

Plan for proposed

DESERT DISCOVERY CENTER

Scottsdale, Arizona



09.1999

**The City of Scottsdale
Tourism Development Program
Economic Development Office**

by
Langdon Wilson
Architecture Planning Interiors
Phoenix, Arizona
and
Museum Management Consultants, Inc.
San Francisco, California

TABLE OF CONTENTS

1. Executive Summary
2. Introduction
3. Mission & Vision
4. Operative Assumptions
5. The Visitor Experience - Physical Facilities
6. The Visitor Experience - Public Programs
7. Organizational Structure
8. Cost Estimate
9. Three-Year Operating Budget
10. Fundraising Study
11. Appendices

SECTION 1

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

DESERT DISCOVERY CENTER SITE HISTORY AND ANALYSIS

The Desert Discovery Center (DDC) proposed by the City of Scottsdale staff will be a comprehensive Interpretive Center providing an actual Sonoran Desert experience. The Center's overall goal is to provide high quality recreation and educational interpretive experiences to the community as well as visitors to the area. The DDC's collection will be regional, interpreting the life, natural environment and history of the upper Sonoran Desert in the environs of the McDowell Sonoran Preserve. The DDC will interpret the basics of desert ecology through a variety of interactive exhibits, docent-staffed investigation stations, and exploration guides.

The site originally proposed for this facility is not large enough for the DDC as envisioned, therefore the City has examined three alternate sites including:

1. The Pinnacle Peak site augmented by adjacent commercially-zoned State Land;
2. the Four Seasons site, a State-owned parcel just northeast of the original site, and
3. the Gateway site, a State-owned parcel programmed to be owned by the City in the McDowell Sonoran Preserve near Bell Road and Thompson Peak Parkway.

A set of eleven criteria were used to evaluate and prioritize the sites with the analysis concluding that the Gateway Site be the focus of future analysis and planning as the preferred site for the DDC. This site offers the best combination of location, public access, cost implications and appropriateness of land use.

Subsequent to the Site Analysis, the City retained Landon Wilson Architecture Planning Interiors to prepare a preliminary feasibility study and concept plan for the DDC. The findings of that team, including sub-contractors Museum Management Consultants (MMC) and Polaris Research and Development are provided in this report.

MMC was contracted by Langdon Wilson Architecture to work on several components of the feasibility of this project, including Mission and Vision, Visitor Experiences and Fund-raising potential.

This report is organized into the following sections:

- Mission and Vision
- Operative Assumptions
- The Visitor Experience – Physical Facilities
- The Visitor Experience – Public Programs
- Organizational Structure
- Cost Estimate
- Three-Year Operating Budget
- Fundraising Study

THE MISSION AND VISION OF DDC

The DDC at the gateway to the McDowell Sonoran Preserve exists to provide opportunities for residents and visitors to discover the story of the upper Sonoran Desert. Through environmental experiences, presented in a natural setting, the DDC inspires learning about the desert through its programs which encourage preservation and instill a sense of harmony with and respect for the desert.

The facility will be non-intrusive, blending into its surroundings and offering an unparalleled view of the mountains and valleys of the preserve. It will have state-of-the-art, interactive exhibits built into the natural setting; a "virtual learning center" connected to the Internet with significant programs for teachers and students in their classrooms; multi-purpose spaces for groups to utilize; and, amenities to allow visitors to enjoy their surroundings in a leisurely and comfortable manner.

OPERATIVE ASSUMPTIONS

The following operative assumptions were developed in order to create an understanding of how DDC will operate its facility.

Public/Private Partnership

DDC will be operated as a public/private museum with an arrangement similar to the Scottsdale Cultural Council which manages the City's cultural affairs including the Center for the Arts. It will be managed by a nonprofit entity which will operate on a contract with the City of Scottsdale. As the owner of the land, the City of Scottsdale plans to lease the facility to DDC, the nonprofit operator. The maintenance of the buildings and grounds, and payment of monthly utility costs and insurance will be the responsibility of the City of Scottsdale. The DDC nonprofit will be responsible for the upkeep of interpretive exhibitions both indoors and on the grounds, for staff and program operating costs, for contract resources such as the store or café, and for managing the day-to-day affairs of DDC.

Location/Site

DDC is located in Scottsdale on the McDowell Sonoran Preserve adjacent to the greater Phoenix area. It focuses on conservation and preservation of the area as outlined in a series of city-sponsored propositions between 1996 and 1999. These voter-approved measures were designed to expand and protect the McDowell Sonoran Preserve and adjacent areas from future development.

Concepts for the Visitor Experience

The exhibit concepts focus on four themes: desert experiences, life and culture in the desert with an emphasis on Native American culture, desert preservation and future sustainability, and virtual desert (an off-site program available through Internet and cablevision).

Programs will be targeted for different audiences and can be as short as half an hour or as involved as a series of all-day workshops. Programs will occur during the day and at night depending on the time of year, audience, and nature of the program.

Hours and Admissions

The operating hours of DDC will be market sensitive with some variance according to season and related public programming. It is likely that public hours during high tourist season (October through May) might be seven days a week with evening hours. During the hot summer months, daytime hours for the public will be more limited with evening hours increased. A large percentage of residents leave the

Scottsdale/Phoenix area for extended periods of time during the summer months. Due to these seasonal considerations, fluctuations in the tourist and resident populations occur. The majority of tourists visit Scottsdale and Phoenix from February through May (high season). This will also be the time of greatest revenue potential for DDC.

DDC will impose an admission fee structure based on comparables from similar institutions. These admission fees will favor Scottsdale residents. A group rate will be made available to schools and organizations; specific fees will be associated with particular programs and events.

Community Collaborations

The ongoing coordination and communication with the community at large is essential for the future success of DDC. Developing and coordinating programs with other cultural institutions in Scottsdale and Phoenix will help to maximize resources and emphasize the inherent unique assets of each institution.

THE VISITOR EXPERIENCE - PHYSICAL FACILITIES

After careful program analysis and site visitation, the conceptual architectural strategy for the DDC, is a series of inter-related trails and minimal structures that provide an orchestrated experience about the desert – within the desert itself.

The placement of the trails responds to the existing contours and emphasizes the natural features of the site. Blending the natural element topics with the trail positions, the lower trail explains the presence and impact of water; the mid-trail discusses earth, and the top trail presents the sky, which also includes air, views, and preservation/planning themes.

The trail subject and themes are as follows:

Water or Arroyo Trail

- The Wash Setting
- Water
- Water Collection and Survival Strategies
- Modern Strategies for Water Management

Earth Trail

- Subterranean Life
- Surface Life

Sky Trail

- Climate
- Land Use Strategies
- Sun
- Air Quality
- Animals
- Birds

THE VISITOR EXPERIENCE - PUBLIC PROGRAMS

The public programs proposed for DDC were developed in support of the mission, the site, the identified target audiences, and the overall visitor experience. To provide diverse options for target audiences, the following types of programs are proposed: classes, demonstrations, hikes, lectures, slide show/film presentation, social events, special events, tours, workshops, etc. Program lengths will vary from a half-hour to two hours to day-long events. Knowing that many visitors will arrive on the site with no previous knowledge of program schedule options, some programs will be available throughout the day, while other programs and events will be promoted in advance.

Proposed audiences for DDC are school groups, residents, and tourists. DDC's suggested programs were market tested in four focus groups with medium and high-end tourists, Scottsdale educators, and Scottsdale residents. The study revealed that all groups were unanimously supportive of the DDC concept and the proposed programs and activities. It was suggested that future DDC programs be expanded to further complement the Arizona public school curriculums, meet student/teacher needs, and serve neighboring university and college courses.

The four program themes proposed are: (1) Desert Experiences – Hikes and Activities; (2) Life and Culture in the Desert; (3) Desert Preservation and Future Sustainability; and (4) The Virtual Desert. Each program was developed based on these themes and include key factors that were considered when developing the programs.

Theme 1 - Desert Experiences – Hikes and Activities

Preferred Exhibits:

1. Sunrise/Sunset Walk
2. Picnic on the Trail
3. Patterns of Nature
4. Cowboy Culture
5. Sedimental Journey

Theme 2 - Life and Culture in the Desert

Preferred Exhibits:

1. Native American Plant Uses: Cooking, Crafts and Medicine
2. Why is this a Desert? How is Water Important?
3. The World of Cactus
4. Musical Concerts
5. Native American Performances

Theme 3 - Desert Preservation and Sustainability

Preferred Exhibits:

1. Save Our Species
2. Desert Landscaping
3. Desert Evolution: Early Inhabitants To Future Desert Dwellers

Theme 4 - The Virtual Desert

Preferred Exhibits:

1. DDC Web Site – Desert Web
2. Cablevision

ORGANIZATIONAL STRUCTURE

Board of Trustees

It is the Board of Trustees, who assure the sound fiscal and ethical operations of DDC. The Board of the nonprofit will be self-appointed, not City appointed, and will be responsible for sound management and future planning. The Board of Trustees will be guided by formal by-laws adopted by the Board. Those by-laws will outline terms of office, positions, meeting schedule, committees and other aspects of Board operations. The Board is responsible for the hiring, supervision and termination of the Executive Director, and it is the Executive Director who will hire and supervise staff and assure that the vision and mission of DDC are supported and carried through into implementation.

Staff

The staff will be responsible for carrying out the day-to-day operations of DDC. The Executive Director will be supported by three senior program staff, each responsible for a key area including operations and administration, development and external affairs, and public programs. Each of these managers will oversee and supervise staff members in their specific departments. In addition, volunteers will support each main area of the museum. Volunteers, long recognized as the backbone of nonprofits, will help serve the public and support program staff.

MMC recommends that DDC begin hiring staff at least two years before opening while the facility is being built. This pre-opening period of time is referred to as a "ramp up." Thus, a core staff should be in place by the institution's first year of operation.

COST ESTIMATE

The estimated cost for DDC is \$4,330,250 in hard costs only. Of this Phase I cost, \$2,920,250 is for the buildings and structures, while \$1,410,000 is for the exterior trails, plazas, terraces, and amphitheater.

THREE-YEAR OPERATING BUDGET

DDC will be one of the several destination attractions in the Scottsdale/Phoenix area by offering exciting and entertaining exhibitions, nature facilities, and public programs for tourists and residents. An aggressive marketing plan targeted at tourists and residents will be important to be undertaken at least six to eight months prior to opening in order to meet attendance figures.

The budget is a basic guideline for the operation of DDC. The nature of this budget is to indicate the categories most likely needed for an operation like DDC and to provide a suggested base foundation of operations.

Once open to the public, DDC's ability to hire additional staff or expand other areas of operation will be dependent on gate receipts, program revenue, and other sources of earned income in addition to the success of outside funding.

FUNDRAISING STUDY

Serving as a gateway to the McDowell Sonoran Preserve, the purpose of the Desert Discovery Center is to foster an appreciation and understanding of the desert and its surrounding environment. DDC is envisioned as a public/private museum, managed by a non-profit entity, operating on a contract with the

City of Scottsdale. The City has identified \$5 million from the Tourism Development Fund for developing the project, but an additional \$5 million is needed to complete DDC including building exhibits and hiring staff.

During the past two years, MMC worked in partnership with the Scottsdale Tourism Development Commission to develop a mission statement, vision statement, plans for visitor experiences, a governance structure, operating budget, and the feasibility of raising \$5 million in capital funds from the community to complete the project, all of which are outlined in this report.

The feasibility of raising funds produced the following seven key findings:

1. Without exception, interviewees expressed a favorable opinion of DDC, believing it to be a worthwhile project. They stressed that DDC's purpose should be educational and serve the residents of Scottsdale first and tourists second.
2. Most people compared the concept of DDC to that of the Arizona-Sonoran Desert Museum. Only one person likened DDC to the Desert Botanical Garden.
3. All study participants suggested that there was sufficient money in the community to support the development of DDC.
4. However, participants said that the primary source of funding for DDC would be a coalition of people with special interests in the desert rather than area corporations or businesses.
5. There were differing views as to who should operate DDC, citing that the City would have difficulty raising the needed funds.
6. People encouraged the Tourism Commission to seek contributions from "home grown companies" such as Phelps Dodge and the Phoenix Coyotes.
7. Three in four people recommended key volunteers for DDC's capital campaign, and several volunteered their talents and active support.

Three critical issues have been identified that should be addressed before the Tourism Development Commission embarks on a capital campaign: (1) the need for greater public awareness of the project; (2) the need for creative thinking as to sources of funding; and (3) careful examination of the project's leadership.

SECTION 2
INTRODUCTION

INTRODUCTION

DESERT DISCOVERY CENTER SITE HISTORY AND ANALYSIS

The Desert Discovery Center proposed by the City of Scottsdale staff will be a comprehensive interpretive Center providing a true Sonoran Desert experience. The Center's overall goal is to provide high-quality recreation and educational interpretive experiences to the community, as well as visitors to the area. The center's collection will be regional, interpreting the life, natural environment and history of the upper Sonoran Desert in the environs of the McDowell Sonoran Preserve. The Center will interpret the basics of desert ecology through a variety of interactive exhibits, docent-staff investigation stations, and exploration guides.

Five objectives have been identified for the Center which directly address questions of interest of visitors to the desert.

1. Visitors will understand the location, climate, and characteristics of the upper Sonoran Desert, its plants and wildlife.
2. Visitors will understand the adaptations and characteristics of some of the unique plants and wildlife found in the upper Sonoran Desert.
3. Visitors will understand the importance of ecological relationships between plants and wildlife in the upper Sonoran Desert.
4. Visitors will appreciate the uniqueness and beauty of the upper Sonoran Desert.
5. Visitors will understand conservation needs and become motivated to be involved in protecting the upper Sonoran Desert.

This project incorporates many of the concepts that were put forward in an early city-sponsored study to understand attraction opportunities that specifically addressed our visitor market. Economics Research Associates (ERA), in their Destination Attraction Study, (San Francisco, 1988) proposed the "Hostile Environment" (working title) as a specialized attraction providing close-up views of the living creatures of the Desert.

In the mid 1980's, developer Jerry Nelson and his wife Florence embraced this vision of a truly unique visitor attraction adjacent to Scottsdale's premier natural landmark, Pinnacle Peak, that graced the Nelson's Pinnacle Peak Partners land developments at Troon and Troon North.

Concurrently, the value of the Pinnacle Peak location was established, and a 23-acre site identified by the developer and planner Rhodes/Dahl was set aside for the project as part of Pinnacle Peak Park for dedication to the City as a public park.

The site originally proposed has been reduced to a 10-acre parcel which is now being master planned for Trailhead access by Community Services. It is evident that the originally designated site will not be large enough to accommodate both uses (Trailhead and Desert Discovery Center) so additional land and alternate sites have been identified for analysis as the initial step in the Master Planning process.

The alternate sites considered by the City include:

1. The Pinnacle Peak site augmented by adjacent commercially-zoned State land;
2. The Four Season site, a State-owned parcel just northeast of the original site, and
3. The Gateway site, a State-owned parcel programmed to be owned by the City in the McDowell Sonoran Preserve near Bell Road and Thompson Peak Parkway.

Site Descriptions

Pinnacle Peak Site

This 10-acre site is located on the eastern slope of Pinnacle Peak and was the original point of interest for both the developer and the planners preparing the original Programming Study. The site is situated between Pinnacle Peak Park and the Pinnacle Peak Patio restaurant. A 20-acre parcel of State-owned land formerly under lease to the restaurant will be part of the analysis of this site. Eight acres of the State parcel is slated for dedication to the City upon sale.

Four Seasons Site

This 40-acre site is located at roughly the southwest corner of Dynamite Road and Alma School Road, with access anticipated off Alma School. The site is adjacent to the planned Four Seasons Resort and near the Reata Pass Steakhouse. It is State Trust land and available for purchase.

Gateway Site at McDowell Mountain Preserve

This site consists of the initial City purchase for the McDowell Mountain Preserve plus a 160-acre State-owned parcel programmed to be owned by the City. It is located between Bell and Deer Valley Roads along the Thompson Peak Parkway corridor on the West side of the McDowell Mountains. The parcel was identified to serve several functions; a passive recreational destination, a staging area for exploration into the preserve; a focal point for educational facilities and programs; and linkages to regional and citywide trails.

Location Criteria

A set of criteria defined below (listed in order of importance) was used in the site evaluation and selection. Each alternative site was evaluated in the context of these criteria and a recommended site was proposed.

1. Site character

The character of the site is one of the most important considerations for a facility that is designed to showcase the Sonoran Desert. It must offer a variety of the physiography and vegetation that typifies the area so that exhibits can be constructed without having to "recreate" the desert. The setting is equally important so that the experience offered to the visitor truly presents the desert environment.

The site must offer scenic view of the surrounding desert and mountains, so that the desert "feeling" is maintained. Overall, the scenic quality of the site will determine the level and quality of experience for the visitor.

2. Ability to accommodate expected Desert Discovery Center facilities

The site must be large enough to accommodate the facility contemplated for eventual build-out. At this point in time, the ultimate site is expected to require 15 acres for exhibits, structures and support facilities, including parking. An additional 15 acres would be required for buffering and ultimate expansion.

3. *Environmental impact*

Any negative impact on established neighborhoods and/or planned residential development must be considered. Anticipated visitor traffic may cause unwelcome traffic congestion in certain areas. Consideration of any negative impact by the DDC on the overall setting is also assessed, as is overall compatibility with existing land uses.

4. *Site constraints that may impact development costs*

Existing site characteristics such as slope, access and demolition costs that significantly increase overall site costs are considered.

5. *Public access and visibility*

Public access will be an important component since visitors will access the facility via a variety of modes. Private vehicles are expected to be the predominant mode of transportation, with some arrivals by motorcoach. The availability of an arterial roadway or freeway will facilitate that access and is considered a requirement.

At the same time, because of the nature of the facility, recreationsists utilizing bike paths and multi-use paths (existing or planned) will be seeking access to the facility. Public transit access may be important in the future, so the relationship to likely future transit corridors should be considered, although none exist at this time.

6. *Parking accommodation*

The predominant transportation mode expected at the site will be individual automobiles, augmented by a certain number of motorcoaches. Consequently, parking for up to 300 cars (including buses) that would support the anticipated 250,000 annual visitation will be accommodated through a remote parking plan. The availability of a remote site within one mile of a proposed facility site is critical.

7. *Distance from site to resorts, hotels, schools and residential areas and potential for integration with other tourist-oriented outdoor recreation and educational facilities.*

The principal markets for users of the facility are Scottsdale's resident population and the tourism industry, so the site must offer reasonable accessibility from the community's residential areas as well as its hotels and resorts.

In addition, the relationship of the site to other existing or planned recreational and tourist destinations in north Scottsdale is an important consideration. The Central Arizona Project Recreation Corridor and the Desert Scenic Drive are examples.

8. *Land use restrictions specific to site*

The site must be appropriately zoned for this cultural use and adjacent zoning should be compatible with this use.

9. *Flexibility for future expansion*

The site should have the ability to accommodate unforeseen expansion beyond the anticipated 15-acre buildout without negatively impacting the experience or adjacent neighborhoods. Ultimate buildout of 30 acres should be planned for.

10. Acquisition cost

Initial purchase plus infrastructure availability and costs are considered.

11. Capital cost implications

The effect of the site location on both private and public capital donations in the future is considered.

Site Analysis

All three sites were evaluated in the context of the criteria noted above and are listed in order of importance. Ratings used are: Above Average (+); Average (A); and Below Average (-). The criterion was weighted as shown and the final score was determined as the sum of weight times value for each criterion.

CRITERIA	WEIGHT	GATEWAY	FOUR SEASONS	PINNACLE PEAK
Site Character	15	+	A	-
Accommodation	15	+	+	-
Environmental Impact	15	+	A	-
Site Constraints	10	+	-	-
Access & Visibility	10	+	-	A
Parking	10	+	+	-
Distance to Resorts	5	+	A	A
Land Use Restrictions	5	+	-	A
Expansion	5	+	A	-
Acquisition Cost	5	+	-	A
Cost Implications	5	+	-	-
SUMMARY		300*	190	125

Based on the analysis above, it was concluded that the Gateway Site be the focus of future analysis and planning as the preferred site for the Desert Discovery Center. This site offers the best combination of location, public access, cost implications and appropriateness of land use. At the same time, it was recommended that the Pinnacle Peak site be utilized for an interpretive facility at the Trailhead, which would interpret the area and introduce certain experiences that the users will encounter on the Trail, thus complying with State Land Department conditions in the original development agreement.

Subsequent to the City staff prepared Site Analysis, the City retained Langdon Wilson Architecture to prepare a preliminary feasibility study and concept plan for the Center. The findings of that team, including sub-contractors Museum Management Consultants and Polaris Research and Development are provided in this report.

Preliminary Feasibility

Langdon Wilson assembled, organized, and administered the project team to develop this master plan. The City stressed the importance of developing a concept for DDC that was operationally sound, financially responsible, and supported by residents and tourists.

To determine the preliminary feasibility, Museum Management Consultants (MMC) refined the DDC

vision statement. This vision reflects conceptually what DDC can be, its audience, its image, and its contribution to educating the visiting public about the Sonoran Desert environment. An important component of this study was to address the potential for public financial support. Visitor experiences at the site, operational structure and needs, visitorship projections, and a three-year operational budget were established. In addition, Scottsdale visitors and residents were involved in focus groups administered by Polaris Research Development (PRD) to test the major program concepts for the proposed DDC. MMC also developed several critical assumptions about DDC by collecting information from comparable institutions in the United States.

This report is organized into the following sections:

- Mission and Vision of DDC
- Operative Assumptions
- The Visitor Experience - Physical Facilities
- The Visitor Experience - Public Programs
- Organizational Structure
- Cost Estimate
- Three-year Operating Budget
- Fundraising Study
- Appendices

SECTION 3
MISSION & VISION

THE MISSION AND VISION OF DDC

DDC MISSION STATEMENT

The Desert Discovery Center, the gateway to the McDowell Sonoran Preserve, exists to provide opportunities for residents and visitors to discover the story of the upper Sonoran Desert. Through environmental experiences, presented in a natural setting, the Desert Discovery Center inspires learning about the desert through its programs which encourage preservation and instills a sense of harmony with and respect for the desert.

DDC VISION STATEMENT

The vision for the future Desert Discovery Center will include an outdoor nature preserve for extended cultural and environmental education. It will be a place that offers an interactive experience with the desert in all its mystery and beauty; a place that is exciting, fun, educational, welcoming, accessible, a center of activity, and which is a gateway to the McDowell Sonoran Preserve.

The facility will be non-intrusive, blending into its surroundings and offering an unparalleled view of the mountains and valleys of the Preserve. It will have state-of-the-art, interactive exhibits built into the natural setting; a "virtual learning center" connected to the Internet with significant programs for teachers and students in their classrooms; multi-purpose spaces for groups to utilize; and, amenities to allow visitors to enjoy their surroundings in a leisurely and comfortable manner.

As the gateway to the McDowell Sonoran Preserve, the Center will be a key "jumping off point" for hikers to explore the interior of the Preserve, providing visitors with information about the Preserve and their behavior within it. The Center will promote respect for the environment and other visitors.

Providing an opportunity to look, listen, and learn about the desert in an unstructured setting, the Center will be a unique attraction for visitors. In addition to its permanent exhibits, the Center will offer programs for adults and children, special events and tours, and an active membership program.

The Center will be a cultural and environmental institution dedicated to excellence and professional practices in all aspects of its operations by:

- Facilitating the enjoyment of and learning about the McDowell Sonoran Preserve
- Collaborating with and complementing other cultural and environmental institutions in the Phoenix/Scottsdale area, including The Desert Botanical Garden, The Phoenix Zoo, The Heard Museum, and Taliesin West
- Forming partnerships with educational institutions at all levels
- Working with business and government to understand the impact of housing and resource management on development in the desert
- Focusing not only on the past and present, but on the future
- Being fiscally self-supporting

SECTION 4
OPERATIVE ASSUMPTIONS

OPERATIVE ASSUMPTIONS

The following operative assumptions were developed in order to create an understanding of how DDC will operate its facility.

Public/Private Partnership

DDC will be operated as a public/private museum with an arrangement similar to the Scottsdale Cultural Council which manages the City's cultural affairs, including the Center for the Arts. It will be managed by a nonprofit entity which will operate on a contract with the City of Scottsdale. As the owner of the land, the City of Scottsdale plans to lease the facility to the non-profit operator of the DDC. The maintenance of the buildings and grounds, and payment of monthly utility costs and insurance will be the responsibility of the City of Scottsdale. The DDC nonprofit will be responsible for the upkeep of interpretive exhibitions both indoors and on the grounds, for staff and program operating costs, for contract resources such as the store or café, and for managing the day-to-day affairs of DDC.

Location/Site

DDC is located in Scottsdale on the McDowell Sonoran Preserve adjacent to the greater Phoenix area. It focuses on conservation and preservation of the area as outlined in a series of City-sponsored Propositions between 1996 and 1999. These voter-approved measures were designed to expand and protect the McDowell Sonoran Preserve and adjacent areas from future development.

Concepts for The Visitor Experience

The concepts focus on four themes:

- Desert experiences
- Life and culture in the desert with an emphasis on Native American culture, desert preservation and future sustainability
- The virtual desert (an off-site program available through Internet and cablevision).

The natural environment will be the primary draw for visitors. DDC's understated facility design minimizes the interruption to the view of the spectacular site of the McDowell Sonoran Preserve. There is an entry/admissions shelter that welcomes the visitor and provides an orientation to the outdoor site. In this entry area, the visitor is introduced to the desert and presented with different ways to spend their visit including walking on trails, participating in public programs, and viewing exhibits. The trails include vistas which provide visitors with unique views into the McDowell Sonoran Preserve and the cities of Scottsdale and Phoenix. Visitors will see cacti and other living plants, arroyos, mountains, animals, birds -- all natural features of the McDowell Sonoran Preserve. Some interactive exhibits will include living collections.

Programs will be targeted for different audiences and can be as short as half an hour or as involved as a series of all-day workshops. (See *The Visitor Experience: Public Programs* section for detailed descriptions.) Programs occur during the day and at night depending on the time of year, audience, and nature of the program.

Special features of the site include: a Central Plaza for festivals and exhibits; classrooms adjacent to the plaza; outdoor meeting/demonstration areas; and shaded rest areas to accommodate the varied temperatures of the desert. Other amenities for the visitor include a café and a shop which will offer items for sale related to and focused on aspects of the desert. The facility will be accessible to visitors with disabilities.

Hours and Admissions

The operating hours of DDC will be market-sensitive, with some variance according to season and related public programming. It is likely that public hours during high tourist season (October through May) might be seven days a week with evening hours. During the hot summer months, daytime hours for the public will be more limited with evening hours increased. Due to these seasonal considerations, fluctuations in the tourist and resident populations occur. A large percentage of residents leave the Scottsdale/Phoenix area for extended periods of time during the summer months. The majority of tourists visit Scottsdale and Phoenix from February through May (high season). This will also be the time of greatest revenue potential for DDC

DDC will impose an admission fee structure based on comparables from similar institutions. These admission fees will favor Scottsdale residents. A group rate will be made available to schools and organizations; specific fees will be associated with particular programs and events. Refer to Appendix A for comparables of Outdoor Wildlife and Botanical Centers.

Community Collaborations

The ongoing coordination and communication with the community at large is essential for the future success of DDC. Developing and coordinating programs with other cultural institutions in Scottsdale and Phoenix will help to maximize resources and emphasize the inherent unique assets of each institution.

SECTION 5

THE VISITOR EXPERIENCE – PHYSICAL FACILITIES

THE VISITOR EXPERIENCE - PHYSICAL FACILITIES

After careful program analysis and site visitation, the conceptual architectural strategy for the DDC is a series of inter-related trails and minimal structures that provide an orchestrated experience about the desert - within the desert itself.

The enclosed graphic depicts the organization of the trail experience, which focuses on three natural elements: earth, water, and sky.

The placement of the trails responds to the existing contours and emphasizes the existing natural features of the site. Blending the natural element topics with the trail positions, the lower trail explains the presence and impact of water; the mid-trail discusses earth, and the top trail presents the sky, which also includes air and views.

