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# Board of Supervisors Memorandum

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November 18, 2014

## Colossal Cave Mountain Park Performance Audit Report and Recommendations

### Background

Following Board of Supervisors direction at their meeting of September 10, 2013, the County Administrator directed the Department of Economic Development and Tourism to coordinate and assist a citizen-led performance audit of Colossal Cave Mountain Park (CCMP) and CCMP's current operator, Escabrosa, Inc. (Escabrosa). The scope of work for the committee was to:

- Generate specific recommendations for continuous improvement and accountability;
- Establish specific objectives and priorities for CCMP management; and
- Develop a range of options for CCMP to set the conditions necessary to develop more specific future plans.

The resulting Colossal Cave Mountain Park Audit Committee (Committee) met from December 2013 through September 2014. Consultants, County staff and Committee members conducted multiple site visits, staff interviews, inspections and comparisons with other caves and parks for performance and best management practices. Concurrently, Escabrosa submitted to an independent financial audit of its business records for Fiscal Year 2012, which was completed and submitted to the Committee in August 2014 (Appendix 3 in the attached *Performance Audit of Colossal Cave Mountain Park*).

The Committee concluded CCMP has potential as a sustainable nature attraction, but the park needs investment to stabilize and repair its infrastructure and to recruit a new operator with vision and proper operational and financial backing. Investing in CCMP now could produce significant long-term benefits for both CCMP and Pima County. However, deferring maintenance or closing CCMP will only incur significantly higher costs to reopen or repair the infrastructure later.

### Recommendations

I recommend the Board of Supervisors:

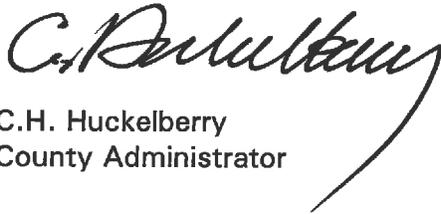
1. Approve keeping Colossal Cave Mountain Park open under the current operating agreement, which expires in August 2015, with increased operational oversight of Escabrosa, Inc. from the Pima County Economic Development and Tourism Department

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Colossal Cave Mountain Park Performance Audit Report and Recommendations**  
November 18, 2014  
Page 2

with assistance from other appropriate County departments and make necessary repairs to ensure safe operation until a new park operator can be secured.

2. Exercise the option to not renew the current operating agreement with Escabrosa upon its expiration on August 3, 2015.
3. Direct staff to prepare a Request for Proposals to find a qualified and experienced park operator with investment capital and appropriate vision to develop Colossal Cave Mountain Park.
4. Direct staff to develop and present a short-term plan with cost estimates within 90 days to the Board of Supervisors that will stabilize Colossal Cave Mountain Park infrastructure and make immediate repairs and improvements necessary for safe and viable operation.
5. Direct staff to develop mid- and long-term plans to develop a sustainable attraction that respects the natural resources and cultural and historical values of Colossal Cave Mountain Park

Respectfully submitted,



C.H. Huckelberry  
County Administrator

CHH/mjk – November 12, 2014

Attachment

- c: Hank Atha, Deputy County Administrator for Community and Economic Development  
Tom Moulton, Director, Economic Development and Tourism



PIMA COUNTY

ECONOMIC DEVELOPMENT & TOURISM

Performance Audit of  
**Colossal Cave Mountain Park**  
Pima County, Arizona



Audit Committee Members:

**Jon Baker - Committee Chair,**

**Wally Armer, Dr. Deborah Colodner, Dr. Randy Gimblett,  
Shela McFarlin, Tim Vimmerstedt, Joe Yarchin, Gale Bundrick**

November 18, 2014



**Executive Summary**  
of the  
**Colossal Cave Mountain Park Performance Audit**



for the  
**Government of Pima County, Arizona**

**Audit Committee Members**

Jon Baker - *Committee Chair*, Wally Armer, Dr. Deborah Colodner,  
Dr. Randy Gimblett, Shela McFarlin, Joe Yarchin, Gale Bundrick, Tim Vimmerstedt

**November 18<sup>th</sup> 2014**

## **Performance Audit Committee's Conclusion**

*“Colossal Cave Mountain Park is at a crossroads but we find it has tremendous potential. Realizing that potential will take significant investment to stabilize and repair its infrastructure, find an operator with vision and backing, and publicize the new approach and features to the public. We believe the investment is worthwhile and that it will produce significant long term benefits for both the park and Pima County. However, if we defer investing in Colossal Cave Mountain Park now, the costs to re-open or repair will only increase over time.”*



*All images in this report are from the “Wild Cave Tour” at Colossal Cave Mountain Park –  
Courtesy of Pima County Communications Office & Colossal Cave Mountain Park Staff*



**Executive Summary**  
**of the**  
**Colossal Cave Mountain Park Performance Audit**

**I. Background, Purpose, and Process.**

On the 23<sup>rd</sup> of August 2013, Pima County Administrator C. H. Huckelberry tasked the Department of Economic Development and Tourism (ED&T) to prepare a plan for a citizen-led performance audit of Colossal Cave Mountain Park (CCMP) and the park's current operator, Escabrosa Inc. (Escabrosa)<sup>1, 2</sup> The scope of the committee was to:

- Generate specific recommendations to support continuous improvement and accountability
- Establish specific objectives and priorities for park management
- Implement a comprehensive plan of action to manage both the cultural and natural heritage areas as well as the program's activities (NOTE: This objective was later amended by the committee to developing a range of options for the park that would then set the conditions necessary to develop specific plans for the future)

This plan was approved by the County Board of Supervisors (BOS) on September 9<sup>th</sup>, 2013.<sup>3</sup>

The resulting Colossal Cave Mountain Park Audit Committee (Committee) met between December, 2013 and September, 2014. This included an intensive, week-long on-site visit in March 2014 with two consultants, Ed Stone, a marketing and management expert, and Bruce Herschend, a Show Cave expert.<sup>4</sup> The consultants, county staff and various Committee members conducted multiple site visits, staff interviews, inspections and comparisons with other caves and parks for performance and best management practices. During the same time period, Escabrosa submitted to an independent financial audit of its business records for the 2012 fiscal year which was completed and submitted to the Committee on 1<sup>st</sup> August, 2014.

**II. Findings.**

These visits, followed by months of deliberation during which each Committee member and the consultants provided input from their various areas of expertise,<sup>5</sup> and a review of Escabrosa's completed financial audit, resulted in the following findings:

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<sup>1</sup> Pima County Administrator, Memorandum, dtd 23<sup>rd</sup> Aug, 2013, re: Colossal Cave Mountain Park (Appendix 1)

<sup>2</sup> Land Ownership Map of Colossal Cave Mountain Park and Surrounding Properties (Appendix 12)

<sup>3</sup> Pima County Administrator, Memorandum, dtd 9<sup>th</sup> Sept, 2013, re: Colossal Cave Mountain Park (Appendix 2)

<sup>4</sup> Consultant Resumes (Appendix 16)

<sup>5</sup> Ibid

**A. Financial.** The independent auditor's report for the year ending December 31, 2012, shows a deficit of \$207,213, including advances from the Director of \$162,120. However, 2013 financial statement indicates a \$4,716 profit for Escabrosa/CCMP and the first three months of 2014 posts an \$18, 924 net profit for Escabrosa, not including advances. There was no evidence of illegal activity or malfeasance.<sup>6</sup>

1. The net outstanding balance of the advances at December 31, 2012 was \$162,120.<sup>7</sup>
2. Cash flows from financing activities for 2012 show that the Director provided \$41,000 from her own finances to keep the park operating.<sup>8</sup>
3. "The Director permits Escabrosa to utilize a cash account that is owned by the Director for its operations. As such, all disbursements into the account are considered as advances from the Director and all deposits to the account are considered to be repayments to the Director."<sup>9</sup>
4. Director allows Escabrosa to utilize credit cards that are in the name of the Director for operational expenses. The outstanding balance on the credit cards at December 31, 2012 of \$33,002 is included in Director advances.<sup>10</sup>
5. "The operational deficits of the Park have been funded by advances from the Director. Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operation of the Park."<sup>11</sup>

Except for 2013, CCMP has lost money every year since 2004. Major changes must take place for Escabrosa to sustain its position at CCMP.

*We recommend that Pima County develop a contingency operational plan to cover any interruptions in management or leadership at CCMP and that Pima County should have a clear understanding of the current Director's succession plan, financial obligations, property inventory and be prepared to go out for bid to select a long-term management group for CCMP.*

**B. Business and Marketing Plan.** The overall decline in business and attendance at CCMP is a result of many factors, including the national and local economic recession; poorly timed historical restorations at a time of tourism recovery which resulted in an estimated \$400,000 in sales in 2003-2005, the sickness and death of Joe Maierhauser, followed by a string of unsuccessful business decisions which shifted resources from the

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<sup>6</sup> Addington & Associates, PLLC, Independent Auditors Report of CCMP for 2012 (Appendix 3)

<sup>7</sup> Ibid

<sup>8</sup> Ibid

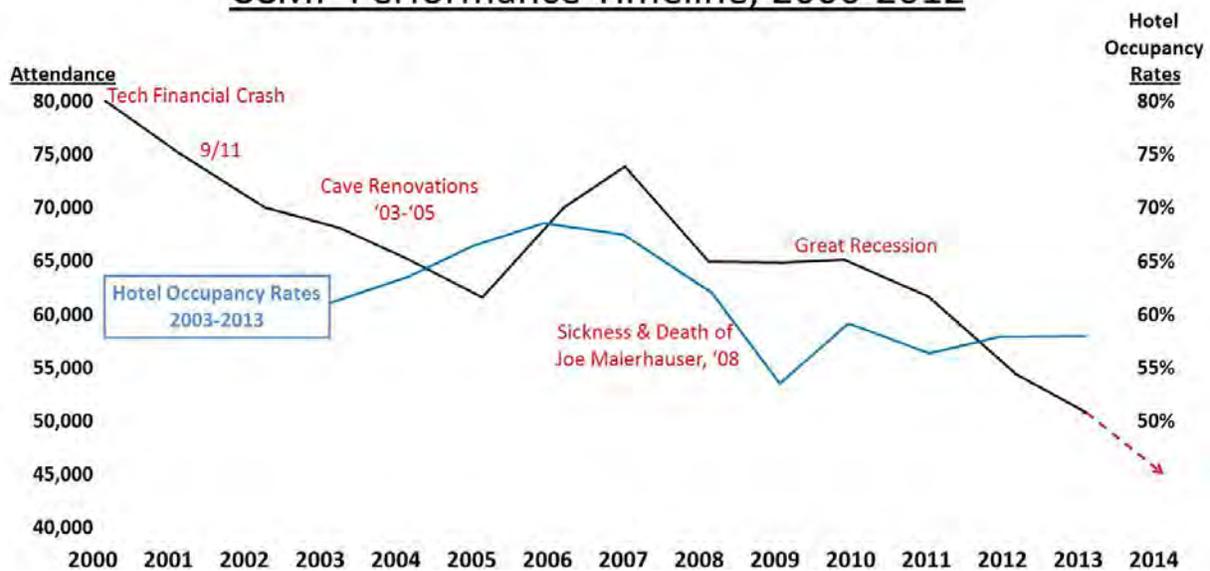
<sup>9</sup> Ibid

<sup>10</sup> Ibid

<sup>11</sup> Ibid

profitable cave portion of the park to the un-profitable Posta Quemada Ranch; the County-inspired imposition of a fee station and road realignment which may have deterred and deflected visitors; and deferred infrastructure maintenance which has impacted the appearance and functionality of the park. Our analysis of Escabrosa's "Strategic Plan" reveals a document that is long on aspiration and short on implementation and measurable objectives. Only a few of the strategic goals have been accomplished. In addition, the marketing for CCMP has not kept up with current trends and practices and is significantly underfunded compared to other show caves. The website is dense and needs updating and the social media strategy has been neglected. These factors were aggravated by incomplete financial record keeping and physical property accountability, and high staff turnover which contributed to irregular execution within the organization.

### CCMP Performance Timeline, 2000-2012



A brief analysis of the timelines above show that until 2010, CCMP's attendance generally tracked the Hotel Bed Occupancy trends (our best indicator of the number of out of town visitors available). After the extended period of cave renovations in 2003-2005, the park's attendance rebounded to near pre-financial crash numbers through 2006-2007, only to fall sharply in 2007, again keeping pace with the overall tourism trend for the rest of Pima County. However, in 2010, we see a distinct point of departure with overall tourism to Pima County stabilizing, while attendance at CCMP has continually dropped for the past three years by 23%, and continues downward in 2014.

1. **Competitive Analysis.** Since 2000, the number of visitors touring CCMP dropped from 77,290 to 41,541 in 2013, a 46.25 percent decrease. CCMP's attendance for the past five years has declined -7.59 percent annually. CCMP's attendance drop places it in the bottom third of publicly owned caves in the southwest. Perhaps more

troubling is CCMP's continued decline since 2010. When compared to other attractions in Southeast Arizona from 2010 to 2013, CCMP records a loss in attendance of 14 percent compared to gains of 1.7 percent for Kartchner Caverns, and 1.1 percent for Saguaro National Park.<sup>12</sup>

**2. Other Economic Productivity Variables.** The economic recession negatively impacted all of the attractions in Southeast Arizona equally with significant drops in attendance in the first several years of the economic downturn. However, while other attractions have rebounded and in many cases have grown their attendance above pre-recession levels CCMP has not.<sup>13</sup> The conclusion of this committee is that CCMP has been unable to recover for a number of reasons:

- a. Lack of an executable strategic vision or plan to effectively market CCMP
- b. Outdated marketing tools and strategy
- c. Underfunded marketing
- d. Broken or unsightly infrastructure
- e. Poorly organized staff and operational structure
- f. \$5 fee to enter the park with no clear value in return
- g. Realignment of Colossal Cave Road to Pistol Hill Road
- h. Limited community and stakeholder outreach

### III. Operations.

The three components comprising the major value of CCMP to the citizens and government of Pima County are: the cave; the diverse and vital environment of the park; its biodiversity and the abundant cultural artifacts and archaeological sites found throughout the park, which are considered ancestral sites to the Tohono O'odham and other native peoples. Despite the recent decline in business operations, each of these components remains intact and apparently healthy.

**A. Colossal Cave.** From a business perspective, the cave is clearly the center of gravity for the attraction portion of the park and draws a majority of the visitors each year. While the cave electronics, lighting and communications systems need updating and the cave itself needs spot cleaning, the cave is in good shape and continues to provide a home to a small population of bats and other naturally occurring cave denizens. The bulk of visitors

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<sup>12</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 44-49 (Appendix 4)

<sup>13</sup> Ibid, pp 15-19

experience a half-mile long walking tour through the easily accessible “front” portions of the cave that were developed by the Civilian Conservation Corps (CCC) in 1933/1934. However, there are an additional three miles of mapped cave passages accessible to fit and adventurous visitors which have not yet been utilized to their full capacity.<sup>14</sup> Pima County Department of Finance & Risk Management conducted a survey of these “back areas”, which included oxygen samples, staff interviews and physical assessments, and concluded that with a few minor adjustments the area was suitable for tours.<sup>15</sup> The majority of Colossal Cave remains a largely unrealized “Adventure Tourism” asset.

**B. Park Environment and Natural Resources.** The environment and diversity of the park plant and animal life has not been studied in depth since 1998. However, the initial impressions resulting from this audit are that CCMP wildlife and plant population are abundant and located throughout the park. A more complete monitoring of the park wildlife needs to be conducted, and a comprehensive Park Management Plan developed to better conserve and promote CCMP’s natural resources.<sup>16</sup>

**C. Cultural, Historical and Archaeological.** Broadly speaking, the cultural, historical, and archaeological aspects of the park are: the prehistoric and native people’s archaeological and sacred sites; the CCC structures and camps; and the Posta Quemada Ranch (PQR). The entire park is listed in the National Register of Historic Places.

1. The prehistoric and native people’s sites have not been fully inventoried. The Agua Verde canyon and wash has drawn human habitation for thousands of years and there is physical evidence of multiple cultures and peoples across the park. Over the parks recorded history numerous groups of people, from the CCC to the Boy Scouts, have used the camping areas and picnic grounds for recreation and living areas. Many of the cultural artifacts have been removed and lost over time, but there are unknown quantities that remain and need to be surveyed so they can be preserved. This should be a priority.
2. The CCC structures and camps are well utilized and functional. The most obvious examples are the cave house and the pathways and stairs inside the cave which still function as intended. Nonetheless, these structures are eighty years old and in some cases the earth beneath them is subsiding. Cracks are appearing in the southern retaining wall at the cave house, and the original adobe post office for the camp needs stabilizing. Additionally, the wiring in the cave house poses a potential safety hazard and needs to be updated. The plumbing in all structures is old and needs

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<sup>14</sup> Colossal Cave Map (Complete) (Appendix 5)

<sup>15</sup> Pima County Department of Finance & Risk Management, Colossal Cave Mountain Park Report, dtd 28<sup>th</sup> May, 2014 (Appendix 6)

<sup>16</sup> Randy Gimblett & Kerry Baldwin, Colossal Cave Management Plan Assessment and Recommendations, May 2014 (Appendix 7)

replacing. Many of the historic buildings do not allow compliance with ADA standards for park settings.

3. The historic buildings at PQR were lost to a fire in 1965. The replacement buildings are not historical but remain serviceable and could be used or repurposed to add value to the visitors' experience. Themes related the ranch's history can be represented in exhibits and other multi-media presentations. Most of these structures are almost fifty years old and need significant plumbing and electrical work, as well as HVAC and environmental systems to make them useful for year-round visitation.

**D. Capital Improvements and Maintenance to the Park.** Since 2001, Escabrosa has invested \$163,954 in non-reimbursable capital improvements and maintenance, ranging from picnic tables to replacing roofs, to rebuilding restrooms and septic systems. Additionally, Martie Maierhauser estimates she and her late husband Joe invested in excess of \$1.5 million on La Posta Quemada Ranch improvements between 1992 and 2000. Pima County has invested over \$996,812 to renovate historical structures, rebuild the entrance ramada roof and water crossings, well maintenance, and repair storm damage.<sup>17</sup> An additional \$5 million has been spent purchasing surrounding properties to provide a development buffer and create wildlife corridors and environmental mitigation areas.<sup>18</sup>

**E. Transportation improvements to the Park and Pistol Hill Road.** In 1992 Pima County closed the portion of Colossal Cave Road located within CCMP boundaries and redirected traffic to the newly aligned Pistol Hill Road. The intent was to improve safety, reduce vandalism, control traffic through the park and create a single entry point so that an entry fee could be collected. Construction of the new road was delayed and CCMP management incurred additional costs for operating and maintaining the newly acquired ranch property without access to the entry fee. By rerouting traffic away from the park and collecting an entry fee, people began to forget the park existed and were not able to drive through and view it on their daily commute. Additionally, County road maintenance was diverted from the road leading to the Park and it fell into disrepair. The result is that to visit CCMP today one has to make a conscious decision to turn down a mile-long stretch of badly pitted, washed-out and uninviting county road and then pay a \$5 fee to enter a park with no clear idea of what they will encounter on the other side of the gate.<sup>19</sup>

**F. Training and supervision of CCMP employees and contractors.** Escabrosa provided the outline of an established training program and guidelines for all employees and contractors at CCMP. However, during numerous staff interviews some employees seemed confused about their job roles and responsibilities and an understanding of

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<sup>17</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp. 54-56 (Appendix 4)

<sup>18</sup> Colossal Cave Mountain Park Past Expenditures by Pima County (Appendix 17)

<sup>19</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 31-33 (Appendix 4)

operational objectives for the park seemed lacking. The committee and consultants were unable to verify that broad training has actually taken place on a consistent basis.<sup>20</sup>

**G. Maintenance plan for CCMP.** There is currently no effective or proactive maintenance plan in place at CCMP. While maintenance did improve slightly from 2011 to 2013 as indicated by annual inspections conducted by Economic Development & Tourism, lack of operational funds limit maintenance to replacing or repairing items of immediate need or safety or as directed by Pima County.<sup>21</sup> Maintenance workers often volunteer their own equipment and vehicles to make necessary repairs and on some occasions buy the necessary repair materials out of pocket.<sup>22</sup>

#### **IV. Sustainability.**

Under current conditions and management practices, CCMP is not sustainable as a business operation or a county attraction. It has only been kept operating through the personal loans of Escabrosa's President and current Park Director, Martie Maierhauser. At the behest of Pima County Economic Development and Tourism Office, Pima County staff from several agencies including the PC DOT, Facilities, Capital Projects Group, and NRPR surveyed CCMP infrastructure and buildings to determine what repairs are necessary to bring the park up to an acceptable operating standard. The resulting estimate of \$1.56 million is more than Escabrosa can invest. The reality is that without a significant part of this investment, the park will not be able to operate safely or present an appearance that will attract new tourists and increase attendance.

**A. Proposed three-year business and marketing plan.** The Committee and consultants considered and reviewed several options for the sustainability of CCMP. In accordance with the recommendations in the section below, we recommend that Pima County conduct an open bid process, with national reach, to find a park operator that will create a strategy and re-imagine the potential of CCMP and be able to take over operation of the Park by August 2015 (the conclusion of the current contract period). This process should be open to any and all parties meeting the minimum conditions of the RFP and the consensus of this committee is that Escabrosa should be permitted to participate in the bid. The committee also encourages Pima County to invest the necessary funds to rehabilitate the parks infrastructure to a safe and acceptable standard.

**B. Recreational opportunities that could be utilized at CCMP.** The committee feels that any other opportunities contemplated for CCMP must respect, highlight and preserve the environment and cultural legacy of the park and the region. Nonetheless, there are a number of activities that might easily be accomplished, provided these are appropriately sited and do not impact the natural and historic values of CCMP:

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<sup>20</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp. 17-18, 101-105 (Appendix 4)

<sup>21</sup> Gale Bundrick, Colossal Cave Mountain Park Inventory Report – 2014 (Appendix 8)

<sup>22</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp. 17, 113 (Appendix 4)

1. Increase the number of “Wild Cave” and adventure tours within the park (<https://www.youtube.com/watch?v=wofh2uQwCgg&list=PL925988EFA69C913C>)
2. Restore and develop new camping areas to attract visitors from outside the region
3. Install zip lines to transport visitors from one area of the park to another to visit cultural and wildlife interpretive displays and exhibits similar to the “Predator Zip Line” attraction at the “Out of Africa Wildlife Park” in Camp Verde, Arizona (<http://predatorzipline.com/>)
4. Install a “ropes course” similar to the “Flagstaff Extreme Adventure Course” attraction currently operating in the Coconino Fairgrounds (<http://www.flagstaffextreme.com/>)
5. Install a gravity-driven alpine coaster, similar to the one at “Glenwood Caverns Adventure Park”, in Glenwood Springs, Colorado (<http://glenwoodcaverns.com/thrill-rides.html>) (<https://www.youtube.com/watch?v=TeEWu4XJSb4>)
6. Add an “Adventure Playground” for children and young families<sup>23</sup>
7. Increase the trail network to cultural and wildlife sites within the park and enhance with interpretive displays and exhibits
8. Remodel the PQR Ranch House into a bed and breakfast facility for tourists
9. Build an expanded museum to properly interpret the CCC contributions to the area as well as properly house and exhibit materials.
10. Develop and offer “Cowboy Cookouts” and guided horse camping
11. Build an upscale café concession at the cave to celebrate the experience of the “Wild Cave” tours and take advantage of the views from the heights overlooking the park
12. Recreate the pond above the PQR picnic area

**C. Management Performance Matrix.** In coordination with our consultants, this committee has developed a proposed Management Performance Matrix for the current conditions at the park. However, we recognize that if we put the management of the park up for a public bid in 2015, the new management may develop other structures and needs. This performance matrix may be found on page 44 of this report.

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<sup>23</sup> Penny Wilson, The Playwork Primer, 2010 (Appendix 15)

## V. Recommendations.

- A. Pima County should develop a contingency operational plan to cover any interruptions in management or leadership at CCMP.** We need a clear understanding of the current Director's succession plan, financial obligations, and property inventory, and should request proposals for sustainable, long-term management of CCMP.
- B. Increase County oversight and participation in operational management of CCMP and its natural resources.** The operators of CCMP need closer supervision in managing this asset for the citizens of Pima County. Economic Development & Tourism and Natural Resources Parks & Recreation should develop a plan to cooperatively oversee the park operator to ensure best management. The park operator should be focused on developing and running a profitable attraction that will draw tourism from outside the region while remaining accessible to Pima County residents.
- C. Develop a plan for CCMP, including its cave resources, to ensure that its conservation values are defined, and a strategy to capitalize on the natural resources, cultural resources, and "Adventure Tourism" aspects of the park.** The undeveloped regions of the cave itself and the desert canyon topography of the park lend themselves to attracting tourists looking for adventures and experiences they cannot find elsewhere. Arizona's personal liability laws allow us to operate the cave in ways that are not possible in other states, and yet still run a safe and responsible operation. Combining high net profit "Wild Cave Tours" with other attractions, such as zip lines, nature tours, citizen scientist opportunities and ropes challenges courses would magnify the adventure aspects of the park and create a unique set of related attractions. This new focus would not exclude the current audience or use of the park; it would only add a more profitable layer to CCMP.
- D. Place the park operating agreement up for a competitive bid process and conduct a national search for a park operator.** The current management agreement for CCMP is up for renewal in August 2015. CCMP has been managed by the same operator since 1956. Even though the park needs significant repairs and maintenance, the underlying assets of cave, natural resources and location make it an attractive property. A national search for an operator capable and willing to invest in and develop the park into a geo-tourism and adventure attraction that highlights and uses the natural and cultural resources to attract visitors from outside the region could breathe new life into the park and develop added economic impact for Pima County. This process should be open to any and all parties meeting the minimum conditions of the RFP.
- E. Invest in repairing and replacing damaged or inadequate park infrastructure.** If Pima County desires to attract qualified park operators it should present a property that is ready to develop and will not need prohibitive initial repairs or upgrades before it can open for business. Pima County has been entrusted with assets in this park that must be repaired in order to be preserved and used for the good of the people. If Pima County

makes these initial investments wisely and can attract an operator willing to invest in the funding necessary to develop a world class nature and adventure based attraction, then the initial investment could pay substantial dividends in the long-term life of CCMP.

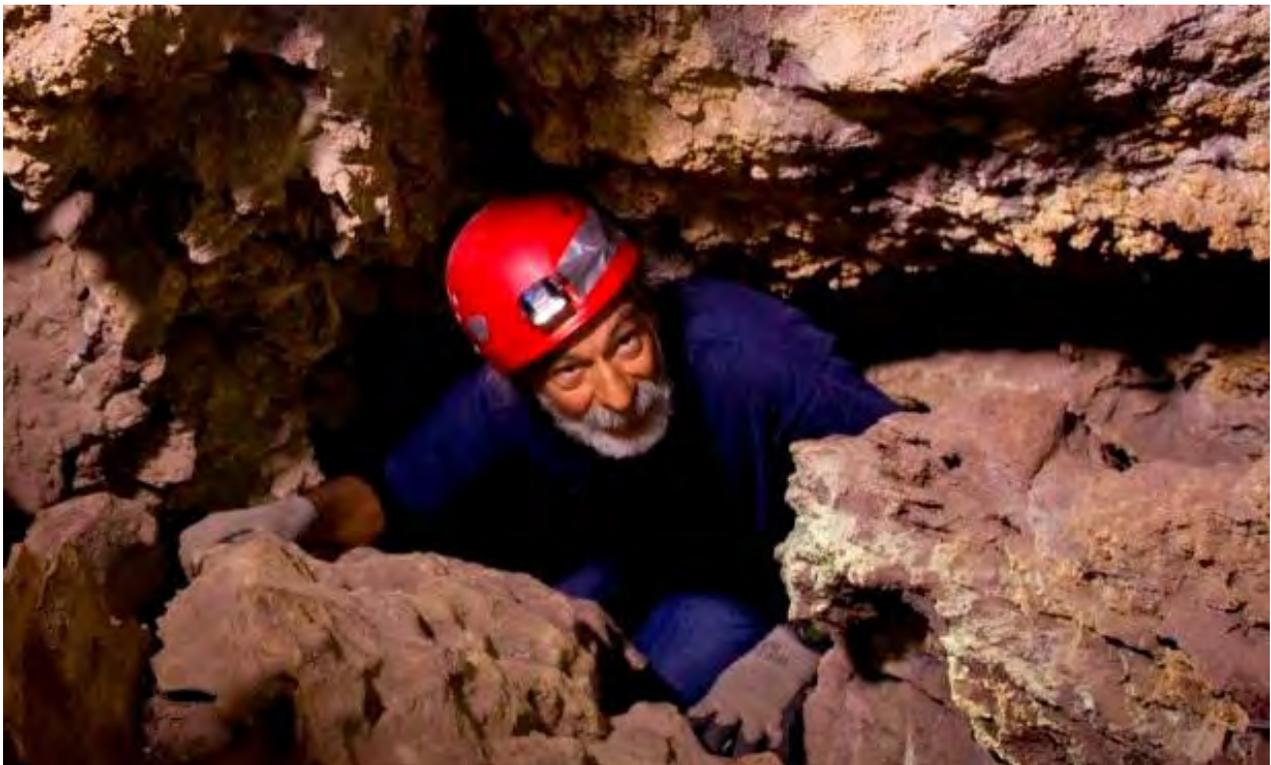
#### **Key areas of focus**

- 1. Park Roads/Parking Lots. Estimated Subtotal = \$887,510**
- 2. Buildings. Estimated Subtotal = \$189,200**
- 3. Other park features. Estimated Subtotal = \$459,800**

**Summary of Colossal Cave Infrastructure.** Based on the review of the team, we estimate that over **\$1,566,510** should be invested in the initial repair and enhancement of Colossal Cave Mountain Park to bring it back to a more user friendly condition.

#### **Performance Audit Committee's Conclusion**

***Colossal Cave Mountain Park is at a crossroads but we find it has tremendous potential. Realizing that potential will take significant investment to stabilize and repair its infrastructure, find an operator with vision and backing, and publicize the new approach and features to the public. We believe the investment is worthwhile and that it will produce significant long term benefits for both the park and Pima County. However, if we defer investing in Colossal Cave Mountain Park now, the costs to re-open or repair will only increase over time.***



**Colossal Cave Mountain Park Performance Audit**

**Prepared and Submitted by**

**Community Volunteer Members**

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**Jon Baker**, Executive Director, Southwestern Fair Commission - *Audit Committee Chair*

**Wally Armer**, Parks Commissioner, Arizona State Parks

**Dr. Deborah Colodner**, Director of Conservation, Education and Science, Arizona-Sonora Desert Museum

**Dr. Randy Gimblett**, Chair, Landscape Assessment and Analysis Program, School of Natural Resources and the Environment, University of Arizona

**Shela McFarlin**, Board Member, Cienega Watershed Partnership (*formerly of US Bureau of Land Management*)

**Joe Yarchin**, Watchable Wildlife Project Coordinator, Arizona Game and Fish Department Research Team

**Gale Bundrick**, President, Pima County Parklands Foundation (*formerly of Pima County Natural Resources, Parks and Recreation*)

**Tim Vimmerstedt**, Visit Tucson, Attractions Management

**Pima County Staff**

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**Tom Moulton**, Director, Economic Development & Tourism

**Brian Shirk**, Program Manager, Economic Development & Tourism (*Retired*)

**Patrick Cavanaugh**, Business Services Coordinator, Economic Development

**Kerry Baldwin**, Natural Resources Manager, Natural Resources, Parks and Recreation

**Jeff Nordensson**, Director, Communications Office

**Linda Mayro**, Director, Office of Sustainability & Conservation

**Mike Holmes**, Operations Program Manager, Economic Development & Tourism – *Performance Audit Project Manager & Contact Person*

**Consultants**

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**Ed Stone**, Sole Proprietor, Stone Communications – *Attractions Marketing & Operations*

**Bruce Herschend**, President, Bruce Herschend Creations – *Show Caves & Attractions*

**Full Performance Audit Report**

**Colossal Cave Mountain Park**

**18<sup>th</sup> November, 2014**



PIMA COUNTY

ECONOMIC DEVELOPMENT & TOURISM

# Performance Audit of Colossal Cave Mountain Park

Pima County, Arizona



## Audit Committee Members:

**Jon Baker - Committee Chair,**

**Wally Armer, Dr. Deborah Colodner, Dr. Randy Gimblett,  
Shela McFarlin, Tim Vimmerstedt, Joe Yarchin, Gale Bundrick**

November 18, 2014

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**Prepared and Submitted**

**By the Audit Committee Members & Staff**

**Community Volunteer Members**

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**Colossal Cave Mountain Park Performance Audit Scope**

- *Generate specific recommendations to support continuous improvement and accountability*
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**TABLE OF CONTENTS**

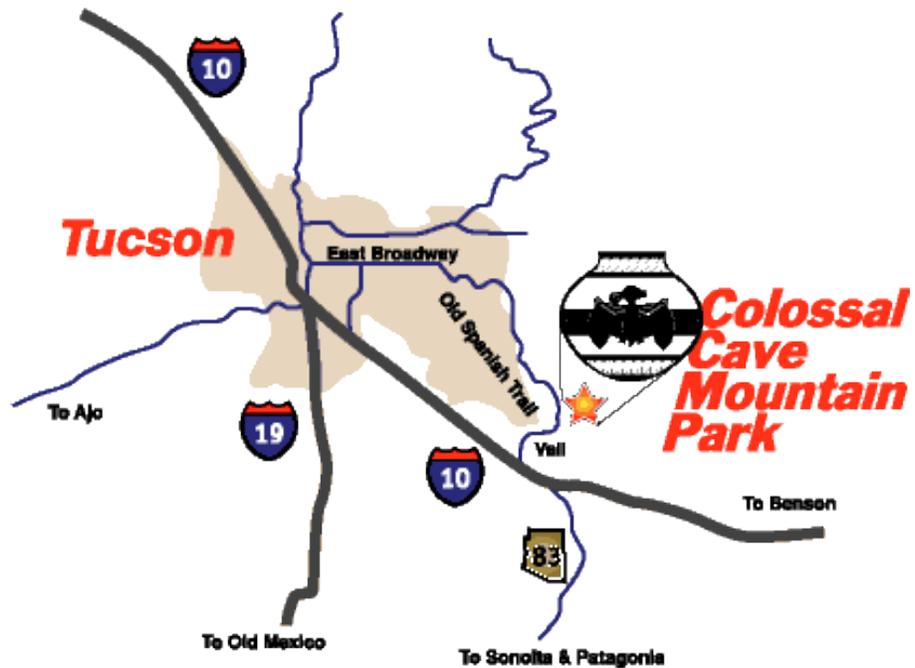
<b>I. Business &amp; financial</b>	
<b>A.</b> The history of CCMP from its inception to the present	<b>1</b>
<b>B.</b> Business overview	<b>3</b>
<b>C.</b> Analysis of the financial statements for the years 2002 through 2012	<b>4</b>
1. Colossal Cave Mountain Park – Financial Statement – 2004-2014	<b>6</b>
<b>D.</b> Analysis of the current business and marketing plans	<b>7</b>
<b>E.</b> Competitive analysis of other Pima County/southern Arizona attractions and similar cave operations in the western United States	<b>13</b>
<b>F.</b> Analysis of economic productivity variables	<b>17</b>
<b>II. Operations: Past &amp; current</b>	
<b>A.</b> Operations overview	<b>21</b>
<b>B.</b> Natural resources inventory	<b>22</b>
<b>C.</b> Capital improvements and major maintenance to the park	<b>22</b>
<b>D.</b> Transportation improvements on Pistol Hill Road that were designed to reduce through-traffic penetrating CCMP on Colossal Cave Road	<b>24</b>
<b>E.</b> Training and supervision of employees and subcontractors	<b>25</b>
<b>F.</b> Maintenance plan for the park and its facilities	<b>25</b>
<b>III. Sustainability</b>	
<b>A.</b> Sustainability overview	<b>27</b>
<b>B.</b> Proposed three-year business and marketing plan	<b>28</b>
<b>C.</b> CCMP recreational opportunities	<b>30</b>
<b>D.</b> Management performance matrix	<b>31</b>
<b>IV. Conclusion &amp; recommendations</b>	<b>33</b>
<b>V. List of Appendices &amp; References</b>	<b>35</b>



## **I. Business & Financial**

### **A. History of CCMP.<sup>1</sup>**

Colossal Cave had been used for centuries by native peoples before being reportedly “discovered” by cattle rancher Solomon Lick in 1879. Prior to 1917, Colossal Cave was known by an assortment of names: Arizona Catacombs, 5-mile Cave and the Mountain Springs Cave, according to a publication by Sharon E. Hunt (“Vail and Colossal Cave Mountain Park”).



The cave itself extends approximately 600-feet into the mountain side and descends 40- feet below the entrance. Colossal Cave is believed to be the largest known “dry” cave in the United States.

Colossal Cave and its surrounding property were actually State Trust Land up until 1992. Although public tours were occurring as early as 1918, it wasn’t until Frank “Pop” Schmidt acquired the lease in 1922 that a more business-like approach was taken.

Schmidt constructed a ticket office and residence at the entrance of the cave and ran a successful operation up until 1934. In 1934 Frank Schmidt released his rights to the lease so that the cave could be designated as a State Park and become eligible as a “CCC Public Park Improvement Project”. Schmidt stayed on and worked as a member of the CCC technical staff until the completion of the project(s) in 1937.

Pima County acquired the lease from the State of Arizona in 1944 in order to operate the site as a county park. Under the direction of the Board of Supervisors, Frank Schmidt would continue operating the cave (for the county) up until 1956.

In 1956 Pima County sublet the operation of the cave to the private partnership of Joe Maierhauser and Earl Bockelsby, both renowned cave experts. In January of 1965 Joe Maierhauser became sole proprietor for the operation of Colossal Cave. Rather than enter into an agreement with Joe Maierhauser as a concessionaire, the County elected to enter into a “management agreement” for the entire 495-acres. Included within the 495-acres were the El Bosquecito picnic grounds, La Sevilla picnic grounds and the hand dug well that serves the cave and campgrounds portion of the facilities today.

<sup>1</sup> Gale Bundrick, A Brief History of the Park, May 2014 (Appendix 9)

Pursuant to the agreement with Joe Maierhauser, Pima County paid for the state lease. All other expenses were borne by the lessee. Due to the increasing cost of the annual lease, Pima County negotiated a sale with the State Land Department for the outright purchase of the lease in 1992. Shortly before the purchase of Colossal Cave, the Pima County Flood Control District had purchased the La Posta Quemada Ranch as a flood control project. Being that Posta Quemada was adjacent to Colossal Cave and was used as the staging area for the CCC, it only made sense that the two properties be combined into one larger mountain park, thus the name Colossal Cave Mountain Park.

Through an agreement with the Pima County Board of Supervisors, management of the newly formed Colossal Cave Mountain Park was turned over to the Pima County Parklands Foundation, a non-profit corporation, in September of 1992. The Foundation, in turn, entered into an "Agreement for Operation and Administration of Colossal Cave Mountain Park" with Joe Maierhauser in November of 1992.

The management plan in 1992 was to close that portion of Colossal Cave Road located within the boundary of the park and improve Pistol Hill Road, a dirt road at the time, as an alternate route. By making these improvements, the Foundation would be able to charge an admission fee into the park and increase the revenue stream that had slowly began to erode due to the downturn in tourism. At the time of the management change, it was generally felt that the new plan would work and would optimistically generate enough revenue to not only manage Colossal Cave Mountain Park but help subsidize other needs of the Parks and Recreation Department. Unfortunately, the improvements to Pistol Hill Road were delayed due to the lack of County bond funds. As a result of the delay, management costs associated with the increased size of the park soared and the additional income from the road closure would not happen for another 8-years.

The Foundation and the Maierhausers (Martie and Joe) continue to operate the park but were unable to recover from the tourism downturn and the lost income from not having the entry gate in place when the Colossal Cave Mountain Park was expanded. The Maierhausers had personally invested their own money in changes made at the Posta Quemada Ranch in anticipation that they would be reimbursed from funds being paid to the Parklands Foundation. Although the Maierhausers were reimbursed for many of the improvements, the Foundation could not fully reimbursement the Maierhausers for all of their expenses.

Joseph G. Maierhauser passed away on March 7, 2007 just a few days before his 80th birthday. Joe had been instrumental in managing Colossal Cave for over 50-years - the longest continuous management lease to a sole proprietor in Pima County history.

Shortly after Joe Maierhauser's death, the president of the Parklands Foundation, Gene Issac, had a stroke and was unable to continue with his responsibilities. Due to the uncertainty of the Foundation's future, the Foundation officially released all of its obligations with respect to Colossal Cave Mountain Park. In addition, most of the monetary assets the Foundation had on hand were transferred to Pima County for repairs to the electrical system within Colossal Cave. On August 21, 2010; Martie Maierhauser was granted the management agreement by the Pima County Board of Supervisors under the name of Escabrosa, Inc., an Arizona non-profit organization, for a five (5) year term with the option of two 5-year renewals.

On September 10, 2013 Board of Supervisors requested a performance audit on the operation and contract deliverables of Colossal Cave Mountain Park.

## **B. Business Overview.**

Escabrosa, Inc. is an Arizona non-profit that was not fully established as such in the four years it has controlled CCMP. It has no board of directors and operates under the sole control of its executive director, Martie Maierhauser, who is also the CCMP Park Director. The Financial Audit determined its accounting procedures never fully transitioned from a “for profit” model to a “non- profit” model. Escabrosa operates much the same way its predecessors have since 1956.

The overall decline in business and attendance at CCMP is a result of many factors, including the national and local economic recession; poorly timed historical restorations at a time of tourism recovery which resulted in an estimated \$400,000 in sales in 2003-2005, the sickness and death of Joe Maierhauser, followed by a string of unsuccessful business decisions which shifted resources from the profitable cave portion of the park to the un-profitable Posta Quemada Ranch; the County-inspired imposition of a fee station and road realignment which may have deterred and deflected visitors; and deferred infrastructure maintenance which has impacted the appearance and functionality of the park. As the physical appearance and functionality of the park declined, it precipitated a “cycle of failure” that discouraged tourists from visiting which in turn resulted in less revenue, which meant even less cash available to make the necessary repairs, which then led to even more decline.

The 1992 decision to re-route Colossal Cave Road to Pistol Hill and emplace a fee station at the park entrance had unintended consequences of setting up value expectations in many of the park visitors that were then unmet by their experience on the far side of the gate. Before the road was rerouted, anyone travelling along Old Spanish Trail to Vail or Tucson passed along the southwest boundary of the park and were able to see it. Travelers were constantly reminded the park was there. Currently, Pistol Hill road takes travelers on a route away from the park and CCMP is hidden behind a large hill – not open to view. To reach CCMP, visitors must make a conscious decision to do so and then travel along a badly pitted and rutted road to reach the fee station. Once at the fee station, visitors are asked to pay \$5 per car to enter the park, where they are then directed to either the Ranch or the Cave. At the Cave, they are then asked to pay an additional fee for that experience. At the Ranch, they pay an additional fee to ride the horses. The “attractions” that remain are in poor repair or need additional interpretation. Over time, the repeat attendance dropped and locals “forgot” the park was there.

Our analysis of Escabrosa’s “Strategic Plan” reveals a document that is long on aspiration and short on implementation and measurable objectives. It presents a “Vision” for the park, but offers little detail on how that vision might be achieved. The strategic goals listed are tactical in nature with little connection to the strategic vision. There are few measurable performance measures outlined in the document. Few of those strategic goals have been accomplished.<sup>2</sup>

The marketing for CCMP has not kept up with current trends and practices and is significantly underfunded compared to other show caves. The website is dense and needs updating and the social media strategy has been neglected. There are no Twitter or Yelp! accounts established to

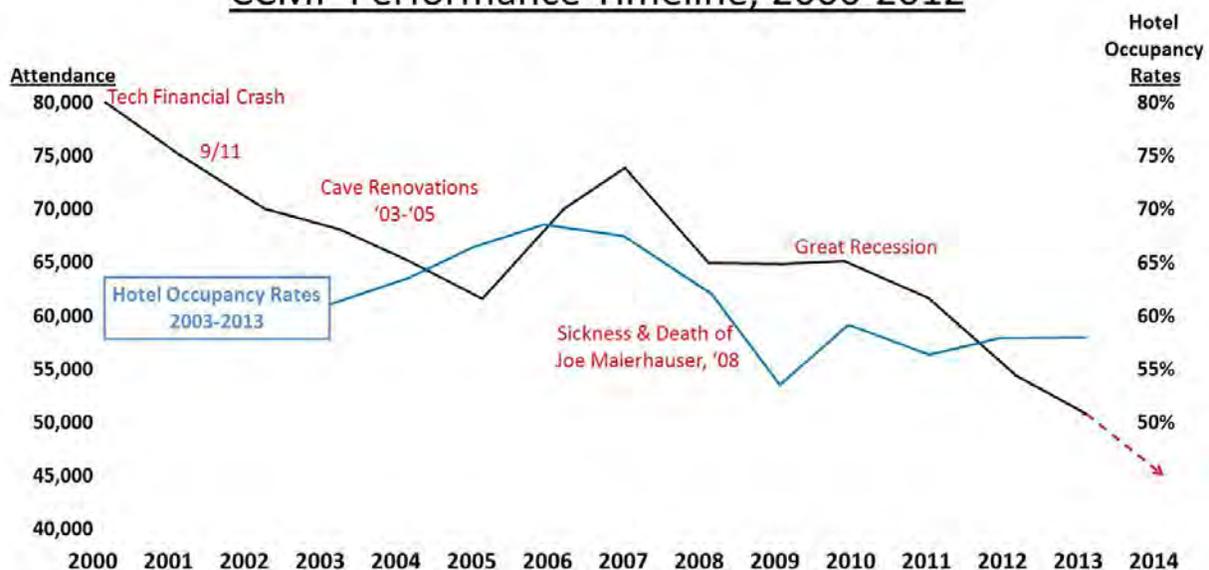
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<sup>2</sup> Martha K. Maierhauser, Colossal Cave Mountain Park Strategic Plan, 2011-2014 (Appendix 10)

take advantage of visitor experiences, nor is there Wi-Fi on the property, and weak cellular phone signal discourages visitors from posting photos to social media accounts.

These factors were aggravated by incomplete financial record keeping and physical property accountability, and high junior staff turnover which contributed to organization execution irregularities.

### CCMP Performance Timeline, 2000-2012



A brief analysis of the timelines above show that until 2010, CCMP's attendance generally tracked the Hotel Bed Occupancy trends (our best indicator of the number of out of town visitors available). After the extended period of cave renovations in 2003-2005, the park's attendance rebounded to near pre-financial crash numbers through 2006-2007, only to fall sharply in 2007, again keeping pace with the overall tourism trend for the rest of Pima County. However, in 2010, we see a distinct point of departure with overall tourism to Pima County stabilizing, while attendance at CCMP has continually dropped for the past three years by 23%, and continues downward in 2014.

#### **C. Analysis of Financial Statements from 2002-2012.**

The external financial audit conducted by Addington & Associates, PLLC determined that Escabrosa has lost money every year from 2004 to 2013.<sup>3</sup> The independent auditor's report for the year ending December 31, 2012 shows a deficit of \$207,213 for the time period, including unsecured personal advances from the Director (Martie Maierhauser) of \$162,120. The unaudited 2013 financial statement indicates an annual profit of \$4,716 for Escabrosa and the

<sup>3</sup> Note: The 2010 Management agreement stipulated that Escabrosa undergo an external audit every two years and develop a business plan starting with the first year. However, due to the financial constraints of the Parklands Foundation, the sudden illness of its director and its possible dissolution, Escabrosa was allowed to provide unaudited financial records and a strategic business plan. An analysis of these unaudited records concurs with the finding of the external auditors report. MDH

first quarter of 2014 shows an \$18,924 net profit. There was no evidence of illegal activity or malfeasance.<sup>4</sup>

The balance sheet for Colossal Cave Mountain Park for the past nine years reflects a declining tourist attraction. There appears to be a reduction of losses in the past four years even with a \$43,271 loss in 2012 and a net deficit of \$207,213, including Director's advances.<sup>5</sup>

1. The auditors were unable to obtain sufficient appropriate audit evidence on inventory quantities and values by other auditing procedures. Therefore, sufficient audit evidence was unavailable on the balance of net assets or advances from the Director at January 1, 2012.
2. For the year 2012, Escabrosa, Inc. received \$648,799 in total revenues and had \$692,016 in total expenses. The decrease in unrestricted assets is a deficit of \$43,217. At the beginning of the year there was a deficit of \$163,996, making a \$207,213 deficit for the end of the year.
3. The net outstanding balance of the advances at December 31, 2012 was \$162,120.
4. Cash flows from financing activities for 2012 show that the Director provided \$41,000.
5. The Director permits Escabrosa to utilize a cash account that is owned by the Director for its operations. As such, all disbursements into the account are considered as advances from the Director and all deposits to the account are considered to be repayments to the Director.
6. Director allows Escabrosa to utilize credit cards that are in the name of the Director for operational expenses. The outstanding balance on the credit cards at December 31, 2012 of \$33,002 is included in Director Advances.
7. There is no written agreement between the Director and Escabrosa related to any of the advances from the Director. In addition, there is no interest charged by the Director on the outstanding balance of the advances. The advances are considered to be due on demand as there is no formal repayment agreement and are reflected as a current liability in the accompanying financial statements.
8. The operational deficits of the Park have been funded by advances from the Director. Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operation of the Park.

(See Figure 1 on foldout following this page for financial spreadsheet)

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<sup>4</sup> Addington & Associates, PLLC, Independent Auditors Report for 2012 (Appendix 3)

<sup>5</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp. 50-53 (Appendix 4)

**Colossal Cave Mountain Park – Financial Statement - January 2004 through June 2014**

	Jan 04 - Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07 - Dec 07	Jan 08 - Dec 08	Jan 09 - Dec 09	Jan 10 - Dec 10	Jan 11 - Dec 11	Jan 12 - De 12	Jan 13 - Dec 13	Jan 14 – Mar 14
<b>Income</b>	665,076	759,205	830,882	842,561	788,411	852,487	746,505	690,621	685,610	636,555	204,361
<b>Less Refunds</b>	2,036	2,058	2,830	-	-	-	148	-	-	-	-
<b>Gross Income</b>	663,040	757,147	828,052	842,561	788,411	852,487	746,357	690,621	685,610	636,555	204,361
<b>Cost of Sales</b>											
<b>Inventory</b>	161,387	146,330	140,155	201,007	100,579	91,433	59,856	39,368	16,397	17,530	28,226
<b>Purchases</b>	79,044	104,745	104,817	98,329	81,792	55,978	25,733	27,573	27,462	34,091	
<b>Total</b>	240,431	251,075	244,972	299,336	182,371	147,411	85,589	66,941	43,859	51,621	28,226
<b>Less End Inventory</b>	146,330	140,155	99,007	(202,579)	(91,433)	(59,856)	(39,368)	16,397	17,530	28,226	28,226
<b>Total Cost of Sales</b>	94,101	110,920	145,965	96,757	90,938	87,555	46,221	50,544	26,329	23,395	10,945
<b>Gross Profit</b>	568,939	646,227	682,087	745,804	697,473	764,932	700,136	640,077	659,281	613,160	193,416
<b>Expense</b>											
<b>Wages &amp; Salaries</b>	371,497	362,203	329,842	350,988	351,902	333,049	387,088	371,453	377,175	369,873	88,209
<b>Advertising</b>	50,017	65,669	54,310	55,867	47,718	18,334	22,670	37,831	17,012	13,668	1,938
<b>Accounting</b>	6,000	6,800	-	-	-	-	6,600	7,800	4,038	2,805	
<b>Auto Expense</b>	3,122	2,347	2,070	1,995	2,339	5,455	21,502	24,122	28,610	8,391	1,389
<b>Banking</b>	4,308	5,259	5,192	7,481	7,893	7,488	3,029	1,806	632	969	414
<b>Contribution</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Credit Card Fees</b>	-	-	-	-	-	-	6,340	4,551	6,710	6,430	4,320
<b>Dues &amp; Subscriptions</b>	3,859	3,757	3,461	3,255	2,880	3,062	4,474	4,468	3,149	2,126	1,096
<b>Equipment Rental</b>	9,406	11,180	8,210	11,878	10,118	11,173	6,703	5,783	7,756	7,258	-20
<b>Freight</b>	1,208	1,680	1,483	1,570	1,333	1,527	1,464	1,765	1,037	572	
<b>Grazing</b>	2,603	2,279	2,939	2,799	-	-	-	-	-	-	-
<b>Insurance - Regular &amp; W/C</b>	54,444	58,450	55,984	39,167	29,869	50,098	46,630	56,826	46,260	33,475	24,720
<b>Insurance - Medical</b>	28,951	26,726	22,484	20,115	19,478	17,165	27,790	31,236	17,527	23,035	4,155
<b>Interest Expense</b>	-	-	-	-	-	-	-	868	3,525	4,933	923
<b>Licenses &amp; Permits</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Office Expense</b>	3,334	3,621	3,409	3,416	2,912	4,240	9,124	11,469	6,129	1,909	1,224
<b>Payroll-Expenses</b>	-	-	-	-	-	-	-	-	-	-	529
<b>Phone</b>	13,673	13,330	9,463	9,710	10,986	9,337	8,878	8,207	9,862	6,741	725
<b>Pension &amp; Profit Sharing</b>	-	-	-	-	-	-	572	11	-	-	-
<b>Postage</b>	-	-	-	-	-	-	2,046	3,084	1,194	1,885	402
<b>Professional Fees</b>	1,390	1,440	8,525	7,200	11,160	11,896	-	-	-	-	505
<b>Repairs &amp; Maint</b>	48,166	57,711	51,534	46,864	54,514	88,559	45,312	44,035	24,765	20,462	6,013
<b>Rent</b>	62,790	65,376	73,423	82,104	65,417	79,866	18,058	-	-	-	-
<b>Security System</b>	-	-	-	-	-	-	4,382	6,067	8,151	2,953	2,987
<b>Seminars &amp; Conventions</b>	-	-	-	-	-	-	-	196	-	879	460
<b>Supplies</b>	18,557	32,620	36,563	29,229	26,837	41,236	16,063	10,271	5,730	6,530	2,435
<b>Taxes - Sales</b>	25,834	29,359	34,381	36,191	30,960	34,290	46,471	46,238	45,716	37,362	
<b>Taxes - Regular</b>	947	1,426	1,060	633	751	309	326	-	-	-	-
<b>Taxes - Payroll</b>	24,165	32,548	24,912	30,551	45,165	28,482	39,553	36,471	32,039	28,790	7,854
<b>Taxes - Other</b>	6,947	7,131	9,170	9,392	6,355	9,532	2,242	-	-	-	14,962
<b>Travel</b>	1,933	1,880	1,834	1,399	2,083	2,368	2,730	1,428	1,358	966	665
<b>Utilities</b>	37,284	48,271	44,892	44,768	46,199	37,573	27,456	24,317	30,034	18,427	7,542
<b>Website &amp; Technology</b>	-	-	-	-	-	-	2,156	2,972	3,401	2,315	
<b>Welfare</b>	1,565	2,036	1,856	4,941	4,881	712	-	-	-	-	-
<b>Other (Income) Expense</b>	-	889	1,798	94	-	1,863	(2,070)	7,720	4,538	5,570	-829
<b>Amortization</b>	1,800	1,800	-	-	-	-	445	-	-	-	-
<b>Depreciation</b>	6,378	6,674	8,829	15,150	8,115	6,560	1,170	-	80	120	
<b>Total Expense</b>	790,178	852,462	797,624	816,757	789,865	804,174	759,204	750,995	686,428	608,444	173,664
<b>Net Income (Loss)</b>	(221,239)	(206,235)	(115,537)	(70,953)	(92,392)	(39,242)	(59,068)	(110,918)	(27,147)	4,716	18,924

\* April 1, 2010 new non-profit corporate organization was started. The 2010 figures shown here are for all 12 months of 2010, the Escabrosa, Inc. financial statements only cover April to December of 2010. The entity did not exist prior to April 2010.

**Source: CCMP unedited annual financial statement**

### D. Analysis of the Current Business and Marketing Plans.

Revenues and marketing are the lifeblood of any organization and marketing drives revenues. The Committee believes there is a branding opportunity for CCMP. It's extremely difficult to communicate the concept of Colossal Cave Mountain Park. Is it a cave attraction, a ranch, a wildlife/natural resource area or all of the above? "Conservation Adventure with a purpose" was a phrase from one of the Committee's meetings. The diversity and totally different types of businesses at CCMP make it a challenge to market. Under the current offerings of CCMP, consideration should be given to focus on the Cave and develop a separate strategy for the operations of the Ranch. Whenever possible, cross selling the two products before the visitor arrives and while on property is strongly recommended. Marketing demographics for Pima County show 3.5 million residents live within 100 miles and the county receives four million visitors annually.<sup>6</sup>

Type of Audience	Estimated Number	Largest Age Groups	Median Income	Notes
Local/Residents	1,020,200 – Metropolitan Area	0 to 14 yrs. – 20.5% 15 to 44 yrs. - 41.3% 45 to 64 yrs. - 23.6%	Tucson - \$30,334 Pima County - \$34,932 Tucson MSA - \$34,932	<ul style="list-style-type: none"> <li>Pima County has a population of 980,263.</li> <li>Tucson has a population of 520,116.</li> <li>A metropolitan area population of 1,020,200.</li> </ul>
University of Arizona Students	38,767	18 – 22	N/A	<ul style="list-style-type: none"> <li>As of Fall of 2009</li> <li>The total enrollment in all area colleges is 73,436.</li> </ul>
Seasonal Residents	<ul style="list-style-type: none"> <li>November through April account for some 7,200 motorhomes and RV space rentals bringing some 15,800 people to the area.</li> <li>Estimated they spend some \$1,600 per month, per household.</li> <li>Does not include seasonal residents who own second homes in the area.</li> </ul>			<ul style="list-style-type: none"> <li>This audience visits from November through April.</li> <li>Somewhat upscale and older.</li> </ul>
Meetings/Conventions	400,000			<ul style="list-style-type: none"> <li>These numbers are for the year 2006/07</li> </ul>
Est. Overnight Visitors to the Tucson Area	4,032,052			<ul style="list-style-type: none"> <li>2010 figures from Cochrane Consulting</li> </ul>
Est. Hispanic/Mexican Visitors to Pima County (16% of total to State)	2,701,912 annually			<ul style="list-style-type: none"> <li>AZ. Dept. of Tourism 2007/08</li> <li>Visiting to shop, casinos, family, friends &amp; attractions.</li> </ul>
Hispanic/Mexican Visitors to State of Arizona (98.9% are from Sonora.)	24.02 million Mexican visitors came to Arizona	1.8 persons per party		<ul style="list-style-type: none"> <li>AZ. Dept. of Tourism 2007/08</li> </ul>

<sup>6</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 19-21, 41-53 (Appendix 4)

**Est. Overnight Visitors to the Tucson Area, as of 2010:**

Description		Calculation
Hotel/Motel Count in Pima County		16,700
Available Room Nights (x 365)		6,095,500
Percent Occupancy		56%
Occupied Room Nights		3,413,480
Persons Per Room		2.49
Total Person Nights		8,499,565
Nights Stayed		3.40
Individual Visitors		2,499,872
Percent Staying in Hotels/Motels		62%
Estimated Total Overnight Visitors		4,032,052
<b>Purpose of Visit (rounded)</b>		
Pleasure	90%	3,600,000
Business	10%	400,000

**- Arizona Office of Tourism, Metropolitan Tourism Convention & Visitors Bureau**



## Tucson/Pima County Demographics:

Radius Band Year	0-50 Miles Radius Band			50-100 Miles Radius Band			Total 0-100 Mile Radius Band		
	2000	2010	2015	2000	2010	2015	2000	2010	2015
Population (000)	873	1,065	1,153	1,581	2,187	2,465	2,454	3,252	
Households (000)	342	415	450	570	769	864	913	1,184	1,315
Avg. Household Size	2.48	2.51	2.51	2.71	2.79	2.81	2.69	2.75	2.75
Median Household Income	\$36,958	\$49,809	\$58,436	\$43,181	\$58,452	\$66,188	\$40,850	\$55,422	\$63,532
Per Capita Income	\$19,793	\$25,220	\$29,365	\$19,841	\$25,518	\$28,937	\$19,824	\$25,420	\$29,073
Median Age	35.7	37.7	38.1	32.3	33.8	34.3	33.5	35.1	35.5
Households by Income									
< \$24,999	33%	22%	17%	26%	18%	14%	29%	19%	15%
25,000 - \$49,99	32%	28%	22%	31%	24%	19%	32%	26%	20%
\$50,000 - \$74,999	18%	22%	25%	21%	22%	24%	20%	22%	24%
> \$75,000	17%	28%	36%	22%	36%	44%	20%	33%	41%
Population by Age									
< 14	21%	19%	19%	23%	23%	23%	22%	22%	22%

Radius Band Year	0-50 Miles Radius Band			50-100 Miles Radius Band			Total 0-100 Mile Radius Band		
	2000	2010	2015	2000	2010	2015	2000	2010	2015
15 – 24	15%	14%	18%	15%	14%	13%	15%	14%	13%
25 – 44	28%	26%	26%	31%	29%	28%	30%	28%	27%
45 – 64	22%	26%	25%	19%	23%	22%	20%	24%	23%
> 65	14%	16%	17%	12%	12%	13%	12%	13%	14%
Race & Ethnicity									
White	75%	72%	70%	76%	70%	69%	75%	71%	69%
Black	3%	4%	4%	4%	5%	5%	4%	4%	5%

- 2000 Census of Population and Housing RSRI and Cochrane Consulting

## Regional Map Showing Distances from Tucson:



The following are considerations and points of marketing/communications currently in place along with suggestions for the future. The Committee realizes the limited marketing budget of \$25,000 is inadequate. Most show caves with attendance similar to CCMP spend an average of 11 percent to 15 percent of gross revenues on marketing. CCMP spends an average of only 5 percent.

1. **Personnel.** The ranch operations manager, an employee of Escabrosa, is responsible for the ranch operation and for all activities that occur on ranch property, whether by employees or guests. This manager oversees the ranch gift shop, merchandise buyer and oversees food service, together with the management team and Park Director handles advertising. The responsibility for marketing should be moved to an individual focusing on marketing the CCMP. The manager of information systems is in charge of computers, on-line ticketing, information systems, social media and oversees and manages online reviews, Google alerts, computer equipment, networking, phone systems, copy machines, information systems, Groupon and LivingSocial deals, etc. We suggest moving all marketing aspects to the manager of information systems and changing the title to marketing manager.
2. **Website hosting/updating and social media etc.** The CCMP website is outdated and has little appeal to the Internet visitor. The Committee recommends a new site be designed to bring the attraction into the year 2014. The website should be constantly updated and provide current information about pricing, ticket ordering, special events, etc. This may be expensive upfront but in the long-term it will be the way most visitors

will discover CCMP and maintain their connection. Social media, i.e., Facebook and other sites, are important to current and potential guests. CCMP should consider using University of Arizona or other IT experts needing an internship. Mobile media (smartphone, iPad, etc.) is the way younger audiences are viewing e-mail and on-line information. A mobile application needs to be developed as part of the new website.

3. **Advertising design, production & printing.** A quick review of caves in the southwest United States shows most have some form of a rack brochure available for regional distribution. While CCMP does have a rack brochure, it needs immediate updating.
4. **Media buys/placements.** The Director creates camera-ready art and the ranch operations manager deals with the placement/insertion orders, contract and terms. Marketing monitors where guests heard about or discovered CCMP. A steady 20 percent visitation came from California via Sunset magazine advertising, (which is no longer used to advertise with due to ad cost). Largest percentage of visitors learned/heard about CCMP from website and rack card/brochure distributions. CCMP currently advertises with Visit Tucson through Madden Media, co-op marketing through the Southern Arizona Attractions Alliance and other in-room publications such as the Southern Arizona Guide. There are a few smaller media outlets sometimes considered, but nothing on a contract. CCMP uses spot media, print/advertising for special events, especially Ha:san Bak and Halloween Howl, the largest/annual events. Monthly advertising is via the website/in-house newsletter, e-mail blasts, and flyer distribution.
5. **Brochure distribution.** CCMP has used Certified Folder since the 80's. Annual distribution costs have increased steadily for the last 5 years. Rack/brochure cards are distributed to Tucson hotels and motels and the Green Valley, Sierra Vista, Benson, Wilcox, Bisbee, Casa Grande areas. Current/annual distribution cost is \$5,564.70.
6. **In-house printing for group, educational, special events, etc.** The Director compiles and updates all necessary information and transfers it to existing template flyer formats. Monthly and seasonal events flyers are handled by manager of information systems and/or Cave office staff who print out what's necessary for the park's local distribution.
7. **Publicity covering regional news media/publications.** Appearing on local and regional television and radio programs can be most effective in covering the markets within 100 miles. It is also suggested travel journalists be invited to attend special events or whenever visiting the area. Publications serving niche audiences, i.e., bird watchers, hiking, geology, etc. should be cultivated to generate news and information about CCMP. New products at CCMP will reach a broader audience and wider area for publicity. The Director's e-blasts invite a lot of local and regional media/travel agents, whenever there's a special event scheduled.
8. **Group sales.** This is a combined effort within the management staff. The educational coordinator schedules and sells educational events. The cave operations manager

schedules and sells all of the Adventure Tours and Special Cave events. The ranch operations manager schedules and sells CCMP and the ranch, special or reserved events. The stables handle their own events and pay CCMP 11 percent. We believe coordination of all park group sales efforts are paramount and should be closely integrated with marketing efforts. The current organization may lead to an unorganized and fragmented approach.

- 9. Educational groups.** Looking at the current programs being conducted by the educational department, most areas are being covered but need both financial and personnel support to present quality programs needed to represent the Park. From all indications, elementary school groups represent the majority of this audience. These programs should be expanded to other audiences in the region.
- 10. Specialty groups, i.e., hiking, bird watchers, etc.** These niche audiences can bring large numbers to CCMP. They may not be counted with the Cave attendance, but they will represent large groups who will use the La Posta Quemada Ranch facilities or more importantly spread the news about this unique attraction. Evaluate the value of Phoenix-based marketing for both groups and individual visitors to CCMP.
- 11. Ladder tours.** The Park offers Ladder Tours sales, both daytime and nighttime, as well as their regular tours on-line through Zerve (<http://www.zerve.com/ColossalCave>). On November 22, 2013, CCMP went live with Zerve to sell tickets. As of August 12, 2014, a total of 97 Ladder Tours were offered, of those 37 were sold through Zerve.
- 12. Co-op marketing programs & projects.** Under the educational section this marketing strategy is recognized and recommended. Whether a company wants to be identified as a supporter of education or affiliated with the historic attraction, generating dollars and support from local and regional companies can mean the difference in a successful or not-so successful program. Throughout this report, there are several times a cooperative partnership is suggested. A program to involve a cross marketing program with Kartchner Cave is a natural for increasing sales for Colossal Cave, i.e. exchange used ticket for admission or merchandise discount to each other's attractions. Create a cross promotion for Arizona Gem Shows. This may or may not be on a discounted ticket or merchandise item(s).
- 13. Marketing research.** There are no visitor surveys or advertising tracking codes conducted at CCMP other than at special events. A guest book is available for visitors to sign at the cave and ranch house indicating their place of residence and hometown. Most visitors come from Arizona, California, Colorado, Washington, Oregon and Idaho. We recommend a tracking method that shows where visitors come from, which parts of the park they visit, what attracted them to the park and how they learned of the park.
- 14. Advanced Cave Tours.** Develop and implement more focused marketing of advanced cave tours. CCMP has been conducting "Wild Cave" tours into the undeveloped areas of

the cave which offer a way to maximize the amount of profit from each visitor and enhance the reputation and stature of the cave as an adventure destination. Currently the “Sidewalk Tour” through the half mile of CCC passages and walkways lasts 45 minutes and grosses \$13 per guest. “Wild Cave” tours through the back areas of the cave last four hours. Increase the price from \$75 to \$125 per guest. The added attraction of these tours is it will attract a different kind of visitor to the cave and have an appeal outside the Tucson area to create a bigger economic impact. “Wild Cave” and “Sidewalk Tours” can be conducted simultaneously, because they reach different areas of the cave – nothing is sacrificed to add this new element.

**15. Strategic Plan.** The Strategic Plan developed by director and staff lacks measurable success criteria. We recommend a new plan that develops strategies including the cave and the ranch, and incorporate quarterly updates for promoting CCMP. The plan needs to include more information as to “how and when” these strategies will be achieved.

