark Analysis									
Program Assessment									
Operations and Maintenance Analysis									
Level of Service Analysis									
Financial Analysis Financial Analysis and Funding and Revenue Strategies									
Proposed Site Concept Planning									
<b>Implementation</b>									
Prioritization									
Funding and Revenue Strategies									
<b>Development of Final Plans and Supporting Materials</b>									
Draft Master Plan									
Final Master Plan									





### 5. Response to General Conditions

"Proposals that set forth conditions or limitations to those set forth in the RFP may be considered non-responsive and, therefore, may be rejected. Notwithstanding any other provision of this RFP, the Town reserves the right to reject any or all proposals, to waive any defects or informalities, to negotiate with respondents, and to accept the proposal deemed to be in the best interest of the Town."

Per the statement above, Kimley-Horn has the following clarification with the contract/RFQ:

#### 1.9 Indemnity

The successful bidder agrees to defend, indemnify, and hold the Town harmless from any and all causes of action ~~damages~~ or claims ~~to the extent~~ arising out of or ~~related to~~ the bidder's ~~negligent~~ performance on this project.

We have successfully negotiated a contract with the Town on the All Aboard Comprehensive Plan and don't foresee this being an issue.