To the visitor, long, low walls made of local rock will define the path and simultaneously frame views and unique natural features. These walls will become the information panels for the outdoor exhibit. Subject text and attached graphics will provide the opportunity for a self-guided tour and present major themes and issues. At each primary trailhead, a significant gathering space or plaza has been positioned as a place of introduction, orientation, discussion, and staff demonstrations. Guided or group visitors will use these as points to re-assemble and receive orientation about the next trail.

The enclosed site plan has a primary path that presents the three major trails and secondary outer loops which extend the trail experience further into the desert and provide opportunities for more in-depth or specialty exhibitions. A distance diagram showing various trail lengths is also provided. The trail subject and themes are as follows:

Theme 1: Water Trail

- The Arroyo Setting
Canyon and Spring Erosion
- Water
Its Source
Its Force
Its Creations
- Water Collection and Survival Strategies
Cisterns, Human
Plants and Animals
- Modern Strategies for Water Management
Canals, reservoirs, etc.

Theme 2: Earth Trail

- Subterranean Life including:
Fossils, Geologic History, Caves, Petroglyphs, Burrowing Plants and Animals, Thermal Change Below Grade
- Surface Life including:
Plants and Animals, Adaptive Strategies, Animal Tracks, Bug-Walk, Botanical Overview, Animals and Harvested Plants, Human Presence and Impact

Theme 3: Sky Trail

- Climate:
Seasonal Impact
Weather inter-relation with Water and Earth
- Sun:
Solar Energy
Thermal Air Movement
Passive and Active Concepts
- Air Quality:
Historical and Current
- Animals:
Birds and Insects as Airborne Instruments of Transformation
Seed/Pollen Movement within the Desert Environment
- Place for Individual or Small Group Contemplation, Analysis, and Synthesis
- The Space will focus on the immediate desert surroundings with distant views of contemporary urbanization.
- Medium Scale Outdoor Classroom used as a group point for discussion and analysis
- Developed as a Day/Night Observatory with Astronomy Programs

- A Place for Story-Telling and Other Educational Group Activities with a full notion of the Desert Preservation Movement

PHYSICAL FACILITIES

Program Elements

Consistent with the master-planning concept of “treading lightly on the land”, the Physical Facilities are envisioned to be minimal and built with natural materials compatible with existing landscape materials. To contrast to a contiguous building, the following interior program elements are best described as pavilions or kiosks located near the public entry of the Desert Discovery Center.

	Program Element S.F.	Subtotal S.F.
Admissions	600	600
<ul style="list-style-type: none"> • Tickets • Memberships • Programs and Tour • Origination Point 		
Gift Shop / Retail		2,000
<ul style="list-style-type: none"> • Desert Discovery Center • Merchandise • Memberships • Trail-Water • General Tourist Information • Storage 	1,500 500	
Classrooms / Education		3,000
<ul style="list-style-type: none"> • Three (3) Educational Spaces • Mediated reconfigurable format for variety of users at 900 s.f. each • 10% Circulation 	2,700 300	
Café / Food Service		2,900
<ul style="list-style-type: none"> • Public Eating Area • Kitchen (Catering Format, not Full Service) • Storage 	1,500 1,000 400	
Public Restroom		1,500
<ul style="list-style-type: none"> • Two (2) Sets Located near Entrance 	750	
Administration	2,500	2,900
<ul style="list-style-type: none"> • Staff Work Area • Conference Space • Volunteer & Site Staff • Break Room • Staff Rest Rooms 	 400	
Maintenance / Service	400	2,900
<ul style="list-style-type: none"> • Site – Ground Keeping • Exhibit Repair • Storage 	1,500 500 500	
TOTAL OF ENCLOSED / CONTROLLED SPACE.....		15,800

Primary Exterior Program Elements

Public Plaza & Amphitheater	3,500
• 400-Person Capacity	
The Trails – Sky, Earth, Water	
• Each trail begins with a smaller-scale introductory plaza and out on the longer loops of the trails, groups of 30-45 people will be accommodated at a series of outdoor classroom/demonstration areas.	
View Terrace	500
• Minimum 30-Person Capacity	
Sky Amphitheater	1,200
• 75-Person Capacity	

SECTION 6

THE VISITOR EXPERIENCE - PUBLIC PROGRAMS

THE VISITOR EXPERIENCE - PUBLIC PROGRAMS

The public programs proposed for DDC were developed in support of the mission, the site, the identified target audiences, and the overall visitor experience. To provide diverse options for target audiences, the following types of programs are proposed: classes, demonstrations, hikes, lectures, slide show/film presentation, social events, special events, tours, workshops, etc. Program lengths will vary from one to two hours to day-long events. Knowing that many visitors will arrive on the site with no previous knowledge of program schedule options, some programs will be available throughout the day, while other programs and events will be promoted in advance.

Proposed audiences for DDC are residents, tourists, and school groups. DDC's suggested programs were market tested in four focus groups with medium and high-end tourists, Scottsdale residents, and Scottsdale educators. The study revealed that all groups were unanimously supportive of the DDC concept and the proposed programs and activities. It was suggested that future DDC programs be expanded to further complement the Arizona public school curriculums, meet student/teacher needs, and serve neighboring university and college courses.

Parameters of Program Design

The four program themes proposed are:

1. Desert Experiences - Hikes and Activities
2. Life and Culture in the Desert
3. Desert Preservation and Future Sustainability
4. The Virtual Desert

Each program was developed based on these themes and include key factors that were considered when developing the programs. Exhibit concepts are noted within each theme with the top five prioritized by residents and tourists during the course of this study. Additional exhibit concepts identified by MMC are listed but not prioritized.

Theme 1

Desert Experiences - Hikes and Activities

Natural desert life is explored through visitors' use of walking and hiking trails, designed for all physical types. Visitors are introduced to the factors that define this desert, while docent-led tours bring the desert experience to life.

Preferred Exhibits

1. Sunrise/Sunset Walk

Description: Begin the morning with a sunrise walk along the canyon, or end the day by enjoying the magnificent desert sunsets, followed by a breakfast/supper including Native American, Cowboy, and Mexican specialties.

Proposed Collaborative Partners: Local hotels and restaurants and cultural groups

Audience: Tourists

Season: High Season

2. **Picnic on the Trail**

Description: Just a short jaunt to DDC's secret picnic spot allows culinary aficionados to take in the beauty of the desert while enjoying gourmet delicacies made by some of Scottsdale's most famous chefs.

Proposed Collaborative Partners: Local hotels and restaurants

Audience: Tourists

Season: High Season

3. **Patterns of Nature**

Description: Some of the world's most talented crafters are found in nature. Participants examine the silhouettes of the Saguaro, the delicate beauty of a spider's web and the intricate weaving of a bird's nest. Use these designs and others to create jewelry, crafts, and pottery from materials gathered in the desert.

Proposed Collaborative Partners: Phoenix Art Museum, Heard Museum

Audience: Tourists/Residents, Families

Season: Once a month, ongoing

4. **Cowboy Culture**

Description: Visit the same historic region cattlemen and ranchers roamed while learning about the traditions they shared. A horseback ride follows outside the DDC area in collaboration with WestWorld, a local horseback riding organization.

Proposed Collaborative Partners: WestWorld, Rawhide Western Town, Pioneer Arizona Living History Museum

Audience: Tourists

Season: High Season

5. **Sedimental Journey**

Description: Find out more about the park's extraordinary geologic features and fossils during journey through time to specific rock areas.

Proposed Collaborative Partners: Besh-Ba-Gowah Archaeological Park, Local geologists

Audience: Tourists/Residents

Season: High Season

Other Exhibit Candidates

• **Crossing Paths: Plant and Animal Roles in Pollination**

Description: Follow the paths of pollination and identify the animals who are involved in plant reproduction.

Proposed Collaborative Partners: Desert Botanical Garden

Audience: Tourists

Season: High Season

• **Desert Postcards: Preserving the Sonora Desert**

Description: Picture postcard tours of the DDC grounds, complete with camera, film, instruction, and processing allow visitors to take their photos home with them that same day/evening. By taking images of the desert instead of actual samples of desert plants, participants can play a part in preserving the Sonora Desert by practicing responsible stewardship. As evening approaches, visitors experience the most memorable aspect of the desert, the sunsets. End the day enjoying the sunset complete with wine, cheese, and hors d'oeuvres.

Proposed Collaborative Partners: Tour groups and local hotels

Audience: Tourists

Season: High Season

- **Desert Arts Class/Shades of the Desert**
Description: Individual and sequential art-oriented classes and activities include recognizing and looking at the different shades of light and color found in the desert and duplicating them with natural dyes made from plants and minerals.
Proposed Collaborative Partners: Phoenix Art Museum, Heard Museum, local artists
Audience: Tourists/Residents
Season: Weekly, throughout the year
- **“Hot” Shots**
Description: Tourists and desert enthusiasts alike follow the instruction of professional nature/outdoor photographers to learn to overcome the difficulties of photography in the desert (heat damage to film, using a flash in underground environments, etc.) and observe photography artists at work as they capture/compose desert beauty.
Proposed Collaborative Partners: Phoenix Art Museum, local photographers, Center for Creative Photography (Tucson)
Audience: Tourists/Residents
Season: Once a month, ongoing throughout the year
- **Bird Watcher’s Tour**
Description: Learn to identify unique desert birds and maintain a bird diary. Observe their differences and similarities, eating habits and mating practices.
Proposed Collaborative Partners: Audubon Society
Audience: Tourists/Residents
Season: Year-round
- **Desert Seasons**
Description: Evidence of traditional seasons is everywhere, but detective work is needed to find it. Discover how trees and other plants respond to seasonal changes. Visitors see the desert landscape and plants in different seasons.
Proposed Collaborative Partners: Desert Botanical Garden, Boyce Thompson Southwestern Arboretum
Audience: Tourists/Residents
Season: Year-round
- **Plant Appreciation**
Description: Led by a certified plant scholar, this informative walking tour encourages visitors to “stop and smell the cacti,” begin a desert plant journal, and collect information on plant areas of interest.
Proposed Collaborative Partners: Desert Botanical Garden, Boyce Thompson Southwestern Arboretum
Audience: Tourists/Residents
Season: Ongoing
- **Wildflower Walks**
Description: Discover the variety and beauty of flowers blooming around the desert.
Proposed Collaborative Partners: Desert Botanical Garden, Boyce Thompson Southwestern Arboretum
Audience: Tourists/Residents
Season: High Season

- **Zen-sational**

Description: Led by a Zen master, participants walk and pause for meditation in the outdoor spiritual beauty of the desert.

Proposed Collaborative Partners: Local spa or meditation center

Audience: Tourists/Residents

Season: High Season

Theme 2

Life and Culture in the Desert

Experience how animals and humans live in this unique environment and how culture and life proliferates in desert communities around the world.

Preferred Exhibits

1. Native American Plant Uses: Cooking, Crafts and Medicine

Description: Explore how plants naturally found in the desert are used medicinally, included in cooking, and/or made into useful objects or crafts. Native Americans illustrate medicinal plant uses, local chefs conduct regular cooking demonstrations on site, and craftspeople lead accessory design classes. Wild edible plants and their domestication is the emphasis of this informative and fun program. Participants identify, gather, prepare, and sample a few of the edible, wild plants found in the area.

Proposed Collaborative Partners: *Hoo-hoogan Ki Museum, Gila Indian Center, The Heard Museum, Pueblo Grande Museum, local Native American tribes and organizations, local chefs, and craftspeople*

Audience: Tourists/Residents

Season: Monthly throughout the year

2. Why is this a Desert? How Is Water Important?

Description: Docent lectures illustrate why this area is a desert, what plants grow here, and how geography and weather patterns contribute to creating the desert biome. The coexistence of plants, animals, and humans amidst the geological and biological composition of the desert are highlighted. Experiments demonstrate the effects of evaporation, condensation, and precipitation.

Proposed Collaborative Partners: Local desert researchers, Scottsdale Water District

Audience: Tourists/Residents

Season: Throughout the year

3. The World of Cactus

Description: Learn about: the features of the cactus plant and its desert survival techniques; the difference between a cactus and a succulent; and how these hearty plants survive the harsh conditions of the desert. Discover the diversity of plants living in arid climates.

Proposed Collaborative Partners: Desert Botanical Garden, Boyce Thompson Southwest Arboretum

Audience: Tourists/Residents

Season: Weekly

4. Musical Concerts

Description: Well-known musicians perform concerts (day and night) in the amphitheater.

Proposed Collaborative Partners: Blockbuster Desert Sky Pavilion, local musicians

Audience: Tourists/Residents, Families

Season: Throughout the year, predominantly in High Season

5. Native American Performances

Description: Native American dances, powwows, stories, and traditional events are conducted in the amphitheater.

Proposed Collaborative Partners: Hoo-hoogan Ki Museum, Gila Indian center, local Native American tribes and organizations

Audience: Tourists/Residents, Families

Season: Throughout the year, predominantly in High Season and Native American times of celebration.

Other Exhibit Candidates

- **Desert Films**

Description: Educational and entertaining desert-themed films focusing on different deserts of the world. (i.e. Lawrence of Arabia, PBS Desert Series, English Patient, etc.)

Proposed Collaborative Partners: Blockbuster Desert Sky Pavilion, Sedona International Film Festival, ASU Art Museum Film & Video Festival, AZ International Film Festival

Audience: Tourists/Residents, Families

Season: Throughout the year, predominantly in High Season

- **Arroyo Aquatics**

Description: Talks and demonstrations allow visitors to follow the water cycle, learn the importance of water and the desert environment found in Arizona at the DDC Water Trail.

Proposed Collaborative Partners: Scottsdale Water District, Arizona Science Center

Audience: Tourists/Residents

Season: Weekends, ongoing throughout the year

- **In The Stars: Pre-History Narratives to Present Day Astronomy**

Description: Learn how to recognize the patterns in the stars from both a scientific and historic cultural perspective. View the stars and learn about astronomy and star navigation in the desert. Special evenings include presentations by local scholars, scientists, and Native Americans.

Proposed Collaborative Partners: Arizona Science Center Planetarium, Pima Air and Space Museum (Tucson), Lowell Observatory (Flagstaff), Flandrau Science Center (Tucson), The Heard Museum, Pueblo Grande Museum

Audience: Tourists/Residents, Families

Season: Summer and High Season

- **Canyon Condos**

Description: Holes in the ground, shaded overhangs, and cactus hollows are all natural “condos” found in the desert. On selected family/environmental days, invited scholars and environmentalists address alternate energy sources, different patterns of building, and historical patterns of building in the desert.

Proposed Collaborative Partners: Taliesin West, Local architects, ASU College of Architecture and Environmental Design

Audience: Tourists/Residents, Families

Season: High Season

- **The Journals of the Early Naturalists**

Description: A docent-led hike accompanied by interval readings from the journals of the early naturalists. Participants write their own journal entries to share with the class.

Proposed Collaborative Partners: ASU, Sunset Magazine, Local Arizona Newspapers, local writing groups and authors

Audience: Tourists/Residents, Families

Season: Year-round

Theme 3

Desert Preservation and Sustainability

(Creating A "Living" Desert) Introduces visitors to the story of how and why the McDowell Sonoran Preserve was set aside by Scottsdale residents. Protecting pockets of land is the first step in the evolution of environmentally responsible behavior to ensure long-term survival of the Upper Sonoran Desert for future generations.

Preferred Exhibits

1. Save Our Species

Description: This program educates participants about the urgency in helping to save threatened and endangered animals, with special emphasis on those found in the Sonoran Desert. Using several activities, visitors learn the circumstances in which an animal becomes endangered or even extinct. The lecture ends on a positive note by relating some success stories and ways in which each individual can make an important difference. The Phoenix Zoo brings desert animals and plants to DDC to provide visitors a close encounter with the natural residents of the desert.

Proposed Collaborative Partners: Phoenix Zoo

Audience: Tourists/Residents, Families

Season: Once a month

2. Desert Landscaping

Description: Learn landscape architecture from specialists in the field, particularly concerning low water levels. Make an aesthetically pleasing garden using rock formations and pebble colorations, auto-hydration plants, and naturally-structured shelters for the yard.

Proposed Collaborative Partners: Sunset Magazine, Desert Botanical Garden, Boyce Thompson Southwestern Arboretum

Audience: Residents

Season: Once a quarter

3. Desert Evolution: Early Inhabitants To Future Desert Dwellers

Description: Visitors learn about the earliest inhabitants of the desert to today's urban and rural residents. The evolution of the diverse Upper Sonoran Desert populations and their impact on the desert are discussed through a combination of lectures and oral histories. An accompanying slide show illustrates the history of growth in the Scottsdale area and proposed future housing and growth plans. Speakers discuss the pros and cons of growth, and sustainability and preservation issues for the future of the desert and desert living.

Proposed Collaborative Partners: ASU, Pioneer Arizona Living History Museum, Development Council

Audience: Tourists/Residents, Families

Season: High Season

Other Exhibit Candidates

• Desert Populations & Urban Sprawl

Description: This lecture discusses population growth and the effects of urban sprawl, in general and in Arizona in particular. The audience is challenged to examine their role in Arizona's population growth and the area's overworked infrastructure.

Proposed Collaborative Partners: Energy Commission, Sierra Club, Scottsdale Community Planning and Development Department, Environmental Specialists

Audience: Residents, Families

Season: High Season

- **Pollution Solutions**
Description: Learn the definition of pollution, the five main types, and examples of each. Become familiar with reduce, reuse, recycle. Participate in a debate on paper or plastic grocery bags. Learn about landfill decomposition.
Proposed Collaborative Partners: Earth Day Arizona, Arizona Clean and Beautiful, local recycling and pollution agencies
Audience: Residents, Families
Season: Once a quarter, additional times during high pollution season, and Earth Day
- **Solar Power: Feel the Energy**
Description: Power specialists demonstrate solar energy uses and how visitors can simulate some practices in their own home.
Proposed Collaborative Partners: Arizona Science Center, Energy Commission
Audience: Residents
Season: Once a quarter
- **Water: Our Most Precious Resource**
Description: The program co-sponsored by the Scottsdale Water District examines water resources and methods to conserve this valuable resource.
Proposed Collaborative Partners: Scottsdale Water District
Audience: Residents
Season: Once a quarter

Theme 4

The Virtual Desert

Visit DDC from your home or hotel room. Hotel Cablevision and the DDC Internet site inform tourists, adult residents, and families about daily events and the desert experience before they ever set foot in the Upper Sonoran Desert or DDC. Informing the public both encourages a visit and enhances their DDC experience.

1. DDC Web Site - Desert Web

Description: Internet orientation to DDC, includes general information, a schedule of events, online desert activities, informative articles, and a chat room for recent and future visitors to share their impressions of the desert with each other, including favorite hikes, programs, etc.
Proposed Collaborative Partners: US West, Local cable TV companies, and hotel cable television
Audience: Tourists/Residents, Families
Season: Year-round

2. Cablevision

Description: This professionally produced program introduces potential visitors to DDC and its programs. A schedule of events runs continually along the bottom of the screen indicating which programs are available that day. The program features information on: Desert Experiences-Hikes and Activities, Life and Culture in the Desert, and Desert Preservation and Future Sustainability
Proposed Collaborative Partners: US West, Local cable TV companies, and hotel cable television
Audience: Tourists/Residents, Families
Season: Year-round

ORGANIZATIONAL STRUCTURE

Board of Trustees

It is the Board of Trustees who assure the sound fiscal and ethical operations of DDC. The Board of the nonprofit will be self-appointed by nomination and approval, not City appointed, and will be responsible for sound management and future planning. The Board of Trustees will be guided by formal by-laws adopted by the Board. Those by-laws will outline terms of office, positions, meeting schedule, committees and other aspects of Board operations. The Board is responsible for the hiring, supervision and termination of the Executive Director, and it is the Executive Director who will hire and supervise staff and assure that the vision and mission of DDC are supported and carried through into implementation.

Staff

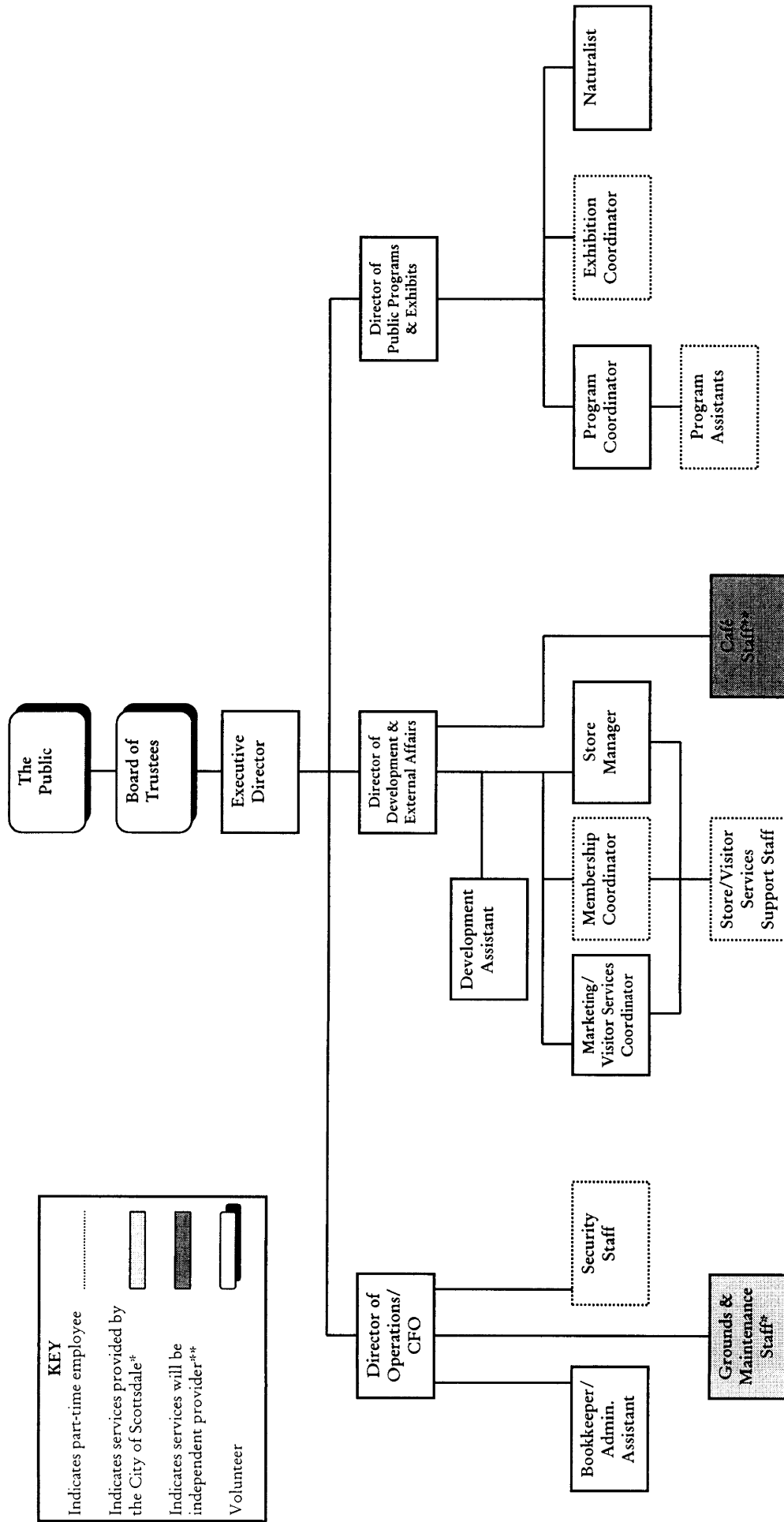
The staff will be responsible for carrying out the day-to-day operations of DDC. The Executive Director will be supported by three senior program staff, each responsible for a key area including operations and administration, development and external affairs, and public programs. Each of these managers will oversee and supervise staff members in their specific departments. In addition, volunteers will support each main area of the museum. Volunteers, long recognized as the backbone of nonprofits, will help serve the public and support program staff.

Based on strong program development and increasing attendance each year, DDC will ultimately develop into a medium-sized institution with a staff ranging between 25 to 40 people. Some of these positions will be full-time, others part-time, seasonal, and some contract labor. The organization chart on the next page shows staffing for the first three years of operations. Following the organization chart is a listing of staff positions and job descriptions. A revised organizational chart and additional staff positions as DDC grows also are included at the end of this section.

As the organization develops job descriptions and posts job announcements, it is recommended that the organization strive to achieve a diverse staff. Leadership positions can be advertised in the professional journals and with professional associations such as the American Association of Museums, the Western Museums Association, the Arizona Museums Association, and the Arizona Commission on the Arts. Consider partnering with associations that have an environmental emphasis or botanical gardens to attract individuals with special backgrounds needed at DDC. For some of the support positions consider a diverse selection of local newsletters, organizations and the like to get the word out into the many communities of Scottsdale, Phoenix and beyond.

MMC recommends that DDC begin hiring staff at least two years before opening while the facility is being built. This pre-opening period of time is referred to as a "ramp up." Thus, a core staff should be in place by the institution's first year of operation.

ORGANIZATIONAL CHART



KEY

- Indicates part-time employee
- ▭ Indicates services provided by the City of Scottsdale*
- ▨ Indicates services will be independent provider**
- ▭ Volunteer

Volunteers

* Grounds & Maintenance services will be provided by the City and will be supervised by the Director of Operations.
 ** The Café services will be contracted with an independent provider and will be supervised by the Director of Development and External Affairs.

STAFF POSITIONS AND JOB DESCRIPTIONS

Executive Director

The Executive Director reports to the Board of Trustees and is responsible for the overall operations of the museum.

Responsibilities:

- Participates on the senior management team that provides the leadership and vision for the organization and assures the coordination of all activities within the museum.
- Provides creative leadership to the staff in order to develop and implement an overall vision and direction that maximizes the museum's potential as a museum devoted to art and history.
- Assists in the formulation of policy relative to the governance, financial well being and growth of the museum; serves as professional advisor to the Board and its committees; and undertakes short and long range planning as may be required.
- Directs and coordinates all administrative aspects of the museum; develops and maintains an effective organization with respect to structure, personnel, and physical plan, including security for the building and grounds with particular attention on the living animals and plants on the grounds; establishes and maintains continual planning cycles.
- Prepares, submits, and presents for Board approval, the annual budget for the museum, and submits any financial reports as the Board may require; and ensures that appropriate systems, procedures and financial controls are operating.
- Builds the organization by developing new staff positions; appoints, supervises, evaluates and terminates staff; provides training and leadership; reviews personnel policies and job descriptions and revises as necessary; and maintains relationships with museum volunteers.
- Manages and participates in comprehensive fundraising, membership, and audience development programs, working closely with the Board and appropriate staff; works on special fundraising campaigns as needed assuring the sound follow-through of staff members in meeting established fundraising goals.
- Provides a high degree of community visibility by serving as chief spokesperson of the museum at local, regional, and national levels to all governmental, professional, civic and private agencies, as well as to the media; interprets and communicates community needs, attitudes and resources affecting the museum to the Board and staff; and oversees the museum's response to community needs and assures public participation in programs which maintain the museum's leadership role in the Bay Area and the greater cultural community of California.

Skills/Knowledge:

- Extensive leadership experience as director of a science center, environmental center or natural sciences museum with day-to-day management of internal operations and public programs and services. The majority of past experience should be at the director's level or in senior management staff positions.
- Knowledge of art, history, and culture.

- Strong leadership ability with good organizational and planning skills, problem-solving skills, high level of initiative and drive, and the ability to direct and motivate staff. Excellent communication and interpersonal skills
- Proven skills in financial administration and fundraising, public and community relations, with the ability to formulate future directions and visions for the museum.
- Knowledge and familiarity with current museum and science education trends and practices
- Effective leadership experience and track record working with board members, staff, volunteers, museum donors and members, and members of the public and surrounding community in the ongoing management of the museum with the ability to lead the organization into the future. The Executive Director must be committed to becoming actively engaged with the local community.

Minimum Experience:

- Ten years of experience in a management, development or leadership position in a nonprofit organization preferably a science-based or natural sciences focused museum or center.

Education Requirements:

- Master's degree in management, science or museum-related area.

Position Reports to:

- Board of Trustees

Executive Assistant

Reports directly to the Executive Director and supports him/her in daily and ongoing activities in addition to acting as a support for Board activities as directed by the Executive Director.