**16. Marketing.** The exposure and marketing of the Park comes from its own efforts. Visit Tucson includes CCMP in the myriad of messages they present but should not be considered major support. There appears to not be a marketing plan, per se, but rather continued use of what was done or used last year. The Committee recommends a comprehensive marketing plan be written outside of the Strategic Plan (mentioned above) to help guide the CCMP marketing and communications efforts.

With investment in new products, events and programs, along with additional budgeted marketing dollars (11 percent to 15 percent of gross), attendance and publicity should increase.

### **E. Competitive analysis of other Pima County/southern Arizona attractions.**

Since 2000, the number of visitors touring CCMP dropped from 77,290 to 41,541 in 2013, a 46.25 percent decrease. CCMP’s attendance for the past five years has averaged a decline of -7.59 percent. In comparison with other publicly owned show caves in the American Southwest, CCMP’s attendance drop places it in the bottom third. The only caves with larger drops in attendance were located in remote regions of South Dakota and Utah. Perhaps more troubling is CCMP’s lack of a recovery since 2010. When compared to other attractions in Southeast Arizona from 2010 to 2013, CCMP records a loss in attendance of 14 percent, compared to gains of 1 percent for Kartchner Caverns and Saguaro National Park.<sup>7</sup>

**1. CCMP Attendance Analysis.** Since 2000, visitors touring Colossal Cave declined from 77,290 to 41,541 in 2013, a 46.25 percent decrease. Tourism showed moderate growth through 2011, however the economy in Arizona declined throughout 2012 which caused the attendance to slip to where the park is today. Even Kartchner Caverns had a 8.56 percent decrease in 2012 over 2011. The Arizona-Sonora Desert Museum had decreases in 2011 over 2010 and 2012 over 2011 (-4.75 and -3.39 respectively). Hotels saw similar decreases, indicating an overall downturn in the economy. The charts below show that for the four years

<sup>7</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 44-49 (Appendix 4)

of 2010-2013 the visitors to the Cave dropped nearly 7,000 from 2010 to 2013 and people entering the toll booth dropped some 14,612. Even when we look at the number of guests taking horseback rides, we see an average 26 percent drop over the four years.

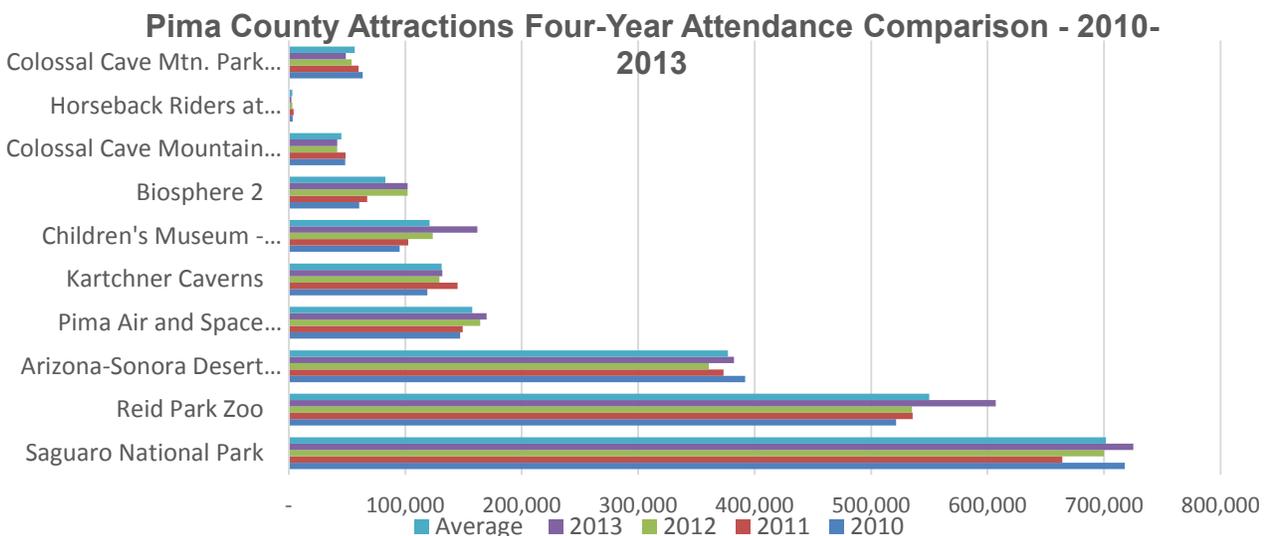
**Colossal Cave Mountain Park Admissions/Attendance 2000 through 2013**

Year	Through Cave*	Percent +/- from previous year	Through Toll Booth†	Percent +/- from previous year
2000	77,290		79,562	
2001	70,498	-8.79%	74,647	50.61%
2002	68,842	-2.35%	67,479	-9.60%
2003	63,431	-7.86%	65,669	-2.68%
2004	59,664	-5.94%	63,075	-3.95%
2005	60,880	2.04%	59,752	-5.27%
2006	61,555	1.11%	68,572	14.76%
2007	63,245	2.75%	73,458	7.13%
2008	59,271	-6.28%	63,406	-13.68%
2009	55,096	-7.04%	63,379	-0.04%
2010	48,488	-11.99%	63,461	0.13%
2011	48,660	0.35%	59,939	-5.55%
2012	41,722	-14.26%	53,911	-10.06%
2013	41,541	-0.43%	48,869	-9.35%
<b>Average</b>	<b>58,585</b>	<b>-4.52%</b>	<b>62,513</b>	<b>0.96%</b>

\*Through Cave includes everyone through the Cave or on any kind of tour--Regular Tours, Special Tours (e.g., school tours), Adventure Tours, and children under 5.

†Through Toll Booth includes everyone coming into the Park during business hours; this does not necessarily reflect nighttime business (before-hours Trail Rides, after-hours Cave Tours, Sunset Rides, special events, and the like)

**2. CCMP performance compared to other Pima County attractions.** From 2010 to 2013, CCMP attendance dropped 9.35 percent, compared to an average gain of 7.23 percent for the other attractions. This speaks to a marketing plan that has not affected its target.



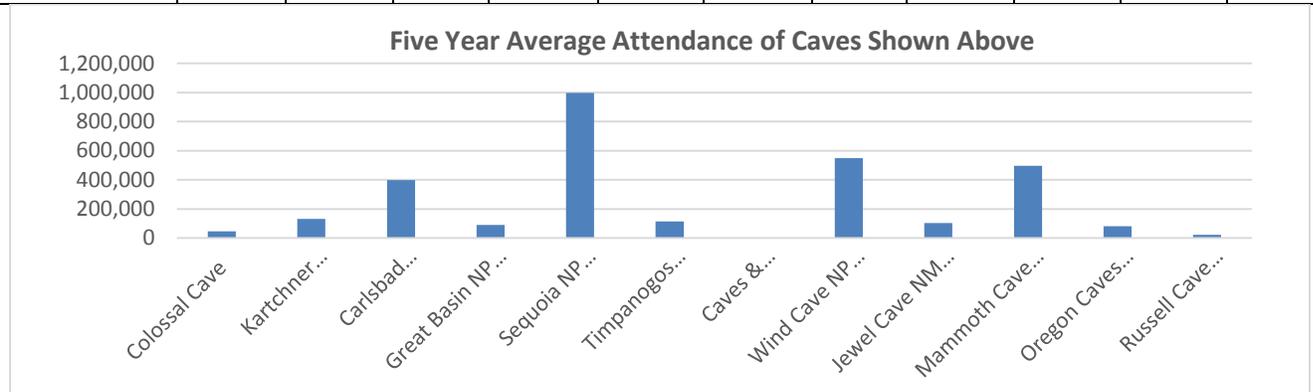
<b>Pima County Attractions Four-Year Attendance Comparison - 2010-2013</b>								
<b>Attraction</b>	<b>2010</b>	<b>2011</b>	<b>% Change</b>	<b>2012</b>	<b>% Change</b>	<b>2013</b>	<b>% Change</b>	<b>4 Yr. Avg</b>
Saguaro National Park	717,614	664,179	-7.45%	700,000	5.39%	725,000	3.57%	701,698
Reid Park Zoo	521,335	535,688	2.75%	535,000	-0.13%	606,884	13.44%	549,727
Arizona-Sonora Desert Museum	391,734	373,111	-4.75%	360,604	-3.35%	382,208	5.99%	376,914
Pima Air and Space Museum	147,034	149,248	1.51%	164,426	10.17%	169,854	3.30%	157,641
Kartchner Caverns	139,086	119,157	14.33%	129,361	8.56%	131,904	1.93%	129,877
Children's Museum - Tucson	95,204	102,578	7.75%	123,507	20.40%	162,000	31.17%	120,822
Biosphere 2	60,534	67,209	11.03%	102,000	51.77%	102,000	0.00%	82,936
<b>Colossal Cave Mountain Park</b>	<b>48,488</b>	<b>48,660</b>	<b>0.35%</b>	<b>41,722</b>	<b>-14.26%</b>	<b>41,541</b>	<b>-0.43%</b>	<b>45,103</b>
<b>Colossal Cave Mtn. Park Toll Booth</b>	<b>63,461</b>	<b>59,939</b>	<b>-5.55%</b>	<b>53,911</b>	<b>-10.06%</b>	<b>48,869</b>	<b>-9.35%</b>	<b>56,545</b>
<b>Horseback Rides at CCMP</b>	<b>3,445</b>	<b>4,041</b>	<b>17.30%</b>	<b>2,989</b>	<b>-26.03%</b>	<b>2,208</b>	<b>-26.13%</b>	<b>3,171</b>
<b>TOTAL ALL</b>	<b>2,164,404</b>	<b>2,145,612</b>	<b>-0.87%</b>	<b>2,210,531</b>	<b>3.03%</b>	<b>2,370,260</b>	<b>7.23%</b>	<b>2,222,702</b>



- When compared with 10 other publicly-owned caves, CCMP’s performance lies third from the bottom, outperforming only Timpanogos Cave in Utah and Jewel Cave in South Dakota. However, all but one of the caves compared has suffered declining attendance, which speaks to a need to rethink how caves are experienced, interpreted and marketed to a new audience of tourists who are looking for adventure and something outside the ordinary.

**Attendance at other Publicly-owned Caves and Caverns:**

Southwestern Caves & Caverns	2009	2010	%Diff +/-	2011	%Diff+/-	2012	%Diff +/-	2013	%Diff+/-	Avg. Attn.	Avg% Diff+/-
Colossal Cave	55,097	48,488	-13.6%	48,660	0.4%	41,722	-16.6%	41,541	-0.4%	47,102	-7.6%
Kartchner Caverns	143,390	139,086	-3.00%	119,157	-14.33%	129,361	8.56%	131,904	1.93%	131,969	-1.52%
Carlsbad Caverns NP (New Mexico)	432,639	428,524	-1%	365,000	-17.4%	381,058	4.2%	388,566	1.9%	399,157	-3.0%
Great Basin NP (Nevada)	84,974	88,870	4.4%	91,451	2.8%	94,850	3.6%	92,893	-2.1%	90,608	2.2%
Sequoia NP (California)	965,170	1.01 M	3.8%	1.01 M	0.4%	1,1M	9.0%	0.9 M	-21.7%	0.99 M	-2.1%
Timpanogos Cave NM (Utah)	138,571	120,241	-15.2%	96,965	-24.0%	118,764	18.4%	91,269	-30.1%	113,162	-12.8%
<b>Caves &amp; Caverns Outside the Southwest</b>											
Wind Cave NP (South Dakota)	587,868	577,141	-1.9%	538,394	-7.2%	529,083	-1.8%	516,142	-2.5%	549,726	-3.3%
Jewel Cave NM (South Dakota)	129,595	103,462	-25.3%	77,146	-34.1%	109,300	29.4%	98,259	-11.2%	103,552	-10.3%
Mammoth Cave NP (Kentucky)	503,856	497,225	-1.3%	483,319	-2.9%	508,054	4.9%	494,541	-2.7%	497,399	-0.5%
Oregon Caves NM (Oregon)	88,496	86,335	-2.5%	76,194	-13.3%	78,164	2.5%	72,717	-7.5%	80,381	-5.2%
Russell Cave NM (Alabama)	24,087	23,374	-3.1%	20,717	-12.8%	20,954	1.1%	20,456	-2.4%	21,918	-4.3%



- Charts and Data Prepared and submitted by Audit Committee Consultant, Ed Stone

## **F. Analysis of other economic productivity variables.**

The recent economic recession negatively impacted all of the attractions in Southeast Arizona equally at first, with significant drops in attendance in the first several years. However, while other attractions have rebounded and in many cases have grown their attendance above pre-recession levels, CCMP has not.<sup>8</sup> There are a number of reasons for this, but most of them could have been overcome, or ameliorated, with better planning, an aggressive marketing strategy and better allocation of the available resources.

- 1. Lack of an executable strategic vision or plan to effectively market CCMP.** As previously discussed, CCMP's strategic plan document was long on vision and short on a plan to make the vision a reality. There are a number of very tactical goals laid out in the document, but they are not tied to an overall strategy and very few of them were fully realized. CCMP has been operating without a clear or unified purpose and little perspective on where the park fits in with other regional attractions or other commercial cave operations. Another factor is the missing linkage between the cave and the ranch portions of the park. A lot of energy and resources were expended to attempt linking both portions of the park, but it is still not clear to this committee or the consultants what that linkage is. In retrospect, the money that was spent from cave profits to update or keep the ranch open, staffed, and operational might have been better spent elsewhere or in maintaining the cave, which remains the truly viable portion of the operation. A strategic plan that addressed this issue and others, and which clearly targeted a market segment would have gone a long way towards ensuring that the diminishing resources were spent more efficiently and with greater effect.
- 2. Outdated marketing tools and strategy.** For the past several decades, CCMP marketing has relied upon flyers, brochures, and newspaper ads for the bulk of its marketing. Although some attempts were made towards developing an internet and social media presence, it was not done professionally or knowledgeably, and without a strategic plan to guide the marketing strategy. As a result, there have been many missed opportunities along the way. For instance, the travel website Trip Advisor consistently rates the CCMP Cave Tours very highly, but there are very few mentions of this or links to the information from their website or Facebook page. The same situation exists with Yelp!, which rates CCMP at four stars (out of five). There are people who really like the park, but the park has been unable to take advantage of those reviews and publicize them. Enabling visitors to post their experiences on the web is another area that could have been inexpensively exploited but was not. Because of its geography, CCMP gets very poor cellular signal in most of the park. Visitors are unable to access the internet and tell others about their experience or post photos that amount to free publicity for the park. Setting up a Wi-Fi hotspot at the cave house would have been relatively simple and inexpensive. Allowing a communications company to set up a cellular repeater or a tower on the hilltop above the cave house would have taken more effort, but is something that should have been explored. Another missed opportunity has been the inability to effectively market outside of the Tucson region. Visit Tucson has been

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<sup>8</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 15-22 (Appendix 4)

more willing to promote Kartchner Cavern than aggressively market CCMP, most likely because of its degrading appearance. Reflecting on the points made above, if resources had been spent in keeping up the appearance and functionality of the cave instead of spent on the ranch, this might have been different.

3. **Underfunded marketing.** Annually, Escabrosa spends \$25,000 or approximately 5 percent of its overall budget on marketing and advertising. The average for the show cave industry is 15 percent.<sup>9</sup> The result has been a loss of awareness in the local community that the cave is in business and its various features. On a series of weekends in March and April, ED&T staff casually polled shoppers at the Fry's Grocery Supermarket at the intersection of South Houghton and Rita Ranch roads. This is the closest grocery store to Vail and a likely center for local residents to frequent. Although most of the respondents were aware of the park's presence, most had not visited in many years and few of them were aware that there was any activity at the Park other than the cave. None were aware that there were additional adventure oriented tours available at the cave. Many people in the Tucson region have forgotten about CCMP, and although their memories of the park are usually favorable, they are not current. An effective marketing strategy and plan could have prevented this loss of awareness.
4. **Broken or unsightly infrastructure.** From the time a visitor makes the decision to turn off Pistol Hill Road they are greeted with every evidence of disrepair and deferred maintenance. The mile-long county maintained road to the ranch has not been a priority and is rutted and potholed for its entire length. The entrance station to the park is faded and run down. The flagpole sags. The verges of the road from the entrance to the cave are precipitous as it climbs up the hillside, but made even more ominous by chunks of pavement eroding and crumbling from its sides. At the top of that road, where one enters the walkway to the cave, there sits a decrepit and sagging mobile home that houses one of the staff. The retaining wall to the CCC-constructed cave house and gift shop is settling and starting to crack. The bathrooms are clearly outdated and the plumbing both to and from the toilets and sinks is badly calcified with poor flow. If one decides to visit the Posta Quemada Ranch, the road conditions are even worse, with one particular low water crossing where the pavement has been entirely scoured away. The picnic areas are clean, but mostly overgrown with mesquite and undergrowth. The parking lots either need resurfacing or conversion to gravel. The riding stable horses look to be in good shape, as do all the animals, but the facilities are sagging. The ranch house is in good structural repair, but there is no air conditioning, and the gas line has collapsed so there is no hot water or heating either. The restroom facilities in the park are not compliant with current ADA standards and the camping areas are not compliant at all. The park looks exactly as one might expect an operation with diminished funds to look – loved perhaps, but sadly neglected.<sup>10</sup>
5. **Disorganized staff and operational structure.** No organization is perfect and there is always some friction between employees, management and customers. Nonetheless, in the

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<sup>9</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pg. 19 (Appendix 4)

<sup>10</sup> Gale Bundrick, Colossal Cave Mountain Park Inventory Report – 2014 (Appendix 8)

staff interviews with consultants and audit committee members, it was evident that there are a lot of frustrations with micromanagement and the lack of budget accountability or decision making.<sup>11</sup> HR principles, hiring practices, training, and standards are not clear or are neglected, and scheduling is often last minute. As a result, the staff has seen significant turnover resulting in a shortage of trained tour guides and reliable workers.<sup>12</sup> There does not appear to be much communication between the staff at the ranch and the staff at the cave. Customers' questions about other areas of the park are often unanswered resulting in missed marketing opportunities. Of note is the difficulty one encounters booking special cave tours. These highly profitable tours are prominently mentioned on the CCMP website, which features the "Wild Cave Tour" video which Pima County recently produced. However, booking these tours is not easy. One tourist that ED&T staff spoke with attested he had had to call several times and speak with numerous people to book a tour for his family. Another tourist group was forced to combine their booked tour with the Pima County film crew during the video's production because staff had double booked that day. There do not seem to be set procedures to ensure that guests who book tours get what they are expecting. Guest expectations need to be met if repeat customers are to be cultivated and social media used to market the park.

6. **\$5 fee to enter the park, with no clear value proposition.** As discussed on page 2, the 1992 decisions to reroute Colossal Cave Road to create a single point of entry and begin charging an entry fee were initially suggested by Pima County and instituted to help defray the added costs associated with maintaining and operating the added property that came with the Posta Quemada Ranch. From the operational, safety and financial perspective, this decision had merit. Unfortunately, it was not followed with a marketing strategy or plan to effectively explain to the public what the entry fee actually purchased. There was little explanation of the value the fee provided. For patrons who already knew the features of CCMP, the five dollar fee was not a barrier. But potential customers, new to the area or visiting for the first time, were faced with a fee plus the prospect of additional fees to access the cave or to camp overnight. We may never know the total number of visitors who have turned around at the gate and left before entering the park, but Escabrosa records show that in 2013 14,399 cars entered the park, while 1,233 turned around at the gate and did not enter. If 8.6 percent of visitors each year are deterred by the \$5 entry fee then it is time to reconsider trying to recapture that revenue in other ways. Waiving the park entrance fee altogether, as Kartchner Caverns did many years ago, and making up the difference with incremental increases for cave tours and camping, might be a better alternative if we are to re-engage the local community and reach a new generation of CCMP visitors.
7. **Limited community and stakeholder outreach.** Under the current management agreement, Escabrosa was meant to incorporate as a tax exempt, non-profit organization. This action was never completed. Had Escabrosa developed a knowledgeable and supportive board of directors, its ability to reach into the community for financial and material

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<sup>11</sup> Jon Baker, Colossal Cave Staff Interviews, 19<sup>th</sup> March, 2014 (Appendix 11)

<sup>12</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pg. 17 (Appendix 4)

support might have helped prevent the long economic slide of the past decade. A well-constructed and active board might have provided access to organizations and experience, and visibility in the community as well as better outreach. Not forming a board of directors was a missed opportunity. Escabrosa and its predecessor management companies used volunteer support to varying degrees throughout their history. However, as revenue and visitors dwindled, so did volunteer support. The result was that when the park needed community support the most, it was not there. There are and have been multiple opportunities for motivated volunteers to participate in rehabilitating and refurbishing the park. In the past six months of this audit, several volunteer groups have come forward expressing interest in volunteering their time and expertise. Notably, a citizens group has recently formed to establish and maintain an “adventure playground” for children somewhere on the property.<sup>13</sup> Several members of the local National Speleological Society have also expressed interest in possibly providing a core of “Wild Cave” tour guides, which would provide a reserve pool of talent available for increased number of tours. The trails have long been maintained by volunteers, and it is reasonable to expect that there may be some interest in the community in renovating and expanding the ailing trail system and make other areas of the park accessible.



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<sup>13</sup> Penny Wilson, *The Playwork Primer*, 2010 (Appendix 15)

## **II. Operations: Past & Current**

### **A. Operations overview.<sup>14</sup>**

Colossal Cave Mountain Park, a National Historic District listed on the National Register of Historic Places, is a Pima County Park managed under an administrative agreement with the non-profit corporation Escabrosa, Inc., currently managed by Martie Maierhauser, the Park Director. The Park encompasses 2,037.8 acres of the Rincon Mountains in eastern Pima County. Located approximately 22 miles southeast of the Tucson city center, CCMP is a unique setting for both Colossal Cave visitors and for outdoor enthusiasts seeking a unique desert experience within the lands surrounding the Cave and inside the parks boundaries.

In March 1998, Pima County Natural Resources, Parks and Recreation and Pima County Parklands Foundation worked with Colossal Cave Mountain Park staff to develop the CCMP Master Plan background report. The report was to be the basis for a full management master plan. This inventory was intended to provide the necessary background for future development and management decisions at the time was written. The master planning process was to provide interested private citizens, relevant organizations and government agencies with a voice in the planning and management of the park. There was no public process undertaken as part of the planning effort nor have there been any on-going efforts to engage park constituents.

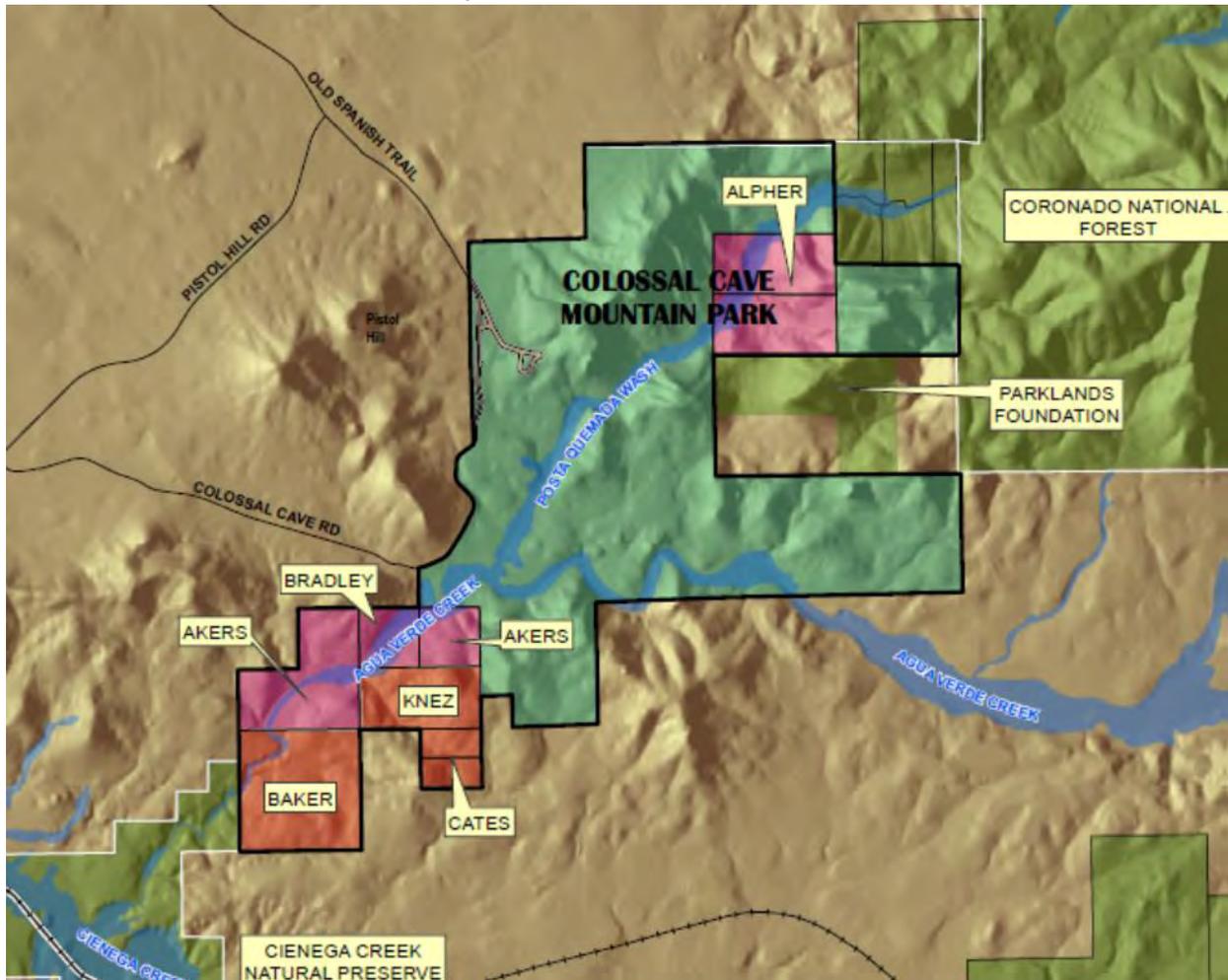
The CCMP master plan background report developed in 1998 is a comprehensive inventory of existing conditions at the time, but is now outdated, lacks a solid master plan of facility development, and most importantly lacks an integrated financial and marketing strategy for current and future use of the park. In addition, aside from encroaching development close to the parks boundaries, there have been three major changes to CCMP since 1998. First, Colossal Cave road was closed to through traffic at the point where it intersects with Pistol Hill Road, and traffic was diverted across Pistol Hill Road to Old Spanish Trail, ensuring access to the Park only from Old Spanish Trail. Second, the Eastern Pima County Trails System Master Plan was approved by the Pima County Board of Supervisors in September 1989 and described a plan for a regional trail system, namely the Arizona Trail, that brings visitors from various locations into the park. The Arizona trail has become an attraction for mountain biking and hikers and boasts an annual trail running event, the Fleet Feet Arizona Trail Race. Under the 2004 Open Space Bond program, additional properties were acquired around the perimeter of CCMP that are not currently considered part of the park footprint. These changes have and will continue to impact park operations.

There is no funded strategic marketing plan for increased revenue support and generation. The current financial and marketing objectives and strategic plan were never associated with the master plan, particularly with respect to the land encompassed in CCMP beyond the cave footprint. The lack of a detailed master plan inhibits CCMP from properly managing the facility and developing an integrated financial plan.

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<sup>14</sup> Randy Gimblett & Kerry Baldwin, Colossal Cave Management Plan Assessment and Recommendations, May 2014 (Appendix 7)

## Land Ownership Map of Areas Adjacent to CCMP<sup>15</sup>



### B. Natural resources inventory.

The 1998 CCMP Background Report is simply an inventory of existing natural resources that needs to be updated (it lacks a current natural resource assessment) and does not respond to changes to the park structure since 1998 as outlined above. Essentially the 1998 report needs to be translated into a comprehensive Management Plan for CCMP in the future.<sup>16</sup>

### C. Capital improvements and maintenance to the park.

1. Since 2001, Escabrosa has invested \$163,954 in non-reimbursable capital improvements and maintenance, ranging from picnic tables to replacing roofs, to rebuilding restrooms and septic systems. Additionally, Martie Maierhauser estimates she and her late husband Joe invested in excess of \$1.5 million on La Posta Quemada Ranch improvements between 1992 and 2000. Pima County has invested over

<sup>15</sup> Land Ownership Map of Areas Adjacent to CCMP (Appendix 12)

<sup>16</sup> Randy Gimblett and Kerry Baldwin, Colossal Cave Management Plan Assessment and Recommendations, May 2014 (Appendix 7)

\$996,812 to renovate historical structures, rebuild the entrance ramada roof and water crossings, well maintenance, and repair storm damage. An additional \$5 million has been spent purchasing surrounding properties to provide a development buffer and create wildlife corridors and environmental mitigation areas.

**Escabrosa funded Capital Improvements/Major Maintenance Projects for Past Thirteen (13) Years at CCMP:**

2001-06	\$7,700	Exhibits for CCC Museum
2001-06	\$2,200	Air conditioning for CCC Museum
2001-06	\$7,100	Exhibits for Ranch Museum
2001-06	\$1,500	Exhibit building for 1933 World's Fair Mirror
2001-06	\$2,000	Exhibit for antique safe
2001-06	\$3,400	Butterfly garden plantings and installation
2001-06	\$1,400	Custom copper fountain for Butterfly Garden
2001-06	\$1,900	Landscaping
2001-06	\$8,600	Analemmatic Sundial and interpretive sign
2001-06	\$2,700	Lighting on the Bundrick Trail
2001-06	\$18,500	Lighting in the barbecue area
2001-06	\$10,000	Lighting in the arena
2001-06	\$1,500	Two storage buildings
2001-06	\$2,000	Tack room and stables office
2001-06	\$1,500	Six horse shade structures
2001-06	\$2,000	Foreman's house roofing
2001-06	\$4,000	Barn reconstruction
2001-06	\$1,450	Pond and dam renovation
2001-06	\$8,000	Employee Restroom renovation for ADA compliance
2001-06	\$1,386	Additional picnic tables
2001-06	\$4,000	Utility yard
2001-06	\$1,625	Bleachers
2001-06	\$2,867	New pump, liner pipe, electrical for picnic area well
2001-06	\$12,000	Two new telephone systems (Ranch and Cave)
2001-06	\$30,000	Road work
2007-08	\$800	Installed brick floor in barbecue area
2007-08	\$1,700	Installed additional lights in Cave gift shop
2007-08	\$1,550	Installed new picnic table tops and benches
2007-08	\$3,776	Duplex renovation
2012	\$6,000	Rebuilt Ranch restrooms (two buildings)
2012	\$2,500	Replaced the roof on the Foreman's House
2012	\$2,000	Replaced the Cave ladies room roof
2013	\$1,300	Rebuilt the main Cave septic system.
2013	<u>\$2,000</u>	Repainted the Ranch library and office area

**Total Escabrosa funded capital improvements / major maintenance = \$163,954**

## 2. Pima County funded capital improvements/major maintenance projects for past thirteen (13) years at CCMP<sup>17</sup>:

2005	\$434,000	Renovation of historical structures; ADA improvements; rest room improvements; sidewalks, drinking fountains; picnic tables & benches; security lighting; remodeled headquarters, Ramadas, repaired adobe snack bar, and construction of new restrooms
2005	\$400,000	Rehabilitation of historic park buildings and landscape features; replace damaged beams & window lintels; a new roof on the headquarters; termite treatment; stone masonry repairs; paint and refinish building interiors; repair windows & doors; new electrical, heating & cooling throughout; replace picnic ramada roofs, stabilize the adobe pump house; drainage and site improvements.
2007	\$2,557	Road to the Cave developed a sinkhole, which proved to be a CCC culvert that had collapsed; the DOT and cultural resources rebuilt it to conform to its historic provenance, reinforced it.
2011	\$158,674	Dam on the Ranch washed out and the County replaced it
2012-13	\$1,581	Three times from 2012-2013, CCMP front gates were rammed and Facilities came out and repaired them.

**Total Pima County funded Capital Improvements / Major Maintenance = \$1,160,766**

**Pima County Land Purchases for Buffer Zones and Species Mitigation = \$5 million**

### D. Transportation Improvements to the Park and Pistol Hill Road.

In 1992 Pima County, in conjunction with CCMP management closed the portion of Colossal Cave Road that was located within CCMP boundaries and redirected traffic to the newly aligned Pistol Hill Road. The intent was to reduce traffic through the park and create a single entry point so that an entry fee could be collected. For a variety of reasons, construction of the new road was delayed and the CCMP management incurred additional costs as they implemented the entry fee strategy. While developing a controlled access into the park improved security, rerouting traffic away from the park and forcing people to pay an entry fee prevented them from passing the park on their daily commutes. People began to forget the Park existed. Additionally, by creating Pistol Hill Road County road maintenance funds were allocated away from the old Colossal Cave alignment, and the road leading to and through the Park fell into disrepair. Today, for a person to visit CCMP, they have to make a conscious decision to turn down a mile-

<sup>17</sup> Colossal Cave Mountain Park Past Expenditures by Pima County (Appendix 17)

long stretch of badly pitted, washed out, and uninviting road and then pay a \$5 fee to enter a park with no clear idea of what they will encounter on the other side of the gate.<sup>18</sup>

### **E. Training and supervision of CCMP employees and contractors.**

Escabrosa provided the outline of an established training program and guidelines for all employees and contractors at CCMP. However, during numerous staff interviews confusion on job roles and responsibilities, and understanding of operational objectives for the park seemed lacking. The committee and consultants were unable to verify that training is taking place on a consistent basis.<sup>19</sup>The training as developed by the Park Director is located in Appendix 13.<sup>20</sup>

### **F. Maintenance plan for the park and its facilities.**

There is no proactive maintenance plan at CCMP. Maintenance improved from 2011 to 2013 though a lack of funds limited maintenance to replacing or repairing items of immediate need or safety or as directed by Pima County.<sup>21</sup> Maintenance workers often volunteer their own equipment and vehicles to make necessary repairs and on occasion buy the necessary repair materials out of pocket.<sup>22</sup>

Pima County's review estimated that conservatively over \$1,566,510 could be invested in the initial repair and enhancement of the current state of Colossal Cave Mountain Park to bring it back to a more user friendly condition.<sup>23</sup> Additionally, Pima County Risk Management made a list of recommendations relating to safety that are listed in Appendix 6.<sup>24</sup>

#### **1. Review of Colossal Cave Infrastructure.**

On the 13<sup>th</sup> of January 2014 a team from Facilities Management, Department of Transportation, Capital Improvement Projects and Natural Resources, Parks and Recreation conducted an inspection of the park to review the condition of infrastructure. The inspection was not intended to be a detailed review or a compliance level review, but a professional look to identify major issues that the county would need or want to address if they were managing the facility directly under the county requirements. The inspection would also provide EDT a cost estimate for review as part of the current Bond program development process.

#### **Key areas of focus**

- a. Park Roads/Parking Lots.** Most of the park roads and parking lots are in poor condition and need extensive repairs. The cave parking lot needs redesign and better bus access. PC DOT already developed recommendations for the projects as a package.
  - i. Entry roads**
  - ii. Loop and parking area at cave entry**

<sup>18</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pp 31-33 (Appendix 4)

<sup>19</sup> Ibid, pp. 17-18, 101-105 (Appendix 4)

<sup>20</sup> CCMP Park Stewardship Training (Appendix 13)

<sup>21</sup> Gale Bundrick, Colossal Cave Mountain Park Inventory Report – 2014 (Appendix 8)

<sup>22</sup> Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants, pg. 23 (Appendix 4)

<sup>23</sup> Ibid, pp. 39-41 (Appendix 4)

<sup>24</sup> Pima County Department of Finance & Risk Management, Colossal Cave Mountain Park Report, dtd 28th May, 2014 (Appendix 6)

- iii. Campground road
- iv. Parking at special use area
- v. Road to parking lot at Posta Quemada Ranch

**Estimated Subtotal = \$887,510**

- b. **Buildings.** The major public access buildings were inspected. The residences located on property were not. It is generally agreed that most of the residences are in poor condition and should be thoroughly inspected to determine their future status for possible use. Because of the historic designation of many of the public buildings and site, repairs and compliance with ADA standards as well as electrical and plumbing upgrades will be difficult and cost more than other construction.

- i. Entry Station
- ii. Cave entry ramada, Registration/Gift shop room
- iii. Public restrooms
- iv. Concession stand
- v. Laundry shed
- vi. Other residences on property
- vii. CCC Museum
- viii. Special events area and barbecue ramada
- ix. Ride Office and Stables

**Estimated Subtotal = \$189,200**

c. **Other park features**

- i. Campground sites
- ii. Repair, paint and expand ramadas tables/benches/fireplaces
- iii. New post and cable barrier
- iv. Campground host site development
- v. Bosquecito campground restroom
- vi. La Sevilla campground restroom
- vii. Regulatory signage
- viii. Posta Quemada museum exhibits
- ix. Well and water system
- x. Trails
- xi. CCMP Master Plan Update

**Estimated Subtotal = \$459,800**

**Summary of Colossal Cave Infrastructure.** Based on the review of the team, it is estimated that conservatively over **\$1,566,510** should be invested in the initial repair and enhancement of the current state of Colossal Cave Mountain Park to bring it back to a more user friendly condition following best management and maintenance standards.

### **III. Sustainability**

#### **A. Sustainability Overview.**

This report takes the approach of suggesting a short and long term sustainability plan for new products and programs. Due to financial constraints and the fact that Escabrosa has supplemented the daily expenses of CCMP, no new products are being developed at this time.

The short term (1-4 years) approach takes into account that certain supplemental funds will be available through the Pima County Bond initiative in 2015. If the bond election passes, then these funds most likely will become available in 2017. After those funds become available, we recognize this would be the beginning of a long term (4-10 years) sustainability program for CCMP.

In early 2015 we recommend Pima County issue a request for proposal (RFP) to any individual or organization that might be interested in taking on the obligation and responsibility for managing the park. Bringing additional improvements and new products to CCMP should be a major criterion during the selection process. The RFP should be advertised to the public and open to all who are qualified. The selected operator will understand the current situation at CCMP and that Pima County will invest funds needed in the infrastructure, but also realize that up-front dollars are needed to sustain the attraction.

Under current conditions and management practices, CCMP is not sustainable as a business operation or a county attraction. It has only been kept operating through the personal loans of Escabrosa's President and Park Manager Martie Maierhauser. To bring the park up to an acceptable operating standard the resulting estimate of over \$1.5 million is more than Escabrosa can invest. But the reality is that without this investment, the park will not be able to operate safely or present an appearance that will attract tourists and increase attendance.

A considerable amount of time was spent discussing and developing key strategies, programs, ideas, product development and ensuring the sustainability of CCMP. Some of those ideas are discussed and reviewed below.

1. CCMP has an abundance of flora and fauna within the 2,000-plus acres. The Committee feels this is an area that needs to be expanded and added to the educational programs and experiences of visitors. Adding new conservation adventure elements will certainly attract more and new visitors to CCMP. As these new attractions are added, they should include as much educational features as possible to let the visitor know more about the Park. This might be the naming, theming and integration to the conservation adventure experience (i.e., signage, video presentations, birds, plants and animals indigenous to the area, etc.)
2. As part of the natural resource plan, the proposed reception area beneath the gift shop should allow visitors to have access to interactive videos/devices that further entertain and educated the guests. This is a place to cross promote all of Pima County's natural resources, parks and attractions.

3. There is an abundance of natural resources not only found outside the Cave, but also inside the Cave. Here we find many geological resources, different types of bats and other creatures yet to be discovered. From all indications, the educational programs are covering many of the suggested programs outlined in this section of the audit report.
4. Both existing trails and new trails should be reviewed for upgrading with better signage, audio tours, and applications that can be downloaded onto smartphones.
5. In the final marketing plan for CCMP the following points taken from the Arizona Fish & Game Department's Watchable Wildlife Program should be included as part of the natural resources plan.<sup>25</sup>

### **B. Proposed three-year business and marketing plan.**

As mentioned previously in this report, we recommend that Pima County conduct an open bid process with national reach to find a park operator that will create a new strategy and re-imagine the potential of CCMP and be able to take over operation of the Park by August 2015 (the conclusion of the current contract period). A multi-year business and marketing plan will be critical to the success of a revitalized Colossal Cave Mountain Park. Contingent upon this process should be a commitment by Pima County to invest the necessary funds to rehabilitate the parks infrastructure to a safe and acceptable standard.

The overall objectives should be to increase attendance and revenues, offering growth to the future needs of the attraction so as to present an improved attraction to a broader audience. CCMP should continue to create and develop partner collaborations and community support.

The audit committee and consultants considered and reviewed several options for the sustainability of CCMP. Those options were narrowed to the following four listed below in order of preference by the committee. A complete list of the options considered with more detail, including the Pros and Cons of each option and the associated costs are located in Appendix 4.

#### **Option 1: Invest in cave, ranch and campground (RECOMMENDED OPTION).**

- Bring all safety and operational standards up-to-date for all areas including cave, ranch and campgrounds.
- Invest in the ranch making it more sustainable as a stand-alone attraction.
- Build the conservation adventure elements and market them as a stand-alone activity.
- The conservation adventure park is the focus of marketing with the cave and ranch gaining attendance from a new audience of visitors.
- Increase management oversight from Pima County.
- Place more focus on natural resources and cultural/historical aspects of the park using the conservation adventure component to market and entice new visitors to the park.
- This is the best option for the long term.

**Estimated costs: \$3,500,000**

<sup>25</sup> Joe Yarchin, Watchable Wildlife Marketing Recommendations (Appendix 14)

**Option 2: Keep cave and campground open, close the ranch (SECOND CHOICE).**

- Ranch is closed or operation is modified to a limited operation until a profitable and self-sustaining model is identified.
- Shrink cave attendance to be sustainable at the current level or drop another 5,000 customers a year to search for the best low volume sustainable level.
- This is a safe choice and most predictable outcome but not the committee's preferred choice.
- Increase management oversight from Pima County.

**Estimated costs: \$1,500,000**

**Option 3: Keep Colossal Cave and ranch open with minimal investment.**

- Move forward with the short- and long-term proposals recommended in this report after thoroughly evaluating whether to keep the cave and ranch under one or two contracts.
- County investment in infrastructure for safety and operational support.
- Investment is to sustain park and attract more visitors.
- County will have a sustainable operating model.
- Increase management oversight from Pima County.

**Estimated costs: \$2,000,000**

**Option 4: Close entire park (LEAST DESIRABLE / MOST COSTLY)**

**The following are identified necessary costs even if temporarily shut down.**

1. Site security/24-hour patrols
2. New gates/fences/boarding up buildings
3. Alarm systems
4. Resource/cultural site protection
5. Increased vandalism
6. Rodent proofing of buildings
7. Basic utility service requirements
8. Temperature controls in buildings- heat related impacts
9. Cost of transport and storage of interpretive materials and valuable equipment off site
10. Necessary monitoring schedule
11. Exercising wells, water systems, plumbing
12. Loss of landscape elements
13. Costs to reactivate the site
14. Loss of knowledgeable staff- especially part time help
15. Loss of public connection to site
16. Increased safety risks/liability
17. Requirements of historic National Register sites
18. Potential to require early termination of contracts and agreements
19. Requirements to curate collections, potentially off-site.

**Estimated costs: \$250,000 annually**

**C. CCMP recreational opportunities.**

1. Increase the number of “Wild Cave” and adventure tours within the park (<https://www.youtube.com/watch?v=wofh2uQwCgg&list=PL925988EFA69C913C>)
2. Restore and develop new camping areas to attract visitors from outside the region
3. Install zip lines to transport visitors from one area of the park to another to visit cultural and wildlife interpretive displays and exhibits similar to the “Predator Zip Line” attraction at the “Out of Africa Wildlife Park” in Camp Verde, Arizona (<http://predatorzipline.com/>)
4. Install a “ropes course” similar to the “Flagstaff Extreme Adventure Course” attraction currently operating in the Coconino Fairgrounds (<http://www.flagstaffextreme.com/>)
5. Install a gravity-driven alpine coaster, similar to the one at “Glenwood Caverns Adventure Park”, in Glenwood Springs, Colorado (<http://glenwoodcaverns.com/thrill-rides.html>) (<https://www.youtube.com/watch?v=TeEWu4XJSb4>)
6. Add an “Adventure Playground” for children and young families
7. Increase the trail network to cultural and wildlife sites within the park and enhance with interpretive displays and exhibits
8. Remodel the PQR Ranch House into a bed and breakfast facility for tourists
9. Build an expanded museum to properly interpret the CCC contributions to the area as well as properly house and display the artifacts found in the area
10. Develop and offer “Cowboy Cookouts” and guided horse camping
11. Build an upscale café concession at the cave to celebrate the experience of the “Wild Cave” tours and take advantage of the views from the heights overlooking the park
12. Recreate the pond above the PQR picnic area

#### D. Management performance matrix.

In coordination with our consultant, this committee has developed a proposed Management Performance Matrix for the current conditions at the park. However, we recognize that if we put the management of the park up for a public bid in 2015 the new management may develop other structures and needs.

#### Proposed management performance chart

Name: _____	Title: _____	Date Employed: _____	Date Began In Current Position: _____	No. of Years With CCMP: _____
Job Description Duties/Tasks  <i>(Example below is for Educational Coordinator)</i>	Rate Performance of Tasks Based On a Scale of 1 to 10 with 10 being highest.	Provide Example of Positive Performance(s) Related to This Task.	Provide area(s) of improvement(s) for this area of performance	Any Follow-Up Needed for This Area of Performance?
Coordinating all aspects of the park's educational outreach.				
Working with teachers who bring school groups to the park or those we provide outreach for; providing education packets they can work into their curriculum and make the visits valuable and enjoyable.				
Arranging for and scheduling off-site visits to libraries, schools and other organizations and events.				
Arranging for, scheduling and hosting special tours.				
Arranging for the park's Sunday in The Park series and other educational events.				
Giving educational talks, demonstrations and tours, both in-house and off-site, to classes and groups.				
Arranging for and supervising birthday parties.				



#### **IV. Conclusions and recommendations**

This audit committee began its work last year with the understanding that all options for the disposition of Colossal Cave Mountain Park should be considered. These options ranged from completely closing the park to rethinking the park and its place in Pima County Attractions. After gathering a great deal of facts, examining the financial and business performance records, and speaking with members of the public and cave staff, we have come to the following conclusions:

1. Colossal Cave Mountain Park is a valuable one-of-a-kind community asset on the National Register of Historic Places as a National Historic District that can also be a productive component in attracting tourism from outside the Tucson region and creating significant economic impact.
2. In order for Colossal Cave Mountain Park to realize its potential as an attraction and economic driver, it will need an operator with leadership, vision and the necessary financial backing to develop the capital assets necessary to attract visitors from outside the region, as well as the knowledge of how to work with and enhance the natural and cultural environment of the park.
3. In order for Pima County to attract a management team with the right mix of skills, knowledge and financial backing, Pima County will need to invest enough funds to repair and rehabilitate the basic infrastructure to a point where the park is safe and attractive enough to sustain itself at a basic level of business. The County should be willing to provide enough marketing support for CCMP's lessees to attract a new audience, both from within and outside the Tucson region.
4. We believe the right formula for the park's success might include, but not be limited to, a significant expansion of the number and type of cave tours to attract both ecological and "adventure" tourists; additional trails and interpretive exhibits outside the cave including:
  - Educational features to let the visitor know more about the Park
  - "Adventure Playground" for children to explore and learn about the world surrounding them
  - Upgraded and enhanced family campsites
  - Bed and Breakfast facility at the Posta Quemada Ranch
  - Upgraded café or restaurant better integrated into the operations of the cave
  - Upgraded museum
  - A combination of zip lines and rope obstacles to capitalize on the adventure aspects of the cave tourism
5. Closing Colossal Cave Mountain Park and "mothballing" the cave and ranch might appear to be an attractive short-term solution but would actually be the most costly in the long-run while depriving the public of a popular historical landmark. Closing the park for an extended period would make its re-opening to the public, whether as a traditional park or as an attraction prohibitively difficult.

With the right management, leadership and effective investment, Colossal Cave Mountain Park could be a place for Pima County residents to relax, explore and learn about the unique history and environment they share. It could also be a significant draw for tourists from outside the region who might be drawn to explore a “wild cave” and take an adventure of a lifetime in a safe and dry environment. To realize this potential, we recommend the following:

1. Begin work immediately to repair the electrical, plumbing and transportation infrastructure at the park, in accordance with the specific recommendations in Appendix 4.
2. Begin a nation-wide search for park operator candidates with the experience, vision and financial backing to realize the full commercial, cultural and environmental potential for the cave.
3. Conduct a public Request for Proposal process to select the best of these candidates to operate the park and bring it into the future.
4. In conjunction with the new operator, plan and conduct a nation-wide marketing strategy to publicize the changes and new approach to the park.

### **Performance Audit Committee’s Conclusion**

***Colossal Cave Mountain Park is at a crossroads but we find it has tremendous potential.***

***Realizing that potential will take significant investment to stabilize and repair its infrastructure, find an operator with vision and backing, and publicize the new approach and features to the public. We believe the investment is worthwhile and that it will produce significant long term benefits for both the park and Pima County. However, if we defer investing in Colossal Cave Mountain Park now, the costs to re-open or repair will only increase over time.***



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## **V. List of Appendices & References**

- Appendix 1.** Pima County Administrator, Memorandum, dtd 23rd Aug, 2013, re: Colossal Cave Mountain Park
- Appendix 2.** Pima County Administrator, Memorandum, dtd 9th Sept, 2013, re: Colossal Cave Mountain
- Appendix 3.** Addington & Associates, PLLC, Independent Auditors Report of CCMP for 2012
- Appendix 4.** Ed Stone & Bruce Herschend, Analysis, Colossal Cave Mountain Park: Overview and Recommendations of Committee and Consultants
- Appendix 5.** Colossal Cave Map (Complete)
- Appendix 6.** Pima County Department of Finance & Risk Management, Colossal Cave Mountain Park Report, dtd 28th May, 2014
- Appendix 7.** Randy Gimblett & Kerry Baldwin, Colossal Cave Management Plan Assessment and Recommendations, May 2014
- Appendix 8.** Gale Bundrick, Colossal Cave Mountain Park Inventory Report – 2014
- Appendix 9.** Gale Bundrick, A Brief History of the Park, May 2014
- Appendix 10.** Martha K. Maierhauser, Colossal Cave Mountain Park Strategic Plan, 2011-2014
- Appendix 11.** Jon Baker, Colossal Cave Staff Interviews, 19th March, 2014
- Appendix 12.** Land ownership Map of Colossal Cave Mount Park and Surrounding Properties
- Appendix 13.** Martha K. Maierhauser, Park Stewardship Training
- Appendix 14.** Joe Yarchin, Watchable Wildlife Marketing Recommendations
- Appendix 15.** Penny Wilson, The Playwork Primer, 2010
- Appendix 16.** Consultant Resumes
- Appendix 17.** Colossal Cave Mountain Park Expenditures by Pima County

**Appendix 1**

**Pima County Administrator  
Memorandum, dtd 23d Aug. 2013**



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# MEMORANDUM

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Date: August 23, 2013

To: Hank Atha  
Deputy County Administrator for  
Community and Economic Development

From: C.H. Huckelberry,  
County Administrator

Tom Moulton, Director  
Economic Development and Tourism

Re: **Colossal Cave Mountain Park**

On August 19, 2013, the Board of Supervisors continued until September 10, 2013 their discussion regarding Colossal Cave Mountain Park (CCMP) and appropriate performance audits of CCMP.

I would appreciate an itemized and detailed work plan for a performance audit as referenced in Supervisor Ray Carroll's August 19, 2013 memorandum. Please include the following in your performance audit work plan:

1. The history of CCMP from its inception to the present management agreement;
2. An inventory of the natural resources assets within the park and the County's actions to secure and expand the land base around CCMP, including bond projects related to open space acquisitions or any open space acquisition related to riparian connectivity between CCMP and surrounding riparian habitats;
3. The transportation improvements on Pistol Hill Road that were designed to reduce through traffic penetrating CCMP on Colossal Cave Road.
4. A full range of recreational opportunities that could be utilized at CCMP without exploiting or diminishing the natural resource base;
5. Economic productivity variables such as attendance measured in terms of surrounding influences or competitors, such as Kartchner Caverns.

The County has invested significant resources in CCMP in an attempt to make CCMP as successful as Tucson Mountain Park in the long term.

Messrs. Hank Atha and Tom Moulton  
Re: **Colossal Cave Mountain Park**  
August 23, 2013  
Page 2

Please develop recommendations for a performance audit committee, including outside individuals, with at least one representative from Visit Tucson, as they also have a vested interest in ensuring CCMP is a viable asset to attract tourism.

I would appreciate receiving the first draft performance audit work plan and committee recommendations by September 4, 2013.

CHH/dph

c: The Honorable Chairman and Members, Pima County Board of Supervisors  
John Bernal, Deputy County Administrator for Public Works  
Chris Cawein, Interim Director, Natural Resources, Parks and Recreation

**Appendix 2**

**Pima County Administrator  
Memorandum, dtd 9<sup>th</sup> Sept. 2013**



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# MEMORANDUM

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Date: September 9, 2013

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator 

Re: **Colossal Cave Mountain Park Proposed Performance Audit**

On August 19, 2013, a request was made by District 4 Supervisor Ray Carroll to the Board of Supervisors to conduct a performance audit for various reasons on the operations and contract deliverables of Colossal Cave Mountain Park (Attachment 1). The Board agreed to continue this item to their September 10, 2013 meeting.

Supervisor Carroll's memorandum to the Board requested the County Administrator prepare a plan to conduct such an audit. Attached for your consideration is the proposed performance audit action plan (Attachment 2).

The following are the parameters within which the committee will be formed and the audit conducted:

1. The audit committee will be appointed by the County Administrator.
2. The committee will be comprised of tourism, academic and community leaders, as well as professionals in natural resources and wildlife management.
3. The audit committee's deliberations will not be subject to Arizona's Open Meeting Law due to the appointment process.
4. The County Administrator will request \$25,000 from the Contingency Fund for professional assistance to facilitate the audit action plan.
5. The committee will prepare a report to the County Administrator, who will submit the report to the Board of Supervisors for review and approval.

CHH/mjk

Attachment

c: Hank Atha, Deputy County Administrator for Community and Economic Development  
Tom Moulton, Director, Economic Development and Tourism

# ATTACHMENT 1



**PIMA COUNTY BOARD OF SUPERVISORS**  
130 WEST CONGRESS, 11th FLOOR  
TUCSON, ARIZONA 85701-1317  
(520) 740-8094  
(520) 740-2721 FAX

**RAY CARROLL**  
COUNTY SUPERVISOR  
DISTRICT 4

## Memorandum

To: The Honorable Chairman and Members  
Pima County Board of Supervisors

From: Ray Carroll, Supervisor, District 4

A handwritten signature in black ink that reads "Ray Carroll".

Date: August 19, 2013

Subject: **The Future of Colossal Cave Mountain Park**

### The Shooting of the Mountain Lion

Three men were recently charged with various misdemeanor infractions in the shooting of a female mountain lion on the grounds of the County's Colossal Cave Mountain Park. Two of the three men have direct connections with the company that operates the Park under a lease arrangement with the County.

If found guilty, each man faces up to four months in jail. Seven citations were issued among the three men, with fines up to \$750. In addition, Mark Hart, a spokesman for the Arizona Game and Fish Department, said the men might also be liable for civil penalties of up to \$1,500 imposed by the Game and Fish Department for the unauthorized taking of wildlife.

I think the shooting of a mountain lion on County lands by employees or subcontractors of Escabrosa, the company we entrusted, by lease, to manage the Park, is a travesty. Our lease clearly states that it is the obligation of the manager to protect wildlife from destruction on Park grounds (Paragraph 17.2). The lease directs the manager to forbid hunting except by licensed hunters (Paragraph 17.6). The lease also directs the manager not to permit any activity in the Park that conflicts with any federal, state or local law, statute, ordinance or government regulation (Paragraph 17.3).

I have read the investigative report from the Arizona Game and Fish Department and the statements by the accused are inconsistent, confusing, contradictory and obviously, in some cases, a perversion of the truth.

Since the two men who actually fired the shots that killed the mountain lion have admitted doing so, and the cases of all three defendants are now being adjudicated, it is not my intention to discuss their guilt or innocence of the specific charges leveled against them.

BT

It is my intention to focus attention on the current operation of Colossal Cave Mountain Park, and what this Board can do to improve it; not only in the management of wildlife, but in the performance of the park as a Pima County tourist attraction.

#### **The Lease**

The Current lease with our Park manager, Escabrosa, is for five years, ending on August 21, 2015. The leaseholder has the right to request two 5-year extensions. The County Administrator would then seek approval for the extension(s) from the Board of Supervisors. The first extension can be sought no earlier than August 21, 2014, one year before the lease expiration.

#### **Park Performance—Attendance and Income**

I have reviewed the attendance figures for the 3-year period 2010 through 2012. (Note: The current lease became effective for the last four months of 2010, but the manager was involved in the operation prior to that time.) The figures show the following:

<u>Year</u>	<u>Attendance</u>	<u>Change from Prev. Year</u>
2010	50,057	(9,278)
2011	48,273	(1,784)
2012	37,824	(10,449)

These figures do not include students on school bus tours, but do represent the number of people entering the gates in all other vehicles.

The figures encompass the Great Recession which affected all tourism activity. However, a drop of more than 24% is certainly worrying. This is particularly so when we consider that in 2012 Pima County had more than \$2.6 billion in direct tourism spending according to the Arizona Office of Tourism. The attendance decline at Colossal Cave Mountain Park is even more difficult to understand when we realize that according to a 2012 Visitor Survey conducted by Visit Tucson, the natural environment and outdoor/desert activities were cited by visitors as Pima County's greatest attractions.

The income figures for the Park appear to be equally discouraging. The manager states that the Park has not made a profit since 2006. Gross income has fallen from \$842,561 in 2007 to \$726,112 in 2012. Net losses for those six years according to the manager's figures, range from a high of \$92,392 in 2008 to a low of \$42,371 in 2012.

#### **Performance**

It is apparent to me that Colossal Cave Mountain Park is not performing as might be expected, even given the past difficult economic times. Part of the current lease called upon Escabrosa to prepare and execute a business plan (Paragraph 10.6.1). Given the attendance and income figures, I would like to know how this plan has been implemented. This is particularly important

since the lease calls for the next business plan to be presented to the County by November 15, 2013 (Paragraph 10.6.2).

While it is difficult to compare attendance figures between disparate tourist attractions, I reviewed the attendance figures for the Titan Missile Base for 2010-2012, since this attraction is basically a single event visit similar to the single event of visiting the Cave. The figures show the following:

<u>Year</u>	<u>Attendance</u>	<u>Change from Prev. Year</u>
2010	51,213	1,296
2011	49,404	(1,749)
2012	51,004	1,540

These figures show a flat attendance in spite of the effects of the Great Recession. This is in sharp contrast to the 24% decline shown by Colossal Cave during the same time period.

#### **Conclusion**

Pima County's three mountain parks are one of our outstanding conservation and recreation achievements. I do not believe there is a better mountain park system in the nation. God has blessed us with these beautiful mountains and our County has had the foresight to acquire and preserve them, with all their flora and fauna, starting in 1929 when The Pima County Board of Supervisors acquired Tucson Mountain Park.

I know that this Board shares my pride in what has been done for all the people of Pima County. I am concerned for the taxpayers by what has happened at Colossal Cave Mountain Park. It is for this reason that I make these recommendations.

#### **Recommendations:**

I recommend that the Board direct the County Administrator to create a Special Committee to conduct a performance audit of the operations at Colossal Cave Mountain Park, including a review of the lease activities undertaken by the present leaseholder. Such review to include, but not be limited to, the education, training and supervision of employees and subcontractors with regard to the stewardship of the Park environment, especially its wildlife; the execution of the business plan as required by the lease, especially, the marketing of the Park as a premier tourist attraction; an analysis of the audited financial statements for the years 2010 and 2012 as required by the lease; and any other such information as the County Administrator may deem necessary to enhance the operation of Colossal Cave Mountain Park.

The Honorable Chairman and Members, Pima County Board of Supervisors  
The Future of Colossal Cave Mountain Park  
August 19, 2013  
Page 4

Further, I recommend that the Board direct the County Administrator to advise the Special Committee to complete its work by November 1, 2013, and to make recommendations to the Board and County Administrator on implementing any recommendations it may make.

I appreciate the Board's consideration of my request and thank it for its attention to this important matter.

c: C.H. Huckelberry, County Administrator  
Chris Cawein, Interim Director of Natural Resources, Parks and Recreation  
Tom Moulton, Director, Economic Development and Tourism Department

# ATTACHMENT 2

**PERFORMANCE AUDIT PLAN FOR  
COLOSSAL CAVE MOUNTAIN PARK  
FOR THE YEARS 2000 THROUGH 2012**

**Colossal Cave Mountain Park Mission**

The management and staff of Colossal Cave Mountain Park (CCMP; Park), through a cooperative management agreement with Pima County and on behalf of the residents of Pima County, have a core responsibility to conserve, protect and manage the cultural and natural heritage within the boundaries and protected areas of CCMP. Management is also responsible for making CCMP available for the public's enjoyment.

**Performance Audit Objectives**

- The performance audit will determine how well the CCMP team meets its overall management responsibilities.
- The performance audit will analyze how the business operation has been conducted in conjunction with creating activities and programs that generate public interest.
- The audit will focus on the following three areas:

1. **Business and Financial**

- A. The history of CCMP from its inception to the present management agreement.
- B. An analysis of the financial statements for the years from 2002 through 2012.
- C. Analysis of the current business and marketing plans, include the status of each task, the method for task completion, and why particular tasks have not been completed.
- D. Competitive analysis of other Pima County/southern Arizona attractions and similar cave operations in the western United States.
- E. Analysis of economic productivity variables, such as attendance, measured in terms of surrounding influences or competitors, such as Kartchner Caverns.

2. **Operations, Past and Current**

- A. An inventory of the natural resources assets within the Park and the County's actions to secure and expand the land base around CCMP, including bond projects related to open space acquisitions or any open space acquisition related to riparian connectivity between CCMP and surrounding riparian habitats.
- B. Generate a summary of capital improvements that have taken place by management and Pima County.

- C. Review transportation improvements on Pistol Hill Road that were designed to reduce through-traffic penetrating CCMP on Colossal Cave Road.
- D. Review the training and supervision of employees and subcontractors with regard to the stewardship of the Park environment, especially its wildlife.
- E. Review the overall maintenance and preventative maintenance plan for the park and its facilities.

3. Sustainability

- A. Develop a new three-year business and marketing plan;
- B. Develop a range of recreational opportunities that could be utilized at CCMP without exploiting or diminishing the natural resource base;
- C. Develop a performance matrix that can be utilized to measure management performance.

**Performance Audit Committee and Support**

The County Administrator will appoint a CCMP Performance Audit Committee to be comprised of tourism, academic and community leaders, as well as professionals in natural resources and wildlife management. Below are the County Administrator's recommended Committee members, as well as the Research and Staff Administrative Support teams.

<b>PERFORMANCE AUDIT COMMITTEE</b>		
<b>Name</b>	<b>Title</b>	<b>Affiliation</b>
Arner, Wally	Parks Commissioner	Arizona State Parks
Baker, Jon	Executive Director	Southwestern Fair Commission
Baldwin, Kerry	Natural Resources Manager	Pima County Natural Resources, Parks and Recreation
Colodner, Deborah	Director of Conservation, Education and Science	Arizona-Sonora Desert Museum
Gimblett, Dr. Randy	Chair, Landscape Assessment and Analysis Program	School of Natural Resources and the Environment, The University of Arizona
McFarlin, Shela	Board Member	Cienega Watershed Partnership and formerly of the US Bureau of Land Management
Vimmerstedt, Tim	Director of Marketing	Visit Tucson
<b>RESEARCH TEAM</b>		

<b>Name</b>	<b>Title</b>	<b>Affiliation</b>
Bundrick, Gale	President	Pima County Parklands Foundation
Nordensson, Jeff	Director	Pima County Communications Office
Yarchin, Joe	Watchable Wildlife Program Coordinator	Arizona Game and Fish Department
<b>ADMINISTRATIVE SUPPORT TEAM</b>		
Moulton, Tom	Director	Pima County Economic Development and Tourism
Shirk, Brian	Program Manager, Operations	Pima County Economic Development and Tourism
Strickland, Catherine	Program Manager, Marketing	Pima County Economic Development and Tourism

**Performance Audit Timeframe**

The recommended duration of the CCMP Performance Audit is 120 days, and milestone dates for the audit process are as follows:

**2013**

September 10 – 20	Creation of the Committee and Membership Confirmation
September 23	Initial Committee Meeting
October 1 14	Review of Potential Consultants
October 14	Committee’s Consultant Discussion
October 28	Consultant Interviews and Selection
November 4	Study Begins
December 9	Consultant Findings Discussion (Committee)

**2014**

January 6	Committee Reviews Draft Report
January 20	Committee Presents Final Audit Report to the County Administrator

**Final Audit Report**

The CCMP Performance Audit Committee will provide a written report to the County Administrator that includes the following elements:

- A performance appraisal of CCMP management, operations and financial activities for the years 2000, 2011 and 2012.
- Specific recommendations for continuous improvement and accountability.

- Specific objectives and priorities for park management to utilize in implementing a comprehensive plan of action to manage the cultural and natural heritage areas, as well as programs activities.
- An actionable geotourism strategic marketing plan.
- A set of performance metrics to be used by CCMP management and Pima County to measure and evaluate CCMP performance.

### **Cost**

There are two anticipated costs associated with this audit, and the County Administrator will ask the Board of Supervisors to make a \$25,000 allocation from the Contingency Fund to cover these costs.

The greatest cost will be for the retention of a consultant to analyze the operational and marketing data of CCMP, as well as to make recommendations regarding how to improve and develop new programs and activities to increase attendance at CCMP. A secondary cost may result from required collection of historical data and the compilation of reports.

**Appendix 3**

**Addington & Associates, PLLC  
Independent Auditors Report of CCMP for 2012**



## INDEPENDENT AUDITOR'S REPORT

To the Director of  
Escabrosa, Inc.

We have audited the accompanying financial statements of Escabrosa, Inc. (an Arizona nonprofit organization), which comprise the statement of financial position as of December 31, 2012, and the related statements of activities, cash flows, and functional expenses for the year then ended, and the related notes to the financial statements.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### **Basis for Qualified Opinion**

We did not observe the taking of the physical inventories during the years ended December 31, 2012 or 2011, since those dates were prior to the time that we were initially engaged as auditors for Escabrosa, Inc. Escabrosa, Inc.'s policy is to take a physical inventory during a two week period during November. However, there were no procedures in place to adjust the physical inventory to the end of the year value. We were unable to obtain sufficient appropriate audit evidence about inventory quantities and values by other auditing procedures. The stated value of inventory at December 31, 2012 and 2011 was \$26,578 and \$36,632, respectively.

In addition, as discussed in Note 5, a physical inventory was not taken on April 1, 2010, the date that operations began, and the inventory transferred to Escabrosa, Inc. (stated at \$49,846) by its Director nor was an analysis of the March 31, 2010 liabilities, related to the transferred operations, and subsequently paid by Escabrosa, performed. Therefore, we were not able to obtain sufficient audit evidence as to balance of net assets or the advances from the Director at January 1, 2012.

**Qualified Opinion**

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements referred to above present fairly, in all material respects, the financial position of Escabrosa, Inc. as of December 31, 2012, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

August 1, 2014

*Addington & Associates, PLLC*

**ADDINGTON & ASSOCIATES, PLLC**

**ESCABROSA, INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**December 31, 2012**

**ASSETS**

Accounts receivable	\$	309
Employee loans		775
Inventory		26,578
Prepaid expenses		4,286
Total current assets		31,948
Equipment, net of accumulated depreciation of \$80		518
<b>Total Assets</b>	<b>\$</b>	<b>32,466</b>

**LIABILITIES AND NET ASSETS (DEFICIT)**

Accounts payable	\$	49,482
Payroll liabilities		6,150
Accrued expenses		21,927
Director advances		162,120
Total current liabilities		239,679
Net Assets (deficit):		
Unrestricted:(deficit)		(207,213)
Total net assets (deficit)		(207,213)
<b>Total Liabilities and Net Assets (Deficit)</b>	<b>\$</b>	<b>32,466</b>

See Accompanying Notes.

