

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

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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**

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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**