Hours:

- Mondays through Fridays. (full-time)

Director of Operations

The Director of Operations manages DDC's finances in conjunction with the Executive Director, and oversees the daily operations, maintenance, and security of the facilities and grounds.

Responsibilities:

- Participates on the senior management team that provides the leadership and vision for the organization and assures the coordination of all activities within DDC.
- Provides leadership and knowledge of financial and operational functions to the staff in finance, administration, human resources, museum store, and security as well as contractual staff in grounds and maintenance, and cafe portion of operations.
- Assures the sound fiscal management of the DDC financial assets on a daily basis producing monthly, quarterly and annual reports on the status of DDC's financial health.
- Works closely with all staff responsible for generating institutional revenue and assures the accurate and appropriate record keeping of revenue generating activities at the gate, in the store and cafe, and through public programs. In addition, works closely with development staff to assure the sound management and reporting of donations.

- Oversees business insurance matters, making judgements and recommendations as needed. Serves as Health and Safety Officer, ensuring regular safety training and emergency preparedness drills for the institution. Coordinates with City of Scottsdale on insurance, safety and health issues as needed. Works with Security Staff and coordinates with contracted Grounds and Maintenance Staff to assure adherence to health standards and public safety.
- Oversees and manages all human resources and general administrative matters, coordinating with all departments to ensure the adherence to federal, state, and local laws where appropriate.
- Assures the clean and safe upkeep of all public areas and staff areas. In particular, assures the proper management of live animals and plants in conjunction with the Naturalist both in confined areas and on the grounds in general.
- Oversees the management and upkeep of DDC's internal office systems and procedures including such areas as telephone, computers, technological support, etc.
- Coordinates any capital improvement projects and modifications to the existing DDC facility.

Skills/Knowledge:

- Extensive experience in developing and managing financial systems for a nonprofit organization. Ability to generate the diverse financial reports required for the sound fiscal management of DDC.
- Ability to coordinate diverse operational functions to assure the sound and safe operation of DDC.
- Knowledge and familiarity with office systems and equipment. Ability to determine appropriate equipment needs as they arise.
- Experience and familiarity with cafe and store operations. Ability to manage public service functions with goal of generating revenue for DDC.
- Knowledge and ability to stay current with local, state, and national regulations pertaining to health and safety, facility related standards, and living collections.
- Knowledge of and familiarity with ongoing daily maintenance issues as they pertain to general facilities and extensive outdoor grounds.

Minimum Experience:

- Eight to ten years experience preferably at a senior management level with a focus on financial management.

Education Requirements:

- Master's degree in management or finance.

Position Reports to:

- Executive Director

Bookkeeper/Administrative Assistant

Reports to Director of Operations and maintains DDC financial records, and assists with general administrative matters including human resource needs, and other support functions as needed. Works with Security Staff, contracted Grounds and Maintenance and Café Staff, Visitor Services Staff, and

Store Staff.

Hours:

- Three days a week. (part-time)

Security Staff

Reports to Director of Operations and completes duties as assigned. Works with Exhibit Coordinator, Public Programs and Exhibitions Staff, Store Manager, and Store Staff. Interfaces with contracted Grounds and Maintenance and Café personnel.

Hours:

- All administrative and public hours plus special events. (part-time)

Volunteers

All are screened through the Marketing/Visitor Services Coordinator and key staff members.

Undergoes training and completes duties as assigned.

Hours:

- A minimum monthly requirement of 20 hours. (part-time)

Director of Development and External Affairs (DDEA)

The DDEA directs and **manages** the operations of the development, marketing and visitor services departments. The DDEA is responsible for working with the Executive Director and Board of Trustees to successfully raise the funds necessary to meet the annual operating budget and future capital goals. The DDEA communicates the mission and activities of DDC to the public and generate awareness of and attendance for DDC programs. The DDEA is expected to participate on fundraising calls and to cultivate the interest of prospects.

Responsibilities:

- Participates on the senior management team that provides the leadership and vision for the organization and assures the coordination of all activities within DDC.
- Assures positive working relationships with local cultural institutions and agencies and maintains contact for the purposes of collaborative program efforts and other cooperative activities.
- Establishes a development plan and budget and determines fundraising goals based on DDC's strategic plans, forthcoming exhibitions, public programs, capital campaign, and other projects.
- Supports and assists the Executive Director and the Board of Trustees in fundraising activities.
- Establishes overall positioning for DDC and oversees a dynamic and compelling marketing campaign to increase understanding and support for DDC and its mission and programs.
- Works with staff to implement the marketing campaign and develop marketing materials and methods
- Coordinates with Marketing/Visitor Services Coordinator and Membership Coordinator who establish and maintain contact with representatives of the media, tourism, corporate and civic groups, and others who may facilitate the marketing of DDC.

- Evaluates the effectiveness of marketing efforts and makes adjustments accordingly.
- Supervises Development Assistant, Marketing/Visitor Services Coordinator, Membership Coordinator, Store Manager, and Store/Visitor Services Support Staff.
- Provides a high degree of visibility to a diverse community to further DDC's future goals.

Skills/Knowledge:

- Experience in various aspects of fundraising including: soliciting major gifts, government relations, managing membership programs, grants writing, and special events.
- Ability to develop and implement short and long term marketing plans to achieve specific goals.
- Knowledge of marketing and advertising strategies and processes.
- Excellent interpersonal relations and communications skills, both written and verbal are essential.
- High level of initiative and drive, possess creative and flexible problem solving skills, and be able to motivate and work with staff.
- Knowledge and experience working collaboratively with other cultural and community organizations. Able to initiate such relationships and maintain positive, ongoing interaction over time.
- Computer literate and skilled in the use of fundraising database systems.

Minimum Experience:

- Ten years of experience in fundraising and marketing or public relations, a portion of which was in a nonprofit institution. The majority of past experience should be at the level of deputy, assistant director, or department head.

Education Requirements:

- Bachelor's degree

Position Reports to:

- Executive Director

Developmental Assistant

Reports to DDER and assists in the coordination and daily administration of the Development and External Affairs Department. Works closely with members of the department.

Hours:

- Mondays through Fridays. (full-time)

Membership Coordinator

Reports to DDER. Oversees the membership program. Works with Marketing/Visitor Services Coordinator and Volunteers.

Hours:

- Mondays through Fridays. (full-time)

Marketing/Visitor Services Coordinator

Reports to DDER and oversees and develops marketing strategies, all publications and printed materials, and advertising. Supervises all public service staff members to assure positive relations with community members, organizations and other cultural institutions. Works with Membership Coordinator, Store and Café Staff, Store/Visitor Services Support Staff, and Volunteers. All volunteer activity and internships are coordinated through this office.

Hours:

- Mondays through Fridays with special events and occasional weekend hours. (full-time)

Store/Visitor Services Staff

Reports to Marketing/Visitor Services Coordinator and Store Manager and assures good public relations at the front desk, store, and other visitor services points. Works closely with all members of the Public Programs and Exhibitions Staff.

Hours:

- All public hours. (part-time)

Store Manager

Reports to DDEA and oversees all activities associated with the DDC store. Supervises part-time and seasonal staff. Works with Director of Operations, the Bookkeeper/Administration Assistant, Security Staff, and contracted Grounds and Maintenance personnel.

Hours:

- Mondays through Fridays and periodic weekend days. (full-time)

Volunteers

All are screened through the Marketing/Visitor Services Coordinator and key staff members. Undergoes training and completes duties as assigned.

Hours:

- A minimum monthly requirement of 20 hours. (part-time)

Director For Public Programs And Exhibitions (DPPE)

The DPPE directs and manages all programs and services offered to the public. Those areas include: adult and special programs, family programs, school programs, and exhibitions. Content specialists assist the DPPE with interpretation and the day-to-day management of the living collections and exhibitions.

Responsibilities:

- Participates on the senior management team that provides the leadership and vision for the organization and assures the coordination of all activities within DDC.
- Provides creative leadership, direction and support to the staff of the programs and exhibits departments in order to implement an overall vision and direction that maximizes DDC's potential to educate and entertain the public about the preservation and conservation of the desert, the environment, and the interrelationships of plants, animals, and humans.

- Directs and supervises the Program Assistant, Program Coordinator, Exhibition Coordinator, and the Naturalist in the implementation of programs and events, department growth and administration, planning, hiring, training, and budgeting and funding for their respective departments.
- Develops departmental strategies for the promotion of preservation and conservation of the McDowell-Sonoran Preserve.
- Assists the Exhibition Coordinator with the development and maintenance of DDC's interactive exhibitions and outdoor displays
- Assists the Program Coordinator, Program Assistant, and Naturalist in developing programs.
- Works closely with the Naturalist in assuring the proper care and maintenance of DDC's living collections including plants, animals, and living collections.
- Utilizes and integrates technology in programs to increase public access and to excite involvement in interactive learning processes.
- Works with the DDEA to promote and fund DDC's programs and exhibitions and to coordinate community and visitor services.
- Provides a high degree of visibility to a diverse multicultural community by representing DDC at the local, regional, state, national, and international levels; and establishes and strengthens partnerships with relevant community groups to further DDC's mission and visibility.

Skills/Knowledge:

- Strong leadership abilities, a high level of initiative and drive, interpersonal sensitivity, creative and flexible problem solving skills, and the ability to direct and motivate staff.
- Proven skills in financial management, human resources management, public and community relations.
- Excellent interpersonal relations and communications skills, both written and verbal are essential.
- The ability to work successfully in a liaison role, which requires establishing and maintaining effective communication and mutual understanding between DDC staff, volunteers, and the community.
- Considerable knowledge of current environmental and science education trends and practices as well as learning theory for adults and children, and curriculum development.
- An understanding and knowledge of the desert and related scientific disciplines.

Minimum Experience:

- Five to ten years of senior management level experience in the operation and management of an outdoor facility or non-profit organization. The majority of past experience should be at the level of deputy, associate director, or department head.

Education Requirements:

- Master's degree in education, science, technology, administration, museum studies, or related subject.

Position Reports to:

- Executive Director

Departmental Assistant

Reports to DPPE and assists in the coordination and daily administration of the Public Programs and Exhibitions Department. Works closely with all members of the department.

Hours:

- Mondays through Fridays plus occasional evenings and/or weekends. (part-time)

Program Coordinator

Reports to DPPE and develops and implements all public programs. working closely with local and regional school district representatives and teachers. Works with other Public Programs and Exhibitions Staff and Security Staff.

Hours:

- Mondays through Fridays with additional hours as needed for program supervision. (full-time)

Program Assistants

Reports to Program Coordinator and assists with public programs as assigned and works with Naturalist caring for living collections. Works with Exhibition Coordinator, Program Coordinator, and Security Staff. Interfaces with contracted Grounds and Maintenance personnel.

Hours:

- Mondays through Fridays. (part-time)

Exhibition Coordinator

Reports to DPPE and assures the upkeep and development of all exhibits on site. Works with other Public Programs and Exhibitions Staff, and Security Staff. Interfaces with contracted Grounds and Maintenance personnel.

Hours:

- Mondays through Fridays plus extra hours for special projects. (part-time)

Naturalist

Reports to DPPE and oversees the care of all living collections and grounds and participates in all interpretive activities. Supervises the Animal Care Specialist. Works closely with all Public Programs and Exhibitions Staff, Security Staff. Interfaces with contracted Grounds and Maintenance personnel.

Hours:

- Mondays through Fridays. (full-time)

Volunteers & Docents

All are screened through the Marketing/Visitor Services Coordinator and key staff members. Undergoes training and completes duties as assigned.

Hours:

- A minimum monthly requirement of 20 hours. (part-time)

EXPANDED STAFF POSITIONS AND JOB DESCRIPTIONS

Financial Manager

Reports to the Director of Operations and maintains DDC books and oversees daily financial activities.

Hours:

- Mondays through Fridays. (full-time)

Bookkeeper/Administrative Coordinator

Reports to Director of Operations and maintains DDC financial records, and assists with general administrative matters including human resource needs, and other support functions as needed. Works with Security Staff, contracted Grounds and Maintenance and Café Staff, Visitor Services Staff, and Store Staff.

Hours:

- Mondays through Fridays. (full-time)

Security Supervisor

Reports to Director of Operations and is responsible for building security, grounds security and public areas. Works with Exhibition Preparator, Public Programs **600**, Store Manager, Store Staff. Interfaces with contracted Grounds and Maintenance and Café personnel.

Hours:

- All administrative and public hours plus special events. (full-time)

Major Grants and Gifts Officer

Reports to DDEA and manages all grant activity and individual donations including the annual fund. Supervises the Membership Coordinator. Works with Marketing and Public Relations Coordinator, Visitor Services/Community Liaison Coordinator and Volunteers.

Hours:

- Mondays through Fridays. (full-time)

Visitor Services/Community Liaison Coordinator

Reports to DDEA and works with all public service staff members to assure positive relations with community members, organizations and other cultural institutions. Works with Major Grants and Gifts Coordinator, Membership Coordinator, and Volunteers. All volunteer activity and internships are coordinated through this office.

Hours:

- Mondays through Fridays with special events and occasional weekend hours. (full-time)

Admission/Visitor Services Staff

Reports to Visitor Services/Community Liaison Coordinator and assures good public relations at the front desk. Works closely with all members of the Public Programs and Exhibitions Staff.

Hours:

- All public hours. (part-time)

Marketing and Public Relations Coordinator

Reports to DDEA and oversees and develops marketing strategies, all publications and printed materials, and advertising. Supervises Marketing and Public Relations Assistant. Works with Major Grants and Gifts Officer, Membership Coordinator, Visitor Services/Community Liaison Coordinator and Volunteers.

Hours:

- Mondays through Fridays and special events. (full-time)

Marketing and Public Relations Assistant

Reports to Marketing and Public Relations Coordinator and assists with daily operations. Works with Public Programs and Exhibitions Staff.

Hours:

- Mondays through Fridays and special events. (part-time)

Store Staff

Reports to Store Manager and assures good public relations at the store, and other visitor services points. Works closely with all members of the Public Programs and Exhibitions Staff.

Hours:

- All public hours (part-time)

Departmental Assistant

Reports to DPPE and assists in the coordination and daily administration of the Public Programs and Exhibitions Department. Works closely with all members of the department.

Hours:

- Mondays through Fridays plus occasional evenings and/or weekends. (full-time)

Adult/Special Programs Coordinator

Reports to DPPE and develops and implements all public programs. Supervises Technology Coordinator. Works with other Public Programs and Exhibitions Staff and Security Staff.

Hours:

- Mondays through Fridays with additional hours as needed for program supervision. (full-time)

Technology Coordinator

Reports to Adult/Special Programs Coordinator and develops all of the technological, Internet, and Web Site programs. Works closely with Development and External Affairs Staff and other Public Programs and Exhibitions Staff.

Hours:

- Mondays through Fridays and extra hours for special projects. (full-time)

Family Program Coordinator

Reports to DPPE and develops and implements all family programs. Works closely with other Public Program and Exhibitions Staff and Security Staff.

Hours:

- Mondays through Fridays with weekend and evening hours for program supervision. (full-time)

School Programs Coordinator

Reports to DPPE and develops and implements all school programs working closely with local and regional school district representatives and teachers. Works with other Public Programs and Exhibitions Staff and Security Staff.

Hours:

- Mondays through Fridays and extra hours as needed for supervision. (full-time)

Assistants

Reports to Naturalist and assists with care as needed of living collections and grounds. Works with Security Staff. Interfaces with contracted Grounds and Maintenance personnel.

Hours:

- Mondays through Fridays. (full-time)

Animal Care Specialist

Reports to DPPE and assures the well-being and ongoing care of all living animals and insects on the grounds of DDC. Works with Security Staff. Interfaces with contracted Grounds and Maintenance personnel.

Hours:

- Daily supported by part-time assistants. (full-time)

Assistants

Reports to Animal Care Specialist and assists with care as needed of living collections and grounds. Interfaces with Grounds and Maintenance and Security personnel.

Hours:

- Mondays through Fridays. (full-time)

SECTION 7
ORGANIZATIONAL STRUCTURE

SECTION 8
COST ESTIMATE

COST ESTIMATE - HARD COSTS ONLY

PHYSICAL FACILITIES - STRUCTURES

COST IN DOLLARS

Admissions Pavilion	
600 s.f. @ \$225 =	135,000
FFE \$250/s.f.	150,000
Exhibition Materials/Interpretive, etc.	<u>285,000</u>
Gift Shop / Retail Pavilion	
2,000 s.f. @ \$125 =	250,000
FFE \$100/ft.	200,000
	<u>450,000</u>
Classrooms / Education Building	
3,000 s.f. @ \$125 =	375,000
FFE \$30/ft.	90,000
	<u>465,000</u>
Café / Food Service Pavilion	
2,900 s.f. @ \$175 =	500,750
FFE \$75/s.f.	217,500
	<u>718,250</u>
Public Restroom Building	
1,500 s.f. @ \$175 =	262,500
FFE Inc.	
Administration Building	
2,900 s.f. @ \$125 =	362,500
FFE \$40/s.f.	116,000
	<u>478,500</u>
Maintenance Building and Service Yard	
2,900 s.f. @ \$90	261,000
FFE - Depends on City Participation	
Subtotal: Structures	<u><u>2,920,250</u></u>

PHYSICAL FACILITIES - EXHIBIT SITE DEVELOPMENT

Public Plaza & Amphitheater	
400 Person Capacity	
3,500 s.f. @ \$60 =	210,000
The Trails - Sky, Earth, Water	
Phase I - 2 miles of trails	630,000
Exhibit Allowance	400,000
Final site engineering can greatly affect this number	<u>1,030,000</u>
View Terrace	
30 Person Capacity	
500 s.f. @ \$100 =	50,000
Sky Amphitheater	
75 Person Capacity	
1,200 s.f. @ \$100 =	<u>120,000</u>
Subtotal - Exhibit Site Development	<u><u>1,410,000</u></u>
TOTAL COST	<u><u><u>4,330,250</u></u></u>

SECTION 9

THREE-YEAR OPERATING BUDGET

THREE-YEAR OPERATING BUDGET

ASSUMPTIONS AND NOTES

Budget Assumptions

- DDC will be one of the several destination attractions in the Scottsdale/Phoenix area by offering exciting and entertaining exhibitions, nature facilities, and public programs for tourists and residents.
- An aggressive marketing plan targeted at tourists and residents will be important to be undertaken at least six to eight months prior to opening in order to meet attendance figures.
- The DDC budget is based on the costs once the facility is open. The cost of “ramping up” prior to opening day should be factored into the capital budget for building the DDC facilities in order to shape the institution’s programs and public services. Examples of “ramp up” expenses include marketing, exhibition installation, staffing, and contract visitor services staff (extra security, ticket sellers, floor staff, and reservations, etc.) to open the facility and expedite DDC’s first six months of operation.

Budget Notes

- The budget is for Year 1, Year 2 and Year 3 and presents general categories of operations for DDC. The numbers are based on the comparables of other like institutions gathered for this project. Budget notes discuss the assumptions made for each item. Variables are discussed for some items to explain the range of revenue or expenses that should be anticipated.
- Year 2 and Year 3 personnel expenses are based on the Year 1 budget plus an additional 5% inflation each year.
- This budget is a basic guideline for the operation of DDC. The nature of this budget is to indicate the categories most likely needed for an operation like DDC and to provide a suggested base foundation of operations. Actual operating results can vary considerably from these projections based on how well the initial DDC concepts are executed, marketed, and operated in advance of opening and Year 1 operations.
- Once open to the public, DDC’s ability to hire additional staff or expand other areas of operation will be dependent on gate receipts, program revenue, and other sources of earned income in addition to the success of outside funding.

1. Attendance and Admissions - Attendance Projections

Attendance for DDC's Year 1 has been projected at 300,000 visitors, including school groups that MMC considers to be a likely scenario provided that aggressive marketing and strong programs be implemented. The national standard for attendance projections at new museums tends to decline by 20% during the second year, followed by an additional 15% decline in Year 3. In contrast, attendance at new cultural attractions in the greater Phoenix area has tended to decline to a lesser degree. Therefore, for the purposes of this budget, a decline of attendance at the rate of 15% for Year 2 (255,000) and Year 3 (216,750) has been used. These projections are based on current attendance at other local cultural institutions in the greater Phoenix area. See Table 1.

In addition, based on data from the Scottsdale Tourism Office, attendance will be higher during the high tourist season and the school year and lower during the summer months. During high tourist season (November - May), DDC can expect approximately 65% of its visitors to be tourists and 35% to be local residents. School group attendance figures will grow steadily until school group tour capacity will be reached several years after DDC's opening. During the months of June through October, the split of tourists versus residents will be reversed and overall numbers will be substantially lower.

Projected attendance figures for any new attraction are vulnerable and can be impacted by the economy and/or a variety of other external factors. It is recommended that attendance projections be evaluated on an ongoing basis.

The proposed DDC admission fees are competitive with other local institutions as noted in Table 1 below. While DDC's admission fees are competitive, they should reflect the value of the visitor's experience. MMC suggests that DDC review the admission structure periodically to retain competitive admission fees over time and evaluate the visitor experience so that the admission fees reflect the value of the programs and activities presented to visitors. DDC should aim to achieve an average of 10% to 15% of its revenue through admissions.

Many institutions have a "no charge" policy for those who would like to attend but do not have the resources. This helps build a positive community relationship.

INCOME	YEAR 1	YEAR 2	YEAR 3
Earned Income			
Admissions ¹			
General	\$1,152,000	\$979,200	\$979,200
School Groups	\$12,000	\$15,000	\$18,000
Public Programs ²	\$75,000	\$100,000	\$125,000
Facility Rental/Catering ³	\$31,200	\$41,598	\$48,000
Museum Store ⁴	\$100,000	\$150,000	\$150,000
Food Service ⁵	\$288,000	\$388,000	\$388,000
Earned Income Subtotal	\$1,658,200	\$1,673,798	\$1,708,200
Contributed Income			
City of Scottsdale ⁶	\$550,000	\$475,000	\$475,000
Membership ⁷			
Individual	\$50,000	\$75,000	\$100,000
Corporate	\$60,000	\$80,000	\$100,000
Grants ⁸	\$100,000	\$100,000	\$150,000
Major Gifts ⁹			
Board	\$37,500	\$37,500	\$37,500
Individual	\$100,000	\$150,000	\$200,000
Special Events ¹⁰	\$0	\$25,000	\$50,000
Contributed Income Subtotal	\$897,500	\$942,500	\$1,112,500
INCOME TOTAL	\$2,555,700	\$2,616,298	\$2,820,700
EXPENSES	YEAR 1	YEAR 2	YEAR 3
Personnel ¹¹			
<i>Low Range</i>	\$1,095,700	\$1,150,485	\$1,207,567
<i>High Range</i>	\$1,176,950	\$1,235,798	\$1,297,586
Administration ¹²	\$75,000	\$80,000	\$90,000
Public Programs ¹³	\$68,750	\$70,000	\$80,000
Exhibitions ¹⁴			
Exhibition Development and Maintenance	\$80,000	\$85,000	\$90,000
Plant Care and Conservation ¹⁵	\$70,000	\$75,000	\$80,000
Animal Care and Conservation ¹⁶	\$70,000	\$75,000	\$80,000
Development and External Relations			
Development and Membership ¹⁷	\$100,000	\$100,000	\$100,000
Special Events ¹⁸	\$0	\$16,000	\$36,000
Marketing and Public Relations ¹⁹	\$200,000	\$125,000	\$140,000
Store	\$75,000	\$79,500	\$103,364
Food Service Contract	\$90,000	\$100,000	\$123,750
Operations ²⁰			
Utilities ²¹	\$150,000	\$155,000	\$160,000
Maintenance ²²	\$400,000	\$420,000	\$440,000
EXPENSES TOTAL			
(Based on high range of personnel)	\$2,555,700	\$2,616,298	\$2,820,700
INCOME OVER EXPENSES	\$0	\$0	\$0

2. Public Programs

Public programs at DDC include those programs as noted in The Visitor Experience: Part II Public Programs section of the report offered for tourists, residents, and school groups. It is recommended that DDC implement a modest selection of public programs during the first year.

Each year the program revenue is projected to increase slightly as the number of programs and participants increases. Given the percentage of revenue attributed to public programs in similar institutions, DDC can eventually expect to achieve between 10% to 15% of the annual budget from public program revenue.

3. Facility Rental/Catering

Facility rental fees are typically calculated on a sliding fee structure based on the number of attendees, the time of day the facility is rented, and the length of the event. Rental fees range from \$500 to \$2,000 per event; larger institutions charge even more. For the purposes of developing this budget, a figure of \$1,200 per event x 26 yearly events was used with the expectation that the total amount of revenue will steadily increase over time as DDC promotes its facility rental program and DDC becomes better known in the business and corporate communities. Six percent to 10% of revenue income is achievable. Catering is based on a 15% commission from the catering firm (industry average).

4. Museum Store

Revenue represents gross income for the museum store and is based on DDC making a 25% profit. DDC can expect that gross sales are likely to increase over time. If the gross receipts are based on a dollars spent per visitor over 360 days the following gross sales figures would be:

PROJECTED SALES*

(Referred to in the suggested three-year operating budget.)

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
\$100,000	\$150,000	\$150,000

* Number of Annual Visitors x \$.66 per visitor (YR1) increasing to \$.86/visitor (YR2) as featured in the budget.

BEST CASE SALES**

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
\$225,000	\$262,500	\$262,500

** Number of Annual Visitors x \$1.50/visitor.

As indicated by the comparables chart in Appendix A, the percentage of total budget attributed to store income reveals a range of 5% - 19%.

5. Food Service

It is recommended that DDC contract a restaurant or food service company to staff and manage the café. A modest-yet-profitable cafe could yield between \$100,000 to \$350,000 per year in gross income. The gross income for the café should steadily increase as DDC becomes better known provided that the quality of food is good. The income in the three-year operating budget is based on \$1 per visitor. The food service contract is based on DDC netting 10% of gross sales.

6. City of Scottsdale

The City of Scottsdale plans to cover utilities, basic maintenance costs, and major repairs to the building. This arrangement will be similar to the one established with the Scottsdale Center for the Arts. This budget line item represents the City of Scottsdale's contribution and is included to show all areas of support. The increased dollar amount in the first year indicates additional start up costs. The annual amount then tapers off to indicate a "normal" support.

7. Membership Program

A membership program should be two-pronged with (1) individual and family memberships, and (2) a business/corporate membership program. The membership program should account for 10% to 15% of income.

The individual/family membership program should offer membership options in a range of rates. Two thousand members at an average rate of \$50 equals \$100,000 in income plus 250 members at a \$100 rate equals \$25,000 yields \$125,000 gross income for membership. Initially, membership will start with a modest base and if members' expectations are met, this is an income area with a high potential for growth.

The business/corporate membership should have a goal of attracting small local businesses at a modest membership fee of \$250 each and gaining corporate membership support at \$2,000 each. The list below shows the potential for membership growth.

- 100 business members x \$250 = \$25,000
- 30 corporate members x \$2,000 = \$60,000
- 40 corporate members x \$2,000 = \$80,000
- 50 corporate members x \$2,000 = \$100,000
- 100 corporate members x \$2,000 = \$200,000

8. Grants

Grants typically represent about 10% of nonprofit income. It is therefore important to seek grants from governmental agencies, foundations, corporations but it is unwise to expect substantial assistance in this area. Governmental grants tend to require time-consuming applications. The Institute of Museum and Library Services and the National Science Foundation ultimately will be logical grantors. DDC should not expect to receive these grants in the first three years of operation.

Foundation and corporate grants, on the other hand, should be aggressively sought from local, regional, and national organizations. It is expected that this area of contributed income can steadily increase over time.

9. Major Gifts

Major gifts typically constitute the highest percentage of contributed income. The two main categories of donors are Board members and individuals. Board members are indicated by a separate budget line item to demonstrate their financial commitment to DDC. It is recommended that in the first year of operation, Board members (25) give an annual contribution of \$1,500. Some Board members will be able to give more than the required base amount and some less. Ultimately, the size of the annual gift will have much to do with the core leadership of the Board.