**ESCABROSA, INC.**  
**STATEMENT OF ACTIVITIES**  
For the year ended December 31, 2012

**Unrestricted net assets:**

**Revenue and support:**

Admissions		\$	482,483
Toll booth income			82,721
Gift shop and restaurant income	\$	87,943	
Less: Cost of sales		<u>(37,515)</u>	
Net gift shop and restaurant income			50,428
Ranch income (hayrides, trail rides, parties and weddings)			30,326
Miscellaneous income			<u>2,841</u>
<b>Total revenue and support</b>			<u>648,799</u>

**Expenses**

Program services			587,796
Management and general			<u>104,220</u>
<b>Total expenses</b>			<u>692,016</u>

<b>Increase (decrease) in net assets</b>			(43,217)
<b>Net assets (deficit), beginning of year</b>			<u>(163,996)</u>
<b>Net assets (deficit), end of year</b>		\$	<u><u>(207,213)</u></u>

See Accompanying Notes.

**ESCABROSA, INC.**  
**STATEMENT OF CASH FLOWS**  
**For the year ended December 31, 2012**

<b>Cash flows from operating activities:</b>		
(Decrease) in net assets	\$	(43,217)
Adjustments to reconcile (decrease) in net assets to net cash provided (used) by operating activities:		
Depreciation	\$	80
(Increase) decrease in assets:		
Accounts receivable		462
Employee loans		604
Inventory		10,054
Prepaid expenses		(4,286)
Increase (decrease) in liabilities:		
Accounts payable		(3,580)
Payroll liabilities		(8,166)
Accrued expenses		7,647
<b>Net cash (used) by operating activities</b>		<u>(40,402)</u>
<b>Cash flows from investing activities:</b>		
Purchase of equipment		<u>(598)</u>
<b>Net cash (used) by investing activities</b>		<u>(598)</u>
<b>Cash flows from financing activities:</b>		
Advances from Director, net		<u>41,000</u>
<b>Net cash provided by financing activities</b>		<u>41,000</u>
<b>Net increase in cash and cash equivalents</b>		0
<b>Cash and cash equivalents, beginning of year</b>		<u>0</u>
<b>Cash and cash equivalents, end of year</b>	\$	<u><u>0</u></u>
<i>Supplemental disclosure of cash flow information:</i>		
Cash paid during the year for:		
Interest	\$	<u><u>3,525</u></u>
Taxes	\$	<u><u>50</u></u>

See Accompanying Notes.

**ESCABROSA, INC.**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
For the year ended December 31, 2012

	<u>Program Services</u>	<u>Management and General</u>	<u>Total</u>
Wages	\$ 324,582	\$ 57,278	\$ 381,860
Fringe benefits and payroll taxes	40,026	7,064	47,090
Total personnel	<u>364,608</u>	<u>64,342</u>	<u>428,950</u>
Advertising	\$ 17,334	\$ -	\$ 17,334
Auto expense	28,610	-	28,610
Bank fees	6,710	632	7,342
Insurance	37,634	4,341	41,975
Interest	3,525	-	3,525
Other miscellaneous	7,339	-	7,339
Occupancy	65,064	9,011	74,075
Office expense	-	3,149	3,149
Professional fees	2,551	6,061	8,612
Security	7,609	-	7,609
Supplies	1,066	16,634	17,700
Taxes	45,666	50	45,716
Depreciation	80	-	80
Total functional expenses	<u>\$ 587,796</u>	<u>\$ 104,220</u>	<u>\$ 692,016</u>

See Accompanying Notes.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**1. Organization and nature of activities**

Escabrosa Inc. (Escabrosa) was incorporated under Arizona law as a non-profit corporation on January 13, 2010, and began operations on April 1, 2010. Escabrosa was formed to promote education and conservation of desert environments and to provide for maintenance and preservation of the Colossal Cave Mountain Park (Park) located in Pima County, Arizona.

Escabrosa is considered a not-for-profit entity as there are no ownership interests like those of business entities. Escabrosa is governed by its sole incorporating director (Director).

Revenues are derived primarily from general admission fees to the Park and Colossal Cave, two gift shops and a restaurant, and income from its ranch operations.

Tax deductible donations to the Park come under the umbrella of the Pima County Parklands Foundation (Foundation), a 501(c)(3) organization, whose mission is to protect and enhance the parks of Pima County, Arizona. All donations received are used for operations and maintenance of the Park.

**2. Summary of significant accounting policies**

*Basis of accounting*

The financial statements of Escabrosa have been prepared on the accrual basis of accounting and accordingly, reflect all significant receivables, payables, and other liabilities.

*Basis of presentation*

The accompanying financial statements are presented using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The net assets, revenues, gains and losses, and other support and expenses and other charges in the accompanying financial statements are classified based on the existence or absence of donor-imposed restrictions. Accordingly, for reporting purposes, net assets of Escabrosa and changes therein are classified as follows:

- Unrestricted net assets represent expendable funds available for operations, which are not otherwise limited by donor restrictions.
- Temporarily restricted net assets consist of contributed funds subject to donor-imposed restrictions contingent upon specific performance of a future event or a specific passage of time before Escabrosa may spend the funds. There were no temporarily restricted net assets at December 31, 2012 or 2011.
- Permanently restricted net assets are subject to irrevocable donor restrictions requiring that the assets be maintained in perpetuity usually for the purpose of generating investment income to fund current operations. There were no permanently restricted net assets at December 31, 2012 or 2011.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**2. Summary of significant accounting policies - continued**

*Use of estimates*

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

*Inventory*

Inventory consisting primarily of ceramics, jewelry, books and cultural gift items is valued at the lower of cost (first-in, first-out) or market, except for donated inventory which is recorded at fair market value on the date received.

*Equipment*

All acquisitions of property and equipment in excess of \$250 and all expenditures for repairs, maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized. Equipment is stated at cost except for donated equipment, which is recorded at fair market value at the date of gift. Depreciation is calculated using the straight-line method over estimated useful lives. Depreciation expense for the year ending December 31, 2012 was \$80.

*Accrued vacation pay*

Accrued vacation pay is accrued as a liability when earned as employees receive a vested right to this benefit.

*Income taxes*

Escabrosa is subject to both Federal and Arizona corporate income taxes as it has not applied for exemption from federal income tax under Section 501 of the Internal Revenue Code.

Income taxes are provided for the tax effects of transactions reported in the financial statements and consist of taxes currently due plus deferred taxes related primarily to differences between the basis of certain assets and liabilities for financial and tax reporting plus deferred taxes for operating losses that are available to offset future taxable income. The deferred taxes represent the future tax return consequences of those differences, which will either be deductible or taxable when the assets and liabilities are recovered or settled.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**2. Summary of significant accounting policies - continued**

*Income taxes - continued*

Escabrosa has evaluated its tax positions and concluded that it has taken no uncertain tax positions that require adjustment to the financial statements. In general, Escabrosa is no longer subject to income tax examinations by the federal government and the State of Arizona for years before 2010 and 2009, respectively.

Escabrosa recognizes interest and penalties related to unrecognized tax benefits as accrued expenses and management and general expenses in its financial statements. During the year ended December 31, 2012 Escabrosa did not recognize any interest and penalties.

*Donated services*

No amounts have been reflected in the accompanying financial statements for donated services. Escabrosa generally pays for services requiring specific expertise. However, individuals, including the Director, volunteer their time and perform a variety of tasks that assist Escabrosa with Park operations.

*Expense allocation*

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of estimated time expended. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of Escabrosa.

*Advertising*

Escabrosa uses advertising to promote its programs to the public. The costs of the advertising are expensed when incurred. Advertising expense for the year ended December 31, 2012 was \$17,334.

*Sales Tax*

The State of Arizona imposes a sales tax of 6.1% on Escabrosa's taxable sales to Park visitors. Escabrosa collects that sales tax from Park visitors and remits the entire amount to the State. Escabrosa's accounting policy is to include the tax collected and remitted to the State in revenue and program services expense. For the year ended December 31, 2012, Escabrosa's revenues and program services expense include \$45,666 of sales tax collected and remitted.

**3. Pima County agreement**

Escabrosa entered into an agreement (Agreement) with Pima County, Arizona (County) on July 21, 2010, to provide for the operation and administration of the Park. The agreement is for a period of five years and terminates on July 21, 2015, with two additional five year option periods available.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**3. Pima County agreement - continued**

The purpose of the agreement is to promote, maintain, develop, and improve the Park and all income generated from the operation of the Park is to be used solely for the operation and maintenance of the Park. Compliance with the terms and conditions of the Agreement, including the maintenance and operation of the Park, is considered to be adequate consideration and no additional fees are due to the County by Escabrosa under the Agreement. The Agreement is not considered a lease by the County.

The Agreement contains termination provisions by the County related primarily to non-performance that may be corrected by Escabrosa within thirty days after receipt of written notice. Escabrosa may terminate the Agreement with sixty days written notice to the County.

The Agreement also contains provisions related to an annual audit being conducted every other year beginning with the year ended December 31, 2010, approval of alterations to the Park property in excess of \$15,000, approval of any changes in Park fees and hours of operation, maintenance of adequate insurance, limitations on research at the Park, and compliance with federal, state, and local statutes. Escabrosa was not in compliance with the requirement to provide audited financial statements to the County for the year ended December 31, 2010, but the County has not enforced or formally waived this requirement to date.

**4. Director advances**

The Director permits Escabrosa to utilize a cash account that is owned by the Director for its operations. As such, all disbursements into the account are considered as advances from the Director and all deposits to the account are considered to be repayments to the Director.

In addition, the Director allows Escabrosa to utilize credit cards that are in the name of the Director for operational expenses. The outstanding balance on the credit cards at December 31, 2012 of \$33,002 is included in Director Advances.

There is no written agreement between the Director and Escabrosa related to any of the advances from the Director. In addition, there is no interest charged by the Director on the outstanding balance of the advances. The advances are considered to be due on demand as there is no formal repayment agreement and are reflected as a current liability in the accompanying financial statements.

The net outstanding balance of the advances at December 31, 2012 was \$162,120.

**5. Transfer of assets and operations from Director**

On April 1, 2010, the Director transferred the gift shop inventory owned by the Director to Escabrosa and began operations of the Park under Escabrosa. However, no actual physical inventory or inventory valuation was performed to support the inventory value transferred to Escabrosa by the Director. In addition, an analysis of the March 31, 2010 liabilities, related to the transferred operations, and subsequently paid by Escabrosa, was performed.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**5. Transfer of assets and operations from Director - continued**

In addition, there was no formal agreement for the transfer of the inventory to Escabrosa by the Director or any repayment terms established (See Note 4).

**6. Income taxes**

Escabrosa has federal and Arizona loss carryforwards totaling \$139,634 that may be used to offset against future taxable income. If not used, the carryforwards will expire during 2030 to 2033 for federal purposes and during 2015 to 2018 for Arizona purposes.

The deferred tax benefit of the loss carryforwards totaling \$20,945 for federal and \$9,730 for Arizona have been fully allowed at December 31, 2012 as Escabrosa does not anticipate sufficient future taxable income to utilize the credits.

Income tax for the year ended December 31, 2012 was \$50 and consisted solely of the Arizona corporate minimum tax.

**7. Operating lease agreements**

Escabrosa, Inc. leases equipment, used in its program activities. The following is a summary of remaining minimum lease payments under the terms of the various long-term leases:

Year ending December 31,	2013	\$	640
	2014		640

Total equipment rental expense was \$9,988 for the year ended December 31, 2012.

**8. Plan for continued operations**

As shown in the accompanying financial statements, Escabrosa had a decrease in unrestricted net assets of \$43,217 during the year ended December 31, 2012 and has a net asset deficit of \$207,213 as of that date. In addition, its current liabilities exceeded its current assets by \$207,731 at December 31, 2012.

The operational deficits of the Park have been funded by advances from the Director. Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operations of the Park.

Escabrosa intends to formalize its commitment from the Director in the form a written revolving line of credit or similar agreement.

**ESCABROSA, INC.**  
**NOTES TO FINANCIAL STATEMENTS**  
**December 31, 2012**

**9. Subsequent events**

*Management's review*

Escabrosa, Inc. has evaluated subsequent events through August 1, 2014, the date which the financial statements were available to be issued.

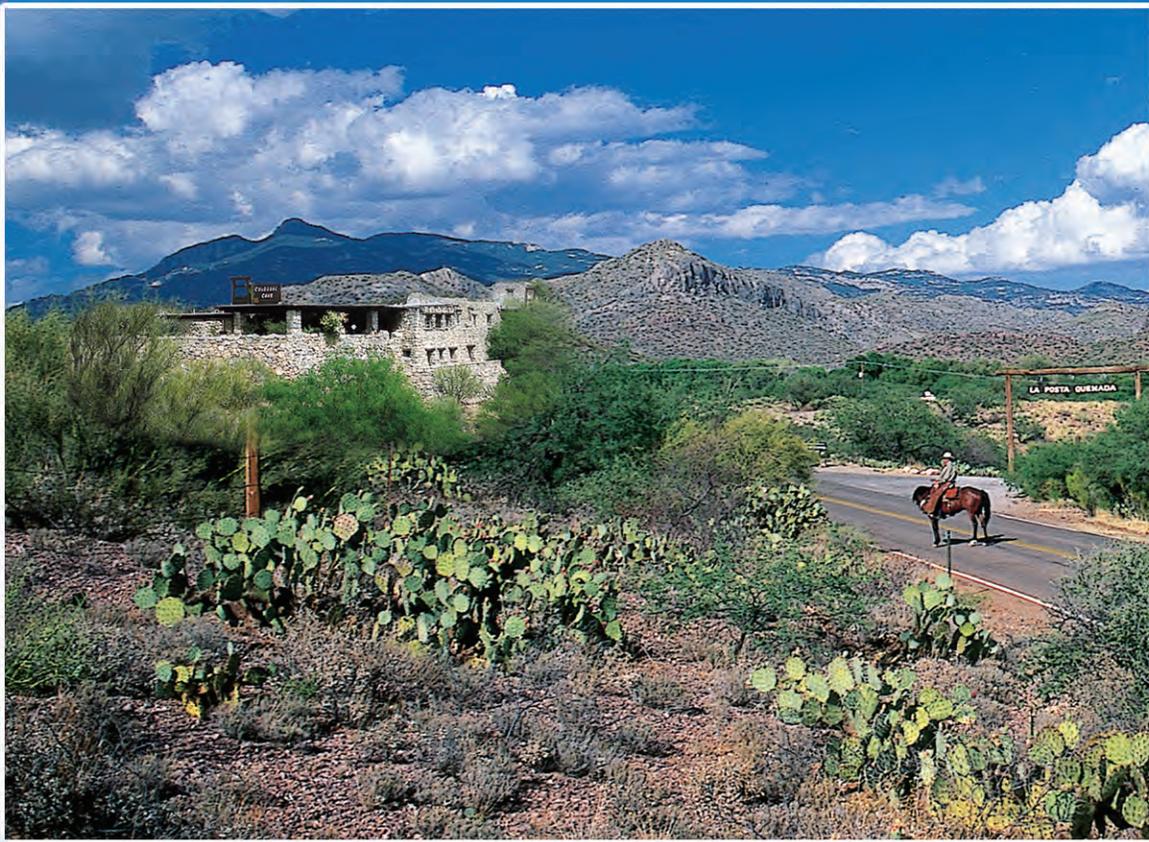
## **Appendix 4**

**Ed Stone & Bruce Herschend  
Analysis, Overview and Recommendations of Audit Committee & Consultants**

# Colossal Cave Mountain Park

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**Analysis, Overview and Recommendations  
of Committee and Consultants,  
Ed Stone & Bruce Herschend**



**Presented to:  
Pima County Board of Supervisors  
November 18, 2014**

**Community Volunteer Committee Members**

<b>Name</b>		<b>Position</b>	<b>Affiliation</b>
Wally	Armer	Parks Commissioner	Arizona State Parks
Jon	Baker	Executive Director	Southwestern Fair Commission
Kerry	Baldwin	Natural Resources Manager	Pima County Natural Resources, Parks and Recreation
Deborah	Colodner	Director of Conservation, Education and Science	Arizona-Sonora Desert Museum
Dr. Randy	Gimblett	Chair, Landscape Assessment and Analysis Program	School of Natural Resources and the Environment, The University of Arizona
Shela	McFarlin	Board Member	Cienega Watershed Partnership & formerly US Bureau of Land Management
Joe	Yarchin	Watchable Wildlife Project Coordinator	Arizona Game and Fish Department

**Research Team**

Gale	Bundrick	President	Pima County Parklands Foundation
Jeff	Nordensson	Director	Pima County Communications Office

**Pima County Economic Development & Tourism Team**

Tom	Moulton	Director	Pima County Economic Development & Tourist Department
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**Consultants**

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**Contributors**

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**TABLE OF CONTENTS**

**Community Volunteer Committee Members** .....2

**Colossal Cave Mountain Park Performance Overview** .....5

**Introduction:** .....7

    Purpose of This Performance Overview .....7

    Background.....7

    Process and Methodology.....7

**Colossal Cave Mountain Park Options for Consideration:** .....8

**Option 1: Invest in Cave, Ranch & Campground as Presented in this Report.**.....8

**Option 2: Keep the Cave & Campground Open, Close the Ranch.**.....9

**Option 3: Keep Colossal Cave and Ranch Open with Minimal Investment.**.....10

    Option 4: Close Cave, Ranch & Campground. ....10

**Review of Colossal Cave Infrastructure** .....11

**Key Areas of Focus** .....12

    Park Roads .....12

    Buildings .....12

    Other Park Features .....13

    Summary of Colossal Cave Infrastructure .....14

**Review of Current Management & Operations**.....15

    Observations on Management: .....16

    Observations on Operations:.....17

    CCMP Employee/Vendor Stewardship Training .....17

**Review of Marketing and Sales:**.....19

**Review of Educational Programs**.....22

**Review of Financials**.....23

    CCMP Attendance Analysis: .....24

**Proposed Short-Term & Long-Term Enhancements:** .....25

    Short-Term New Products .....25

    Long-Term New Products: .....27

**CCMP Analysis, Overview and Recommendations Summary** .....29

**APPENDIX** .....30

    A Brief History of the Park .....30

    Colossal Cave Management Plan Assessment and Recommendations .....32

    Marketing Recommendations by committee member Joe Yarchin .....34

    Review of Colossal Cave Infrastructure Review (full report) .....36

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

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Summary: .....	38
Marketing Demographics, Facts & Figures on Pima County .....	41
Est. Overnight Visitors to the Tucson Area .....	42
Tucson/Pima County Demographics .....	43
CCMP Attendance Analysis .....	45
Attendance of Caves and Caverns in the Southwest and outside the Southwest .....	48
<b>Colossal Cave Mountain Park Financial Statements for 2004 – 2013</b> .....	<b>50</b>
Independent Auditor’s Full Report: .....	57
Special Event Evaluation form.....	69
Guest Register form .....	70
Long-Term Goals of the CCMP Education Department .....	71
Potential Future Educational Programs .....	72
Financial Recommendations for CCMP:.....	75
Suggested Ways to Reduce Expenses and Increase Revenues .....	76
Grants:.....	79
Overall Assessment of Colossal Cave Mountain Park .....	82
Colossal Cave Mountain Park Strategic Plan .....	88
Proposed Management Performance Chart: .....	101
CCMP Park Stewardship Training.....	102
Map Given To Guests .....	107
Property Map of Colossal Cave Mountain Park .....	108
Comments from Various CCMP Managers and Consultants .....	112

## **Colossal Cave Mountain Park Performance Overview:**

The following report addresses a request from C. H. Huckelberry, Pima County Administrator directing staff to conduct a performance audit of Colossal Cave Mountain Park (CCMP). In September 2013 a committee was formed and comprised of professionals in the areas of tourism, land management, special event management, park development, natural resources and wildlife management.

The committee selected Ed Stone of Stone Communications to assist the group in gathering, organizing and presenting the performance audit. Stone has a wealth of experience of nearly 50 years in tourism marketing, project management and attraction development. The consultant group also included Bruce Herschend, an accomplished and recognized “cave expert” in the industry.

Tim Vimmerstedt from the Visit Tucson group and Jon Baker, Executive Director of the Pima County Fair are the chair and vice-chair respectfully of the audit committee. Jon Baker took over as the chair in April, 2014 from Tim Vimmerstedt who resigned due to a job change. Support to the group includes Pima County Economic Development & Tourism Director, Tom Moulton and Mike Holmes, Operations Program Manager. A total of six (6) meetings were held with the committee and consultants.

An overview of this report reveals the following:

- Colossal Cave is a valuable asset to Pima County as an attraction and historical landmark for residents and out-of-town visitors to the area
- The entire Colossal Cave Mountain Park provides a natural resource destination for not only Pima County, but also for the State of Arizona.
- Of utmost importance to the County, Colossal Cave Mountain Park must provide a safe environment to all guests and staff.
- Kartchner Caverns, located some 40 miles from Colossal Cave should be considered an asset to the area as it will attract and encourage more “cave enthusiasts” to visit the area. In the marketing section of this report, we suggest a cross marketing and promotion with Kartchner Caverns because of the unique differences between the two caves.
- Both County and CCMP management must maintain a strong communication and partnership moving forward.
- Many infrastructure improvements at CCMP are immediately needed for safety and revenue growth as outlined beginning on page 12.
- The independent auditor’s report for the year ending December 31, 2012, shows a deficit of \$207,213, including advances from the Director of \$162,120. However, 2013 financial statement indicates a \$4,716 profit for Escabrosa/CCMP and the first three (3) months of 2014 posts an \$18, 924 net profit for Escabrosa, not including advances.
- Except for 2013, CCMP has lost money every year since 2004. Major changes must take place, i.e., those outlined on pages 75-76, for Escabrosa to sustain its position at CCMP.
- Pima County should have a clear understanding of the current Director’s succession plan, financial obligations, property inventory and be prepared to go out for bid to select a long-term management group for CCMP.
- This performance report reviews the past and current management and operation of CCMP offering recommendations for reducing expenses, increasing revenues, adding new products and improving the current visitor experiences.
- Four options are proposed for moving forward with the information and considerations presented in this report. Those options range from selecting most of the recommendations to the extreme of closing the entire Colossal Cave Mountain Park, which is not recommended by the committee.

This report addresses all the above issues along with some specific ways to generate and improve attendance and income. The following highlights and provides a sample of some of the ways to accomplish a positive turn around for the park. Additional suggestions and explanation of these ideas are included in the full report. They are:

- A Park Management Plan written to designate and commit to writing the short- and long-term vision, needs, objectives, strategies and performance measures for sustainability, growth and resource protection of Colossal Cave Mountain Park.
- Improve the sense of arrival to CCMP by upgrading cave driveway and parking lot, front entrance to cave and ranch area. Add better signage, more landscaping and improve all park roads.
- Improve the sense of arrival to CCMP by upgrading cave driveway and parking lot, front entrance to cave and ranch area. Add better signage, more landscaping and improve all park roads.
- Add entertainment and historical value to all cave tours and educational programs.
- Create a reception area in the downstairs room below Gift Shop with impressive video presentation prior to all cave tours.
- Develop a well-rounded natural resource plan that includes guided outdoor nature tours throughout the park; generate wildlife viewing areas, etc.
- Provide food service at the cave that includes more than vending machines.
- Increase the number of scheduled “Wild Cave” and “Ladder” tours, to produce a higher net return per visitor and enhance the reputation of the park as a “Conservation Adventure” destination. At the same time keep the historical sections of the cave intact.
- Increase the number and types of merchandise related to advanced level cave tours and include more packages that take advantage of the kitchen and the alcohol license to increase net return per visitor and enhance the reputation of the park for providing value.
- Review management procedures and standardize accounting methods with staff, empowering them to make more daily decisions.
- Make sure all improvements and additions comply with Arizona National Historical and Pima County regulations and covenants.
- Increase marketing spending to at least 10% to 15% of gross revenues.
- Develop and implement an on-going guest survey program to gather information for making marketing and management decisions.
- Upgrade outdoor barbecue area for group events and parties.
- Create an outdoor educational adventure to certain sections of the park. Possible ideas for the long-term would include the installation of a zip line from the cave to the ranch or a one-man mountain coaster. This type of attraction(s) can be installed by a concessionaire who will pay the cost of installation and operate on a percentage basis, reporting to park management.
- Include in the long-term plan converting the La Posta Quemada Ranch House into an upscale bed & breakfast.
- Consider and research an upscale, glamor camping (“glamping”) area with a touch of western heritage as part of the long-term plan for CCMP.
- Clean up and create a façade of an old Western town at the horseback riding area.
- Upgrade visitor amenities such as restrooms, shade areas, walkways and better signage to encourage guests to enjoy all of Colossal Cave Mountain Park.
- Demolish the park houses and/or sell the trailers that house some staff members. Possibly save one house for on-ground security.
- Re-establish scientific research of the two unexplored caves and explore ideas to create an awareness of the uniqueness of the area.

The above overview points are explained in depth in the following performance overview report. Specific short and long-terms strategies are explored to ensure the growth and sustainability of one

of Pima County's natural resources gems. Detailed assessments, comments and recommendations can be found in the Appendix beginning on page 30.

**Introduction:**

Colossal Cave Mountain Park (CCMP) is on the National Register of Historic Places. Ongoing conservation and protection of the known and unknown cultural resources are required by numerous state and federal laws as well as Pima County Board of Supervisor resolutions.

Because of its diverse blend of geological, biological and cultural resources, Colossal Cave Mountain Park must be approached as a unique regional resource that must be managed and developed in ways to fundamentally conserve and protect the natural resource base. The core natural and cultural values of the park are still mostly intact. While the future must see development of a sustainable business model at the park, it is critical for its ultimate health and survival that any new vision be built around the natural resource core and not at its expense. The form and location of any new development, or changes to existing infrastructure footprints, must be tempered by critical environmental impact review. A basic tenant of avoidance, minimization and/or mitigation should set the tone for all future development planning. Change and enhancement of visitor experiences are not incompatible with conservation of the natural resources at Colossal Cave Mountain Park. New and economically viable experiences can be built around the unique site's ecological assets. Experiences that build on public awareness, understanding and responsible action related to the core resource conservation values and assets of the park can be enhanced and sold to a wider audience.

**Purpose of This Performance Overview**

Generate specific recommendations to support continuous improvement and accountability; establish specific objectives and priorities for park management and implement a comprehensive plan of action to manage both the cultural and natural heritage areas as well as the program's activities.

**Background**

On August 23, 2013, Pima County Administrator, C. H. Huckelberry, directed staff to prepare plans for conducting a performance audit of Colossal Cave Mountain Park (CCMP). This scope of the audit was to include:

- a. History of CCMP from its inception to the present management agreement
- b. Natural resources inventory, to include land acquisitions, bond projects, and connectivity to other riparian habitats
- c. Transportation improvements on Pistol Hill Road
- d. Potential recreational opportunities at CCMP
- e. Economic productivity variables, such as attendance

Pima County Board of Supervisors subsequently directed staff to conduct this audit on September 10, 2013.

**Process and Methodology**

- a. The audit committee was appointed by the County Administrator
- b. The committee was comprised of tourism, academic and community leaders, as well as professionals in natural resources and wildlife management
- c. The audit committee's deliberations are not subject to Arizona's Open Meeting Law, due to the appointment process
- d. The County Administrator requested \$25,000 from the Contingency Fund for professional assistance to facilitate the audit action plan

- e. The committee will prepare a report to the County Administrator, who will submit the report to the Board of Supervisors for review and approval

**Colossal Cave Mountain Park Options for Consideration:**

The committee and consultants considered and reviewed several options for the sustainability of CCMP. Those options were narrowed to the following four (4) listed below in order of preference by the committee.

The estimates cover costs to the County for research, planning and infrastructure. Please refer to the Colossal Cave Mountain Park Infrastructure Review after the options indicating certain areas needing infrastructure upgrading and safety/operational improvements. All options include increased oversight and involvement of Pima County in the overall management and operations of CCMP. Options also assume the future operation of Colossal Cave Mountain Park will be subject to a competitive bidding process, IAW Pima County policies, at the end of the current contract in August 2015.

**Option 1: Invest in Cave, Ranch & Campground as Presented in this Report.**

- Bring all safety and operational standards up-to-date for all areas, including cave, ranch and campgrounds.
- Invest in the ranch making it more sustainable as a stand-alone attraction, yet an asset to the cave.
- Build the thrill conservation adventure elements over a 2-4 years period and market them as a stand-alone activity section.
- The conservation adventure park is the focus of marketing with the cave and ranch gaining attendance from a new audience of visitors.
- Increase management oversight from Pima County.
- Place more focus on the natural resources and cultural/historical aspects of the park using the conservation adventure component to market and entice new visitors to the park.
- Long-term, this is the best option.

**The Pros:**

- Experts and professionals have provided solid information and proposed recommendations to create and improve the CCMP into a sustainable and viable attraction.
- An increased focus on "Wild Cave" tours with marketing support from Visit Tucson and the Southern Arizona Attractions Alliance, would increase net profit and attract an additional audience.
- By adding many of the elements suggested, CCMP should gradually attract up to 75,000 visitors annually by the third year with increases based on the size and amount of new conservation adventure attractions and increased marketing for the park. (*A feasibility study is recommended to confirm projected attendance.*)
- Incremental tourism dollars will increase in Pima County.
- The cave is updated with tour presentations and safety measures which ensure sustainability.
- Visitation to the ranch and cave will grow, as well as revenues due to new products and increased marketing.
- The conservation adventure elements will attract a new audience to the providing added revenues.
- The total park can realize the educational and interpretive potential while enhancing the historical elements.
- This option allows for a full Southwestern outdoor experience, including cave, horseback riding, camping, hiking, nature and natural resources.

- Consideration should be given to making the Posta Quemada a B&B and creating an upscale campground.
- The combination of marketing Colossal Cave and Kartchner Caverns is a plus to the area.

**The Cons:**

- At least \$1,500,000 is needed to update and provide infrastructure to attain this type and quality of sustainable attraction.
- Primary revenue comes from the cave visits unless the conservation adventure elements are added.
- This will add another segment to the park requiring increased oversight from the County.

**Estimated Costs:** \$3,500,000

**Option 2: Keep the Cave & Campground Open, Close the Ranch.**

- Ranch is closed or operation is modified to a limited operation until a profitable and self-sustaining model is identified.
- Shrink cave attendance to be sustainable at the current level, or drop another 5,000 customers a year to search for the best low volume sustainable level.
- This is a safe choice and most predictable outcome but not the committee's preferred choice.
- Increase management oversight from Pima County.

**The Pros:**

- The cave is updated with tour presentations and safety measures which ensure sustainability.
- An increased focus placed on "Wild Cave" tours with marketing support from Visit Tucson and the Southern Arizona Attractions Alliance, to increase net profit and attract an additional audience.
- Less dollars will need to be spent on infrastructure.
- Managing and operating the cave would not take as much oversight from County.
- The marketing and management can focus on Colossal Cave and campground.
- Continues to allow for camping, hiking and natural resource focused activities in the upper canyon and riparian reserve, with minimal maintenance costs and upkeep.
- Allows personnel and material assets to shift from the ranch to the cave, increasing the focus on the profitable component of the park and away from the cost intensive ranch.
- Rehabilitates the campground assets and operational procedures.

**The Cons:**

- The County will need to infuse dollars to build and improve infrastructure.
- This will also require oversight from the County.
- The potential loss of several good employees would be necessary.
- There will be some costs associated with securing the ranch portion of the park.
- Closed areas will require protection from the elements and some level of management will be required.
- Trail rides and cookouts will not be available to visitors.
- Revenues from ranch activities will not be available.

**Estimated Costs:** \$1,500,000

**Option 3: Keep Colossal Cave and Ranch Open with Minimal Investment.**

- Move forward with the short- and long-term proposals recommended in this report after thoroughly evaluating whether to keep the cave and ranch under one or two contracts.
- County invests in infrastructure for safety and operational support.
- Investment is to sustain park and attract more visitors.
- County will have a sustainable operating model.
- Increase management oversight from Pima County.

**The Pros:**

- Experts and professionals have provided solid information and proposed recommendations to create and improve the CCMP into a sustainable and viable attraction.
- By improving many of the elements suggested, the cave should gradually attract some 50,000 to 60,000 visitors annually by the third year with increases based on the size and amount of any new attractions added to the park. *(A feasibility study is recommended to confirm projected attendance.)*
- Incremental tourism dollars will increase in Pima County.
- The combination of marketing Colossal Cave and Kartchner Caverns is a plus to the area.

**The Cons:**

- This option will require investment dollars by Pima County to upgrade and improve the infrastructure of CCMP.
- Increased County involvement in management and oversight roles across multiple divisions will be required.
- Both safety and operational improvements will be necessary for the current management to sustain the park and attract long-term future management, vendors and visitors.
- Without investment the option basically means operating CCMP as usual, perhaps with a more engaged management team, but is sure to have non to minimal growth.

**Estimated Costs:** \$2,000,000

**Option 4: Close Cave, Ranch & Campground.**

- Close the cave, ranch and campground.

**The Pros:**

- No infrastructure dollars or management time will be needed...only the cost of either selling the property or “mothballing” the attraction.
- Designated mitigation lands under MSCP not impacted.
- See necessary costs below for this option.

**The Cons:**

- No one wants this option and not good for Pima County.
- Costs will continue such as security to avoid fire, vandalism, etc. See elements needed below.
- CCMP will lose connection with the Arizona Trail.
- Lack of trails in the area

- Public owned natural resources not available to the public.

**Estimated Costs:** \$250,000 Annually

**The following are identified necessary costs even if temporarily shut down.**

1. Site security
2. 24-hour patrols
3. New gates/fences/boarding up buildings
4. Alarm systems
5. Resource/cultural site protection
6. Increased vandalism
7. Rodent proofing of buildings
8. Basic utility service requirements
9. Temperature controls in buildings- heat related impacts
10. Cost of transport and storage of interpretive materials and valuable equipment off site
11. Necessary monitoring schedule
12. Exercising wells, water systems, plumbing
13. Loss of landscape elements
14. Costs to reactivate the site
15. Staff reassignments or possible ruff program. Loss of knowledgeable staff- especially part time help
16. Loss of public connection to site- recovery time to reestablish visitation/use rates after closure period
17. Operational costs vs staff costs- how much real flexibility
18. Increased safety risks/liability
19. Requirements of historic National Register sites
20. Potential to require early termination of contracts and agreements
21. Requirements to curate collections, potentially off-site.

**Review of Colossal Cave Infrastructure:**

At the request of the Office of Economic Development and Tourism (EDT), a team of county staff from Facilities Management, Department of Transportation, Capital Improvement Projects and Natural Resources, Parks and Recreation visited the park on the morning of January 13, 2014. The objective of the visit was to conduct an inspection of the park and review the condition of infrastructure. The inspection was not intended to be a detailed review or a compliance level review, but a professional look to identify major issues that the county would need/want to address if they were managing the facility directly under the county requirements. The inspection would also provide EDT a rough cost estimate for review as part of the current Bond program development process.

## Key Areas of Focus

### Park Roads

Most of the park roads are in poor to failed condition. They need extensive repairs and major parking for the cave entry needs redesign and better bus access. DOT had already developed recommendations for the projects as a package. Generally, the estimates are based on a 2" overlay (\$12/sy) and reconstruction of small segments to prepare for the overlay.

Entry Roads- 8,438 sq yds

Loop and Parking Area at Cave Entry- 6,711 sq yds

Campground Road- 11,089 sq yds

Parking at Special Use Area- 3,000 sq yds

Road to and Parking Lot at Posta Quemada Ranch- 28,346 sq yds

**Subtotal price was \$887,510**

### Buildings

The major public access buildings were inspected. The residences were not and it is known from discussions with staff at CCMP that some are in very poor condition. Those buildings need to be thoroughly inspected and cost estimates established. The costs of the necessary building reviews are added as a cost item. Because of the historic designation of many of the buildings and site, repairs and compliance with ADA standards as well as electrical and plumbing upgrades will be difficult and cost more than other construction.

Entry Station - \$ **8,000** primarily electrical upgrades and painting

Cave Registration/Gift Shop Room - **\$60,000**

Electrical repairs, ADA needs, paint, signage/exhibit replacement Cave Entry Ramada - **\$8,000**

Remove trip hazards, repairs, and signage enhancements, paint Cave Complex Public Restroom - **\$12,000**

Remodel to make ADA friendly, replace outdated fixtures, upgrade electrical and plumbing to standards

Concession Stand - **\$2,500**

Plumbing upgrades and remodel to bring to Health standards Laundry Shed - **\$2,500**

Replace water lines and drain as well as Hot Water Heater to standards Cave Complex Roofs - **\$10,500**

Detailed inspection, minor repairs and application of roof coatings Mobile Home Residence at Cave Entry - \$ **30,000**

Recommend removing completely and replacing with new unit. Immediate corrective repairs would run \$6,000 and would include relocation of propane tank, all new water lines and drain, replace sewer line and make electrical repairs

Other Residences on Property - **\$5,000**

Have a detailed inspection conducted on each building Posta Quemada Ranch House and restroom - **\$26,000**

Electrical/plumbing repairs, propane leak repairs, plumbing fixture replacements, waterlines, install backflow devices, painting and roof repairs. Rehabilitate the restroom completely

**CCC Museum - \$12,500**

Electrical repairs, trip hazards removed, roof coated and wood windows and sills oiled. Enhance exhibits

**Special Events Area and BBQ Ramada - \$28,500**

ADA upgrades and pathways, general clean-up, additional safety lighting, electrical upgrades to standards, painting, a new multi-purpose concrete pad, new tables and BBQ units

**Special Events Restroom - \$10,200**

Electrical and plumbing repairs and upgrades and additional ADA walkways Trail Ride Office and Stables - **\$3,500**

Electrical upgrades, corral repairs, visitor safety signage and plumbing repairs/upgrades

**Subtotal Price was \$219,200**

Other Park Features

**Campground sites- \$60,500**

**Ramadas - \$10,000**

**Repair, paint and expand ramadas tables/benches/fireplaces - \$28,000**

Repair or replace all concrete tables, fire pits and BBQ stands. Remove all wood tables

**New Post and Cable Barrier - \$2,500**

Repair, replace or install approximately 400 ft. of post and cable and replace panel gate at the end of the campground

**Soil replacement in campgrounds and picnic areas - \$15,000**

Replace eroded soils around campsites, area trees and picnic tables to stabilize soil movement and reduce trip hazards

**Campground Host Site Development - \$15,000**

Develop two campground hosts sites with small ramada, concrete pads and table/fire pit/BBQ package

**Bosquecito Campground Restroom - \$4,500**

Clean and detail the restroom, replace fixtures, paint walls and floor and remove trip hazards around restroom

**La Selvilla Campground Restroom - \$4,500**

Clean and detail the restroom, replace fixtures, paint walls and floor and remove trip hazards

**Regulatory Signage - \$5,000**

Review regulatory signage placement on park and replace, repair or install needed signs interpretive signage - **\$10,000**

Update signs and install new signs across the property but focused on high visitor traffic areas

**Posta Quemada Museum Exhibits - \$30,000**

Update old exhibits with new information, artwork and exhibitory styles

**Well and Water System - \$144,800**

Replace and upgrade the well system, existing cistern and establish better dependability of water, water delivery and water storage. Establish a 100,000 gallon water storage capacity. Place PVC water lines underground per standard

**Trails - \$5,000**

The condition and routes of the various trail system elements including the Arizona trail segment, interpretive trails and horse ride trails were not evaluated. They need to be mapped and evaluated to current sustainability standards.

**CCMP Master Plan Update - \$125,000**

The 1999 Master Plan for Colossal Cave Mountain Park was never finished. The comprehensive background report was done. The Plan should be completed and updated.

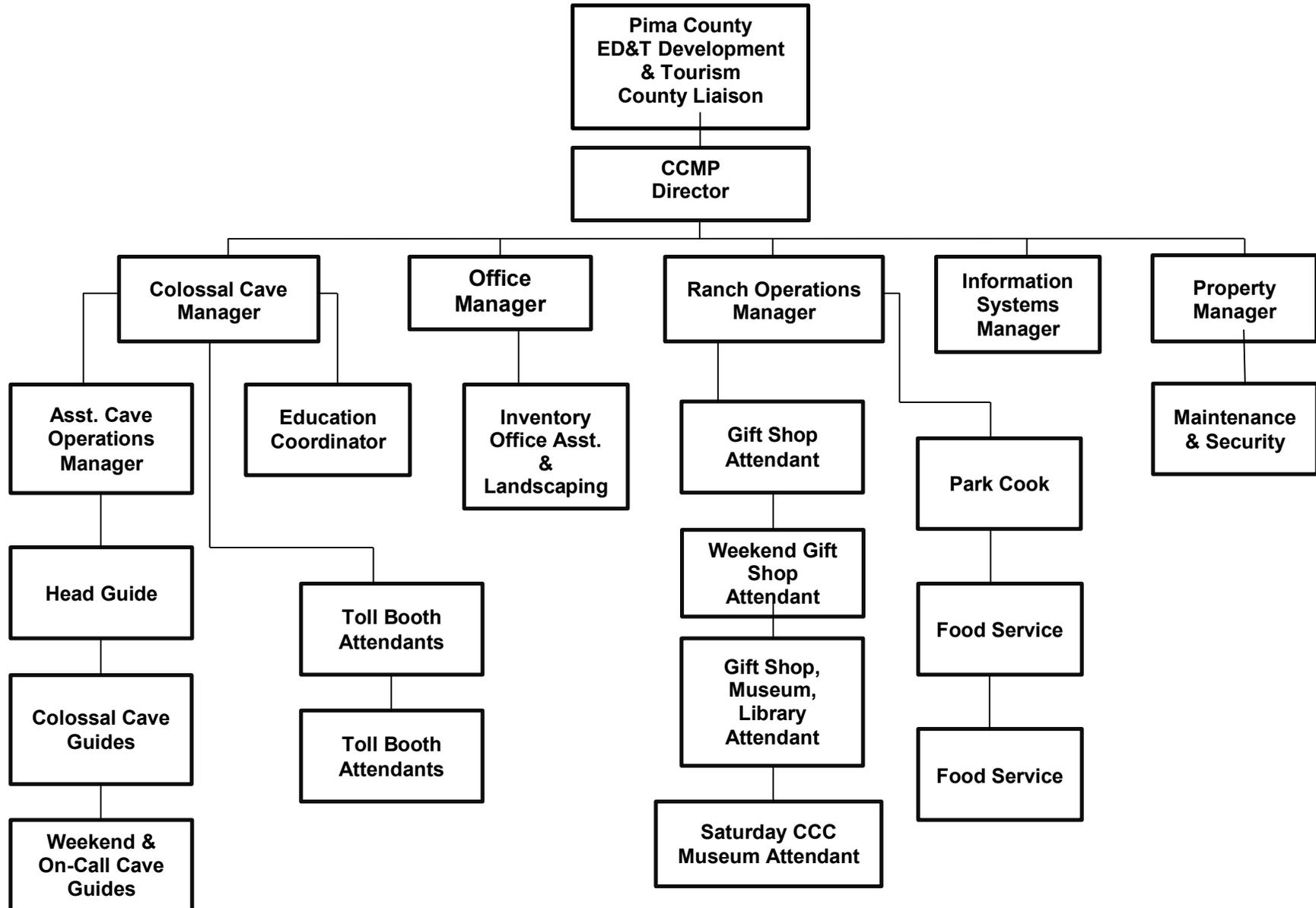
**Subtotal price was \$459,800**

**Summary of Colossal Cave Infrastructure:**

Based on the brief review of the team, it is estimated that conservatively over **\$1,566,510** could be invested in the initial repair and enhancement of the current state of Colossal Cave Mountain Park to bring it back to a more user friendly condition and following best management standards around the park facility infrastructure maintenance.

### Review of Current Management & Operations:

Current Staffing and Organization. The following CCMP organizational chart is well defined and represents the current structure of management as of November 12, 2013.



## Observations on Management:

The current management structure at CCMP presents a well-organized chart of the organization and defined job descriptions. There is a written document outlining what Escabrosa would like to accomplish and in many cases already implementing. However, the entitled "Strategic Plan" needs more information as to "how Escabrosa will get results and identify its financial needs in order to move forward and become fully viable. When interviewing the second tier management, there seems to be micro management from the Director. Each individual has a good sense of what their job entails, but they are not given a budget to know what can and cannot be spent within their department or job responsibilities. The committee must caution that under the current circumstances, the Director is investing her own money, as opposed to profits from the operation, to sustain the CCMP. Thus, in our opinion, the cause for micro-management is based on the use of personal funds to keep CCMP operating. Ideally, any operator should spend 2 to 3 percent of gross receipts to upgrade the customer experience of CCMP in lieu of rent.

Financial records and the recent Auditor's Report for the year ending December 31, 2012, indicate Director of Escabrosa has advanced substantial amounts of dollars for quite some time to keep the business afloat. For the business to continue, there must be a positive flow of cash. Escabrosa has an agreement with Pima County until June 2015 with two additional five year terms. Section 5 of this agreement allows Pima County's Board of Supervisors to deny renewal if it's not in the best interests of the County including Director's past performance or condition of the premises. Section 28 indicates that upon Martie Maierhauser's death or ability to perform her duties, the agreement reverts back to Pima County and provides for no successor. The committee feels it is important for Pima County to establish a succession plan for Director and develop and execute a search for a new management operator with Escabrosa having the opportunity to bid as well. Pima County should be prepared to go out for bid before March, 2015 to select a management group for CCMP. Escabrosa should be given the opportunity to bid and all consideration to continue operating CCMP.

With the need for major improvements in CCMP's infrastructure, management oversight and keeping up with minor needs for guest experiences, Pima County must accept some of the responsibility for not giving the attention needed to this attraction. From all indications, the County accepted and sincerely felt management was doing a good job of managing and operating CCMP, thus the lack of responsiveness. There is always room to improve and maintain communications. Pima County and CCMP management must strengthen and maintain a stronger relationship.

There must be an annual operational plan with performance measures and financial targets identified and reviewed on a quarterly basis. CCMP performance measures need to be developed for key staff using matrix (found in the Appendix on page 101.) which focuses on performance and not tasks. CCMP should formalize measures for individuals, teams/units and the Director as a whole. These must be measurable objectives.

Quarterly, an appointed representative from Economic Development & Tourism and Natural Resources Parks and Recreation meet with CCMP leadership team to review and update the management plan. This process should continue and be evaluated annually, making sure goals are being met.

Annually create a realistic budget with input from managers and give them responsibility to administer with management's oversight and review. This would be part of a Park Management/Resources Plan made in cooperation between CCMP management and Pima County.

Delegation of CCMP operational authority should be developed providing basic financial, safety, personnel and operational responsibilities. This will aid the "micro-management" tendencies. CCMP

must institutionalize this in a manual form. This should be viewed as internal to Escabrosa and not counter to the Agreement between Escabrosa and Pima County.

CCMP should expand staff through existing partnership agreements, internships and volunteers. Formalize internship, docent and volunteer programs. University of Arizona students could be a great resource.

Director should appoint one of the most trusted and knowledgeable employees to become Assistant Director for all of the day-to-day details and operations. This should become a long-term CCMP management objective.

A thorough and complete inventory of property records needs to be written identifying County versus Director's properties, especially in regards to the museum, library, CCC, etc.

Remove trailer near the cave's entrance and parking lot and replace with picnic area. Remove all trailers and houses except one for caretaker home. The committee realizes the trailer is part of the security for CCMP.

Security for the entire park needs to be evaluated to make sure all areas are protected and standardized for the best interest of CCMP.

Observations on Operations:

There is a need for a preventative maintenance plan, safety protocols, cave rescue plan for off trail wild trips and emergency phone numbers kept up-to-date and posted where everyone has access at any time.

There needs to be a written protocol for locking down the park through the toll booth gate (or leaving it open), when CCMP does or does not have campers.

The electrical lighting in the cave needs repairing or most likely replacing. Pima County began the project by bringing in newly grounded wire cabling system, repairing or placing junction boxes and breaker panels bringing them all up to current electrical codes. The wiring and lighting instruments should be replaced with a low voltage lighting system. This will avoid anyone in the cave to access high voltage causing injury or death due to electrocution. A one to four year plan to change these out is recommended.

Places where wire hangs in the air down the center of a passage or along the floor where it could be grabbed or stepped on by a Wild Tour person needs to be re-routed.

After the initial planning, washing of the cave could be done by either maintenance staff or guide staff. Some areas of the cave should be washed every 10,000 customers. Careful consideration will need to be given to where the water will eventually drain to avoid any unnecessary erosion.

CCMP Employee/Vendor Stewardship Training:

*(The following information was provided by the Director of CCMP and has been condensed for this portion of the Performance Audit Report. A full, un-edited version is in the Appendix on page 102.)*  
Colossal Cave Mountain Park presents stewardship training into everything they do involving staff, vendors and public.

A large percentage of job applicants apply in part because the park is so beautiful and offers opportunities to see wildlife. Many applicants are involved in the natural world in various fields and come with a desire to learn more. Most of the staff arrives with the mindset of tolerance toward the natural world and an interest in learning more about it.

*Please read the full explanation of CCMP Employee/Vendor Stewardship Training in the Appendix on page 102.*

## Review of Marketing and Sales:

Revenues and marketing are the lifeblood of any organization. Marketing drives revenues.

The committee believes there is a branding opportunity for CCMP. It's extremely difficult to communicate what is Colossal Cave Mountain Park. Is it a cave attraction, a ranch, a wildlife/natural resource area...all of the above? "Conservation Adventure with a purpose" was a phrase from one of the committee's meetings. The diversity and totally different types of businesses at CCMP make it a challenge to market. Under the current offerings of CCMP, consideration should be given to focus on the cave and develop a separate strategy on the operations of the ranch. Whenever possible, cross selling the two products before the visitor arrives and while on property is strongly recommended.

Marketing demographics of the Tucson/Pima County indicate that within 100 miles there are some 3.5 million residents and annually some 4 million will spend a night in the area. A detail breakout of these and other important marketing figures are found in the Appendix on pages 43-44 of this report.

The following are points of marketing/communications tools currently in place along with suggestions for the future. The committee realizes the limited marketing budget of \$25,000. Most show caves with CCMP attendance spend an average of 11% to 15% of gross revenues on marketing.

1. Personnel: The Ranch Operations Manager is responsible for the ranch operation as a whole and for all activities that occur on ranch property, whether by employees or guests. This manager oversees the ranch gift shop, merchandise buying, food service and together with the management team and Director handles advertising. The responsibility for marketing should be moved to an individual focusing on marketing the CCMP. Manager of Information Systems is in charge of computers, on-line ticketing, information systems, social media and oversees and manages online reviews, Google alerts, computer equipment, networking, phone systems, copy machines, information systems, Groupon and LivingSocial deals, etc. We suggest moving all marketing aspects to Manager of Information Systems, changing title to Marketing Manager.
2. Website hosting/updating and social media etc.: The CCMP website is outdated and has little appeal to the Internet visitor. The committee recommends a new site be designed to bring the attraction into the year 2014. The website should be constantly updated and provide current information about pricing, ticket ordering, special events, etc. This may be expensive upfront, but long-term it is the way most visitors will discover CCMP and maintain their connection. Social media, i.e., Facebook and other links are important to current and potential guests. Consider using University of Arizona or other IT experts needing an internship. Mobile media (smartphone, iPad, etc.) is the way younger audiences are viewing e-mail and on-line information. A mobile application needs to be developed as part of the new website.
3. Advertising design, production & printing: Most all of the marketing/media/advertising promotions requiring production and printing services are handled by Arizona Lithographers for high-end projects and Desert Pacific printers for lower-end projects. Both printers are local and have handled printing for CCMP since the 1980's. A facilities brochure is available and needs updating.
4. Media buys/placements: The Director creates camera-ready art and Ranch Operations Manager deals with the placement/insertion orders, contract and terms. Marketing monitors where guests heard about or discovered CCMP. A steady 20% visitation came from California via Sunset magazine advertising, (which is no longer used to advertise with due to ad cost). Largest percentage of visitors learned/heard about CCMP from website and rack card/brochure distributions. CCMP currently advertises with Visit Tucson through Madden Media/SAAA/SA Guide. There are a few smaller media outlets sometimes considered, but nothing on a contract.

CCMP uses spot media, print/advertising for special events, especially Ha:san Bak and Halloween Howl, the largest/annual events. Monthly advertising is via the website/newsletter, e-mail blasts, and flyer distribution.

5. Brochure distribution: CCMP has used Certified Folder since the 80's. Annual distribution costs have increased steadily for the last 5 years. Rack/brochure cards are distributed throughout all Tucson hotels/motels, Green Valley, Sierra Vista, Benson, Wilcox, Bisbee, Casa Grande, areas. Current/annual distribution cost is \$5,564.70.
6. In-house printing for group, educational, special events, etc.: The Director compiles/updates all necessary information and transfers it to existing/template, flyer formats. Monthly and seasonal events flyers are handled by Manager of Information Systems and/or cave office staff who print out what's necessary for CCMP/local distribution.
7. Publicity covering regional news media/publications: Appearing on local and regional television and radio programs can be most effective in covering the markets within 100 miles. It is also suggested travel journalists be invited to attend special events or whenever visiting the area. Publications serving niche audiences, i.e., bird watchers, hiking, geology, etc. should be cultivated to generate news and information about CCMP. New products at CCMP will reach a broader audience and wider area for publicity. The Director's e-blasts invite a lot of local and regional media/travel agents, whenever there's a special event scheduled.
8. Group sales: This is a combined effort within the management staff. The Educational Coordinator schedules/sells educational events. The assistant, schedules/sells all of the Adventure tours/special cave events. The Ranch Operations Manager schedules/sells CCMP/ranch, special or reserved events. The stables handle their own events and pay CCMP 11%.
9. Educational groups: Looking at the current programs being conducted by the educational department, most areas are being covered but need both financial and personnel support to present the quality of programs needed to represent the park. From all indications, elementary school groups represent the majority of this audience. These program should be expanded to other counties and age groups in the region.
10. Specialty Groups, i.e., hiking, bird watchers, etc.: These niche audiences can bring large numbers to CCMP. They may not be counted with the cave attendance, but they will represent large groups who will use the La Posta Quemada Ranch facilities or more importantly spread the news about this unique attraction. Evaluate the value of Phoenix-based marketing for both groups and individual visitors to CCMP.
11. The Park offers regular and Ladder tours sales, both daytime and nighttime, on-line through Zerve <http://www.zerve.com/ColossalCave>. On November 22, 2013, CCMP went live with Zerve to sell tickets. In nearly nine (9) months, a combination of 56 tours had been sold on-line. CCMP had sold a total of 97 Ladder Tours during this time with 37 being sold on-line. Zerve also sold 19 regular tours on-line in this time period.
12. Co-op marketing programs and projects: Under the educational section this marketing strategy is recognized and recommended. Whether a company wants to be identified as a supporter of education or affiliated with the historic attraction, generating dollars and support from local and regional companies can mean the difference in a successful or not-so successful program. Throughout this report, there are several times a cooperative partnership is suggested. A program to involve a cross marketing program with Kartchner Cave is a natural for increasing sales for Colossal Cave, i.e. exchange used ticket for admission or merchandise discount to each other's attractions. Create a cross promotion for Arizona Gem Shows. This may or may not be on a discounted ticket or merchandise item(s).

13. Marketing research: There are no visitor surveys or advertising tracking codes conducted at CCMP, other than a few surveys collected at special events. A guest book is available for visitors to sign at the cave and ranch to indicate their place of residence/hometown. Quite a few sign and indicate their hometown. According to the Director, the following states represent where most visitors reside: Arizona, California, Colorado, Washington, Oregon and Idaho. The committee highly recommends CCMP develop a simple and short visitor survey to target every “nth” person to be objective with selecting visitors to be counted. The survey would ask simple questions taking less than three minutes of a guest’s time, i.e., zip code, age range, if staying in the area overnight...where are they staying (hotel/motel, family/friends, campground, etc.), and collect e-mail if possible, etc. This information allows CCMP to know about the guest and how and where to find more like them. The e-mail can be used in sending blasts to those who have visited CCMP. All advertising should be coded to track responses and know what media is producing visitors to CCMP. There are software programs available online (towerdata.com) that can be used to provide a compilation of the information gathered.
14. Advanced Cave Tours: Develop and implement more focused marketing of the special and advanced cave tours. Conducting advanced level tours into the undeveloped areas deep inside the cave have been well received. These tours offer a way to rapidly maximize the amount of profit from each visitor and enhance the reputation and stature of the cave as a conservation adventure destination. Currently the “Sidewalk Tour” through the half mile of CCC passages and walkways lasts about 45 minutes, and grosses \$13 per guest. “Wild Cave” tours through the back areas of the cave last four hours. Increase the price from \$75 to \$125 per guest. The added attraction of better publicizing these tours will attract a different kind of visitor to the cave and have an appeal outside the Tucson area to potentially create a bigger economic impact. And it must be remembered, that “Wild Cave” and “Sidewalk” tours can be conducted simultaneously, because they reach different areas of the cave – nothing is sacrificed to add this new element.
15. The Strategic Management and Marketing Plan developed by the Director and staff is well written and should be utilized with monthly updates for promoting CCMP. We recommend this plan include more information as to “how and when” these strategies will be achieved. This document can be found in the Appendix on page 88.
16. The exposure and marketing of the CCMP comes from its own efforts. The Visit Tucson Bureau includes CCMP in the myriad of messages they present but should not be considered a major support. There appears not to be a marketing plan, per se but a somewhat continued use of what was done or used last year. The committee recommends a marketing plan be written outside of the Strategic Plan (mentioned above) to help guide the CCMP marketing and communications efforts.

With investment in new products, events and programs added to CCMP, along with additional budgeted marketing dollars (11% to 15% of gross), the attendance and publicity should increase based on the amount invested.

### **Review of Educational Programs:**

The mission of the CCMP Education Department is to inspire an understanding of the forces that have shaped the unique cultural and natural resources found in the Colossal Cave Mountain Park region.

Almost every activity and interaction guests experience in the park is educational, starting with the Colossal Cave tours. CCMP offers a variety of cave tours: regular daily tours, short tours for those who can't make the whole trip, tours for children and several adventure tours, mostly taken in the undeveloped sections of the cave. In addition to being enjoyable for the guests, the tours offer information about the geology, speleology, and natural history of the cave, as well as its extremely rich human history. The regular tour route features several museum displays illustrating the human history of the cave that include artifacts, including some from the Hohokam and the Civilian Conservation Corps (CCC).

Based on the educational programs being presented by CCMP, the lore of diverse cultures are being infused and utilized to enhance and illustrate the history/story of Colossal Cave and the Posta Quemada Ranch.

From all indications, the current educational coordinator has a very strong grasp on making sure diverse cultures and their history are properly recognized in the presentation of the CCMP educational programs. However the education staff has been reduced from three or four people to one part-time person.

Advertising of the educational programs has been reduced drastically over the last three years and the lack of promotion has likely reduced CCMP attendance.

The lack of funding for technology, signage, museum displays, volunteer supplies and the lack of equipment and infrastructure needed to produce larger events or provide more extensive outreach is having some effect on educational programs and activities.

The committee recommends CCMP consider the following:

1. Make sure the educational programs are focused on the cave and history of the attraction and area.
2. All educational programs should be connected to revenue generating activities or increasing attendance to the cave and park.
3. In the course of the steepest portion of the cave tour, the guide should line-up the participants along the cave path railing and ask them to imagine how it felt to men of the CCC to work next to a 30- foot chasm.
4. Present video footage of Native American cultural practices relevant to the CCMP- either as part of the pre-tour or projected on a prominent portion of the cave wall. The depiction of these cultural practices, whether by performers or in video, must be presented appropriately, respectfully and be designed in consultation with cultural and tribal experts.
5. Present at the cave ramada a promotional video loop highlighting activities available at the ranch portion of CCMP.
6. Present at the ranch a promotional video loop that highlights activities at the cave.
7. Utilize both promotional video loops as approximately six minute advertisements that can be utilized on the CCMP web site, at other local attractions, visitor centers and motel lobbies. Video loop presentations of other Pima County attractions can be utilized as well.
8. Serious consideration should be given to significantly expanding the educational programs and activities as financial and property improvements are made to CCMP.

Examples of the current assets, programs and recommendations to strengthen the educational programs are located in the Appendix (page 71) section.

## Review of Financials:

### Summary of Independent Auditor's Report

An independent audit of CCMP's operating company, Escabrosa, took place prior to this report as outlined in the management agreement with Pima County. A summary of the audit is below. The full auditor's report as well as the unaudited financial reports are in the financial section in the Appendix on page 57.

**Note: Committee has indicated the following must be completed immediately.**

- *The analysis of the auditor's report from the committee is that CCMP is losing money annually. There must be a plan initiated as soon as possible to generate additional revenues, attendance and reduce expenses.*
  - *Auditor's Report indicates: "Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operation of the Park." There does not seem to be a written document to indicate how the Director will be reimbursed the dollars she is contributing.*
  - *An interim operational plan should be in place in case the County agreement is abandoned by Escabrosa and ceases to operate.*
1. The auditors stated they were unable to obtain sufficient appropriate audit evidence about inventory quantities and values by other auditing procedures. Therefore, sufficient audit evidence was not available as to balance of net assets or the advances from the Director at January 1, 2012.
  2. Escabrosa, Inc. received \$648,799 in total revenues and \$692,016 in total expenses. The decrease in unrestricted assets is a deficient of \$43,217. At the beginning of the year there was a deficient of \$163,996, making a \$207,213 deficient for the end of the year 2012.
  3. The net outstanding balance of the advances at December 31, 2012 was \$162,120.
  4. Cash flows from financing activities for 2012 show that the Director provided \$41,000.
  5. "The Director permits Escabrosa to utilize a cash account that is owned by the Director for its operations. As such, all disbursements into the account are considered as advances from the Director and all deposits to the account are considered to be repayments to the Director."
  6. Director allows Escabrosa to utilize credit cards that are in the name of the Director for operational expenses. The outstanding balance on the credit cards at December 31, 2012 of \$33,002 is included in Director advances.
  7. "There is no written agreement between the Director and Escabrosa related to any of the advances from the Director. In addition, there is no interest charged by the Director on the outstanding balance of the advances. The advances are considered to be due on demand as there is no formal repayment agreement and are reflected as a current liability in the accompanying financial statements."
  8. "The operational deficits of the Park have been funded by advances from the Director. Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operation of the Park."

The full Auditor's Report for the year ending December 31, 2012 can be found in the Appendix on page 57. The balance sheet for Colossal Cave Mountain Park for the past nine (9) years reflects a declining

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

tourist attraction. (A spreadsheet of the ten years of revenues and expenses can be found in the Appendix on page 50.) There appears to be a reduction of losses in the past four years, even with a \$43,271 loss in 2012 and a net deficit of \$207,213, including Director's advances. The following are recommendations and comments from the Committee:

1. Make sure all revenues are entered into Quick Books to track all income and expenses. Work closely with the CPA and Tourist Development to make sure all handling of monies comply with acceptable and IRS practices/policies. This is an area that needs immediate and continuing oversight.
2. Review all areas of handling money at CCMP as mentioned in this report and in the Appendix on page 76.
3. Increase fees slightly in short-term or change ticketing pricing. Increase fees as/if program expands. Appropriate approvals must be used for these changes.
4. Make sure all revenues from the stables are up-to-date with CCMP.
5. Perform all inventories in a timely manner. Purchase inventory control software. These programs will provide management with essential tools.

The Pima County Bond Funds Budget scheduled to be voted on in 2014 and available in 2017 include the following items:

Budgeted Item:	Amount	Total
Colossal Cave Mountain Park		\$535,000
New electrical and communications systems in Colossal Cave	\$75,000.00	
Air-condition and fireproof the Ranch Headquarters House	\$35,000.00	
Upgrade restrooms at Posta Quemada (both men's and women's)	\$100,000.00	
Replacement two restrooms at cave entrance	\$200,000.00	
Outdoor lighting at parking lots, Administration building and barbecue area	\$125,000.00	

CCMP Attendance Analysis:

When looking at overall financials, the committee did a review of the CCMP attendance for the past five years to make comparisons with Colossal and other caves & caverns in the area as well as in other areas of the United States. Since 2000, the number of visitors touring Colossal Cave went from 77,290 to 41,541 in 2013, a 46.25 percent decrease. However, the number of visitors shown in 2000 going through just the toll booth indicates 49,562 or a 1.40 percent increase over 2013. Looking at these figures based on 2001 versus 2013 the decline indicates 34.53 percent decline...probably a more realistic figure. Although the toll booth numbers do not reflect the number of people entering the park for some nighttime activities and such guests as before-hours trail rides, after-hours cave tours, sunset rides, special events, etc., it does indicate a fairly consistent number of people entering from 2002 through 2011. This indicates that people were coming to the park, but not touring Colossal Cave. The past four years have shown decreases in cave attendance.

Nearby, Kartchner Caverns had an 8.56% decrease in 2012 over 2011. The Arizona-Sonora Desert Museum had decreases in 2011 over 2010 and 2012 over 2011, -4.75 and -3.35 respectively. The charts shown in the Appendix (pages 45-49) provide a clear glimpse of attendance locally as well as on a national basis.

### **Proposed Short-Term & Long-Term Enhancements:**

Following the upgrades to cover safety and infrastructure, the following new short- and long-term products should be considered.

Short-Term New Products: The following suggestions can generate new visitors and revenues to CCMP. Some upfront expenses will be necessary but revenues should produce a return with profits used in creating more revenue generators. They are:

1. **Create a better first impression**, from the toll booth to the ticket counter, present as high a quality appearance as possible. The customers' perception of what the cave tour is worth is established in these first few minutes of impressions. The first room of the gift shop needs to be a priority, upgrade quality. The ticket prices for every tour type is too low. One option would be to sell tickets for ranch and cave at the toll booth. Another option would be to apply part of the toll to ticket purchases. CCMP should move forward in raising the general admission price to \$17.95. The current cave admission is \$5 under the nearest show cave.
2. **Character presenters for cave tours**. Taking a slice of Colossal Cave history, make the tours come alive by using Native American, cowboy and CCC worker characters to give tours of the cave, describing how they lived and worked in and around the cave.
  - CCMP could have local living history groups (paid or volunteer) to do historically accurate interpretations. They would be authentic and appealing to guests. Consider Living History Villages or Camps somewhere in the park...to convey the history of the cave and park.
3. **Provide lights that guides control** to enhance tours of Colossal Cave.
4. **Cave photos**. It's fairly standard for show caves to take some kind of photo of the guests. They do not have to be expensive. At \$7 they will sell well. Some caves charge as much as \$20. Many are giving guests the choice of a paper print in a printed photo frame or on a thumb drive (with logo).
5. **Food and beverage offerings at Colossal Cave**. Currently, only soft drinks are offered at the waiting area of Colossal Cave. There is a small space, just right of the cave's entrance, which could be used for serving wraps, chips, ice cream and other food items, or feature a few Arizona grown products. There's also an area to accommodate a few tables. Many food service companies will cover the cost of installing their equipment for the purpose of selling their products. This would require a very small investment with a nice return. Food and beverage per capita should be at least \$1 to \$1.50 per person.
6. **Pre-show video prior to tour of Colossal Cave**. The downstairs room currently being used for storage should be turned into a room to present a well-scripted and produced video of the "History of Colossal Cave Mountain Park." This presentation would last between 8 and 10 minutes and becomes a pre-show for those visiting the cave or for those not able to maneuver the pathways of the cave. The room should also be designed and configured multifunctional for small groups, birthday parties, reunions, etc. to hold a reception and/or meal at the attraction. Suggest a local, regional or state corporation be approached to provide funding for this project in return for sponsorship identification. (May be able to use space close by for replacement of storage space.)
7. **Upgrade the gift shop** with additional lighting, displays and sale items. Everyone agrees the gift shop needs a more appealing environment. The staff has added light and upgraded fixtures and invested in some high quality gift items to raise the perceived value of everything around the area.

