



**CITY OF DIAMONDHEAD
VISITOR INFORMATION CENTER**

Preliminary Feasibility Study

Prepared by the Hancock Chamber of Commerce

September 29, 2017

INTRODUCTION

The Hancock Chamber of Commerce has completed a preliminary feasibility study for a City of Diamondhead Visitor Information Center to be located in a visible and accessible location at Diamondhead's main entrance in the former security guard building.

The goal of the City of Diamondhead Visitor Information Center is to create a lively, attractive, well-designed space where residents and visitors alike will learn about and directly experience the wealth of cultural, natural, recreational and business amenities in Diamondhead. The Visitor Information Center will welcome visitors to Diamondhead, provide information for visitors and travelers, and showcase the amenities of the city with the goal of attracting residential and commercial investors.



There is great potential to attract more in-state and out-of-state visitors to Diamondhead and promote the area as a vacation and relocation destination, as well as provide increased opportunities for area residents and businesses. The feasibility study demonstrates that a City of Diamondhead Visitor Information Center is potentially sustainable, and it lays the groundwork for further planning and implementation of the project. The success of the project relies on strong partnerships with a variety of local and regional entities engaged in promoting Diamondhead, Hancock County, the Mississippi Gulf Coast and the State of Mississippi.





EXECUTIVE SUMMARY

Overview

The purpose of a City of Diamondhead Visitor Information Center is to welcome travelers into the area and serve as a relay station providing access to and information about activities, events, amenities and residential and commercial real estate properties available in Diamondhead.

The intent of the Visitor Information Center is to create a notable, visible entry point to Diamondhead and provide visitors and residents the professional image that is representative of the City.

The vision for the facility will be tempered and refined throughout the planning, design and build process, based on partner commitments, funding availability, programming decisions and the extent to which the center will serve various market segments (i.e., local residents, new resident prospects, commercial investors, in-state visitors, out-of-state visitors).

Programming

The facility's programs provide a central balancing point for three factors:

- the market (i.e., the types of audiences who will be attracted to the facility);
- the space needed (e.g., brochure racks, exhibits, parking, rest area);
- how to operate the facility, including staff, materials, management and maintenance.

The Findings

The findings of this Preliminary Feasibility Study indicate that:

- This project is feasible for implementation in a reasonable time frame.
- There is a significant level of interest from partner organizations to work cooperatively in establishing a Diamondhead Visitor Information Center.
- There is a market for the facility. The facility can contribute significantly to the economic development of Diamondhead by increasing visitation, tourism, and relocation, and commercial prospects for Diamondhead.
- There is a need to promote Diamondhead's real estate and amenities for both visitors and residents, and there is a desire on the part of many organizations to assist each other in this effort.
- There is a need to improve the image of Diamondhead to market it as a place for all age demographics to live.

Location

Underlying all these factors is the facility's location. Location can provide or limit opportunities. How accessible and visible is the facility? What kind of design and programming constraints does the location have? What kinds of amenities and programming opportunities does the site provide? These primary factors and their relationship to each other are the main influences on the form and function of the facility. Striking the proper balance among these factors so that each are maximized to their fullest extent is the challenge of facility planning.

Vision

Diamondhead's Visitor Information Center will be a lively, attractive, well-designed space where residents and visitors alike will learn about and directly experience the wealth of real estate, recreational and business amenities of Diamondhead. The proposed center will welcome visitors by providing interpretive information and showcasing the businesses and features of the area. The success of the project relies on strong partnerships with a variety of local and regional entities engaged in promoting Diamondhead, Hancock County, the Mississippi Gulf Coast and the State of Mississippi.



Goals

SHOW OFF: Showcase Diamondhead and the culture of its people. Create a gateway facility that incorporates programming that connects visitors to the unique physical characteristics of Diamondhead.

BUILD OUR ECONOMY: Bring more visitors to Diamondhead, extend visitor stays and expand visitor spending. Provide support for local businesses. Relay visitors to residential and commercial investment opportunities.

SHARE INFORMATION: Create an “information bridge” between visitors and the businesses that serve them. Help visitors understand Diamondhead and its people by being a central information center that will facilitate visitors’ ability to find things to do and businesses to patronize.

FOSTER STEWARDSHIP: Encourage visitors to be responsible and help care for the areas they use and enjoy.

SERVE LOCALS: Ensure that the facility and its programs serve local residents as well as those from other parts of Hancock County. Encourage strong local support of the facility and its programming.

BUILD PARTNERSHIPS: Use the Visitor Information Center as a place to support the mission of a range of partners.

BE INNOVATIVE: The facility and programming should promote an enviable lifestyle through design and technology.

BE VISIBLE + ACCESSIBLE: Exterior facility signage and Interstate 10 signage must drive traffic to the Visitor Information Center and into the community.

Leadership + Planning Process

This preliminary feasibility study was conducted by the Hancock Chamber of Commerce for the City of Diamondhead.

The planning and implementation process should begin with a visioning work session with the Diamondhead Mayor, City Council, and city staff, followed by an initial site visit to the area.

A Project Advisory Group should be formed that includes tourism partners, city staff, residents and businesses.

The Project Advisory Group will meet regularly to brainstorm about the vision, programming, and look and feel/character of the facility; confirm and/or refine the project vision and goals outlined at the first meeting; and discuss the preliminary findings about the programming and design.

A project email distribution list will be used to update the Project Advisory Group and others about the project's progress.

Partnership Development

The success of this project relies on strong partnerships with a variety of local and regional entities engaged in promoting the qualities and amenities found in Diamondhead. The City of Diamondhead has played the lead role in promoting the idea of the Visitor Information Center and prioritizing the project. The Hancock Chamber of Commerce is the primary, initiating partner with the City of Diamondhead for the project and has been a driving force behind the planning efforts for the past year.

As the project progresses, many other organizations should contribute to the plan for the facility and its programming. Partners will not only be asked to contribute to the planning effort and perhaps ultimately to the facility programming, but they will also benefit from their involvement in the project, and from the creation of a Visitor Information Center. The figure on the next page illustrates these existing and potential benefits.



Meeting the Needs of Residents, Businesses, and Diverse Partners

Diamondhead Residents & Businesses

- Help expand and strengthen the local economy
- Create a destination for recreation and outdoor amenities
- Market community services
- Market available real estate
- Create a stronger, positive image for Diamondhead

Hancock County Board of Supervisors

- Help expand and strengthen the local economy
- Create a stronger, positive image for Hancock County

Hancock County Tourism

- Provide information on Diamondhead; help to brand the entire County as a destination and gateway
- Provide information about recreation opportunities and facilities

MS Gulf Coast Convention/Visitors Bureau

- Create a stronger sense of identity for Diamondhead as a tourism destination
- Provide information on specific tourism services
- Provide information about recreation opportunities and facilities
- Provide information about fishing, golfing and Nature Tourism viewing opportunities



Hancock Chamber of Commerce

- Help expand and strengthen the local economy
- Market the Hancock MS My Home relocation campaign
- Create a stronger, positive image for Diamondhead and Hancock County
- Promote Diamondhead Businesses
- Build a stronger partnership between business interests and government
- Encourage stewardship of nature tourism through the Chamber's Scenic Byways and Greenways Committee

Facility, Programs + Features

In considering how best to serve the facility's users and in recognition of the size of the former security guard building, we chose to explore the following features and programs for the facility.

