

CLEAR CREEK COUNTY SHOOTING SPORTS PARK

1.5 Conceptual

5.1 1st Draft

5.2 Final

STANDARD OPERATING PROCEDURES. (SOP) MAINTANCE OPERATIONS AND SAFETY PLAN



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1.0 GENERAL

If the reader noted in the Master Plan Development, the shooting activities have been segregated into disciplines of shooting according to their National Government Bodies (NGB) rules that dictate how shooting ranges, ranges bays and fields are designed and used.

That segregation is:

1. Conventional Rifle and Pistol ranges
2. Action Rifle, Pistol and shotgun ranges
3. Shotgun Sports within the ranges
4. Archery Sports within the ranges

We deem it appropriate to discuss this in the Management and Operation discussion because that is how successful operations are made to happen since each type of shooter behaves differently.

Psychologically the shooter groups also divide themselves into those 4 discipline categories.

The Conventional Rifle/Pistol Range Group Precision Shooters are the NRA conventional shooter typed that use those conventional design ranges and the daily shooter that practice fun shooting, concealed firearms practice and the hunters that have to sight in and all practice at known distances. This is shooters group that practices with single projectiles to develop accuracy. This group doesn't like to be disturbed or excited. This is a group of serious marksmen to which adrenaline is the enemy and management wise that is a group that has to be accommodated. This is a shooting group that moderately grows over time at the facility and is directly proportional to population growth and are constantly at the range.

The Action Shooting Rifle and Pistol and Shotgun groups are more “adrenaline driven” and are the “dynamic shooting” action groups. Action shooters sub-group also uses single projectiles on larger targets at closer distances. They shoot fast and can, on a course of fire, shoot multiple shots at one target fast. They drink coffee, tea and eat candy bars which pumps up the shooter and helps in the shooting. They are more gregarious since they shoot in squads and have to cooperate. They set up shooting stages, scoring and resetting target as a squad. Because of the cooperative nature of the game, they are different from conventional individual rifle/pistol shooters. Action shooting is a fast growing group sport.

The shotgun sport subgroup are also a dynamic shooting sub group and are divided into trap shooters which is a shotgun game that still commands a large following that is stable and growing. Skeet shooters on the other hand is a sport that is declining.

Sporting Clays is best characterized as “golf with a shot gun”. It used to be a sport to hone hunting abilities. Now it is the fastest growing shotgun sport as a competitive sport and cannot be offered at this site.

From a management stand point these shooters group should be vigorously pursued and promoted and provided with their own sub assembly areas and fields to congregate in.

In analyzing successful ranges around the country, the most successful SSP’s financially, serve these shooter groups individual and separately. We propose to do rifle/pistol and limited shotgun shooting sports in the Clear Creek County Shooting Sports Park (CCCSSP) and to do it successfully, the 4 group categories need to be accommodated and promoted, each individually by its own managers that advertiser individually to promotes the CCCSSP for those disciplines.

It is essential to plan the new facility to be redesigned and constructed to serve the starving shooting public in a cogent manner. It’s also sad and need to understand that we’ve lost a great number of shooting facilities statewide due to things like safety, environmental concerns, noise mostly due to poor management and operations.

Many shooting ranges who are barely getting by don't have a clue about how to manage themselves. Shooting Park Operation is an entertainment business. Some range managers with the attitude if we build it they will come simply hang a sign out front in hopes that shooters will show up. It takes much more than that. Range Managers have to provide a pleasant visitor experience and marketing of the range. They must operate and maintain the ranges to truly provide the shooter a pleasant experience when visiting the range.

The least expensive way to market a facility is to utilize the positive experience of current shooters using the range. Many of the shooters, clients, will likely have good jobs at major companies that may need to entertain their clients occasionally. Institute a referral program, through the shooters, to reach those companies and their clients. Specific programs like member/guest outings, shooting leagues and regularly scheduled fun shoot events can bring you new member shooters. Once you have the new shooter on site, the manager must provide him with a positive experience and reasons to return and hopefully bring a friend.

How the facility looks, how your shooting park personnel treated the customer and how your target equipment always works during his visit will help establish repeat visits. Keep in mind that these are management issues that can be controlled.

When it comes to managing, we believe in maintaining direct contact with both the established customer as well as the prospective customer. This can be done through direct mail and email, a well-designed and up-to-date Web site, digital and printed newsletters and follow-up (by personal contact or a short questionnaire) on a client's first visit.