8. **Sluice operation installed at Colossal Cave entrance area.** The sluice could be moved from the ranch to the cave or request Sandy Creek Mining to install a new sluice at the cave entrance area. Expect sales of \$.70 per capita. Sandy Creek will most likely provide and install on a percentage of revenue. Even though there is a sluice at the ranch, the new location will be exposed to more people and generate more revenues.
9. **Increase advertising to 10% of gross.** Right now, advertising is about 5% of gross. A cave this size is missing opportunities if it spends less than 11%. (*Bruce*: "Our goal in Branson MO, is 17%. The show cave industry averages 10.9 %")
10. **Clean up and organize the trail rides check-in area.** As the Posta Quemada Ranch House is upgraded, this area must present itself as a more upscale riding operation. Suggestions have been made to create a façade to look like an old western town to hide some of the necessary elements in this area.
11. **Create a trail ride from the ranch to the cave...and back.** This new trail ride will allow people wanting to combine a visit to the cave and take a horseback ride to enjoy both activities of the park. There is already a west side access to the cave from the ranch that could be implemented with very little expense. Here is a great opportunity for more cross-selling.
12. **Increase the number and price of "Wild Cave" and "Ladder" tours.** Over the three or more miles of known cave passages, currently only one-half mile is used on a daily basis. With multiple exit and entrance points, it is possible to conduct three types of tours in Colossal Cave at the same time, without changing the route of purpose for the original CCC developed portions of the cave. Currently, six to ten "Sidewalk" tours of up to twenty people each are conducted every day along the CCC developed portions of the cave. The current price of this tour is \$13 per person (less for children, seniors and military). Accordingly, on their best days, the gross amount of receipts for this tour amount to only \$2,600 (20 people x 10 tours x 13 dollars). Currently, "Wild" tours are only conducted on two days of the week, and because the tours last four hours, they are only conducted twice a day. The current price of "Wild" tours is \$75 per guest, and they are limited to six guests for each tour. Nonetheless, on a good day with two tours of six guests each, "Wild" tours will gross \$900. However, if the price of this intense "once in a lifetime experience" were increased to \$125, and added value provided in the form of special t-shirts and other photo options, the gross per day would rise to \$1,500 – an almost 60% increase in revenue for the cave.
13. Concurrent with those two tours are the options for "**Ladder" tours** which occur in a separate part of the cave away from the other two. Currently, "Ladder" tours can accommodate 10 guests for two hours, and they cost \$25 per guest. Three tours can happen on a good day, for a total gross of \$750 – an increase of almost 30% over the "Sidewalk" tours. If these tours were run concurrently, and on every day, instead of sporadically, they would not only increase the gross revenue of the cave operation, but they would also attract a new type of guest that currently does not come to the park because they don't know these tours are available. What this cave has to offer is unique and cannot be found at Kartchner Caverns, or many other places in North America.
14. Develop regular outdoor conservation and preservation activities for public participation to better understand how to save/enhance the park's natural resources.
15. Remove trailer near the cave's entrance and parking lot and replace with picnic area. Eventually, remove all trailers and houses except caretaker home and return to natural desert of attraction space.
16. Consider and evaluate bringing back the weekend rodeos at the ranch.

Long-Term New Products: The following are suggestions for long-term additions and/or improvements at CCMP that can help bring new visitors and revenues. They are:

1. **Zip Line from Colossal Cave to Posta Quemada.** Based on the possibility of the County allowing a zip line attraction whether part of an expanding conservation adventure development strategy or as standalone improvement. This would be a popular, revenue generating hit for CCMP and the Tucson area. The consultants believe an outside company will cover the cost of installation and operation of this kind of attraction/activity for shared revenues. This attraction can also be a way to educate a new audience about the plants, wildlife and geology of CCMP.
2. **Projection of video onto cave wall** - 3-D projection with or without glasses or high tech glasses, adding an entertainment value to the experience.
3. **Alternatives to zip lines:** Surfer, Vertical drop, One-Man roller-coaster
4. **Background music in the cave between stops.**
5. **Improve appearance of entry walkway between the parking lot and the gift shop.**
6. **La Posta Quemada Ranch House restored to a bed and breakfast.** Restoring the Posta Quemada as a bed and breakfast/ranch house offers a central point for people wanting to stay one or more nights on the Arizona Trail. This should be very popular during the October through April season as a long-term rental for upscale clients from Europe wanting to experience the life of a cowboy. Horses from the riding operation could be available to the renters at certain times of the day.
7. **Upscale, permanent tents built on elevated platforms would be built in the camping area.** These tents would offer electricity and access to Wi-Fi for those wanting a glamorous camping (“glamping”) experience along the Arizona Trail or to spend the night in the desert. These campers would have the option to enjoy cocktails, dinner and breakfast at the Posta Quemada for an additional fee beyond the camping fee. The consultants feel that Kampgrounds of America (KOA) would be interested in developing this concept and manage the reservations and campground.
8. **Vail annual fund-raising dinner or day at the park** creates a sense of pride and ownership of the attraction by the local residents, Vail is the community close enough to claim ownership to the attraction. The population of this small community is approximately 12,000 to 15,000. In talking with Dick and Linda Katz, members of the Vail Action Board, they feel CCMP is a strong asset to the town of Vail. More activities are needed at CCMP to generate repeat business. There should be an annual dinner to recognize the staff and volunteers to the CCMP. The dollars raised should be dedicated to a certain program or place at the park.
9. **Nature Trails start near the cave parking lot** going northeast, following contour plus up 7% grade. Could use volunteers after expert marks what not to disturb. On the opposite side of the cave ramada near where the office staff park their cars, add another nature trail to the cliff face. The consultants suggest finding a path around the cliff base if possible. Ideally this would be at less than a 7% grade up or down from the office. A shade structure and a picnic table at the end of each trail is suggested.
10. **Develop a standardized signage program.** A quick recognition design is needed with different looks for directional, information, interpretation, regulatory. These signs can also be used to cross promote all the attractions and activities at CCMP.
11. **Renovate the pump-fed pond** that used to water the picnic ground area on the ranch. This pond was destroyed when the ranch was acquired by CCMP, but its renewal would provide an attractive feature that would attract picnickers and campers and enhance the riparian nature of

the canyon. Research and caution should be taken as to whether or not there is enough water to make this happen.

12. **Create an event to encourage groups to continue the efforts of conservation and preservation for saving the park's natural resources.** The participation could instill a feeling of ownership and responsibility for park resources.
13. Have the Pima County **Department of Natural Resources, Parks and Recreation research if new trails** should be added and any old ones abandoned. The creation of any new trail(s) needs to look closer at proper location and maintenance both short- and long-term. Some existing trails are not always properly signed and may need to be abandoned.
14. **Transportation Options:** One Man Coaster Cars, Horse (One Way), Hey Ride (A Little Faster Than A Hay Ride), Sling Shot, Pack Mule, Shuttle Bus/Tram, etc.

The elements recommended above should be seriously considered for both short- and long-term ways to increase attendance, marketing opportunities and revenues. Something bold and exciting needs to happen to generate publicity for and attention to CCMP, i.e., the zip line conservation adventure attraction. Adding light food and beverage service, i.e., wraps, ice cream, chips, etc. will generate revenues not being realized at this time. It is strongly suggested that public/private developments be implemented as soon as possible, beginning with a first-class audio visual presentation in the downstairs room showcasing the history and uniqueness of the CCMP.

### **CCMP Analysis, Overview and Recommendations Summary:**

CCMP is blessed with an abundance of flora and fauna within the 2,000-plus acres. The committee feels this is an area that needs to be expanded and added to the educational programs and experiences of visitors. Adding new conservation adventure elements will certainly attract more and new visitors to CCMP. As these new attractions are added, they should include as much educational features as possible to let the visitor know more about the park. This might be the naming, theming and integration to the conservation adventure experience, i.e., signage, video presentations, birds to view, plants to see and animals indigenous to the area, etc.

This report takes the approach of suggesting a short-and long-term sustainability plan for new products and programs. Due to financial reasons and the fact that Escabrosa has supplemented the daily expenses of CCMP, no new products are being developed at this time.

The short-term (1 to 4 years) approach takes into account that certain supplemental funds will be available to invest in the CCMP in the year 2014 and 2015. Additional funding may be available through the Pima County Bond initiative being held in 2015. If the referendum passes then these funds most likely will become available in 2017. After those funds become available, we recognize this would be the beginning of a long-term (4 to 10 years) sustainability program for CCMP.

Prior to June 2015, we recommend Pima County issue a Request for Proposal (RFP) to individuals and companies that might be interested in taking on the obligation and responsibility of bringing additional improvements and new products to CCMP. Escabrosa should be one of those companies invited to participate in the RFP. Whoever is selected will understand the current situation with the CCMP, that some dollars will be invested in the infrastructure by Pima County, but realize there are upfront investment dollars needed to sustain the attraction.

Both existing and potential new trails should be reviewed for upgrading with better signage, audio tours and applications that can be downloaded for iPhones/Androids to assist and better educate the CCMP visitor.

As part of the natural resource plan, the proposed reception area beneath the gift shop should allow visitors to have access to interactive videos/devices that further entertain and educate the guests. This is a place to cross-promote all of Pima County's natural resources, parks and attractions.

There is an abundance of natural resources not only found outside the cave, but also INSIDE the cave. Here we find all kinds of geological resources and many species of bats and other critters yet to be discovered. From all indications, the educational programs are covering many of the suggested programs outlined in this section of the report.

The overall objectives should be to increase attendance and revenues, offering growth to the future needs of the attraction, so as to present a larger attraction to a broader audience. CCMP should continue to create and develop fund raising activities and generate better community support. Consider continuing and expanding special events as a means of increasing attendance and revenues.

In the final marketing plan for CCMP, the following points taken from the representative of the Arizona Fish & Game Department Watchable Wildlife Program, should be included as part of the natural resources plan. This report with specific suggestions is found in the Appendix on page 34.

The combination of losses during the run-up to the recession and the recession itself has left CCMP with serious infrastructure needs with no way to address them. The CCMP staff is friendly, helpful, and welcoming. They do all they can to be sure everything is as clean and inviting as possible, but the decline of infrastructure definitely make a less than stellar impression and "no doubt affect our attendance," according to the Director.

## APPENDIX

### A Brief History of the Park:

Colossal Cave had been used for centuries by native peoples before being reportedly “discovered” by cattle rancher Solomon Lick in 1879. Prior to 1917, Colossal Cave was known by an assortment of names, Arizona Catacombs, 5-mile Cave and the Mountain Springs Cave according to a recent publication by Sharon E. Hunt “Vail and Colossal Cave Mountain Park”.

The cave itself extends approximately 600- feet into the mountainside and descends 40 feet below the entrance. Colossal Cave is believed to be the largest known “dry” cave in the United States.

Colossal Cave and surrounding property was actually State Trust Land up until 1992. Although public tours were occurring as early as 1918, it wasn’t until Frank “Pop” Schmidt acquired the lease in 1922 that a more business-like approach was taken. Schmidt constructed a ticket office and residence at the entrance of the cave and ran a successful operation up until 1934. In 1934 Frank Schmidt released his rights to the lease so that the cave could be designated as a State Park and become eligible as a “CCC Public Park Improvement Project”. (Civilian Conservation Corps) Schmidt stayed on and worked as a member of the CCC technical staff until the completion of the project(s) in 1937.

Pima County acquired the lease from the State of Arizona in 1944 in order to operate the site as a county park. Under the direction of the Board of Supervisors, Frank Schmidt would continue operating the cave (for the County) up until 1956. In 1956 Pima County sublet the operation of the cave to the private partnership of Joe Maierhauser and Earl Bockelsby, both renowned cave experts.

In January of 1965 Joe Maierhauser became sole proprietor for the operation of the Colossal Cave. Rather than enter into an agreement with Joe Maierhauser as a concessionaire, the County elected to enter into a “management agreement” for the entire 495-acres. Included within the 495-acres were the El Bosquecito picnic grounds, La Sevilla picnic grounds and the hand dug well that serves all the facilities today. Pursuant to the agreement with Joe Maierhauser, Pima County paid for the state lease and all other expenses borne by the lessee.

Due to the increasing cost of the annual lease, Pima County negotiated a sale with the State Land Department for the outright purchase of the lease in 1992; although Pima County was now the new owner of the 495-acre park, the management agreement with Joe Maierhauser remained unchanged until 1992.

Shortly before the purchase of Colossal Cave, the Pima County Flood Control District had purchased the La Posta Quemada Ranch as a flood control project. Posta Quemada was adjacent to Colossal Cave and used as the staging area for the CCC. It only made sense that the two properties be combined into one larger mountain park, thus the name Colossal Cave Mountain Park.

Through an agreement with the Pima County Board of Supervisors, management of the newly formed Colossal Cave Mountain Park was turned over to the Pima County Parklands Foundation, a non-profit corporation, in September of 1992.

The Foundation, in turn, entered into an “Agreement for Operation and Administration of Colossal Cave Mountain Park” with Joe Maierhauser in November of 1992. At the time, the newly formed park totaled approximately 1,957-acres. Pima County owned approximately 1,800-acres and the Parklands Foundation owned 160 acres (all donated land from the Maierhauser family.) The Maierhausers’

increased their donations to the Foundation on two more occasions, 80-acres in 1994 and an additional 80-acres in 1999.

The management plan in 1992 was to close that portion of Colossal Cave Road located within the boundary of the park and improve Pistol Hill Road, a dirt road at the time, as an alternate route. By making these improvements, the Foundation would be able to charge an admission fee into the park and increase the revenue stream that had slowly began to erode due to the downturn in tourism.

At the time of the management change, it was generally felt that the new plan would work; in fact, would optimistically generate enough revenue not only to manage Colossal Cave Mountain Park, but help subsidize other needs of the Natural Resources, Parks and Recreation Department. Unfortunately, the improvements to Pistol Hill Road were delayed due to the lack of county bond funds; as a result of the delay, management costs associated with the increased size of the park soared and the additional income from the road closure would not happen for another 8-years.

The Foundation and the Maierhausers (Martie and Joe) continued to operate CCMP but were unable to recover from the tourism downturn and the lost income from not having the entry gate in place when the Colossal Cave Mountain Park was expanded.

Joseph G. Maierhauser passed away on March 7, 2007 just a few days before his 80th birthday. Joe had been instrumental in managing Colossal Cave for over 50-years, the longest continuous management lease to a sole proprietor in Pima County history.

In 2010 the Parklands Foundation terminated all management responsibilities for Colossal Cave Mountain Park. Pima County entered into a separate agreement with Martie Maierhauser to "Operate and Administer" Colossal Cave Mountain Park for 5-years with the option to renew for two (2) additional 5-year periods. The Pima County Parklands Foundation agreed to transfer \$110,000.00 for electrical repairs at Colossal Cave. The funds covered the costs to add new wiring between all of the electrical junction boxes within the cave and added new communication lines. The Parklands Foundation continues to operate as a non-profit agency, providing assistance to Pima County Natural Resources, Parks and Recreation Department and to Colossal Cave Mountain Park.

## Colossal Cave Management Plan Assessment and Recommendations

Presented by: Randy Gimblett & Kerry Baldwin

May 2014

### **Introduction:**

Colossal Cave Mountain Park (CCMP) is a Pima County park, managed under an administrative agreement with the non-profit corporation ESCABROSA, Inc. It is currently being managed by Martie Maierhauser. The Park presently encompasses 2,037.8 acres of the Rincon Mountains in eastern Pima County. Located approximately 22 miles east southeast of the Tucson city center, CCMP boasts unique setting for both Colossal Cave (ranked in the top five to ten percent of commercial caves in the country) visitors and for outdoor recreation enthusiasts seeking a unique desert experience within the lands surrounding the cave and inside the park's boundaries.

In March 1998, Colossal Cave Mountain Park staff, Pima County Natural Resources, Parks and Recreation and Pima County Parklands Foundation developed the CCMP Master Plan background report. The intent of the master plan was to serve as an instrument to guide future development of CCMP. The background report was to provide the informational foundation of a full Management Master Plan. This inventory was thought to be capable of providing the necessary background at the time of it's writing to base future development and management decisions on. The intent of the master planning process was to provide interested private citizens, relevant organizations, and government agencies with a voice in the planning and managing of the park. There was no public process undertaken as part of the planning effort nor have there been any on-going efforts to engage the constituents of the park.

### **Evaluation of the 1998 CCMP Master Plan Background Report:**

The CCMP Master Plan background report developed in 1998 is a comprehensive inventory of existing conditions in that time period but suffers from being outdated, lacks a solid master plan of facility development and most importantly a financial or marketing strategy for current and future use of the park. In addition, aside from encroaching development close to the parks boundaries, three major changes to CCMP have occurred since the 1998 master plan was completed. First, Colossal Cave road was closed to through traffic at the point where it intersects with Pistol Hill Road, and traffic diverted across Pistol Hill Road to Old Spanish trail, ensuring access to the park only from Old Spanish Trail. Secondly, The Eastern Pima County Trails System Master Plan approved by the Pima County Board of Supervisors in September 1989 and later revised and adopted as a formal County ordinance in September 1996, described a plan for a regional trail system, namely the Arizona Trail that brings visitors, from various locations outside, into the park. The Arizona trail has become an attraction for mountain biking and hikers and boasts a regular trail running event, the Fleet Feet Arizona Trail Race annually. Finally under the 2004 Open Space Bond program, additional properties were acquired around the perimeter of CCMP that are not currently considered part of the park footprint. All of these changes have and will continue to have impact on the operations of the park.

### **Conclusions derived from evaluation of the 1998 master plan:**

1. The 1998 CCMP Background Report was simply an inventory of existing natural resources that suffers from being outdated (lacking current natural resource assessment) and does not respond to changes to the park structure since 1998 as outlined above. Essentially the 1998 report was never translated into a comprehensive Management Plan and is inadequate to guide overall CCMP management.
2. There is no funded strategic marketing plan for increased revenue support and generation. There are no financial or marketing objectives or strategy associated with the master plan, particularly with respect to the land encompassed in CCMP beyond the cave footprint. A lack of a detailed master plan inhibits CCMP to properly manage facility and develop a financial plan.
3. There is no indication of who the constituents are aside from cave visitors who visit the park. Who comes to the park, from where, what recreation opportunities and experiences are they seeking?

What experiences are being provided to these visitors via the management plan? To whom is CCMP marketing?

4. There is no clear differentiation of management responsibilities between CCMP and Pima County Natural Resources, Parks and Recreation. Who is responsible for what?
5. General observation; facilities and road infrastructure are run down, outdated and conditions for providing quality recreation experiences are extremely low.

**Recommendations:**

1. Use the Tucson Mountain Park (TMP) management planning process as a model to follow for updating the CCMP master and management plan. This would entail a revision to the inventory and assessment of natural, cultural and historic resources that would include complete and in-depth public stakeholder/participation process identifying outstanding recreation opportunities and desired experience. This master plan and associated management plan should depict current and future facilities and infrastructure and how the landscape will be managed to provide for high quality recreation experiences. This work could be done in house or contracted out such as was done with TMP. These documents should include a complete marketing strategy and financial plan for revenue generation.
2. The current roles/responsibilities of Director outlined in management contract are narrower than full oversight and management responsibility for the full park. Pima County Natural Resources, Parks and Recreation needs to work closely with CCMP staff to clearly define roles of responsibilities between the Director and their respective agencies. Again the Park Manager position at TMP is a good model.
3. Pima County Natural Resources, Parks and Recreation, Economic Development and CCMP staff should work collaboratively to establish a set of activity, tasks and outcomes that have a clear definition and metrics for measuring performance that are in compliance to the revised management plan.
4. The expanding of nature trails with picnic tables in shade should be seriously considered. If a shade roof can be seen from other major viewing areas, tilt the roof to be at the angle toward the viewing area so the view shows very little of the roof.

Marketing Recommendations by committee member Joe Yarchin:

Joe Yarchin, Watchable Wildlife Project Coordinator, Arizona Game and Fish Department is a member of the committee presenting this report. His suggested and recommended elements to the marketing plan are as follows:

**OBJECTIVE:**

To increase attendance and revenues and offer growth to the future needs of the attraction; to present a larger attraction to a broader audience; to create and develop fund raising activities and generate better community support and to consider special events as a means to increasing attendance and revenues:

Train employees in wildlife-related topics – include in hiring orientation and “continuing education”. Natural history, wildlife viewing as a recreational activity, etc. Arizona Game & Fish Department is planning to develop a simple “certification” program for wildlife interpreters.

Develop a wildlife management plan to include: utilization, regulation, conservation. Utilize human dimension (public survey) information to highlight interests/activities (experience based management).

Develop a marketing plan using human dimension data that includes a specific section on interests/activities including wildlife-related topics (experience based management).

Develop self-guided tours with corresponding stops at vistas and sites with interpretive information (wildlife, plant, historical, geological, mineral, etc.).

Market to tour guides to encourage use of CCMP for nature interest trips (these types of groups are also included in the plans for above Arizona Game & Fish Department training).

Market community involvement activities and events for diverse interests. Develop outreach for: photography, bird/wildlife watching, hiking, biking, flora, gem/geology, etc. Include targeting topic-specific groups, clubs and organizations, college/university student groups, elder hostels, etc.

Major outreach message: communicate the variety of opportunities outside the cave. Conservation projects (clean-ups, plantings, workshops, etc.) can instill conservation ethics, show benefits of conservation, physically help the park while learning conservation options for involvement including advocacy, citizen science, hands on projects.

Develop remote viewing options: trail cams (still shots), nest cams (video). Display in a set-aside area such as the ranch house. This will work better for the disabled and those who don't have time or inclination to go out on property.

Develop a standardized signage program: for quick recognition design with different looks for directional, information, interpretation, regulatory.

Hosting “theme” fund-raising outdoor event/race. Might include sponsorships and/or pay-to-participate formats. Might include walking (or running) certain distances in certain areas of CCMP to see and learn about wildlife, habitat, conservation or other themes. Emphasize and advertise funds raised go towards specific wildlife conservation activities/efforts or CCMP needs.

Have various levels - family, youth, novice, endurance, etc.; various lengths at same event - 30 minutes to a few hours; vary degree of difficulty depending on age/skill level, etc.

Can be set up for individuals and/or teams. Sponsors can pay to help put on events and/or CCMP charge per person/team.

**Format options:**

- Adventure race – no course used to get from one area to another.
- Orienteering race – points to go on map, incorporates geocaching/GPS.
- Both good because potentially wide scope of “qualifying tasks” will keep contestants interested. Bad because usually cross country competition (off-trail).
- “Scavenger hunt” format, wildlife viewing and conservation oriented.
- Amazing Race team format option (TV show) - series of challenges along X distance, cross country course

Finish line have “party” site – Include BBQ, booths, vendors, conservation messages, beer/wine (always a good draw) partner(s) could handle, if County couldn't. Perhaps locate at the current BBQ party site.

Management companies can help with the logistics (fee = minimum charge, e.g. \$500 + X amount per participant, e.g. \$3.00). Provide, supplies start/finish line, timing equipment, time spent coordinating and consulting...and setting up the course.

Host community and/or regional activities (e.g. festivals with nature/'green" themes and activities (e.g. wildlife watching and photography workshops, area history and culture). Might be weekend or short half-day events with different emphasis spread out over time.

Potential community partners – running, biking, orienteering, geocaching clubs, conservation groups, nature-related groups/organizations (e.g. Audubon), schools, churches, wildlife rehabilitators.

Media sponsors – video, written, radio, Internet/digital

Potential sponsors – Federal, State, municipal agencies, power companies, sporting goods businesses, optics businesses, health food/drink sales, bird feed, bird watching adventure businesses, tourism businesses.

Review of Colossal Cave Infrastructure Review (full report):

At the request of the Office of Economic Development and Tourism (EDT), a team of county staff from Facilities Management, Department of Transportation, Capital Improvement Projects and Natural Resources, Parks and Recreation visited the park on the morning of January 13, 2014. The objective of the visit was to conduct a cursory inspection of the park and review the condition of infrastructure. The inspection was not intended to be a detailed review or a compliance level review, but a quick look to identify major issues that the county would need/want to address if they were managing the facility under the county requirements. The inspection would also provide EDT a rough cost estimate for review as part of the current Bond program development process.

**Key Areas of Focus**

**Roads**

Most of the park roads are in poor to failed condition. They need extensive repairs and major parking for the cave entry needs redesign and better bus access. DOT had already developed recommendations for the projects as a package. Generally, the estimates are based on a 2" overlay (\$12/sy) and reconstruction of small segments to prepare for the overlay.

Entry Roads- 8,438 sq yds

Loop and Parking Area at Cave Entry- 6,711 sq yds

Campground Road- 11,089 sq yds

Parking at Special Use Area- 3,000 sq yds

Road to and Parking Lot at Posta Quemada Ranch- 28,346 sq yds

**Subtotal price was \$887,510**

**Buildings**

The major public access buildings were inspected. The residences were not and it is known from discussions with staff at CCMP that some are in very poor condition. Those buildings need to be thoroughly inspected and cost estimates established. The costs of the necessary building reviews are added as a cost item. Because of the historic designation of many of the buildings and site, repairs and compliance with ADA standards as well as electrical and plumbing upgrades will be difficult and cost more than other construction.

Entry Station - \$ **8,000** primarily electrical upgrades and painting

Cave Registration/Gift Shop Room - **\$60,000**

Electrical repairs, ADA needs, paint, signage/exhibit replacement Cave Entry Ramada - **\$8,000**

Remove trip hazards, repairs, and signage enhancements, paint Cave Complex Public Restroom - **\$12,000**

Remodel to make ADA friendly, replace outdated fixtures, upgrade electrical and plumbing to standards

Concession Stand - **\$2,500**

Plumbing upgrades and remodel to bring to Health standards Laundry Shed - **\$2,500**

Replace water lines and drain as well as Hot Water Heater to standards Cave Complex Roofs - **\$10,500**

## Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

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Detailed inspection, minor repairs and application of roof coatings Mobile Home Residence at Cave Entry - **\$ 30,000**

Recommend removing completely and replacing with new unit. Immediate corrective repairs would run \$6,000 and would include relocation of propane tank, all new water lines and drain, replace sewer line and make electrical repairs

Other Residences on Property - **\$5,000**

Have a detailed inspection conducted on each building Posta Quemada Ranch House and restroom - **\$26,000**

Electrical/plumbing repairs, propane leak repairs, plumbing fixture replacements, waterlines, install backflow devices, painting and roof repairs. Rehabilitate the restroom completely

CCC Museum - **\$12,500**

Electrical repairs, trip hazards removed, roof coated and wood windows and sills oiled. Enhance exhibits

Special Events Area and BBQ Ramada - **\$28,500**

ADA upgrades and pathways, general clean-up, additional safety lighting, electrical upgrades to standards, painting, a new multi-purpose concrete pad, new tables and BBQ units

Special Events Restroom - **\$10,200**

Electrical and plumbing repairs and upgrades and additional ADA walkways Trail Ride Office and Stables - **\$3,500**

Electrical upgrades, corral repairs, visitor safety signage and plumbing repairs/upgrades

**Subtotal Price was \$219,200**

### **Other Park Features**

Campground sites- **\$60,500**

Ramadas - **\$10,000**

Repair, paint and expand Ramadas Tables/benches/fireplaces - **\$28,000**

Repair or replace all concrete tables, fire pits and BBQ stands. Remove all wood tables

New Post and Cable Barrier - **\$2,500**

Repair, replace or install approximately 400 ft. of post and cable and replace panel gate at the end of the campground

Soil replacement in campgrounds and picnic areas - **\$15,000**

Replace eroded soils around campsites, area trees and picnic tables to stabilize soil movement and reduce trip hazards

Campground Host Site Development - **\$15,000**

Develop two campground hosts sites with small Ramada, concrete pads and table/fire pit/BBQ package

Bosquecito Campground Restroom - **\$4,500**

Clean and detail the restroom, replace fixtures, paint walls and floor and remove trip hazards around restroom

**La Selvilla Campground Restroom - \$4,500**

Clean and detail the restroom, replace fixtures, paint walls and floor and remove trip hazards

**Regulatory Signage - \$5,000**

Review regulatory signage placement on park and replace, repair or install needed signs interpretive signage - **\$10,000**

Update signs and install new signs across the property but focused on high visitor traffic areas

**Posta Quemada Museum Exhibits - \$30,000**

Update old exhibits with new information, artwork and exhibitory styles

**Well and Water System - \$144,800**

Replace and upgrade the well system, existing cistern and establish better dependability of water, water delivery and water storage. Establish a 100,000 gallon water storage capacity. Place PVC water lines underground per standard

**Trails - \$5,000**

The condition and routes of the various trail system elements including the Arizona trail segment, interpretive trails and horse ride trails were not evaluated. They need to be mapped and evaluated to current sustainability standards.

**CCMP Master Plan Update - \$125,000**

The 1999 Master Plan for Colossal Cave Mountain Park was never finished. The comprehensive background report was done. The Plan should be completed and updated.

**Subtotal price was \$459,800**

**Summary:**

Based on the brief review of the team, it is estimated that conservatively over **\$1,566,510** could be invested in the initial repair and enhancement of the current state of Colossal Cave Mountain Park to bring it back to a more user friendly condition and following best management standards around the park facility infrastructure maintenance.

**Other Notes:**

The following items are small projects or issues that were observed during the inspection that the team felt should be addressed immediately by the staff at EDT and with the vendor at the park.

**Entry Buildings/Ramada**

- On ramp down to entry not all handrail anchored to ground- not at ADA slope standard.
- No steep slope warning signage
- No back flow on hose bib by entry or on drip around building/Ramada?
- A No Step ramp into gift shop missing, trip hazard/not ADA friendly
- Primary access area in gift shop not ADA widths for openings, shelves and turnaround in room
- Cover exposed electrical wires in gift shop
- Fire extinguishers should be mounted to wall in sight not sitting on floor- check charge dates

- Remove trip hazards by drinking fountain and establish a flat surface for users to stand on
- Refinish all the old benches
- Remove sharp edges from the old rusted barrel or consider removing due to poor condition
- See notes on restrooms above. Remove sign that says "Toilet unstable do not rock." Fix the problem immediately
- Do a significant top to bottom cleaning of both restrooms- general cleanliness substandard
- Check roof for current leaks and coat building roof at minimum
- Mobile Home next to entry
- Move the propane tanks to appropriate standard locations
- Check and repair as necessary all water and sewer lines
- Replace evaporative coolers
- Check source of oil stains around front ramada
- Upgrade status of external wiring- bring to standards

***Our recommendation is to get into active planning to completely remove unit as soon as possible.***

#### **Posta Quemada ranch house complex Including CCC Building**

- Trouble shoot propane leak and repair
- Replace or repair pavers around snack bar
- Replace drinking fountain by snack bar
- Paint all the trim on PQ ranch house complex
- Make cabinetry repairs in gift shop area
- Consider new siding for restroom, detail clean and make it ADA accessible
- Check for leaks in tile roof areas around doors
- Clean out the packrat materials in PQ house duct work
- Repair door sill in exhibit area back door to patio
- Replace evaporative coolers
- Pull vines off and around windows in Library building
- Rework the sundial so it isn't a trip hazard
- Establish ADA parking spots outside ranch house and ADA access to house
- Ensure backflows on all hose bibs and drip lines
- Trim back hanging thorny vegetation on trails around tortoise pens and gardens
- Consider ADA access possibilities for building and CCC building

- Build a concrete ramp into CCC building- remove the rock step- a trip hazard and not ADA
- Seal/oil all window frames and sills on CCC building
- Check status of CCC building roof- coat as necessary
- Anchor the loose power pole on outside of the building
- Find missing end caps for the bleachers seats to reduce cut hazard

### **Horse Operation**

- Is the petting zoo built and maintained to USDA captivity and display standards? If not, remove animals immediately
- Remove multiple extension cords to run appliances in horse operation office
- Check corrals for loose upright poles and cross poles
- Consider additional friendly warning signage around active public/horse contact areas

### **Special Events Area**

- Refinish all wood surfaces
- No ADA restroom in area. Provide portable unit?
- 4 spring toys need debris cleaned up around them and new play area standard appropriate fall material added
- Trim dead branches from trees and remove dead trees that are potential public/parked vehicle hazards
- Consider an ADA walkway from new ADA slots in parking area to ramada
- Add additional lighting for safety in ramada area and parking area. Do a general cleanup around serving area and get rid of old items and makeshift storage

### **Campgrounds/Picnic Areas**

- Sign warning of potential flooding on roads into and through campgrounds
- Address trip hazards around La Selvilla restroom
- Seal up the old CCC restroom vault top in Bosquecito campground
- Paint the trim on ramada at La Selvilla
- Give Bosquecito restroom a full power wash and cleaning inside and out. Repaint walls and floor, address trip hazards outside and consider new fixtures
- Do repair rock work on BBQ and fire pits
- Replace old pipe picnic tables with warped bench seats

Marketing Demographics, Facts & Figures on Pima County

The following chart provides a quick snapshot of the local and seasonal residents and overnight visitor including those attending meetings in the Tucson and Pima County area. These numbers are for the year 2006 – 2007.

Type of Audience	Estimated Number	Largest Age Groups	Median Income	Notes
Local/Residents	1,020,200 – Metropolitan Area	0 to 14 yrs. – 20.5% 15 to 44 yrs. - 41.3% 45 to 64 yrs. - 23.6%	Tucson - \$30,334 Pima County - \$34,932 Tucson MSA - \$34,932	<ul style="list-style-type: none"> <li>• Pima County has a population of 980,263.</li> <li>• Tucson has a population of 520,116.</li> <li>• A metropolitan area population of 1,020,200.</li> </ul>
University of Arizona Students	38,767	18 – 22	N/A	<ul style="list-style-type: none"> <li>• As of Fall of 2009</li> <li>• The total enrollment in all area colleges is 73,436.</li> </ul>
Seasonal Residents	<ul style="list-style-type: none"> <li>• November through April account for some 7,200 motorhomes and RV space rentals bringing some 15,800 people to the area.</li> <li>• Estimated they spend some \$1,600 per month, per household.</li> <li>• Does not include seasonal residents who own second homes in the area.</li> </ul>			<ul style="list-style-type: none"> <li>• This audience visits from November through April.</li> <li>• Somewhat upscale and older.</li> </ul>
Meetings/Conventions	400,000			<ul style="list-style-type: none"> <li>• These numbers are for the year 2006/07</li> </ul>
Est. Overnight Visitors to the Tucson Area	4,032,052			<ul style="list-style-type: none"> <li>• 2010 figures from Cochran Consulting</li> </ul>
Est. Hispanic/Mexican Visitors to Pima County (16% of total to State)	2,701,912 annually			<ul style="list-style-type: none"> <li>• AZ. Dept. of Tourism 2007/08</li> <li>• Visiting to shop, casinos, family, friends &amp; attractions.</li> </ul>
Hispanic/Mexican Visitors to State of Arizona (98.9% are from the state of Sonora.)	24.02 million Mexican visitors came to Arizona	1.8 persons per party		<ul style="list-style-type: none"> <li>• AZ. Dept. of Tourism 2007/08</li> </ul>

**Est. Overnight Visitors to the Tucson Area, as of 2010:**

Description		Calculation
Hotel/Motel Count in Pima County		16,700
Available Room Nights (x 365)		6,095,500
Percent Occupancy		56%
Occupied Room Nights		3,413,480
Persons Per Room		2.49
Total Person Nights		8,499,565
Nights Stayed		3.40
Individual Visitors		2,499,872
Percent Staying in Hotels/Motels		62%
Estimated Total Overnight Visitors		4,032,052
<b>Purpose of Visit (rounded)</b>		
Pleasure	90%	3,600,000
Business	10%	400,000
<i>Source: Arizona Office of Tourism, Metropolitan Tourism Convention &amp; Visitors Bureau</i>		

Old Tucson Studios Study  
 Conducted by Harrison Price & Associates/Cochrane Consulting  
 Fred Cochrane, Principle  
 Long Beach, CA  
 November 2010

Resident Market (000)	2000	2010	2015
Primary – 0 to 50 miles	873,000	1,065,000	1,153,00
Secondary – 50 to 100 miles	1,581,000	2,187,00	2,465,00
<b>Total</b>	<b>2,454,000</b>	<b>3,252,000</b>	<b>3,619,000</b>

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

**Tucson/Pima County Demographics:**

Source: 2000 Census of Population and Housing RSRI and Cochrane Consulting

Radius Band Year	0-50 Miles Radius Band			50-100 Miles Radius Band			Total 0-100 Mile Radius Band		
	2000	2010	2015	2000	2010	2015	2000	2010	2015
Population (000)	873	1,065	1,153	1,581	2,187	2,465	2,454	3,252	
Households (000)	342	415	450	570	769	864	913	1,184	1,315
Avg. Household Size	2.48	2.51	2.51	2.71	2.79	2.81	2.69	2.75	2.75
Median Household Income	\$36,958	\$49,809	\$58,436	\$43,181	\$58,452	\$66,188	\$40,850	\$55,422	\$63,532
Per Capita Income	\$19,793	\$25,220	\$29,365	\$19,841	\$25,518	\$28,937	\$19,824	\$25,420	\$29,073
Median Age	35.7	37.7	38.1	32.3	33.8	34.3	33.5	35.1	35.5
Households by Income									
< \$24,999	33%	22%	17%	26%	18%	14%	29%	19%	15%
25,000 - \$49,99	32%	28%	22%	31%	24%	19%	32%	26%	20%
\$50,000 - \$74,999	18%	22%	25%	21%	22%	24%	20%	22%	24%
> \$75,000	17%	28%	36%	22%	36%	44%	20%	33%	41%
Population by Age									
< 14	21%	19%	19%	23%	23%	23%	22%	22%	22%
Race & Ethnicity									
White	75%	72%	70%	76%	70%	69%	75%	71%	69%
Black	3%	4%	4%	4%	5%	5%	4%	4%	5%

Radius Band Year	0-50 Miles Radius Band			50-100 Miles Radius Band			Total 0-100 Mile Radius Band		
	2000	2010	2015	2000	2010	2015	2000	2010	2015
15 – 24	15%	14%	18%	15%	14%	13%	15%	14%	13%
25 – 44	28%	26%	26%	31%	29%	28%	30%	28%	27%
45 – 64	22%	26%	25%	19%	23%	22%	20%	24%	23%
> 65	14%	16%	17%	12%	12%	13%	12%	13%	14%

## Regional Map Showing Distances from Tucson:



CCMP Attendance Analysis:

A review of attendance patterns of caves & caverns nationwide and particular in the southwestern US indicates when the downturns have happened. Since 2000, the number of visitors touring Colossal Cave went from 77,290 to 41,541 in 2013, a 46.25 percent decrease. However, the number of visitors shown in 2000 going through just the toll booth indicates 49,562 or a 1.40 percent increase over 2013. Looking at these figures based on 2001 versus 2013 the decline indicates 34.53 percent decline...probably a more realistic figure. Although the toll booth numbers do not reflect the number of people entering the park for some nighttime activities and such guests as before-hours trail rides, after-hours cave tours, sunset rides, special events, etc., it does indicate a fairly consistent number of people entering from 2002 through 2011. This indicates that people were coming to the park, but not touring Colossal Cave. The past four years have shown decreases in cave attendance. For some reason, something happened in 2012 that caused the attendance to slip to where the park is today.

Even Kartchner Caverns had an 8.56% decrease in 2012 over 2011. The Arizona-Sonora Desert Museum had decreases in 2011 over 2010 and 2012 over 2011, -4.75 and -3.39 respectively. These decreases most likely were caused by downturn in the economy. The charts below show that for the four years of 2010-2013 the visitors the Cave dropped nearly 7,000 from 2010 to 2013 and people entering the toll booth dropped some 14,612. Even when we look at the number of guests taking horseback rides, we see an average of 26 percent drop over the four years.

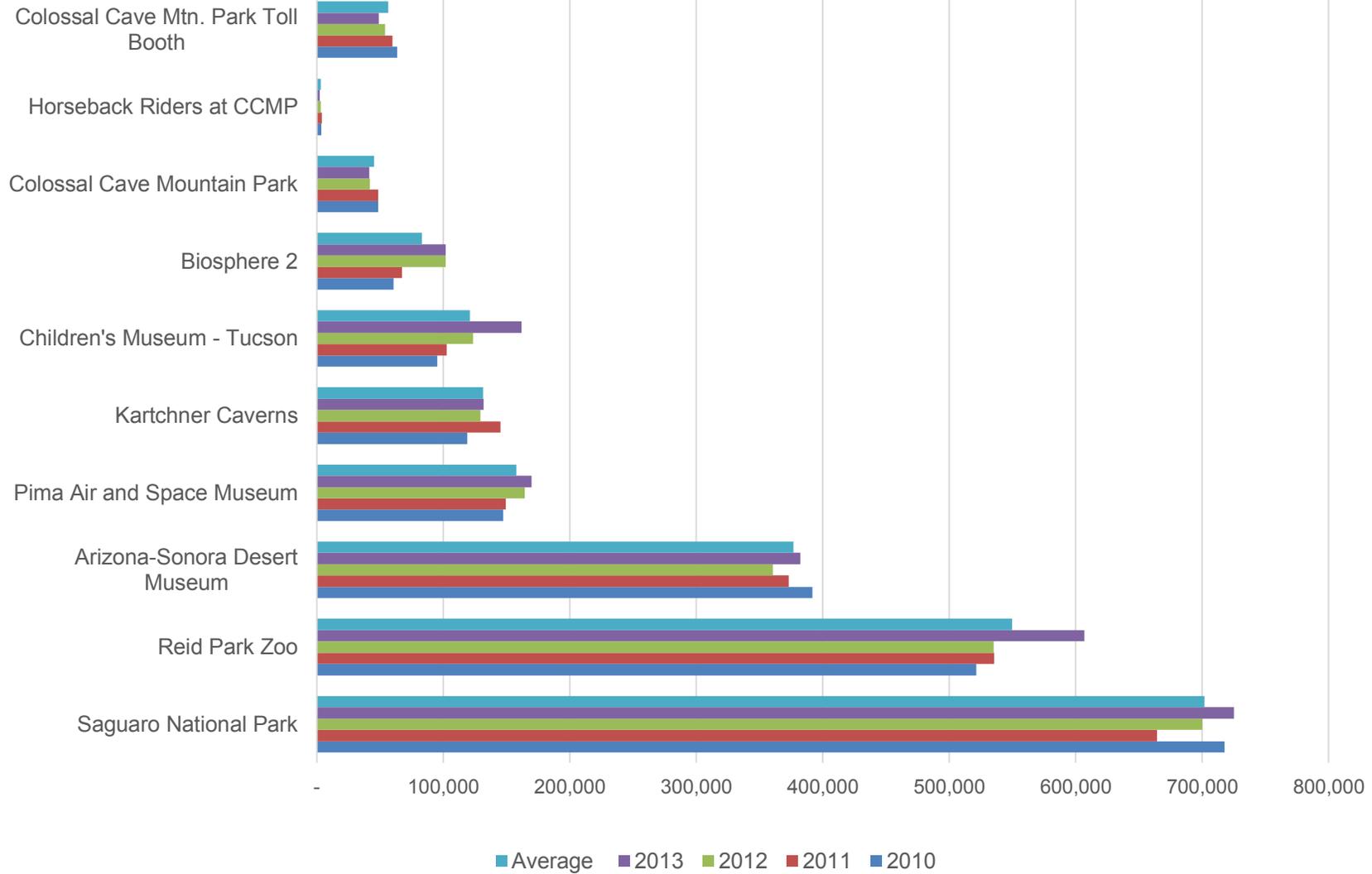
**Colossal Cave Mountain Park Admissions/Attendance 2000 through 2013**

Year	Through Cave*	Percent +/- from previous year	Through Toll Booth†	Percent +/- from previous year
2000	77,290		49,562	
2001	70,498	-8.79%	74,647	50.61%
2002	68,842	-2.35%	67,479	-9.60%
2003	63,431	-7.86%	65,669	-2.68%
2004	59,664	-5.94%	63,075	-3.95%
2005	60,880	2.04%	59,752	-5.27%
2006	61,555	1.11%	68,572	14.76%
2007	63,245	2.75%	73,458	7.13%
2008	59,271	-6.28%	63,406	-13.68%
2009	55,096	-7.04%	63,379	-0.04%
2010	48,488	-11.99%	63,461	0.13%
2011	48,660	0.35%	59,939	-5.55%
2012	41,722	-14.26%	53,911	-10.06%
2013	41,541	-0.43%	48,869	-9.35%
<b>Average</b>	<b>58,585</b>	<b>-4.52%</b>	<b>62,513</b>	<b>0.96%</b>

\*Through Cave includes everyone through the cave or on any kind of tour--regular tours, special tours (e.g., school tours), adventure tours, and children under 5.

†Through Toll Booth includes everyone coming into the park during business hours; this does not necessarily reflect nighttime business (before-hours trail rides, after-hours cave tours, sunset rides, special events, and the like)

### Pima County Attractions Four-Year Attendance Comparison - 2010-2013



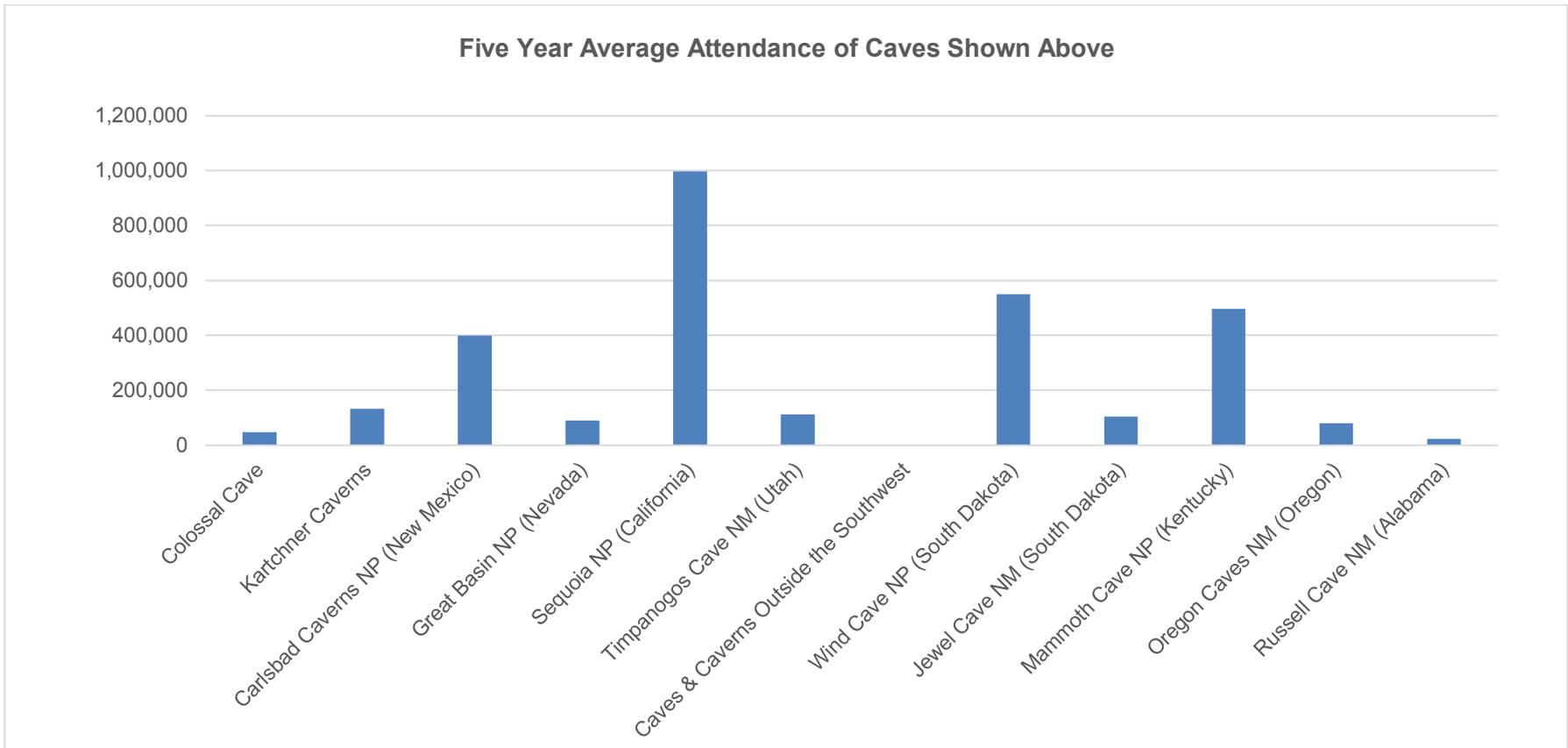
<b>Pima County Attractions Four-Year Attendance Comparison - 2010-2013</b>								
<b>Attraction</b>	<b>2010</b>	<b>2011</b>	<b>% Change</b>	<b>2012</b>	<b>% Change</b>	<b>2013</b>	<b>% Change</b>	<b>4 Yr. Avg</b>
Saguaro National Park	717,614	664,179	-7.45%	700,000	5.39%	725,000	3.57%	701,698
Reid Park Zoo	521,335	535,688	2.75%	535,000	-0.13%	606,884	13.44%	549,727
Arizona-Sonora Desert Museum	391,734	373,111	-4.75%	360,604	-3.35%	382,208	5.99%	376,914
Pima Air and Space Museum	147,034	149,248	1.51%	164,426	10.17%	169,854	3.30%	157,641
Kartchner Caverns	139,086	119,157	-14.33%	129,361	8.56%	131,904	1.93%	129,877
Children's Museum - Tucson	95,204	102,578	7.75%	123,507	20.40%	162,000	31.17%	120,822
Biosphere 2	60,534	67,209	11.03%	102,000	51.77%	102,000	0.00%	82,936
<b>Colossal Cave Mountain Park</b>	<b>48,488</b>	<b>48,660</b>	<b>0.35%</b>	<b>41,722</b>	<b>-14.26%</b>	<b>41,541</b>	<b>-0.44%</b>	<b>45,103</b>
<b>Colossal Cave Mtn. Park Toll Booth</b>	<b>63,461</b>	<b>59,939</b>	<b>-5.55%</b>	<b>53,911</b>	<b>-10.06%</b>	<b>48,869</b>	<b>-9.35%</b>	<b>56,545</b>
<b>Horseback Rides at CCMP</b>	<b>3,445</b>	<b>4,041</b>	<b>17.30%</b>	<b>2,989</b>	<b>-26.03%</b>	<b>2,208</b>	<b>-26.13%</b>	<b>3,171</b>
<b>TOTAL FOR ALL ABOVE ATTRACTIONS</b>	<b>2,187,935</b>	<b>2,123,810</b>	<b>-2.93%</b>	<b>2,213,520</b>	<b>4.22%</b>	<b>2,372,468</b>	<b>7.18%</b>	<b>2,224,433</b>

Colossal Cave's attendance for the past five years has averaged a decline of -7.59 percent. Nationwide, some of the most popular caves and caverns attendance has also declined. Nearby, Kartchner Cave saw a drop in attendance for 2010 and 2011 of some 14.33% and 8.56%, respectively. However, Kartchner seems to have rebounded in 2012 and 2013, holding on to a steady baseline of over 130,000 visitors for the past two years. As the chart below indicates, the drop in attendance has been in the northwest and southeast USA. For the long-term, Colossal Cave should benefit from those visiting Kartchner as most people visiting caves will want to experience other caves in the area.

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

Attendance of Caves and Caverns in the Southwest and outside the Southwest:

<b>Southwestern Caves &amp; Caverns</b>	<b>2009</b>	<b>2010</b>	<b>% Diff. +/-</b>	<b>2011</b>	<b>% Diff. +/-</b>	<b>2012</b>	<b>% Diff. +/-</b>	<b>2013</b>	<b>% Diff. +/-</b>	<b>Avg. Attn.</b>	<b>Avg. % Diff. +/-</b>
<b>Colossal Cave</b>	<b>55,097</b>	<b>48,488</b>	<b>-12.00%</b>	<b>48,660</b>	<b>0.35%</b>	<b>41,722</b>	<b>-14.26%</b>	<b>41,541</b>	<b>-0.44%</b>	<b>47,102</b>	<b>-6.58%</b>
Kartchner Caverns	143,390	139,086	-3.00%	119,157	-14.33%	129,361	8.56%	131,904	1.93%	131,969	-1.71%
Carlsbad Caverns NP (New Mexico)	432,639	428,524	-0.95%	365,000	-14.82%	381,058	4.40%	388,566	1.93%	399,157	-2.36%
Great Basin NP (Nevada)	84,974	88,870	4.58%	91,451	2.90%	94,850	3.72%	92,893	-2.11%	90,608	2.27%
Sequoia NP (California)	965,170	1,002,979	3.92%	1,006,583	0.36%	1,106,584	9.93%	909,274	-21.70%	998,118	-1.87%
Timpanogos Cave NM (Utah)	138,571	120,241	-13.23%	96,965	-19.36%	118,764	22.48%	91,269	-30.13%	113,162	-10.06%
<b>Caves &amp; Caverns Outside the Southwest</b>											
Wind Cave NP (South Dakota)	587,868	577,141	-1.82%	538,394	-6.71%	529,083	-1.73%	516,142	-2.51%	549,726	-3.19%
Jewel Cave NM (South Dakota)	129,595	103,462	-20.17%	77,146	-25.44%	109,300	41.68%	98,259	-11.24%	103,552	-3.79%
Mammoth Cave NP (Kentucky)	503,856	497,225	-1.32%	483,319	-2.80%	508,054	5.12%	494,541	-2.73%	497,399	-0.43%
Oregon Caves NM (Oregon)	88,496	86,335	-2.44%	76,194	-11.75%	78,164	2.59%	72,717	-7.49%	80,381	-4.77%
Russell Cave NM (Alabama)	24,087	23,374	-2.96%	20,717	-11.37%	20,954	1.14%	20,456	-2.43%	21,918	-3.90%



**Colossal Cave Mountain Park Financial Statements for 2004 – 2013**

The following 10 years of financial information was provided to the Committee by Escabrosa (which was established April 1, 2010) and are unaudited figures. However, consideration should be given to the fact that in order to only decrease gross income from \$663,040 in 2004 to only \$636,555 a -4.16% and have a decrease in attendance of some 14,206 toll booth visitors (page 45), funds for marketing programs and general maintenance has suffered. We have no reason to believe these are not accurate. The control of expenses and inventory has been commendable. The independent auditor's report for the year ending December 31, 2012, shows a deficit of \$207,213, including advances from the Director of \$162,120. However, the 2013 financial statement, as provided by Escabrosa, below indicates a \$4,716 profit for Escabrosa/CCMP and the first three (3) months of 2014 post an \$18, 924 net profit.

	Jan 04 - Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07 - Dec 07	Jan 08 - Dec 08	Jan 09 - Dec 09	Jan 10 - Dec 10	Jan 11 - Dec 11	Jan 12 - Dec 12	Jan 13 - Dec 13	Jan 14 - Mar 14
<b>Income</b>	665,076	759,205	830,882	842,561	788,411	852,487	746,505	690,621	685,610	636,555	204,361
<b>Less Refunds</b>	2,036	2,058	2,830	-	-	-	148	-	-	-	-
<b>Gross Income</b>	663,040	757,147	828,052	842,561	788,411	852,487	746,357	690,621	685,610	636,555	204,361
<b>Cost of Sales</b>											
<b>Inventory</b>	161,387	146,330	140,155	201,007	100,579	91,433	59,856	39,368	16,397	17,530	28,226
<b>Purchases</b>	79,044	104,745	104,817	98,329	81,792	55,978	25,733	27,573	27,462	34,091	
<b>Total</b>	240,431	251,075	244,972	299,336	182,371	147,411	85,589	66,941	43,859	51,621	28,226
<b>Less End Inventory</b>	146,330	140,155	99,007	(202,579)	(91,433)	(59,856)	(39,368)	16,397	17,530	28,226	28,226
<b>Total Cost of Sales</b>	94,101	110,920	145,965	96,757	90,938	87,555	46,221	50,544	26,329	23,395	10,945
<b>Gross Profit</b>	568,939	646,227	682,087	745,804	697,473	764,932	700,136	640,077	659,281	613,160	193,416
<b>Expense</b>											

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

	Jan 04 - Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07 - Dec 07	Jan 08 - Dec 08	Jan 09 - Dec 09	Jan 10 - Dec 10	Jan 11 - Dec 11	Jan 12 - Dec 12	Jan 13 - Dec 13	Jan 14 - Mar 14	
<b>Wages &amp; Salaries</b>	371,497	362,203	329,842	350,988	351,902	333,049	387,088	371,453	377,175	369,873	88,209	
<b>Accounting</b>	6,000	6,800	-	-	-	-	6,600	7,800	4,038	2,805		
<b>Auto Expense</b>	3,122	2,347	2,070	1,995	2,339	5,455	21,502	24,122	28,610	8,391	1,389	
<b>Banking</b>	4,308	5,259	5,192	7,481	7,893	7,488	3,029	1,806	632	969	414	
<b>Contribution</b>	-	-	-	-	-	-	-	-	-	-	-	
<b>Credit Card Fees</b>	-	-	-	-	-	-	6,340	4,551	6,710	6,430	4,320	
<b>Dues &amp; Subscriptions</b>	3,859	3,757	3,461	3,255	2,880	3,062	4,474	4,468	3,149	2,126	1,096	
<b>Equipment Rental</b>	9,406	11,180	8,210	11,878	10,118	11,173	6,703	5,783	7,756	7,258	-20	
<b>Freight</b>	1,208	1,680	1,483	1,570	1,333	1,527	1,464	1,765	1,037	572		
<b>Grazing</b>	2,603	2,279	2,939	2,799	-	-	-					
<b>Insurance - Regular &amp; W/C</b>	54,444	58,450	55,984	39,167	29,869	50,098	46,630	56,826	46,260	33,475	24,720	
<b>Insurance - Medical</b>	28,951	26,726	22,484	20,115	19,478	17,165	27,790	31,236	17,527	23,035	4,155	
<b>Interest Expense</b>								-	868	3,525	4,933	923
<b>Licenses &amp; Permits</b>	-	-	-	-	-	-	-	-				
<b>Office Expense</b>	3,334	3,621	3,409	3,416	2,912	4,240	9,124	11,469	6,129	1,909	1,224	

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

	Jan 04 - Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07 - Dec 07	Jan 08 - Dec 08	Jan 09 - Dec 09	Jan 10 - Dec 10	Jan 11 - Dec 11	Jan 12 - Dec 12	Jan 13 - Dec 13	Jan 14 - Mar 14
<b>Payroll-Expenses</b>	-	-	-	-	-	-	-	-	-	-	529
<b>Phone</b>	13,673	13,330	9,463	9,710	10,986	9,337	8,878	8,207	9,862	6,741	725
<b>Pension &amp; Profit Sharing</b>	-	-	-	-	-	-	572	11			
<b>Postage</b>	-	-	-	-	-	-	2,046	3,084	1,194	1,885	402
<b>Professional Fees</b>	1,390	1,440	8,525	7,200	11,160	11,896	-				505
<b>Repairs &amp; Maint</b>	48,166	57,711	51,534	46,864	54,514	88,559	45,312	44,035	24,765	20,462	6,013
<b>Rent</b>	62,790	65,376	73,423	82,104	65,417	79,866	18,058				
<b>Security System</b>							4,382	6,067	8,151	2,953	2,987
<b>Seminars &amp; Conventions</b>							-	196		879	460
<b>Supplies</b>	18,557	32,620	36,563	29,229	26,837	41,236	16,063	10,271	5,730	6,530	2,435
<b>Taxes - Sales</b>	25,834	29,359	34,381	36,191	30,960	34,290	46,471	46,238	45,716	37,362	
<b>Taxes - Regular</b>	947	1,426	1,060	633	751	309	326				
<b>Taxes - Payroll</b>	24,165	32,548	24,912	30,551	45,165	28,482	39,553	36,471	32,039	28,790	7,854
<b>Taxes - Other</b>	6,947	7,131	9,170	9,392	6,355	9,532	2,242				14,962
<b>Travel</b>	1,933	1,880	1,834	1,399	2,083	2,368	2,730	1,428	1,358	966	665
<b>Utilities</b>	37,284	48,271	44,892	44,768	46,199	37,573	27,456	24,317	30,034	18,427	7,542

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

	Jan 04 - Dec 04	Jan 05 - Dec 05	Jan 06 - Dec 06	Jan 07 - Dec 07	Jan 08 - Dec 08	Jan 09 - Dec 09	Jan 10 - Dec 10	Jan 11 - Dec 11	Jan 12 - Dec 12	Jan 13 - Dec 13	Jan 14 - Mar 14
Website & Technology	-	-	-	-	-	-	2,156	2,972	3,401	2,315	
Welfare	1,565	2,036	1,856	4,941	4,881	712	-	-			
Other (Income) Expense	-	889	1,798	94	-	1,863	(2,070)	7,720	4,538	5,570	-829
Amortization	1,800	1,800	-	-	-	-	445	-			
Depreciation	6,378	6,674	8,829	15,150	8,115	6,560	1,170	-	80	120	
<b>Total Expense</b>	<b>790,178</b>	<b>852,462</b>	<b>797,624</b>	<b>816,757</b>	<b>789,865</b>	<b>804,174</b>	<b>759,204</b>	<b>750,995</b>	<b>686,428</b>	<b>608,444</b>	<b>173,664</b>
<b>Net Income (Loss)</b>	<b>(221,239)</b>	<b>(206,235)</b>	<b>(115,537)</b>	<b>(70,953)</b>	<b>(92,392)</b>	<b>(39,242)</b>	<b>(59,068)</b>	<b>(110,918)</b>	<b>(27,147)</b>	<b>4,716</b>	<b>18,924</b>

\* April 1, 2010 new non-profit corporate organization was started.

Please Note: The 2010 figures shown here are for all 12 months of 2010, the Escabrosa, Inc. financial statements only cover April to December of 2010, the entity did not exist prior to April 2010.

**ANALISIS OF THE ABOVE FINANCIAL STATEMENT - JANUARY 2004 THROUGH JUNE 2014**

- Gross income for 2004 was \$663,040
- Gross income for 2013 was \$636,555
- A -4.16% decrease in gross income for 10 years
- Decrease in attendance of some 14,206 toll booth visitors over 10-year period
- Marketing programs and general maintenance suffered the most and probable cause of some drop in attendance
- Reduction of inventory over a four-year period helped to hold down expenses.

**Colossal Cave Mountain Park - Capital Improvements for Past Thirteen (13) Years**

In the past 13 years, some \$1,160,766 worth of capital improvements have been made at CCMP. CCMP (Escabrosa) has contributed some \$163,954 while Pima County and County bond funds have put \$996,812 toward improving and maintaining the park facilities and appearance. A list of those improvements are shown below.

<b>Est. Year</b>	<b>Est. Amount</b>	<b>Description</b>	<b>Funds Provided By:</b>
2001-06	\$7,700	Exhibits for Civilian Conservation Corps Museum	CCMP
2001-06	2,200	Air conditioning for Civilian Conservation Corp Museum	CCMP
2001-06	7,100	Exhibits for Ranch Museum	CCMP
2001-06	1,500	Exhibit building for 1933 World' Fair Mirror	CCMP
2001-06	2,000	Exhibit for antique safe	CCMP
2001-06	3,400	Butterfly garden plantings and installation	CCMP
2001-06	1,400	Custom copper fountain for Butterfly Garden	CCMP
2001-06	1,900	Landscaping	CCMP
2001-06	8,600	Analematic sundial and interpretive sign	CCMP
2001-06	2,700	Lighting on the Bundrick Trail	CCMP
2001-06	18,500	Lighting in the barbecue area	CCMP
2001-06	10,000	Lighting in the arena	CCMP
2001-06	1,500	Two storage buildings	CCMP
2001-06	2,000	Tack room and stables office	CCMP
2001-06	1,500	Six horse shade structures	CCMP
2001-06	2,000	Foreman's house roofing	CCMP
2001-06	4,000	Barn reconstruction	CCMP
2001-06	1,450	Pond and dam renovation	CCMP
2001-06	8,000	Employee Restroom renovation for ADA compliance	CCMP

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

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Est. Year	Est. Amount	Description	Funds Provided By:
2001-06	1,386	Additional picnic tables	CCMP
2001-06	4,000	Utility yard	CCMP
2001-06	1,625	Bleachers	CCMP
2001-06	2,867	New pump, liner pipe, electrical for picnic area well	CCMP
2001-06	12,000	Two new telephone systems (ranch and cave)	CCMP
2001-06	30,000	Road work	CCMP
2007-08	800	Installed brick floor in barbecue area.	CCMP
2007-08	1,700	Installed new lights (additional to the existing lighting) in cave gift shop.	CCMP
2007-08	1,550	Installed new picnic table tops and benches.	CCMP
2007-08	3,776	Duplex renovation - note: this barely scratches the surface of what is needed in the duplex.	CCMP
2012	6,000	Rebuilt ranch restrooms (two buildings): new flooring, siding, roofs, and some partitions.	CCMP
2012	2,500	Replaced the roof on the foreman's house.	CCMP
2012	2,000	Replaced the cave ladies room roof, including one of the main beams (which run through the men's side, too).	CCMP
2013	1,300	Rebuilt the main cave septic system.	CCMP
2013	2,000	Repainted the ranch library and office area and all the ranch headquarters house exterior doors and trim.	CCMP
<b>\$163,954</b>		<b>TOTAL FUNDED BY CCMP</b>	

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

<b>Est. Year</b>	<b>Est. Amount</b>	<b>Description</b>	<b>Funds Provided By:</b>
2005	\$434,000	Renovation of historical structures; ASA improvements; rest room improvements; sidewalks, drinking fountains; picnic tables & benches; security lighting; remodel of headquarters, office quarters La Selvilla Ramada, repair of adobe building snack bar, reconstruction of the main ramada and construction of new restrooms.	County Bonds
2005	400,000	Rehabilitation of park buildings and landscape features including a new roof on the ramada using heavy peeled pole timbers; replace damaged beams & window lintels; a new roof on the headquarters building, office & garage; termite treatment; stone masonry repairs; paint and refinish building interiors; repair windows & doors; new electrical, heating & cooling throughout; replace picnic ramada roofs, stabilize the historic adobe pump house; drainage and site improvements.	County Bonds
2007	2,557	Road to the cave developed a sinkhole, which proved to be a CCC culvert that had collapsed; the DOT and cultural resources rebuilt it to conform to its historic provenance, reinforced it, and paved .	County
2011	158,674	Dam on the ranch washed out and the County replaced it with a truly beautiful new one.	County
2012-2013	1,581	Three times from 2012-2013, our front gates were rammed and Facilities came out and repaired them.	County
<b>\$996,812</b>		<b>TOTAL FUNDED BY COUNTY and COUNTY BONDS</b>	
<b>TOTAL</b>	<b>\$1,160,766</b>		

Independent Auditor's Full Report:



**INDEPENDENT AUDITOR'S REPORT**

To the Director of  
Escabrosa, Inc.

We have audited the accompanying financial statements of Escabrosa, Inc. (an Arizona nonprofit organization), which comprise the statement of financial position as of December 31, 2012, and the related statements of activities, cash flows, and functional expenses for the year then ended, and the related notes to the financial statements.

**Management's Responsibility for the Financial Statements:**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

**Basis for Qualified Opinion**

We did not observe the taking of the physical inventories during the years ended December 31, 2012 or 2011, since those dates were prior to the time that we were initially engaged as auditors for Escabrosa, Inc. Escabrosa, Inc.'s policy is to take a physical inventory during a two week period during November. However, there were no procedures in place to adjust the physical inventory to the end of the year value. We were unable to obtain sufficient appropriate audit evidence about inventory quantities and values by other auditing procedures. The stated value of inventory at December 31, 2012 and 2011 was \$26,578 and \$36,632, respectively.

In addition, as discussed in Note 5, a physical inventory was not taken on April 1, 2010, the date that operations began, and the inventory transferred to Escabrosa, Inc. (stated at \$49,846) by its Director nor was an analysis of the March 31, 2010 liabilities, related to the transferred operations, and subsequently paid by Escabrosa, performed. Therefore, we were not able to obtain sufficient audit evidence as to balance of net assets or the advances from the Director at January 1, 2012.

**Qualified Opinion**

In our opinion, except for the effects of the matters described in the Basis for Qualified Opinion paragraph, the financial statements referred to above present fairly, in all material respects, the financial position of Escabrosa, Inc. as of December 31, 2012, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

August 1, 2014

*Addington & Associates, PLLC*

ADDINGTON & ASSOCIATES, PLLC

ESCABROSA, INC.  
STATEMENT OF FINANCIAL POSITION  
December 31, 2012

ASSETS

Accounts receivable	\$	309
Employee loans		775
Inventory		26,578
Prepaid expenses		4,286
Total current assets		31,948
 Equipment, net of accumulated depreciation of \$80		 518
 Total Assets	 \$	 32,466

LIABILITIES AND NET ASSETS (DEFICIT)

Accounts payable	\$	49,482
Payroll liabilities		6,150
Accrued expenses		21,927
Director advances		162,120
Total current liabilities		239,679
 Net Assets (deficit):		
Unrestricted:(deficit)		(207,213)
Total net assets (deficit)		(207,213)
 Total Liabilities and Net Assets (Deficit)	 \$	 32,466

See Accompanying Notes.