- Clean, accessible restrooms
- Exhibits/Brochure Racks
- Shopping/Dining/Amenities/Events
- Real Estate Section
- Interior/Exterior Kiosks
- Storage
- Parking
- Landscaping/Rest Area
- Signage

Facility/Site Features:

- Compact, efficient
- Information fits at site
- Could be phase one of multi-phase

The City of Diamondhead Visitor Information Center will blend traditional and emerging visitor information, realtor information, business information, and community event information. A highly visible location, convenient access directly off Interstate 10, and efficient programming information invite year around use.



Implementation

Bringing the City of Diamondhead Visitor Information Center from vision to reality will involve a series of progressively more precise refinements of the work begun in this report. The process will require sorting out the details of all major project elements: partners and programs, design, building, additions, funding, and ultimately the operation of the facility.

Given the current stage of the project's development, and the necessary work ahead, it is likely that the project will take twelve to eighteen months to complete; the timing of the project may change, depending on factors like funding availability, commitments from project partners, and other issues.



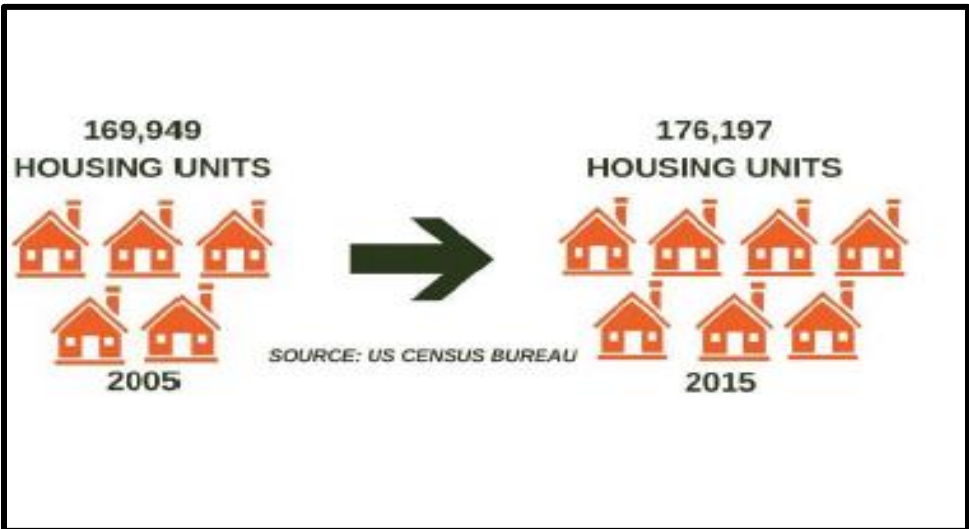
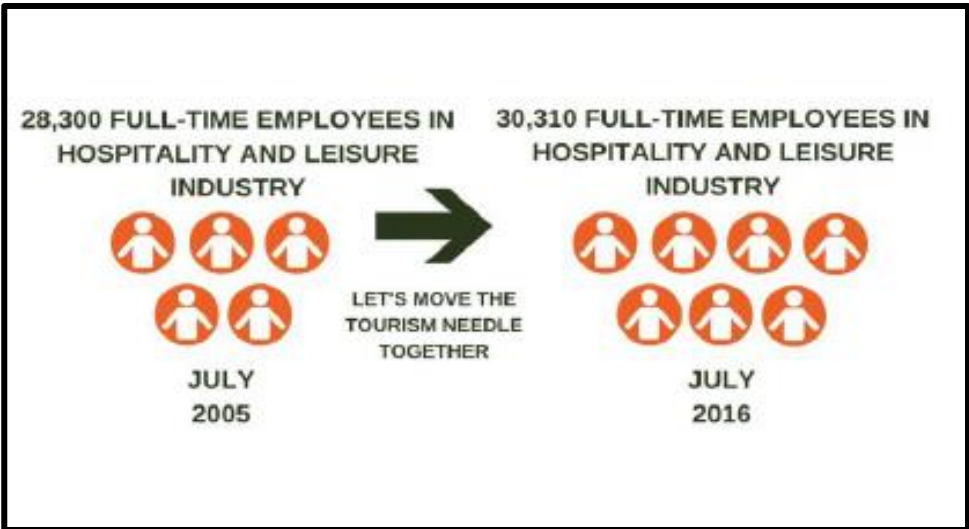
MARKET RESEARCH

Introduction

This section provides an overview of visitor market trends for the Mississippi Gulf Coast. It draws upon and summarizes previous research to provide a general picture of the types of visitors the proposed City of Diamondhead Visitor Information Center is likely to serve. These estimates are then used to start making assumptions about the type of facilities and programming that would work at the center.



WHERE ARE WE NOW ON THE MISSISSIPPI GULF COAST



Coastal Region Travel and Tourism Expenditures, Employment, Taxes, Tourism Capital Investment, FY 2016

COASTAL REGION	Travel and Tourism Expenditures by Visitors	Direct Travel and Tourism Employment	Travel and Tourism Employment Percentage*	State and Local Taxes Attributed to Travel and Tourism**	Tourism Capital Investment
Covington	\$9,917,385	135	2.7	\$800,248	\$695,767
Forrest^	273,674,739	4,200	6.7	24,324,678	23,824,338
George	10,458,310	145	2.9	794,563	276,193
Greene	2,102,830	28	1.5	199,459	254,588
Gulf Coast†	1,989,110,418	26,000	16.9	225,915,187	81,036,614
Jefferson Davis	2,675,842	36	2.2	239,307	0
Jones	59,622,938	850	2.9	5,351,927	2,139,267
Lamar^					
Marion	12,610,416	155	1.9	952,303	39,158
Pearl River	31,178,230	415	4.1	2,620,641	520,940
Perry^					
Stone	12,970,104	175	4.5	1,048,890	153,845
Wayne	8,193,643	110	2.3	636,727	126,763
Regional Totals	\$2,412,514,855	32,249	11.4	\$262,883,930	\$109,067,473

Does not include diesel fuel sales, non-resident licensing fees, or Department of Revenue data not attributable to a particular county. Includes gasoline sales at the pump for Hancock, Harrison, Jackson and some other counties.

^ Lamar and Perry counties data are included with Forrest County as the tri-county Hattiesburg Area.

† Gulf Coast reflects combined data for Hancock, Harrison and Jackson counties.

* The travel and tourism employment percentage equals the estimated direct tourism jobs divided by the county level establishment based nonfarm employment. Data are based on where the employees work, not where they reside.

** Estimated state and local travel and tourism taxes from travel/visitor expenditures and other activity. Includes 7-percent sales tax and 18.5-percent portion diverted to cities; state-licensed casinos; city-county taxes; state-licensed casino gaming tax revenues; room/restaurant special taxes; motor vehicle rental tax and petroleum tax diversions to counties; Alcohol Beverage Control county share of permit license fees and excise taxes; use taxes; tourism capital investment local permit fees; real and personal property taxes (hotels/casinos and restaurants in some counties). Data attributable to travel and tourism.