The facility can have a monthly drawing for a few free visits of shooting or a day member given a small logo item from your pro shop as facility advertising along with the questionnaire as the incentive for filling it out. If you can get shooters to take a few minutes to fill one out and tell you what they thought of their first visit, you can learn a lot about what the shooter wants and change your operations. Make sure to include a line

for referrals on the card as well. If the shooter had a great time, chances are he'll want his friends to know about it.

Many range operators consider their market to be the long-time competitive shooting enthusiast. Those are your annual and life member shooters. The avid shooter is a major part of the business, but in most markets across the country, however, there simply aren't enough of them to ensure your profitability. As a result, the manager has to attract day members shooters to that shooting park more often and develop new strategies to attract specialty two day group competitive shooters.

Perhaps the two best markets, are the avid group competitive shooters, and team building corporate competitive events. These two markets certainly go hand in hand, as many shooting events depend on corporate funding participation to be successful. Charity and non-profit organizations are key contacts for such events. Secure each participant's name and address of group shoots on an entry or waiver of liability form for future park promotions contact. The Park Manager should also make sure that each attendee leaves with CCCSSP literature in hand.

Successful ranges put together a series of events throughout the year that constitute a Club Championship Series. These events range from registered competitions to charity fun shoots, and points are awarded for participation. At the end of the season, an awards banquet is held, where prizes are awarded to the point leaders.

Successful shooting range management and operation means being creative with programs that get shooters to the facility. Expensive outlets like magazines, newspapers, radio and television aren't always the best approach (although NSSF's *Original Outdoor Challenge* advertising campaign is proving extremely cost effective). A tournament to generate quick cash is not the long-term solution.

Successfully managed facilities are profitable because they work at using creative marketing ideas on a daily basis that result in a quality entertainment experience for the clients.

2.0 MANAGEMENT & OPERATIONS

Management and operations of the CCCSSP shall be based on modern business principles and the CCCSSP goals and objectives. These goals and objectives are derived from the “top down” Clear Creek County park requirements that include federal and state laws, county ordinances, and the BOCC vision, mission, goals and objectives.

In order to make operations and management recommendations, the “management philosophies should be established. CCCSSP management personnel need to immediately selected to provided a Policy and Procedure Manual for public use, a Staff Procedures Manual for employee guidance and direction. In addition, in the near future, Health and Safety Manual. All to be used to establish the standards for Environmental Best Management Practices of the CCCSSP. The philosophy of “continuous process improvement” and a customer survey/feed back program should be developed and maintained. Constant innovation in all programs and services will be required to meet the growing needs of the Park and keep its customers attendance growing. Role models of well-run parks are The World Shooting and Recreational Complex (WSRC), Sparta, Illinois, or Ben Avery Shooting Facility (BASF), Phoenix, Arizona, and NRA Whittington Center (NRAWC) Raton, New Mexico and Grand Island, Nebraska.

2.1 Vision/Mission Statement

To expand recreational shooting in Clear Creek County including private public partnership for achieving that goal.

2.2 Management Priorities

- Shooting Sports
- Park Safety
- Park Advertising

- Park Operations
- Public Relations
- Park Security

2.2.1 Public Health

- Safety of shooters. Eye and ear protection. Not eating or drinking in firing lines. Washing hands after shooting.

2.2.2 Working Principles

- Safety
- High Product Quality
- Superior Customer Service
- Strong Community Involvement
- High Ethical Business Practices

2.2.3 Environmental Stewardship. Adopt the Environmental Stewardship Plan. (ESP)

- Safety
- Adopt a Statement of Principles for the Environmental Management of the CCCSSP, (References Appendix “D”)
- Implement “Best Management Practices for Shooting Ranges” EPA program and obtain a certificate for environmental stewardship. (References Appendix “D”)
- Work with Colorado Wildlife Commission and Grand Junction Convention and Visitor Organization to accentuate natural park features, enhance wildlife and the guarding of the natural environment and open areas.
- Accentuate native and high plains, desert plant species for landscape and vegetation projects.

2.2.4 Operate and Manage CCCSSP as a Business

- CCCSSP management shall complete and periodically update the Business Plan, utilize best business management practices, and network with the Denver Development Agency and other fund generating groups to increase positive cash flow to all.
- Implement retail sales, food services, and other fee-based services to be offered as CCCSSP is developed and maximized to provide for positive cash flows.

2.3 Allocation of Resources and Services

The CCCSSP is managed for the use of all Colorado Citizens wishing to participate in recreational shooting and for the Colorado Hunters Education Program. CCCSSP use shall be provided so that the maximum number of customers may participate in a safe environment where the resources are equitably accessible amongst the users, and there is no favoritism towards any one user group or persons.