**ESCABROSA, INC.**  
**STATEMENT OF ACTIVITIES**  
**For the year ended December 31, 2012**

<b>Unrestricted net assets:</b>		
<b>Revenue and support:</b>		
Admissions	\$	482,483
Toll booth income		82,721
Gift shop and restaurant income	\$	87,943
Less: Cost of sales	<u>(37,515)</u>	
Net gift shop and restaurant income		50,428
Ranch income (hayrides, trail rides, parties and weddings)		30,326
Miscellaneous income		<u>2,841</u>
<b>Total revenue and support</b>		<b>648,799</b>
<b>Expenses:</b>		
Program services		587,796
Management and general		<u>104,220</u>
<b>Total expenses</b>		<b>692,016</b>
<b>Increase (decrease) in net assets</b>		<b>(43,217)</b>
<b>Net assets (deficit), beginning of year</b>		<b><u>(163,996)</u></b>
<b>Net assets (deficit), end of year</b>	<b>\$</b>	<b><u><u>(207,213)</u></u></b>

See Accompanying Notes.

ESCABROSA, INC.  
STATEMENT OF CASH FLOWS  
For the year ended December 31, 2012

Cash flows from operating activities:		
(Decrease) in net assets		\$ (43,217)
Adjustments to reconcile (decrease) in net assets to net cash provided (used) by operating activities:		
Depreciation	\$ 80	
(Increase) decrease in assets:		
Accounts receivable	462	
Employee loans	604	
Inventory	10,054	
Prepaid expenses	(4,286)	
Increase (decrease) in liabilities:		
Accounts payable	(3,580)	
Payroll liabilities	(8,166)	
Accrued expenses	7,647	
Net cash (used) by operating activities	<u>                    </u>	<u>(40,402)</u>
Cash flows from investing activities:		
Purchase of equipment		<u>(598)</u>
Net cash (used) by investing activities		<u>(598)</u>
Cash flows from financing activities:		
Advances from Director, net		<u>41,000</u>
Net cash provided by financing activities		<u>41,000</u>
Net increase in cash and cash equivalents		0
Cash and cash equivalents, beginning of year		<u>0</u>
Cash and cash equivalents, end of year		<u>\$ 0</u>
<i>Supplemental disclosure of cash flow information:</i>		
Cash paid during the year for:		
Interest		\$ <u>3,525</u>
Taxes		\$ <u>50</u>

See Accompanying Notes.

ESCABROSA, INC.  
 STATEMENT OF FUNCTIONAL EXPENSES  
 For the year ended December 31, 2012

	Program Services	Management and General	Total
Wages	\$ 324,582	\$ 57,278	\$ 381,860
Fringe benefits and payroll taxes	40,026	7,064	47,090
Total personnel	<u>364,608</u>	<u>64,342</u>	<u>428,950</u>
Advertising	\$ 17,334	\$ -	\$ 17,334
Auto expense	28,610	-	28,610
Bank fees	6,710	632	7,342
Insurance	37,634	4,341	41,975
Interest	3,525	-	3,525
Other miscellaneous	7,339	-	7,339
Occupancy	65,064	9,011	74,075
Office expense	-	3,149	3,149
Professional fees	2,551	6,061	8,612
Security	7,609	-	7,609
Supplies	1,066	16,634	17,700
Taxes	45,666	50	45,716
Depreciation	80	-	80
Total functional expenses	<u>\$ 587,796</u>	<u>\$ 104,220</u>	<u>\$ 692,016</u>

See Accompanying Notes.

ESCABROSA, INC.  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2012

1. Organization and nature of activities

Escabrosa Inc. (Escabrosa) was incorporated under Arizona law as a non-profit corporation on January 13, 2010, and began operations on April 1, 2010. Escabrosa was formed to promote education and conservation of desert environments and to provide for maintenance and preservation of the Colossal Cave Mountain Park (Park) located in Pima County, Arizona.

Escabrosa is considered a not-for-profit entity as there are no ownership interests like those of business entities. Escabrosa is governed by its sole incorporating director (Director).

Revenues are derived primarily from general admission fees to the Park and Colossal Cave, two gift shops and a restaurant, and income from its ranch operations.

Tax deductible donations to the Park come under the umbrella of the Pima County Parklands Foundation (Foundation), a 501(c)(3) organization, whose mission is to protect and enhance the parks of Pima County, Arizona. All donations received are used for operations and maintenance of the Park.

2. Summary of significant accounting policies

*Basis of accounting*

The financial statements of Escabrosa have been prepared on the accrual basis of accounting and accordingly, reflect all significant receivables, payables, and other liabilities.

*Basis of presentation*

The accompanying financial statements are presented using the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. The net assets, revenues, gains and losses, and other support and expenses and other charges in the accompanying financial statements are classified based on the existence or absence of donor-imposed restrictions. Accordingly, for reporting purposes, net assets of Escabrosa and changes therein are classified as follows:

- Unrestricted net assets represent expendable funds available for operations, which are not otherwise limited by donor restrictions.
- Temporarily restricted net assets consist of contributed funds subject to donor-imposed restrictions contingent upon specific performance of a future event or a specific passage of time before Escabrosa may spend the funds. There were no temporarily restricted net assets at December 31, 2012 or 2011.
- Permanently restricted net assets are subject to irrevocable donor restrictions requiring that the assets be maintained in perpetuity usually for the purpose of generating investment income to fund current operations. There were no permanently restricted net assets at December 31, 2012 or 2011.

ESCABROSA, INC.  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2012

2. Summary of significant accounting policies - continued

*Use of estimates*

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

*Inventory*

Inventory consisting primarily of ceramics, jewelry, books and cultural gift items is valued at the lower of cost (first-in, first-out) or market, except for donated inventory which is recorded at fair market value on the date received.

*Equipment*

All acquisitions of property and equipment in excess of \$250 and all expenditures for repairs, maintenance, renewals, and betterments that materially prolong the useful lives of assets are capitalized. Equipment is stated at cost except for donated equipment, which is recorded at fair market value at the date of gift. Depreciation is calculated using the straight-line method over estimated useful lives. Depreciation expense for the year ending December 31, 2012 was \$80.

*Accrued vacation pay*

Accrued vacation pay is accrued as a liability when earned as employees receive a vested right to this benefit.

*Income taxes*

Escabrosa is subject to both Federal and Arizona corporate income taxes as it has not applied for exemption from federal income tax under Section 501 of the Internal Revenue Code.

Income taxes are provided for the tax effects of transactions reported in the financial statements and consist of taxes currently due plus deferred taxes related primarily to differences between the basis of certain assets and liabilities for financial and tax reporting plus deferred taxes for operating losses that are available to offset future taxable income. The deferred taxes represent the future tax return consequences of those differences, which will either be deductible or taxable when the assets and liabilities are recovered or settled.

ESCABROSA, INC.  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2012

2. Summary of significant accounting policies - continued

*Income taxes - continued*

Escabrosa has evaluated its tax positions and concluded that it has taken no uncertain tax positions that require adjustment to the financial statements. In general, Escabrosa is no longer subject to income tax examinations by the federal government and the State of Arizona for years before 2010 and 2009, respectively.

Escabrosa recognizes interest and penalties related to unrecognized tax benefits as accrued expenses and management and general expenses in its financial statements. During the year ended December 31, 2012 Escabrosa did not recognize any interest and penalties.

*Donated services*

No amounts have been reflected in the accompanying financial statements for donated services. Escabrosa generally pays for services requiring specific expertise. However, individuals, including the Director, volunteer their time and perform a variety of tasks that assist Escabrosa with Park operations.

*Expense allocation*

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function are charged to programs and supporting services on the basis of estimated time expended. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of Escabrosa.

*Advertising*

Escabrosa uses advertising to promote its programs to the public. The costs of the advertising are expensed when incurred. Advertising expense for the year ended December 31, 2012 was \$17,334.

*Sales Tax*

The State of Arizona imposes a sales tax of 6.1% on Escabrosa's taxable sales to Park visitors. Escabrosa collects that sales tax from Park visitors and remits the entire amount to the State. Escabrosa's accounting policy is to include the tax collected and remitted to the State in revenue and program services expense. For the year ended December 31, 2012, Escabrosa's revenues and program services expense include \$45,666 of sales tax collected and remitted.

3. Pima County agreement

Escabrosa entered into an agreement (Agreement) with Pima County, Arizona (County) on July 21, 2010, to provide for the operation and administration of the Park. The agreement is for a period of five years and terminates on July 21, 2015, with two additional five year option periods available.

ESCABROSA, INC.  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2012

3. Pima County agreement - continued

The purpose of the agreement is to promote, maintain, develop, and improve the Park and all income generated from the operation of the Park is to be used solely for the operation and maintenance of the Park. Compliance with the terms and conditions of the Agreement, including the maintenance and operation of the Park, is considered to be adequate consideration and no additional fees are due to the County by Escabrosa under the Agreement. The Agreement is not considered a lease by the County.

The Agreement contains termination provisions by the County related primarily to non-performance that may be corrected by Escabrosa within thirty days after receipt of written notice. Escabrosa may terminate the Agreement with sixty days written notice to the County.

The Agreement also contains provisions related to an annual audit being conducted every other year beginning with the year ended December 31, 2010, approval of alterations to the Park property in excess of \$15,000, approval of any changes in Park fees and hours of operation, maintenance of adequate insurance, limitations on research at the Park, and compliance with federal, state, and local statutes. Escabrosa was not in compliance with the requirement to provide audited financial statements to the County for the year ended December 31, 2010, but the County has not enforced or formally waived this requirement to date.

4. Director advances

The Director permits Escabrosa to utilize a cash account that is owned by the Director for its operations. As such, all disbursements into the account are considered as advances from the Director and all deposits to the account are considered to be repayments to the Director.

In addition, the Director allows Escabrosa to utilize credit cards that are in the name of the Director for operational expenses. The outstanding balance on the credit cards at December 31, 2012 of \$33,002 is included in Director Advances.

There is no written agreement between the Director and Escabrosa related to any of the advances from the Director. In addition, there is no interest charged by the Director on the outstanding balance of the advances. The advances are considered to be due on demand as there is no formal repayment agreement and are reflected as a current liability in the accompanying financial statements.

The net outstanding balance of the advances at December 31, 2012 was \$162,120.

5. Transfer of assets and operations from Director

On April 1, 2010, the Director transferred the gift shop inventory owned by the Director to Escabrosa and began operations of the Park under Escabrosa. However, no actual physical inventory or inventory valuation was performed to support the inventory value transferred to Escabrosa by the Director. In addition, an analysis of the March 31, 2010 liabilities, related to the transferred operations, and subsequently paid by Escabrosa, was performed.

ESCABROSA, INC.  
 NOTES TO FINANCIAL STATEMENTS  
 December 31, 2012

5. **Transfer of assets and operations from Director - continued**

In addition, there was no formal agreement for the transfer of the inventory to Escabrosa by the Director or any repayment terms established (See Note 4).

6. **Income taxes**

Escabrosa has federal and Arizona loss carryforwards totaling \$139,634 that may be used to offset against future taxable income. If not used, the carryforwards will expire during 2030 to 2033 for federal purposes and during 2015 to 2018 for Arizona purposes.

The deferred tax benefit of the loss carryforwards totaling \$20,945 for federal and \$9,730 for Arizona have been fully allowed at December 31, 2012 as Escabrosa does not anticipate sufficient future taxable income to utilize the credits.

Income tax for the year ended December 31, 2012 was \$50 and consisted solely of the Arizona corporate minimum tax.

7. **Operating lease agreements**

Escabrosa, Inc. leases equipment, used in its program activities. The following is a summary of remaining minimum lease payments under the terms of the various long-term leases:

Year ending December 31,	2013	\$	640
	2014		640

Total equipment rental expense was \$9,988 for the year ended December 31, 2012.

8. **Plan for continued operations**

As shown in the accompanying financial statements, Escabrosa had a decrease in unrestricted net assets of \$43,217 during the year ended December 31, 2012 and has a net asset deficit of \$207,213 as of that date. In addition, its current liabilities exceeded its current assets by \$207,731 at December 31, 2012.

The operational deficits of the Park have been funded by advances from the Director. Without the continued advances by the Director it would be unlikely that Escabrosa could continue its daily operations of the Park.

Escabrosa intends to formalize its commitment from the Director in the form a written revolving line of credit or similar agreement.

ESCABROSA, INC.  
NOTES TO FINANCIAL STATEMENTS  
December 31, 2012

9. Subsequent events

*Management's review*

Escabrosa, Inc. has evaluated subsequent events through August 1, 2014, the date which the financial statements were available to be issued.

Special Event Evaluation form - **The following is a copy of the form distributed to the guests visiting on the day of the event.**



## COLOSSAL CAVE MOUNTAIN PARK

### Event Evaluation

Thank you for joining us today! We hope you enjoyed this event, and that you'll come visit us again soon! Please take a minute to fill out this evaluation. Your input will help us to create and present more interesting, enjoyable, and informative programs in the future!

**Event:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Please rate each answer on a 1 – 5 basis.

**1 = POOREST RATING and 5 = EXCELLENT.**

PARK & FACILITY APPEARANCE	1	2	3	4	5
STAFF INTERACTIONS	1	2	3	4	5
PRESENTERS KNOWLEDGE OF MATERIAL	1	2	3	4	5
RESPONSE(S) OF THE GROUP	1	2	3	4	5
MATERIAL APPROPRIATE FOR AGE GROUP(S)	1	2	3	4	5
INFORMATION GIVEN	1	2	3	4	5
PRESENTATION ORGANIZATION	1	2	3	4	5
OVERALL EVENT	1	2	3	4	5

How did you hear about this event?

Have you previously attended other events here at our park? \_\_\_\_\_ Yes \_\_\_\_\_ No

What was the favorite part of your visit today?

What other programs/topics/speakers would you like us to host?

Do you have any other comments?

**Thank-you for taking the time to fill out this evaluation! We appreciate your input, and your patronage!**

**Have a nice day.**

Guest Register form - The following form are for guests to fill out at the Cave and/or Ranch House:



# COLOSSAL CAVE MOUNTAIN PARK GUEST REGISTER

*Talk to us — tell us a little about yourself!*

Date: \_\_\_\_\_ Name: \_\_\_\_\_ City/State/Country: \_\_\_\_\_

*How are you traveling?*

Your Car  Rental Car  RV  Tour  Other (please explain) \_\_\_\_\_

*How did you learn about us?*

Brochure  TV  Radio  Newspaper  Magazine  Hotel TV  Web site  Friend/relative

Visitors Bureau/Chamber of Commerce  Other (please explain) \_\_\_\_\_

*Please comment on your visit with us:*

\_\_\_\_\_

Long-Term Goals of the CCMP Education Department:

All goals for the education department are focused on expansion. Their goal is to have a vibrant education department showcasing the Park's rich, natural and human history and meets the needs of out-of-town guests and the local community. The following are goals provide by the current staff, and not necessarily recommended by the committee. Any expansion should be the result of a new planning process. The CCMP staff will need a detailed plan for growth to the level they are seeking in the following as presented by the Director and Educational Coordinator.

The following are examples of current assets and programs:

- On the Path of the Ancestors Archaeology Trail guests take a self-guided tour and learn more about how the Hohokam lived. They can also pre-schedule a guided hike, which includes more information and hands-on activities such as artwork and primitive technologies.
- Ha:san Bak/Saguaro Harvest Celebration is an annual festival and celebration of the saguaro with two parts: a saguaro harvest workshop and a festival.
- Two gardens are featured in the park, a Bat Garden at the cave and a Butterfly Garden at the ranch.
- The park offers visitors two small museums. One is dedicated to the Civilian Conservation Corps and one gives an overview of the human and natural history of the park showcasing the Hohokam, speleology, cavers and caving.
- At the ranch house is a small research library with a collection focusing on natural and cultural history of the park and surrounding region. There is a comprehensive collection of Civilian Conservation Corps material and a large archive of historic photographs
- The Arizona Trail along with other trails traverses through the park with two dedicated trailheads and several spots to hop on and off while visiting the park. The riparian area at the ranch is great for bird watching. Guests can also enjoy beautiful picnic and camping areas offering guests wonderful opportunities to interact with the natural world.

CCMP envisions expanding the outreach activities, instituting a docent program and increasing the volunteer base, offering classes and increasing guided trail activities. Colossal Park has enormous potential for education and enrichment that has yet to be fully tapped.

The Education Department currently consists of Lauren Hohl, education coordinator and staff from other departments for outreach and tabling duties.

The Number One goal for the education department is to be able to increase staff. At a minimum, they would like to see a four- or five-person education department with the following positions:

- Director/Coordinator to oversee all aspects of the department, including planning and executing new programs and activities for our guests, overseeing ongoing comprehensive staff education on park-specific topics, spearheading the creation of a docent program, working at outreaches and generating new ones, partnering with other organizations
- Education Assistant to assist and fill in for the Director/Coordinator wherever necessary
- Museum Curator to present our museums both professionally and creatively, including maintaining the current exhibits and developing new ones, creating events for the museums, maintaining and cataloging the collections
- Librarian or Library Clerk to maintain the collections, process new material, and be available for guests
- Trail Crew of at least 2 people probably part-time until trail system expands
  - Specific experience in trails
  - Maintain current trails and develop new trails

- Develop signage and points of interest along park trails (with the help of the Director/Coordinator)
- Work with volunteers that want to work on trails
- Coordinate with staff and docents for guided trail hikes, specific interest groups, etc.
- Grant-Maker/Fund Raiser (part-time or outside contract)
  - Someone with specific experience (and success) in writing grants
  - This person would fall under the supervisory blanket of the Park Director
  - Work with all departments (maintenance, education, ranch, cave, etc.) to help them acquire funds for specific needs and projects
  - Acquire grants on an as-needed base, at the request of different departments
  - Pay could be worked into the grant-writing request, to make sure they produce. Pay could also be worked as hourly, salary or as project completion fees.
  - Could be utilized to find ways to garner funds for other positions in the park (trail crew, librarian, archivist, etc.)
  - Current examples of things needed, but no funds available include: environmental controls for 2 museums, technology upgrades for computers, technology upgrades for equipment (laptops, sound system, etc.), trail crew, tools, funding for larger education activities, funds for attendance at certain expensive outreach events for the park representatives, books and materials for the library, publishing potentials within the park (guides, pamphlets, etc.), more technological kiosks and displays for the facilities, archival equipment, vehicles for park use ... the list goes on and on.
- Docents (when park business improves and can justify)
  - Fill in/extras for field trips, outreach, general guest entertainment daily
  - Conduct hikes, presentations, special events and activities at the park on a scheduled basis
  - Ongoing training REQUIRED, in multiple different areas of interest, through different topics/series
  - Training series would always be on local topics for minimum to 3 days, or 24 hours total, on EACH topic such as (but not limited to) local bats, wildlife, plants, wildflowers, cacti, flora in general, fauna in general, birds, general history, CCC, Ranching, Hohokam, transportation history, bandit legends, cave geology, park geology, etc.
  - Rewards programs and tier levels would be offered and recognized for the work the docents put in

These positions could be full-time or part-time. The committee encourages management to seek the resources of someone with grant-writing expertise.

To produce better and more professional presentations, the staff needs equipment such as a digital projector, a laptop for education programs, a large viewing screen, a sound system for large gatherings and upgraded computers.

#### **Potential Future Educational Programs:**

*NOTE:* In order to accomplish the following, CCMP will need people with known experience to conduct the training, monitor their progress, add new ideas and topics and address volunteer and docent issues. This would require an “overseer” or supervisor dedicated to JUST THIS, due to the time constraints and education/knowledge involved. Therefore, once the volunteer and docent base is large enough the following job description will be needed.

#### **Volunteer/Docent Supervisor**

- Ongoing training and scheduling of docents
- Scheduling of volunteers
- Monitoring progress on docents and volunteers
- Dealing with any issues or problems that come up with docents/volunteers

- Coordinating with different departments and ongoing sharing of information of what the groups are doing so everyone is always in the loop

### Field Trips

- Available for all ages, although target audience appears to be elementary ages, some middle school
- Can be just a fun day or work in specific curriculum at teacher's request (geology, wildlife, history, etc.)
- Discount rates for all fee activities, including ...cave tours, sluicing, catered lunches, ranch activities (wagon rides, lead rope horse rides, Ranch Day)
- Offer free activities
- Experience two museums, library, butterfly garden, tortoise habitat, human sundial, petting zoo, historic pieces on display, picnics, hiking, seeing the livestock
- Two gift shops and food services are also available
- Waived park use fees
- Self-guide (free) on Arizona Trail, Archaeology Trail, Bundrick Trail
- Guided (fee) on Archaeology & Bundrick Trail, focusing on Hohokam history, including hands-on primitive technologies (utilizing local materials for functional purpose, calendar sticks, pottery and artwork)
- Guided or self-guided museum tours of our 2 museums (free)
- Docents available to talk to visiting schools, bring out Discovery Boxes, etc.
- Incorporate nature-oriented trails with audio stations triggered by approaching the site with the sound device rented at the office/store (some zoos have this for self-guided tours) or Quick Response Codes on interpretive signs.
- Offer more things for visiting field trips to do (only with enough staff of course), such as bird watching, nature journaling, wildlife tracks, various wildlife topics, transportation (railroad & stage coach), desert survival, wildflowers, cacti, park geology, CCC, ranch history, riparian areas
- More free distribution materials for the kids when they visit (related, souvenirs, etc.)
- In-class offerings
- Lesson plans on geology (general park, mineral specific and cave specific), history (Hohokam, CCC, ranching, bandit's and railroad)
- Live animals available year-round for wildlife presentations (only available seasonally now, due to lack of facilities and upkeep capabilities for long-term captivity and use)
- Discovery Boxes, all of which include preserved specimens, interesting factoids, pictures, and hands-on activities. Primary Boxes/Topics include, but are not limited to ... butterflies, herps (reptiles & amphibians), bats, mammals, Hohokam, cave geology, park geology, ranching, birds and animal tracks
- Slide shows/Power Point projectors and laptops with sound system on, but not limited to ...Bats of AZ, Bats of the World, S. AZ Arthropods, Reptiles of Southern. Arizona, Park in General, Ranching General, Birds, Wildflowers, Cacti, Transportation (railroad & stagecoach)
- Local raptor nests with nest cams (or tortoise cams, or other wildlife cams) would enhance in-class offerings and/or be used on the website to intrigue. The cams are great at encouraging donations to underwrite the costs. They allow remote viewing at locations on the park (e.g. the cave store, the ranch, etc.) for people who are not able or are not inclined to go out into the park.
- Partnerships/Sponsors with other organizations should be well established with groups like, but not limited to: Arizona Historical Society, Local Herp Societies (THS, PHS), Arizona Game & Fish Department, USFWL Service, Audubon Society, Amerind Foundation, University of

Arizona, Tohono O'odham Nation, Empire Ranch Foundation, local Caving and grotto Associations (CCC, EG, NCA), Vail Preservation Society, Bookman's, Student Conservation Association, Pima Community College, department stores, hardware stores, retailers (several of these relationships are already established, but CCMP should become closer and more active with all of them as well as constantly seeking new partners).

Bringing in a sponsor for the pre-show at the cave would go a long way in focusing on a complete and consistent message regarding the history and programs of Colossal Cave Mountain Park.

### Financial Recommendations for CCMP:

As a means of turning around the negative numbers of Escabrosa's financial conditions, the committee strongly suggest the CCMP management consider the following ways to immediately implement some changes.

According to the past few years, Escabrosa (the company currently managing CCMP) is losing some \$40,000 each year. This situation demands immediate attention on behalf of Escabrosa and Pima County. The committee and consultants agree that Escabrosa and Pima County must work together in reducing expenses. Sharing certain costs involved with keeping CCMP operating safely and on a sound financial basis is necessary. There is also a need to generate additional revenues by increasing attendance. With a target of reducing the budget by \$50,000, the consultants suggest reducing expenses by \$25,000 per year and increasing revenues by \$25,000. The following are specific points generated by the committee that should be taken seriously.

#### **Areas to consider for reducing expenses:**

1. Select the least attendance day(s), especially in the summer, to close all facilities. If possible, close one or two days a week on a year-round basis. This will save on labor and overhead costs.
2. Review all permanent and part-time labor to determine if certain jobs and responsibilities can be combined, shared or eliminated.
3. Add light food & beverage and novelty items that can be served from the existing location just right of the cave's entrance.
4. Install a photo opportunity for people to have photo made with a "cave character."  
(Comparable attractions sell one photo to every ten customers for a \$5 profit for each sale.)
5. Create, brand a CCMP tee shirt that is a "must have item" for the gift shop. This could also include the year...making it a collector series and a reason to come back. The design must be a "super, unique looking design."
6. Generate \$300 per month of new miscellaneous revenues from camping, horseback riding, catering, etc.
7. Create and install signage that sells and cross-promotes all the activities at CCMP. Make sure the toll booth is part of selling all the available activities.
8. Build relationships with people in town (Vail & Tucson) who would want to volunteer, some will become dependable enough to offset labor cost.

By taking this approach, the committee feels the losses can be eliminated and a profit realized. The chart below shows an example of how these numbers can work.

Suggested Ways to Reduce Expenses and Increase Revenues For Colossal Cave Mountain Park:				
	Est. \$	Base # Weeks & Months	Savings & Revenues	Explanation & Details
Savings by closing one day a week:	\$320	52	\$16,640	4 people @ \$10 per hr. for 8 hrs. @ 52 wks.
Combining jobs of existing staff:	\$15,000	1	\$15,000	Reducing one full-time position.
<b>TOTAL SAVINGS:</b>			<b>\$31,640</b>	
<b>Attendance Increase:</b>				
New F&B Revenue:	\$1,800	12	\$21,600	Sell 30 ice cream cones or novelty items per day for \$2 profit per cone.
New Photo Revenue:	\$1,500	12	\$18,000	Sell 10 photos per day for a \$5 profit per sale.
New Gift Shop Revenues:	\$360	12	\$4,320	Buy, create new gift shop item to generate \$12 per day
Misc. New Revenues:	\$300	12	\$3,600	More campers, catering, etc. to generate \$300 per month.
<b>TOTAL REVENUES</b>			<b>\$47,520</b>	
<b>TOTAL SAVINGS, PLUS REVENUE</b>			<b>\$79,160</b>	

Some of the procedures at CCMP need to be reviewed and corrected to comply with standard accounting practices. Examples include:

**Revenue Handling Overview:**

The Director indicated that for a very brief period, there was an “unsanctioned” “fix it funds” at the Cave. This has been eliminated with daily worksheets established to record over and short funds. Staff has been instructed not to “indulge in creative bookkeeping” but to figure out what’s wrong, insofar as they are able. The Director indicates she sees every daily sheet and, if discrepancies, occurs they are corrected that day.

Due to the physical layout of the CCMP, the tracking and controlling of revenues/cash coming from the toll booth to the admissions and food & beverage and gift shop is very difficult, at best. As we conducted interviews with several of the employees regarding the handling and accounting of money at CCMP, we found quite a few areas in need of review and modifying to meet acceptable accounting principles. The following recaps of several areas needing attention.

There is no register to account for money taken in for the dailies and there is no accountability for how many cars come into the park except for the accuracy and honesty of the employees in writing

down the number of vehicles entering. The toll booth has a \$100 draw, a \$100 in change fund and a \$600.00 safe. Recently a cash count was put in place for all locations handling money at CCMP. Until recently, no one knew how much each of the three safes were supposed to contain. They now use the above numbers as a reasonable amount of funds and conduct surprise cash counts at any time, as well as monthly cash counts.

**Toll Booth:**

The toll booth attendance is tracked by numbered tickets/rates, sold each day/evening per vehicle up to six (6) people, annual passes used, campers staying in the park, bicyclists /motorcyclists /hikers, special events, schools/ busses. These figures must match the daily sales/credit totals/deposit information. There are questions as to how the percentages are broken down as to where these visitors go after they've entered the park. The daily/ weekly trail ride sheets/ payments are submitted to Paula... At the cave, adult/ child/ groups/ adventure/ on-line tours/ special events, all tickets/rates are tallied/ totaled each day/ evening. These figures must match the daily sales/ credit totals/ deposit information. As stated, the toll booth gives out numbered paper receipt for each car that either gets put in the front window of the car, or, gets shown or turned in at the cave or other attractions. Each cave guest or rider gets a numbered receipt or ticket. The first and last ticket number in each area is turned in to the bookkeeper daily. The tickets should be protected like they are cash. This system of checks and balances are normal operating procedures for most attraction business of this size. The people who are doing their job correctly should be relieved to have a system that proves to management that there is no problem or reason for concern. The good employees deserve to know management can trust them, because the system proves there's nothing suspicious in their area on their days.

**Stables:**

The park handles tour/ ticket sales for Halloween Howl and Sarah at the stables handles their tickets/ attendance records for the same event. CCMP usually receive a final attendance breakdown/ 11% payment of this event from stable operator afterwards. Unfortunately, CCMP still doesn't have 2013 numbers/ sales/ payment from the stables at as of mid-2014.

**Cave:**

At the Cave, guests get sequentially numbered tickets. First and last ticket numbers are entered on the daily sheets and tallied each day. They also ring up each ticket sold on its own tour-type key, and match that to the actual ticket count at the end of the day.

Apparently the cave takes something they refer to as "dummy deposits" when booking a "Wild Cave" tour. They are taking credit card information and holding it for days sometimes weeks and even months. They secure the information in the safe at night, but during the day, keep this information at the front counter for anyone to see. Paula indicated she is in the process of changing this policy. Her policy will be to take a credit card to hold a reservation, charge the card for one-half of the tour which is nonrefundable for "No Shows" and collect the other one-half the day of the tour from the customer. Not so sure it is legal for CCMP to hold credit card information on file and if legal, it isn't being handled correctly.

**Desert Spoon:**

There doesn't seem to be any kind of inventory program in place. Employees are allowed to spend hundreds of dollars on food. The consultants are told the establishment never sell enough food to cover the cost of food, let alone the cost of overhead. There appears to be no accountability in this area. There needs to be a cost analysis on the entire food & beverage operation to see what and if a profit is being made...or, how much is being lost on food & beverage service. When suggested putting a simple inventory count in place, we were told the management and food service employees indicated they didn't think this is something they should have to do.

CCMP is paying the food service person and property manager for shopping and transporting of food. Not sure this is cost effective. Another issue discovered is employee's spending money on items they need or think they need and then turning in a receipt to the bookkeeper for reimbursement. The consultants understand that a purchase request was in place at one point but today, nothing is ever approved ahead of time.

There is an effort to develop a catering menu as a means of controlling the catering side of the food service. The consultants were told that recently a wedding was held in the park. It generated \$500, but looking at the food & beverage provided, the revenue probably did not cover the cost of food and certainly not the three employees 13 hour day for event.

Propane for the trailer on property runs into hundreds of dollars. This housing is for Bert who provides maintenance and security. The consultants were told that Bert is hardly there to provide security for the property. He is charged \$16.65 every two weeks to live on property. Propane for the trailer this winter was \$1,000. There is an alarm system that is installed on the park and Bert is there to respond when needed.

**Other Handling of Finances:**

Apparently company vehicles do not exist at CCMP. However, they do spend a lot of money on employee vehicles. Example: On one employee's vehicle, they recently spent \$1,200 to fix brakes, steering, etc. and \$750.00 in new tires. Most would argue that those expenses come with company vehicles. However, this employee and vehicle could be gone at any time and CCMP has no control over this situation. CCMP pays for all fuel that goes into this particular vehicle but doesn't pay mileage. There is another employee, the property manager, who does considerable driving around the property, receives mileage on his vehicle amounting to hundreds of dollars. Paula indicates that she uses her personal vehicle to make deposit trips to the bank and she receives mileage reimbursement for one to three trips per week....usually two.

CCMP pays mileage to a person who shops and purchases food for the Desert Spoon located at the ranch house. This person is paid for her time and mileage to shop four to five hours. The restaurant is closed during this time when it could be open for generating revenues. The consultants strongly suggest purchasing through a food service company, saving time and money.

When employees are asked to go shop at Costco, they are allowed to purchase personal items that come out of their checks later. The consultants recommend keeping the purchases separate. This process is taking considerable time by the bookkeeping manager.

## Grants:

CCMP is challenged in obtaining grants because Escabrosa does not (yet) have a 501(c)(3). CCMP apply for grants under the aegis of the Pima County Parklands Foundation, which is charged with protecting and enhancing the parks of Pima County. The Foundation accepts earmarked donations for parks and assists parks to obtain grants, among other things. However, grant-makers sometimes are uneasy with or don't quite understand the relationship.

Nonetheless, Escabrosa has been awarded the following grants (many due to the efforts of our former education director, J. J. Lamb):

### Southwestern Foundation Library Grant: 2000

- This \$7,000 grant was to support digitizing our extensive photo archives and to aid the oral history project.
- CCMP purchased a scanner, color printer, television and stand, VCR, camcorder, and tape recorder.
- There was money left over, which we offered to pay back, but we were told to use it for the library and education department.
- In 2002, we purchased furniture for the library, a camera, a cassette deck and audio recorder, so we could transfer the oral histories from cassettes to CDs. CCMP also purchased a voice amplifier for special events like Sunday in The Park.
- The remainder of the money went for books for the library.

### Arizona Humanities Council Oral Histories Grant: 2004

- This grant for \$2,800 was awarded to enable us to collect Civilian Conservation Corps oral histories for the Park Library & Archives and the CCC Museum.
- CCMP partnered with Pima Community College downtown campus; we advertised for interviewees, created a questionnaire, and held the interviews at the downtown location.
- CCMP also purchased a digital unit for the CCC Museum, so guests could push a button and hear some of the interviews.

**Follow-up:** Since then, CCMP has conducted dozens more oral histories with CCC alumni, local ranchers, and long-time residents of the region. In 2011, CCMP partnered with the Cienega Watershed Partnership, which had a grant to categorize and digitize the oral histories held by organizations in the region. All our oral histories to date are now professionally digitized on a hard drive, and many have been placed in the archives of the Arizona Memory Project.

### Arizona Humanities Council Path of the Ancestors Grant: 2004

- This \$10,000 grant was to create a hiking trail through Hohokam lands in CCMP.
- CCMP partnered with the Tohono O'odham in its creation; with Linda Mayro, Pima County Cultural Resources, walked the proposed trail and noted and marked every cultural site in order to avoid disturbing them.
- CCMP created the trail (using existing trails), and created or commissioned artwork and signage.

- CCMP held an opening ceremony with an O’Odham blessing and subsequent celebration in conjunction with the 2006 Cienega Corridor Conservation Council Pioneer Day.

**Follow-up:** The Path of the Ancestors Archaeology Trail is still in use today. CCMP offers self-guided tours and at appropriate special events offer guided tours with hands-on activities so the participants can sample prehistoric life. CCMP also offers them to school groups.

PRO Neighborhoods Tortoise Habitat: 2007

- This \$1,575 grant was to create a tortoise habitat in the Park while involving neighborhood youth.
- CCMP created a Youth Committee; the first thing they did was to help write the grant.
- CCMP recruited a stonemason, who taught the Youth Committee how to lay the stone.
- CCMP invited Arizona Game and Fish to teach the youth about the natural history of desert tortoises; they did additional research on their own.
- The youth also designed the grand opening celebration of the habitat.
- CCMP received the tortoises from the Desert Museum.

**Follow-up:**

- Recently, CCMP have had Eagle Scout projects in the tortoise habitat: one increased the height of the wall because it was too easy of access for guests and vandals, put in native plants and installed mirrors to enable guests to see the tortoises when in their burrows. An earlier Eagle project installed irrigation.
- Every spring, when the tortoises become active, CCMP recruit volunteers, with varying degrees of success, as Tortoise Helpers. They feed and monitor the health of the tortoises through the summer.
- Our guests like donating to the tortoise project, which has made it possible for us to install cameras to better monitor them.

Arizona Humanities Council New Deal in Arizona Grant: 2007–2008

- This \$5,000 grant was to identify New Deal sites in every Arizona County, particularly ones from lesser-known New Deal programs, and create a paper map of them
- CCMP partnered with the National New Deal Preservation Association, as well as Robin Pinto, Robert Lininger, Peter Root, and Joy Mehulka (PCNRPR), who did the illustrations.
- CCMP held a New Deal celebration under the ramada at the cave.

**Follow-up:** in 2011, the group partnered with the University of Arizona to put the map on-line on the UA library’s Special Collections Web page.

Arizona Historical Advisory Commission Centennial Legacy Project Grant: 2012

- This grant was to partner with Saguaro National Park West to celebrate the Civilian Conservation Corps and their work
- CCMP helped set up and participated in the CCC Recognition Day at SNP West on March 31.
- The following weekend, on April 7, CCMP held its Third Annual CCC Museum Open House at the ranch.

The Arizona Historical Commission Centennial Legacy Project funded centennial projects throughout Arizona for the entire year 2012. Due to the number of projects and very limited funds, they requested recipients to apply only for out-of-pocket expenses after the completion of each project. CCMP did not request any funds.

Overall Assessment of Colossal Cave Mountain Park:

Pima County provides high quality venues and wholesome activities for residents and visitors to the area. The following provides a look at the cave industry as well as an analysis of the Colossal Cave's current status with suggestions for improvements.

The show cave industry must wake up to the reality that today's and tomorrow's customer has high expectations. The traditional 1960's cave tour will not survive the 'trip advisor' society. These new customers expect production quality of television shows and Internet presentations. Today's customer wants to "live a day in the life" of someone amazing (Reality show style) without having to prepare for it. They are not impressed unless someone demonstrates an emotion about how impressive something should be. They want the opportunity to learn. They are willing to pay more for a greater experience or children to experience something extra. Unfortunately, the guests look for discounts before deciding to visit.

Pima County can help by surveying participants at different venues and really get to know the visitor. CCMP needs to dig deep and really understand how much visitors are willing to pay for the kind of experiences being considered. The easy work is to dream up great ideas, the important part is getting to know your customers...and non-customers...and what they expect.

One of the big questions asked to be explored by the consultants is whether or not to separate the contract or management between the Colossal Cave, an attraction and the ranch operations which can be considered a hospitality/accommodations operations? Marketing and operating an attraction is different than marketing and operating an overnight lodging facility. This option should be considered since solicitation for an operator might be easier to find one or the other, but not one who does both.

We looked at what Colossal Cave currently has in order to make sure it is being presented as well as can be.

Colossal is singularly unique among show caves in America and in the world. Even among wild caves Colossal is highly unique. Most caves are in limestone and are stream determined or follow solution line. Either can exhibit breakdown. There are relatively few sea caves or lava tubes. Colossal is hyper solution line tightly packed together with breakdown. Its original host location was much higher on the mountain, the entire rock strata surrounding the cave moved here with great stress and consequences. (Kartchner Caverns also had a moving host.) Most limestone caves are made with carbonic acid in water, working its way down to the water table. The water table forms the upper levels first and proceeded downward in layers. Colossal had both carbonic acid water and sulfuric acid in a gas form rising upward, creating part of the cave up-side-down. The water table went up and down dozens of times over a very, very long span of time. This cave re-lived the entire formation sequence over and over! This does not happen, yet here, it did. One of the delightful results is a form of box-work formed inside limestone or siltstone rather than the usual mud mix. Another result is a very three dimensional labyrinth. Most maze caves (a type of solution cave) are like Cameron Cave (a short distance from Mark Twain Cave). Extraordinary cave formations, like the large surfaces of calcite crystals that reflect the light in Colossal's Wild Tour show huge five inch double terminated calcite points both loose and still attached.

The guides must present with enthusiasm the fact that Colossal is a unique natural wonder.

Jeannie Gurnee says, "Without light, there is no cave." As one of the three premiere cave developers of caves across America (and several other countries) that's saying a lot. What she means is, the way a customer perceives the cave is totally dependent on what is chosen to light, and how it is lighted. The temperature of white can be cold or warm and it can affect how a customer reacts to what the guide is telling them. Etch lighting makes things larger and more dramatic, ballpark lighting shrinks what it is lighting and loses depth. Roy Davis, the most prolific at lighting American caves, says "where the darkness begins, the imagination takes over, filling in the darkness with curiosity, inviting the mind to see more."

There are four categories of lighting.

1. Ambient lighting: enough to get a general feel of the space and bouncing enough to also light where people need to step.
2. Accent lighting: lighting to show off a particular object or feature. If lucky you'll have enough things to accent that enough bounce will get to the trail.
3. Active leading: people's eyes naturally notice movement so simulate movement by bringing a light up on something that was dark or let it fade away. If several of these are placed together you can create #4.
4. Pageant (or Show) lighting is done in several caves where the house lights go out and an artistic arrangement leads the guest imagination for a few minutes.

Colossal would require some significant modification to accommodate a light show. The consultants do not recommend one. The consultants do suggest doing several active leading lighting options for the guide to control. Suggest several alternatives for the guide to choose from, to match their spiel and timing at half of the stops. It is important that lights fade up and down rather than just on and off, and provide a sequence of several lit things in a row. The activation should be conspicuous (one cave uses remote control in the guide's pocket). The CCC gave good lighting for that time period but this is one area that needs to meet the expectations of today's customer.

One of Colossal's best formation displays has NO light shining on it! The consultants believe it was a gradual change over time...because green algae was growing where the lights were. To "protect the formation" management abandoned or re-aimed the lights. CCMP should remove the algae, fix the lights and be proud of the fine display of formations.

There are several places that would benefit from an electric upgrade. CCMP should think of this as separate from "lighting" and deal with it as safety to guest and employees. CCMP has some very old wiring and some tiny gauge jumpers someone spliced in as temporary repairs. These should be re-located and covered with a protective cover of concrete by someone who knows how to blend it in and hide the wire while protecting it. The consultants understand the main power feed has been replaced and is in conduit. A big beautiful power vault is proudly shown on the Ladder tour. But those guests also see some of the old CCC wires in need of attention. Some funds need to be allocated immediately for safety and aesthetics of the cave. The consultants recommend reducing the power from the vault to the lights to 110 volt (or 12 volt where it can). This can be done all at once, or, perhaps this could be phased in a little each year.

Colossal Cave should be pleased with the wire hiding and cairns (light covers) in much of the tourist cave for general lighting. There are also areas that need to be brought up to at least the same quality. This takes an artistic creative eye with experience. In a few key places grooves need to be cut to tuck in the wire. The best in the nation is Roy Davis, McMinnville Tennessee. The consultants can give other options if needed. It is not necessary for an electrician to put everything

in conduits. The cave is a fire proof conduit. The wires need to be secured so they don't have reason to move, i.e., people stepping on them.

To deal with the legendary Kartchner Caverns, CCMP must stand with pride! Colossal is a world-class cave, but for different reasons. Kartchner tells the Randy and Gary riveting story of going to extreme lengths to protect an ultra-sensitive underground wilderness. Protection through commercialization was a big, big leap and it worked! But Gary and Randy have gone in many Arizona Caves, including Colossal. They fully support that each cave should be managed according to its own needs. The idea of the CCC developing this unique cavern in a unique way (the Ladder tour) was fantastic! If Kartchner and Colossal were discovered on the same day, they should develop them exactly as they are, each fitting their needs and opportunities! Colossal is the fun "hands-on" cave for tourist to see and experience up close.

A brief description of Kartchner Caverns State Park is to say it claims to be Arizona's tallest natural column formation below ground level. It was discovered in 1974, and became a State Park in 1988. It is located some 40 miles from Colossal Cave Mountain Park. The caverns are extremely protected thanks to the delicate lighting and the minimal human disturbance upheld by park staff.

### **Colossal Cave Offers Big Opportunities.**

The consultants suggest start on the show cave areas and come out a different way. A "through-trip" has more value than an out-and-back trip. The consultants recommend modifying the passage a little to be able to take a novice level group from the tourist trail out the bat gate. There are two opportunities to put customers in a harness and rappel them down a pit. This would add a thrill component to the Wild tour. Some of the climbs in the Wild tour are high enough that a belay would be appropriate. Two guides could handle that, or it can be automated. There is a new product being used by some of the zip line companies that control how fast or how far a person can fall.

The cave has four entrances today and could have a fifth if wanted. This allows natural air flow thru the cave. In a stroke of great fortune, the place with horrible smell of guano is downwind of most of the cave. Colossal Cave has four (4) distinct levels of difficulty and the crew make good use of these. The consultants recommend the crew have better resources to screen the guests going on the Wild tour and possibly shorten the experience. The very delicate areas should get less traffic and only allow people in good physical shape. Colossal Cave can still take guest to the edge of where some of the delicate things are without taking them through those areas.

CCMP should include an evening meal with as many of the conservation adventure tours as possible! This is a very significant part of social bonding and reliving parts of the experience make this become a lifetime memory.

A parking lot analysis tells in very rough numbers, if there's going to be a problem with the number of parking spaces. As attendance grows, this tool can help indicate the need to budget dollars for moving customers from further away parking areas, or if the park will be losing customers on busiest days. If CCMP grows the number of activities so the guests will stay longer, maximum capacity may be limited by parking (or people moving) expenses.

Parking is limited but as activities are added and increase the customer's length of stay, CCMP will need to spend money on people moving and/or parking. Until an attendance pattern is established, it is suggested a shuttle be available on those days when needed.

The desire for a bus turn-around is a problem of frustration. The solution is to make the curve wider by cutting into the hillside on one side and using a lot of fill on the other. Backing the bus into an extended “Y” may be less expensive in the short term. The limits of the parking lot capacity may be completely different than the capacity of the cave operation. The days of our visits, they used a 30-minute schedule. They could put tours in every 10 – 12 minutes. Adding 22 people per tour 7.5 hours of the day every 10 minutes would have a regular tour count of 990 guests for the day. That is more than the parking lot capacity. If the number of customers increase, solutions for parking and techniques for a tighter tour schedule will be needed.

The cave industry categorizes show caves by number of customers: The dues for the National Caves Association are in three (3) size groups: A: 0-40,000, B: 40,000 – 100,000 and C over 100,000. There is a reason these hit where they do. A cave under 40,000 has a hard time overcoming overhead costs. They can only employ a few employees unless they have another source of income helping the business. A cave with over 100,000 customers has enough resources to be very profitable unless they have extraordinary costs moving customers around the property or they have overwhelming rent or debt.

These levels of attendance follow a predictable pattern. CCMP is still at a size where it can expect a cave to make a profit. As the number of customers drop, CCMP is dangerously close to a threshold that would require dramatically changing the way business is done to maintain any profit. Trying to operate like a B cave when your attendance is an A cave, you will quickly lose money.

A cave like Colossal with 49,000 customers a year should make a profit. Reasons it may not be making a profit could include some of the following issues. CCMP needs to look closely to see which items apply to Colossal.

1. Too much payroll. (Usually the highest expense group)
  - a. Rate of pay too high (sometimes due to long-term employees)
  - b. Employees doing jobs that do not yield adequate revenue
  - c. School program(s)
  - d. Museum / ranch
2. Investing in marketing / publicity that is not delivering results. In this case, may not be investing enough in marketing.
3. Ticket price too low.
  - a. Regular tours
  - b. Candle tours
  - c. Ladder tours
  - d. Wild tours-type 1 – Explore a few sensitive areas, but not through
  - e. Wild tours-type 2 – Explore the extraordinary
4. Gift shop merchandise,
  - a. Not enough choice
  - b. Not enough quality (a few bad apples spoils)
  - c. Not displayed on good looking fixtures with enough light.
5. Owner/Director taking too much salary or too many benefits.
6. Employee theft.
7. Concessions / food missed opportunity.
8. Unusually high expenses in insurance, utilities, people moving (bus)

CCMP needs to enhance the first impression from the toll booth to the ticket counter to be as high a quality as possible. The customers' perception of what the cave tour is worth is established in these first impressions. The ticket prices for every tour type is too low. CCMP may be sensitive to a

problem with a toll booth. One option would be to sell tickets for ranch and cave at the toll booth. Another option would be to apply part of the toll to ticket purchases. At \$17.95 cost would still be \$5 under the nearest show cave.

Everyone agrees the gift shop needs improvement to entice sales. The first room of the gift shop needs to be a priority to upgrade quality. The consultants see they've tried to add light, are also trying to upgrade fixtures and using matching fixtures in an area. They've invested in some high quality expensive items to raise the perceived value of everything around it.

Employee theft. When a business starts a financial downturn trend, we should always ask ourselves about employee theft. It would be very easy in this kind of business to collect money from customers and later back the sales out and pocket some cash (or similar methods). In last year's National Caves Association meeting, a guest speaker said it is very often the person we trust most, that has found a reason to feel entitled to an unapproved increase in their well-earned hard work (a theft). There is a two-person paper trail in place.

Food at the cave has to be done carefully. It's been tried and didn't work, but today is a different day and new options are available. There is very little space. These arguments only tell us to be careful of what is chosen to offer at different times of the year. It is too far to go into town for dining and come back. Several people in town wish the cave had a restaurant, but the cave may have to grow and become more stable before these wishes can be met. In the slow seasons, CCMP can't afford one person to attend to the food. This means a limited packaged and ready to grab items should be available. The consultants imagine health code will cause the cave to limit what can be done without adequate dishwashing facility, yet there are products to serve that do not require any dishwashing. The amount of profit is too much to ignore. It also serves a basic guest need. Break down the busiest 4 months, the slowest 4 and remaining 4 between to adjust the menu. Limit the menu to food items that can be handled by limited staff and used in multiple ways. Chicken can be served as a main course, sliced for wraps or salads. Ice cream should be served year round. As business at the cave grows and in the busy season, plan to try more elaborate food offerings.

Advertising is about 5% of Gross. It used to be much more. A cave this size is probably missing opportunities if it spends less than 11%. (Bruce: *"Our goal in Branson MO, is 17%. The show cave industry averages 10.9 %."*)

Tour spiels naturally migrate. The word Factoids has been adopted for this. It is a natural result of repeated presentations and is perfectly normal. Please have the guides refer back to the training material every 6 months. The consultants want them to keep the delivery that works and also keep the facts that go with it.

Multiple tours, different scripts. Bill Savary should decide which topics should be covered on the different kind of tours and limit the repetition. The Candle Light and Ladders tours should not cover the regular tour information other than warnings.

The consultants got the impression that attendance used to be as high as 100,000 customers per year. The Director gave a detailed attendance revenue report for 2004 – 2012 that shows steady number of customers around 60,000 until 2011, then a reduction.

Unfortunately many of the government owned caves do not price their cave tours in a competitive way, often losing money and setting an unrealistic price perception in the mind of the customer.

Some government owned caves are climbing out of this trend. The privately owned show caves find themselves unable to survive if they price themselves similar to the parks.

Show caves are just starting to break the \$20 ticket price, but many are still too low. If you want the product to be protected and financially viable for the future, you must price yourself appropriately. Especially for a world unique site like Colossal Cave.

If it weren't for the CCC, Colossal Caverns probably would not be open today. The tour doesn't walk on the floor of the cave, there are bridges over chasms every few minutes on the regular and Ladder tours. Nobody builds cave paths this way and nobody develops a hyper-solution line determined cave like this.

CCMP should be drawing customers to see what they can't see anywhere else.

A suggestion for the future is to use expert Gary Tenen, his handpicked team of professionals and CCMP's expert Bill Savary or Bruce Herschend to create a video of the discovery of Pima County's two un-explored caves. Currently, Pima County does not provide protection for these resources by not allowing anyone to enter. The legend has already grown too far and the caver's lust for the unknown and untouched is too great. Dispelling the tantalizing mystery through careful, quality science will be the best protection. If (and only if) the team discovers there is no reason to be hyper-careful, there may be a usable resource. If it needs protection, then Pima County and Arizona will gain positive publicity by allowing the protection to be done. (Headline "Pima County, Arizona does it right". However, if it were vandalized today, Pima County would be seen as at fault for not letting scientists see if it needed protection. Leaving it alone does not protect the caves or the County.

As for the management of the livestock, there are two individuals (Justin & Sarah Snow) overseeing this area. They have been operating since 2001 under a sub-lease from Rick Daily who sub-leases this operation from Escabrosa. Management provided the following numbers of horseback riders for the past four years:

Colossal Cave Mountain Park Horseback Riders 2010 - 2013								
2010	2011	% Chg.	2012	% Chg.	2013	% Chg.	4-Yr. Avg.	% Chg.
3,445	4,041	17.30%	2,989	-26.03%	2,208	-26.13%	3,171	-11.62%

Until recently, there was a monthly rodeo held at the ranch on Saturdays year round with some 50 contestants. The reason for not continuing with the rodeo was lack of support from Rick Daily. Both Justin and Sarah would like to bring the rodeos back to the property. Cookouts are a profitable business for Justin & Sarah along with the wagon rides that take place almost every day. In late October, they offer a Halloween Howl Hayride with some 1,200 to 1,400 guests participating.

The consultants recommend the area where the livestock is kept have a facade to resemble an old western town. This should not be a big expense, but would give a sense of theming and location for these "cowboy-type" activities.

Colossal Cave Mountain Park Strategic Plan  
The following is taken from the 2011–2014 Strategic Plan.  
*Written by Martie Maierhauser*

Colossal Cave Mountain Park has been a Southern Arizona attraction since 1923. That was the year Frank Schmidt opened the Cave to visitors, taking them through the unimproved passageways with ropes, ladders, and lantern-light. Ladies were advised to wear bloomers for the tour. The Cave has continued to attract visitors from then to now, even during the several year construction phase in the 1930s when the Civilian Conservation Corps put in the walkways, handrails, and lighting. The CCCs also installed a road, ramadas, and picnic tables in the surrounding 495-acre park, all used and enjoyed to this day. In the 1980s and '90s, the Park expanded to about 2,400 acres, taking in historic La Posta Quemada Ranch to the south of the Cave and adding trail rides, museums, research library, butterfly garden, trails and more to its amenities.

At this time, the Park was named to the National Register of Historic Places as a National Historic District. Pima County and the Pima County Parklands Foundation envisioned that the expanded Colossal Cave Mountain Park would “preserve the ecological, historical, archaeological, and recreational value of the land from the pressures of regional growth and development in the area.” All this still holds true: we are a force for preservation as well as recreation and education in this region. We have a special and beautiful place under our care, with an enormous amount to offer our guests, something for just about anyone who visits.

**Our Mission:** Maintaining the unique balance of Colossal Cave Mountain Park—the land, its history, and its ecosystems—for this and future generations.

**Our Vision:** We will nurture the Park through conservation while presenting its wonders to the public through recreation and education.

**Challenges:**

Growth, both in our neighborhood and in the whole Tucson basin, increases our challenge to preserve the Park’s environment—for its own sake and the sake of the region, specifically the Cienega Watershed. The Watershed, which includes the Park, is an enormous wildlife corridor that runs from the Canelo Hills south of Sonoita to the Coronado National Forest Rincon Wilderness. In turn, it is part of an even larger corridor that stretches from Mexico to the Mogollon Rim. The Park’s value to the Watershed is clear to us. We are also aware that if development encroaches too closely, the Park will still be valuable in and of itself, but it will lose its regional environmental value. It will be a beautiful artifact.

An extraordinarily difficult challenge has been and continues to be the current economy. This has come on the heels of a number of years of economic struggle that have resulted in an infrastructure in need of upgrades without the resources to do them.

**Our Overall Objectives, 2011–2014**

- I. Create a 501(c)(3) for the Park.
- II. Increase awareness about Colossal Cave Mountain Park throughout Arizona, the United States, and beyond, so that Colossal Cave Mountain Park becomes a destination attraction for the region. With concerns about the pressure of growth, we realize the increasing population also

gives opportunities for more people to discover the Park and all it has to offer and understand its value.

- III. Increase revenue, year after year; reverse the negative trend by the end of 2012 or before.
- IV. Continue to make improvements in the Park, using funds acquired through increased revenue, grants and bond monies. The goals and actions listed under the following series of topics are generally presented in priority order.

### **Marketing:**

Explore new market segments and implement new strategies to make our marketing more effective.

### **Market Segments**

1. Define segments to target: Hispanics, military, retirees, academia, businesses, cave enthusiasts, tourists, school groups, scout troops, churches.
2. Partnerships:
  - Seek co-ops and cross-promotions with other underground attractions, ranches.
  - Seek co-ops with hotels, bed & breakfasts, other attractions.

### **Marketing Strategies**

1. Create an advertising mix: television, radio, Website, social media, print, other.
  - This is in process.
2. Start a Park e-newsletter.
  - Ready to launch.
3. Revamp the Park Website.
4. Increase social media marketing.
5. Recreate the Annual Pass as a Membership.
6. Create a user survey with a coupon to collect feedback and database information.

### **Cave Operation:**

1. Increase the profitability of the Cave operation
2. Increase tour ticket prices to \$13.00 for adults and \$6.50 for children.
3. Continue to increase Conservation Adventure Tour business.
4. Explore and implement on-line ticketing.
5. Waiting to see if it can be part of the Attractions Alliance package.
6. Increase staff engagement with guests, greeting, interpreting the area and helping with gift shop sales.

### **Ranch Headquarters:**

1. Increase the appeal of the Ranch as a destination for our guests when in the Park;
2. Increase its profitability
3. Revamp Headquarters House flow
4. Consolidate gift shop to two rooms to allow for Desert Spoon seating indoors.

- In process.
- 5. Revamp museum space to allow for better use of Big Room for meetings.
- 6. Revamp Ranch Museum displays.
- 7. Set up a fee schedule for the use of the Park's Archive Collection.

**Gift Shops:**

1. Increase the appeal and profitability of Park gift shops
2. Carry more items unique/local to region; carry more items with our logo.
3. Improve signage: identify mineral, origin, other unique characteristics of items.
4. Train guides about the merchandise, how to sell.
5. Rotate merchandise to coincide with current season, event, or presentation, especially at the Ranch.
6. Institute a Web gift shop.

**Park Food Service:**

1. Increase the appeal and profitability of Park food service
2. Contract entire food service out
3. Create more menu choices, expanded and seasonal menus.
4. Create better signage.
  - This goal is complete.
5. Convert the first room of the gift shop for inside seating for the Desert Spoon.
  - In process.
6. Increase Cowboy Cookouts, parties, weddings, special events.
  - In process.

**Barbecue Area:**

1. Rejuvenate the barbecue area to attract more group parties and weddings
2. The Barbecue Area, with its big ramada and serving area, is in demand for parties and events and is in use at least weekly for Cowboy Cookouts following Sunset Trail Rides. This use can be increased with a more attractive, more efficiently designed facility.
3. Take out the asphalt under the ramada and replace it with a cement slab that continues under the cooking, bar and serving areas.
  - The money for this goal is in an earmarked fund held by the Pima County Parklands Foundation.
4. Revamp the serving area and replace the bar top.
  - This goal is finished.
5. Finish replacing the fence and gates.
  - This is in process as an Eagle Scout project. (The replacement of the first section of the fence was also an Eagle Scout project.)
6. Put in more native trees; plant native shrubs and vines along the fence line and at the ramada pillars.
7. Replace the lights under the ramada; put in strand lights at the pillars and roofline.

**Education & Outreach:**

1. Utilize the education department more fully for in-house training, outreach, and events.
  - In-house Training
2. Do Park orientations immediately upon hiring.
3. Create more in-depth training for new guides; institute a continuing education series for guides.
4. Train guides to interpret desert discovery kits for guests waiting for tours.
5. Train appropriate guides in-house and outreach presentations.
6. All four goals are in process or already implemented.

Outreach

7. Increase outreach to schools, clubs, assisted living facilities.
8. Create and distribute a booklet of available outreach programs.
  - In process.
9. Library, school outreach: find or train staff, volunteers to do some of this.
  - Partially implemented.

**Events:**

1. Revamp Sunday in the Park: this includes getting a permanent source of funding, utilizing more staff for presentations, revisiting marketing/advertising.
  - Partially implemented.
2. Revisit Ha:san Bak and possibly reconfigure into a new program.
3. Remodel and streamline birthday parties; train staff and volunteers to do them.

**Ranch Headquarters Outdoor Amenities:**

1. Ensure that the outdoor amenities are attractive and educational
2. Improve signage overall
  - This will allow guests to have a clear idea of where they are and what they are seeing, making their experience more enjoyable and educational.
  - Replace the big sign with an overhead structure like those at the Park and Ranch entries.
  - We are in line for the donation of poles from TEP for this goal.
  - Meantime, revamp the existing sign.
  - Give it a fresh coat of paint.
  - Reorganize the small signs, eliminating unnecessary or confusing ones.
  - For other sign changes and additions, see individual topics.

Revamp tortoise habitat to make it more interesting for guests. The tortoise habitat is problematic for guests because the tortoises are so often not in evidence. Either they are hibernating, which they do for about six months of the year, or they are underground out of the heat. The steps described here will make it easier for guests to see the tortoises, and good signage will provide information about desert tortoises and their life cycle even when they can't be seen. In addition, this project will improve the tortoises' diet and involve neighborhood volunteers in their care.

*All the funds for this objective have come from guest donations: several goals are complete, including raising the height of the habitat wall, which was an Eagle Scout project. All the rest is in process.*

1. Improve guest education and enjoyment:
2. Install interpretive signs around the perimeter of the habitat:
  - Desert Tortoise physiology, threats facing the species, information about the Park's tortoises.
  - Install mirrors to help guests see the tortoises in dark spots such as under vegetation or inside burrows.
  - Increase the height of the habitat wall to deter predators and vandals.
  - Install a motion camera aimed across the habitat to prevent theft and vandalism.
  - Maintain robust tortoise health
  - Install a motion camera at burrow entrance to monitor our tortoises.
  - Plant more natural forage in the habitat, especially grasses.
  - Develop a scheduled and monitored feeding program.
  - Increase
  - Access to the tortoise burrows for physical exams and educational outreach.
3. Improve security
4. Create opportunities for neighborhood and volunteer involvement.
5. Reactivate the Desert Tortoise Helpers Program, which utilizes local volunteers in the care and maintenance of our tortoises and their habitat.
6. Spruce up Butterfly Demonstration Garden
  - Create signage explaining the butterfly life cycle and how the garden contributes; include a list of butterfly-attracting plants and how butterflies utilize each kind.
  - Replace drip system.
    - *This goal has been tapped by a Boy Scout as his Eagle project and includes the donation of additional plants and a bench.*
7. *Have new Analematic Sundial sign made and installed.*
8. Rebuild the gemstone sluice
  - The gemstone sluice is a popular amenity at the Ranch, and gives guests an idea of how miners sluiced for ore—and it makes money and it's fun for them. However, it is over ten years old and the weather has taken its toll. It needs to be rebuilt with explanatory signage.
  - Continue partnership with Ace Hardware and the Federal prison to get the sections of the sluice built and installed.
    - This goal is in process and should be complete by June 1.
  - Install an informational sign about what a sluice is and how it is used.
    - This objective is in process.
9. Replace grass in front of Headquarters House
10. Experiment to see if the Bermuda grass is dead.
  - If not, apply herbicide.
  - Research native mixes, such as buffalo grass and grama.

**Caboose:**

The caboose is an intriguing object for visitors and it stands on rails that were on the Southern Pacific line when the train robberies occurred. It would be a wonderful display for guests to walk

through and a terrific place for children's birthday parties. However, there is asbestos in the flooring and possibly the ceiling, making it currently unusable.

1. Revamp or replace signage explaining what a caboose is and how trains fit into the Park's history.
2. Find and apply for an asbestos abatement grant.
3. Remove or encapsulate the asbestos.
4. Restore the interior.

Job Descriptions:

Job descriptions for the CCMP were provided as follows, indicating revisions as of November 12, 2013: “There has always been the following caveat in our job descriptions: “Of necessity, there will always be overlap of duties and sharing of duties among all areas of the complex. Although the following are presented as specific job descriptions, at any given time the positions may not all be filled, or one person may be “wearing the hats” of more than one of these positions.” That is particularly true now, as in recent years we have lost a number of people whom we have not replaced.”

**Park Director** (*full-time*)

The Park Director has ultimate responsibility for the Park as a whole and for all activities that occur on Park property, whether by employees, contractors, or guests. In addition to her other duties, she also works closely with the advertising manager and the management team on Park advertising, and with both the Ranch and Cave Operations Managers on merchandise buying.

- Overseeing all Park operations.
- Setting Park policy and seeing that staff and managers adhere to the policies; ensuring that all staff are aware of, respect, and follow the Park Philosophy and Values as expressed in the Employee and Orientation Manuals.
- Working with the management team to set goals and objectives for the Park.
- Ensuring that the programs and services offered by the Park reflect and contribute to our mission; working with the education coordinator as needed on the Park’s educational offerings and presentations.
- Fielding out-of-the-ordinary requests; setting up logistics for special tours, movie shoots, VIP tours, other.
- Conducting official Park correspondence; executing legal documents.
- Seeing that official records and documents are maintained and ensuring compliance with federal, state, and local regulations.
- Dealing with Park contractors; reviewing and revising agreements as needed and seeing that they are current.
- Representing the Park at community activities and with other organizations both on- and off-site; acting as a spokesperson for the Park.
- Identifying, assessing, and informing the management team of internal and external issues that affect the Park.
- Together with the management team, working to find ways to save money and increase revenue for the Park.

- Producing the Park View, our monthly e-newsletter, timely for promoting Park events; designing fliers for Park events; together with the advertising manager and the management team, reviewing advertising and publicity and determining where to invest.
- Working with the Ranch operations manager (who is also the buyer) and the Cave operations manager to assess new and existing lines of merchandise for sale-ability and alignment with our mission, and determine where and how much to invest.
- Writing and designing Park communications pieces, for both in-Park and out-of-Park use, with completeness, ease of use, and thoroughness in mind. These include the employment application, the daily worksheets, the Employee Manual, and the Orientation Manual.
- Ensuring that job descriptions are developed, that regular performance evaluations are held, and that sound human resource practices are in place. Seeing that an effective management team is in place.
- Coaching and mentoring managers and staff as appropriate to improve performance.  
Assisting whenever and wherever needed.

#### **Cave Operations Manager:**

- Responsible for the Cave operation as a whole and for all activities that occur at Cave Headquarters, whether by employees or guests. Since we currently have no sales manager, supervises the Cave gift shop and assists with merchandise buying; she also supervises the Toll Booth personnel. Responsibilities include:
- Supervising activities and conduct of Cave employees; protocol for employees while dealing with guests
- If she/he or other supervisory staff is absent, seeing a supervisor is available
- Training in shop procedures for new employees; evaluation of employee performance in this area
- Supervision of employee conduct and protocol in the shop and on the property in general
- Scheduling and assigning guides to do tours; seeing tours are given in a timely manner
- Ticket and merchandise sales; all money drawers and all money transactions; employee debits
- Seeing the shop is kept clean and attractive at all times
- Day-to-day inventory
- Supervising daily duties in the shops: opening and closing; money transactions; nightly register closeout; daily worksheets
- Creating and maintaining merchandise displays; keeping merchandise displays stocked; keeping the under stock filled and easily accessible
- Noting potential security problems and handling them, or notifying security staff, if necessary
- Cleaning, general care, and maintenance of the complex at the Cave, both long-term and daily duties; noting any repair needs and notifying a maintenance person promptly
- Coordinating any ancillary services, such as the snack bar, the coin machines, part-time vendors, and the like
- Seeing all daily duties are completed
- Supervising the activities, conduct and training of Toll Booth staff; protocol for staff while dealing with guests
- Scheduling Booth staff
- Hiring and firing of those employees whom she/he supervises.
- Sell Adventure Tours

### **Assistant Cave Operations Manager:**

- The Cave operations manager defines her day-to-day duties; in the absence of the Cave manager, she takes the place of the Cave manager both in responsibilities and supervisory duties. They also work together frequently, especially at busy times.

### **Head Guide (part-time):**

- Responsible for the Cave. In the absence of other supervisory staff, he may be assigned general supervisory status. His duties include:
- Supervision of tours and of the guides while in the Cave; assessing information given and presentation of the tours by the guides
- Tour training for new guides; evaluation of employee performance in this area
- Giving tours
- All maintenance of the Cave; keeping it clean, beautiful, and well lit
- Giving special attention to maintenance of handrails, walkways, and stairways to ensure that they are as safe as we can possibly keep them
- Tour Guides (three full-time, the rest part-time or on-call): The tour guides not only give tours, but also greet our guests and ensure their visit to the Cave is a pleasant one. There are specific duties required on a daily basis:
- Ensuring tours are taken safely through the Cave, and the formations are protected from damage
- Giving the tour material accurately and in a professional and personable manner
- Giving tours on time, and adhering to the time allotted for tours
- Greeting guests as they arrive and visiting with them during their stay at the Cave
- Attending to the shop between tours: this includes checking for cleanliness and attending to whatever is needed, straightening and filling displays, knowing the merchandise in order to be able to help guests competently, making merchandise and ticket sales
- Daily cleaning and constant between-tour checking and attending to the ramada, Cave entrance and Cave, restrooms, walkways, parking lot, backyard, break room, and other areas as instructed
- Several of our guides also do tabling at outreach events

### **SPECIAL TIPS FOR GUIDES:**

- The essence of guiding is being courteously in control, radiate calm, knowledge and competence. The individuals on your tour will then handle their own movements safely and enjoy the experience. You will be proud of your work—which is the pride of Colossal Cave Mountain Park.
- You must be able to adjust to varying situations: i.e., the size of the tour, the type of people, the pressure of busy days requiring a change in timing—and do it all in such a way your guests get the unhurried best from you.
- The Cave is, or soon will be, familiar to you, but most of your guests are in a strange, new, exciting element. They are quick to sense a negative attitude in their guide. Equally, they will respond to a positive attitude.