SOURCES: Chambers of commerce and other economic development and tourism offices; county tax assessors and collectors; Department of Revenue; Dodge Data Analytics; Mississippi Department of Employment Security, Labor Market Information Department; Mississippi Department of Transportation; Mississippi Department of Wildlife, Fisheries and Parks; Mississippi Gaming Commission.

Highway Welcome Center Registrants, Top 10 States, FY 2015 and FY 2016

State	FY 2015	FY 2016	Percentage Change	State's share of FY 2016 visitors
Mississippi	338,459	339,116	0.2%	17.9%
Louisiana	288,785	295,198	2.2%	15.6%
Alabama	195,635	183,671	-6.1%	9.7%
Texas	186,913	177,628	-5.0%	9.4%
Florida	136,334	132,933	-2.5%	7.0%
Georgia	116,736	109,298	-6.4%	5.8%
Tennessee	112,606	108,724	-3.4%	5.7%
Arkansas	77,047	78,961	2.5%	4.2%
Missouri	64,737	65,495	1.2%	3.5%
Illinois	49,799	47,280	-5.1%	2.5%
Other	385,205	352,551	-8.5%	18.6%
Total	1,952,256	1,890,855	-3.1%	100%

SOURCE: Visit Mississippi.



NOTE: Numbers only reflect those visitors who completed the registration forms.

Visitor Profile

In 2015, Longwoods Travel USA conducted a Visitor Study for the Mississippi Gulf Coast Regional Convention and Visitors Bureau. Each quarter of that year, a random, projectable sample of adult members (18 years of age and over) were invited to participate in the Travel USA® survey. For the Mississippi Gulf Coast, the following sample was achieved: 806 trips, 509 overnight trips and 297 day trips. Results are on the following pages.

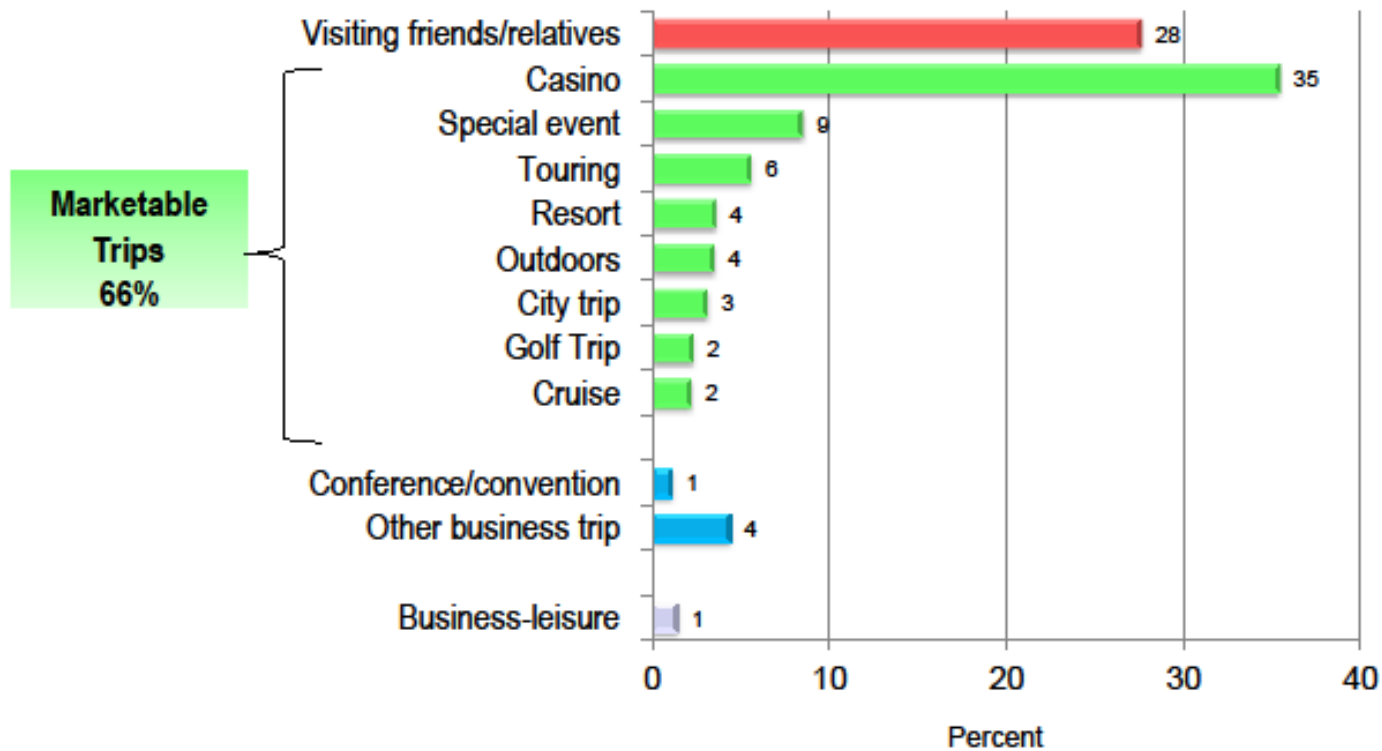


Key Findings

Main Purpose of Trip



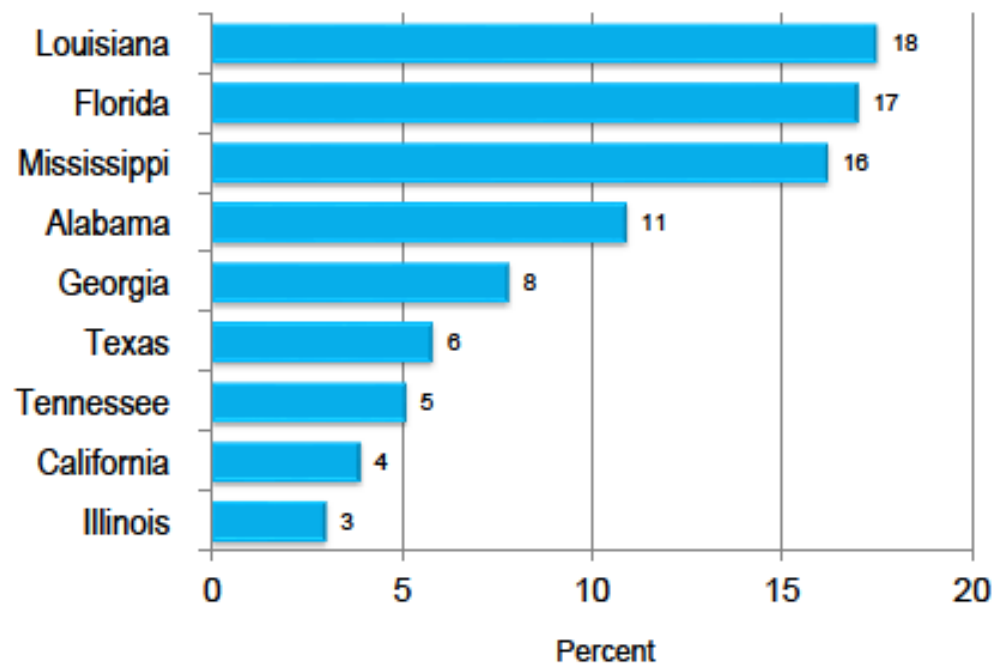
Base: Total Overnight Person-Trips to Mississippi Gulf Coast