Individual donors will be attracted to DDC through an annual giving campaign and specific projects that appeal to donors with particular interests. DDC has the opportunity to appeal to donors who are interested in environmental issues, urban development concerns, desert enthusiasts, etc. A modest estimate of contributions has been proposed.

10. Special Events

Special events are labor intensive activities requiring hundreds of hours of volunteer time supported by staff members. It is recommended that DDC begin to hold special events in Year 2 holding one major/gala event a year with one or two smaller fund raising events.

11. Personnel

Salaries are comparable to many museums based on recent regional professional salary surveys. Positions are designated as full time or part time. The proposed core staff should be hired during the ramp up period (prior to Year 1) to develop and implement internal systems and operations, and to promote public programs and the grand opening of the facility.

Suggested Staff

Executive Director (FT)	\$75,000 - \$85,000
Executive Assistant (FT)	\$28,000
Director of Operations/CFO (FT)	\$55,000 - \$65,000
Bookkeeper/Administration Assistant (PT)	\$25,000
Security Staff @ \$10/hour (FT/PT) (3 people x 3 shifts/day x 7 days/week x 52 x \$10/hour)	\$262,080
Director of Development and External Affairs (FT)	\$65,000 - \$75,000
Department Assistant (FT)	\$30,000
Membership Coordinator (PT)	\$15,000
Marketing/Visitor Services Coordinator (FT)	\$35,000 - \$50,000
Store Manager (FT)	\$35,000 - \$45,000
Store/Visitor Services Support Staff (PT/FT) (3 x 7 days x 3 shifts x \$8/hr)	\$69,888
Director of Public Programs and Exhibits (FT)	\$45,000 - \$55,000
Program Coordinator (FT)	35,000
Exhibition Coordinator (PT)	\$20,000
Naturalist (FT)	\$35,000
Program Assistants (PT)(2 x 8 hrs x 7 days x \$8)	\$46,592

The total personnel costs in Year 1 range from \$876,560 to \$941,560 (salaries) plus 25% benefit costs of \$219,140 to \$235,390 = \$1,095,700 to \$1,176,950.

The total personnel costs in Year 2 range from \$920,388 to \$988,638 (salaries) plus 25% benefit costs of \$230,097 to \$247,160 = \$1,150,485 to \$1,235,798. (Salary increase includes a 5% cost of living increase.)

The total personnel costs in Year 3 range from \$966,407 to \$1,038,069 (salaries) plus 25% benefit costs of \$241,160 to \$259,517 = \$1,207,567 to \$1,297,586. (Salary increase includes a 5% cost of living increase.)

The number of staff shown in the personnel line item remains the same for three years. However, the ability for DDC to increase staff has a great deal to do with increasing annual attendance as well as earned income.

12. Administration

This budget item covers telephone, postage, office supplies, small equipment, computer supplies, professional development/travel for staff, and discretionary funds for the Executive Director, etc. Insurance including general liability and Directors and Officers Liability is included.

13. Public Programs

Public programs are diverse in type, length and target audience. In general there is a much heavier program schedule between September and May of each year, coinciding with the school year and high tourist season. Costs include guest speaker fees, stipends, guest instructors, general program supplies, etc. As mentioned in note #2, public programs will begin with a modest schedule

in order to determine public response before expanding program offerings.

14. Exhibitions

Since many of the exhibitions feature living plants and animals, those areas have ongoing maintenance expenses. (See budget notes # 15 and #16.) Other day-to-day maintenance of educational carts, specific exhibition areas, for example, require basic tools, paint, repair materials, etc. Ongoing maintenance and a modest changing exhibition schedule are covered by this expense line. Every other year, some exhibits may require major improvements and repairs which is reflected in the increase in exhibit expenses for Year 3.

15. Plant Care and Conservation

Ongoing plant care and maintenance includes supplies such as fertilizer and costs associated with replanting on a modest level. Substantial replanting costs could be covered under capital improvements.

16. Animal Care and Conservation

This aspect of DDC is not expected to be as extensive as the living plant displays. The extent of live animal displays will be dependent on the amount of financial support secured to develop DDC and the indicated interest in live animals in a context appropriate to DDC.

17. Development and Membership Expenses

General development expenses include the costs to raise the contributed income for DDC including membership benefits as well as other services associated with securing donors, writing grant proposals, producing support materials, etc.

18. Special Events

The Special Events line item is based on approximately 35% of the total income generated by special events. Individual events may be more or less profitable. The income from special events is expected to grow each year.

19. Marketing and PR Expenses

Marketing and public relations efforts in the first year of a new institution is critical after the start up effort to launch the institution. This line item covers promotional materials, advertising, and other activities in support of generating attendance and visibility for DDC. The increase in Year 3 is due to replacing printed materials and evaluation through market testing of visitors' experiences.

20. Operations

DDC is expected to function with a city/nonprofit contract similar to the City of Scottsdale relationship with the Scottsdale Cultural Council. As the owner of the building, the City is responsible for the building maintenance and repair and any aspects of the facility that directly apply to public safety and service. Examples include painting the exterior of the building, sewage system maintenance, fire and alarm systems and restroom maintenance. Those ongoing expenses that relate to specific educational services or interior maintenance are the responsibility of DDC. Examples of these might include exhibition lighting, cleaning and housekeeping, computer systems, etc. When the agreement is drawn up, each item will need to be described and attributed to the responsible party.

21. Utilities

A general figure of \$3 per square foot for the projected 50,000 square foot aggregate facility covers energy related costs. This figure is based on an industry average provided by Langdon Wilson Architects.

22. Maintenance

An industry standard of \$5/square foot covers the ongoing maintenance for the building. Additional

**Table 1:
Attendance and Admission Fees for
Phoenix and Scottsdale Cultural Attractions**

INSTITUTION AND ATTENDANCE		ADMISSION FEES*			
Local Institution	Annual Attendance	Adult	Senior (65 +)	Youth & Student (12-17)	Children (5 - 11)
DDC¹	300,000²	5.50	4.50	3.00	2.00
Arizona Science Center	500,000	8.00	6.00	8.00	6.00
Desert Botanical Garden	239,000	7.00	6.00	7.00	1.00
Heard Museum	250,000	5.00	6.00	5.00	3.00
Phoenix Art Museum	200,000	6.00	4.00	4.00	2.00
Phoenix Zoo	1,079,261	8.50	7.50	8.50	4.25
Scottsdale Center for the Arts	380,000	No charge. Donations accepted.			
Taliesin West	100,000	14.00	11.00	11.00	3.00

¹Scottsdale residents will receive a 20% discount for admissions. Therefore, for example, admission for Scottsdale adult residents will be \$4.

²Attendance for DDC is projected for Year 1. Attendance for other institutions is for the 1997 fiscal year.

*It is anticipated that DDC will also establish fees for school groups at a minimum of \$1 per person and for families admitting two adults and two children at approximately \$14 per family.

SECTION 10
FUNDRAISING STUDY

FUNDRAISING STUDY

The City of Scottsdale has budgeted preliminarily \$5 million from the Tourism Fund for the project. However, an additional \$5 million to complete the facility, build exhibits and hire staff is needed. MMC engaged the services of MK Communications (MKC), a museum fund raising and marketing firm, to assess the potential outcome of a major fund raising campaign needed to ensure the remaining \$5 million of necessary capital funds.

MKC contacted a total of 42 individuals, conducting sixteen in-person interviews and six telephone interviews. Twenty individuals declined to be interviewed, citing no interest in the project. A list of interviewees, the study questionnaire, contact letter, fact sheet, and campaign information are found in Appendices B-G.

The principle objectives of the fundraising study were to:

- Assess potential donor interest in the DDC concept
- Assess the potential for raising the necessary funds (\$5.0 million) from individuals, corporations and foundations
- Identify major donors and their interest in supporting DDC
- Identify key volunteers to take on the leadership positions of a capital campaign
- Develop specific recommendations which would enable the City to maximize its fund raising potential

Key Findings

This section of the report highlights key survey findings regarding peoples' perceptions to the importance of DDC, the potential to raise the necessary monies to fund the project, the view of major donors and their interest in DDC, and a list of potential key personnel to lead a capital campaign. An analysis of key points raised by study participants follows the findings summary.

- All interviewees expressed a favorable opinion of the proposed DDC, believing it to be a worthwhile project. However, they stressed that the purpose of DDC should be to serve residents first and tourists second. DDC should be an "educational as well as entertaining experience, and provide both locals and tourists an understanding of the fragility of the desert," was the consensus.
- Two people expressed concern about DDC and its relationship to the Desert Botanical Garden, while most survey participants said the DDC would complement the Botanical Garden and compared it to the Arizona-Sonoran Desert Museum in Tucson.
- Everyone agreed that there is sufficient money in Scottsdale to finance the development and staffing of DDC, although no one suggested that they would contribute more than \$5,000 - \$10,000 to the project.
- Most people did not believe major corporations or businesses in the metropolitan area would support the project due to their current commitment to health and human service organizations. Rather, the primary funding for the project would have to come from those individuals who "have a passion" for the high desert and the mountains.
- There was considerable debate as to who should operate the DDC. One in two people commented that ultimate funding of the project could depend on who runs DDC.
- One in two people did encourage the City to seek a contribution from Phelps Dodge and the Phoenix Coyotes. Either or both organizations could support the project, especially if named opportunities were available.

Three in four people named Florence Nelson as the key volunteer leader for the capital campaign. "If Florence Nelson is behind the project, you would have the necessary volunteers to carry out the fund raising activities," was the consensus. One in three of those interviewed said they would become actively involved in fund raising activities.

Interest in DDC

The initial reaction of interviewees to the idea of DDC was that it would be a worthwhile project for Scottsdale, especially if it "would be a place for the whole community, and a place that captures the experience of the southwest environment." As respondents pondered the idea of DDC's importance to the Scottsdale area, they elaborated on their initial responses. Following are some of those comments:

"It would provide education that's desperately needed here. Most people [in Scottsdale] are transients and don't really understand how fragile our environment is, nor do they understand the beauty of it. [DDC] would provide a tremendous education opportunity . . . It would be a major coup if DDC was a real asset for the community that also attracted tourists."

"DDC can have a two-fold purpose: it can give that special ambiance to visitors to help them understand and appreciate the desert more; but more importantly, it can be an educational experience for our children, helping them understand the remarkable environment where they live."

"I would hope that the education part of DDC would be its biggest asset. We do have our preserves and people have voted to tax themselves to buy open space in the city. But I think in order to really preserve the desert, people have to understand how fragile it is. It's nice to have the open space, but if you have hundreds of thousands of people tromping all over, that's not really going to preserve it very well. When they [Tourism Commission] talk about using the Preserve as a tourist attraction, I would like to think that they consider DDC as an educational and cultural facility first. If it is done well, it will become a tourist attraction."

"Preserving the mountain is very valuable. Having a discovery center that complements it is a nice idea and would make the Preserve more of a public place. It would probably be a fabulous place for tourists . . . but also a nice place for our kids, a place where kids can learn more about geology, and plants and animals, kind of like the [Sonoran Desert] Museum in Tucson"

"Think of the Desert Botanical Garden. It is an absolute gem in our community. There is nothing there that has the slightest bent toward tourism, but it is a major draw for tourists and for residents."

"DDC has to be an educational facility, a cultural facility, and a place that attracts tourist. I don't think it could survive if it was just about education . . . It has to be tied into the rest of the tourist industry. However, if it is not educational, it will be just one more attraction. We don't need that here; there wouldn't be support for just another attraction."

Conflict With Other Cultural Facilities

Many people compared the concept of the DDC to that of the Arizona-Sonoran Desert Museum, which was held in high esteem. Few compared DDC to the Desert Botanical Garden. The following comments represent the consensus among study participants.

"When you go to the Botanical Garden, you have one kind of experience. When you go to the Sonoran Desert Museum you have another. I see DDC as being like the museum in Tucson which takes in animal life, plant life, even weather. . . . DDC would be different, more experiential, a place where people can observe and understand what happens in the desert. The Botanical Garden doesn't show the life cycle of a cactus, or something that takes 100 years to grow, or the scientific side of it. I believe the purpose of DDC is to let people experience the desert, to touch, to feel and to see the desert."

"Conflict between DDC and the Desert Botanical Garden? I shouldn't think so. There may be some similarities but I think DDC is completely different. . . . The Botanical Garden is not site specific. It has plants from all over the world, it's not rocks and it's not animals. Putting together plants, animals and rocks of the upper Sonoran Desert is unique. There is room in this market for something unique and I think that DDC would be unique."

Two individuals were concerned about the DDC and its relationship with other cultural entities in the metropolitan area -- both mentioning the Desert Botanical Garden by name.

"My strongest suggestion for the project would be to align it [DDC] with the Botanical Garden. Then you could preserve it, and it's under the auspices of a fund raising entity that already works and has a lot of support. [DDC] probably would expand its support because it would get a larger group of people--those who want to hike and enjoy the mountain."

"They [DDC] need to sit down with the Desert Botanical Garden leaders and let them know that they do not want to compete with the Garden, but to complement it as the Phoenix Art Museum does the Heard Museum."

Fund Raising Potential

Fund raising study participants suggested that there was money in the community for DDC. However, they said that the primary source of funding would be a coalition of people with special interest in the desert. "There are people who have that special love of the desert and the mountains who will contribute their time to raise money. There may not be many of them, but there are probably enough, some would even make a fairly large gift toward DDC."

Regarding corporate contributions, business leaders stressed that, "contributions would not be as plentiful, unless the head of the company lives in Scottsdale or the company is headquarter here. For the most part, funding for the project will have to come from the individuals who live here."

Other key points raised by participants:

"Today, people and corporations give to human services because it is the right thing to do. They give to the arts out of passion for the arts, or to preservation or conservation out of passion as well. It is likely, at this point in time and with the interest the citizens of Scottsdale have for saving their environment, that they will give to DDC, especially if they are convinced it will benefit the community. We have a lot of citizens who really feel that our quality of life here is deteriorating because we are losing so much to development."

"There are a number of wealthy individuals who would be interested in a project of this sort with proper recognition. It's how we all leave a legacy and how we become immortal. It is possible to raise \$5 million, or close to it, from somebody who could put their name on the thing. Assuming the City of Scottsdale can designate an appropriately beautiful place in the McDowell Mountains, I think the money will be there."

"There are a group of people who have an absolute passion for the mountains and clearly, the whole community values the mountains, otherwise they wouldn't have been able to pass the sales tax. These people probably would contribute to DDC. On the other hand, they may consider DDC an intrusion . . . you know, leave my desert the way it is; leave it the way it was meant to be. Funding will depend on how the project is presented to the community.

"For a naming opportunity, I think you can get \$3 to \$5 million. Anybody doing business in Scottsdale should be interested in this. Motorola, Dial, the Coyotes organization. The money is here. They just need to put together a package that is going capture the beauty of the desert, and present it in an entertaining way."

Major Donors and their Interest in Supporting DDC

Most of the business leaders interviewed did not think members of the business community would financially support DDC. Many said that their companies would not support the project because they don't think it is something that is needed at the moment. "Would they love to have it, would they love to have access to it? Absolutely. But is it where their charitable dollars are needed at this time? No."

According to one contributions officer, "My immediate reaction is to say not very many companies or businesses will contribute substantial dollars to the project. As someone who manages contribution dollars, my given priorities are human services, and based upon what I know about DDC, it would not be something that would be at the top of my list to give a large sum of money."

When the contributions officers were asked about their charitable gifts to other cultural organizations in the metropolitan area, several responded similarly, "Those institutions have been around a long time. We know what the organization has done. Many of our people have been on their boards at one time or another. We know what the institution wants to do is vital to the community. DDC is an unknown. The leadership is unknown."

Conflict Between City and Private Ownership

There were differing views as to who should operate the DDC. Three in four people commented that ownership of DDC "should be out of the hands of the city" citing the difficulty in raising money "for things that are owned by the city, because there is always going to be one group or another that is resentful."

Another study participant went further, "If the Tourist Commission plans [DDC], it will have little credibility with the private sector, people whom they need to attract. They [the City] need to step out of the picture at some point. If they don't, nobody is going to fund the rest of it. The city may like to keep control of it, but if they do they can lose a lot of donors. This should be strictly a 501(c)3 non-profit, museum-oriented type of facility."

While some people expressed the belief that DDC should be independent of the city, others saw it as a park, under the auspices of the City of Scottsdale. "The City bought the land didn't they? Why couldn't it be a park? The City of Scottsdale owns the land, they have the Preserve. It is not going away, right? It is dedicated for a preserve, right? So if [the project] doesn't happen in the next five years [the land] will still be there. They will still have the \$5 million. They can preserve it until they have the money to develop and operate it."

Potential Contributors

Since business and civic leaders did not envision major support from corporations for DDC, the list of potential donors is minimal. Several people did offer the names of three companies that they believed could be persuaded to attach their name to the project depending on "how it was packaged." The companies named were the Phelps Dodge Corporation, Viad Corporation, and the Phoenix Coyotes organization. According to one businesswoman, "The natural corporate sponsor would be Phelps Dodge, our own, home grown company. A natural would be the Phelps Dodge Interpretive Center constructed of natural stone and copper."

Mike O'Hearn of the Phoenix Coyotes was recommended as a potential supporter because, "They are very supportive of programs for youth." Other potential contributors included the Herbergers, Burt Getz of the Globe Corporation, Arizona Public Service, and Cox Communications. Contribution information on these and other Arizona companies can be found in Appendix F.

Key Volunteer Leadership

Three in four people named Florence Nelson as the key volunteer leader. "If Florence Nelson is behind the project, it would have the necessary volunteers," was the consensus of those interviewed. Several survey participants said they would be interested in volunteering for DDC's fund raising efforts. These included:

- **Laurel Walsh:** She is a supporter in name and "able to be counted on for meetings." However, would have to limit her committed time to the project due to previous commitments.
- **Joan Bell:** She is available if there is "no conflict of interest" with her business.
- **Will Creekmur:** He would take a leadership position if asked. Creekmur believes in community involvement and giving something to the community. He enjoys associating with issues that he believes in.
- **Richard Mallery:** He would participate if DDC is be run as a private 501(c)3 organization
- **Others include:** Pam Betz, Nick Petra, Diana Smith and Robert Howard, Jr.

Issues and Recommendations

Whether business and civic leaders were ready to support DDC immediately or in the future, they stressed that the concept of DDC was worthwhile and saw it as an asset to Scottsdale. However, public awareness of the project, sources of funding, involvement of "partners," and the forces behind its development were the key issues raised by the business people.

Public Awareness

One half of the original forty business and civic leaders contacted to take part in the study had not heard of the DDC project, and therefore were unwilling to discuss it. One-third of those interviewed heard of the project for the first time after receiving a letter and fact sheet from the Tourism Development Office. It is clear from the lack of awareness that an aggressive public relations campaign must be waged to generate civic support for the project.

The challenge will be to communicate information in such a way that engages the public, and generates excitement not only among potential contributors, but among local citizens of Scottsdale. Without exception interviewees recommended that DDC be "packaged and marketed to the community," believing that once the community understands the concept they will support it.

Said one survey respondent, "It is our money, one way or another, that is going into the project. And whether it comes from the business community or whether it comes from taxation, it is still our money that is being put into the project. Money that would have gone in another direction. Ten million dollars is a very large sum of money for a project that has such an important application for this community. The community must be aware of it, they must understand it's the overall benefit, and what the citizenry will get from it. It is a unique project and it must be well received. A lot of groundwork needs to be done."

Funding

While study participants were not positive as to their company's financial contribution to the project, they were eager to suggest other sources of potential contributions. Whether this response continues to prevail once information on the project is common knowledge is unknown. MKC believes that several companies will come forth once the case is made and the public rallies behind the project. However, companies are not the sole source of contributions to a project the size of DDC. This is evident in the types of support suggested by the business and civic leaders. Their recommendations included seeking federal and state funds, seeking additional bed tax funds, looking for contributions from developers, members of COPP, and large, "home grown" businesses previously mentioned.

If the Tourism Development Commission continues to pursue its original idea of a public/private partnership to operate DDC, it should consider federal and state grants geared toward educational and recreational opportunities for children. According to a well-informed interviewee, "There are state monies to be had in the parks and recreations area, possibly through the Horizon Fund and the State of Arizona's Parks Department. While some of the monies must be matched, there are local individuals who would give additional private money if the emphasis of DDC is on children."

A brief review of private foundation and corporate giving programs in the Phoenix/Scottsdale area reveal that many of these organizations contribute to education and youth development programs. If the Tourism Commission pursues the business community, it must place a great deal of emphasis on educational programs and experiences for children.

A coalition of different groups and strong advocates for the concepts inherent in DDC drew the most favorable response from interviewees. The judgement expressed by three out of four study participants was that there "need to be advocates that lead a variety of different groups. Because we are a divided community, it will take a coalition of groups to support the project," was the consensus.

Further, several believed that the coalition sell the context of the project to the community. Once the advocacy group in place, and the project is packaged, then it can be sold to the corporate and business community. Who makes up the supporting group? Developers, COPP members, members from the Scottsdale leadership group, McDowell Sonoran Preserve Trust members were put forth, however gingerly.

While funding is the initial financial issue for the project, several interviewees expressed concerned about sustaining the operation once it was built. "It would have to pay for itself" was the consensus. As a public/private partnership, the City would have the long-term maintenance of the area. Admission to DDC would have to be nominally viable. Children's schools would pay a reduced fee or receive a scholarship given by a sponsoring organization. Tourists would "pick up the bulk of the costs."

Partnerships

The idea of partnership was a common thread throughout the study. Among the groups mentioned the primary group was the McDowell Sonoran Land Trust. Their interest in preservation and stewardship of the land seems appropriate to the context of DDC. Another partnership mentioned by one in two of those interviewed was the involvement of the Salt River Pima Maricopa Indian community. It will be important to involve the "neighboring Indian community. If they're going to interpret the desert, the Indian has to be part of that interpretation. They are as much a part of the history of the Sonoran Desert, as any little shrub or cactus out there. . . . They are part of the story, part of the evolution of the desert."

Leadership

It was evident that several business leaders were concerned regarding the idea of a public/private partnership. Many expressed the opinion that the "city needs is a strong leader for the project, someone who can bring people together, who can talk about the educational, cultural and tourist benefits of the project. The perception among some participants, "It will phase-out if it doesn't have strong foundation in leadership. It also must have its own image in the community. You can't just stick it under one of our existing umbrellas, it will get lost in the shuffle."

Final Comments

Every study participant was asked what they thought was the key to the success of the DDC. The comments of one businessman reflects the opinion of each participant.

"It's got to be done right, not half way. I think that to build a little token out there is not good enough. They have to look at the size of the project and the long-term benefits to this community. It's got to be able to grow and expand. They must take a long look at all the potential it has for the population base that it's going to be serving; not just tourism but for the mass growth that's coming for certain. We need the education DDC can provide."

SECTION 11
APPENDICES

APPENDIX A
OUTDOOR WILDLIFE & BOTANICAL CENTER
COMPARABLES

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

1. ARIZONA- SONORA DESERT MUSEUM

NAME	FACILITIES & SPACE ALLOCATIONS						CITY & STATE POPULATION/AUDIENCES			FINANCIALS			
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	STAFF, BOARD & VOLUNTEERS	POPULATION (CITY & STATE BASED ON 1990 CENSUS)	ANNUAL ATTENDANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
2021 N. Kinney Road, Tucson, AZ 85743-8918 (520) 883-1380 Founded 1952 Organizational Chart: Attached	March - Sept. daily 7:30am - 6pm Oct. - Feb. daily 8:30am - 5pm Adults \$8.95 Child 6-12 \$1.75 5 and under Free	- 6,000 volume library of books on natural history of the Sonoran Desert - Reprints - Exhibit halls/gallery - Films & slides - Botanical garden - Zoological park - Aquarium - Classrooms - Restaurant (2) - Gallery - Cafe - Gift shop (2)	97.38 acres leased from Pima County	EXHIBITS - Life Underground - Aquatics Hall - Desert Garden - Cactus & Succulent - Desert Riparian Habitat - Bighorn Sheep - Cat Canyon - Earth Sciences Cave - Aviary, Convergent Evolution - Earth Sciences Center - Mountain Habitat - Hummingbird Aviary - Desert Grasslands - Reptile and Amphipod Halls PROGRAMS - Lectures - TV programs - Children's education programs - Volunteer programs - Environmental programs - On-site interpretation activities & demonstrations - Special off-site activities & tours	30 acres exhibits Main path 1.5 miles	- Invertebrates - Botany - Herpetology - Geology - Ichthyology - Ornithology - Mammalogy - Paleontology - Mineralogy - (all related to the Sonoran Desert region) - (1386 species) - (38,000 specimens)	BOARD: 22 STAFF (FT): 86 STAFF (PT): 23 VOL: 257	405,390 (City) 3,665,000 (State)	577,683 (1998)	22,000	\$5.5 M	Earned: 55% Public: 0% Private: 45% Other: 0%	Admiss.: 54% Membership: 16% Food: 8% Store: 9% Other: 13%

* Comparables are based on data collected in 1997.

APPENDIX A *
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

2. CHULA VISTA NATURE CENTER

NAME	INSTITUTION	HOURS & ADMISSION PRICES	FACILITIES & SPACE ALLOCATIONS					CITY & STATE POPULATION/AUDIENCES			FINANCIALS		
			FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION CITY & STATE BASED ON 1990 CENSUS	ANNUAL ATTEN-DANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES
1000 Gunpowder Point Drive Chula Vista, CA 91910-1201 (619) 422-2481 http://sdcc12.csd.edu/~wa12/bfc.html Founded 1986 (spoke with Dr. Stephen Neudecker, Director) Organizational Chart: Attached	<ul style="list-style-type: none"> - 200-volume non-circulating library on wetland ecology available for use by public - Aquarium - 175-seat theatre - Botanical garden - Classrooms - Labs - Field research station - Nature center 	Tues. - Sun. 10am - 5pm June - Aug. Mon. - Sun. 10am - 5pm Adults \$3.50 Seniors \$2.50 Juniors 6-17 \$1	316 acres	EXHIBITS - Edgamas tank - Petting pool PROGRAMS - Concerts - Docent programs - Films - Education programs for children and adults TRAILS - 1 1/2 miles of nature trails	12,000 square feet (8,000 main gallery space) plus exhibit space apart from the museum	<ul style="list-style-type: none"> - Representing an experiential tour of coastal wetlands - Live plant & animal specimens - Artifacts 	BOARD (Bayfront Conservancy Trust - a political board): 12 2nd BOARD (Environmental Legacy Fund - formed this year, it is a development board): 19 out of 25 seats filled STAFF (FT): 9 STAFF (PT): 3 VOL: 100	135,163 (City) 29,786,000 (State)	43,965 (1998)	650	\$450,000 operating, \$1.2 M	Earned: 30% Public: 50% Private: 20% Other: 0%	Admiss: 85% Membership: 0.5% Store: 9.5% Other: 5%

* Comparables are based on data collected in 1997.

APPENDIX A * OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

3. COYOTE POINT MUSEUM FOR ENVIRONMENTAL EDUCATION

NAME	FACILITIES & SPACE ALLOCATIONS					CITY & STATE POPULATION/AUDIENCES			FINANCIALS				
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION (CITY & STATE BASED ON 1990 CENSUS)	ANNUAL ATTENDANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
1651 Coyote Point Drive San Mateo, CA 94401 (415) 342-7755 Founded 1953 Organizational Chart: Attached	Tues. - Sat. 10am - 5pm Sundays 12pm - 5pm Open Mondays (Summer) 12pm - 5pm Wild Wednesdays open until 8pm Adults: \$3 Seniors over 61 \$2 Children 6-17 \$1 Kids under 6 Free "If you can't afford it, you are still welcome"	- 500+ volume library of natural science books available on premises - Zoological park - Nature & conservation center - Classrooms - Wildlife center - Exhibit hall	Located on a 340-acre multipurpose county recreation area.	EXHIBITS - Environmental Hall (features 6 ecosystems in the Bay Area) = 8,000 sq. feet - Wildlife Habitat (adjacent facility featuring live animals & aviary) = 14,000 sq. feet PROGRAMS - Guided tours of 6 regional parks & Fitzgerald tide pool - Lectures - Films - Education programs for children and adults - Docent program and council - School loan service - Conservation-oriented field trips	91,000 square foot building 67,750 square feet of exhibit space including Environmental Hall 55,000 wildlife and aviary 1.3 acre garden	- Birds - Mammals - Insects - Plants - Shells - Reptiles - Amphibians	BOARD: 26 STAFF (FT): 18 STAFF (PT): 15 VOL: 425, including 145 docents (Private non-profit)	85,486 (City) 29,786,000 (State)	112,000 - 120,000	3,000	1.4 million	Earned: 65% Public: 35% Private: 0% Other: 0%	Admiss.: 8% Membership & Education Programs: 14% Room rental & Store Sales and Fundraising Events: 16% Investment income: 29% Other: 33%

* Comparables are based on data collected in 1997.