2.3.1 Facilities will be designed and managed to allow those with disabilities to be able to participate. All facilities will be designed to meet Americans with Disabilities Act standards accessibility.

2.3.2 CCCSSP has the opportunity to enter into agreements with “sponsors” who wish to finance advertising on a Park component or part of a component. These advertising naming right agreements will allow a feature to be named per agreement by the sponsor, with the understanding that the name must be in harmony with the mission of the State and the vision of the Park. All facilities built on Colorado Wildlife Commission property will become property of the

Park. All uses will be governed by the agreement and CCCSSP procedures. All facilities named will be available to all users within CCCSSP procedures.

2.3.3 Facilities will be maintained so that shooter have clean facilities and ranges to use. It will be expected that facilities used will be left in the same condition as they were before they were used.

2.3.4 The Park is a “play as you pay” fee based park.

2.4 Event sponsorship

2.4.1 Event shooting groups will be responsible for their events and participants. This will include: collecting Park fees’ providing insurance with the State named as coinsured; providing safety officers; providing for set up, clean up, temporary toilets, licensed security during non hours events, safety and behavior of event participants, customer service for spectators, arrangements with vendors and cooperators’ scheduling and advertisement of events.

2.5 Cold Range Rule

2.5.1 The CCCSSP is a “Cold Range Complex”. The CCCSSP will be managed by individually written Range Rules and Safety Regulations as established, and under criminal trespass laws. The entrance will be posted with regulatory signage and at each Park Shooting Venue will have signs posted as to the safety rules and special safety conditions that may apply to each discipline. Following are a series of recommendations for operations or CCCSSP. Various rules will be enacted as the different phases are constructed.

2.6 Hours of Operation

The CCCSSP shall be open for public shooting and scheduled events from 8 a.m. to dusk. It will remain open until one half hour before sunset during the winter (November 1 to March 31).

The Park will be open to scheduled night shooting events until 10 p.m. (provided area lighting is adequately constructed in the future).

The Park may be managed for scheduled police on Tuesday.

2.7 Fees

Will be as established in the Market, Advertising Plan and Financial Feasibility Analysis.

3.0 SHOOTONG SPORTS PARK (SSP) SERVICES

Clear Creek County or the Private Range Operator shall provide the several distinct services as part of the CCCSSP Operations and Management manual to be written. The CCCSSP will be operated like a professional business, with no undue restrictions on operations or sales money, the CCCSSP however shall not compete with private facilities.

Quality customer services shall be the number one priority for Park Management. This includes establishing customer surveys, comment cards, and constant interaction with customers and user groups as services are provided.

The shooting public is a “value-based customer”, and excellent customer service shall enhance the reputation of the CCCSSP, and generate the loyal customers base.

Demand for services will increase as the park is built and experience is that basic maintenance, grounds and janitorial duties are necessary and essential common to all services and are not detail.

Range employees should wear an identify as “range operation” with logo uniform shirt and trousers at all times while on duty. Volunteers, non permanent personnel shall be furnished like uniform apparel to be worn on duty. Hosts and volunteers shall be furnished uniforms shirt identified as “park volunteers”.

3.1 Public Services (Annual and Day Members)

Public services functions includes; providing park information, collecting daily fees, conducting community outreach, youth and women’s programs, volunteer training, line safety officer training and supervision, event host supervision and support, and scheduling of events and buildings spaces. The Park Club House will be the central point

for CCCSSP operations and information. It will contain food services snack, vending machines, food snack, logo items services will also be provided.

3.2 Special Events Services

The same services and facilities as detailed above will be used for Special sponsored (competitive) Events. Scheduling of events will become a major service, as well as the management and advertising tool of user groups. An invoicing system will be employed by the Park Office to bill user groups and collect range rental fees. Building rentals of storage space.

3.3 Park Services

Park Services will service and facilitate park operation.

3.4 Service and Product Description

CCCSSP will offer a variety of services and products, that produces income including:

- Day, annual, lifetime, and benefactor memberships
- Products, such as targets, ammunition, food, and beverages,
- Event services, such as corporate day outings, fundraisers, sponsored tournaments, and fun competitions,
- Individual and group instruction
- Advertising and sponsorship opportunities, and
- Rental space for on-site retailers.

The following paragraphs describe each of these revenue sources in more detail.

3.4.1. Membership Dues and Walk-in Fees

Annual and Lifetime Memberships will appeal to the discipline shooting enthusiasts who plan to use CCCSSP on a regular basis, 10 or more times a year. Memberships provide range access, preferred pricing and access to tournament and competition events.