State Origin Of Trip



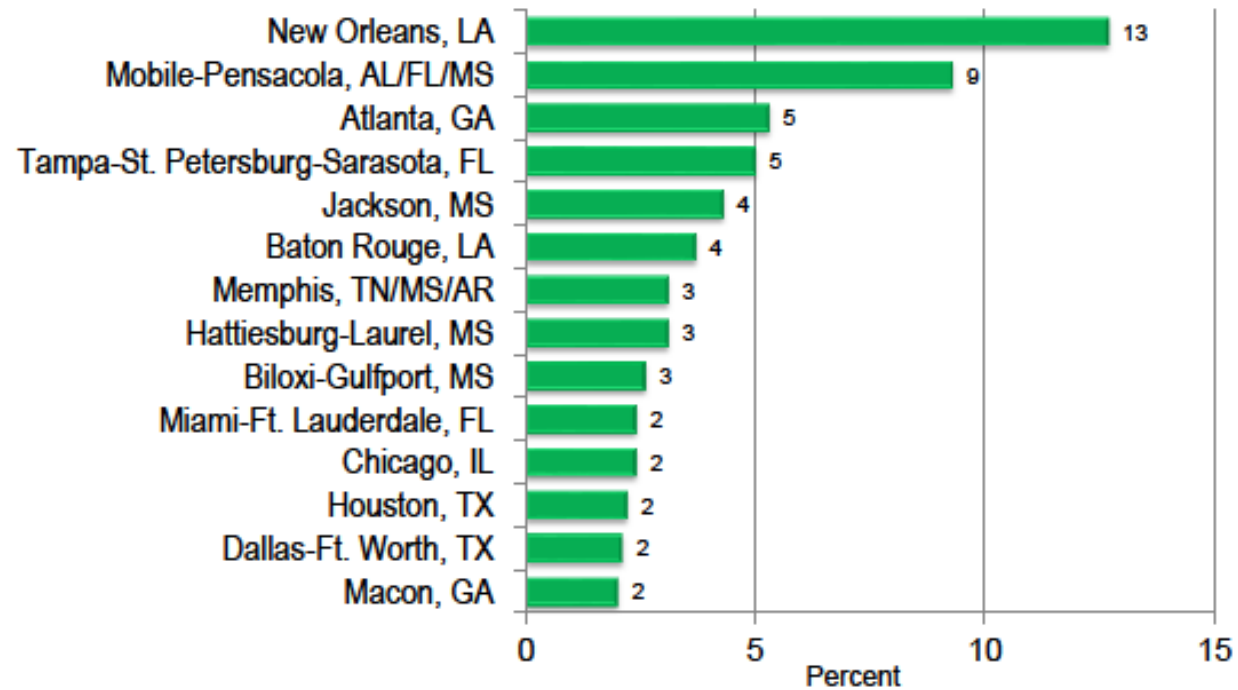
Base: Total Overnight Person-Trips to Mississippi Gulf Coast



DMA Origin Of Trip



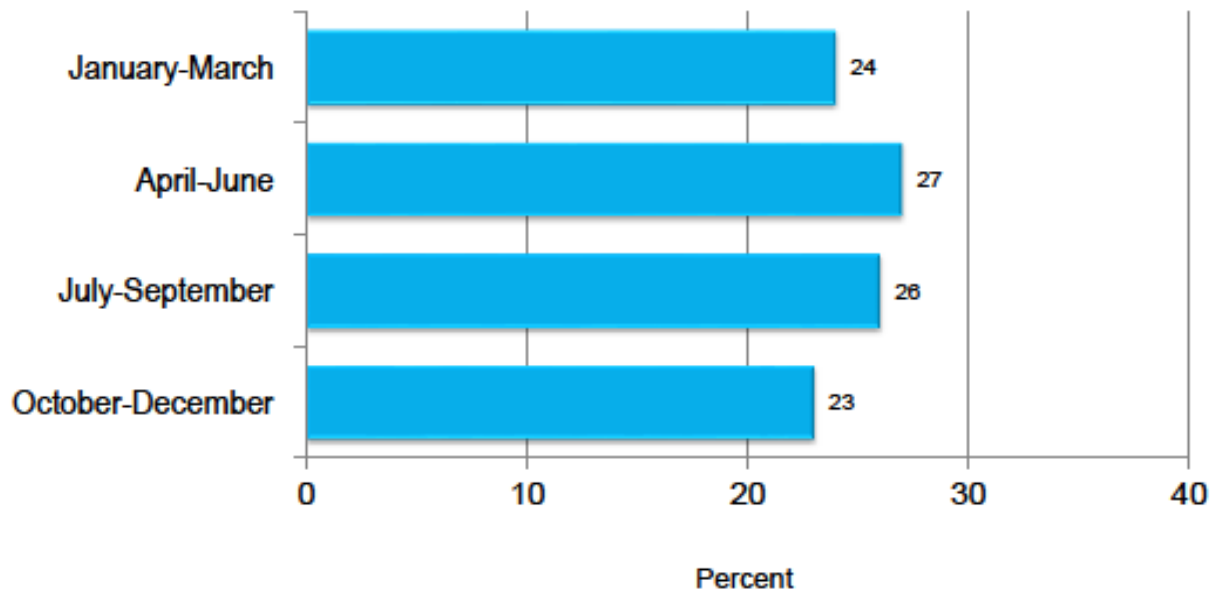
Base: Total Overnight Person-Trips to Mississippi Gulf Coast



Season of Trip



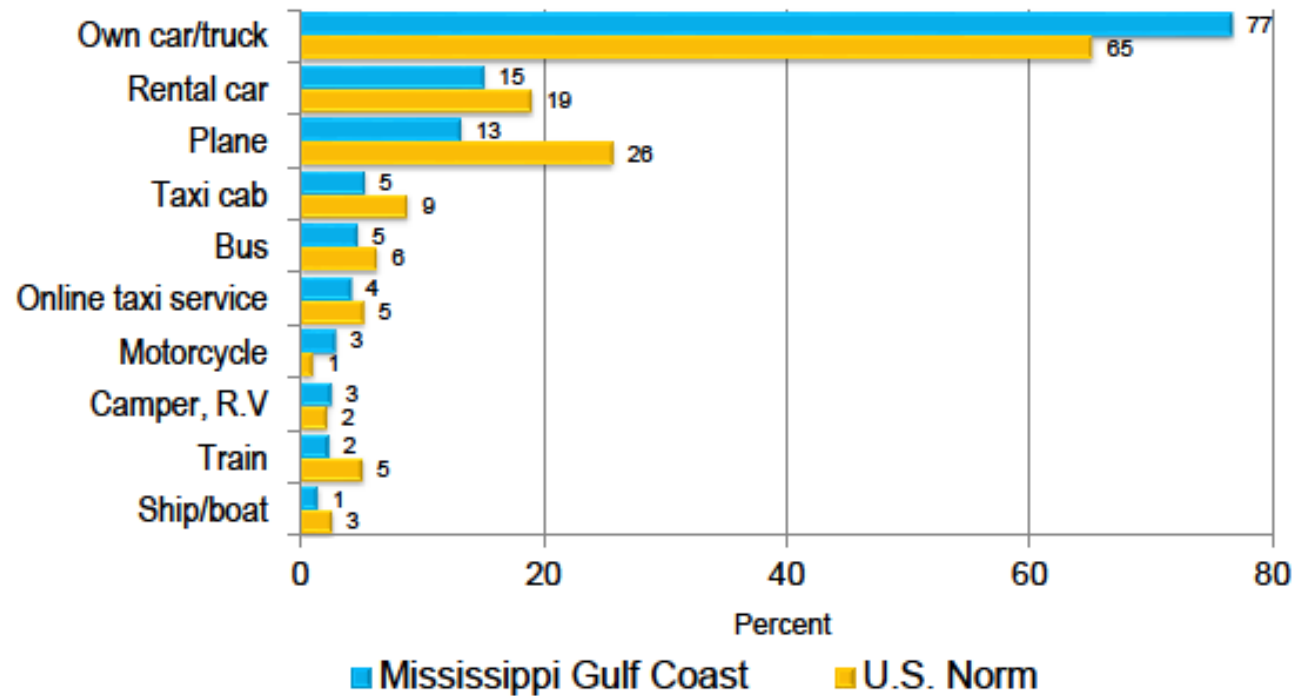
Base: Total Overnight Person-Trips to Mississippi Gulf Coast