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

4. DESERT BOTANICAL GARDEN

NAME	INSTITUTION	FACILITIES & SPACE ALLOCATIONS						CITY & STATE POPULATION/AUDIENCES			FINANCIALS		
		HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION CITY & STATE BASED ON 1990 CENSUS	ANNUAL ATTENDANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES
1201 N. Gavlin Pkwy. Papago Park, Phoenix, AZ 85008 (602) 941-1225 Founded 1937 Accredited by the American Association of Museums Organizational Chart: Not Available	<ul style="list-style-type: none"> - Amphitheater - Plant Shop - Gift Shop - Patio Cafe - Library - Plant houses - Mountain Vista Telescopes - Study areas of natural desert - Herbarium - Offices for research - Propagation areas - 7,000 color slides and b/w photos - 650 botanical prints - 1,000 topographical maps 	145 acres	<p>EXHIBITS</p> <ul style="list-style-type: none"> - Ethnobotanical exhibit - Succulent House - Cactus House - Desert House <p>PROGRAMS</p> <ul style="list-style-type: none"> - Guided tours - Lectures - Workshops - Field trips <p>TRAILS</p> <ul style="list-style-type: none"> - Center for Desert Living Trail - Desert Discovery Trail - Sonoran Desert Nature Trail - Plants & People of the Sonoran Desert Trail 	- 25 planted acres - 3-acre ethnobotanical exhibits	<ul style="list-style-type: none"> - Arid land plants of the world - Cactus and leaf succulents - 32,000 sheet herbarium - Southwest United States & Mexico 	BOARD: Not Available STAFF (FT): 54 STAFF (PT): 7 VOL: 450	983,403 (City) 3,665,000 (State)	239,000 (1998)	Not Available	\$3M	Earned: 80% Public: 20% Private: 0% Other: 0%	Admiss.: 33% Membership: 15% Store: 16% Other: 36%	

* Comparables are based on data collected in 1997.

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES
5. HEARD NATURAL SCIENCE MUSEUM & WILDLIFE SANCTUARY, INC.

NAME	FACILITIES & SPACE ALLOCATIONS						CITY & STATE POPULATION/AUDIENCES			FINANCIALS			
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION CITY & STATE BASED ON 1990 CENSUS	ANNUAL ATTEN-DANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
One Natura Place, McKinney, TX 75069-8840 (972) 362-5566 http://www.heardmuseum.org Founded 1964 Organizational Chart: Attached	Mon. - Sat. 9am - 5pm Sunday 1pm - 5pm Adults \$3 Children \$2	<ul style="list-style-type: none"> - Nature center - Exhibit halls - Wildlife sanctuary - Classrooms - 2-acre native plant demonstration garden - Floating study lab - Museum store 	28-acres	EXHIBITS - Building McKinney: Celebrating 150 Years - 12+ permanent exhibits PROGRAMS - Lectures - Education programs for children & adults - Docent program - Volunteers guild - Museum ancillary groups - Hobby beekeepers - Prairie & Timbers Audubon Club - Heard Nature Photographers Club - Collin County Archeological Society - Collin county chapter of the Nature Plant Society of Texas TRAILS - Nature trails (guided & self-guided) - Canoe trail - Handicap trail - Self-guided members only trail - Travel tours	25,000 square foot science museum 287-acre wildlife sanctuary 4,000 square foot raptor rehabilitation center 3750 square foot environmental center & outdoor aquatic lab	<ul style="list-style-type: none"> - Malacology - Insects - Herpetology - Ornithology - Mammalogy - Rocks & minerals - Fossils - Anthropology - Nature prints 	BOARD: 25 STAFF (FT): 14 STAFF (PT): 6 VOL.: 416	21,283 (City) 16,986,000 (State)	99,816 (1998)	1,500	\$1,127,200	Earned: 64% Public: 0% Private: 36% Other: 0%	Admission: 40% Special Events: 13% Education: 8% Membership: 3% Investment Income: 6% Transfer from restricted funds: 17% Store: 0% Other: 4%

* Comparables are based on data collected in 1997.

**APPENDIX A *
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES**

6. THE HIGH DESERT MUSEUM

NAME	FACILITIES & SPACE ALLOCATIONS						CITY & STATE POPULATION/AUDIENCES			FINANCIALS			
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION (CITY & STATE BASED ON 1990 CENSUS)	ANNUAL ATTENDANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
59800 S. Hwy 97, Bend, OR 97702-7963 (541) 382-4754 Founded 1974 Organizational Chart: Attached	Daily 9am - 5pm Adults \$6.25 Seniors \$5.75 Youth 13-18 \$5.75 Children 5-12 \$3	- 2,500 - volume library of natural science, regional history & natural resource management documents - Botanical garden - Zoological park - Changing exhibits hall - Sculpture garden - Museum store	150-acres	EXHIBITS - Center on the Spirit of the West exhibits hall & gallery - Exterior historical exhibits - The Changing Forest - Hall of Exploration and Settlement - Historic Savmill - Covered Wagons - Silver Sage Trading - Forest ecosystem exhibit - Stream & pond habitat with viewing deck - Settlers cabin and pioneer garden - Desertarium indoor living animal exhibit PROGRAMS - Lectures - Volunteer programs - Daily presentations & demonstrations - Year-round workshops	52,160 square feet (interior) 20,200 square feet (exterior) 1/4 mile of interpretive trail systems	- Living plants and animals native to northern desert lands - Great Basin prehistory & cultural history - Historic artifacts - Native American ethnographic objects especially Columbia river plateau clothing & bags - Natural history specimens - Historic, landscape & wildlife art & photography	BOARD: 37 STAFF (FT): 60 STAFF (PT): 11 VOL: 200 (Private, non-profit)	20,469 (City) 2,842,000 (State)	164,563 (1998)	5,200	\$2.7 M (1998) \$2.3 M (1997)	Earned: 66.6% Public: 0% Private: 30.6% Other: 2.72%	Admiss: 25% Memberships: 10% Store: 19% Programs: 3% Events: 6% Other: 37%

* Comparables are based on data collected in 1997.

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

7. THE LINDSAY WILDLIFE MUSEUM

NAME	FACILITIES & SPACE ALLOCATIONS					CITY & STATE POPULATION/AUDIENCES			FINANCIALS				
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES	POPULATION CITY & STATE BASED ON 1990 CENSUS	ANNUAL ATTEN-DANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
1931 1st Avenue Walnut Creek, CA 94596 (510) 935-1978 Founded 1955 Accredited by the American Association of Museums Organizational Chart: Attached	Wed. - Fri. 12pm - 5pm Sat. - Sun 10am - 5pm Closed Monday & Tuesday June 15 - August 31 10am - 5pm Adults \$4.50 Seniors \$3.50 Children 3-17 \$2.50 Free for members and children under 3	- Live display collection - Aquarium - Exhibitions - Classrooms - Pet Library - Wildlife Hospital	3-acres (includes nature garden)	EXHIBITS - Wildlife Living with Nature (type of animals change every three months) PROGRAMS - Guided tours - Lectures - Film - Educational programs for children and adults - Docent programs - Mobile vans - School loan service	28,000 square feet	- Live wild animals - Taxidermied specimens - Indian artifacts - Entomology Botany - Marine	BOARD: 22 STAFF (FT): 22 STAFF (PT): 8 VOL: 700	60,569 (City) 31,000,000 (State)	75,000 in museum 65,000 in outreach	5,000	\$1.65 M (1997/98)	Earned: 60% Public: 9% (City of Walnut Creek) Private: 27% Other: 4%	Admiss.: 18% Membership: 17% Programs: 17% Store: 18% Other: 40%

* Comparables are based on data collected in 1997.

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

8. THE LIVING DESERT WILDLIFE & BOTANICAL PARK

NAME INSTITUTION	FACILITIES & SPACE ALLOCATIONS					CITY & STATE POPULATION/AUDIENCES			FINANCIALS				
	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	HUMAN RESOURCES STAFF, BOARD & VOLUNTEERS	POPULATION CITY & STATE BASED ON 1990 CENSUS	ANNUAL ATTEN- DANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
900 Portola Avenue Palm Desert, CA 92260 (760) 346-5694 http://www.desertusa.com/magdec97/psmuseums/dec_livedesert.html Founded 1970 Accredited by the American Zoo and Aquarium Association (AZA) Organizational Chart: Not Available	Closed during the month of August Sept. - mid-June Daily 9am - 5pm Adults \$7.50 Children 3-15 \$3 Under 3 = Free	- 9,000-volume reference library - Botanical garden - Nature center - Walk-through aviary - Coyote grotto - Nocturnal animal building - 300-seat auditorium - 600-seat outdoor amphitheater - Plant propagation green house - Visitors center - Picnic & party facilities - Recycling center - Cafe - Snack bar - Gift shop - Garden Patio	1,800 acres	EXHIBITS - Native American exhibits - Christmas Wildlights - Eggstravaganza (Easter) PROGRAMS - Guided tours (Desert Explorer, a 50-min. tour on electric cart) - Lectures - Docent program - Animal care center - Art craft & natural history classes - Discovery Room (hands-on experience with animals) - Field trips - Annual desert plant sale - Earth Day celebration - Concert series - Wildflower program - Indian cultural event - Summer nature school TRAILS - Nature & hiking trails	300-acre zoo and botanical garden and museum 1,000-acre wilderness preserve in Palm Desert 640-acre preserve in the Santa Rosa Mountains (15 miles south)	- 6,000 slide photographic library - Desert fauna & flora - Colorado desert herbarium - Inanimate zoological & botanical materials - Cahulla Indian art & artifacts - Live animal collection (400 animals from over 130 species)	BOARD: Not Available STAFF (FT): 50 STAFF (PT): 25 VOL: 300	23,252 (City) 29,786,40 (State)	220,000 (1998)	7,487	\$3.5 million	Earned: 95% Public: 0% Private: 5% Other: 0%	No Breakdown Available

* Comparables are based on data collected in 1997.

APPENDIX A*
OUTDOOR WILDLIFE & BOTANICAL CENTER COMPARABLES

9. THE PHOENIX ZOO

NAME		FACILITIES & SPACE ALLOCATIONS						CITY & STATE POPULATION/AUDIENCES			FINANCIALS		
INSTITUTION	HOURS & ADMISSION PRICES	FACILITIES	TOTAL ACREAGE	EXHIBITS, INTERPRETIVE PROGRAMS & TRAILS	EXHIBIT SPACE	COLLECTIONS	STAFF, BOARD & VOLUNTEERS	POPULATION (CITY & STATE BASED ON 1990 CENSUS)	ANNUAL ATTEN-DANCE	NUMBER OF MEMBERS	OPERATING BUDGET	FUNDING SOURCES	EARNED INCOME SOURCES
455 N. Galvin Parkway Phoenix, AZ 85008 (602) 273-1341 Founded 1962 Organizational Chart: Not Available	May - Labor Day Daily 7am - 4pm Labor Day - April Daily 9am - 5pm Adults \$8.50 Senior Citizens \$7.50 Children \$4.25	- 1,400 volume library pertaining to zoology, husbandry & nutrition - Zoological park	Zoological Park size not available	EXHIBITS - Participatory exhibitions PROGRAMS - Guided tour - Lectures - Docent program - Education programs for children - Mobile vans TRAILS - Africa Trail - Arizona Trail - Children's Trail - Forest of Uco - Tropics Trail - Trail's End Marketplace - Mercado de Uco - Safari Trail	Zoological park size not available	- Mammals - Birds - Reptiles - Amphibians - Invertebrates (1,300 total specimens)	BOARD: Not Available STAFF (FT): 136 STAFF (PT): 80 VOL: 350	983,403 (City) 3,665,000 (State)	1,079,261 (1998)	Not Available	\$10 M	Earned: 71% Public: 5% Private: 5% Other: 19%	Admissions: 29% Memberships: 15% Gift Shop: 10% Food Service: 17% Other: 29%

* Comparables are based on data collected in 1997.

APPENDIX B
FOCUS GROUP STUDY
DESERT DISCOVERY CENTER
SCOTTSDALE, ARIZONA
MAY/JUNE 1998
REPORT OF FINDINGS

TABLE OF CONTENTS

Content:	Page:
Executive Summary	3
Introduction	5
Demographic Profiles - Key Findings	6
Comparison of Focus Group Findings With Previous Studies of Scottsdale Visitors	18
Leisure Time Interests	19
Desert Discovery Center Activities Preferences	22
Summary Findings of DDC Activity Preferences	31
Recommendations	35
<u>Appendices</u>	
Tourist/Resident Respondent Questionnaire	38
Focus Group Script – TOURIST GROUPS	43
Focus Group Script – RESIDENT GROUPS	47
Focus Group Script – SCOTTSDALE TEACHERS	51
Proposed DDC Activities – Theme I – IV	52

Executive Summary

The new Desert Discovery (DDC) Center Focus Group Study consisted of four focus groups held in Scottsdale on May 27-28, 1998. Two groups of tourists and 2 groups of residents shared their opinions about the new desert experience introduced to them in both oral and written form. A total of 33 people took part in this study. Three areas of inquiry were posed:

1. What are some of the attitudes and interests of the public regarding outdoor, nature-related leisure time activities?
2. What are some of the reactions of the public to the preliminary planned activities for DDC?
3. What suggestions do these members of the public have for the development of the DDC?

Visitors to Scottsdale were attracted to the beauty of the area and were looking for opportunities to relax and explore the natural desert environment. Half of the tourists were visiting from the western portion of the United States, and a substantial number were from the northeast. Several participants had visited the Arizona Sonoran Desert Museum in Tucson and enjoyed the exhibits there. Visitors also mentioned trips to Sedona, the Phoenix Zoo, the Grand Canyon and resorts in the Scottsdale area. These visitors, generally speaking, appeared to be sophisticated and discerning travelers who enjoyed both the physical environment around Scottsdale and the encounters with residents of the community. Overall, visitors in this study were extremely positive about their experiences in and around Scottsdale.

Residents were extremely positive about living in Scottsdale. Over 80% of the residents had lived in Scottsdale for more than five years. Residents spent much more time in parks than tourists. They expressed various degrees of concern and wariness about continued growth in the area, and were interested in the future of the mountains around the city. There was a great deal of interest in gardening in a desert environment. In addition, many residents expressed a sense of pride in the natural beauty and unique environment of the region, and derived a great deal of pleasure from spending time out in the desert. Those who had grown up in Scottsdale shared positive memories of hiking in the McDowell mountains in years past, exploring Indian ruins and seeing the wild animals that roam the region.

Resident Educators made a series of compelling suggestions for including youth in the planning, creation of the Desert Discovery Center and the on-going conservation of site. They stressed the importance of including young people in the planning stages in order to have their “buy-in” and cooperation as the project moves forward. Virtually all 33 participants in the 4 focus groups felt that the development of the DDC at the proposed site was a worthwhile pursuit.

In each of the 4 groups there was a desire for more Native American representation. There were high levels of interest in creating activities and exhibits that reflect both contemporary and historical Native American cultures of the Sonoran desert. Historical program components rated high among all groups, and several respondents made specific suggestions about how to strengthen the DDC offerings in this area. Tourists were more interested in musical concerts than residents, and also reported attending other forms of live entertainment more often than residents. Several residents expressed concern about the negative environmental impact on the site from large crowds that might attend events. Both tourists and residents reported high levels of interest in walking or hiking in nature.

For a more complete analysis of potential resident support for and participation in the project, we recommend conducting a community telephone survey of a larger, randomly drawn sample of Scottsdale/Phoenix residents. The results of such a study would supply the planning team with additional reliable indicators of local interest in the creation of the Desert Discovery Center.

**FOCUS GROUP STUDY
DESERT DISCOVERY CENTER – SCOTTSDALE, ARIZONA
MAY/JUNE 1998**

Introduction:

Four focus groups were conducted in Scottsdale by Polaris Research and Development, Inc., on May 27th and 28th 1998. This focus group study is part of the planning research for the new Desert Discovery Center (DDC) at the gateway to the McDowell Mountain Preserve.

Study Research Questions:

The study of Scottsdale tourists and residents was designed to answer three questions related to the development of a new desert experience in Scottsdale:

1. What are some of the attitudes and interests of the public regarding outdoor, nature-related leisure time activities?

Focus group members shared the types of outdoor activities they currently engage in-- at home where they permanently reside and when they are away on vacation. The focus here was on the range of outdoor activities that were of interest to tourists and residents.

2. What are some of the reactions of the public to the preliminary planned activities for DDC? Focus group members were presented (both orally and in written form) the list of activities that have been planned for DDC and had an opportunity to respond, indicating those that would be of interest to them.

3. What suggestions do these members of the public have for the development of the DDC?

After hearing what has been planned so far, respondents shared their opinions about what might add value to the DDC given their perspectives and interests.

The Focus Group Process:

Screening for basic information

To assure that we reached a broad representation of the two target groups for this study (tourists to Scottsdale and Scottsdale residents), potential participants were screened over the telephone (see Appendix) for several general demographic characteristics. The screening allowed us to recruit a diverse and somewhat representative sample of participants. The Resident Educator group was recruited separately by City of Scottsdale staff and was not part of this telephone screening process.

Respondent Survey

As respondents arrived at the focus group meeting room, each person was given a questionnaire (see Appendix) to complete before the beginning of the meeting. The questionnaire was designed to gather information about respondent recreational and leisure time interests and also provided some additional demographic information on each participant.

Facilitator welcome, background and purpose of focus group; scripted questions, responses and discussion

At the beginning of each focus group meeting, the facilitator introduced herself and the staff from Polaris and the City of Scottsdale. After a brief introduction about the purpose of the meeting, she proceeded directly to the scripted questions (see Appendix) and the preliminary activities that had been planned to date (May 1998) for the “new desert experience”. After hearing an oral reading of the activities and then reviewing a written list of what they had just heard, each group was asked to choose, by a show of hands, those that were of greatest interest. At the end of the review of planned activities, a general discussion was opened up for focus group members to give their general impressions about what they had heard that evening, and make any suggestions or comments about the new Desert Discovery Center. Observers (Director of Tourism for City of Scottsdale, Architect Partner, Langdon Wilson, and DDC committee member/Gen. Manager of Hyatt Resort) were present and responded to group questions from time to time. All sessions were videotaped for research purposes only, and each group was assured at the beginning of the focus group that these tapes would not be viewed in any public forum.

Demographic Profiles

Respondent Survey

The following section is a compilation of information collected from the respondents when they arrived to participate in the focus group. Questionnaires were completed before the respondents participated in the focus group, and they had no knowledge of the type of information we were aiming to gather. The respondents were asked to complete a self administered questionnaire.

For the purposes of reporting this information the four focus groups have been combined into two categories. The “Tourist” category is comprised of one group conducted at the Hampton Inn and a second group conducted at the Hyatt Regency Resort. The “Resident” category is comprised of one focus group of Scottsdale residents drawn from the general population and a second group of resident educators.

Information gleaned from the questionnaires should only be used to gain a greater understanding of certain characteristics of the participants involved in the focus groups. This information should not be used to represent the opinions of Scottsdale residents and tourists at large, as the sample size for the study is not large enough to be statistically significant.

Key Findings

The respondent survey aimed to gather a brief understanding of certain characteristics of participants in the focus groups. Tourist and resident respondents reported very similar demographics. Both tourist and resident respondent groups were primarily Caucasian. The resident respondent groups reported higher income and age than the tourist respondent groups.

The majority of the tourists (82%) were visiting Scottsdale with other adults, but no children. Half of the tourists were visiting from the western region of the United States. Twenty-eight percent of tourist respondents were visiting from the eastern region, and 17% from the south. There was one (6%) international tourist respondent. Median tourist respondent income (39%) was between \$30,000 and \$60,000. Median tourist respondent age (33%) was between 35 – 44.

The majority of the Scottsdale residents (84%) reported they had lived in Scottsdale for more than five years. Median resident respondent income (72%) was between \$30,000 to \$100,000. Median resident respondent age (58%) was between 35 – 54.

Respondents were asked two sets of activities questions. The first set asked about how often they participated in several activities. The second set probed their level of enjoyment of certain activities.

The majority of both tourists (61%) and residents (50%) respondents reported participating in sports or exercise outdoors as once a week or more. This was the most frequent activity among both groups.

Resident respondents spent much more time at parks. Forty-three percent of resident respondents reported going to a park once a week or more, while 39% of tourist respondents reported going to a park several times a year.

Tourist respondents were more likely to report that they went to live entertainment than resident respondents. The majority of tourist respondents reported going to the live theater, opera, or symphony (61%) and entertainment such as rock concerts or jazz events (44%) several times a year, while the majority of resident respondents reported attending the theater (43%) and concerts (57%) once a year or less.

In contrast to live entertainment, resident respondents were more likely (50%) to report going to see a movie in a theater once a month or more, while resident respondents were more likely (56%) to report going several times a year.

Neither group reported taking many classes for personal enrichment or education. Residents were more likely (29%) to report going to classes several times a year, as opposed to tourists who were more likely to report (33%) going to classes once a year or less.

In the set of questions that asked which activities the respondents enjoyed, both tourist (56%) and resident (36%) respondents reported the greatest interest in visiting shopping malls, as well as walking or hiking in nature (tourist – 50% and resident – 71%). The tourists reported greatest interest in visiting shopping malls, and the residents reported greatest interest in walking or hiking in nature.

There were five questions regarding whether respondents enjoy visiting exhibit areas (i.e. art museums, zoos, botanical gardens, desert nature area, and “Old West” historical site or park). The desert nature area was the most popular among both the tourists (88% reported from a moderate to a great degree of interest) and the residents (64% reported a great degree of interest). Sixty-one percent of tourists reported a moderate degree of interest and 57% of residents reported a great degree of interest in visiting art museums.

Eighty-six percent of resident respondents reported at least a moderate degree of interest in visiting an “Old West” historical site or park, while the majority of tourist respondents (56%) reported a moderate degree of interest. The least popular exhibit areas to visit were a zoo and a botanical garden. Seventy-one percent of residents and 56% of tourists reported a moderate degree of interest in visiting a zoo. Half of tourist and resident respondents reported a moderate degree of interest in visiting a botanical garden.

Finally, the respondents were asked four questions about their enjoyment of activities. The respondents were most interested in biking, followed by gardening, then horseback riding, and finally golf.

Tourists (44% reported either a great or minimal degree of interest) were more divided than resident respondents (43% reported either a moderate or minimal degree of interest) in biking. Residents were more interested in gardening, than tourist respondents. Half of the residents reported a moderate degree of interest in gardening, while 41% of tourists reported moderate degree of interest. Residents were less interested in horseback riding and golf than tourists. Half of the tourists reported a minimal degree of interest in both horseback riding and golf, and residents also reported a minimal interest in horseback riding (62%) and golf (77%).

With whom are you traveling?		
	<i>Tourists Only</i>	
	<i>Number</i>	<i>Percentage</i>
Alone	3	18
With children (with or without other adults)	0	0
With other adults but no children	14	82
<i>Total</i>	<i>17</i>	<i>100</i>

- Eighty-two percent of the tourist respondents reported that they were traveling with other adults but no children.

How long have you lived in the Scottsdale area?		
	<i>Residents Only</i>	
	<i>Number</i>	<i>Percentage</i>
Less than 1 year	1	8
2 - 5 years	1	8
More than 5 years	11	84
<i>Total</i>	<i>13</i>	<i>100</i>

- Eighty-four percent of the residents respondents reported that they had lived in Scottsdale for more than 5 years.

Where are you traveling from?		
	<i>Tourists Only</i>	
	<i>Number</i>	<i>Percentage</i>
East	5	28
Mid-West	0	0
South	3	17
West	9	50
International	1	6
<i>Total</i>	<i>18</i>	<i>100</i>

- Fifty percent of the tourist respondents reported residing in the western portion of the United States. There was representation from the eastern and southern portion as well as one international participant.

What is your ethnicity?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Caucasian	17	94	12	86
Latino	0	0	1	7
Refused	1	6	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Ninety-four percent of the respondents in both groups were Caucasian. There was one Latino, and two respondents refused to answer the question.

What do you estimate to be your household's total income for the past year?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Less than 15,000	1	5	0	0
15,000 to 29,999	4	22	1	7
30,000 to 60,000	7	39	5	36
60,000 to 100,000	3	17	5	36
More than 100,000	3	17	3	21
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Seventy-two percent of the resident respondents reported an income of between 30,000 and 100,000. Forty percent of the tourist respondents reported an income of 30,000 to 60,000.

What is your age range?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
18 - 24	0	0	0	0
25 - 34	3	17	0	0
35 - 44	6	33	4	29
45 - 54	3	17	4	29
55 - 64	5	28	3	21
65 - 74	1	6	3	21
75 and over	0	0	0	0
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Thirty-three percent of the tourist respondents reported their ages as between 35 and 44. Fifty-eight percent of the resident respondents reported their ages between 35 - 54.

How often do you play sports or exercise outdoors?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	11	61	7	50
Once a month or more	3	17	2	14
Several times a year	2	11	0	0
Once a year or less	1	6	4	29
Never	1	6	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Over 50% of all respondents reported exercising once a week or more. The tourist respondents were more likely to report that they exercised once a week or more.

How often do you go to parks?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	3	17	6	43
Once a month or more	2	11	3	21
Several times a year	7	39	5	36
Once a year or less	6	33	0	0
Never	0	0	0	0
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Thirty-nine percent of tourist respondents reported visiting a park several times a year while 43% of resident respondents reported visiting a park once a week or more.

How often do you go to the live theater, opera or symphony?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	0	0	0	0
Once a month or more	1	6	2	14
Several times a year	11	61	4	29
Once a year or less	3	17	6	43
Never	3	17	2	14
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Sixty-one percent of the tourist respondents reported going to live theater, opera or the symphony several times a year while 43% of resident respondents reported attending once a year or less.

How often do you go live entertainment events such as rock concerts or jazz events?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	0	0	0	0
Once a month or more	1	6	2	14
Several times a year	8	44	3	21
Once a year or less	5	28	8	57
Never	4	22	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty-seven percent of the resident respondents reported attending live entertainment several times a year while 44% of the tourists reported attending live performances once a year or less.

How often do you go to classes for your personal enrichment or education ?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	1	6	2	14
Once a month or more	4	22	3	21
Several times a year	3	17	4	29
Once a year or less	6	33	3	21
Never	4	22	2	14
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Thirty-three percent of the tourist respondents reported attending personal enrichment or education classes once a year or less, while 29% of the resident respondents reported attending such classes several times a year.

How often do you go to see movies in a theater?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Once a week or more	0	0	1	7
Once a month or more	5	28	7	50
Several times a year	10	56	5	36
Once a year or less	3	17	1	7
Never	0	0	0	0
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty-six percent of the tourist respondents reported attending a movie in a theater several times a year, while 50% of the tourist respondents reported going to a movie once a month or more.

Do you enjoy walking or hiking in nature?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	9	50	10	71
Moderate degree of interest	7	39	4	29
Minimal degree of interest	2	11	0	0
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Over 50% of both resident and tourist respondents reported enjoying walking or hiking in nature. Seventy-one percent of the resident respondents reported a great degree of interest in walking or hiking in nature.

Do you enjoy visiting art museums?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	2	11	8	57
Moderate degree of interest	11	61	5	36
Minimal degree of interest	5	28	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty-seven percent of the resident respondents reported a great degree of interest in visiting art museums, while 61% of tourist respondents reported a moderate degree of interest in visiting art museums.