**Toll Booth Staff:** (part-time)

- The vital first contact all Park visitors have with us should be a positive experience. The staff must personify the clean, friendly, and courteous personnel visitors will encounter everywhere in the Park during their time with us. There are specific duties required on a daily basis:
- Greeting and logging in all Park entrants: guests, staff, volunteers, visitors and vendors.
- Seeing all our guests are greeted cordially and in a timely manner and given all information they require, whether about the Park or not.
- Sending all Park visitors—guests, special groups, visitors with appointments, vendors—efficiently to where they wish to go.
- Seeing the Park gate is opened and closed daily.
- Seeing the flag is put up and taken down correctly.
- Overseeing the daily and annual pass sales, all money drawers and all money transactions, associated with pass sales.
- Noting potential security problems and handling them, notifying security staff, if necessary.
- Cleaning, general care, and maintenance of the Booth, daily and long-term; noting any repair needs and notifying a maintenance person promptly.
- Coordinating Park handouts—making sure there are always enough for our guests.
- Filling brochure and information requests, both from individuals and in bulk.

**Ranch Operations Manager:**

- Wears several hats these days. As Ranch operations manager, responsible for the Ranch operation as a whole and for all activities that occur on Ranch property, whether by employees or guests. Serves as manager of the Ranch gift shop and merchandise buyer for the Park. Oversees the Park food service. Together with the management team handles advertising.
- Supervising activities and conduct of Ranch employees; protocol for employees while dealing with guests.
- If she/he or other supervisory staff is absent, seeing a supervisor is available.
- Training in shop procedures for new employees; evaluation of employee performance in this area.
- Sales; all money drawers and all money transactions.
- Supervising food service attendants; ensuring our guests receive tasty, wholesome food in a timely manner.
- Noting potential security problems and handling them, or notifying security staff, if necessary.
- General care, cleaning, and maintenance of the complex at the Ranch, both long-term and daily duties; noting any repair needs and notifying a maintenance person promptly.
- Merchandise sales.
- Ordering, pricing, and keeping track of inventory of merchandise.
- Introducing new lines of merchandise.
- Maintaining vendor accounts.
- Office duties and administration of business.
- Coordinating any ancillary services, such as the snack bar, trail rides and stagecoach rides, the library, part-time vendors, and the like.
- Hiring and firing of those employees whom she/he supervises.

**Advertising:**

- Assessing our advertising to determine its value and whether changes are needed.
- Assessing the value of new advertising opportunities to determine whether we should participate.
- Working with our advertising representative to create ads and commercials.

- Keeping track of publicity information and making sure it is up-to-date (i. e. hours, rate changes, and the like).
- “Proofing” ads for mistakes and accuracy.

**Gift Shop Attendants:** (all part-time): Gift shop attendants are responsible to provide friendly, attentive service and clean, well-stocked shops for our guests. Duties include:

- Greeting guests and visiting with them during their time in the Park.
- Seeing that the shop is kept clean and attractive at all times: this includes checking for cleanliness and attending to whatever is needed, straightening and filling displays
- Merchandise sales: know the merchandise in order to be able to help guests competently.
- Creating and maintaining merchandise displays; keeping merchandise displays stocked; keeping the under stock filled and easily accessible.
- Attending to the shop.

**Food Service Attendants:** (all part-time or on-call): Food service attendants are responsible to provide good food and friendly, attentive, and efficient service to our guests. Duties include:

- Providing wholesome, tasty food in a timely manner.
- Keeping the snack bars and kitchens and surrounding areas clean and up to the standards specified by the Park and the health department.
- Food sales; all money drawers and all money transactions; employee debits.
- Ordering, pricing, and keeping track of food inventory.
- Timely reordering of fast-selling, high-markup items.
- With special groups, being alert to their timing requirements and providing meals accordingly.

**Office Manager:** responsible for office operations and daily administration of business for the entire Park, including bill-paying, bookkeeping, and payroll. Duties include:

- Bill-paying
- General accounting, including end-of-month bookkeeping for the accountant
- Seeing to all aspects of generating the payroll for the payroll company, including obtaining employee information, keeping current with insurance companies and rates, taxes, labor laws, and the like where they affect staff and/or management
- Dealing with Worker’s Compensation State Fund as needed
- Correspondence as needed
- Filing
- Coordinating such things as ordering Cave admission tickets
- Seeing to mileage expenses and other petty cash requests
- Gathering the information, producing, distributing, and keeping updated the hazardous materials lists
- Ordering supplies for all Park offices

**Manager of Information Systems** (part-time):

Responsible for the information systems throughout the Park. This includes the Park’s computer systems, databases, and communications systems. Responsibilities include:

- The computers: installing software; troubleshooting; maintenance; together with the Park Director, determining the best computers and other hardware for various Park needs

- Installing and maintaining the computer networks
- Park telecommunications
- Maintaining the Park's website, including keeping it up-to-date with regard to changes and events in the Park, seeing that requests for information are filled
- Maintaining databases such as inventory, library, and MSDS books
- The backup for Office Manager, Accounts Payable, Accounts Receivable, Payroll, and Pima County Parklands Foundation for Paula Yeoman

**Education Coordinator:** In charge of the Park's school tours and events, educational outreach, and birthday parties. Ramrods volunteers and is in charge of the Park's trails. Duties include:

- Coordinating all aspects of the Park's educational outreach
- Working with teachers who bring school groups to the Park or those we provide outreach for; providing education packets they can work into their curriculum and making visits valuable and enjoyable
- Arranging for and scheduling off-site visits to libraries, schools, and other organizations and events
- Arranging for, scheduling, and often hosting special tours
- Arranging for the Park's Sunday in The Park series and other educational events in the Park
- Giving educational talks, demonstrations, and tours, both in-house and off-site, to classes and groups
- Arranging for and supervising birthday parties

**Volunteers:**

- Accepting calls from volunteer groups
- Seeing jobs or projects that need to be done; also working with other staff to determine work available
- Prioritizing the work projects
- Assessing and matching up the groups with the available work.
- Seeing to the availability of tools and materials
- Coordinating supervision of volunteers with maintenance or other staff
- Recruiting volunteers when possible

**Trails:**

- Identification and development of new hiking trail routes within the Park
- Oversee maintaining existing Park trails
- Coordinating routes with County Parks, the education director, and the trail rides people, among others
- Continuity with trails outside the Park, such as the Arizona Trail
- Sign machine operation and training

**"Floater":**

In charge of the inventory program, which is a year-round part-time task, and of the yearly inventory. Helps out as needed in both offices (Cave and Ranch). When not needed for those jobs, does landscaping, and works in this area around the Park. Duties include:

- Checking in merchandise shipments throughout the year

- Keeping the inventory up to date, including merchandise invoices and entries of breakage and write-offs
- Assisting with unpacking, coding, and pricing of merchandise
- Assisting with vendors and their accounts; assisting with ordering of merchandise as needed
- Preparing for and assisting in the supervision of the annual inventory
- Creating merchandise displays; stocking and cleaning
- Assisting in the Park offices or elsewhere as directed
- Looking after the plants in the Park, in particular around the Ranch Headquarters House

**Gift Shop Attendant:** (part-time) Based at the Ranch, and has multiple duties in addition to gift shop attendant:

- Looking after the Library: keeping it clean, re-shelving books, searching the archives for information or photographs relevant to current needs, under the supervision of our volunteer librarian filing articles and checking in books
- Looking after the Museums: keeping them clean and the displays fresh
- Under Lauren's supervision, does educational outreach at libraries and schools, tabling at events; puts on birthday parties in the Park

**CCC Museum Attendant:** (part-time): Works one day a week (Saturdays) in the CCC Museum, talking to the guests about the CCC and their impact on the Park and on the country; keeps a count of the visitors and looks after the cleanliness of the Museum.

**Property Manager:**

- Maintenance, repair, remodeling, and new construction in the Park.
- Seeing to it that the grounds are clean and ready for guests at all times.
- Assessing both the health of the Picnic Areas and the amount of visitation in order to determine how much should be open, and acting accordingly; accommodating special groups as feasible.
- Supervising Park patrol personnel; seeing to nightly checkout of the campgrounds and weekend Park patrol.
- Security of the entire Colossal Cave Mountain Park property before, during, and after hours.
- Coordinating scheduling of maintenance and security personnel with the Toll Booth manager, the Cave operations manager, and the Ranch operations manager as needed.
- Hiring and firing of those employees whom she/he supervises.

**Maintenance and Security:** Maintenance in a complex like ours, given its 2,000-acre size and the age of its infrastructure, is incredibly varied and never-ending. To make a listed job description would take several pages and still not be complete. General responsibilities include:

- Seeing what needs to be done and doing it with minimum disruption of the day-to-day business of the Park.
- Keeping the grounds clean and ready for guests at all times: keeping the roads in repair, trees trimmed, restrooms clean, garbage cans emptied and damage repaired.
- Being available to all other staff for emergencies.
- Being willing and able to put on hold a project in motion for one that takes priority.
- Remembering the project on hold and seeing it is completed, either by doing it or by drawing the maintenance supervisor's attention to it.
- Seeing tools are well maintained and properly put away.
- Maintenance personnel are also on call or regularly scheduled for Park patrol and other security duties.

Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

Proposed Management Performance Chart:

Name: _____	Title: _____		Date Employed: _____	Date Began In Current Position: _____	No. of Years With CCMP: _____
Job Description Duties/Tasks  <i>(Example below is for Educational Coordinator)</i>	Rate Performance of Tasks Based On a Scale of 1 to 10 with 10 being highest.		Provide Example of Positive Performance(s) Related to This Task.	Provide area(s) of improvement(s) for this area of performance	Any Follow-Up Needed for This Area of Performance?
Coordinating all aspects of the park's educational outreach.					
Working with teachers who bring school groups to the park or those we provide outreach for; providing education packets they can work into their curriculum and make the visits valuable and enjoyable.					
Arranging for and scheduling off-site visits to libraries, schools, and other organizations and events.					
Arranging for, scheduling, and often hosting special tours.					
Arranging for the park's Sunday in The Park series and other educational events in the Park.					
Giving educational talks, demonstrations, and tours, both in-house and off-site, to classes and groups.					
Arranging for and supervising birthday parties.					

## CCMP Park Stewardship Training

*(This is an un-edited version of the information provided to the committee regarding this matter.)*

The Park's stewardship training is ingrained into everything we do.

A large percentage of job applicants tell us that they apply at least in part because the Park is so beautiful and because of the opportunities to see wildlife. Many are already involved in the natural world in various fields, and come with a desire to learn more. So most of our staff comes in with the mindset that we want them to have, that of tolerance toward the natural world and an interest in learning more about it.

Staff training begins with the Toll Booth handout—the same one everyone who enters the Park receives (attached). Note the first thing it says is that we are dedicated to preserving the land. This is similar to our Mission Statement, which is: “Maintaining the unique balance of Colossal Cave Mountain Park—the land, its history, and its ecosystems—for this and future generations.” The preface to the section titled “For your enjoyment and safety and the welfare of the Park . . .” specifies the Park as a wildlife reserve, that all natural resources are protected by law, and that it's illegal “to remove, deface, or harm anything”. The bulleted section requests not disturbing livestock or wildlife and notes that there are no firearms or hunting allowed in the Park.

Next, new staff gets an Employee Manual, which includes the Statement of Values for the Park, which I am also attaching. It's all relevant to stewardship, but note in particular the first section:

### **Respect for the Land:**

- With every action we take, we consider the consequences to the land and minimize the impact we make on the land.
- We utilize the natural beauty of the land; our work must blend in with the surroundings.
- We acknowledge that we are all guests upon the land, that we must leave it for the generations after us to enjoy.
- We take every opportunity to recycle, and to use and reuse materials wisely.

All of this is part of the orientation employees get, and it is reinforced on an almost daily basis as they take tours, encounter wildlife, learn more about the Park, and most importantly, answer questions from guests. This is particularly true of the guides, our largest category of employee and the one that has the most interaction with guests and the greatest educational responsibility for guests about the desert. However, we expect all staff and contractors and their staffs to be knowledgeable about the Park and its inhabitants and able to answer questions. To that end, we also provide orientation to the Stables staff.

Orientation includes a Park-wide tour and introductions to managers and staff at other locations, history, topics of interest, and information on wildlife and conservation. They are again exposed to the Park Values as well as the Park Mission Statement and the mission statements of the education department and the library.

Daily duties for all staff include keeping the Park clean and attractive, and engaging and educating guests. A significant part of our work with the public involves education about the least-liked and most feared species of our region (bats, scorpions, rattlesnakes). We try to dispel myths, alleviate fears, and emphasize the importance of ALL wildlife, both cuddly and creepy.

Our staff loves to photograph the wildlife they see here, and share the photographs with one another and our guests.

Not only are staff exposed on a daily basis to discussions about the Park, its history, and its wildlife, we also provide ongoing education and training from other staff and out-of-Park presenters on the desert and its inhabitants. Cave guides get ongoing training in cave conservation, including protection, habitat conservation for species that use the Cave, and the "Leave No Trace" caving philosophy.

For years, we have kept (and updated) lists of natural resources to be found in the Park. These include birds, bats, plants, arthropods, reptiles and mammals, and along with a library of publications, are available for staff to extend their education and to focus on more-defined research for their own benefit. Also, the education coordinator will take requests from staff members on topics they find interesting, and incorporates it into ongoing education.

We recruit interested staff to do outreach presentations and off-site tabling, host Park educational events, such as Sunday in The Park, and help with the tortoises. Staff also are trained take Archaeology Trail tours.

Our staff also checks out our Web site and keeps up with the Park on Facebook, which is frequently updated with wildlife information, news, and photos. The monthly Park View

(e-newsletter), which all staff receives, always contains tidbits about the natural resources of the Park.

The education department has ongoing partnerships with Arizona Game and Fish, Pima County Natural Resources, Parks and Recreation, Arizona State Historic Preservation Office, the Arizona Historical Society, and the Tohono O'odham Nation, among others. The staff may not be directly involved in these partnerships, but they are aware of them and their implications. It all strengthens their regard for what we protect here.

I have to add one last thing: In 58 years of operating this Park (between my husband and me), the mountain lion incident is the only such incident we've ever had.



## Welcome to Colossal Cave Mountain Park

*On the National Register of Historic Places*

***We are dedicated to preserving the land, offering a variety of activities, and serving the community.  
For over a thousand years people have lived and worked here . . .***



***Now—we invite you to explore . . .***

- ✦ *Tour beautiful Colossal Cave: It has been a shrine, a hideout, a dangerous playground, a challenging workplace. Today it is a delightful diversion for millions of visitors*
- ✦ *Visit La Posta Quemada Ranch, a 136-year-old working ranch*
- ✦ *Wander through the Museums: Learn about the Park, its human and natural history*
- ✦ *Browse in two fabulous shops* ✦ *Refresh yourself at our open-air café*
- ✦ *Sluice for treasures* ✦ *Delve into the Research Library & Archives* ✦ *Dabble in the Butterfly Garden*
- ✦ *Saddle up! Take a guided Western trail ride along the historic National Mail Stagecoach route*
- ✦ *Picnic in our cool wooded picnic areas* ✦ *Camp under the mesquites* ✦ *Bird in a rare riparian area* ✦ *Hike in pristine Sonoran desert on our trails or the Arizona Trail **And by reservation** . . .* ✦ *Off-route Cave tours—every Saturday night* ✦ *Wild Cave Tours* ✦ *Parties & events*
- ✦ *Birthday Parties* ✦ *Stagecoach Rides and Hayrides* ✦ *Cowboy Cookouts* ✦ *Equestrian Arena*



***For your enjoyment and safety and the welfare of the Park . . .***

Colossal Cave Mountain Park is a wildlife reserve. All natural resources (wildlife, vegetation, and terrain), as well as the Park facilities, are protected by law; it is illegal to remove, deface, or harm anything.

- ✦ **Livestock:** You might encounter livestock: as with wildlife, take care not to disturb them.
- ✦ **Bicycles:** You may ride bicycles ***with the traffic*** on all un-gated, paved Park roads. Please ***walk*** them on walkways, footpaths, and trails except the Arizona Trail. There are bike gates at the entrance gate as well as the permanently locked back gate to permit bicycle access through the Park.
- ✦ **Horses:** You may ride your horse in the north Picnic Areas and on the Arizona Trail. Please do not ride on Park hiking trails or the trails used by Park Riding Stables. If you wish to bring your horse into the Park, Booth personnel will show you where you can park your trailer, where you can ride, and where the trailheads are for the Arizona Trail.
- ✦ **Hiking:** Please stay on Park hiking trails or the Arizona Trail; do not hike on Park Riding Stables trails.
- ✦ **camping:** You may camp in the north Picnic Areas (not on La Posta Quemada Ranch) for up to three nights. This is primitive camping with no hook-ups or electricity; water is not available to all sites.
- ✦ **Campfires and cooking fires:** You may have fires ***in barbecues and established fire rings only***, if we are in a fire-safe condition. Signs will be posted if fires are prohibited. Note that the cutting of trees and branches in the Park is strictly prohibited. Please bring your own wood or charcoal.
- ✦ **Pets:** Please keep pets confined or leashed and under control at all times.

❖ **Alcohol:** Individuals are not permitted to bring or consume alcohol in the Park. Alcohol is sold in the Park only for scheduled special events.

❖ **Firearms and fireworks:** Firearms and fireworks are not permitted in the Park.

❖ **Hunting:** Hunting is not permitted in the Park.

❖ **Closing:** *Please note* we lock the Park at night; all but campers must leave. For Park hours, turn page.

*A Resource of the Pima County Parklands Foundation*

=====

## CCMP VALUES

*(The following was provided by the Director as part of information given to new employees and vendors as part of training.)*

### **RESPECT FOR THE LAND:**

- With every action we take, we consider the consequences to the land and minimize the impact we make on the land.
- We utilize the natural beauty of the land; our work must blend in with the surroundings.
- We acknowledge that we are all guests upon the land, that we must leave it for the generations after us to enjoy.
- We take every opportunity to recycle, and to use and reuse materials wisely.

### **INTEGRITY:**

- We walk our talk.
- We are honest in the completion of our tasks.
- We work at finding solutions to issues, and not at judging others.
- When we communicate, we pass along information that is correct.

### **TOLERANCE:**

- We work at understanding and respecting other people's perspectives.
- We listen to other people's input and exchange viewpoints.
- We treat others with respect and patience.

### **COURTESY:**

- a) We praise in public and criticize in private.
- b) We treat our guests with kindness, politeness, and a smile.
- c) We treat others—guests and fellow workers—as we would want to be treated: equably and patiently.

### **COOPERATION:**

- We function as a team: our fellow workers know they can rely on us to do what we are supposed to do cooperatively, and we know we can rely on others in the same way.
- It is all of our jobs to ensure the health and well-being of the Park—if it is good for the Park, we act together to get the task accomplished. We do this even if something is technically not our job.
- When we have issues with another person, we deal with them directly, kindly, and timely.

### **COMMUNITY CONTRIBUTION (OUTREACH):**

- We remember that we are all representatives of Colossal Cave Mountain Park, whether we are in the Park or away from it, and we represent the Park in the best way possible.
- We contribute to the community by offering educational, entertaining programs to all segments of the community.

**GROW THE BUSINESS:**

- We make improvements so the Park thrives and prospers.
- We develop win-win strategies for the Park; we always build strong relationships and employ sound business practices.

**CLEANLINESS:**

- We are *always* conscious of maintaining a clean Park. We pay meticulous attention to detail. We always leave areas, whether indoors or out, as clean and neat as possible.
- We pick up trash whenever we see it, straighten what needs straightening, paint what needs to be painted.
- We maintain positive personal cleanliness in our dress and in our language.

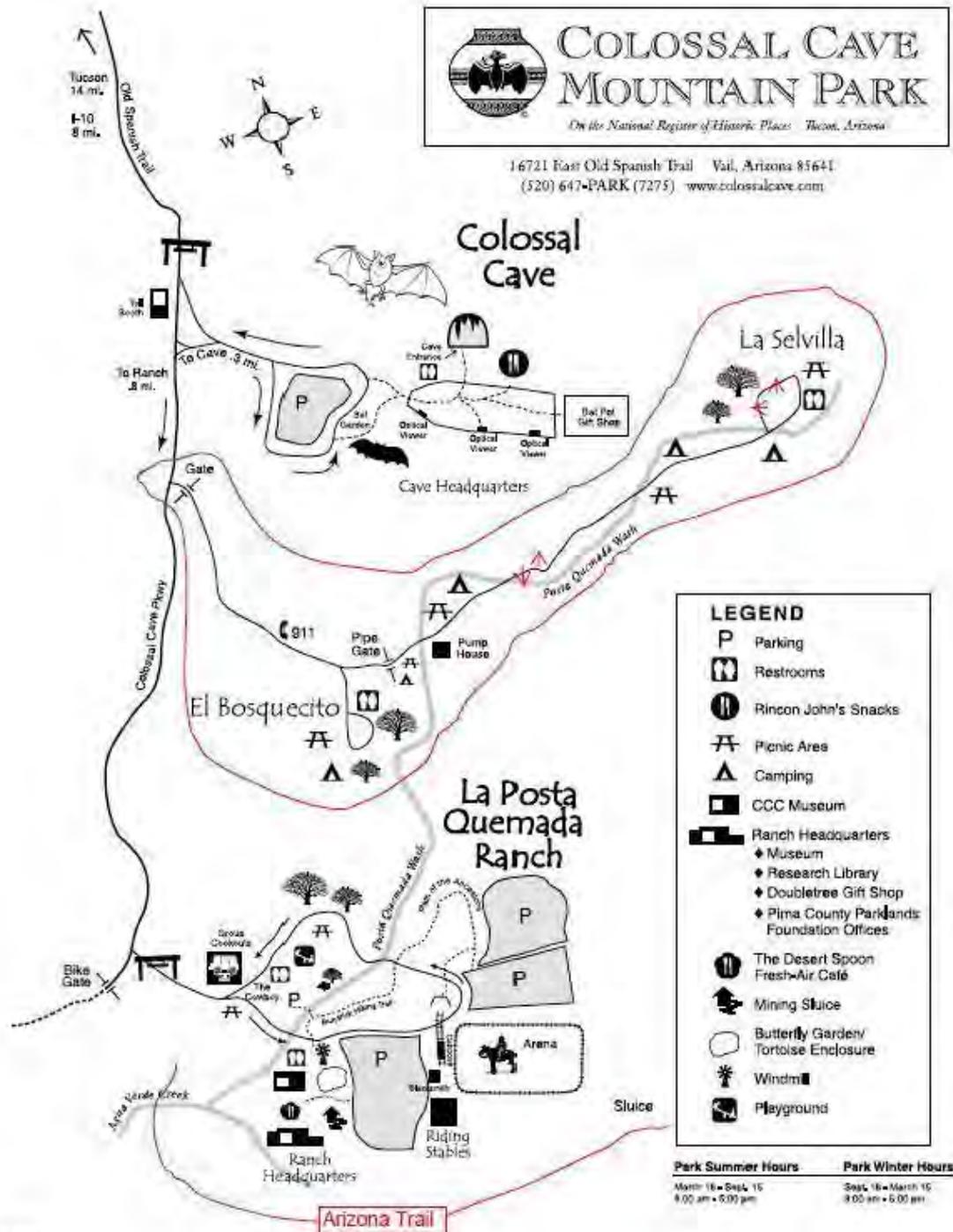
**HUMOR:**

- We maintain a sense of humor with guests and fellow workers, keeping things light so that no issue becomes too big to resolve.
- We use humor as a tool for forgiveness and empathy, rather than nursing bitterness or anger.
- We ensure that our guests and all of us have fun at Colossal Cave Mountain Park.

# Colossal Cave Mountain Park Performance Analysis, Overview and Recommendations

## Map Given To Guests:

Below is a copy of the map given to guests as they arrive at the Toll Booth to visit Colossal Cave Park. The size has been reduced in size for this presentation. The normal size is 8.5" X 11."





The following aerals provide a view of where certain places are located at CCMP and in some instances where long-range attractions could be considered for addition and expansion of CCMP.

**Colossal Cave Mountain Park**

The Distance between the Cavern site and the Ranch area is about 3,150' with 900' elevation change.

The Cliffs & Rock outcropping can be seen for miles.

At the Cave site, we have limited parking and limited level ground to make use of.

The mail stop for the Arizona trail and the historic buildings there make us want to have an attraction at the ranch.

We want our guests to do both. But they currently appeal to two different kinds of customers. If a guest gets back into their car, they are much more likely to drive out of the park and not to the other attraction.

Notice the green area around the wet weather stream. This is some of the only natural shade in this desert!

**Colossal Cave Mountain Park**

**Example** of site development;  
The **Cavern** site with Adventure elements

Trail: Future development area

Notice how close it is to the stream bed (very steep hill)

What could we build on the hillside?

Keep the horse trail side of the ridge quiet, peaceful  
Keep the view from ccc overlook natural.  
Put loud thrill ride elements on the other side of the ridge.

## **COLOSSAL CAVE MOUNTAIN PARK – Information on Picnicking and Camping Areas**

**HOURS: Summer** – March 16 – Sept. 15: 8:00 A.M. – 5:00 P.M. daily - **Winter** – Sept. 16 – March 15: 9:00 A.M. – 5:00 P.M. daily

**FIRES:** Fires are allowed during fire-safe conditions in designated receptacles only (BBQ grills and permanent fire rings). We request that Park users bring their own wood or briquettes: the cutting of trees or branches is strictly prohibited and, for a healthy Park ecosystem, dead and downed wood should be left in place.

### **CAMPING:**

Camping is allowed only in the North Picnic Areas. Campers need to know that they are locked in each evening and will not be able to get out until the next morning—except in case of emergency. For emergencies, the 911 phone is located near the “Y” intersection where the road branches to El Bosquecito and La Selvilla picnic areas.

### **HIKING & TRAILS:**

Please stay on designated hiking trails; please do not hike on the trails used by Park Stables.

### **NORTH PICNIC AREAS**

In the north Picnic Areas, we have two short trails (approximately 30 minutes each) at the north end of La Selvilla campgrounds. Hiking is restricted to the canyon. No one is to go over the ridges or past fence lines at either end of the canyon.

### **LA POSTA QUEMADA RANCH**

We have three trails on the Ranch: the Gale W. Bundrick Trail goes into the riparian area from the Museum House; and the Bridge Trail runs from the Cowboy parking lot to the Museum House. The third is the Path of the Ancestors Archaeology Trail, which shares the Bundrick Trail in part and goes through lands once occupied by the Hohokam Indians

### **RECREATIONAL VEHICLES:**

RVs and travel trailers over 20' are not permitted past the first wash crossing. We do not have RV facilities and we are limited in parking areas for RVs.

### **PETS:**

All pets must be leashed or confined. Pets are permitted everywhere in the Park except the buildings, the Cave, and the Stables trails.

### **GUNS:**

No guns are allowed in the Park. This includes BB guns and pellet guns.

ALCOHOL:

Private individuals are not permitted to bring or consume alcohol in the Park. Alcohol is sold in the Park only for scheduled special events.

GENERAL:

Colossal Cave Mountain Park is a nature preserve: everything in the Park is protected by law—it is illegal to remove anything!

**Capacities:**

NORTH PICNIC AREAS - (picnicking and camping)

EL BOSQUECITO: Tables – 12 People – 72 Cars – 10

PIPE GATE: Tables – 4 People – 32 Cars – 6

PUMPHOUSE ONE & TWO:

Tables – 2 People – 16 Cars – 4

(2 single units) (1 per unit) (8 per unit) (2 per unit)

BEAR PAW: Tables – 1 People – 8 Cars – 2 (1 single unit)

LITTLE LA SELVILLA: Tables – 4 People – 32 Cars – 6

LA SELVILLA A-E:

Tables – 5 People – 40 Cars – 10

(5 single units) (1 per unit) (8 per unit) (2 per unit)

LA SELVILLA: Tables – 16 People – 96 Cars – 15

RANCH PICNIC AREAS - (picnicking only)

BOSQUE PICNIC AREA Tables – 4 People – 32

GROVE PICNIC AREA Tables – 9 People – 72

Cars – 36 - (for both areas)

Comments from Various CCMP Managers and Consultants:

These were gathered by the consultants and members of the committee.

Areas of Infrastructure in need of improvement to CCMP:

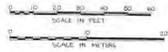
1. Roads are in poor condition with asphalt areas full of holes and deteriorating.
2. Restrooms are pit toilets and smell terrible. They should be replaced with plumbed toilets.
3. Ranch house gas lines are deteriorated and need to be replaced ASAP, this is a major safety concern. In addition there is currently no hot water at the ranch house.
4. Ranch house has only swamp coolers and is in need of A/C during summer months and heat in winter months.
5. Funds are not sufficient to adequately promote the attraction.
6. The website needs an overhaul.
7. Improve relationship & partnership with Kartchner Caverns to co-promote both caves.
8. Increase gift shop sales per cap to \$7.00.
9. Create 501(C) (3) Foundation
10. The appearance of the entrance into the park needs work including, asphalt, toll booth and gate function.
11. Relationship & partnership opportunities between CCMP and Kartchner Cavern need to be developed.
12. Wait time to enter the cave is sometimes too long for guests. Need to develop activities to keep them occupied near the cave entrance.
13. Facility needs funding to make repairs & improvements.
14. Infrastructure needs a lot of work, especially roads, gas lines, heating/cooling systems.
15. Asset management program needs to be developed.
16. Preventive maintenance program needs to be developed.
17. Need more maintenance personnel (2 total, 1 landscaper & 1 custodial) in order to keep up with work load.
18. Cave restroom is in dire need of renovation.
19. Wiring in cave is a safety issue, old wiring is losing casing and wires are exposed.
20. Allow CCMP to be a park and develop more park use experiences for the public.
21. Develop overnight camping & shower facilities.
22. Barb wire fence needs repairs.
23. Security needs to be improved, equipment & supplies have been stolen from the ranch area. Gate for bicycle access should be moved further away (3/4 mile back) from ranch house so vehicles cannot get so close to facility.
24. Security guard should patrol park at night.
25. Gate security needs to be improved.

26. Park image needs to be improved.
27. Gift shops at caves have been historically poor quality, but that's changing. Quality attractions now have an expectation to provide name-dropped quality products and many are carrying quality merchandise.
28. Improve the money handling and reporting, keep the two person system.
29. Get numbered tickets given at the toll booth that allow use of the cave and/or ranch. If a guest has no ticket, the person must go back to the toll booth for another one. This keeps the revenues in check.
30. Pricing is too low. You are a Pima County owned property, but private caves don't get free rent, so you set a disturbing expectation when you price your tickets so cheap. A wild trip that takes two guides has to cost more.
31. Cave radiation standards? No problem with four (4) entrances, but it lends credibility to the industry if we participate.
32. Guest photo of guest with historical character and/or in cave for sale.
33. Advertising is very low and needs to increase to about 15% to 17% of revenues.
34. The following are comments from: J. Michael Powers, Architect
  - a. There is no problem with the failure of the sub base.
  - b. The paving itself is extremely neglected and will require overlay of asphaltic concrete.
  - c. The striping is completely worn away and not visible.
  - d. The parking lot needs new signage.
  - e. The drives need to have the vegetation removed at least six feet away from the drives.
  - f. Tour busses or other large vehicles (Campers) cannot negotiate the curve to the exit drive and must use the entry drive. In my opinion this is extremely dangerous and a risk to the County. The solutions:
  - g. Create a lower parking for large vehicles and provide shuttle service. Expensive and a coordination issue.
  - h. Revise the exit curve by the vertical mine shaft. This is the best solution however expensive.

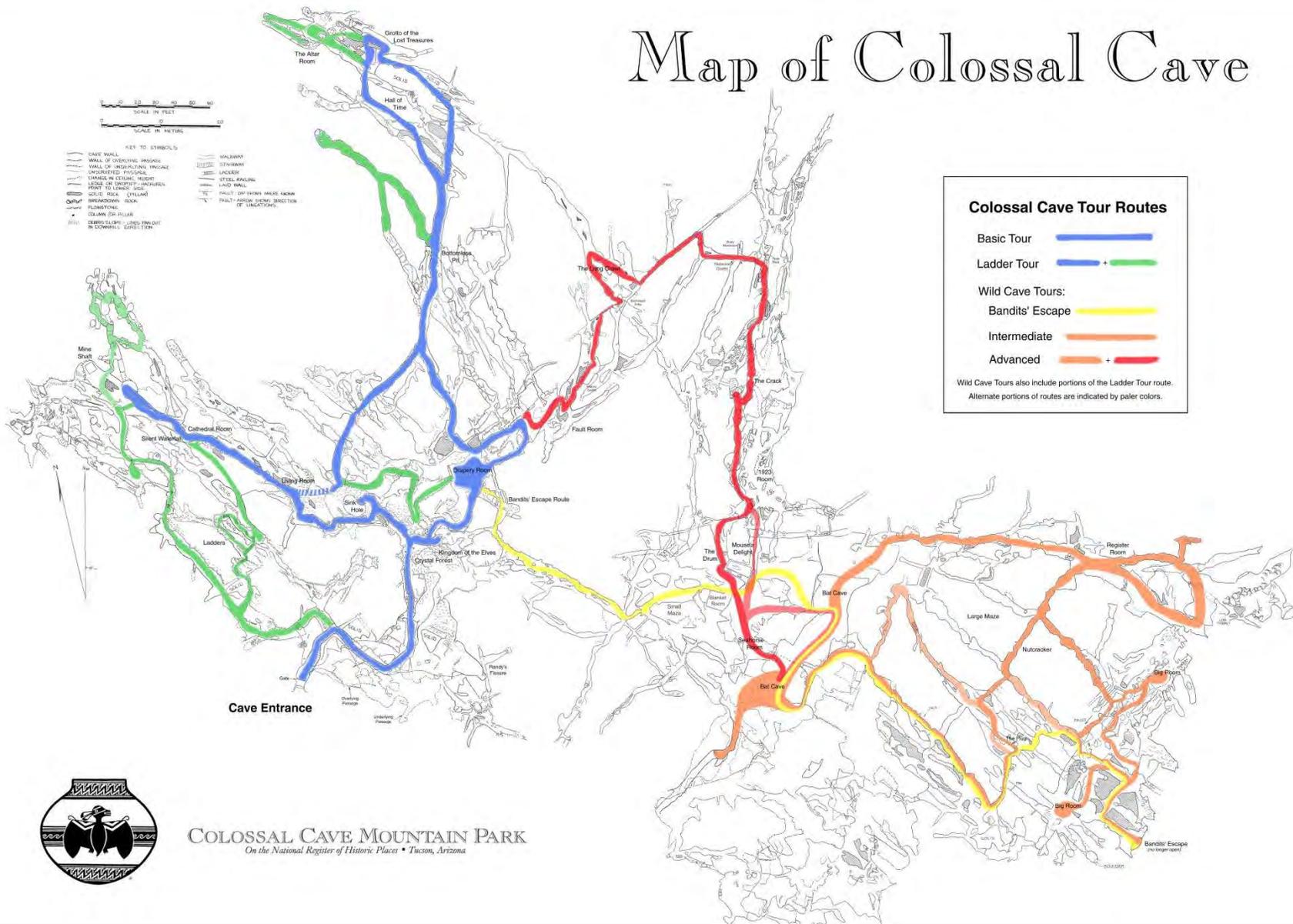
## **Appendix 5**

### **Colossal Cave Map (Complete)**

# Map of Colossal Cave



- KEY TO SYMBOLS
- CAVE WALL
  - WALL OF OPENING PASSAGE
  - UNCOVERED PASSAGE
  - CHANGE IN CEILING HEIGHT
  - EDGE OF DEPOSIT (SINKHOLE)
  - ROCK TO CLIFF
  - SOLID ROCK (UNLINED)
  - BROOKDOWN DESK
  - FLINTSTONE
  - COLUMN (OR PILLAR)
  - ZEPHYRUS (OR PIN OUT IN DOWNHILL DIRECTION)
  - WALKWAY
  - STAIRWAY
  - LADDER
  - STEEL BRACING
  - LAND WALL
  - FAULT (OR OTHER WALLS KNOWN)
  - FAULT (OR OTHER DIRECTION OF UNCERTAINTY)



**Colossal Cave Tour Routes**

- Basic Tour ——
- Ladder Tour —— + ——
- Wild Cave Tours:
- Bandit's Escape ——
- Intermediate ——
- Advanced —— + ——

Wild Cave Tours also include portions of the Ladder Tour route.  
Alternate portions of routes are indicated by paler colors.



COLOSSAL CAVE MOUNTAIN PARK  
On the National Register of Historic Places • Tucson, Arizona

## **Appendix 6**

**Pima County Department of Finance & Risk Management  
CCMP Report, dtd 28<sup>th</sup> May, 2014**



**PIMA COUNTY  
DEPARTMENT OF FINANCE & RISK MANAGEMENT**

RISK MANAGEMENT DIVISION  
130 W. Congress St., 9<sup>th</sup> Floor  
TUCSON, ARIZONA 85701-1403

<b>Date:</b> May 28, 2014
<b>Department:</b> Economic Development and Tourism
<b>Division:</b> Operations
<b>Building/Facility Location:</b> Colossal Cave Mountain Park 16721 E. Old Spanish Trail Vail, AZ 85641
<b>Contact Person:</b> Mike Holmes (520)247-4544, Economic Development & Tourism Requested Inspection

Finding #	Description	Reference	Location	Photo
1.	<p>First aid supplies are available for emergency use in the cave, which is a great best management practice. However, the tour staff is not certified in First Aid.</p> <p>Recommend that staff become certified in CPR and First Aid.</p>	<b>Public Safety and Liability</b>	Basic Tour	
2.	<p>First aid supplies are available for emergency use in the cave, which is a great best management practice. However, almost all supplies were past their expiration date (Eye drops, Exp: 3/2012).</p> <p>Recommend that a written check list for par level/expiration be instituted.</p>	<b>Public Safety and Liability</b>	Basic Tour	
3.	<p>Abandoned mine shaft does not appear to be structurally sound.</p> <p>Recommend to have shaft evaluated by a Professional Engineer for potential ways to stabilize Mark area off to ensure public is kept away.</p>	<b>Public Safety and Liability</b>	Mine Shaft	

4.	<p>Electric equipment shall be free from recognized hazards that are likely to cause death or serious physical harm to employees.</p> <p>Any open electrical should be properly encased. Identify parts that are no longer energized, and then have them removed or moved off path to eliminate trip hazards.</p>	<p><b>OSHA 29CFR1910.303(b)(1)</b></p> <p><b>Public Safety and Liability</b></p>	Intermediate Trail	
5.	<p>Path to Intermediate trail has metal bar that extends past the rock.</p> <p>Recommended that this metal bar be removed or guarded to prevent injury.</p>	<p><b>Public Safety and Liability</b></p>	Intermediate Trail	

<b>Program Manager: Sarah Horvath</b>	<b>Signature:</b>	<b>Date: June 24, 2014</b>
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## **Appendix 7**

**Randy Gimblett & Kerry Baldwin,  
CCMP Plan Assessment & Recommendations, May 2014**

# **Colossal Cave Management Plan Assessment and Recommendations**

**Presented by: Randy Gimblett & Kerry Baldwin**

**May 2014**

## **Introduction:**

Colossal Cave Mountain Park (CCMP) is a Pima County park, managed under an administrative agreement with the non-profit corporation ESCABROSA, Inc. It is currently being managed by Martie Maierhauser. The Park presently encompasses 2,037.8 acres of the Rincon Mountains in eastern Pima County. Located approximately 22 miles east southeast of the Tucson city center, CCMP boasts unique setting for both Colossal Cave (ranked in the top five to ten percent of commercial caves in the country) visitors and for outdoor recreation enthusiasts seeking a unique desert experience within the lands surrounding the cave and inside the park's boundaries.

In March 1998, Colossal Cave Mountain Park staff, Pima County Natural Resources, Parks and Recreation and Pima County Parklands Foundation developed the CCMP Master Plan background report. The intent of the master plan was to serve as an instrument to guide future development of CCMP. The background report was to provide the informational foundation of a full Management Master Plan. This inventory was thought to be capable of providing the necessary background at the time of it's writing to base future development and management decisions on. The intent of the master planning process was to provide interested private citizens, relevant organizations, and government agencies with a voice in the planning and managing of the park. There was no public process undertaken as part of the planning effort nor have there been any on-going efforts to engage the constituents of the park.

## **Evaluation of the 1998 CCMP Master Plan Background Report:**

The CCMP Master Plan background report developed in 1998 is a comprehensive inventory of existing conditions in that time period but suffers from being outdated, lacks a solid master plan of facility development and most importantly a financial or marketing strategy for current and future use of the park. In addition, aside from encroaching development close to the parks boundaries, three major changes to CCMP have occurred since the 1998 master plan was completed. First, Colossal Cave road was closed to through traffic at the point where it intersects with Pistol Hill Road, and traffic diverted across Pistol Hill Road to Old Spanish trail, ensuring access to the park only from Old Spanish Trail. Secondly, The Eastern Pima County Trails System Master Plan approved by the Pima County Board of Supervisors in September 1989 and later revised and adopted as a formal County ordinance in September 1996, described a plan for a regional trail system, namely the Arizona Trail that brings visitors, from various locations outside, into the park. The Arizona trail has become an attraction for mountain biking and hikers and boasts a regular trail running event, the Fleet Feet Arizona Trail Race

annually. Finally under the 2004 Open Space Bond program, additional properties were acquired around the perimeter of CCMP that are not currently considered part of the park footprint. All of these changes have and will continue to have impact on the operations of the park.

### **Conclusions derived from evaluation of the 1998 master plan:**

1. The 1998 CCMP Background Report was simply an inventory of existing natural resources that suffers from being outdated (lacking current natural resource assessment) and does not respond to changes to the park structure since 1998 as outlined above. Essentially the 1998 report was never translated into a comprehensive Management Plan and is inadequate to guide overall CCMP management.
2. There is no funded strategic marketing plan for increased revenue support and generation. There are no financial or marketing objectives or strategy associated with the master plan, particularly with respect to the land encompassed in CCMP beyond the cave footprint. A lack of a detailed master plan inhibits CCMP to properly manage facility and develop a financial plan.
3. There is no indication of who the constituents are aside from cave visitors who visit the park. Who comes to the park, from where, what recreation opportunities and experiences are they seeking? What experiences are being provided to these visitors via the management plan? To whom is CCMP marketing?
4. There is no clear differentiation of management responsibilities between CCMP and Pima County Natural Resources, Parks and Recreation. Who is responsible for what?
5. General observation; facilities and road infrastructure are run down, outdated and conditions for providing quality recreation experiences are extremely low.

### **Recommendations:**

1. Use the Tucson Mountain Park (TMP) management planning process as a model to follow for updating the CCMP master and management plan. This would entail a revision to the inventory and assessment of natural, cultural and historic resources that would include complete and in-depth public stakeholder/participation process identifying outstanding recreation opportunities and desired experience. This master plan and associated management plan should depict current and future facilities and infrastructure and how the landscape will be managed to provide for high quality recreation experiences. This work could be done in house or contracted out such as was done with TMP. These documents should include a complete marketing strategy and financial plan for revenue generation.
2. The current roles/responsibilities of Director outlined in management contract are narrower than full oversight and management responsibility for the full park. Pima County Natural Resources, Parks and Recreation needs to work closely with CCMP staff to clearly define roles

of responsibilities between the Director and their respective agencies. Again the Park Manager position at TMP is a good model.

3. Pima County Natural Resources, Parks and Recreation, Economic Development and CCMP staff should work collaboratively to establish a set of activity, tasks and outcomes that have a clear definition and metrics for measuring performance that are in compliance to the revised management plan.

4. The expanding of nature trails with picnic tables in shade should be seriously considered. If a shade roof can be seen from other major viewing areas, tilt the roof to be at the angle toward the viewing area so the view shows very little of the roof.

**Appendix 8**

**Gale Bundrick  
CCMP Inventory Report, 2014**

# ***Colossal Cave Mountain Park 2014 Property Inventory Report***



**Prepared by GW Bundrick LLC**





**Colossal Cave Mountain Park  
2014 Inventory Report Index Page**

<i>El Bosquecito Latrine Ruins.....</i>	<i>Page 2</i>
<i>El Bosquecito Restroom.....</i>	<i>Page 3</i>
<i>La Sevilla Latrine.....</i>	<i>Page 4</i>
<i>La Sevilla Pump House.....</i>	<i>Page 5</i>
<i>La Sevilla Ramada.....</i>	<i>Page 6</i>
<i>La Sevilla Restroom.....</i>	<i>Page 7</i>
<i>Entrance Building.....</i>	<i>Page 8</i>
<i>Entrance Signs.....</i>	<i>Page 9</i>
<i>Gift Shop.....</i>	<i>Page 10</i>
<i>Access Ramp.....</i>	<i>Page 11</i>
<i>Guides Room.....</i>	<i>Page 12</i>
<i>Living Quarters.....</i>	<i>Page 13</i>
<i>Main Parking Lot.....</i>	<i>Page 14</i>
<i>Main Ramada.....</i>	<i>Page 15</i>
<i>Main Restroom.....</i>	<i>Page 16</i>
<i>CCC Statue.....</i>	<i>Page 17</i>
<i>Red Brick Walkway.....</i>	<i>Page 18</i>
<i>Retaining Walls.....</i>	<i>Page 19</i>
<i>Laundry Building.....</i>	<i>Page 20</i>
<i>Ventilation Fan.....</i>	<i>Page 21</i>

**Posta Quemada Ranch**

<i>Announcers' Stand.....</i>	<i>Page 22</i>
<i>Arena.....</i>	<i>Page 23</i>
<i>Group Ramada.....</i>	<i>Page 24</i>
<i>Barn.....</i>	<i>Page 25</i>
<i>Discovery Park.....</i>	<i>Page 26</i>
<i>Duplex House.....</i>	<i>Page 27</i>
<i>Guest House.....</i>	<i>Page 28</i>
<i>Historic Train Station Display.....</i>	<i>Page 29</i>
<i>Horse Shoe Shade Structure.....</i>	<i>Page 30</i>
<i>Lower Tack Room.....</i>	<i>Page 31</i>
<i>New Storage Ramada.....</i>	<i>Page 32</i>
<i>Outdoor Restroom #1.....</i>	<i>Page 33</i>
<i>Outdoor Restroom #2.....</i>	<i>Page 34</i>
<i>Park Roadways.....</i>	<i>Page 35</i>
<i>Petting Zoo.....</i>	<i>Page 36</i>
<i>Playground Equipment.....</i>	<i>Page 37</i>
<i>Ranch House.....</i>	<i>Page 38</i>
<i>Shade Structure #2.....</i>	<i>Page 39</i>

**Colossal Cave Mountain Park**  
**2014 Inventory Report Index Page 2**

<i>Shade Structure #3.....</i>	<i>Page 41</i>
<i>Shade Structure #4.....</i>	<i>Page 42</i>
<i>Shade Structure #5.....</i>	<i>Page 43</i>
<i>Snack Bar.....</i>	<i>Page 44</i>
<i>Stage House.....</i>	<i>Page 45</i>
<i>Story Teller Site.....</i>	<i>Page 46</i>
<i>Tool Shed.....</i>	<i>Page 47</i>
<i>Trail Rides Office.....</i>	<i>Page 48</i>
<i>Upper Parking Lot.....</i>	<i>Page 49</i>
<i>Bronze Statue.....</i>	<i>Page 50</i>
<i>Posta Quemada Lower Parking Lot.....</i>	<i>Page 51</i>
<i>Pan For Gold Venue.....</i>	<i>Page 52</i>
<i>House of Mirror.....</i>	<i>Page 53</i>
<i>New Water Storage Tank.....</i>	<i>Page 54</i>

**Colossal Cave Mountain Park  
2012 Master Inventory Report**

<b>Building Name</b>	<b>Building Size</b>	<b>Building Material</b>	<b>Cost</b>	<b>Age</b>
<b>Campgrounds:</b>				
El Bosquecito Latrine Ruins	250 Square Ft	Native Stone	\$ 43,750.00	1935-36
El Bosquecito Restroom	400 Square Ft	Slump Block	\$ 68,000.00	1970
La Sevilla Latrine	338 Square Ft	Native Stone	\$ 67,600.00	1935-2004
La Sevilla Pump House	220 Square Ft	Native Stone	\$ 55,000.00	1935-2004
La Sevilla Ramada	391 Square Ft	Native Stone	\$ 78,200.00	1935-2004
La Sevilla Restroom	400 Square Ft	Slump Block	\$ 68,000.00	1970
<b>Colossal Cave:</b>				
Entrance Building	160 Square Ft	Frame Stucco	\$ 12,000.00	2000
Entrance Signs	40 Lineal Ft	Wood and Steel	\$ 25,500.00	2000
Gift Shop	2,630 Square Ft	Native Stone	\$ 989,000.00	1935-2004
Handicap Access Ramp	1,680 Square Ft	Asphalt & Pipe Rail	\$ 42,000.00	1975
Guides Room	176 Square Ft	Native Stone	\$ 58,000.00	1935-2004
Living Quarters	1,467 Square Ft	Native Stone	\$ 366,750.00	1935-2004
Main Parking Lot	102 Spaces	Asphalt	\$ 40,000.00	1993
Main Ramada	1,984 Square Ft	Native Stone	\$ 297,600.00	1935-62-04
Main Restroom	165 Square Ft	Block & Stone	\$ 41,250.00	1975
Main Cave	4,732 Lineal Ft	Native Stone	\$ 1,000,000.00	1934-2011
Red Brick Walkway	1,930 Square Ft	Red Brick	\$ 30,880.00	1975
Retaining Walls	343 Lineal Ft	Native Stone	\$ 60,025.00	1935-36
Storage Building	240 Square Ft	Wood	\$ 18,000.00	1960
Ventilation Fan	1 Unit	Mechanical Equip	\$ 35,000.00	1989
<b>Posta Quemada Ranch:</b>				
Announcer Stand	120 Square Ft	Wood	\$ 4,800.00	2000
Arena	32,400 Square Ft	Lights and Panels	\$ 80,000.00	1998
Bar-B-Q Ramada	1,440 Square Ft	Steel & Metal	\$ 108,000.00	1996
Barn	1,200 Square Ft	Corrugated Metal	\$ 90,000.00	1935/2003
Discovery Park	30,000 Square Ft	Assortment of items	\$ 9,000.00	2003
Duplex House	2,059 Square Ft	Block & Stucco	\$ 411,800.00	1931/1978
Guest House	990 Square Ft	Wood	\$ 198,000.00	1940
Historic Train Display	N/A	Assortment of items	\$ 48,400.00	1920/1990
Horseshoe Ramada	295 Square Ft	Steel Frame/Metal	\$ 14,750.00	2002
New Storage Ramada	637 Square Ft	Metal	\$ 47,775.00	1998
Outdoor Restroom #1	171 Square Ft	Wood	\$ 25,650.00	1996
Outdoor Restroom #2	171 Square Ft	Wood	\$ 25,650.00	1996
Park Roadways	22,000 Square Yd	Asphalt	\$ 342,000.00	1983/1998
Ranch House (Library, Office)	3,227 Square Ft	Block	\$ 726,025.00	1954/78/98
Shade Structure #1	288 Square Ft	Steel Frame/Metal	\$ 14,400.00	2002
Shade Structure #2	288 Square Ft	Steel Frame/Metal	\$ 14,400.00	2002
Shade Structure #3	156 Square Ft	Steel Frame/Metal	\$ 7,800.00	2002
Shade Structure #4	288 Square Ft	Steel Frame/Metal	\$ 14,400.00	2002
<b>Sub-Total Replacement Value</b>			<b>\$ 5,579,405.00</b>	



<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>2</b>
<b>Building Name:</b>	<b>El Bosquecito Latrine Ruins</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	250 Square Feet
<b>Replacement Cost:</b>	\$ 43,750.00 Estimated \$175.00 per square foot due to historical status.
<b>Building Materials:</b>	Native rock from the park along with concrete vault.
<b>Building Condition:</b>	Poor
<b>Building Age:</b>	1937
<b>Photo Date</b>	February 24, 2014

**Remarks:**  
*The latrine has been vandalized over the years and is in poor condition.  
 Work on the latrine was completed in 1937 by the Civilian Conversation Corps.  
 The vault located inside the latrine has been sealed with a concrete cover.*

**Recommendations:**  
*Recommend that the latrine be evaluated in order to determine the best possible course of long-term protection. The structure has historical status and requires some type of protection.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>
<b>Building Name:</b>	<b>El Bosquecito Restroom</b>	<b>Photo By: G.W. Bund</b>



<b>Building Size:</b>	400 Square Feet
<b>Replacement Cost:</b>	\$ 68,000.00 Estimated at \$170.00 per square foot replacement cost.
<b>Building Materials:</b>	Concrete slump block with vault toilets.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1970
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The El Bosquecito Restroom was constructed by Pima County Parks and Recreation in early 1970 in order to provide restroom facilities to the visitors. Prior to the construction of the El Bosquecito Restroom, the CCC latrine was used for this purpose.*  
*At time of inspection, the restroom was found to be clean and well maintained.*

**Recommendations:**  
*Disability access to the restroom should be considered as soon as possible.*  
*Although the sex use of the restroom is clearly marked on the south side, no visible signage is in place on the north side; this causes confusion for those approaching the facility from other directions.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number:</b>	<b>4</b>
<b>Building Name:</b>	<b>La Sevilla Latrine Ruins</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	338 Square Feet
<b>Replacement Cost:</b>	\$ 67,600.00 Estimated at \$200.00 per square foot replacement cost.
<b>Building Materials:</b>	Constructed from native hand-chiseled limestone.
<b>Building Condition:</b>	Poor
<b>Building Age:</b>	1937
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>The restroom walls have been vandalized over the years, the underground concrete vault has been sealed and is no longer usable.</i>
<i>The replacement value does not take into consideration that the structure is a CCC building and that it has historical significance. The replacement value was based on a square foot cost for a complete replacement.</i>
<b>Recommendations:</b>
<i>The structure has historical value and requires an evaluation for long-term protection.</i>
<i>The structure has a considerable amount of historical value and should be developed into some type of interpretive display; however, if this recommendation is followed the site will need to be secured.</i>
<i>The Arizona Trail passes very close to this structure and one can see a significant increase in visitation.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>5</b>
<b>Building Name:</b>	<b>La Sevilla Pump House</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	220 Square Feet
<b>Replacement Cost:</b>	\$ 55,000.00 Estimated at \$250.00 per square foot replacement cost.
<b>Building Materials:</b>	Constructed from native hand-chiseled limestone.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1936/1978/2004
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

The building has been well maintained and appears to be in very good condition. The La Sevilla Pump House is still an active site, providing protection for the drinking water chlorination system. The majority of the rock structure was constructed by the CCC in 1936; however, an addition to the building was done in 1978 by the Youth Conservation Corp. In 2004 some of the wood structure was replaced with a preservation grant.

**Recommendations:**

Although this building is still in use, it is recommended that long term preservation be considered as well an alternative for the chlorination system. The building has tremendous historical value and should be considered as a CCC asset and included within the visitor's tour route.


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>6</b>
<b>Building Name:</b>	<b>La Sevilla Ramada</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	391 Square Feet
<b>Replacement Cost:</b>	\$ 97,750.00 Estimated at \$250.00 per square foot replacement cost.
<b>Building Materials:</b>	Constructed from native hand-chiseled limestone.
<b>Building Condition:</b>	Very good condition
<b>Building Age:</b>	1935-36 Roof re-constructed in 2004
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

The La Sevilla Ramada was constructed by the Civilian Conservation Corp. The original roof of the structure was destroyed by vandals in the early 70's; a new roof was installed in 2004 using peeler posts and corrugated metal on the roof. At the time of inspection, the Ramada was found to be in good condition; however, one of the peeler poles used for the roof is showing sever signs of dry rot and requires replacement before the roof panels are damaged.

**Recommendations:**

When replacing the support beam, it is recommended that the wood is inset so that it's covered by the metal.


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>7</b>
<b>Building Name:</b>	<b>La Sevilla Restroom</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	400 Square Feet
<b>Replacement Cost:</b>	\$ 68,000.00 Estimated at \$170.00 per square foot replacement cost.
<b>Building Materials:</b>	Concrete slump block with vault toilets.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1970
<b>Photo Date:</b>	2/26/2014

**Remarks:**

The La Sevilla Vault Restroom was constructed in 1970 by the Pima County Parks and Recreation Department. Prior to the installation of this restroom the CCC La Sevilla Latrine was the only other restroom facility.

All of the recommendations that were made during the last inspection have been completed; however, it is strongly recommended that walkways be installed in order to accommodate the disabled.

although the sex-use has been identified on the south-side of the building, the same is needed on the north-side for those approaching from that direction.

**Recommendations:**

Install walkways when funding permits.

Identify the sex use of the facility on the north-side of the building.


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>8</b>
<b>Building Name:</b>	<b>Park Entrance Building</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	160 Square Feet
<b>Replacement Cost:</b>	\$ 16,000.00 Estimated at \$100.00 per square foot replacement cost.
<b>Building Materials:</b>	Frame/Stucco
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	2000
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

The entrance fee collection building has been constructed on a moveable steel frame. Although the entrance building has satisfactorily been serving its function, it is highly recommended that a complete analysis be done with regards to first impression by the visitor, size, color and modern restroom facilities.

**Recommendations:**

The interior restroom facility is certainly questionable and more notably, requires routine service for health reasons. It is highly recommended that the damaged railing be replaced and painted as soon as possible. The electrical service should be located on the back-side of the building.




<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number:</b>	<b>10</b>
<b>Building Name:</b>	<b>Gift Shop</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	2,630 square feet of building; 2,210 square feet of retaining wall.
<b>Replacement Cost:</b>	\$ 989,000.00 See replacement calculations listed below.
<b>Building Materials:</b>	Wall constructed from native hand-chiseled limestone with wood rafters/roof.
<b>Building Condition:</b>	The hand cut limestone walls are in very good condition.
<b>Building Age:</b>	1936-37/2004
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The Gift Shop, as it is known today, was constructed in 1936-37 by the Civilian Conservation Corp. The original design and construction was for an administration building; the use has changed to that of a gift shop only. The Restroom once used by the public on the bottom floor is no longer used for that purpose. The value of the building, including the lower restrooms has been estimated at a replacement value of \$250.00 per square foot; the retainer walls have been valued at \$150.00 per square foot. In 2004 the wooden beams and door jams were replaced as a part of a Pima County historic grant. The adjoining Ramada was included within the restoration project. You will notice from the photo that the front portion of the gift shop was once a portion of the Ramada that Connected to the Administration Building. The sides were later enclosed and windows added.*

**Recommendations:**  
*The lower section of the building should be evaluated as a possible CCC tour route open to the public.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>11</b>
<b>Building Name:</b>	<b>Access Ramp</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	<i>1,680 Square Feet With Safety Railing.</i>
<b>Replacement Cost:</b>	<i>\$42,000 Estimated at \$25.00 per square foot replacement cost.</i>
<b>Building Materials:</b>	<i>Asphalt/Concrete</i>
<b>Building Condition:</b>	<i>Fair</i>
<b>Building Age:</b>	<i>1975</i>
<b>Photo Date</b>	<i>February 24, 2014</i>

**Remarks:**  
*The replacement cost only includes the railing and asphalt. Does not include the original cost of grading. The pathway is in need of a new coat of asphalt, this should be included when the parking lot is scheduled.*

**Recommendations:**  
*Have the pathway seal-coated when the main parking lot is re-done.  
 Secure the hand rails where loose.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>12</b>
<b>Building Name:</b>	<b>Guides Room (Snack Bar)</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	176-square feet, plus a 143-square foot Ramada.
<b>Replacement Cost:</b>	\$ 58,000.00 See itemized replacement cost listed below.
<b>Building Materials:</b>	Walls constructed from native hand-chiseled limestone with wood rafters/roof.
<b>Building Condition:</b>	Excellent.
<b>Building Age:</b>	1935-36
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The guides room was constructed by the Civilian Conservation Corps sometime between 1935 and 36  
The roof on the guides room along with the Ramada were replaced in 2005 with Pima County bond funds. The replacement cost for this structure has been calculated at \$250.00 per square foot for the building and \$100.00 per square foot for the attached Ramada.*

**Recommendations:**  
*Recommend that all exposed wood be periodically treated with a preservative.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>13</b>
<b>Building Name:</b>	<b>Living Quarters / Office</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	1,467 Square Feet
<b>Replacement Cost:</b>	\$ 366,750.00 Estimated replacement cost \$250.00 per square foot.
<b>Building Materials:</b>	Lower walls constructed from native hand-chiseled limestone. Upper out of wood.
<b>Building Condition:</b>	The building is in very good condition considering its age.
<b>Building Age:</b>	1935-1936 Reconstructed in 2004
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>The living quarters was constructed by the Civilian Conservation Corps sometime between 1935-36.</i>
<i>The living quarters was renovated in 2004; the sliding glass doors on the bottom floor were replaced, asbestos tile was removed from the lower portion of the building; the windows on the second floor were replaced. A portion of the outside electrical system was removed creating a much better overall</i>
<i>This was the first building completed by the CCC's, the bottom portion housed a generator and garage with the top portion was an apartment and porch. Overall, the rock construction is on very good condition. The roof on the back side of the building has been patched several times and requires a new roof for proper protection.</i>
<b>Recommendations:</b>
<i>Replace the back roof on the building.</i>
<i>Place anti-siphon valves on all hosebibs.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>14</b>
<b>Building Name:</b>	<b>Main Parking Lot</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	102 parking spaces 4,500 Square Yards
<b>Replacement Cost:</b>	\$ 67,500.00 Estimated at \$15.00 per square yard replacement cost for asphalt.
<b>Building Materials:</b>	2-inch asphalt over lay.
<b>Building Condition:</b>	Poor
<b>Building Age:</b>	1993 The parking lot was re-done.
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The parking facility appears large enough to support daily activity.  
The overall appearance of the parking facility requires upgrading; the subsurface of the lot is uneven recommend grading, compacting and adding 2-inches of asphalt for long term protection.*

**Recommendations:**  
*The parking lot requires added fill and grading prior to paving. The parking spaces need to be lined for better identification.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>15</b>
<b>Building Name:</b>	<b>Main Ramada</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	1,984 Square Feet.	Open Air Ramada With Stone Pillars and Solid Roof
<b>Replacement Cost:</b>	\$ 297,600.00	Estimated at \$125.00 per foot replacement cost.
<b>Building Materials:</b>	Hand cut stones for the pillars with a solid wooden roof.	
<b>Building Condition:</b>	Good	
<b>Building Age:</b>	1932, 1962	Roof re-constructed in 2004
<b>Photo Date:</b>	February 24, 2014	

**Remarks:**  
*The Ramada was constructed by the CCC's in 1936-37 connecting the cave's entrance with the Custodian's House. The original Ramada has saguaro ribs for the roof, this was changed in 1962 to a solid roof structure. In 2004 County Bond Funds were provided to reconstruct the roof and make it similar to the original one. The rock floor remains the same as constructed by the CCC. The overall condition of the Ramada is very good. The Ramada as know today, was once much longer. The Ramada actually continued through the office door to the next adjoining wall. A portion of the Ramada was enclosed to increase the size of the Administration Building.*

**Recommendations:**  
*Recommend that all exposed wood be treated periodically to protect against the sun and dry rot. Remove the debris from on top of the roof.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>16</b>
<b>Building Name:</b>	<b>Cave's Main Restroom</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	165 Square Feet
<b>Replacement Cost:</b>	\$ 41,250.00 Estimated at \$250.00 per square foot replacement cost.
<b>Building Materials:</b>	Stone veneer walls, super secure restroom.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1975
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>The restroom is a prefabricated "Super Secure" restroom that was renovated to fit the site.</i>
<i>Pima County staff workers constructed the walls out of stone. The walls were built around the restroom in attempt to make it blend with the original CCC construction.</i>
<i>The original Restroom was located below the Administrative Offices; however, the restrooms were closed in 1975 because they were inaccessible to those with disabilities. The new restroom open that same year.</i>
<i>The Restroom was scheduled for replacement with 2004 bond funds. Due to a shortage of available funding, the restroom project was eliminated from consideration.</i>
<b>Recommendations:</b>
<i>Overall, the Restroom is too small and does not have sufficient disability access. The Restroom should be scheduled for replacement when funds become available.</i>
<i>It is recommended that a design master plan be completed prior to the replacement so that additional consideration can be given to the best location as well as associated amenities.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>18</b>
<b>Building Name:</b>	<b>Red Brick Walkway</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	1,930 Square Feet
<b>Replacement Cost:</b>	\$ 46,320.00 Estimated at \$24.00 per square foot replacement cost.
<b>Building Materials:</b>	Two inch thick red brick
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1975
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>The red brick has been well maintained and appears to be holding-up very well.</i>
<i>The brick was installed in 1975 by contract using Pima County Bond Funds. The pathway follows the original route constructed by the CCC's in 1936. The steps leading from the brick pathway to the parking lot were part of the 1936 project. Although the path is somewhat narrow by today's standards and has a few ideal tripping hazards along the sides, the staff have done an excellent job of keeping it clean and visible.</i>
<b>Recommendations:</b>
<i>It appears that a few of the bricks have started to settle and may require a re-set before long.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>19</b>
<b>Building Name:</b>	<b>CCC Retaining Walls</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	343-lineal feet
<b>Replacement Cost:</b>	\$ 68,600.00 Estimated at \$200.00 per lineal foot replacement cost.
<b>Building Materials:</b>	Hand chiseled limestone rock.
<b>Building Condition:</b>	Very good
<b>Building Age:</b>	1935-36
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*During initial construction by the Conservation Civilian Corps, three individual sites had retaining walls included; the back road leading into the Living Quarters-793 feet of retaining wall approximately 3-5 feet high and 150-lineal feet of retaining wall around the Main Parking Lot. The retaining walls have been valued at \$200.00 lineal foot due to the cost of hand chiseling the rock and importing them to the actual site. All of the retaining walls have historical status. In some locations, the retaining walls are 20-foot in height.*

**Recommendations:**

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>20</b>
<b>Building Name:</b>	<b>Laundry Building</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	240 Square Feet		
<b>Replacement Cost:</b>	\$	18,000.00	Estimated at \$75.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood		
<b>Building Condition:</b>	Fair		
<b>Building Age:</b>	1960		
<b>Photo Date:</b>	February 24, 2014		

**Remarks:**  
*The Laundry Building was constructed in 1960 by Pima County staff from the Parks Department for storage purposes. Overall, the wooden structure has held up pretty well considering its age and the hot dry climate of Arizona. If the building is to remain, a number of the wooden planks should be replaced.*

**Recommendations:**  
*Replace all wooden planks that are broken or rotted out.  
 During the repair phase the roof structure should be evaluated and brought up to code.  
 The plumbing and hot water heater are in need of repair.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>21</b>
<b>Building Name:</b>	<b>Ventilation Fan</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	One exhaust unit used for circulating air within the cave.
<b>Replacement Cost:</b>	\$ 35,000.00
<b>Building Materials:</b>	Mechanical equipment with concrete foundation.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1989
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*Pima County had the ventilation Fan installed in 1989 at the request of Joe Mairhauser due to the pungent odor from the roosting bats during the summer monsoon season. Shortly after the installation, a biologist working on her doctorate degree complained that the fan was creating a wind flow through the bats' maternity room causing them to relocate to other caves off-site.*

*The reality was, it could never be unequivocally proven; nonetheless, the Mairhauser's did not want to disturb the bats, therefore, the fan has not been operated in several years.*

*It should be noted that bats have failed to return to Colossal Cave in large numbers as they once did; however, from reports reviewed, the overall bat population has decreased in the Southwest due to a number of environmental and biological changes.*