Transportation



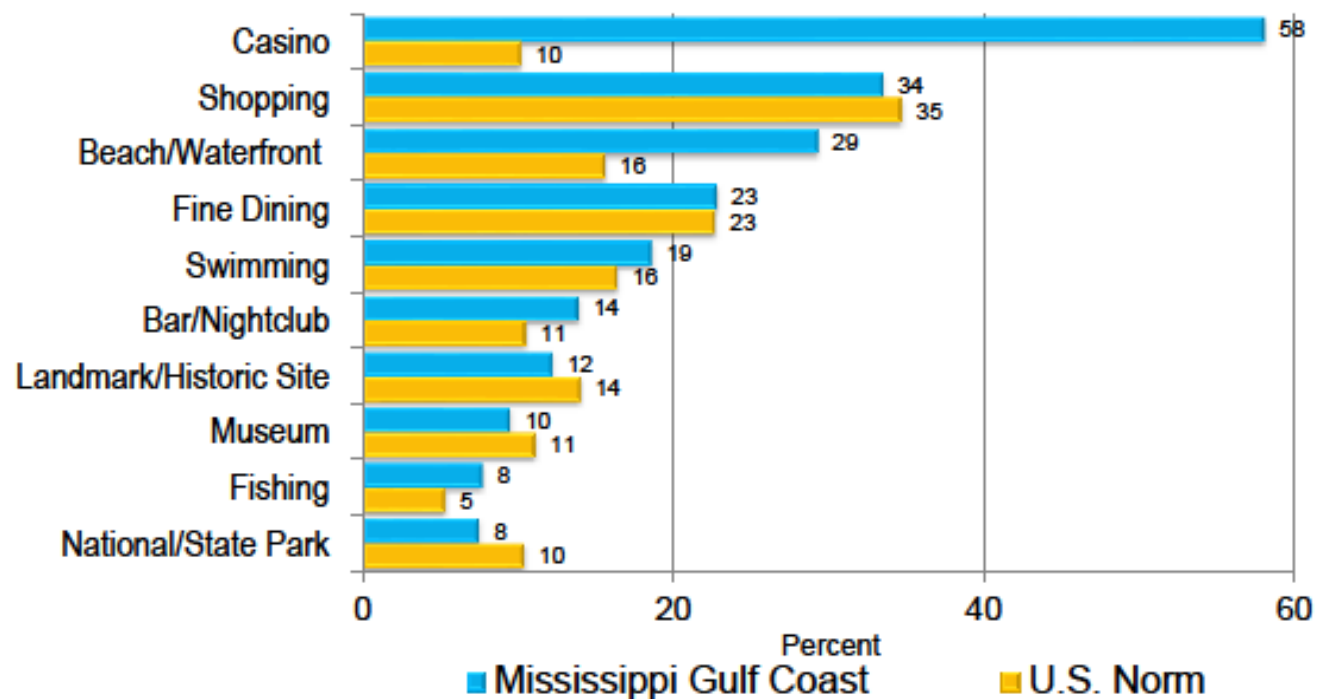
Base: Total Overnight Person-Trips



Top Activities and Experiences



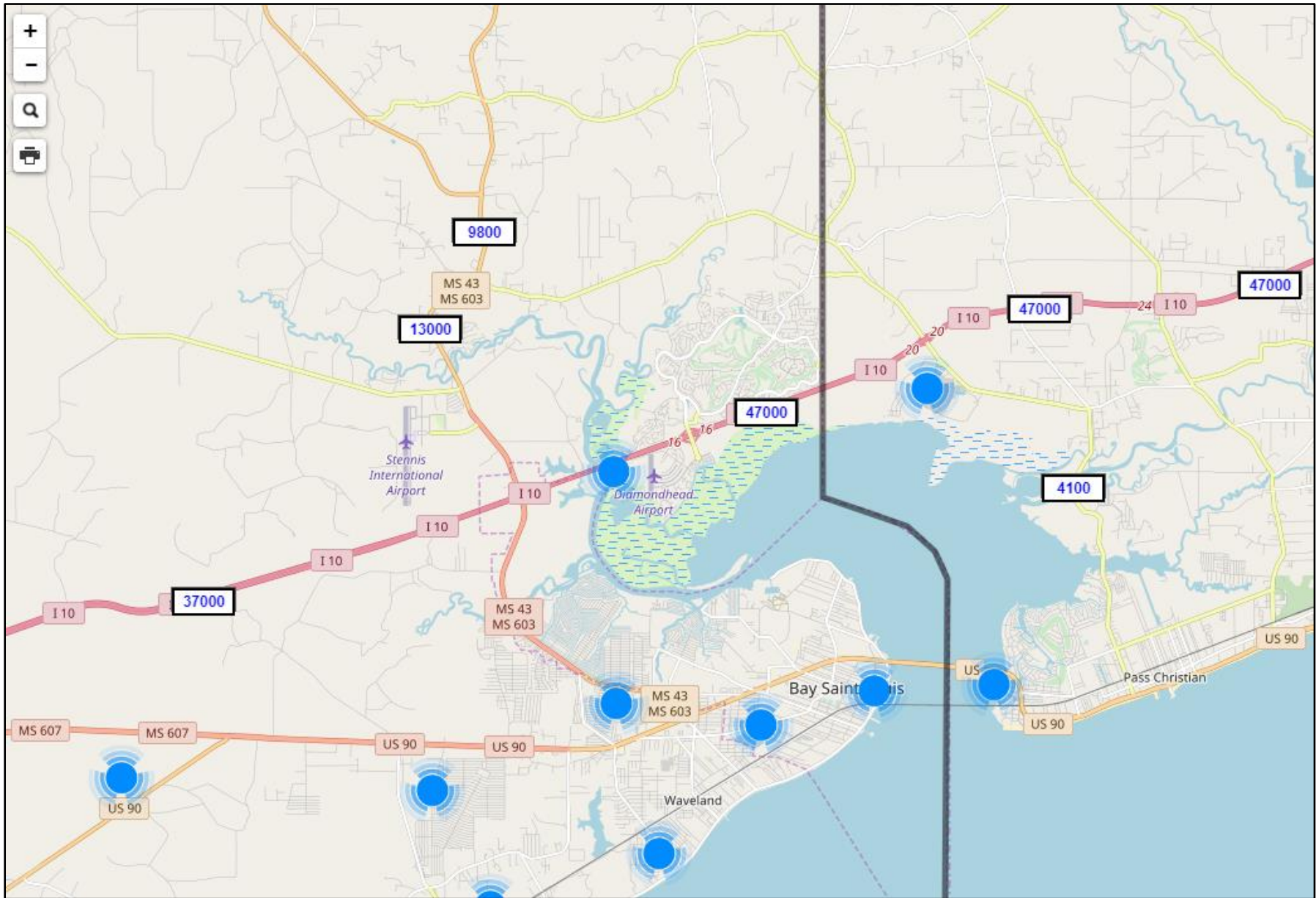
Base: Total Overnight Person-Trips

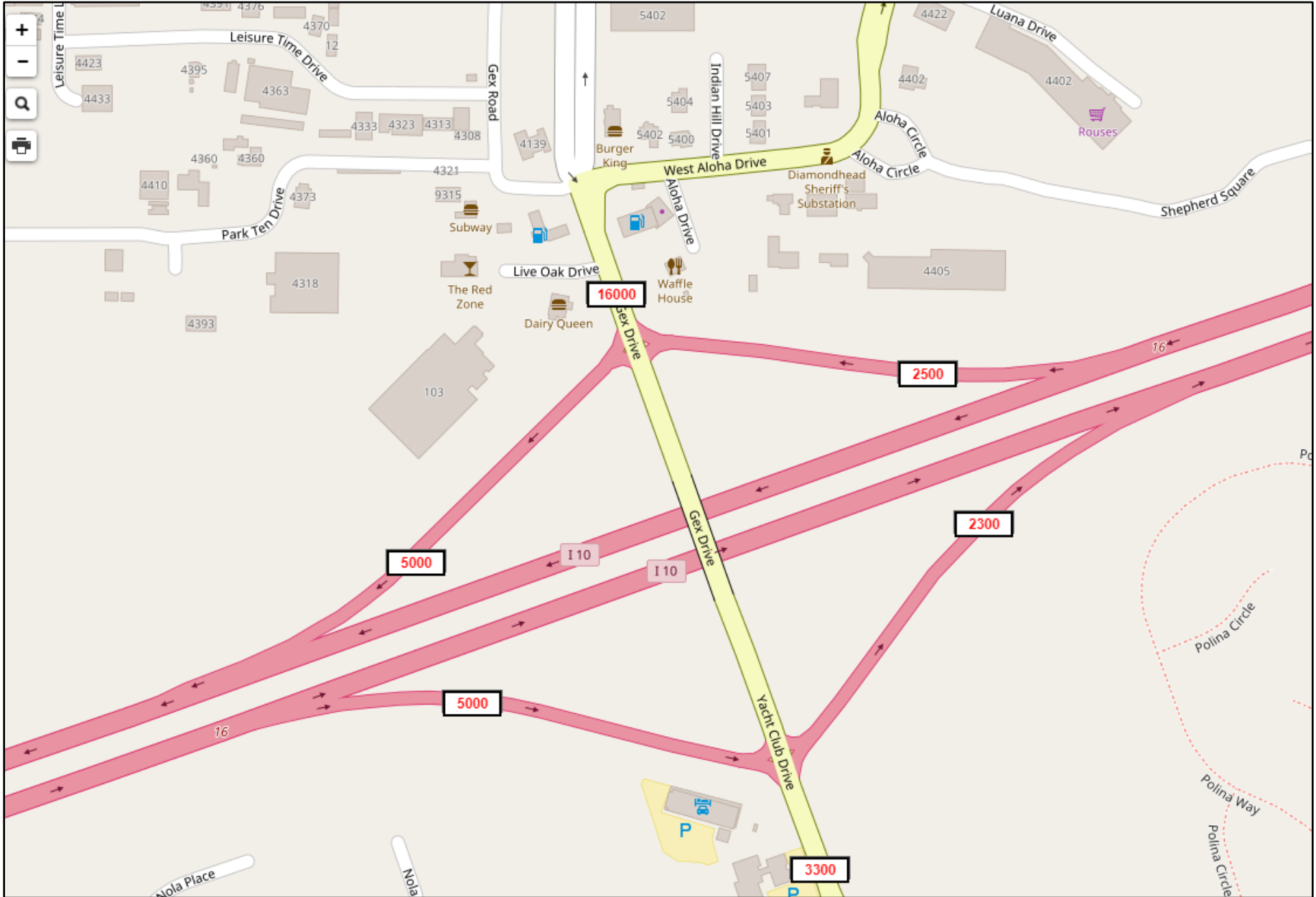


Traffic Counts

The 2016 Average Daily Traffic on Interstate 10 in Hancock County ranges from 37,000 – 47,000 with 2,300 - 5,000 per day taking the on/off ramps at Exit 16; and 16,000 vehicles per day travel on Gex Drive near the main entrance to Diamondhead. See Mississippi Department of Transportation Traffic Volume maps on the following pages.







Who will use this facility?

The groups expected to use the proposed facility include locals (Diamondhead, Bay St. Louis, Waveland, Hancock County residents), including people looking to relocate here to work at Stennis Space Center and industrial parks in Hancock County; and in-state and out-of-state visitors. The specific types of users will vary with the kinds of facility provided, but are likely to include visitors looking for information on residential and commercial opportunities, city services, businesses, dining, shopping, recreation and people seeking recreational opportunities directly associated with Diamondhead (i.e. golf, swimming, tennis, trails, kayaking, fishing, sports facilities).

Most visitation to Diamondhead (from both Mississippi and out-of-state visitors) happens during the summer season. If programming focuses on attracting Mississippi and out-of-state visitors, having a summer-only facility could be appropriate, but if an important goal of the facility is to attract and service local residents, a year-round facility would be more appropriate.

More detail on each of the major user groups is provided below.

Local Residents