Do you enjoy visiting shopping malls?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	10	56	5	36
Moderate degree of interest	5	28	5	36
Minimal degree of interest	3	17	4	29
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty-six percent of the tourist respondents reported that they had a great degree of interest in visiting shopping malls, while 72% of the resident respondents reported at least a moderate degree of interest in visiting shopping malls.

Do you enjoy visiting the zoo?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	7	39	3	21
Moderate degree of interest	10	56	10	71
Minimal degree of interest	1	6	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Over 60% of the tourist and resident respondents reported a moderate degree of interest in whether they enjoyed visiting the zoo. Seventy-one percent of the resident respondent reported a moderate degree of interest in visiting the zoo.

Do you enjoy visiting a botanical garden?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	8	44	5	36
Moderate degree of interest	9	50	7	50
Minimal degree of interest	1	6	2	14
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty percent of both the tourist and resident respondents reported a moderate degree of interest in whether they enjoyed visiting a botanical garden.

Do you enjoy exploring a desert nature area?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	8	44	9	64
Moderate degree of interest	8	44	4	29
Minimal degree of interest	2	11	1	7
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Sixty-four percent of the resident respondents reported that they had a great degree of interest in exploring a desert nature area, while 88% of the tourist respondents reported at least a moderate degree of interest in exploring a desert nature area.

Do you enjoy visiting an "Old West" historical site or park?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	3	17	6	43
Moderate degree of interest	10	56	6	43
Minimal degree of interest	5	28	2	14
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Fifty-six percent of the tourist respondents reported that they had a moderate degree of interest in visiting an "Old West" historical site or park, while 86% of the resident respondents reported at least a moderate degree of interest in visiting such an area.

Do you enjoy golfing?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	6	33	1	8
Moderate degree of interest	3	17	2	15
Minimal degree of interest	9	50	10	77
<i>Total</i>	<i>18</i>	<i>100</i>	<i>13</i>	<i>100</i>

- Over 50% of both the resident and tourist groups reported that they had a minimal degree of interest in golfing. Seventy-seven percent of the resident respondents reported a minimal degree of interest in golfing.

Do you enjoy biking?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	8	44	2	14
Moderate degree of interest	2	11	6	43
Minimal degree of interest	8	44	6	43
<i>Total</i>	<i>18</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Forty-four percent of the tourist respondents reported either a great or minimal degree of interest in biking. Eighty-six percent of the resident respondents reported a moderate or minimal degree of interest in biking.

Do you enjoy horseback riding?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	5	28	0	0
Moderate degree of interest	4	22	5	39
Minimal degree of interest	9	50	8	62
<i>Total</i>	<i>18</i>	<i>100</i>	<i>13</i>	<i>100</i>

- Over 50% of the respondents reported a minimal degree of interest in horseback riding.

Do you enjoy gardening?				
	<i>Tourists</i>		<i>Residents</i>	
	<i>Number</i>	<i>Percentage</i>	<i>Number</i>	<i>Percentage</i>
Great degree of interest	5	29	3	21
Moderate degree of interest	7	41	7	50
Minimal degree of interest	5	29	4	29
<i>Total</i>	<i>17</i>	<i>100</i>	<i>14</i>	<i>100</i>

- Over 40% of both the tourist and resident groups reported a moderate degree of interest in gardening. Fifty percent of the resident respondent groups reported a moderate degree of interest in gardening.

Comparison of Focus Group Findings with Previous Studies of Scottsdale Visitors

Over the past eight years, the City of Scottsdale has commissioned various reports concerning the demographics and psychographics of visitors to the community. There have been three studies (BRC, K Group and Polaris) conducted in the past three years. The findings of Polaris' Desert Discovery Center focus group study cannot be statistically compared with the previous studies that have randomly drawn samples from the general tourist population. Given this limitation, however, the focus group study findings are consistent with what has been learned from previous research.

Scottsdale visitors are motivated by and interested in both the physical environment and cultural characteristics of the community. They continue to seek experiences that help them understand the various cultures that have populated the region. **It appears that a high percentage of visitors to Scottsdale:**

- **are traveling with other adults and no children**
- **range in age between 35-44**
- **are in upper income brackets**
- **reside most frequently in the western part of the United States (with the next highest percentage from the northeast)**
- **express high levels of interest in shopping, hiking, bicycling, desert visits and museums.**

Description	Polaris Focus Group Study (1998)	K Group Study(1998)	BRC Study (1995)
Purpose of Visit	94% Leisure	65% Leisure	62% Leisure
Accommodations	100% Hotel	100% Hotel	72% Hotel
Length of Stay	N/A	4.5 Nights	4.6 Nights
Visitor Composition	82% Adults/ no children	79% Adults/ no children	55% Adults/ no children
Age	35 - 44	44.0	41.9
Income	\$30,000 - \$60,000	\$98,000	\$70,000
Residence	50% West/ 28% NE	31% West/ 16% NE	34% West/ 18% NE
Activity Summary (In Order of Preference)	Shopping	Golf	Shopping
	Hiking	Bicycling	Sightseeing
	Botanical Garden	Self Improvement	Swimming
	Desert Experience	Art	Golf
	Biking	Food	Museums
Spending	N/A	\$159/ person/ day	\$122/ person/ day

Leisure Time Interests – Mid-Market Tourists

- One person was in Scottsdale on business, two were leisure visitors and two were visiting friends or relatives. The visitor on business had scheduled some time for golf after his business was completed. Of the 5 people in the group, 1 was from the Southwest (outside of Arizona), 1 was from California and 3 were from the Northeast.
- All 5 were using cars as their primary type of transportation while in Scottsdale. One person had rented a car, 2 were driving a friend's car and 2 were driving their personal cars.
- Attractions visited while in the Scottsdale area in the past 3 years included: Phoenix Zoo; Arizona State University football game; golf courses; shopping centers; movies; Phoenix Open golf tournament; Grand Canyon; Sedona; Old Scottsdale; Scottsdale and Phoenix restaurants; resorts.

- Two of the visitors had visited the Phoenix Zoo and none of the group members had ever visited any of the following attractions:

Desert Botanical Gardens, The Heard Museum, Boyce Thompson Southwestern Arboretum, The Arizona Science Center; Pioneer Arizona Living History Museum or the Arizona Sonoran Desert Museum

- Members of this group indicated that their favorite outdoors activities while visiting Scottsdale were: golf, hiking, walking, swimming pool.
- Had there been a free shuttle service available, there was interest in the group in transportation between the hotel and the airport and to a Diamondback baseball game.
- On a typical outing to an outdoor attraction the cost for general admission people were willing to pay varied between \$5-6; For food: \$5-10; At nearby shops and restaurants: \$20-\$50 and \$100 or more.
- Several of these visitors had visited an historic site during their travels in the recent past.

Leisure Time Interests – High-end Tourists

- All of the high-end tourists were in Scottsdale for leisure or visiting friends and relatives only. There were no business visitors in this group.
- Four visitors were from the Southwest outside of Arizona, 4 from California, 2 from the Northeast, 1 from Germany, 2 from the Northwest.
- Rental car transportation was used by over half of these visitors, 2 people were driving their own cars and 2 had hired a car service while in Scottsdale.
- Sedona and Tucson (including the Arizona Sonoran Desert Museum) were frequently mentioned attractions for this group of visitors, along with golf and shopping.
- On a typical outing to an outdoor attraction the cost for general admission people were willing to pay varied between \$10-25; For food up to \$25; At nearby shops and restaurants: Up to \$100.

Leisure Time Interests & Quality of Life Opinions–Scottsdale Residents

- Residents, as a whole, expressed extremely positive views about living in Scottsdale.
- There was virtually unanimous dissatisfaction with continued growth, traffic congestion and pollution among residents.

- Residents liked to take visiting friends and family to Old Scottsdale, Pinnacle Peak, Carefree, the Zoo, Heard Museum, tour the desert, Rawhide, Petroglyph walls, local parks and nearby lakes.
- On a typical outing to an outdoor attraction the cost for general admission people were willing to pay varied between \$10-20; For food up to \$20; At nearby shops and restaurants: Up to \$50.
- *The Arizona Republic* and *The Scottsdale Tribune* were the two most frequently read newspapers.
- Most residents had heard about the McDowell Preserve, but knew little about plans for interpreting the site.

Leisure Time Interests – Summary Comments

Both the tourist and resident respondents reported similar interests. The entire respondent population expressed interest in actively spending time outdoors. A desert experience was a popular activity among both tourists and residents.

The high-end tourists and the resident respondents generally agreed upon how much money they were willing to spend, with the mid-market tourists reporting they would spend a little less. The high-end tourists and the resident respondents agreed that they would be willing to spend between \$10 - 20 for general admission, while the mid-market tourists reported they would pay \$5 – 6. For food high-end tourists and resident respondents agreed they would pay \$20 – 25, and mid-market tourists \$5-10.

Again, one must be cautious in drawing significant conclusions. There were 33 respondents involved in the focus groups. This is a small sample size, and can not confidently be used to generalize the opinions of this segment of the population at large.

Desert Discovery Center Activities Preferences:

Focus group participants were presented with the preliminary planned activities. These have been divided into 4 programmatic themes –

Theme 1: Desert Experiences – Hikes and Activities

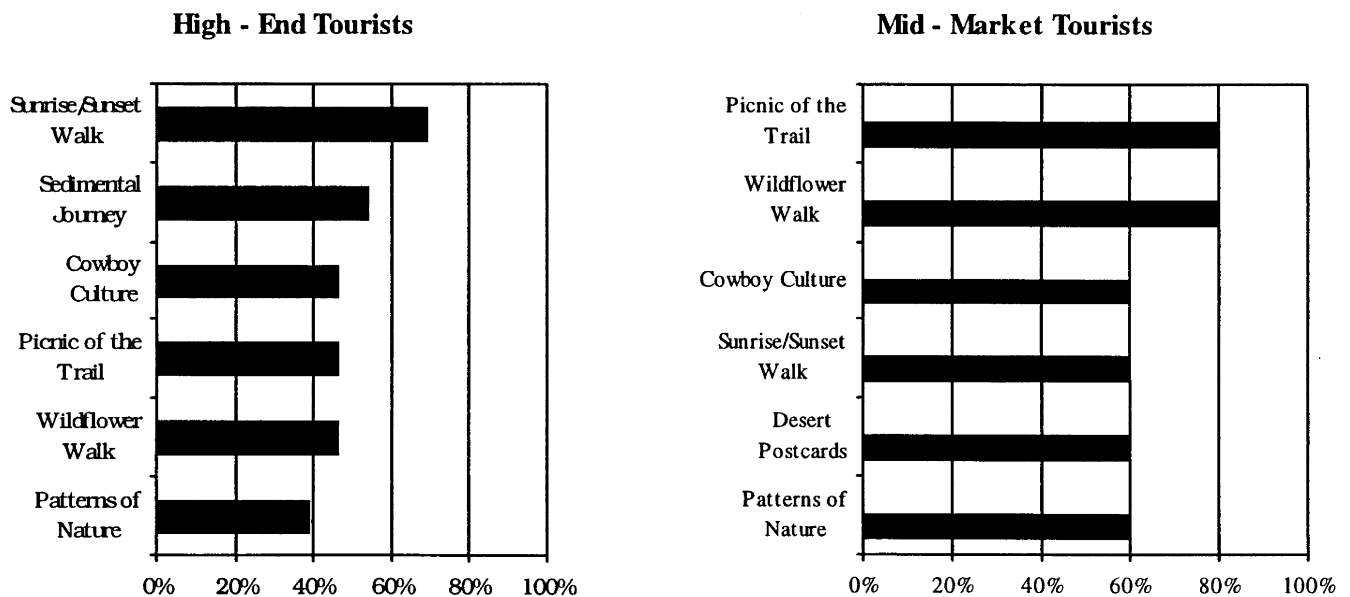
Theme 2: Life and Culture in the Desert

Theme 3: Desert Preservation & Future Sustainability

Theme 4: The Virtual Desert

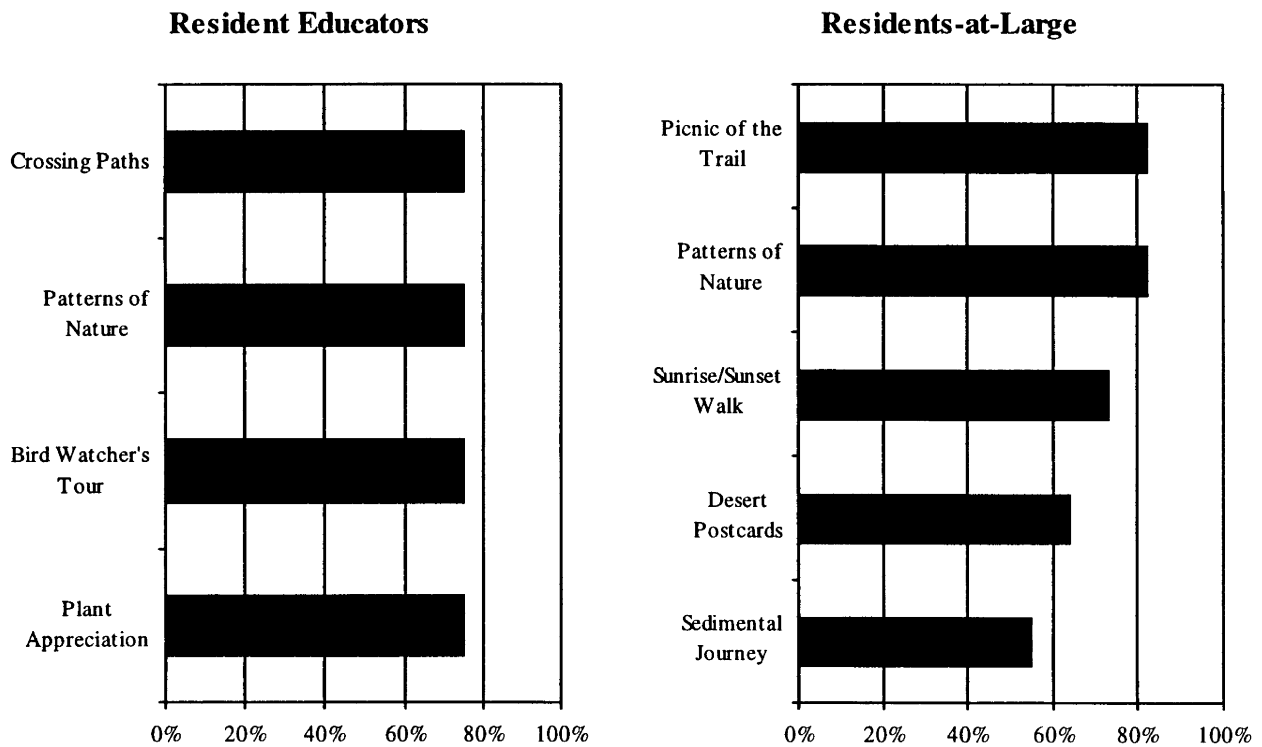
The following section reflects the preferred activities for each, and preferences of both separated and combined target groups.

Theme 1: Desert Experiences - Hikes and Activities Tourists



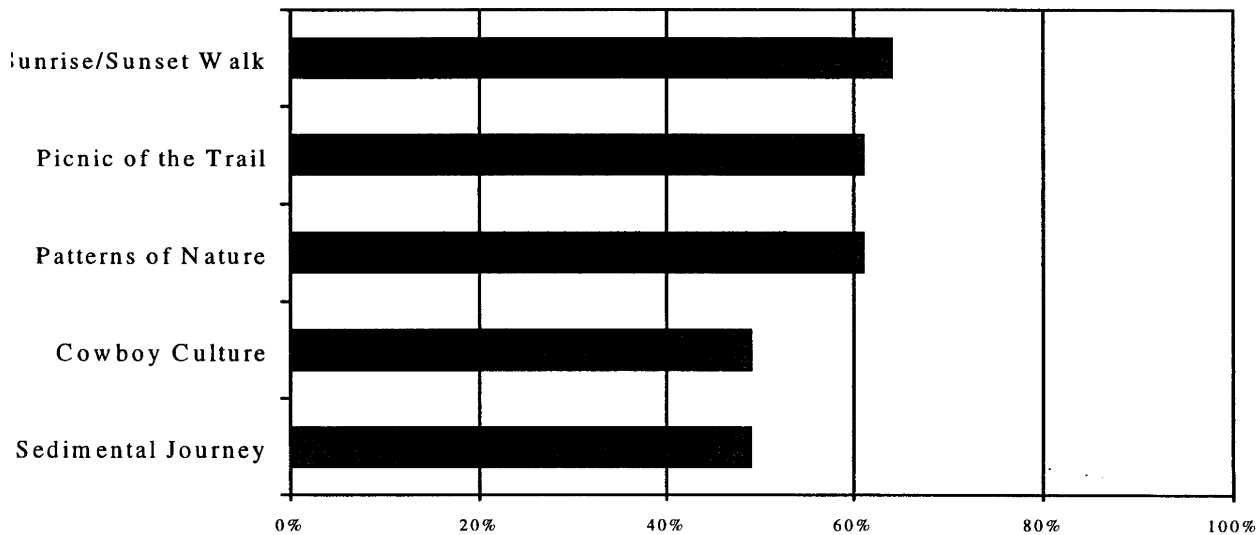
Combined tourist respondents indicated that they were most favorable to the scenic exhibits: a sunrise/sunset walk with the appropriate meal (67%), a picnic in the desert including a gourmet meal (56%) and a walk to discover the wildflowers in the desert (56%). These favored exhibits would enable the participants to actively enjoy the terrain of the desert. Combined tourist respondents were also interested in, a horseback riding adventure to learn more about cowboys (50%) that would educate them about a previous dominant human cultures of the desert. Combined tourist respondents seemed least interested in learning about plant reproduction (6%).

Theme 1: Desert Experiences - Hikes and Activities Residents



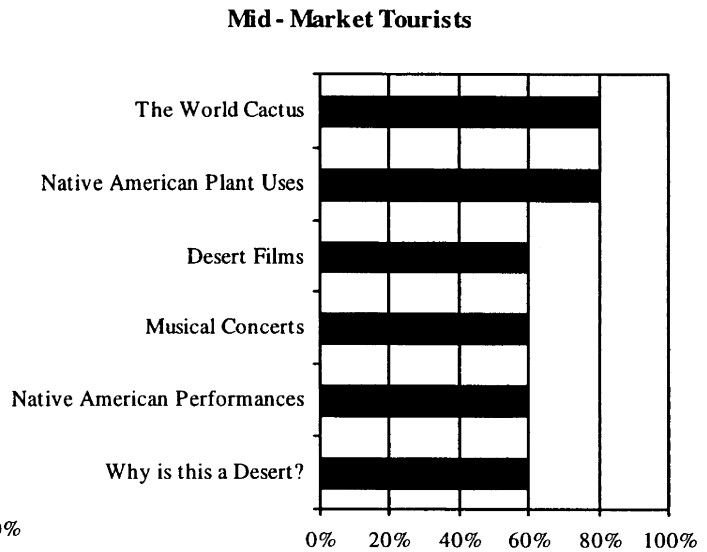
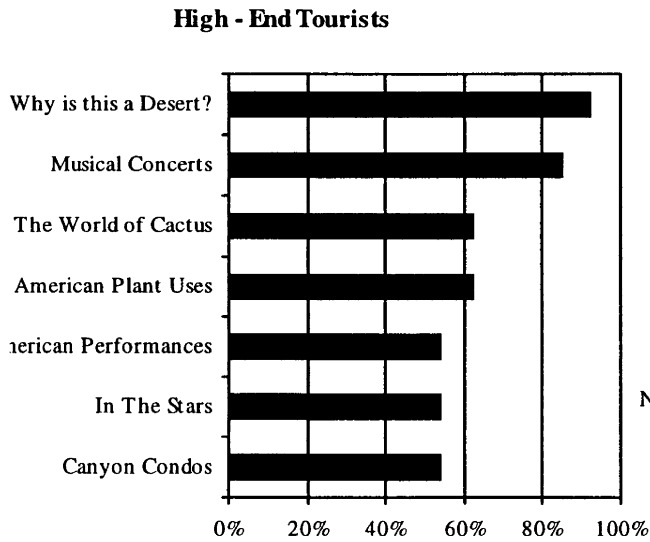
While the combined resident respondents were interested in exhibits that allowed them to enjoy the desert terrain, a picnic in the desert including a gourmet meal (67%) and one which would include a sunrise/sunset walk with the appropriate meal (60%), they were most favorable to learning how nature is art (80%) an exhibit that would provide them with a link between art and the desert. In keeping with the combined tourist respondents, the combined resident respondents were least interested in: learning about plant reproduction (27%), bird watching (27%) and meditation in the desert (27%). The resident educators interest in these exhibits may be related to their particular educational perspective.

Theme 1:
Desert Experiences - Hikes and Activities
All Respondents (Tourists and Residents)



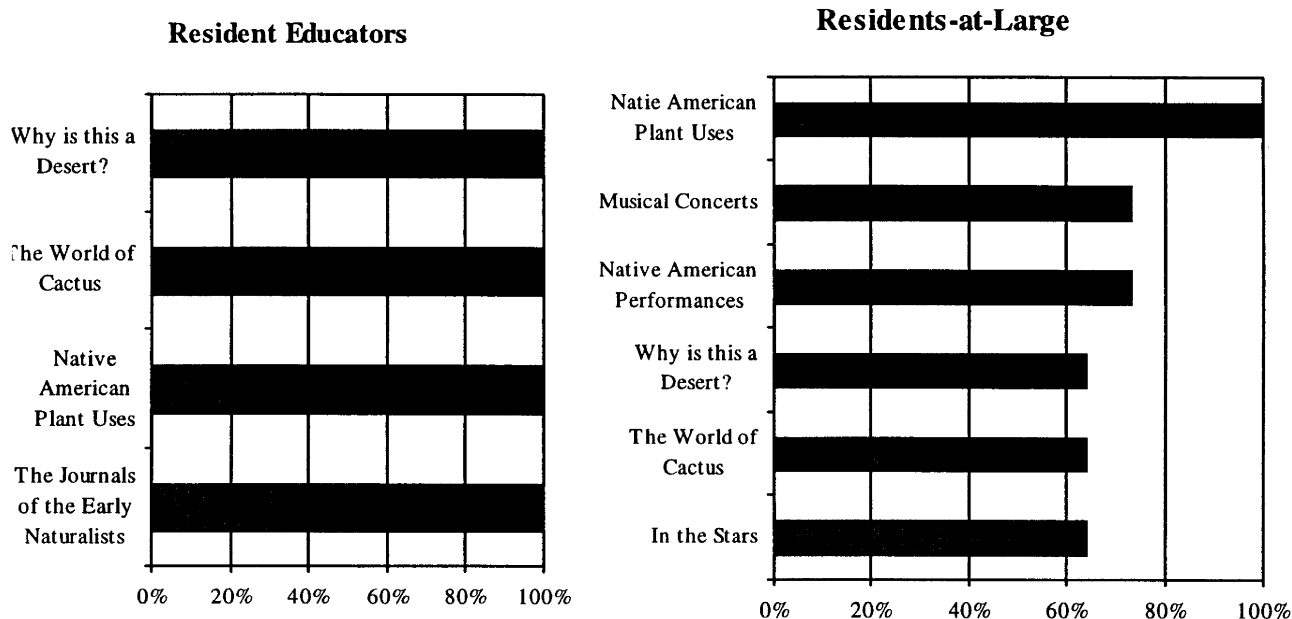
Most of the combined respondents favored the activity which would include a sunrise/sunset walk with the appropriate meal (64%) and a picnic in the desert including a gourmet meal (61%) exhibits. These exhibits enabled them to enjoy and casually experience the natural surroundings of the desert, while offering a full meal. Combined respondents did not favor the exhibits that had a more profound educational value, learning about plant reproduction (15%), and bird watching (24%).

Theme 2: Life and Culture in the Desert Tourists



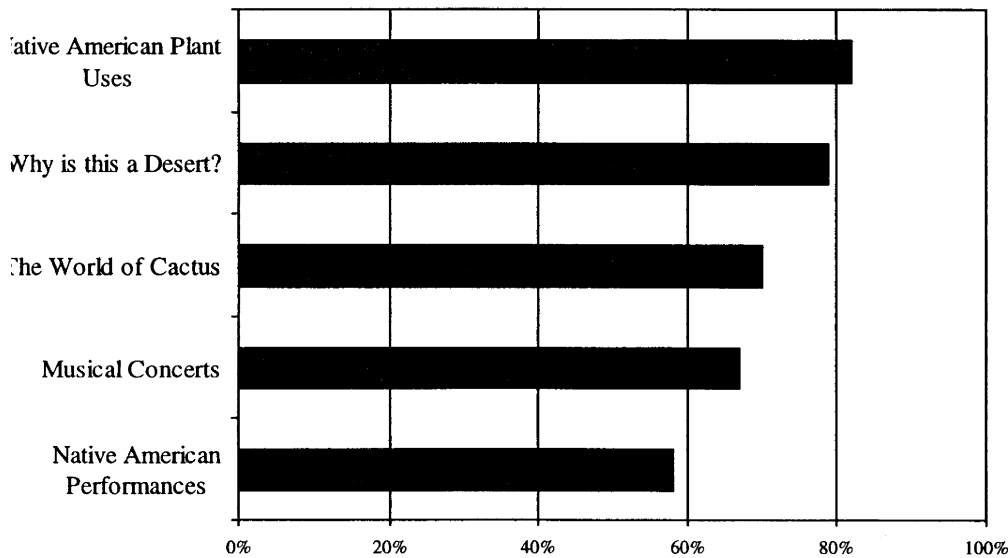
Despite the combined tourists' disinterest in the exhibits with the stronger educational value in Theme 1, in Theme 2 the combined tourists were interested in exhibits with a strong educational emphasis, a lecture on the topography of the desert (83%) and cactus facts (67%). Combined tourists' inclination towards musical concerts in an amphitheater (78%) is consistent with their interest in a relaxed desert setting. Again, in keeping with the responses in Theme 1 combined tourists were interested in exhibits that helped them to understand historical desert cultures, how Native Americans use plants(67%) and Native American performances (56%). Combined tourists were least interested in a hike with readings from the journals of the early naturalists (11%).

Theme 2: Life and Culture in the Desert Residents



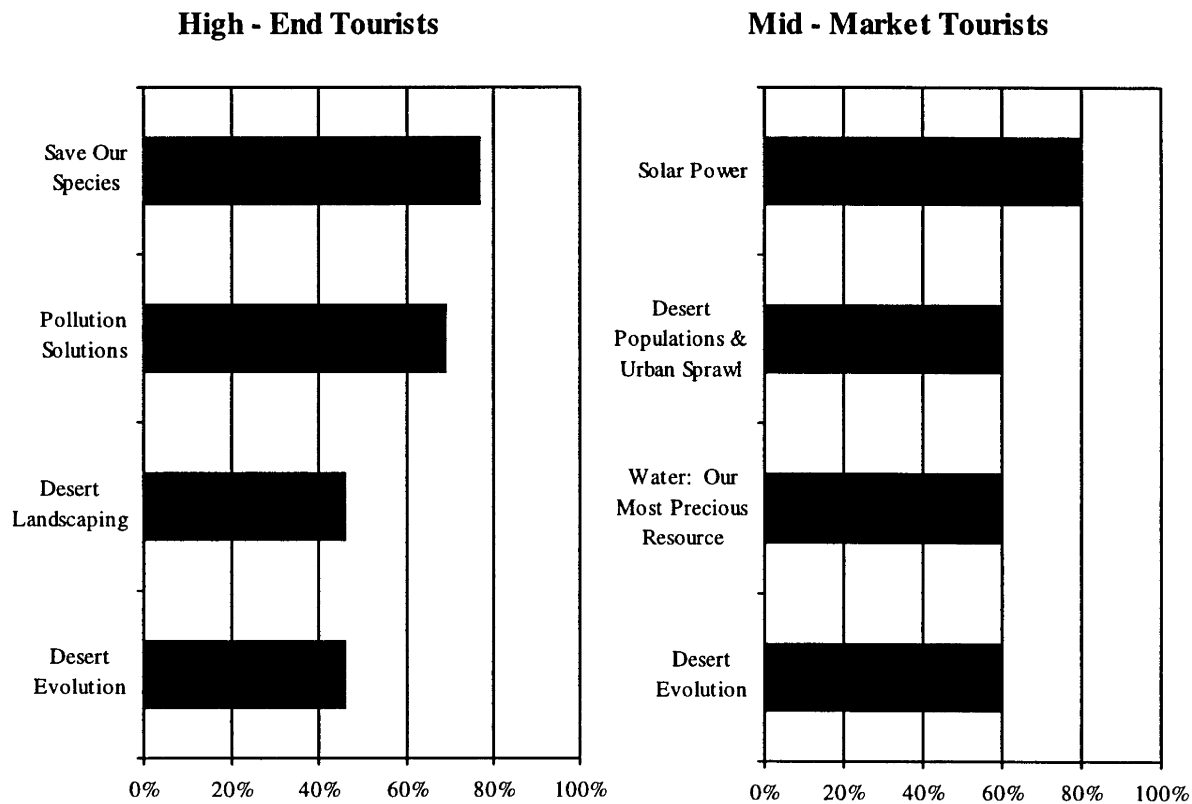
Combined resident respondents were unanimous in their interest in the exhibit about how Native Americans used plants (100%). Their interest in this exhibit and Native American performances (60%) would provide combined resident respondents with an opportunity to learn more about the Native American cultures that were dominant in the desert region. Combined resident respondents were favorable towards the educational exhibits, a lecture on the topography of the desert (73%) and cactus facts (73%). Combined resident respondents were least interested in desert-themed films (13%) an exhibit that would provide them with the opportunity to explore how other people interpreted the desert.