CVA estimates that CCCSSP can attract 10% of the service area shooter and 5% of annual membership will obtain lifetime memberships. If the CCCSSP becomes a 501(c) 3 Non-Profit operation, it can offer Benefactor and Endowment memberships not accounted for herein.

Day Members will pay for use of lanes and positions for individuals for the Rifle and Pistol ranges lanes or bays. On the basis of \$12.00/visit. 2 hr each.

3.4.2. Product Sales

CCCSSP products include safety equipment, logo apparel, targets, ammunition, food, and beverages. We expect that these will be fraction of CCCSSP's revenues.

3.4.3. Special Event Service Fees

We anticipate that sponsored special event fees will comprise CCCSSP's second largest revenue stream. Fees will be determined and set on an individual negotiated basis, depending on a the number of attendees, catering options, entertainment options provided and the access to specific ranges and fields.

Catering companies servicing corporate events or fundraisers will pay a 10% facility use fee as a percentage of their contract with the event sponsor and additional fees for use of CCCSSP kitchen facilities. We have defined four classes of events:

- Sanctioned Tournaments (IDPA, IPSIC)
- Corporate Outings
- Fundraisers
- Fun Competitions

3.4.3.1 Sponsored Sanctioned Tournaments

CCCSSP will host tournaments for Action shooting and rifle and pistol tournaments. Fees for these tournaments will be designed to cover costs and a modest profit, on the order of 10 percent. Because sanctioned tournament participants are by definition experienced shooters, they will require less handholding than corporate and fundraiser participants. Shooting according to their N.G.B. rules with Range Officers present and under the direction of tournament directors. Proposed individual user fees are as established in the Stake Holders Meeting.

3.4.3.2 Corporate Outings

Many companies periodically host daytime outings for team building their employees or customers, providing employees a chance to bond and form more effective teams, and customers with an entertaining experience. We anticipate that most outings will mostly use shotgun sports held in the fields. The financial forecast allows for some to be held on the action shooting bays. Corporate outings require manpower to provide a safe personalized supervision, resulting in higher costs. These need to be offset by the fees, which are negotiated individually for each customer company, and are typically based on the number of participants, activities hosted, and amenities

provided. Corporate outing will be negotiated fees according to services provided.

3.4.3.3 Fundraisers

Fundraisers are events held to raise money for any charitable cause. Attendees by definition are planning to make donations to the cause and tend to be much less cost sensitive than typical range customers. Like the corporate outings, fundraisers require more personalized attention, resulting in higher labor costs. CCCSSP should plan to partner with charitable event holders for many of their fundraiser events. Fees for event holder partners will be a negotiated percentage of the event fee.

3.4.3.4 Fun Competitions

CCCSSP will periodically hold day, annual and life member competitions designed to encourage the general public and members to come out and enjoy a fun day. The fun competitions will have lower fees day user than the high sanctioned tournaments, and prizes will commensurately smaller. Typical fun competitions might be a women day, becoming an outdoor woman day, Father and Son/Daughter event or a Thanksgiving Turkey Shoot. They will be designed around specific themes and holidays and will be much more about fun and camaraderie and team building than marksmanship.

3.4.4 Individual and Group Instruction

CCCSSP will provide thru qualifying training vendor both individual and group instruction covering the variety of disciplines. Classes will be by independent vendors as a percentage of revenue or space lease. The CCCSSP

can offer classes in:

- Rifle
- Pistol
- Shotgun
- Firearm Certification classes
- Personal Protection classes
- Concealed Weapon classes
- Hunting site in for hunting license holder is free.

3.4.5 Advertising and Sponsorship

CCSP will provide advertising space all throughout the park, ranging from naming the buildings and ranges down to the target storage sheds. Most advertising will be structured as a one-time up-front fee, with renewal after 5-10 years, etc. Advertising and sponsorship opportunities exist for all spaces in the park.

3.4.6 Space Rental

CCCSSP will provide rental space for a very select number of vendor/users. Lease terms will include a monthly space fee for a one-year lease and a percentage of gross sales. The Financial Forecast only includes the pro shop operator leases vendor/operator may sell firearms.

3.4.7 Firearm Sales

Not recommended.

4.0 EQUIPMENT

The CCCSSP is a small 10 acres \pm site.

The following is a list of total recommended equipment.

4.1 PUBLIC SERVICES EQUIPMENT AT MAIN OFFICE

- 4.1.1 First aid kits at each building, Automatic Electronic Defibrillators (AED) will be kept at the Park Office, Day Use Range, Park Complex, Action Range Club House and Clay Target Range.

MANTENANCE EQUIPMENT.

- 4.1.2 One wire feed welder on a utility trailer

- 4.1.3 One commercial grade air compressor with tools.