Diamondhead, Bay St. Louis, Waveland, and Hancock County residents are an important market segment for the Visitor Information Center. When friends and relatives come to visit, residents can direct them to the Visitor Information Center. Combining programming oriented to visitors from outside Diamondhead and programming that meets local needs will go a long way toward building the local support for the project that will be critical to its success. The Visitor Information Center could also complement existing facilities in Diamondhead.

Characteristics: stable, year-round market with convenient access to the facility. Because the facility can serve both residents and their visiting family and relatives, marketing efforts to Diamondhead residents are more likely to reach beyond the resident (in this case, residents can recommend the facility to visiting family and relatives, who may be in-state or out-of-state visitors).

Factors affecting use: the degree to which programming focuses on meeting local user needs and marketing it as a place to send visiting family and relatives.



In-State Visitors

In-state visitors, particularly those from nearby cities like Jackson and Hattiesburg are an increasingly important market segment for tourism and secondary home residents in the area. As noted in the earlier graphic, these two cities are listed 5th and 8th, respectively, on the Designated Market Area origin of trip, reinforcing the importance of these markets. Equally important, the top indicated mode of transportation is by car/truck, underlining the significance of the Interstate 10 signage. In-state visitors are clearly one of the most important user groups for the proposed Visitor Information Center. To make the center attractive to this market segment, it would be advisable to reinforce the value of the center as a year-round stop.