**Theme 2:
Life and Culture in the Desert
All Respondents (Tourists and Residents)**



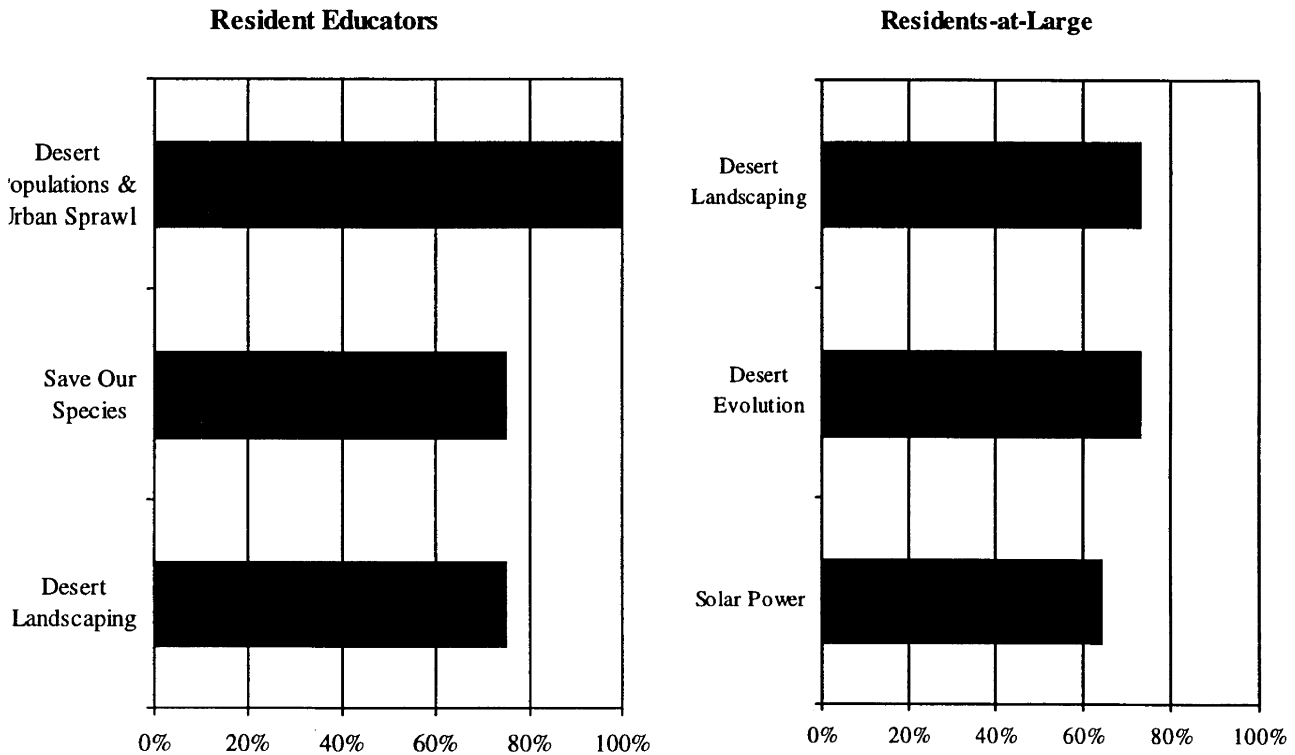
Combined respondents expressed interest in learning about the historical desert culture, how Native Americans use plants (82%). Combined respondents reported interest in the educationally oriented exhibits, a lecture on the topography of the desert (79%) and cactus facts (70%). The respondents were enthusiastic about musical concerts in an amphitheater (67%), which would provide the participants the opportunity to be entertained in the desert arena. Combined respondents were least interested in a hike with readings from the journals of the early naturalists (67%) and desert-themed films (24%).

Theme 3: Desert Preservation and Future Sustainability Tourists



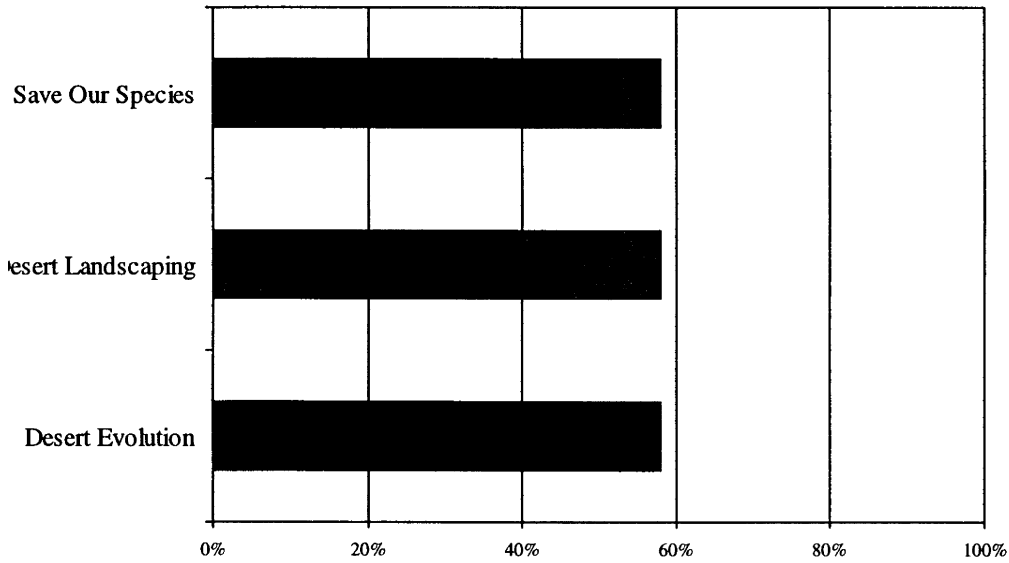
It should be noted that the tourist respondents had diverse opinions about the exhibits presented, and there was little variance from the most popular to the least popular. Combined tourist respondents responded favorably to exhibits that discussed visible and immediate issues, endangered animal preservation (61%) and pollution issues (61%). Again combined tourist participants were intrigued by an exhibit that informed participants about the history of desert dwellers (50%). The tourist respondents were less interested in an exhibit about population growth (44%), solar energy (44%), water resources (44%), and desert landscaping (44%).

Theme 3: Desert Preservation and Future Sustainability Residents



Combined resident respondents were most interested in desert landscaping (73%), an exhibit that would teach them about creating an artificial terrain that would be conducive to the desert environment. Combined residents responded positively to the exhibit about the history of desert dwellers (67%). Combined residents preferred to learn about the issues that are relevant to the community of Scottsdale, population growth (60%) and solar energy (60%). Combined residents were least interested in learning about ways to combat pollution, which was presented in the exhibit pollution issues (33%).

**Theme 3:
Desert Preservation and Future Sustainability
All Respondents (Tourists and Residents)**



As shown in the earlier charts in this section, the opinions in this theme were fairly evenly distributed. Combined respondents were interested in learning how to curb the extinction of animal species (58%). They were enthusiastic to about learning how to create appropriate landscaping in the desert (58%). Combined respondents expressed favoritism towards, history of desert dwellers (58%), which chronicled the history of the dominant human cultures of the desert. Combined respondents were less interested in the exhibit that discussed conservation of water (42%).

Summary Findings

Both tourist and resident respondents in the focus groups expressed a high degree of interest in the plans underway for the “new desert experience” in Scottsdale. Among certain participants there appeared to be a great deal of enthusiasm about the project. In analyzing opinions of respondents in the four focus groups, a dominant theme emerged: There was great interest in learning about the various dominant human populations that have inhabited the Sonoran desert over time. This was evidenced by their preference for activities that addressed previous human cultures in each of the themes.

In *Theme 1: Desert Experiences – Hikes and Activities*, respondents were more interested in activities that enabled them to have a meal in a relaxing desert environment. Respondents were less inclined to prefer the active exhibit with an educational focus.

In *Theme 2: Life and Culture in the Desert*, respondents favored an educational experience about Native American culture. In addition, they were interested in learning more about the importance of water and the various attributes of cactus plants.

In *Theme 3: Desert Preservation and Future Sustainability*, respondents were not as discriminating about their preferences. Again, they were enthusiastic about an exhibit that would explain previous cultures. The respondents wanted to learn about environmental issues, including the threat of animal extinction. There was also strong interest in landscaping in a desert region.

In *Theme 4: The Virtual Desert*, respondents were unanimously in favor of a new desert web site and tourist respondents reported use of the hotel cablevision connection. Educators were also enthusiastic about using the web site and cablevision as an educational component in the classroom.

Three significant additional concerns surfaced during the focus group meetings, indicating a need for more analysis and deliberation by the planning team:

Native American Participation – Both tourists and residents were interested in the development of more activities that involved Native American knowledge and perspectives about Sonoran Desert life, habitat and environment. Participants felt a strong association between the concept of the “Southwest” and Native peoples and traditions. One example of this was a long-time resident who shared with the group a recent high desert tour he took that was led by a Native American guide.

*I enjoy riding. I recently took the little desert tours...
the man is a full-blooded Apache and that was a wonderful experience.
I saw a mountain lion. I ate saguaro fruit...it was a really nice experience.*

He was describing the unique nature of his desert outing which was due to the special knowledge of his guide ---that particular type of expertise, grounded in local Native American understanding of the flora, fauna and geographical features of the region.

A tourist from California expressed himself on this subject in a different way.

*Native Americans-- seems to me a little weak on that side
when there is such a heavy influence on Native American culture here.
There should be more—at least one of those [activities] on every one of these [themes]
Perhaps more of the influence of the Native American on the desert,
so not just the culture itself, but their influence in this area
...dances, Pow-Wows, stories, traditional events...to use that just smacks of tourism
...Something more ethnic [is needed]*

Another member of the same focus group said:

*You're in the Southwest and you expect more influences
in the...Indian culture here, and it doesn't seem in any of these four sheets
[of planned activities] that there is much Indian culture coming out of it.*

The educators brought another perspective to the subject of Native American participation. One person in that group knows the mountains well and takes his classes on excursions into the desert.

*See, when you put the Native American philosophy spin
on any of this stuff...we've got kids going into Indian ruins
right now and they see pottery on the ground and go pick it up
and put it in their pocket, but yet you have my kids that would walk in
and wouldn't dream of it. They need to be aware of where
they came from, but they also need to know what's happened
and honor how that [Indian] society existed*

Another member of the educator group shared his experience working with Native American students and teachers on subjects related to desert life. He told the group of an experience a Navajo teacher shared with him about one of her field trips to the Botanical Gardens. She described a situation where a docent talked for two hours to the students and they, in turn, couldn't say anything.

*It was a total passive experience. It was not a good experience for students
...so how do you get students involved...If you are going to affect people's lives
they have to participate...there are exhibits that are like games...
changing the way exhibits are done so that they are not passive
...I talk, you listen doesn't work.*

Youth Participation – The Educator focus group voiced some strong opinions concerning the positive role young people from Scottsdale could play in the planning and development of the Desert Discovery Center. The future of the desert lies with young

people in their view. The 4 teachers represented elementary, middle school and high school levels of instruction. Their comments stressed the importance of involving young people at the front end of the project.

*Who pushed for the McDowell Sonoran land?...It was your kids,
... who really pushed for this. So if you want to get some really good involvement
and some real buy-in here they should be sitting on your board
...not all adults. They are stakeholders...in their own right.*

*Why should any kid care about the McDowell Mountains?
Why should any young person in Scottsdale care
about what you are doing if you don't involve them?
You have to put a shovel in their hands and involve
them in the planning process...you have to involve
them in the whole process or they don't care what you do.
It has no effect on their life, and they are going
to be out there ripping your cactus down.*

The educators also expressed some views about the physical condition of the McDowell Mountains and how the state of the habitat might be a connection with youth

*You could have thousands of kids out there actively participating
in rebuilding the McDowell Mountains. ...And it's as simple as planting seeds, some
desert seeds... they're not out there because they were eliminated by the cattle. So we
could have every kid in Scottsdale and the whole Phoenix area come there and
participate in rebuilding the McDowell Mountains ...*

Another teacher remarked about the possibility of student involvement in the design of the Desert Discovery Center.

*It sure would be nice...to have some of the kids in our
high school that are architectural design students
getting involved with it...It would be nice for them to work
with someone like you and it would be nice for you
probably to hear some of their ideas.*

Scottsdale Resident Participation - Both focus groups of Scottsdale residents expressed great pride in and love for the mountain preserve areas. There was also a great deal of sensitivity about new development, traffic problems and commercial tourist attractions. In addition, there seemed to be an agreement among residents that this new desert attraction not be something that could divide Scottsdale along "North/South" lines.

*I think here lately there has been an attempt to separate
Scottsdale from what they call "South Scottsdale"
—like it is a nasty area or something. They've even got
a new yellow pages out that says "South Scottsdale"*

After residents reviewed the planned activities and had a general idea of what has been planned to date, there were some opinions expressed that reflected their concerns.

*I think it is a good idea. I would definitely go...
I would like to see it stay kind of more natural than get commercialized.*

*Don't build a circus. Build what the people genuinely
want to be a part of when they live here...and then visitors will love it...*

*...Let this be something that belongs to me. Don't make it a Disneyland.
Don't make it a tourist attraction. This is part of my city,
my home, my life—let it be mine and let it be some place
where I can enjoy peace if that is what I am there for...
where I can be entertained, where I can be educated.
Give me those options...*

Tourist Concerns about Transportation – Tourists to Scottsdale were concerned about the importance of creating good access to the site by a non-intrusive type of shuttle. At one point during the high-end tourist group a visitor from the East Coast commented:

*Yes, it's a great program provided you can walk
there or have reasonable transportation to and from
and availability so that people can go for 2 hours
or 6 hours or 4 hours—whatever they may want to do.*

Recommendations

The focus group study provides us with information indicating that participants (both residents and tourists) approve of the general concept for the DDC at the designated McDowell Mountain Preserve site. Preferences of activities varied as reported above, but general response affirms the general scope of the plan so far.

The resident participants in both groups feel a strong proprietary stake in whatever is developed and want plans to reflect their concerns. In order to obtain a clearer (and more empirical) picture of resident attitudes and opinions, we strongly recommend that a general community telephone survey of approximately 400 randomly selected adult residents be conducted by Polaris Research & Development, Inc. to obtain more comprehensive data on awareness of plans for the center, interest in proposed plans, perceived inducements and barriers to attendance etc. The size (400) of this sample will allow for analysis with a margin of error of +/-5% at the 95% level of confidence. The community telephone survey sample should include:

Scottsdale Local Area Residents – To determine their interest and support of the proposed new desert center, the extent to which they entertain visitors to Scottsdale. To determine what attractions they recommend to others. To explore their personal interests in cultural attractions and their receptivity to becoming volunteers and/or members of the new center.

Phoenix Metropolitan Statistical Area (MSA) Residents – To examine general leisure time attendance patterns and interests and attendance at other cultural, educational and interpretive centers. To determine the perceptions about this type of center as a family attraction.

Expanded participation in the planning process is recommended to further develop Native American, Educators and Youth/Student participation in the project. Individuals and groups who are important community stakeholders from these constituencies should be sought out and invited to fully participate in the planning process. This level of inclusion will help the community planning process and make it possible to ultimately reach consensus on the scope and composition of this project.

Resident educators indicated that the school district would be a supportive collaborator in planning curriculum-based activities for the DDC. We recommend that the planning team explore their suggestions concerning involving young people as planners and participants in the conservation of the site. Youth participation in planning the project may, in the long run, provide an important link to the adult resident population. This, in turn, could begin to build the critical volunteer support base which will be essential for sustaining the DDC into the next century.

Both visitors to Scottsdale and resident participants in the focus groups approved, in general, with the current plans. The focus group study findings suggest that the success of the Desert Discovery Center will be determined by striking the correct balance between creating an exciting attraction for tourists, and enhancing the mountain preserve in a way that also satisfies the community pride and interests of Scottsdale residents.

*Submitted by: Evelyn L. Crawford, M.S.
Senior Research Associate
July 15, 1998*

APPENDICIES

Tourist/Resident Respondent Questionnaire

Thank you for participating in the focus group. Your information is valuable to our work.

We just have a few questions to ask before we begin.

(Tourist Question)

1. With whom are you traveling?

- Alone
- With children (with or without other adults)
- With other adults but no children

(Resident Question)

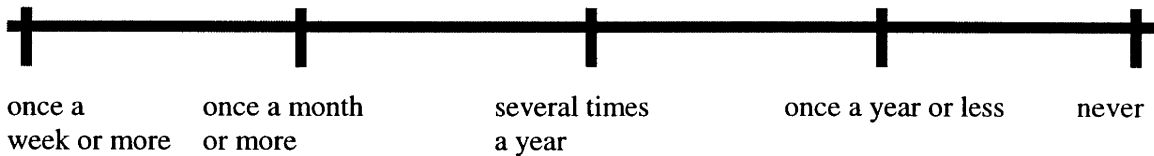
1. How long have you lived in the Scottsdale area?

- Less than 1 year
- 2 – 5 years
- More than 5 years

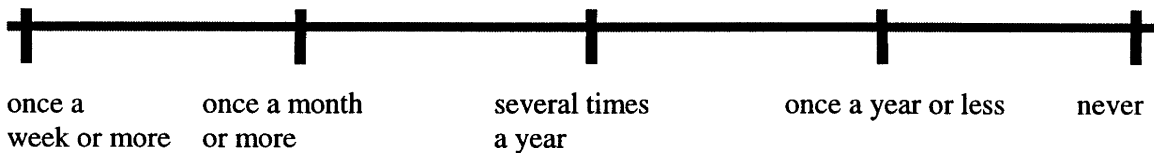
The following questions are about your leisure time activities:

Please circle the answer that most applies to your involvement in each activity

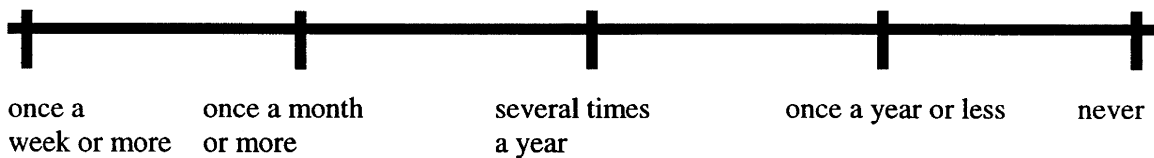
2. How often do you play sports or exercise outdoors?



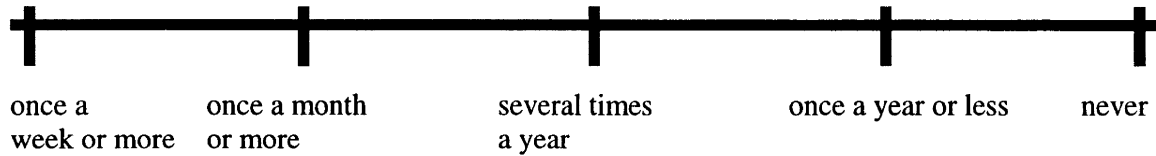
3. How often do you go to parks?



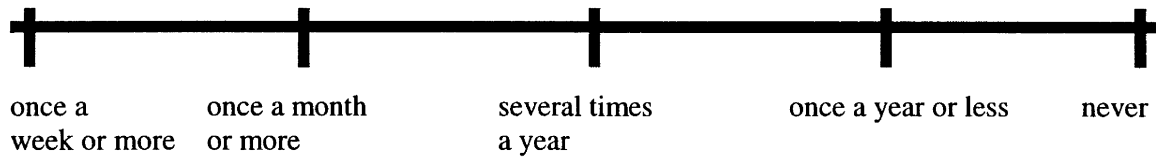
4. How often do you go to the live theater, opera or symphony?



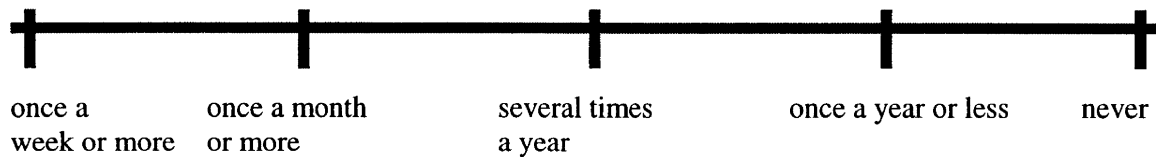
5. How often do you go live entertainment events such as rock concerts or jazz events?



6. How often do you go to classes for your personal enrichment or education ?



7. How often do you go to see movies in a theater?



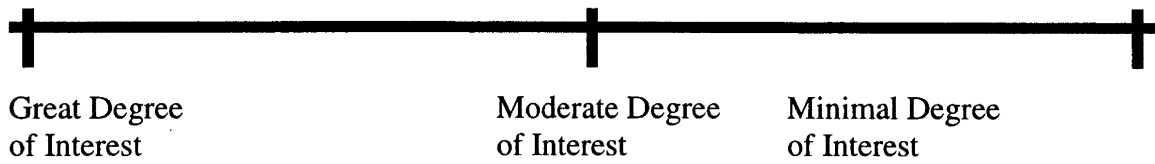
In the next question we are interested in your likes and dislikes.
Please circle the answer that most applies to your involvement in each activity

8. Do you enjoy?

a. Walking or hiking in nature?



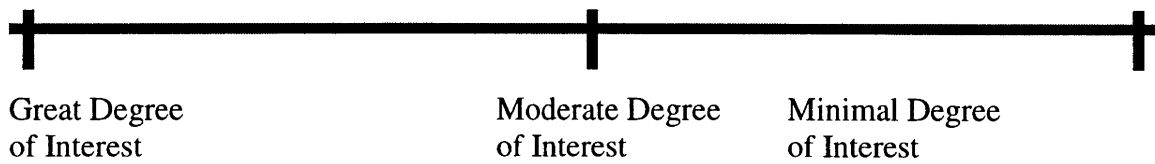
b. Visiting art museums



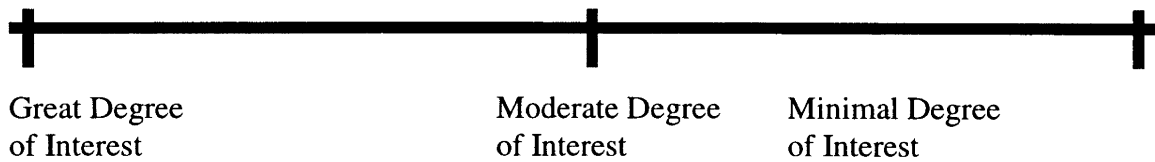
c. Visiting a shopping mall



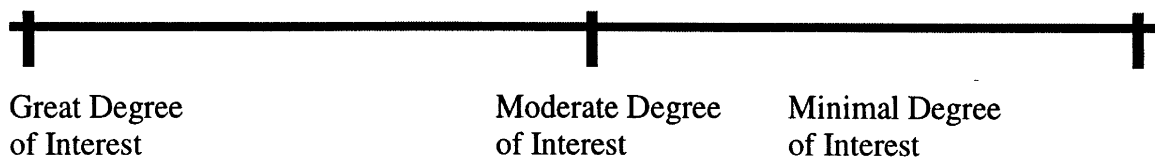
d. Visiting the zoo



e. Visiting a botanical garden



f. Exploring a desert nature area



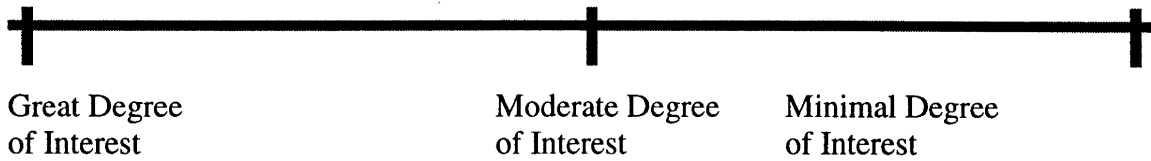
g. Visiting an "Old West" historical site or park



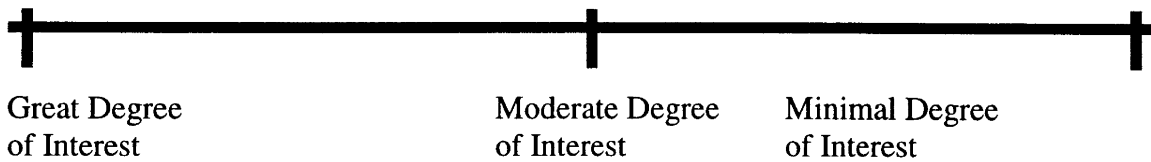
h. Golfing



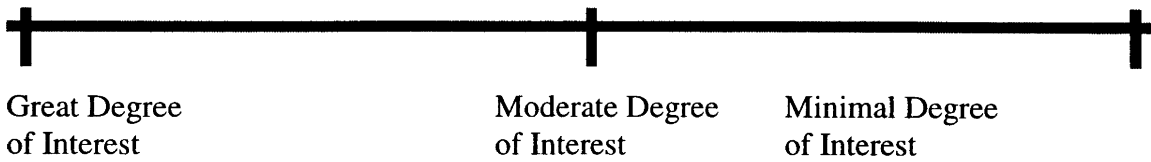
i. Biking



j. Horseback Riding



k. Gardening



10. Where are you visiting from? _____

11. What is your zip code? _____

12. What is your ethnicity?

- African-American
- Asian/Pacific Islander
- Caucasian
- Latino
- Native American

Other _____

13. What do you estimate to be your household's total income for the past year?

- Less than 15,000
- 15,000 to 29,999
- 30,000 to 60,000
- 60,000 to 100,000
- More than 100,000

14. What is your age range?

- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 - 74
- 75 and over

Thank you!

Focus Group Script – TOURIST GROUPS

Desert Discovery Center, Scottsdale AZ

Welcome and brief introduction to the focus group procedures. Trainer informs group about a new desert experience being planned for the public, and that their opinions will help us in the planning process.

- What is the purpose of your visit to Scottsdale? (*Trainer goes to flip chart to tabulate (#s) the responses*)

- Business
- Convention
- Leisure
- Visiting friends or relatives

- How many of you currently reside in:

- Arizona
- Southwest outside of Arizona (Colorado, New Mexico, Utah, Texas)
- California
- The Midwest
- The Southeast
- The Northeast
- A foreign country (please specify)

- What is the primary type of transportation you are using during your stay?
- What Phoenix/Scottsdale area attractions have you visited in the past 3 years?
 - ⇒ What made you decide to visit these attractions?

Please answer with a show of hands:

- Who has visited any of the following attractions in the past 3 years?

- Desert Botanical Gardens

- The Heard Museum

- The Phoenix Zoo

The Boyce Thompson Southwestern Arboretum

Arizona Science Center

Pioneer Arizona Living History Museum

Arizona Sonora Desert Museum

- What is your favorite outdoor recreational activity when you are in the Phoenix/Scottsdale area ?