*Some minor touch-up painting is required on the exposed metal.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>22</b>
<b>Building Name:</b>	<b>Posta Quemada Announcer Stand</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	120 Square Feet
<b>Replacement Cost:</b>	\$ 6,000.00 Estimated at \$50.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood
<b>Building Condition:</b>	Poor
<b>Building Age:</b>	2000
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The Posta Quemada Announcer's Stand was constructed in 2000 to accommodate Gymkhanas' and other arena events. The building is single wall plywood without insulation and has very little replacement value. The Announcer's Stand has a much better appearance since being painted; however, the weeds and clutter seen around the base of the building require attention. It does not appear that the building is being used on a regular basis; nonetheless, the surrounding area requires a thorough cleaning.*

**Recommendations:**  
*Clean-up weeds and other items around the base of the building.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>23</b>
<b>Building Name:</b>	<b>Posta Quemada Arena</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	240' X 135' (32,400 square feet)
<b>Replacement Cost:</b>	\$ 80,000.00 Replacement cost based on estimates from CCMP staff.
<b>Building Materials:</b>	Portable panels with 7 lights mounted on wooden poles.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	2000
<b>Photo Date</b>	February 24, 2014

**Remarks:**  
*The portable panels used to make-up the Arena were purchased by the Pima County Parklands Foundation according to records on-hand. The lights were approved by Pima County and were installed to code at the time. The Arena was one of the first new venues installed at the Posta Quemada Ranch in attempt to increase visitation and diversify the visitor's overall experience. In addition to arena riding events, the arena was intended for roundups where school children would be invited to watch how cattle were branded and vaccinated.*

**Recommendations:**



<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Photo Date:</b>	<b>25</b>
<b>Building Name:</b>	<b>Posta Quemada Barn</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	1,200 Square Feet.
<b>Replacement Cost:</b>	\$ 90,000.00 Estimated at \$75.00 per square foot replacement cost.
<b>Building Materials:</b>	Concrete Foundation With Concrete Floor. Metal Truss With Metal Siding.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1935-2003
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*The concrete floor of this structure once belonged to the CCC bath house. The structure was turned into a barn back in the 1950's and has remained as such ever since. The metal on the structure has been replaced several times, the latest in 2003. The barn has a mixture of wooden and metal framing. Those portions of the barn that still have wooden trusses will eventually have to be changed to metal. This building is not accessible to the general public due to its current use.*

**Recommendations:**

*Due to the historical status of this structure, it is recommended that Pima County be informed prior to any changes to the building.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>26</b>
<b>Building Name:</b>	<b>Discovery Park</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	Approximately 1/2-acre
<b>Replacement Cost:</b>	\$ 10,000.00 See replacement calculations listed below.
<b>Building Materials:</b>	Variety
<b>Building Condition:</b>	Needs attention
<b>Building Age:</b>	2003
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*Discovery Park is a self-guided leisure area that consists of tree covered trails, seating benches, tortoise viewing enclosure, exotic flowering plants, butterfly garden and Sun Dial exhibit. Although the park is relatively small, it does provide a convenient place for visitors to relax and enjoy some of the venues not normally seen in other parks.*

*The Sun Dial is not fully complete and needs to be reviewed with regards to updating or removal.*

*The Park was very clean at the time of inspection.*

**Recommendations:**

*Due to the coolness of the site and the fact that the walk paths are narrow, it's recommended that vegetation be removed or lifted next to the trail so that visitors have a more unobstructed view.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>27</b>
<b>Building Name:</b>	<b>Posta Quemada Duplex House</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	2059 Square feet
<b>Replacement Cost:</b>	\$ 411,800.00 Estimated at \$200.00 per square foot replacement cost.
<b>Building Materials:</b>	CMU With Stucco
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1935/1978
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*The duplex is currently unoccupied. Once an elegant house, the structure has deteriorate over the past several years to the point of requiring major repairs. It is believed that Chey Day built the house sometime around 1935 for his mother-in-law.*

*John Sullivan moved into the house in 1967 while building what is now known as the "Ranch House and Museum" John Sullivan sold the Posta Quemada Ranch to Jack Lewis, a rancher and developer, in 1975. The house was converted into somewhat of a duplex with the thought of creating a resort/guest ranch. More recently, staff have been housed in the duplex and have struggled to maintain the residence as needed*

**Recommendations:**

*This is an important historical structure that requires professional renovation. A qualified architect is needed to fully access the structure. The roof requires a professional inspection as soon as possible to insure proper protection. Rodent control is also a pressing concern that requires immediate attention.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>28</b>
<b>Building Name:</b>	<b>Posta Quemada Guest House</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	990 Square Feet
<b>Replacement Cost:</b>	\$ 198,000.00 Estimated at \$200.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood frame with wood siding.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1940
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The Guest House is currently being lived in by Rick Dailey. Since the last inspection, a number of improvements have been made to the exterior of the house. A new overhead porch has been added to the West side, it appears as though the structure has not been completely finished. A new roof membrane has been installed.*

**Recommendations:**  
*Paint all raw wood for preservation.  
 Remove clutter from around the home once construction has been completed.  
 Repair all exterior wood of the building.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>29</b>
<b>Building Name:</b>	<b>Historic Train Station Display</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	<i>Not Applicable</i>
<b>Replacement Cost:</b>	<i>\$ 14,400.00 The values listed were not changed from the 2006 report.</i>
<b>Building Materials:</b>	<i>See individual items listed below</i>
<b>Building Condition:</b>	<i>See individual items listed below</i>
<b>Building Age:</b>	<i>See individual items listed below</i>
<b>Photo Date:</b>	<i>February 24, 2014</i>

**Remarks:**

- 1. 1970 Bay Window Caboose purchased by the Parklands Foundation for \$3000.00 from RR Salvage*
- 2. 48--square foot display building; estimated replacement cost \$3,000*
- 3. Communication booth; used by the railroad for communication between 1920 & 1960, has historical value, estimated value \$2,000. Includes crank phone, hand-set phone black, glass lantern and telegraph sending.*
- 4. Telegraph switch box; historical value, estimated value \$500.00*
- 5. Vegetable Wagon; gift to the Pima County Parklands Foundation valued at \$3,000.00*
- 6. Water tower; built by staff in 1990, estimated value \$1000.00.*
- 7. Cattle Scale; acquired with the park, estimated value unknown.*
- 8. Ore Bucket; acquired with the park, historic, estimated value \$500.00*
- 9. Small Engine; gift from Rick Dailey, estimated value \$600.00*
- 10. Large Engine; gift from Rick Dailey, estimated value \$ 800.00.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>30</b>
<b>Building Name:</b>	<b>Posta Quemada Horse Shoe Shade Structure</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	295 Square Feet.
<b>Replacement Cost:</b>	\$ 22,125.00 Replacement cost estimated at \$75.00 per square foot.
<b>Building Materials:</b>	Steel Frame With Metal Roof.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	2002
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>Staff built this shade Ramada for the purpose of shoeing horses and as a storage area for wagons.</i>
<i>The Ramada has been well built and serves a need for the ranch operation.</i>
<i>The Ramada is not open to the general public, it strictly an internal work station.</i>
<i>Overall, the work station Ramada appears to be holding up well; however, the site requires cleaning and better day to day management.</i>
<b>Recommendations:</b>
<i>Dispose of old tires.</i>
<i>Clean the site and put things in an orderly manor.</i>
<i>Remove unused items and all weeds growing in and around the area for safety purposes.</i>



<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>32</b>
<b>Building Name:</b>	<b>Posta Quemada New Storage Ramada</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	637 Square Feet
<b>Replacement Cost:</b>	\$ 47,775.00 Estimated at \$75.00 per square foot replacement cost.
<b>Building Materials:</b>	Metal
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1998
<b>Photo Date</b>	2/24/2014

<b>Remarks:</b>
<i>This structure has been installed in order to protect equipment and supplies from the elements.</i>
<i>The structure does not fit-in with the ranch theme.</i>
<i>The structure has been damage several times since being installed in 1998.</i>

<b>Recommendations:</b>
<i>Recommend trying some different paints in order to eliminate the galvanized finish.</i>
<i>Recommend putting a false front on the structure to protect the contents from the elements as well as conceal the contents from public view.</i>
<i>It is highly recommended that an evaluation be done with regards to relocating this structure to the bone yard. It could still be used for storage at that location and be out-of-site from the public.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>33</b>
<b>Building Name:</b>	<b>Posta Quemada Composting Toilet #1</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	171 Square Feet
<b>Replacement Cost:</b>	\$ 25,650.00 Estimated at \$150.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood exterior
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1996
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*In 1996 two composting toilets were installed at Posta Quemada Ranch as a part of the development plan implemented by the late Joe Mairhauser. The composting toilet is a dry toilet that uses a predominantly aerobic processing system that treats excreta, typically with no water or small volumes of flush water, via composting or managed aerobic decomposition. Although the composting concept was a great idea based on there location and overall cost, it was a mistake to use a wood frame building here in the Southwest. At the time of inspection, the building was clean and recently painted; however, the wood siding is failing and will require a change in the near future.*

**Recommendations:**

*An evaluation of the structure should be conducted by a qualified engineer to determine the best solution for modifying the building while maintaining the composting function of the restroom. The exterior water station is a good idea; however, a more advanced system should be used to improve the overall appearance.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>34</b>
<b>Building Name:</b>	<b>Posta Quemada Composting Toilet #2</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	171 Square Feet
<b>Replacement Cost:</b>	\$ 25,650.00 Estimated at \$150.00 per square foot replacement.
<b>Building Materials:</b>	Wood exterior
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1996
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*in 1996 two composting toilets were installed at Posta Quemada Ranch as a part of the development plan implemented by the late Joe Mairhauser. The composting toilet is a dry toilet that uses an aerobic processing system that treats excreta. Although the composting concept was a good idea based on there proposed location and the overall cost, it was a mistake to use a wood frame building here in the Southwest. At the time of inspection, the restroom was clean and the exterior had been recently painted improving the overall appearance.*

**Recommendations:**  
*An evaluation of the structure should be conducted by a qualified engineer to determine the best solution for modifying the building while maintaining the composting function of the restroom. The exterior water station is a good idea; however, a more advanced system should be used to improve the overall appearance.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>35</b>
<b>Building Name:</b>	<b>Park Roadways</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	45,662 Square Yards.
<b>Replacement Cost:</b>	\$ 565,795.00 See estimate listing below.
<b>Building Materials:</b>	2-inch overlay over existing surface and 2-shot chip seal over existing surface.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	Paved Roads were last overlaid in 1983, Chip seal in 1998.
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
 Paving was identified as follows: Entry and exit road, main parking lot, road between entry road and the the Posta Quemada entry (28,653 square yards) valued at \$15.00 per square yard for 2-inch overlay.  
 Chip Seal: Both parking lots at Posta Quemada, ranch road at Posta Quemada and the picnic roads. (17,000 Square Yards) valued at \$8.00 per square yard.  
 The above estimate does not include shoulder widening or improved drainage crossings.

**Recommendations:**  
 Until financing can be obtained, it is recommended that the road shoulder be graded to remove some of rocks that have slid onto the road.  
 Keep all cattle off the roadways.  
 Improve at grade water crossings in order to stop some of the degradation along the road shoulder.

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>36</b>
<b>Building Name:</b>	<b>Petting Zoo</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	5-pens of various sizes
<b>Replacement Cost:</b>	\$ 1,000.00 Estimated only
<b>Building Materials:</b>	Welded wire fence panels, metal, wood and chicken wire.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	2012
<b>Photo Date:</b>	February 24, 2014

<b>Remarks:</b>
<i>The Petting Zoo has been moved to the South end of the Upper Parking Lot at the Ranch. The Petting Zoo contains, chickens, burros calf and a couple of sheep. Not sure how much activity is generated by this addition. At the time of inspection, the animals had water and shelter. Each of the holding sites were clean.</i>
<i>The entry way to the Petting Zoo is shabby and not what you would expect to find in a public park. It is recommended that more thought be put into the overall design, size and configuration of this venue.</i>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>37</b>
<b>Building Name:</b>	<b>Playground equipment</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	4-piece set
<b>Replacement Cost:</b>	\$ 500.00 Estimate includes the sand area
<b>Building Materials:</b>	Manufactured ponies on steel springs.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1999
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
According to staff, the playground equipment was put in at Posta Quemada sometime in the late 90's  
The exposed springs on the yellow play structures have been covered pursuant to the 2006 inspection request.  
All other playground equipment has been removed because it was not installed to code.

**Recommendations:**  
One of the covers has been removed and requires replacement. Overall, the picnic area lacks quality playground equipment. Assistance from the staff at Pima County would be helpful regarding the type of equipment that would fit into the overall theme of the park.


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>38</b>
<b>Building Name:</b>	<b>Posta Quemada Ranch House</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	3,227 Square Feet
<b>Replacement Cost:</b>	\$ 726,075.00 Estimated at \$225.00 per square foot replacment cost.
<b>Building Materials:</b>	Burnt adobe brick with tile roof.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1954 remodeled in 1978 and again in 1998.
<b>Photo Date</b>	February 24, 2014

**Remarks:**  
*The ranch house was built in 1954 and is often referred to as the Sullivan House.  
The ranch house has been converted to office space, gift shop, library and museum.  
The overall structure of the house appears to be in good condition; however, a number of minor areas are in need to attention.*

**Recommendations:**  
*Due to the historical status of this building, it is recommended that the appropriate County staff be advised prior to any structural changes.  
Replace the wooden window frame on the front of the house.  
Upgrade plumbing and electrical wiring where necessary. All hose bibs are to be equipped with anti-siphon valves. Some of the clay tiles on the roof are in need of attention, a qualified roofer should be retained to do the work.*



<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>40</b>
<b>Building Name:</b>	<b>Posta Quemada Shade Structure No. 2</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	288 Square Feet
<b>Replacement Cost:</b>	\$ 14,400.00 Estimated at \$50.00 per square foot replacement cost.
<b>Building Materials:</b>	Steel Frame With Metal Roof
<b>Building Condition:</b>	Good
<b>Building Age:</b>	2002
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The shade structures were installed to provide shelter for the ranch animals.*  
*The shade structures appear to be holding up well.*  
*This particular shade structure is missing some of the metal roof panels.*

**Recommendations:**

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>41</b>
<b>Building Name:</b>	<b>Posta Quemada Shade Structure No. 3</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	156 Square Feet
<b>Replacement Cost:</b>	\$ 7,800.00 Estimated at \$50.00 per square foot replacement cost.
<b>Building Materials:</b>	Steel Frame With Metal Roof
<b>Building Condition:</b>	Good
<b>Building Age:</b>	2002
<b>Photo Date</b>	February 24, 2014

**Remarks:**  
*The shade structures were installed to provide shelter for the ranch animals.  
 Shade structures appear to be holding up well.*

**Recommendations:**



<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>43</b>
<b>Building Name:</b>	<b>Posta Quemada Shade Ramada No.5</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	156 Square Feet
<b>Replacement Cost:</b>	\$ 7,800.00 Estimated at \$50.00 per square foot replacement.
<b>Building Materials:</b>	Steel Frame With Metal Roof
<b>Building Condition:</b>	Good
<b>Building Age:</b>	2002
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The shade structures were installed to provide shelter for the ranch animals.  
The structures appear to be holding up well.  
One of the corner posts has been damaged since the 2006 inspection.*

**Recommendations:**

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>44</b>
<b>Building Name:</b>	<b>Posta Quemada Snack Bar</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	96 Square Feet
<b>Replacement Cost:</b>	\$ 12,000.00 Estimated at \$125.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood Frame With Stucco Siding
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1998
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*The Snack Bar was an amenity added at Posta Quemada Ranch to provide the visitor with a convenient place to eat instead of driving back into Vail. It was hoped that the availability of a snack bar would increase the length of stay for the patrons visiting the park. Although the facility has had several good cooks, the daily attendance hasn't been sufficient to support the overall operation. The facility was clean and well-kept at the time of inspection.*

*It is highly recommended that a consultant be brought in to evaluate the need, location and type of service that would be best suited for the Park.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>45</b>
<b>Building Name:</b>	<b>Posta Quemada CCC Stage House</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	608 Square Foot
<b>Replacement Cost:</b>	\$ 121,600.00 Estimated at \$200.00 per square foot replacement cost.
<b>Building Materials:</b>	Native adobe
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1935-1936-2004
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

The original adobe structure was constructed by the Civilian Conservation Corp in 1935-1936.  
 Native soil was used to construct the adobe blocks, the blocks were built on-site.  
 The building was refurbished in 2004.  
 The building is currently being used as a historic static display regarding the CCC era.  
 it would be nice to see the American Flag on the pole along with a CCC Flag.

**Recommendations:**

Some of the Vega's are in need of being oiled, the roof membrane is in need of being coated.  
 The entry way requires attention, the blocks currently being used present a tripping hazard.


<b>Facility:</b>	<i>Colossal Cave Mountain Park</i>	<b>Page Number</b>	<b>46</b>
<b>Building Name:</b>	<i>Posta Quemada Story Teller Site</i>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	<i>34 Lineal Feet</i>
<b>Replacement Cost:</b>	<i>\$ 850.00 Estimated at \$25.00 per lineal foot replacement cost.</i>
<b>Building Materials:</b>	<i>CMU block with stucco finish</i>
<b>Building Condition:</b>	<i>Good</i>
<b>Building Age:</b>	<i>2003</i>
<b>Photo Date</b>	<i>February 24, 2014</i>

**Remarks:**  
*The Story Teller Amphitheatre is no longer being used for budgetary reasons. The pole-logs that were once a part of the venue have rotted-out and were removed. The overall condition of the walls are still in good condition; however, they have no use at this time.*

**Recommendations:**  
*An evaluation will need to be made regarding the removal of this venue or to try and use it for some other purpose.*


<b>Facility:</b>	<i>Colossal Cave Mountain Park</i>	<b>Page Number</b>	<b>47</b>
<b>Building Name:</b>	<i>Tool Shed</i>	<b>Photo By: G.W. Bundrick</b>	

has been removed from the inventory as recommended due to poor condition.

<b>Building Size:</b>	
<b>Replacement Cost:</b>	
<b>Building Materials:</b>	
<b>Building Condition:</b>	
<b>Building Age:</b>	
<b>Photo Date:</b>	

<b>Remarks:</b>

<b>Recommendations:</b>

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>48</b>
<b>Building Name:</b>	<b>Trail Rides Office</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	150 square feet office space, 120 square feet tack shed.
<b>Replacement Cost:</b>	\$ 4,950.00 See estimate calculations listed below.
<b>Building Materials:</b>	Wood frame with plywood siding.
<b>Building Condition:</b>	Poor
<b>Building Age:</b>	2000
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The replacement estimates have been calculated as follows, the office replacement cost has been valued at \$25.00 per square foot; the tack shed has been estimated at \$10.00 per square foot.  
The tack shed has been redone as recommended in order to improve the overall visual condition of the building. An additional portable storage building has been installed at the site for storage purposes.*

**Recommendations:**  
*Keep weeds removed from around the buildings.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>49</b>
<b>Building Name:</b>	<b>Posta Quemada Upper Parking Area</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	2,040 Square Yards
<b>Replacement Cost:</b>	\$ 16,320.00 Estimated at \$8.00 per square yard for a double shot of chip/seal
<b>Building Materials:</b>	Chip Seal over compacted native soil.
<b>Building Condition:</b>	Fair
<b>Building Age:</b>	1993
<b>Photo Date</b>	February 24, 2014

**Remarks:**  
*The parking area is showing a lot of wear since the last inspection in 2006. Due to loose gravel and age, the parking spaces are no longer visible.*  
*The parking area appears to be large enough to support daily activities.*  
*The sub-base appears to be holding up pretty well.*

**Recommendations:**  
*Recommend patching, sweeping and either a single shot or double shot of chip seal in order to preserve the lot.*

<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>50</b>
<b>Building Name:</b>	<b>Bronze Cowboy Statue</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	6-foot bronze statue mounted on concrete footer.
<b>Replacement Cost:</b>	\$ 40,000.00 Estimated replacement value.
<b>Building Materials:</b>	Bronze figure hand-crafted.
<b>Building Condition:</b>	Good
<b>Building Age:</b>	1996
<b>Photo Date:</b>	February 24, 2014

**Remarks:**  
*The Bronze Statue is a beautiful piece of artwork that was donated to Colossal Cave Mountain Park by the Maierhausers.*  
*The statue was handcrafted and the replacement value is only an estimate.*  
*As recommended, the site has been cleaned-up and the overall appearance of the area is much better.*

**Recommendations:**  
*Recommend that Pima County consider placing a security structure around the Bronze Statue that blends with site in order to minimize the possible theft of this beautiful piece of artwork.*






<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>53</b>
<b>Building Name:</b>	<b>Posta Quemada Fun House Mirror</b>	<b>Photo By: G.W. Bundrick</b>	



<b>Building Size:</b>	10-Square feet
<b>Replacement Cost:</b>	\$1,000.00 Estimated at \$100.00 per square foot replacement cost.
<b>Building Materials:</b>	Wood
<b>Building Condition:</b>	Very Good
<b>Building Age:</b>	2000
<b>Photo Date:</b>	February 24, 2014

**Remarks:**

*Note! The mirror is not included in the replacement cost. The mirror was originally used at the 1934 World Fair.*

**Recommendations:**

*The structure should be included on the termite treatment list.*  
*An evaluation should be considered with regards to the overall need for this venue. It appears to be out-of place.*


<b>Facility:</b>	<b>Colossal Cave Mountain Park</b>	<b>Page Number</b>	<b>54</b>
<b>Building Name:</b>	<b>Poly Water Storage Tank</b>	<b>Photo By:</b>	<b>G.W. Bundrick</b>



<b>Building Size:</b>	2,500-Gallon Tank		
<b>Replacement Cost:</b>	\$10,000.00	Replacement cost is based on actual cost of tank and fencing.	
<b>Building Materials:</b>	Polypropylene		
<b>Building Condition:</b>	Excellent		
<b>Building Age:</b>	2006		
<b>Photo Date:</b>	February 24, 2014		

**Remarks:**  
*The Poly tank was installed by Pima County in 2006 in order to improve the water delivery system. As recommended, the water storage tank has been protected with a chain-link fence.*

**Recommendations:**  
*The view from the road is bothersome, a number of things can be done to conceal the tank and fence.*

## **Appendix 9**

**Gale Bundrick  
A Brief History of the Park**

## **A Brief History of the Park.**

**Presented by Gale Bundrick**

**May, 2104**

Colossal Cave had been used for centuries by native peoples before being reportedly “discovered” by cattle rancher Solomon Lick in 1879. Prior to 1917, Colossal Cave was known by an assortment of names, Arizona Catacombs, 5-mile Cave and the Mountain Springs Cave according to a recent publication by Sharon E. Hunt “Vail and Colossal Cave Mountain Park”.

The cave itself extends approximately 600- feet into the mountainside and descends 40 feet below the entrance. Colossal Cave is believed to be the largest known “dry” cave in the United States.

Colossal Cave and surrounding property was actually State Trust Land up until 1992. Although public tours were occurring as early as 1913, it wasn’t until Frank “Pop” Schmidt acquired the lease in 1922 that a more business-like approach was taken. Schmidt constructed a ticket office and residence at the entrance of the cave and ran a successful operation up until 1934. In 1934 Frank Schmidt released his rights to the lease so that the cave could be designated as a State Park and become eligible as a “CCC Public Park Improvement Project”. (Civilian Conservation Corps) Schmidt stayed on and worked as a member of the CCC technical staff until the completion of the project(s) in 1937.

Pima County acquired the lease from the State of Arizona in 1944 in order to operate the site as a county park. Under the direction of the Board of Supervisors, Frank Schmidt would continue operating the cave (for the County) up until 1956. In 1956 Pima County sublet the operation of the cave to the private partnership of Joe Maierhauser and Earl Bockelsby, both renowned cave experts.

In January of 1965 Joe Maierhauser became sole proprietor for the operation of the Colossal Cave. Rather than enter into an agreement with Joe Maierhauser as a concessionaire, the County elected to enter into a “management agreement” for the entire 495- acres. Included within the 495-acres were the El Bosquecito picnic grounds, La Sevilla picnic grounds and the hand dug well that serves all the facilities today. Pursuant to the agreement with Joe Maierhauser, Pima County paid for the state lease and all other expenses borne by the lessee.

Due to the increasing cost of the annual lease, Pima County negotiated a sale with the State Land Department for the outright purchase of the lease in 1992; although Pima County was now the new owner of the 495-acre park, the management agreement with Joe Maierhauser remained unchanged until 1992.

Shortly before the purchase of Colossal Cave, the Pima County Flood Control District had purchased the

La Posta Quemada Ranch as a flood control project. Posta Quemada was adjacent to Colossal Cave and used as the staging area for the CCC. It only made sense that the two properties be combined into one larger mountain park, thus the name Colossal Cave Mountain Park.

Through an agreement with the Pima County Board of Supervisors, management of the newly formed Colossal Cave Mountain Park was turned over to the Pima County Parklands Foundation, a non-profit corporation, in September of 1992.

The Foundation, in turn, entered into an "Agreement for Operation and Administration of Colossal Cave Mountain Park" with Joe Maierhauser in November of 1992. At the time, the newly formed park totaled approximately 1,957-acres. Pima County owned approximately 1,800-acres and the Parklands

Foundation owned 160 acres (all donated land from the Maierhauser family.) The Maierhausers' increased their donations to the Foundation on two more occasions, 80-acres in 1994 and an additional 80-acres in 1999.

The management plan in 1992 was to close that portion of Colossal Cave Road located within the boundary of the park and improve Pistol Hill Road, a dirt road at the time, as an alternate route. By making these improvements, the Foundation would be able to charge an admission fee into the park and increase the revenue stream that had slowly begun to erode due to the downturn in tourism.

At the time of the management change, it was generally felt that the new plan would work; in fact, would optimistically generate enough revenue not only to manage Colossal Cave Mountain Park, but help subsidize other needs of the Natural Resources, Parks and Recreation Department. Unfortunately, the improvements to Pistol Hill Road were delayed due to the lack of county bond funds; as a result of the delay, management costs associated with the increased size of the park soared and the additional income from the road closure would not happen for another 8-years.

The Foundation and the Maierhausers (Martie and Joe) continued to operate CCMP but were unable to recover from the tourism downturn and the lost income from not having the entry gate in place when the Colossal Cave Mountain Park was expanded.

Joseph G. Maierhauser passed away on March 7, 2007 just a few days before his 80th birthday. Joe had been instrumental in managing Colossal Cave for over 50-years, the longest continuous management lease to a sole proprietor in Pima County history.

In 2010 the Parklands Foundation terminated all management responsibilities for Colossal Cave Mountain Park. Pima County entered into a separate agreement with Martie Maierhauser to "Operate and Administer" Colossal Cave Mountain Park for 5-years with the option to renew for two (2) additional 5-year periods. The Pima County Parklands Foundation agreed to transfer \$110,000.00 for electrical repairs at Colossal Cave. The funds covered the costs to add new wiring between all of the electrical junction boxes within the cave and added new communication lines. The Parklands Foundation continues to operate as a non-profit agency, providing assistance to Pima County Natural Resources, Parks and Recreation Department and to Colossal Cave Mountain Park.

**Appendix 10**

**Martha K. Maierhauser  
CCMP Strategic Plan, 2011-2014**



# COLOSSAL CAVE MOUNTAIN PARK

## Strategic Plan, 2011–2014

Colossal Cave Mountain Park has been a Southern Arizona attraction since 1923. That was the year Frank Schmidt opened the Cave to visitors, taking them through the unimproved passageways with ropes, ladders, and lantern-light. Ladies were advised to wear bloomers for the tour. The Cave has continued to attract visitors from then to now, even during the several-year construction phase in the 1930s when the Civilian Conservation Corps put in the walkways, handrails, and lighting. The CCCs also installed a road, ramadas, and picnic tables in the surrounding 495-acre park, all used and enjoyed to this day. In the 1980s and '90s, the Park expanded to about 2,400 acres, taking in historic La Posta Quemada Ranch to the south of the Cave and adding trail rides, museums, research library, butterfly garden, trails, and more to its amenities. At this time, the Park was named to the National Register of Historic Places as a National Historic District. Pima County and the Pima County Parklands Foundation envisioned that the expanded Colossal Cave Mountain Park would “preserve the ecological, historical, archaeological, and recreational value of the land from the pressures of regional growth and development in the area.”

All this still holds true: we are a force for preservation as well as recreation and education in this region. We have a special and beautiful place under our care, with an enormous amount to offer our guests, something for just about anyone who visits.

**Our Mission:** Maintaining the unique balance of Colossal Cave Mountain Park—the land, its history, and its ecosystems—for this and future generations.

**Our Vision:** We will nurture the Park through conservation and responsible range management while presenting its wonders to the public through recreation and education.

### **Challenges**

Growth, both in our neighborhood and in the whole Tucson basin, increases our challenge to preserve the Park's environment—for its own sake and the sake of the region, specifically the Cienega Watershed. The Watershed, which includes the Park, is an enormous wildlife corridor that runs from the Canelo Hills south of Sonoita to the Coronado National Forest Rincon Wilderness. In turn, it is part of an even larger corridor that stretches from Mexico to the Mogollon Rim. The Park's value to the Watershed is clear to us. We are also aware that if development encroaches too closely, the Park will still be valuable in and of itself, but it will lose its regional environmental value. It will be a beautiful artifact.

An extraordinarily difficult challenge has been and continues to be the current economy. This has come on the heels of a number of years of economic struggle that have resulted in an infrastructure in need of upgrades without the resources to do them.

#### **OUR OVERALL OBJECTIVES, 2011–2014**

- I. Create a 501(c)(3) for the Park.
- II. Increase awareness about Colossal Cave Mountain Park throughout Arizona, the United States, and beyond, so that Colossal Cave Mountain Park becomes a destination attraction for the region. Although we have concerns about the pressure of growth, we realize that the increasing population also gives opportunities for more people to discover the Park and all it has to offer, and to understand its value.
- III. Increase revenue, year after year; reverse the negative trend by the end of 2012 or before.
- IV. Continue to make improvements in the Park, using funds acquired through increased revenue, grants, bond monies.

The goals and actions listed under the following series of topics are generally presented in priority order.

#### **MARKETING: *Explore new market segments and implement new strategies to make our marketing more effective***

##### **Market Segments**

- A. Define segments to target: Hispanics, military, retirees, academia, businesses, cave enthusiasts, tourists, school groups, churches.
- B. Partnerships:
  1. Seek co-ops and cross-promotions with other underground attractions, ranches.
  2. Seek co-ops with hotels, bed & breakfasts, other attractions.

##### **Marketing Strategies**

- A. Create an advertising mix: television, radio, Web site, social media, print, other.
  - *This is in process.*
- B. Start a Park e-newsletter.
  - *Ready to launch.*
- C. Revamp the Park Web site.
- D. Increase social media marketing.
- E. Recreate the Annual Pass as a Membership.
- F. Create a user survey with a coupon to collect feedback and database information.

**CAVE OPERATION: *Increase the profitability of the Cave operation***

- A. Increase tour ticket prices to \$13.00 for adults and \$6.50 for children.
- B. Continue to increase Adventure Tour business.
- C. Explore and implement on-line ticketing.
  - *Waiting to see if we can be part of the Attractions Alliance package.*
- D. Increase staff engagement with guests, greeting, interpreting the area, and helping with gift shop sales.

**RANCH HEADQUARTERS: *Increase the appeal of the Ranch as a destination for our guests when in the Park; increase its profitability***

- A. Revamp Headquarters House flow
  - 1. Consolidate gift shop to two rooms to allow for Desert Spoon seating indoors.
    - *In process.*
  - 2. Revamp museum space to allow for better use of Big Room for meetings.
  - 3. Revamp Ranch Museum displays.
  - 4. Set up a fee schedule for the use of the Park's Archive Collection.

**GIFT SHOPS: *Increase the appeal and profitability of Park gift shops***

- A. Carry more items unique/local to region; carry more items with our logo.
- B. Improve signage: identify mineral, origin, other unique characteristics of items.
- C. Train guides about the merchandise, how to sell.
- D. Rotate merchandise to coincide with current season, event, or presentation, especially at the Ranch.
- E. Institute a Web gift shop.

**PARK FOOD SERVICE: *Increase the appeal and profitability of Park food service***

- A. Contract entire food service out
  - 1. Create more menu choices, expanded and seasonal menus.
  - 2. Create better signage.
    - *This goal is complete.*
- B. Convert the first room of the gift shop for inside seating for the Desert Spoon.
  - *In process.*
- C. Increase Cowboy Cookouts, parties, weddings, special events.
  - *In process.*

**BARBECUE AREA: *Rejuvenate the barbecue area to attract more group parties and weddings*** The

Barbecue Area, with its big ramada and serving area, is in demand for parties and events, and is in use at least weekly for Cowboy Cookouts following Sunset Trail Rides. This use can be increased with a more attractive, more efficiently designed facility.

- A. Take out the asphalt under the ramada and replace it with a cement slab that continues under the cooking, bar, and serving areas.
  - *The money for this goal is in an earmarked fund held by the Pima County Parklands Foundation.*
- B. Revamp the serving area and replace the bar top.
  - *This goal is finished.*
- C. Finish replacing the fence and gates.
  - *This is in process as an Eagle Scout project. (The replacement of the first section of the fence was also an Eagle Scout project.)*
- D. Put in more native trees; plant native shrubs and vines along the fence line and at the ramada pillars.
- E. Replace the lights under the ramada; put in strand lights at the pillars and roofline.

**EDUCATION & OUTREACH: *Utilize the education department more fully for in-house training, outreach, and events***

**In-house Training**

- A. Do Park orientations immediately upon hiring.
- B. Create more in-depth training for new guides; institute a continuing education series for guides.
- C. Train guides to interpret desert discovery kits for guests waiting for tours.
- D. Train appropriate guides in in-house and outreach presentations.
  - *All four goals are in process or already implemented.*

**Outreach**

- A. Increase outreach to schools, clubs, assisted living facilities.
- B. Create and distribute a booklet of available outreach programs.
  - *In process.*
- C. Library, school outreach: find or train staff, volunteers to do some of this.
  - *Partially implemented.*

## Events

- A. Revamp Sunday in the Park: this includes getting a permanent source of funding, utilizing more staff for presentations, revisiting marketing/advertising.
  - *Partially implemented.*
- B. Revisit Ha:san Bak and possibly reconfigure into a new program.
- C. Remodel and streamline birthday parties; train staff and volunteers to do them.

## **RANCH HEADQUARTERS OUTDOOR AMENITIES: *Ensure that the outdoor amenities are attractive and educational***

### **Improve signage overall**

This will allow guests to have a clear idea of where they are and what they are seeing, making their experience more enjoyable and educational.

- A. Replace the big sign with an overhead structure like those at the Park and Ranch entries.
  - *We are in line for the donation of poles from TEP for this goal.*
  - 1. Meantime, revamp the existing sign.
    - a. Give it a fresh coat of paint.
    - b. Reorganize the small signs, eliminating unnecessary or confusing ones.
- B. For other sign changes and additions, see individual topics.

### **Revamp tortoise habitat to make it more interesting for guests**

At this point, the tortoise habitat is problematic for guests because the tortoises are so often not in evidence. Either they are hibernating, which they do for about six months of the year, or they are underground out of the heat. The steps described here will make it easier for guests to see the tortoises, and good signage will provide information about desert tortoises and their life cycle even when they can't be seen. In addition, this project will improve the tortoises' diet and involve neighborhood volunteers in their care.

- *All the funds for this objective have come from guest donations: several goals are complete, including raising the height of the habitat wall, which was an Eagle Scout project. All the rest is in process.*
- A. Improve guest education and enjoyment:
  - 1. Install interpretive signs around the perimeter of the habitat: Desert Tortoise physiology, threats facing the species, information about the Park's tortoises.
  - 2. Install mirrors to help guests see the tortoises in dark spots such as under vegetation or inside burrows.

- B. Improve security
  1. Increase the height of the habitat wall to deter predators and vandals.
  2. Install a motion camera aimed across the habitat to prevent theft and vandalism.
- C. Maintain robust tortoise health
  1. Install a motion camera at burrow entrance to monitor our tortoises.
  2. Plant more natural forage in the habitat, especially grasses.
  3. Develop a scheduled and monitored feeding program.
  4. Increase access to the tortoise burrows for physical exams and educational outreach.
- D. Create opportunities for neighborhood and volunteer involvement.
  1. Reactivate the Desert Tortoise Helpers Program, which utilizes local volunteers in the care and maintenance of our tortoises and their habitat.

### **Spruce up Butterfly Demonstration Garden**

- A. Create signage explaining the butterfly life cycle and how the garden contributes; include a list of butterfly-attracting plants and how butterflies utilize each kind.
- B. Replace drip system.
  - *This goal has been tapped by a Boy Scout as his Eagle project and includes the donation of additional plants and a bench.*
- C. Have new Analematic Sundial sign made and installed.

### **Rebuild the gemstone sluice**

The gemstone sluice is a popular amenity at the Ranch, and gives guests an idea of how miners sluiced for ore—and it makes money and it's fun for them. However, it is over ten years old and the weather has taken its toll. It needs to be rebuilt with explanatory signage.

- A. Continue partnership with Ace Hardware and the Federal prison to get the sections of the sluice built and installed.
  - *This goal is in process and should be complete by June 1.*
- B. Install an informational sign about what a sluice is and how it is used.

### **Replace grass in front of Headquarters House**

- *This objective is in process.*
- B. Experiment to see if the Bermudagrass is dead.
  - A. If not, apply herbicide.
  - B. Research native mixes, such as buffalograss and grama.

## **Caboose**

The caboose is an intriguing object for visitors and it stands on rails that were on the Southern Pacific line when the train robberies occurred. It would be a wonderful display for guests to walk through and a terrific place for children's birthday parties. However, there is asbestos in the flooring and possibly the ceiling, making it currently unusable.

- A. Revamp or replace signage explaining what a caboose is and how trains fit into the Park's history.
- B. Find and apply for an asbestos abatement grant.
- C. Remove or encapsulate the asbestos.
- D. Restore the interior.

**Appendix 11**

**Jon Baker**

**Colossal Cave Staff Interviews, 19<sup>th</sup> March 2014**

To: Tom Moulton, Pima County Economic Development & Tourism

cc: Ed Stone Colossal Cave Consultant

From: Jon Baker, Executive Director

Date: April 12, 2014

Re: Colossal Cave staff interviews

The following interviews were conducted on March 19, 2014 with Tom Moulton Director Pima County Economic Development & Tourism and Mike Holmes, Operations Manager Pima County Economic Development & Tourism. We met with the supervisors as a group and asked them about their responsibilities, challenges & concerns, and any other input they wanted to provide.

### **Pam Marlow**

#### **Responsibilities:**

- **Ranch Operations**
- **Gift Shop Operations**
- **Marketing**
- **SAAA Representative**

#### **Areas in need of improvement to CCMP:**

- **Infrastructure improvements including:**
  1. **Roads are in poor condition with asphalt areas full of holes and deteriorating**
  2. **Restrooms are pit toilets and smell terrible. They should be replaced with plumbed toilets**
  3. **Ranch House gas lines are deteriorated and need to be replaced ASAP, this is a major safety concern. In addition there is currently no hot water at the Ranch House**
  4. **Ranch House has only swamp coolers and is in need of A/C during summer months, and heat in winter months.**
- **Advertising and Promotions:**
  1. **Funds are not sufficient to adequately promote the attraction**
  2. **The website needs an overhaul**
  3. **Improve relationship & partnership with Kartchner Caverns to co-promote both caves**
  4. **Increase gift shop sales per cap to \$7.00**
- **Create 501C3 Foundation**

### **Rita**

*September 2, 2014*

*Page 2*

**Responsibilities:**

- **Cave Operations Manager**
- **Tour Guide Manager**
- **Toll (entrance) Booth Manager**

**Areas in need of improvement to CCMP:**

- **The appearance of the entrance into the park needs work including, asphalt, Toll Booth and gate function**
- **Relationship & partnership opportunities between CCMP and Kartchner Cavern needs to be developed**
- **Wait time to enter the cave is sometimes too long for guests, activities to keep them occupied at the cave entrance needs to be developed**

**Dennis**

**Responsibilities:**

- **Property Maintenance Manager**
- **Safety & Security Manager**

**Areas in need of improvement to CCMP:**

- **Facility needs funding to make repairs & improvements**
- **Infrastructure needs a lot of work, especially roads, gas lines, heating/cooling systems**
- **Asset management program needs to be developed**
- **Preventive Maintenance program needs to be developed**
- **Need more maintenance personnel (2 total, 1 landscaper & 1 custodial) in order to keep up with work load**
- **Cave restroom is in dire need of renovation**
- **Wiring in cave is a safety issue, old wiring is loosing casing and wires are exposed**
- **Allow CCMP to be a park and develop more park use experiences for the public**
- **Develop overnight, camping & shower facilities**

**Rick**

**Responsibilities:**

- **Subleases Stables**
- **Cattle Grazing permit**

*September 2, 2014*

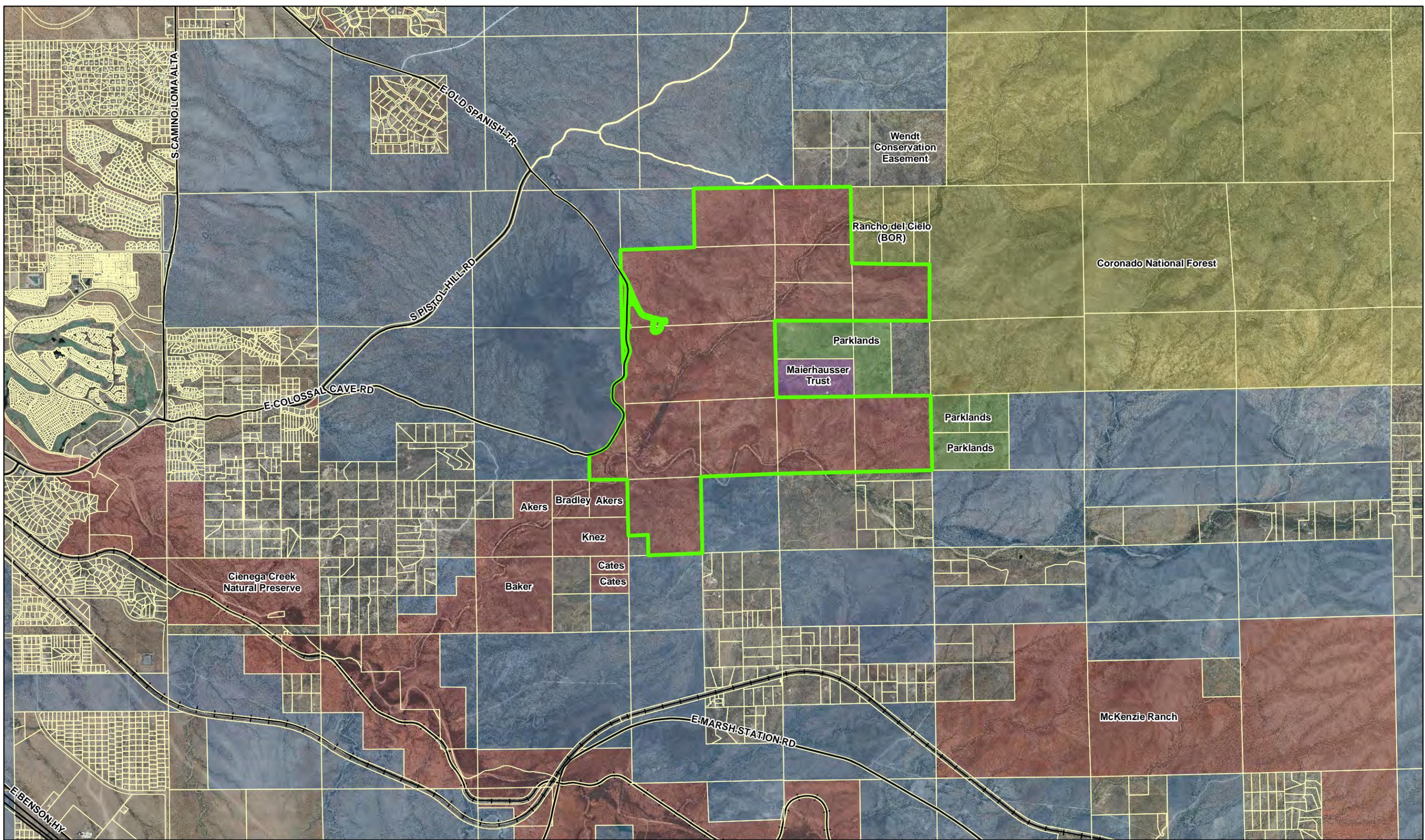
*Page 3*

**Areas in need of improvement to CCMP:**

- **Barb wire fence needs repairs**
- **Security needs to be improved, has had equipment & supplies stolen from the Ranch Area. Gate for bicycle access should be moved further away (3/4 mile back) from Ranch House so vehicles cannot get so close to facility.**
- **Security guard should patrol park at night**
- **Gate security needs to be improved**
- **Park image needs to be improved**

**Appendix 12**

**Land Ownership Map of Colossal Cave Mountain Park  
And Surrounding Properties**



 **COLOSSAL CAVE MOUNTAIN PARK**

-  Colossal Cave Mountain Park
-  Parklands Foundation
-  United States of America
-  Railroad
-  Pima County
-  Maierhausser Trust
-  State of Arizona

1 inch = 3,000 feet

0 1,500 3,000  
Feet



## **Appendix 13**

### **CCMP Park Stewardship Training**

## CCMP Park Stewardship Training

*(This is an un-edited version of the information provided by Martie Maierhauser to the committee.)*

The Park's stewardship training is ingrained into everything we do.

A large percentage of job applicants tell us that they apply at least in part because the Park is so beautiful and because of the opportunities to see wildlife. Many are already involved in the natural world in various fields, and come with a desire to learn more. So most of our staff comes in with the mindset that we want them to have, that of tolerance toward the natural world and an interest in learning more about it.

Staff training begins with the Toll Booth handout—the same one everyone who enters the Park receives (attached). Note the first thing it says is that we are dedicated to preserving the land. This is similar to our Mission Statement, which is: “Maintaining the unique balance of Colossal Cave Mountain Park—the land, its history, and its ecosystems—for this and future generations.”

The preface to the section titled “For your enjoyment and safety and the welfare of the Park . . .” specifies the Park as a wildlife reserve, that all natural resources are protected by law, and that it's illegal “to remove, deface, or harm anything”. The bulleted section requests not disturbing livestock or wildlife and notes that there are no firearms or hunting allowed in the Park.

Next, new staff gets an Employee Manual, which includes the Statement of Values for the Park, which I am also attaching. It's all relevant to stewardship, but note in particular the first section:

### **Respect for the Land:**

With every action we take, we consider the consequences to the land and minimize the impact we make on the land.

We utilize the natural beauty of the land; our work must blend in with the surroundings.

We acknowledge that we are all guests upon the land, that we must leave it for the generations after us to enjoy.

We take every opportunity to recycle, and to use and reuse materials wisely.

All of this is part of the orientation employees get, and it is reinforced on an almost daily basis as they take tours, encounter wildlife, learn more about the Park, and most importantly, answer questions from guests. This is particularly true of the guides, our largest category of employee and the one that has the most interaction with guests and the greatest educational responsibility for guests about the desert. However, we expect all staff and contractors and their staffs to be knowledgeable about the Park and its inhabitants and able to answer questions. To that end, we also provide orientation to the Stables staff.

Orientation includes a Park-wide tour and introductions to managers and staff at other locations, history, topics of interest, and information on wildlife and conservation. They are again exposed to the Park Values as well as the Park Mission Statement and the mission statements of the education department and the library.

Daily duties for all staff include keeping the Park clean and attractive, and engaging and educating guests. A significant part of our work with the public involves education about the least-liked and most feared species of our region (bats, scorpions, rattlesnakes). We try to dispel myths, alleviate fears, and emphasize the importance of ALL wildlife, both cuddly and creepy. Our staff loves to photograph the wildlife they see here, and share the photographs with one another and our guests.

Not only are staff exposed on a daily basis to discussions about the Park, its history, and its wildlife, we also provide ongoing education and training from other staff and out-of-Park presenters on the desert and its inhabitants. Cave guides get ongoing training in cave conservation, including protection, habitat conservation for species that use the Cave, and the "Leave No Trace" caving philosophy.

For years, we have kept (and updated) lists of natural resources to be found in the Park. These include birds, bats, plants, arthropods, reptiles and mammals, and along with a library of publications, are available for staff to extend their education and to focus on more-defined research for their own benefit. Also, the education coordinator will take requests from staff members on topics they find interesting, and incorporates it into ongoing education.

We recruit interested staff to do outreach presentations and off-site tabling, host Park educational events, such as Sunday in The Park, and help with the tortoises. Staff also are trained take Archaeology Trail tours.

Our staff also checks out our Web site and keeps up with the Park on Facebook, which is frequently updated with wildlife information, news, and photos. The monthly Park View (e-newsletter), which all staff receives, always contains tidbits about the natural resources of the Park.

The education department has ongoing partnerships with Arizona Game and Fish, Pima County Natural Resources, Parks and Recreation, Arizona State Historic Preservation Office, the Arizona Historical Society, and the Tohono O'odham Nation, among others. The staff may not be directly involved in these partnerships, but they are aware of them and their implications. It all strengthens their regard for what we protect here.

I have to add one last thing: In 58 years of operating this Park (between my husband and me), the mountain lion incident is the only such incident we've ever had.

# Welcome to Colossal Cave Mountain Park

*On the National Register of Historic Places*

***We are dedicated to preserving the land, offering a variety of activities, and serving the community.  
For over a thousand years people have lived and worked here . . .***

***Now—we invite you to explore . . .***

- :- *Tour beautiful Colossal Cave: It has been a shrine, a hideout, a dangerous playground, a challenging workplace. Today it is a delightful diversion for millions of visitors*
- :- *Visit La Posta Quemada Ranch, a 136-year-old working ranch*
- :- *Wander through the Museums: Learn about the Park, its human and natural history*
- :- *Browse in two fabulous shops -:- Refresh yourself at our open-air café*
- :- *Sluice for treasures -:- Delve into the Research Library & Archives -:- Dabble in the Butterfly Garden*
- :- *Saddle up! Take a guided Western trail ride along the historic National Mail Stagecoach route*
- :- *Picnic in our cool wooded picnic areas -:- Camp under the mesquites -:- Bird in a rare riparian area -:- Hike in pristine Sonoran desert on our trails or the Arizona Trail **And by reservation . . .** -:- Off-route Cave tours—every Saturday night -:- Wild Cave Tours -:- Parties & events*
- :- *Birthdays Parties -:- Stagecoach Rides and Hayrides -:- Cowboy Cookouts -:- Equestrian Arena*
- :- *For your enjoyment and safety and the welfare of the Park . . .*

Colossal Cave Mountain Park is a wildlife reserve. All natural resources (wildlife, vegetation, and terrain), as well as the Park facilities, are protected by law; it is illegal to remove, deface, or harm anything.

⚠ **Livestock:** You might encounter livestock: as with wildlife, take care not to disturb them.

-:- **Bicycles:** You may ride bicycles *with the traffic* on all un-gated, paved Park roads. Please *walk* them on walkways, footpaths, and trails except the Arizona Trail. There are bike gates at the entrance gate as well as the permanently locked back gate to permit bicycle access through the Park.

-:- **Horses:** You may ride your horse in the north Picnic Areas and on the Arizona Trail. Please do not ride on Park hiking trails or the trails used by Park Riding Stables. If you wish to bring your horse into the Park, Booth personnel will show you where you can park your trailer, where you can ride, and where the trailheads are for the Arizona Trail.

-:- **Hiking:** Please stay on Park hiking trails or the Arizona Trail; do not hike on Park Riding Stables trails.

-:- **camping:** You may camp in the north Picnic Areas (not on La Posta Quemada Ranch) for up to three nights. This is primitive camping with no hook-ups or electricity; water is not available to all sites.

-:- **Campfires and cooking fires:** You may have fires *in barbecues and established fire rings only*, if we are in a fire-safe condition. Signs will be posted if fires are prohibited. Note that the cutting of trees and branches in the Park is strictly prohibited. Please bring your own wood or charcoal.

-:- **Pets:** Please keep pets confined or leashed and under control at all times.

-:- **Alcohol:** Individuals are not permitted to bring or consume alcohol in the Park. Alcohol is sold in the Park only for scheduled special events.

-:- **Firearms and fireworks:** Firearms and fireworks are not permitted in the Park.

-:- **Hunting:** Hunting is not permitted in the Park.

-:- **Closing:** *Please note* we lock the Park at night; all but campers must leave. For Park hours, turn page.

## CCMP VALUES

*(The following was provided by the Director as part of information given to new employees and vendors as part of training.)*

### **RESPECT FOR THE LAND:**

- With every action we take, we consider the consequences to the land and minimize the impact we make on the land.
- We utilize the natural beauty of the land; our work must blend in with the surroundings.
  - We acknowledge that we are all guests upon the land, that we must leave it for the generations after us to enjoy.
- We take every opportunity to recycle, and to use and reuse materials wisely.

### **INTEGRITY:**

- We walk our talk.
- We are honest in the completion of our tasks.
- We work at finding solutions to issues, and not at judging others.
- When we communicate, we pass along information that is correct.

### **TOLERANCE:**

- We work at understanding and respecting other people's perspectives.
- We listen to other people's input and exchange viewpoints.
- We treat others with respect and patience.

### **COURTESY:**

- a) We praise in public and criticize in private.
- b) We treat our guests with kindness, politeness, and a smile.
- c) We treat others—guests and fellow workers—as we would want to be treated: equably and patiently.

### **COOPERATION:**

- We function as a team: our fellow workers know they can rely on us to do what we are supposed to do cooperatively, and we know we can rely on others in the same way.
  - It is all of our jobs to ensure the health and well-being of the Park—if it is good for the Park, we act together to get the task accomplished. We do this even if something is technically not our job.
- When we have issues with another person, we deal with them directly, kindly, and timely.

### **COMMUNITY CONTRIBUTION (OUTREACH):**

- We remember that we are all representatives of Colossal Cave Mountain Park, whether we are in the Park or away from it, and we represent the Park in the best way possible.
- We contribute to the community by offering educational, entertaining programs to all segments

**Appendix 14**

**Joe Yarchin**

**Watchable Wildlife Marketing Recommendations**

## Appendix 14

### Marketing Recommendations by committee member Joe Yarchin

Joe Yarchin, Watchable Wildlife Project Coordinator, Arizona Game and Fish Department, Watchable Wildlife Program, is a member of the audit committee.

#### OBJECTIVE:

To increase attendance and revenues and offer growth to the future needs of the attraction; to present a larger attraction to a broader audience; to create and develop fund raising activities and generate better community support and to consider special events as a means to increasing attendance and revenues:

- Train employees in wildlife-related topics – include in hiring orientation and “continuing education”.
- Natural history, wildlife viewing as a recreational activity, etc. Arizona Game & Fish Department is planning to develop a simple “certification” program for wildlife interpreters.
- Develop a wildlife management plan to include: utilization, regulation, conservation. Utilize human dimension (public survey) information to highlight interests/activities (experience based management).
- Develop a marketing plan using human dimension data that includes a specific section on interests/activities including wildlife-related topics (experience based management).
- Develop self-guided tours with corresponding stops at vistas and sites with interpretive information (wildlife, plant, historical, geological, mineral, etc.).
- Market to tour guides to encourage use of CCMP for nature interest trips (these types of groups are also included in the plans for above Arizona Game & Fish Department training).
- Market community involvement activities and events for diverse interests. Develop outreach for: photography, bird/wildlife watching, hiking, biking, flora, gem/geology, etc. Include targeting topic-specific groups, clubs and organizations, college/university student groups, elder hostels, etc.
- Major outreach message: communicate the variety of opportunities outside the cave. Conservation projects (clean-ups, plantings, workshops, etc.) can instill conservation ethics, show benefits of conservation, physically help the park while learning conservation options for involvement including advocacy, citizen science, hands on projects.
- Develop remote viewing options: trail cams (still shots), nest cams (video). Display in a set-aside area such as the ranch house. This will work better for the disabled and those who don't have time or inclination to go out on property.
- Develop a standardized signage program: for quick recognition design with different looks for directional, information, interpretation, regulatory. Hosting “theme” fund-raising outdoor event/race. Might include sponsorships and/or pay-to-participate formats. Might include walking (or running) certain distances in certain areas of CCMP to see and learn about wildlife, habitat, conservation or other themes.
- Emphasize and advertise funds raised go towards specific wildlife conservation activities/efforts or CCMP needs.
- Have various levels - family, youth, novice, endurance, etc.; various lengths at same event - 30 minutes to a few hours; vary degree of difficulty depending on age/skill

level, etc. These can be set up for individuals and/or teams. Sponsors can pay to help put on events and/or CCMP charge per person/team.

**Format options:**

- Adventure race – no course used to get from one area to another.
- Orienteering race – points to go on map, incorporates geocaching/GPS.
- Both good because potentially wide scope of “qualifying tasks” will keep contestants interested. Bad because usually cross country competition (off-trail).
- “Scavenger hunt” format, wildlife viewing and conservation oriented.
- Amazing Race team format option (TV show) - series of challenges along X distance, cross country course

Finish line have “party” site – Include BBQ, booths, vendors, conservation messages, beer/wine (always a good draw) partner(s) could handle, if County couldn’t. Perhaps locate at the current BBQ party site.

Management companies can help with the logistics (fee = minimum charge, e.g. \$500 + X amount per participant, e.g. \$3.00). Provide, supplies start/finish line, timing equipment, time spent coordinating and consulting...and setting up the course.

Host community and/or regional activities (e.g. festivals with nature/“green” themes and activities (e.g. wildlife watching and photography workshops, area history and culture). Might be weekend or short half-day events with different emphasis spread out over time.

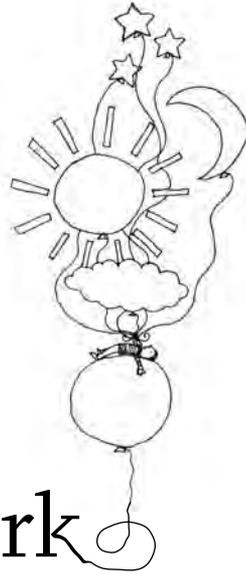
Potential community partners – running, biking, orienteering, geocaching clubs, conservation groups, nature-related groups/organizations (e.g. Audubon), schools, churches, wildlife rehabilitators.

Media sponsors – video, written, radio, Internet/digital

Potential sponsors – Federal, State, municipal agencies, power companies, sporting goods businesses, optics businesses, health food/drink sales, bird feed, bird watching adventure businesses, tourism businesses.

**Appendix 15**

**Penny Wilson  
The Playwork Primer**



*The*  
Playwork  
Primer

*by*  
Penny Wilson

2010 EDITION

ALLIANCE FOR CHILDHOOD

*The*  
Playwork  
*Primer*



*by* Penny Wilson



Text © 2010 Penny Wilson.

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## *Preface*

Penny Wilson is a playworker in London's adventure playgrounds. Play is her work and is at the heart of her life. Her specialty is supporting children with disabilities as they play with their siblings and peers. For years she ran the Chelsea Adventure Playground in London, where children of all abilities played freely together.

She has collaborated with the Alliance for Childhood in the U.S. for over six years, introducing play, playwork, and adventure playgrounds to parks departments, children's museums, schools, and educators across the country. Like all professions, playwork has its own language, made all the richer by the quirky playfulness of the workers themselves. As an introduction to the ideas and practices of playwork we thought it would be helpful to capture Penny's playwork language in a glossary or primer. We also wanted to introduce to U.S. audiences many of the fine thinkers about play and playwork in the U.K.

When people first hear of playwork, they often misunderstand the role of the playworker. "What? Must adults now tell children how to play?" they ask indignantly. "Can't we just let them play as they want?" This is a healthy reaction. Children need to organize and direct their own play. But the reality is that few of today's children are allowed out to play freely, as earlier generations were. Many have little experience with play and don't know how to get started when given a chance. In recent surveys parents say they want their children to play freely, but with some adult support. Playworkers fill this need. They create playful environments, support children's own play, assess risk, and help out when needed, without directing or controlling. They strive to be as invisible as possible.

The Alliance for Childhood wants to establish playwork as a profession in the U.S. We hope that soon there will be regular courses

and even certificate and degree programs in playwork. We are grateful to Penny Wilson and to the parks departments, children's museums, universities, and other organizations that are working hard to restore play to children's lives. See the list of play organizations at the back of this book.

Finally, we want to thank the funders of this project, including the Kalliopeia Foundation and the Foundation for Global Community, and MOM's Organic Market. Without your commitment to children and play this work would not be possible.

Joan Almon and Ed Miller  
Alliance for Childhood  
College Park, Maryland  
April 2010

### Author's Note

Feeling slightly proud of herself, the author took a copy of the first edition of *The Playwork Primer* in her hands.

Then came the divine banana peel. It shows up every time she feels a little smug, to bring her back down to earth with a splat.

My U.S. editor and I had batted ideas for the title of the book back and forth across the Atlantic via e-mail and settled the question without ever actually speaking the title out loud to each other. Neither of us had realized that we are indeed two nations separated by a single language.

"I'm a little surprised that you decided on *The Playwork Primer*," Ed said, pronouncing the word American-style—"primmer."

"Oh, but it's pronounced pr-EYE-mer," I said.

"What? Like paint?"

"Well, yes, I suppose so," I said. "It primes the way for the next work to happen."

"Oh, okay. Now it all makes sense," said Ed. "It just didn't seem like you to want to sound prim."

Penny Wilson  
London, August 2010

## Introduction: What Playworkers Do

We aim to provide a play environment in which children will laugh and cry; where they can explore and experiment; where they can create and destroy; where they can achieve; where they can feel excited and elated; where they may sometimes be bored and frustrated, and may sometimes hurt themselves; where they can get help, support, and encouragement from others when they require it; where they can grow to be independent and self-reliant; where they can learn—in the widest possible sense—about themselves, about others, and about the world.

—Stuart Lester<sup>1</sup>

Through play we become human.

—Arthur Battram<sup>2</sup>

People always want to begin by defining play, but playworker and play theorist Gordon Sturrock says, "Trying to define play is like trying to define love. You can't do it. It's too big for that."<sup>3</sup> Instead, playworkers and theorists describe play this way:

*Play is a set of behaviors that are freely chosen, personally directed, and intrinsically motivated.*

You probably just read that and didn't really take it in. Go back and read the sentence again and think about what it means and what this playing might look and feel like.

Play is a process, not a product. We have to learn to trust to the innate wisdom of children and allow them to get on with it. Sturrock also says that play is both doing and becoming. It is in the moment and should be valued as such.

Arthur Battram<sup>4</sup> says that it is through play that we become human. Play informs our adult worlds. Not that we are thinking of this when we play as children, of course. As adults, however, we should be aware that real playing is almost the most important thing that our children can do.

It is worth noting that children all over the world, when allowed to play freely, develop very similar play patterns. It is through this playing that children integrate their internal and external worlds, according to Winnicott (see below). A diverse group of children sharing time and space will play together. It would seem that play is, universally, a primary language of children.

### Children need to play

Children are people between birth and the late teens. The older ones are sometimes called youth or young people. They all need to play, although the playing they do changes as they grow. Especially when they are young, children need to play for many reasons. They need to be in control of the *content* and *intent* of their play, as the Playwork Principles in the U.K. say. If they are given time and space to do this, then they will experience a broad range of play types. This has a positive impact upon their full development, including neural development.



Human infants are born with a brain that is not fully developed. The architecture of the human brain changes rapidly in the first few years of life. Animal researchers have shown that the brain grows largest in proportion to the body in animals that play the most. It is easy to imagine that similar growth happens in human beings. But it is also easy to imagine what happens to children who do not have this experience in their lives. The study of children who suffer from play deprivation is just beginning.

### The first adventure playgrounds

In 1946 a quirk of fate led Lady Allen of Hurtwood<sup>5</sup> to visit a junk playground in Copenhagen-Emdrup, designed by the architect C. Th. Sorensen in 1943. He was commissioned by the authorities to create a place for children to play in response to increased levels of child delinquency during the German occupation. So Sorensen went back to look at other playgrounds that he had designed. He found them empty. Where were the children? They were playing in the wreckage of bombed-out buildings. So this is what he created: A place with materials that children could manipulate, where they could spend hours rooting around unnoticed and lost in their own worlds.

Lady Allen said of her visit to this playground, “I was completely swept off my feet by my first visit to the Emdrup playground. In a flash of understanding I realized that I was looking at something quite new and full of possibilities.”<sup>6</sup> She brought the concept back to London and gave it the name “adventure playground.”

At that time London children had little space to play except for bomb sites left after the Second World War. Here they spent their time building, making fires, digging for treasure from the dead homes, and generally scrubbing around on their own. Lady Allen had had a very playful rural childhood. She thought that her own experiences had been ideal and recognized in the sites she created with local communities a “compensatory environment.” By this she meant they were the nearest thing to her rural childhood that could be created for urban children.

Think of an adventure playground as an urban countryside, where children can experience all sorts of play that they might have only with great difficulty in the city. Its adult designers should examine the environment around it and compensate for the deficits. If children have no access to trees, then work with them to build something they can climb. (When asked what the big structures were for on his adventure playground, Bob Hughes<sup>7</sup> said, “They are for trees.”)

An adventure playground should be in a constant process of change, directed, informed, and executed by the children and their playing and supported by the playworkers. It is a space that allows for all the different types of play to be discovered by children. It is a place of psychological safety and calculated risk.

It may be helpful to think of an adventure playground as a *Gesamtkunstwerk*, or “total artwork,” a space and time where all one’s senses are engaged.



## From warden to playworker

The first bomb-site adventure playgrounds were staffed by “wardens.” These persons kept the keys for the tool sheds, which held the building materials and bits and pieces that the children needed for their playing. This role rapidly developed. As the wardens watched the children they realized something of the wonder that is play. One of the first adventure playground wardens, Pat Turner, wrote a book about his time at Lollard playground that he called *Something Extraordinary*.<sup>8</sup>

The wardens became advocates for children’s play. They gathered materials and local support and facilitated the play processes of the children. As wardens exchanged information, they realized that they were all seeing similar things. They became “play leaders” and then “playworkers,” because they understood that they must not be leading the play of children—rather, they should be working with the play.

Playworkers like Bob Hughes and many others began to research and write about playwork. This was new. All previous work on play had had a different purpose, such as education or therapy, which framed the theory and writings. To write about play itself was a challenge and demanded a whole new way of thinking. Working with play became a respected profession. Today, playworkers frequently work with regional and national play associations and help develop play policies. They are well trained and can earn vocational certificates or diplomas in playwork at the bachelor’s, master’s, or doctoral level.

The term *playwork* is deliberately oxymoronic. It is a craft filled with paradoxes. The playworkers are aware that in an ideal world they should not need to exist. They manage the spaces for children’s play, but this work needs to be as invisible and unobtrusive to children as possible. The ideal playworker leaves the children free to play for themselves but intervenes in carefully measured ways to support the play process. She is aware of her own playfulness, but does not impose it upon the children. She must necessarily be devoted to the playing of the children, but shun the popular role of Pied Piper. Play is the children’s business.



# The Playwork Primer

## Adulteration

One of the most basic underpinnings of the craft of the playworker is to understand that the play of children within the boundaries of a play setting must remain unadulterated by external agendas. This means that playworkers do not try to educate, train, tame, or therapeutically treat children in their time and space for play. They do not coach sports or teach art, drama, or dance, or even circus skills. They do not do “activities.”

A good playworker will have resources as readily available as a first aid kit so that if and when children come and ask for face painting or a deck of cards these materials or their approximations can be furnished to them. What a playworker does not do is schedule events and say, “This afternoon we will be face painting and playing canasta. Then you will do 30 minutes of ‘keep-fit’ and then have a healthy snack.” This contaminates the play frame and corrupts the freely chosen, personally directed, and intrinsically motivated playing that children must experience.



## Biophilia and Biophobia

These terms are borrowed from the well-known biologist and naturalist

E. O. Wilson. They always sound a little

foolish to playworkers hearing them for the first time. When you start to explain what they mean, however, their importance becomes obvious.

*Biophilia* describes the natural love that children have for the living world. There is a deep affinity between the playing child and the stuff of the planet.

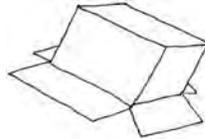
*Biophobia* describes a fear of nature, which we are seeing increasingly in the children we play with. So divorced are they from the planet by the unnatural settings in which we surround them that some become like one little girl I was playing with, who said to me, “I am not going to sit on the grass. There’s dirt under there.”