Characteristics: stable, year-round market with growth potential, although peak visitation is currently in summer months. This market also has relatively convenient, inexpensive access to the facility. Because in-state visitors can recommend the facility to family and friends (who may be other in-state visitors or out-of-state visitors), marketing efforts to in-state visitors could reach other user groups.

Factors affecting use: the degree to which programming focuses on meeting in-state visitor needs, such as a center for information about the coast, being a rest stop along Interstate 10 (especially with amenities such as a clean restroom or an area to stretch one's legs), and markets itself as a place to stop while in or passing by Diamondhead.



Out-of-State Visitors

According to the Mississippi Development Authority's 2016 Visit Mississippi Economic Impact Report, Mississippi hosted approximately 23 million total visitors for overnight and day trips in FY 2016 with 17% coming from Louisiana.

Characteristics: primary target market, peak visitation in summer months.

Factors affecting use: the degree to which programming meets the needs/interests of out-of-state visitors, such as a rest stop along Interstate 10 (especially with amenities such as a clean restroom or an area to stretch one's legs), a place to get information about the state and coast. Visitation will also depend upon how well the center is marketed to out-of-state visitors and to other visitor/welcome centers across the region to relay visitors to touch points across the coast.



Potential Programming for the Center

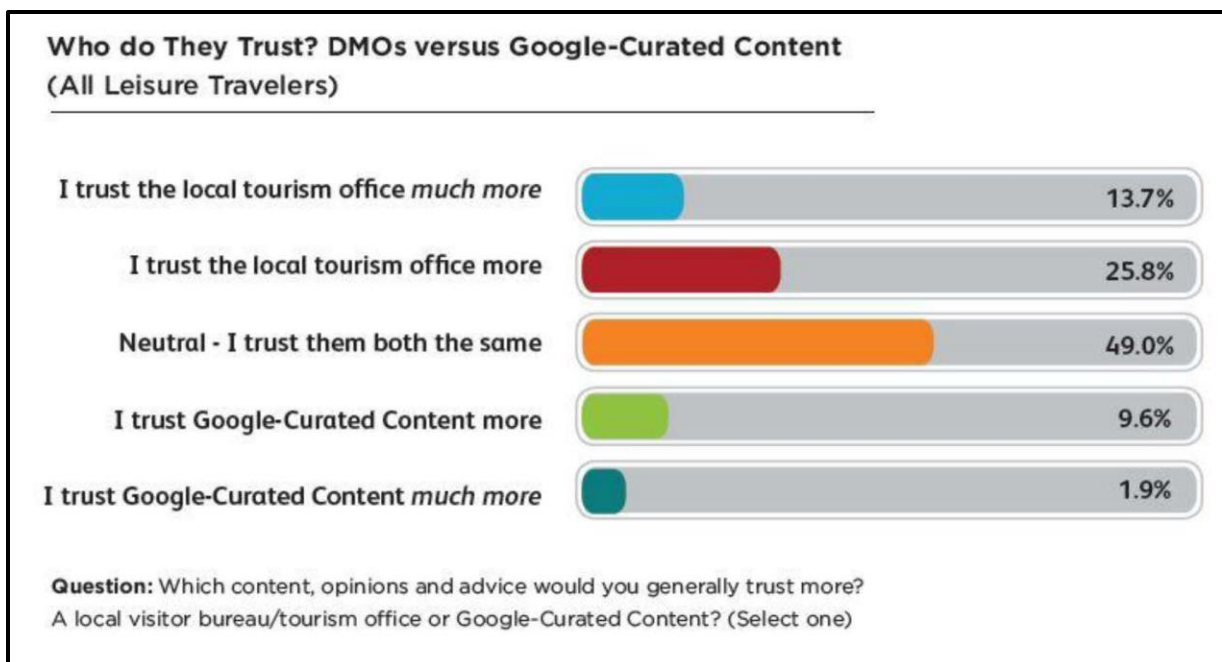
The following section begins to prioritize possible facility programming according to the different expected user groups.

Potential programming for the facility includes:

- Real estate inventory, residential and commercial
- Nature tourism/outdoor recreation, fishing, kayaking, golf, marina, birding, trails, tennis, swimming, picnic areas, the soccer field, baseball diamonds, volleyball courts, the playground
- Information about the golf cart community lifestyle, city services, amenities, shopping, dining, maps
- Airport, Country Club, RV/boat storage
- Clubs, organizations, places of worship, community center, library, community events
- State of Mississippi, Hancock, Harrison and Jackson County Information

In addition to providing visitor information, other types of programming could include interpretive displays/exhibits, rest area, gift shop and complimentary golf cart tours of the area. It is important to know the visitor and tailor the product mix and the programming to that. What experience are they looking for? What are they going to buy in Diamondhead?

Visitor Information from the Internet: Visitors are increasingly relying upon the Internet to get information about destinations and make travel arrangements. Research has shown that this trend does not stop people from using Visitor Information Centers. Because there is so much information on the Internet, people stop at Visitor Information Centers to have the information validated by a human being. But, this also means that visitors are asking tougher, more sophisticated questions, which Visitor Information Center staff must be able to answer.



GOVERNANCE

Introduction

This chapter reviews issues regarding the broad subject of project governance. This analyzes two main topics: managing the process to plan for and build the facility, and then secondly, managing the ongoing operations of a successful Visitor Information Center.

Project Leadership: Plan, Design, Build

As is outlined in the implementation chapter, the process to plan, fund, design and build the facility will span a 12-18 month period. Throughout this process, the project will need strong, sustained leadership. This leadership will be responsible for a host of tasks summarized below:

- Bring together, solidify and maintain partnerships;
- Organize and chair the Project Work Group;
- Guide the ongoing refinement of the project's programming, markets, operations, other project dimensions;
- Carry out ongoing residential and community outreach;
- Manage a design team (architect, engineering firm, exhibits designer, signage designer.)
- Manage the building process;
- Prepare and implement a detailed operations plan, including hours of operation, staffing, marketing and maintenance.

Project Leadership: The Operator

Tasks for the operator include:

- Managing the day-to-day operations of the facility, including visitor information, and space allocation;
- Recruit, train, manage and schedule staff;
- Manage ongoing efforts for new programming and exhibits;
- Ongoing coordination among partners;
- Ongoing communications with local residents and communities;
- Marketing the facility to traditional and new users.

These responsibilities can be fulfilled in one of two ways.

- (1) **A committee-based approach**, where committees are made up of representatives from a variety of partners who commit to dedicating time (either paid staff time or volunteer time) to the planning, renovations, programming and operations. With the committee-based approach, there are several other important roles to be considered for the success of the project. Roles might include:

Project Steering Committee – made up of primary project partners, those who will play an active, leadership role in guiding and benefitting from the project’s development.

Project Operations Committee – made up of other project partners, those who have a stake in the success of the project, but a lesser position in determining facility design and programming but take the lead position in operating.

Other Subcommittees – the Project Steering Committee may see fit to create special subcommittees whose role is to take on specific sets of project tasks. For example, designated subcommittees could be created for overseeing and developing efforts for marketing, community outreach, and volunteers.