- If there were a free shuttle from this hotel to an attraction of your choice in the Phoenix/Scottsdale area, where would you choose to go?
 - ⇒ How long would you want to stay?

- Who do you usually go with when you go to an outdoor recreational area?
 - ⇒ What do you usually do when you visit these areas?

- On a typical outing to an outdoor recreational area, how much money do you usually spend on:
General adult admission? Family group admission? Food at the area?

Please state \$ amounts for each admission category

- Less than \$5
- \$5 to \$10
- \$10 to \$15
- \$15 to \$20
- More than \$20

- How much money do you usually spend in shops and restaurants in neighborhoods near such an area?
 - Less than \$5
 - \$5 to \$10
 - \$10 to \$15
 - \$15 to \$20
 - More than \$20

- Have you ever participated in an organized nature program like a wildflower walk or tour of an historic site?

If so, where?

Trainer:

At this point, I'd like to introduce you to a new desert nature experience that is being planned for the public here in Scottsdale. These photographs and drawings show some of the features of a new desert nature area. Plans include turning rugged desert terrain into a place where Scottsdale residents, their families and visiting tourists can explore and learn about the Sonoran desert with its many features and diversity of life forms.

This will be a place for walking and hiking the trails, and viewing exhibits of desert plants and animals in their natural habitats. Visitors will be able to enter the canyons and caves of the area to learn about the history of mining, view exhibits of minerals, fossils and gemstones in the natural desert environment. A large aviary will allow you to view the many species of birds and butterflies found in the Sonoran desert. Following a water trail to a desert spring, you will learn about the various sources of water which sustain desert life.

There will be workshops and demonstrations on preservation and sustainability of the natural desert environment and special events for children and families.

- Are you a member of any organizations such as a zoo, botanical garden, museum or historical organization? If so, which ones?
- What are the factors that influence you the most in choosing a recreational activity - cost, location, parking, your personal interests, those of your family members, or other determining factors?

As part of this new desert experience there will be a variety of programs for the public. I am now going to describe a series of planned activities and ask you to indicate your level of interest.

There are four main themes, and each theme has a suggested list of programs. After I read through the programs I will ask you to choose your favorites.

Hand out list of programs after reading it aloud, starting with Theme I. Reactions to each of the programs will then be recorded on the flip chart.

- When this new desert nature experience is completed, how much would you be willing to pay for:

General admission? Family group (4-6 people) admission? Student admission?
Senior admission? Scottsdale residents admission?

Please state \$ amounts for each admission category

Less than \$5
\$5 to \$10
\$10 to \$15
\$15 to \$20
More than \$20

- From what you have heard today, what appeals or does not appeal to you about these plans?
- Please share your overall impressions of this new desert experience.

Again, thank you for participating in our Focus Group and sharing your thoughts with us.

Focus Group Script – RESIDENT GROUPS Desert Discovery Center, Scottsdale AZ

Welcome and brief introduction to the focus group procedures. Trainer informs group about a new desert experience being planned for the public and that their opinions will help in the planning process.

- What do you like most about living here?

- What do you like least about living here?

- Which Phoenix/Scottsdale parks or other outdoor recreational areas do you like most?
 - ⇒ Why?
 - ⇒ Which do you like least?
 - ⇒ Why?

- When you go to an outdoor recreational area, who do you usually go with?
 - ⇒ What do you usually do when you visit these areas?

- What is your favorite place to take out-of-town family and other guests when they visit?
 - ⇒ What is it about this place(s) that makes it your favorite?

- What Phoenix/Scottsdale outdoor area attractions have you visited in the past 3 years?
 - ⇒ What made you decide to visit these attractions?

Please answer with a show of hands:

- Who has visited any of the following attractions in the past 3 years?
 - Desert Botanical Gardens

 - The Heard Museum

The Phoenix Zoo

The Boyce Thompson Southwestern Arboretum

Arizona Science Center

Pioneer Arizona Living History Museum

Arizona Sonora Desert Museum

- On a typical outing to an outdoor recreational area, how much money do you usually spend on:

General adult admission? Family group admission? Food at the area?

Please state \$ amounts for each admission category

Less than \$5

\$5 to \$10

\$10 to \$15

\$15 to \$20

More than \$20

- How much money do you usually spend in nearby shops and restaurants?

Less than \$5

\$5 to \$10

\$10 to \$15

\$15 to \$20

More than \$20

- Have you ever participated in an organized nature program like a wildflower walk or tour of a historic site?

⇒ If so, where?

- If you currently get information about events or programs taking place at various sites around Scottsdale, where do you get it?

- Which newspapers/magazines do you read regularly?

- Which local TV stations do you watch most?

Trainer:

At this point, I'd like to introduce you to a new desert nature experience that is being planned for the public here in Scottsdale. These photographs and drawings show some of the features a new desert nature area. The plans include turning rugged desert terrain into a place where Scottsdale residents, their families and visiting tourists, can explore and learn about the desert with its many features and diversity of life.

This will be a place for walking and hiking the trails and viewing exhibits of desert plants and animals in their natural habitats. Visitors will be able to enter the canyons and caves of the area to learn about the history of mining and view exhibits of minerals, fossils and gemstones as exist found in the natural desert environment. There will be workshops and demonstrations about preservation of the natural desert environment, a large aviary to view the birds and butterflies. You will be able to follow a water trail to a desert spring, and see how different sources of water sustain desert life.

- Have you ever heard of the McDowell Sonoran Preserve?
 - ⇒ If yes, where did you hear about it?
 - ⇒ What have you heard?
- How do you feel about preservation of protected open space - compared with continued new housing and commercial development in the Phoenix/Scottsdale area?
- Are there any other issues associated with the development of a desert experience, which you would like to discuss now?
- Are you a member of any organizations such as a zoo, botanical garden, museum or historical organization?
- What are the factors that influence you the most in choosing a recreational activity - cost, location, parking, your personal interests, those of your family members, or other determining factors?

As part of this new desert experience there will be a variety of programs for the public. I am now going to describe a series of planned activities and ask you to indicate your level of interest.

There are four main themes of programs and each theme has a suggested list of programs. After I read through the programs I will ask you to choose your favorites.

Hand out list of programs after reading it aloud, starting with "Theme I"

(Recorder will write down interest levels on flip chart)

After all programs have been reviewed trainer asks the following questions:

- When this new desert nature experience is completed, how much would you be willing to pay for:

General admission? Family group (4-6 people) admission? Student admission?
Senior admission? Scottsdale residents admission?
- From what you have heard today, what appeals or does not appeal to you about these plans?
- Please share your overall impressions of this new desert experience.

Again, thank you for participating in our Focus Group and sharing your thoughts with us.

Focus Group Script – SCOTTSDALE TEACHERS Desert Discovery Center, Scottsdale AZ

After you have had a chance to react to all of the listed programs, and you have given your reactions to them, you will have a chance to discuss any issues you would like to bring up from an educator's perspective.

Additional questions:

- What type of relationship would you like to see developed between educators in the Phoenix/Scottsdale area and this new desert nature experience?
- What connections, if any, come to mind between what you are teaching in the classroom and the new Desert Discovery Center?
- Referring back to the programs we have just reviewed, which would be appropriate and/or could be adapted for your pupil and students.
- What would be most appropriate for K-6? For Junior High School levels? For Senior High School levels?
- What would it take to develop a collaborative curriculum development project between the local school districts and the new Desert Discovery Center?

Proposed DDC Activities – Theme I

THEME 1: DESERT EXPERIENCES - HIKES AND ACTIVITIES

Natural desert life is explored through visitor's passive participation in outdoor activities. Walking and hiking trails, designed for all physical types, introduce visitors to the facts that define desert, while docent-led tours bring the desert experience to life.

Cowboy Culture

Visit the same historic region cattleman and ranchers roamed while learning about the traditions they shared. A horseback ride follows outside the area in collaboration with West World, a local horseback riding organization.

Picnic on the Trail

Just a short jaunt to a picnic spot allows culinary aficionados to take in the beauty of the desert while enjoying gourmet delicacies made by some of Scottsdale's most famous chefs.

Sunrise/Sunset Walk

Begin the morning with a sunrise walk along the canyon, or end the day by enjoying the magnificent desert sunsets, followed by a breakfast/supper including Native American, Cowboy, and Mexican specialties.

Desert Postcards: Preserving the Sonora Desert

Picture postcard tours of the grounds, complete with camera, film, instruction, and processing allow tourists to take their photos home with them that same day/evening. As evening approaches, visitors experience the most memorable aspect of the desert, the sunsets. End the day enjoying the sunset complete with wine, cheese, and hors d'oeuvres.

Crossing Paths: Plant and Animal roles in Pollination

Following the paths of pollination and identify the animals involved in plant reproduction.

Desert Arts Class/Shades of the Desert

Individual and sequential art-oriented classes and activities include recognizing and looking at the different shades of light and color found in the desert and duplicating them with natural dyes made from plants and minerals.

“Hot” Shots

Desert enthusiasts follow the instruction of professional nature/outdoor photographers to learn to overcome the difficulties of photography in the desert (heat damage to film, using a flash in underground environments, etc.) and observe photography artists at work as they capture, compose desert beauty.

Patterns of Nature

Some of the world's most talented crafters are found in nature. Participants examine the silhouettes of the Saguaro cactus, the delicate beauty of a spider's web and the intricate weaving of a bird's nest. Use these designs and others to create jewelry, crafts and pottery from materials gathered in the desert.

Bird Watcher's Tour

Learn to identify unique desert birds and maintain a bird dairy. Observe their differences and similarities, eating habits and mating practices.

Desert Seasons

Evidence of traditional seasons is everywhere, but detective work is needed to find it. Discover how trees and other plants respond to seasonal changes.

Plant Appreciation

Led by a certified plant scholar this informative walking tour encourages visitors to "stop and smell the cacti," begin a desert plant journal, collect information on plant areas of interest.

Sedimental Journal

Find out more about the park's extraordinary geologic features and fossils during a journey through time to specific rock areas.

Wildflower Walks

Discover the variety and beauty of flowers blooming around the desert.

Zen-sational

Led by a Zen master, participants walk and pause for medication in the outdoor spiritual beauty of the desert.

Proposed DDC Activities – Theme II

THEME 2: LIFE AND CULTURE IN THE DESERT

Experience how animals and humans live in this unique environment and how culture and life proliferates in desert communities around the world.

Desert Films

Educational and entertaining desert-themed films focusing on different deserts of the world. (i.e. “Lawrence of Arabia”, PBS Desert Series, “The English Patient,” etc.)

Musical Concerts

Well-known musicians perform concerts (day and night) in the amphitheater.

Native American Performances

Native American dances, powwows, stories, and traditional events are conducted in the amphitheater.

Why is this a Desert? How is Water Important?

Docent lectures illustrate why this area is a desert, what plants grow here, and how geography and weather patterns contribute to creating the desert biome. The coexistence of plants, animals and humans amidst the geographical and biological composition of the desert are highlighted. Experiments demonstrate the effects of evaporation, condensation and precipitation. The outdoor experience includes exploration of the Water, Earth and Sky Trails.

The World of Cactus

Learn about: the features of the cactus plant and its desert survival techniques; the difference between a cactus and a succulent; and how these hearty plants survive the harsh conditions of the desert. Discover the diversity of plants living in arid climates.

Arroyo Aquatics

Talks and demonstrations allow visitors to follow the water cycle, learn the importance of water and the desert environment found in Arizona.

In the Stars: Pre-History Narratives to Present Day Astronomy

Learn how to recognize the patterns in the stars from both a scientific and human perspective. View the stars and learn about astronomy and star navigation in the desert. Special evenings include presentations by local scholars, scientists, and Native Americans.

Canyon Condos

Holes in the ground, shaded overhangs and cactus hollows are all natural “condos” found in the desert. On selected family/environmental days, invited scholars and environmentalists address alternate energy sources, different patterns of building and historical patterns of building in the desert.

Native American Plant Uses: Cooking, Crafts and Medicine

Explore how plants naturally found in the desert are used medicinally, included in cooking and/or made into useful objects or crafts. Native Americans illustrate medicinal plant uses, local chefs conduct regular cooking demonstrations on site and crafts people lead accessory design classes. Wild edible plants and their domestication is the emphasis of this informative and fun program. Participants identify, gather, prepare and sample a few of the edible, wild plants found in the area.

The Journals of the Early Naturalists

A docent-led hike accompanied by interval readings from the journals of the early naturalists. Participants write their own journal entries to share with the class.

Proposed DDC Activities – Theme III

THEME 3: DESERT PRESERVATION AND FUTURE SUSTAINABILITY

Experience (Creating A “Green” Desert) introduces visitors to the story of how and why the McDowell Preserve was set aside by Scottsdale residents. Protecting pockets of land is the first step in the evaluation of environmentally responsible behavior to ensure long-term survival of the Upper Sonoran Desert for future generations.

Save Our Species

This program educates participants about the urgency in helping to save threatened and endangered animals, with special emphasis on those found in the Sonoran Desert. Using several activities, visitors learn the circumstances in which an animal becomes endangered or even extinct. The lecture ends on a positive note by relating some success stories and ways in which each individual can make an important difference.

Desert Populations & Urban Sprawl

This lecture discussed population growth and the effects of urban sprawl, in general and in Arizona in particular. The audience is challenged to examine their role in Arizona’s population growth and the area’s overworked infrastructure.

Desert Landscaping

Learn landscaping architecture from specialists in the field, particularly concerning low water levels. Make an aesthetically pleasing garden using rock formations and pebble coloration, autohydration plants and naturally structured shelters for the yard.

Pollution Solutions

Learn the definition of pollution, the five main types and examples of each. Become familiar with reduce, reuse, recycle. Participate in debate on paper or plastic grocery bags. Learn about landfill decomposition.

Solar Power: Feel the Energy

Power specialists demonstrate solar energy uses and how visitors can simulate some practices in their own homes.

Water: Our Most Precious Resource

The program co-sponsored by the Scottsdale Water District examines water resources and methods to conserve this valuable resource.

Desert Evolution: Early Inhabitants to Future Desert Dwellers

Visitors learn about the earliest inhabitants of the desert to today's urban and rural residents. The evolution of the diverse Upper Sonoran Desert populations and their impact on the desert are discussed through a combination of lectures and oral histories. An accompanying slide show illustrates the history of growth in the Scottsdale area and proposed future housing and growth plans. Speakers discuss the pros and cons of growth, Sustainability and preservation issues for the future of the desert and desert living.

Proposed DDC Activities – Theme IV

THEME 4: THE VIRTUAL DESERT

Visit the Desert Discovery Center from home or hotel room. Hotel Cablevision and the DDC Internet site inform tourists, adult residents and families about daily events and the desert experience before they ever set foot in the Upper Sonoran Desert or DDC. Informing the public both encourages a visit and enhances their DDC experiences.

Web Site - Desert Web

Internet orientation includes general information, a schedule of events, online desert activities, informative articles and a chat room for recent and future visitors to share their impressions of the desert with each other, including favorite hikes, programs etc.

Cablevision

This professionally produced program introduces potential visitors to the new facility and its programs. A schedule of events runs continually along the bottom of the screen indicating which programs are available that day. The program features information on: Desert Experiences - Hikes and Activities, Life and Culture in the Desert and Desert Preservation and Future Sustainability.

APPENDIX C
DESERT DISCOVERY CENTER
FUNDRAISING QUESTIONNAIRE

DESERT DISCOVERY CENTER FUNDRAISING QUESTIONNAIRE

NAME: _____ PHONE: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

AFFILIATION: _____

1. How would you characterize the importance of the Desert Discovery Center (DDC) to the community of Scottsdale and/or the Scottsdale/Phoenix area?
2. How would you characterize the importance DDC as an:
Educational facility? Cultural facility? Tourist attraction?
3. What do you consider to be DDC'S greatest asset?
4. What do you consider to be DDC'S greatest liability?
5. In your opinion, does DDC warrant support from the community of:
Scottsdale? Phoenix? Throughout the state?
6. DDC will receive an initial \$5 million from the City of Scottsdale to create a visitors center with exhibits, offices, etc. An additional \$5 million must be raised in the private sector for on-going operating expenses. If DDC was to undertake a major fund raising program to build an endowment to provide on going financial support and stability, would you and/or your company/organization be in a position to support DDC?
 Yes No

[If so] May I ask what dollar range you would consider appropriate for your support?

<input type="checkbox"/> Under \$5000	<input type="checkbox"/> \$5,000 - \$10,000	<input type="checkbox"/> \$10,000 - \$15,000
<input type="checkbox"/> \$15,000 - \$20,000	<input type="checkbox"/> \$25,000 - \$50,000	<input type="checkbox"/> \$50,000 - \$75,000
<input type="checkbox"/> \$75,000 - \$100,000	<input type="checkbox"/> over \$100,000	<input type="checkbox"/> over \$200,000

[If not] What would DDC have to do to get your financial support?

7. Do you think the people and businesses of Scottsdale will support a campaign with a goal of \$5 million? Yes No

8. Do you think it is feasible to obtain a gift of:
 One million \$500,000 \$200,000 \$100,000?
Sources?

_____	_____
_____	_____
_____	_____

9. Would you consider providing DDC with the names of a few people who may be good prospects for financial contribution? Sources?

_____	_____
_____	_____

10. How receptive would you be to give of your time and effort to the campaign?
 Very receptive Receptive Somewhat receptive Not receptive

11. Are there other individuals who should be interviewed for this study?

_____	_____
_____	_____

12. Could you suggest persons who could lead a successful campaign for DDC?
Sources?

_____	_____
_____	_____

13. Do you have any other suggestions or concerns you would like to discuss?

14. If you could tell the Tourism Commission one thing about the proposed DDC, what would you tell them?

APPENDIX D
LETTER OF REQUEST FOR INTERVIEW

October 20, 1998

Dear Laurel:

The McDowell Sonoran Preserve is quickly taking shape. Thousands of acres of mountains and Sonoran Desert have been preserved while thousands more are planned for protection. The Preserve possesses unique geological, historical and archeological features including an important ecosystem. It also serves as a natural, scenic backdrop framing the community. The Arizona Game and Fish considers the Preserve as "the most significant wildlife habitat in the Valley" outside the Tonto National Forest.

At the gateway to the Preserve, the City of Scottsdale proposes to establish the Desert Discovery Center (DDC), an environmental outdoor education experience offering state-of-the-art interactive exhibits consistent and compatible with the natural setting of the Preserve. DDC will provide visitors abundant information on desert environment and appropriate behavior within that environment through a unique experience in a natural setting.

The plan is to build exhibits and offer programs for children and adults including special events and tours for the local citizenry, school groups, and tourists. In essence, DDC will provide a program of activities for those dedicated to preserving the desert and the desert environment, and foster a sense of harmony with and respect for the Preserve.

Our plan is beginning to take shape. We envision a cultural and environmental institution dedicated to desert preservation and conservation. We see DDC facilitating the enjoyment of and enhancing information on the McDowell Sonoran Preserve. We believe DDC will be an important educational, cultural, and business partner working with others to improve public understanding of the importance of desert resource management. We see DDC collaborating with and complementing other cultural and environmental institutions in the Phoenix/ Scottsdale area.

As we look forward to developing, opening and operating DDC, we have many challenges ahead. We are putting plans in place to enable us to secure our financial future. We anticipate building an endowment for general operations, creating a membership program, and securing income through admissions, gift shop sales, and a cafe. These actions will help ensure our financial stability and ability to serve our citizens.

We already have \$5 million in hand from the City's Bed Tax fund. However, we do need an additional \$5 million to complete the facility, build exhibits and hire staff for the first

phase. We have engaged Museum Management Consultants of San Francisco and a fund raising consultant, Mary Kay Ingenthron of MK Communications in Kansas City, Missouri to assist us in determining the potential outcome of a major fund raising campaign to develop and build DDC.

Mrs. Ingenthron's research requires that she talk with several business and civic leaders in the Scottsdale area. She will be in Scottsdale the week of November 16. We would appreciate it if you would take some time (she estimates forty-five minutes) to talk with her about DDC. Your input will be most beneficial and will assist us as we prepare to confront the challenges ahead. She will be calling you in the next few days to set up an appointment.

Thank you for your time and participation in our study.

Sincerely,

Rich Wetzell
Tourism Development Coordinator

PS: To bring you up to date on the proposed Desert Discovery Center, we have included a fact sheet on DDC for your information.

APPENDIX E
DESERT DISCOVERY CENTER
FACT SHEET

DESERT DISCOVERY CENTER FACT SHEET

LOCATION/SITE

The Desert Discovery Center (DDC) will be an educational institution, located in Scottsdale on the McDowell Sonoran Preserve adjacent to the greater Phoenix area. DDC will focus on preservation and conservation of the Sonoran Desert, and will be designed to serve and attract local citizenry, school groups, and tourists.

EXHIBITIONS

Environmental education will be the focus of the DDC. Exhibitions will be located throughout the site and include some live displays. The exhibits will focus on the basic concepts of earth, water, and sky as they pertain to the desert, emphasizing the natural setting and the challenges of understanding, preserving, and conserving the fragile desert environment. Interactive exhibits will complement live exhibitions.

Elements of DDC include:

The Entry: Upon entering the site, a short natural path will lead to the entry/admissions shelter where the day's special events, trail talks, and demonstrations will be posted. The video wall will provide orientation for the visitor showing DDC's offerings and tour information.

Central Plaza: The Central Plaza will be DDC's main oasis, marketplace, and festival/exhibit grounds. Adjacent to the Plaza will be classrooms, outdoor meeting/demonstration areas, food services, and a market/shopping area.

The Trails: All trails will begin and end at the Central Plaza. There will be short and long options on each trail depending on one's adventure, strength/accessible choices. The trails will capture three primary themes: earth, water, and sky.

EDUCATION PROGRAMS

Educational programs will range from classes and demonstrations to hikes, lectures, slide show/film presentations, special events, tours and workshops. Programs will focus on four theme areas: desert experience, life and culture in the desert with emphasis on Native American culture, desert preservation and sustainability, and the virtual desert (an off-site program available through the Internet and cablevision.) Each program will target different aspects of DDC's audience and range from short half hour tours to all day workshops. Programs will occur during the day and at night depending on the time of year, audience, and nature of the program.

COMMUNITY COLLABORATION

DDC intends to develop and coordinate programs with numerous cultural institutions in the greater Phoenix/Scottsdale area in order to maximize resources and emphasize the inherent unique assets of each organization.

FACILITY

The entrance to DDC will a specially designed facility welcoming visitors and providing an orientation to the outdoor site. Here visitors will be introduced to the desert and presented with different ways to spend their visit including walking trails, viewing exhibits, and participating in programs.

Special features of the site will include: a Central Plaza for special festivals, exhibits, etc.; classrooms adjacent to the Plaza, outdoor meeting/demonstration areas, shaded rest areas, a cafe, and shop. Additional facilities such as office space, storage area, restrooms will be included.

HOURS/ADMISSIONS

DDC's public hours may vary by season and by public programs. It is likely that DDC will be open to the public hours during high tourist season (October through May) seven days a week with some evening hours. During the hot summer months, however, public hours may be more limited with longer evening hours when the temperature is lower and the sun less intense. Public hours will impact programs, admissions, cafe, store, security, grounds, and maintenance staff.

DDC will impose an admissions fee favoring Scottsdale residents. The fee will be based on comparable institutions. A group rate will be available for schools, organizations, and adult tour groups. Special fees will be associated with particular programs and events.

GOVERNANCE AND STAFFING

The new organization will grow in staff as money and resources permit. Given a successful record of program development and steady increase of attendance, DDC will grow into a respected mid-size organization with a staff ranging from 25 to 40 full and part time personnel.

DDC will operate as a public/private museum with an arrangement similar to the Scottsdale Center for the Arts. DDC will be managed by a nonprofit entity which will operate under the auspices of the City of Scottsdale. The Board of DDC will

be self-appointed, not City appointed, and will be responsible for the sound management and future planning of DDC.

The City of Scottsdale will own the land and lease the building to DDC. The maintenance of the buildings and grounds, plus utilities and insurance will be the responsibility of the City. The development, installation, and maintenance of exhibits, both indoors and on the grounds, will be the responsibility of the nonprofit entity. It will be the responsibility of the nonprofit organization to raise funds to operate and manage the day-to-day affairs of DDC.

COSTS

The estimated cost of the project is \$10 million. One-half of the funds, \$5 million will come for the City of Scottsdale, the remaining \$5 million must be raised by the private sector.

VISITORS TO SCOTTSDALE

Recent studies indicate that visitors to Scottsdale are traveling with other adults, not children; range in age from 35-44, are in the upper income brackets, reside primarily in the [1] western states and [2] the north central states. They have a high interest in shopping, hiking, museums, and desert visits. In 1997, over 6.7 million people visited Scottsdale and spent over \$2.2 million.

APPENDIX F
CAMPAIGN PREPARATION GUIDELINES

CAMPAIGN PREPARATION GUIDELINES

Developing A Funding Strategy

Every museum has its own universe of potential contributors. The ability to secure dollars successfully is dependent upon a number of factors – time, people power, promotional materials, and image in the community. How a museum chooses to build a strong multifaceted funding base depends on its needs. Whatever the funding mix, the following phases in the fund raising process are necessary.

Phase 1. Take stock of your strengths and assets.

Fund raising is a collaboration among different parties who are moved to respond positively to a particular need. It is important for the museum to understand the strengths that it brings to the funder's table and what it has to offer in exchange for the dollars it wishes to receive. By being able to pinpoint its capabilities, the museum can illustrate its effectiveness and give funders a good reason to support its efforts.

Phase 2. Choose funding partners.

Fund raising is also a collaboration between the museum and its financial investors. Selecting investors, whether they are individuals, foundations, corporations, businesses, or the government is a time-consuming pursuit; but one that can be extremely rewarding. The process of determining the best prospective investors and developing a sound strategy to secure their support will be presented in section three.

Phase 3. Setting fund raising goals.

Any fund raising effort must be directed toward a set of clearly defined financial goals. The total amount of money to be raised in a given time frame must be established in advance. Therefore, program planning and budgeting must be “costed out”, so that fund raising goals can be set. Prospective funders want to know what they are contributing to and how their funds will be used. In addition, setting fund raising goals motivates individuals to give and enables the museum to estimate how many real dollars must be raised to support its activities.

Phase 4. Making the case.

Generating support for the museum’s endeavors will inevitably involve writing. Regardless of the funding source, brochures, proposals, annuals reports, direct mail pieces, newsletters and other printed material will be needed. One document, the case statement, prepared in advance of any fund raising activity, will set the stage for all others. Information on the development of the case statement is in section five.

Phase 5. Preparing the plan.

Once the prospective funders are targeted and the case statement is written, final strategies and tasks are organized and a timetable for completion of the fund raising tasks is completed. Other elements of the campaign plan include: a brief description of the needs for funds, the fund raising goal, and the campaign organizational structure. Typical strategies and calendar for an annual giving campaign follows.

Phase 6. Make the approach.

The style of the presentation to the funder influences the outcome of the appeal for support. although the program may be well thought out, and prospects carefully chose, the fund raising efforts may falter with the wrong appeal. The fundraiser will be well-advised to be sure that the right person contacts the potential donor.

Experience shows that people respond most when the request comes from someone they know or respect. Peer-to-peer, face-to-face solicitation is the most effective. It is important that the “right” person meets with the prospective donor; that the solicitor “knows” the prospective donor. The more personal the relationship between the donor, the solicitor, and the organization, the more assuredly will be the donor’s continued support. Next, the solicitor must be fully briefed on the museum and the project he is about to request funds for. It is imperative that the funding request meet with the prospective donor’s interest.

Phase 7. Build a relationship with the donor.

When a contribution is made to the museum, it signals the possibility for a long-term relationship between the institution and the donor. It is important that this relationship is nurtured and that donors maintain an interest and involvement in the museum. Ongoing contact with donors and recognition of their contribution is essential.

Phase 8. Monitor and evaluate the fund raising efforts.

Fund raising is cyclical and ongoing. The continued efforts to secure funds will benefit immensely when fund raising activities are regularly evaluated.