“Dirt” in England does not mean soil. It means filth. One parent who had spent her childhood in the Middle East explained to me that, when she was a child, to play in the dirt meant playing in open sewers. Children were forbidden to do this for their own protection. In this case, for her child to play in the mud of London was entirely safe. But this parent had a different conditioning from her childhood, and we needed to share this information to understand each other and move on. Is it true, as Bob Hughes suggests, that the business of play deprivation alienates us from our home planet to the extent that it will lead ultimately to the destruction of our species? Fortunately, in the United States Richard Louv has had great success in awakening the public about this risk through his book, *Last Child in the Woods*, and through the Children and Nature Network that he helped found.<sup>9</sup>

## Cardboard boxes

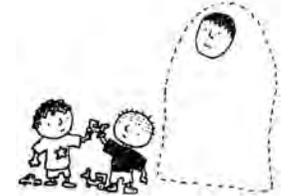
It is a truth universally acknowledged that a child will play more happily with the box than with the present that came in it. Perhaps this is why the Strong National Museum of Play inducted the cardboard box into its National Toy Hall of Fame.<sup>10</sup> “Cardboard City” is an experiment that you can try. Give a group of children some time, some cardboard boxes, tape, and a supportive but not directive adult, and they will create all the wonders of the world. We tried this in an elementary school in Flint, Michigan. For one hour the classroom was given to the children, to create whatever they wanted from boxes, tape, rope, and fabric. You can see some of the results in the PBS documentary *Where Do the Children Play?*<sup>11</sup>



## Cloak of invisibility

This item is another essential ingredient in the tool kit of the playworker. (See *Adulteration*.) Go back to your most vivid childhood memories of play. Chances are you were playing outside with no adults present. Part of the oxymoronic nature of playwork is that we need to be present and not present at the same time. For those of you with a cloak of invisibility this is easy. For the rest of us, we have to learn skilful modes of intervention that allow us to support the play process without adulterating it with our own agendas.

As part of our reflective practice we have to be ever aware that not only do our presence and our reactions have a direct impact on the children, but the playing of the children has a direct impact upon us. (See *Playwork Principles*.) The cloak of invisibility also protects us from transference/projection, which is described below. The very awareness of transference mitigates its effects in our practice. With a cloak of invisibility, playwork is easy. Without it, we have to find ways to manage, and this means knowing the theories of play and best practices of supporting play and then applying these theories and practices.



One day in London’s Mile End Park I watched as Joe, a playworker, worked with a group of children at the Festival of Earth. He set up the clay and water table with a perimeter wall of clay and then idly played with it himself, seeming to explore not only its potential but to validate the messiness of it. Then the children came, and he seemed to disappear. This happened time and time again. A child would be stuck, perhaps needing something like a small world toy. Rather than have the child surface from her immersion in the play, Joe would become briefly visible, the item or support that was needed would quietly appear near enough for the child to discover it for herself, and then Joe would fade away again. Yet he never left the space that the children were in. I watched him doing this and still could not work out quite how he managed to be so effective and so invisible at the same time.

## Commodification of play

We spend a fortune on toys for children, on experiences and entertainments. Big business has targeted childhood as a captive market. Sell parents the concept that an idyllic childhood can be bought and sit back and count the zeros. Childhood is spent with screens and plastic geegaws. Birthday parties cost a bomb. Days out are bought times.

Because of this materialistic approach to play and childhood, many children have gotten the message that valid experiences are bought experiences, a financial deal. If we take them to the beach, sit back, and let them play for as long as they like, they don’t necessarily know what to do. Because there is no price attached to the experience, it does not feel valid to them. Have you had your play validated today?

If we focus on the validation of play through intelligent observation and reflection we can create a different currency. Let's go back to the cardboard box as a loose part, a simple, open-ended play material that can be used in dozens of ways. This is a truly marvellous play opportunity.

I visited a family in San Francisco. They had recently discovered that their very small children did not need to join clubs and after-school activities or watch videos to have a rich and fulfilled childhood. I went into the house and the eldest child called out for permission to get the boxes from the den to make a building. He and his little sister built and imagined and negotiated while they explored my playfulness as a safe stranger in their home, under the aegis of their mother, and showed me illustrations from their books of the animals that they were being in their games.



Their mom had spoken about the peer pressure she felt to send her children to art-soccer-drama-gym classes. These were very young children who had narrowly escaped being sorted by age into adult-organized activities. And here they were, playing richly together, developing physical, emotional, linguistic, and social skills and so much more than they would have had the chance to do if they had been ferried around from class to class as part of a purchased childhood. Gordon Sturrock<sup>12</sup> mischievously suggests a “penny on the pound” tax on all childhood marketing and products, the revenue to be turned over to the play sector.

We need to validate playing in a real and personal and local way, not sit back and allow the process of childhood to be stolen from our children. Childhood should not be for sale.<sup>13</sup>

## Complexity

Complexity theory is a way of understanding natural systems. We look at a flock of birds or a school of fish moving in magnificent order and symmetry and wonder how they can do it. Both are examples of complex adaptive systems. In these natural systems, order is not the result of a pre-established plan that maps out, say, the flock's flight path. Instead, the overall order, the graceful flocking, emerges from a few very simple rules about finding a direction, keeping a certain distance from other birds, and so on, that govern individual birds' flying behaviors.

The theories of complexity provide some interesting metaphors for understanding playwork. Arthur Battram<sup>14</sup> describes an ideal state for a play setting by likening it to



a wave. Before the wave breaks, there is stasis, order. After the wave breaks, there is turbulence and chaos. At the curl of the breaking wave there is a delicate balance between order and chaos.

If we relate this to a play setting then the static, ordered state is a very controlled setting. It is rule-bound, highly organized, and prescriptive; timed activities will take place. There is no room in this play setting for the creative spontaneity of playing children. If we look at a chaotic play setting, it is poorly organized. The hours when it is open are irregular. The toilets might not work. The staff might display a wide variety of moods and temperaments, with unpredictable attitudes towards the children and their playing.

Look at the curl of the wave, which is where we surf because that is where the power is. We see the meeting of order with spontaneous activity and unpredictability. Thus, an underlying order can support freedom and unpredictable play. It is a framework for creativity.

Battram offers us the image of surfing on the edge of chaos and order as a metaphor for how a play setting works. It is our role as adults to understand this and create the solid foundations on which the children play.

## Graduated access

I remember once when my cat had kittens I watched them for hours as they learned to stand up and negotiate the world. Most entertaining was the stage when they realized that cats are supposed to be able to jump. They would tremulously climb onto a slim paperback left on the floor and then prepare themselves to leap the 1.5 inch drop to the carpet. They crouched and wriggled their stubby tails and built up their courage and finally managed an undignified tumble. Mother cat opened a lazy eye to watch and then closed it as the kittens tried to regain their dignity and go back for another try. Each at its own pace, the kittens managed bigger and bigger jumps leading to major bounds up and across obstacles. They played this for hours on end.

A good playground is designed not into age-segregated zones, but with structures and equipment that can be explored by children of mixed ages to test themselves and work their way up to more challenging levels. If they are discouraged from trying after their first ungainly tumbles, children will never acquire the gross motor skills, strength, agility of mind and body, confidence, problem solving skills, and much more that they get from this simple and essential play. They will never grow up to be proper cats!



## Inclusive play

We were playing in a courtyard on a housing project in the East End of London. We took a few loose parts—buttons, ribbons, dry powder paint.

The playing was going fine, but it had reached a cadence and was ready to begin a new movement when Harry, who attends a local special school rather than the one the other children go to, ran into the courtyard and, untypically, joined in with the other children. The playworkers supported this.

Harry found a golden button on the floor. “Look, look, I’ve found gold. I’ve found gold.”

Suddenly all the children were hunting for gold. Harry loved golden things and was fond of a computer game that involved questing after golden coins. His imagination took him into a fusion of his computer play and the playing of his life. This playing was turned into a wonderful treasure hunt, which all the other children caught hold of and shared. The new strand of playing ran though as a recurring theme on the site for many days.

What can we unpack about playing with children with disabilities and their peers from this?

1. The playworkers had identified a space in which children were not playing but could be, so they started to facilitate play in this place.
2. They did their research and found that there were loads of kids living around the site including at least one with a recognized disability.
3. They found out who his mum was and talked to her, found out what he needed to have to support him in his playing, and what his passions were so that they could understand and anticipate him. They invited the mum to watch the playing for as long as she wanted to.
4. They took loose parts that would be interesting to all the children

and that would also have a special appeal to him.

5. They supported him through his reticence to join in. They supported the other children in welcoming him by finding out how to play with him and doing it themselves.

6. They helped the other children join in the unique inspiration that he brought to the session.

7. They knew, because they all had experience working with children with disabilities, that as soon as the playing of children with disabilities is liberated, their peers are inspired to share a whole new open-mindedness of possibilities.

8. They also knew from experience that when children are validated to do this, the playing relationships last. Understanding of playing and living beyond difference starts to change attitudes and create a shared understanding of the wider world.

9. They stepped back and let the children get on with it, always watching closely in case they were needed.

Is this worth doing?

Well, yes.

Apart from achieving social inclusion and moving forward the fight against apartheid in play, the quiriness of the playing of a lateral thinker destroys the “cool” that stops children playing freely. It introduces elements of the surreal and magnificent worlds of difference.

## Lens of play

Playworkers have long been frustrated by the difficulty that some practitioners of other well-established disciplines have in grasping that playwork is an equally valid craft. For example, a teacher may tell you that she knows all about play, that “play is learning.” It is easy to react to this, to snap back: “Actually, learning is a subset of play. You know nothing about it!” This sets a tone of mutual disrespect and starts a fight.

As a way of placing playworkers in a school in London at lunchtime play sessions, we had to develop an “ambassadorial” style of playwork. We had to believe that more than one thing can be true at any one time. To sum this up:

The doctor sees children through the lens of medicine.

The teacher sees children through the lens of education.

The playworker sees children through the lens of play.

## Liminal spaces

These are spaces of undefined purpose, becoming different things at different times. The seashore is water at one time, rock pools at another, and a dry, rocky, sandy stretch at a third. We know that these spaces appeal greatly to us. They draw us to them. Why do folks gather and walk on a beach? Also remember that Simon Nicholson, who created the term “loose parts,”<sup>15</sup> cited the seashore as being the richest of spaces because of its manipulability, its loose parts. The ultimate loose part is the sea and the earth and the space where they meet.

Traditionally, liminal spaces are connected with magic and have a mystical quality. They are the spaces of poetry and myth. In play terms, children are drawn to spaces that are neither one thing nor another, but can be whatever the children need them to be. Using this theory, we looked at an area at the corner of Mile End Park in London where the canal meets the “countryside” of the park. It was overgrown and brambly. We have been observing this space for a year, watching its usage patterns.

Slowly the brambles have been cleared, except for one stand that forms a protective arm around the space. Here they have been cut so that children can pick blackberries. The faint hints of desire lines have been marked out in bark chip pathways. Bit by bit the space will change. Maybe a bench will be moved for parents to overlook the area. We may create a way to have a shimmering in the trees. (Are they shimmering or not? Do trees shimmer?) Or there might be a swinging gate or a wall to climb over to gain access to what will remain an unfenced area. (The idea of this is that children enjoy moving through boundaries and all that is prohibited and all that is not.) There will be a swinging seat, too. I would like vines planted against the wall that is a backdrop to the space. Can we pick and eat the grapes or is it forbidden? These contribute to the mystery of the space.

The approach to this project is to be cheap. It is experimental; it informs adults about playspace design. It is not age-specific and should ideally be used by different people at different times of day, including the late night punters of the adjoining comedy club. (Solar powered fairy lights are what I want for them.) I see this as a woodland clearing. Is there a faraway tree? Does Bambi graze there and disappear before you reach the spot? Is there a circle of magic on the ground? It should be constantly changing in very subtle ways, yet always have the same enticing, uncatchable flavor.

## Loose parts

In Nicholson’s theory loose parts refers to anything that can be moved around, carried, rolled, lifted, piled on top of one another, or combined to create interesting and novel structures and experiences. Loose parts include wood, containers, shapes, toys, animals, plants, and so on.

Loose parts allow children to take an object that has a loosely defined purpose and use it to be anything that they want for their playing. Thus a cardboard box can be a den or a car or an airplane, a bed or a tortoise shell. Loose parts do exactly the opposite of battery-powered toys that require the child only to push a button to send the toy into an ecstasy of beeping and flashing and tinny music. Such toys do the playing while the child is reduced to the passive role of an audience. Play itself, with these toys, is turned into a space of exclusion for children. They’re kept outside the play circle, which is dominated by the moving toy. Loose parts liberate the imagination and creativity of the playing children and allow them to master the world around them in ever-changing ways and communicate more effectively through their playing.

## Mirroring

See *D. W. Winnicott*



## Mollycoddling

Mollycoddling is what we do when we fall into the parent trap.

I was sitting next to a friend at a play conference one day and he showed me a video clip of his toddler daughter on the streets of Manhattan. She was teetering beside a stand of apples that, like buttercups on a chin, gleamed their autumn colors onto her rosy cheeks. She turned her face up to beam at her dad and then shifted her attention to a passer-by, whom she charmed with a smile and engaged in a game.

Proud Dad, aglow with the wonder of the fresh watching of the scene, explained how this little girl embraced the world. How she delighted in each new human being that she discovered. As we watched the video he told me what had happened one day when she had moved, in her usual way, to embrace a little girl and experienced her first

rejection. The girl pushed her away. As he told me this story, Dad and I both winced at the pain that his daughter must have felt.

“She cried,” he said, “not because she was physically hurt, but because no one had ever met her with that response before.” I sensed that this had been a turning point in this lovely man’s fathering. He knew the deep emotional hurt that the shock of the rejection had caused his tiny, vulnerable, sweet-natured daughter.

He knew from his work and from his heart that the child has to be let down by the world, that we have to experience a range of hurts and traumas of the ordinary everyday kind. The insult from another person, the scraping of a knee, the shock of falling, the unpleasant truth that other people may disagree with you. There comes the horrendous realization that we are not the center of the universe and the apple of everyone’s eye.

The mollycoddled child is prevented from learning these things because the deep love of the parent manifests itself through a desire to bubble-wrap the child and protect her utterly from the possibility of experiencing any of the harshness of the world.

This father, however, allowed his beloved child to experience this insult because he loves her so very much.

Children are often denied experiences because parents ache to keep them as pristine and tenderly perfect as they were when that first tsunami of love swept over them, when they first saw those tiny fingernails and their hearts melted, and they relinquished their entire being into the service of this omnipotent yet utterly vulnerable new life.

If we refuse our children the chance to play because they may get a bump, or a cut, or a scrape, or get into an argument, if we try to make sure that nothing in the world upsets them, if we stop kids from having the chance to experience the perilous range of human experience, then we are not protecting them. We are endangering them. They will develop no coping mechanisms for themselves. They will have no resilience, no depth of character. They will not understand how to come at the world. They will consider themselves to be precocious little gods and goddesses, probably inclined to tyranny.

That is what mollycoddling does to a child.

As Lady Allen said, “Better a broken bone than a broken spirit.”

I am not advocating negligence. We have to assess the risks that our children take. Do the benefits outweigh the hazards? I would stop

my children from trying out sword swallowing or sticking their fingers into electrical sockets, but it is not always an easy judgment to make. My own son broke his arms and wrists in skateboarding accidents. We were regular visitors to the emergency room. Did we ever consider stopping him from skating? I don’t even remember thinking about it.

Then there is our slender elfin daughter who found her natural element in the air on a trapeze. Does my heart sink as I see my daughter soar, as I watch her creating a world without gravity, straining my neck to look up at her forming elegance in the air? Yes, of course it does. But how could I deny her life’s passion?

Watching our children take chances and handle risk demands more from us than from the children. It takes courage.

## Neophilia

Introduced in *Evolutionary Playwork and Reflective Analytic Practice* (Hughes, 2001), this term was coined by Desmond Morris of *Naked Ape* fame. He was the curator of mammals at the London Zoo and spent much time watching apes. He realized that they had a constant desire to have new experiences, or to re-invent familiar experiences.<sup>16</sup>

*Neophilia* means the love of the new. Hughes says, “Children are stimulated to play by the new, the novel, the attractive and the interesting. ... They ... create their own neophilic context using imagination and fantasy.”<sup>17</sup> This relates closely to Winnicott’s<sup>18</sup> idea of creative living, in which there is “a lifetime burning in every moment.”<sup>19</sup> There is a zest for life, a drive to discover and create and re-create, a passion for discovery and invention to master the world, understand it, and experience it at first hand, to push the boundaries of the known and find out the flavor of newness. Watch children at play and you will see this in action.

One often hears grumbling that children on the autistic spectrum will play the same thing over and over again without apparently moving the play along. If you join such children in their playing, however, you will soon learn to observe the minute variations that they are introducing to their games. If you continue to play with them you will see that the play actually moves on in leaps and bounds.

## Play audit

As a part of the process of reflective practice, playworkers can audit their

play site. There are many different ways of doing this, depending on the reason for the audit. One can base the audit on the goal of including all the types of play. Or one can audit with the specific needs of children with disabilities in mind, or the compensatory nature of the play site against the context of the neighborhood.

During a play audit you are on the lookout for deficits. You are doing a bit of play archaeology, looking for clues about how the site is used and how it could be used. This need not be a negatively critical process, though it can be used for troubleshooting or whistle-blowing purposes. An audit should be written up with sensitivity, to be shared with the playworkers on a site as a part of their ongoing tool box of resources. It might also prove useful to include a potential assessment. This is a little like a risk assessment, but is designed to test the hypothetical potential of a new piece of equipment or change to the site. It is also possible to use a Risk Benefit Assessment to increase the challenges offered by the site. What will the children gain from being able to take reasonable risks?

## Play deprivation

It is difficult to discuss play deprivation without becoming melodramatic. Studies carried out in Romanian orphanages, in Northern Ireland, and of murderers in the U.S.<sup>20</sup> show that there are links between a play-deprived childhood and atypical behaviors, both socially aggressive and emotionally repressed. Play-deprived people may be physically desensitized, show symptoms of severe learning disabilities, physical ineptitude, or erratic behavior, be depressive and withdrawn, or have difficulty in forming bonds.

If we lock poor or orphaned children in an institution, chained to their beds and deprived of human interaction and stimulation, and deprived also of their right to play, then we must expect the horrific results that we were all so shocked by in Eastern Europe. If we plan and plot every second of our children's waking time from their very earliest years and cram into it activities designed to train them for adulthood and teach them to regard their own urge to play as insignificant, then we must expect an extraordinarily troubled nation of adults coming up. When psychiatrist Stuart Brown interviewed murderers in prison he found that play deprivation was a common feature of their childhoods.



There is a plague of play deprivation. We are seeing the first signs and symptoms of the sickness that comes from it. The bad news is that it looks as if it is spreading worldwide and that the projected outcomes will be disastrous for human communities and for the planet itself. Widespread madness? Do I go too far?

The good news is that there is a cure and we have it at our fingertips and it is utterly free.

## Play rules

I have been to many playgrounds where children were given a list of rules that they had to agree to abide by as they joined the project. On some adventure playgrounds, these rules are painted in big letters on the walls. My work has always been to enable children with disabilities to participate in play projects that are local and suitable for them. Or better yet, to have a choice of play places available to them. So these rules have always presented me with problems.

Many of the children that I work with do not read. Asking them to comprehend in advance the things that they may or may not do is a considerable challenge. If you are a child with Tourette's syndrome, you may not be able to abide by the "no swearing" rule, however much you might wish to. In fact, the whole notion of creating finite rules for a playspace is fairly absurd if you are following the Playwork Principles. At one place the rules written on the wall had been added to and added to, with increasing tightness of regulation. The last rule read: "Be happy and cheerful." (Sigh.)

Because the adventure playground that I worked in was so very inclusive, we had to think hard about a system of shared understanding. We came up with this rule: "Have the best time that you can while you are here and try not to hurt yourself or anyone else." This allowed us to deal with many different ways of perceiving the world, to deal with accidental or unwitting hurt, emotional upset, and damage to things that really mattered. The rule was fluid and flexible. There was no line drawn in the sand, so children did not spend much time testing boundaries as they often do with rigid rules.

We did not believe that a binary approach worked. To tell a child "No" frequently arouses



an equal, opposite, and defiant “Yes.” To avoid this binary opposition requires the playworker to be subtle. A fine example of this comes from Joan Almon,<sup>21</sup> who remembers a time when two little boys, long-time competitors, both wanted to be king of the castle. They stood on a table and each declared himself king. She walked past quietly muttering to herself, “There was once a country that had two kings.” The play frame was at once opened up to new possibilities.

Boundaries are there on the inclusive adventure playground. The place is not anarchic. It surfs on the curl of the wave between order and chaos. (See *Complexity*.) It is adaptable and mostly harmonious, allowing children to be tolerant and to appeal for fairness.

Perhaps this concept goes hand in hand with the “finite and infinite games” as described by James P. Carse<sup>22</sup> in a book of that title and applied by Battram to playwork. A finite game is bound in time and space and agreed-upon conventions—like a football match. There is a preordained outcome: someone wins and someone loses. An infinite game, like “Silly-Rules Football,” which I watched as it was played by a child in a wheelchair pushed by a playworker, a boy with extreme dyspraxia, and whoever else was around, has no rules. In this game there were many serious lows and highs that were spontaneously decided and no sense of competition to be better than the other. It lasted several hours, on and off, and took place in many places, with many children and in many forms, with balls, flicked paper, thrown grass—anything and anyhow. We need to think very carefully about what the adult desire for competition does to the psyche of our children.

## Play types

There are many differing ways of identifying types of play. Until you have stopped and considered this, it may seem like utter nonsense.

“Play is play!”

Not so.

Think about this. A fixed playspace in a park will offer one type of play, the sort that uses big body movement. It offers swings or climbing frames or slides.

But if I asked you how you played as a child, I think that you would remember many things that were not like this. You may remember playing with grandma’s perfume bottles—the touch and smell and

beauty of the objects. You may have put on shows, dressed up, or pretended to have weddings. You may have played hide and seek and perhaps played with fire or water or mud or sand.

In the U.K. Bob Hughes has rooted through all the literature he could find and has identified through research and observation of children 16 different play types. These are what we use in the U.K. to inform our practice.

Perhaps the most intriguing of these is what he terms “recapitulative play.” This is based on the knowledge that the human brain is born incompletely formed in terms of size and complexity. (It has to be, for logistical, birth-related reasons.) So the brain grows very quickly in the first ten or so years of life. The fine points of its architecture change. It develops more filing cabinets and the capacity to fill those filing cabinets with stuff, and creates a complex network of connections between the cabinets. The theory goes like this—children learn through their early playing the skills that are responsive to the environment and vital to the survival of the species. This has happened throughout the development of humankind. We learn to make shelters and run and hide and climb and dam streams and irrigate fields and absorb the individual customs and identities of our tribe, child care practices, communication, relationships, and much more through the practice of play.

Bob Hughes has gathered information about all the types of play in what he calls a “taxonomy of play.” It is a useful diagnostic tool for playworkers. They use it to check the availability of equipment and materials of a play setting along with the opportunities that it provides for diverse forms of play.

An excellent example of this comes from observations on a play site where the staff noticed that there was no obvious invitation to children to experience the dramatic play types. They built a stage out of tables and made a Heath Robinson<sup>23</sup> curtain and before this work was done the children had started to put on “Little Orphan Annie.” This dramatic play continued long after the impromptu production was ended, with dressing up and performance and domestic dramas being acted out all over the site. It was as if a deep thirst had been quenched and the children now felt liberated to indulge in these types of playing. Some three years on, these same children spoke excitedly about this memory.

Here are Hughes's 16 play types with some illustrative examples:

*Symbolic play*—when a stick becomes a horse

*Rough and tumble play*—play fighting

*Socio-dramatic play*—social drama

*Social play*—playing with rules and societal structures

*Creative play*—construction and creation

*Communications play*—e.g., words, jokes, acting, body and sign languages, facial expressions

*Dramatic play*—performing or playing with situations that are not personal or domestic, e.g., playing “Harry Potter” or doing a “Harry Potter play”

*Deep play*—risky experiences that confront fear

*Exploratory play*—manipulating, experimenting

*Fantasy play*—rearranges the world in the child's fantastical way

*Imaginative play*—pretending

*Locomotor play*—chase, swinging, climbing, playing with the movements of your body

*Mastery play*—lighting fires, digging holes, games of elemental control

*Object play*—playing with objects and exploring their uses and potential

*Recapitulative play*—carrying forward the evolutionary deeds of becoming a human being, e.g., dressing up with paints and masks, damming streams, growing food

*Role play*—exploring other ways of being, pretending to drive a bus or be a policeman or use a telephone.<sup>24</sup>



## Playable spaces

This phrase was used by Tim Gill<sup>25</sup> in the Mayoral Planning Guidance for London and Bernard Spiegel of Playlink.<sup>26</sup> It was picked up almost instantly by playworkers because of the context in which it was used. It sums up quite delightfully the need for architects, parks managers and staff, developers, and town planners to look at the places where children play and ask, “Why there?” in much the same way that Sorenson did when he first realized that children preferred to play on bomb sites rather than in the fixed play equipment areas that had been created for them. It demands that we think about what is needed in a playspace and do an audit of the successful component parts there. It also implies that communities should consider children in the overall design of the fabric of environments and, by extension, think about human beings rather than just traffic and other economic factors. A playable space is pleasant for every bit of a community to be in. Quite a concept.

## Playwork Principles

This is a curiously vital and useful piece of work. The history of the Playwork Principles is available through Play Wales (see [www.playwales.org.uk](http://www.playwales.org.uk)).

The playwork sector was invited to respond to a document produced by Bob Hughes, Gordon Sturrock and Mick Conway.<sup>27</sup> The responses were collated and condensed by a scrutiny group that amalgamated them into the Playwork Principles. The process was honest and scrupulous. I know; I was a member of that group. Although the process was coordinated by Play Wales, the principles are embraced by the playwork profession throughout the four nations of the U.K. They describe, clearly and succinctly, the ethos of our craft. They are a delight to work with and will probably be very useful for some time.

Here they are:

1. All children and young people need to play. The impulse to play is innate. Play is a biological, psychological, and social necessity, and is fundamental to the healthy development and well being of individuals and communities.

2. Play is a process that is freely chosen, personally directed, and intrinsically motivated. That is, children and young people determine and control the content and intent of their play by following their own instincts, ideas, and interests, in their own way, for their own reasons.

3. The prime focus and essence of playwork is to support and facilitate the play process and this should inform the development of play policy, strategy, training, and education.

4. For playworkers, the play process takes precedence and playworkers act as advocates for play when engaging with adult-led agendas.

5. The role of the playworker is to support all children and young people in the creation of a space in which they can play.

6. The playworker's response to children and young people playing is based on a sound up-to-date knowledge of the play process, and reflective practice.

7. Playworkers recognize their own impact on the playspace and also the impact of children and young people's play on the playworker.



8. Playworkers choose an intervention style that enables children and young people to extend their play. All playworker intervention must balance risk with the developmental benefit and well being of children.<sup>28</sup>

## Quirkiness

A good play space will always have some element of quirkiness—something that shows that this is a space where anything is possible and where the world has a strange slant. Quirky is the opposite of cool. Coolness is a play stiffer! People who are focused on being cool find it very difficult to let go and make themselves silly and playful. When playworkers can be quirky and show their playful take on the world, they liberate the quirky playfulness within the children. But we also have to be careful not to be too weird; that's just scary for children.

## Recalcitrance

Arthur Battram and Wendy Russell<sup>29</sup> have a jolly, playful, and illuminating collective noun that describes playworkers: Recalcitrance. It encapsulates the general attitude of the archetypal playworker. They are frequently nonconformist, seeing the world outside the box, being offbeat and unconstrained in their creativity, lateral thinkers, able to tolerate with joy the benign wildness of creativity that they observe in the playing child. They are able to support the play process with wisdom and insight, using imaginative modes of intervention to move play

forward. Of course, playworkers delighted in this term from the first coining because, as Groucho Marx said, "I wouldn't want to belong to any club that would have me as a member."

## Reflective practice

Reflective Analytic Practice (RAP) is an essential part of the toolkit of the playworker. RAP refers to a working style. Playworkers are constantly observing the children at play. They look at the ways in which the site is used, looking for deficits of certain types of playing. They consider and reflect on what they are seeing and share their thoughts in a daily reflective practice session with their colleagues. These observations should be analyzed and acted upon. A diary of reflective practice sessions must be kept to show the seasonal ebb and flow of playing.

Hughes in *Evolutionary Play and Reflective Analytic Practice* describes a process that involved playworkers reflectively immersing themselves in playwork at such depth that the new and important insights regarding the mechanisms and motivations behind it could begin to emerge. He writes:

The power of RAP seems to rest on a combination of three things:

- (1) The ability of the playworker to bring contemplative and regressive skills to bear upon "what if this was happening/ had happened to me?" kind of problem.
- (2) The ability of the playworkers to locate, digest, and study material relevant to this problem from literature.
- (3) The ability of the playworker to craft an analysis of the two, producing either a practical playwork solution or greater clarity to a difficult theoretical area.

Hughes notes that this has "the effect of opening up long-forgotten sensory and affective play memories" that allows the playworker "not to be in the cockpit with the child, but certainly flying in parallel."<sup>30</sup>

## Secret spaces

This is a phrase used by Elizabeth Goodenough<sup>31</sup> to describe the hideaways that children need to create or discover and to have safely within their control. Without these private places where their inner

playful lives can be exercised, children have little opportunity for many different types of play.

Morgan Leichter-Saxby<sup>32</sup> asks, in her work on forts and dens, without the opportunity to experience privacy how on earth can children discover a sense of their private selves and personal worlds? She writes:

To be by oneself, in a place that feels safe and unadulterated, to have time and space to dive into the depths of the playing that is an intrinsic drive within you, to step at once aside from and yet deeper into the world as you experience it, that is when and where the richness of the play that is possible ripens to fruition.<sup>33</sup>

## Spaces of exclusion

Researching for this primer, I went to Niall Martin, the friend and psychogeographer who had introduced the concept of *spaces of exclusion* to me.<sup>34</sup>

It turns out that the phrase has been quoted wrongly, by me, all over the U.S. and the U.K. Niall tells me it should be “spaces of exception.” This just proves once again that there are distinct advantages to being on the DCD spectrum.<sup>35</sup> I can get stuff wrong in useful ways. I like to think of it as lateral thinking.

“Spaces of exclusion” sums up for me the hostility of the urban countryside towards children. There are places designed to be child-unfriendly, places that by design do not even demonstrate an awareness of the existence of children. There is a prevailing atmosphere of children being unwelcome because of their unpredictability, noisiness, and general non-adult nature.

Look at the design for urban living that we have developed in a corruption of the work of Le Corbusier.<sup>36</sup> Tower blocks without street life. Corridors that are purely functional. “The neighbors complain when my children play in the corridor,” says one mother. “I am on the eleventh floor, my son is on the autistic spectrum. What am I supposed to do, keep him locked up in the flat on his own, or send him off to the ground floor to play?”

We live within walls, in Malvina Reynolds’s “little boxes made of ticky-tacky,”<sup>37</sup> in living pods.

These tower blocks are surrounded by communal land, but this



is often a hostile space for children because of the ways adults use it, or because of the blasts of wind that bounce around the wind mazes created by the blocks, or because of the powerful message carried by the “no ballgames” signs on every wall. These notices carry no legal weight. But just as surely as advertising takes for granted the “advertiser’s right to intrude” (Winnicott, 1954), a right delightfully subverted by the graffiti artist Banksy<sup>38</sup> and many others, they carry a message that gets through. They create a sense in the community and in children, especially, that playing is wrong. This whole attitude is antisocial. It builds die Mauer im Kopf, “the wall in the head,” as Lynsey Hanley points out, the internalized control system that limits what we believe is possible of and for ourselves.<sup>39</sup>

In London’s Tower Hamlets, where I live and work, thousands upon thousands of dwellings shrink into the spaces left for them by the “lines of severance,”<sup>40</sup> the roads that butt their way rudely through the borough with their unreasonably fast and heavy traffic, and the smaller streets that emulate them like a child emulates a dysfunctional sibling. There are railway and tube tracks and canals. Sometimes the whole place feels like a complex laser burglar alarm system that we need to flick flack and dodge our way through. How do children negotiate this by themselves? The places where we can walk our desire lines—the paths we would naturally carve out and that should be pathways created by bare feet crushing long wildflower-filled grass meadows—are preordained for us and set in tarmac. Municipally designated desire.

Occasionally we find a playground. We know that it has been created because of some legislative demand placed upon designers and town planners. You can feel that it is as unwelcome as children themselves. It is in the way, it takes up space. It has not been created by a person who knows about play or children. It is there purely as a signifier to other adults. It carries the message “See? We have done it. We have put your stupid playground into the design. Now can we get on with the important stuff please?” Neither architects nor landscape designers nor even parks managers know much about play from their training, though some splendid exceptions exist—people who have taken the trouble to inform themselves and translate their knowledge into playscapes for children.

For the most part we see garish blots of metal enclosed inside metal fences like *über*-playpens. In one section there will be a slide and swing,

a bouncy chicken, and maybe a climbing frame. Next door to this will be a slightly larger version of the same thing, fenced in and separated from the first. The marginally older children are assigned one playspace, the little ones another. The danger of the two mixing is considered to be so great that a double layer of fencing must be built between them. And heaven forbid that teen-agers try to access either of these spaces. They are demonized and pilloried and labelled “hoodies” and delinquents and vandals. (Where are they supposed to play?)

These token play places are clearly spaces of exclusion for teens in much the same way as up-to-the-minute educational toys require the child only to press a button to send the toys into an orgiastic flurry of playfulness, while the child is required to step back and watch, to become a passive observer. That’s how these “playgrounds” operate. They do not provide a range of experiences but focus on gross motor play alone. No evidence here of the variety of the 16 play types identified by Hughes and used by playworkers to understand the business of the playing of children. It is mostly metal or plastic, and even the flooring obliterates the experience of falling and grazing your knee. It is rubberized. Sanitized. Child-proofed. Play possibilities are tightly controlled. No sand and water here. No digging in the mud. No loose parts. No visual stimulation or sense of a *Gesamtkunstwerk* in the screamingly primary-colored metal and rubber playzone.

Imaginative and dramatic play types are curbed by the ugly shaping of bits of equipment into chicken or rocket ship forms. Have a look at the Free Play Network<sup>41</sup> photo gallery of places of play. Go to the section about places of woe and you will see graphic illustrations of such horrors. Play is adulterated here. Spaces of exclusion are disguised as places of inclusion.

Even in schools, where many children experience their only outdoor unstructured playtime, the agenda is adulterated. The threat of a withheld playtime if the individual child or the class does not tow the line is ever-present. I witnessed this once in a class that was looking at the United Nations Convention on the Rights of the Child as the lesson subject. They were talking about the child’s right to play and one child started to mess about. He was told that because of his behavior he had forfeited his playtime! Play as a system of rewards and punishments.

Another story comes from a playworker in a school lunch playtime. She saw a group of children playing at having babies. They had stuffed

jumpers up their T-shirts and were pretending to be pregnant like their teacher and one of their mums. The playworker sensitively supported the game and was later hauled over the coals by the head teacher who said that this must never be allowed again and that in 25 years of teaching she had never seen anything like it. (In 25 years of playwork, I have seldom seen a day go by that something like this does not happen. It is a healthy use of play.)

## Stories

Many years ago I became frustrated with playworkers who did not hone their reflective practice to the extent that allowed them to recall the playing of the children that they had seen that day. I started to organize our team meetings in a slightly different way and we began to tell each other the play stories of the day. This required us to watch, remember, and think about the telling. We had to be faithful to the material that we had seen in the play.

Somehow the storytelling process let us get closer to the playing than we could when we used adult representation of the material. Our team became very good at this and it became lodged in our shared practice. But we were only one team. I knew that the stories of these children’s play needed to be heard widely.

The playing of children with disabilities and their peers is largely misunderstood or forgotten. When we tell the stories of their play we find that people understand with greater clarity what we are trying to say. The stories stretch like song lines through our shared experiences. They show the way that we need to travel and tell us about the places we have been. Working with a group of folks coming newly to the subject of play, I find that the sharing of our own play stories awakens the flavor of what is needed for the children around us today and starts to show us what we need to be doing for them. People understand how important their play was, what a small role adults played in it, how the experiences were so frequently with nature, and with mixed-age groups of children.

I have collected stories from people all over the world. Every group that I have worked with has come up with surprisingly similar ones. In Africa, Asia, Scandinavia, the Americas, Europe—all over the world children have done the same things. They have played chase, climbed, foraged for food, built dens, been daring, and played with fire and water, sand and mud. They have had seasonal variations to their playing, they

dressed up, pretended to be adults, made up rhymes, played at being in gangs or groups—all the activities that would need to be hard-wired into a developing species for its assured survival. Once adults see this, they frequently understand that play is more important than they had realized. It is an essential part of what we are.

In a presentation in Berkeley in 2008, Stuart Brown of the National Institute for Play<sup>42</sup> talked a little about his work of collecting stories of play from scores of folks, famous, infamous, and everyday. He said that play needs to establish a mythology so it can regain its identity in the United States. Several U.S. children's museums are considering gathering the play stories of the adults who bring their children to the site. We would like to see play-mindful communities watching out for the playing children, so that the prevailing culture will shift to one in which playing is the norm.

## Transference

This is a term that is borrowed from the psychotherapeutic world. It describes the process that occurs when the therapist and the analysand recognize shared experiences and start to identify with each other. In the therapy room it is the job of the analyst to recognize these exchanges and retain her personal detachment from them to allow the analysand to work through his own processes without being sullied by the personal input of the analyst. This enables the clients to continue with their own material without the adulteration of the emotional response of the analyst.

In a similar way all playworkers are required to examine the effect of the playing child upon their own psyches. They must realize that they are not there to impose their own emotional baggage on the children. Likewise, the children, who are at play, will have a personal impact upon them. It is the adults' role to manage and reflect upon the way the children affect them. The Playwork Principles touch on this process. Playwork is one of the few professions that acknowledges this phenomenon and its importance in the practice of its craft.

Consider an example: A playworker finds that she is surprised by an urge to hit a child when the child is cheeky to her. On reflection the playworker remembers that she was hit by an authority figure when she was cheeky. This situation causes resonance of her own trauma. Because she recognizes and understands it, she can be alert to it. She

discusses this realization with her line managers who support her working relationship with the child in question in the most appropriate ways. A poorly equipped and trained playworker will conceal her personal responses from the child or the playground as a whole and will re-enact her own traumas at the expense of the children. She will also conceal her personal response from her line manager, burying the problem deeper.

## Trivialization of play

This is a state of mind that perceives and positions play as trivial fripperies that are permissible for a few years in early childhood at a time when children (generally considered to be adults in training) can waste time with idle inane fun. It becomes infantilized. It is a brightly colored phenomenon, primary colors usually, though bubble gum pink is allowed. It is not thought to have any considerable substance and certainly does not fulfill any function—other than creating Kodak moments of fun. Balloons, bouncy castles, zoomorphic face painting, and jolly dungareed party entertainers are obligatory.

This perception of play has nothing to do with the processes of playing that allow the internal world of the child to come out and discover how to experience and assimilate the external world. It does not entertain the thought that the need for play stretches over many thousands of years and is in the business of giving voice to the richest emotional pallet. Instead, it is a world filled with the equivalent of the springy chickens one finds on playgrounds.

## D. W. Winnicott (DWW)<sup>43</sup>

The pregnant woman finds herself in a state DWW calls “primary maternal pre-occupation.” He says it is a sort of “healthy madness.” (He also says, “We are poor indeed if we are only sane.”) This state allows her to focus on the child and what it will need. How to provide the best life for her child? How to be a parent?

This state morphs into what DWW calls “the Good Enough Mother” (GEM). This is not a put-down, rather a celebration of humanity. We are neither perfect nor failures. If we are good enough, that is the best we can possibly be. Perfection is for machines. DWW was writing at a time when mothers were the primary caregivers in almost all circumstances. We now extend this phrase to fathers as

well, and in playwork terms it has been applied as “the good enough playworker” (GEPW).

The GEM creates a “holding environment” for her child. DWW says that the mother literally protects her child from gravity in the early months, holding it to protect from falling. As the child becomes more able, more independent, the mother adapts the parameters of the holding environment to the changing needs of the child. This process continues through what DWW calls “absolute dependence,” through “relative dependence,” when a child can “play alone in the presence of the mother,” to independence. Of course we know that this is a drawn out process that is constantly in flux.

The holding environment is a useful concept for us. It incorporates all the needs of the child: food, air, cleanliness, warmth, rest, and comfort. It changes and develops as the needs of the child change. It is safe and allows for exploration. The GEM manages the holding environment for her child. At this stage physical care is psychological care.

The GEPW likens this holding environment to the playspace; it holds the children and changes to meet their needs, informed by the attentive and attuned reflective practice of the playworkers. As one of the very first ingredients of the holding environment, the GEM will stare into the face of her child and mirror what the child is doing and the sounds she is making. Typically the child will perceive herself being perceived by the GEM (“apperception”) and will respond by continuing the game.

The archetypal version of this mirroring game is the sticking-out tongues game that is played between parent and child in the very early hours of their relationship and which continues with infinite variations for years to come. In playwork terms, this informs our work with children on the autistic spectrum and therefore all the other children that we work with as well. If we want to work with a child with autism spectrum disorder (ASD), then we will mirror his playing so that we experience for ourselves, first hand, something of what he is experiencing. This allows us to use the play that we are sharing to form a triangulation with the child. We are communicating through his playing. He probably feels something like this: “People usually stop me from doing this thing. But here is someone else who does it, too. She seems to like the same things I do. Let’s compare notes.”

Infants, according to DWW, find in this mirroring game their

first playful interaction. They realize that there are people outside of themselves. He terms the space between the GEM and the child, in which this playing occurs, the “transitional or potential space.” It is a space where things can happen that are “me” and “not me.” The internal world of the child comes out to play in the external world. This view of playing and the space in which it happens makes sense of play in the life of a child to a playworker. The slightly older child will be able to tolerate being away from the GEM by the use of the “transitional object.” This object could be a bear or a blanket (Christopher Robin and Linus, respectively.) It can be what the child needs it to be, which DWW understands as being the first “not me” object.

The transitional object roughly equates to a photo kept in a wallet. The photo is of the loved one, but it is not the loved one. It makes separation from the loved one bearable until you can be with her again. It is the transitional object that helps to make possible the move from absolute dependence on the GEM through relative dependence to independence. Playworkers and parents have to be aware of the need for the child to become separate from us and have independent actions and thoughts.

Children need to discover the world for themselves if their play drives are to allow them to come at the world creatively. They need to extend the holding environment from a place in which they are 100 percent in need of us to care for their every second (absolute dependence), to a place where children can use their transitional objects to help them play alone in the presence of the GEM (relative dependence), to a place where both mother and child can allow each other to be apart.

Winnicott believes that the best way to live is to live creatively. By this he means constantly seeing the world anew, experiencing and re-experiencing what is available to you. (See *Neophilia*.)

What a joyous way to see the world.

And how very playful!



# Endnotes

<sup>1</sup> Stuart Lester is a senior lecturer in playwork at the University of Gloucestershire and an independent playwork trainer and advisor. He recently co-authored *Play for a change: Play, policy and practice: A review of contemporary perspectives*.

<sup>2</sup> Arthur Battram is a management consultant and play theorist who has focused on the relationship between play and complexity theory. He is the author of *Navigating Complexity: The Essential Guide to Complexity Theory in Business and Management*, London: The Industrial Society (2000).

<sup>3</sup> For some of Gordon Sturrock's writings on play, see: "The Sacred and the Profane," <http://www.users.globalnet.co.uk/~estutz/profane.html>. For books by Sturrock and others see <http://www.commonthreads.org.uk>.

<sup>4</sup> See note 2.

<sup>5</sup> Lady Allen of Hurtwood had a liberal rural upbringing before the First World War in England. She studied to become a gardener and then a landscape architect. Her work led her to design outside environments, and this in turn led her to the issues of children's rights and children's need for play. She became a major player in UNICEF. To hear a radio interview from 2001, tune in to the BBC at [http://www.bbc.co.uk/radio4/womanshour/2001\\_51\\_mon\\_05.shtml](http://www.bbc.co.uk/radio4/womanshour/2001_51_mon_05.shtml).

<sup>6</sup> Lady Allen of Hurtwood, *Memoirs of an Uneducated Lady*. Marjory Allen & Mary Nicholson. (Thames and Hudson, 1975).

<sup>7</sup> Bob Hughes had a very playful childhood that stayed with him and informs his work to this day. He was a science graduate who fell into playwork. Fascinated by what he saw, he realized that the profession needed development. He has continued to write, research, and develop the craft ever since. His books include *Evolutionary Playwork and Reflective Analytic Practice* (Routledge, 2001), and *A Playworker's Taxonomy of Play Types (2nd Edition)*. For information on these and other works by Hughes see <http://www.playeducation.com/>. His article "Play Then and Play Now" can be found at <http://www.playengland.org.uk/westmidlands/play-then-and-play-now-bh.pdf>.

<sup>8</sup> H. S. Turner, *Something Extraordinary*. (Michael Joseph, 1961).

<sup>9</sup> Richard Louv is a journalist and author of several books. His best known is *Last Child in the Woods: Saving Our Children from Nature-deficit Disorder* (Algonquin Books, 2005, 2008). He is chairman of the Children and Nature Network, which he helped found. It encourages community groups that focus on bringing children back into nature. See <http://www.childrenandnature.org/>. He has also helped develop the coalition of hundreds of organizations working to Leave No Child Inside.

<sup>10</sup> See <http://www.strongmuseum.org>.

<sup>11</sup> For information about the documentary film *Where Do the Children Play?* and accompanying books see <http://www.wfum.org/childrenplay/index.html>.

<sup>12</sup> Gordon Sturrock is described as being "more than middle aged and still enjoys playing. He believes there is no such thing as an adult, only children of different ages. He was brought up in India, which he feels gave him a unique perspective on play and playing. Most of his working life has been happily absorbed in the search for meaningful explanations for play, most particularly in therapy, where he saw play being used for curative outcome with too little acknowledgement." From the website Ludemos: the home of therapeutic playwork, <http://www.ludemos.co.uk/members.htm>.

<sup>13</sup> In the U.S., the Campaign for a Commercial Free Childhood brings together over 25 organizations to fight the commodification of play and related problems. See <http://www.commercialexploitation.org/>.

<sup>14</sup> Comments are distilled from Battram's book (see note 2) and conference presentations since 2000.

<sup>15</sup> Simon Nicholson, "How Not to Cheat Children: The Theory of Loose Parts," *Landscape Architecture*, vol. 62, pp. 30–35, 1971.

<sup>16</sup> Desmond Morris, in his classic study *Men and Apes*, observed, "There is a perpetual struggle going on inside the brain, between the fear of the new (neophobia) and the love of the new (neophilia). The neophobic urges keep the animal out of danger, while the neophilic urges prevent him from becoming too set in his ways." Some research shows gains for those in whom neophilia is stronger: "In a study performed at the University of Chicago, researchers discovered that the average lifespan for neophobic rats was 599 days, compared with 701 days for neophilic rats." Quotes taken from <http://gcm.faithsite.com/content.asp?CID=18121>.

<sup>17</sup> Bob Hughes. See note 7.

<sup>18</sup> See section on D.W. Winnicott.

<sup>19</sup> From T.S. Eliot's "The Four Quartets—East Coker," Section V. See <http://www.ubriaco.com/fq.html>.

<sup>20</sup> For Romanian research see Sophie Webb and Fraser Brown, "Playwork in Adversity: working with abandoned children in Romania" in *Playwork: Theory and Practice*, Fraser Brown, editor, (Open University Press, 2003), pp 157–175. For research on play in Northern Ireland see Bob Hughes M.A. dissertation, "A Dark and Evil Cul-de-Sac (Has children's play in Belfast been adulterated by the troubles?)" which can be ordered through [www.playeducation.com](http://www.playeducation.com). For research on play deprivation in murderers see Stuart Brown's work at <http://nifplay.org/whitman.html> and in *Play: How It Shapes the Brain, Opens the Imagination, and Invigorates the Soul* by Stuart Brown, M.D. with Christopher Vaughan (Avery, 2009), pp. 26 and 89.

<sup>21</sup> Joan Almon is director of the U.S. Alliance for Childhood and was formerly a

Waldorf early childhood educator.

<sup>22</sup> James P. Carse is a philosopher and religious scholar who taught history and literature of religion at New York University. His book, *Finite and Infinite Games* (Ballantine, 1987), contrasts finite games, the every-day games of life that are bounded by the rules of space and time, and infinite games, that are endless, unbounded creative expressions of human beings.

<sup>23</sup> William Heath Robinson (1872–1944) was an English cartoonist and illustrator, who is best known for drawings of eccentric machines. “Heath Robinson” has entered the language as a description of any unnecessarily complex and implausible contraption. (From Wikipedia).

<sup>24</sup> See [http://www.playireland.ie/about\\_play.asp](http://www.playireland.ie/about_play.asp).

<sup>25</sup> Tim Gill is a writer and children’s advocate. From 1997–2004 he was director of the Children’s Play Council, now called Play England.

<sup>26</sup> Bernard Spiegel is principal of both the not-for-profit PLAYLINK and the general consultancy Common Knowledge.

<sup>27</sup> Mick Conway was a playworker on an adventure playground for many years and then became head of Hackney Play Association. Currently he plays a managerial role at Play England where he is a national advisor on play. For information on Bob Hughes see note 7; for Gordon Sturrock, note 12.

<sup>28</sup> See <http://www.playwales.org.uk/downloaddoc.asp?id=48&page=50&skin=0>.

<sup>29</sup> Wendy Russell teaches about playwork at University of Gloucestershire and is an independent playwork consultant.

<sup>30</sup> Modified from Bob Hughes, *Evolutionary Playwork and Reflective Analytic Practice*, pp 183–184. See note 7 for more details.

<sup>31</sup> Elizabeth N. Goodenough teaches at the Residential College at the University of Michigan. Her interest in children’s secret spaces of play resulted in an exhibit and book, *Secret Spaces of Childhood* (University of Michigan Press, 2003). Her work on play then led her to develop the award-winning PBS documentary, *Where Do the Children Play?* She has edited two volumes to accompany the film: *Where Do the Children Play*, a study guide and *A Place for Play*, a companion volume distributed by University of Michigan Press which also distributes the film.

<sup>32</sup> Morgan Leichter-Saxby is a playworker in London who has studied fort and den building as well as other play activities. Her blog is at <http://playeverything.wordpress.com/>.

<sup>33</sup> Quote was confirmed by email with Morgan Leichter-Saxby in April 2009.

<sup>34</sup> Psychogeography is a relatively new field of study, having begun in the 1950’s. It refers to the way a geographical environment, usually a city, works upon the feelings and emotions of an individual. It’s a type of mapping that takes into account more than the physical dimensions of an area.

<sup>35</sup> Developmental Coordination Disorder.

<sup>36</sup> Le Corbusier designed buildings but was also concerned with the social and physical integration of urban life. He spoke of communities where the daily activities at home, work and in the neighborhood could be integrated through rational design. He saw architecture as a tool for restructuring society, an alternative to revolution.

<sup>37</sup> Malvina Reynolds was a singer-songwriter and political activist. She is best known for her song, “Little Boxes,” sung by Pete Seeger and others. It was inspired by the rows of small identical houses in Daly City, California, south of San Francisco.

<sup>38</sup> Banksy is a graffiti artist based in England but known around the world for his art which often takes the form of political satire. He has managed to remain anonymous, although he complains that it is getting harder as he becomes more famous.

<sup>39</sup> Hanley, Lynsey. *Estates: An Intimate History*, (Granta, 2006).

<sup>40</sup> Lines of severance are roads that are difficult to cross, railroad lines or other obstructions to pedestrian life or children’s play. Such roads divide neighborhoods into segments rather than integrating and uniting them.

<sup>41</sup> See <http://www.freeplaynetwork.org.uk>.

<sup>42</sup> Stuart Brown is a retired psychiatrist and founder-president of the National Institute of Play. See [www.nifplay.org](http://www.nifplay.org). See note 20 for information on Brown’s new book, *Play*.

<sup>43</sup> Donald Woods Winnicott (1896–1971) was a British pediatrician who turned his attention to psychology and psychoanalysis. His ideas are receiving renewed attention, particularly from those who are play-minded. For a brief bio and quotes see <http://www.mythosandlogos.com/Winnicott.html>.

## Resources

The Alliance for Childhood ([www.allianceforchildhood.org](http://www.allianceforchildhood.org)) produces materials on play and playwork, including videos, policy briefs, fact sheets, reports, and resource lists.

### Playwork

Play stories by Penny Wilson: [www.flickr.com/photos/playtowerhamlets/4001537099](http://www.flickr.com/photos/playtowerhamlets/4001537099)

Free Play Network photo exhibit: [www.freeplaynetwork.org.uk](http://www.freeplaynetwork.org.uk)

Playwork partnerships: [www.playwork.co.uk](http://www.playwork.co.uk)

London playwork: [www.playworklondon.org.uk](http://www.playworklondon.org.uk)

## **Play**

American Association for the Child's Right to Play: [www.ipausa.org](http://www.ipausa.org)

Arbor Day Foundation, Nature Explore: [www.arborday.org/explore](http://www.arborday.org/explore)

Carol Torgan's 100+ Top Play Resources: [www.caroltorgan.com/100-top-play-resources](http://www.caroltorgan.com/100-top-play-resources)

Children's Environments Research Group: [web.gc.cuny.edu/che/cerg/index.htm](http://web.gc.cuny.edu/che/cerg/index.htm)

Children and Nature Network: [www.childrenandnature.org](http://www.childrenandnature.org)

KaBoom!, playgrounds and play: [www.kaboom.org](http://www.kaboom.org)

National Institute for Play: [www.nifplay.org](http://www.nifplay.org)

National Wildlife Federation, Green Hour: [www.greenhour.org](http://www.greenhour.org)

Natural Learning Initiative, playground design: [www.naturalearning.org](http://www.naturalearning.org)

New York Coalition for Play: [www.nycplay.org](http://www.nycplay.org)

No Child Left Inside: [www.ncicoalition.org](http://www.ncicoalition.org)

Play England: [www.playengland.org.uk](http://www.playengland.org.uk)

Play Wales: [www.playwales.org.ukncicoalition.org](http://www.playwales.org.ukncicoalition.org)

Playborhood, advocating for neighborhood play: <http://playborhood.com>

U.S. Play Coalition: [www.usplaycoalition.org](http://www.usplaycoalition.org)

Wild Zones, natural play areas: [www.wild-zone.net](http://www.wild-zone.net)

## **Creating Playgrounds**

A web search on any of the following phrases will yield links:

Lia Sutton's adventure playgrounds

Early Futures Adventure Playgrounds

Weburbanist Adventure Playgrounds

Berkeley Adventure Playground NPR Interview

Huntington Beach Adventure Playground

Imagination Playground New York City

Shane's Inspiration Accessible Playgrounds

Boundless Playgrounds



THE ALLIANCE FOR CHILDHOOD is a nonprofit partnership of educators, health professionals, and other advocates for children who are concerned about the decline in children's health and well-being.

Alliance for Childhood  
P.O. Box 444  
College Park, MD 20741  
[www.allianceforchildhood.org](http://www.allianceforchildhood.org)

## **Appendix 16**

### **Consultant Resumes**

## Appendix 16: Consultant Resumes

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### **Attractions Marketing Consultant:**

#### **EDWARD (ED) H. STONE – Stone Communications - Owner & Sole Proprietor**

Ed Stone has an extensive background in the areas of travel, real estate development, hospitality, entertainment and leisure industries. He has major accomplishments in marketing research and development planning, market analysis, advertising, communications/publicity, sales, television and event production. With over 50 years of experience in the travel industry, Stone operates under Stone Communications.

He is a graduate of the University of Georgia with a Bachelor of Arts degree in Journalism.

Stone includes today's technology developments in all of his marketing efforts by creating websites, social media and applications for various clients and his own business.

#### **CAREER HISTORY:**

#### **Stone Communications – 2001 to Present | Fairfield Glade, Tennessee & Estero, Florida**

Owner & Sole Proprietor – Stone provides marketing and communication services to clients throughout the United States. Currently working with Pima County's Director of Tourist Development in creating family entertainment products as part of the overall master plan for the County's Entertainment District. Other projects include: Researched and recommended successful projects for the State of Georgia's Department of Natural Resources (Atlanta, GA), provided marketing services to the International Association of Leisure and Entertainment Industry (IALEI), developed long-term marketing plan for Rye Playland (West Chester County, NY), consulted and supported Live On Stage/Matt Davenport Productions (Nashville, TN), and expanded business communications for Benchmark Games, Inc. (Miami, FL), plus many others. Created and developed GoGolfandTravel.com website as a new business.

#### **Stone & Associates – 1988 to 2001 | Nashville/Hendersonville, Tennessee**

A full-service marketing and communications agency with emphasis on research, product development, planning and development of resort, amusement and entertainment facilities and developing/conducting travel media tours. Longest tenured client was Chevrolet Motor Division of General Motors for 13 years. Retained by the Audubon Institute to handle all aspects for the grand opening and marketing of the Aquarium of the Americas in New Orleans, Louisiana. Contracted for the management and marketing of Sandestin Golf and Beach Resort in Destin, Florida. Became the first marketing agency of record for the Sevierville (Tennessee) Chamber of Commerce in 1995. Created and oversaw the marketing of many other regional and national projects. Developed and created a standard by which travel media tours are conducted to showcase areas throughout the southeastern United States.

#### **Opryland USA - 1974 to 1988 | Nashville, Tennessee**

Vice President, Marketing and Public Relations - Responsible for all corporate marketing, sales, advertising, promotions, public relations/publicity and special events for one of America's premiere convention and tourist destinations and attractions. Directly responsible for the development, planning and implementation of new products and marketing programs for all Opryland USA Inc. companies: Opryland Showpark, Opryland Hotel, Grand Ole Opry, The Nashville Network (TNN), General Jackson Showboat, Grand Ole Opry Sightseeing Tours, Opryland Talent Agency and Opryland Travel Company.

Responsible for public relations/publicity and community relations for the Opryland USA complex. During this time, directly involved and executive producer for several major television specials on NBC-TV, ABC-TV, CBS-TV, TNN and other syndicated shows.

## Appendix 16: Consultant Resumes

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Responsible for all corporate sponsorships at Opryland USA during his nearly 15-year tenure. This entailed the solicitation, development and fulfillment of sponsorships involving such companies as Kodak, Coca-Cola, Toyota, American Airlines, National Car Rental, General Mills, Frito/Lay, etc.

### **Callaway Gardens - 1963 to 1974 | Pine Mountain, Georgia**

Director of Advertising and Public Relations - While performing the duties of publicity and advertising at the 2,500-acre resort, worked in all areas of marketing, public relations/publicity and sales for both the conventions/recreational and horticultural divisions.

### **PROFESSIONAL ORGANIZATIONS AND INDUSTRY ACTIVITIES**

- Society of American Travel Writers (SATW). A 37 year member of the Society of American Travel writers and has received seven President's Awards. He is honored as one of only 37 Marco Polo members in SATW's 59-year history.
- Society of American Travel Writers Foundation. One of the original members of the board of directors and continues serving as a trustee. Secretary from 1989 to 1995. Treasurer from 1996 to 2000.
- Travel Industry Association of America (TIAA). Chairman of 1988 national convention in Denver and served on Board of Directors 1987-90.
- Southeast Tourism Society (STS). Founding member and charter president (1983-85). He is a lifetime member of the STS Board of Directors.
- International Association of Amusement Parks and Attractions (IAAPA). Board of directors from 1984-1988. Second vice president (1987) and first vice president (1988).

Partial list of other clients served by Stone & Associates and Stone Communications:

- Wisconsin State Fair Park - Milwaukee, Wisconsin
- Georgia's State Farmers Market - Atlanta, Georgia
- Daytona Beach Area Convention & Visitors Bureau - Daytona Beach, Florida
- Alabama Mountain Lakes Tourist Association - Mooresville, Alabama
- Metro Atlanta Tourist Association - Marietta, Georgia
- Montgomery Area Chamber Of Commerce - Montgomery, Alabama
- St. Petersburg/Clearwater Area Convention And Visitors Bureau - St. Petersburg, Florida
- Ascension Parish Touist Commission - Sorrento, Louisiana
- Georgia Olympic Marketing Task Force - Atlanta, Georgia
- Glenlakes Country Club - Foley, Alabama
- Jackson Zoo And Livingston Park - Jackson, Mississippi
- Jazzland, Inc. - New Orleans, Louisiana
- Ogden Entertainment Of Florida - Ocala, Florida
- Playdium Entertainment Corporation/Sega City - Toronto, Ontario
- Tift County Development Authority - Tifton, Georgia
- Tennessee Valley Authority (Tva) - Knoxville, Tennessee
- West Baton Rouge Tourist Commission - Port Allen, Louisiana
- Alabama's Constitution Village - Huntsville, Alabama
- American Airlines/American Eagle - Dallas, Texas
- Budget Rent A Car - Nashville, Tennessee
- Lake County Board Of County Commissioners, Tourism Development - Tavares, Florida
- Nashville Convention & Visitors Bureau - Nashville, Tennessee
- New World Society - Miami, Florida
- Ridgway Land & Development Company - Ridgway, Colorado
- U.S. Space And Rocket Center, Astronaut Hall Of Fame And U.S. Space Camp - Huntsville, Alabama

## Appendix 16: Consultant Resumes

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### **Show Caves and Attractions Counculant:**

#### **Bruce Herschend**

Current Employment: Talking Rocks Cavern, The Butterfly Palace, Marvel Cave & Silver Dollar City. Serving in positions as: Owner, Developer, Manager, Consultant, Guest Instructor, Historian, Animal Handler, Buyer

#### **A Summary of Significant Work Experiences**

Silver Dollar City (MO): [Team member, Supervisor, Manager] Worked for 13 years in every division; Foods, Maintenance, Entertainment, Marketing, Merchandise, and Attractions. I worked at the main park, Silver Dollar City and limited time at Dollywood, TN and White Water I, Branson MO. I grew from employee to team leader, to supervisor, to manager.

Talking Rocks Cavern (MO): [Owner, Manager] In 1993, I took a Show Cave losing money and turned it around. After optimizing the profitable level, hired a manager to take on the daily duties and follow the patterns I had created. I continue to provide direction for that business and I am the merchandise buyer.

Marvel Cave (MO): [Manager, Construction, **Resident Scientist**] I continue to help with the environmental and cave science issues. To save money, I worked closely with other cave scientists, and in some cases, performed parts of the field work and sent samples to the lab.

Cavern Development Work: Studied under the three great names in cave development and lighting. These were the people who developed most of the show caves in America and in other countries doing trail construction, lighting, formation restoration, project management, master planning, government relations & customer experience work.

#### **Partial List of Caves where I Have Worked On Cave Development, Lighting, or Consulting:**

Lost Sea, Tennessee

Hato Cave, the island of Curacao, Netherlands Antilles

Kartchner Caverns, Arizona State Parks - one week in the field each month for two years

Tumbling Creek Cave, Missouri

Hidden River Cave, Kentucky

Beauty Cave (AKA: Fitton Cave), Arkansas

Marvel Cave, Missouri

Riverbluff Cave, Missouri

War Eagle Cavern, Arkansas

Talking Rocks Cavern, Missouri, Indian Creek Caverns, Mud Cave & several restricted bat roost areas across Arkansas & Missouri.

Cumberland Caverns, Tennessee

Cave consultation in several tightly controlled government areas, Lechuguilla, Carlsbad

Caverns, Kartchner Caverns,

IMAX film "Ozarks Legacy & Legend" 7 caves. Safety officer and animal handle

#### **Educational Background:**

Southwest Missouri State University

Bachelor of Science (BS), Management Information Systems

Bachelor of Science (BS), Business Management

Minor, Geology

1981 – 1984

University of Arkansas at Fayetteville General

1980 – 1981

## Appendix 16: Consultant Resumes

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### **Consultant, Guest speaker / Team building / Historian**

Show Cave Development: Master planning, lighting (artistic accent & reflective trail lighting), light & sound show with computer control, environmental cave issues. Structural questions, trail design, customer experience, affordable science, and tomorrow's customer. Guest speaker / team building: The development of Silver Dollar City by Jack & Pete Herschend. Around the park and behind the scenes at Silver Dollar City and in Marvel Cave as I teach the principals that worked, and discuss those that did not work. Guest speaker for university travel summer session programs.

### **Kartchner Caverns State Park** [Cave development consultant]

April 1996 – September 1998 (2 years 6 months) Tucson, Arizona Area, I designed the trail and customer experience for the two cavern tours including 4 tunnel access points. Analysis of extensive scientific environmental background data. Analysis of geologic data. One week a month on site and one week a month from home for 2 1/2 years.

**The Butterfly Palace, Branson, MO** May 2005 - Owner, Manager – Present Display exotic rainforest species of Butterflies, carefully regulated by the USDA. Over 1 million gross with 75,000 customers per year.

**Cumberland Caverns, McMinnville, TN** - development, consultant. October 2010 – Present.

### **Design & Construct Prototype of Play Equipment called a "SpeleoBox"**

January 2004 – May 2011. A crawl maze simulating the type of moves cavers experience using specific ergonomic limitations to make the crawl route enough of a challenge to be rewarding.

**Appendix 17**

**Colossal Cave Mountain Park Past Expenditures by Pima County**

## Appendix 17 - Colossal Cave Mountain Park Past Expenditures by Pima County

Projects below are a combination of acquisitions and capital improvement projects.

### 1986 BOND FUNDS

Posta Quemada Ranch acquisition	\$2,500,000
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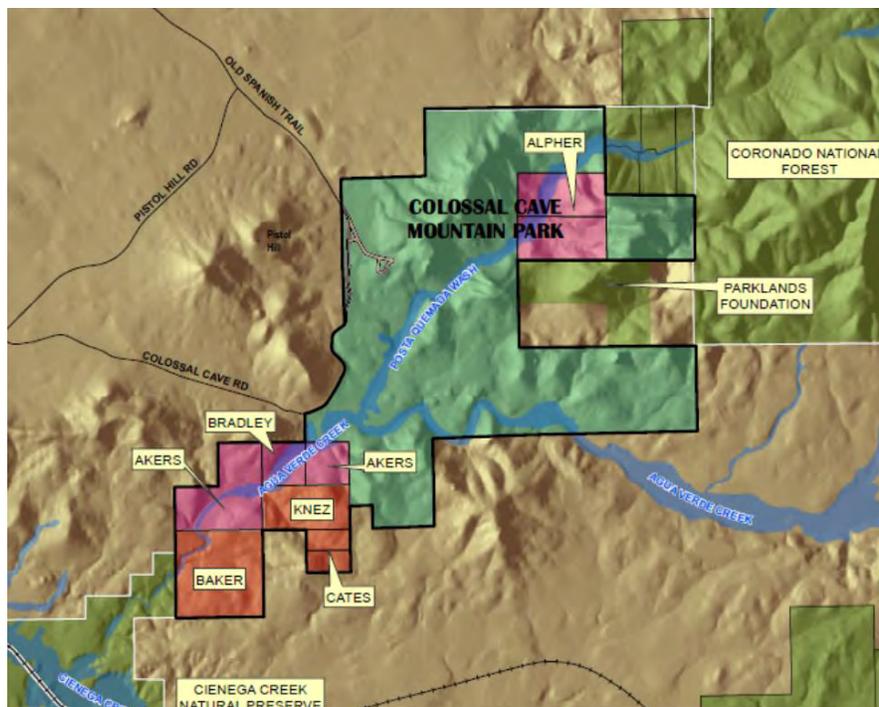
### 1997 BOND FUNDS

Project	Expenditures
CH-24 Colossal Cave Rehabilitation	\$400,000
P-6 Colossal Cave Mountain Park Improvements	<u>\$500,000</u>
<b>Total</b>	<b>\$900,000</b>
<b>Open Space Bond acquisitions</b>	
Alper – 147 acres	\$514,412
Akers – 158 acres	\$1,122,720
<u>Bradley – 40 acres</u>	<u>\$266,036</u>
<b>Total Acres: 345 acres</b>	<b>\$1,903,168</b>

### 2004 BOND FUNDS

Open Space Bond Acquisitions	
Knez – 80 acres	\$240,967
Cates – 39 acres	\$132,957
<u>Baker – 155 acres</u>	<u>\$226,342</u>
<b>Total Acres: 274 acres</b>	<b>\$600,266</b>

Map of Open Space Acquisitions using 1997 and 2004 Bond Funds



Total Expenditures for Bonds:

1986 - \$2,500,000

1997 - \$2,803,168

2004 - \$600,266