- (2) **A single-entity approach**, where work on the project is conducted mainly by the staff of a single organization, and partners are included in the planning process in an advisory capacity such as the Project Advisory Group mentioned in the Leadership/Planning section. This approach may work best for this particular project. Roles might include:

Project Manager – a designated organization empowered with overall responsibility to guide all aspects of the project and maintain project momentum. The level of effort required will not be constant, but over the course of the project, it will require at least 75 percent and often 100 percent of one person’s time.

Technical and Expert Support – specialist contractors working under the Project Manager needed to move the project forward in areas such as design, construction, signage and marketing.

Recommendations

The following set of recommendations was developed in the course of this project and is intended to help direct the City of Diamondhead’s next steps.

Design, Build: The following outlines two options for consideration

(1) Renovate the current security guard facility

The image is to create a space that would be like a small version of a model home, with a lounge area in the front, an accessible restroom, and display space for information brochures, maps, and seasonal decorations. Here are a few of the changes that would be made in order to make it perform as a welcoming space for visitors.

Sitework: Install 4 angled parking spaces (one van accessible) on the entrance road, behind the Diamondhead sign. Add a 5’ wide concrete sidewalk to connect to the Visitor Center door on the west side, with 1:20 accessible slope (no rails). Add landscaping along the west side, and retain 2 parallel parking spaces.

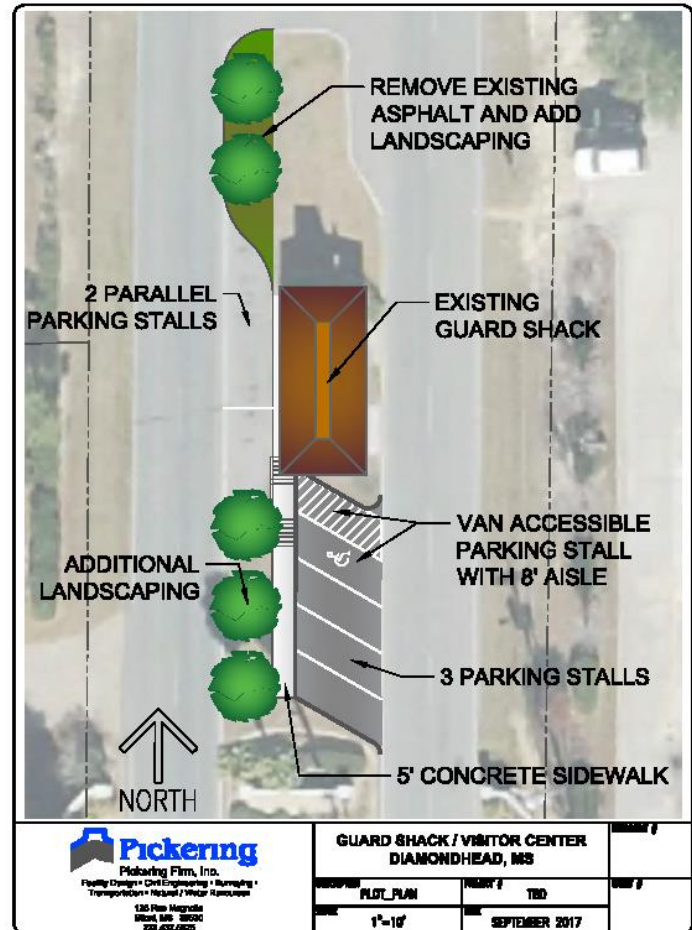
Exterior: replace aluminum storefront with accessible door and windows that extend to slab. Infill doors at rear. Repair soffit. Repair exterior board and batten siding, and repaint. (Alternate – replace exterior siding.)

Interior: Remove interior walls to create a single, open space. Replace ceramic tile flooring with “wood-grain” tile or laminate. Repair ceiling after interior walls are removed – mechanical to remain intact. Replace light fixtures in place. Provide new accessible restroom. Reconfigure storage area.

Signage: Add signage for the Visitor Center visible above the Diamondhead entrance sign. Provide a rigid map board with QR code so that visitors can see the scale of the city even at times when volunteers are not present; include a protective rack for maps and brochures.

Furnishings: Create a “living-room” feel, with sofas, coffee table, comfortable chairs, prints/photographs of amenities.

Total estimated cost for plan, design, build, furnishings: \$163,000



(2) Launch Request For Proposal (RFP)

Prepare and launch an RFP for professional services from private sector developers/builders/realtors to build, at no cost to the City of Diamondhead, in exchange for a marketing and advertising package, a new Visitors Center designed with the look and feel of a Diamondhead model home. The process breaks down as follows:

- Draft RFP to present to City
- RFP approved by City
- Request for Proposal issued
- Deadline for submission
- City review of proposals
- Site evaluation by City
- Contract awarded



sample design graphic

Planning and Operating

As noted in the Governance section of this study, the single-entity approach may work best for the City of Diamondhead for this particular project; where work during the RFP process, planning, design, build and operations would be conducted mainly by the staff of a single organization as the Project Manager, and partners, residents, and businesses are included in the planning process in an advisory capacity.

Role of the Project Manager: a designated organization who is empowered with overall responsibility to guide all aspects of the project and maintain project momentum. The Project Manager would also oversee technical and expert support needed to move the project forward in areas such as design, construction, signage and marketing.

The Project Manager work flow would be as follows:

Prepare, launch RFP process as noted above.

Formalize Partner Relationships: Achieve the required level of collaboration among partners by setting up the formal Project Advisory Group.

Gain Local Support: Work actively to keep Diamondhead residents and businesses aware of, engaged in, and supporting the project.

Have a Solid Building and Programming Plan. Building design can be phased to respond to deepening knowledge of site characteristics, access and partner needs. General building design steps are outlined below.

- Initial space program/concept design and community review
- Schematics (general layout)
- Design development
- Construction documents
- Construction and occupation

Occupation and Opening

- Manage the day-to-day operations of the facility, including visitor information, and space allocation
- Manage ongoing efforts for new programming and exhibits
- Ongoing coordination among partners
- Ongoing communications with local residents and communities
- Marketing the facility to traditional and new users
- Recruit, manage and schedule **“The Friends of Diamondhead”** volunteer staff

The Friends of Diamondhead: Friends of the Diamondhead Visitor Information Center could bring support, knowledge, experience and competence to the facility. Their commitment is the voluntary expression of a solidarity that actively engages their role as citizens in the community. As members of the community, friends constitute an ability to represent the public's interests to the best advantage of the City of Diamondhead. Moreover, the status of friends implies certain obligations toward Diamondhead of which they bear the name and to which they declare adherence. They agree, therefore, to meet a number of requirements conducive to ensuring a fruitful collaboration. It is important that the City of Diamondhead, for its part, acknowledges the value of their contribution and assists in its implementation, in that a fully productive collaboration depends on the quality of their relationship. One suggestion is to develop a Friends of Diamondhead Code of Ethics that will establish the principles that inspire their partnership and express their expectations regarding the Diamondhead Visitor Information Center.

Volunteer training and turnover must be a significant consideration. Managing volunteer groups can be challenging due to turnover and personal commitments that take priority.

The visitor's center might also offer internships and mentorship programs. Regardless of whether the center has volunteer or paid staff, consistent, qualified management is necessary to have a volunteer staff.