- 4.1.4 One chop saw.

- 4.1.5 One table saw.

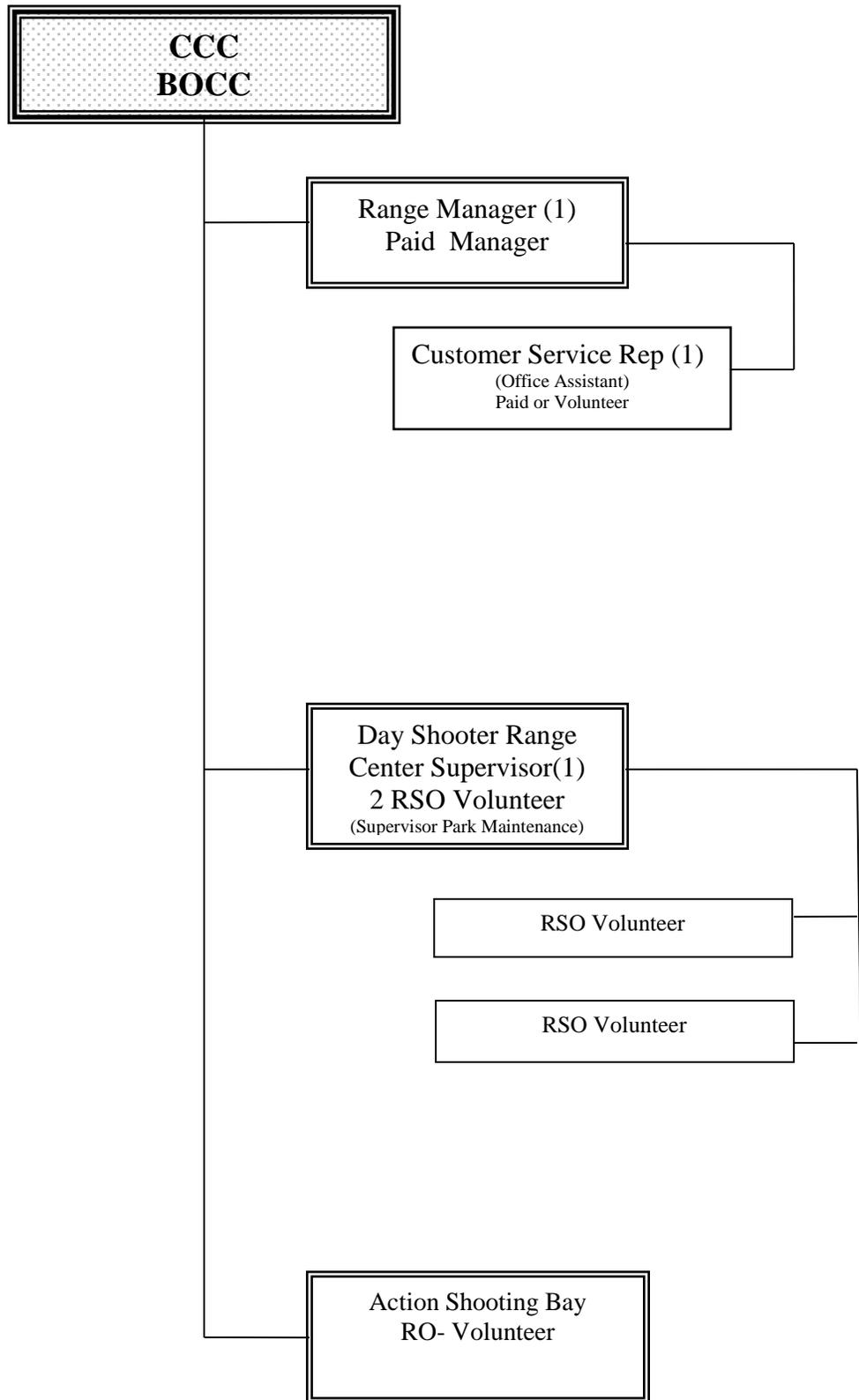
- 4.1.6 One medium size tractor with front end loaded backhoe, street brush, post hole digger, rake, and Gannon box scraper.

4.2 RANGE CLUB HOUSE PARK CENTER DAY USE "OFFICE EQUIPMENT"

- One computers for park office personnel and scheduling system.

- Copy machine.
- Computer point of sale equipment
- Cash Register.
- Telephone system.
- Lap top computer and LCD projector to support outreach programs.
- Office furniture to equip office personnel
- Equipment to outfit Pro Shop

Figure 4.3
Staffing Plan
CCCSSP



Volunteer work for annual membership